

July 11, 2022
Dianne McNabb, Chief Financial Officer
Finance Department
1300 Commerce Drive, Decatur Georgia, 30030

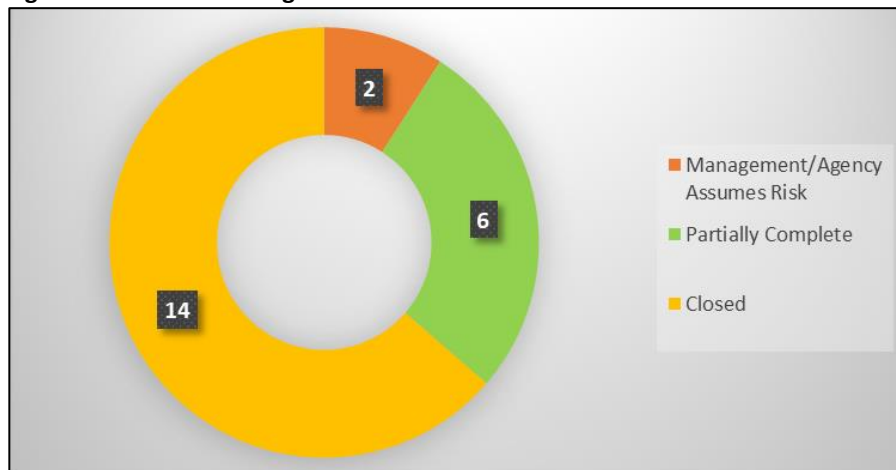
RE: Follow-up on the status of the 2017 KPMG Audit of DeKalb County Water Metering and Billing

Dear Ms. McNabb,

As required by DeKalb County, Georgia – Code of Ordinances / Organizational Act Section 10A- Independent Internal Audit (I), I have attached the Office of Independent Internal Audit’s report on the status of management actions taken to address the findings contained in the referenced audit report. The conclusions in this follow-up report are limited to the status of the implementation and not the effectiveness of the completed action plans, which may be assessed in a future audit.

Management has completed action plans for 14 (63%) of 22 findings and Management has assumed the risks for two findings (4.1 and 5.2) that will *not* be fully addressed. It is anticipated that management’s action plans for the remaining six findings will be completed by April 30, 2023, pending the implementation of the EnQuesta application. We will follow up after that date to verify the completion of the action plans.

Figure 1 - Status of Management Actions Plans



Please contact me if you require additional information.

Lavois M. Campbell
Sincerely,

Lavois Campbell, CIA, CFE, CISA , CGA
Interim Chief Audit Executive

Attachment: Audit Findings Status Update Form

- cc. Michael L. Thurmond, Chief Executive Officer
Robert Patrick, Board of Commissioners District 1
Jeff Rader, Board of Commissioners District 2
Larry Johnson, Board of Commissioners District 3
Steve Bradshaw, Board of Commissioners District 4
Mereda Davis Johnson, Board of Commissioners District 5
Ted Terry, Board of Commissioners District 6
Lorraine Cochran-Johnson, Board of Commissioners District 7
Adrienne T. McMillion, Chairperson, Audit Oversight Committee
Harold Smith, Jr., Vice-Chairperson, Audit Oversight Committee
Claire Cousins, Audit Oversight Committee
Lisa Earls, Chairperson pro-tem, Audit Oversight Committee
Tanja Christine Boyd-Witherspoon, Audit Oversight Committee
Zachary L. Williams, Chief Operating Officer/ Executive Assistant
La'Keitha D. Carlos, CEO's Chief of Staff
Kwasi K. Obeng, Chief of Staff, Board of Commissioners
David Hayes, Director, Department of Watershed Management (DWM)
Lynette Ferguson, Senior Manager, DWM, Water Meter Services Division

DeKalb County Government			
Office of Independent Internal Audit			
Date: 6/12/22		Prepared by: Lawrence Clark	
Audit Findings Status Update Form			
Status Date	Report #	Report Title	
6/12/22	N/A	KPMG Audit of DeKalb County Water Metering and Billing	
Contact Person	Title	Phone No.	Email Address
Dianne McNabb	CFO	404-371-2745	dmcnabb@dekalbcountyga.gov
Lynette V. (Lyn) Ferguson	Sr Manager of WaterShed Water Meter Services Division	770-621-3529	lvfergus@dekalbcountyga.gov
Activity	Accountability	Schedule	
Administration and Organization	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Dept. of Watershed Management & Utility Customer Operations	N/A	N/A
Finding		Finding Details	
No.	4.1		
Date	12/15/17		
Finding	Lack of a Common Leadership Structure		
Recommendation	<p>The County should merge the two bifurcated water metering and billing functions into a single organizational unit governed by a single department director that can oversee and manage end-to-end water metering and billing processes for the County. Key operational processes and procedures within DWM and UCO are interrelated and dependent upon one another due to the nature of the services performed by each department/division. Having a bifurcated organizational structure between two departments performing functions supporting a common service delivery goal creates strained communication, inconsistent execution of daily processes and procedures, and limited accountability for personnel performing tasks that cross departmental and divisional lines.</p>		
	<p>Having a single point of governance over end-to-end water metering and billing processes, will allow for holistic management of customer service delivery, increased visibility into and control over internal/external reporting, and process standardization and consistency.</p>		
	<p>The County should consolidate the water metering and billing function under the DWM and create a new organizational structure through the addition of a fourth division within DWM focused on water billing and customer service. The director of the newly created water billing and customer service unit should report directly to the DWM director to help elevate the importance of water billing and customer service and help ensure strategic focus on related processes.</p>		

Management Response	<p>When CEO Michael Thurmond took office in January 2017, he initiated a full-scale review of the water billing process which became known as "The New Day Project". As a part of his dedication to fixing this systemic problem, in February 2017 the CEO asked the Board of Commissioners for \$1.5MM to repair the system. This includes a cross-departmental effort with the Utility Customer Operations Department ("UCO"), the Department of Watershed Management ("DWM") and the Department of Innovation and Technology ("IT"). We have increased training and development, augmented staff and increased customer service initiatives. These enriched resources result directly from the specific budget requests of the New Day Project.</p> <p>CEO Thurmond's deconstruction of the water and billing process warranted many changes related to departmental interaction and engagement. The short-term gains include better customer service, improved communications, reduction in 'silos' and an enhanced training program. The CEO directly leads weekly meetings aimed at ensuring root causes to issues are collaboratively addressed and strategies are implemented. Additionally, departments have initiated biweekly touch-points.</p>
Status Update-2021 Response	<p>2018 Response</p> <ul style="list-style-type: none"> The County conducts weekly and biweekly meetings to track progress and discuss strategy for areas of improvement. These meetings occur between the Administration, Watershed Management, Finance, Information Technology and Sanitation and Airport as necessary The County teams, including Administration, Watershed Management, Finance and Information Technology, continue to work together to standardize performance measures and service delivery expectations. See responses referencing. <p>2022 Response</p> <p>In our discussion with the DWM management team on 12.17.2021, management noted that the weekly and bi-weekly meetings have changed to weekly meeting with the Senior manager, UCO, Billing, and Field Services. These are comprehensive meetings that provide on going collaborations between DWM and UCO areas. Management stated that there are no plans to change the bifurcated structure, however, DWM and UCO are reporting functionally to the same senior manager.</p>
Open	
X Management/Agency Assumes Risk	
Partially Complete	
Complete Pending Verification by OIA	
Closed	

DeKalb County Government			
Office of Independent Internal Audit			
Date: 6/12/22		Prepared by: Lawrence Clark	
Audit Findings Status Update Form			
Status Date	Report #	Report Title	
6/12/22	N/A	KPMG Audit of DeKalb County Water Metering and Billing	
Contact Person	Title	Phone No.	Email Address
Shawntell Stewart	Customer Care Manger, UCO	404-371-2097	srstewart@dekalbcountyga.gov
Lynette V. (Lyn) Ferguson	Sr Manager of WaterShed Water Meter Services Division	770-621-3529	lvfergus@dekalbcountyga.gov
Activity	Accountability	Schedule	
Administration and Organization	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Dept. of Watershed Management & Utility Customer Operations	N/A	N/A
Finding		Finding Details	
No.	4.2		
Date	12/15/17		
Finding		Reliance on Temporary Employees and Internal Promotion	
Recommendation		<p>The County should implement a program to promote high performing temporary staff to full-time positions. By creating a formal career path program, DWM and UCO will encourage staff to perform at high levels and produce quality work products in an effort to receive a fulltime job opportunities at the DWM and UCO that offers security and a career path. The County should also develop an annual recruiting plan inclusive of forecasted activities and priorities to limit the need for temporary staffing solutions for full-time vacancies. The plan should ensure recruiting is timely implemented and allows DWM and UCO to be more competitive and proactive, avoiding the need to rely on temporary employees. DWM and UCO should define the skills and character traits needed to improve staff retention levels and improve employee morale. Defined skill needs and gaps will allow DWM and UCO to tailor job postings and recruitment strategies to fill high need and high impact positions within the Department.</p> <p>Finally the County should perform a formal skills gap assessment to determine areas of greatest deficit as well as to assess the future workforce needs against current staff availability and competencies, particularly related to management level positions. The County should also prepare formal training material and conduct formal training sessions with personnel in order to educate towards organization goals, objectives, roles, responsibilities and relationships with other Departments. The County should prioritize management training.</p>	
		<p>The County has implemented a Top Performers Program, which identifies high-performing temporary staff and positions them for time-limited employment with the County. The goals of the Top Performers program are to improve retention, encourage professional development and create greater opportunities for transferable knowledge.</p>	
Management Response			
Status Update-2021 Response		<p>2018 Response:</p> <ul style="list-style-type: none"> The County's Top Performers Program contributed to workforce stabilization within the customer service team. Prior to the Top Performers Program, the average tenure was 5 months. At the start of the Top Performers Program the average tenure increased to 9.5 months. The current median tenure as of September 2018 is 15 months. The Top Performers Program has tripled the average tenure Thirty-two employees have been promoted through the Top Performers Program The County's UCO is expanding the Top Performers Program to the Customer Assurance team The County's UCO participated in professional development opportunities that provided exposure to leading industry practices. Employees participated in peer workdays with the City of Atlanta and attended the Customer Service Week Conference. These opportunities provided the County an opportunity to gain insight on best practices and industry trends <p>2022 Response:</p> <p>The UCO has moved away from the temporary staffing model and have added an additional 13 permanent staff members in 2021. In addition 45 (96%) of the 47 employees in UCO are permanent staff members. All management roles have also been converted to permanent positions.</p> <p>DWM and UCO has developed training for all its employees in their departments and at this time is where the employee skill gap is evaluated.</p>	
<input type="checkbox"/> Open <input type="checkbox"/> Management/Agency Assumes Risk <input type="checkbox"/> Partially Complete <input type="checkbox"/> Complete Pending Verification by OIIA <input checked="" type="checkbox"/> Closed			

