



March 20, 2014

To: Fox Cities Transit Commission

From: Deborah Wetter
General Manager

Subject: Federal Transit Administration FY 2013 Triennial Review – Final Report

Every three years all transit systems in the U.S. that receive federal transit operating or capital funds have a review performed by a contractor hired by the Federal Transit Administration who reviews records, purchases, policies, activities and finances for the prior three years. Our last Triennial Review was in 2010 and the one prior to that was in 2007. Our most recent review for the years 2010-2013 was held on January 30 and 31, 2014. The review this year was significantly more in depth and tougher than we have seen in the last two reviews. Procedures that we had been following for many years were found to be inadequate. The major deficiency was in the area of procurement. The FTA no longer will allow Valley Transit to use the City purchasing policies, modifying them to include all federal transit requirements. We must now write a procurement manual specifically for Valley Transit that includes all required Federal Transit Administration clauses, rules and policies.

Deb Ebben is at an FTA-approved training class March 25-28 called Orientation to Transit Procurement and will attend the second in the four part series of classes May 6 through May 9 which deals with risk assessment and basic cost or price analysis. Sal La Puma and Michael Punzel will be attending a bus procurement class prior to putting out an RFP for any new buses. Deb will be writing a Valley Transit Procurement Manual which we will send to the Federal Transit Administration by June 2, 2014 to close out the remaining deficiencies.

A copy of the Triennial Review Final Report is attached for your information.

Deborah Wetter

From: tarressa.carrell@dot.gov
Sent: Wednesday, March 05, 2014 1:58 PM
To: Deborah Wetter
Cc: tarressa.carrell@dot.gov; Melody.Hopson@dot.gov; Cyrell.McLemore@dot.gov; jclare@milligancpa.com
Subject: FTA 2013 Triennial Review Final Report -- Appleton
Attachments: 20140303_FTAFY13TriennialReviewFinalReport_Appleton.pdf; 05_WI_City of Appleton_TR13_FinalReport_rev 2 28 14.pdf

Follow Up Flag: Follow up
Flag Status: Flagged

Categories: Urgent

March 5, 2014

Dear Ms. Wetter:

Enclosed within this email is the City of Appleton *d/b/a/* Fox Valley Transit electronic copy of the FY 2013 Triennial Review Final Report. A copy of this report was previously mailed to you and to Mr. Hanna, Mayor. Please review the report and submit your responses to the corrective actions to the attention of Ms. Melody Hopson by email at melody.hopson@dot.gov, and copy your responses to Ms. Tarressa Carrell at tarressa.carrell@dot.gov (*please note if the attachments require a large amount of email memory, please mail a hard copy of your responses to Ms. Hopson at the Regional Office*). In the event that you require additional time to meet the schedule as specified in the report, please contact Ms. Hopson prior to the due date and request an extension. In the event that an extension is needed, please include a written justification in your email request to Ms. Hopson.

If you have any questions or concerns, please feel free to contact Ms. Hopson or me. Also, you can contact Mr. Cyrell McLemore, at cyrell.mclemore@got.gov for continued technical assistance. Thank you for your time and efforts to comply with the Triennial Review Program

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March 3, 2014

Mr. Timothy Hanna
Mayor
City of Appleton
100 N. Appleton Street
Appleton, WI 54911

Re: Federal Transit Administration FY 2013 Triennial Review – Final Report

Dear Mayor Hanna:

This report documents the Federal Transit Administration's (FTA) triennial review of the City of Appleton *d/b/a* Fox Valley Transit, as required by Chapter 53 of Title 49, United States Code; Section 5307. Although less exacting than an audit, the triennial review is the FTA's assessment of the grantee's compliance with the Federal requirements, determined by examining a sample of management and program implementation practices. As such, the triennial review is not intended as, nor does it constitute a comprehensive and final review of compliance with grant requirements.

The report documents the 18 areas that were reviewed. No deficiencies were found with the FTA requirements in 14 of the 18 areas. Deficiencies were found in the Financial Management and Financial Capacity, Technical Capacity, Maintenance and Procurement areas. Fox Valley Transit had no repeat deficiencies from the 2010 Triennial Review. No advisory comments were made. In response to the draft report, Fox Valley Transit provided sufficient documentation of implemented corrective actions in the Financial Management and Financial Capacity, Technical Capacity, and Maintenance areas. Contingent upon our receipt of a satisfactory response to the remaining corrective actions, Fox Valley Transit remains eligible for Federal assistance. The remaining deficiencies and corrective actions that must be taken to attain full compliance are detailed in the report.

