

9. Staffing Function Recommendations

Background¹

Since January 1994, the Yuba-Sutter Transit program has been administratively managed by individuals in three positions:

- Transit Manager
- Administrative Secretary
- Administrative Analyst

All of these persons have been in their current positions for many years, with the Manager in his position since 1987.

The Transit Manager devotes about 75-80% of his time to Yuba-Sutter Transit management. The other approximately 20-25% of the Transit Manager's time is devoted to the administration of the Regional Waste Management Authority (RWMA). This relationship has been in place since 1988. A 2007 Performance Audit conducted on Yuba-Sutter Transit by JKaplan Associates on behalf of the Sacramento Area Council of Governments concluded that, "While this arrangement has worked satisfactorily to this point, the joint responsibilities at the small staffing levels limits the ability of the current Yuba-Sutter Transit staff to effectively manage and monitor the expanding transit and RWMA programs." There has been significant expansion, and since 1994, with the same staff of three, there has been:

- A more than doubling of service hours
- A quadrupling of ridership
- The RWMA budget has quadrupled
- A more than doubling of the fleet
- The purchase of an operating, maintenance and administration facility

Nevertheless, from a cost efficiency standpoint, the small staff has done an exemplary job. As just one benchmark, the cost per vehicle revenue hour in FY 06/07 was \$62.04 compared to \$95.61 for all transit operators in the SACOG region. The current administrative staff, to summarize, has been lean, efficient and effective.

According to the 2007 Performance Audit, "While mandated efforts are being accomplished in a professional and efficient manner, some of the system monitoring that should be an ongoing effort cannot always be undertaken because of the staff's limited opportunities to focus on transit operations."

A key administrative staff member has indicated that she will leave the agency within the next nine months. This individual has accumulated years of office management

¹ Adapted from "Peer Review of the Yuba-Sutter Transit Authority Organization" J Kaplan & Associates, September 2007.

knowledge that will need to be replaced. There are other looming events that drain available staff time. The 2007 Performance Audit report made a strong recommendation for a facility evaluation study. In Chapter 10, the case is made for a two phase facility remodeling and expansion program. This effort will require significant attention from the Yuba-Sutter Transit Manager.

The 2007 SACOG Performance Auditor compared the existing staffing levels and administrative budget with three other California Transit Operators with a JPA Organizational structure. A key finding of the comparison is that Yuba-Sutter Transit currently spends approximately 8% of its total budget on administration, whereas three peer agencies with a JPA organizational structure spend 12 to 13% of total operating budget for administration-related line items.

A recommendation for additional management and administrative capacity should take into account the short-term expectations of the agency. From the financial plan in Chapter 11, the operating budget is expected to increase between 2008 and 2013:

- 40 to 55 fleet size expansion by FY 2012/2013
- \$4.3 million (estimated FY07/08) to \$6.6 million in FY 2012/13 in operating and administrative costs
- Vehicle service hours from 70,716 to 82,957.

The peer agency with a JPA organizational structure that is most comparable in 2005/06 to what Yuba-Sutter Transit will be like in 2012/2013 is WestCAT in the San Francisco Bay Area. It has a fleet of 58 with a \$7.0 million budget and operating costs per revenue vehicle hour of \$64. WestCAT has 6.2 FTEs and an administrative budget of \$0.9 million, compared to just \$0.3 million in 2005/06 for Yuba-Sutter Transit

Recommended Staffing Functions

The recommendations for staffing below are targeted for full implementation in 2010/2011, after the existing Yuba-Sutter Transit facility has been remodeled. Actual implementation of the staffing plan will need to be done in several incremental steps due to current staffing arrangements, constraints on physical space, and budgetary considerations. Phasing considerations are discussed after the plan is fully presented.

The transition from current staffing functions and responsibilities to the below staffing functions is expected to take years. The following staffing levels should be considered as a five-year objective.

The recommended staffing level would be 4.15 FTEs, which is still below its closest peer WestCAT, which has 6.2 FTEs for a comparable sized system. This may require outsourcing of some administrative functions on a contract basis in order to maintain the current lean, effective, and efficient management of Yuba-Sutter Transit.

Transit Manager (.75 FTE)

- **Board Relations:** Preparation of Board packets, Board meetings, Board subcommittee meetings, participation in Transit Coordinating Council of SACOG, and approval of monthly and annual performance reports.
- **Agency Leadership:** Providing overall leadership to the organization and working with the Board to set annual objectives and identify the campaigns necessary to achieve both annual objectives and also long-term agency goals and performance standards.
- **Agency Internal Personnel Management:** Hiring, management, promotion and replacement of staff. Overall management of all other functional responsibilities.
- **Budget and Financial Oversight:** Preparation of annual budget and monthly budget monitoring.
- **Contracting for Services and Capital Equipment:** Monitoring the provisions of the operations and maintenance contracts, preparation of requests for proposal for transit services, and related activities, bidding specifications for buses, and project related services and supplies.
- **Facility Management and Development:** Providing project management oversight to the facility remodel and expansion effort. Routine, unscheduled and emergency facility management and development responsibilities.
- **Attorney Services:** Providing administrative input and oversight.

