

### INFORMATION CALENDAR November 3, 2022

To: Honorable Mayor and Members of the City Council

From: Dee Williams-Ridley, City Manager

Submitted by: Liam Garland, Director, Public Works

Subject: Audit Status Report: Unified Vision of Zero Waste Activities Will Help

Align Service Levels with Billing and Ensure Customer Equity

#### INTRODUCTION

The Office of the City Auditor presented to the City Council a September 20, 2016 Report: Unified Vision of Zero Waste Activities Will Help Align Service Levels with Billing and Ensure Customer Equity. The City Auditor conducted the audit to assess whether the City of Berkeley is correctly billing customers based on their actual refuse collection levels; whether all Berkeley residents are signed up to receive refuse, recycling, and plant debris collection service as required by the Berkeley Municipal Code; and whether there are opportunities for improving both refuse and service delivery operations. This is the final status report on the efforts made to implement the Audit Report's recommendations, which are slated for no further follow-up action as recommended by the City Auditor for all audits more than five years old.

#### **CURRENT SITUATION AND ITS EFFECTS**

The Audit Report included twelve (12) recommendations for the Office of the City Manager and Departments of Finance, Information Technology, and Public Works to review, implement, and report to Council regarding the status of recommendations. This is the fifth and final status report on the recommendations. Public Works has continued to make progress since the last status update. The Auditor's Office verified six recommendations as implemented and has dropped the remaining six recommendations. Please see Attachment 1 for a detailed table of audit report recommendations, corrective actions, and implementation progress.

Audit Status Report: Unified Vision of Zero Waste Activities Will Help Align Service Levels with Billing and Ensure Customer Equity

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#### **BACKGROUND**

Public Works' Zero Waste Division is responsible for the collection of residential material, including refuse, recycling, and composting; collection and processing of commercial material, including refuse, recycling, and composting; off-site hauling and composting of green/food waste for all customers; off-site hauling, sorting, and marketing of construction and demolition debris for all customers; and manages contracts related to the above work.

### **ENVIRONMENTAL SUSTAINABILITY AND CLIMATE IMPACTS**

With the implementation of the Audit's recommendations, the Zero Waste Division will continue to help reduce the volume of waste landfilled and:

- Increase residential composting, recycling, and source reduction.
- Increase commercial composting, recycling, and source reduction.
- Increase recycling of construction and demolition (C&D) debris.
- Expand efforts to eliminate waste at its source.
- Increase waste diversion in public buildings.

All of these above-noted items promote the City's zero waste goal and are included in the approved Climate Action Plan Goals for Waste Reduction and Recycling.

#### POSSIBLE FUTURE ACTION

Public Works will continue to take timely and focused action(s) to address outstanding and partially implemented recommendations. The Zero Waste Division is working with the Information Technology and Finance Departments to select the software solution(s) needed to facilitate the implementation of the audit recommendations.

#### FISCAL IMPACTS OF POSSIBLE FUTURE ACTION

Public Works will update Council periodically on the progress, resources available, and any additional funding needed to address those recommendations that remain outstanding and partially implemented.

