

Revisiting the Public Service / Private Contractor Model

What Are the Impacts and Benefits?

CTA / CalACT

Joint Fall Conference

Anaheim, CA

October 18, 2013



VVTA Private to Public

1992 VVTSA WAS FORMED



Between 1992 & 1997

- ❑ Victorville was appointed for Administration
- ❑ New GM every one or two years
 - ❖ GM's were Victorville employees
 - ❖ Other JPA members wanted equal representation
- ❑ 1997 - Decided to go out for 3rd Party Proposals



Contract Awarded to



- ❑ Inherited small Victorville Staff
- ❑ Victorville & Adelanto both were operating bus service within their communities
 - ❖ So they were both a **contractor** and a **client**
- ❑ Had many issues to address



Buses

- ❑ Thomas school buses painted white
- ❑ 90% Deisel
 - ❖ Desire to move to CNG



Buses



Bus Stop Amenities



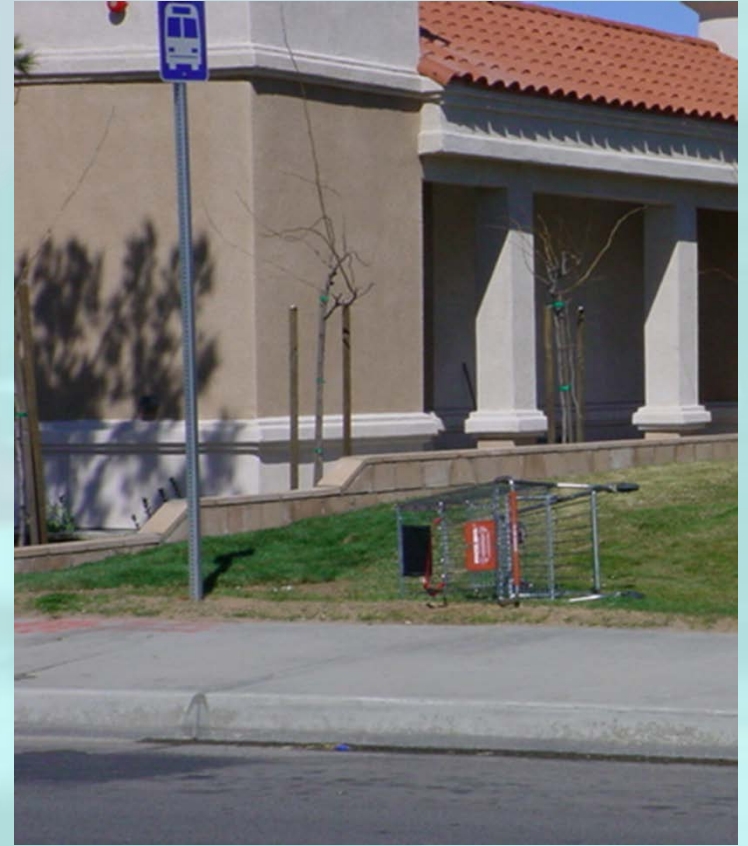
Bus Stop Amenities



Bus Stop Amenities



Bus Stop Amenities



Facilities



Facilities

VVTA Administration operates out of a trailer located on the Victorville Public Works Yard. Staff must walk across the yard to use restrooms.



