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## HIGHLIGHTS

Highlights of City Auditor Report #0817, a report to the City Commission and City management

### WHY THIS AUDIT WAS CONDUCTED

This audit of StarMetro staffing of drivers and mechanics was requested by StarMetro management to assist in developing a methodology for determining staffing needs in the General Transit, Special Transportation, and Garage Divisions. Additionally, we assisted management in determining the costs of services for General Transit bus services.

The audit reviewed staffing levels for drivers and mechanics during fiscal year 2007 and costs of general transit services for fiscal years 2005 through 2007.

### WHAT WE RECOMMENDED

**For General Transit**, we provided recommendations related to reducing annual overtime costs by: 1) maximizing the use of temporary drivers to provide the services in addition to the regularly scheduled routes; 2) implementing more efficient routing and scheduling techniques, including automation, and accounting for all routes and known events in the regular scheduling; 3) improving budget planning and cost projections by including all scheduled routes, considering additional work, anticipated vacancy rates, and overtime paid on holidays; 4) improving StarMetro's ongoing monitoring over budgeted to actual expenditures; 5) working with the HR Safety Managers to evaluate reasons for and identify ways to minimize workers' compensation and leave without pay; and 6) implementing a method for tracking the amount of time employees are out of work due to workers' compensation and/or leave without pay.

**For Special Transit**, we provided recommendations toward reducing their annual overtime costs by: 1) further maximizing the use of temporary drivers to provide the services to fill the gap between scheduled drive hours and available driver hours; 2) tracking overtime on holidays by using the earn code designated for holiday overtime; 3) working with HR Safety Managers to evaluate reasons for and identify ways to minimize catastrophic leave, workers' compensation leave, and leave without pay; and 4) developing and implementing a method for tracking the amount of time employees are out of work due to workers' compensation and/or leave without pay.

**For Garage**, we provided recommendations to assist them in measuring mechanics' productivity levels in the future by: 1) implementing better record keeping processes to track mechanics' work time and manage operations; and 2) tracking overtime on holidays by using the earn code designated for holiday overtime.

**For determining costs of General Transit services**, we provided recommendations to ensure the validity and reliability of information used in management's calculations of costs of services.

To view the full report, go to:  
<http://www.talgov.com/auditing/index.cfm>

August 14, 2008 (Revised December 4, 2008)

## AUDIT OF STARMETRO STAFFING OF DRIVERS AND MECHANICS

*Recommendations were provided toward reducing annual overtime costs for drivers and better tracking of mechanics' work time.*

### WHAT WE CONCLUDED

#### For General Transit:

- We provided management with the methodology to estimate driver productivity to predict staffing needs, plan for services, and budget more effectively. For FY 2007, we estimated the driver productivity level was 82% (1,696 of total 2,080 hours for each driver).
- Overtime consistently increased over the past four years from 10% of total personnel costs in FY 2004 to 15% in FY 2007, with the majority of overtime in General Transit (81%) worked by full-time drivers.
- The FY 2007 budget for personnel services, while adjusted to include an additional 27 positions, was not sufficient to cover the actual costs.
- The three main contributing causes of overtime in FY 2007 in General Transit were: 1) 50%<sup>a</sup> of the overtime was to fill in for driver vacancies due to the time it took to fill the 27 added driver positions plus regular driver turnover; 2) filling in for other drivers taking unanticipated leave (workers' compensation and leave without pay); and 3) driving for special events, football games, charter services, and new and expanded services that were in addition to the regular fixed schedules.

#### For Special Transit:

- We provided management with the methodology to estimate driver productivity to predict staffing needs, plan for services, and budget more effectively. For FY 2007, we estimated the driver productivity level was 79% (1,641 of total 2,080 hours for each driver).
- Overtime increased slowly from 2% of total personnel costs in FY 2004 to 4% in FY 2006, and doubled to 8% in FY 2007 due to some unforeseen circumstances.
- The two main contributing causes of overtime in FY 2007 were: 1) covering for other drivers taking planned annual leave; and 2) filling in for other drivers taking unanticipated catastrophic leave, workers' compensation leave, and leave without pay.

#### For Garage:

- There was not enough reliable information to determine productivity levels for mechanics.
- Overtime has remained consistent averaging 12% of total personnel costs over the past four years.
- The three main contributing causes of overtime in FY 2007 were: 1) completing regular maintenance tasks; 2) covering for mechanics taking planned leave; and 3) providing mechanic support during extended hours of operations.

**For determining costs of General Transit services**, we concluded consistent processes were not performed in data collection to ensure the validity and reliability of the information used to determine costs of services.

For more information, contact us by e-mail at [auditors@talgov.com](mailto:auditors@talgov.com) or by telephone at 850/891-8397.

Office of the City Auditor

<sup>a</sup> Text corrected on 12/4/08. See explanatory notation under Table 11 on report page 22.

**Audit of  
StarMetro Staffing of Drivers and Mechanics**

**AUDIT REPORT #0817**

**August 14, 2008**

**(Reissued December 4, 2008**

**See explanatory notations in report)**



Copies of this audit report #0817 may be obtained from the City Auditor's web site (<http://talgov.com/auditing/index.cfm>), by telephone (850 / 891-8397), by FAX (850 / 891-0912), by mail or in person (City Auditor, 300 S. Adams Street, Mail Box A-22, Tallahassee, FL 32301-1731), or by e-mail ([auditors@talgov.com](mailto:auditors@talgov.com)).

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# *Audit of StarMetro Staffing of Drivers and Mechanics*



Sam M. McCall, CPA, CGFM, CIA, CGAP  
City Auditor

*Report #0817*

*August 14, 2008 (Revised December 4, 2008)*

## *Executive Summary*

In fall 2007, the StarMetro Director requested that we provide assistance in developing a methodology for determining staffing needs for drivers in the General Transit Division. Through discussion and agreement, the scope of the request expanded to also include staffing needs for drivers in the Special Transportation Division and mechanics in the Garage Division, and determining costs of services for General Transit bus services. We also agreed that a staffing review would necessarily include a review of the usage and causes for overtime.

This is the second audit related to staffing and overtime at StarMetro. In November 2005, we issued audit report #0601, "An Inquiry into TALTRAN Overtime." In that report, we noted that scheduled drive hours for established routes for General Transit Division exceeded the drive hours that could be applied by available full-time drivers by approximately 47,737 hours. Our report provided an analysis showing the costs of filling in for the 47,737 hours of needed drive-time in various ways, including using temporary drivers, full-time drivers paid overtime, and hiring additional full-time drivers paid regular salaries. We recommended that management identify the most cost effective balance of hiring additional full-time and part-time drivers with the goal of keeping overtime to a minimum for full-time drivers. We also recognized that quantitative factors such as costs and qualitative factors such as safety and service delivery should be taken into consideration.

Using the November 2005 audit report's analysis, StarMetro submitted an agenda item to the City Commission requesting 27

additional full-time drivers to fill the 47,737 hours of needed drive-time. The increase of full-time positions was intended to help reduce the costs for overtime and temporary wages, and operate less costly overall. In May 2006, the City Commission approved the 27 additional full-time drivers for StarMetro; 3 positions to be added immediately and the remaining 24 to be added in the following fiscal year (FY 2007). Even with the additional positions, overtime continued to be heavily utilized in FY 2007.

A review of the FY 2007 budget revealed the following assumptions that did not materialize: 1) the budget contemplated that the added positions would be immediately filled; 2) already filled positions in General Transit would remain filled; and 3) the budget was sufficient to cover all scheduled routes and other special services (special events, football games, and charters).

As shown below in Table 1 for General Transit, the FY 2007 budget for salaries was increased to \$3,432,019; with benefits, the total budgeted personnel cost was increased to \$4,810,679. While the percent of combined cost of actual temporary wages and overtime to personnel costs decreased from 21% to 17%<sup>a</sup> from FY 2006 to FY 2007, actual total personnel costs increased by \$762,698 (17%), and total personnel costs exceeded total budgeted personnel costs in FY 2007 by \$360,349.

We believe that with improved scheduling, additional savings can be realized in overtime costs and in overall personnel costs. We also noted that, unlike other large departments in the City that have an Administrative Services Manager or Administrative Supervisor, StarMetro does not have a full-time position dedicated to managing departmental resources. Such a position could help StarMetro better manage and control their budgeted resources.

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<sup>a</sup> Text corrected on 12/4/08. See explanatory notation under Table 1 on page 3.

**Table 1**  
**Budgeted and Actual Selected Personnel Costs in**  
**General Transit for FYs 2006 – 2007**

	<b>FY 2006 Budgeted</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Budgeted</b>	<b>FY 2007 Actual</b>
Salaries	\$ 2,557,107	\$ 2,475,523	\$ 3,432,019	\$ 3,041,843
Temporary wages	\$ 369,051	\$ 352,023	\$ 0 (1)	\$ 72,614
Overtime	\$ 283,104	\$ 565,330	\$ 0 (1)	\$ 790,905
<b>Subtotals</b>	<b>\$ 3,209,262</b>	<b>\$ 3,392,877</b>	<b>\$ 3,432,019</b>	<b>\$ 3,905,361</b>
Benefits	\$ 1,111,480	\$ 1,013,448 (2)	\$ 1,378,660	\$ 1,263,659 (2)
<b>Total personnel costs</b>	<b>\$ 4,320,742</b>	<b>\$ 4,406,324 (2)</b>	<b>\$ 4,810,679</b>	<b>\$5,169,021 (2)</b>
<b>Percent of actual temporary wages and overtime to total personnel costs</b>		<b>21% (2)</b>		<b>17% (2)</b>

Source: Accounting financial reports

Note (1): Management indicated that the budget for salaries was sufficient to cover temporary wages and overtime costs in FY 2007. Though not separately budgeted, DMA identified \$62,350 and \$154,870 in the salaries category for temporary wages and overtime, respectively.

(2) This table was revised on 12/4/08 to correct a calculation error in determining the benefits amount. (Difference of \$1 due to rounding.)

Our audit results are summarized below for each division and audit objective.

For General Transit during FY 2007:

- We determined the productivity level of drivers in General Transit was 82%, meaning that for every full-time position (2,080 available hours), StarMetro could expect that each driver would produce 1,696 hours of drive-time. This will provide StarMetro with a more realistic productivity level and a methodology to predict staffing needs, plan for existing or additional services, and budget more effectively.
- Overtime has continued to increase over the past four years from 10% of total personnel costs in FY 2004 (\$442,750 of total \$4,240,753) to 15% in FY 2007 (\$790,905 of total \$5,169,021). The majority of overtime in General Transit (81%, or \$644,988 of the \$790,905) was worked by full-time drivers.<sup>c</sup>

*Overtime for drivers in General Transit Division has continually increased over the last four years. We identified key contributing causes of overtime, calculated estimated productivity of drivers, and provided recommendations to reduce overtime costs.*

<sup>c</sup> Text corrected on 12/4/08 report revision.



- The budget for FY 2007 was adjusted to reflect the additional 27 full-time positions by increasing funding for salaries and benefits and eliminating separate funding for temporary wages and overtime. StarMetro management's budget request for FY 2007 included temporary wages and overtime to cover their temporary increase in personnel costs associated with the staffing changes. The final FY 2007 budget did not include any monies budgeted separately for temporary wages or overtime. Instead, the Department of Management and Administration (DMA) indicated that the budget for salaries was sufficient to cover the costs for both. Even so, FY 2007 actual personnel cost including benefits exceeded budgeted costs by \$358,342.<sup>c</sup>
- During FY 2007, there were 33,095 overtime hours worked by drivers costing \$644,988. The main contributing causes of overtime in FY 2007 in General Transit were:
  - Fifty percent (50%)<sup>b</sup> of overtime was caused by filling in for driver vacancies due to the time it took to fill the 27 added driver positions plus regular driver turnover.
  - Seventeen percent (17%) of overtime was caused by filling in for other drivers taking unanticipated leave (workers' compensation and leave without pay).
  - An additional 7% of overtime was caused by additional driving for special events, football games, and charter services that were in addition to the regular fixed schedules for drivers.
  - StarMetro management also indicated that there were three new and expanded services started in FY 2007 for which funding was not requested in the budget. Two of

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<sup>c</sup> Text corrected on 12/4/08 report revision.

<sup>b</sup> Text corrected on 12/4/08. See explanatory notation under Table 11 on page 22.

these were expanded contracted services at Florida State University.

- For FYs 2006-2007, the use of temporary drivers decreased (from \$352,023 to \$72,614) and the use of overtime increased (from \$565,330 to \$790,905). We believe that with improved scheduling and increased use of temporary drivers when needed rather than overtime paid to full-time drivers, additional savings can be realized in overall personnel costs. For example, in FY 2007, the average hourly overtime rate for full-time drivers was \$19.51; whereas, the average regular and hourly overtime rates for temporary drivers was \$9.74 and \$14.39, respectively.

*We provided recommendations to: implement more efficient routing and scheduling techniques; improve budget planning and cost projections; maximize the use of temporary drivers; improve ongoing monitoring of the budget; work with safety managers to minimize catastrophic leave, workers' compensation leave, and leave without pay; and develop and implement a method for tracking leave due to workers' compensation and/or leave without pay.*

Recommendations provided to General Transit to improve staffing efficiency and toward reducing overtime costs included: 1) maximizing the use of temporary drivers to provide the services in addition to the regularly scheduled routes; 2) implementing more efficient routing and scheduling techniques, including automation, and accounting for all routes and known events in the regular scheduling; 3) improving budget planning and cost projections by including all scheduled routes, considering additional work, anticipated vacancy rates, and overtime paid on holidays; 4) improving StarMetro's ongoing monitoring over budgeted to actual expenditures; 5) working with the HR Safety Managers to evaluate reasons for and identify ways to minimize workers' compensation and leave without pay; and 6) implementing a method for tracking the amount of time employees are out of work due to workers' compensation and/or leave without pay.

