Los Angeles County
Metropolitan Transportation
Authority
One Gateway Plaza
3rd Floor Board Room
Los Angeles, CA

File #: 2025-1029, **File Type:** Informational Report **Agenda Number:** 41.

OPERATIONS, SAFETY AND CUSTOMER EXPERIENCE COMMITTEE
SEPTEMBER 17, 2026

SUBJECT: REVIEW OF METRO RAIL STATION REPAIRS

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE Office of the Inspector General (OIG) Final Report on Review of Metro Rail Station Repairs.

ISSUE

The Office of the Inspector General (OIG) conducted a Review of Metro Rail Station Repairs. The goal of this review was to determine the adequacy of Metro efforts to identify, respond, schedule, and communicate Metro rail station repairs, including rail station graffiti removal. Talson Solutions, LLC was hired as the consultant to conduct this review on behalf of the OIG.

BACKGROUND

Talson Solutions, LLC (Talson) completed a review of Los Angeles County Metropolitan Transportation Authority's (Metro) rail station repair procedures across six rail lines - A, B, C, D, E, and K - for the Office of the Inspector General. The review included a benchmarking analysis of industry best practices using three peer transit agencies: (1) New York City Transit (NYCT), (2) Southeastern Pennsylvania Transportation Authority (SEPTA), and (3) Washington Metropolitan Area Transit Authority (WMATA).

The review period for Metro documentation was calendar year 2024, with site visits to 36 rail stations conducted in July 2025. The review covered Metro's policies and procedures for rail station maintenance, third-party contractors under the Facilities Contracted Maintenance (FCM) department, and in-house activities performed under the direction of Facilities Maintenance (FM) and Wayside departments. Talson presents findings and recommendations across several areas designed to improve communication and reporting of rail station maintenance activities.

DISCUSSION

FINDINGS

The review concluded that Metro's incident reporting system, while serving as the primary system for recording and responding to station incidents, was voluminous, lacked standardization of data entered, and was frequently incomplete.

Key findings are summarized below:

1. ***Graffiti Incidents:*** 15 of 28 (54%) of sampled incidents were not recorded in the ***Graffiti Incidents:*** 15 of 28 (54%) of sampled incidents were not recorded in the Tracking and Automated Graffiti Removal System (TAGRS) software, and several were miscoded as other incident types. Several incidents in TAGRS lacked complete information, including photographs. General graffiti incidents are generally addressed within 1-2 days, while offensive graffiti incidents are addressed immediately.

2. ***Facilities Contracted Maintenance (FCM):*** Issues primarily related to miscoding of incident types. Talson did not identify any issues with responses for repair to broken glass and elevator/escalator incident types.

3. ***Facilities Maintenance (FM):*** 43 of 251 (17%) of the incidents tested did not generate in-house work orders; several work orders were completed 12 - 18 months after the incident date; and 75% of communication-related (i.e., CCTV) incidents were closed 6 - 9 months after the incident date. Several of the incidents tested were for Ticket Vending Machines (TVMs), Fare Gates, CCTV, routine custodial cleaning cycles, and interactive digital map cases. These incidents are typically sent to individual departments for disposition and resolution, e.g., Revenue Collection, Revenue Generation and Marketing, and do not receive an M3 incident number or work order.

4. ***Benchmarking*****:** Benchmarking indicates that Metro's hybrid model of in-house and contracted resources is consistent with practices observed across peer agencies. Opportunities remain to further optimize this model to address ongoing challenges such as graffiti removal and to improve consistency in incident reporting. While Metro currently does not maintain in-house vertical transportation maintenance capabilities, peer agencies such as NYCT and WMATA utilize in-house personnel for these functions and WMATA reported no significant graffiti issues. Additionally, SEPTA and WMATA utilize manual or hardcopy systems for incident reporting.

5. ***2024 Incidents Follow-up:*** During the review of incidents reported as closed in 2024 across Metro's six rail lines and 36 stations, a total of 136 incidents were examined. Of these, approximately 12% remained open at the time of the review, and another 20% could not be verified due to limited access to certain station locations. These findings indicate that while the majority of incidents are recorded as closed, a notable portion either remains unresolved or lacks verifiable documentation, highlighting opportunities to strengthen incident tracking and follow-up procedures.

6. ***New Incidents (2025*)**: During site inspections in July 2025, Talson identified 100 new incidents across Metro rail stations. Of these, 28% were not reflected in the M3 Incident List, indicating a gap in incident reporting. Observed issues included limited visibility of fire extinguishers at outdoor stations and repeated damage to elevator cab films, such as etching, burning, and other forms of vandalism.

7. ***Communication*:** Metro has established several mechanisms to monitor station conditions and communicate issues externally related to maintenance and repairs; however, opportunities exist to enhance consistency, coordination, and public feedback integration across the rail lines. Communication to the public on station-level repair activities is generally reactive and focused on service or access disruptions - rather than providing scheduled or periodic maintenance updates. There is no dedicated channel summarizing ongoing, scheduled, completed, or pending repairs for public awareness. Concerns relating to the Americans with Disabilities Act (ADA) are prioritized to ensure that accessibility features, such as elevators and escalators, are addressed and resolved promptly. Metro has recently increased its social media presence, including Instagram and Facebook, as part of its communication efforts. Metro's communication approach, similar to its peers, remains largely reactive, focusing on major service disruptions rather than routine maintenance updates.

Before initiating the rail station inspections, Talson assessed whether Metro's policies and procedures, and operating model align with industry best practices and concluded that they are generally aligned, though certain areas require improvement. Based on interviews and benchmarking discussions with peer agencies (including NYCT, SEPTA, and WMATA), best practice is to assign clear accountability - through a dedicated role and/or centralized unit - for conducting routine, recurring station inspections on a defined schedule. e.g., NYCT performs station inspections as frequently as every 72 hours). In contrast, Metro's current approach is more reactive than proactive and relies heavily on ad hoc observations (e.g., ambassadors or staff who "happen to be there"), rather than a consistent, frequent, standardized inspection program.

RECOMMENDATIONS:

Key recommendations to enhance Metro's Incident Reporting system and related processes, and for consideration in the design refinement and phased implementation of Metro's Enterprise Asset Management Solution (EAMS), include:

1. **Standardize Incident Reports:** Implement consistent nomenclature and clearly define completion requirements to ensure accuracy and uniformity.
2. **Enhance Customer Communication:** Use KPIs to update customers on repair status such as tracking the number of graffiti removals completed within a set timeframe or specifying types of repairs (e.g., CCTV maintenance) across the system during a certain period.
3. **Ensure Supervisor Accountability:** Require all supervisors to fully complete individual incident reports for their respective areas.
4. **Improve Graffiti Incident Traceability:** Identify and implement a method to track graffiti incidents originating from Metro's Transit Watch application and TAGRS into any incident tracking

system Metro uses.

5. **Implement Heightened Cleanliness Protocols:** Establish stricter cleanliness standards for rail stations to improve customer experience.
6. **Standardize Supervisors' Reporting Templates:** Integrate reporting templates into a unified system to effectively monitor third-party contractors' performance.
7. **Enhance Elevator Maintenance Practices:** Require the elevator maintenance contractor to routinely replace protective film on elevator floors and walls to maintain condition and safety.
8. **Develop In-House Vertical Transportation Maintenance:** Build internal capabilities to maintain elevators and escalators, reducing reliance on external contractors. Determine if any aspects of vertical maintenance can be performed by Metro staff without invalidating any equipment warranties or service contracts. Determine if performing these additional maintenance repairs, Metro might reduce the cost of vendor contracts.
9. **Prioritize Aging Open Incidents:** Track incidents by days open and prioritize resolution for long-standing cases (e.g., 60 days or more), in addition to incidents affecting rail system operations, safety, or ADA compliance.

Supplemental recommendations are provided in each review area of the consultant report.

EQUITY PLATFORM

The effect of this review may result in positive equity outcomes should Metro make efforts to measure and reduce rail system incident response times, enhance customer communication, implement heightened cleanliness protocols, and enhance elevator maintenance practices. Additionally, the proposed enhancements could lead to a more efficient and reliable public transportation system, benefiting all users. By addressing these key areas, Metro can ensure a safer and more satisfying experience for its customers.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. This item supports Metro's systemwide strategy to reduce VMT through maintenance of rail stations, increasing operational efficiency and safety that will improve and further encourage transit ridership, ridesharing, and active transportation. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Recommendations support Metro's strategic plan goal no. 2: Deliver outstanding trip experiences for all users of the transportation system.

NEXT STEPS

Metro management responded and agreed to implement most of the report recommendations. Some have been completed with others to be completed this calendar year.

ATTACHMENTS

Attachment A - Final Report on Review of Rail Station Repairs (Report No. 26-AUD-05)
Attachment B - Operations Response to Recommendations
Attachment C - Customer Experience Response to Recommendations

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Reviewed by: Karen Gorman, Inspector General, (213) 922-2975

ATTACHMENT A
LEGISTAR FILE 2025-1029

Los Angeles County
Metropolitan Transportation Authority
Office of the Inspector General

Review of Metro Rail Station Repairs

Report No. 26-AUD-05 **May 22, 2026**

Metro

Los Angeles County
Metropolitan Transportation Authority

Office of the Inspector General
818 West 7th Street, Suite 500
Los Angeles, CA 90017

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DATE: May 22, 2026

TO: Metro Board of Directors
Metro Chief Executive Officer

FROM: Yvonne Zheng, Senior Manager, Audit
Office of the Inspector General

Yvonne Zheng Digitally signed by Yvonne Zheng
Date: 2026.05.22 11:35:59 -07'00'

SUBJECT: Final Report on Review of Metro Rail Station Repairs
(Report No. 26-AUD-05)

The Office of the Inspector General (OIG) conducted a Review of Metro Rail Station Repairs to assess the adequacy of Metro's efforts to identify, respond to, schedule, and communicate rail station repairs, including graffiti removal. The review included a benchmarking analysis of industry best practices using three peer transit agencies: (1) New York City Transit (NYCT), (2) Southeastern Pennsylvania Transportation Authority (SEPTA), and (3) Washington Metropolitan Area Transit Authority (WMATA). Talson Solutions, LLC was engaged as the consultant to conduct this review on behalf of the OIG.

The review found that Metro's policies, procedures, and operating model are generally aligned with industry best practices; however, certain areas require improvement. The review concluded that Metro's incident reporting system (M3), while serving as the primary tool for recording and responding to station incidents, was voluminous, lacked standardized data entry, and was frequently incomplete. Key findings and recommendations are presented in the report.

If you have any questions, please contact Karen Gorman, Inspector General, at GormanK@metro.net or me at ZhengY@metro.net.

We appreciate the assistance provided by Metro staff during this review.

Enclosure: Final Report

cc: Debra Avila, Deputy Vendor/Contract Management Officer
Conan Cheung, Chief Operations Officer
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Karen Gorman, Inspector General
Kimberly Houston, Deputy Chief Auditor
Aneli-Michelle Navarro, Chief Financial Officer (Interim)
Jennifer Vides, Chief Customer Experience Officer
Stephanie Wiggins, Chief Executive Officer

TALSON SOLUTIONS LLC

Review of Metro Rail Station Repairs

Report No. 26-AUD-05

May 1, 2026

Prepared for: **Office of the Inspector General**
Los Angeles County Metropolitan Transportation Authority

TALSON SOLUTIONS LLC

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EXECUTIVE SUMMARY

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Audit Conclusion

The review concluded that Metro's incident reporting system, while serving as the primary system for recording and responding to station incidents, was voluminous, lacked standardization of data entered, and frequently incomplete. Key findings and recommendations are summarized below:

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EXECUTIVE SUMMARY

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Supplemental recommendations are provided in each review area.

AUDIT RESULTS & CONCLUSION

Task A: Metro Policies and Procedures & Operations/Agency Benchmarking

1.0 Graffiti and Tracking and Automated Graffiti Removal System (TAGRS)

Metro uses the TAGRS software to monitor and receive documentation (e.g., photos) from the third-party contractors engaged for graffiti removal and prevention. The following are Talson audit results on the review of 32 incidents, inclusive of four additional graffiti incidents that were miscoded as FCM elevator or 20% of the graffiti incidents identified for the six rail lines:

1.1 There were no recorded incidents associated with the A Line (Blue). This may be attributed to a loss of data when changing the name of the Blue Line to the A Line.

