



**Metro**

**December 29, 2014**

**TO: BOARD OF DIRECTORS**

**THROUGH: ARTHUR T. LEAHY** *AL*  
**CHIEF EXECUTIVE OFFICER**

**FROM: RUTHE HOLDEN** *rh*  
**CHIEF AUDITOR, MANAGEMENT AUDIT SERVICES**

**SUBJECT: STATUS OF OPEN AUDIT RECOMMENDATIONS AS OF  
SEPTEMBER 30, 2014**

**ISSUE**

At the March 2005 Executive Management and Audit Committee meeting, the committee requested that the status of all open audit recommendations be reported to them quarterly. The report includes audits performed by Management Audit Services (Management Audit) and audits performed by outside auditors.

**DISCUSSION**

In the quarterly report Management Audit fulfills the request to report the corrective actions for all open audit recommendations related to findings report by Operations, Planning and Development, Information Technology, Finance and Administration, Engineering and Construction, Vendor/ Contract Management, Executive Office, and other funded agencies.

During the first quarter of FY15, Management Audit issued three new recommendations. Fifteen recommendations from previous audits were closed. The total open recommendations as of September 30, 2014 are included in attachment A.

We are actively working with staff to close each recommendation as quickly as possible. Any findings that have not been corrected 90 days after due date are reported as late.

**NEXT STEPS**

Management Audit Services will provide the next quarterly status report for the period ending December 31, 2014.

Attachment A: Open Audit Recommendations Report

**Table 1**

Summary of MAS and External Audit Recommendations  
As of September 30, 2014

Executive Area	Closed or Completed during Q1	Late	Extended	Not Yet Due/Under Review	Total Open Recom.
Engineering & Construction	2				0
Executive Office	4			11	11
Finance and Administration			2		2
Information Technology			2	1	3
Operations	7		2	9	11
Planning and Development	2			31	31
Vendor/Contract Management			2		2
<b>Totals</b>	<b>15</b>		<b>8</b>	<b>52</b>	<b>60</b>

**All Current Audit Recommendations  
Status FY 15 Q1**

Attachment A

No.	Report Number	Report Date	Audit Entity	Title	Exec Area	Rec No	Finding/Corrective Action	Original Completion Date	Extended Completion Date
1	SA-KPMG-FY12	1/8/2013	KPMG	Single Audit Reports (A133, FY12)	Vendor and Contract Management	2012-02	<b>Lack of adequate controls in place to ensure compliance with procurement requirements:</b> The implementation of the Contract Information Management System (CIMS) will create a central repository for all contract documents; automate the checklist process so each step will be completed for every contract; eliminate paper files; improve process cycle time; and, improve management oversight.	6/30/2014	9/30/2014
2	SA-KPMG-FY13	12/20/2013	KPMG	Single Audit Reports (A133, FY13)	Vendor and Contract Management	2013-01	<b>Strengthen policies and procedures.</b> The requirement for contractors to submit payroll records on a weekly basis is already included as a component of LACMTA's Labor Compliance Manual. The Labor Compliance Unit will use a notice to all prime contractors' reminding them of the requirement. DEOD is issuing takes orders to the bench consultants to assist in monitoring. DEOD has acquired the online Labor Compliance Management System (LCP Tracker) which will automatically send notices to the prime and subcontractors.	3/31/2014	9/30/2014
3	11-OPS-006	10/25/2013	MAS	HASTUS	Operations	1	<b>Ineffective use of ATP analytical module for Running Time and Minimum Layover Analyses:</b> Scheduling will: Implement the cumulative method for calculating running time analyses and calibrate operational Layover/Recovery pending implementation of Hastus 2014 upgrade and merging of APC and AVL dataset	6/30/2016	
4	11-OPS-006	10/25/2013	MAS	HASTUS	Operations	2	<b>Ineffective use of ATP analytical module for Running Time and Minimum Layover Analyses:</b> Scheduling will: Require Giro to focus training efforts on ATP features	6/30/2016	
5	11-OPS-006	10/25/2013	MAS	HASTUS	Operations	3	<b>Ineffective use of ATP analytical module for Running Time and Minimum Layover Analyses:</b> Scheduling will: Assess the cost/benefit of customizing the current ATP module, pending availability of the APC and AVL dataset prior to Hastus 2014 upgrade.	6/30/2016	
6	11-OPS-006	10/25/2013	MAS	HASTUS	Operations	4	<b>Ineffective use of Minibus optimization module in creating vehicle schedules:</b> Define the operation minimum layover time based on the results of the run time analyses.	6/30/2016	
7	11-OPS-006	10/25/2013	MAS	HASTUS	Operations	5	<b>Ineffective use of Minibus optimization module in creating vehicle schedules:</b> Look for additional interlining opportunities that are "streetable".	6/30/2016	

