

**MANAGEMENT AUDIT SERVICES
QUARTERLY REPORT TO THE BOARD**

**Los Angeles County Metropolitan
Transportation Authority**

***YEAR-END REPORT
FY 2016***



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EXECUTIVE SUMMARY

FY16 Summary of Audit Activity

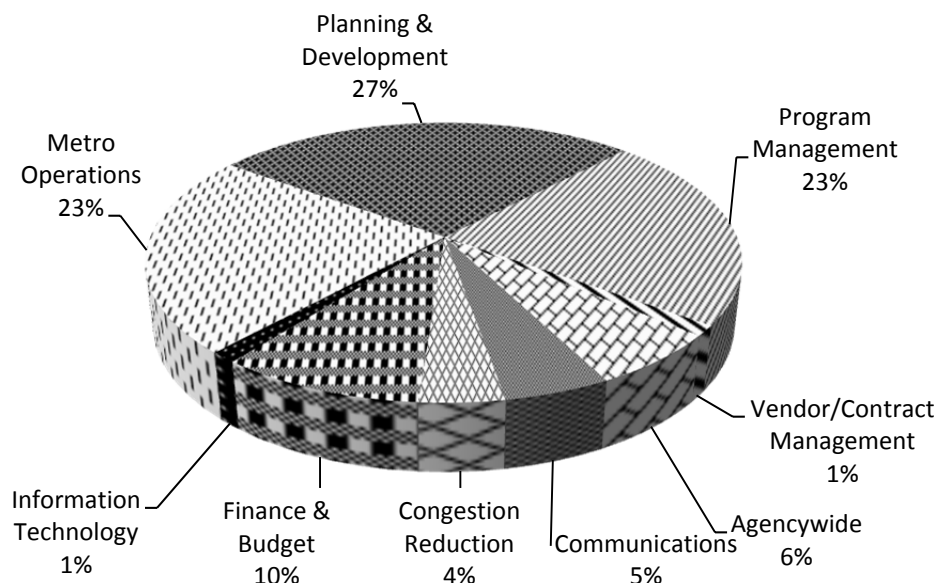
During FY 2016, we completed/managed 211 engagements consisting of 87 audits issued by MAS and 124 external CPA firms' reports. Details as follows:

- 17 audit reports issued in the first quarter;
- 12 audit reports issued in the second quarter;
- 35 audit reports issued in the third quarter;
- 23 audit reports issued in the fourth quarter;
- 124 financial and compliance audits issued during the fiscal year (mostly legally mandated such as Prop A & C, Measure R, STA, TDA, NTD, and other funds distributed to the cities and County of Los Angeles).

The work completed in the first, second, and third quarters of FY 2016 are summarized in the quarterly reports issued in January 2016, March 2016 and May 2016. The completed audits for fourth quarter include 2 internal audit reports, 9 contract pre-award audits and 12 incurred cost audits. The completed contract pre-award and incurred cost audits are summarized on page 2 and completed internal audits begin on page 3. Fifty-three audits were in process at the end of FY 2016.

Appendix A and B contain a list of all contract pre-award and incurred cost audit projects completed in FY 2016. Appendix C lists all internal audits completed during FY 2016. Appendix D lists all internal audits in process as of June 30, 2016.

The following chart identifies the functional areas where Management Audit focused audit staff time and efforts during FY 2016:



EXTERNAL AUDITS

Contract Pre-Award Audit

Contract Pre-Award Audit provides support to the Vendor/Contract Management Department for a wide range of large-dollar procurements and projects. This support is provided throughout the procurement cycle in the form of pre-award, interim, change order, and closeout audits, as well as assistance with contract negotiations.

During FY 2016, we completed 44 audits, reviewing a net value of \$302 million. Auditors questioned \$19.7 million or 6.5% of the proposed costs. The 44 audits supported procurements in the following areas:

- 10 Program Management projects procurements;
- 9 Heavy Rail Technical and Engineering Consulting Services procurements;
- 6 Congestion Reduction projects procurements;
- 5 Elevator/Escalator Maintenance procurements;
- 3 Bus Purchase procurements;
- 3 Highway projects procurements;
- 4 Regional Planning projects procurements;
- 2 Technology systems procurements;
- 1 Metro Rideshare Program Support procurement; and
- 1 Transit Access Pass Project procurement;

Three contract pre-award audits were in process as of June 30, 2016.

Details on Contract Pre-Award Audits completed during FY 2016 are in Appendix A.

Incurred Cost Audit

Incurred Cost Audit conducts audits for Planning and Development's Call-for-Projects program, Program Management's highway projects, federally funded transportation programs, and various other transportation related projects, including Caltrans projects. The purpose of the audits is to ensure that grantees spend funds in accordance with the terms of the grants/contracts and federal cost principles.

Incurred Cost Audit completed 35 audits during FY 2016. We reviewed \$232 million of funds and identified \$8.4 million of unused funds that may be reprogrammed by Planning and Development for other projects. Thirty-five incurred cost audits were in process as of June 30, 2016.

Details on Incurred Cost Audits completed during FY 2016 are in Appendix B.

INTERNAL AUDITS

Management Audit completed eight internal audit reports in FY 2016. Fifteen internal audits were in process as of June 30, 2016. A list of the internal audits in process is included in Appendix D.

Details of the two internal audits completed during the fourth quarter are listed below in the order of the magnitude of risks that their findings represent to the agency.

Performance Audit of Special Fare Programs

The audit objective was to evaluate the adequacy and effectiveness of internal controls over Special Fare Programs.

We found that the controls over eligibility review process for Business Transit Access Pass (B-TAP) Program have improved since June 2015. Specifically, Metro now verifies that the businesses actually have the employees on their payroll prior to B-TAP cards issuance. However, we found control weaknesses in the Reduced Fare Programs such as inadequate monitoring over temporary Reduced Fare TAP card distribution, inadequate control over cash received for application fees, lack of independent review and inadequate documentation retention for eligibility proof. In addition, we found inadequate oversight over Metro Employee TAP Cards and B-TAP Program Pricing. Management agrees with the findings and has already taken steps to resolve some of the issues. Other corrective actions are still in progress.

Performance Audit of Business Interruption Fund (BIF)

The audit objective was to determine compliance with administrative guidelines and fund and disbursement procedures.

We found the Business Interruption Fund is being administered in compliance with administrative guidelines and disbursement procedures. However, we found \$1.2 million in unrecorded grant expenditures because the Accounting Department records transactions as prepaid expenditures when providing funds to the program administrator and does not record the expenditures for funds disbursed by program administrator to the small businesses. During the audit, Accounting corrected the issue and recorded the grant expenditures paid by the program administrator to small businesses. Management concurred with our recommendation and is implementing corrective actions.

