



**To:** Matt Harriss, Member, Chair, Finance, Audit & Administrative (FAA) Committee  
Dianne Bangle, Member, Vice Chair, FAA Committee  
Leslie Pool, Member, FAA Committee  
Becki Ross, Member, FAA Committee

**CC:** Dottie Watkins, President/CEO

**From:** Terry Follmer, CPA, MBA, CIA, CISA, CISSP  
VP, Internal Audit

**Date:** October 16, 2024

**Subject:** **Proposed FY2025 Internal Audit Plan & Annual IIA Governance Requirements**

## Purpose

The purpose of this memo is to review the Institute of Internal Audits (IIA) annual governance and communication requirements as well as request the approval from the Board for the proposed FY2025 Audit Plan. The IIA has revised their Global Internal Audit Standards effective 2025 and this memo will highlight key requirements that are required to be approved by the Board, some of which are new. Additionally, this memo contains the proposed CapMetro Internal Audit Plan (Audit Plan) and summarizes the planning methodology and the audit projects that Internal Audit recommends performing during FY2025.

## Board Governance of Internal Audit Function

The CapMetro Internal Audit Department follows two sets of internal audit standards, one from the IIA (Red Book), and the other from the U. S. GAO (Yellow Book) which are almost identical in requirements. The chief difference between the two standards is that the Government Accounting Standards issued by the U.S. GAO requires an external quality assessment every three years versus the IIA which only requires the assessment every five years. The revised IIA standards require that the following specific items to be discussed and reviewed by the Board at least annually:

- Internal Audit Department Charter
- Internal Audit Mandate from the Board
- Annual Audit plan and any significant changes



- Annual Budget and resource plan
- The Chief Audit Executive's appointment and removal
- The Chief Audit Executive's Remuneration
- The external quality assessment plan
- The results of the external quality assessment and any action plans

## FY2025 Audit Plan & Updates

The Institute of Internal Auditor's (IIA) *International Standards for the Professional Practice of Internal Auditing* require that risk-based plans be developed to determine the priorities of the internal audit activity, consistent with the organization's goals.

The proposed FY2025 Internal Audit Plan (Table 1) was developed by performing a comprehensive risk assessment. This included a risk assessment survey sent to management and Board members, management interviews, and discussions with Board members. The Internal Audit Department also reviewed CapMetro's operating and capital budgets, organization charts, Strategic Plan as well as prior external consulting and audit reports (e.g., FTA Triennial, Quadrennial Performance Audit, etc.), to help ensure other potential risk and opportunity areas were identified and proposed projects are aligned to address the strategic risks of the Authority. The proposed Audit Plan has been designed with a special focus on CapMetro's Strategic Plan with input from the Board and President on down through the organization. Additionally, we collaborated with other Texas transit agencies and reviewed the audit plans of METRO in Houston, VIA in San Antonio, and DART in Dallas.

This year's Risk Assessment (Table 3) identified the top 15 risks facing CapMetro in FY2025 and only one risk (Fuel & Inventory Controls) was new from last year's results. The other fourteen risks were all noted in the prior year risk assessment, however, the risks categories had quite a bit of movement in the shuffling up/down. Some of the more notable movements is that with this being a major election year the risk called "Political Risks – Funding" came in at #1, and with the reduction of the growth rate in Sales Taxes the risk called "Managing Projected Costs vs Revenues" came in at #2. Additionally, the continuation of large capital projects, including the electric bus program, establishing new transit facilities and offices, MetroRapid delivery, the standup of the new North Base Demand Response and CapMetro Police Department facilities was notably reflected in the risk survey results. Some key FY2025 financial drivers of risks are noted as follows: Capital Projects budgeted at \$230 million (e.g., Project Connect MetroRapid Stations; North Base Demand Response Facility; Bus Electrification Infrastructure; and new Fifth & Tillery headquarters); Total Expenses at \$454 million; and Total Revenues budgeted at \$513 million (\$403 Sales Taxes; \$65 million Grants).

