



**Internal Audit Committee of  
Brevard County, Florida**

**Internal Audit of  
The Transit Services Department**

**Prepared By:  
Internal Auditors  
August 5, 2020**



## **Table of Contents**

---

Transmittal Letter .....	1
Executive Summary .....	2
Background .....	3 - 11
Objectives and Approach .....	12
Observations Matrix .....	13 - 16

August 5, 2020

The Audit Committee of  
Brevard County, Florida  
2700 Judge Fran Jamieson Way  
Viera, Florida 32940-6699

Pursuant to the approved 2019/2020 internal audit plan, we hereby submit our internal audit of the Transit Services Department. We will be presenting this report to the Audit Committee at the next scheduled meeting on August 19, 2020.

Our report is organized in the following sections:

<b>Executive Summary</b>	This provides a summary of the observations and testing results related to our internal audit of Transit Services.
<b>Background</b>	This provides a general overview of the Transit Services.
<b>Objectives and Approach</b>	The internal audit objectives and focus are expanded upon in this section as well as a review of our approach.
<b>Observations Matrix</b>	This section provides the results of our internal audit procedures, including our recommended actions and management's responses.

We would like to thank all those involved in assisting the Internal Auditors in connection with the internal audit of the Transit Services Department.

Respectfully Submitted,

**INTERNAL AUDITORS**

## **Executive Summary**

# Executive Summary

---

## Overview

The Transit Services Department (“Department”) is committed to providing quality transportation services that meets the needs of the public and enhances the quality of life for the community. The Transit Services Department, d/b/a Space Coast Area Transit (“Transit”), provided its transportation services for its 602,000 area residents plus visitors, totaling 2,118,469 passenger trips in fiscal year 2018-2019.

## Objective

As outlined in the FY 2019 / 2020 Internal Audit Plan issued in November 2019, an internal audit report was last issued in April 2009 focusing on Transit’s internal controls over cash collections. Transit runs throughout Brevard collecting and handling significant volumes of cash. The agency is routinely audited by federal oversight agencies, but with technology innovation and ridership at an all-time high, the fast-paced economic growth engine escalates the importance of strong controls over cash collections, performance and safety measurement, and ongoing fleet maintenance. Our focus will be on controls over the cash handling process, reconciliations and segregation of duties. We will also provide benchmarking with comparable transit operations as well as various performance measurements utilized by Transit.

## Observations

Observation ratings are a subjective evaluation of the severity of the concern and the potential impact on the operations. An observation rating of “High” represents an issue of immediate concern and could cause significant operational issues if not addressed soon. A “Moderate” rating is an issue that may also cause operational issues and does not require immediate attention but should be addressed as soon as possible. Observations given a “Low” rating could escalate into operational issues but can be addressed through the normal course of conducting business.

The following is a summary of observations noted.

Ratings by Observation	Risk Rating
1. <b>Segregation of Duties around Cash</b> - We noted that there is a lack of segregation of duties as it relates to the counting, depositing, recording and reconciling of cash; as well as, some opportunities to improve the counting and video monitoring process.	High
2. <b>Safety</b> - We performed three ride-alongs for three different routes and three different bus drivers and identified two exceptions related to various Department safety protocols pursuant to the Department’s Operators Manual.	Moderate
3. <b>Security</b> - We determined that additional security cameras are needed to obtain fuller coverage at the terminals. We also identified the need for expansion of the current security protocols related to the fare collection process.	Moderate
4. <b>Customer Service</b> - We noted various minor design flaws and/or opportunities for improvement related to the software used in the customer service process.	Low

## **Background**

# Background

## Overview

The Transit Services Department is committed to providing quality transportation services that meets the needs of the public and enhances the quality of life for the community. The Transit Services Department, d/b/a Space Coast Area Transit (“Transit”, “Space Coast”), provided its transportation services for its 602,000 residents plus visitors, totaling 2,118,469 passenger trips in fiscal year 2018-2019. Space Coast Area Transit as a department of Brevard County is governed by the five-member board of the Brevard County Commission. Space Coast provides transit service throughout Brevard County via fixed route motorbus services, demand-response services and van-pool services. Calendar years 2017 and 2018 data representing Space Coast’s motorbus and vanpool services are spotlighted below (source: 2019 National Transit Database - calendar 2019 data not available until September 2020).