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Office of Independent Internal Audit			
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Status Date	Report #	Report Title	
6/12/22	N/A	KPMG Audit of DeKalb County Water Metering and Billing	
Contact Person	Title	Phone No.	Email Address
Kelvin Herbert	Billing Manger, UCO	404-687-4098	krherbert@dekalbcountyga.gov
Lynette V. (Lyn) Ferguson	Sr Manager of WaterShed Water Meter Services Division	770-621-3529	lvfergus@dekalbcountyga.gov
Activity	Accountability	Schedule	
Administration and Organization	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Dept. of Watershed Management & Utility Customer Operations	N/A	N/A
Finding		Finding Details	
No.	4.3		
Date	12/15/17		
Finding		Insufficient Knowledge Retention	
Recommendation		<p>DWM and UCO should prioritize filling vacancies with personnel who possess the necessary skill sets and ensure incoming staff are receiving adequate knowledge of daily roles and responsibilities. DWM and UCO should implement formal succession planning to facilitate effective knowledge transfer from staff leaving the organization to existing or new staff. Additionally, as mentioned throughout the report, the County should formally document policies and procedures throughout its water metering and billing functions to facilitate knowledge transfer.</p>	
Management Response		<p>The County has implemented a Top Performers Program, which identifies high-performing temporary staff and positions them for time-limited employment with the County. The goals of the Top Performers program are to improve retention, encourage professional development and create greater opportunities for transferable knowledge.</p> <p>Additionally, the UCO has hired two (2) operations analysts that work with department managers to observe and document business processes. The County has placed high priority on creating Standard Operating Procedures (SOPs) to serve several purposes, one of them being to assist with knowledge transfer and cross-departmental support. This minimizes risk associated with insufficient knowledge retention and business continuity instability.</p> <p>DWM's Business Performance Division developed an employee development plan focused on detailing career tracks, succession planning and knowledge retention. This will be an ongoing effort.</p>	

Status Update-2021 Response	
<input type="checkbox"/>	Open
<input type="checkbox"/>	Management/Agency Assumes Risk
<input type="checkbox"/>	Partially Complete
<input type="checkbox"/>	Complete Pending Verification by OIIA
<input checked="" type="checkbox"/>	Closed

<p>2018 Response:</p> <ul style="list-style-type: none"> • The County's UCO offered 25 hours of internal training opportunities per customer service agent • The County has developed SOPs for billing activities. The SOPs, include but are not limited to: New Service, Exceptions, Location Updates and Changes • The County's UCO updated the customer service training manual to v3.1. Updates include: image of AccuStream meter, DeKalb vision statement, Department of Watershed and UCO Contact Chart with list of responsibilities, Open Records Request process, New Service document and terms list, property tax screen captures, GIS and sewer line links and activity, installment statement, and Customer Portal notification terms • The County continues to make improvements in service delivery to DeKalb residents and stakeholders. <ul style="list-style-type: none"> o The County's UCO continues to develop SLAs and KPIs and reviews performance metrics at least twice per month • % of exceptions that are No Reads • \$ Average residential bill • Dispute month over month rollover o Contact Center metric: Answer 80% of customer calls within 60 seconds. Target of 80% call answer metric has been met consecutively since Q4 2017. The end of quarter results for the following periods: <ul style="list-style-type: none"> • Q4 2017 - 84.9% ; • Q1 2018 - 93% ; • Q2 2018 - 90.4% o Contact Center metric: Average wait time less than 120 seconds. The end of quarter results for the following periods: <ul style="list-style-type: none"> • Q4 2017 - 0:21 seconds; • Q1 2018- 0:23 seconds; • Q2 2018 - 0:06 seconds • The County has added several components to its training program. The dynamic training program includes LIFT (Leveraging Interactions by Focusing on Techniques) exercises, monthly knowledge checks, video learning and scenario-based exercises. Additionally, the training program Involves refresher training. For YTD 2018, the following refresher training has occurred: Customer Service, ACH, Bill Dispute, Final Bill, GIS, Hydrant Rental, Open Records, Prorations, Analyzing the Reading Table, Billing, Cityworks (Work Order) <p>2022 Response:</p> <p>Completed several SOPs and documented various work-flows. This includes billing exceptions, independent verification process (IVP) and bill disputes, water meter replacement and calibration, among others.</p> <p>OIIA Review:</p> <p>Based on our review and information obtained during our meeting with with DWM management we determined that documented work processes exist but could be improved, for example by adding a table of contents, purpose, scope and roles responsibilities. However, the materials can provide staff with the needed knowledge transfer and succession planning. OIIA has noted that due to the implementation of the EnQuesta creating formal procedures for the current system would not be effective nor efficient. OIIA has advised Finance and Waste Management that upon implementation EnQuesta formal procedures should be developed. Note: this statement is extended to all following findings that note SOP recommendations.</p>
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DeKalb County Government			
Office of Independent Internal Audit			
Date: 6/12/22		Prepared by: Lawrence Clark	
Audit Findings Status Update Form			
Status Date	Report #	Report Title	
6/12/22	N/A	KPMG Audit of DeKalb County Water Metering and Billing	
Contact Person	Title	Phone No.	Email Address
Demotria Ford	Utility Manager, Field Services	770-414-2377	ddford@dekalbcountyga.gov
Activity	Accountability	Schedule	
Account Set-Up	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Department of Watershed Management	N/A	N/A
Finding		Finding Details	
No.	5.1		
Date	12/15/17		
Finding		Inefficiencies and Risks of Paper-based and Manual Processes	
Recommendation		<ul style="list-style-type: none"> The County should make initial application and intake steps electronic so that information can be routed electronically rather than via paper-based form. Enabling technology can decrease the paper-based processes utilized by the County and third party contractors, decrease the risk that important paperwork will be lost and delay the new customer set up process, and remove data entry process steps. If the County continues to maintain paper-based processes, they should, at minimum, enable technology to distribute the paper forms around the County rather than using inter-office mail. Inter-office mail adds multiple days to the overall set up process whereas scanning and sending key documents or enabling shared drive capabilities allows key staff to receive documents instantaneously and at the same time as other key stakeholders. Additionally, leveraging technology to route important application paperwork provides the County and its contractors an electronic trail of where the documents are located and the status of the documents. The County should provide Contractors copies of meter applications and work orders in electronic format, avoiding the need for contractors to travel to multiple locations around the County before starting performance. Electronic work orders decrease processing time, improve security of work order documentation, and provide greater transparency into the location and status of work orders. Electronic work orders also mitigate the opportunity that the contractor will lose the application and work order paperwork the County requires to be returned before the new customer set up process can continue. As the County begins developing RFP requirements for the upcoming new construction meter installation services contract, the County should require that respondents have the capabilities to receive work orders electronically and have a process for electronically routing the work orders to their individual employees. Additionally, the County's procurement function should prioritize the electronic capability requirement during the response evaluation. The County should no longer accept handwritten notes and information from contractors in the field because manual entry has the potential to lead to inaccuracies when updating customer meter information into the County's billing software 	
		Management Response	
		<p>The County is evaluating a solution for enabling an efficient new construction water meter process. The County is currently working to upgrade its Community Development Regulation software system from Hansen 7.7 to Hansen 8.4. This upgrade is scheduled to be completed at the end of the first quarter in 2018. Once completed, customers will be able to apply for a water meter application online. The customer will be able to attach an electronic version of the water meter application, whether by scanning or filling out the document electronically. This document and/or the details in the system can be made available to anyone in DWM through an email or by providing access to the Hansen system, whichever is preferred by UCO and Watershed Management. Additionally, it is worth noting that for any new single family homes in unincorporated DeKalb County, the water meter fee and application are required when the building permit application is submitted.</p>	

Status Update-2021 Response	
<input type="checkbox"/>	Open
<input type="checkbox"/>	Management/Agency Assumes Risk
<input type="checkbox"/>	Partially Complete
<input type="checkbox"/>	Complete Pending Verification by OIIA
<input checked="" type="checkbox"/>	Closed
	<p>2018 Response:</p> <ul style="list-style-type: none"> The Planning Department launched new customer service friendly permitting technology, Hansen 8.4, in June 2018. Customers are now able to apply for a water meter application online. The customer can submit an electronic version of the water meter application, by either scanning or filling out the document electronically. This document and/or the details in the system can be made available to anyone in DWM through an email or by providing access to the Hansen system, whichever is preferred by internal stakeholders. This new software allows customers to apply and make fee payments online from the comforts of their home or office. There are three types of meter applications: <ul style="list-style-type: none"> Meter attached to a building permit Stand-alone meter- (1) irrigation meter or (2) a master meter breakdown into individual meters <p>Meters through the City Review Process</p> <p>Each type of application can be processed, and fees paid via the new online software.</p> <p>Electronic Application Process</p> <ol style="list-style-type: none"> Customer applies on line and the Planning Permit Tech reviews the application for completeness and reviews fee payment Permit tech contacts the customer via email that application is received and if necessary receive answers to questions Permit tech sends email and information (application) to Watershed <p>Additionally, it is worth noting that for any new single-family homes in unincorporated DeKalb County, the water meter fee and application are required when the building permit application is submitted.</p> <p>The Development Services Oversight Committee was established January 2015 and meets monthly to ensure continued stakeholder engagement and reporting transparency. The committee is composed of stakeholders/professionals in the development field that are familiar with the DeKalb County permitting process. The group meets on a monthly basis with the Planning Department representatives and offers recommendations on how to improve services to the development community. Representatives of the group attended meetings with the BOC in support of the new technology for e-permitting. Several customer service initiatives have been initiated as a result of this group such as Permit Guides, Pre- Development meetings for major projects, and combination fire and commercial plan reviews by in house staff.</p> <p>In 2018, DeKalb County launched a new financial incentive program for combination inspections for both trades and building inspections. This new approach has improved our response efficiency for customers and improved our ability to meet adopted service level agreements. For example, in August, a total of 3,367 trade inspections were completed with 98% completed on the date scheduled. In addition, of the 1,200 building inspections completed during August, 98% were completed on the date scheduled. On a monthly basis, the Planning Department presents the performance metrics to the Development Oversight Committee for comment and recommendations for improvement.</p> <p>DeKalb County is considering adding Department of Watershed staff member(s) to the permitting process to assist with information verification, line size/type, and fees. This enhancement would continue to support the County's commitment to a One-Stop-Shop concept and enhanced customer service.</p> <p>2022 Response:</p> <p>The County no longer accepts handwritten notes and information from contractors. The current Cityworks work orders are issued to the contractors electronically. Customers are able to file water meter applications online and the information can be forwarded and sent to other areas electronically. Inter-office mail is no longer used to send these documents to other County departments.</p>