Please send corrective actions before the due date to copy Ms. Melody Hopson, Triennial Review Coordinator at Melody.Hopson@dot.gov and Ms. Tarressa Carrell, Co-Coordinator at Tarressa.Carrell@dot.gov. If Fox Valley Transit requires additional time to complete the corrective actions, please contact Ms. Hopson at the email address above before the due date and ask for a time extension. Please provide a justification for the time extension with the request for our review. If we do not receive a response by the due date, it will be considered late. Non-responses may jeopardize your agency's ability to receive future Federal funding. Please notify our office if there are any extenuating circumstances for our consideration.

We greatly appreciate your continued commitment to making public transportation America's mode of choice. Thank you for your personal contribution, cooperation, and assistance during this Triennial Review since we realize that the review has involved effort, time and planning. If you need any technical assistance or have any questions, please do not hesitate to contact Mr. Cyrell McLemore at Cyrell.McLemore@dot.gov or (312) 886-1625, or me.

Sincerely,

Marisol R. Simón
Regional Administrator

Enclosure

cc: Deborah Wetter

FINAL REPORT

FY2013 TRIENNIAL REVIEW

of the

**City of Appleton
d/b/a
Fox Valley Transit (VT)
Appleton, Wisconsin
Recipient ID: 2564**

Performed for:

**U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL TRANSIT ADMINISTRATION
REGION V**

Prepared by:

Milligan & Company, LLC

**Scoping Meeting Date: September 18, 2013
Site Visit Dates: January 30-31, 2014**

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I. Executive Summary

This report documents the Federal Transit Administration's (FTA) Triennial Review of the City of Appleton *d/b/a* Fox Valley Transit (VT). The review was performed by Milligan & Company, LLC. During the site visit, administrative and statutory requirements were discussed and documents were reviewed. VT's transit facilities were toured to provide an overview of activities related to FTA-funded projects.

The Triennial Review focused on VT's compliance in 18 areas. Deficiencies were found in areas as listed below. In response to the draft report, VT provided sufficient documentation of implemented corrective actions in the Financial Management and Financial Capacity, Technical Capacity, and Maintenance areas.

Review Area	Code	Deficiency Description
Financial Management and Financial Capacity	16	Echo documentation deficient
Technical Capacity	16	Incorrect FFR reporting
Maintenance	06	Facility/equipment maintenance plan lacking or inadequate
Procurement	01	Policies and procedures not evident
	13	No FTA Clauses
	37	Qualifications based procurement deficiencies
	C	Pre-award and/or post-delivery certification lacking
	D	Pre-award and/or post-delivery audits not performed

II. Review Background and Process

1. Background

The United States Code, Chapter 53 of Title 49, requires the FTA of the United States Department of Transportation (USDOT) to perform reviews and evaluations of Urbanized Area Formula Grant activities at least every three years. This requirement is contained in 49 U.S.C. 5307(i). This review was performed in accordance with FTA procedures (published in FTA Order 9010.1B, April 5, 1993). At least once every three years, the Secretary shall review and evaluate completely the performance of a grantee in carrying out its program, specifically referring to compliance with statutory and administrative requirements.

The Triennial Review includes a review of the grantee's compliance in 18 areas. The basic requirements for each of these areas are summarized in Section IV.

This report presents the findings from the Triennial Review of VT. The review concentrated on procedures and practices employed during the past three years; however, coverage was extended to earlier periods as needed to assess the policies in place and the management of grants. The specific documents reviewed are referenced in this report and are available at FTA's Regional Office or at the grantee's office.

2. Process

The Triennial Review process includes a pre-review assessment, a review scoping meeting with the FTA regional office, and an on-site visit to the grantee's location. The review scoping meeting was conducted with the Region V Office on September 18, 2013. Necessary files retained by the regional office were sent to the reviewer electronically. A review package was sent to the VT advising it of the site visit and indicating information that would be needed and issues that would be discussed. The site visit to the VT occurred on January 30-31, 2014.

The onsite portion of the review began with an entrance conference, in which the purpose of the Triennial Review and the review process were discussed. The remaining time was spent discussing administrative and statutory requirements and reviewing documents. A tour of the VT's transit facilities was conducted to provide an overview of activities related to FTA-funded projects. A sample of maintenance records for FTA-funded vehicles and equipment was also examined during the site visit. Upon completion of the review, a summary of preliminary findings was provided to VT at an exit conference. The individuals participating in the review are listed in Section VI of this report.