#### **CONTACT PERSON**

Greg Apa, Solid Waste and Recycling Manager, (510) 981-6359

#### Attachment:

1. Audit Findings and Recommendations Response Form

Findings and Recommendations	Lead Dept.	Agree, Partially Agree, or Do Not Agree and Corrective Action Plan	Expected or Actual Implementation Date	Status of Outstanding Audit Recommendations and Implementation Progress Summary
Finding: Integrated thinking about zero w	aste operations w	vill help ensure a	ccurate billings and	customer equity
1.1 Agree to a common and unified vision for zero waste operations.  Discuss the long-term zero waste goals, objectives, and key initiatives and share that information with those responsible for day-to-day operations. Use meetings and informal communications to regularly encourage staff to embrace a unified view of zero waste operations.	City Manager's Office and Team Response: Public Works, Finance, and Information Technology	Agree	October 2016	Implemented Since late 2015, Zero Waste, 311, and IT (called collectively the Customer Solutions Group or Group) have met on a monthly basis to discuss operational issues that affect the three divisions. Given that this Group was already in place and per the Auditor's recommendation, the Group opted to include Finance as a participant instead of creating of a separate team and meeting.  The meetings' monthly agenda identifies that the Group's primary focus is the development and continuous implementation of a common approach by all members to ensure a unified vision for zero waste operations for all community members. In addition, the meetings' agenda details those customers' issues as they occur, so that, the Group's members resolve them. These resolutions are applied by the Group to continue its efforts to strive towards the City's zero waste goals and the initiatives needed to attain these goals.
comprised of managers and line staff involved with zero waste operations (i.e., waste collection, billings, customer calls, systems support). Include a diverse pool of people who can share ideas, resources, and knowledge. Have the team members' work collectively to evaluate their respective functions; the interrelationships among their departmental activities; and the practices, policies, and procedures they use to perform their zero waste account management and operations functions. Ensure that the team understands that their	Team Response: Public Works, Finance, and Information Technology	Agree	October 2016	Implemented  Zero Waste, 311, and IT meet on a monthly basis to discuss operational issues that affect the three divisions. This meeting schedule has been in existence for over one year.  Since there was already a setup in place, we decided to include Finance as a participant versus create a separate team. We expanded the group and meeting scop to accommodate the Auditor's recommendations. At every meeting, it will be the first agenda item to make sure all participants are made aware of the team's concept. We will consider this completely implemented by October 2016, as at that time we will have met twice within the capacity required by this audit recommendation. This will be a regular meeting for the foreseeable future. The team members do understand that the Zero Waste operation is an enterprise with different parts and that the success of the operation depends on each of these distinctive units working together.

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goal is to develop and support a holistic approach to zero waste operations not only to ensure billing accuracy, but also to help accomplish zero waste by 2020 and ensure continued efficient and effective operations beyond that achievement.				
develop written procedures that clearly support cross- departmental strategies and help staff perform their	Team Response: Public Works, Finance, and Information Technology	Agree	Originally Expected December 2017	September 20, 2016 Update Staff from the Zero Waste Division, 311 Customer Service Center, Information Technology, and Finance Revenue Collection are reviewing and updating stand operating procedures for refuse and recycling services; reconfiguring and updating webpages; and creating technical assistance tools for zero waste customers. In 2016, the group participated in an IT Strategic Plan Workshop to review the st service process using the Rapid Workflow Process Model. The group will use the model to review other critical workflow processes.  January 23, 2018 Update Partially Implemented The Customer Solutions Group is constantly reviewing and updating standard operating procedures for refuse and recycling services; reconfiguring and updating webpages; and creating technical assistance tools for its zero waste customers example of this effort is Zero Waste and 311 identified issues related to responshe community members complaints related to collection services. Zero Waste 311 developed 311's scripted response and Solid Waste Supervisor response for the community members complaints related to collection services. Zero Waste 311 developed 311's scripted response and Solid Waste Supervisor response for the consure these issues were addressed within a 48 hour time frame. In July 2016, the Group participated in an IT Strategic Plan Workshop to review start of service process using the Rapid Workflow Process Model. And as of the ERP implementation schedule hasn't reached its scheduled timeline to into CX and RouteSmart systems. Nonetheless, the Group will use this Model to revother critical workflow processes to ensure that updates are developed in layr terms in its monthly updates.
			July 2019	September 25, 2018 Update Partially Implemented