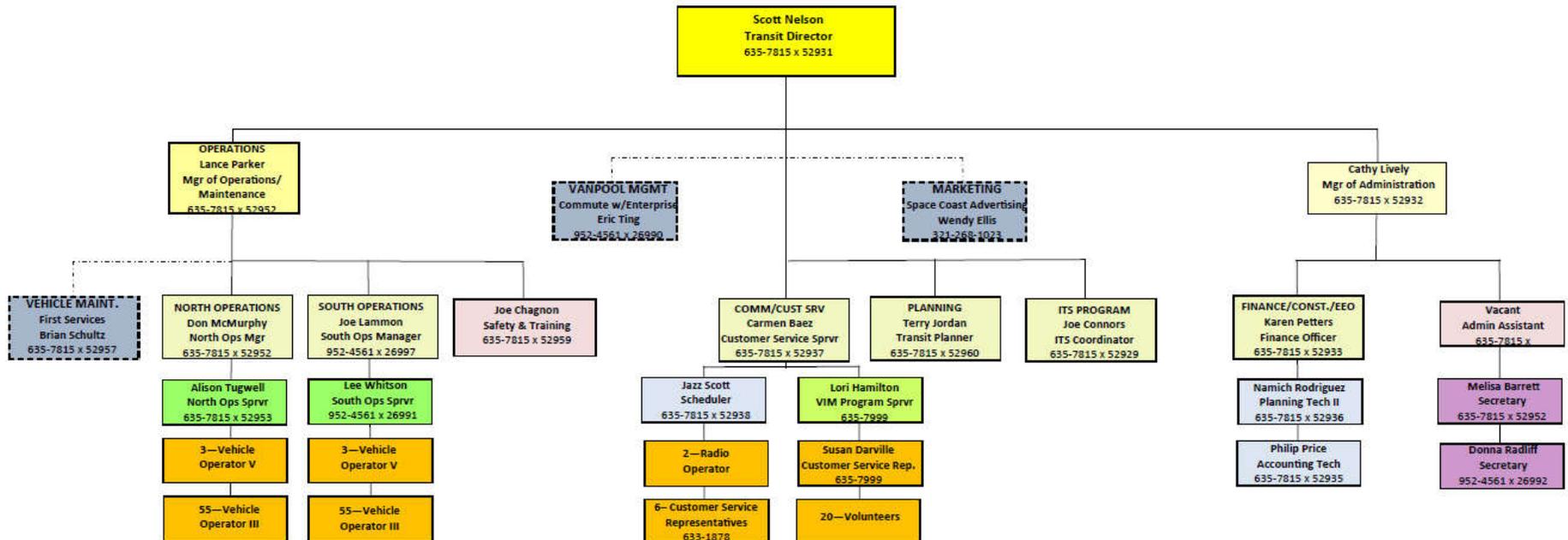
		2017	2018
GENERAL INFORMATION	Service Area Population	579,130	579,130
	Service Area Population Density	371.95	371.95
	Total Local Revenue	\$1,859,453	\$1,859,453
	Total Operating Expense	\$7,053,010	\$7,391,175
SERVICE SUPPLIED	Revenue Hours	97,475	99,365
	Revenue Miles	1,805,930	1,843,319
	Route Miles	356	348
	Vehicles Available for Maximum Service	67	67
	Vehicles Operated in Maximum Service	31	32
SERVICE USAGE	Average Trip Length (in miles)	5.79	5.79
	Passenger Miles	12,304,201	12,265,934
	Passenger Trips	2,125,629	2,118,469
QUALITY OF SERVICE	Weekday Span of Service (in hours)	18.42	18.42
COST EFFICIENCY	Operating Expense Per Revenue Hour	\$72.36	\$74.38
	Operating Expense Per Revenue Mile	\$3.91	\$4.01
	Passenger Trips Per Employee FTE	28,650	29,248
COST EFFECTIVENESS	Average Fare	\$0.39	\$0.39
	Farebox Recovery (%)	11.83	11.27
	Operating Expense Per Passenger Mile	\$0.57	\$0.60
	Operating Expense Per Passenger Trip	\$3.32	\$3.49
	Operating Expense Per Service Area Capita	\$12.18	\$12.76
SERVICE EFFECTIVENESS	Passenger Trips Per Revenue Hour	21.81	21.32
	Passenger Trips Per Revenue Mile	1.18	1.15
	Passenger Trips Per Service Area Capita	3.67	3.66
	Revenue Miles Between Failures	41,998.37	36,866.38

# Background - continued

## Staffing

Key personnel from the Transit Department that are involved in the operations and were interviewed as part of the internal audit, are as follows:

Name	Title
Scott Nelson	Director
Lance Parker	Manager, Operations & Maintenance
Cathy Lively	Manager, Administration
Karen Petters	Finance Officer
Joe Chagnon	Safety & Training
Carmen Baez	Customer Service Manager
Brian Schultz	First Services, Vehicle Maintenance



## Background - continued

---

Transit's various accomplishments, initiatives, and trends and issues related to FY 2018-2019

