

**METRO MANAGEMENT RESPONSES TO  
FISCAL YEAR 2016 – FISCAL YEAR 2019 STATE REQUIRED PERFORMANCE AUDIT  
OF THE METROPOLITAN TRANSIT AUTHORITY OF HARRIS COUNTY, TEXAS**

**I. INTRODUCTION**

Pursuant to Chapter 451, Section 451.454 of the Texas Transportation Code, METRO must have an independent auditor conduct a performance audit every four years. The audit must include three elements, as follows:

1. Examination of compliance with Chapter 451 and other state laws
2. Review of state-defined performance indicators
3. Performance audit of one of three specified areas – transit operations; system maintenance; or administration/management.

System Maintenance was selected as the area for this performance audit.

Upon completion of the audit, management must prepare a written response to the report. The response must identify the recommendation status as pending, adopted or rejected. The final report for the period from Fiscal Year 2016 through Fiscal Year 2019 has been completed by an audit team headed by Weaver & Tidwell, LLP and contained four findings along with recommendations. The attached document is the METRO management responses to these recommendations.

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**II. RECOMMENDATIONS**

**TASK 1: COMPLIANCE**

**No Findings**

**TASK 2: PERFORMANCE INDICATOR REVIEW**

**Finding 1 – Service Interruptions:** METRO’s Light Rail Service Interruptions data was not accurately reported to the National Transit Database (NTD).

**Recommendation:** We recommend that METRO ensure the policy and procedures on reporting of Service Interruptions from mechanical failures align with Chapter 451 and NTD definitions to ensure accurate reporting for light rail.

**Recommendation Status:** Adopted.

**Management Response:** METRO’s new Maintenance Management Systems, within SAP, has a module that was designed specifically for NTD reporting of Mechanical Failures as defined in the latest NTD Reporting Policy Manual. Monthly Reports will no longer use the “NONE” category for reporting Miles Between Road Calls. The Monthly Reporting now aligns with both definitions of Chapter 451 and the latest NTD Reporting Policy Manual.

**Implementation Date:** December 31, 2020

**Responsible Department:** Rail Maintenance Division

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**II. RECOMMENDATIONS**

**TASK 3: TRANSIT MAINTENANCE ACTIVITIES**

**Finding 2 - The Bus Operating Facility (BOF) Maintenance Operations Plan (MOP):**

The BOF does not maintain a formal and consolidated Maintenance Operations Plan (MOP) that is properly organized that encompasses the full operation.

**Recommendation:** We recommend that BOF Management develop a formal and consolidated MOP that includes a mission statement, table of contents with numbering system that is hyperlinked and all necessary SOPs, which are formatted consistently with revision dates. BOF should coordinate with ROF to ensure consistent presentation of subject matter and cross-over activities, such as parts and facility maintenance procedures. Upon formalization and adoption of the MOP, a process for collaboration and communication should be developed to ensure all levels of BOF staff are familiar with and know how to use the document.

**Recommendation Status:** Pending

**Management Response:** Operations Management, which includes Bus, Facilities, and Rail Maintenance, will develop a formal and consolidated Maintenance Operations Plan (MOP) utilizing the existing preventative maintenance standard operating procedures (SOP), which have been in place for years. Procurement will be included in the process to ensure material distribution is included in the plan. The final plan will include a mission statement, table of contents, and a consolidation of all existing SOPs. The existing Rail Maintenance Plan will be the template and eventually become part of the overall Operations Maintenance plan. This will ensure consistent presentation of subject matter and cross-over activities. After formalization and adoption of the Operations Maintenance Plan, a process for collaboration and communication will be developed to ensure all levels of staff are familiar with and know how to use the document. We expect completion within the next calendar year.

**Responsible Party:** Office of Executive Vice President of Operations

**Implementation Date:** Completion expected January 31, 2022

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**II. RECOMMENDATIONS**

**Finding 3 – Bus Operating Facility (BOF) Training Program:** The BOF training program does not include a single, well-organized system to track and monitor the on-time performance of all required employee technical, refresher, and Operational Training or Industrial Safety division trainings.

**Recommendation:** We recommend that BOF continue to coordinate with Operational Training to implement a Learning Management System (LMS) consistent with Rail Operating Facility (ROF) that allows the systematic and timely management of individual employee training needs that correspond with their duties and utilizes an easily accessible, online training platform. The LMS should be a consolidated platform for all required training, including those maintained by Operational Training and Industrial Safety that can be easily referenced by management to validate training compliance by employee. Additionally, METRO Management should assess all training needs across BOF and ROF to develop a list of topics that are shared between the divisions. This should include authority-wide SOPs and training topics such as safety and heavy equipment use. The BOF and ROF should coordinate on the development and delivery of universally applied training topics to ensure consistency and future compliance with authority policies and procedures.

**Recommendation Status:** Pending

**Management Response –** METRO is in process of implementing the Absorb Learning Management System (LMS). The targeted Agency-wide start date is expected in mid-February 2021. Once fully rolled out, departments throughout the Agency will be tasked with using the Absorb LMS to schedule and track attendance of live classroom and live virtual instructor-led training. Records from prior years will also be uploaded to LMS based upon whether the content is required on a regular or a one-time basis. If required on a one-time, then the content and the date the training occurred will be taken into consideration. A discussion with Records Management and associated departments will need to be held to determine how far in the past to look to upload a training record. Operations Training will coordinate with Safety Training to ensure the needed content is scheduled and delivered to the applicable employees in a timely manner. LMS administrators will be identified who will be able to review records and assign training in the Operations Training teams and in the Safety department. In addition, needs assessment will be initiated to identify training topics and SOPs that can be shared between bus and rail operations.

**Implementation Date:** December 31, 2021

**Responsible Department:** Operations Training and Safety Training