3. Metrics

The metrics used to evaluate whether a grantee is meeting the requirements for each of the areas reviewed are:

- *Not Deficient*: An area is considered not deficient if, during the review, no findings were noted with the grantee's implementation of the requirements.

- *Deficient*: An area is considered deficient if all of the requirements within the area reviewed were not met.
- *Advisory Comment*: An advisory comment is only made in the area of safety and security.
- *Not Applicable*: An area can be deemed not applicable if, after an initial assessment, the grantee does not conduct activities for which the requirements of the respective area would be applicable.

III. Grantee Description

Organization

The City of Appleton, Wisconsin operates VT within the Fox Cities urbanized area including the Counties of Calumet, Outagamie, and Winnebago. A Transit Commission, consisting of eight members appointed by the Mayor and confirmed by the City Council, governs VT policies and procedures. The Fox Cities service area population is approximately 216,154. VT's General Manager, appointed by the Mayor, is directly responsible for the day-to-day operations of the transit system. All VT staff members are employees of the City of Appleton.

Services

VT directly operates 18 fixed routes with a fleet of 22 active buses and a two-bus contingency fleet. During the peak period, VT operates 18 buses. Fixed-route service operates between the hours of 5:30 a.m. and 10:30 p.m. on weekdays. Saturday service is provided between 7:30 a.m. and 10:30 p.m. There is no Sunday service. The basic adult fare is \$1.80. Half fare discounts are available for \$.90 during all hours of operation for senior citizens over the age of 65, Medicare card holders, and the disabled.

Demand responsive service for persons with disabilities eligible under the Americans with Disabilities Act is provided within three-quarter miles of the fixed routes through a contract with Running, Inc. This paratransit service, known as Valley Transit II, operates during the same days and hours as the fixed route service. The service is also available between the hours of 7:30 a.m. and 2:00 p.m. on Sundays for persons with disabilities and senior citizens. VT charges \$3.60 per trip for the paratransit service.

VT also purchases demand responsive and route deviation services with six local transportation providers in certain low-density areas beyond the fixed route service area. The following are the names and service areas provided by the sub-contractors:

- Kobussen – provides service in Outagamie County
- Lamers – provides downtown trolley service in the summer months
- Fox Valley Cab – provides service in the towns of Harrison and Buchanan and parts of Winnebago County
- Calumet Van Service – provides demand responsive service in Calumet County
- New Hope Center – provides service for Calumet County
- Kidz Kab – provides demand responsive service in Outagamie County.

VT's operations and administration facility is located at 801 S. Whitman Avenue in Appleton. VT also operates two transit centers, one in Appleton and one in Neenah, which function as hubs for fixed-route services in these areas.

Grant Activity

Below is a listing of VT's active grants at the time of the review.

Grant Number	Grant Amount	Year Executed	Description
WI-04-0049	\$220,800	2012	SGR – Bus and Facility Improvements
WI-90-X736	\$2,464,569	2013	2013 Operating Assistance and Capital

Completed Projects

VT has completed several projects during the past three years. These projects include: purchased three staff vehicles (two hybrid sedans and one SUV); purchased a new pressure washer; replaced carpet in administrative offices; remodeled the administrative offices to achieve ADA accessibility; purchased and installed five ADA accessible bus shelters, and implemented recommendations from a planning/operations analysis study.

Projects Underway

VT is currently completing a Strategic Planning/Rider Survey study.

Future Projects

During the next three to five years VT is planning several projects. These project include the replacement of seven buses, purchase and installation of additional ADA accessible bus shelters, update of the air ventilation in the administrative and maintenance buildings, replacement of a bus washer, replacement of three support vehicles, and update of the Transit Development Program.

IV. Results of the Review

1. Legal

Basic Requirement: The grantee must be eligible and authorized under state and local law to request, receive, and dispense FTA funds and to execute and administer FTA funded projects. The authority to take actions and responsibility on behalf of the grantee must be properly delegated and executed.

Finding: During this Triennial Review of the VT, no deficiencies were found with the FTA requirements for Legal.

2. Financial Management and Financial Capacity

Basic Requirement: The grantee must demonstrate the ability to match and manage FTA grant funds, cover cost increases and operating deficits, financially maintain and operate FTA funded facilities and equipment, and conduct and respond to applicable audits.