Facilities 1999

- ❑ VVTA moves to Hesperia.
- ❑ An old tool rental store with gravel lot



Facilities

1999

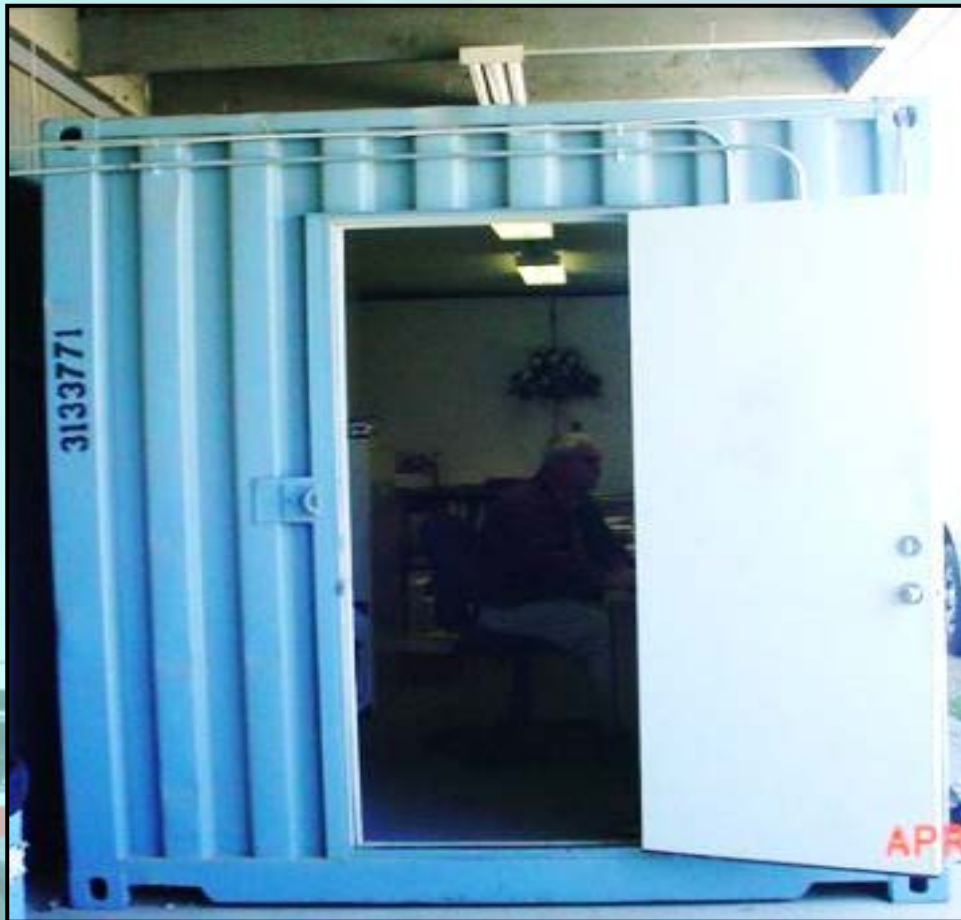
- ❑ VVTA moves to Hesperia.
- ❑ An old tool rental store with gravel lot
- ❑ With Old School Maintenance Bays



Facilities

1999

Two employees work out of a converted shipping container



Facilities

2004

Facility Master Plan



Facilities

August 2009 VVTA receives 16 bids for New Facility

- from a high of \$23.8M to the lowest \$19,031,007



Things Get Interesting 2009

- The Specter of the New Facility Turns Attention to The Need For More Direct Oversight of Staff



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- ❑ TDA Audit Suggests Looking at Administration Alternatives
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- ❑ SANBAG – September 2009 Finds
 - ❖ Long term advantage to employee in-house
 - ❖ Often the contracted employer comes first



Although there are other factors not included in the report, SANBAG believes there are long term benefits to converting the existing contracting structure over to in house staff. Key among those are development of commitment to the agency vision and future and increased stability of staff in the employee in-house model versus that of a contracted service. With the current contract agreement, VVTA has no dedicated employees. Its contracted-for employees often have other assignments and their true focus and allegiance must be to their employer in order to protect their employment.