### **Bus Operations:**

#### *Accomplishments:*

- 29 peak vehicles on 20 Fixed Routes providing 2,054,261 passenger trips last year
- 33 peak vehicles on 33 Paratransit routes providing Transportation Disadvantaged, ADA contract and Volunteers in Motions services; for a total of 126,428 trips
- 71 peak vehicles in Commuter and Human Services agency vanpools with 216,612 trips provided
- Provided over 149,072 hours of revenue services on all buses
- Added 2 new paratransit routes to meet demand for additional senior and disabled transportation
- Hosted 7th annual Tourism and Transit Summit in Cape Canaveral with over 280 government and business leaders, other stakeholders, and staff attending
- "Ride with Jim" event has continued to be very popular, with Assistant County Manager interacting with citizens and educating them about different County Departments and Transit Services
- Steady increase in revenue for bus wrap contract advertising: total revenue of \$284,529 in Fiscal Year 2019, an increase of 13% over the previous year
- Awarded new Vanpool Management contract to Commute With Enterprise
- Awarded new General Planning Consultant contract to Tindale-Oliver and Associates
- Awarded new Intelligent Transportation Systems contract to ETA Transit
- Completed new Title VI Plan for FTA
- Completed Federal Transit Administration Comprehensive Review

#### *Initiatives:*

- Composing Public Transportation Agency Safety Plan (PTASP) in response to new federal requirement
- Preparation for County Internal Audit
- Preparation for Florida DOT Triennial Review

#### *Trends and Issues: (FY 2019-2020)*

The COVID-19 pandemic has had a big impact on our service, with stay at home orders and closures affecting important segments of our riders, like the Adult Day Training Centers, seniors, restaurants, hotels-hospitality workers, retail stores and vanpoolers. We estimate the total system ridership dropped by 60% during March – June 2020 compared to the same period for FY 18/19. We made numerous service cuts and reduced service to Saturday Fixed Route service on weekdays. We installed Plexiglas barriers on all the Fixed Route buses and resumed regular Weekday bus service on July 6<sup>th</sup>. Long-term effects of COVID Virus impact on ridership, driver availability, fare box and advertising revenue are uncertain. The Federal Transit Administration CARES Act support of \$18,048,445 is expected to greatly help us with operating costs, especially wages and benefits through Fiscal Year 2021. This should enable the department to avoid layoffs and hire additional drivers for the 3 new bus routes. It will also pay for preventive maintenance, personal protective equipment and other expenses related to the virus. This would also be a strategic time to make a name change from Space Coast Area Transit (SCAT) to 321 Transit, and incur the expenses associated with the change. The need for County General Funding and Florida DOT grants will be reduced but not eliminated.

#### *Service Level Impacts:*

- Addition of 3 new Fixed Routes in Fiscal Year 2020-2021, funded by the CARES Act

[Source: Brevard County Proposed Operating and Capital Budget].

## Background - continued

---

Transit's various accomplishments, initiatives, and trends and issues related to FY 2018-2019 - continued

### **Transit Capital:**

#### *Accomplishments:*

- Improvements were made to Cocoa Transit Center on South Varr Avenue in Cocoa
- Installed bus shelter in West Melbourne
- Received new buses: (2) 35 ft. Gillig trolleys, (4) 30 ft. Freightliners, (3) 24 ft. Ford E-450's
- Awarded new Intelligent Transportation Systems contract to ETA Transit
- Cocoa fueling station upgrades
- Cocoa administration building A/C replacement
- Award of new Vehicle Maintenance contract

#### *Initiatives:*

- Bus shelter installations in Viera, Satellite Beach, Merritt Island, Cape Canaveral, Rockledge, Melbourne
- Implementation of Intelligent Transportation Systems hardware and modules: Automatic Vehicle Locating, Paratransit Scheduling, Real Time Passenger Information, Automatic Passenger Counting, Automatic Stop Announcements, Wi-Fi on buses, etc.
- Begin demolition of the condemned building on King Street in Cocoa for expanded employee parking at the Cocoa terminal
- Melbourne and Cocoa administration building upgrades
- Purchase of new small buses
- Continue to upgrade and modernize the vanpool fleet with contractor
- Continue to bring bus stops into ADA compliance, working with private contractors to install bus benches

#### *Trends and Issues: (Fiscal Year 2019-2020)*

- Continuing effects of COVID-19
- Anticipate CARES Act additional funding

#### *Service Level Impacts: (Fiscal Year 2019-2020)*

- Additional CARES Act funding will allow for barriers to be installed to protect drivers, retrofit cloth seats to a material that can be cleaned and sanitized and will allow existing funding to be reallocated to other projects.

[Source: Copied from the Brevard County Proposed Operating and Capital Budget].