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8	11-OPS-006	10/25/2013	MAS	HASTUS	Operations	6	<b>Ineffective use of Minbus optimization module in creating vehicle schedules:</b> Review and update the deadhead matrix to support new and existing interlining solutions.	6/30/2016	
9	11-OPS-006	10/25/2013	MAS	HASTUS	Operations	7	<b>Ineffective use of Minbus optimization module in creating vehicle schedules:</b> Update HASTUS to allow for a mix of vehicle types after a review the route infrastructure to ensure/certify the type of vehicles that can operate on a particular line.	6/30/2016	
10	11-OPS-006	10/25/2013	MAS	HASTUS	Operations	8	<b>Ineffective use of Minbus optimization module in creating vehicle schedules:</b> Require Giro to provide additional training on MinBus	6/30/2016	
11	11-OPS-006	10/25/2013	MAS	HASTUS	Operations	11	<b>Ineffective use of CrewOpt optimization module in creating crew schedules:</b> Require Giro to perform additional training on new rules for multi-division operator run cutting in HASTUS.	6/30/2014	6/30/2016
12	11-OPS-006	10/25/2013	MAS	HASTUS	Operations	12	<b>Ineffective use of CrewOpt optimization module in creating crew schedules:</b> Adopt integrated scheduling to improve run cut efficiency.	6/30/2014	6/30/2016
13	11-OPS-006	10/25/2013	MAS	HASTUS	Operations	13	<b>CrewOpt not used for Rail Crew Schedule:</b> 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	
14	12-PRO-I01A	11/27/2013	MAS	Project Management Information System General Controls (PMIS)	Information Technology	1	<b>Inadequate Information Technology General Controls:</b> ITS will provide to Program Management a document of security control requirements that must be included in all future contracts, and will work with the PMIS administrator to ensure that the requirements are included into the upcoming renewal of the contract.	4/1/2014	10/30/2014
15	12-PRO-I01A	11/27/2013	MAS	Project Management Information System General Controls (PMIS)	Information Technology	2	<b>Inadequate Information Technology General Controls:</b> Hosting PMIS at MTA is not feasible at this time due to current power constraints in the MTA Data Center. Management will revisit the business case for in-sourcing versus outsourcing the PMIS information technology infrastructure components when the existing contract comes up for renewal in 2015. Program Management, with support from ITS, will engage the vendor to provide a disaster recovery solution. Latisys shall be used for disaster recovery and data backup services. The target date for completion of the plan is January 2014. A schedule will be established thereafter for periodically testing the plan. In the meantime, the PMIS systems will continue to be backed up daily and mirrored to an offsite location.	1/1/2014	10/30/2014

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16	9154-KPMG-FY13	12/19/2013	KPMG	Independent Accountants' Report on Applying Agreed-Upon Procedures	Planning and Development	13-03	<b>Inadequate controls over review of samples for transposing errors:</b> The Authority has initiated an additional reviewer and a formula testing process to enhance the early identification of conflicts for correction in advance of data reporting. Procurement of an electronic vanpool operator reporting system is underway with an anticipates launch in RY2015.	6/30/2015	
17	9154-KPMG-FY13	12/19/2013	KPMG	Independent Accountants' Report on Applying Agreed-Upon Procedures	Planning and Development	13-04	<b>Inadequate controls over reporting of NTD data:</b> The Authority has initiated an additional reviewer and a formula testing process to enhance the early identification of conflicts for correction in advance of data reporting. Procurement of an electronic vanpool operator reporting system is underway with an anticipates launch in RY2015.	6/30/2015	
18	12-ADM-I02	1/15/2014	MAS	M3 Timekeeping System	Information Technology	1	<b>Inadequate Payroll Adjustment Controls:</b> Service Request submitted to ITS to develop an electronic system for ACC-172 time adjustments. ITS will work in an assessment phase after which they will establish a target completion date.	9/30/2014	
19	13-OPS-C05	Dec-13	MAS	Report on Assessment of Access Services	Executive Office	1	<b>The customer survey design, administration and follow-up of customer concerns could be improved.</b> We will consider your findings and to improve the perception that the survey is valid.	8/30/2014	
20	13-OPS-C05	Dec-13	MAS	Report on Assessment of Access Services	Executive Office	2	<b>Early demand projection studies focused primarily on County-wide projections and did not provide detailed projections on individual service areas. These analyses provided Access Services an overall assessment of projected demand, but did not provide service area level projections.</b> We agree that this recommendation will help us more effectively meet future demand.	8/30/2014	
21	13-OPS-C05	Dec-13	MAS	Report on Assessment of Access Services	Executive Office	3	<b>The current marketing strategy to recruit Travel Training participants is not designed to target high-impact participants.</b> We will be undertaking a review of your recommendations in the near future. Access Services has already begun contracting customers in the South Region who take frequent, but short trips to see if they would be interested in Travel Training to learn how to use the fixed-route bus for these trips. We will be expanding this effort to all regions early next year.	8/30/2014	
22	13-OPS-C05	Dec-13	MAS	Report on Assessment of Access Services	Executive Office	4	<b>The Travel Training program model of intensive one -on-one training is expensive and as a result, the current contract is limited to 250 training per year.</b> We will be undertaking a review of your recommendations in the near future. Access Services has already begun contracting customers in the South Region who take frequent, but short trips to see if they would be interested in Travel Training to learn how to use the fixed-route bus for these trips. We will be expanding this effort to all regions early next year.	8/30/2014	

