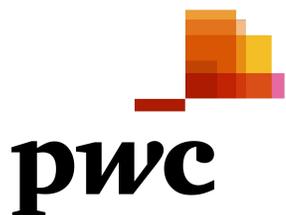


City of Saskatoon

Internal Audit Follow-Up: Transit Resource Scheduling Update

Submitted on:
October 28, 2019





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City of Saskatoon SPC on Finance
222 Third Avenue North
Saskatoon, Saskatchewan S7K 0J5

Internal Audit Follow-up: Transit Resource Scheduling Update

Recommendation:

That the enclosed Internal Audit Follow-up Report for the Review of Transit Resource Scheduling be received as information

Please find enclosed our report and status update on the City's progress in implementing the internal audit recommendations outlined in the aforementioned report, originally presented to this Committee in May 2017.

Yours truly,

A handwritten signature in black ink, appearing to read 'Jesse Radu', is written over a light blue horizontal line.

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1. Background

At the time of our internal audit project, Saskatoon Transit had been experiencing challenges in providing transit services in an efficient and effective manner. During 2015, a new leadership team was established at Saskatoon Transit with the objective to rebuild relationships with employees and customers. Our review was conducted to examine Saskatoon Transit's resource management, including the scheduling of operators and the scheduling of spareboards, and to identify improvements with respect to how to more efficiently utilize available technology and/or enhance current processes to realize efficiencies in operating costs.

During 2015, Saskatoon Transit had developed a 5-year strategic plan and developed performance measures to improve its ability to self-assess the efficiency and effectiveness of services provided and to make improvements where needed. Saskatoon Transit was in the process of making efforts to further integrate technology into its operations in an attempt to enhance the customer experience and introduce further efficiencies internally.

Our report concluded Saskatoon Transit had significant opportunities to improve its efficiency and effectiveness with respect to resource management, particularly with the utilization of available, paid-for technology and by eliminating manual processes and instead relying more heavily on data-based decision making. Our internal audit report was presented to SPC Finance on May 1, 2017, and included thirteen (13) recommendations.

2. Update

The current status of the thirteen (13) recommendations originally made to Saskatoon Transit, as of October 2019, is as follows:

- 5 recommendations have been fully addressed and completed
- 1 recommendation remains on track for spring 2020 completion
- 3 recommendations are partially complete and on-schedule
- 4 recommendations are delayed but either partially complete or in-progress

Please refer to the attached Administration Response document which contains updates in the "Timeline for Full Implementation" column to provide context on the status of each individual item.

Administration Response – Current Status, Next Steps, and Timelines

	Recommendation	Response	Timeline for Full Implementation
1 a	We recommend that the administration establish a long-range technology implementation plan for existing Trapeze modules (including FX, OPS, COM, PASS and NOVUS) which outline short-term prioritized projects for each module with longer-term planning in a way that maximizes benefit across the entire authority. The implementation plan should also consider broad based risk factors and financial/operational implications.	Administration agrees with the recommendation. We have worked with IT Division to develop plans for how IT equipment, software (Trapeze, M5) and other modules used within Transit will be researched, purchased, phased in and replaced when/if the time comes. We intend to continue building the relationship with the IT Division to ensure that the City of Saskatoon is getting value for money.	By September 2017, a long-range implementation plan will be in place. It will become an annually updated plan, as Saskatoon Transit and IT Division are continually refining IT requirements and timelines in the interest of efficiency and effectiveness of service. 2019 Update - Complete
1 b	We recommend that the administration appoint in-house Trapeze champions to assist the Transit staff become well oriented with the system, particularly with respect to currently available but underutilised modules. These individuals will be the “go-to-person” for Trapeze related training and questions and serve as the liaison with the system provider.	Administration agrees with the recommendation and have been working with the individual sections within Saskatoon Transit to identify and train Champions for the various modules of Trapeze and M5.	Individual area champions will be selected, trained and in place by June 2018. There will be many in place prior to that but some of the additional modules are being activated in the fall of 2017. 2019 Update - Complete
1 c	We recommend that the administration develop a policy/user manual for Trapeze to assist in training and succession planning.	Administration agrees with the recommendation.	Individual sections will be responsible for confirming the duties required by Champions, as well as the new roles for the additional modules (i.e. workforce management). Vendor provided manuals will be used as foundational documents and augmented as required. This task will be complete by December of 2018. 2019 Update – Partially Complete – Ongoing – most have been documented, as functionality expands further documentation is being developed
2	We recommend that the administration conduct a formal review of the dispatch process to determine dispatch workload and capacity, as well as, opportunities for efficiencies with the utilization of current software.	Administration agrees with the recommendation. We will work to further define mandate, structure and accountability in the Dispatch unit.	Formal review of the dispatch process will be completed by the end of 2017. 2019 Update – Delayed – In progress – dispatch staff is actively working with Trapeze to fully utilize the Ops Scheduling Assistant functionality
3 a	We recommend that the administration improve coordination and synchronization with Planning And Development. Creating transit-supportive communities relies on the continued effective coordination of Planning and Development and Saskatoon Transit so they are mutually supportive. When Saskatoon Transit and Planning and Development make decisions in isolation, it can lead to patterns of development that are difficult and inefficient to serve by Saskatoon Transit.	Administration agrees with the recommendation. More liaison has already started with Planning and Development and Transportation Divisions with the aim of ensuring that designs include transit needs from the start. When the Planning Engineer position is hired within Saskatoon Transit this should become even more of the norm rather than the exception.	This task will be complete by June of 2017. 2019 Update - Complete