For Special Transportation during FY 2007:

- We determined the productivity level of drivers in Special Transportation was 79%, meaning that for every full-time position (2,080 available hours), StarMetro could expect that each driver would produce 1,641 hours of drive-time. This will provide StarMetro with a more realistic productivity level and a methodology to predict staffing needs, plan for services, and budget more effectively.
- Over the past four years, overtime increased most between FYs 2006 and 2007, doubling from \$33,869 to \$72,186 (from 4% to 8% of total personnel costs). Almost all of the overtime worked (93%, or \$67,081 of the \$72,186) in Special Transportation was worked by drivers (both full-time and temporary drivers).
- During FY 2007, there were 3,393 overtime hours worked by drivers costing \$67,081. The main contributing causes of overtime in FY 2007 in Special Transportation were:
  - Approximately 57% of overtime hours (2,233) was due to covering scheduled drive hours (based on customer demand) and filling in for other drivers taking planned annual leave.
  - Approximately 43% of overtime hours (1,700) was due to filling in for other drivers taking unanticipated leave including catastrophic leave, workers' compensation leave, and leave without pay.

*For Special Transportation Division, we identified key contributing causes of overtime, calculated estimated productivity of drivers, and provided recommendations to reduce overtime costs.*

*We provided recommendations to: maximize the use of temporary drivers; improve the tracking of driver overtime worked on holidays; work with safety managers to minimize catastrophic leave, workers' compensation leave, and leave without pay; and develop and implement a method for tracking leave due to workers' compensation and/or leave without pay.*

Recommendations provided to Special Transportation toward reducing their annual overtime costs included: 1) further maximizing the use of temporary drivers to provide the services to fill the gap between scheduled drive hours and available driver hours; 2) tracking overtime on holidays by using the earn code designated for holiday overtime; and 3) working with HR Safety Managers to evaluate reasons for and identify ways to minimize catastrophic leave, workers' compensation leave, and leave without pay and 4) developing and implementing a method for tracking the amount of time employees are out of work due to workers' compensation and/or leave without pay.

For Garage during FY 2007:

- The Garage did not maintain records to document how mechanics time was spent in FY 2007. Accordingly, we were unable to calculate an estimated productivity level or estimate needed staffing levels for mechanics.
- Over the past four years, overtime has remained consistent averaging 12% of total personnel costs. In FY 2007, overtime costs were \$200,355; total personnel costs were \$1,520,109. Fifty-one percent (51%, or \$103,923 of the \$200,355) in Garage overtime was worked by mechanics.
- For mechanics alone, overtime costs of \$103,923 was 25% of the total salaries (\$410,885) in FY 2007.
- Overtime wages have exceeded budgeted amounts consistently over the past four years. In FY 2007, actual overtime costs were \$200,355; budgeted overtime was \$136,923.

*For Garage Division, records were not kept to document how mechanics spend their work time; therefore, we were unable to estimate mechanics' productivity levels.*

*For Garage Division, we identified key contributing causes of overtime and provided recommendations to enable management to measure mechanic productivity.*

*We provided recommendations to improve the tracking of mechanics' work time and overtime worked on holidays.*

*StarMetro staff was not performing data collection procedures in a consistent manner, thereby, causing us to question the validity and reliability of the information.*

- During FY 2007, there were 3,600 overtime hours worked by mechanics costing \$103,923. The main contributing causes of overtime in FY 2007 in Garage were:
  - Approximately 77% of overtime hours (2,768)<sup>c</sup> was identified by management as completing regular maintenance tasks and covering for mechanics taking planned annual leave.
  - Approximately 23% of overtime hours (832) was identified by management as providing maintenance support during StarMetro's extended hours of operation (5 a.m. – 11 p.m., 6 days/week).

We provided recommendations to Garage management to assist them in measuring mechanics' productivity levels in the future. These recommendations included implementing record keeping processes to track mechanics' work time and manage operations, and tracking overtime on holidays by using the earn code designated for holiday overtime. Absent records of how mechanics spend their work time, management cannot adequately assess productivity and staffing levels, or prepare budget requests based on mechanic workload.

#### Costs of General Transit Services

We also provided assistance to StarMetro by calculating average costs to provide General Transit services for FYs 2005 – 2007 (average cost per trip, average cost per mile, and average cost per hour). To calculate these costs of services, we examined the processes used by staff to collect the critical statistics, i.e., trips provided, and service miles and hours driven. The average costs for FY 2007 are provided in Table 2. Average costs are shown for: 1) direct costs (no allocated expenses included); 2) partially loaded

<sup>c</sup> Text corrected on 12/4/08 report revision.

costs (includes allocated costs from within StarMetro only); and 3) fully loaded costs (includes all allocated costs).

**Table 2**  
**Calculated Average Costs for General Transit for FY 2007**

Measure	Direct Cost (no allocated expenses included)	Partially Loaded Cost (includes allocated costs within StarMetro)	Fully Loaded Cost (includes all allocated costs)
Average cost per trip	\$2.20	\$2.44	\$2.76
Average cost per "vehicle" hour	\$52.99	\$58.62	\$66.31
Average cost per "revenue" hour	\$57.60	\$63.71	\$72.07
Average cost per vehicle mile	\$5.32	\$5.89	\$6.66
Average cost per "revenue" mile	\$5.56	\$6.15	\$6.95

Source: Accounting financial reports, StarMetro rider and fleet system.

We found consistent processes were not performed in data collection to ensure the validity and reliability of the information used to determine these costs. This same information was also used for City performance measures and reported to the NTD.

*We noted four opportunities for improving the reliability and validity of the data collected and reported at StarMetro.*

We provided recommendations toward ensuring the validity and reliability of information used for calculating costs of General Transit services and reported for performance measures and to the National Transit Database (NTD). Our recommendations were related to: 1) applying a consistent methodology to obtain financial, ridership, and vehicle information required to be submitted to the NTD; 2) training the staff responsible for collecting and submitting the information to the NTD; 3) submitting the appropriate information to the City’s Budget Division for StarMetro’s performance measures related to General Transit’s “basic system;” 4) developing, documenting, and implementing procedures to test the manual processes to transfer data from the buses to the Calmssoft system; and 5) establishing, documenting, and implementing quality assurance procedures to ensure that the fare box system’s data is accurate and that all daily cash collected is reconciled to what should have been collected.

Appendix A provides StarMetro management's Action Plan to implement the recommendations.

We would like to acknowledge the full and complete cooperation and support of management and staff from StarMetro, and Department of Management and Administration's Office of Budget and Policy, and Accounting Services Division.

# *Audit of StarMetro Staffing of Drivers and Mechanics*



Sam M. McCall, CPA, CGFM, CIA, CGAP  
City Auditor

*Report 0817*

*August 14, 2008 (Revised December 4, 2008)*

## *Scope, Objectives & Methodology*

*The audit objectives included providing budgeted and actual overtime costs and hours, determining contributing causes for overtime, analyzing productivity and staffing levels, providing recommendations to assist management obtain potential savings, and calculating average costs of services.*

The scope of this audit was to review staffing levels for drivers and mechanics at StarMetro during the period October 1, 2006, through September 30, 2007, and using available information from fiscal years (FYs) 2004 – 2007 for General Transit, Special Transportation, and Garage Divisions, and personnel costs from FYs 2000 - 2008 for General Transit. Additionally, we reviewed the processes related to determining average costs of general transit services for FYs 2005 – 2007 for management’s information and use.

Our audit objectives, for each of the three StarMetro divisions, were to:

1. Provide budgeted and actual personnel and overtime costs and overtime hours paid to full-time and temporary drivers and mechanics during FYs 2004-2007.
2. Identify contributing causes for overtime.
3. Develop a methodology to measure driver and mechanic productivity and staffing levels for budgeting and planning purposes.
4. Provide recommendations to assist StarMetro management obtain savings by reducing overtime.

Additionally, our last objective was to calculate average costs of services for FYs 2005 – 2007 and review the processes related to



the validity and reliability of the information collected that impacts those average costs.

To provide budgeted and actual personnel and overtime costs and overtime hours paid to full-time and temporary drivers and mechanics during FYs 2004-2007, we reviewed City budget and year-end accounting reports, and analyzed data in the City's timekeeping system for FYs 2004 – 2007 to determine the type of hours worked and leave taken by staff for each of the divisions in the scope of the audit.

*Our audit procedures included interviewing staff and experts from state and local agencies and analyzing timekeeping and position history data, budgets, and financial reports, bus schedules and driver schedules.*

To identify the contributing causes of overtime, we interviewed management and staff; analyzed the type of hours worked and leave taken by staff extracted from the City's timekeeping system and StarMetro's timekeeping system; reviewed bus schedules, driver records, and workers' compensation records; reviewed and analyzed Human Resources' drug testing statistics; and reviewed and analyzed position history information to determine vacancy rates.

To develop a methodology to measure driver and mechanic productivity and staffing levels for budgeting and planning purposes, we interviewed management and selected staff in each division and experts from the Florida Department of Transportation; reviewed bus schedules, driver records, timekeeping data, and workers' compensation records; reviewed and analyzed Human Resources' drug testing statistics; and reviewed and analyzed position history information to determine vacancy rates. We provided our methodology for each workload model and productivity analysis to StarMetro for their use in future years.

To provide recommendations to assist StarMetro management obtain potential savings by reducing overtime and operating more

efficiently, we researched industry materials, reviewed and analyzed the results of all analyses performed, surveyed selected Florida transit organizations, and interviewed StarMetro management and experts from the Florida Department of Transportation.

*Our audit procedures also included gathering vehicle and rider information and calculating average costs of general transit services.*

To calculate average costs for services and review processes to ensure the reliability and validity of the information impacting these costs, we interviewed key staff responsible for collecting and assuring the quality of the information, reviewed procedures and system process documentation, and conducted limited testing of transactions related to cash collected through the bus fare boxes.

We conducted this audit in accordance with the International Standards for the Professional Practice of Internal Auditing and Generally Accepted Government Auditing Standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

## **General Transit**

### Prior Audit of Overtime Expenses at StarMetro

In November 2005, audit report #0601 “Inquiry into TALTRAN (since referred to as StarMetro) Overtime” identified the overtime hours worked and budgeted and contributing factors toward the need for overtime. Overtime had increased from 9% of total personnel services in FY 2001 to 11%<sup>c</sup> in FY 2005 with the majority of overtime occurring in the General Transit Division. During that audit, we worked with StarMetro management and identified four primary causes contributing to the extensive use of

<sup>c</sup> Text corrected on 12/4/08 report revision.

overtime: 1) the use of overtime to fill the gap in available work hours for full-time drivers and the scheduled number of hours for bus routes; 2) significant number of training hours provided to new drivers and relatively large number of new hires over the last three fiscal years; 3) the extensive use of workers’ compensation leave; and 4) the extensive use of catastrophic leave.

*The prior audit identified a gap of 47,737 hours between scheduled routes and available full-time drivers that needed to be filled with temporary drivers.*

*There were not enough temporary drivers to fill the need, so full-time drivers paid overtime were also utilized.*

We estimated a gap between scheduled hours for bus routes and available full-time positions of 47,737 hours that needed to be filled with temporary drivers. When temporary drivers were not available, full-time drivers were paid overtime to fill the workload gap. As shown in Table 3, during FY 2004, StarMetro paid for 68,635 hours to fill the identified 47,737 “gap” hours. The majority of hours were worked by temporary employees paid at a regular rate (66% of the hours at 45% of the cost), and overtime paid to full-time employees at overtime rate (29% of the hours at 50% of the cost). As Table 3 shows, it was more expensive to pay full-time drivers at their overtime rate than to pay temporary employees.

**Table 3  
FY 2004 Cost Associated with StarMetro’s Method  
Used to fill the 47,737 Hour Gap (from Audit Report #0601)**

Method Used	Cost	%	# Hours	%	Hourly Rate
OT paid to full-time employees (1)	\$456,518	50%	20,237	29%	\$22.56
OT paid to temporary employees	\$ 44,812	5%	3,173	5%	\$14.12
Regular Earnings paid to temporary employees	\$418,264	45%	45,225	66%	\$ 9.25
<b>Totals</b>	<b>\$919,594</b>	<b>100%</b>	<b>68,635</b>	<b>100%</b>	

Note (1) Includes estimated benefits.

In the 2006 audit report, we showed estimated costs of alternative solutions using part-time and full-time drivers costing less than the amount spent in FY 2004 (see Table 4).

**Table 4  
Alternative Methods of Filling the Gap in Hours Between  
Scheduled Drive Hours vs. Available  
(from Audit Report #0601)**

Alternatives	Estimated Cost
(1) Use all full-time employees (Paid OT wages and benefits)	\$ 1,096,554
(2) Use 1/2 full-time employees (Paid OT earnings and benefits) and 1/2 temporary employees (Paid regular earnings)	\$ 780,756
(3) Hire 27 additional FT drivers (Paid regular earnings at entry rate and benefits)	\$ 759,764
(4) Use all temporary employees (Paid 1/2 regular earnings and 1/2 OT earnings)	\$ 607,608
(5) Use all temporary employees (Paid regular earnings)	\$ 486,086

*Estimated costs were provided using alternative scenarios of how to fill the 47,737 hours of needed drive time.*

We recommended that StarMetro conduct an analysis to identify the most cost-effective balance of full-time and part-time drivers with a goal of keeping overtime to a minimum for full-time drivers. While option 5 in Table 4, using temporary employees to fill the 47,737 hours of needed drive-time, was the least costly, General Transit had struggled in prior years retaining temporary drivers, which contributed to increased overtime hours paid to full-time drivers.

*Twenty-seven full-time drivers were added to StarMetro General Transit Division in FY 2007 to reduce overtime and overall costs of drivers.*

Using the audit report’s analysis, StarMetro submitted an agenda item to the City Commission and was approved 27 additional full-time drivers to fill the 47,737 hours of needed drive-time. The increase of full-time positions was intended to help reduce the costs for overtime and temporary wages, and operate less costly overall.

Overtime and Personnel Costs in General Transit

*General Transit provides bus services throughout the City 363 days a year.*

The FY 2007 budget describes the General Transit Division’s function is to provide accessible transit service to the citizens of Tallahassee. Transit services are provided 363 days a year. During FY 2007, this Division was projected to provide bus service on 45

routes traveling over 1.8 million miles with 4.4 million passenger trips.

