

Audit

Follow-up

As of March 31, 2009



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

StarMetro Staffing of Drivers and Mechanics

(Report #0817, Issued August 14, 2008)

Report #0916

June 26, 2009

Summary

This is the first 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. The audit report included management's action plan consisting of 20 action plan steps to address the recommendations in the audit report. All 20 action plan steps were due to be completed between August 1, 2008, and March 31, 2009.

During the first six months of FY 2009, StarMetro has decreased overtime expenditures from FY 2008 by 11% and increased temporary wages by 25%. While combined overtime and temporary wages have increased by 1%, StarMetro's increased use of temporary drivers rather than full-time drivers paid overtime has increased the number of driver hours at the most efficient cost. For example, we estimate that StarMetro saves approximately \$9.41 for every hour worked when paying temporary drivers at the average regular rate of \$10.55 instead of full-time drivers at the average overtime rate of \$19.96.

Since August 2008, eight (40%) of the 20 action plan steps were completed. Twelve steps are in process and the targeted completion dates have been extended.

The eight steps completed during this period related to:

- Accounting for and including all scheduled and assigned driver routes in staffing schedules.
- Accounting for and including all known special events, charters, and football games in the appropriate staffing schedules.
- Developing strategies to maximize and monitoring utilization of temporary drivers in both 1) General Transit and 2) Special Transit. (These are two separate steps.)
- Developing and implementing processes to capture how mechanic work time is spent.
- Standardizing and documenting the data transfer process from buses to ensure completeness and accuracy.
- Assigning and training a backup person to transfer data from the buses when needed.
- Evaluating the possibility of converting an existing position into an Administrative Supervisor or Manager position.

The 12 steps that are in process are related to:

- Identifying the most appropriate timekeeping codes to use to better track overtime.
- 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 a methodology to predict vacancies and improve budgeting of temporary and overtime costs.

- 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.)
- Ensuring that all staff responsible for collecting and submitting NTD information receives appropriate training.
- Documenting the methodology for collecting, calculating, and reporting transit data.
- Developing, implementing, and documenting quality assurance processes to validate the information collected and reported.
- Evaluating the performance measures and data to ensure the information is correctly calculated.
- Establishing and implementing quality assurance processes to ensure that the revenues reported collected in the fare box system is accurate and all cash is properly accounted for and recorded.
- Implementing procedures to regularly monitor budget to actual expenditures and take appropriate management actions as needed.

Management has revised the dates for completing these action plan steps to be between June 30, 2009, and January 31, 2010. We appreciate the full cooperation provided during this audit follow-up from StarMetro, Procurement, Budget, Human Resources, and Risk Management 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 #0916

This is our first 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, 2009. To obtain information and assess the status, we interviewed key staff from StarMetro, Procurement, Budget, Human Resources, and Risk Management, reviewed relevant documentation, and analyzed City financial reports, and timekeeping data.

Background

We have conducted two audits over the past three years related to staffing and overtime at StarMetro; audit report #0601, "Inquiry into TALTRAN Overtime" in November 2005, and audit report #0817, "Audit of StarMetro Staffing" in August 2008. [Note: StarMetro was formerly TALTRAN] 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 (see Table 2).

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, 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) from fiscal year (FY) 2005 through the first six months of FY 2009.

Table 2, on the next page, provides a comparison of budget to actual expenditures for FYs 2005 through 2009 (FY 2009 is projected based on six months of actual expenditures), and the percent differences for the personnel services, salaries, overtime, and temporary wages. Table 1 shows the following:

- During FYs 2005 – 2008, total personnel expenditures have exceeded the final amount budgeted each year ranging from 2% to 8%. If FY 2009 expenditures continue at the current rate, we project total personnel costs will be within 1% of amount budgeted.
- Salaries expenditures have consistently been under amounts budgeted during FYs 2005 – 2008 ranging from 5% to 8%. If FY 2009 expenditures continue at the current rate, we project total salaries will be approximately 7% under amount budgeted.
- Overtime expenditures have consistently been over final amounts budgeted during FYs 2005 – 2008 ranging from 83% to 601%. If FY 2009 expenditures continue at the current rate, we

project total overtime will be approximately 200% over amount budgeted.

