



ORGANIZATIONAL and OPERATIONAL REVIEW TRANSIT and FLEET SERVICES DIVISION



Presentation to City of Greater Sudbury Operations Committee – May 14, 2012, Chris Prentice, Senior Associate, IBI Group

Purpose of Today's Presentation

- Present results of Operational/organizational review of Transit and Fleet Services Division
- Provide recommendations to re-organize Division and increase in staffing levels
- Discuss report and answer questions from members of the Operations Committee



Background/Study Purpose

- Operational/organizational review - initiated by Council - result of report by Auditor General of Transit Services Division
- City merged City and Transit vehicle maintenance sections and Transit Operations under new Transit and Fleet Services Division
- Review is of new Transit and Fleet Services Division

Study Objectives

- Key objectives:
 - Provide recommendations for effectively integrating the Transit and Fleet vehicle maintenance sections
 - Provide recommendations to ensure effective delivery of services by Division
 - Respond to recommendations from Auditor General's report
 - Identify appropriate performance measures for use by Division

What We Did

- Overall review/assessment of Division
- Review of existing organization structure, key positions, staffing levels
- Interviews with key personnel – Transit and Fleet, CUPE executive
- Site visits – existing facilities and new facility
- Review of work plans, management procedures, vehicle and facility maintenance practices
- Review and use of performance measures
- Peer review – transit and fleet divisions – 7 municipalities across Canada
- Review of Auditor General's report recommendations relative to Transit:
 - Annual Parts Inventory
 - Commercial Vehicle Operator Record (CVOR), Work Orders
 - Ridership growth and route analysis monitoring/reporting
 - Management of customer feedback

Organizational Review Principles

- Division assessed against key management 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 position – “purpose” within organization
 - Use of performance measurement data and information technology
 - Staffing levels required to fulfill needs of the organization
 - Staffing levels required to meet public responsibility/commitment
 - Industry best practices

Key Findings

- Compared to peers and industry best practices, Sudbury Transit performs cost-effectively (net cost, cost per capita, R/C ratio, passengers/revenue-hour) with minimum levels of staff
- Transit has innovative operating practices to minimize operating costs:
 - No bus operator spareboard
 - No on-road supervision
 - Vehicle maintenance staff also clean and maintain bus shelters
 - Key positions responsible for wide-range of functions
- Organizationally, key personnel, especially Manager of Transit Operations, have a wide range of responsibilities
- Staff motivated, positive, capable, knowledgeable

Key Findings (continued)

- Additional staff resources required – operations, vehicle maintenance
- Transit vehicle maintenance schedule should be enhanced to increase frequency of vehicle maintenance; introduce on-going vehicle maintenance quality control (audit) program
- Schedule regular program of bus shelter cleaning; budget accordingly
- Manager of Operations responsible for wide range of activities – need to reduce/re-assign responsibilities – focus on core area of operations
- Extensive/routine clerical functions currently handled by supervisors
- Opportunities to reduce duplication and improve Division monitoring and analysis through expanded use of available information technology

Key Conclusions

- Integration of Fleet and Transit vehicle sections is appropriate and offers functional and efficiency benefits
- Innovative operating practices reduces effectiveness in key functional areas – operations, vehicle maintenance
- Wide range of staff responsibilities detract from ability to effectively and efficiently perform core functions
- Inspectors spend high percentage of time on routine, clerical functions
- Need for on-road supervision of transit service
- Move to new facility will provide efficiencies and increase effectiveness in fleet vehicle maintenance functions

Key Conclusions (continued)

- Need to increase frequency of transit vehicle maintenance
- Need to introduce on-going vehicle maintenance quality control program
- High number of people (8) reporting to Director of Division
- Organization should be re-structured
- Based on operational assessment and peer review, additional resources required in areas of operations, maintenance and administration