## Background - continued – Financial Stats (Unaudited)

---

	FY 19 Actual	FY 18 Actual
<b>Revenues</b>		
Charges for services	\$ 1,790,835	\$ 1,818,959
Intergovernmental revenues	9,636,928	13,026,708
Miscellaneous revenues	141,896	248,265
GF and other transfers	1,938,280	1,859,453
<b>Total Revenues</b>	<b>13,507,939</b>	<b>16,953,385</b>
<b>Expenditures</b>		
Compensation and benefits	6,526,874	6,301,182
Operating Expenses	6,546,895	6,588,913
Capital outlay	563,138	3,435,854
<b>Total Expenditures</b>	<b>13,636,907</b>	<b>16,325,949</b>
Balance Forward	649,652	65,172
<b>Revenue and Balance Forward over (under) Expenditures</b>	<b>\$ 520,684</b>	<b>\$ 692,608</b>

Source: Transit Finance Officer.

## Background - continued - Financial Stats Continued

### Performance Measurements

PROGRAM	OBJECTIVE	MEASURE	ACTUAL FY 2018-2019	ESTIMATED FY 2019-2020	PROJECTED FY 2020-2021
Bus Operations	Plan and maintain infrastructure and improve the transportation network	Trips Provided (fixed route)	2,054,268	2,162,723	2,130,000
Bus Operations	Plan and maintain infrastructure and improve the transportation network	Trips Provided (paratransit)	126,428	130,000	130,000
Bus Operations	Deliver Excellent Customer Service	Complaints per 10,000 boardings	28	23	25
Bus Operations	Effective and Efficient Operations	Revenue Miles between service interruptions (fixed route)	38,528	45,000	40,000
Bus Operations	Effective and Efficient Operations	Revenue Miles between service interruptions (paratransit)	34,940	34,000	35,000
Bus Operations	Effective Volunteer Program	Volunteer Hours Donated	3,507	4,500	4,000
Bus Operations	Enhance the Employee Innovation Program	Training Hours Attended	3,620	5,000	4,000
Bus Operations	Enhance the Employee Innovation Program	Farebox Revenue	\$685,226	\$845,000	\$700,000
Bus Operations	Enhance the Employee Innovation Program	Pass Book Fares	\$274,613	\$275,000	\$275,000

[Source: Copied from the Brevard County Proposed Operating and Capital Budget].

# Background - continued – Transit Benchmarking

Source: 2019 National Transit Database (calendar 2019 data not available until September 2020).

	Manatee		Volusia		Brevard		
	2017	2018	2017	2018	2017	2018	
<b>GENERAL INFORMATION</b>	Service Area Population	368,782	368,782	494,593	494,593	579,130	579,130
	Service Area Population Density	496.34	496.34	409.77	409.77	371.95	371.95
	Total Local Revenue	\$969,571	\$963,722	\$2,976,639	\$3,156,759	\$1,859,453	\$1,859,453
	Total Operating Expense	\$9,270,818	\$9,067,354	\$14,744,255	\$16,295,796	\$7,053,010	\$7,391,175
<b>SERVICE SUPPLIED</b>	Revenue Hours	92,805	91,925	179,453	194,822	97,475	99,365
	Revenue Miles	1,355,597	1,336,838	2,792,889	3,014,556	1,805,930	1,843,319
	Route Miles	306	306	593	607.1	356	348
	Vehicles Available for Maximum Service	36	37	77	82	67	67
	Vehicles Operated in Maximum Service	23	22	54	60	31	32
<b>SERVICE USAGE</b>	Average Trip Length (in miles)	4.51	4.33	4.2	4.2	5.79	5.79
	Passenger Miles	6,757,796	5,924,889	13,394,194	13,451,566	12,304,201	12,265,934
	Passenger Trips	1,497,893	1,368,460	3,189,082	3,202,754	2,125,629	2,118,469
<b>QUALITY OF SERVICE</b>	Weekday Span of Service (in hours)	17.25	17.25	18.02	18.02	18.42	18.42
<b>COST EFFICIENCY</b>	Operating Expense Per Revenue Hour	\$99.90	\$98.64	\$82.16	\$83.64	\$72.36	\$74.38
	Operating Expense Per Revenue Mile	\$6.84	\$6.78	\$5.28	\$5.41	\$3.91	\$4.01
	Passenger Trips Per Employee FTE	18,455	14,475	18,718	18,070	28,650	29,248
<b>COST EFFECTIVENESS</b>	Average Fare	\$0.58	\$0.61	\$0.78	\$0.84	\$0.39	\$0.39
	Farebox Recovery (%)	9.32	9.22	16.88	16.55	11.83	11.27
	Operating Expense Per Passenger Mile	\$1.37	\$1.53	\$1.10	\$1.21	\$0.57	\$0.60
	Operating Expense Per Passenger Trip	\$6.19	\$6.63	\$4.62	\$5.09	\$3.32	\$3.49
	Operating Expense Per Service Area Capita	\$25.14	\$24.59	\$29.81	\$32.95	\$12.18	\$12.76
<b>SERVICE EFFECTIVENESS</b>	Passenger Trips Per Revenue Hour	16.14	14.89	17.77	16.44	21.81	21.32
	Passenger Trips Per Revenue Mile	1.1	1.02	1.14	1.06	1.18	1.15
	Passenger Trips Per Service Area Capita	4.06	3.71	6.45	6.48	3.67	3.66
	Revenue Miles Between Failures	2,959.82	2,925.25	6,665.61	5,709.39	41,998.37	36,866.38