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6/12/22	N/A	KPMG Audit of DeKalb County Water Metering and Billing	
Contact Person	Title	Phone No.	Email Address
Demotria Ford	Utility Manager, Field Services	770-414-2377	ddford@dekalbcountyga.gov
Lynette V. (Lyn) Ferguson	Sr Manager of WaterShed Water Meter Services Division	770-621-3529	lvfergus@dekalbcountyga.gov
Activity	Accountability	Schedule	
Account Set-Up	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Dept. of Watershed Management & Utility Customer Operations	N/A	N/A
Finding		Finding Details	
No.	5.2		
Date	12/15/17		
Finding	Limited Customer Service Focus		
Recommendation	<ul style="list-style-type: none"> The County should offer the Application for Water Meter Installation forms online so that the information may be submitted online or completed ahead of the applicant visiting the Maloof Center for submission – doing so allows the customer to do any research necessary to complete the information requested accurately and also decreases the amount of time that the public needs to spend in person trying to receive new water meter service. Electronic entry of key customer data makes the process easier for applicants and decreases the opportunity for key information to be incorrectly populated and transposed by County staff. The County should offer customers a more readily-available status of meter applications and installations. The County should consider a self-service website for applicants that does not require the applicant contacting the County directly for an update on the standing of their Application for Water Meter Installation. Developing a comprehensive knowledge base in conjunction with an online self-service website would improve customer satisfaction and reduces time and effort required by County staff. The County should provide a comprehensive knowledge base for UCO Customer Service Representatives to access to answer questions related to new construction meter set up status and other frequent customer inquiries to increase the rate of first call resolution. The County should consider co-locating some Meter Application and Installation personnel to help expedite the process of sharing application information through the County. Co-locating key stakeholders may help expedite the intake, routing and data entry process by providing a “one stop shop” for stakeholders to address questions, interact with customers and better direct the efforts of outside contractors. 		

Management Response	<p>The County is evaluating a solution for enabling an efficient new construction water meter process. The County is currently working to upgrade its Community Development Regulation software system from Hansen 7.7 to Hansen 8.4. This upgrade is scheduled to be completed at the end of the first quarter in 2018. Once completed, customers will be able to apply for a water meter application online. The customer will be able to attach an electronic version of the water meter application, whether by scanning or filling out the document electronically. This document and/or the details in the system can be made available to anyone in DWM through an email or by providing access to the Hansen system, whichever is preferred by UCO and Watershed Management. Additionally, it is worth noting that for any new single family homes in unincorporated DeKalb County, the water meter fee and application are required when the building permit application is submitted.</p>
Status Update-2021 Response	<p>2018 Response:</p> <ul style="list-style-type: none"> • UCO has started a semi-paperless process for applications for new service. UCO made the new service application available online. Once completed by the customer, UCO scans the application directly into CPAK and attaches to the customer account • The County is actively working to improve customer service, automate manual processes, and expand online services to the public through the upgrade from Hansen 7.7 to Hansen 8.4 <p>2022 Response:</p> <ul style="list-style-type: none"> • Two FTEs have been allocated to co-locate within a "one stop shop" to process new meter applications upon the implementation of the new CIS system. • DWM has created an electronic application which is provided online and can be electronically routed to the area of concern. • UCO Customer Service has access to CPAK which will allow them to see which phase is the customer's application in. Currently, it is not possible to advise the customer with the precise time frame of when the meter will be install. Hence, management has chosen to assume the risk of this recommendation.
<input type="checkbox"/> Open	
<input checked="" type="checkbox"/> Management/Agency Assumes Risk	
<input type="checkbox"/> Partially Complete	
<input type="checkbox"/> Complete Pending Verification by OIIA	
<input type="checkbox"/> Closed	

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Demotria Ford	Utility Manager, Field Services	770-414-2377	ddford@dekalbcountyga.gov
Lynette V. (Lyn) Ferguson	Sr Manager of WaterShed Water Meter Services Division	770-621-3529	lvfergus@dekalbcountyga.gov
Activity	Accountability	Schedule	
Account Set-Up	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Dept. of Watershed Management & Utility Customer Operations	N/A	April, 2023
Finding		Finding Details	
No.	5.3		
Date	12/15/17		
Finding	Lack of Optimization of Information Systems		
Recommendation	<ul style="list-style-type: none"> The County should consider providing access to key portions of the County's billing system to Meter Application and Installation personnel. Access to customer notes can enhance the ability of personnel to answer questions without needing to contact other DWM or UCO staff when trying to address questions or clarify account set up issues. The County is currently evaluating RFP responses for a new billing system (CIS) to replace CPAK. The County should establish processes to integrate related data components in the current billing system and work order system into the selected billing system. Billing and work order system integration is key to managing new meter set up workflow and can add efficiency to the process by eliminating the need to operate in multiple systems (CPAK and Cityworks) that do not interface. Integration also offers the ability to reduce risk of billing errors and inaccuracies by reducing conflicting data in the various systems. The County should require photos be taken of meter installations and then uploaded to Cityworks to ensure that the County has a comprehensive database of meter pictures, regardless of which party is installing meters. 		
Management Response	The County is evaluating a solution for enabling an efficient new construction water meter process. The County is currently working to upgrade its Community Development Regulation software system from Hansen 7.7 to Hansen 8.4. This upgrade is scheduled to be completed at the end of the first quarter in 2018. Once completed, customers will be able to apply for a water meter application online. The customer will be able to attach an electronic version of the water meter application, whether by scanning or filling out the document electronically. This document and/or the details in the system can be made available to anyone in DWM through an email or by providing access to the Hansen system, whichever is preferred by UCO and Watershed Management. Additionally, it is worth noting that for any new single family homes in unincorporated DeKalb County, the water meter fee and application are required when the building permit application is submitted.		
Status Update-2021 Response	2018 Response:		
<input type="checkbox"/> Open	See Finding 5.1 Response		
<input type="checkbox"/> Management/Agency Assumes Risk			
<input checked="" type="checkbox"/> Partially Complete	2022 Response:		
<input type="checkbox"/> Complete Pending Verification by OIIA	Effective with the implementation of enQuesta scheduled for January 2023 new meters will be established within the enQuesta system. Additionally there will be a two way integration between the CIS system and the CityWorks work order management system. DWM management stated that the field service personnel have access to parts of the billing system although there is no billing account until the meter is installed. Photos are included when meter installations are preformed and uploaded to Cityworks.		
<input type="checkbox"/> Closed			

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Demotria Ford	Utility Manager, Field Services	770-414-2377	ddford@dekalbcountyga.gov
Activity	Accountability	Schedule	
Account Set-Up	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Department of Watershed Management	N/A	N/A
Finding		Finding Details	
No.	5.4		
Date	12/15/17		
Finding	Overreliance on Third Party Contractor		
Recommendation	<ul style="list-style-type: none"> The County should develop robust vendor management protocols within their contract terms and conditions and contract management processes to ensure that contractors are evaluated on the volume of successful meter installations and the quality of services performed. <p>For example, the County should have insight into how frequently they need to send out DWM Field Services staff to address issues or mistakes generated by the contractor. Metrics should be developed and used to ensure that the contractor or contractors are incentivized to address water metering and billing issues, not creating additional issues that lead to billing inaccuracies. Billing inaccuracies can stem from improper meter set up, configuration and misidentification of meter numbers – all of which can take place during the new construction meter set up process.</p> <ul style="list-style-type: none"> The County should establish a stronger end-to-end contract management function in DWM to manage all aspects of third party vendors, specifically the contractors who are installing or replacing new meters. DWM should work more closely with the County Purchasing and Contracting Department to establish comprehensive vendor standards and performance measurements. The County will benefit from enhanced vendor accountability and the critical role the contractors play in the overall success of the water metering and billing function requires full-time oversight and commitment of at least one individual. The County should conduct a feasibility study to determine and measure the pros and cons of outsourcing new construction meter installations as opposed to performing the installations internally with County personnel. 		

Management Response	An overall review of the contracting requirements will need to be completed to ensure accountability for those contracts/contractors performing new meter installations. Internal processes will be strengthened to ensure quality assurance/quality control is completed and management standards for third party vendors is upgraded.
Status Update-2021 Response	<p>2018 Response:</p> <p>Has leveraged Cityworks to capture and manage all new meter install related activities. All workorders related to the meter install require specific fields and are completed to ensure consistency and control during the meter installation process. Cityworks has capabilities to provide status, measure productivity, and photo documentation of work performed to ensure quality assurance/quality control is obtained.</p> <p>2022 Response:</p> <ul style="list-style-type: none"> • The County contract has contract terms and conditions that enhance vendor management processes. Regular inspections are performed. Any issue with the contractors volume of successful meter installations and the quality of services performed are documented in the Inspector's log. The contract manager stated that the Performance "Rating Form for Contractors, Providers and LSBEs" will be used at or near the end of the contract term. • DWM has a FTE in place to manage the contractors who are installing or replacing new meters. The contract manager along with the County Purchasing and Contracting Department established comprehensive vendor standards and performance measurements. • A new meter replacement contract is already in place and a feasibility study to will not be performed at this point in the process.
<input type="checkbox"/> Open	
<input type="checkbox"/> Management/Agency Assumes Risk	
<input type="checkbox"/> Partially Complete	
<input type="checkbox"/> Complete Pending Verification by OIIA	
<input checked="" type="checkbox"/> Closed	