OTHER AUDITS

Other audits completed during FY16 by external CPA firms include:

Measure R Special Revenue Fund Audit – Issued November 2015

The voter approved Measure R Ordinance mandates that an annual audit be conducted after the end of the fiscal year to ensure that the Los Angeles County Metropolitan Transportation Authority (LACMTA) complies with the terms of the Ordinance related to the receipt and expenditure of sales tax revenues during the fiscal year. BCA Watson Rice (BCA) completed the Independent Auditor's Report on Schedule of Revenues and Expenditures for Measure R Special Revenue Fund, which fulfills the requirement for the year ended June 30, 2015. The auditors found that MTA complied, in all material respects, with the requirements applicable to the Measure R revenues and expenditures.

Proposition A and C Special Revenue Funds Audit – Issued November 2015

The MTA Reform and Accountability Act of 1998 requires the completion of an independent audit to determine compliance by the LACMTA with the provisions of Propositions A and C. BCA completed the Independent Auditor's Report on Schedule of Revenues and Expenditures for Proposition A and Proposition C Special Revenue Funds, which fulfills the requirement for the year ended June 30, 2015. The auditors found that MTA complied, in all material respects, with the requirements applicable to the Proposition A and Proposition C revenues and expenditures.

Measure R Compliance Audit of the Cities and County – Issued December 2015

The voter approved Measure R Ordinance mandates that an annual audit be conducted after the end of the fiscal year to determine compliance with the provisions of the Ordinance related to the net revenues allocated to the Local Return Subfund during the fiscal year. For efficiency and effectiveness, we contracted with two firms (Simpson & Simpson and Vasquez & Company, LLP) to conduct the audits of Measure R sales tax revenues used by the 87 cities as well as the County of Los Angeles. The auditors found that the cities and county generally complied with the requirements applicable to the Measure R Local Return Guidelines. However, the auditors did find a 2% rate of non-compliance, which the LACMTA will follow-up for corrective action. As required by law, Simpson & Simpson and Vasquez presented their audit report to the Measure R Oversight Committee in March 2016.

Gateway Center & Union Station Properties Financial Statements and Independent Auditor's Reports – Issued January 2016

LACMTA acquired the Union Station and Gateway Center properties in April 2011 and entered into a Leasing and Operations Management Agreement with Morlin Asset Management for the management and operations of the Gateway Center and Union Station.

OTHER AUDITS

We contracted BCA to conduct an audit of the financial statements for these two entities for the year ended June 30, 2015. The auditor found that the financial statements present fairly, in all material respects, the financial position of each entity.

Access Services Schedule of Revenues and Expenditures and Report on Compliance with Requirements Applicable to Federal Transit Administration Section 5310 and Proposition C Discretionary in accordance with MOU No. P000ASI19 – Issued January 2016

Access Services (Access) administer the Los Angeles County Coordinated Paratransit Plan on behalf of the County's 44 public fixed route operators. Access provides approximately 3.1 million trips per year to more than 163,000 qualified disabled riders in a service area of over 1,950 square miles. In September 2014, LACMTA and Access executed an agreement to provide funding to Access during the period July 1, 2014 through June 30, 2015. Funding consisted of \$60,600,000 Regional Surface Transportation Program funds under FTA Section 5310 Program and \$68,513,472 of Proposition C Discretionary.

BCA conducted the audit of the Schedule of Revenues and Expenditures and Report on Compliance with Requirements Applicable to Federal Transit Administration Section 5310 and Proposition C Discretionary of Access under MOU P000ASI19 for the year ended June 30, 2015 and found that they present fairly, in all material respects.

PTSC-MTA Risk Management Authority Basic Financial Statements – Issued February 2016

In October 1998, the Public Transportation Services Corporation (PTSC) and the LACMTA entered into a joint powers agreement to create the PTSC-MTA Risk Management Authority (PRMA) for the purpose of establishing and operating a program of cooperative self-insurance and risk management. PRMA receives all of its funding from LACMTA and PTSC. As PTSC also receives its funding from LACMTA, PRMA is a component unit of the LACMTA and is included in LACMTA's financial statements as a blended component unit.

An audit of PRMA's financial statements by an independent CPA firm is required annually. We retained BCA to conduct the audit for the fiscal year ended June 30, 2015. BCA found that the financial statements present fairly, in all material respects, the position of PRMA as of June 30, 2015.

OTHER AUDITS

Basic Financial Statements – All parts Issued by March 2016

An audit of our financial statements by an independent CPA firm is required annually. We retained Crowe Horwath LLP to conduct the audit for the fiscal year FY15. The following reports include MTA's basic financial statements and following component audits for the year ended June 30, 2015.

- Basic Financial Statement Report;
- Independent auditors' SAS 114 letter covering required communications;
- Los Angeles County Metropolitan Transportation Authority Single Audit Report Fiscal year ended June 30, 2015 which include:
 - Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards; and
 - Report on Compliance for Each Major Federal Program; Report on Internal Control over Compliance; and Report on the Schedule of Expenditures of Federal and State Awards as Required by OMB Circular A-133;
- Federal Funding Allocation Data for the Transportation Operating Agency (ID# 90154) for the fiscal year ended June 30, 2015;
- Federal Funding Allocation Data for the L.A. County Small Operators (ID# 90166) for the fiscal year ended June 30, 2015;
- Transportation Development Act Operations Agency for the year ended June 30, 2015;
- Transportation Development Act & Prop 1B PTMISEA Planning Agency for the year ended June 30, 2015;
- State Transit Assistance Special Revenue Fund's basic financial statements as of and for the years ending June 30, 2015 and 2014;
- Crenshaw Project Corporation basic financial statements and other supplementary information as of and for the period from March 23, 2012 through June 30, 2015; and
- Service Authority for Freeway Emergencies' financial statements and other supplementary information as of and for the years ending June 30, 2015 and 2014.

Crowe issued unmodified opinions on all audit reports; however, Crowe noted one finding in the Independent Auditors' Report on Internal Control over Financial Reporting and on Compliance and Other Matters based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards. The finding was related to lifetime benefits for some of Amalgamated Transit Union (ATU) employees not reflected in the prior period valuations prepared by the former actuarial firm, Mercer. The new actuarial firm, AON, recommended they should have been included and Management agreed. With the addition of the lifetime benefits, the calculation of prior Annual Required Contributions were understated and resulted in the Net OPEB (Other Post Employment Benefits) obligation liability being understated. Management has already resolved the issue.