- Temporary wages expenditures have consistently been over final amounts budgeted during FYs 2005 – 2008 ranging from 29% to 407%. If FY 2009 expenditures continue at the current rate, we project total overtime will be approximately 700% over the final amount budgeted.
- Combined overtime and temporary expenditures have consistently been over final amounts budgeted during FYs 2005 – 2008 ranging from 56% to 545%. If FY 2009 expenditures continue at the current rate, we project total overtime will be approximately 700% over the final amount budgeted. We noted that the combined temporary and overtime costs decreased almost \$178,000 from FY2007 to FY2008. If FY2009 expenditures continue at the current rate, we project total temporary and overtime costs will be approximately the same as in FY 2008.

During FYs 2005 – 2008, there have been major differences between final amounts budgeted and actual expenditures in the overtime and temporary wages line items. Budget management indicated that they have focused on budgeting at the total personnel cost level and have been less concerned at the individual line items. We believe that since overtime and temporary wages represent approximately 15% of total personnel costs, close monitoring of budget to actual expenditures for these line items is warranted.

Preliminary budgets for FY 2010 indicate that Budget and StarMetro management are working together to try and budget overtime and temporary wages more accurately based on past experience.

The analysis of general transit driver work hours presented in the prior audit report issued in August 2008 compared the hours needed for routes, events, and charters during FY 2007. StarMetro management indicated that they have increased services and routes since then. Table 2 describes the additional services provided and the additional number of annual driver hours needed to provide those services since October 2007.

Table 1
StarMetro Department
Comparison of Total Personnel, Salaries, Overtime, and
Temporary Budget to Actual Expenditures (1)

	FY2005	FY2006	FY2007	FY2008	FY2009 (2)
Total Personnel Budget	\$6,617,283	\$7,216,524	\$7,894,934	\$8,188,621	\$8,192,928
Total Personnel Actual	\$7,009,374	\$7,352,795	\$8,494,228	\$8,706,613	\$8,304,375
Difference	\$ 392,091	\$ 136,271	\$ 599,294	\$ 517,992	\$ 111,447
% Diff from budgeted	6%	2%	8%	6%	1%
Salaries Budget	\$4,426,182	\$4,579,855	\$5,494,332	\$5,485,227	\$5,469,285
Salaries Actual	\$4,040,181	\$4,296,340	\$5,050,362	\$5,225,752	\$5,064,300
Difference	\$ (386,001)	\$ (283,515)	\$ (443,970)	\$ (259,475)	\$ (404,985)
% Diff from budgeted	-9%	-6%	-8%	-5%	-7%
Overtime Budget	\$ 292,981	\$ 433,466	\$ 154,873	\$ 229,776	\$ 239,341
Overtime Actual	\$ 689,017	\$ 795,032	\$1,085,481	\$ 811,718	\$ 719,784
Difference	\$ 396,036	\$ 361,566	\$ 930,608	\$ 581,942	\$ 480,443
% Diff from budgeted	135%	83%	601%	253%	201%
Temporary Budget	\$ 213,590	\$ 431,400	\$ 62,349	\$ 104,849	\$ 62,349
Temporary Actual	\$ 632,765	\$ 558,412	\$ 316,397	\$ 411,521	\$ 512,562
Difference	\$ 419,175	\$ 127,012	\$ 254,048	\$ 306,672	\$ 450,213
% Diff from budgeted	196%	29%	407%	292%	722%
Combined Temporary & Overtime Budget	\$ 506,571	\$ 864,866	\$ 217,222	\$ 334,625	\$ 301,690
Combined Temporary & Overtime Actual	\$1,321,782	\$1,353,444	\$1,401,878	\$1,223,239	\$1,232,347
Combined Difference	\$ 815,211	\$ 488,578	\$1,184,656	\$ 888,614	\$ 930,657
% Diff from budgeted	161%	56%	545%	266%	308%

Source: City financial accounting reports.

Notes(1): This table does not include the costs for benefits; therefore the amounts will not sum to total personnel costs.