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23	13-OPS-C05	Dec-13	MAS	Report on Assessment of Access Services	Executive Office	5	<b>The current evaluation of the Travel Training program does not accurately and reliably demonstrate the actual return on investment.</b> We will be undertaking a review of your recommendations in the near future. Access Services has already begun contracting customers in the South Region who take frequent, but short trips to see if they would be interested in Travel Training to learn how to use the fixed-route bus for these trips. We will be expanding this effort to all regions early next year.	8/30/2014	
24	13-OPS-C05	Dec-13	MAS	Report on Assessment of Access Services	Executive Office	6	<b>The current mix of vehicles includes a high percentage of less fuel-efficient minivans.</b> Access Services is continuously reviewing its fleet mix and will continue to do so. It is important to note that while approximately 20% of all trips require an accessible vehicle the percentage of accessible vehicles in the fleet needs to be much higher to give our contractors maximum flexibility in routing. Furthermore, it should be noted that one of the main sources of complaints about Access Services is its use of taxis and sedans which are not considered to be as comfortable by our customers.	9/12/2014	
25	13-OPS-C05	Dec-13	MAS	Report on Assessment of Access Services	Executive Office	7	<b>Cost containment strategies implemented by peer paratransit agencies could potentially help reduce or contain Access Services' costs.</b> We are continuously evaluating new strategies to become more efficient.	10/30/2014	
26	13-OPS-C05	Dec-13	MAS	Report on Assessment of Access Services	Executive Office	8	<b>The percent of calls over 5 minutes are high for both the Operations Monitoring Center and the Customer Service Center. Calls on Hold Over 5 Minutes is also reaching the upper limits for Reservation Centers.</b> We took a proposal to our Board on December 2 2013, which was approved, to revise the standards for these call centers to ensure our customers are served promptly. Our performance will be published monthly in our Board Box report.	8/30/2014	
27	13-OPS-C05	Dec-13	MAS	Report on Assessment of Access Services	Executive Office	9	<b>Access Services provides some services beyond ADA minimum and some services ADA does not require.</b> Access Services does provide some services that go beyond what is required by ADA. As the review explains, most of these services are for purposes of customer services or to reduce the costs of ADA paratransit by encouraging our customers to utilize less heavily-subsidized fixed-route services. Overall, these services are a small part of Access Service's budget.	8/30/2014	
28	13-OPS-C05	Dec-13	MAS	Report on Assessment of Access Services	Executive Office	10	<b>The current system of each operator maintaining their own reservations and routing functions may result in unnecessary duplication of effort.</b> To that end, Access Services will look at including funds in its FY 14-15 budget to further study the issues brought up in Recommendations 10 and 11.	1/30/2015	