1.2 The initial incident number is not the identifiable task order number for use by contractors, making it difficult to correlate an incident number to an assigned task order.

1.3 The task orders completed by the contractor lacked the names of the contractors assigned to address incidents.

1.4 The system does not support direct searches by incident number without triggering several unhandled exceptions, such as SQL syntax errors or format exceptions, and possibly time out entirely when executing a search.

1.5 Multiple TAGRS reports can be associated with a single incident number. Some contractors submit separate TAGRS reports for each instance of graffiti within the same station or area, while others consolidate multiple graffiti removals into a single report.

1.6 The reported incident addresses vary from being listed as the station's name, the rail line, or the station's address.

1.7 Talson was unable to locate 15 of 28 (54%) incidents in TAGRS to confirm whether work was performed.

- Ten were identified as incidents for the A Line (Blue).
- Three were identified for the E Line (Expo).
- One was identified for the C Line (Green).
- One was identified for the K Line (Crenshaw).

Reported graffiti incidents from Metro's Transit Watch App are sent to the Operations Contracts Strategic Oversight Services (SOS) desk. An incident is recorded in M3 and a FCM Supervisor will send the incident to one of their graffiti contractors who will abate the incident and enter the incident with before and after pictures into TAGRS. FCM is responsible for follow up with Metro contractors through incident resolution.

AUDIT RESULTS & CONCLUSION

1.8 Additionally, there was a gap in Blue Line incident recording between January 2024 and March/April 2024, as noted below:

- Slauson Station has one incident recorded in January, and the next incident recorded was in April 2024.
- Firestone Station has one incident recorded in January, and the next incident recorded was in March 2024. The reason for this gap in time was undetermined.

1.9 Talson identified the four[1] miscoded incident types for FCM, from elevator to graffiti. The graffiti incidents were recorded as closed.

1.10 Incomplete TAGRS report (graffiti) lacking completion photograph (October 2024), but actual Incident Report indicated a follow-up inspection date of August 2025 or ten months after initial report date.

Supplemental Recommendations

1A Enhance integration between incident reporting and TAGRS.

1B Link incident numbers to contractor task orders.

1C Remediate search functionality in TAGRS.

1D Require complete documentation in TAGRS, including standardized location information and before/after photos to evidence completion.

2.0 FCM Observations (Non-Graffiti)

The following observations for incidents that were initially identified for processing by FCM are:

2.1 Miscoding of four incident types from initial description of “elevator” instead of graffiti. Incidents were subsequently addressed by the third-party graffiti removal contractors.

2.2 Fence incident partially completed and remained open due to unsafe activity by nearby residents.

2.3 Miscoding of FCM Incident for concrete repair that should be for FM.

2.4 Miscoding of FCM incident for elevator repair instead of FM.

[1] Incident numbers are (1) 3,826,861, (2) 3,830,328, (3) 3,896,920, and (4) 3,896,356.

AUDIT RESULTS & CONCLUSION

Supplemental Recommendations

2A Strengthen incident classification and routing controls by standardizing coding rules.

2B Implement supervisory review/quality assurance for high-risk or frequently miscoded categories.

2C Establish clear escalation protocols for incidents impacted by safety or access limitations.

3.0 FM Incidents

The following observations for incidents that were initially identified for processing by FM are:

3.1 Incident Listing for 26 of 147 (18%) incidents reviewed did not include a work order number, but the Incident Report showed a work order number.

3.2 Two work orders for Fire Equipment incident type were open and closed approximately 18 and 19 months after the incident report date.

3.3 Lack of documentation to support an incident closed date approximately one year after report date.

3.4 Six work orders for Incident Type "Rail Station" had work orders closed six to nine months after incident date. Incidents include exposed map glass panel broken, concrete easement damaged, hand dryer not working, and others.

3.5 Nine out of twelve (75%) of communication-related (i.e., CCTV) incidents closed six to nine months after incident date.

3.6 Work order for roof repair incident (i.e., rainwater) was created and closed on the same date, June 11, 2025 or approximately one year after the initial incident report.

3.7 There was limited or inconsistent visibility for fire extinguishers across the Metro's outdoor stations. This may potentially represent a safety concern, particularly in emergency situations requiring immediate fire response.

Not all incidents are assigned a work order. Those that are may be related to the supporting department to which the incident is assigned (e.g., rail communications). Incidents without work orders are closed once the work is performed. For those with work orders, the detail may only be with the department/unit that performed or handled the incident. Those details of the work performed do not always make it back to the original incident to provide details on how the incident was closed.

AUDIT RESULTS & CONCLUSION

During our review of rail station incident reports and work orders in Metro's M3 system, Talson found that incident open and close information and details were not consistently recorded, limiting the ability to fully assess whether incidents were resolved in timely manner. With this additional information, Metro could analyze the timeliness of incident closure by rail station and rail line.

Supplemental Recommendations

3A Strengthen end-to-end incident-to-work-order integration and closure documentation by requiring work order references (or other documented rationale).

3B Improve documentation of incident work orders to ensure accountability between FM and the responsible department assigned to make incident repairs. Establish an incident report showing the response and closure with measurable timelines to repair depending on the incident category, such as:

a. **Response**: Time from incident reported to work order created/assigned or technician dispatched.

b. **Closure**: Time from incident reported or work order opened, to work order closure/verified complete.

3C Strengthen data input standard that allow the real time measurement of incident time between opening and closing.

3D Develop reporting capabilities to identify incidents by rail station and rail line.

4.0 Metro's Incident List

General findings on the Incident List are:

4.1 Miscoding of incident types.

4.2 Incident descriptions are vague or incorrect.

4.3 Notes section on incident reports not completed.

4.4 Completed notes either state "Completed" or just "referred to Contractor/FM/Wayside".

4.5 Incident shows closed and assigned an in-house completion code of "10-36" or "10-37", with no additional signoff on notes.

AUDIT RESULTS & CONCLUSION

Supplemental Recommendations

4A Standardize incident coding and description requirements (i.e., minimum data fields and definitions by incident types and utilizing the "Notes" section for additional commentary).

4B Require meaningful closure notes and evidence (what was done, by whom, date completed, and reference work order/task order, where applicable).

4C Implement supervisory quality assurance for incident entry and closure, including periodic data audits and exception reporting for vague descriptions, missing notes, or closure codes without documentation.

4D Provide targeted training to employees to improve consistency across EAMS' users and departments.

5.0 Benchmarking

Talson conducted a benchmarking study comparing Metro's rail station maintenance and graffiti abatement practices with three peer transit agencies: (1) NYCT, (2) SEPTA, and (3) WMATA. The table below represents key observations from Talson's review.

Table No. 1: Benchmarking Key Observations

Agency	Key Observations
NYCT	• Centralized operations with 100% internal workforce. • Use of Hexagon Enterprise Asset Manager Solution (EAMS) for incident logging Supervisors validate. • Use of graffiti shields. • Multiple reporting channels for communication. Use of 311 technology.
SEPTA	• Protective films for graffiti, flooring. • Mix of custodial staff and contractors. • Manual reporting system.

AUDIT RESULTS & CONCLUSION

Agency	Key Observations
WMATA	• Heavily paper-based system reporting causes delays. • No issues with graffiti. • 98.4% reliability for vertical transportation maintenance (in-house personnel). • Station managers play a pivotal role.
Metro	• Mix of in-house and contractor personnel. • Graffiti major issue. • Inconsistent reporting in incident system.

Appendix A provides a comparison of the three agencies across the following eight focus areas:

- Organization
- Repair Timelines
- Policies & Accountability
- Incident Reporting
- Graffiti & Vandalism Prevention
- Best Practices
- Strengths
- Challenge

Supplemental Recommendations

5A Leverage peer practices to strengthen incident management by moving toward a more integrated asset management platform (similar to NYCT's EAMS) with supervisor validation of entries.

5B Expand use of protective measures (e.g., graffiti shields, protective film…etc.) on glass, elevators, and high contact surfaces, to reduce repeat damage and maintenance cost.

5C Track and report performance metrics e.g., graffiti response time, vertical transportation uptime, closure aging, to monitor reliability and drive continuous improvement.

5D Determine what if any aspects of vertical maintenance can be performed by Metro staff without invalidating any equipment warranties or service contracts.

5E Determine if performing these additional maintenance repairs, Metro might reduce the cost of vendor contracts.

AUDIT RESULTS & CONCLUSION

6.0 Rail Station Inspection Policies and Procedures

Prior to initiating the rail station inspections, Talson assessed whether Metro's policies and procedures, and operating model align with industry best practices and concluded that they are generally aligned, though certain areas require improvement. Based on interviews and benchmarking discussions with peer agencies (including NYCT, SEPTA, and WMATA), best practices are to assign clear accountability – through a dedicated role and/or centralized unit – for conducting routine, recurring station inspections on a defined cadence (e.g., NYCT performs station inspections as frequently as every 72 hours). In contrast, Metro's current approach is mor reactive than proactive and relies heavily on ad hoc observations (e.g., ambassadors or staff who "happen to be there"), rather than a consistent, standardized inspection program.

Supplemental Recommendations

Metro should establish and implement a formal, structured station inspection program that includes, at a minimum:

6A A designated inspection unit or assigned personnel responsible for inspections.

6B A standard inspection frequency (e.g., daily/weekly) and/or risk-based approach by station type, condition, ridership, and safety considerations.

6C Documented Standard Operating Procedures specifying inspection criteria, documentation requirements, reporting protocols, and escalation thresholds.

6D A shift toward planned, preventive condition assessment to identify and remediate deficiencies before they are reported or escalate.

7.0 Task B: Rail Stations Incident Follow-Up

Talson conducted station site visits with Metro personnel to verify the status of 136 listed incidents across the six lines or 36 stations that were reported closed in calendar year 2024. While 93 incidents were verified as *"Closed",* approximately 12%, or 16 incidents, remained *"Open."* The open incident types are primarily related to "Graffiti or Damage Map Case" and may be recurring incidents at the specific station. The remaining 27 incidents were *"Unverifiable"* due to the lack of access to the known incident location (e.g., bathroom door locked). The below table presents the six rail lines and the listing of "Closed", "Open", and "Unverifiable" incidents.

Table No. 2: Rail Stations Incident Follow-Up

Rail Line	No. of Stations Inspected	Follow-up Status			
		Open	Closed	Unverifiable	Total Incidents
A Line	13	7*	40	8	55
B & D Line	6	3	19	2	24
C Line	4	0	15	2	17
E Line	9	5	12	10	27
K Line	4	1	7	5	13
Total	**36**	**16**	**93**	**27**	**136**
% of Total		***12%***	***68%***	***20%***	

*Includes all lines at 7th St./Metro Center

Appendices B and C contain the full listing of the stations containing open and unverifiable incidents, respectively.

Supplemental Recommendations

7A Implement periodic spot-checks of "closed" incidents in the field to validate data accuracy and reinforce accountability for closure status.

7B Establish a formal process to track and address recurring incidents (e.g., repeat graffiti/damaged map cases) at the same stations, including root-cause analysis and targeted mitigation.

7C Require timely updates when field verification shows an incident remains open or unresolved, including revised status, follow-up actions, and target completion dates.

8.0 Task C: Inspection of Rail Stations

In July 2025, Talson conducted station site visits with Metro personnel at 36 stations to identify new incidents requiring repair. Eight stations did not have incidents to report. However, Talson identified 100 incidents and subsequently cross-checked the incidents against the Incident List to determine if the incidents identified were listed during the same period.

The table below illustrates 52, or 52%, of the incidents were included in the July 2025 Incident List. See Appendix D.

AUDIT RESULTS & CONCLUSION

Table No. 3: Summary of 2025 Rail Stations Incidents Inspected

Rail Line	No. of Stations Inspected	Incidents Reported				Station without Incidents
		Yes	No	N/A[1]	Total Incidents	
A Line	13	21	11	9	41	1
B & D Line	6	7	2	1	10	2
C Line	4	9	5	2	16	0
E Line	9	15	9	8	32	1
K Line	4	0	1	0	1	4
Total	**36**	**52**	**28**	**20**	**100**	**8**
% of Total		***52%***	**28%**	**20%**	***100%***	

[1] Routine custodial matters, including some minor graffiti matters, may not be reported or assigned an M3 incident number.