Financial/Grants Management (0.9 FTE)

- **Financial:** Bookkeeping and related activities for tracking funding allocations and expenditures (accounts receivable, accounts payable, payroll management, annual and triennial fiscal compliance and performance audits).
- **Grants Management:** The planning, preparation, management, and reporting responsibilities for routine, special, and discretionary federal, state, and local grant applications.
- **Internal IT Management:** Maintenance of desktop computers, server, backup of data, maintenance/repair, and evaluation and purchase of new technology-related equipment and/or replacement.
- **Reporting:** Tracking and reporting of contractor provided operational data. Preparation of State Controller Report, National Transit Database, and SACOG reports.

- **Office Management:** Oversight of the day-to-day management of the front office staff.

Planning/Operations Management (1.0 FTE)

- **Contractor Compliance and Day to Day Management:** Primary liaison with operations and maintenance contractor to ensure operations and maintenance contractor is complying with the contract.
- **Monitoring the Service:** Provide field checking of on-time performance, passenger satisfaction, bus loading issues, and overall system performance related to adopted performance standards. Preparation of Board monthly, semi-annual and annual performance reports.
- **Short and Long Range Planning:** In collaboration with the Transit Manager, development and periodic management of Short Range Transit Plan updates, providing input into the regional Transportation Improvement Plan, and providing input into the SACOG long range Metropolitan Transportation.
- **Route Planning and Scheduling:** Planning for system routes and operating parameters, developing new schedules, and field testing of new routes and commuter runs.
- **Bus Stop Amenities:** Selection, installation, maintenance, and relocation of bus stop signs, benches and shelters. Coordination with Marketing/Customer Service Manager on information provided at website.
- **Development Reviews:** Reviewing plans and submitting comments on proposed developments in the existing or potential service area to evaluate how transit can best service the area and determining optimum bus stop locations, etc.
- **Special Projects:** Leading special campaigns to improve overall service quality as assigned by the Transit Manager.

Marketing/Customer Service (.75 FTE)

- **Marketing Plan Implementation:** Responsible for implementation of the marketing recommendations contained in Chapter 8 of the SRTP. Includes brochure development, advertising campaigns, speaker's bureau, and outreach to social service agencies.
- **Customer Relations:** Respond to customer inquiries, emails, and comments provided by the public.

- **Community Outreach:** Provision of ongoing outreach to the community on transit services. Representation of Yuba-Sutter Transit at public meetings, community events, fairs, etc.
- **Website Management:** Development of content and posting of information of interest to the Yuba-Sutter Transit website.
- **Monthly Newsletter:** Development of content and publishing of monthly newsletter.
- **Transit Pass Program:** Management of the ongoing outside transit pass program.
- **Transit Ambassador Program:** Management of volunteers to provide travel training to dial-a-ride users who might utilize fixed route services.

Administrative Assistant (.75 FTE)

- **Receptionist:** Handling of counter duties, telephone reception, incoming and outgoing mail, office copying, basic record keeping, and processing photo identification card applications.
- **Pass Sales:** Sales of inside pass/tickets and order fulfillment.
- **Correspondence:** Basic correspondence for Transit Manager.
- **Board Clerk:** Publishing Board meeting notices, preparing minutes of the Board of Director meeting, and preparing Board filings to satisfy FPPC regulations.

Staffing Budget Plan

Figure 9-1 on the following page provides the full budget for FY 2011/2012 after the remodeling of the existing Yuba-Sutter Transit building has been completed, and space is available for full staffing. For comparison purposes, the recommended staffing plan budget is in 2008 dollars. The recommended staffing plan budget is \$383,279, compared to the existing staff budget for 2007/08 of \$226,800.

Staffing Phasing Plan Considerations

There are a number of options available to Yuba-Sutter Transit to achieve the five-year staffing objectives. The plan cannot be immediately implemented due to a lack of physical space to accommodate the staff, and because the retirement of the current Administrative Analyst is not expected until August 2008.

In order to accommodate some level of space for additional staff functions, consideration could be provided for a trailer that might be required regardless during the remodel effort of the Yuba-Sutter Transit administrative facilities.

In the short-term, Yuba-Sutter Transit could also contract out several of the needed staffing functions during an interim period.

**Figure 9-1
FY 2011/2012
Illustrative Staffing Budget Plan**

Position (Yuba-Sutter Transit Full Time Equivalent)	Estimated Annual Salary 2008 \$	Fringe @ 45%	Total
Transit Manager (.75 FTE) (1)	\$ 67,590	\$ 30,416	\$ 98,006
Financial/Grants Manager (.9 FTE) (2)	\$ 59,400	\$ 26,730	\$ 86,130
Planner/Ops. Mgmt.(1.0 FTE) (2)	\$ 66,000	\$ 29,700	\$ 95,700
Marketing/Customer Service (.75 FTE) (2)	\$ 49,500	\$ 22,275	\$ 71,775
Adm. Assistant (.75 FTE) (3)	\$ 21,840	\$ 9,828	\$ 31,668
Total, 2011/12 Staffing	\$ 264,330	\$ 118,949	\$ 383,279
FY 2007/2008 Budget	\$ 156,400	\$ 70,400	\$ 226,800

Figure Notes:

- (1) Existing Salary of \$7510/mo*12 months*.75=\$67,590
- (2) Based on \$5,500/mo, the low end of the SACOG Associate Planner and Roseville Admin. Analyst II position salary range.
- (3) \$14 per hour *2080 hours* .75 FTE= \$21,840

The first phase of the staffing implementation might include:

- Hiring of the Planner/Operations Management position in order to free up the Transit Manager for handling the details of the Yuba-Sutter facility remodel effort.

- Contracting with an outside vendor for several functions of the marketing/customer service function.

- Contracting with an outside vendor for the grant management function.