Over the past eight years, overtime has continued to increase in the StarMetro General Transit Division. Table 5 below provides a historical view of the amount of salaries, temporary wages, overtime, total personnel costs, combined temporary and overtime wages, and annual percent changes for combinations of these, for FYs 2000 – 2007.

**Table 5**  
**General Transit Actual Salaries, Temporary, Overtime Costs**  
**and Total Personnel Costs for FYs 2000-2007**

	2000	2001	2002	2003	2004	2005	2006	2007
Salaries	\$ 1,965,294	\$ 1,994,826	\$ 2,156,632	\$ 2,318,918	\$2,434,572	\$2,435,680	\$2,475,523	\$3,041,843
Benefits	\$ 591,757	\$ 666,123	\$ 773,412	\$ 841,094	\$ 951,705	\$1,165,947	\$1,013,448	\$1,263,659
Temporary	\$ 368,142	\$ 372,995	\$ 417,620	\$ 503,362	\$ 411,726	\$ 485,681	\$ 352,023	\$ 72,614
Overtime	\$ 289,502	\$ 333,887	\$ 406,552	\$ 378,376	\$ 442,750	\$ 540,057	\$ 565,330	\$ 790,905
<b>Total Personnel Costs</b>	<b>\$ 3,214,695</b>	<b>\$ 3,367,831</b>	<b>\$ 3,754,216</b>	<b>\$ 4,041,750</b>	<b>\$4,240,753</b>	<b>\$4,627,365</b>	<b>\$4,406,324</b>	<b>\$5,169,021</b>
<b>Annual Percent Change in Personnel Costs</b>		<b>5%</b>	<b>11%</b>	<b>8%</b>	<b>5%</b>	<b>9%</b>	<b>(-5)%</b>	<b>17%</b>
<b>Temp &amp; OT Only Total</b>	<b>\$ 657,644</b>	<b>\$ 706,882</b>	<b>\$ 824,172</b>	<b>\$ 881,738</b>	<b>\$ 854,476</b>	<b>\$1,025,738</b>	<b>\$ 917,353</b>	<b>\$ 863,519</b>
<b>Annual Percent Change in Temporary &amp; Overtime Costs</b>		<b>7%</b>	<b>17%</b>	<b>7%</b>	<b>-3%</b>	<b>20%</b>	<b>(-11)%</b>	<b>(-6)%</b>

Source: Accounting financial reports

The above table shows the following:

- With the exception of FY 2003, overtime costs have increased annually over the last eight fiscal years, averaging 16% annually.
- From FY 2005 to FY 2007, the combined temporary and overtime costs decreased \$162,219 (\$1,025,738 – \$863,519), while overall personnel costs increased by \$541,656 (\$5,169,021 - \$4,627,365).<sup>c</sup>

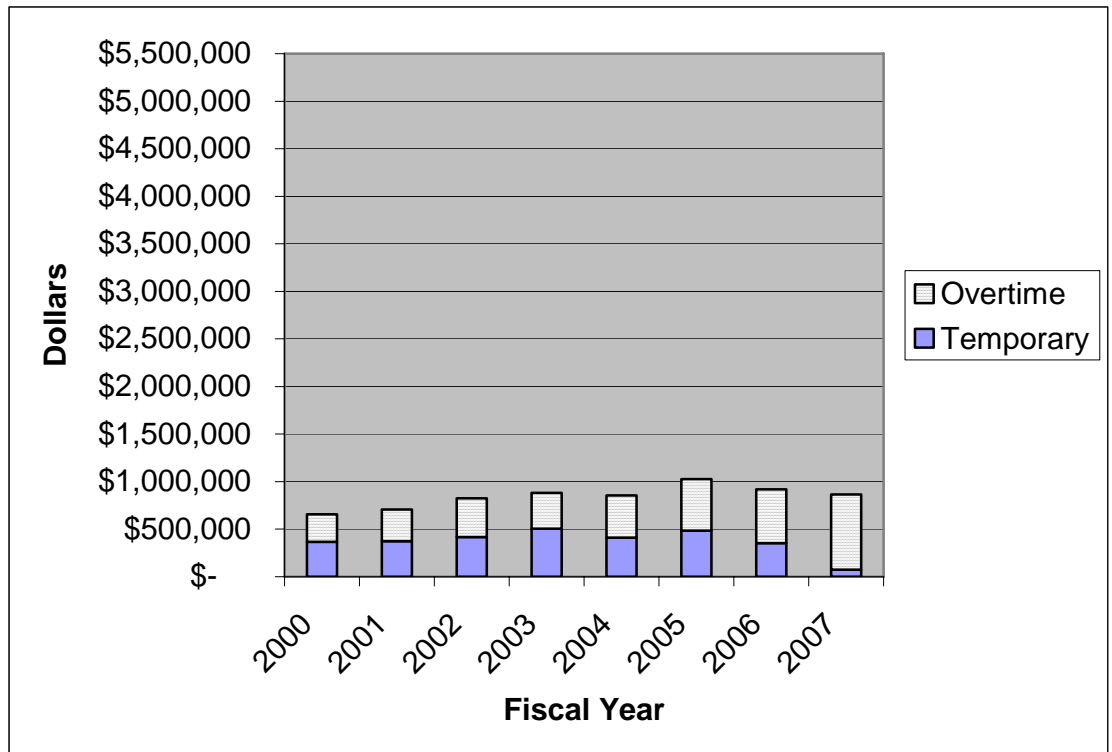
*From FY 2005 to FY 2007, combined overtime and temporary wages decreased by \$162,219, while personnel costs increased by \$762,697.*

<sup>c</sup> Text corrected on 12/4/08 report revision.

- With the exception of FY 2006, total personnel costs have increased annually over the last eight fiscal years, averaging 7% annually.

Figure 2 shows the actual expenditures for combined overtime and temporary wages only over the eight-year period.

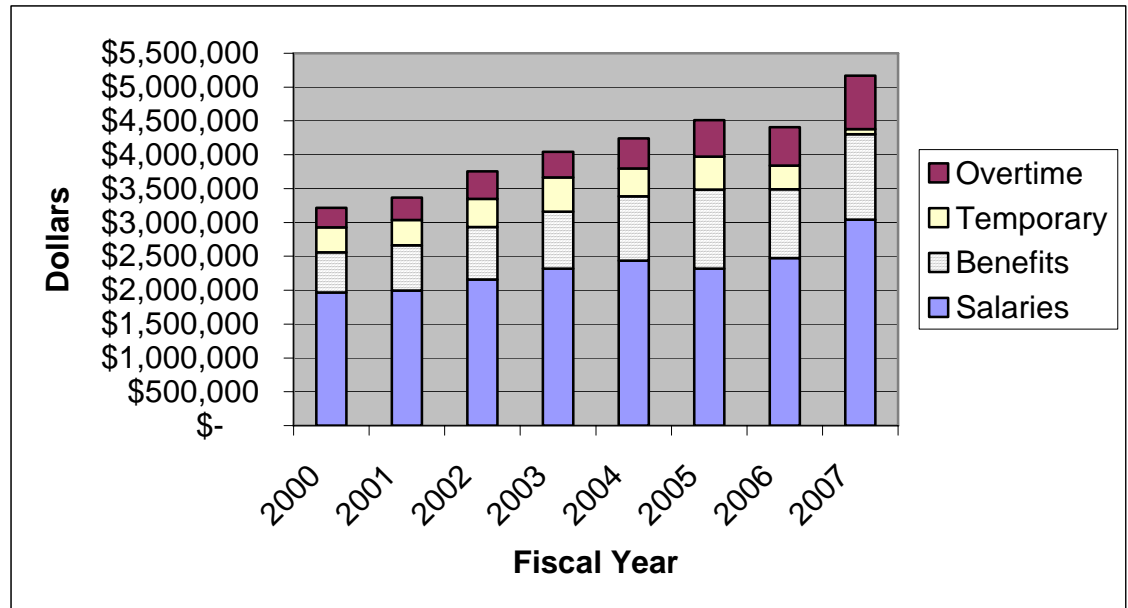
**Figure 2**  
**General Transit Actual Expenditures for Overtime and Temporary Only for FYs 2000 - 2007**



Source: Accounting financial reports

Figure 3, shows the actual expenditures for total personnel costs broken down by salaries, benefits, temporary wages, and overtime over the eight-year period.

**Figure 3**  
**General Transit Actual Expenditures for Salaries, Temporary, and Overtime for FYs 2000 - 2007**



Source: Accounting financial reports

Management reported that overtime costs in FY 2007 were increased by added service levels that were not budgeted for, including the new route to/from Southwood and downtown, and extended hours of routes on the Florida State University campus. Overtime costs associated with the increased service hours on Florida State University were reimbursed through a contractual agreement.

The following table (Table 6) shows the budgeted amounts for salaries, temporary wages, and overtime for FYs 2004 – 2007. As a result of the additional 27 full-time drivers, the following changes were made to the FY 2007 General Transit Division budget:

- Salary costs were increased.
- Temporary wages were eliminated (StarMetro requested monies for temporary wages, but DMA management

indicated that the budget for salaries included \$62,350 to cover temporary wages).

- Overtime was eliminated (StarMetro requested monies for overtime wages, but DMA management indicated that the budget for salaries included \$154,870 to cover overtime costs).

**Table 6**  
**Budgeted Costs for General Transit for FYs 2004 – 2007**

	FY 2004	FY 2005	FY 2006	FY 2007
Salaries	\$ 2,531,529	\$ 2,596,909	\$ 2,557,107	\$3,432,019
Benefits	\$ 924,608	\$ 1,046,777	\$ 1,111,480	\$1,378,660
Temporary Wages	\$ 169,051	\$ 169,051	\$ 369,051	\$ 0
Overtime	\$ 216,005	\$ 222,485	\$ 283,104	\$ 0
<b>Totals</b>	<b>\$3,841,193</b>	<b>\$4,035,222</b>	<b>\$4,320,742</b>	<b>\$4,810,679</b>

Source: Accounting financial reports

In contrast to DMA and StarMetro’s projections for General Transit in the FY 2007 budget, salary costs were lower, and overtime costs were higher resulting in total personnel costs exceeding the total amount budgeted by \$358,342 (\$5,169,021 - \$4,810,679). Actual costs for these categories for FYs 2004-2007 are shown below in Table 7.

**Table 7**  
**Actual Costs for General Transit for FYs 2004 – 2007**

	FY 2004	FY 2005	FY 2006	FY 2007
Salaries	\$ 2,434,572	\$ 2,435,680	\$ 2,475,523	\$ 3,041,843
Benefits	\$ 951,705	\$ 1,165,947	\$ 1,013,448	\$ 1,263,659
Temporary Wages	\$ 411,726	\$ 485,681	\$ 352,023	\$ 72,614
Overtime	\$ 442,750	\$ 540,057	\$ 565,330	\$ 790,905
<b>Totals</b>	<b>\$ 4,240,753</b>	<b>\$ 4,627,365</b>	<b>\$ 4,406,324</b>	<b>\$ 5,169,021</b>

Source: Accounting financial reports

*Eighty-two percent of total overtime costs in General Transit were paid to drivers in FY 2007.*

In FY 2007, actual salaries were \$390,176 less than budgeted (\$3,041,843 - \$3,432,019). Overtime costs of \$790,905 were \$636,035 greater than the budgeted \$154,870 by DMA, and actual



temporary wages was \$10,264<sup>c</sup> over the \$62,350 budgeted by DMA.

In FY 2007, as shown in Table 8 below, of the \$790,905 total overtime costs, \$644,988 (82%) was paid to full-time and temporary drivers in General Transit. The remaining \$145,917<sup>c</sup> in overtime costs was paid to supervisors and support staff in General Transit.

**Table 8  
Breakdown of General Transit Overtime Costs for  
FY 2007**

General Transit job categories	FY 2007 OT Amt
Drivers	\$ 644,988
Supervisors	\$ 86,391
Dispatching & Operators	\$ 26,846
Accounting, Clerical & other	\$ 32,680
<b>Totals</b>	<b>\$ 790,905</b>

Source: City's Human Resources Management System

Given the actual staffing levels in General Transit, the cost of regular wages and overtime for both full-time and temporary drivers in FY 2007 was \$2,165,995 and \$644,988, respectively, totaling \$2,810,984 (see Table 9 below).

**Table 9  
Breakdown of Driver Earnings (Regular and Overtime)  
for FY 2007**

Type of Earnings	FY 2007 Amt	FY 2007 Hours
Regular earnings for full-time and Temp	\$ 2,165,995	167,879
Overtime for full-time and Temp	\$ 644,988	33,095
<b>Totals</b>	<b>\$ 2,810,984</b>	<b>200,974</b>

Source: City's Human Resources Management System  
(Difference of \$1 due to rounding.)

As shown in Table 10 below, 99% of all of the overtime hours were paid to full-time drivers earning an average of \$19.51/hour in FY 2007.

*Ninety-nine percent of all overtime paid to drivers was paid to full-time drivers earning \$19.51/hour.*

<sup>c</sup> Text corrected on 12/4/08 report revision.

**Table 10  
Overtime Amount, Overtime Hours, and Average Overtime  
Hourly Rate for Full-time and  
Temporary Drivers in General Transit for FY 2007**

<b>Type of Driver</b>	<b>FY 2007 OT Amt</b>	<b>FY 2007 OT Hrs</b>	<b>Percent</b>	<b>FY 2007 Avg OT Hourly Rate</b>
Full-time	\$ 642,614	32,931	99.5%	\$ 19.51
Temporary	\$ 2,375	165	0.5%	\$ 14.40
<b>Totals</b>	<b>\$ 644,988</b>	<b>33,095</b>	<b>100.0%</b>	<b>\$ 19.49</b>

Source: City's Human Resources Management System

[Note: This does not include 242 overtime hours paid from General Transit to Special Transportation drivers in FY 2007, which was less than 0.7% of the total overtime hours.]

(Difference of \$1 due to rounding.)

Contributing Causes Of Overtime

Our analysis showed that in the overtime category, 82% (\$644,988) of the total overtime in General Transit (\$790,905) was paid to drivers. We identified that the major contributing cause was due to filling in for vacancies in driver positions, approximately 50% (\$324,198).<sup>b</sup> Other causes were filling in for other drivers taking leave; driving for special events, football games, and charters; and increased training hours for newly added driver positions. Additionally, StarMetro management indicated that there were three new and expanded services started in FY 2007 for which funding was not requested in the budget. Two of these were expanded contracted services at Florida State University.