DeKalb County Government			
Office of Independent Internal Audit			
Date: 6/12/22		Prepared by: Lawrence Clark	
Audit Findings Status Update Form			
Status Date	Report #	Report Title	
6/12/22	N/A	KPMG Audit of DeKalb County Water Metering and Billing	
Contact Person	Title	Phone No.	Email Address
Demotria Ford	Utility Manager, Field Services	770-414-2377	ddford@dekalbcountyga.gov
Activity	Accountability	Schedule	
Account Set-Up	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Department of Watershed Management	N/A	N/A
Finding		Finding Details	
No.	5.5		
Date	12/15/17		
Finding		Limited Staffing Capacity	
Recommendation		<ul style="list-style-type: none"> The County should develop formal desktop procedures, knowledge base content and succession planning to help ensure that the skill and experience of tenured staff members is maintained within the Department. The County should cross-train key members of the new construction meter set up process to better understand the technology and the end-to-end process to foster a redundancy in human resource capabilities should staff members be out of the office. Cross-training will help ensure that the new construction meter set up does not stop should someone be out of the office. 	
		<p>The County is identifying gaps in manual processes and evaluating technology systems that either improperly enable or fully disable interaction with software utilized in the new water service process. County departments have worked together to identify the systems that will need to interface with one another in support of effective and efficient business operations. Specifically, the new CIS will have appropriate technological contact with Hansen, GIS and Cityworks to name a few systems that will enable cross-functional efficiency.</p>	
Management Response		<p>The County is identifying gaps in manual processes and evaluating technology systems that either improperly enable or fully disable interaction with software utilized in the new water service process. County departments have worked together to identify the systems that will need to interface with one another in support of effective and efficient business operations. Specifically, the new CIS will have appropriate technological contact with Hansen, GIS and Cityworks to name a few systems that will enable cross-functional efficiency.</p>	
Status Update-2021 Response		2018 Response:	
<input type="checkbox"/>	Open	<p>The County is identifying gaps in the manual processes and evaluating technology systems that either improperly enable or fully disable interaction with software utilized in the new water service process. County departments have worked together to identify the systems that will need to interface with one another in support of effective and efficient business operations. The County departments represented in these discussions include Finance, Watershed, Information Technology and Planning and Sustainability departments. The County is moving toward automating the application and account set-up process for new construction locations. Specifically, the new CIS will have appropriate technological contact with Hansen, GIS and Cityworks to enable cross-functional efficiency.</p>	
<input type="checkbox"/>	Management/Agency Assumes Risk		
<input type="checkbox"/>	Partially Complete		
<input type="checkbox"/>	Complete Pending Verification by OIIA		
<input checked="" type="checkbox"/>	Closed	<p>2022 Response:</p> <p>There are key individuals within DWM and UCO that can perform critical duties in each position in the event employees leave the County. Informal crosstraining for performance of key functions has been implemented based on discussions with DWM (names of the employees crosstrained has been supplied). Procedures are in place for the Field Services Unit that provide instruction guides to handle various process.</p>	

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Status Date	Report #	Report Title	
6/12/22	N/A	KPMG Audit of DeKalb County Water Metering and Billing	
Contact Person	Title	Phone No.	Email Address
Alia Johnson	Engineer Principal, DWM	770-414-2398	acjohnson@dekalbcountyga.gov
Activity	Accountability	Schedule	
Meter Reading	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Department of Watershed Management	N/A	April, 2023
Finding		Finding Details	
No.	6.1		
Date	12/15/17		
Finding	Aging Meters		
Recommendation	The County should replace manually read and other older meters based on their age (more than 30% of meters in the ground are 2001 or older). DeKalb County should prioritize replacing older manually read meters in addition to routine meter changeouts for meter failure. Planning and management of the overall meter changeout program should integrate replacement of older manual meters and ensure accurate meter data is recorded and provided in electronic form for CPAK updates.		
Management Response	The County has developed a Request for Proposal ("RFP") to install water meters and service lines. With the implementation of the water meter replacement program, approximately 25,000 meters annually will be replaced over the next five years and integrated into the the existing FlexNet Advance Metering Infrastructure (AMI). The integration with the existing AMI will reduce the inaccurate meter readings or meter attributes since all required information will be electronically transmitted. The RFP has been submitted to the Purchasing & Contracting Department for procurement and advertisement.		

Status Update-2021 Response		2018 Response:
<input type="checkbox"/>	Open	<ul style="list-style-type: none"> • The County has made great strides and continues to improve meter reading and meter device management. In August 2018, the County executed a settlement agreement with Sensus/Kendall that will replace 47,500 meters and add 30,000 FlexNet MXUs • In October 2018, the County will present the Board of Commissioners a proposal for a \$7M contract for meter replacement and installation • Vendor will work within technology workflows to eliminate errors with meter installation • The County has streamlined functions to support the quality control during the meter installation process <ul style="list-style-type: none"> o The County has eliminated manual processes to reduce bottlenecks o Work order installations are assigned more efficiently to the appropriate resource o The Cityworks work order system interfaces with GIS to provide validated addresses for meter locations • There will be improved visibility and accountability through use of the Cityworks enterprise work order system <p>2022 Response: DWM selects the routes with the high percentage of older meters first. The reason for this being that the entire route need to be completed rather than randomly replacing older meters that are spreading out throughout the County which would be difficult for both technicians who replace meters and meter readers. Once the entire route is replaced and converted to AMI, they can be converted to monthly billing. Our review of the Director's Meter Install Reports showed that manual meters are 2% of the population of meters. Furthermore, manual meters have shown a 135% of change since December of 2018. DWM replacement program is not scheduled to end until April 2023. At that time the County will move to a maintenance phase where they will be replacing 7% of the aging meter population each year. This method will prevent the County from having to do another mass replacement program again.</p>
<input type="checkbox"/>	Management/Agency Assumes Risk	
<input checked="" type="checkbox"/>	Partially Complete	
<input type="checkbox"/>	Complete Pending Verification by OIIA	
<input type="checkbox"/>	Closed	

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Status Date	Report #	Report Title	
6/12/22	N/A	KPMG Audit of DeKalb County Water Metering and Billing	
Contact Person	Title	Phone No.	Email Address
Demotria Ford	Utility Manager, Field Services	770-414-2377	ddford@dekalbcountyga.gov
Activity	Accountability	Schedule	
Meter Reading	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Department of Watershed Management	N/A	N/A
Finding		Finding Details	
No.	6.2		
Date	12/15/17		
Finding		Lack of Route Optimization	
Recommendation		<p>The County should review and appropriately redistribute the number of meters assigned per routes to ensure routes are being read in the most efficient and effective manner. DWM can benefit from performing an assessment of the distribution of meters by group/route considering factors such as the type of meters, route characteristics, read times, and travel distances. Each Group should contain roughly the same amount of meters. In addition to group optimization, the route should be revamped to ensure equal distribution. An unequal distribution can create an unequal workload for Meter Readers.</p>	
Management Response		<p>The County has developed a Request for Proposal ("RFP") to install water meters and service lines. With the implementation of the water meter replacement program, approximately 25,000 meters annually will be replaced over the next five years and integrated into the existing FlexNet Advance Metering Infrastructure (AMI). The integration with the existing AMI will reduce the inaccurate meter readings or meter attributes since all required information will be electronically transmitted. The RFP has been submitted to the Purchasing & Contracting Department for procurement and advertisement.</p> <p>The County's DWM and GIS departments are working collaboratively on route optimization. The County has added staff in both the Meter Reading & Field Services divisions to create opportunity for enhancing route optimization/assignments.</p>	
Status Update-2021 Response		2018 Response:	
<input type="checkbox"/>	Open	<ul style="list-style-type: none"> Daily monitoring and reviewing of water meter reading effectiveness 	
<input type="checkbox"/>	Management/Agency Assumes Risk	<ul style="list-style-type: none"> Daily monitoring of water meter reading "no reads" 	
<input type="checkbox"/>	Partially Complete	<ul style="list-style-type: none"> Identifying technologies for short and long-term compatibility with the existing and future CIS to improve effectiveness toward integrating water meter data with the utility billing system 	
<input type="checkbox"/>	Complete Pending Verification by OIIA	<ul style="list-style-type: none"> Progress has been made and efforts are still underway to reorganize and optimize the meter reading routes. With the use of GIS technology, The County is not only optimizing routes for reading, but also other meter related activities including meter replacements. Water meter reading efficiency for each route is consistently between 98% and 99% 	
<input checked="" type="checkbox"/>	Closed	<p>2022 Response:</p> <p>Once routes are added to the AMI System, physical meter readings are no longer required. Going forward, the AMI System will be fully-integrated with the new billing system and route updates will be completed systematically. As of December 2021, there are 3,299 manual meters and 33,865 touch, other, and radio read meters. Due to the reduction of manual meters and change to the AMI system route redistribution is not necessary because the majority of meter reading is done wirelessly without the use of physical meter reading.</p>	

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6/12/22	N/A	KPMG Audit of DeKalb County Water Metering and Billing	
Contact Person	Title	Phone No.	Email Address
Demotria Ford	Utility Manager, Field Services	770-414-2377	ddford@dekalbcountyga.gov
Activity	Accountability	Schedule	
Meter Reading	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Department of Watershed Management	N/A	N/A
Finding		Final Details	
No.	6.3		
Date	12/15/17		
Finding		Minimal Use of AutoRead System Reports	
Recommendation		<p>The County should leverage existing AutoRead System Reports to control errors and omissions prior to CPAK upload. The County is not currently leveraging existing reports for individual routes. Outside of the Master Route Report, there is little utilization of AutoRead exception reports, such as Non-Read Exception Report, Route Exception Report or Register Malfunction Report, to actively identify meter reading issues before they develop into billing issues. DWM should leverage a full-time employee to help analyze these AutoRead reports and proactively resolve potential billing issues.</p>	
Management Response		<p>The County has developed a Request for Proposal ("RFP") to install water meters and service lines. With the implementation of the water meter replacement program, approximately 25,000 meters annually will be replaced over the next five years and integrated into the existing FlexNet Advance Metering Infrastructure (AMI). The integration with the existing AMI will reduce the inaccurate meter readings or meter attributes since all required information will be electronically transmitted. The RFP has been submitted to the Purchasing & Contracting Department for procurement and advertisement.</p> <p>An SOP is under development for interpreting and utilizing the AMR Auto Read reports. Implementation of the new billing system will drive the ability to upgrade and improve the AMI/AMR integration.</p>	
Status Update-2021 Response		2018 Response:	
<input type="checkbox"/>	Open	<ul style="list-style-type: none"> All meter readers have completed a minimum of 960 hours of training. Training includes job shadowing, reviewing SOPs and examining data reports. This training assists in obtaining a valid reading to support accurate and timely billing Daily monitoring and reviewing of water meter reading effectiveness Daily monitoring of water meter reading "no reads" Identifying technologies for short and long-term compatibility with the existing and future CIS to improve effectiveness toward integrating water meter data with the utility billing system 	
<input type="checkbox"/>	Management/Agency Assumes Risk		
<input type="checkbox"/>	Partially Complete		
<input type="checkbox"/>	Complete Pending Verification by OIIA		
<input checked="" type="checkbox"/>	Closed	<p>2022 Response:</p> <p>Both the DWM Metering and UCO billing teams currently utilize existing AutoRead Reports to monitor both, meter reading quality and to proactively identify data issues that could potentially lead to billing discrepancies.</p>	