Administration Response – Current Status, Next Steps, and Timelines

3 b	We recommend that the administration, in conjunction with Planning and Development, develop a standard or criteria to consider when exploring expansion and adjustment of transit services.	Administration agrees with the recommendation.	<p>Timeline for this project will be developed in consultation with Transportation and Planning and Development Divisions. By October 2017 a framework process for neighbourhood transit service expansion will be developed.</p> <p>2019 Update – Partially Complete – Transit Service Standards Document is in final draft and will be presented to the public for engagement prior to completion</p>
3 c	We recommend that the administration finalize the establishment of service level guidelines which describe items such as neighborhood density, stop locations and passenger loads.	Administration agrees with the recommendation.	<p>There have been initial discussions with Planning and Development regarding just such a policy. A draft of this policy will be developed by October 2017 based on industry best practice from other Canadian Municipalities.</p> <p>2019 Update – Partially Complete – Transit Service Standards Document is in final draft and will be presented to the public for engagement prior to completion</p>
3 d	We recommend that the administration track formal ridership data by route and stop.	Administration agrees with the recommendation and will continue to refine the data it collects to offer improved reporting abilities.	<p>Saskatoon Transit will incorporate this information into the Annual Report for 2019, to be released in Spring 2020.</p> <p>2019 Update – On Track</p>
4	We recommend that the administration perform periodic reviews of ridership, usage, and on-time performance of the transit networks to assess their efficiency and effectiveness. At-least annually, Saskatoon Transit should determine the revenue-to-cost ratio of each route as well as ridership based on stops, neighborhood and time of day	Administration agrees with the recommendation.	<p>Saskatoon Transit will incorporate this information into the Annual Report for 2018, to be released in Spring 2019.</p> <p>2019 Update – Partially Complete – Delayed – route and location based ridership data has limited portions of this review for the 2018 Annual Report. It is anticipated that (as per 3d) information for 2019 will be more complete.</p>
5	We recommend that the administration establish methods to collect information required to assess performance and analyse whether progress is being made on the 5 year plan. Performance targets should be developed in alignment with Municipality Benchmarking Network Canada (MBNCanada) and Canadian Urban Transit Association (CUTA).	Administration agrees with the recommendation and will further expand on the yearly reporting it provides in its Annual Report.	<p>Saskatoon Transit will incorporate this information into the Annual Report for 2017, to be released in Spring 2018.</p> <p>2019 – Update – Complete</p>
6	We recommend that the administration utilize Trapeze to track and monitor service hours and determine the true cost of service per hour. More comprehensive data collection and analysis would enable Saskatoon Transit to better understand the cost and level of service being provided to citizens, thereby ensuring	Administration agrees with the recommendation.	<p>Saskatoon Transit will incorporate this information into the Annual Report for 2018, to be released in Spring 2019.</p> <p>2019 Update – Partially Complete – Delayed – a review of data in 2019 has better determined actual and planned service hours for 2018 and 2019. Reporting planned to be included in the 2019 Annual report</p>

Administration Response – Current Status, Next Steps, and Timelines

	adequate funds are in place to effectively achieve the desired level of service.		
7	We recommend that the administration review the Spareboard rules in accordance with the CBA.	Administration agrees with the recommendation.	Formal review of the spareboard rules will be completed by the end of 2017. 2019 Update – Delayed – reviews and discussions continue informally and during collective bargaining sessions. Formal reviews to begin no later than first quarter of 2020.
8	We recommend Saskatoon Transit begin tracking and monitoring on-time performance using Trapeze with the intention of identifying the root cause of on-time and/or late trips. The data should be used to plan a course of action and presented in part with strategic decisions made to improve efficiency within their service delivery model.	Administration agrees with the recommendation.	Saskatoon Transit will incorporate this information into the Annual Report for 2018, to be released in Spring 2019. 2019 Update – Complete