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29	13-OPS-C05	Dec-13	MAS	Report on Assessment of Access Services	Executive Office	11	The current model divides the County into six separate service areas with an exclusive license to provide services in each granted to one contractor. To that end, Access Services will look at including funds in its FY 14-15 budget to further study the issues brought up in Recommendations 10 and 11.	1/30/2015	
30	10-ACC-F03	3/31/2014	MAS	Subsidiary Ledger	Finance and Administration	1	<b>Fixed Assets Overstated:</b> As of September 2013, the Accounting Department has created a Fixed Assets without depreciation report that will be reviewed and approved annually by the Director of Accounting	6/30/2014	9/30/2014
31	10-ACC-F03	3/31/2014	MAS	Subsidiary Ledger	Finance and Administration	2	<b>Fixed Assets Overstated:</b> The Director of Accounting will ensure that, by June 30, 2014, the fixed asset policies, procedures and guidelines manual is updated to include the review of capital assets without depreciation.	6/30/2014	12/31/2014
32	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	1	<b>Goals, Objectives and Performance Indicators have not been developed for the RGM unit</b> The Chief Planning Officer will work with RGM staff to develop RGM-specific goals, goals and objectives and performance indicators based on Metro agency-wide goals and objectives, with consideration for the suggested goals and objectives suggested in the report. Consultant assistance will be secured to assist as needed	6/30/2015	
33	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	2	<b>Goals, Objectives and Performance Indicators have not been developed for the RGM unit</b> The Chief Planning Officer will work with RGM staff to develop a high-level view of grants metrics and accomplishments for Metro executives and Board members review . Consultant assistance will be secured to assist as needed	6/30/2015	
34	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	3	<b>Documenting the process for identifying and securing grant funds could be improved.</b> Will seek a consultant to develop such a guidebook. Given that the processes are different for each grant and revised periodically we will compile an electronic listing of links to the various grant programs rather than a static hard copy guidebook	6/30/2015	
35	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	4	<b>The use of grant tracking and reporting systems for the RGM unit could be improved.</b> The Chief Planning Officer will seek budget authority to hire staff and consultant assistance to develop, monitor and periodically update unit policies and procedures to Document existing procedures to improve internal control and oversight of grantees/sub-recipients.	6/30/2015	

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36	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	5	<b>The use of grant tracking and reporting systems for the RGM unit could be improved.</b> The Chief Planning Officer will seek budget authority to hire staff and consultant assistance to develop, monitor and periodically update unit policies and procedures so that 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	
37	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	6	<b>The use of grant tracking and reporting systems for the RGM unit could be improved.</b> The Chief Planning Officer will seek budget authority to hire staff and consultant assistance to develop, monitor and periodically update unit policies and procedures and Designate a RGM team member to manage periodic updates/revisions to policies and procedures	6/30/2015	
38	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	7	<b>The RGM Unit Grant Tracking and Reporting Systems Require Improvement.</b> The Chief planning Officer will seek budget authority to hire staff and consultant assistance to develop and maintain a new grants tracking and reporting system module in the FIS system.	12/31/2015	
39	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	8	<b>The RGM Unit Grant Tracking and Reporting Systems Require Improvement.</b> The Chief planning Officer will seek budget authority to hire staff and consultant assistance to develop and maintain a new grants tracking and reporting system to 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	
40	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	9	<b>The RGM Unit Grant Tracking and Reporting Systems Require Improvement.</b> The Chief planning Officer will seek budget authority to hire staff and consultant assistance to develop and maintain a new grants tracking and reporting system to 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	
41	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	10	<b>The RGM Unit Grant Tracking and Reporting Systems Require Improvement.</b> The Chief planning Officer will seek budget authority to hire staff and consultant assistance to develop and maintain a new grants tracking and reporting system and Develop protocols on who can update the data and how often.	12/31/2015	
42	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	11	<b>The RGM Unit Grant Tracking and Reporting Systems Require Improvement.</b> The Chief planning Officer will seek budget authority to hire staff and consultant assistance to develop and maintain a new grants tracking and reporting system to Develop a high-level summary of grants for Metro executive staff and Board members based on their need for that information.	12/31/2015	
43	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	12	<b>The RGM Unit Organizational Structure Requires Improvement.</b> RGM will work with the Chief Planning Officer to review RGM's organizational structure. The Chief Planning Officer will seek budget authority to hire consultant assistance for this review and hire additional staff to implement organizational changes as needed based on the review.	6/30/2015	