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6/12/22	N/A	KPMG Audit of DeKalb County Water Metering and Billing	
Contact Person	Title	Phone No.	Email Address
Demotria Ford	Utility Manager, Field Services	770-414-2377	ddford@dekalbcountyga.gov
Activity	Accountability	Schedule	
Meter Reading	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Department of Watershed Management	N/A	April, 2023
Finding		Finding Details	
No.	6.4		
Date	12/15/17		
Finding		AMI/AMR Technology Capability	
Recommendation		<p>The County should expand AMI/AMR technology capability system-wide to eliminate time-intensive manual processes, reduce meter reading errors, and identify leaks timely. With an AMI system, the distribution network can be continuously monitored by hourly interval reads. Recent advancements in meter data management have allowed a water utility to find evidence of leaks before they hit the surface. With automated meters, the County will have the opportunity to detect problems earlier and thus intervene to help customers only pay for what they actually use while at the same time reducing the need for physical meter reading.</p>	
Management Response		<p>The County has developed a Request for Proposal ("RFP") to install water meters and service lines. With the implementation of the water meter replacement program, approximately 25,000 meters annually will be replaced over the next five years and integrated into the existing FlexNet Advance Metering Infrastructure (AMI). The integration with the existing AMI will reduce the inaccurate meter readings or meter attributes since all required information will be electronically transmitted. The RFP has been submitted to the Purchasing & Contracting Department for procurement and advertisement.</p> <p>An SOP is under development for interpreting and utilizing the AMR Auto Read reports. Implementation of the new billing system will drive the ability to upgrade and improve the AMI/AMR integration.</p>	
Status Update-2021 Response		2018 Response:	
<input type="checkbox"/>	Open	<ul style="list-style-type: none"> The County has made great strides and continues to improve meter reading and meter device management. In August 2018, the County executed a settlement agreement with Sensus/Kendall that will replace 47,500 meters and add 30,000 FlexNet MXUs In October 2018, the County will present the Board of Commissioners a proposal for a \$7M contract for meter replacement and installation <ul style="list-style-type: none"> The County has streamlined functions to support the quality control during the meter installation process The County has eliminated manual processes to reduce bottlenecks Work order installations are assigned more efficiently to the appropriate resource The Cityworks work order system interfaces with GIS to provide validated addresses for meter locations There will be improved visibility and accountability through use of the Cityworks enterprise work order system 	
<input type="checkbox"/>	Management/Agency Assumes Risk		
<input checked="" type="checkbox"/>	Partially Complete		
<input type="checkbox"/>	Complete Pending Verification by OIIA		
<input type="checkbox"/>	Closed	2022 Response:	
		<p>The County is currently engaged in a Water Meter Replacement Project and converting meters throughout all routes to our AMI System. Currently, approximately 93,769-meter exchanges and upgrades have been completed. However as of December's Director's Meter Install Report there were 42,154 total meters (37,164 are touch read meters) which is 21% of the currently population (199,575) that still need to be replaced. The replacement program is due to end in April of 2023. After the program the County will be moving to a regular maintenance schedule.</p>	

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Status Date	Report #	Report Title	
6/12/22	N/A	KPMG Audit of DeKalb County Water Metering and Billing	
Contact Person	Title	Phone No.	Email Address
Demotria Ford	Utility Manager, Field Services	770-414-2377	ddford@dekalbcountyga.gov
Activity	Accountability	Schedule	
Meter Reading	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Department of Watershed Management	N/A	N/A
Finding		Finding Details	
No.	6.5		
Date	12/15/17		
Finding		Frequent Malfunction with Handheld Technology	
Recommendation		The County should ensure equipment is in serviceable condition before being deployed to the field and develop a program with parameters regarding replacing equipment that is nearing the end of its useful life. DWM should upgrade/replace outdated equipment to help eliminate errors caused by non-functioning technology. The meter reading function relies heavily on technology to perform job responsibilities on a daily basis and current technology has led to inefficiencies in the Meter Reading and Field Services daily job responsibilities.	
Management Response		<p>The County has developed a Request for Proposal ("RFP") to install water meters and service lines. With the implementation of the water meter replacement program, approximately 25,000 meters annually will be replaced over the next five years and integrated into the existing FlexNet Advance Metering Infrastructure (AMI). The integration with the existing AMI will reduce the inaccurate meter readings or meter attributes since all required information will be electronically transmitted. The RFP has been submitted to the Purchasing & Contracting Department for procurement and advertisement.</p> <p>A review of new meter reading technology is currently underway to ensure all equipment is compatible with current and future CIS systems and to reduce the frequency in which malfunctions occur with handheld technology.</p>	
Status Update-2021 Response		2018 Response:	
<input type="checkbox"/>	Open	<ul style="list-style-type: none"> All meter readers have completed a minimum of 960 hours of training. Training includes job shadowing, reviewing SOPs and examining data reports. This training assists in obtaining a valid reading to support accurate and timely billing As of September 2018, 12 handheld devices have been purchased (2 6501s & 10 Archers) Identifying technologies for short and long-term compatibility with the existing and future CIS to improve effectiveness toward integrating water meter data with the utility billing system	
<input type="checkbox"/>	Management/Agency Assumes Risk		
<input type="checkbox"/>	Partially Complete		
<input type="checkbox"/>	Complete Pending Verification by OIIA		
<input checked="" type="checkbox"/>	Closed	2022 Response:	
		All new personnel hired to DWM are now issued tablets which work with the AMI system. New Field Service personnel will know how to read meters and handle call for issues, installations, and other assignments sent by UCO.	

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6/12/22	N/A	KPMG Audit of DeKalb County Water Metering and Billing	
Contact Person	Title	Phone No.	Email Address
Demotria Ford	Utility Manager, Field Services	770-414-2377	ddf@dekalbcountyga.gov
Activity	Accountability	Schedule	
Meter Reading	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Department of Watershed Management	N/A	N/A
Finding		Findings Details	
No.	6.6		
Date	12/15/17		
Finding		Inconsistent Ability to Effectively Read Meters	
Recommendation		<p>The County should develop and provide Meter Readers with a quick reference card for manual meter reads. A large number of manual readings still occur from older manual meters and TouchRead meters that do not transmit. Developing quick reference cards for all meter types in the field will help ensure Meter Readers have a “single source of truth” regarding the varying types of meters and the number of digits to be read. DWM should also ensure Meter Readers are consistently following policies and procedures and leverage existing technology to supplement decisions in the field. Accurate meter reading processes can help ensure accurate customer bills and consistency throughout the billing lifecycle.</p>	
Management Response		<p>The County has developed a Request for Proposal (“RFP”) to install water meters and service lines. With the implementation of the water meter replacement program, approximately 25,000 meters annually will be replaced over the next five years and integrated into the existing FlexNet Advance Metering Infrastructure (AMI). The integration with the existing AMI will reduce the inaccurate meter readings or meter attributes since all required information will be electronically transmitted. The RFP has been submitted to the Purchasing & Contracting Department for procurement and advertisement.</p> <p>Last, DWM will develop a more formalized training program for meter readers that includes reference sheets and training manuals. Additional supervisory and/or lead support will be deployed in the field during initial training period.</p>	

Status Update-2021 Response	
<input type="checkbox"/>	Open
<input type="checkbox"/>	Management/Agency Assumes Risk
<input type="checkbox"/>	Partially Complete
<input type="checkbox"/>	Complete Pending Verification by OIIA
<input checked="" type="checkbox"/>	Closed
	<p>2018 Response:</p> <ul style="list-style-type: none"> • Daily monitoring and reviewing of water meter reading effectiveness • Daily monitoring of water meter reading “no reads” • Identifying technologies for short and long-term compatibility with the existing and future CIS to improve effectiveness toward integrating water meter data with the utility billing system • The County has made great strides and continues to improve meter reading and meter device management. In August 2018, the County executed a settlement agreement with Sensus/Kendall that will replace 47,500 meters and add 30,000 FlexNet MXUs • All meter readers have completed a minimum of 960 hours of training. Training includes job shadowing, reviewing SOPs and examining data reports. This training assists in obtaining a valid reading to support accurate and timely billing <p>2022 Response:</p> <p>Created job aides and checklists for billing specialists and analysts-Refer to finding #3. DWM provided a draft SOP for UCO Triage Billing - Programmatic and Manual release process of held bills, Contested Charge Checklist, SOP - Not Billed Report, and DeKalb Autoread Reports SOP. Management noted that the manager knows what a billing specialist should be able to do on a normal day. However, DWM Billing does not have a formal evaluation and analysis of the exceptions.</p> <p>The main exception reports that are utilized daily are the ‘Auditor Efficiency Report’ and ‘Not Billed Report’. The Exception Reports are being used for different reasons.</p> <ul style="list-style-type: none"> · Auditor Efficiency Report- This report is ran several times a day to determine billing specialist daily production resolving exceptions. It will show the opening and closing exception balances for anyone assigned exceptions. · Not Billed Report-Generally ran several times a week by a billing specialist to assist them with potentially aged exceptions. This report is ran daily by a designated billing analyst to identify any pertinent exception trends and or anomalies. <p>Specific reports are not needed for manual read exceptions, multiple exceptions per account, and “as is” and estimated/corrected releases. The ‘Not Billed Report’ will display the type of reading and it will also show if there are multiple outstanding exceptions.</p> <p>Not Billed Report will show the status i.e. open/updated status could address this issue.</p> <p>When new personnel start in Field Services they are issued the Water Meter 101 reference guide. New Field Service personnel will know how to read meters and handle call for issues, installations, and other assignments sent by UCO. In addition, DWM has streamline the codes to provide Meter Readers with the quick reference noted in the recommendation.</p>