Table 11 shows the key contributing causes and estimated associated overtime hours and costs for FY 2007.

<sup>b</sup> Text corrected on 12/4/08. See explanatory notation under Table 11 on page 22.

**Table 11**  
**Contributing Causes for Drivers in General Transit During FY 2007**

<b>Key Contributing Causes of Overtime During FY 2007</b>	<b>Resulting Estimated OT Hours</b>	<b>Estimated Direct OT Cost (based on avg OT rate of \$19.51/hr paid to Full-time Drivers)</b>	<b>% Of Total OT</b>
Special events, football, charter (actual)	2,393	\$46,697	7%
Filling in for vacancies for the added full-time positions and employee turnover (estimate based on HR query and assistance)	16,617 (3)	\$324,198 (3)	50% (3)
Filling in for unanticipated leave taken by drivers, such as WC and LWOP (estimate based on StarMetro timekeeping system)	5,644	\$110,137	17%
<b>Subtotals</b>	<b>24,654</b>	<b>\$481,032</b>	<b>74%</b>
Overtime due to other causes (including new and expanded services, training hours for the new drivers, drivers working on holidays, etc.)	8,441 (2) (3)	\$163,956 (1) (3)	26% (3)
<b>Totals</b>	<b>33,095</b>	<b>\$644,988</b>	<b>100%</b>

Note (1) The hourly rate was adjusted to \$19.05 to account for overtime paid to temporary drivers.

(2) These are the remaining overtime hours to be accounted for.

(3) This table was revised on 12/4/08. The revisions were made to correct a calculation error in estimating the hours and costs associated when the added full-time driver positions were vacant during 2007.

*General Transit continued to hire and train the new 27 drivers throughout FY 2007, therefore, there continued to be temporary wages and overtime paid to fill in for the vacancies due to empty positions.*

In May 2006, StarMetro was authorized to begin a restructuring plan for drivers. The City Commission authorized StarMetro to hire 3 of the 27 new drivers immediately, and the remaining 24 could be hired beginning October 1, 2006. The employed temporary drivers provided StarMetro with a beginning pool of applicants to begin hiring the new full-time drivers. Our analysis, conducted with assistance from Human Resources' staff, showed that of all drivers hired in FY 2007, 5 transferred from temporary positions, 3 were rehired, and 32<sup>c</sup> were new hires. Our analysis also showed that General Transit experienced approximately 16,617 overtime hours when budgeted driver positions were vacant in FY 2007. This is approximately 8% of the total budgeted 102 full-time position driver hours (16,617 / 212,160), and 50% of the

<sup>c</sup> Text corrected on 12/4/08 report revision.

amount of total overtime actually paid to full-time drivers (16,617 / 33,095 hours).<sup>b</sup>

While the driver transition (advertising, hiring, and training) was anticipated to take approximately two years, there were no amounts separately budgeted for overtime during FY 2007. As shown in Table 12 below, our analysis estimated that of the 56,160 total hours available for the 27 new driver positions in FY 2007 (27 x 2,080), StarMetro was able to provide 39,543<sup>b</sup> work hours, as many positions remained unfilled during the year.

**Table 12  
Driver Work Hours Available from the 27 Added Driver Positions  
in FY 2007 in General Transit**

<b>Estimated Hours for the Additional 27 Drivers</b>	<b>Hours</b>	<b>Percent of total available if driving on 10/1/06</b>
Total available work hours for new drivers (if driving as of 10/1/06)	56,160	100%
Less estimated vacant hours (1)	(16,617)	30%
<b>Estimated Available Work Hours (1)</b>	<b>39,543</b>	<b>70%</b>

Source: City’s Human Resources Management System (with assistance from Human Resources staff)

Note: (1) Table 12 was corrected on 12/4/08 based on changes made in Table 11 on page 22.

*Another contributing factor to overtime in FY 2007 was due to unanticipated leave taken by drivers for workers’ compensation and leave without pay. This was also a problem reported in the November 2005 Audit of StarMetro (formerly TALTRAN) Overtime.*

Additionally, we also estimated that 17% of the overtime could be attributed to drivers filling in for drivers taking leave without pay (LWOP) or workers’ compensation (WC) leave in FY 2007. WC is still not identified in the City's timekeeping system (as recommended in the prior audit), and actual LWOP hours are not recorded (since employees are not paid for those hours), so both sets of these hours are estimates. In FY 2007, LWOP and WC combined for an estimated total of 5,644 hours. Based on the average overtime rate of \$19.51/hr for regular full-time drivers, this equates to approximately \$110,000 in overtime costs.

<sup>b</sup> Text corrected on 12/4/08. See explanatory notation under Table 11 on page 22.

*StarMetro should record holiday overtime correctly in the timekeeping system in order to improve forecasting for future overtime due to holidays.*

*The FY 2007 budget did not provide enough funding to cover additional costs associated with vacancies, hiring and training of new staff, special events, football games, and charters.*

Management also reported that overtime is paid to all drivers that work on holidays. Bus service is provided at some level on 9 of the 11 annual holidays, and drivers scheduled to work earn overtime in addition to receiving regular holiday pay. In FY 2007, while there were 0 hours coded as holiday overtime in the City's timekeeping system, we estimated that drivers worked 1,240<sup>c</sup> hours of overtime on holidays.

The 2007 budget included additional monies in the salaries and benefits account to fund the 27 added positions as well as some monies in this same account to provide limited overtime and temporary wages for all of General Transit staff. However, it did not include enough monies to cover actual overtime wages charged and costs associated with vacancies during the year; the hiring and training of new staff; special events, football games, and charters; and new and expanded services. Seven percent of the overtime could be attributed to additional driver hours while working special events, football games, and charters. These driver hours were not included in the regular fixed route scheduling and were not budgeted for accordingly.

#### Driver Productivity and Staffing Levels

Total hours for fixed bus routes in FY 2007 totaled 174,824. This was determined using bus route and driver schedule sheets and calculating the driver schedules and route times for each quarter in FY 2007.

To calculate productivity, we identified all regular scheduled bus route hours, hours required for driving in addition to regular scheduled bus routes, all additional non-drive hours (including meetings, trainings, drug testing, physicals, etc.), and all leave taken throughout the year. We then calculated the amount of

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<sup>c</sup> Text corrected on 12/4/08 report revision.

direct drive-time (i.e., productive time) and derived an estimated number of productive hours that StarMetro could utilize in their annual planning and budgeting. Finally, we confirmed our methodology with management to assure the accuracy of the information and the reasonableness of the assumptions. We also provided our methodology for the workload model and productivity analysis of General Transit drivers to StarMetro management for their use in future years.

*Productivity for General Transit drivers is estimated to be 82%, meaning each driver can be expected to drive 1,696 of the available 2,080 each year.*

We determined that the productivity level of drivers in General Transit for FY 2007 was 82%, meaning that for every full-time position (2,080 available hours), StarMetro could expect that each driver would produce 1,696 hours of drive-time. The remaining 384 hours were spent performing non-drive required activities (i.e., training, meetings, drug testing, holidays) and taking leave.

*Unless additional drive hours for special events, charters, and football games are included and planned for in the regular schedule, it will require either temporary drivers or overtime to provide these services.*

Based on a driver driving 1,696 hours annually multiplied by the City Commission approved total of 102 full-time driver positions, we calculated that in FY 2007 StarMetro should have been able to provide 172,992 hours of the 174,824 hours needed for scheduled fixed bus routes, if they were fully staffed. To make up the 1,832 hours difference (174,824 – 172,992), StarMetro would have needed to utilize temporary drivers or full-time drivers working overtime.

*If the 103 full-time driver positions budgeted in FY 2008 remain filled, StarMetro could expect to provide 99% of the regular scheduled hours, with the remaining to be filled either with temporary drivers and/or overtime.*

Any additional drive hours, such as for charters, special events, football games, or to fill drive hours when there are vacant positions, would need to be filled by temporary drivers or with full-time drivers earning overtime. These additional drive hours would need to be considered during annual budgeting and planning to be able to manage costs as efficiently as possible.

In FY 2007, there were 102 full-time budgeted positions, and in FY 2008, there are 103 budgeted full-time positions. With 103

filled and trained full-time driver positions, StarMetro could provide 174,688 of the scheduled drive hours, leaving only 136 hours to be filled with temporary or overtime wages. If all budgeted positions remain filled during the year, it appears that there would be enough budgeted full-time drivers to meet over 99% of StarMetro's scheduled needs for drivers in General Transit. In FY 2007, there was an estimated 8%<sup>b</sup> vacancy rate for the year. Management acknowledged that this was probably higher than average due to the added 27 positions. StarMetro management had hoped to hire the temporary drivers into the full-time positions; however, only 5 temporary drivers actually transferred into full-time positions. In any event, StarMetro should plan and budget for projected vacancies that will occur in a given year thereby necessitating budgeting to fill in with part-time positions, additional full-time positions, or overtime for established full-time positions.

*We provided six recommendations to assist management reduce overtime paid to drivers in General Transit related to: maximizing temporary drivers; improving routing and scheduling; improving budgeting and planning; improving ongoing monitoring over budgeted to actual expenditures; investigating and addressing causes for catastrophic leave, workers' compensation, and leave without pay; and implementing a method for tracking workers' compensation leave and leave without pay.*

### Conclusions and Recommendations

In conclusion for General Transit, we believe that there are opportunities to realize savings by: 1) maximizing the use of temporary drivers to provide the services in addition to the regularly scheduled routes; 2) implementing more efficient routing and scheduling techniques, including automation, and accounting for all routes and known events in the regular scheduling; 3) improving budget planning and cost projections by including all scheduled routes, considering additional work, anticipated vacancy rates, and overtime paid on holidays; 4) improving StarMetro's ongoing monitoring over budgeted to actual expenditures; 5) working with the HR Safety Managers to evaluate reasons for and identify ways to minimize workers' compensation and leave without pay; and 6) implementing a method for tracking the

<sup>b</sup> Text corrected on 12/4/08. See explanatory notation under Table 11 on page 22.

amount of time employees are out of work due to workers' compensation and/or leave without pay. Each of these recommendations is discussed further below.

***1) Maximizing the use of temporary drivers to provide these additional services to minimize overtime***

Additional wages, either overtime or temporary wages, should be anticipated when there are vacancies, additional events requiring drivers, or regular fixed bus driver hours increase due to added routes or extended hours. As shown in our analysis (see Table 13 below), it is less costly to utilize temporary drivers than to pay overtime to full-time employees. StarMetro management reported during the prior audit, as well as during this audit, that they have difficulties in recruiting and retaining qualified temporary drivers.

**Table 13  
Regular and Overtime Average Hourly Rates for  
Regular and Temporary Drivers in FY 2007**

<b>Drivers</b>	<b>FY 2007 Avg Hourly Rate</b>	<b>FY 2007 Avg OT Hourly Rate</b>	<b>FY 2007 Avg OT Hourly rate w/ Benefits (1)</b>
Regular	\$ 13.00	\$ 19.51	\$ 19.79
Temporary	\$ 9.74	\$ 14.39	\$ 14.60

Source: City's Human Resources Management System  
 Note (1): Benefits range from 1.45% to 6.45% (\$19.79 – \$20.77) depending on the full-time drivers' participation in the City's tax deferred retirement programs.

In FY 2007, 32,931 hours of overtime was paid to full-time drivers (\$642,614) at an average overtime hourly rate of \$19.51. As shown in Table 14, if StarMetro had utilized only temporary employees at approximately \$10/hour, the savings would have been approximately \$313,304, or \$9.51 per hour.<sup>d</sup>

<sup>d</sup> Text corrected on 12/4/08. See explanatory notation under Table 14 on page 28.



**Table 14**  
**Potential Savings If Temporary Employees Were**  
**Utilized Instead of Full-Time Employees**  
**for FY 2007 Overtime Hours**

	<b>FY 2007 Amt</b>
Overtime Amount Paid to full-time drivers	\$ 642,614
Less 32,931 hours @ \$10 hour (1)	\$ (329,310)
<b>Amount that could have been saved:</b>	<b>\$ 313,304</b>

Source: City's Human Resources Management System and audit calculation

Note: (1) This table was revised on 12/4/08 to correct the number of hours paid to full-time drivers.

As noted in this report and in our previous report, temporary employees should be utilized to the extent possible to gain efficiencies, as the hourly rate for temporary staff is significantly less than overtime rate paid to full-time staff. We recommend that StarMetro utilize temporary employees as much as possible, consistent with safety and quality services, to fill in for the additional needed driver hours and minimize overtime costs

***2) Implementing more efficient bus routing and scheduling techniques, including the implementation of automation, and accounting for all routes and known events in the regular schedules***

During our analysis, we noted that the manual process of scheduling routes and drivers increases the risk of inefficiencies in drive-times and budgeting. StarMetro has been planning to acquire and implement an automated software system to assist in this process since 2005, but has not yet acquired the software. Management reports that they are continuing their efforts toward acquiring such automation, and hope to release a Request for Proposal by August 2008.

As an example of the risk for mistakes, the driver scheduling sheets (also referred to as "punch sheets") did not include all routes being run by drivers. Management indicated that scheduled hours should have been 2,878 hours more than documents supported.

Not accounting for all scheduled routes and runs will result in too few driver hours being planned; therefore, the schedule and resulting salary and overtime budgets will be underestimated. We recommend that management continue to pursue automating the routing and scheduling processes for General Transit and include all known routes and events in regular schedules in order to increase the scheduling efficiencies.

***3) Improving budget planning and cost projections by including all scheduled routes and driver hours considering additional work and anticipated vacancy rates***

Budgeting efforts should be made to maximize temporary staffing and minimize overtime for hours scheduled in excess of available hours. This should include the gap between scheduled hours and available hours, and all charters, special events, and spirit express, since these have not been included in StarMetro's regular scheduling. We recommend that these additional driver hours be included in the quarterly scheduling punch sheets for drivers. Since the dates for the events and football games are known ahead of time, some different scheduling techniques could be implemented to include these in the punch sheets. We also recommend that StarMetro improve its ongoing monitoring over budgeted to actual expenditures so that management can take timely actions when actual expenditures exceed or will exceed budgeted categories.