Finding: During this Triennial Review of the VT, a deficiency was found with the FTA requirements for Financial Management and Financial Capacity.

The General Manager is listed as VT's authorized official for approving ECHO transactions. In the nine ECHO samples reviewed, VT was unable to provide documentation that this official provided a signature to evidence approval of the ECHO transactions.

In response to the draft report, VT provided a process for documenting that an authorized official approves each ECHO request, along with the form that will be used to document this process. This deficiency is closed.

3. Technical Capacity

Basic Requirement: The grantee must be able to implement FTA funded projects in accordance with the grant application, Master Agreement, and all applicable laws and regulations, using sound management practices.

Finding: During this Triennial Review of the VT, a deficiency was found with the FTA requirements for Technical Capacity.

Federal Financial Reports (FFR) did not contain cumulative amounts of federal cash received or disbursed.

In response to the draft report, VT provided procedures for including all required information in future FFR reports, along with a draft of what will be submitted in the April 30, 2014 quarterly report. This portion of the deficiency is closed.

Corrective Action and Schedule: By April 30, 2014, submit in TEAM-web the second quarter FFR reports that include cumulative totals of federal funds received and disbursed.

4. Satisfactory Continuing Control

Basic Requirement: The grantee must maintain control over real property, facilities, and equipment and ensure that they are used in transit service.

Finding: During this Triennial Review of the VT, no deficiencies were found with the FTA requirements for Satisfactory Continuing Control.

5. Maintenance

Basic Requirement: Grantees and subrecipients must keep federally funded equipment and facilities in good operating order and maintain ADA accessibility features.

Finding: During this Triennial Review of the VT, a deficiency was found with the FTA requirements for Maintenance.

The VT facility/equipment maintenance plan does not contain a preventive maintenance schedule for the vehicle lifts.

In response to the draft report, VT provided Attachment D to the facility/equipment maintenance plan that details the maintenance program and accompanying inspection form to be used for the maintenance of vehicle lifts. This deficiency is closed.

6. Procurement

Basic Requirement: FTA grantees use their own procurement procedures that reflect applicable state and local laws and regulations, provided that the process ensures competitive procurement and the procedures conform to applicable federal law, including 49 CFR Part 18 (specifically Section 18.36) and FTA Circular 4220.1F, "Third Party Contracting Guidance."

Finding: During this Triennial Review of the VT, deficiencies were found with the FTA requirements for Procurement.

A sample of six procurements was selected for review. The following deficiencies were noted.

- VT has not developed purchasing policies and procedures compliant with FTA requirements.
- VT's fuel purchases do not contain any FTA clauses.
- The A&E procurement for design of the ADA office renovations was not carried out using the Brooks Act.

- VT could not produce any post-delivery certifications in connection with the purchase of two Arboc buses.
- VT could not produce a post-delivery audit in connection with the purchase of two Arboc buses.

In response to the draft report, VT submitted verification that the purchase of the two Arboc buses complied with Buy America requirements.

Corrective Action and Schedule: By June 2, 2014, provide the FTA regional office written procurement policies and procedures, along with a description of how they will be implemented. The procedures must address all FTA requirements including:

- Incorporating third party contract clauses as required.
- Following the Brooks Act when using FTA assistance to contract for A&E services.
- Conducting pre-award and post-delivery certifications for future FTA funded revenue rolling stock procurements.
- Conducting pre-award and/or post-delivery audits for future FTA funded revenue rolling stock procurements.

7. Disadvantaged Business Enterprise

Basic Requirement: The grantee must comply with 49 CFR Part 26 to ensure nondiscrimination in the award and administration of DOT-assisted contracts. Grantees also must create a level playing field on which disadvantaged business enterprises (DBEs) can compete fairly for DOT-assisted contracts.

Finding: During this Triennial Review of the VT, no deficiencies were found with the USDOT requirements for DBE.

8. Planning/ Program of Projects

Basic Requirement (Planning): The grantee must participate in the transportation planning process in accordance with FTA requirements, SAFETEA-LU, and the metropolitan and statewide planning regulations.

Basic Requirement (Human Services Transportation): Grantees must participate in a coordinated public transit-human services transportation planning process that identifies the transportation needs of individuals with disabilities, older adults, and people with low incomes; provides strategies for meeting those local needs; and prioritizes transportation services for funding and implementation.