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Status Date	Report #	Report Title	
6/12/22	N/A	KPMG Audit of DeKalb County Water Metering and Billing	
Contact Person	Title	Phone No.	Email Address
Kelvin Herbert	Billing Manager, UCO	404-687-4098	krherbert@dekalbcountyga.gov
Activity	Accountability	Schedule	
Billing	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Finance Dept of Utility Customer Operations Division	N/A	N/A
Finding		Finding Details	
No.	7.1		
Date	12/15/17		
Finding		High Volume of Exceptions	
Recommendation		<ul style="list-style-type: none"> The County should develop realistic performance indicators that reflect work outstanding/completed. Billing Specialists process exceptions that are released "as is" or after estimated/corrected work. Exceptions released after estimated/corrected work take significantly longer than exceptions released "as is". As such, performance metrics are needed for both exception types to assess staffing needs relative to current workload and exception backlogs. Examples of metrics include number in queue, days in queue, released per day and work orders outstanding. The County should improve the detail and flexibility of exception reporting to meet the needs of multiple purposes and users, specifically for Billing Specialists. Many of the existing reports are oriented by route group which are useful for investigators, Meter Readers or field staff. However, performance reporting related to exception processing by Billing Specialists is needed in conjunction with the metrics and procedures described above. Specific reports are needed for manual read exceptions, multiple exceptions per account, and "as is" and estimated/corrected releases. Billing Specialists also indicated that work order status is difficult to be identified when processing exceptions (e.g., work order is completed for specific exception). In lieu of a software revision, a specific report with open/updated status could address this issue. New CPAK reports should also be used by field services supervisors and staff as appropriate. 	
		<p>The County's billing team has improved its evaluation and analysis of exceptions. The team initiates field validation processes, where applicable, and uses reports from the billing system to ascertain root cause, including but not limited to: Not Billed, Route Status, Auditor Status, and Exception Aging reports. Strengthening the analytical assessment and root cause identification has reduced the opportunity for repeat exceptions and reduced the overall volume of exceptions.</p> <p>The County is exploring relevant methods for cross-training billing staff and is evaluating how to broaden the Top Performers program. Cross-training supports business continuity and succession planning efforts. The Top Performers program has experienced positive response in the Contact Center relative to improved retention. In its four-month existence, 50% of the individuals offered the opportunity of employment with DeKalb County in a time-limited capacity have accepted.</p> <p>Lastly, the County is evaluating whether to adjust the high exception tolerance level (currently at 300%), and reinstitute the threshold for allowable account estimations.</p>	
Management Response			

Status Update-2021 Response	
<input type="checkbox"/>	Open
<input type="checkbox"/>	Management/Agency Assumes Risk
<input type="checkbox"/>	Partially Complete
<input type="checkbox"/>	Complete Pending Verification by OIIA
<input checked="" type="checkbox"/>	Closed
	<p>2018 Response:</p> <ul style="list-style-type: none"> Created job aides and checklists for billing specialists and analysts. The job aides help improve the quality of analyzing account activity and processing customer bills All 37,000 held bills were released March 2018 <ul style="list-style-type: none"> < 1% of the held bill accounts were in the dispute process The billing team participated in root cause work sessions with the field services team to ensure locations that are unable to have readings captured are documented in the technology system using a specific reason code. Additionally, the teams worked together to ensure the communication of information occurs timely <p>2022 Response:</p> <p>Created job aides and checklists for billing specialists and analysts-Refer to finding #3. DWM provided a draft SOP for UCO Triage Billing - Programmatic and Manual release process of held bills, Contested Charge Checklist, SOP - Not Billed Report, and DeKalb AutoRead Reports SOP. Management noted that the manager knows what a billing specialist should be able to do on a normal day.</p> <p>The main exception reports that are utilized daily are the 'Auditor Efficiency Report' and 'Not Billed Report'.</p> <ul style="list-style-type: none"> Auditor Efficiency Report- This report is ran several times a day to determine billing specialist daily production resolving exceptions. It will show the opening and closing exception balances for anyone assigned exceptions. Not Billed Report-Generally ran several times a week by a billing specialist to assist them with potentially aged exceptions. This report is ran daily by a designated billing analyst to identify any pertinent exception trends and or anomalies. Performance indicators have been set for Billing Specialist and are documented in there performance evaluations.

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Status Date	Report #	Report Title	
6/12/22	N/A	KPMG Audit of DeKalb County Water Metering and Billing	
Contact Person	Title	Phone No.	Email Address
Kelvin Herbert	Billing Manager, UCO	404-687-4098	krherbert@dekalbcountyga.gov
Activity	Accountability	Schedule	
Billing	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Finance Dept of Utility Customer Operations Division	N/A	N/A
Finding		Finding Detail	
No.	7.2		
Date	12/15/17		
Finding		Errors from Manual Meter Reading Processes	
Recommendation		<ul style="list-style-type: none"> The County should prepare standard procedures for releasing bills "as is" and estimating and calculating revised bills. While general billing procedures exist, the focus of this recommendation is processing of billing exceptions. The review and release of exceptions 'as is' is the most straightforward step in the exception process and these make up most of the exceptions released. However, the use of standard criteria and conditions for release of these bills is not well documented and is needed to help in the release of bills that may be erroneously high. Standard procedures for making estimate and correction calculations also need to be better documented under a range of scenarios with inconsistent, inaccurate or missing data and meter changeovers/rollovers. Updated and accepted procedures are necessary to support staff training. Responsibilities of supervisors, analysts and Billing Specialists, important for accountability, are discussed as a separate recommendation. The County should develop easy to use automated tools to facilitate estimation and calculations. Billing Specialists typically use manual calculations as well as personal judgment in determining the basis for calculations. The tools may be updated versions of some of the existing Microsoft Excel tools with more detailed scenarios and examples. The Billing Specialists indicated that CPAK's auto-estimate tool is not reliable or accurate because of data issues and, therefore, is not being used. The County should leverage workflow capabilities currently existing in CPAK to limit the number of estimations that can be done on a singular account successively. Enabling this feature will help standardize the process for working billing exceptions, forcing Billing Specialists to follow procedure and investigate bills. In addition, such a feature will help reduce the number of exceptions that occur once an actual reading is obtained for an account, limiting the number of "catch up" exceptions as previously discussed. 	
		<p>The billing process, while owned by the County's UCO, is dependent upon information sourced from domestic meters. As a part of the New Day Project, the County has taken active steps of refining business processes that are critical to service delivery for the DeKalb County residents and the business community. These include, eliminating manual billing intervention with meter readings, addressing the CPAK priority list, and staffing according to needs.</p> <p>The County is thinking forwardly about the implementation of the new CIS system. This includes engaging in CPAK data cleaning to ensure the extraction of information from the legacy system to the new system is reliable. A highly anticipated feature of the new CIS is system integration. This feature includes system controls that address concerns associated with input error and allows all necessary technology solutions to appropriately interact with one another.</p> <p>Additionally, the County has a quality and training team that leads all quality assurance and training programs across the business. This team ensures consistency in billing processing, including exceptions, estimations and other billing related tasks.</p>	
		Management Response	

Status Update-2021 Response	
<input type="checkbox"/>	Open
<input type="checkbox"/>	Management/Agency Assumes Risk
<input type="checkbox"/>	Partially Complete
<input type="checkbox"/>	Complete Pending Verification by OIA
<input checked="" type="checkbox"/>	Closed
	<p>2018 Response:</p> <ul style="list-style-type: none"> Created two (2) primary functions within the billing department. This change is accompanied by a 30-60-90 day plan that includes introducing best practice standards for utility billing and strengthening staff capacity Begun developing and utilizing reports that qualitatively enhance the manner of processing exceptions and clarifying the status of existing work orders Led Performance measurement work sessions to establish expectations around work orders that impact routine billing Created job aides and checklists for billing specialists and analysts. The job aides help improve the quality of analyzing account activity and processing customer bills Through the IVP process, the County has released 32,500 of the 37,000 held bills. Developed work plans to address the remaining 4,500 The billing team participated in root cause work sessions with the field services team to ensure locations that are unable to have readings captured are documented in the technology system using a specific reason code. Additionally, the teams worked together to ensure the communication of information occurs timely The billing team participates in daily group huddles. Additionally, the billing team participates in monthly progress meetings with the Department of Watershed Management. The monthly progress meetings have resulted in improved communication and a daily report that better assists both departments with analyzing the frequency of estimated reads and malfunctioned meters <p>2022 Response:</p> <ul style="list-style-type: none"> Procedures (Spark notes) for billing exceptions have been developed and are currently use+. Automated estimation tools are available, however, manual estimation is still used because in some instances it is not practical to use an automatic estimation. When a customer has an ongoing issue an automated can skew their bill which would be inappropriate. The billing division has a stated maximum of 3 consecutive estimates on an account. This is managed by reports and meter investigation work orders in order to prioritize corrections in the system. Unfortunately, due to the number of billing accounts that may require estimates due to issues that may not be resolved within 3 reading cycles, the CPAK system cannot be used to prevent further estimations. This would potentially create large numbers of held bills.

DeKalb County Government			
Office of Independent Internal Audit			
Date: 6/12/22		Prepared by: Lawrence Clark	
Audit Findings Status Update Form			
Status Date	Report #	Report Title	
6/12/22	N/A	KPMG Audit of DeKalb County Water Metering and Billing	
Contact Person	Title	Phone No.	Email Address
Kelvin Herbert	Billing Manager, UCO	404-687-4098	krherbert@dekalbcountyga.gov
Activity	Accountability	Schedule	
Billing	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Finance Dept of Utility Customer Operations Division	N/A	April, 2023
Finding		Finding Details	
No.	7.3		
Date	12/15/17		
Finding	Limited Controls in Bill Estimation/Correction Procedures		
Recommendation	<ul style="list-style-type: none"> The County should develop quality control objectives for critical billing data inputs. UCO and Billing must take the lead in clearly defining quality control objectives for DWM meter reading, field services and new services/connections and work with DWM and IT to ensure continuous progress is made with data quality and integrity. The quality control objectives should be measurable, achievable and readily available for routine management reporting. The County should prioritize replacement of remaining manually read meter with meters outfitted with AMR/AMI technology to improve meter reading accuracy and efficiency. The County still maintains over 10,100 manually read meters that have not yet been replaced. The County has changed out over 68,000 meters over the past 5 years without addressing the manually read meters. The change out program has been temporarily suspended pending meter type decisions, however, DWM continues to conduct meter repairs and replacements, when necessary, as well as FlexNet MXU installations (more discussion provided in Section 7-Field Services). 		
Management Response	<p>Additionally, the County has a quality and training team that leads all quality assurance and training programs across the business. This team ensures consistency in billing processing, including exceptions, estimations and other billing related tasks.</p> <p>Lastly, the County is evaluating whether to adjust the high exception tolerance level (currently at 300%), and reinstitute the threshold for allowable account estimations.</p>		

Status Update-2021 Response	
<input type="checkbox"/>	Open
<input type="checkbox"/>	Management/Agency Assumes Risk
<input checked="" type="checkbox"/>	Partially Complete
<input type="checkbox"/>	Complete Pending Verification by OIIA
<input type="checkbox"/>	Closed
	<p>2018 Response:</p> <ul style="list-style-type: none"> •The billing team participated in root cause work sessions with the field services team to ensure locations that are unable to have readings captured are documented in the technology system using a specific reason code. Additionally, the teams worked together to ensure the communication of information occurs timely •The billing team participates in daily group huddles. Additionally, the billing team participates in monthly progress meetings with the Department of Watershed Management. The monthly progress meetings have resulted in improved communication and a daily report that better assists both departments with analyzing the frequency of estimated reads and malfunctioned meters •The billing team worked with Kendall Metering to create SOPs for utilizing the Auto Read reports to validate meter readings •The County's UCO developed and updated SOPs for billing activities to include: New Service, Exceptions, Location Updates and Changes •The billing team tracks and reports on performance measures that include, but are not limited to estimated bills, generated bills and billing exceptions •Updated work order codes were provided to the billing team Q2 2018 <p>2022 Response:</p> <ul style="list-style-type: none"> •One unit/area does not set the objectives for another unit/area. Field Services has a QAQC SOP which address meter investigations •The replacement program is still on-going and due to end April 2023, at that point DWM will start replacement maintenance where there will be a 7% replacement yearly. Billing has not developed quality control objectives for critical billing data inputs.