Additionally, bus service is provided at some level on 9 of the 11 annual holidays, and drivers scheduled to work earn overtime in addition to receiving regular holiday pay. In FY 2007, while there were 0 hours coded as holiday overtime in the City's timekeeping system, we estimated that drivers worked 1,240<sup>c</sup> hours of overtime

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<sup>c</sup> Text corrected on 12/4/08 report revision.

on holidays. To help improve forecasting for future overtime, we recommend that all overtime worked on holidays be coded as such in the timekeeping system.

As stated earlier (page 25), during FY 2007, the vacancy rate was estimated to be 8% (16,617 vacant hours for driver positions of the total 212,160 available hours for 102 budgeted full-time driver positions). Table 15 shows the estimated range of costs to cover driver hours due to vacancies based on whether temporary drivers or full-time drivers are utilized. We estimated that if temporary drivers had been fully utilized to fill in for vacancies, it could have saved StarMetro over \$158,000 if full-time drivers were utilized and compensated at overtime rates.<sup>b</sup>

**Table 15  
Estimated Savings at Various Driver Vacancy  
Levels Using Different Staffing Strategies**

	Actual FY 2007	At 95% staffed	At 90% staffed	At 85% staffed
Budgeted Driver FTE Hours for FY 2007 (100% staffed at 102 positions)	212,160	212,160	212,160	212,160
% of vacancy based on budgeted hours	8%	5%	10%	15%
Estimated vacancy hours in FY 2007	16,617	10,608	21,216	31,824
Estimated cost if temporary drivers are utilized @ \$10/hour (1)	\$ 166,170	\$106,080	\$ 212,160	\$318,240
Estimated cost if full-time drivers are utilized @ overtime rate of \$19.51/hour	\$ 324,198	\$ 206,962	\$ 413,924	\$620,886
Estimated savings using temporary drivers (\$10/hour) instead of full-time drivers at overtime rate (\$19.51/hour)	\$ 158,028	\$ 100,882	\$ 201,764	\$302,646

Source: City’s Human Resources Management System and audit calculation

Note (1) Hourly rate for temporary employees increased to \$10.55 in FY 2008.

(2) This table was revised on 12/4/08 based on the changes made in Table 11 on page 22.

While management’s goal would always be to fill the scheduled driver hours with available full-time drivers (paid at regular rate), savings can be obtained whenever temporary drivers are used to fill any gap (caused by additional scheduled hours, vacancy rates,

<sup>b</sup> Text corrected on 12/4/08. See explanatory notation under Table 11 on page 22.

filling in for leave taken, etc.), rather than full-time drivers paid at overtime rates.

Additionally, information gathered during our November 2005 Inquiry into StarMetro (formerly TALTRAN) Overtime (Audit Report #0601) and during our current audit of staffing levels, indicated that the estimated productivity level of General Transit drivers was 83% and 82%, respectively. By having an estimated level of productivity, StarMetro should project staffing costs more accurately when considering adding, removing, or changing scheduled fixed bus routes.

For example, if StarMetro planned to add a new route that runs 13 hours/day (including “deadhead” time to travel to the beginning location and from the ending location), 5 days/week, 52 weeks/year for the entire year, it would require 3,380 driver hours (13 x 5 x 52). Using the calculated productivity level of 82% (1,696 of total 2,080 hours annually), StarMetro would need to utilize two drivers (3,380 / 1,696).

***4) Improving StarMetro’s ongoing monitoring over budgeted to actual expenditures***

During our audit, we noted that unlike other large departments in the City that have an Administrative Services Manager or Administrative Supervisor, StarMetro does not have a full-time position dedicated to managing departmental resources (as shown below in Table 16).

**Table 16  
City Departments with Administrative Supervisor and/or  
Administrative Services Manager Positions**

Dept	FY 2008 Total Budget	Job Title (number of positions)
Energy Services	\$269,636,384	Admin Supervisor (1)
Electric	\$230,905,000	Admin Services Manager (1)
Water	\$74,092,076	Admin Services Manager (1)
Police	\$46,958,459	Admin Supervisor (2)
Public Works	\$31,351,576	Admin Services Manager (2)
Solid Waste	\$22,033,161	Admin Services Manager (1)
Information Systems Services	\$16,849,726	Admin Supervisor (1)
Parks & Recreation	\$16,805,505	Admin Services Manager (1)
StarMetro	\$15,019,993	
Utility Customer & Business Services	\$12,473,392	Admin Services Mgr (1) and Admin Supervisor (1)
Aviation	\$10,748,079	Admin Supervisor (1)
Neighborhood & Community Services	\$7,825,741	Admin Services Manager (1)
Planning	\$2,577,603	Admin Supervisor (1)

Source: HRMS payroll data

The current salary range for these two positions is between \$53,000 and \$88,000. We recommend that StarMetro management consider requesting an additional position or converting an existing position into an Administrative Supervisor or Manager. Such a position could help StarMetro better manage and control their budgeted resources. We also recommend that StarMetro implement procedures to regularly monitor budgeted to actual expenditures and take management actions when actual expenditures exceed or will exceed budgeted categories.

***5) Working with HR Safety Manager and Risk Manager to evaluate reasons for and identify ways to minimize WC and LWOP, along with minimizing safety related accidents, incidents, and catastrophic leave***

We estimated that 17% of the overtime in FY 2007 could be attributed to drivers filling in for drivers taking leave without pay

(LWOP) or workers' compensation (WC) leave. WC is still not identified in the City's timekeeping system (as recommended in the prior audit), and actual LWOP hours are not recorded (since employees are not paid for those hours), so both sets of these hours are estimates. In FY 2007, LWOP and WC combined for an estimated total of 5,644 hours. Based on the average overtime rate of \$19.51/hr for regular full-time drivers, this equates to approximately \$110,000 in overtime costs.

We recommend StarMetro work with the HR Safety Manager and Risk Manager to evaluate reasons for and identify ways to minimize WC and LWOP among drivers in the General Transit Division in conjunction with minimizing safety related accidents, incidents, and catastrophic leave. Additionally, to assist other departments in monitoring and managing workers' compensation costs, we recommend that City management implement a method for tracking the number of workers' compensation hours incurred by employees and departments, such as using a separate "earn code" in the Time and Attendance system.

## ***Special Transportation***

*Special Transportation provides paratransit bus service to qualifying riders living a defined service area within the Tallahassee city limit or three-quarters mile of a fixed bus route.*

The FY 2007 budget describes the Special Transportation Division's function is to provide complementary paratransit service, as Dial-A-Ride, in compliance with the Americans with Disabilities Act (ADA). Dial-A-Ride service is provided to anyone living within the Tallahassee city limits or three-quarters of a mile on either side of a fixed bus route in the areas outside of the city limits.

### Overtime and Personnel Costs in Special Transportation

From FY 2004 through FY 2007, overtime has continued to increase in the StarMetro Special Transportation Division. Table 17 below shows the increases of overtime and the percentage of

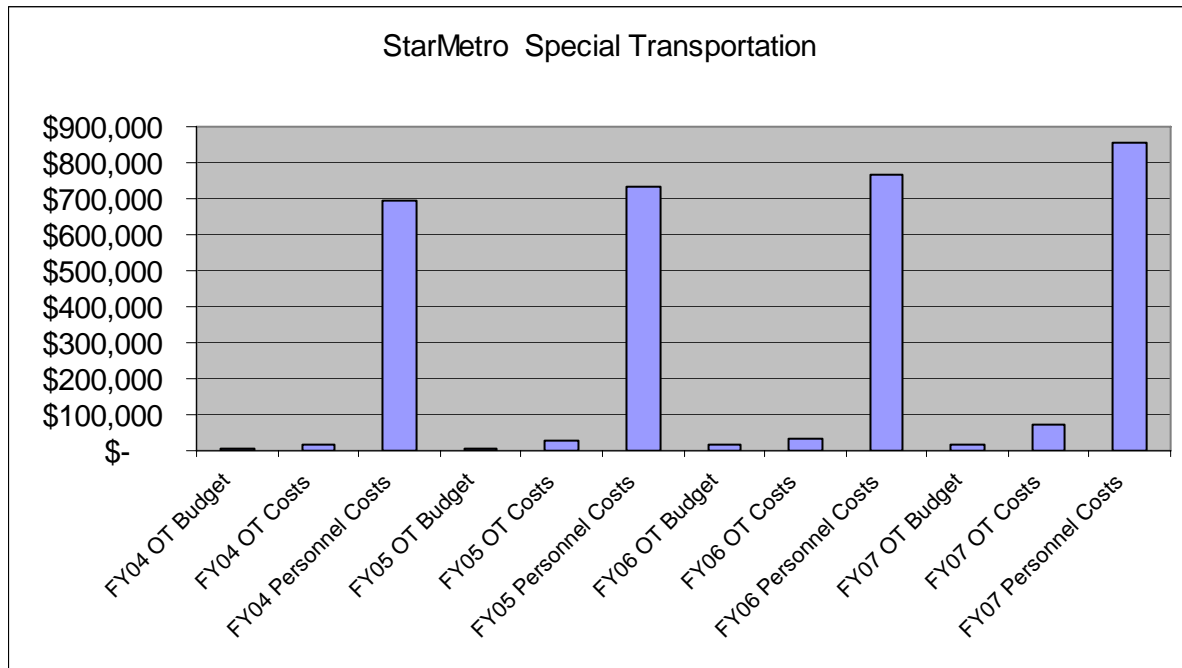
personnel costs that is attributable to overtime and the graph in Figure 4 shows the actual overtime costs for FYs 2004 – 2007. This financial information shows that overtime has steadily increased over the four-year period; overtime made up 8% of total personnel costs in FY 2007.

**Table 17**  
**General Transit Actual Overtime Costs and Total Personnel Costs for Special Transportation for FYs 2004-2007**

StarMetro Division	2004 Actual OT Costs	2004 Total Personnel Costs	2005 Actual OT Costs	2005 Total Personnel Costs	2006 Actual OT Costs	2006 Total Personnel Costs	2007 Actual OT Costs	2007 Total Personnel Costs
Special Transportation	\$ 16,268	\$ 691,765	\$ 25,091	\$ 734,697	\$ 33,869	\$ 767,821	\$ 72,186	\$ 856,011
Percent of OT Costs to Total Personnel Costs		2%		3%		4%		8%

Source: Accounting financial reports

**Figure 4**  
**Overtime Budget, Overtime Costs, and Personnel Costs for FYs 2004-2007**



Source: Accounting financial reports

*Special Transportation encountered an increase in overtime in FY 2007 due to an increase in demand for services.*

StarMetro management reported that the increase in overtime from FY 2006 to FY 2007 was due to an increase in services provided to the public, and filling in for drivers that were unable to drive, or were out on catastrophic leave, workers' compensation, or leave without pay. The increase in services was due to more demand

from riders plus the carrier that provided Sunday service for Dial-A-Ride terminated services in mid FY 2007, and Special Transportation had to provide these additional unplanned for services. Table 18 below shows there was a 4% increase in total rides and miles, and a 6% increase in vehicle hours provided from FY 2006 to FY 2007.

**Table 18  
Special Transportation Rides, Miles, and  
Vehicle Hours for FYs 2006 - 2007**

	FY 2006	FY 2007	Increase	% Increase
<b>Total Rides</b>	53,736	56,090	2,354	4%
<b>Total Revenue Miles</b>	426,049	444,069	18,020	4%
<b>Total Revenue Hours</b>	26,143	27,777	1,634	6%

Source: StarMetro Trapeze System and audit calculation

The following tables (Tables 19 and 20) show the budgeted amounts for salaries, temporary wages, and overtime for FYs 2004 – 2007, and the actual costs for these same categories for FYs 2004-2007

**Table 19  
Budgeted Amounts for Special Transportation for FYs 2004 – 2007**

	FY 2004	FY 2005	FY 2006	FY 2007
Salaries	\$ 443,337	\$ 456,264	\$ 517,458	\$ 472,945
Benefits	\$ 162,067	\$ 165,397	\$ 163,232	\$ 167,987
Temporary Wages	\$ 44,539	\$ 44,539	\$ 62,349	\$ 62,349
Overtime	\$ 7,755	\$ 7,755	\$ 17,427	\$ 17,950
<b>Total Personnel Cost</b>	<b>\$ 657,698</b>	<b>\$ 673,955</b>	<b>\$ 760,466</b>	<b>\$ 721,231</b>

Source: Accounting financial reports

**Table 20  
Actual Costs for Special Transportation for FYs 2004 – 2007**

	FY 2004	FY 2005	FY 2006	FY 2007
Salaries	\$ 427,474	\$ 433,180	\$ 444,266	\$ 454,194
Benefits	\$ 152,863	\$ 162,904	\$ 164,117	\$ 181,005
Temporary Wages	\$ 95,159	\$ 113,523	\$ 125,570	\$ 148,626
Overtime	\$ 16,268	\$ 25,091	\$ 33,869	\$ 72,186
<b>Total Personnel Costs</b>	<b>\$ 691,765</b>	<b>\$ 734,697</b>	<b>\$ 767,821</b>	<b>\$ 856,011</b>

Source: Accounting financial reports



In FY 2007, salaries were \$18,751 (\$454,194 - 472,945) less than projected, and temporary wages and overtime were over projections by \$86,277 (\$148,626 – 62,349) and \$54,236 (\$72,186 – \$17,950), respectively, resulting in total personnel actual costs exceeding the amount budgeted by \$134,780 (\$856,011 - \$721,231).

For FY 2007, Special Transportation had 10 full-time driver positions and 9 temporary driver positions to meet the 27,777 scheduled drive hours (see Table 21 below). Over the past four FYs, there has been little change to the number of budgeted driver full-time equivalents (FTEs). One FTE equals one full-time driver working 2,080 hours annually, or multiple positions working a total of 2,080 hours annually.