(2): FY2009 actual amounts are projected by multiplying the year-to-date amounts as of March 31, 2009 x 2.

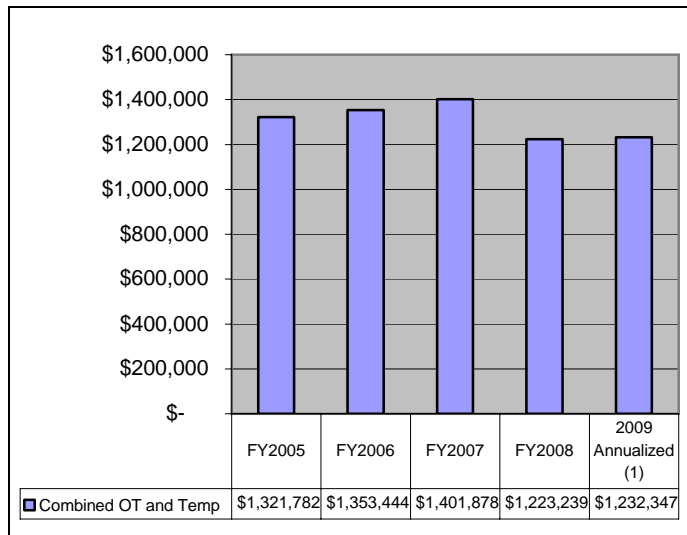
Table 2
Services and Routes and Driver Hours Added since October 2007

Month/Year Implemented	Description of Added Services	Number of Added Driver Hours
November 2007	General transit service for 80X North routes extending service to Bradfordville Road along Thomasville Road.	3,800
November 2007	Special transit service for 80X North routes extending service to the required area surrounding Bradfordville Road.	Hours needed for this service is unavailable at this time.
July 2008	The FSU Service Agreement was revised to reconfigure and expand routes (such as the new Osceola Route). The costs associated with the increased services were included in the contract to be covered by FSU.	8,594
Total increase in driver hours associated with the added services and routes:		Over 12,934

Source: This information was provided by StarMetro management and has not been audited.

StaMetro management reported that they changed their policies and procedures related to assigning overtime and utilization of temporary drivers and mechanics resulting in additional savings. Figure 1 shows that as a department, StarMetro decreased combined overtime and temporary costs from FY 2007 to FY 2008. In FY 2009, if costs continue at the current rate, we estimate that combined overtime and temporary costs will stay the same, even though services increased (See Table 2).

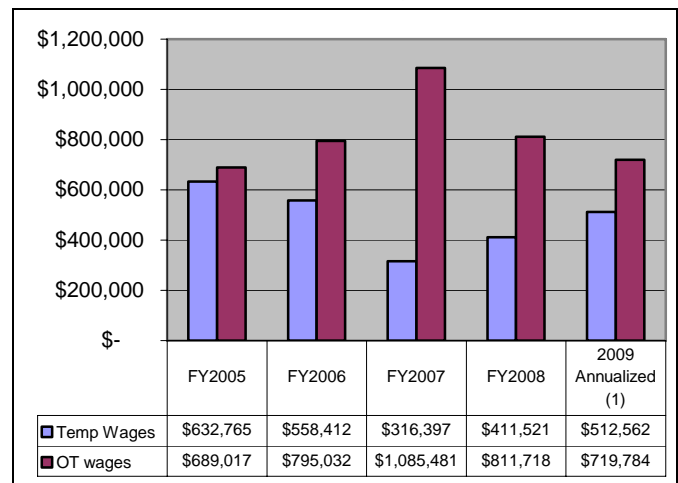
Figure 1
StarMetro Combined Overtime and Temporary Wages for FYs 2005 through 2009



Note: FY 2009 is annualized based on the first 6 months expenditures.

Figure 2 shows that even though temporary wages may be increasing, overtime is decreasing. Using temporary drivers is more efficient than using overtime. This positive trend is demonstrated in Figure 2 for FYs 2007-2009.