OTHER AUDITS

Audited Financial Statements of Metro ExpressLanes – Issued June 2016

Metro ExpressLanes started as a one-year demonstration program to test innovations in order to improve existing transportation systems in three sub-regions: the San Gabriel Valley, Central Los Angeles, and the South Bay. An audit of the financial statements of Metro ExpressLanes, an enterprise fund of the LACMTA, was performed by Vasquez for the year ended June 30, 2015. Vasquez found that the financial statements present fairly, in all material respects.

Consolidated Audit – Issued various dates

These financial and compliance audits are needed to ensure that the recipients of subsidies included in the Consolidated Audit are adhering to the statutes of each applicable funding source and that operations data used to allocate funds is fair and in accordance with Federal Transportation Administration guidelines. Vasquez & Company and Simpson & Simpson performed the audits of the Proposition A Local Return Fund, Proposition C Local Return Fund, Measure R Local Return Fund and the Transportation Development Act Article 3 Fund for various cities for the year ended June 30, 2015.

In addition to the Measure R individual audit reports of the 88 cities and Los Angeles County, the auditors issued two summary audits on Compliance with Requirements Applicable to Measure R Ordinance and Measure R Local Return Guidelines that were presented to the Measure R Oversight Committee as required by Ordinance. The auditors found that the cities and Los Angeles County generally complied with the requirements applicable to the Measure R Local Return Guidelines. However, they did find 17 instances of non-compliance representing a 53% reduction from the 32 findings noted in the previous year. Questioned costs totaling \$1.5 million represents approximately 1% of the total funds reviewed. All of the findings have been resolved. The respective auditors will validate the resolution of the findings identified in these audits in the following years' audits.

AUDIT SUPPORT SERVICES

Audit Follow-Up and Resolution

During FY 2016, 32 recommendations were completed and closed. At the end of this quarter, there were 87 outstanding audit recommendations. The table below summarizes the fourth quarter activity.

Summary of MAS and External Audit Recommendations As of June 30, 2016

Executive Area	Closed	Late	Extended	Not Yet Due/Under Review	Total Open
Program Management				8	8
Labor/Employee Relations	1		3	5	8
Finance and Budget	1			1	1
Information Technology			3		3
Metro Operations	6	1	14	14	29
Planning and Development	1		15		15
Communications				22	22
Congestion Reduction				1	1
Totals	9	1	35	51	87

In addition to the above MAS and external audit recommendations, we closed 19 recommendations for the Office of the Inspector General (OIG). At the end of the quarter there were 11 outstanding OIG audit recommendations.*

*This total does not include recommendations included in the Capital Project Construction Management Best Practices Study, Metro Policing and Security Workload and Staffing Analysis and Audit of Westside Purple Line Extension Section 2- Modification No. 52, as the management response and/or estimated completion dates are still pending.

Appendix A

Contract Pre-Award Audit FY 2016 - Audits Completed During Fiscal Year				
Area	Audit Number & Type	Contractor	Requirement	Date Completed
Information Technology	15-ITS-A02 - Attestation Agreed-upon Procedures	Smartdrive Systems, Inc.	Contractual	7/2015
Program Management	16-CON-A01A - Attestation Agreed-upon Procedures	RNL Interplan Inc.	Contractual	8/2015
Program Management	16-CON-A01B - Attestation Agreed-upon Procedures	Kimley-Horn and Associates, Inc.	Contractual	8/2015
Metro Operations	15-OPS-A08 - Attestation Agreed-upon Procedures	New Flyer of America, Inc.	Contractual	8/2015
Metro Operations	15-OPS-A02 - Attestation Agreed-upon Procedures	New Flyer of America, Inc.	Contractual	8/2015
Metro Operations	16-OPS-A01 - Attestation Agreed-upon Procedures	Inland Transportation Services	Contractual	9/2015
Program Management	16-CON-A02 - Attestation Agreed-upon Procedures	Regional Connector Constructors JV	Contractual	11/2015
Congestion Reduction	16-CEO-A01A - Attestation Agreed-upon Procedures	Xerox State and Local Solutions, Inc.	Contractual	11/2015
Program Management	15-CON-A10 - Attestation Agreed-upon Procedures	Maintenance Design Group	Contractual	11/2015
Planning & Development	16-PLN-A13 - Attestation Agreed-upon Procedures	Ted Tokio Tanaka Architects	Contractual	2/2016
Finance & Budget	16-OMB-A01 - Attestation Agreed-upon Procedures	Cubic Transportation Systems, Inc.	Contractual	2/2016
Congestion Reduction	16-CEO-A02A - Attestation Agreed-upon Procedures	Cambria Solutions, Inc.	Contractual	2/2016

Contract Pre-Award Audit FY 2016 - Audits Completed During Fiscal Year				
Area	Audit Number & Type	Contractor	Requirement	Date Completed
Program Management	16-CON-A05 - Attestation Agreed-upon Procedures	Ghirardelli Associates, Inc.	Contractual	2/2016
Congestion Reduction	16-CEO-A02B - Attestation Agreed-upon Procedures	HNTB Corporation	Contractual	2/2016
Program Management	16-CON-A12B - Attestation Agreed-upon Procedures	V&A, Inc.	Contractual	2/2016
Program Management	16-CON-A06 - Attestation Agreed-upon Procedures	MNS Engineers, Inc.	Contractual	2/2016
Program Management	16-CON-A12A - Attestation Agreed-upon Procedures	HDR Engineering, Inc.	Contractual	2/2016
Program Management	16-CON-A04- Attestation Agreed-upon Procedures	Regional Connector Constructors, JV	Contractual	3/2016
Metro Operations	16-OPS-A05A - Attestation Agreed-upon Procedures	STV, Inc.	Contractual	3/2016
Metro Operations	16-OPS-A05B - Attestation Agreed-upon Procedures	Parsons Brinkerhoff, Inc.	Contractual	3/2016
Metro Operations	16-OPS-A05C - Attestation Agreed-upon Procedures	Systems Consulting, LLC	Contractual	3/2016
Metro Operations	16-OPS-A05D - Attestation Agreed-upon Procedures	Information Design Consultants, Inc.	Contractual	3/2016
Metro Operations	16-OPS-A05E - Attestation Agreed-upon Procedures	Virginkar & Associates, Inc.	Contractual	3/2016
Metro Operations	16-OPS-A04A - Attestation Agreed-upon Procedures	LTK Engineering Services	Contractual	3/2016