## General Information

Both Transit Systems were selected as peers for benchmarking as their Service Area Population and Annual Passenger Trips are somewhat comparable, in addition, both are County Operated and Countywide operations with fixed route and paratransit service and they are both in the central part of Florida. The peer comparison table above is for each of the County's' fixed route services. The table shows that Space Coast Area Transit provides comparable service to Manatee, but less than Volusia. However, Space Coast Area Transit provides service at lower costs and with higher levels of efficiencies than either peer system.

Brevard County's population is larger than the two peer County's', but the Service Area Population Density is less as Brevard encompasses a larger geographical area. In addition, the long, narrow configuration of Brevard County coastline is more challenging for a transit system to service. It is harder to provide high frequency transit service to residents in all areas of a large county.

## Service Supplied

Operating Expense reflects the funding available to a transit system, Volusia County provides considerably more local funding to the VOTRAN fixed route system than Brevard County does. As such, Volusia provide more bus service and therefore more Revenue Miles and Hours. Manatee County while having fewer residents in their County than Brevard, and is geographically smaller, their transit system receives more funding than Space Coast Area Transit and so they operate nearly as many Revenue Hours of service.

## Service Usage

Brevard County's Revenue Miles and Average Trip Length reflect longer bus routes than Manatee's or Volusia's systems and the customer must ride a greater distance to complete their trip. Brevard County must run its buses for a greater distance than most of the other transit systems in Florida, 60,000-70,000 miles a year for some of the 35 and 40 foot buses.

## Background - continued – Transit Benchmarking

### Quality of Service, Cost Efficiency and Effectiveness

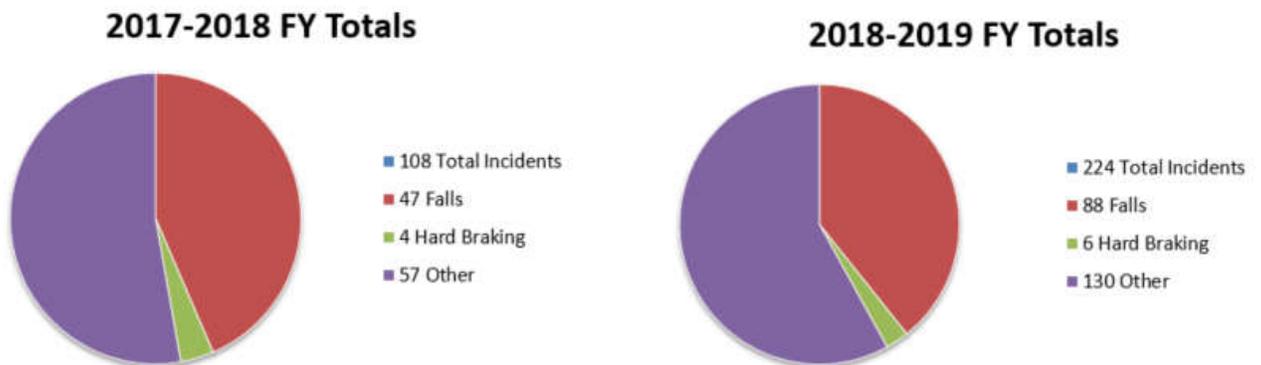
Brevard County performs well in comparison to the two peer systems in terms of quality of service, cost efficiency and effectiveness. Overall operational costs are low for the amount of service provided and is reflected in a 10% lower cost per service hour than either of the two peers. In addition, Brevard County produces a higher number of passenger trips per FTE employee.

### Service Effectiveness

A major measurement of service effectiveness, Passenger Trips per Revenue Hour, shows that Space Coast Area Transit Fixed Route service has performed at a level above average for the industry and higher than its peers. Revenue Miles Between Failures show the good reliability of the system and few breakdowns in comparison to operations in Volusia and Manatee County.

Source of commentary: Transit management.