Basic Requirement (Program of Projects (POP)): Each recipient of a Section 5307 grant shall develop, publish, afford an opportunity for a public hearing on, and submit for approval, a POP.

Finding: During this Triennial Review of the VT, no deficiencies were found with the FTA requirements for Planning/POP.

9. Title VI

Basic Requirement: The grantee must ensure that no person shall, on the grounds of race, color, or national origin, be excluded from participating in, or be denied the benefits of, or be subject to discrimination under any program, or activity receiving federal financial assistance. The grantee must ensure that federally supported transit services and related benefits are distributed in an equitable manner.

Note: The 2013 Triennial Review covers a three-year period in which the FTA issued a revised circular for Title VI that provided more information on how to comply and changed requirements for some grantees with populations over 200,000 persons. As of October 1, 2012, grantees must comply with the requirements of FTA C 4702.1B. The review will look at compliance with the requirement of FTA C 4702.1A for the period prior to October 1 and compliance with the revised circular for activities after this date.

Finding: During this Triennial Review of the VT, no deficiencies were found with the FTA requirements for Title VI.

10. Public Comment on Fare and Service Changes

Basic Requirement: Section 5307 grantees are expected to have a written locally developed process for soliciting and considering public comment before raising a fare or carrying out a major transportation service reduction.

Finding: During this Triennial Review of the VT, no deficiencies were found with the FTA requirements for Public Comment on Fare and Service Changes.

11. Half Fare

Basic Requirement: For fixed route service supported with Section 5307 assistance, fares charged elderly persons, persons with disabilities or an individual presenting a Medicare card during off peak hours will not be more than one half the peak hour fares.

Finding: During this Triennial Review of the City, no deficiencies were found with the FTA requirements for Half Fare.

12. Americans with Disabilities Act

Basic Requirement: Titles II and III of the Americans with Disabilities Act of 1990 (ADA) provide that no entity shall discriminate against an individual with a disability in connection with the provision of transportation service. The law sets forth specific requirements for vehicle and facility accessibility and the provision of service, including complementary paratransit service, which are reflected in DOT implementing regulations under 49 CFR Parts 27, 37, 38 & 39.

Finding: During this Triennial Review of the VT, no deficiencies were found with the USDOT requirements for ADA.

13. Charter Bus

Basic Requirement: Grantees are prohibited from using federally funded equipment and facilities to provide charter service if a registered private charter operator expresses interest in providing the service. Grantees are allowed to operate community based charter services excepted under the regulations.

Finding: During this Triennial Review of the VT, no deficiencies were found with the FTA requirements for Charter Bus.

14. School Bus

Basic Requirement: Grantees are prohibited from providing exclusive school bus service unless the service qualifies and is approved by the FTA Administrator under an allowable exemption. Federally funded equipment or facilities cannot be used to provide exclusive school bus service. School tripper service that operates and looks like all other regular service is allowed.

Finding: During this Triennial Review of the VT, no deficiencies were found with the FTA requirements for School Bus.

15. National Transit Database

Basic Requirement: Grantees that receive Section 5307 and 5311 grant funds must collect, record and report financial and non-financial data in accordance with the Uniform System of Accounts (USOA) and the National Transit Database (NTD) Reporting Manual as required by 49 USC 5335(a).

Finding: During this Triennial Review of the VT, no deficiencies were found with the FTA requirements for NTD.

16. Safety and Security

Basic Requirement: Under the safety authority provisions of the federal transit laws, the Secretary has the authority to investigate the operations of the grantee for any conditions that appear to create a serious hazard. As recipients of Section 5307 funds, grantees must annually certify that they are spending at least one percent of such funds for transit security projects or that such expenditures for security projects are not necessary.

Finding: During this Triennial Review of the VT, no deficiencies were found with the FTA requirements for Safety and Security.

17. Drug Free Workplace and Drug and Alcohol Program

Basic Requirement: All grantees are required to maintain a drug free workplace for all employees and to have an ongoing drug free awareness program. Grantees receiving Section 5307, 5309 or 5311 funds that have safety-sensitive employees must have a drug and alcohol testing program in place for such employees.

Finding: During this Triennial Review of the VT, no deficiencies were found with the FTA requirements for Drug-Free Workplace and Drug and Alcohol Program.