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			January 2021 July 2024	IT administration, IT-311 and Zero Waste have commenced efforts, such as, an As-Is (existing software) review to improve customer interface with the City and a To-Be (future software) for the development of an RFP to solicit new software for new customer interface, refuse billing and routing systems. These reviews were facilitate by the City's software consultant, Third Wave. The RFP is tentatively scheduled for a late 2018 release.  Rather than the purchase of another software system to integrate the existing inefficient (i.e., requires another software program to be bolted on to existing software), and inadequate software, a new routing and customer billing system wou replace the CX and RouteSmart™ systems, integrate with ERMA and would be customer driven resolution and coordinated billing system.  March 12, 2019 Update Partially Implemented  IT released an RFP on behalf of Public Works for Zero Waste Management software of October 18, 2018. The RFP was for a Zero Waste Management System and Professional Services consisting of a Waste Billing System, a Waste Computerized Maintenance Management System and a Route Optimization System. One proposal was received. If the proposal is accepted, software installation and implementation i anticipated to begin immediately upon contract execution in May 2019, with software operational by December 2019  March 24, 2020 Update  Partially Implemented  IT released an RFP for a Zero Waste Management System and Professional Services consisting of a Waste Billing System, a Waste Computerized Maintenance  Management System will allow a follow-up RFP for Route Optimization System on October 18, 2018. One proposal was received. IT and Legal are in the process of finalizing a contract with the vendor with software installation to follow.  November 13, 2022 Update  Dropped  Contract awarded to AMCS, July 2020, to install new customer account & financial software platform to be up and running by mid-2024.
1.4 Require the zero waste team	Team	Agree	October 2016	September 20, 2016 Update
formed in response to	Response:			Implemented.

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recommendation 1.2 to have regular meetings, e.g., quarterly, to share information about their operations and the known or expected changes and events that may impact cross-functional efforts. These meetings may need to be more frequent at first and less frequent over time. The team should use their meeting time to:  Identify continued barriers to change.  Decide on solutions that will help overcome barriers.  Share information about the challenges preventing staff from meeting operational objectives.  Make cross-departmental decisions to improve processes and customer service.  Also see recommendation 1.2.				As mentioned in response to recommendation 1.2, we expanded our existing monthly meeting to include Finance. The purpose of those meetings has always been to share information about operational and staff challenges. We expanded the meeting to include specific suggestions for this recommendation.  This initiative will be a continuous process that will be put in place for years to come as it becomes part of managing the operations of Zero Waste.
1.5 In collaboration with Information Technology and as part of Enterprise Resource Planning, budget for, select, and install an account management system designed for zero waste activities. Use information from the zero waste team evaluation (recommendation 1.2) and zero waste strategy analyses	Team Response: Public Works and Finance	Agree		Not Implemented  The current Customer Relationship Management (CRM) system will not integrate with RouteSmart™ due to both FUND\$ and CRM system limitations. The City is currently engaged in the Enterprise Resource Planning process to replace the FUND\$ and then integrate the CRM system, which according to the current schedule by June 2019. Th long term solution will be to procure a new customer management, operations and billing software that will fully integrate the RouteSmart™ with the new ERP.  Zero Waste Division and the Customer Solutions Group is actively engaging with IT to ensure that the new ERP system recognizes that Zero Waste Division is an enterprise funded operation. That is, it would be desirable to utilize RouteSmart system's

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(recommendation 1.8) to identify the critical business needs that should be included in the purchase of new zero waste account management system, or that should be considered when determining whether sufficient middleware options exist to fully integrate existing systems with the new account management software. Also see recommendations 1.2 and 1.8.			July 2019  December 2019  January 2021	capabilities to generate customer driven service requests (work orders), whereas the current ERP system is a City staff internally generated system input. IT has recognize that to provide seamless CRM service that a Request for Proposals (RFP) for an application that delivers the most efficient financial and operational software system that specifically handles the Zero Waste collection services will be written in FY2018 part of Phase 2 of the ERP project.  September 25, 2018 Update Partially Implemented IT administration, IT-311 and Zero Waste have commenced efforts, such as, an As-Is (existing software) review to improve customer interface with the City and a To-Be (future software) for the development of an RFP to solicit new software for new customer interface, refuse billing and routing systems. These reviews were facilitate by the City's software consultant, Third Wave. The RFP is tentatively scheduled for a late 2018 release.  Rather than the purchase of another software system to integrate the existing inefficient (i.e., requires another software program to be bolted on to existing software), and inadequate software, a new routing and customer billing system wou replace the CX and RouteSmart™ systems, integrate with ERMA and would be customer driven resolution and coordinated billing system.  March 12, 2019 Update  Partially Implemented IT released an RFP on behalf of Public Works for Zero Waste Management software of October 18, 2018. The RFP was for a Zero Waste Management System and Professional Services consisting of a Waste Billing System, a Waste Computerized Maintenance Management System and a Route Optimization System. One proposal was received. If the proposal is accepted, software installation and implementation i anticipated to begin immediately upon contract execution in May 2019, with software operational by December 2019.  March 24, 2020 Update  Partially Implemented IT released an RFP for a Zero Waste Management System and Professional Services consisting of a Waste Billing System, a Was