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44	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	13	<b>The RGM Unit Organizational Structure Requires Improvement.</b> RGM will work with the Chief Planning Officer to review RGM's organizational structure. The Chief Planning Officer will seek budget authority to hire consultant assistance for this review and Develop teams around each of these key elements, with a supervisor responsible for managing and directing each team's activities.	6/30/2015	
45	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	14	<b>Grant Recipient Feedback was Generally Positive.</b> We agree with the finding and the recommendations. We will review the RGM survey results and try to implement ideas for improving our processes to the extent practical.	6/30/2015	
46	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	15	<b>Grant Recipient Feedback was Generally Positive.</b> We agree with the finding and the recommendations. We will review the CFP survey results and try to implement ideas for improving our processes to the extent practical.	6/30/2015	
47	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	16	<b>Grant Recipient Feedback was Generally Positive.</b> We agree with the finding and the recommendations. We will review the Countywide Call for Projects survey and expand it to include all aspects of the program.	6/30/2015	
48	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	19	<b>The Grant Close-Out Process Could Be Improved.</b> RGM will work with the grants tracking database consultant to consider adding functionality that will monitor grant/loan active and close-out status, and generate reports accordingly.	6/30/2015	
49	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	20	<b>The Grant Close-Out Process Could Be Improved.</b> RGM will work with the grants tracking database consultant to consider adding functionality that will monitor grant/loan active and close-out status, and generate reports accordingly and designate an individual to serve as the grant closeout liaison. Recommendation 20 is currently being implemented.	6/30/2015	
50	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	21	<b>The Grant Close-Out Process Could Be Improved.</b> RGM will work with the grants tracking database consultant to consider adding functionality that will monitor grant/loan active and close-out status, and generate reports accordingly by creating 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	
51	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	22	<b>Grantees and Sub-Recipients Post-Grant Award Responsibilities Need Clarification.</b> RGM will refine communications to sub-recipients once grant awards are made to ensure clear understanding of responsibilities. Provide grantees/ sub-recipients with a starter "package" that includes templates (MOU, LOA), a checklist of steps/actions to help navigate the post award funding process, specific contact information, and a checklist of all reports and forms to be completed during the life of the project.	12/31/2015	

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52	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	23	<b>Grantees and Sub-Recipients Post-Grant Award Responsibilities Need Clarification.</b> RGM will refine communications to sub-recipients once grant awards are made to ensure clear understanding of responsibilities. Based on the availability of the time and resources, project managers should consider an initial training session at the start of the project, followed by workshop offerings for these post award responsibilities of grantees/sub-recipients. Periodic workshops, for example, that are scheduled based on the events such as recent awards, are an effective method for communicating requirements. Recommendation 23 is currently being implemented.	12/31/2015	
53	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	24	<b>Grants Originating Outside of the RGM Unit and CFP Process Need Better Coordination.</b> We concur with the finding and recommendations, and we will try to establish a procedure to coordinate all grants within the agency through RGM. We intended on having the procedure communicated to all agency units/departments through interoffice memo.	6/30/2015	
54	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	25	<b>Grants Originating Outside of the RGM Unit and CFP Process Need Better Coordination.</b> We concur with the finding and recommendations, and we will try to establish a procedure to coordinate all grants, including various smaller "Call" processes (FTA Section 5310, JARC/New Freedom, TIFIA loans), within the agency through RGM. We intended on having the procedure communicated to all agency units/departments through interoffice memo. Recommendation 25 is currently being implemented and we will continue implementation through the new tracking system recommended under Finding 4.	6/30/2015	
55	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	26	<b>Project Manager Succession Planning Should Be Considered.</b> We will consider succession planning activities with the assistance of consultants, and believe that the management responses to Findings 3, 4 and 5 will support this effort for RGM and will address Recommendations 26, 27 and 28. Additional information is needed to determine whether implementation of Recommendations 29 and 30 is appropriate; therefore no actions can be proposed in response at this time.	6/30/2015	
56	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	27	<b>Project Manager Succession Planning Should Be Considered.</b> We will consider succession planning activities with the assistance of consultants to 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. We believe that the management responses to Findings 3, 4 and 5 will support this effort for RGM and will address Recommendations 26, 27 and 28.	6/30/2015	
57	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	28	<b>Project Manager Succession Planning Should Be Considered.</b> We will consider succession planning activities with the assistance of consultants, and Establish formal training; verify that processes are consistent but sufficiently flexible to accommodate variations in managing grants and projects. We believe that the management responses to Findings 3, 4 and 5 will support this effort for RGM and will address Recommendations 26, 27 and 28.	6/30/2015	

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58	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	29	<b>Project Manager Succession Planning Should Be Considered.</b> Additional information is needed to determine whether implementation of Recommendations 29 to establish the appropriate practices for delegation and operational protocols from the executive management level to the individual grants manager is appropriate; therefore no actions can be proposed in response at this time.	6/30/2015	
59	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	30	<b>Project Manager Succession Planning Should Be Considered.</b> Additional information is needed to determine whether implementation of Recommendation 30, to consider the use of a formal "Project Management Maturity Model" assessment to determine the most effective way to enhance its process and reduce exposure to grants compliance-related risks, is appropriate; therefore no actions can be proposed in response at this time.	6/30/2015	
60	13-PLN-P01	6/30/2014	MAS	Grants Management and Call for Projects	Planning & Development	31	<b>Staff Workload for the CFP Function Should Be Evaluated.</b> The Chief Planning Officer will review this recommendation with staff that oversees the CFP process to evaluate whether current staff resources dedicated to the process is adequate.	6/30/2015	