

Audit

Follow-Up

As of March 31, 2010



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City Auditor

StarMetro Staffing of Drivers and Mechanics

(Report #0817, Issued August 14, 2008)

Report #1021

August 3, 2010

Summary

This is the third follow-up on the action plan steps originating from the audit of the City's StarMetro Staffing of Drivers and Mechanics (Report #0817) issued on August 14, 2008.

During the audit of StarMetro staffing of drivers and mechanics, we assisted management in developing methodologies to determine staffing needs in the General Transit, Special Transportation, and Garage Divisions and in determining the costs of services for General Transit bus service. We also provided analyses of overtime and temporary wage expenses and provided recommendations toward reducing these expenses in each of the three divisions. Of the 20 total management action plan steps in the original audit report, 13 were completed during prior follow-up periods, two steps were completed during this follow-up period (ending March 31, 2010), four steps are in process, and one step is behind schedule.

In this follow-up report, we updated and analyzed the total personnel costs, salaries, overtime and temporary costs, combined and individually, for the department (Table 1 and Figures 1 and 2) and overtime and temporary expenditures for each of the three divisions (Figures 3-8) for FYs 2005-2010 [Note: FY 2010 expenditures are projected based on actual expenditures during the first six months.]

Based on the first six months of FY 2010, should spending continue at the same pace during the remaining six months, StarMetro is projected to:

- Decrease total personnel costs 7% from FY 2009 (\$8,890,000 to \$8,441,000).
- Decrease overtime spending for the third consecutive year (from \$1 million in FY 2007 to \$615,000).
- Increase temporary wages spending for the

third consecutive year (from \$316,400 in FY 2007 to \$778,034).

- Spend less than budgeted for total personnel costs, salaries, overtime and combined temporary and overtime.

StarMetro management reported to further reduce overtime costs, they changed operational policies by eliminating some non-driving work time, such as time for employees to obtain physicals (employees are required to obtain physicals on their own time), driver meetings, and reducing travel time to assignments.

We estimated that StarMetro's increased use of temporary drivers rather than full-time drivers paid overtime has provided a more cost effective use of StarMetro's budget. For example, we estimated that in FYs 2009 and 2010, StarMetro saved over \$9 for every hour worked by temporary drivers. In FY 2010, temporary drivers earned an average regular rate of \$10.55 vs. full-time driver average overtime rate of \$19.78.

StarMetro management reported being continually challenged by high turnover of temporary drivers and high driver absenteeism. StarMetro management reported that turnover and absenteeism resulted in increased use of temporary wages and overtime costs.

We commend StarMetro for budgeting more realistically in FY 2010 and for their efforts toward reducing their overtime costs. Management has demonstrated that they are scheduling more cost effectively regarding their use of overtime and temporary wages. However, we encourage management to further examine and address the causes for the continued need for overtime and temporary drivers and overtime for mechanics as the cost for these additional work hours continues to increase.

During this follow-up period, StarMetro completed two of the seven remaining action plan steps due.

These steps were to provide training for staff responsible for collecting and submitting National Transit Database (NTD) information and to evaluate the performance measures and data to ensure the information provided to the Budget Division is correctly calculated.

Progress was made on four steps toward completion. These partially completed steps included:

- Incorporating the use of the identified overtime codes to better track reasons for overtime.
- Developing and implementing a method to track the amount of time employees are out of work due to workers' compensation and leave without pay.
- Developing strategies to minimize workers' compensation, catastrophic leave, leave without pay and safety related accidents in 1) General Transit and 2) Special Transit. *(These are two separate steps.)*

The one step behind schedule is to identify the most appropriate timekeeping codes to use to better track overtime. This step involves StarMetro to work with Accounting Services staff to develop and implement additional codes in the timekeeping system.

We appreciate the full cooperation provided during this audit follow-up from StarMetro staff.

Scope, Objectives, and Methodology

We conducted the original audit and this subsequent follow-up 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.

Original Report #0817

The objectives of the audit, 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; and 5) 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.

Report #1021

This is our third follow-up on action plan steps identified in audit report #0817. The purpose of this follow-up is to report on the progress and status in completing the action plan steps due for completion as of March 31, 2010. To obtain information and assess the status, we interviewed key StarMetro staff, reviewed relevant documentation, and analyzed City financial reports and timekeeping data.

Background and Analysis

We have conducted two audits and two follow-up audits over the past four years related to staffing and overtime at StarMetro:

- Report #0601, "Inquiry into TALTRAN Overtime" in November 2005.
- Report #0817, "Audit of StarMetro Staffing" in August 2008. [Note: StarMetro was formerly TALTRAN].
- Reports #0916 and #1008 "Audit Follow-up StarMetro Staffing of Drivers and Mechanics" in June 2009 and January 2010, respectively.

During the 2005 audit, our analyses showed that there were not enough full-time drivers to fill the regularly assigned drive-time (there was a gap of 47,737 hours). We provided alternative methods of filling the gap in hours between scheduled drive hours and available drive hours and recommended that StarMetro conduct an analysis to identify the most cost-effective balance of full-time and temporary drivers with a goal of keeping overtime to a minimum for full-time drivers.