The proposed FY2025 Audit Plan was put together using the annual risk assessment and other activities (e.g. interviews; review of FY25 budgets and strategic plan; etc.) detailed above and

contains 26 projects. Three of the proposed projects are required by external regulations as follows: Quadrennial Performance Audit is required every four years per Texas Transportation Code 452.454; the FTA Triennial Review is required by FTA every three years; and a Quality Assessment Review of the Internal Audit Department is required every three years per the Government Auditing Standards issued by the U.S. GAO. Additionally, the Plan includes ten projects that are already “in-process” and two projects (Inventory Controls (Fuel, Parts & Electricity); and A/P Non-PO Procurements) that UT Interns will participate in this Fall semester. With the new operating models for Bus (Keolis contract) and Demand Response (MTM contract) we will be auditing their payroll “pass through charges” to ensure adequate controls are in place to validate accurate and timely payments to service provider staff and related invoicing to CapMetro. The proposed plan also includes two IT projects which includes a follow-up on the cybersecurity assessments conducted by CISA to benchmark against prior year results, and the Annual Cybersecurity Review (i.e., IT Penetration and Vulnerability Assessments) which is performed by a third party. Some other highlights from the Plan are projects in the following areas: Police Department Standup; Capital Projects – Costs & Reporting Controls; new Brinks contract and reconciliation of cash collected; a review of Keolis bus maintenance and training; and a Survey of Oracle Users to identify opportunities for improvement.

The FY2025 audit plan also includes a list of contingent projects (Table 2 – five projects listed as Contingent Audit Projects) that will serve as backup projects that will be performed if the original plan is running ahead of schedule or if some of the projects must be delayed or cancelled. Furthermore, the Audit Plan is meant to be a risk based flexible audit plan so as emerging risks arise or priorities change, the Internal Audit Department will bring these future project changes to management and the FAA Committee for approval.

## Internal Audit Budget & Resource Plan

Staffing for the FY25 Audit Plan will use a combination of internal and external resources to perform the projects. This past year the Internal Audit Department completed seventeen audit projects. The FY25 plan includes twenty-six assurance/advisory projects, and Internal Audit believes these additional projects can be completed because ten of the projects are already “in-process” and through better planning, scoping and coordination with management. The department is currently fully staffed with five full time auditors, and we continue to mature the UT Audit Intern program which started in 2018. This Fall semester we will have five graduate Accounting students from UT’s #1 ranked Masters of Professional Accounting program who will be assisting on two advisory projects as part of their required Auditing-2 class. This is our thirteenth semester participating in this highly successful program, and we plan on continuing the UT Audit Intern program with a fresh class in the Spring. Each student in the intern program is providing up to 60 hours per semester (about 5 hours per week) of volunteer project time for the semester as part of their Auditing-2 class. Additionally, on the IT security side we have registered with CISA to follow-up on this year’s cybersecurity assessments, and the external Annual Cybersecurity Review (i.e. IT Penetration and Vulnerability Assessment) is

performed by a consulting firm which is funded by the IT Department. We believe this mix of internal and external resources is sufficient to perform the projects listed in the FY2025 Audit Plan (see Table 1).

The FY25 Internal Audit Department budget of \$1 million is sufficient to support the FY25 Audit Plan and includes an extra \$220K to cover the professional service fees to perform the Texas mandated Quadrennial Performance Audit which has been contracted to come in under budget at \$195K.

## Professional Requirements & Auditor Independence

The Internal Audit Department conducts our audits in conformance with Generally Accepted Government Auditing Standards promulgated by the Comptroller General of the United States and the IIA's International Standards for the Professional Practice of Internal Auditing and Code of Ethics. These standards require that we be independent from any entity or person that we audit or may audit and be objective when conducting such audits. Furthermore, IIA Standard 1110 requires that the CAE confirm to the board, at least annually, the organizational independence of the internal audit activity. Capital Metro Internal Audit is organizationally independent of management and, as such, remains objective when conducting audits, and our staff have no conflicts of interest with the proposed FY2025 Audit Plan. Additionally, the Internal Audit Department conforms with the International Standards for the Professional Practice of Internal Auditing.