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1.6	Incorporate systems thinking into the hiring process for both competitive and promotional recruitments:  Describe the interdependent nature of zero waste operations in job announcements.  Highlight the crossfunctional responsibilities and relationships in job descriptions. Discuss crossfunctional experiences during job interviews to gain an understanding of an applicant's mindset about shared accountability.	Team Response: Public Works and Finance	Agree Difficult to implement I and II because some classifications are not specific to Zero Waste operations but are general classification that are Citywide Item III – During job interviews for Zero Waste functions, questions are tailored to potential hires about the working		Contract awarded to AMCS to install new customer account & financial software platform to be up and running by mid-2024.  September 20, 2016 Update  Public Works is currently recruiting for zero waste and using the interview techniques described. Finance and IT, however, are not in the process of, or able to identify when they will be, recruiting for a position for which this recommendation applies. Therefore, we cannot identify a future implementation date. However, both IT and Finance applied these concepts in recent hires. Additionally, all the departments intend to use the concepts described in the recommendation as much as allowable and consider this recommendation implemented.  During the interview process, candidates are provided an overview of Zero Waste Division operations including relationships with other departments, the strategic priorities used to guide our everyday thinking and application of resources, and owning the commitment to excel in the areas of courtesy, knowledge, promptness, and teamwork.  To the extent possible and allowable by the City's recruitment practices, we will include in our recruitment materials information that conveys to applicants for general classifications that their work will include cross-functional responsibilities and shared accountability.  January 23, 2018 Update  Implemented  The Departments of Public Works and Human Resources have reviewed the process of development of job announcements, such as, the recent hiring of Zero Waste Division Operations Manager to directly address the issues noted in this Recommendation.  With this job description for the Operations Manager and future Zero Waste management, administrative and operation staff positions will include a description of
4 7	A Dogwing that some one other than	Finance	conditions specifically as the relate to Zero Waste.	May 2015	the interdepartmental nature of zero waste operations, and highlight cross-functional responsibilities.  September 20, 2016 Update
1.7	Require that someone other than the person who manually calculated the zero waste rates and entered the updated rates into the CX module	Finance	Agree	IVIAY ZUIS	Completed. For FY 2016 updates, which was input in 2015, Finance implemented a Quality Assurance process in which an error report was produced by IT. The Supervisor reviewed the report and made corrective changes. The report was re-