Using the 2005 audit report's analyses, StarMetro submitted an agenda item to the City Commission

and was approved 27 additional full-time General Transit 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. As seen in Figure 3, combined overtime and temporary wages decreased between FYs 2007-2008 by \$86,007 while management reported that General Transit driver hours increased by approximately 13,000 hours during this same period.

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).

In this follow-up report, we updated and analyzed the total personnel costs, salaries, overtime and temporary costs, combined and individually, for the department (Table 1 and Figures 1 and 2) and for each of the three divisions (Figures 3-8) for FYs 2005-2010 [Note: FY 2010 expenditures are projected based on actual expenditures during the first six months.]

StarMetro Department

Table 1, on the next page, provides a comparison of budget to actual expenditures for FYs 2005-2010 (FY 2010 is projected), and the percent differences for the personnel services, salaries, overtime, and temporary wages. Table 1 shows the following highlights:

- In FY 2010, StarMetro worked with the Budget Division to budget more realistically by increasing overtime and temporary wages to more reflect prior years' spending (from combined \$301,690 in FY 2009 to \$1,224,559 in FY 2010).
- During FYs 2005–2009, combined salaries, temporary wages, and overtime expenditures have consistently exceeded the amount budgeted each year ranging from 4% (FY 2006) to 17% (FY 2009). The excess of expenditures over the amounts budgeted has ranged from \$205,063 in FY 2006 to \$975,778 in FY 2009. In FY 2010,

we project combined salaries, temporary wages, and overtime expenditures will be approximately 7% less than budgeted.

- Salaries expenditures have consistently been under amounts budgeted during FYs 2005–2009 ranging from 0.5% (FY 2009) to 9% (FY 2005). In FY 2010, we project salaries will be 12% less than budgeted.
- Actual overtime expenditures were consistently greater than amounts budgeted during FYs 2005–2009 ranging from 83% (FY 2006) to 601% (FY 2007). The overtime budget for FY 2010 was increased and if spending continues at the same pace for the last six months of the FY, we project overtime will be approximately 18% less than budgeted.
- Temporary wages expenditures were consistently greater than amounts budgeted during FYs 2005–2008 ranging from 29% (FY 2006) to 928% (FY 2009). While the temporary wages budget for FY 2010 was increased over \$400,000, we project temporary wages will be 65% greater than budgeted (\$778,034 vs. \$471,780).
- Combined overtime and temporary expenditures were consistently over amounts budgeted during FYs 2005–2008 ranging from 56% (FY 2006) to 545% (FY 2007). As described above, the budgets for overtime and temporary wages were increased in FY 2010. If spending continues at the same pace for the remaining six months of FY 2010, we project combined overtime and temporary expenditures will be approximately 14% greater than budgeted (\$1,393,246 vs. \$1,224,559).
- In FY 2010, we project total personnel costs will be approximately 7% less than budgeted. During prior FYs 2005–2009, total personnel expenditures, including benefits exceeded the amounts budgeted ranging from 2% (FY 2006) to 8% (FY 2009).

In prior years, actual expenses for overtime and temporary wages were much higher than budgeted. The FY 2010 budget for StarMetro shows that overtime and temporary wages were increased based on prior years' expenditures. We believe the FY 2010 budget is more realistic and provides improved information for City Commission consideration during their budget review and approval process.

Table 1
StarMetro Department (includes all divisions) FY 2005 - 2010 Total Personnel, Salaries, Overtime,
and Temporary Budget to Actual or Projected Expenditures (1)