General comments on incidents noted from the station site inspections include:

- Each rail station had at least one elevator incident (excluding K Line).
- Escalator deficiencies occurred primarily on the C Line.
- Water leaks were minimally reported but need ongoing monitoring.
- Recurring issues include vandalism (especially etching on glass), unpleasant odors (notably urine), broken or missing features (e.g., emergency exits, elevator film).

Appendix E contains the complete list of stations inspected and the incidents reported.

Supplemental Recommendations

8A Strengthen field-to-system reporting by requiring all incidents identified during inspection to be promptly entered into the reporting system, with periodic reconciliation between inspection logs and the incident List.

8B Develop targeted action plans with emphasis on elevator/escalator reliability, cleanliness, and safety-critical items.

8C Enhance strategies to address recurring issues such as odors, vandalism/etching, and damaged finishes by increasing cleaning frequency, deploying deterrents, and using more durable/protective materials.

8D Implement a formal, ongoing monitoring program for facility/infrastructure issues, including defined service levels and a clear escalation process for recurring problems.

8E Introduce a standardized station condition rating and dashboard to track trends over time and focus resources on the most impacted rail stations and rail lines.

AUDIT RESULTS & CONCLUSION

9.0 Task D: Communication and Benchmarking Other Agencies

Talson's review determined that Metro has established several mechanisms to monitor station conditions and communicate issues externally related to maintenance and repairs; however, opportunities exist to enhance consistency, coordination, and public feedback integration across the rail lines. Specifically:

9.1 Supervisory Oversight and Daily Field Checks

Metro's field supervisors are responsible for the inspection of multiple rail stations across multiple rail lines (i.e., assigned territories). They perform daily inspections of rail stations, which include verifying the operational status of communication and safety systems such as call boxes, public address (PA) systems, and station information displays. While these checks contribute to timely detection of maintenance issues, they are conducted selectively – not at all stations daily, but rather within each supervisor's designated service area.

Moreover, concerns relating to the Americans with Disabilities Act (ADA) are prioritized, ensuring that accessibility features such as elevators, escalators, and information systems remain operational. Issues identified during these inspections are reported to the relevant maintenance teams through Metro's reporting system.

9.2 Centralized Monitoring through CCTV Observers

Metro employs approximately 40 closed-circuit television (CCTV) observers responsible for real-time monitoring of station activities, safety incidents, and equipment conditions. These observers provide an additional layer of situational awareness by identifying issues such as vandalism, system malfunctions, or security concerns. The observers escalate incidents to rail station maintenance teams through reporting system in a timely manner.

9.3 Marketing and Communications

Metro's Marketing and Communications Office serves as the central hub for external communication, responsible for disseminating information to the public on service disruptions, maintenance work, and customer advisories. Communication with riders is facilitated through Metro's website, social media channels, station signage, and the Everbridge Control Platform, which integrates multiple information sources for internal and public updates.

However, the audit noted that communication about station-level repair activities is generally reactive – often shared only when service or access is affected – rather than through scheduled or periodic maintenance updates. Moreover, there is no dedicated

public channel that regularly summarizes the number of stations repairs ongoing, scheduled, completed, or pending.

9.4 Customer Feedback Mechanism

Metro uses the Customer Comment Analysis and Tracking System (CCATS) as the formal mechanism for collecting and tracking public complaints, comments, and recommendations. Riders can submit feedback via Metro's website, customer service lines, or station staff. CCATS entries are routed to appropriate departments for review and response, though response times vary depending on the issue type and department workload. While the system provides a structural way for riders to report maintenance issues or service concerns, audit interviews indicated inconsistent feedback loops to inform customers of corrective actions taken.

9.5 Benchmarking of Communication Practices

Talson benchmarked Metro's communications and public information practices against three peer transit agencies, NYCT, SEPTA, and WMATA, to identify methods for sharing maintenance and repair information with the public. Metro's communication approach, similar to its peers, remains largely reactive, focusing on major service disruptions rather than routine maintenance updates.

Appendix A provides the detailed benchmarking comparison.

Supplemental Recommendations

Metro should adopt a coordinated, multi-pronged approach to identifying, resolving, and communicating rail station repairs, including:

9A Active (Proactive) Measures: – Conduct regular, structured inspections across all stations to identify repair needs early, with clear protocols for logging incidents in and prioritizing life-safety and ADA-related issues.

9B Reactive Measures – Promptly address all repair notifications and complaints from patrons, employees, and contractors, and resolve them within defined timeframes.

9C Communicate status and closure of these items back to reporting parties through CCATS, social media channels and the Transit Watch (Everbridge) application to enhance transparency and customer confidence.

AUDIT BACKGROUND

Objectives

The objectives of the engagement are as follows:

The goal of this review is to determine the adequacy of Metro efforts to identify, respond, schedule, and communicate Metro rail station repairs, including rail station graffiti removal. Specifically, the objectives of the review are to determine whether:

A. Metro has policies and procedures in place for Metro to respond to Metro Rail Station repairs and graffiti found or reported in its rail stations, and the policies and procedures are in line with industry best practices.

B. (1) Metro's Incident List for rail stations is sufficiently and accurately collecting data related to station repairs and graffiti removal in its rail stations; (2) Incidents of station repairs and graffiti are appropriately identified, recorded, categorized, assigned, and reviewed by supervisors; and (3) Incidents of needed station repairs and graffiti are resolved and closed in a timely manner.

C. Metro's inspection of its rail stations is adequate to ensure its rail stations are properly maintained in a clean, safe, and sanitary condition at all times.

D. Metro communicates adequately with the public about its identification, scheduling, and making needed repairs in Metro rail stations.

Talson conducted the audit in alignment with the Global Internal Audit Standards component of the International Professional Practices Framework of Internal Auditing issued by the Institute of Internal Auditors (standards). Those standards require planning and performing the audit to obtain sufficient and appropriate evidence to provide a reasonable basis for observations and conclusions within a detailed audit report based on the audit objectives.

Scope

Talson reviewed Metro's Rail Incident List for the period January 1 to December 31, 2024 with the primary analysis on six rail lines A, B, C, D, E, and K. Audit test samples were determined from various incident types such as communication, graffiti, glass repair, fencing, elevator/escalator, wiring, tile, water leak, and plumbing, to name a few. The focal point of the review is on repair responses from the Facilities Maintenance and Facilities Contract Maintenance. FCM manages multi-year maintenance contracts and agreements for glass, graffiti, elevator/escalator, fencing, landscaping, and other types of incidents. Additional repair responses (e.g., secondary electrical) from Wayside Maintenance were reviewed.

AUDIT BACKGROUND

Talson was required to conduct follow-up field/physical inspections on select 2024 incidents and 30% of the 108 rail stations for each of the A, B, C, D, E, and K lines in order to identify potential reportable incidents for comparison to the Incident List. Overall station conditions, focused on cleanliness, were assessed.

Talson's efforts also included the assessment of Metro policies and procedures for rail station maintenance, as well as conducting a benchmarking exercise for rail station maintenance with three similar public transit agencies: (1) NYCT, (2) SEPTA, and (3) WMATA.

Methodology

Graffiti Incident Testing

Metro's Facilities Contract Maintenance engages third-party contractors for all graffiti abatement and preventive maintenance by various methods, such as paint-out/paint-over, chemical removal, pressurized hot water, and the use of anti-graffiti shields on various types of surfaces. The Metro systems are divided into four regions in which contractors are assigned as noted below:

Table No. 4: Graffiti Abatement Region Contracts

Graffiti Abatement Region Contracts by Line		
Region 1	G Line and B/D Rail Line	*Woods Maintenance*
Region 2	A Line North, E Line East, Union Station	*Parkwood Maintenance*
Region 3	E Line West, C Line, and K Line	*Woods Maintenance*
Region 4	A line South and J Line	*Parkwood Maintenance*
Paint Out	System Wide contract	*Woods Maintenance*
Film	System Wide contract	*Graffiti Shield*

Talson reviewed Incident Reporting data and identified 135 unique graffiti incidents. From this pool, we selected a 20% sample from each line, resulting in 28 incidents for the initial testing. Talson cross-checked the status of the graffiti incidents against TAGRS reports, including incident before and after photos.

Incident Selection

The initial Incident List for 2024 contained 120,044 incidents. Removal of duplicate incidents reduced the total number of incidents to 102,384. This number was further reduced to 44,656 incidents for the six rail lines. Upon sorting the six rail lines for "Rail Stations" incidents, the test sample for the audit was selected from 7,775 incidents. Listed below are the primary incident type descriptions contained in the Incident List.

AUDIT BACKGROUND

- Communication
- Elevator/Escalator
- FM Contract Svc
- Rail Station
- Building/Equip
- Building/Struct
- Communication
- Electrical
- Fire Equipment
- FM Contract SVC
- HVAC
- Lighting
- Plumbing
- Rail Station
- RSC Inspection
- Signage

After consultation with the OIG to determine a representative sample for detailed testing, the following incident types were removed from consideration: (1) encampments, intruders, (2) radios not working, (3) Rail Operation Center incidents, (4) alarm signals, (5) traction power, and (6) fence holes that are not at the rail station. The most common incident type within the initial audit sample was Communications (1,640) and Elevators/Escalators (1,520) or vertical transportation, respectively. Communication incidents were primarily for CCTV issues such as camera is dark, markings on camera, wrong position, no answer on telephone lines, and others. Vertical transportation incidents included out of service, elevator stuck, schedule maintenance, glass repair, etching in elevator, urine or foul smell in elevator, water alarm signals, and others.

The below represents the representative testing sample and the respective four categories as sorted by the Incident Listing:

Table No. 5: Testing Sample Sorted by the Incident Listing

Category	No. of Incidents
1. FCM Graffiti	28
2. FCM Non-Graffiti	33
3. FM with Work Orders	43
4. FM Follow-Up without Work Orders	147
Total	251

AUDIT BACKGROUND

Illustrated below is a breakdown of the audit testing samples by rail line and incident type.

Table No. 6: FCM Graffiti Incidents by Type

Incident Type	A Line	K Line	E Line	C Line	B & D Line	Grand Total
Communication			1			1
Elevator/Escalator	1					1
Rail Station				1		1
FM Contract Service	11	1	4	3	6	25
Total	**12**	**1**	**5**	**4**	**6**	**28**

Table No. 7: FCM Non-Graffiti Incidents by Type

Incident Type	A Line	K Line	E Line	C Line	B & D Line	Grand Total
Building/Equip					1	1
Electrical			1		1	2
Fire Equipment			1		1	2
Lighting	2		1			3
Plumbing	1				1	2
Rail Station	1	1	1	2	1	6
FM Contract Service	4		2	4	7	17
Total	**8**	**1**	**6**	**6**	**12**	**33**

Table No. 8: FM Incidents with Work Orders by Type

Incident Type	A Line	K Line	E Line	C Line	B & D Line	Grand Total
Building/Equip		1				1
Building/Struct					4	4
Communication	3	1	4	1	3	12
Electrical	1			1	3	5
Fire Equipment				1	2	3
Lighting	4				5	9
Plumbing	2		1		3	6
Rail Station	2	1		1	4	8
HVAC	1					1
Total	**13**	**3**	**5**	**4**	**24**	**49**

AUDIT BACKGROUND

Table No. 9: FM Incidents without Work Orders by Type

Incident Type	A Line	K Line	E Line	C Line	B & D Line	Grand Total
Building/Equip					1	1
Building/Struct		1		2	6	9
Communication	3		3	1	5	12
Electrical			1			1
Elevator/Escalator	3	1	2	9	17	32
Fire Equipment	3	1	3	1	10	18
Lighting	3		2	3		8
Plumbing	4				4	8
Rail Station	12	2	8	18	15	55
RSC Inspection					1	1
Signage	2					2
Total	**30**	**5**	**19**	**34**	**59**	**147**

Task A: Metro Policies & Procedures, and Operations for Rail Maintenance

To gain and document an understanding of Metro rail station maintenance operations, Talson reviewed Metro's rail station maintenance policies and procedures, other documents, and conducted interviews of Metro officials and rail station maintenance staff.

Metro's policies and procedures and other documents related to rail station maintenance are:

a. Maintenance Guide Book
b. Standard Operating Procedures (SOP)
    i. Elevator and Escalator Malfunctions
    ii. Infrastructure Maintenance & Engineering

Talson selected three public transportation agencies (1) NYCT, (2) SEPTA, and (3) WMATA, which are similar in budget or size to Metro, to benchmark, and evaluated the adequacy of Metro policies & procedures, and its operations for the rail station maintenance and repair as compared to their peer agencies, and concluded that they are only partially aligned. SEPTA's Facilities Maintenance Plan was included in our review.