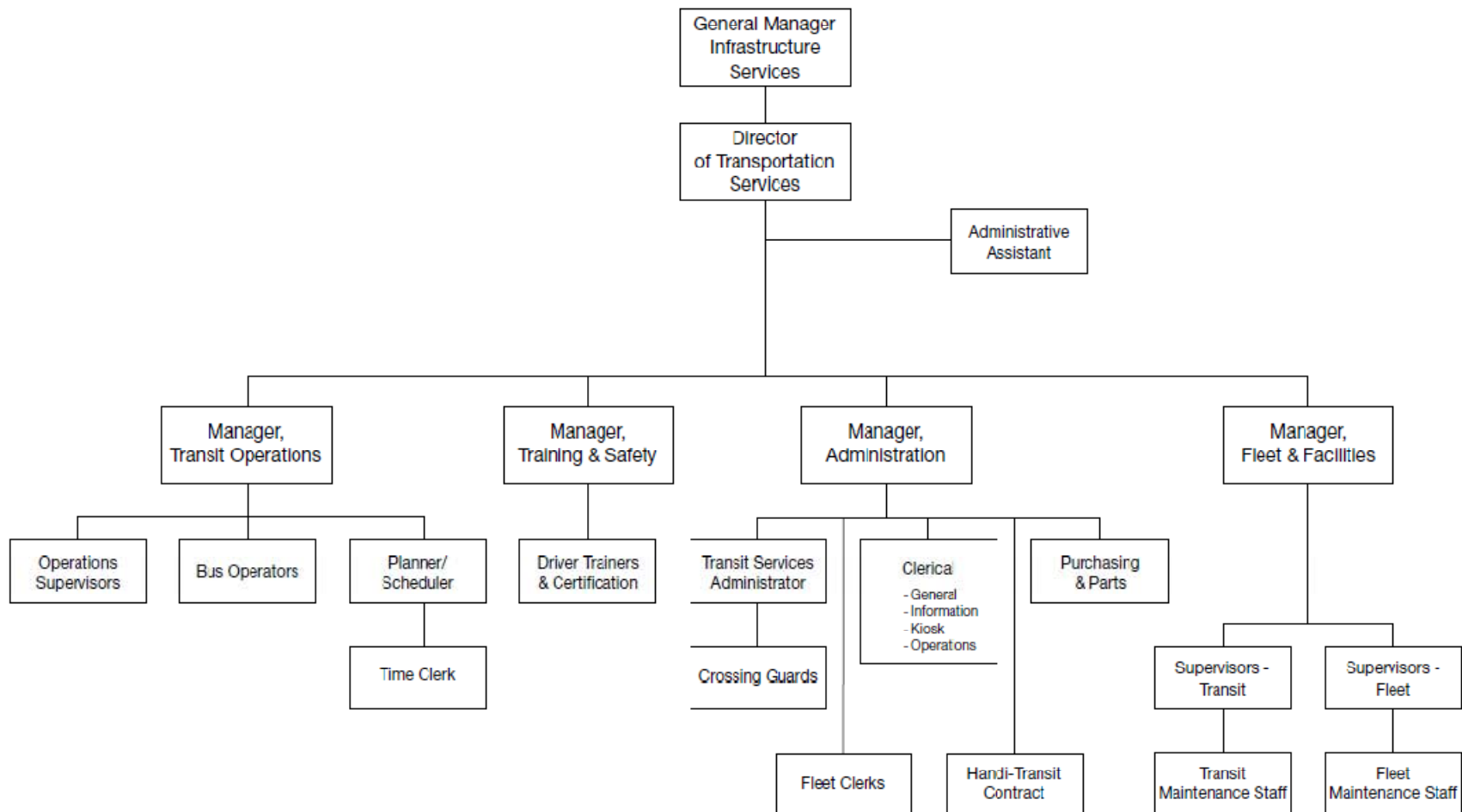
Organizational and Operational Changes

- Re-structure Division to improve reporting relationships, effectiveness and focus on core functions of:
 - Administration
 - Transit Operations (service delivery)
 - Vehicle and facilities maintenance
- Reduce number of positions reporting directly to Director to improve accountability and responsibility
- Add five (5) staff in administration, operations and vehicle/facility maintenance areas

Organizational and Operational Changes (continued)

- Enhance Information Technology systems to reduce work duplication, improve monitoring of Division functions
- Implement performance measures and benchmarking methodology. Build on statistical data collected by Division for Canadian Urban Transit Association (CUTA) and province
- Issues identified by Auditor General's report are addressed in recommended organization/operational changes

Recommended Organization Structure



Summary of Recommendations

1. Implement the recommended Division organization structure;
2. Merge transit and City vehicle fleet maintenance functions under a “Manager, Fleet & Facilities” reporting to the Director;
3. Add five staff in administration, operations and vehicle maintenance to effectively implement the organization structure and achieve operational improvements;
4. Revise transit vehicle maintenance programs, implement quality assurance audit process;
5. Provide additional employee resources during organizational transition period to assist in implement changes;
6. Provide assistance to implement recommended preventative maintenance program and quality assurance audit process;
7. Utilize performance measures and benchmarks to measure and improve the performance of the Division;
8. Enhance budget for staff training for vehicle maintenance and transit operations staff.