Figure 2
StarMetro Overtime and Temporary Wages for FYs 2005 through 2009

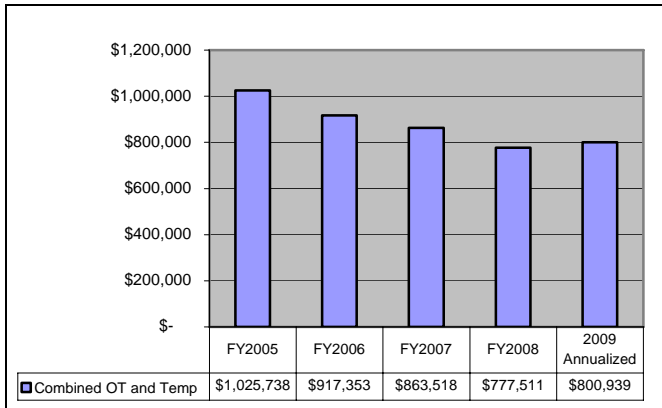


Note: FY 2009 is annualized based on the first 6 months expenditures.

For the General Transit Division, Figure 3 shows that combined overtime and temporary costs decreased from FY 2005 to FY 2008 even though services increased (See Table 2).

In FY 2009, if costs continue at the current rate, we estimate that combined overtime and temporary wages will stay about the same as FY 2008. General Transit management reported that they are closely monitoring overtime costs and are utilizing temporary drivers as much as possible before assigning overtime.

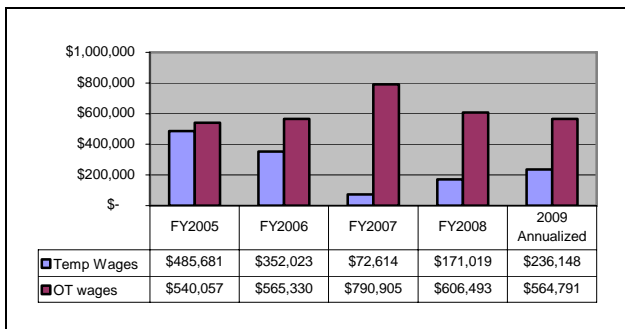
Figure 3
General Transit Combined Overtime and Temporary Wages for FYs 2005 through 2009



Note: FY 2009 is annualized based on the first 6 months expenditures.

Figure 4 shows that even though temporary wages may be increasing, overtime is decreasing. Using temporary drivers is more efficient than using overtime. This positive trend is demonstrated in Figure 4 for FYs 2007-2009.

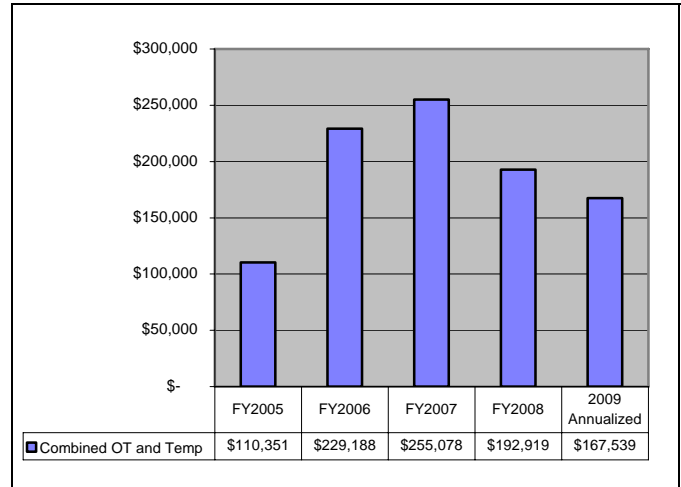
Figure 4
General Transit Overtime and Temporary Wages for FYs 2005 through 2009



Note: FY 2009 is annualized based on the first 6 months expenditures.

For the Garage Division, Figure 5 shows that combined overtime and temporary costs have decreased from FY 2007 to FY 2008. If FY 2009 costs continue at the current rate, we estimate that combined overtime and temporary costs will continue to decrease.