**TABLE 1 – FY2025 Audit Assurance & Advisory Projects**

	<b>Audit Project</b>	<b>Audit Type</b>	<b>Audit Objective &amp; Scope</b>	<b>Estim ated Hours</b>
1	Semiannual Implementation Status Updates - November 2024	Assurance	Monitor and report on implementation status of previously agreed-upon corrective action plans (CAPs). Status updates are performed twice each year (Spring and Fall.)	200
2	Semiannual Implementation Status Updates - May 2025	Assurance	Monitor and report on implementation status of previously agreed-upon corrective action plans (CAPs). Status updates are performed twice each year (Spring and Fall.)	200
3	FY2025 Risk Assessment & FY2026 Audit Plan Development	Continuous Improvement & QC	Develop the annual risk based internal audit services plan to identify audit and non-audit projects and effectively allocate resources. Update and align the plan with changing organizational risks/opportunities.	350
4	Quadrennial Performance Audit	Assurance & Advisory	State-Mandated Performance Audit per Section 452.454 of the Texas Transportation Code describes the requirements and purpose of the Quadrennial Performance Review.	200
5	FTA Triennial Review	Assurance	FTA Mandated Triennial audit performed every three years by a consulting firm chosen by the FTA.	200
6	QAR (Quality Assurance Review) of Internal Audit practices	Assurance	Complete FY2025 external Quality Assurance Review: GAGAS requires an external peer review at least once every 3 years.	300
7	Keolis Payroll Pass Through Controls	Assurance & Advisory	Build data analytics model to identify potential payroll errors, and ensure controls are appropriate to validate. Ensure Keolis employees are paid in compliance with the Collective Bargaining Agreement and CapMetro is properly billed.	500
8	MTM Payroll Pass Through Controls - New Contract in Demand Response	Assurance & Advisory	Ensure controls are appropriate to validate the MTM employees are paid in compliance with the Collective Bargaining Agreement and CapMetro is properly billed.	500
9	FastPath - Analyze Oracle segregation of duties	Advisory / Consulting	FastPath software has been purchased to analyze segregation of duties (SOD) across the financial transactions (e.g. Payments; Payroll; etc.)	300
10	Oracle Survey - User Satisfaction & Opportunities	Advisory / Consulting	Post implementation survey of users across all department to measure user satisfaction and determine opportunities for improvement.	250
11	Capital Projects - Costs & Reporting Controls	Advisory / Consulting	Review the efficiency, completeness and accuracy of Capital Projects data across Oracle, Planview, and Hexagon. Evaluate whether the training, and policies/procedures are adequate.	400
12	Police Dept Standup (Recordkeeping & Compliance Requirements)	Assurance	Document required recordkeeping and compliance activities per Federal, State and City agencies, and evaluate current controls to ensure compliance.	300
13	Inventory Controls (Fuel & Parts) & Utilities (Electricity)	Advisory & Assurance	Evaluate policies, procedures and systems (i.e. Oracle, Hexagon, GasBoy, etc.)	400
14	A/P Non-PO & P-Card Controls	Advisory & Assurance	Evaluate controls and perform testing of Non-PO purchases which includes P-Card and payments made through Check Requests.	300
15	Brinks Contract and Outsourced Treasury Controls	Assurance	Review Brinks contracts and controls related to the collection, deposit and reconciliation of cash collected on buses.	200
16	Keolis - Bus Maintenance & Training	Advisory / Consulting	Review records related to maintenance training and preventive maintenance plans.	300
17	Automation of Bus Incidents/Accidents Reporting	Advisory / Consulting	Evaluate new automation controls for Bus incident/accident reporting.	400

	Audit Project	Audit Type	Audit Objective & Scope	Estimated Hours
18	Safety Management System (SMS) - Management of Change	Advisory / Consulting	Compliance with FTA requirements related to safety and "management of change".	400
19	Bus Charging Infrastructure & EV Program	Advisory / Consulting	Review project plans related to the EV Bus Program and evaluate where policies/procedures will need to be defined to properly support the EV fleet. Assess the reliability, integration, and maintenance of the charging systems. Review operational responsibilities and identify lessons learned to improve efficiency and system integration.	400
20	Bytemark Contract for e-Ticket & Collections - Administrative Fees	Assurance & Advisory	Review process and technology controls to ensure internal controls over Bytemark e-Tickets and collections have correct administrative fees.	400
21	United Healthcare - Eligibility & Payment Support	Assurance	Review eligibility controls for participants. Ensure proper support for administrative fees based upon contract, and support for United Healthcare claim payments.	300
22	McKalla Station - Capital Project Controls	Assurance	Review construction process for compliance with contracts, policies, procedures and regulatory requirements. Review contract close-out and lien releases.	350
23	BikeShare Program	Assurance & Advisory	Review ILA and other contracts and develop RACI Chart defining all key roles and responsibilities. Ensure credit card fees from Stripe agree to contract.	150
24	CLS System for Right of Way Revenues (Permits, RWIC, Licenses)	Assurance & Advisory	Review orders in CLS system and contracts, and validate proper billing in Oracle. Evaluate billing controls for accuracy and timeliness.	100
25	NIST Cybersecurity Framework (CISA Facilitated Self Assessment) - re-assessment from 2024 baseline	Assurance	CISA will re-perform two reviews (Cyber Resilience Review and External Dependency Mgt) which checks for compliance with best practices as listed in the NIST Cybersecurity Framework	300
26	Annual Cybersecurity Review (Verizon)	Assurance	Annual Cybersecurity Assessment with outsourced IT Penetration & Vulnerability Assessment	200
27	Support to Transit Industry & Professional Organization	Continuous Improvement & QC	Internal special projects including support of local and industry professional associations (ISACA, IIA, APTA, ALGA, Toastmaster, etc.), responding to professional exposure drafts, internal training and other internal quality improvement opportunities as needed. UT Audit Intern Program (Fall & Spring).	240
28	Management Requests, Consulting & Special Projects 1) Advisor on various Committees; 2) Investigations; 3) Emerging Risks & Special Projects as requested, etc..	Advisory / Consulting	Internal auditing best practices include allocating an undesignated contingency for management requests and other unanticipated special projects.	600

