

Management Response to Weaver Evaluation

CITY OF DENTON – SOLID WASTE DEPARTMENT

NOVEMBER 13, 2017



Management Response to PFCs

Reference #	Point for Consideration	Risk Assessment	Management Action Plan	Status
PFC-01	Formalize Process to Evaluate and Set Tonnage Rates	High	<ul style="list-style-type: none"> Staff is soliciting a cost of service review in Q1 FY 17-18. 	In Progress Q2 FY 17-18
PFC-02	Evaluate Process for Accepting and Monitoring On-Account Customers	Moderate	<ul style="list-style-type: none"> SW management will reevaluate the on-account process and assign staff to monitor on-account compliance. 	Q2 FY 17-18
PFC-03	Enhance System Controls to Restrict Unauthorized Adjustments in Paradigm	High	<ul style="list-style-type: none"> SW administrative staff will partner with Technology services to implement controls & update system permissions. 	Dec 2017
PFC -04	Monitor Commodity Rates to Maximize Sales	Low	<ul style="list-style-type: none"> The SW Business Analyst has been assigned to monitor and reconcile commodity prices, weights, and revenues. 	In Progress Q2 FY 17-18
PFC- 05	Restrict Flow and Track Visitors Entering and Departing the Landfill	Low	<ul style="list-style-type: none"> Staff is evaluating a redesign of the scale house & the implementation of RFID technology. 	FY 18-19
PFC- 06	Formalize the Definition of a Project	High	<ul style="list-style-type: none"> Project proposals now require business case analysis that will be vetted by SW Analysts, Project Manager, and Director. 	In Progress Dec 2017

Management Response to PFCs – Cont'd

Reference #	Point for Consideration	Risk Assessment	Management Action Plan	Status
PFC- 07	Perform Business Case Analysis for New Projects	High	<ul style="list-style-type: none"> Business case analysis is now required for all new project proposals. 	Complete
PFC- 08	Establish Project Management Office	High	<ul style="list-style-type: none"> The SW Project Manager position was created in an August 2017 reorganization. 	Complete
PFC- 09	Define Condition in which Contracts should be Utilized	High	<ul style="list-style-type: none"> SW management now works with Legal and Purchasing to determine activities which require a contract. 	Complete
PFC- 10	Formalize Contract and Lease Initiation, Review and Approval Processes	High	<ul style="list-style-type: none"> New contracts and leases are now reviewed/ approved by Legal and Purchasing prior to submission to PUB and City Council. 	In Progress Dec 2017
PFC- 11	Create Contract Management Procedures	Moderate	<ul style="list-style-type: none"> The SW Administration Manager is partnering with Technology Services to establish a contract repository and reporting. 	Q2 FY 17-18
PFC- 12	Enhance Contract Renewal Process	Moderate	<ul style="list-style-type: none"> Six months prior to renewal, SW administrative staff will notify operations and Purchasing to determine whether renewal is appropriate. 	Q2 FY 17-18

Management Response to PFCs – Cont'd

Reference #	Point for Consideration	Risk Assessment	Management Action Plan	Status
PFC- 13	Conduct Vendor Performance Monitoring	Low	<ul style="list-style-type: none"> SW staff will partner with Purchasing to establish a method to evaluate and communicate vendor performance. 	Q3 FY 17-18
PFC- 14	Conduct Verification of Needs Prior to Approval of Purchase Requisition	Low	<ul style="list-style-type: none"> SW recently implemented a new approval process for purchase requisitions. 	Complete
PFC- 15	Enhance Reporting within Paradigm	Moderate	<ul style="list-style-type: none"> SW staff members are currently working to establish routine operational, financial, and performance reports. 	Q2 FY 17-18
PFC- 16	Enhance Internal Controls over the Budget Preparation Spreadsheets	Low	<ul style="list-style-type: none"> This deficiency has been corrected. The master budget document is restricted to editing by SW financial staff. 	Complete
PFC - 17	Enhance Consistency of Draft to Final Budget	Moderate	<ul style="list-style-type: none"> SW financial staff are realigning the department's HBUs and reallocating expenses to better reflect the cost of service for each business unit. 	In Progress Nov 2017
PFC- 18	Create a Strategic Budgeting Process	High	<ul style="list-style-type: none"> The strategic budgeting process is being implemented and utilized for FY 18/19. 	In Progress Nov 2017

Management Response to PFCs – Cont'd

Reference #	Point for Consideration	Risk Assessment	Management Action Plan	Status
PFC - 19	Perform Utilization Monitoring for Solid Waste Equipment	Moderate	<ul style="list-style-type: none"> SW management are now using the vehicle/equipment utilization report to guide decisions related to the SW fleet. 	Complete
PFC- 20	Develop a Strategic Staffing Plan	High	<ul style="list-style-type: none"> Staff is currently soliciting proposals to create a strategic staffing plan for the department's major operations. 	In Progress Q2 FY 17-18
PFC- 21	Improve Oversight over Use and Monitoring of Contract Labor and Overtime	High	<ul style="list-style-type: none"> SW recently reduced the department's use of contract labor. Staffing plan & reporting will be used to limit & evaluate use of contract labor and overtime. 	In Progress Q2 FY 17-18