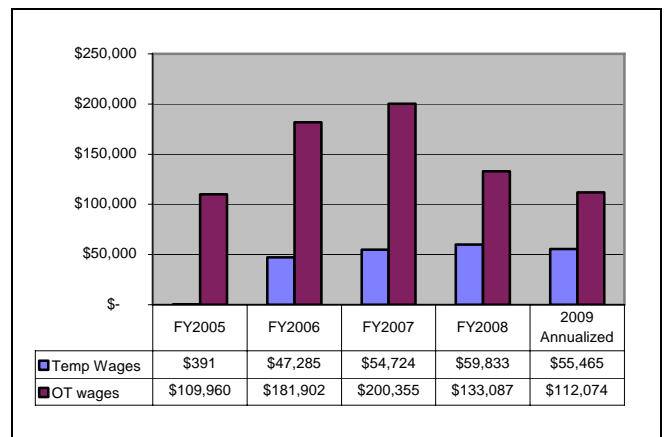
Figure 5
Garage Combined Overtime and Temporary Wages for FYs 2005 through 2009



Note: FY 2009 is annualized based on the first 6 months expenditures.

Figure 6 shows that while temporary wages have remained at the same level, overtime has decreased. Garage management reported that they are closely monitoring mechanic productivity and utilizing temporary workers in building maintenance as much as possible before assigning overtime.

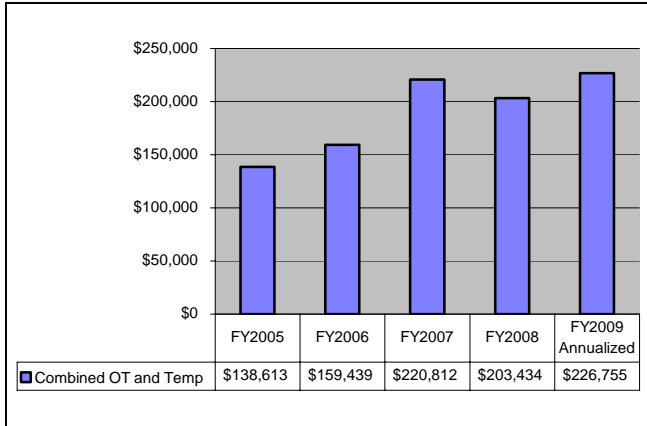
Figure 6
Garage Overtime and Temporary Wages for FYs 2005 through 2009



Note: FY 2009 is annualized based on the first 6 months expenditures.

For the Special Transit Division, Figure 7 shows that combined overtime and temporary costs decreased in FY 2008 and are projected to increase slightly in FY 2009, if costs continue at the current rate.

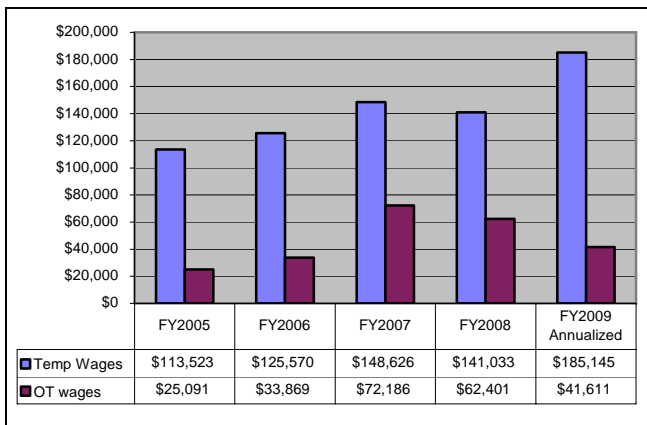
Figure 7
Special Transit Combined Overtime and Temporary Wages for FYs 2005 through 2009



Note: FY 2009 is annualized based on the first 6 months expenditures.

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 projected increase in temporary wages in FY 2009 as shown in Figure 7. Management reported that the increase in temporary wages was needed to fill in for the increased service level (see Table 2) and to fill in for drivers on unexpected catastrophic and workers' compensation leave.

Figure 8
Special Transit Overtime and Temporary Wages for FYs 2005 through 2009



Note: FY 2009 is annualized based on the first 6 months expenditures.