	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010 (1)
Salaries Budgeted	\$4,426,182	\$4,579,855	\$5,494,332	\$5,485,227	\$5,536,156	\$5,685,692
Salaries Actual or Projected	\$4,040,181	\$4,296,340	\$5,050,362	\$5,225,752	\$5,509,427	\$5,019,798
Difference	(\$386,001)	(\$283,515)	(\$443,970)	(\$259,475)	(\$26,729)	(\$665,894)
% Diff from budgeted	-9%	-6%	-8%	-5%	-0.5%	-12%
Overtime Budgeted	\$292,981	\$433,466	\$154,873	\$229,776	\$239,341	\$752,779
Overtime Actual or Projected	\$689,017	\$795,032	\$1,085,481	\$811,718	\$663,068	\$615,211
Difference	\$396,036	\$361,566	\$930,608	\$581,942	\$423,727	(\$137,568)
% Diff from budgeted	135%	83%	601%	253%	177%	-18%
Temporary Budgeted	\$213,590	\$431,400	\$62,349	\$104,849	\$62,349	\$471,780
Temporary Actual or Projected	\$632,765	\$558,412	\$316,397	\$411,521	\$641,129	\$778,034
Difference	\$419,175	\$127,012	\$254,048	\$306,672	\$578,780	\$306,254
% Diff from budgeted	196%	29%	407%	292%	928%	65%
Combined Temporary & Overtime Budgeted	\$506,571	\$864,866	\$217,222	\$334,625	\$301,690	\$1,224,559
Combined Temporary & Overtime Actual or Projected	\$1,321,782	\$1,353,444	\$1,401,878	\$1,223,239	\$1,304,197	\$1,393,246
Combined Difference	\$815,211	\$488,578	\$1,184,656	\$888,614	\$1,002,507	\$168,687
% Diff from budgeted	161%	56%	545%	266%	332%	14%
Combined Salaries, Temporary & Overtime Budgeted	\$4,932,753	\$5,444,721	\$5,711,554	\$5,819,852	\$5,837,846	\$6,910,251
Combined Salaries, Temporary & Overtime Actual or Projected	\$5,361,963	\$5,649,784	\$6,452,240	\$6,448,991	\$6,813,624	\$6,413,043
Difference	\$429,210	\$205,063	\$740,686	\$629,139	\$975,778	(\$497,208)
% Diff from budgeted	9%	4%	13%	11%	17%	-7%
Total Personnel Budgeted	\$6,617,283	\$7,216,524	\$7,894,934	\$8,188,621	\$8,277,581	\$9,102,124
Total Personnel Actual or Projected	\$7,009,374	\$7,352,795	\$8,494,228	\$8,706,613	\$8,980,955	\$8,441,835
Difference	\$392,091	\$136,271	\$599,294	\$517,992	\$703,374	(\$660,289)
% Diff from budgeted	6%	2%	8%	6%	8%	-7%

Source: City financial accounting reports.

Notes (1): FY2010 amounts are projected, based on six months of actual costs x 2. This assumes that spending will be the same during the last six months as it was during the first six months.

(2): This table does not include the costs for benefits; therefore the amounts will not sum to total personnel costs.

Figure 1 shows that as a department, StarMetro decreased combined overtime and temporary costs from FY 2007 to FY 2009 by 7% (\$1,401,878 to \$1,304,197) even though there was an increase in services in FY 2008. Based on expenditures in the first six months of FY 2010, we project that

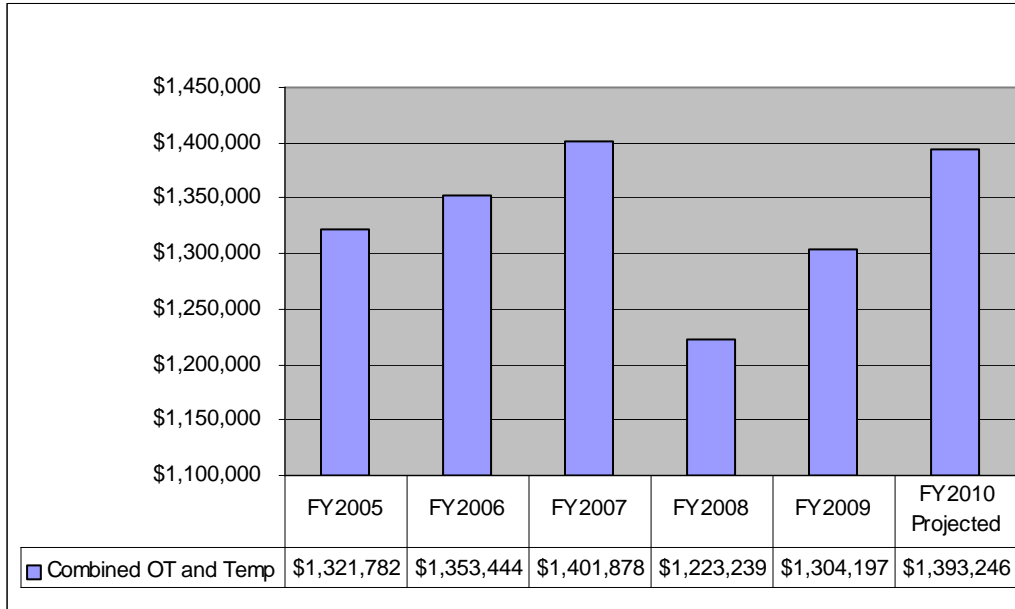
expenditures for overtime and temporary wages will increase by \$89,000 to \$1,393,246, due to an estimated \$136,900 increase in temporary wages and \$47,800 decrease in overtime (See Figure 2).

StarMetro management reported that they changed their policies and procedures related to assigning

overtime and utilization of temporary drivers and mechanics resulting in additional savings. This is supported by the consistent decrease in overtime in

FYs 2008, 2009, and projected decrease in FY 2010 as shown in Figure 2.