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perform an independent review of the calculations and data entry for accuracy. Have the reviewer report back on any errors.  Ensure that management is also notified of the errors, verifies that the corrections were made, and signs off on the review.			July 2024	produced two other times to make sure all the error was fixed and the Manager of the unit signed off on the final report before finalizing system changes.  January 23, 2018 Update: Implemented The initial base rates were approved by Resolution No. 66,600-N.S. effective July 1, 2014 for FY2015. The Department of Public Works administration calculates the next Fiscal Year's rates based on the previous Fiscal Year's rates. The rates are calculated utilizing the current CPI, the published April annual rate, or 3%, whichever is greater. These new FY rates and calculations are verified and signed off by Zero Waste Division Manager. The completed approved Rate Tables are then forwarded to the Finance Department Revenue Collections Manager for final verification and FUND\$ system input for billing.  November 13, 2022 Update Implemented Contract awarded to AMCS, July 2020, to install new customer account & financial software platform to be up and running by mid-2024. New Rates were proposed at a 12/07/2022 Council Work Session that was to include the cost of AMCS. The Proposition 218 rate approval process was put on hold by City Agenda Committee in January 2022.
1.8 Request that Information Technology use the CX module data extracts, such as the one used for this audit, to provide Public Works staff with the data they need to analyze zero waste strategies. Use the data extracts to further identify the critical business needs for new zero waste account management software.  Also see recommendation 1.5.		Agree	Originally Expected: December 2016	September 20, 2016 Update  We will ask IT to provide our fiscal services and zero waste strategy staff with CX data using existing data extracts, and use that for data analytics using software such as Excel. We will use these extracts to help identify the reporting needs of a new zero waste account management system.  If needed, IT staff can provide reports or training to Public Works staff so they are able to run the reports themselves or extract the information in the format needed, if feasible.  January 23, 2018 Update  Not Implemented  The CX module data utilized for this Audit was specifically designed to support the data request and this is what is called a bolt-on module, which means, it retrieves specific data requested from the CRM. Any module development requires IT to code test and implement these bolt-on modules for a specific request. To analyze all appropriate data to identify a critical Zero Waste Division business need(s) would require the utilization of data residing in RouteSmart™. The Current CRM system will not integrate or auto-populate with RouteSmart™ due to CRM system limitations. Per content of the current content

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				the current IT ERP implementation schedule, the City is scheduled to upgrade and/or replace the CRM system in June 2019.  The long term solution will be to procure a new customer management, operations and billing software that will integrate and fully utilize the RouteSmart™ data. An RFF for an application that delivers the most efficient financial and operational software system specific to the Zero Waste Division operational and the solid waste industry requirements is scheduled to be developed in FY2018 as part of Phase 2 of the ERP project.
				September 25, 2018 Update  Partially Implemented  IT provided extensive CX data in support of the Commercial Route expansion. During the expansion which involved adding over 400 accounts, critical limitations of the CZ software were identified. Additionally, IT facilitated the key departments to complet an As-Is analysis of existing software to identify areas of improvement. The departments have completed s To-Be analysis of future software which was the basi for a Request For Proposals (RFP) to solicit new software for new customer interface refuse billing and routing systems. Both the CX (customer account management and billing software) and RouteSmart™ (collection routing software) systems are planned for replacement within the next year. These reviews were facilitated by the City's software consultant, Third Wave. The RFP is tentatively scheduled for late 2018 release. IT administration, IT-311 and Zero Waste are collaborating to ensure a unifical approach.  This new routing and customers billing software will the CX and RouteSmart™ System and integrate with Erma, the City's new financial software system. The new software will be customer driven and provide enhanced, coordinated billing system.  March 12, 2019 Update
			December 2019	Partially Implemented IT released an RFP on behalf of Public Works for Zero Waste Management software October 18, 2018. The RFP was for a Zero Waste Management System and Professional Services consisting of a Waste Billing System, a Waste Computerized Maintenance Management System and a Route Optimization System. One proposal was received. If the proposal is accepted, software installation and implementation anticipated to begin immediately upon contract execution in May 2019, with software operational by December 2019.
			January 2021	March 24, 2020 Update Partially Implemented