18. Equal Employment Opportunities

Basic Requirement: The grantee must ensure that no person in the United States shall on the grounds of race, color, religion, national origin, sex, age, or disability be excluded from participating in, or denied the benefits of, or be subject to discrimination in employment under any project, program, or activity receiving federal financial assistance under the federal transit laws. (Note: The Equal Employment Opportunity Commission's regulation only identifies/recognizes religion and not creed as one of the protected groups.)

Finding: During this Triennial Review of the VT, no deficiencies were found with the FTA requirements for Equal Employment Opportunity (EEO).

V. Summary of Findings

Review Area	Finding	Deficiency	Corrective Action	Response Date	Date Closed
1. Legal	ND				
2. Financial Management and Financial Capacity	D	16 – ECHO documentation deficient	Submit to the FTA regional office a process for documenting that an authorized official approves each ECHO request.	June 2, 2014	February 17, 2014
3. Technical Capacity	D	16 – Incorrect FFR reporting	Submit to the regional office procedures for including all required information in future reports.	April 30, 2014	February 17, 2014
			Submit in TEAM-web the second quarter FFR reports that include cumulative totals of federal funds received and disbursed.	April 30, 2014	
4. Satisfactory Continuing Control	ND				
5. Maintenance	D	06 – Facility/equipment maintenance plan lacking or inadequate	Submit to the FTA regional office a revised facility/equipment maintenance program.	June 2, 2014	February 17, 2014
6. Procurement	D	01 – Policies and procedures not evident	Provide the FTA regional office written procurement policies and procedures, along with a description of how they will be implemented.	June 2, 2014	
		13 – No FTA clauses	Provide the FTA regional office procurement procedures that address inclusion of all FTA required third party contract clauses.	June 2, 2014	
		37 – Qualification-based procurement deficiencies	Submit to the FTA regional office procedures for following the Brooks Act when using FTA assistance to contract for A&E services.	June 2, 2014	
		C – Pre-award and/or post-delivery certifications lacking	Submit to the FTA regional office procedures for conducting pre-award and post-delivery certifications for future FTA funded revenue rolling stock procurements.	June 2, 2014	
			In addition, submit verification that the purchase of the two Arboc buses complied with Buy America requirements.	June 2, 2014	February 17, 2014
D – Pre-award and/or post-delivery audits not performed	Submit to the FTA regional office procedures for conducting pre-award and/or post-delivery audits for future FTA funded revenue rolling stock procurements.	June 2, 2014			
7. DBE	ND				
8. Planning/ POP	ND				
9. Title VI	ND				

Review Area	Finding	Deficiency	Corrective Action	Response Date	Date Closed
10. Public Comment on Fare and Service Changes	ND				
11. Half Fare	ND				
12. ADA	ND				
13. Charter Bus	ND				
14. School Bus	ND				
15. NTD	ND				
16. Safety and Security	ND AC				
17. Drug-Free Workplace/ Drug and Alcohol Program	ND				
18. EEO	ND				

VI. Attendees

Name	Title/Organization	Phone Number	E-mail Address
<i>City of Appleton</i>			
Deborah Wetter	General Manager	920-832-2291	deborah.wetter@appleton.org
Debra Ebben	Admin. Services Manager	920-832-2292	debra.ebben@appleton.org
Salvatore La Puma	Assistant General Manager	920-832-2294	salvatore.lapuma@appleton.org
Mike Punzel	Maintenance/Operations Supervisor	920-832-2299	mike.punzel@appleton.org
Nikki Voelzke	Community Relations Specialist	920-832-2293	nicole.voelzke@appleton.org
Dean Gazza	Director, Parks, Recreation & Facilities Management	920-832-5572	dean.gazza@appleton.org
Chris Bohne	Facilities Manager, Parks, Recreation & Facilities Management	920-832-5972	chris.bohne@appleton.org
Cameron Green	Records and Plans Specialist, Parks, Recreation & Facilities Management	920-832-5906	cameron.green@appleton.org
Tony Saucerman	Interim Finance Director	920-832-6440	tony.saucerman@appleton.org
Kim Kamp	Human Resources Generalist & City Safety Coordinator	920-832-5838	kim.kamp@appleton.org
<i>FTA</i>			
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Christopher Bertch	Community Planner	312-353-3853	christopher.bertch@dot.gov
<i>Reviewer</i>			
John Clare	Milligan & Company, LLC.	315-729-9073	jclare@milligancpa.com

VII. Appendices

No appendices included in this report.