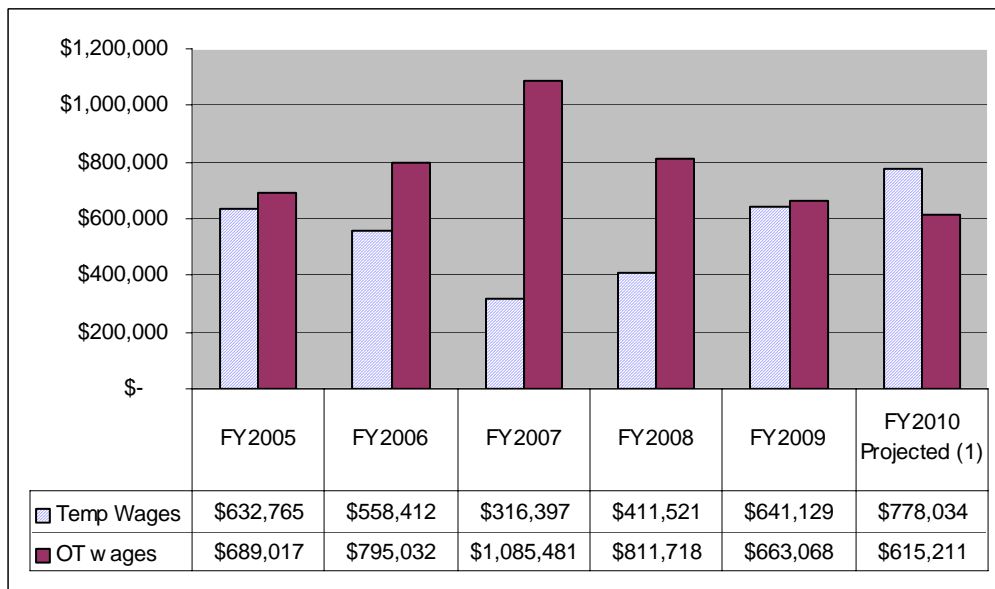
Figure 1
StarMetro Combined Overtime and Temporary Wages for FY 2005-2010 (1)



Source: City financial reports

Note (1): FY2010 amounts are projected, based on six months of actual costs x 2. This assumes that spending will be the same during the last six months as it was during the first six months.

Figure 2
StarMetro Overtime and Temporary Wages for FY 2005-2010(1)



Source: City financial reports

Note (1): FY2010 amounts are projected, based on 6 months of actual costs x 2. This assumes that spending will be the same during the last six months as it was during the first six months.

StarMetro General Transit Division

For the General Transit Division, Figure 3 shows that the budget for combined overtime and temporary costs was increased to a more realistic amount, from \$83,374 in FY 2009 to \$776,687. Figure 3 also shows that combined overtime and temporary costs continue to increase. From FY 2008 to FY 2009, combined overtime and temporary wages increased by 8% (\$777,511 to \$842,888) and is projected to increase another 13% in FY 2010 (\$842,838 to \$953,040).

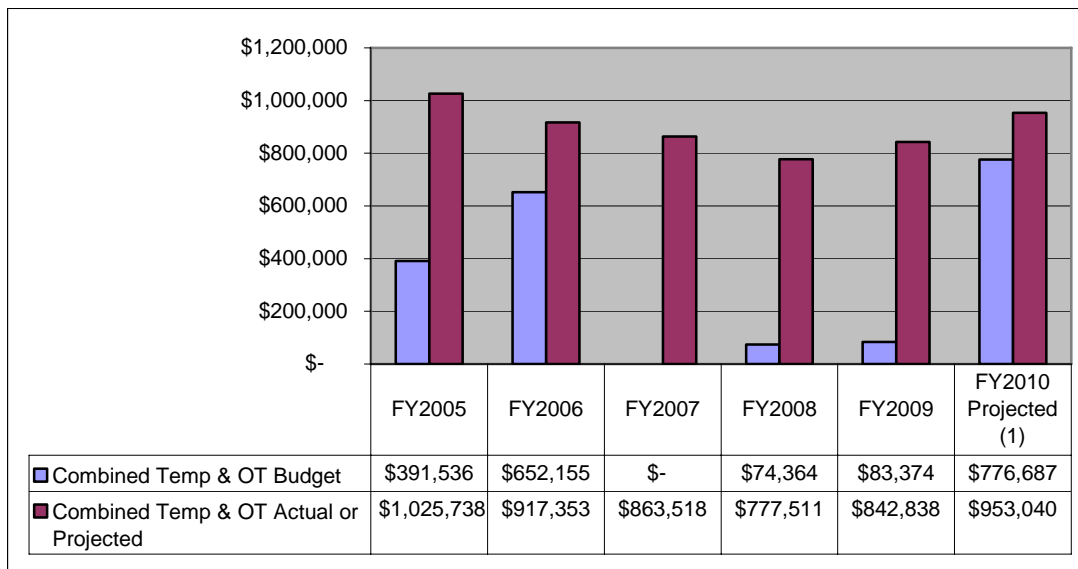
General Transit management reported that they are closely monitoring overtime and temporary costs. In order to be more cost effective, they continue to try to utilize temporary drivers as much as possible before assigning overtime to full-time drivers. This is supported by the consistent decrease in overtime and increase in temporary wages in FYs 2008, 2009, and projected decrease in FY 2010 shown in Figure 4.