Talson reviewed prior Metro audit reports that analyzed internal assessment and external reviews. Additionally, Talson analyzed the prior reports to identify historical issues or recurring challenges in rail station maintenance.

AUDIT BACKGROUND

Task B: Metro Rail Station Incident Report Data and Follow-Up

Talson requested Metro's Incident List for rail stations for the period January 1 to December 31, 2024. The report was then sorted into the various modes of reporting, such as phone, email, or written correspondence. Talson documented how incidents were logged and distributed to the appropriate departments for follow-up.

Talson-selected incident report samples for each rail line for a total of 136 incidents. Talson determined the status of the incidents reported by performing physical observations accompanied by Metro Facility Maintenance personnel. Talson documented the incident samples that were indicated as closed but had not been repaired, and any items that needed repairs that were not included in the log as open incidents. Talson included details and photographs of any incident of repair that was not completed.

Task C: Inspection of Metro Rail Stations

There are 108 Metro rail stations, which consist of A (Blue) Line: 44 (5 shared with E Line); B (Red) Line: 14 (6 shared with D Line); C (Green) Line: 14 (1 shared); D (Purple) Line: 8 (6 shared with B Line); E Line: 29 (5 shared with A Line); K Line: 7. Talson conducted inspection on 36 stations.

Prior to conducting the rail station inspections, Talson evaluated whether Metro's policies and procedures governing rail station inspections align with industry best practices and concluded they are generally aligned but with some exceptions noted.

Talson selected 30% of the 108 rail stations from each of the A, B, C, D, E, and K Lines to perform physical observations with the assistance of Metro personnel during the period of July 29-31, 2025, and identified potential reportable incidents in need of repair for further evaluation. Talson reported on any potential incident and took photographs to record the incident. Subsequently, Talson cross-checked the potential incident against the Incident List to determine if the incident was recorded.

Task D: Metro Communications for the Status of Rail Station Repairs with the Public

Talson reviewed Metro's process for identifying, responding to, scheduling, and communicating rail station repairs, including graffiti removal, to determine the adequacy of Metro's public communication and coordination efforts. Specific activities included:

- Reviewed Metro's policies, procedures, and internal guidelines governing rail station maintenance, graffiti removal, and public communications.
- Examined communication protocols for identifying, scheduling, and reporting repairs, including how maintenance information is shared across Facilities Maintenance, Rail Operations, and Customer Communications.

AUDIT BACKGROUND

- Analyzed public-facing materials – including Metro's website (alerts.metro.net), social media posts, press releases, mobile app alerts, and station signage – to assess timeliness, consistency, and clarity of repair-related updates.

- Evaluated whether information on scheduled, ongoing, and completed repairs was consistently reflected across multiple communication platforms.

- Interviewed Metro officials from Facilities Maintenance, Customer Communications, and Rail Operations to understand the current process for tracking repair needs and communicating repair status to the public.

- Discussed coordination mechanisms between maintenance and communications teams to identify challenges affecting the accuracy and timeliness of public updates.

- Conducted benchmarking with three peer transit agencies (NYCT, SEPTA, and WMATA) to identify leading practices for communicating maintenance activities and repair progress to the public.

Typical Documents Reviewed

The following documentation was used as the primary source for analysis and evidence to determine findings and conclusions. Described below with each listed document category are the primary areas reviewed as part of the review procedures.

- **Metro's M3 Incident Reports:** The computerized records created in Incident Reporting System when equipment problems or service requests are reported to the M&E Help Desk and recorded. Talson used the incident reports to verify that the incident was properly recorded (i.e., problem description, location, contact name) and the disposition of the incident (e.g., open, closed, assigned to FCM, FM or Wayside). Additionally, Talson used the incident report to ensure that the electronic record notified maintenance personnel that a corrective action is required, or a service has been requested, and that the incident was properly closed.

- **Work Orders:** A generated corrective work order for repairs performed by Metro personnel that is linked to the incident or to add a note that explains the response. The work order is generated after the incident has been reviewed. The work order status is changed to either "FM Responded" or "Wayside Responded," which indicates the appropriate department has responded to the incident. Talson reviewed the work orders to ensure that the incident and work order were properly addressed, documented, and closed.

AUDIT BACKGROUND

- **Contracts/Agreements for Third-Parties:** Facilities Contracted Maintenance Services issued contracts/agreements to third-parties to perform work. Talson reviewed various third-party contracts, task orders, proposals, and invoices to determine if the incident had been properly identified, repaired, and documented.

- **Task Orders for Third-Parties:** FCM manages various third-party contractors to perform task orders for work such as graffiti removal, landscaping, and fencing repairs, etc. The incident reports that are routed to the FCM supervisor/manager responsible for managing the particulate contract/agreement. The supervisor/manager issues a task order to the vendor to perform the work.

- **Tracking and Automated Graffiti Removal System:** TAGRS, a third-party vendor system is used by the Graffiti abatement contractors and Metro to store and monitor graffiti incidents. Third-party contractors are required to provide the disposition (e.g., before and after condition) of graffiti incidents through assigned task orders and photographs for Metro verification. Metro uses the TAGRS system to confirm that the graffiti incidents were properly repaired and recorded.

APPENDIX A: Benchmarking Comparison

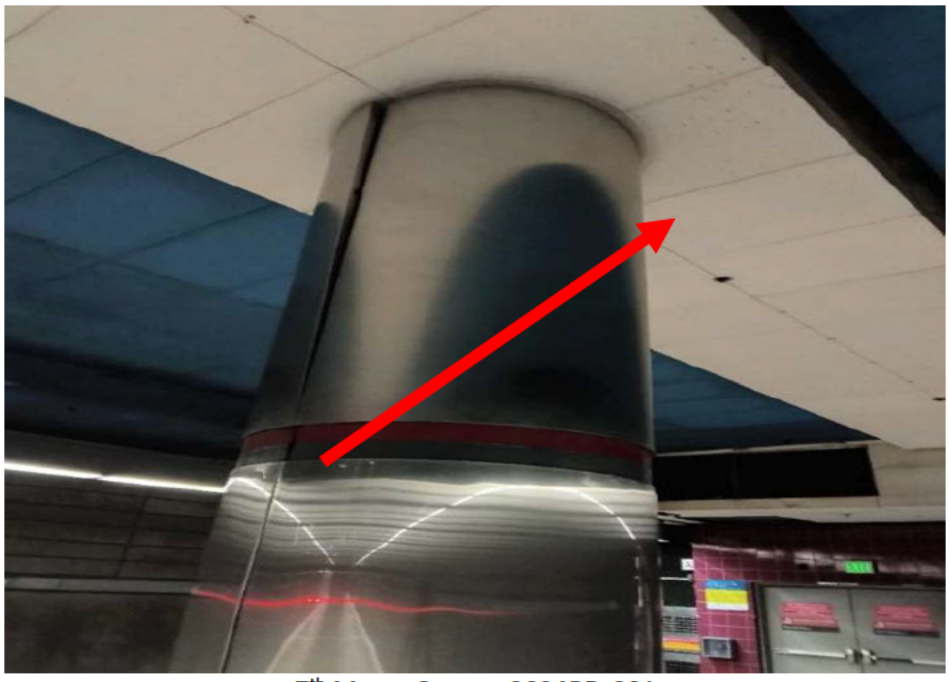
No.	Focus Area	LA Metro	NYCT	SEPTA	WMATA
1	Organization	Centralized under three divisions: Facilities Contract Management (third-party contractors), Facilities Management and Wayside Management (in-house).	Centralized with mobile cleaning teams; external partnerships for communication, 100% internal force.	3 divisions, ~700 custodial staff, mix of internal & contractors.	Station managers, PM teams, WMATA police, and contractors support operations. Contractors for major repairs excl. vertical transportation.
2	Repair Timelines	Response tied to severity level; immediate removal of offensive graffiti and ADA concerns.	Response tied to severity level; immediate removal of offensive graffiti.	Unsightly graffiti: within 1 week; offensive graffiti: immediate; cleanings.	Crews make judgment calls. Janitorial crews handle minor issues.
3	Policies & Accountability	New EAMS system recently implemented.	Hexagon EAM for incident logging; supervisors validate completion. Partnership with 311 system.	Internal system, incidents handled via service calls/emails, ex-police monitor cameras.	Maximo ticketing system. Paper-based process causes delays. Tickets routed to specialized teams.
4	Incident Reporting	Multiple channels: ambassadors, supervisors, employees, public employees; Everbridge Control Platform, CCATS.	Multiple channels: patrons, 311 app, social media, intercoms, employees; app not user-friendly.	Service calls or emails to station desk; internally designed system; limited mobile/photo integration.	Limited customer input. No public sharing of reports. Ambassador system present, but unclear coverage.
5	Graffiti & Vandalism Prevention	Graffiti shields; immediate removal for offensive graffiti.	Graffiti shields; immediate removal for offensive graffiti. Cleaners authorized to make graffiti less offensive.	Protective films on glass/steel; fire-resistant elevator floors & sealed edges.	Reliance on water-only cleaning due to restrictions. In-house signage team supports vandalism prevention.
6	Best Practices	Use of third-party contractors as needed.	Benchmarked with Japanese rail systems; data-driven monitoring & analytics (Data Lake, HxGN). AI for predictive analytics.	Focused on practical facility improvements (odor prevention, protective films) rather than heavy tech.	Strong in-house elevator/ escalator program with 674 escalators and ~300 elevators. Targets 98.4% reliability; currently achieving 94% elevators, 97% escalators.
7	Strengths	The use of specialized, task-specific supervisory roles across the system (such as supervisors focused on graffiti and homelessness impacts).	Technology-driven, transparent, broad reporting network. Stations inspected every 72 hrs. Repeat incidents tracked with police department.	Cost-effective physical solutions, targeted cleaning, strong staff monitoring. Use of fireproof flooring to prevent urine damage.	Reliable. Dedicated Facilities program with focus on system improvements. There is a station manager per location. New technologies.
8	Challenges	Defining incident accuracy and accountability for follow-up reporting. Continuous challenges with graffiti or foul conditions in certain stations.	Hexagon app usability issues. Acid graffiti is a problem.	Manual processes, less data integration, fewer reporting channels. Interim EAM system in place.	Urban logistics, watershed restrictions, and union coordination complicate operations. Resource and staffing gaps. Paper-based Maximo processes.