***TOTAL ESTIMATED HOURS***

***8,740***

Project started in FY2024  
 UT Intern projects Fall 2024

**TABLE 2 – FY2025 Contingency Audit Projects (To Be Used as Backups)**

	<b>Audit Project</b>	<b>Audit Type</b>	<b>Audit Objective &amp; Scope</b>	<b>Estimated Hours</b>
1	Lease Vehicle Program - non-Revenue Vehicles	Assurance & Advisory	Review lease contract, fleet utilization, and related controls to ensure contract compliance and proper asset management.	400
2	Microsoft SharePoint & Active Directory	Assurance	The confidentiality, integrity and availability of the Microsoft Active Directory and SharePoint.	250
3	Real Estate - Life Cycle Management & Controls	Advisory	Evaluate controls from cradle to grave as it relates to both purchased and leased properties. Review how the Hexagon EAM and other systems support the maintenance life cycle of the property.	400
4	Grant Reporting Process (Small Starts, Single Audit, Subrecipients)	Advisory	Evaluate grant reporting controls from cradle to grave as it relates to identification to final disposition on every grant application. Review Oracle and other system controls used to monitor and report grant status.	250
5	Board Policies/Goals - Monitoring & Reporting (e.g. OTP; Fare Recovery; DBE; Title 6 Equity Analysis; etc.)	Assurance	Review Board policies/goals to ensure that they are periodically reviewed and updated, and that related performance metrics are being tracked and reported.	300
<b>TOTAL ESTIMATED HOURS</b>				<b>1,600</b>

**TABLE 3 – FY2024 Risk Assessment Survey Results**

No.	Response	(A) Average of Impact Scores	(B) Average of Likeliho od Scores	(A x B) Residual Risk	(D) Mitigating Controls	Count of Accept Risk	Count of Requires Plan	"Requires Plan" Recommendations to improve Risk Management Activities
1	Political Risks (Federal & State) - Funding & Project Connect	7.4	7.3	54.1	<p>CapMetro will continue to be a supportive voice for continuing the voter approved program of projects from November 2020 and will continue to highlight/educate elected offices on the impact of public transit on the regional economy and overall community wellbeing. Regular updates will be provided to the SET and SMT throughout the new Congress and next session of the Texas Legislature for information and identification of areas / hearings where a CapMetro perspective may be beneficial to offer.</p> <p>For Federal funding and reauthorization in the next Congress, Government Affairs will continue to work closely with APTA, SWTA, TTA, TEX-21, The Bus Coalition, and Transportation Advocates of Texas to highlight the need for continued, sustained and dependable funding contributions to support economic vitality and growth. These advocacy organizations will supplement the work being undertaken by the federal Government Affairs team to bring awareness and attention to the impact of federal funding.</p>	3	4	
2	Managing Projected Costs vs Revenues (Sales Taxes Flat)	7.5	6.5	48.8	<p>Annual Budgets by Department approved by mgt and Board. Monthly tracking of Actual vs Budget with reporting to Mgt/Board. Budget Dept that is separate from Actual accounting that works on ST/LT forecasts and challenges mgt on assumptions. All material expenditures and commitments require approval from the Board. FY24 there is a freeze on FTE growth, with focus on filling/adjusting vacancies first. Developing structured process for evaluating/filling vacancies. The Senior Executive Team conducts a monthly review of operating and capital actual expense vs budget.</p>	3	4	<p>Strengthen Project review processes and procedures to avoid scope creep. In light of ATP being the FTA direct recipient of new starts grants and light rail delivery, a thorough and critical review of workforce needs and FTE growth is needed. Some level of benchmarking with our peer systems would be beneficial with a nuanced review of our core and support functions. Setting up monthly operational and financial key performance indicator tracking could</p>