Management reported that they changed operational policies eliminating some non-driving work time,

such as time for employees to obtain physicals (employees are required to get physicals on their own time), driver meetings, and reduced travel time to assignments. Management also reported to be continually challenged by high turnover of temporary drivers and high driver absenteeism. StarMetro management reported that each of these occurrences resulted in increased use of temporary wages and overtime costs.

Management has demonstrated they are scheduling more cost effectively regarding their use of overtime and temporary wages. They have identified the key causes for needed overtime and temporary driver hours, but are unable to track extent of the causes due to weaknesses in the current timekeeping system. Some of the key causes include: drivers on vacation, sick leave, catastrophic leave, workers' compensation, or leave without pay; and difficulties related to the vacancy rate, driver retention and adequate recruitment of qualified drivers.

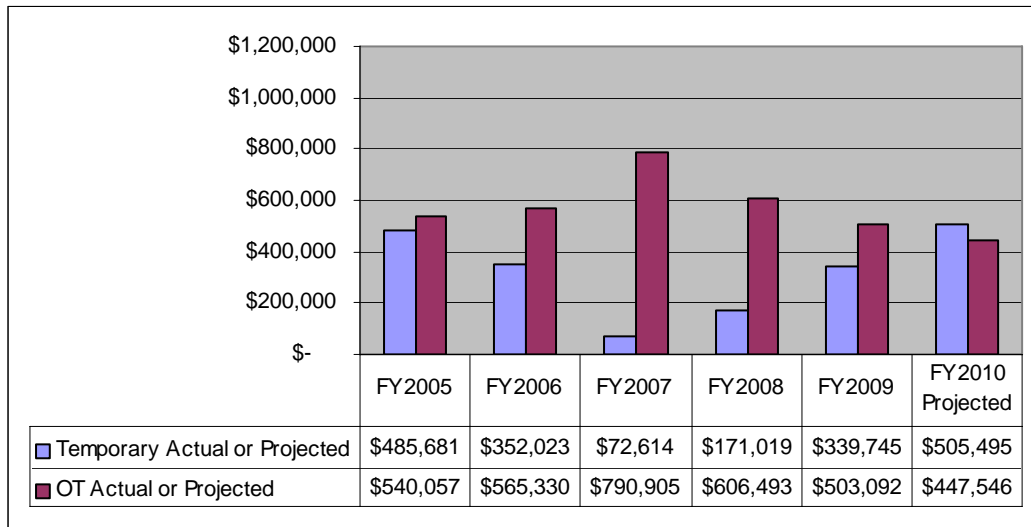
**Figure 3
StarMetro General Transit Combined Temporary and Overtime Budget to Actual or Projected for FY 2005-2010 (1)**



Source: City financial reports

Note (1): FY2010 amounts are projected, based on six months of actual costs x 2. This assumes that spending will be the same during the last six months as it was during the first six months.

Figure 4
StarMetro General Transit Overtime and Temporary Wages for FY 2005–FY 2010 (1)



Source: City financial reports

Note (1): FY2010 amounts are projected, based on six months of actual costs x 2. This assumes that spending will be the same during the last six months as it was during the first six months.

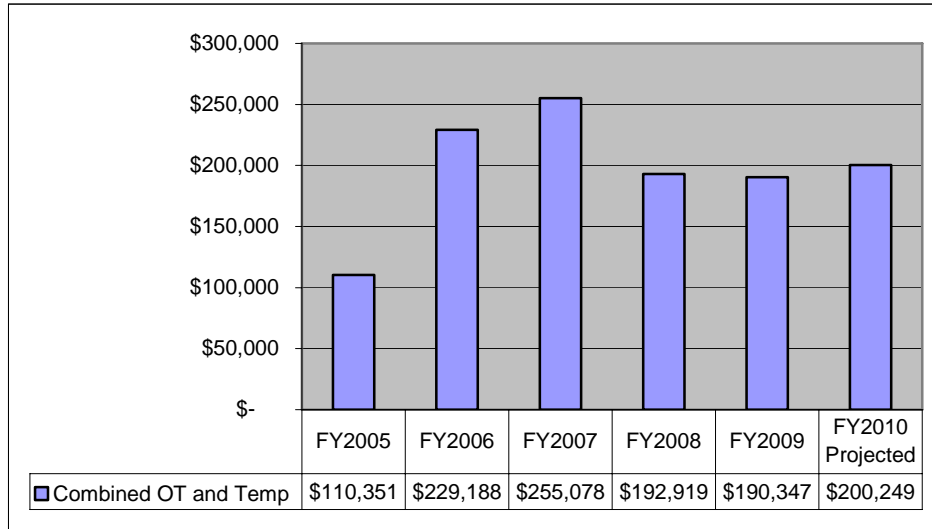
StarMetro Garage Division

For the Garage Division, Figure 5 shows that combined overtime and temporary costs decreased by 24% from FY 2007 to FY 2008 (\$255,078 to \$192,919), decreased an additional 1% in FY 2009 (to \$190,327), but is projected to increase by 5% in FY 2010 (to \$200,249).