*In FY 2007, Special Transportation provided paratransit services utilizing 10 full-time drivers and 9 temporary drivers.*

**Table 21  
Total Budgeted Driver Full-time Equivalents (FTEs)  
for Special Transportation for FYs 2004-2007**

	FY 2004	FY 2005	FY 2006	FY 2007
Full-time Driver FTEs	10	10	10	10
Temporary Driver FTEs	6	7	9.5	8.5
<b>Total Budgeted Driver FTEs</b>	<b>16</b>	<b>17</b>	<b>19.5</b>	<b>18.5</b>

Source: City's Budget and Human Resources Management System

In FY 2007, as shown in Table 22 below, of the total overtime costs in Special Transportation, 93% (\$67,081) was paid to full-time (\$43,637) and temporary drivers (\$23,444).

**Table 22  
Breakdown of Overtime Costs  
for Special Transportation for FY 2007**

Special Transportation Job Categories	FY 2007 OT Amount	Percent of Total OT
Full-time Drivers	\$ 43,637	60%
Temporary Drivers	\$ 23,444	33%
Mechanic	\$ 2,136	3%
Clerical & Other	\$ 2,969	4%
<b>Totals</b>	<b>\$ 72,186</b>	<b>100%</b>

} 93%

Source: City's Human Resources Management System

*Sixty percent of overtime paid in Special Transportation was paid to full-time drivers and 33% to temporary drivers.*

*Forty-three percent of all driver work hours were filled with temporary drivers.*

Given the actual staffing levels in Special Transportation, Table 23 shows the cost of regular wages and overtime for both full-time and temporary drivers in FY 2007 was \$355,687 (\$207,612 + \$148,075) and \$67,081 (\$43,636 + \$23,445), respectively, totaling \$422,768.

**Table 23  
Overview of Types of Hours Paid to  
Special Transportation Drivers in FY 2007**

	<b>FY 2007 Amount</b>	<b>FY 2007 Hours</b>	<b>Percent of Hours</b>	<b>FY 2007 Avg Hourly Rate</b>
Regular earnings for full-time drivers	\$207,612	16,188	46%	\$12.83
Regular earnings for temporary drivers	\$148,075	15,253	43%	\$ 9.71
Overtime for full-time drivers	\$ 43,636	2,323	7%	\$18.79
Overtime for temporary drivers	\$ 23,445	1,610	5%	\$14.56
<b>Totals</b>	<b>\$422,768</b>	<b>35,373</b>	<b>100%</b>	

Source: City’s Human Resources Management System and audit calculation

Contributing Causes Of Overtime

Our analysis showed that in the overtime category, 93% (\$67,081) of the total overtime in Special Transportation (\$72,186) was paid to drivers for 3,933 hours of overtime worked. We identified the majority of overtime could be contributed to filling in for leave taken by full-time drivers during the year. Table 24 shows the key contributing causes for the increased use of overtime in FY 2007.

**Table 24  
Key Contributing Causes of Overtime for  
Special Transportation Drivers During FY 2007**

<b>Key Contributing Causes of Overtime</b>	<b>Resulting Estimated OT Hours</b>	<b>Estimated Direct Costs (@ \$18.79 avg OT cost/hr for FT Drivers)</b>	<b>Percent of Total OT</b>
Covering scheduled hours and for planned and unplanned leave	2,233	\$ 41,958	57%
Hours paid over accounted for	1,700	\$ 31,981	43%
<b>Totals</b>	<b>3,933</b>	<b>\$ 73,901 (1)</b>	<b>100%</b>

Source: City’s Human Resources Management System and audit calculation

Note (1): As the total cost for overtime for drivers was \$67,081, this shows that Special Transportation did not utilize all FT drivers for overtime. Overtime was also paid to temporary drivers at the lower average rate of \$14.45/hour.

Special Transportation regularly utilizes temporary drivers to fill in when available, and this was taken into consideration when identifying key contributing causes for overtime worked by drivers.

As shown in Table 25, of the 3,058 total hours of leave taken during FY 2007, 49% was estimated to be attributed to catastrophic leave, workers' compensation (WC) leave, and leave without pay (LWOP).

*Most leave taken during FY 2007 was due to unanticipated catastrophic leave.*

**Table 25  
Types of Leave Taken by Special Transportation Drivers During FY 2007**

Type of Leave Taken	FY 2007 Hours	Percent of Total Leave Taken
Catastrophic	752	25%
WC	368	12%
LWOP	352	12%
Annual/Personal	660	22%
Sick	302	10%
Holiday	560	18%
Admin	64	2%
<b>Totals</b>	<b>3,058</b>	<b>100%</b>

} 49%

Source: City's Human Resources Management System, StarMetro's timekeeping system, and audit and management estimations

*StarMetro should record holiday overtime correctly in the timekeeping system in order to improve forecasting for future overtime due to holidays.*

StarMetro management also indicates that the overtime drivers earn while working on holidays contributes to increasing overtime costs. In FY 2007, there were 0 hours coded as holiday overtime in the City's timekeeping system. If overtime hours worked on holidays were coded correctly in the timekeeping system, it would help management improve forecasting for future overtime.

*Special Transportation could realize some savings by increasing the use of temporary drivers, if possible.*

As explained in Note 1 under Table 24, if Special Transportation had utilized all full-time drivers to fill in for the additional hours needed, it would have cost approximately \$6,800 more. Contrarily, if temporary drivers were fully utilized to fill in for the additional hours needed at the regular average hourly rate or overtime average hourly rate, Special Transportation would have

saved approximately \$9,800 or \$29,000, respectively (see Table 26 below).

**Table 26  
Potential Savings Using Various Staff to Fill in for  
Overtime Needs in Special Transportation**

Method of Utilizing Various Types of Staff for Overtime	Avg Hourly Rate	FY 2007 OT Hours	FY 2007 OT Costs	Estimated additional or less costs
Using full-time drivers at overtime rate	\$ 18.79	3,933	\$ 73,901	\$ 6,820
<b>Special Transportation Actual overtime hours and costs</b>	<b>\$ 17.06</b>	<b>3,933</b>	<b>\$ 67,081</b>	
Using temporary drivers at overtime rate	\$ 14.56	3,933	\$ 57,264	\$ (9,816)
Using temporary drivers at regular rate	\$ 9.71	3,933	\$ 38,189	\$(28,891)

Source: City’s Human Resources Management System and audit calculations

Driver Productivity and Staffing Levels

Special Transportation tracks their routes, rides, and service hours provided through the Trapeze Software application. Total hours scheduled for drivers in FY 2007 totaled 27,777.

To calculate productivity, we obtained the total scheduled drive hours, all additional non-drive hours (including meetings, training, drug testing, physicals, etc.), and all leave hours taken throughout the year (from the City’s timekeeping system). We then calculated the amount of direct drive-time (i.e., productive time) and derived an estimated number of productive hours that StarMetro could utilize in their annual planning and budgeting. Finally, we confirmed our methodology with management to assure the accuracy of the information and the reasonableness of the assumptions. We also provided our methodology for the workload model and productivity analysis of Special Transportation drivers to StarMetro management for their use in future years

We determined that the productivity level of drivers in Special Transportation for FY 2007 was 79%, meaning that for every full-time position (2,080 available hours annually), StarMetro could expect that each driver would produce 1,641 hours of direct drive-

*The estimated productivity level for Special Transportation drivers in FY 2007 was 79%, meaning that each driver could drive 1,641 hours of the total available 2,080 hours.*

time. The remaining 439 hours were spent performing non-drive required activities (i.e., training, meetings, drug testing, holidays) and taking leave.

Based on a driver driving 1,641 hours annually multiplied by the 10 authorized budgeted full-time driver positions, we calculated that in FY 2007, StarMetro should have been able to provide 16,410 hours of the 27,777 scheduled drive hours needed if they were fully staffed with full-time drivers. During FY 2007, Special Transportation utilized a mixture of temporary drivers at regular rate, temporary drivers at overtime rate, and full-time drivers at overtime rate.

### Conclusions and Recommendations

In conclusion, we believe that Special Transportation was able to save costs by utilizing temporary drivers for 43% of the overall hours paid to drivers (15,253 / 35,373).

We also believe that there are a few opportunities for the Special Transportation Division to realize savings, including: 1) further maximizing the use of temporary drivers to provide the services to fill the gap between scheduled drive hours and available driver hours; 2) tracking of overtime on holidays by using the earn code designated for holiday overtime; 3) working with HR Safety Managers to evaluate reasons for and identify ways to minimize catastrophic leave, workers' compensation leave, and leave without pay and implement a method for tracking the amount of time employees are out of work due to workers' compensation and/or leave without pay. Each of these recommendations is discussed further below.

*We provided three recommendations to assist management reduce overtime paid to drivers in Special Transportation related to maximizing temporary drivers; improving tracking of overtime paid on holidays; and investigating and addressing causes for catastrophic leave, workers' compensation, and leave without pay.*

***1) There are some potential savings that could be gained by utilizing temporary drivers at the regular rate to the fullest extent***

*possible, thereby, eliminating overtime costs for both full-time and temporary drivers.*

Overall, Special Transportation is utilizing temporary drivers to fill in for the 11,367 projected drive hour “gap” between needed total scheduled drive hours (27,777) and available full-time driver drive-hours (16,410). At a maximum, if StarMetro would have been able to utilize only temporary drivers at a regular rate, savings of approximately \$104,791 (\$215,165 - \$110,374) could have been realized (see Table 27).

**Table 27  
Various Methods of Filling in for the  
Needed Work Hours in FY 2007**

<b>Method</b>	<b>FY 2007 Average Hourly rate</b>	<b>Total projected cost for 11,367 hours needed</b>
If all temporary employees were utilized at a regular rate	\$ 9.71	\$110,374
If all temporary employees were utilized at an overtime rate	\$ 14.56	\$165,504
If all full-time employees were utilized at an overtime rate	\$ 18.79	\$213,586
<b>Actual FY 2007 costs to fill in for the “gap” work hours</b>		<b>\$215,165</b>

Source: City’s Human Resources Management System and audit calculations

We recommend that Special Transportation management continue to utilize temporary drivers as much as possible to fill the gap between needed total scheduled hours and available full-time driver hours in order to maximize savings.

**2) *Improve tracking of overtime on holidays by using the earn code designated for holiday overtime.***

Bus service is provided at some level on 9 of the 11 annual holidays, and drivers scheduled to work earn overtime in addition to receiving regular holiday pay. In FY 2007, while there were 0 hours coded as holiday overtime in the City’s timekeeping system, management has indicated that drivers did work on holidays. To help improve forecasting for future overtime, we recommend that

all overtime worked on holidays be coded as such in the timekeeping system.

***3) Work with HR Safety Managers and Risk Manager to evaluate reasons for and identify ways to minimize WC and LWOP, along with minimizing safety related accidents, incidents, and catastrophic leave.***

We estimated that 25% of the leave taken in FY 2007 was attributed to drivers taking catastrophic leave and an additional 24% was attributed to drivers taking WC leave and LWOP. WC is still not identified in the City's timekeeping system (as recommended in the prior audit), and actual LWOP hours are not recorded (since employees are not paid for those hours), so both sets of these hours are estimates based on information collected in StarMetro's timekeeping system. In FY 2007, catastrophic leave, WC leave, and LWOP combined for an estimated total of 1,472 hours. Based on the average overtime rate of \$18.79/hr for regular full-time drivers, this equates to approximately \$27,650 in overtime costs.

We recommend StarMetro work with the HR Safety Manager and Risk Manager to evaluate reasons for and identify ways to minimize WC and LWOP among drivers in the Special Transit Division in conjunction with minimizing safety related accidents, incidents, and catastrophic leave. Additionally, to assist other departments in monitoring and managing workers' compensation costs, we recommend that City management implement a method for tracking the number of workers' compensation hours incurred by employees and departments, such as using a separate "earn code" in the City's Time and Attendance system.

**Garage**

The FY 2007 budget describes the Garage Division’s role is to maintain 69 heavy-duty fixed route motorbuses, 17 demand response small buses, and 15 support vehicles. This 6 days per week schedule is covered by 11 mechanics divided into 2 shifts with 16 hours of overtime required each week to support weekend and evening operations and maintenance.

*The Garage Division maintains and supports 86 buses during all StarMetro’s hours of operations.*

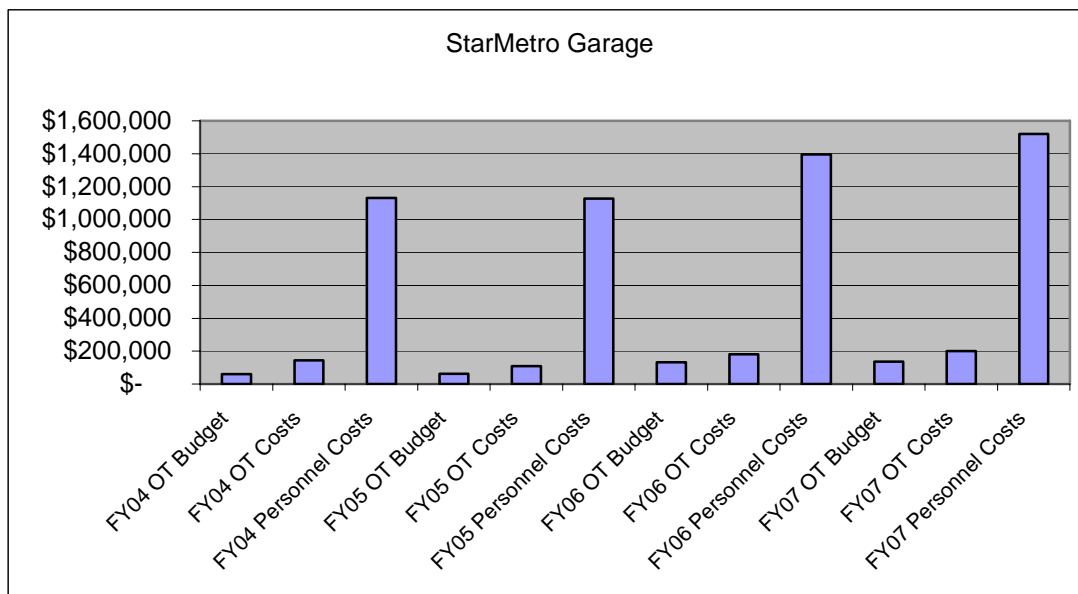
From FY 2004 through FY 2007, overtime in the StarMetro Garage Division has stayed fairly consistent, averaging about 12%. Table 28 below shows the increases of overtime and the percentage of personnel costs that is attributable to overtime and the graph in Figure 5 shows the actual overtime costs for FYs 2004 – 2007.