## INCIDENT COMPARISON FROM LAST YEAR

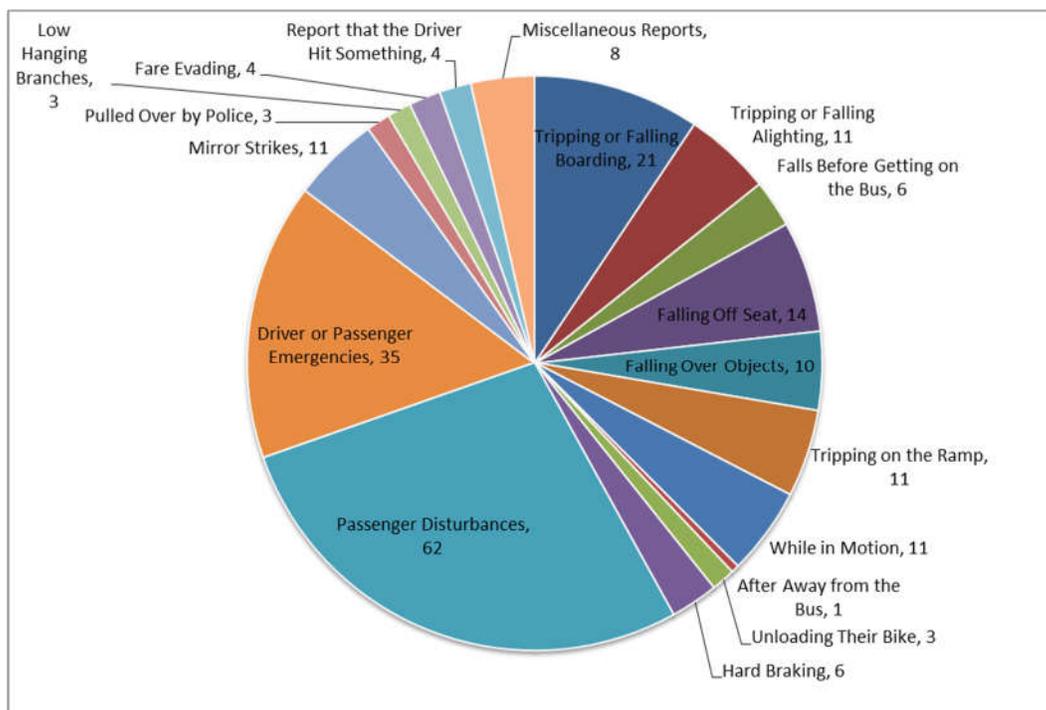


During June of 2018, Transit's new Safety and Training Coordinator, along with Operations Management, met with the Brevard County Risk Management Department to discuss the reporting of incidents and accidents. By August of 2018, Transit had created a more comprehensive procedure of reporting incidents and accidents; thus, the large disparity between the total report incidents in FY 2018 and FY 2019. See more detailed diagram and chart on next page.

Source: Chart and commentary - Transit Management.

## Background - continued – Incident Comparison

As a further breakdown for FY 2018-2019 incidents:



Types of Incidents		Total	
<b>Falls</b>	Tripping or Falling Boarding	21	Around 90% of the trip and falls were due to the passenger not paying attention. For example using their phone, head phones on, getting up before the bus has completely stopped, or not holding on if they chose to stand. The other 10% were due to the driver turning quickly and not slowing down enough, hard breaking, or stopping to short. We brought this up in one of our Quarterly Employee Meetings to let them know that yes most of the trip and falls are not your fault, but with scanning your surroundings you could stop someone from getting hurt.
	Tripping or Falling Alighting	11	
	Falls Before Getting on the Bus	6	
	Falling Off Seat	14	
	Falling Over Objects	10	
	Tripping on the Ramp	11	
	While in Motion	11	
	After Away from the Bus	1	
Unloading Their Bike	3		
<b>Hard Braking</b>		6	Not paying attention or driving too fast.
<b>Other</b>	Passenger Disturbances	62	Police were called and trespasses were issued.
	Driver or Passenger Emergencies	35	When passengers have had seizures, passed out, chest pains, and other medical issues.
	Mirror Strikes	11	Buses were either stopped at a bus stop or traffic light when another vehicle hit our mirrors.
	Pulled Over by Police	3	
	Low Hanging Branches	3	
	Fare Evading	4	
	Report that the Driver Hit Something	4	
	Miscellaneous Reports	8	
<b>Total Incidents</b>		<b>224</b>	

Source: Transit Management.

## **Objectives and Approach**

# Objectives and Approach

---

## Objectives

The primary objectives of this internal audit included the following:

- Obtain an understanding of the cash collection, grant, customer service, safety and security and vehicle maintenance measurement processes.
- Evaluate the design adequacy of controls over cash collection and appropriate revenue capture.
- Evaluate the operating effectiveness of controls, including segregation of duties over cash handling and reconciliation.
- Evaluate the design adequacy of controls over grant compliance, customer service, safety and security and vehicle maintenance.
- Evaluate the operating effectiveness of controls over grant compliance, customer service, safety and security and vehicle maintenance.
- Determine that controls are in place to ensure compliance with applicable State laws and regulations, and the applicable Board of County Commissioners' policies, procedures, resolutions, ordinances and agreements.
- Provide benchmarking with comparable transit operations including performance measurements utilized by Transit for inclusion in the background section.