Contract Pre-Award Audit FY 2016 - Audits Completed During Fiscal Year				
Area	Audit Number & Type	Contractor	Requirement	Date Completed
Metro Operations	16-OPS-A04B - Attestation Agreed-upon Procedures	Virginkar & Associates, Inc.	Contractual	3/2016
Metro Operations	16-OPS-A04C - Attestation Agreed-upon Procedures	CH2M Hill, Inc.	Contractual	3/2016
Metro Operations	16-OPS-A04D- Attestation Agreed-upon Procedures	Ramos Consulting Services, Inc.	Contractual	3/2016
Program Management	16-HWY-A01 - Attestation Agreed-upon Procedures	Guida Surveying, Inc.	Contractual	3/2016
Planning & Development	16-PLN-A21- Attestation Agreed-upon Procedures	RBF Consulting	Contractual	3/2016
Program Management	16-CON-A13 - Attestation Agreed-upon Procedures	Cityworks Design	Contractual	3/2016
Metro Operations	16-OPS-A06B- Attestation Agreed-upon Procedures	Elite Escalator, Inc.	Contractual	3/2016
Metro Operations	16-OPS-A06A- Attestation Agreed-upon Procedures	Mitsubishi Electric U.S. Inc.	Contractual	3/2016
Metro Operations	16-OPS-A06F - Attestation Agreed-upon Procedures	Elevators Etc.	Contractual	3/2016
Metro Operations	16-OPS-A06E - Attestation Agreed-upon Procedures	Excelsior Elevator Corporation	Contractual	3/2016
Metro Operations	16-OPS-A06C - Attestation Agreed-upon Procedures	Vintage Elevator Services, Inc.	Contractual	3/2016
Program Management	16-HWY-A02 - Attestation Agreed-upon Procedures	ACT Consulting Engineers, Inc.	Contractual	5/2016

Contract Pre-Award Audit FY 2016 - Audits Completed During Fiscal Year				
Area	Audit Number & Type	Contractor	Requirement	Date Completed
Program Management	16-HWY-A03 - Attestation Agreed-upon Procedures	Sarakki Associates, Inc.	Contractual	5/2016
Congestion Reduction	16-CEO-A04 - Attestation Agreed-upon Procedures	OZ Engineering, LLC	Contractual	5/2016
Congestion Reduction	16-CEO-A03B - Attestation Agreed-upon Procedures	Z3, Inc.	Contractual	5/2016
Congestion Reduction	16-CEO-A03A - Attestation Agreed-upon Procedures	IBI Group	Contractual	5/2016
Metro Operations	16-OPS-A10 - Attestation Agreed-upon Procedures	New Flyer of America, Inc.	Contractual	6/2016
Metro Operations	16-OPS-A09 - Attestation Agreed-upon Procedures	ARINC, Inc.	Contractual	6/2016
Planning & Development	16-PLN-A36A - Attestation Agreed-upon Procedures	TRC Solutions, Inc.	Contractual	6/2016
Planning & Development	16-PLN-A36B - Attestation Agreed-upon Procedures	GPA Consulting	Contractual	6/2016

Appendix B

Incurred Cost Audit FY 2016 - Audits Completed During Fiscal Year				
Area	Audit Number & Type	Grantee	Requirement	Date Completed
Program Management	15-PLN-A03 - Closeout	City of Westlake Village	Contractual	7/2015
Program Management	15-PLN-A04 - Closeout	City of Westlake Village	Contractual	7/2015
Planning & Development	14-PLN-A24 - Closeout	County of Los Angeles	Contractual	7/2015
Planning & Development	13-PLN-A20 - Closeout	County of Los Angeles	Contractual	7/2015
Planning & Development	14-PLN-A27 - Closeout	County of Los Angeles	Contractual	8/2015
Planning & Development	13-PLN-A18 - Closeout	City of Los Angeles	Contractual	8/2015
Planning & Development	13-PLN-A22 - Closeout	City of Calabasas	Contractual	8/2015
Planning & Development	14-PLN-A23 - Closeout	County of Los Angeles	Contractual	8/2015
Program Management	15-PLN-A28 - Closeout	City of Glendale	Contractual	9/2015
Planning & Development	14-PLN-A34 - Closeout	City of Los Angeles Department of Transportation	Contractual	11/2015
Planning & Development	13-PLN-A05A - Closeout	CH2M Hill, Inc.	Contractual	11/2015

Incurred Cost Audit FY 2016 - Audits Completed During Fiscal Year				
Area	Audit Number & Type	Grantee	Requirement	Date Completed
Planning & Development	15-PLN-A33 - Closeout	Burbank-Glendale-Pasadena Airport Authority	Contractual	12/2015
Planning & Development	15-PLN-A32 - Closeout	City of Duarte	Contractual	12/2015
Program Management	15-CON-A12B - Closeout	DHS Consulting, Inc.	Contractual	12/2015
Program Management	15-CON-A12B - Closeout	ARCADIS U.S., Inc.	Contractual	12/2015
Program Management	15-CON-A12C - Closeout	EPC Consultants, Inc.	Contractual	12/2015
Program Management	15-CON-A12A - Closeout	ABA Global, Inc.	Contractual	12/2015
Program Management	15-PLN-A08 - Closeout	City of Los Angeles	Contractual	1/2016
Program Management	13-PLN-A19 - Closeout	Los Angeles County	Contractual	1/2016
Program Management	15-PLN-A20- Closeout	City of Montebello	Contractual	2/2016
Program Management	11-PLN-G05 - Interim	Caltrans	Contractual	2/2016
Program Management	15-PLN-A31 - Closeout	City of Agoura Hills	Contractual	3/2016

Incurred Cost Audit FY 2016 - Audits Completed During Fiscal Year				
Area	Audit Number & Type	Grantee	Requirement	Date Completed
Program Management	15-PLN-A14 - Closeout	City of Westlake Village	Contractual	3/2016
Planning & Development	16-PLN-A01 - Closeout	Orangeline Development Authority	Contractual	5/2016
Planning & Development	16-PLN-A11 - Closeout	City of Azusa	Contractual	5/2016
Program Management	14-PLN-A10 - Interim	Caltrans	Contractual	5/2016
Planning & Development	16-PLN-A06 - Closeout	City of West Hollywood	Contractual	5/2016
Planning & Development	14-PLN-A25 - Interim	Los Angeles County	Contractual	5/2016
Program Management	15-PLN-A34 - Closeout	Caltrans	Contractual	5/2016
Program Management	16-PLN-A02 - Closeout	Caltrans	Contractual	5/2016
Planning & Development	14-PLN-A31- Closeout	City of Los Angeles	Contractual	6/2016
Planning & Development	16-PLN-A05 - Closeout	City of El Monte	Contractual	6/2016
Planning & Development	14-PLN-A02 - Closeout	City of Los Angeles	Contractual	6/2016