Figure 6 shows temporary wages increased a small 1% from FY 2008 to FY 2009 (\$59,833 to \$60,662) and are projected to decrease by 8% in FY 2010 (to \$56,010). Figure 6 also shows that overtime decreased 3% from FY 2008 to FY 2009 (from \$133,087 to \$129,685), and is projected to increase 11% in FY 2010 (to \$144,239).

While garage management reported that they continue to monitor mechanic productivity closely and utilize temporary workers in building maintenance as much as possible before assigning overtime, we noted a projected 5% increase in combined overtime and temporary wages in FY 2010. Management reported the need for overtime is always higher during the universities’ school year. They anticipate that overtime will be needed less during the summer months and the year-end overtime expenditures will not be higher than the amount budgeted.

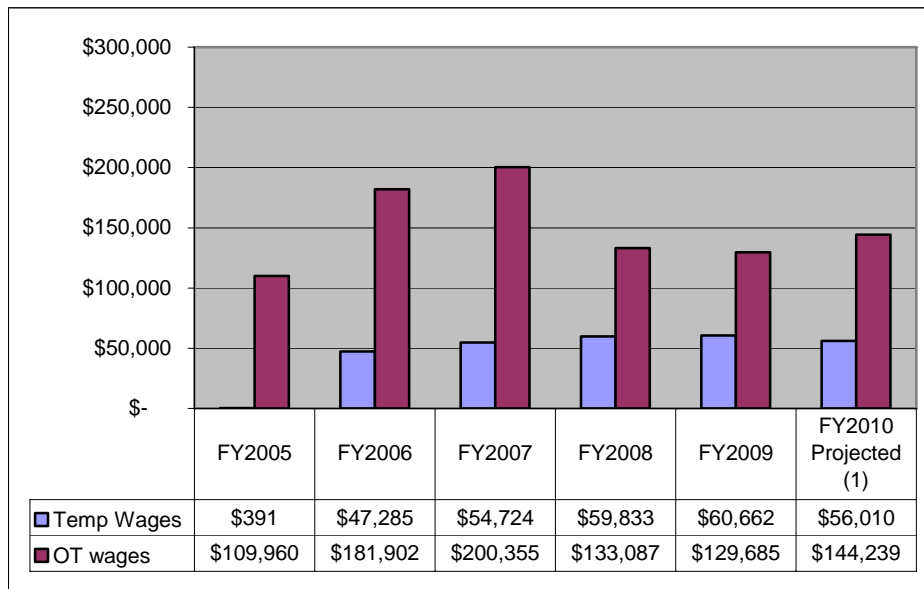
Figure 5
Garage Combined Overtime and Temporary Wages for FY 2005-2010 (1)



Source: City financial reports

Note (1): FY2010 amounts are projected, based on six months of actual costs x 2. This assumes that spending will be the same during the last six months as it was during the first six months.

Figure 6
Garage Overtime and Temporary Wages for FY 2005-2010 (1)



Source: City financial reports

Note (1): FY2010 amounts are projected, based on six months of actual costs x 2. This assumes that spending will be the same during the last six months as it was during the first six months.

StarMetro Special Transit (Dial-A-Ride) Division

For the Special Transit Division, Figure 7 shows that combined overtime and temporary costs increased from FY 2007 to FY 2009 by 4% (\$220,812 to \$230,111), and the combined costs are projected to

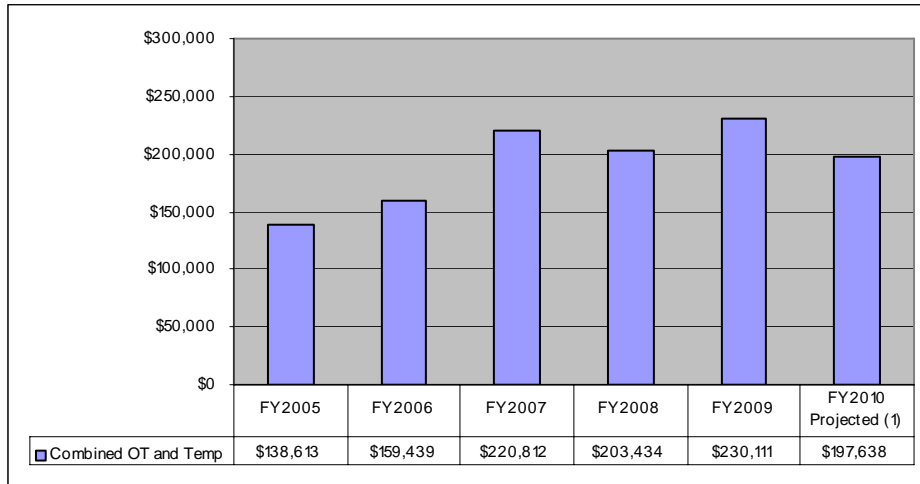
decrease in FY 2010 by 14%, assuming spending will be the same during the last six months as it was during the first six months.