APPENDIX B: Open 2024 Follow-Up Incidents Photos

Station Name	No. of Open Incidents	Incident Number	Incident Date	Incident Type	Photo ID
7th Metro Center	2	3,844,823 3,855,628	2/12/2024 3/4/2024	Detached Ceiling Panel Graffiti	2024BD-001 2024BD-002
Lincoln/Cypress Station	4	3,874,000 3,956,182 3,993,894 4,012,568	4/10/2024 9/13/2024 11/20/2024 12/25/2024	Graffiti Graffiti Graffiti Graffiti	2024A-002 2024A-003 2024A-004 2024A-005
Pico/Aliso Station	4	3,867,803 3,868,853 3,925,492 4,006,052	3/28/2024 3/31/2024 7/25/2024 12/13/2024	Broken Monitor Graffiti Damaged Map Case Graffiti	2024E-001 2024E-002 No Photo 2024E-003
Slauson Station	2	3,908,301 3,914,997	6/22/2024 7/5/2024	Damaged Map Case Damaged Map Case	No Photo 2024A-006
Compton Station	1	4,006,085	12/13/2024	Damaged Map Case	2024A-007
Leimert Park Station	1	3,941,588	8/21/2024	Broken Latch	2024K-001
Soto Station	1	3,833,444	1/20/2024	Graffiti	2024E-004
Wardlow Station	1	3,854,557	3/2/2024	Damaged Map Case	2024A-008[(1)]
Total Incidents (Open)	16				

Note: [(1)] Possibly a 2025 event

APPENDIX B: Open 2024 Follow-Up Incidents Photos



7th Metro Center: 2024BD-001
July 31, 2025 - Detached Ceiling Panel

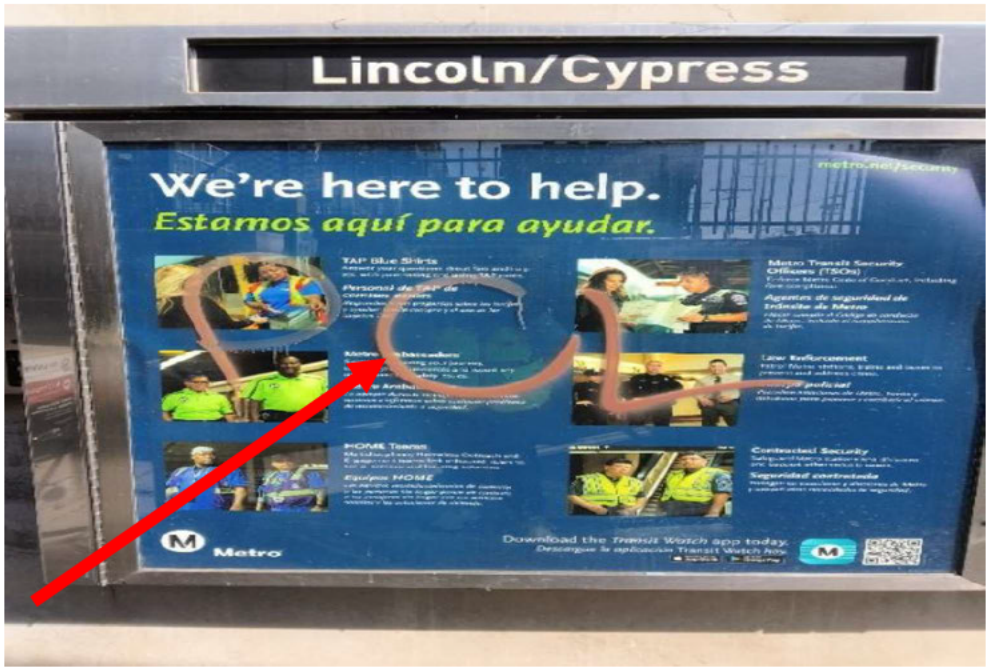
7th Metro Center: 2024BD-002
July 31, 2025 - Graffiti

APPENDIX B: Open 2024 Follow-Up Incidents Photos

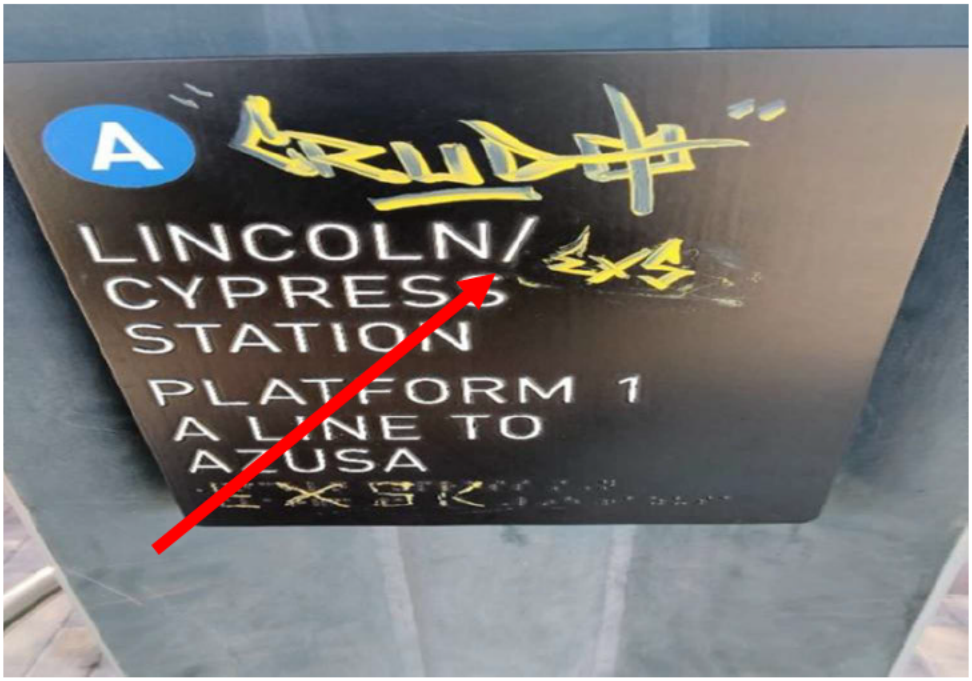
Lincoln/Cypress Station: 2024A-002
July 30, 2025 - Graffiti

Lincoln/Cypress Station: 2024A-003
July 30, 2025 – Graffiti

APPENDIX B: Open 2024 Follow-Up Incidents Photos



Lincoln/Cypress Station: 2024A-004
July 30, 2025 - Graffiti



Lincoln/Cypress Station: 2024A-005
July 30, 2025 – Graffiti

APPENDIX B: Open 2024 Follow-Up Incidents Photos

Pico/Aliso Station: 2024E-001
July 29, 2025 - Broken Monitor

Pico/Aliso Station: 2024E-002
July 29, 2025 – Graffiti

APPENDIX B: Open 2024 Follow-Up Incidents Photos

Pico/Aliso Station: 2024E-003
July 29, 2025 - Graffiti

Slauson Station: 2024A-006
July 30, 2025 - Damaged Map Case

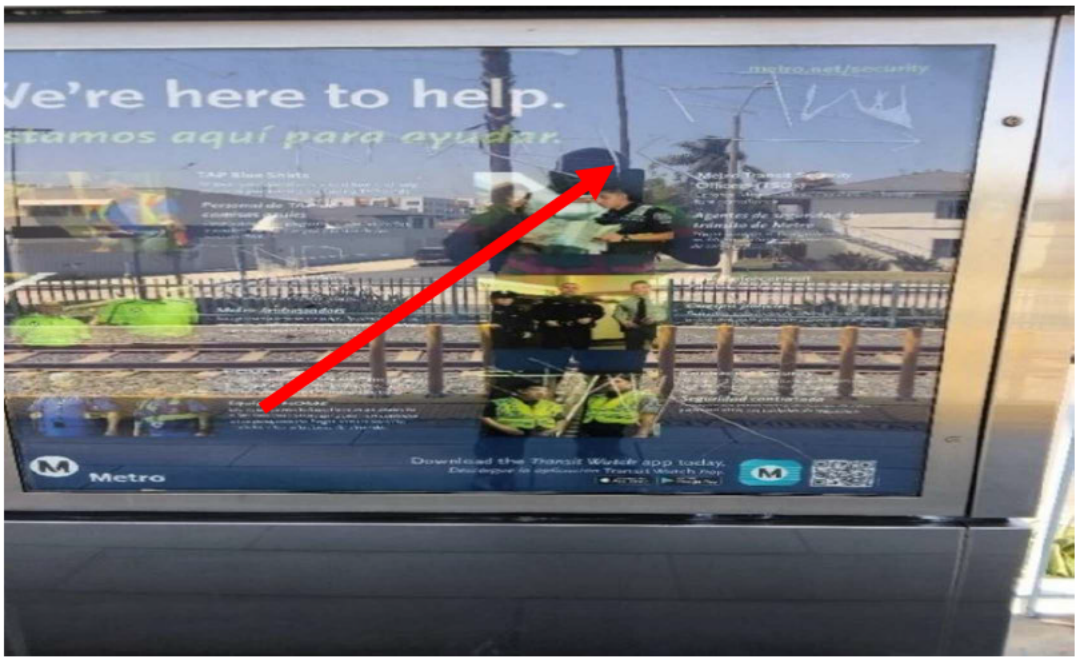
APPENDIX B: Open 2024 Follow-Up Incidents Photos

Compton Station: 2024A-007
July 30, 2025 - Damaged Map Case

Leimert Park Station: 2024K-001
July 29, 2025 - Broken Latch

APPENDIX B: Open 2024 Follow-Up Incidents Photos

Soto Station: 2024E-004
July 29, 2025 - Graffiti



Wardlow Station: 2024A-008
July 30, 2025 - Damaged Map Case

APPENDIX C: Unverifiable 2024 Follow-Up Incidents

Station Name	No. of Open Incidents	Incident Number	Incident Type	Incident Date	Date Incident Completed[2]	Date Incident Closed[2]	Status[2]
Compton Station	3	3,890,735 3,980,860 3,989,111	Lighting Lighting Lighting	5/15/2024 10/29/2024 11/13/2024	5/22/2024 10/30/2024 6/6/2025	5/30/2024 11/7/2024 6/14/2025	Closed Closed Closed
East LA Civic Center Station	3	3,946,564 3,955,084 3,955,268	Communication Fire Equipment Communication	8/29/2024 9/11/2024 9/11/2024	9/2/2024 11/17/2025 8/2/2025	9/11/2024 11/25/2025 8/10/2025	Closed Closed Closed
Artesia Station	2	3,882,069 3,989,886	Broken Door Communication	4/26/2024 11/14/2024	- 7/31/2025	- 8/8/2025	Open - FM Follow Up Closed
Downtown Santa Monica Station	2	3,898,678 3,971,955	Plumbing Communication	6/3/2024 10/11/2024	6/3/2024 -	6/11/2024 -	Closed Open
Expo / Crenshaw Station	2	3,946,716 3,951,521	Misaligned Hatch Elevator	8/30/2024 9/6/2024	9/3/2024 9/17/2024	9/11/2024 9/25/2024	Closed Closed
Indiana Station	1	3,871,854	Lighting	4/5/2024	4/10/2024	4/18/2024	Closed
Westchester / Veterans Station	2	3,845,460 3,906,826	Plumbing Plumbing	2/13/2024 6/19/2024	2/25/2024 6/20/2024	3/4/2024 6/28/2024	Closed Closed
Avalon Station	1	4,012,553	Broken Door	12/25/2024	1/21/2025	1/29/2025	Closed
Culver City Station	1	3,860,829	Communication	3/14/2024	-	-	Open
Hyde Park Station	1	3,931,826	Communication	8/6/2024	8/1/2025	8/9/2025	Closed
Irwindale Station	2	3,892,087 3,998,667	Damaged Link Fence Elevator	5/19/2024 12/10/2024	9/30/2024 11/30/2024	10/8/2024 12/10/2024	Closed Closed
Leimert Park Station	1	3,959,841	Plumbing	9/19/2024	10/1/2024	10/9/2024	Closed
Martin Luther King Jr. Station	1	3,948,580	Fire Equipment	9/3/2024	9/2/2025	9/10/2025	Closed
Norwalk Station	1	3,888,353	Missing chain and Lock	5/10/2024	-	-	Open - FM Follow Up
Soto Station	1	3,959,437	Communication	9/19/2024	8/6/2025	8/14/2025	Closed
Wardlow Station	1	3,988,925	Lighting	11/12/2024	11/18/2024	11/26/2024	Closed
Universal City	1	3,850,246	Plumbing	3/16/2024	3/8/2024	3/16/2024	Closed
Hollywood/Vine	1	3,831,452	Plumbing	1/22/2024	8/7/2024	8/15/2024	Closed
Total Incidents (Unverified)	**27**						

[2] Information provided by the Office of the Inspector General (OIG)

APPENDIX D: New 2025 Incidents Analysis

Rail Line and Station Inspected	Observations	Reported on Incident Report? (Yes/No/NA[3])	Incident No.	Incident Date	Photo ID	Comments (Per OIG)
A Line: Blue						
Anaheim	Graffiti on bench	Y	4,144,606	7/30/2025	A-001	
	Digital display not working	N/A			A-002	Ticket not required. MEHelp Desk notifies responsible department directly.
	Missing Anaheim station sign	Y	4,145,528	7/31/2025	No Photo	
Pacific Coast	Digital display is cracked	N/A			A-003, A004	Ticket not required. MEHelp Desk notifies responsible department directly.
	Ceiling of canopy has graffiti paint	Y	4,134,471	7/11/2025	A-005	
Wardlow	Missing map case	N/A			2024A-008	Ticket not required. MEHelp Desk notifies responsible department directly.
	Defective digital signage	Y	4,115,722	6/10/2025	A-007	
	Missing map case	N/A			No Photo	Ticket not required. MEHelp Desk notifies responsible department directly.
	Ceiling is stained	Y	4,131,751	7/7/2025	No Photo	
Artesia	Film was peeling off map case	N			A-008	
Compton	Display case information is missing	N/A			A-010	Ticket not required. MEHelp Desk notifies responsible department directly.
	Two of the metro signs were out on digital display	N			A-011	

[3]Routine custodial matter.