Incurred Cost Audit FY 2016 - Audits Completed During Fiscal Year				
Area	Audit Number & Type	Grantee	Requirement	Date Completed
Planning & Development	15-PLN-A06 - Closeout	City of Los Angeles	Contractual	6/2016
Planning & Development	16-PLN-A03 - Closeout	City of Downey	Contractual	6/2016

Appendix C

Internal Audit FY 2016 - Audits Completed During Fiscal Year			
Area	Audit Number & Title	Description	Date Completed
Finance & Administration	10-ACC-F04 - Chart of Accounts	Verify that the Chart of Accounts adequately reflects the current business process and reporting needs.	7/2015
Metro Operations	13-OPS-P02 - Non-Revenue Vehicle Usage (Agencywide)	Evaluate efficiency and effectiveness of bus division non-revenue vehicle usage.	8/2015
Metro Operations	13-OPS-P06 - Contracted Bus Services	Evaluate the efficiency and effectiveness of contracted bus services contracts.	12/2015
Vendor / Contract Management	13-ADM-P01 - FP Process	Assess efficiency and effectiveness and timeliness of Procurement's RFP processes.	1/2016
Metro Operations	13-OPS-P04 - Operations KPI Audit	Evaluate the accuracy and completeness of Operations KPIs.	1/2016
Vendor / Contract Management	13-CEO-P01 - Cost Estimating Process	Assess efficiency and effectiveness and timeliness of Procurement's cost estimating process.	3/2016
Vendor / Contract Management	16-VCM-P02 - Annual Audit of Business Interruption Fund	Annual required audit of Business Interruption Fund program.	5/2016
Communications	16-COM-P01 - Audit of Special Fares Programs	Evaluate the effectiveness of internal controls over special fare programs.	6/2016

Appendix D

Internal Audit FY 2016 - Progress Towards Completing Audit Plan			
Area	Audit Number & Title	Description	Estimated Date of Completion
Vendor / Contract Management	13-ADM-O02 - Automated Storage and Retrieval System Phase I & II	Evaluate the adequacy of internal controls over the Automated Storage and Retrieval System (ASRS).	8/2016
Planning & Development	14-EDD-P01 - Real Estate Property Management Follow-up	Evaluate accuracy and completeness of tracking real estate properties in Real Property Management System.	8/2016
Agencywide	16-AGW-P03 - Overtime Usage	Evaluate the accuracy, efficiency and effectiveness of overtime usage.	9/2016
Vendor / Contract Management	12-ADM-I01 - Contract Information Management System	Assess the system implementation process to acquire, design, test and implement the Contract Information Management System that meets specific functionalities required by the MTA	9/2016
Finance & Budget	10-ACC-F01 - Accounts Receivable	Validate adequacy of current policies and procedures.	9/2016
Congestion Reduction	16-CEO-P02 - 511 follow-up audit	Follow Up on 511 audit.	9/2016
Metro Operations	16-OPS-P01 - Wayside System	Evaluate effectiveness of maintenance of the Rail track & signaling systems.	10/2016
Program Management	16-CON-P04 - Quality Assurance	Effectiveness and efficiency of quality assurance processes.	10/2016
Metro Operations	16-OPS-P02 - Rail Overhaul and Maintenance	Evaluate the efficiency and effectiveness of the Rail Overhaul and Refurbishment Program.	10/2016
Metro Operations	16-OPS-P03 Performance Audit of Accident Prevention Program	Evaluate effectiveness of accident prevention practices	10/2016
Vendor / Contract Management	16-VCM- P01 - Audit of P Card	Evaluate compliance to P-card purchase requirements.	10/2016

Internal Audit FY 2016 - Progress Towards Completing Audit Plan			
Area	Audit Number & Title	Description	Estimated Date of Completion
Program Management	16-CON-P01 - Performance Audit of Indefinite Delivery / Indefinite Quantity (IDIQ) Type Contracts	Determine the efficiency and effectiveness of the administration of IDIQ Contracts.	11/2016
Metro Operations	16-OPS-P05 Performance Audit of Division Practices	Evaluate effectiveness of division management practices	11/2016
Program Management	12-CON-P03 - I-405 Follow-up	Verify if management's corrective actions from the prior audit were implemented and resulting in improvements.	12/2016
Program Management	10-CPC-K02 - Third Party Utility Relocation Agreement Efficiency	Assess the adequacy and effectiveness of the Third Party Utility Relocation.	12/2016

Appendix E

Open Audit Recommendations						
No.	Area	Audit Number & Title	Rec. No.	Recommendation	Original Completion Date	Extended Completion Date
1	Operations	11-OPS-006 - HASTUS	1	We recommend the Chief Operations Officer require the Scheduling department to: Upgrade to 2013 HASTUS and change their current practices to fully utilize the ATP module to calibrate route runtimes and trip-specific operational layover requirements to feed back into key scheduling processes.	6/30/2016	12/31/2016
2	Operations	11-OPS-006 - HASTUS	2	We recommend the Chief Operations Officer require the Scheduling department to: Provide training on all ATP features.	6/30/2016	12/31/2016
3	Operations	11-OPS-006 - HASTUS	3	We recommend the Chief Operations Officer require the Scheduling department to: Provide training on all AP features. a. Develop the requirements to utilize AVL data to supplement missing data from the APC. b. Customize the current ATP module to improve its functionality until the proposed 2013 upgrade can be accomplished.	6/30/2016	12/31/2016
4	Operations	11-OPS-006 - HASTUS	4	We recommend the Chief Operations Officer consider utilizing more of HASTUS' Minbus module features by: Defining the higher minimum of either 1) the United Transportation Union Labor Agreement, or 2) an operational minimum layover time.	6/30/2016	12/31/2016
5	Operations	11-OPS-006 - HASTUS	5	We recommend the Chief Operations Officer consider utilizing more of HASTUS' Minbus module features by: Looking for opportunities to interline routes as a strategy for achieving a more cost effective solution.	6/30/2016	12/31/2016
6	Operations	11-OPS-006 - HASTUS	6	We recommend the Chief Operations Officer consider utilizing more of HASTUS' Minbus module features by: Developing a more robust, realistic deadhead matrix and use the matrix during the vehicle blocking process to globally optimize its bus system schedules.	6/30/2016	12/31/2016
7	Operations	11-OPS-006 - HASTUS	7	We recommend the Chief Operations Officer consider utilizing more of HASTUS' Minbus module features by: Defining the maximum number of vehicle groups possible for any given trip.	6/30/2016	12/31/2016
8	Operations	11-OPS-006 - HASTUS	8	We recommend the Chief Operations Officer consider utilizing more of HASTUS' Minbus module features by: Training Schedulers to use Minbus advanced features.	6/30/2016	12/31/2016
9	Operations	11-OPS-006 - HASTUS	11	We recommend the Chief Operations Officer: Consider multi-division operator run cutting to optimize workforce distribution amongst divisions.	6/30/2014	12/31/2016
10	Operations	11-OPS-006 - HASTUS	12	We recommend the Chief Operations Officer: Adopt integrated scheduling to improve the efficiency of run cuts	6/30/2014	12/31/2016
11	Operations	11-OPS-006 - HASTUS	13	We recommend the Chief Operations Officer transition to HASTUS for scheduling rail service. The plan should include transition milestones and estimated completion dates.	6/30/2016	12/31/2016
12	Planning & Development	13-PLN-P01 - Grants Management and Call for Projects	4	Document existing procedures to improve internal control and oversight of grantees/sub-recipients	6/30/2015	6/30/2016
13	Planning & Development	13-PLN-P01 - Grants Management and Call for Projects	5	Activities at high risk for error and non-compliance should be identified and procedures documented for consistent implementation across all modes and project managers.	6/30/2015	6/30/2016
14	Planning & Development	13-PLN-P01 - Grants Management and Call for Projects	7	Proceed with development of grants management module in the FIS system.	12/31/2015	12/31/2016