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Contact Person	Title	Phone No.	Email Address
Kelvin Herbert	Billing Manager, UCO	404-687-4098	krherbert@dekalbcountyga.gov
Activity	Accountability	Schedule	
Billing	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Finance Dept of Utility Customer Operations Division	N/A	N/A
Finding		Finding Details	
No.	7.4		
Date	12/15/17		
Finding	Insufficient Processing of Routine Exception Process		
Recommendation	<ul style="list-style-type: none"> As part of developing new/revised standard procedures, the roles and responsibilities of key billing positions (Billing Supervisors, Analysts and Specialists) should be defined to provide delineation of tasks and accountability. The roles/responsibilities should include performance objectives as well as working relationships relative to other organizational units within UCO and DWM. The County should conduct needs assessment of current and projected workloads across UCO roles to identify gaps in staff skillsets and capacity. This assessment could include a 'job activity survey' to identify how existing employees allocate their time and opportunities for improvements. The County should provide means for contract employees to be hired as County employees and seek to fill vacancies with County employees. There are an estimated 26 contract employees within UCO. The County is making significant investments in training and on-the-job education of contract employees with typically high turnover. The County should prepare updated training programs, specifically training for Billing Specialists and Analysts should include actual case scenarios for the variety of conditions and exceptions encountered. With new employees and detailed work activities and systems, training is a critical on-going role within UCO (currently supported by a Manager and two Trainers). Training and re-training is needed as new processes, metrics and responsibilities are rolled out. The County should cross train and rotate Billing Specialists and Analysts. As employees are trained and retrained, the County should enable Billing Specialists and Analysts to rotate to other units and work with teams across organizational lines. Creating more flexible cross functional and team-oriented organization will help fill staffing gaps and support priority needs and projects. 		
Recommendation continued	<p>Recommendation continued</p> <ul style="list-style-type: none"> The County should consolidate and strengthen management and controls between UCO and DWM billing functions. Initial consideration should be given to assigning Billing 'coordinators' in UCO and DWM to oversee key teams in each department as well as interactions between UCO and DWM units and locations. The coordinators should have strong management analysis and technology skills with Director report authority. Fragmentation of operations and oversight of these units, especially within DWM, is affecting data integrity. Consideration should also be given to dividing Technical Services into two separate sections: 1) Meter reading and field services and 2) Construction and inspection. Stronger management with implementation of quality control objectives and policies/procedures as discussed previously is recommended for UCO and DWM to work effectively together. The County should review and update communication protocols. A communication plan is recommended to define and encourage the exchange of information within DWM field services units and UCO as well as between the units. The plan should define the communication channels for proposing and developing new policies, procedures, performance measures, and reporting. The plan should also define how any changes in policies and procedures should be approved and well communicated to promote understanding and practice. 		

<p>Management Response</p>	<p>The billing process, while owned by the County's UCO, is dependent upon information sourced from domestic meters. As a part of the New Day Project, the County has taken active steps of refining business processes that are critical to service delivery for the DeKalb County residents and the business community. These include, eliminating manual billing intervention with meter readings, addressing the CPAK priority list, and staffing according to needs.</p> <p>The County is exploring relevant methods for cross-training billing staff and is evaluating how to broaden the Top Performers program. Cross-training supports business continuity and succession planning efforts. The Top Performers program has experienced positive response in the Contact Center relative to improved retention. In its four-month existence, 50% of the individuals offered the opportunity of employment with DeKalb County in a time-limited capacity have accepted.</p>
<p>Status Update-2021 Response</p>	<p>2018 Response:</p> <ul style="list-style-type: none"> • All 37,000 held bills were released March 2018 <ul style="list-style-type: none"> o < 1% of the held bill accounts were in the dispute process • The billing team participated in root cause work sessions with the field services team to ensure locations that are unable to have readings captured are documented in the technology system using a specific reason code. Additionally, the teams worked together to ensure the communication of information occurs timely • The billing team worked with Kendall Metering to create SOPs for utilizing the Auto Read reports to validate meter readings • Updated work order codes were provided to the billing team Q2 2018 • Led Performance measurement work sessions to establish expectations around work orders that impact routine billing • Created job aides and checklists for billing specialists and analysts. The job aides help improve the quality of analyzing account activity and processing customer bills <p>2022 Response:</p> <p>Communication has been improved by placing a senior manager in a functional reporting position for billing, UCO, and DWM. The current procedures and the training provided to billing specialist and analyst helps fill any skillset gaps.</p> <p>UCO has 47 employees of which 45 of them are County employees and the other two are contracts. Informal cross training has been conduct for some field service personnel as noted in the prior finding. Billing Analyst must go through the same training as Billing Specialist Incidentally cross training them inadvertently.</p>
<p><input type="checkbox"/> Open</p> <p><input type="checkbox"/> Management/Agency Assumes Risk</p> <p><input type="checkbox"/> Partially Complete</p> <p><input type="checkbox"/> Complete Pending Verification by OIIA</p> <p><input checked="" type="checkbox"/> Closed</p>	

DeKalb County Government			
Office of Independent Internal Audit			
Date: 6/12/22		Prepared by: Lawrence Clark	
Audit Findings Status Update Form			
Status Date	Report #	Report Title	
6/12/22	N/A	KPMG Audit of DeKalb County Water Metering and Billing	
Contact Person	Title	Phone No.	Email Address
Kelvin Herbert	Billing Manager, UCO	404-687-4098	krherbert@dekalbcountyga.gov
Activity	Accountability	Schedule	
Billing	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Finance Dept of Utility Customer Operations Division	N/A	April, 2023
Finding		Finding Details	
No.	7.5		
Date	12/15/17		
Finding		Complexity from Use of Multiple and Aging Information Systems	
Recommendation		<ul style="list-style-type: none"> The County should evaluate alternative interface designs for AutoRead, CityWorks, and warehouse and inventory systems to enable effective data exchange. The critical interface requirement at this stage is the interfacing of CityWorks and other manual data entry paths to CPAK. As the County begins to implement a new CIS, the interface requirements for all source data systems should be evaluated to develop a 'modern' interface environment that provides accurate, reliable and up-to-date information for billing purposes. Interface architecture and design should be conducted in coordination with the vendor/implementer of the new CIS system but should be independently conceived and not driven by the vendor's system requirements and/or protocols. The current interfaces for meter and meter read data consist of batch file transfers (e.g., daily). Real-time interfaces via web or scripting services would allow more timely data access to identify errors and enable action to be taken more quickly than batch data. A holistic design of the CIS interfaces would also enable a wide range of options for using CityWorks, Sensus and Oracle systems to accomplish work order driven tasks and capture field data using automation (vs. manual entry) such as meter ID scanning and Touch read and FlexNet technologies. The County should develop a quality assurance and quality control (QA/QC) program for the Sensus AutoRead system. This recommendation is presented and discussed in more detail within the Meter Reading section. Limited QA/QC of meter reading data is a key data integrity issue needed to filter and service exceptions prior to CPAK import. This program should be developed with the 'status quo' technology including performance objectives, procedures and reporting as discussed previously. As new systems and interfaces are developed this QA/QC program should be updated accordingly. The County should streamline CPAK codes and configurations for work flows to reduce opportunity for error and increase usefulness of available reports. Within the CPAK system, there are 100 audit codes, 77 exception codes and 88 work order codes – the majority are not used routinely, some are inactive and some are duplicated. Audit and exception codes can be configured to trigger work flow tasks such as a work order or bill review/release. Codes are also important for management and operational reporting. Over time, codes are created on ad hoc basis and not routinely managed or maintained. A review of these codes and how they are configured within CPAK for workflow tasks is needed especially prior to migration to a new CIS system. 	
		Recommendation continued	
		<ul style="list-style-type: none"> The County should review and revise CPAK user permissions to limit access to a needed basis, thus enhancing data security. CPAK has a growing number of users each assigned to a user or permissions group to access selected features. There are 792 user accounts assigned to CPAK and of these, 435 are relatively active users and 52 accounts are assigned to full privileges including security. Several interviewees indicated concern about who had permission to what features. One identified a case where a configuration change was made that erroneously affected meter usage multipliers. UCO should conduct a review of all CPAK users, inactivate users that do not exist or should not be assigned and confirm or revise user permission assignments. The CPAK IT administrator should take responsibility for overseeing and managing users and their privilege assignments. 	