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		July 2024		
<ul> <li>Perform, or contract for, a fully comprehensive route audit to align service delivery with billing rates.</li> <li>Use the route audit to:</li> <li>Make CX module and/or RouteSmart system updates to ensure customers are billed correctly for their City-provided services.</li> <li>Ensure that all residential accounts are receiving required services.</li> <li>Ensure that the commercial accounts that the City is responsible for receive and pay for the zero waste services required by City policy. Verify that roll-off bin customers serviced by the Zero Waste Division are accurately billed.</li> </ul>	Public Works	Agree	Originally expected: July 2018  December 2019	Contract awarded to AMCS to install new customer account & financial software platform to be up and running by mid-2024.  September 20, 2016 Update  As part of the route audit, actual service levels will be compared against data in the CX module and appropriate updates made to ensure that all residential and commercial accounts are receiving required services and billed correctly for those services. Route books will also be updated to reflect the results of the route audit. January 23, 2018 Update  Not Implemented  IT has created a table for monthly routing development that extracts customer information from the FUND\$ and provides the data to be then downloaded into RouteSmart™. Due to the FUND\$ system limitations, this link takes hours to download information into RouteSmart™. The company, RouteSmart™, has stated that this integration process should take minutes. The City will be replacing the ER system in June 2019 and then the CRM system would be upgraded or replaced. The long term solution is to integrate the new customer management, operations billing software with RouteSmart™. With RouteSmart™ full utilization and the integration of a work order system, the invoicing system could be customer based customers' billing and services are directly linked with the new EFP implementation to allow the City to more easily reconcile services provided with customers' invoice.

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FINC	lings and Recommendations	Lead Dept.	Agree, Partially Agree, or Do Not Agree and Corrective Action Plan	Expected or Actual Implementation Date	Status of Outstanding Audit Recommendations and Implementation Progress Summary
				December 2019  January 2020  July 2024	tentatively scheduled for late 2018 release. IT administration, IT-311 and Zero Waste are collaborating to ensure a unified approach.  This new routing and customers billing software will the CX and RouteSmart™ Systems and integrate with Erma, the City's new financial software system. The new software will be customer driven and provide enhanced, coordinated billing system.  March 12, 2019 Update  Partially Implemented  IT released an RFP on behalf of Public Works for Zero Waste Management software or October 18, 2018. The RFP was for a Zero Waste Management System and Professional Services consisting of a Waste Billing System, a Waste Computerized Maintenance Management System and a Route Optimization System. One proposal was received. If the proposal is accepted, software installation and implementation is anticipated to begin immediately upon contract execution in May 2019, with software operational by December 2019.  March 24, 2020 Update  Partially Implemented  IT released an RFP for a Zero Waste Management System and Professional Services consisting of a Waste Billing System, a Waste Computerized Maintenance  Management System will allow a follow-up RFP for Route Optimization System on October 18, 2018. One proposal was received. IT and Legal are in the process of finalizing a contract with the vendor with software installation to follow.  August 24, 2022 Update.  Dropped  Contract awarded to AMCS to install new customer account & financial software platform to be up and running by mid-2024.
1.10	Enforce the requirement for zero waste drivers to compare actual service levels against route books and addenda during their collection routes, and report any variances to the Zero Waste Division supervisor for correction. Ensure that the drivers' efforts are supported by taking action to correct the	Public Works	Agree.	December 2016	September 20, 2016 Update  We agree that the actual service levels should be compared against route books but believe that enforcing the policy to have drivers do onsite comparisons is no longer an efficient use of our drivers' time. We are exploring other options, such as using student interns to do the comparisons.  January 23, 2018 Update  Implemented  The Zero Waste drivers are reminded monthly to verify actual service levels with the route books for their collection routes by the Zero Waste Management Team. The Zero Waste dispatcher(s) are in constant communication with the drivers to ensure service levels are correct. If service levels are not corrected, Zero Waste Supervisor(s)