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15	Planning & Development	13-PLN-P01 - Grants Management and Call for Projects	8	Coordinate FIS module development with a more comprehensive grants management database system for tracking grants within the RGM Unit. Consider using a user-friendlier "Windows-based" environment for the grants management database.	12/31/2015	12/31/2016
16	Planning & Development	13-PLN-P01 - Grants Management and Call for Projects	9	Inventory and evaluate current "shadow systems" to help determine project manager requirements. This may provide useful information for the creation of a centralized database.	12/31/2015	12/31/2016
17	Planning & Development	13-PLN-P01 - Grants Management and Call for Projects	10	Develop protocols on who can update the data and how often.	12/31/2015	12/31/2016
18	Planning & Development	13-PLN-P01 - Grants Management and Call for Projects	11	Develop a high-level summary of grants for Metro executive staff and Board members based on their need for that information.	12/31/2015	12/31/2016
19	Planning & Development	13-PLN-P01 - Grants Management and Call for Projects	12	Consider revising its organizational structure to provide clearer definition of responsibilities, improved levels of supervision and review, and improved management control and oversight. One possible structure would be around the key functions or elements of grants management.	6/30/2015	6/30/2016
20	Planning & Development	13-PLN-P01 - Grants Management and Call for Projects	13	Develop teams around each of these key elements, with a supervisor responsible for managing and directing each team's activities.	6/30/2015	6/30/2016
21	Planning & Development	13-PLN-P01 - Grants Management and Call for Projects	19	Develop a process to ensure implementation of timely and appropriate corrective actions to address closeout activities such as final reporting, project closeouts and other events that affect the closeout process.	6/30/2015	12/31/2016
22	Planning & Development	13-PLN-P01 - Grants Management and Call for Projects	20	Designate an individual to serve as the grant closeout liaison.	6/30/2015	12/31/2016
23	Planning & Development	13-PLN-P01 - Grants Management and Call for Projects	21	Create a tool, such as an "Aging Report" to enable the liaison to quickly identify a critical event and to perform necessary updates to close the grant.	6/30/2015	12/31/2016
24	Planning & Development	13-PLN-P01 - Grants Management and Call for Projects	26	Inventory individual roles and responsibilities and develop procedures for transfer of knowledge and cross training of other team members.	6/30/2015	6/30/2016
25	Planning & Development	13-PLN-P01 - Grants Management and Call for Projects	27	Develop a process focused less on modal specialization and adopt a model whereby a greater number of team members are trained across a wider spectrum of activities and modes.	6/30/2015	6/30/2016
26	Planning & Development	13-PLN-P01 - Grants Management and Call for Projects	28	Establish formal training; verify that processes are consistent but sufficiently flexible to accommodate variations in managing grants and projects.	6/30/2015	6/30/2016
27	Congestion Reduction	12-HCP-P01 - Metro Freeway Service Patrol	3	Develop goals and objectives, and reinstitute performance measurements, for the oversight of the Metro Freeway Service Patrol Program	5/30/2016	
28	Information Technology	14-ADM-P01 - Mobile Devices	2	We recommend that the Chief Information Officer implement appropriate Mobile Device Management software to manage all mobile devices and enforce security	9/30/2015	10/31/2016
29	Information Technology	14-ADM-P01 - Mobile Devices	3	We recommend that the Chief Information Officer expand ITS wireless Device and Service policies and procedures to include written security requirements for mobile devices.	9/30/2015	10/31/2016

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30	Information Technology	14-ADM-P01 - Mobile Devices	4	We recommend that the Chief Information Officer implement a device management platform that will provide adequate device level security controls.	9/30/2015	10/31/2016
31	Operations	13-OPS-P02 - Non-Revenue Vehicle Usage	1	We recommend the Executive Director, Maintenance, require Non-Revenue Fleet management to perform a one-time analysis to establish a baseline for the optimum fleet size for the non-revenue fleet based on mission needs, vehicle utilization, life cycle costs, etc.	11/30/2015	6/30/2016
32	Operations	13-OPS-P02 - Non-Revenue Vehicle Usage	2	We recommend the Executive Director, Maintenance, require Non-Revenue Fleet management to monitor the assignment and usage of non-revenue vehicles fleet.	11/30/2015	6/30/2016
33	Operations	13-OPS-P02 - Non-Revenue Vehicle Usage	5	We recommend the Executive Director, Maintenance direct Non-Revenue to customize the M3 Motor Pool application to improve its functionality to track and report overnight usage for all department pools.	11/30/2015	6/30/2016
34	Labor / Employee Relations	13-OPS-P02 - Non-Revenue Vehicle Usage	6	We recommend the Executive Director, Employee and Labor Relations direct General Services to fully utilize M3 Motor Pool application to track and report overnight usage for General Services Pool vehicles.	9/30/2015	4/30/2016
35	Labor / Employee Relations	13-OPS-P02 - Non-Revenue Vehicle Usage	7	We recommend the Executive Director, Employee and Labor Relations direct General Services to immediately cancel all unknown key card assignments.	9/30/2015	4/30/2016
36	Labor / Employee Relations	13-OPS-P02 - Non-Revenue Vehicle Usage	8	We recommend the Executive Director, Employee and Labor Relations direct General Services to recertify all key card assignees and implement a process to manage key card assignments.	3/31/2016	
37	Labor / Employee Relations	13-OPS-P02 - Non-Revenue Vehicle Usage	9	We recommend the Executive Director, Employee and Labor Relations direct General Services to update GEN 17 to provide specific guidelines for the assignment and use of complementary key cards.	6/30/2016	
38	Labor / Employee Relations	13-OPS-P02 - Non-Revenue Vehicle Usage	12	We recommend the Executive Director, Employee and Labor Relations direct General Services to provide training to TCU / Maintainers on GEN 16 requirements to overnight use of pool vehicles.	12/31/2015	4/30/2016
39	Operations	13-OPS-P06 - Contracted Bus Service	1	We recommend the Executive Director, Transportation, to require Contracted Services to: develop a Contract Monitoring System that includes but is not limited to: a. A Contract Administration Plan that specifies the performance outputs of the statement of work and describes the methodology to conduct monitoring or surveillance. The extent and frequency of monitoring activities should be based on an assessment of risk related to each contractor and the impact if the work is not performed adequately. b. Written policies and procedures that serve as a guide to ensuring consistent, high quality contract monitoring process. c. A centralized location for receiving and maintaining contractors' submittals and reports by utilizing Metro's existing web based SharePoint system.	10/31/2016	
40	Operations	13-OPS-P06 - Contracted Bus Service	3	We recommend the Executive Director, Transportation, to require Contracted Services to include in Policy and Procedures: a statement that documentation of decisions, requiring executive approval and authorization, be maintained. All modifications of contractual terms must be in writing and executed by the Contract Administrator, as the CEO's designee, in compliance with the contract.	10/31/2016	