APPENDIX D: New 2025 Incidents Analysis

Rail Line and Station Inspected	Observations	Reported on Incident Report? (Yes/No/NA[3])	Incident No.	Incident Date	Photo ID	Comments (Per OIG)
Slauson	Elevator graffiti and etching	Y	4,145,558	7/31/2025	A-012	
	Shadow graffiti	N			A-013	
	Information board not working	N			A-014	
	Graffiti located on map case south end of the platform	Y	4,144,601	7/30/2025	A-015	
Lincoln/Cypress (North)	Graffiti in several spots	Y	4,145,615	7/31/2025	A-016	
	Lights on during the day	N			No Photo	
	Platform sign is missing	Y	4,140,941	7/23/2025	A-018	
	Metro display sign is not working	Y	4,145,271	7/31/2025	A-019	
	Exit door on west end door latch is stuck	N			A-020	
Lincoln/Cypress (South)	Stay behind the yellow line is worn in several areas	N			A-021	
	Graffiti is on the back of a sign located in the parking lot	Y	4,144,086	7/29/2025	A-022	
	Some etching on signage	Y	4,145,615	7/31/2025	A-023, A-024	
Heritage Square (North)	Stay behind the yellow line is worn	N			A-025	
Heritage Square (South)	Graffiti on the information board	Y	4,142,025	7/25/2025	No Photo	

[3]Routine custodial matter.

APPENDIX D: New 2025 Incidents Analysis

Rail Line and Station Inspected	Observations	Reported on Incident Report? (Yes/No/NA[3])	Incident No.	Incident Date	Photo ID	Comments (Per OIG)
Fillmore	One of fire extinguishers is damaged	Y	4,139,262	7/21/2025	No Photo	
	Stains on platform	N/A			A-026	Ticket not required; work completed on regular custodial schedule.
	Minor graffiti on floor	Y	4,143,386	7/28/2025	No Photo	
	Signage not working	Y	4,145,431 4,143,819	7/31/2025 7/29/2025	No Photo	
	Ticket Vending Machine area needs cleaning	N/A			No Photo	Ticket not required. MEHelp Desk notifies responsible department directly.
Del Mar	No defects	N/A	N/A	N/A	N/A	
Sierra Madre Villa	Signage is falling down	N/A			A-028, A-029	Ticket not required. MEHelp Desk notifies responsible department directly.
	Elevator glass etching and graffiti	Y	4,144,700	7/30/2025	A-030, A-036	
Irwindale (North)	Loose Tile near Ticket Vending Machine area	Y	4,134,873	7/12/2025	A-037	
	Graffiti located on high voltage and emergency exit sign	N			A-038, A-039	
Irwindale (South)	Loose tile near emergency gates and Ticket Vending Machine area	Y	4,134,873	7/12/2025	A-040	
	No information board present	Y	4,133,415	7/9/2025	No Photo	
Azuza/Citrus College	Loose tile throughout the station	N			A-042, A-043	
	Lighting some bulbs need to be replaced	N			A-045	
	Digital display sign not working	Y	4,141,598	7/24/2025	A-046	
	Emergency gate would not close	N/A			A-047	Ticket not required. MEHelp Desk notifies responsible department directly.

[3]Routine custodial matter.

APPENDIX D: New 2025 Incidents Analysis

Rail Line and Station Inspected	Observations	Reported on Incident Report? (Yes/No/NA[3])	Incident No.	Incident Date	Photo ID	Comments (Per OIG)
Union Station						
7th & Metro (North)	Elevators & have major etching and smell of urine	Y	4,138,066	7/18/2025	BD-001	
	2 of 4 of fire extinguishers missing on platform	Y	4,128,680 4,142,490	7/1/2025 7/26/2025	BD-002, BD-003	
	Flooring stained	N/A			No Photo	Ticket not required; work completed on regular custodial schedule.
	Graffiti on inside of elevator	Y	4,133,660	7/10/2025	BD-004	
	Etching located on map case	N			BD-005	
Wilshire/Vermont (North)	Elevator out of service	Y	4,139,897	7/22/2025	BD-006, BD-007	
	Graffiti in threads of escalator	Y	4,144,734	7/30/2025	BD-008	
Wilshire/Vermont (South)	Graffiti on track	Y	4,144,807	7/30/2025	BD-009, BD-010	
Wilshire/Western	Elevator Smelled of urine and some etching inside elevator	Y	4,133,662	7/10/2025	BD-011	
Hollywood/Vine	Cracked Tile	N			BD-012, BD-015	
Universal City/Studio City	No defects	N/A	N/A	N/A	N/A	

[3]Routine custodial matter.

APPENDIX D: New 2025 Incidents Analysis

Rail Line and Station Inspected	Observations	Reported on Incident Report? (Yes/No/NA[3])	Incident No.	Incident Date	Photo ID	Comments (Per OIG)
C Line: Green						
Norwalk	Elevator graffiti and etching	Y	4,130,539	7/4/2025	C-001, C-003	
	Missing a fire extinguisher	N			C-004	
	Signage not working on platform side	Y	4,144,475 4,145,333	7/30/2025 7/31/2025	C-005	
	Only one light was on during the day	N			C-006	
Lakewood	Etching on the glass and graffiti in the elevator	Y	4,130,514	7/4/2025	C-007	
	Broken tiles	Y	4,130,604	7/4/2025	C-008	
	Various stains on the flooring	N/A			No Photo	Ticket not required; work completed on regular custodial schedule.
Avalon	Elevator had a smell urine and glass etching	Y	4,140,536 4,143,257	7/23/2025 7/28/2025	C-009, C-010	
	Stand behind yellow sign on the floor is worn	N			C-011	
	Signage not working	Y	4,130,537 4,145,266	7/4/2025 7/31/2025	C-012, C-013	
Harbor Freeway	Elevator had a smell of urine and etching	Y	4,144,285	7/29/2025	C-014	
	Escalator not working	Y	4,144,761	7/30/2025	C-015	
	Stains on floor	N/A			No Photo	Ticket not required; work completed on regular custodial schedule.
	Etching on side panels	Y	4,144,291	7/29/2025	C-016	
	Lights on during the day	N			No Photo	
	Emergency exit platform latch is broken	N			C-018, C-019	

[3]Routine custodial matter.

APPENDIX D: New 2025 Incidents Analysis

Rail Line and Station Inspected	Observations	Reported on Incident Report? (Yes/No/NA[3])	Incident No.	Incident Date	Photo ID	Comments (Per OIG)
E Line: Gold						
Downtown Santa Monica (North)	Loose tiles	Y	4,143,743	7/29/2025	E-001	
Downtown Santa Monica (South)	No defects	N/A	N/A	N/A	N/A	
Expo/Bundy	Stains on floor	N/A			E-002	Ticket not required; work completed on regular custodial schedule.
	Graffiti on wall and pillars	Y	4,145,510	7/31/2025	E-003, E-004	
	Stain between film and glass on the information board	Y	4,135,600	7/14/2025	E-005	
Culver City	Flooring, stains at various locations	N/A			E-006, E-007	Ticket not required; work completed on regular custodial schedule.
	Graffiti on information board	Y	4,144,026	7/29/2025	E-008	
	Signage, etching on film	Y	4,143,284	7/28/2025	E-009 - E-011	
Expo/Crenshaw (North)	Heavy etching on signage	Y	4,143,455	7/28/2025	E-013	
	Tac tile is lifted by the street and is a tripping hazard	Y	4,128,922	7/1/2025	E-014	
	Stay behind yellow line is missing and worn in several areas	N			E-015, E-016	
Expo/Crenshaw (South)	Stains on the floor	N/A			E-017	Ticket not required; work completed on regular custodial schedule.
	Looks like the information board was cleaned with an abrasive cleaner	N			E-018	

[3]Routine custodial matter.

APPENDIX D: New 2025 Incidents Analysis

Rail Line and Station Inspected	Observations	Reported on Incident Report? (Yes/No/NA[3])	Incident No.	Incident Date	Photo ID	Comments (Per OIG)
Expo/Crenshaw (South)	Scratches on film of Ticket Vending Machine	N/A			No Photo	Ticket not required. MEHelp Desk notifies responsible department directly.
	Stand behind yellow line is worn and missing in several areas	N			E-019	
	Insert for garbage can is missing	N/A			E-020	Ticket not required; work completed on regular custodial schedule.
Pico/Aliso	Graffiti on various benches and various locations	Y	4,144,788	7/30/2025	E-021	
	Lighting was on during the day	N			No Photo	
	Spill in the middle of station	N/A			E-023	Ticket not required; work completed on regular custodial schedule.
	Stay behind the yellow line is worn out in several areas	N			E-024	
	Caution cone of the roof of the station	N			E-025	
Soto	Elevator was out of order	N			E-026	
Soto	Stand behind the yellow line was missing in a spot	N			E-027	
	Signage had some graffiti on it	Y	4,143,444	7/28/2025	E-028	
Indiana	Flooring needs power washing some stains on the platform	Y	4,136,290	7/15/2025	E-029	
	Minimal graffiti in the station	Y	4,145,500	7/31/2025	E-030, E-031	
	Information board, etching still on glass	Y	4,144,591	7/30/2025	E-032	
	Lighting on during the day	N			E-033	

[3]Routine custodial matter.

APPENDIX D: New 2025 Incidents Analysis

Rail Line and Station Inspected	Observations	Reported on Incident Report? (Yes/No/NA[3])	Incident No.	Incident Date	Photo ID	Comments (Per OIG)
East Los Angeles Civic Center	Some stains on platform	N/A			E-034	Ticket not required; work completed on regular custodial schedule.
	Minimal graffiti	Y	4,140,613	7/23/2025	E-035	
Atlantic	Flooring stains on platform	N/A			E-036	Ticket not required; work completed on regular custodial schedule.
	Minimal graffiti	Y	4,144,636	7/30/2025	E-037, E-038	
	West End monitor above Ticket Vending Machine is not working	Y	4,143,768 4,128,464	7/29/2025 7/1/2025	E-039	
K Line						
Martin Luther King Jr	No defects	N/A	N/A	N/A	N/A	
Leimert Park	No defects	N/A	N/A	N/A	N/A	
Hyde Park	No defects	N/A	N/A	N/A	N/A	
Westchester/ Veterans (North)	No defects	N/A	N/A	N/A	N/A	
Westchester/ Veterans (South)	Etching on outside panel of the station	N			K-001	
TOTAL INCIDENTS: 100						

[3]Routine custodial matter.

