

**CITY OF SUDBURY  
TRANSIT AND FLEET SERVICES ORGANIZATIONAL/OPERATIONAL REVIEW**

**EXECUTIVE SUMMARY**

**Background/Study Purpose**

City Council directed that an operational and organizational review of the newly created Transit and Fleet Services Division be undertaken as a result of a report by the Auditor General. The City also decided to merge the City vehicle and transit vehicle fleet maintenance sections under the Transit and Fleet Services Division. This report presents the results of the operational and organizational review and provides recommendations for effectively integrating the Fleet and Transit vehicle maintenance sections as well as for more effectively delivering services by the Division.

**Work Plan**

The work plan for this assignment involved the following activities:

- Review of the organization structure, key position descriptions and staffing levels;
- Interviews with key personnel and the CUPE Executive;
- Site visits to the transit facilities and fleet yards;
- Review of work plans, management procedures, vehicle and facility maintenance practices and performance measures;
- Peer review of transit and fleet divisions in other municipalities to identify staffing levels and organization best practices;
- Review of the Auditor General's report comments relative to the transit organization.

The operation and organization were assessed against the principles of:

- Clarity of organization structure and reporting relationships;
- Alignment with Division functions and service delivery;
- Scope of individual position descriptions and emphasis on core responsibilities of the position and Division;
- Use of performance measurement data and information technology
- Staffing levels to fulfill the needs of the organization; and
- Staffing levels to meet public responsibility/commitment.

**Conclusions**

The review produced the following key conclusions:

- In comparison to its peers and industry practices, Sudbury's transit system performs cost-effectively with minimum levels of staff and employs some innovative operating practices to minimize operating costs;
- Organizationally, key personnel have a wide range of responsibilities but this diversity detracts from their ability to perform their core functions;
- The organization should be re-structured to focus on the core functions of administration,

operations and vehicle and facilities maintenance;

- Additional resources are required in the areas of operations, vehicle maintenance and finance;
- There is no on-road supervision of the transit system. On-road supervision should be provided both to minimize risk to the corporation in the event of passenger incidents or vehicular accidents as well as to more effectively manage the workforce, provide support to staff, respond to customer needs and ensure that service commitments are being consistently met;
- There is no bus operator spareboard to ensure service continuity in the event of service issues or employee absences;
- Extensive and routine clerical functions in the operations section are being handled by supervisory staff which detracts from their ability to fulfill their core responsibilities;
- The vehicle maintenance schedule should be revised to increase the frequency of vehicle maintenance and an on-going quality control (audit) program be introduced both to ensure vehicles are maintained to high standards and to protect the interests of the municipality;
- The current Information Technology systems should be enhanced to reduce work duplication in the areas of timekeeping and vehicle maintenance and to assist in preparing suitable reports for monitoring transit system performance;
- Performance measures and a benchmarking methodology should be implemented. The statistical data collected by the Division and used for CUTA and provincial reports can be utilized to establish relevant performance measures and benchmarks; and
- The issues identified in the Auditor General's report relating to Parts Inventory, the Commercial Vehicle Operator Record (CVOR) and Work Orders, Ridership Growth and Route Analysis, and Management of Customer Feedback are addressed in the report recommendations.

## **Organization Structure and Staffing Levels**

Changes to the organization structure and staffing levels are required to improve the effectiveness of the organization. The recommended organization structure, illustrated in Exhibit 6.1, is based on the following principles:

- A focus on the core functions of administration, operations and vehicle and facilities maintenance;
- Minimizing the number of positions reporting directly to the Director of Transit and Fleet Services;
- Grouping of related functions under a single functional lead;
- Emphasis on the important function within transit operations of managing the

performance of the bus operators and on-street operations; and

- A consolidated approach to transit and city fleet vehicle maintenance.

To meet the organizational objectives and address the identified deficiencies, the staffing level within the Transit and Fleet Services Division should be increased by five positions in the areas of administration, operations (on-road supervision and clerical support), vehicle maintenance and fleet supervision.

It is to be noted that there is currently a critical staff shortage within the Division in existing positions which need to be filled immediately separate from the above noted additional resources.

## **Recommendations**

Based on the findings and conclusions of the operational and organizational review of the City's Transit and Fleet Services Division of the Infrastructure Services Department, it is recommended that:

1. The organization structure illustrated in Exhibit 6.1 be adopted;
2. The transit and City vehicle fleet maintenance functions be merged into one section with the section responsibilities to include both vehicle and facility maintenance under a "Manager, Fleet & Facilities" reporting directly to the Director of Transportation Services;
3. Five staff be added to effectively implement the organization structure and operational improvements in the areas of administration, operations and fleet maintenance;
4. The revised transit vehicle maintenance and cleaning programs identified in the report be implemented including implementation of a quality assurance audit process;
5. An enhanced budget for staff training be included within the annual operating budget for vehicle maintenance and transit operations staff;
6. Additional employee resources be provided during the organizational transition period, particularly in the vehicle maintenance section, to assist in implementing the organizational and operational changes;
7. Assistance to the Division and fleet maintenance staff be provided to implement the recommended preventative maintenance program and quality assurance audit process;
8. Performance measures and benchmarks be utilized to measure and improve the performance of the Transit and Fleet Services Division.

**Exhibit 6.1: Recommended Organization Structure**