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41	Operations	13-OPS-P06 - Contracted Bus Service	4	We recommend the Executive Director, Transportation, to require Contracted Services to consult with County Counsel on their concerns regarding the liquidated damages provisions in the current contracts. Based on the outcome either reassess liquidated damages and collect amounts owed to Metro during the suspended period or issue contract amendments to change the liquidated damages provisions.	1/31/2016 (LATE)	
42	Operations	13-OPS-P06 - Contracted Bus Service	6	We recommend the Executive Director, Transportation, to require Contracted Services to develop procedures for monitoring contractors performance, including, but not limited to, spot checks, periodic inspections, random sampling of routine functions, based on the risk identified in the Contract Administration Plan and the analyses of contractors monthly submittals.	6/30/2016	
43	Operations	13-OPS-P06 - Contracted Bus Service	7	We recommend the Executive Director, Transportation, to require Contracted Services to develop a comprehensive checklist of review tasks for each procedure used to conduct the contractors review, document deficiencies identified and corrective actions taken.	6/30/2016	
44	Operations	13-OPS-P06 - Contracted Bus Service	12	We recommend the Executive Director of Transportation, require that Contracted Services follow-up variances and anomalies in KPI data and results with contractor to determine their cause and ensure that any necessary corrective actions have been implemented.	3/31/2016	
45	Operations	13-OPS-P06 - Contracted Bus Service	13	We recommend the Executive Director of Transportation, require that Contracted Services identify KPIs as measurements for contractors' performance within future contracts.	6/30/2016	
46	Operations	13-OPS-P06 - Contracted Bus Service	14	We recommend the Executive Director of Transportation, require that Contracted Services document follow-up of exceptions, cited in both CHP and QA inspection reports, and corrective actions taken.	5/31/2016	
47	Operations	13-OPS-P04 - Operations Key Performance Indicators	2	We recommend that the Chief Operations Officer works with ITS to determine whether the ATMS incident number can be carried over to the VAMS.	9/30/2016	
48	Operations	13-OPS-P04 - Operations Key Performance Indicators	3a	We recommend that the Chief Operations Officer explore the feasibility of capturing rail miles automatically, similar to the capture of bus mileage data, Fleetwatch System, by implementing a wireless access point on all rail cars. In the interim, require Rail Operations to fully utilize the ITS developed Web Application to semi-automate the collection of all Rail mileage data.	8/30/2016	
49	Operations	13-OPS-P04 - Operations Key Performance Indicators	4	We recommend that the Chief Operations Officer develops standard operating procedures (SOP) to require operations to notify M3 whenever there are codes updates/changes for failures that have been implemented in ATMS and are to be picked up by M3.	3/31/2016	
50	Operations	13-OPS-P04 - Operations Key Performance Indicators	5	We recommend that the Chief Operations Officer requires SPA to work with ITS to pull data directly from M3.	4/1/2016	
51	Operations	13-OPS-P04 - Operations Key Performance Indicators	6	We recommend that the Chief Operations Officer requires SPA to continue to work with ITS to develop a Business Intelligence software application that includes a customizable interface with the ability to pull data from multiple sources.	6/30/2017	

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52	Operations	13-OPS-P04 - Operations Key Performance Indicators	7	We recommend that the Chief Operations Officer requires data owners to validate the data supporting KPIs for accuracy and completeness.	4/30/2016	
53	Operations	13-OPS-P04 - Operations Key Performance Indicators	8	We recommend that the Chief Operations Officer require that Executive Management adjust KPI targets and document the process used.	6/30/2016	
54	Program Management	13-CEO-P01 - Cost Estimating Process	1	We recommend that Estimating Management develop comprehensive policies and procedures that at a minimum should include: a) Clear definition of the role of the Cost Estimating department in the following areas: preparation of independent cost estimates including thresholds when the estimating department is responsible in preparing the cost estimates, review, validation and approval of cost estimates, involvement in budget planning phase b) Standard process and format including the requirement to use Work Breakdown Structure (WBS) to be used by consultants, contractors and internal staff.	3/31/2017	
55	Program Management	13-CEO-P01 - Cost Estimating Process	2	Communicate the policies and procedures to staff, consultants and users.	3/31/2017	
56	Program Management	13-CEO-P01 - Cost Estimating Process	3	Evaluate resources to meet the role and responsibilities of cost estimating department.	3/31/2017	
57	Program Management	13-CEO-P01 - Cost Estimating Process	4	Collaborate with procurement and program management in revising the naming convention on policies and procedures.	3/31/2017	
58	Program Management	13-CEO-P01 - Cost Estimating Process	5	We recommend that Estimating Management evaluate the training needs for estimating staff based on the changes of agency's risk, and ensure knowledge is transferred as staff retired.	3/31/2017	
59	Program Management	13-CEO-P01 - Cost Estimating Process	6	Based on the training need assessment, evaluate the required resources for training and develop a training program.	3/31/2017	
60	Program Management	13-CEO-P01 - Cost Estimating Process	7	Consider adding the training requirements in the policy and procedures.	3/31/2017	
61	Program Management	13-CEO-P01 - Cost Estimating Process	8	We recommend that Estimating Management provide estimating guidelines and formats when utilizing two independent estimates, so that they may be compared productively. Guidelines should be developed that cover estimating approach, methodology, Work Breakdown Structures (WBS) and cost account structure.	3/31/2017	
62	Communications	16-COM-P01 - Special Fares Programs	1	We recommend that the Customer Programs and Services Department encourage walk-in customers to submit application form for permanent card. For those who still do not turn in application form, require them to complete a temporary card request form "short form" which will serve as a record for the customer who was issued temporary cards on that day. This form can be useful in reconciling the number of issued temporary cards by customer representatives to the records collected for the day. Customer information on the "short form" can also be used to assess the reasonableness of cards issued to customers.	8/1/2016	
63	Communications	16-COM-P01 - Special Fares Programs	2	We recommend that the Customer Programs and Services Department reconcile the number of all issued temporary cards by the customer representatives against number of records retained such as applications received for permanent card, temporary card requests, and card replacements on a daily basis.	8/1/2016	