## Approach

Our internal audit approach consisted of three phases:

### **Understanding and Documentation of the Process**

During the first phase, we held an entrance conference with key personnel involved with the transit function to discuss the scope and objectives of the internal audit work, obtain preliminary data, and establish working arrangements. We reviewed Florida Statutes, administrative orders, County policies/procedures and other relevant resources. We gained an understanding and documented the overall recruiting and onboarding management function, and related processes. We conducted interviews with management and staff and documented their respective roles in the processes. We updated our understanding of the processes and relevant controls.

### **Detailed Testing**

The purpose of this phase was performance of testing procedures based on our understanding of the Transit function to meet the objectives stated above. Our detailed procedures included inquiry, walkthrough and testing of individual transactions for the significant areas listed below.

- Compliance/Controls - cash handling process, reconciliations, segregation of duties, grants.
- Operational – customer service, safety, security, fleet maintenance.
- Benchmarking – comparable transit operations, performance measurement.
- General Compliance – with County policies, Statutes, local ordinances, administrative orders, department policies and procedures.

### **Reporting**

At the conclusion of our procedures, we documented our understanding of the transit function and summarized our observations related to this function. We conducted an exit conference with management and have incorporated management's responses into our report. We prepared our report and related observations and provided copies to appropriate County personnel.

## **Observations Matrix**

Rating	Observation	Recommended Action	Management Response
High	<p><b>1. Segregation of Duties around Cash</b></p>		
	<p>We noted that there is a lack of segregation of duties as it relates to the counting, depositing, recording and reconciling of cash.</p> <p><u>Segregation of Duties</u> - The accounting tech participates in the counting of the cash in the vault, signs the deposit slip, places the deposit in the pre-numbered security bags, records the cash collected to SAP and reconciles the amount recorded to SAP and the deposit slips. The accounting tech then submits this “reconciliation package” to County Finance for the consolidated bank reconciliation.</p> <p><u>Dual Counting</u> - Further, the count is performed once a week. Although there are two people in the vault, dual counting is not performed. Rather, the one counter counts the cash, completes and signs the deposit slip for the cash; and the other counter (usually the planning tech) only counts the coin and signs the coin deposit slip. Dual counting does not take place.</p> <p>Further, in reviewing 24 cash receipts, we noted that 6 out of 24 deposit slips were not signed off by the assigned, individual counter.</p> <p><u>Video Monitoring</u> - We noted that there are video cameras inside the vault which various employees in the office have access to view. However, there is no one specifically assigned the role to monitor the counting process real-time or review the counting footage later in the week.</p>	<p>We recommend that management perform the following:</p> <ol style="list-style-type: none"> <li>Segregate the cash count and deposit duties from recording and reconciliation duties all currently being performed by the accounting tech.*</li> <li>Perform dual counting; both counters should sign all deposit slips as evidence of the dual counting. This mitigates the lack of segregation in the counting, depositing and recording duties noted in a. above.*</li> <li>Assign a video monitor for both the north and south terminals either 1) to view the weekly count real-time, or 2) to view video footage of the weekly counts at least two times per month to ensure that dual counting is being performed and to mitigate the risk of cash misappropriation.</li> </ol> <p>*Note: Based on discussions with County Finance staff, County Finance receives the reconciliation package and performs its own reconciliation for all departments of cash receipts recorded in SAP to the deposit slips and bank statements received directly from the bank each month. Any discrepancies are investigated and resolved at the department / office level.</p>	<p><b>Response:</b></p> <ol style="list-style-type: none"> <li>We will ensure there is a third person available every week to assist in counting of the cash at both the north and south terminals. This person will perform the dual counting task for both the coin and bill counts. Each deposit slip will be signed by both counters and not the Accounting Technician. This will allow for the separation of the cash count and deposit duties from the recording and reconciliation duties.</li> <li>We will assign a video monitor, for both the north and south terminals, to view video footage of the weekly counts to ensure that dual counting is being performed and to mitigate the risk of cash misappropriations. This will occur no less than two times per month.</li> </ol> <p><b>Responsible party:</b> Finance Officer</p> <p><b>Estimated completion date:</b> These changes will begin as soon as we resume collecting fares.</p>