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								potentially be beneficial with tracking efficient use of funds.
3	Safety of Operations (Customers & Operators)	7.2	6.4	46.1	Safety Policies & Training; Ops Procedures; Ops Mgt; Safety Plans; Oversight from Mgt, Fed, State & Contractors; Accountability & PDC's; Reg Requirements for Safety Plan; SMS in place; SMS plan in development for new FTA Requirements; Passenger Safety Initiatives planned;	3	4	Improved driver training & mgt; Continued focus on safety systems/policies; Complete required Safety Plan; Develop System Safety Program Plan; Develop improved safety plans, procedures, protocols, policies, and training programs. Continue rollout of Battery Electric bus safety training. Ensure safety plans evolve with technology in a timely manner.
4	Electric Buses - Strategy/Delivery/Mgt	6.2	7.0	43.4	Bus Infrastructure has been scheduled and has been shared with the FTA for MetroRapid (Expo & Pleasant Valley). 2910 Plan developed with Proterra. Contingency is being developed around Proterra recent Bankruptcy. Planning for N Ops expansion with solar grid and bus charging is underway. Close coordination with Austin Energy. FTA required Fleet Transition Plan which is routinely updated. David Carr, Dir of Zero Emission Vehicles. Good contract and OEM management with the bus builders to prevent defects. Additional Field Service Techs have been added to contracts to ensure availability/reliability. New EV specialty shop to address diagnostics and repairs and related training.	3	4	Develop a technology of choice fleet Plan allowing us to look at various zero to near zero emission propulsion system. Use of Hybrid electric vehicles in the future as we review emerging technologies, such as Hydrogen fuel cell buses, keeping an eye on the advances in battery power density and ensuring we stay on course to be carbon neutral in 2040. Continue to work with the newly formed Phoenix Motor Car as the prime OEM for 46 of our delivered battery electric buses working through warranty, parts, and service issues.
5	MetroRapid Delivery	6.8	6.3	42.9	Project Management approach has been developed for overall delivery of the two Rapid lines; including a Risk Register that is regularly reviewed and updated with senior staff; CapMetro monthly Metro Rapid project team meeting; Tri-Party meeting of appropriate department leaders (CM; ATP; COA); Monthly Executive Tri-party meeting (CM; ATP; COA); FTA monthly/Qtrly meeting with CapMetro.	3	4	The first two MetroRapid projects as part of Project Connect will be operationalized in 2025.Plans are being made for potential delivery risks, including charging and bus availability.

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6	Workforce Shortage, Competition & Development	6.5	6.0	39.0	Over the past two years CapMetro has approved Increases in starting pay for frontline bus and maintenance employees. We are continuing Innovative hiring incentives including increased hiring bonuses, referral bonuses, relocation and temporary housing. In 2023-24 CapMetro completed a comprehensive salary structure and competitive pay review to remain competitive with the market.	3	4	P&C Department is developing updated leadership development training, succession planning and high potential programs to fill leadership and skill gaps and enhance employee retention. Also continuing collaboration with service providers to recruit frontline employees through outreach and marketing campaigns.
7	Standing Up CapMetro Police Dept	7.2	5.2	37.5	CapMetro received TCOLE Authorization in May of 2024. A Chief of Police has been hired and officer hiring is in progress. An ILA has been established with GATRRS and the City of Austin.  We have begun procuring vehicles. Coordinating with Marketing on branding/imaging, etc.. of uniforms, equipment, vehicles, etc. P&C helping develop enhanced PD training program including customer and Operator interface.  Staff regularly meet with Public Safety Committee which is appointed by the Board. Public Dispatchers are currently being trained to become certified dispatchers. RMS system has been purchased and is being prepped to interface with COA CAD system (CTECC).	4	3	Plans are needed for challenges in hiring officers in a timely manner.
8	Service Provider Performance & Contract Management	6.3	5.3	33.4	Continue to refine Contract & Oversight programs; PDC; Employee engagement; QA in contracts & periodic audits; Contract Management Plans; Contract Monitoring Plans created by PM's; Mode-specific oversight in place; Software (GRC & Contract Performance Mgt) is in the works to help manage this;	4	3	Develop Contract oversight plans to cover all elements within the new model. Focus on pass-through cost and refine performance measures of service providers on how the workforce is managed per the CBA. Use existing tools to develop methods to verify invoicing. Track all costs. Develop revised KPIs with more focus on workforce management (FMLA, Safety, Grievance performance, etc.)