**Table 28  
Garage Actual Overtime Costs and Total Personnel Costs for FYs 2004-2007**

StarMetro Division	FY 2004 Actual OT Costs	FY 2004 Total Personnel Costs	FY 2005 Actual OT Costs	FY 2005 Total Personnel Costs	FY 2006 Actual OT Costs	FY 2006 Total Personnel Costs	FY 2007 Actual OT Costs	FY 2007 Total Personnel Costs
Garage	\$ 144,940	\$ 1,130,308	\$ 109,960	\$ 1,126,327	\$ 181,902	\$ 1,396,025	\$ 200,355	\$ 1,520,109
Percent of OT Costs to Total Personnel Costs		13%		10%		13%		13%

Source: Accounting financial reports

**Figure 5  
Garage Overtime Budget, Overtime Costs, and Personnel Costs for FYs 2004-2007**



Source: Accounting financial reports



The following tables (Tables 29 and 30) show the budgeted amounts for salaries, temporary wages, and overtime for FYs 2004 – 2007, and the actual costs for these same categories for FYs 2004-2007.

**Table 29**  
**Budgeted Personnel Amounts for Garage Division**  
**for FYs 2004 – 2007**

	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>
Salaries	\$ 716,002	\$ 726,634	\$ 913,779	\$ 945,768
Benefits	\$ 231,509	\$ 259,028	\$ 289,700	\$ 371,206
Temporary Wages	\$ 0	\$ 0	\$ 0	\$ 0
Overtime	\$ 60,914	\$ 62,741	\$ 132,935	\$ 136,923
<b>Total Personnel Cost</b>	<b>\$1,008,425</b>	<b>\$1,048,403</b>	<b>\$ 1,336,414</b>	<b>\$ 1,453,897</b>

Source: Accounting financial reports

**Table 30**  
**Actual Personnel Costs for Garage Division for FYs 2004 – 2007**

	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>
Salaries	\$ 721,954	\$ 734,539	\$ 841,611	\$ 915,648
Benefits	\$ 263,413	\$ 281,438	\$ 325,226	\$ 349,382
Temporary Wages	\$ 0	\$ 391	\$ 47,285	\$ 54,724
Overtime (1)	\$ 144,940	\$ 109,960	\$ 181,902	\$ 200,355
<b>Total Personnel Cost</b>	<b>\$ 1,130,308</b>	<b>\$ 1,126,327</b>	<b>\$ 1,396,025</b>	<b>\$1,520,109</b>

Source: Accounting financial reports

Note (1): Overtime includes a small amount of call back pay (\$1,190, or approximately 1%)

*Fifty-one percent of Garage overtime was paid to mechanics in FY 2007.*

For FY 2007, salaries were \$30,120 (\$945,768 – \$915,648) lower than projected, while temporary wages and overtime were more than projected by approximately \$54,724 (\$0 - \$54,724) and \$63,432 (\$136,923 - \$200,355), respectively, resulting in actual total personnel costs exceeding the amount budgeted by \$66,212 (\$1,453,897 - \$1,520,109).

For FY 2004 - 2007, the Garage Division had nine full-time mechanic positions plus two additional mechanics funded from the Special Transportation Division. There were no temporary mechanic positions. The personnel costs provided are for all associated costs charged to the Garage Division.

Of the \$54,000 temporary wages paid in FY 2007 in the Garage Division, there were no temporary mechanic wages paid. All temporary wages were paid to custodial workers for building maintenance. Given the actual staffing levels, Table 31 shows the breakdown of mechanic earnings for regular and overtime for FY 2007.

**Table 31**  
**StarMetro Garage Division Breakdown of**  
**Mechanic Earnings for FY 2007**

Type of Earning (1)	FY 2007 Amount	FY 2007 Hours	Percent of Total Amount	Avg Hourly Rate
Regular earnings	\$ 239,319	12,887	58%	\$ 18.57
Overtime	\$ 103,923	3,600	25%	\$ 28.87
On-call and call-back	\$ 11,056	583	3%	
Holiday Pay	\$ 8,726	472	2%	
Leave	\$ 47,861	2,686	12%	
<b>Totals</b>	<b>\$ 410,885</b>	<b>20,228</b>	<b>100%</b>	

Source: City’s Human Resources Management System

Note (1): There were not any temporary wages paid to mechanics in FY 2007.

For work hours paid in FY 2007, 25% of the total hours paid was for overtime at an average direct hourly rate of \$28.87.

Contributing Causes of Overtime

As shown above, in FY 2007, the mechanics in the Garage Division encountered 3,600 hours of overtime. A main difference between drivers and mechanics is the ability to project the scheduled work hours needed. The mechanics support the drivers by providing preventative maintenance and as needed maintenance to all buses to keep the buses in service. One way the Garage management measures their success is by the number of miles and/or hours between when buses breakdown while in service. Mechanics are available either while on-the-job in the garage or on-call during StarMetro operating hours, ranging from lighter schedules on weekends and holidays to extended hours (until 3

*Key contributing causes for overtime paid to mechanics was due to filling in for mechanics taking leave, completing regular maintenance tasks, and providing staff support during extended operating hours.*

a.m.) on weekdays, 363 days a year (StarMetro is closed on two holidays).

As stated in the FY 2007 Budget, Garage management anticipates at least 16 hours of overtime each week. Additionally, management estimates that the remaining overtime is needed to cover for mechanics taking leave or additional time needed to perform their regular maintenance duties (See Table 32).

**Table 32  
Key Contributing Causes of Overtime for Mechanics in the  
Garage Division During FY 2007**

Key Contributing Causes of Overtime	Resulting Estimated OT Hours	Estimated Direct Costs (@ \$28.87 avg OT cost/hr)	Percent of total OT
Hours to support StarMetro extended operating hours (16 hours x 52 weeks)	832	\$ 24,020	23%
Hours needed to cover for leave taken or complete regular maintenance tasks	2,768 (1)	\$ 79,912 (1)	77%
<b>Totals</b>	<b>3,600</b>	<b>\$ 103,932 (1)</b>	<b>100%</b>

Source: City’s Human Resources Management System and audit and management estimations

Note (1) This table was revised on 12/4/08 to correct a calculation error.

Mechanic Productivity and Staffing Levels

There are currently no mechanisms in place to capture how mechanics spend their time or compare their actual work time to industry standards, so management’s estimates were used. Garage management estimated the direct mechanic hours needed to perform preventative maintenance, other repairs, perform road calls, and support daily bus startups. Mechanics are needed to either be available on-the-job in the garage or on-call during StarMetro operating hours, ranging from lighter schedules on weekends and holidays to extended hours (until 3 a.m.) on weekdays, 363 days a year.

To calculate productivity, we interviewed Garage management to identify all direct mechanic work and estimated hours, all additional non-mechanic hours including support to non-scheduled

*Due to lack of supporting documentation and tracking of how mechanics spend their work time, we were unable to calculate an estimated productivity for mechanics.*

drive events such as special events, football games, and parades; conducting inventories; and attending meetings, training, drug testing, physicals, etc., and all leave hours taken throughout the year from the City's timekeeping system. We then calculated the amount of direct mechanic time (i.e., productive time) and derived an estimated number of productive hours that StarMetro could utilize in their annual planning and budgeting. Finally, we confirmed our methodology with management to assure the accuracy of the information and the reasonableness of the assumptions. We also provided our methodology for the workload model and productivity analysis of Garage mechanics to StarMetro management for their use in future years.

The analysis produced an estimated productivity level for mechanics of 103%. In our opinion, productivity of 100% or greater is not reasonable or realistic. As mentioned above, if Garage management had mechanisms in place to measure the length of time it takes mechanics to complete repetitive mechanic work, it would provide Garage management information to better determine productivity and evaluate staffing levels in the future. Without documentation to support how mechanics spend their time, it is difficult to determine whether the staffing level is adequate.

For some comparisons, we obtained the staffing levels from the Florida Department of Transportation for 15 Florida transit organizations in FY 2007. Table 33 on the next page shows the number of mechanics per buses (fixed route and demand response); StarMetro mechanics to buses is 7.82. While StarMetro's ratio of mechanics to buses is greater than the state average of 5.61, it is less than the three transit organizations closest in number of buses to StarMetro (Manatee County, Lee County, and Sarasota County). Based on other municipal transit

*The number of mechanics to buses ratio is comparable to other similar sized Florida transit organizations.*

organizations in Florida, StarMetro appears to have a comparable level of staffing of mechanics (technicians).

It appears that StarMetro’s 7.82 mechanics to total buses is comparable to other transit organizations in Florida. If Garage management had mechanisms in place to measure the length of time it takes mechanics to complete repetitive mechanic work, it would provide management information to better determine the need for overtime, measure mechanic productivity, and evaluate mechanic staffing levels in the future.

**Table 33**  
**FY 2007 Staffing Levels for Mechanics to Total Buses**  
**in 15 Florida Transit Organizations**

Florida Transit Organization	Techs	Fixed Route Buses	Demand Response Buses	Total Buses	Ratio of Techs to Total Buses
Escambia County Transit (ECAT), Pensacola	11	42	0	42	3.82
Lakeland Area Mass Transit Authority (Citrus Connection)	11	40	16	56	5.09
Manatee County Transit (MCAT), Bradenton	8	32	33	65	8.13
<b>Star Metro, Tallahassee</b>	<b>11</b>	<b>69</b>	<b>17</b>	<b>86</b>	<b>7.82</b>
Lee County Transit (LeeTran), Ft. Myers	12	59	42	101	8.42
Sarasota County Transit (SCAT)	13	63	41	104	8
Regional Transit System (RTS), Gainesville	19	108	18	126	6.63
Volusia County Transit (Votran), Daytona Beach	16	56	75 (1)	131	8.19
West Palm Beach Transit (Palmtran)	44	138	0	138	3.14
Pinellas Suncoast Transit Authority (PSTA), St. Petersburg	47	208	0	208	4.43
Hillsborough Area Regional Transit (HART), Tampa	42	198	32	230	5.48
Jacksonville Transportation Authority (JTA)	52	190	68	258	4.96
Central Florida Regional Transit Authority (LYNX), Orlando	82	287	0	287	3.5
Broward County Transit (BCT), Pompano Beach	93	290	0	290	3.12
Miami-Dade Transit (MDT)	305	1044	0	1044	3.42
<b>Totals</b>	<b>673</b>	<b>2534</b>	<b>342</b>	<b>3166</b>	<b>4.27</b>
<b>Min</b>	<b>8</b>	<b>32</b>	<b>0</b>	<b>42</b>	<b>3.12</b>
<b>Max</b>	<b>305</b>	<b>1,044</b>	<b>75</b>	<b>1,044</b>	<b>8.42</b>
<b>Average</b>	<b>51</b>	<b>188</b>	<b>23</b>	<b>211</b>	<b>5.61</b>

Source: Florida Department of Transportation staff, March 2007.

Note (1): This includes 41 Demand Response vehicles and 33 Commuter vans.

*We provided two recommendations to assist management reduce overtime paid to mechanics in Garage related to improved record keeping of how mechanics spend their work time, and improved tracking of overtime paid on holidays.*

### Conclusions and Recommendations

In conclusion, based on the estimates provided by Garage management, our analysis shows that mechanics are working at a productivity level of 103%. While such productivity would be commendable, we determined there is not enough documentation or historical baseline data available to support a productivity analysis for mechanics at StarMetro for FY 2007. To measure mechanics' productivity levels in the future, we recommend that Garage management implement better record keeping processes to track mechanics' work time and manage operations, and track overtime on holidays by using the earn code designated for holiday overtime. Better time records would show management how mechanics spend their work time, and in turn, would provide the information to analyze productivity and plan for future staffing levels.

***1) Develop and implement improved record keeping of time worked on preventative maintenance, other repairs, daily bus start up support and road calls, as well as time spent performing non-direct mechanic support and duties.***

Using historical data and comparison data, standard times for repetitive tasks performed by mechanics could be utilized to establish a baseline for the amount of time it takes to perform various types of maintenance work on the buses and for analyses of workloads and productivity. Such tasks can include, but are not limited to, inspections, preventative maintenance for older and newer buses, and non-preventative maintenance repairs based on types (such as component rebuilds; heavy repairs; running repairs; and cleaning and servicing brakes, air conditioning, engine replacements, etc.).

We recommend that Garage management develop and implement mechanisms to record how mechanics spend their time in order to better determine mechanic productivity, evaluate staffing levels, and manage operations.

***2) Improve tracking of overtime on holidays by using the earn code designated for holiday overtime.***

Bus service is provided at some level on 9 of the 11 annual holidays, and mechanics scheduled to work earn overtime in addition to receiving regular holiday pay. In FY 2007, while there were 0 hours coded as holiday overtime in the City's timekeeping system, management has indicated that mechanics did work on holidays. To help improve forecasting for future overtime, we recommend that all overtime worked on holidays be coded as such in the timekeeping system.

### ***Calculating Average Costs of Transit Services***

*We collected information to calculate average operating costs for General Transit services.*

As part of our audit, we collected information related to costs, riders, vehicle miles and hours driven, and revenue miles and hours driven to calculate average costs for providing General Transit bus services. To calculate these costs of services, we examined the processes used by staff to collect the critical statistics, i.e., trips provided, and service miles and hours driven. We found that there were not consistent processes performed in data collection to ensure the validity and reliability of the information used to determine these costs.

We did note some issues related to the collection and reporting of information and we provided these issues along with recommendations to management for their consideration and resolution.

During our analysis, we analyzed the FY 2007 operating costs, along with total trips provided, miles driven, and vehicle hours

provided to determine the average costs. These average costs are provided in Tables 34, 35, and 36, using 1) direct costs (no allocated expenses included); 2) partially loaded costs (includes allocated costs from within StarMetro only); and 3) fully loaded costs (includes all allocated costs).