Rating	Observation	Recommended Action	Management Response
Moderate	2. Safety		
	<p>We performed three ride-alongs for three different routes and three different bus drivers and identified the following observations related to Department safety protocols pursuant to the Department's <i>Operators Manual</i>.</p> <p><u>Route 7 – Rockledge / Viera</u> - During the ride a-long on May 31, 2020, we observed that the bus driver did not wait for a passenger to be safely boarded before driving (<i>Operators Manual</i>, Section 3-4, J, p. 57).</p> <p><u>Route 29 – Melbourne / Viera</u> - During the ride a-long on May 31, 2020, we observed that a passenger boarded the bus and stood on the steps directly in front of the exit door; although seats were available, the driver did not instruct the passenger to move away from the exit door (<i>Operators Manual</i>, Section 7, H.3, p. 68).</p> <p><u>Route 25 – Palm Bay Connector</u> – Since exceptions were noted during the two above ride a-longs, we performed an additional ride a-long. During the ride a-long on June 2, 2020, no safety protocol exceptions were noted.</p> <p>We observed a bus driver perform a pre-trip inspection pursuant to <i>Operators Manual</i>, Section 7, B. p. 64. During the interior inspection phase, the driver noticed an issue and brought the bus to the maintenance terminal. After the repair, the driver began the route without completing the remainder of the pre-trip inspection.</p>	<p>We recommend that management perform the following:</p> <ol style="list-style-type: none"> <li>Remind the drivers during safety / training sessions and in writing via email of the safety protocols in general outlined in the <i>Operators Manual</i> and those noted in the observation that were violated in particular.</li> <li>Require all drivers to take and pass a written test covering the key safety protocols (as determined by Department management) derived from the <i>Operators Manual</i> at least annually before being allowed to operate or continue to operate a passenger vehicle.</li> <li>Require all drivers and non-driver employees to certify in writing on an annual basis that they that have been given access to and will adhere to the <i>Operators Manual</i> for all parts applicable to employees.</li> </ol>	<p><b>Response:</b></p> <ol style="list-style-type: none"> <li>A memo will be issued to all operators by September 1<sup>st</sup>, reminding them of the general safety protocols as outlined in the <i>Operators Manual</i>. Safety training is also provided at each quarterly employee meeting and staff will reiterate the general safety protocols as outlined in the <i>Operators Manual</i>.</li> <li>Our training and safety staff will be creating a written test for vehicle operators to take and pass covering the key safety protocols derived from the <i>Operators Manual</i> at least once a year. If the operator does not pass, remedial training will be required. All new hires will be required to pass the same written test upon completion of New Driver Training prior to being placed on route.</li> <li>Once a year, during one of the quarterly employee meetings, staff will require all employees to certify in writing that they have been given access to and will adhere to the <i>Operators Manual</i> for all parts applicable to the employees.</li> </ol> <p><b>Responsible party:</b> Director, Safety and Training Coordinator</p> <p><b>Estimated completion date:</b> October 2020</p>

Rating	Observation	Recommended Action	Management Response
<b>Moderate</b>	<b>3. Security</b>		
	<p>We noted the following as it relates to matters of security:</p> <ul style="list-style-type: none"> <li>• Additional security cameras are needed to obtain fuller coverage at the terminals.</li> <li>• Expansion of the current security protocols related to the fare collection process is needed.</li> </ul>	<p>We recommend that management perform the following:</p> <ol style="list-style-type: none"> <li>a. Install additional security camera(s) as needed at each terminal location.</li> <li>b. Expand the current security protocols related to the fare collection process.</li> </ol>	<p><b>Response:</b></p> <ol style="list-style-type: none"> <li>a. We are in the process of updating our security cameras at both the North and South Terminals to obtain full coverage.</li> <li>b. We plan to expand our security protocols as it relates to the fare collection process.</li> </ol> <p><b>Responsible party:</b> Safety and Security Coordinator</p> <p><b>Estimated completion date:</b></p> <ol style="list-style-type: none"> <li>a. October 31, 2020</li> <li>b. These changes will begin as soon as we resume collecting fares.</li> </ol>

Rating	Observation	Recommended Action	Management Response
Low	<p><b>4. Customer Service</b></p>		
	<p>We noted the following design flaws and/or opportunities for improvement as it relates to area of customer service:</p> <ul style="list-style-type: none"> <li>• In the TCT (customer service software) dashboard, the envelope icon for emails does not decrease (show as being addressed) after are items are closed / resolved.</li> <li>• When the user opens the complaint from the recent incident's tab on the dashboard, there is no scroll bar to enable the user to see all the relevant information; for example, the user cannot see if the complaint is open or active.</li> <li>• In reviewing the Space Coast Transit's website <a href="http://www.321transit.com">www.321transit.com</a>, we noted that there is no one transparent button / link for customer feedback / complaints.</li> </ul>	<p>We recommend that management perform the following:</p> <ol style="list-style-type: none"> <li>a. Work with the IT department to enhance the functionality of the TCT interface.</li> <li>b. Update the <a href="http://www.321transit.com">www.321transit.com</a> website to enhance transparency in providing one clear link for customer feedback.</li> </ol>	<p><b>Response:</b></p> <ol style="list-style-type: none"> <li>a. We will address this matter with the implementation of the new Intelligent Transportation System.</li> <li>b. We updated the website to provide more transparency for customer feedback under the "Contact Us" button and a phone number at the top of the website.</li> </ol> <p><b>Responsible party:</b> Customer Service Manager</p> <p><b>Estimated completion date:</b></p> <ol style="list-style-type: none"> <li>a. November 2020</li> <li>b. Implemented</li> </ol>