APPENDIX E: Incident Type List

Incident Type / Line	A	K	E	C	B & D	Total
Graffiti						
Communication			5			5
Elevator/Escalator	1					1
FM Contract Svc	67	3	22	20	31	143
Rail Station			1	2	1	4
Graffiti Total	**68**	**3**	**28**	**22**	**32**	**153**
Non-Graffiti						
Building/Equip	5	7	2	4	10	28
Building/Struct	16	9	9	11	40	85
Communication	390	129	372	277	467	1,635
Electrical	10	1	4	5	13	33
Elevator/Escalator	316	72	178	234	719	1,519
Fare Equip			1			1
Fire Equipment	136	31	128	39	265	599
Fire/Health	532	49	199	155	407	1,342
FM Contract SVC	379	57	139	95	88	758
Grounds	2	2	5		6	15
HVAC	139	26	55	45	85	350
Lighting	42	5	16	20	35	118
Locksmith Activity	43	18	18	29	101	209
Other	16	2	13	6	5	42
Painting	3		2			5
Plumbing	73	32	22	28	148	303
Property Maintenance				1		1
Rail Station	123	41	89	81	226	560
RSC Inspection					2	2
Signage	4	3	7	3		17
Non-Graffiti Total	**2,229**	**484**	**1,259**	**1,033**	**2,617**	**7,622**
Grand Total	**2,297**	**487**	**1,287**	**1,055**	**2,649**	**7,775**

APPENDIX F: Index of Tables in Report

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APPENDIX G: Glossary

Glossary	
ADA	Americans with Disabilities Act
CCATS	Customer Comment Analysis and Tracking System
CCTV	Closed-Circuit Television
EAMS	Enterprise Asset Management Solution
FCM	Facilities Contracted Maintenance
FM	Facilities Maintenance
Metro	Los Angeles County Metropolitan Transportation Authority
NYCT	New York City Transit
PA System	Public Address System
SEPTA	Southeastern Pennsylvania Transportation Authority
SOP	Standard Operating Procedures
TAGRS	Tracking and Automated Graffiti Removal System
Talson	Talson Solutions, LLC
WMATA	Washington Metropolitan Area Transit Authority

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
Observation 1 – Graffiti and Tracking and Automated Graffiti Removal System (TAGRS) Data integrity gaps by rail line; limited traceability from incident to work performed; system usability and reporting limitations; missing documentation in TAGRS; coding and closeout control issues.	1A Enhance integration between incident reporting and TAGRS.	FCM	Agree	Tracking and Automated Graffiti Reporting System (TAGRS) is used by the third-party contractor to document graffiti tags removed by uploading before and after pictures. TAGRS was initiated to be used by Law Enforcement to analyze graffiti tags to identify and prosecute offenders by documenting and cataloguing graffiti monikers. TAGRS was never intended to track all graffiti tags, except for excessive graffiti monikers entered into TAGRS that can be analyzed by law enforcement. FCM will arrange for a new field to be added into TAGRS to include an incident number field, allowing for improved reconciliation with the EAMS incident number (utilizing the same reference number) when graffiti tags are reported through EAMS and then forwarded to the contractor for removal. Graffiti tags not reported through EAMS would not have a corresponding incident number. In these cases, the incident number field in TAGRS would remain blank when and if the graffiti tags are captured directly in TAGRS. The current system used is M3 for incident tracking and will be replaced by EAMS in the fall of 2026 with improved functionality.	9/01/2026
	1B Link incident numbers to contractor task orders.		Disagree	FCM does not use task orders to follow up on the removal of graffiti tags. Instead, graffiti tags are typically removed during the daily inspections performed by the contractor or removed within 48 hours of being reported, without cataloging all graffiti tags in TAGRS. For reported graffiti, the contractor responds with a completion notice, and FCM staff then proceeds to close out the incident in M3 as complete.	N/A

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	1C Remediate search functionality in TAGRS.		Disagree	Tracking and Automated Graffiti Reporting System (TAGRS) is used by the third-party contractor to document graffiti tags removed by uploading before and after pictures. TAGRS was initiated to be used by Law Enforcement to analyze graffiti tags to identify and prosecute offenders by documenting and cataloguing graffiti monikers. TAGRS was never intended to track all graffiti tags, except for excessive graffiti monikers entered into TAGRS that can be analyzed by law enforcement. The current system used is M3 for incident tracking and will be replaced by EAMS in the fall of 2026 with improved functionality.	N/A
	1D Require complete documentation in TAGRS, including standardized location information and before/after photos to evidence completion.		Disagree	Aside from graffiti tags encountered by the contractor during their daily inspection that are removed, any reported incidents are referred to the contractor for response. Graffiti tags are documented by station name with specific location details as necessary to assist in identifying their exact location. Photographs are provided when available to support removal efforts. FCM will review the drop-down menus within TAGRS to determine whether the station location can be segmented to allow for station areas to be easily identified and consistently labeled.	N/A
Observation 2 – FCM (Non-Graffiti) Recurring incident misclassification and workflow misrouting. Several incidents were incorrectly classified (e.g., elevators coded instead of graffiti, and FCM incidents that should have been assigned to FM.	2A Strengthen incident classification and routing controls by standardizing coding rules.	FCM	Agree	Actions have already been taken to improve incident classification and routing. As of July 2025, FCM created and established its own dedicated Contracts Strategic Oversight Services (Contracts SOS) Service Desk with two (2) new Help Desk Coordinators. The coordinators receive all complaints and/or requests for service to be assigned to FCM, creating incidents in M3 and assigning them to the appropriate FCM	Complete

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
				Supervisor overseeing daily activities and ensuring that requests are entered and routed promptly.	
	2B Implement supervisory review/quality assurance for high-risk or frequently miscoded categories.		Agree	With the creation of FCM's dedicated Contracts SOS Service Desk, Senior Managers and Senior Directors are copied on all incidents created when they are assigned to the appropriate FCM Supervisor to ensure timely response and oversight.	Complete
	2C Establish clear escalation protocols for incidents impacted by safety or access limitations.		Agree	FCM has developed and is finalizing a Standard Operating Procedure (SOP) to use as a reference guide for Contracts SOS Service Desk help desk coordinators on the proper handling of requests that are entered into M3 as incidents and monitored for response and close-out times. The SOP outlines the process for entering, processing, as well as assigning incidents to the appropriate FCM Supervisor within 24 hours of receipt, and includes priority-based routing for incident assignment.	6/01/2026
Observation 3 – FM Incidents Work order tracking and closeout practices were inconsistent, limiting oversight of station repairs; some work orders were not reflected in incident listing, documentation was	3A Strengthen end-to-end incident-to-work-order integration and closure documentation by requiring work order references (or other	FM	Agree	Work orders are not generated for every incident type created. For example, Rail Custodial, FCM, as well as Stops and Zones, do not create work orders. This is being addressed as part of the transition to EAMS in Phases 3 and 4.	11/30/2026

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
incomplete; and several incidents remained open for extended periods.	documented rationale). 3B Improve documentation of incident work orders to ensure accountability between FM and the responsible department assigned to make incident repairs. Establish an incident report showing the response and closure with measurable timelines to repair depending on the incident category, such as: a. **Response**: Time from incident reported to work order created/assigned or technician dispatched.		Agree	A weekly incident report is currently distributed, but it does not include measurable timelines. Facilities Management (FM) will enhance the documentation and tracking of incident-related work orders to improve accountability by the department responsible for performing repairs. A standardized incident reporting and tracking process will be established to document the full lifecycle of each incident, including reporting, work order creation/assignment, response, and final closure. The process will incorporate measurable timelines for response and closure based on incident category. Specifically, the following metrics will be implemented: A. Response: Time from incident reported to work order creation/assignment or technician dispatch. B. Closure: Time from incident reported to work order opening through final work order closure and verification of completion. Documentation requirements will be updated to ensure work orders include sufficient detail on actions taken, responsible parties, and completion verification. Periodic reviews of incident reports and work order data will be conducted to monitor compliance, measure performance against established timelines, and ensure accountability between FM and the responsible departments.	11/30/2026

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	b. **Closure**: Time from incident reported to work order opened, to work order closure/verified complete.				
	3C Strengthen data input standard that allows the real time measurement of incident time between opening and closing.		Agree	Management will work on the implementation of real-time measurement as part of the EAMS implementation. Facilities Management will strengthen data input standards for incident reporting and work order entry to ensure accurate and consistent capture of key timestamps. Required fields will be established within the work order system to document the time an incident is reported, when the work order is created or assigned, when response actions begin, and when the repair is completed. These enhancements will support real-time measurement and monitoring of incident response and repair durations during station operating hours. Standardized procedures and guidance will be provided to staff responsible for entering incident and work order information to promote consistency and accuracy. Periodic data quality reviews will also be conducted to monitor compliance and ensure the reliability of incident timing data.	11/30/2026

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	3D Develop reporting capabilities to identify incidents by rail station and rail line.		Agree	The Help Desk currently provides weekly reporting on open incidents. The report can be tailored to pivot based on rail line and by rail station.	5/30/2026
Observation 4 – Metro's Incident List Recurring data quality and coding issues: insufficient documentation of incidents; incidents were marked closed without corresponding narrative detail or documented signoff to support closure.	4A Standardize incident coding and description requirements (i.e., minimum data fields and definitions by incident types and utilizing the "Notes" section for additional commentary).	FM	Agree	The IM&E and FCM Help Desks do have standardized incident coding and description requirements within the incident reporting. Minimum data fields and standardized definitions are already part of the M3 system and should be further defined as part of the new EAMS system. However, some incidents that are entered by the Rail Operations Control Center (ROCC) are not consistent with how it is entered by FCM and IM&E. This difference will hopefully be addressed as part of the new EAMS system. In addition, staff will be instructed to use the "Notes" section to provide supplemental details regarding incident conditions, response actions, and repair activities when necessary. Updated guidance and training will be provided to personnel responsible for incident reporting and work order entry. Periodic data quality reviews will be conducted to ensure compliance with the standardized coding and documentation requirements.	11/30/2026
	4B Require meaningful closure notes and evidence (what was done, by whom, date completed, and reference work		Agree	Facilities Management will strengthen documentation requirements for the closure of incident-related work orders to ensure repairs are properly recorded and verified. Staff will be required to enter meaningful closure notes describing the work performed, the personnel or contractor responsible for the repair, and the date the work was completed.	5/31/2026

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	order/task order, where applicable).				
	4C Implement supervisory quality assurance for incident entry and closure, including periodic data audits and exception reporting for vague descriptions, missing notes, or closure codes without documentation.		Agree	Supervisory quality assurance procedures will be implemented to strengthen oversight of incident entry and closure within the system. Supervisors will conduct periodic reviews of incident records to ensure entries include clear descriptions, appropriate coding, required notes, and supporting documentation for closure.	7/31/2026
	4D Provide targeted training to employees to improve consistency across EAMS' users and departments.		Agree	Targeted training will be provided to employees who utilize the Enterprise Asset Management System (EAMS) to improve consistency in system usage and data entry across departments. The training will focus on standardized procedures for incident reporting, work order creation and updates, coding requirements, as well as documentation practices. Updated guidance materials and job aids should be provided by the EAMS Project team and training provided.	11/30/2026
Observation 5 –Benchmarking	5A Leverage peer practices to strengthen	FCM/FM	Agree	Metro is in the process of migrating to the new Enterprise Asset Management System (EAMS). The current system	11/30/2026

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
NYCT Fully in-house operations; use Hexagon EAM with supervisor validation: strong protective measures (graffiti shields) and multiple reporting channels, including 311. **SEPTA** Uses protective films for surfacers; mix of in-house custodial staff and contractors; relies on manual incident reporting. **WMATA** Predominantly paper-based reporting; reports minimal graffiti issues; high vertical transportation reliability using in-house staff; station managers are central to oversight. **Metro** Mix of in-house and contracted resources; graffiti remains a major challenge; incident reporting is inconsistent. No in-house vertical transportation maintenance support.	incident management by moving toward a more integrated asset management platform (similar to NYCT's EAMS) with supervisor validation of entries.			used is M3 for incident tracking and is scheduled to be replaced by EAMS in Fall 2026 with improved functionality.	
	5B Expand use of protective measures (e.g., graffiti shields, protective films…etc.) on glass, elevator, and high contact surfaces, to reduce repeat damage and maintenance cost.		Agree	For the past 15 years, FCM has held service maintenance contracts for the installation and replacement of anti-graffiti film applied to both glass surfaces and stainless-steel look-alike finishes, installed up to a height of 10 feet. Inspection of the system is performed monthly for the same locations, though crews are on the system daily performing maintenance activities or responding to as-needed requests for service. Vandalized film is replaced within one day for both clear glass film and stainless-steel look-alike film, provided that pre-cut film is available for application. Non-vandalized film is tracked and replaced on a six-month cycle, due to the adhesive glue on the film that could cause surface damage from prolonged use if left on longer than six months.	Complete
	5C Track and report performance metrics e.g., graffiti response time, vertical		Agree	FCM currently compiles data and distributes daily, monthly, and annual reports tracking downtime as a KPI for elevators and escalators. The reports include information on both scheduled and unscheduled work performed, projected	Complete

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	transportation uptime, closure aging, to monitor reliability and drive continuous improvement.			return to service dates, and the actual time it took from when the unit went out of service to the time it was placed back in service. FCM also coordinates with Customer Experience by providing them with the daily elevator and escalator availability report. Customer Experience takes the information in the report and publishes it on a daily basis through social media and the Metro website to assist patrons with trip planning.	
	5D Determine what if any aspects of vertical maintenance can be performed by Metro staff without invalidating any equipment warranties or service contracts.		Agree	Currently, custodial services incidents on Vertical Transportation (VT) systems for elevators and escalators are handled by in-house, Metro union-represented custodial staff under Facilities Maintenance (FM). In addition, painting the elevator frames are handled by in-house Metro union-represented painters' staff under FM. Any VT work beyond this scope must be completed by Certified Competent Conveyance Mechanics/contractors. Through the FCM VT maintenance contract, 31 mechanics throughout different shifts are present on the system daily and perform regular monthly and preventive maintenance.	Complete
	5E Determine if performing these additional maintenance repairs, Metro might reduce the cost of vendor contracts.		Disagree	Metro staff have already analyzed insourcing/outsourcing options for VT maintenance services, among other services. Based on initial findings, VT maintenance services were not recommended for insourcing. Providing this service in-house would require Metro to negotiate a contract with the International Union of Elevator Constructors, hire sufficient Certified Competent Conveyance Mechanics, apply for certification as a Certified Qualified Conveyance Company,	N/A