Special Transit management reported that they are closely monitoring driver overtime costs and are

utilizing temporary workers as much as possible before assigning overtime. This is supported by the consistent decrease in overtime in FYs 2008, 2009,

and projected decrease in FY 2010 shown in Figure 8.

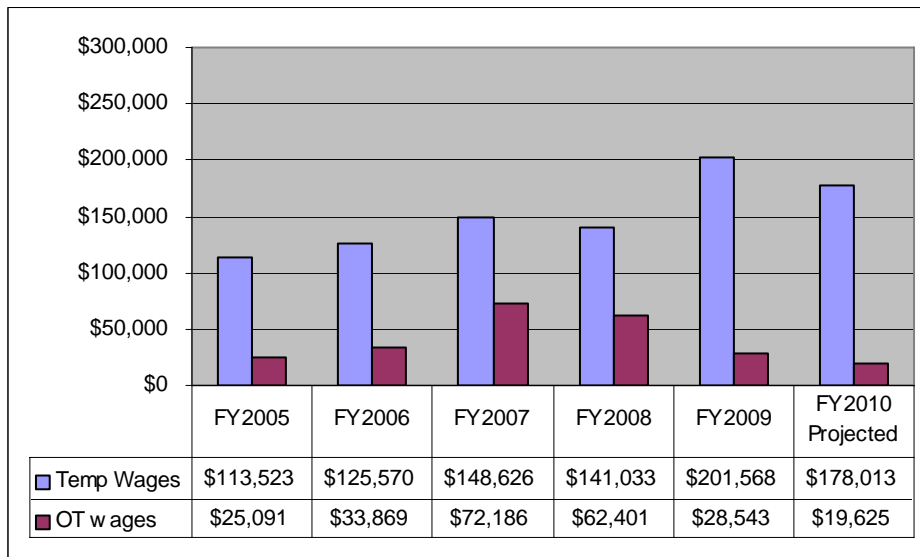
Figure 7
Special Transit Combined Overtime and Temporary Wages for FY 2005-2010 (1)



Source: City financial reports

Note (1): FY2010 amounts are projected, based on six months of actual costs x 2. This assumes that spending will be the same during the last six months as it was during the first six months.

Figure 8
Special Transit Overtime and Temporary Wages for FY 2005-2010 (1)



Source: City financial reports

Note (1): FY2010 amounts are projected, based on six months of actual costs x 2. This assumes that spending will be the same during the last six months as it was during the first six months.

In summary, the key divisions in StarMetro (General Transit, Garage, and Special Transit) report they are continuing their efforts to reduce overtime costs by revising policies and procedures and scheduling temporary drivers to fill in when needed rather than

using full-time drivers at overtime rates. Their strategies appear to be effective, as overtime costs have decreased while temporary wages costs have increased.

While management is scheduling more cost effectively, we encourage management to further examine and address the causes for the continued need for overtime and temporary drivers and overtime for mechanics as the cost for these additional work hours continues to increase.

for overtime, workers' compensation, and leave without pay, and improving the validity and reliability of information used in management calculations of costs of services.

To address areas that needed improvement, management developed 20 action plan steps. All steps were originally targeted to be completed between August 1, 2008, and March 31, 2009. Of these 20 steps, 11 steps were completed in prior follow-up periods, two steps were completed during this follow-up period, four steps are in process, and one step remains behind schedule. Table 2 provides a summary of management's action plan steps and their current status.

Previous Conditions and Current Status

In report #0817, we provided recommendations to the General Transit, Garage, and Special Transit Divisions at StarMetro toward reducing annual overtime and workers' compensation costs, improving their ability to track and monitor reasons

**Table 2
Action Plan Steps from Report #0817
Due as of March 31, 2010, and Current Status**

Action Plan Steps Due As of March 31, 2010	Current Status
To better track overtime worked on holidays and type of leave taken	
<ul style="list-style-type: none"> • Work with Payroll staff to obtain an understanding of the overtime codes available in the City's timekeeping system that can be incorporated into StarMetro's timekeeping practices to better track reasons for overtime. 	<ul style="list-style-type: none"> ◦ Behind Schedule. No change from prior report. DMA management reports that staff resources are limited and other priorities have delayed this from occurring. DMA staff plans on revisiting this issue in the future after system upgrade and modification plans are decided. There is no anticipated amended completion date.
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> ◆ In process. StarMetro has made some changes to their scheduling and policies to reduce the need for some overtime, such as reducing the required meetings drivers must attend and paying overtime when drivers obtained their physicals. Management will continue to look at alternative methods to record and track the reasons overtime is needed.
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> ◆ In process. StarMetro has developed an in house tracking process using their existing timekeeping system and excel to track LWOP weekly. However, the City's current timekeeping system still does not track WC and Cat Leave. DMA is currently evaluating whether to pursue the implementation of a new time and labor application that may be able to track leave without pay and workers' compensation.
To increase the efficiency and accuracy of bus routing and driver scheduling	
<ul style="list-style-type: none"> • Include all scheduled and assigned driver routes in regular assignment schedules. 	<ul style="list-style-type: none"> √ Completed in a prior period.
<ul style="list-style-type: none"> • Account for all known additional events (special events, charters, and football games) in the appropriate schedules to plan for drivers and minimize overtime. 	<ul style="list-style-type: none"> √ Completed in a prior period.