**Table 34**  
**General Transit Direct Costs**  
**(no allocated expenses included)**

Measure	FY 2005	FY 2006	FY 2007
Average cost per trip	\$ 1.72	\$ 1.88	\$ 2.20
Average cost per "vehicle" hour	\$ 54.32	\$ 54.24	\$52.99
Average cost per "revenue" hour	\$ 56.82	\$ 55.18	\$57.60
Average cost per "vehicle" mile	\$ 5.42	\$ 4.99	\$ 5.32
Average cost per "revenue" mile	\$ 5.90	\$ 5.38	\$ 5.56

Source: Accounting financial reports, StarMetro rider and fleet system, and audit calculations

**Table 35**  
**General Transit Partially Loaded Costs**  
**(includes allocated costs from within StarMetro only)**

Measure	FY 2005	FY 2006	FY 2007
Average cost per trip	\$ 1.85	\$ 2.08	\$ 2.44
Average cost per "vehicle" hour	\$ 58.36	\$ 59.91	\$ 58.62
Average cost per "revenue" hour	\$ 61.05	\$ 60.96	\$ 63.71
Average cost per "vehicle" mile	\$ 5.82	\$ 5.51	\$ 5.89
Average cost per "revenue" mile	\$ 6.34	\$ 5.94	\$ 6.15

Source: Accounting financial reports, StarMetro rider and fleet system, and audit calculations

**Table 36**  
**General Transit Fully Loaded Costs**  
**(includes all allocated costs)**

Measure	FY 2005	FY 2006	FY 2007
Average cost per trip	\$ 2.06	\$ 2.30	\$ 2.76
Average cost per "vehicle" hour	\$ 65.13	\$ 66.16	\$ 66.31
Average cost per "revenue" hour	\$ 68.13	\$ 67.32	\$ 72.07
Average cost per "vehicle" mile	\$ 6.49	\$ 6.09	\$ 6.66
Average cost per "revenue" mile	\$ 7.08	\$ 6.56	\$ 6.95

Source: Accounting financial reports, StarMetro rider and fleet system, and audit calculations

*Costs can be calculated based on direct costs only, by considering indirect costs at StarMetro (Partially Loaded), or by considering applicable indirect costs to StarMetro from other City departments (Fully Loaded).*

Management could use these costs during their determination of how best to charge for additional services provided to the universities, charter services, boosters (for spirit express), or other



additional services. In addition, these costs could be used to determine the cost of providing bus services for City sponsored special events.

#### Identified Issues and Recommendations Related to Collection of Information

*We noted four opportunities for improving the reliability and validity of the data collected and reported at StarMetro.*

During our data gathering and calculations, we noted some areas where improvements could be made: 1) apply a consistent methodology to obtain financial, ridership, and vehicle information required to submit to the NTD; 2) submit the appropriate information to DMA Budget Division for StarMetro's performance measures related to General Transit's "basic system;" 3) develop, document, and implement procedures to test the manual processes to transfer data from the buses to the Calmsoft system; and 4) establish, document, and implement quality assurance procedures to ensure that the fare box system's data is accurate and that all daily cash collected is reconciled to what should have been collected. Each of these is discussed briefly below.

***1) StarMetro should assure that the staff involved in the data collection and reporting of transit user and cost information obtain training in what data should be gathered and how data submissions are defined and calculated so the City submits accurate data to the NTD.***

There is a lack of documentation to support the methodology applied to obtain counts for vehicle and in-service miles and hours submitted to NTD. During our audit, we recalculated the following data as defined by the NTD to assist in determining average costs per mile and hour:

- Total vehicle hours – "The total hours that a vehicle is scheduled to or actually travels from the time it pulls out

from its garage to go into revenue service to the time it pulls in from revenue service.”

- Total revenue hours – “The hours that vehicles are scheduled to or actually travel while in revenue service. Vehicle hours include layover/recovery time, but excludes deadhead, operator training, vehicle maintenance testing, and charter services.”
- Total vehicle miles - “The total miles that a vehicle is scheduled to or actually travels from the time it pulls out from its garage to go into revenue service to the time it pulls in from revenue service.”
- Total revenue miles - “The hours that vehicles are scheduled to or actually travel while in revenue service. Vehicle hours include layover/recovery time, but excludes deadhead, operator training, vehicle maintenance testing, and charter services.”

Based on the NTD definitions, we gathered the above information, and found that our calculations differed from StarMetro’s calculations in total revenue miles, total vehicle hours, and total revenue hours for FY 2007. The differences are shown below in Table 37.

*Audit collected and calculated hours and miles differed from the amounts reported by StarMetro in FY 2007.*

**Table 37  
Vehicle Hours and Miles for General Transit Submitted to NTD for FYs 2005 - 2007**

	<b>Audit Recalculated (1)</b>	<b>FY 2007 StarMetro (1)</b>	<b>Difference</b>
<b>Total In-Service Vehicle Hours</b>	141,842	175,825	33,983
<b>Total Revenue Hours</b>	139,419	163,517	24,098
<b>Total In-Service Vehicle Miles</b>	1,712,528	1,712,528	0
<b>Total Revenue Miles</b>	1,649,564	1,594,983	-54,581

Source: StarMetro rider and fleet systems

Note (1) This table was revised on 12/4/08 to correct column headings.

Additionally, StarMetro has not established quality assurance procedures to ensure that the data submitted for their annual

reporting to the National Transit Database is accurate and consistent from year to year. We recommend that the staff responsible for collecting and submitting the NTD information receive appropriate training to understand the data requirements and definitions. We also recommend that the methodology for collecting, calculating, and reporting be documented so it can be applied consistently from year to year and that quality assurance processes be implemented to validate the information.

***2) StarMetro should evaluate the General Transit costs and revenues that are reported to the City's Budget Division for performance measures to ensure that the information submitted is appropriate for the performance measure.***

During our analysis, we noted that performance measurement data submitted by StarMetro to the DMA Budget Division related to costs and revenues for the “basic system” were overstated, as StarMetro was including the costs associated with the Community Transportation Coordinator program (CC 280402). This “basic system” cost is included as part of StarMetro’s performance measures. We recommend that the Budget Division and StarMetro management evaluate the performance measure information being provided to ensure that the information is correctly calculated for the applied performance measure.

*The process of transferring data from the buses to the information system collecting and storing the data needs to be standardized and documented, and backup staff should be assigned to assist should the primary staff not be available.*

***3) The process to transfer ridership and financial data from the buses to the Calmsoft information system should be improved, either through automation or standardizing and documenting the manual procedures.***

***Additionally, a backup person needs to be identified and trained to perform these procedures should the primary person be absent from work.***

During our analysis, we noted that final procedures have not been established, tested, and documented regarding how data is to be manually transferred from the buses to the Calmssoft system. Preliminary procedures are being performed, but these still need to be finalized and communicated. Additionally, there was only one person assigned the responsibility of performing this process on a daily basis. When the assigned staff is not at work, no one else performs these procedures. Without consistent documented procedures and staff assigned the backup responsibilities, there is an increased risk that the information collected from the buses is incomplete or inaccurate.

We recommend that StarMetro management improve the processes to transfer data from the buses to the information system, either through automation or standardization and documentation of the manual processes, to ensure that the information is complete and accurate. We also recommend that management assign and train a backup person to perform these transfer procedures should the primary staff not be available to perform the transfer tasks.

*Quality assurance processes should also be implemented to ensure the data is accurate and complete.*

***4) Establish quality assurance procedures to ensure that the system's data is accurate for trip counts and cash collected by the fare boxes.***

StarMetro has not established quality assurance procedures to ensure that the fare box system's data is accurate. This system records the amount of cash collected and counts the trips taken on the buses.

One impact has been that StarMetro is unable to reconcile the cash collected per the Daily Cash Report and cash deposited to the cash collected per the CalmSoft system. For example, we compared the cash reported collected to the Revenue office to the cash reported collected in the bus fare boxes for the week February 4 – 10, 2008.

Staff indicated that the amounts should be the same, but should allow for a small variance. A weekly difference of \$1,200 more in cash was received than reported through the fare box system, with daily differences ranging from being under by \$400 to being over by \$800.

Another impact is that StarMetro may not have accurate ridership counts to use for planning, performance reporting, and analysis.

Without assurance that the system data is accurate, there is an increased risk that the collected cash could be lost or stolen without detection and/or that the ridership data utilized in calculating statistical costs will be inaccurate. We recommend that StarMetro establish and implement quality assurance procedures to ensure that the fare box system's data is accurate and all cash is properly accounted for and properly recorded.

## Conclusion

During our audit of the StarMetro staffing of drivers and mechanics, we assisted management develop a methodology for determining staffing needs and identified the key contributing causes for overtime. Additionally, we provided assistance to StarMetro by calculating average costs to provide General Transit services for FYs 2005 – 2007 (average cost per trip, average cost per mile, and average cost per hour), examined the data collection methodologies, and evaluated the validity and reliability of the data.

Management's action plan to address the audit's recommendations is provided in Appendix A.

We would like to acknowledge the full and complete cooperation and support of StarMetro management and staff, and Department of Management and Administration Budget and Accounting Services management and staff.

*Appointed Official's  
Response*

**City Manager:**

We appreciate the assistance the City Auditor and his staff provided with the “Audit of StarMetro Staffing of Drivers and Mechanics.” Senior staff asked for this audit to proactively address this area. The downward trend in StarMetro’s Overtime and Temporary totals from 2005 through this fiscal year needs to continue. As such, City Management and StarMetro are committed to using the Proposed Action Plan along with completing a thorough trend analysis, developing adequate controls, and working closely with the Budget Office to make improvements with a long-term strategy to best budget for future temporary and overtime expenditures.

<b>Appendix A – Proposed Action Plan</b>		
Action Steps	Responsible Employee	Target Date
<b>A. Objective:</b> <i>To better track overtime worked on holidays and type of leave taken</i>		
1. Work with Payroll staff to obtain an understanding of the overtime codes available in the City’s timekeeping system that can be incorporated into the StarMetro’s timekeeping practices to better track reasons for overtime.	Cherie Herndon/David Scarano	11/01/08
2. Determine which timekeeping codes are most appropriate to use for tracking overtime and implement the use of the timekeeping codes to better track reasons for overtime at StarMetro.	Cherie Herndon/Al Menendez	11/01/08
3. Develop and implement a method for tracking the amount of time employees are out of work due to workers’ compensation and/or leave without pay.	Cherie Herndon/David Scarano	11/01/08
<b>B. Objective:</b> <i>To increase the efficiency and accuracy of bus routing and driver scheduling</i>		
1. Include all scheduled and assigned driver routes in regular assignment schedules.	Al Menendez	08/31/08
2. Account for all known additional events (special events, charters, and football games) in the appropriate schedules to plan for drivers and minimize overtime.	Al Menendez	08/31/08
3. Develop a methodology to predict vacancies and leave for better budgeting of temporary and overtime costs.	Al Menendez	12/01/08
4. Work with City Safety Manager and Risk Management staff to develop strategies to minimize workers’ compensation, catastrophic leave, leave without pay, and safety related accidents and incidents in General Transit Division.	Al Menendez/Victor Wiley	2/1/09

<p>5. Work with City Safety Manager and Risk Management staff to develop strategies to minimize workers' compensation, catastrophic leave, leave without pay, and safety related accidents and incidents in Special Transportation Division.</p>	<p>Donna Peacock</p>	<p>2/1/09</p>
<p>6. Develop strategies in General Transit to maximize utilization of temporary drivers and processes to regularly measure the strategies' effectiveness.</p>	<p>Al Menendez</p>	<p>10/08/08</p>
<p>7. Develop strategies in Special Transportation to maximize utilization of temporary drivers and processes to regularly measure the strategies' effectiveness.</p>	<p>Donna Peacock</p>	<p>10/30/08</p>
<p><b>C. Objective:</b> <i>To be able to determine work productivity of mechanics and evaluate mechanic staffing</i></p>		
<p>1. Develop and implement processes to capture how mechanic work time is spent including, but not limited to, preventative maintenance, repairs, road calls, bus startup support, meetings, training, cleanup, etc.</p>	<p>Ralph Wilder</p>	<p>11/30/08</p>
<p><b>D. Objective:</b> <i>To improve the reliability and validity of data collection and reporting of transit user and cost information</i></p>		
<p>1. Ensure that all staff responsible for collecting and submitting the NTD information receives appropriate training to understand the data requirements and definitions.</p>	<p>Brian Waterman</p>	<p>2/1/09</p>
<p>2. Document the methodology for collecting, calculating, and reporting transit data so it can be applied consistently from year to year.</p>	<p>Brian Waterman</p>	<p>2/1/09</p>
<p>3. Develop, implement, and document quality assurance processes to validate the information collected and reported.</p>	<p>Brian Waterman</p>	<p>2/1/09</p>
<p>4. Budget Division and StarMetro management evaluate the performance measure information being provided to the Budget Division to ensure that the information is correctly calculated for the applied performance measure.</p>	<p>Brian Waterman</p>	<p>2/1/09</p>



<p>5. Standardize and document the processes to transfer data from the buses to the information system, either through automation or standardization to ensure that the information is complete and accurate</p>	<p>Brian Waterman</p>	<p>2/1/09</p>
<p>6. Assign and train a backup person to perform the data transfer procedures from the buses to the information system should the primary staff not be available to perform the transfer tasks.</p>	<p>Brian Waterman</p>	<p>2/1/09</p>
<p>7. Establish and implement quality assurance procedures to ensure that the fare box system's data is accurate and all cash is properly accounted for and properly recorded.</p>	<p>Brian Waterman</p>	<p>2/1/09</p>
<p><b>E. Objective: <i>To improve the on-going monitoring of budgeted to actual expenditures</i></b></p>		
<p>1. Implement procedures to regularly monitor budgeted to actual expenditures and take management actions when actual expenditures exceed or will exceed budgeted categories.</p>	<p>Ron Garrison</p>	<p>6/30/08</p>
<p>2. Evaluate the possibility of obtaining or converting an existing position into an Administrative Supervisor or Administrative Manager position.</p>	<p>Ron Garrison</p>	<p>3/1/09</p>