In summary, if costs continue at the current rate, we project that StarMetro departmental FY 2009 total personnel costs will decrease from FY 2008, overtime expenditures will decrease, temporary wages will increase, and the combined overtime and temporary wages will stay about the same. The increased use of temporary drivers to fill in when needed rather than using full-time drivers at overtime rates provides more driver hours at the most efficient cost.

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 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 these areas that needed improvement, management broke down the recommendations into 20 action plan steps. All steps were originally targeted to be completed between August 1, 2008, and March 31, 2009. Of these 20 steps, eight steps were completed and 12 are in process and the anticipated completion dates have been amended. Table 3 provides a summary of management's action plan steps and their current status.

**Table 3
Action Plan Steps from Report #0801
Due as of March 31, 2009, and Current Status**

Action Plan Steps Due As of March 31, 2009	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"> ◆ In process. Staff from StarMetro and Payroll has met preliminarily to assess the best way to record and track OT reasons, but no changes have been made at this time. StarMetro and Payroll staffs are planning to meet again during the year to assess optional methods to better track reasons for overtime. The targeted completion date has been amended to September 30, 2009.
<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. See above action plan step status.
<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. A committee including StarMetro and Accounting Services staff was created to identify ways to track reasons for employee absences. The targeted completion date has been amended to September 30, 2009.
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. Management reviewed all work schedules, updated the punch sheets, and reported that all scheduled assigned driver routes are included in the regular assignment schedules. The general transit scheduling process is still conducted manually and is work intensive.
<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. Management reviews prior year’s events to plan for the current year’s events. These are not included in the regular assignment schedules. Instead, transit management schedules temporary workers for all events. The general transit scheduling process is still conducted manually and is work intensive.
<ul style="list-style-type: none"> • Develop a methodology to predict vacancies and leave for better budgeting of temporary and overtime costs. 	<ul style="list-style-type: none"> ◆ In process. StarMetro Financial Administrator will be assisting the General Transit Supervisor in analyzing past vacancies to plan and predict future vacancies. Management’s goal is to maintain the driver vacancy rate at approximately 5%. Management is strategizing to use temporary drivers to reduce OT as much as possible. The general transit scheduling process is still conducted manually and is work intensive.

<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. 	<ul style="list-style-type: none"> ◆ In process. StarMetro General Transit and Special Transit managers held preliminary meetings with Risk Management and Safety Officers and developed initial strategies to minimize workers' compensation and catastrophic leave. These strategies include 1) requiring all staff on WC to work "light duty" assignments unless medically prohibited; 2) proactively investigating workers' compensation claims and accidents to determine cause and implement changes in processes to prevent further occurrences; 3) periodically reviewing incurred workers' compensation costs in the General Transit Division; and 4) revising and strengthening the Operator Handbook to implement progressive discipline measures to address unapproved absences starting August 1, 2009. The Safety Officer indicated that a safety committee would be created at StarMetro to further address accident causes and other safety concerns.
<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. 	<ul style="list-style-type: none"> ◆ In process. See above actions taken.
<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. 	<ul style="list-style-type: none"> ✓ Completed. For all extra duty and fill-in work, StarMetro is budgeting and planning to utilize (in priority) 1) temporary drivers at regular wages; 2) temporary drivers at overtime wages; and 3) full-time drivers at overtime wages. At this time, plans are to hire, train, and retain 35 temporary drivers.
<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. 	<ul style="list-style-type: none"> ✓ Completed. StarMetro Special Transit Superintendent reportedly strives to use temporary drivers to first fill in when needed, and then asks for full-time drivers to volunteer as needed. To monitor, the Superintendent reviews weekly payroll and overtime amounts and hours and works with supervisors to discuss the reasons overtime was needed.
<p>To be able to determine work productivity of mechanics and evaluate mechanic staffing</p>	
<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. 	<ul style="list-style-type: none"> ✓ Completed. Garage supervisors have developed and implemented methods to track, monitor and manage the work performed in the garage by mechanics in an effort to work more efficiently. The results show that overtime and temporary wages decreased annually by 24% in FY 2008 and 13% over the first 6 months of FY 2009. See Figures 5 and 6 on page 4.