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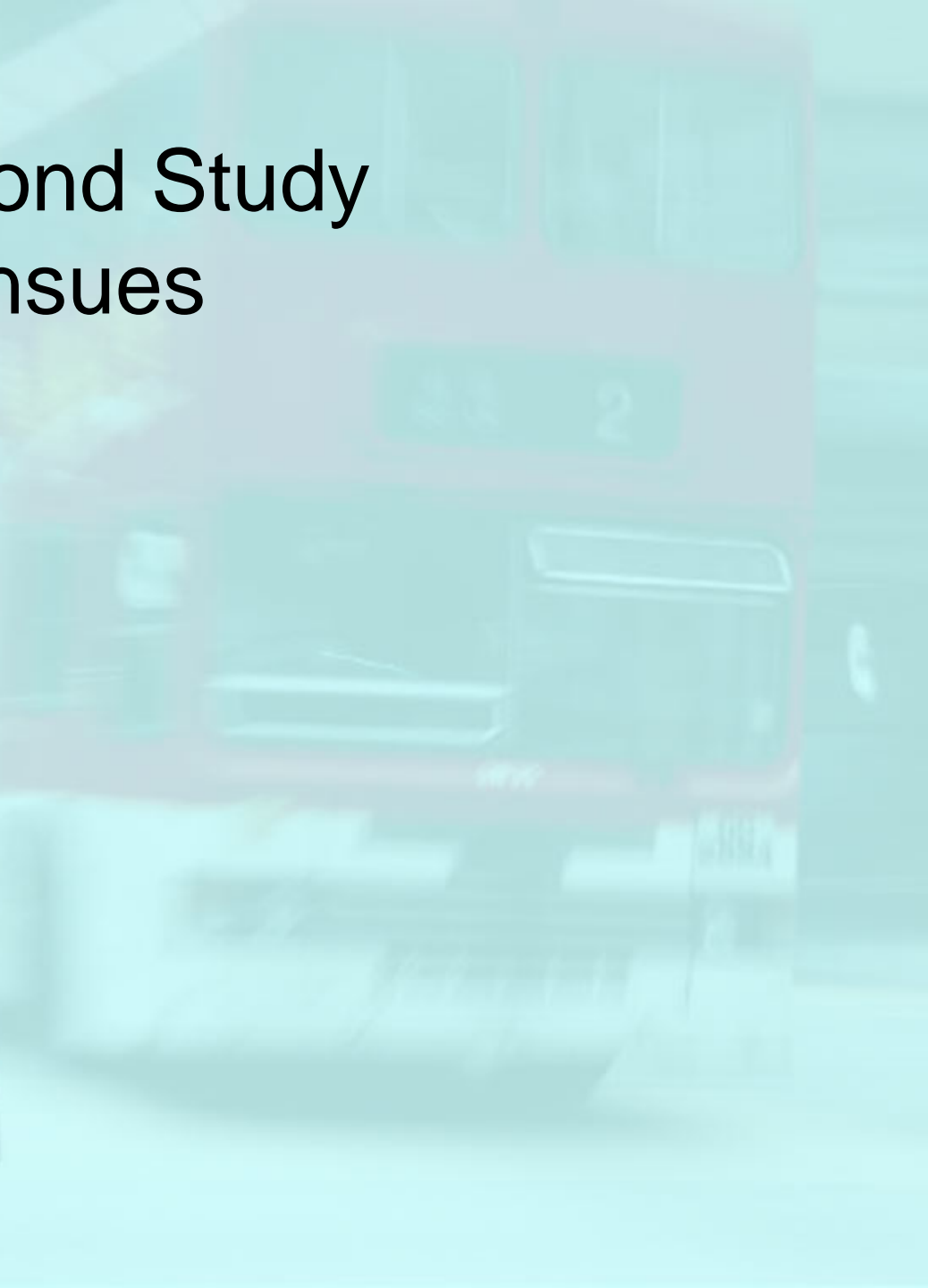
VVTA Board Agrees to take Administration In-House

IF...

...It can be done without increasing the cost as compared to the VVTA Administration contract amount!!!!!!!



A Second Study Ensues



A Second Study Ensues

**Analysis of Administrative Division Operations
of the Victor Valley Transit Authority to
Determine the Appropriate
Organizational Structure**

**SAN BERNARDINO ASSOCIATED
GOVERNMENTS (SANBAG)**

FINAL REPORT

May 4, 2010



A Second Study Ensues

The VVTA Board decides to:

1. Recruit and Hire an In-House General Manager



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2. Have that GM set up the new Administration Division



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 - i. Advertise
 - ii. Interview
 - iii. Hire



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2. Have that GM set up the new Administration Division
 - a. Job Descriptions
 - i. Advertise
 - ii. Interview
 - iii. Hire
 - b. Benefits
 - i. Health Plan
 - ii. Employee Handbook
 - iii. Retirement Plan, etc.



And Thus
VVTA Administration
Was
Hatched!



Small But Mighty Staff – 9.5 FTE

Operating Budget \$11.4M

Capital Budget \$13.2M

Services:

Fixed Route

Rural Route

Complementary paratransit

Military Commuter

Intercity

Vanpools



FIN