<ul style="list-style-type: none"> Develop a methodology to predict vacancies and leave for better budgeting of temporary and overtime costs. 	✓ Completed in the prior period.
<ul style="list-style-type: none"> 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. 	♦ In process. Steps are being taken by StarMetro management to analyze data from various systems (i.e., RiskMaster, StarMetro timekeeping, PS financials, PS HRMS) to identify potential time loss trends so they can take additional actions. Management anticipates to be able to produce helpful time analysis reports by September 30, 2010.
<ul style="list-style-type: none"> 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. 	♦ In process. Steps are being taken by StarMetro management to analyze data from various systems (i.e., RiskMaster, StarMetro timekeeping, PS financials, PS HRMS) to identify potential time loss trends so they can take additional actions. Management anticipates to be able to produce helpful time analysis reports by September 30, 2010.
<ul style="list-style-type: none"> Develop strategies in General Transit to maximize utilization of temporary drivers and processes to regularly measure the strategies' effectiveness. 	✓ Completed in a prior period.
<ul style="list-style-type: none"> Develop strategies in Special Transportation to maximize utilization of temporary drivers and processes to regularly measure the strategies' effectiveness. 	✓ Completed in a prior period.
To be able to determine work productivity of mechanics and evaluate mechanic staffing	
<ul style="list-style-type: none"> 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. 	✓ Completed in a prior period.
To improve the reliability and validity of data collection and reporting of transit user and cost information	
<ul style="list-style-type: none"> Ensure that all staff responsible for collecting and submitting the NTD information receives appropriate training to understand the data requirements and definitions. 	✓ Completed. StarMetro staff responsible for preparing the NTD reports attended training in March 2010.
<ul style="list-style-type: none"> Document the methodology for collecting, calculating, and reporting transit data so it can be applied consistently from year to year. 	✓ Completed in the prior period.
<ul style="list-style-type: none"> Develop, implement, and document quality assurance processes to validate the information collected and reported. 	✓ Completed in the prior period.
<ul style="list-style-type: none"> 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. 	✓ Completed. StarMetro is working with Budget to revise the FY 2011 performance measures to reflect the measures used in their Federal NTD reporting.
<ul style="list-style-type: none"> Standardize and document the processes to transfer data from the buses to the information system, either through automation or standardization to ensure that the 	✓ Completed in a prior period.

information is complete and accurate.	
<ul style="list-style-type: none"> 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. 	√ Completed in a prior period.
<ul style="list-style-type: none"> 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. 	√ Completed in the prior period.
To improve the on-going monitoring of budgeted to actual expenditures	
<ul style="list-style-type: none"> Implement procedures to regularly monitor budgeted to actual expenditures and take management actions when actual expenditures exceed or will exceed budgeted categories. 	√ Completed in the prior period.
<ul style="list-style-type: none"> Evaluate the possibility of obtaining or converting an existing position into an Administrative Supervisor or Administrative Manager position. 	√ Completed in a prior period.

Table Legend:

- Issue addressed in the original audit
- ✓ Completed
- Behind schedule
- ◆ In process

Conclusion

As described in detail in Table 2, of the total 20 action plan steps due in the original audit, 13 steps were previously completed, two steps were completed during this period, four steps are in process, and one step is behind schedule.

We commend StarMetro for their efforts toward reducing their overtime costs. Management has demonstrated that they are scheduling more cost effectively regarding their use of overtime and temporary wages. However, we encourage management to further examine and address the causes for the continued need for overtime and temporary drivers and overtime for mechanics as the cost for these additional work hours continues to increase.

We appreciate the full cooperation provided during this audit follow-up from StarMetro staff.

Appointed Official's Response

City Manager:

We appreciate the information and assistance provided by the City Auditor and his staff in the July 09, 2010, audit follow up for StarMetro Staffing. The audit recognized several improvements made since the December 17, 2009 Report. Some of the improvements include National Transit Database Training for employees, better Performance Measures to match the National Transit Database reporting and improved efforts to reduce overtime expenditures. StarMetro is working with DMA to upgrade PeopleSoft. Once PeopleSoft is upgraded, StarMetro will be able to accumulate the needed data to complete the final items requested in the audit. We anticipate this will be completed with in the next fiscal year.

Copies of this audit follow-up #1021 or audit report #0817 may be obtained from the City Auditor's website (<http://www.talgov.com/auditing/auditreports.cfm>) or via request by telephone (850 / 891-8397), by FAX (850 / 891-0912), by mail or in person (Office of the City Auditor, 300 S. Adams Street, Mail Box A-22, Tallahassee, FL 32301-1731), or by e-mail (auditors@talgov.com).

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