Management Response	<p>The billing process, while owned by the County's UCO, is dependent upon information sourced from domestic meters. As a part of the New Day Project, the County has taken active steps of refining business processes that are critical to service delivery for the DeKalb County residents and the business community. These include, eliminating manual billing intervention with meter readings, addressing the CPAK priority list, and staffing according to needs.</p> <p>The County has committed to investing in existing technology by creating efficient technological interfaces and system enhancements to support critical billing processing as an interim solution to the launch of the new CIS system in production environment.</p> <p>The County is thinking forwardly about the implementation of the new CIS system. This includes engaging in CPAK data cleaning to ensure the extraction of information from the legacy system to the new system is reliable. A highly anticipated feature of the new CIS is system integration. This feature includes system controls that address concerns associated with input error and allows all necessary technology solutions to appropriately interact with one another.</p>
Status Update-2021 Response	<p>2018 Response:</p> <ul style="list-style-type: none"> •The County's UCO began Billing Roundtables with Airport and Sanitation to ensure that billing expectations are being met regularly and effectively •With the CIS project underway, the County continues to identify and document processes that support the distribution of accurate and timely utility bills for water and sewer, Sanitation and Airport customers •Aligned with leading practice, the County's UCO has assigned a specialized team of analysts and specialists to data clean-up and other CIS project duties. This allows the billing core team to continue to deliver utility bills to the customers as effectively and efficiently as possible <p>2022 Response:</p> <p>CPAK data cleansing is ongoing and will continue through the new system implementation scheduled in April 2023. Due to data conversion and functional testing requirements of the new CIS system, there are no plans for any programmatic changes with in the CPAK system.</p>
<input type="checkbox"/> Open	
<input type="checkbox"/> Management/Agency Assumes Risk	
<input checked="" type="checkbox"/> Partially Complete	
<input type="checkbox"/> Complete Pending Verification by OIIA	
<input type="checkbox"/> Closed	

DeKalb County Government				
Office of Independent Internal Audit				
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Audit Findings Status Update Form				
Status Date		Report #	Report Title	
6/12/22		N/A	KPMG Audit of DeKalb County Water Metering and Billing	
Contact Person		Title	Phone No.	Email Address
Demotria Ford		Utility Manager, Field Services	770-414-2377	ddf@dekalbcountyga.gov
Lynette V. (Lyn) Ferguson		Sr Manager of WaterShed Water Meter Services Division	770-621-3529	lvfergus@dekalbcountyga.gov
Activity		Accountability	Schedule	
Field Services		Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
		Dept. of Watershed Management & Utility Customer Operations	N/A	N/A
Finding		Finding Details		
No.	8.1			
Date	12/15/17			
Finding		Limited Management Capacity		
Recommendation		<ul style="list-style-type: none"> The County should create a new supervisory unit with increased input into overall Department strategy and improvement efforts. The supervisory unit should include meter reading and 2 Field Services units that respond to routine UCO needs and CPAK work orders. This unit should be augmented with staffing capabilities including data analysis and software application skills. Dedicated resources for quality control across various Field Services units is critical component of this organizational unit. This unit should have responsibility for all meter reading and field service data that interfaces or entered into CPAK or future billing systems including work orders from Cityworks and CPAK. The new supervisory unit would be given primary responsibility to manage/coordinate directives from UCO and support other DWM entities in making associated changes. The County should revise and develop new management and operational reports. As data quality objectives and priorities are established, new reports should be developed to provide management summaries and details of work accomplishments, outstanding work orders and exceptions. These reports from both CPAK and Cityworks should include common and consistent measures needed for routine and non-routine billing needs. 		
		<p>As a result of the analysis completed by the New Day Project, the County added leadership, administrative and field service staff to allow for improved quality control, reporting, oversight, and coordination.</p>		
Management Response				
Status Update-2021 Response		2018 Response:		
<input type="checkbox"/>	Open	<ul style="list-style-type: none"> Key management staff remain in place, empowered, and engaged in all aspects of Field Services including needs relating to the billing process within the County 		
<input type="checkbox"/>	Management/Agency Assumes Risk	<ul style="list-style-type: none"> As required, staffing in the Field Services & Meter Reading area has increased. All 27 new positions have been filled along with several reallocated positions. This includes: 1 - Senior Manager, 1- Utility Manager, 2 - Supervisors, 22- FSR's, 4 - Analysts. 		
<input type="checkbox"/>	Partially Complete			
<input type="checkbox"/>	Complete Pending Verification by OIIA			
<input checked="" type="checkbox"/>	Closed	2022 Response:		
<input type="checkbox"/>		<p>DWM has added a supervisor and three service representatives to handle resources for quality control across various Field Services units based on the recommendation. DWM has developed management and operational reports.</p>		

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6/12/22	N/A	KPMG Audit of DeKalb County Water Metering and Billing	
Contact Person	Title	Phone No.	Email Address
Demotria Ford	Utility Manager, Field Services	770-414-2377	ddford@dekalbcountyga.gov
Activity	Accountability	Schedule	
Field Services	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Department of Watershed Management	N/A	April, 2023
Finding		Finding Details	
No.	8.2		
Date	12/15/17		
Finding		Work Processes	
Recommendation		<p>The County should revise business processes to optimize capabilities and use of Cityworks to support billing and meter activities. As Cityworks is implemented as an asset management, maintenance and work order system for DWM's overall operations, specific workflows should be developed for related work processes. These workflows would seek to streamline the current parallel use of Cityworks and CPAK for work orders and include staff and contractor responsibilities as well as data quality control objectives and procedures for data documentation. A key part of this effort involves the review and revision of CPAK and Cityworks codes, assignments and workflow steps/sequences to provide consistency between systems and prevent overlap inefficiencies. As cited earlier, there are 85 different work order codes used in CPAK that can be configured for processing assignments. These codes and assignments should be revised to redirect work tasks and address priorities as needed. As Cityworks is further deployed, its work order types and assignments should be assessed and updated to support a streamlined application of the system.</p>	
Management Response		<p>The County's DWM is reviewing current work processes, particularly as it relates to eliminating data entry duplication and reducing the opportunities where data input errors tend to occur. The County will leverage the interaction between Cityworks and Hansen to help respond to the data integrity concerns and reducing the iterations of manual data entry. An additional benefit is minimizing the inconsistency with how data is required to be entered into the various technology systems. It was observed that the different applications have varying requirements relating to the mandatory information needed for further processing. Robust and ongoing training will also enhance and augment the integrity of the data collected. (8.2, 8.3)</p>	
Status Update-2021 Response		2018 Response:	
<input type="checkbox"/>	Open	<p>• All Meter Readers have completed a minimum of 960 hours of training. During the initial phase of training, new meter readers were provided with a booklet identifying all meter types and are paired with an experienced reader possessing a minimum of 2 years of experience. Together, the meter readers read two complete billing cycles before the trainee is released to read meters independently. Additionally, meter readers received 1 hour per month of refresher training which often included proficiency testing on reading various meter types.</p> <p>• All Field Service Reps (FSR) have completed a minimum of 160 hours of training. During the initial phase of training, new FSR's were provided a booklet identifying all meter types and were paired with an experienced technician possessing a minimum of 5 years of experience. Each trainee performs various work order tasks utilizing both the Sensus Handheld Device and the Galaxy Tablet. FSR's received 1 hour per month of refresher training which included proficiency testing on reading various meter types.</p> <p>• The County continues to use Cityworks to leverage technology whenever possible to gain improvement with field work related activities. The plan going forward is to completely integrate Cityworks with the new billing system for all Field Services activities. This integration will alleviate duplicate manual data entries and allow real-time data to be captured at the meter location in the field along with photo documentation.</p>	
<input type="checkbox"/>	Management/Agency Assumes Risk		
<input checked="" type="checkbox"/>	Partially Complete		
<input type="checkbox"/>	Complete Pending Verification by OIIA		
<input type="checkbox"/>	Closed	<p>2022 Response: Currently, once the meter has been input into CPAK that information is sent to Field Services by way of interoffice mail and a work order is created in Cityworks. The County system will not be fully integrated until EnQuesta (new CIS) has been implemented April of 2023. The codes used by Field Services has been streamline from 38 to 13.</p>	

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Contact Person	Title	Phone No.	Email Address
Demotria Ford	Utility Manager, Field Services	770-414-2377	ddf@dekalbcountyga.gov
Activity	Accountability	Schedule	
Field Services	Responsible Area	Repeat Finding	Anticipated Completion Date/Date Adjustments will be made
	Finance Dept of Utility Customer Operations Division	N/A	N/A
Finding		Finding Details	
No.	8.3		
Date	12/15/2017		
Reduced Data Quality			
Recommendation		<p>The County should establish quality control objectives and data requirements for Field Services processes based on customer and billing needs. UCO should set clear expectations for Field Services data quality, consistency and accuracy. UCO should also define detailed specifications for meter identification, reading, configurations and schedules for data inputs. These specifications would serve as standards with definitions and guidelines to be used by all systems and work processes providing meter related data to the billing system. Routine Quality Assurance /Quality Control (QA/QC) training programs for field staff specifically focusing on all meter related data inputs should be used to help enforce new requirements. Job descriptions and staff performance evaluations should subsequently be revised and include QA/QC performance objectives. QA/QC training and performance objectives should cover use of CPAK, Cityworks and AutoRead applications.</p>	
Management Response		<p>The County's DWM is reviewing current work processes, particularly as it relates to eliminating data entry duplication and reducing the opportunities where data input errors tend to occur. The County will leverage the interaction between Cityworks and Hansen to help respond to the data integrity concerns and reducing the iterations of manual data entry. An additional benefit is minimizing the inconsistency with how data is required to be entered into the various technology systems. It was observed that the different applications have varying requirements relating to the mandatory information needed for further processing. Robust and ongoing training will also enhance and augment the integrity of the data collected.</p>	

Status Update-2021 Response	
<input type="checkbox"/>	Open
<input type="checkbox"/>	Management/Agency Assumes Risk
<input type="checkbox"/>	Partially Complete
<input type="checkbox"/>	Complete Pending Verification by OIIA
<input checked="" type="checkbox"/>	Closed
	<p>2018 Response:</p> <ul style="list-style-type: none"> • The County continues to use Cityworks to leverage technology whenever possible to gain improvement with field work related activities. The plan going forward is to completely integrate Cityworks with the new billing system for all Field Services activities. This integration will alleviate duplicate manual data entries and allow real-time data to be captured at the meter location in the field along with photo documentation. • As of September 2018, 12 handheld devices have been purchased (2 6501s & 10 Archers). Based upon the integration requirements between the new EnQuesta CIS system and the Cityworks Work Order Management System, some additional handheld devices may be necessary. • As a result of the additional staffing, 750 hours have been added to complete daily operations a resolve work orders and maintain work quality. <ul style="list-style-type: none"> o On average, Field Services completes 96% of requested work order tasks within the 7-10 day service • Many Field Services work order requests have migrated into the Cityworks Work Order Management System. As a result, supervisors have gained the ability to perform desktop quality assurance checks by reviewing photo verification of work performed and monitoring time stamps to measure efficiency. <ul style="list-style-type: none"> o Meter reading routes and work order tasks completed via Sensus Handheld Devices are quality checked by reviewing master route reports for any reading errors, omissions, or anomalies that can be identified and corrected before billing is negatively impacted. • In addition to weekly safety/training meetings, Field Services supervisors conduct monthly huddles with all field employees to review and evaluate their job knowledge, productivity, customer service and professionalism. During these huddles, any areas of deficiency are noted and a corrective plan of action is developed. <p>2022 Response:</p> <p>DWM has developed the SOP on how to read a water meter register.</p> <p>Management disagrees with UCO setting clear expectations for Field Services data quality, consistency and accuracy, or any area setting expectations for another.</p> <p>DWM has quality control objectives and data requirements have been established for Field Services processes based work order completion. Quality Assurance /Quality Control objectives have been set in the individual performance evaluation.</p>