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. 	<ul style="list-style-type: none"> ◆ In process. There has only been limited training available to date for staff to attend, and therefore, no staff has attended needed trainings yet. Management is continuing to monitor scheduled trainings as they become available and will explore other alternatives to get staff the training needed. Amended completion date is September 30, 2009.
<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. 	<ul style="list-style-type: none"> ◆ In process. Staff has completed draft procedures and will be testing and refining these procedures prior to the submission deadlines for the National Transit Data. Amended completion date is June 30, 2009.
<ul style="list-style-type: none"> • Develop, implement, and document quality assurance processes to validate the information collected and reported. 	<ul style="list-style-type: none"> ◆ In process. Staff is working on developing new processes to validate and verify the accuracy of the data to be submitted. Amended completion date is June 30, 2009.
<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. 	<ul style="list-style-type: none"> ◆ In process. The Planning Administrator is working on updating the Transit Plan and is reevaluating the performance measures to identify the most appropriate measures for StarMetro operations. The Planning Administrator and the Financial Administrator will work together with the Budget Division to include the updated measures in the 2011 fiscal year budget. Amended completion date is January 31, 2010.
<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 information is complete and accurate. 	<ul style="list-style-type: none"> ✓ Completed. Staff has documented the procedures to transfer data. The Financial Administrator is working toward ensuring that the data transfer is being made on a daily basis.
<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. 	<ul style="list-style-type: none"> ✓ Completed. Management has assigned and trained staff to transfer the data from the buses to the information system as needed.
<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. 	<ul style="list-style-type: none"> ◆ In process. Management has begun to explore potential Quality Assurance procedures, but these have not been finalized and implemented yet. Amended completion date is September 30, 2009.
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. 	<ul style="list-style-type: none"> ◆ In process. The new Transit Financial Administrator is reviewing and monitoring the budget with the Director regularly. As shown in Table 1 on page 2 of this report, actual expenditures for overtime and temporary wages materially exceeded amounts budgeted in FY 2009 and the budget was not amended; however, the proposed budget for FY 2010 does include increased amounts for StarMetro's temporary and overtime costs. Amended completion date is October 1, 2009, when the new budget takes effect.

<ul style="list-style-type: none"> • Evaluate the possibility of obtaining or converting an existing position into an Administrative Supervisor or Administrative Manager position. 	<ul style="list-style-type: none"> ✓ Completed. A Transit Finance Administrator position was added to the StarMetro listing of positions in September 2008.
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Table Legend:

- Issue addressed in the original audit

✓ Completed

◆ In process

Conclusion

As described in detail in Table 3, of the 20 action plan steps due between August 1, 2008 and March 31, 2009, eight steps (40%) were completed and the anticipated completion date for the remaining 12 steps were amended to be completed between June 30, 2009 and January 31, 2010.

We continue to encourage StarMetro management to closely monitor and manage their use of overtime and temporary wages and continue to explore strategies to reduce these overall costs. We estimate that in the first six months of FY 2009, StarMetro saved over \$9 for every hour worked by temporary drivers paid average regular rate of \$10.55 instead of paying full-time drivers at the average overtime rate of \$19.96.

We appreciate the full cooperation provided during this audit follow-up from StarMetro, Procurement, Budget, Human Resources, and Risk Management staff.

Appointed Official's Response

City Manager:

We appreciate the assistance the City Auditor and his staff provided with the "Follow-up on the action plan steps originating from the Audit of StarMetro Staffing of Drivers and Mechanics." City Management and StarMetro are committed to using the Proposed Action Plan, which has been demonstrated by current completion of forty percent of the proposed action plan steps. StarMetro is also addressing other audit concerns through workload analysis, enhancing existing controls and working closely with the Budget Office to implement a long-term strategy for budgeting future temporary and overtime expenditures.

Copies of this audit follow-up #0916 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).

Audit follow-up conducted by:
Beth Breier, CPA, CISA, Audit Manager
Sam M. McCall, Ph.D., CPA, CGFM, CIA, CGAP, City Auditor