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discrepancies.				undertake appropriate corrective actions to ensure verification.
<ul> <li>When drafting new franchise hauler agreements:</li> <li>Clearly define the fee calculation requirements.</li> <li>Clearly define the type of financial data and reports that the haulers must submit to support their fee calculations. Create and enforce the use of standardized forms for the franchise haulers to use when remitting their fees to facilitate Public Works staff's review.</li> </ul>	Public Works	Agree	Originally Expected: December 2017	September 20, 2016 Update  The City has contracted with a consultant to assess development and implementation costs related to the City's planned in-house commercial hauling system, and evaluate the financial and operational impacts of that system on the City and on existing commercial customers. The study will look at future franchise agreements for waste collection services and will include these factors.  January 23, 2018 Update  Not Implemented  The City Council approved a recommendation to replace the current non-exclusive franchise collection system for commercial refuse and recyclables with in-house commercial refuse and recycling collection services except for roll-off service. In FY2 Public Works' will be issuing an RFP to solicit a consultant to review all Transfer Station and residential and commercial community members' rates. Once contracte the consultant will assess development and implementation costs related to redesigning the franchise commercial hauling system to provide for roll-off and compactor services. Then, the consultant will evaluate the financial and operational impacts of that system on the City and on existing commercial customers.  January 23, 2018 Update  Not Implemented  Not Implemented  Not Implemented  Not Implemented  Not Implemented  With Zero Waste Division successful completion in March 2018 of the integration of commercial accounts (440 +) formerly collected under the existing Non-Exclusive Commercial Hauler Franchise Agreement system, revision of the existing system is n required. Zero Waste does not anticipate issuing new Franchise Agreements but will work with the three existing Franchisees during the next Franchise Agreements but will work with the three existing Franchisees during the next Franchise Agreements but will work with the three existing Franchisees during the next Franchise Agreements but will work with the three existing Franchisees during the next Franchise Agreements but will work with the three existing Franchisees during the next Franchise Agreements b

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franchise hauler erroneously removed recyclables from its fee calculations and, if so, back bill as allowable, per state law and city code.	Public Works	Partially Agree	Originally Expected; December 2016  October 2018	September 20, 2016 Update City Council Approved a Public Works Action Calendar Item to replace the current non-exclusive franchise collection system. Public Works' long-term plan is for the department to take over all commercial zero waste services except for roll-off containers and compactors. Given the planned changes, it is not practical or cost-effective to undertake the task of investigating the past fee calculations. However, moving forward, for any franchise hauler agreements we may have, we will require that staff have written procedures in place that describe the correct calculations for determining what that haulers owe the City, and that staff review invoices for accuracy in comparison to those calculation requirements.  January 23, 2018 Update Alternative Implemented At its May 26, 2015¹, the City Council approved a Department of Public Works Action Calendar Item to replace the current non-exclusive franchise collection system. The Council's approved Public Works' long-term plan for in-house collection of these non-exclusive commercial waste collection services except for roll-off and compactor services. This in-house commercial waste collection by Zero Waste Division is scheduled to start March 1, 2018 as detailed at the October 10, 2017 Council Work session². Given the approved action with the non-exclusive franchisees termination, i would be neither practical nor cost-effective to undertake the task of investigating th past fee calculations. ZWD staff agrees for any future franchise hauler agreements for roll-off and compactor services that staff will have written procedures in place that describe the correct calculations to determine what that owe the City, and that staff will review invoices for accuracy in comparison to those calculation requirements.  September 25, 2018 Update  Dropped  Beginning in March 2018, the Zero Waste Division began collecting commercial waste recyclables and compost in-house, except for roll-off and compactor services. Writter procedures that describe the correct cal

<sup>&</sup>lt;sup>1</sup> https://www.cityofberkeley.info/Clerk/City\_Council/2015/05\_May/Documents/2015-05-26\_Item\_34\_Zero\_Waste.aspx

<sup>&</sup>lt;sup>2</sup> https://www.cityofberkeley.info/Clerk/City\_Council/2016/09\_Sep/Documents/2016-09-13\_WS\_Item\_01\_Zero\_Waste\_Worksession.aspx

Audit Title: Unified Vision of Zero Waste Activities Will Help Align Service Levels with Billing and Ensure Customer Equity							
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			June 2020	March 12, 2019 Update Partially Alternately Implemented Given the roll-out issues associated with the November 1st implementation of the City's new enterprise resource planning system, "Erma", staff time has been rerouted to resolve. This project is on hold.			