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9	New Fare Structure - Develop & Implement	5.8	5.3	30.8	A Director of Revenue & Fares was hired during FY24 in the Finance Dept to help lead the development and implementation of the New Fare Structure. Developed a 3 year plan including implementation for Fare collections system and fare structure compaction. Plan includes multi-year plan for future fare increases which requires Board Action. We are also 2 months into the implementation of a new fare system, with rollout scheduled for Spring of 2025; project is on time and on budget.	0	7	In the interim, before the new fare system is rolled out, we continue troubleshooting errors with the current Bytemark/Siemens system and just completed the final draft of the separation agreement with Bytemark/Siemens to formally part ways.
10	Oracle (ERP) Performance & Business Process Optimization	5.3	5.3	28.1	Oracle has Executive Steering Committee that meets monthly to discuss open items and prioritize. FTA grants and requirements will drive needed new reporting. EDAP and ability to pull data quickly and routinely. EAM Consultant being hired to evaluate Hexagon asset management strategy and execution. Oracle University library is being established to track and record specialty classes completed.	4	3	We have just completed a full assessment of the system with the support of Gartner. They provided a staffing framework along with estimates of long-term costs. The updates were presented to the Oracle Steering Committee, and next steps will be to develop a plan around Gartner's findings and present at a near-term SteerCo meeting.
11	Ridership Levels & Creating a Culture of Ridership	5.4	4.3	23.3	While focusing on reliable rider segments that has included students (with a 15% increase in UT ridership and a 320% increase in "Kids ride free"); agency should simultaneously expand ridership to other markets and riders with mobility options. The introduction of Rapid routes in East Austin provides an opportunity to build ridership in an area that has a mix of reliable riders and potential commuters. The new Decker Pickup zone will be promoted to build a ridership base for the on-demand service Customer Experience monitoring. Customer Experience (CX) testing has been a longer-term mitigation plan for understanding and addressing the customer experience through research, the identification of pain points and corrective actions budgeted and taken that can be publicly shared.	3	4	Balance between transit dependent and transit riders of choice in our Service Plan and reflect that in our fare strategy. Marketing strategy targeting commuters and appealing to the low price of transit as compared to car ownership; sustainable plan for the unhoused and non-destination rides, re-open dialogue with employers. Development of long-term strategy for Pickup service. Develop the new baseline for bus service (local and commuter) based on Transit Plan 2035 recommendations and data from CapMetro's 2024 trip patterns model that would offer a better understanding of service levels we are offering based on service demands and unmet needs.

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12	Fuel & Inventory Controls	5.0	4.5	22.5	CapMetro uses the following systems to capture the fuel inventory and expenditure cycle: Oracle; Gasboy; Hexagon; and Veeder Root. For parts, CapMetro uses the following systems: Oracle and Hexagon. PO's are required for purchases and physical inventories and reconciliations occur on a monthly basis.	2	5	The Internal Audit Department has sheduled a FY2025 audit of this area to evaluate the adequacy of internal controls and see if there is any opportunities for improvement.
13	IT Risks & Cybersecurity	5.5	4.0	22.0	The Cybersecurity team has now been staffed with seasoned security professionals, and have external monitoring in place to watch for malicious threats. Recently we also launched and had employees complete Cyber Security training via Litmos Learning.	4	3	Continue to work the current plan, which includes yearly cyber security risk assessments and incorporate any findings into the current security framework with a plan and appropriate dates for completion, by the CapMetro CISO and team.
14	Establishing Transit Facilities & Offices	4.5	4.3	19.4	Facility Catalogue to support the Facility Master Plan. SOG in Hexagon and required NTD reporting in compliance with FTA. Facilities costs is included in the long range financial plan.	2	5	Facility Master Plan has been drafted to guiding facility capacity and improvements. Plan includes initiative to map integration between facilities and technology (Hexagon, GIS, BIM). Facility catalogue developed.
15	ATP/CapMetro - ILA, Alignment & Business Process Optimization	4.4	4.0	17.6	JPA and amendments and ILA's will help manage the risk. An ILA is in development to reimburse for current and near term capital costs for the CapMetro components of Project Connect.	4	3	Plans for the next investment will be developed through the Transit 2035 Plan.