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64	Communications	16-COM-P01 - Special Fares Programs	3	We recommend that the Customer Programs and Services Department periodically monitor records of walk-in customers from short forms collected for any potential abuse (i.e. customer seems to be back every few weeks for temporary cards but never turn in application for permanent card).	8/1/2016	
65	Communications	16-COM-P01 - Special Fares Programs	4	We recommend that the Customer Programs and Services Department implement an independent review to reconcile the total processing fees collected and the application forms received on a daily basis by the customer representatives to help ensure all cash collected from the customers are accounted and recorded.	9/1/2016	
66	Communications	16-COM-P01 - Special Fares Programs	5	We recommend that the Customer Programs and Services Department establish a mandatory independent review of Reduced Fare application eligibility approvals processed by the Customer Service Agents.	9/1/2016	
67	Communications	16-COM-P01 - Special Fares Programs	6	We recommend that the Customer Programs and Services Department rotate the independent reviewer(s) periodically.	9/1/2016	
68	Communications	16-COM-P01 - Special Fares Programs	7	We recommend that the Customer Programs and Services Department improve the document retention process so the batched eligibility documents are easily accessible.	9/1/2016	
69	Communications	16-COM-P01 - Special Fares Programs	8	We recommend that the Customer Programs and Services Department collaborate with TAP operation to explore feasibility of system enhancement to allow the eligibility supporting documentation along with the application form to be stored electronically.	9/1/2016	
70	Communications	16-COM-P01 - Special Fares Programs	9	We recommend that the Customer Programs and Services Department retain the hardcopy eligibility supporting documentation in storage for minimum of one year until electronic system implementation is completed.	9/1/2016	
71	Labor / Employee Relations	16-COM-P01 - Special Fares Programs	10	We recommend that the HR department to identify the cardholders immediately for the missing 3,019 active cards, or deactivate Metro Employee TAP Cards that are not linked to a current Metro employee.	7/31/2016	
72	Labor / Employee Relations	16-COM-P01 - Special Fares Programs	11	We recommend that the HR Department maintain an inventory log to record the receipts and distribution of the Metro employee cards, and perform physical count periodically to ensure the log reconciles with the inventories on hand.	7/31/2016	
73	Finance & Budget	16-COM-P01 - Special Fares Programs	12	We recommend that the TAP Operations retain inventory request forms and receipts issued by HR to establish the accountability for the cards physically transferred to HR.	7/31/2016	
74	Labor / Employee Relations & Finance & Budget	16-COM-P01 - Special Fares Programs	13	We recommend that the HR Department and TAP Operations collaborate periodically (at least annually) to reconcile the lists of active Metro Employee TAP cards and current Metro employees to ensure all active cards are assigned to current Employees.	7/31/2016	
75	Communications	16-COM-P01 - Special Fares Programs	14	We recommend the Communications Department recalculate the level of service annually at contract renewal to ensure proper program pricing to our customers.	3/31/2017	
76	Communications	16-COM-P01 - Special Fares Programs	15	We recommend the Communications Department to maintain an accurate count of authorized/issued B-TAP cards, and reconcile the count against the list of active B-TAP cards periodically to help ensure all active B-TAP cards have been paid and authorized for issue.	9/30/2016	

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77	Communications	16-COM-P01 - Special Fares Programs	16	We recommend the Communications Department to implement a formal detailed review where the price is recalculated and employment status is verified for accuracy on a sample basis. This review should be performed periodically by individual(s) independent of the sales team to assess the reasonableness, eligibility and accuracy of the customer data and program pricing.	3/31/2017	
78	Communications	16-COM-P01 - Special Fares Programs	17	We recommend the Communication Department to define roles and responsibilities, and implement adequate control to ensure that I-TAP Program meets its purpose and requirements.	9/30/2016	
79	Communications	16-COM-P01 - Special Fares Programs	18	We recommend the Communications Department to report the program performance periodically to the appropriate level of management to support decision making in the continuation of the pilot programs.	9/30/2016	
80	Communications	16-COM-P01 - Special Fares Programs	19	We recommend the Communications Department to define the program ownership, and clarify the roles and responsibilities to ensure the program performance is monitored and evaluated.	3/31/2017	
81	Communications	16-COM-P01 - Special Fares Programs	20	We recommend the Communications Department to report the program performance periodically to the appropriate level of management to support decision making.	3/31/2017	
82	Communications	16-COM-P01 - Special Fares Programs	21	We recommend the Communications Department to renew the agreement with the Court to confirm mutual agreement.	3/31/2017	
83	Communications	16-COM-P01 - Special Fares Programs	22	We recommend the Communications Department to revisit the program purpose and guidelines/requirements to assess the current J-TAP Program performance.	3/31/2017	
84	Communications	16-COM-P01 - Special Fares Programs	23	We recommend the Communications Department obtain a written agreement with DCFS to confirm the mutual agreement and to retain the legal rights to enforce DCFS to meet the Program guidelines and requirements.	3/31/2017	
85	Communications	16-COM-P01 - Special Fares Programs	24	We recommend the Communications Department to implement periodic review (at least annually) of YOTM cardholders to ensure their eligibility.	3/31/2017	
86	Communications	16-COM-P01 - Special Fares Programs	25	We recommend the Communications Department to assess the program performance periodically, and report to the appropriate level of management.	3/31/2017	
87	Communications	16-COM-P01 - Special Fares Programs	26	We recommend the Communications Department to revisit the program purpose and assess the pricing model to generate the optimal program revenue.	3/31/2017	