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
				as well as acquire additional equipment, vehicles, and supplies to support the expanded responsibility. Staff's assessment indicates that this is not a cost-effective option for Metro.	
Observation 6 – Rail Station Inspection Policies and Procedures Metro's policies and procedures for station inspections are generally aligned with industry best practices, though certain areas require improvement.	Metro should establish and implement a formal, structured station inspection program that includes, at a minimum:	FCM/FM			
	6A A designated inspection unit or assigned personnel responsible for inspections.		Agree	Currently, the Station Experience Program, through the Station Experience Team, uses contractors to survey (inspect) 158 rail stations and bus transit centers every three (3) months and report all incidents for maintenance, cleanliness, vandalism, and graffiti abatement accordingly.	Complete
	6B A standard inspection frequency (e.g., daily/weekly) and/or risk-based approach by station type, condition, ridership, and safety considerations.		Agree	Currently, the Station Experience Program, through the Station Experience Team, uses contractors to survey (inspect) 158 rail stations and bus transit centers every three (3) months and report all incidents for maintenance, cleanliness, vandalism, and graffiti abatement accordingly.	Complete
	6C Documented Standard Operating Procedures specifying inspection criteria, documentation		Agree	Aside from the inspection criteria used by the Station Experience Team, FCM has developed and is finalizing a Standard Operating Procedure (SOP) to use as a reference guide for Contracts SOS Service Desk help desk coordinators	6/01/2026

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	requirements, reporting protocols, and escalation thresholds.			on the proper handling of requests that are entered into M3 as incidents and monitored for response and close-out times. The SOP outlines the process for entering, processing, and assigning incidents to the appropriate FCM Supervisor within 24 hours of receipt, and includes priority-based routing for incident assignment.	
	6D A shift toward planned, preventive condition assessment to identify and remediate deficiencies before they are reported or escalate.		Agree	FCM requires FCM Supervisors to perform two (2) field visits per week to ensure contractors are performing work in accordance with the contract scope of services. This is in addition to contractor staff performing daily inspections and other Metro employees who may be conducting their own inspections for their respective departments, and reporting observed incidents to the FM Help Desk or Contracts SOS Service Desk, as applicable.	Complete
Observation 7 – Rail Station Incident Follow-up Site visits to 36 stations (six lines), to field-verify 136 incidents reported as closed in 2024. 93 incidents (68%) were confirmed as closed, 16 incidents (12%) remained open and 27 incidents (20%) were unverifiable due to access limitations (e.g., locked areas). Most open items related to	7A Implement periodic spot-checks of "closed" incidents in the field to validate data accuracy and reinforce accountability for closure status.	FCM/FM	Agree	Currently, a monthly report is generated listing all incidents entered into M3, summarizing incidents by incident type, and whether they are open or closed. The report is distributed to both FCM managers and supervisors. To enhance oversight and ensure timely resolution, the report will now be generated twice per month and reviewed via spot-checks by the Senior Directors to validate/verify closed incidents, track and address recurring incidents, and address open or unresolved incidents.	Complete

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
recurring "graffiti" or "damaged map case" issued at specific stations.	7B Establish a formal process to track and address recurring incidents (e.g., repeat graffiti/damaged map cases) at the same stations, including root-cause analysis and targeted mitigation.		Agree	Currently, a monthly report is generated listing all incidents entered into M3, summarizing incidents by incident type, and whether they are open or closed. The report is distributed to both FCM managers and supervisors. To enhance oversight and ensure timely resolution, the report will now be generated twice per month and reviewed via spot-checks by the Senior Directors to validate/verify closed incidents, track and address recurring incidents, and address open or unresolved incidents. Additionally, recurring locations will be reported to the FCM supervisors for follow-up during weekly field visits to assess further mitigation.	Complete
	7C Require timely updates when field verification shows an incident remains open or unresolved, including revised status, follow-up actions, and target completion dates.		Agree	Currently, a monthly report is generated listing all incidents entered into M3, summarizing incidents by incident type, and whether they are open or closed. The report is distributed to both FCM managers and supervisors. To enhance oversight and ensure timely resolution, the report will now be generated twice per month and reviewed via spot-checks by the Senior Directors to validate/verify closed incidents, track and address recurring incidents, and address open or unresolved incidents.	Complete
Observation 8 – Inspection of Rail Station Site visits to 36 stations (six lines) in July 2025 identified 100 new incidents. Only 31 (31%) were recorded in Incident List. 8 stations had no reportable issues, other stations had recurring problems	8A Strengthen field-to-system reporting by requiring all incidents identified during inspection to be promptly entered into reporting system, with periodic reconciliation	FCM/FM	Agree	Under the Station Experience Program, the Station Experience Team utilizes contractors to survey (inspect) 158 rail stations and bus transit centers every three (3) months and submit all incidents for maintenance, cleanliness, vandalism, and graffiti abatement to be addressed by FCM directly into the M3 system. The Contracts SOS Service Desk then assigns these incidents to the proper FCM staff for resolution. The Station Experience Program also assigns a	11/01/2026

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
including elevator and escalator defects, vandalism, odors, broken features.	between inspection logs and the incident List.			condition rating to each facility based on findings for trend tracking purposes. Additionally, contractors perform daily inspections of the system, and FCM Supervisors conduct two (2) field visits per week to ensure work is performed in accordance with contract terms and requirements. Also, as previously mentioned, Metro is in the process of migrating from M3 to the new Enterprise Asset Management System (EAMS). M3 is currently scheduled to be replaced by EAMS in the fall of 2026.	
	8B Develop targeted action plans with emphasis on elevator/escalator reliability, cleanliness, and safety-critical items.		Agree	Currently, custodial services incidents on Vertical Transportation (VT) systems for elevators and escalators are handled by in-house, Metro union-represented custodial staff under FM. Any VT work beyond this scope must be completed by Certified Competent Conveyance Mechanics/contractors. Through the FCM VT maintenance contract, 31 mechanics throughout different shifts are present on the system daily and perform regular monthly and preventive maintenance. Additionally, protective polycarbonate panels have already been installed on 144 of 171 elevators to protect glass from vandalism that may result in elevators being placed out of service, with the remaining elevators to be completed by late 2026. There is also a Capital Project led by Maintenance of Way (MOW) Engineering to replace and modernize elevators and escalators. Phase 1 of the project, which is at 90% design, will include six (6) escalators and 18 elevators, with completion targeted in time for the LA 2028 Olympics.	12/01/2026

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	8C Enhance strategies to address recurring issues such as odors, vandalism/etching, and damaged finishes by increasing cleaning frequency, deploying deterrents, and using more durable/protective materials.		Agree	FM has partnered with Metro's industrial hygienist to test and implement odor control/neutralizing products. To date, NeoSan has proven to be the most effective product. The use of NeoSan started at the rail stations and is now being used at Bus stations, transit centers, and system-wide elevators. FM is also exploring odor control sensors that would alert FM Management whenever a foul odor is detected.	12/31/2026
	8D Implement a formal, ongoing monitoring program for facility/infrastructure issues, including defined service levels and a clear escalation process for recurring problems.		Agree	FCM currently compiles data and distributes daily, monthly, and annual reports tracking downtime as a KPI for elevators and escalators. The reports include information on both scheduled and unscheduled work performed, projected return to service dates, and the actual time it took from when the unit went out of service to the time it was placed back in service. FCM also coordinates with Customer Experience by providing them with the daily elevator and escalator availability report. Customer Experience takes the information in the report and publishes it on a daily basis through social media and the Metro website to assist patrons with trip planning. FCM utilizes this report to work closely with the contractor to monitor and expedite repairs.	Complete
	8E Introduce a standardized station condition rating and dashboard to track trends over time and		Agree	FCM currently compiles data and distributes daily, monthly, and annual reports tracking downtime as a KPI for elevators and escalators. The reports include information on both scheduled and unscheduled work performed, projected	Complete

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	focus resources on the most impacted stations and lines.			return to service dates, and the actual time it took from when the unit went out of service to the time it was placed back in service. FCM also coordinates with Customer Experience by providing them with the daily elevator and escalator availability report. Customer Experience takes the information in the report and publishes it on a daily basis through social media and the Metro website to assist patrons with trip planning. FCM utilizes this report to work closely with the contractor to monitor and expedite repairs.	
Observation 9 – Communication and Benchmarking Other Agencies Several channels to identify and address stations issues: field checks, real-time CCTV monitoring, and customer feedback captured in the CCATS system. Marketing and Communications communicates with riders via the website, social media (Instagram, Facebook), station signature and Everbridge. Benchmarking shows peers similarly emphasize reactive major service impacts over routine maintenance updates.	Metro should adopt a coordinated, multi-pronged approach to identifying, resolving, and communicating rail station repairs, including: 9A Active (Proactive) Measures: – Conduct regular, structured inspections across all stations to identify repair needs early, with clear protocols for logging incidents in and prioritizing life-safety and ADA-related issues. 9B Reactive Measures – Promptly address all	Marketing & Comm.	Partially Agree	Please note that some of the information contained in the report is incorrect. Metro does not have a Public Affairs Department. (* *see OIG Note, Page 60 of 65*) Service alerts about service disruptions and long-term, planned maintenance repairs are handled by the social media and digital customer experience teams that sit in the Marketing Department. They coordinate with operations to inform them of customer comments and request information about timing about repairs. This is standard industry practice as noted in the report. While we agree that enhanced transparency is a worthy goal when communicating about station repairs, we must balance responding to every individual comment received	

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
	repair notifications and complaints from patrons, employees, and contractors, and resolve them within defined timeframes. 9C Communicate status and closure of these items back to reporting parties through CCATS, social media channels and the Transit Watch (Everbridge) application to enhance transparency and customer confidence.			on social media with the practical staffing constraints that make individualized responses to thousands of inquiries daily unfeasible. Metro currently posts information about substantial and long-term station repairs on https://alerts.metro.net/ which can be accessed from Metro's home page at metro.net. In addition, the team communicates service repairs that impact service on the agency's X and Facebook social media channels. Metro posts information about major station repairs on its blog, *The Source*. This process helps us to communicate service repairs to all of our customers vs. Individual responses. Soon these alerts will be made available to customers who use the new Metro mobile app that will launch in May. **Customer Relations** Customer Relations acknowledges the importance of timely communication and closure of customer-reported issues through Customer Relations, which are logged in the CCATS database. While individualized responses for every routine maintenance inquiry may not always be operationally feasible, we have taken steps to strengthen follow-up, accountability, and transparency within the CCATS process. Enhancements include improved internal tracking and monitoring of cases, more consistent follow-up with responsible departments, and the use of escalation protocols when responses are delayed.	

APPENDIX H: Schedule of Recommendations and Proposed Actions

Observation	Recommendation	Staff Assigned	Agree or Disagree	Proposed Action	Completion Date Estimate
				These efforts are designed to reduce response times and ensure that customer concerns are appropriately addressed and documented. As recommended, Customer Relations will work with Operations to establish improved response time guidelines and reinforce expectations with internal stakeholders regarding timely and complete responses, supporting improved coordination across departments. In parallel, we are evaluating opportunities to further standardize response timelines and enhance system visibility and reporting capabilities. Customer Relations remains committed to continuously improving the CCATS process to support timely resolution and enhance the overall customer experience. *OIG Note: In response to Metro Customer Experience's comment, the final report was updated to reflect the correct Metro Department name, changing it from Public Affairs to Marketing and Communications.	

APPENDIX I: Samples of Documents Reviewed

Below is a sample incident report for incident No. 3,882,663 (Work Order No. 9,912,472)

LACMTA

Incident Report

Printed On 9/8/2025 at 10:11:04 AM

Incident Type	: Building/Equip	Date	: 04/28/2024 04:59PM
Equipment Problem	: Door: Door Closer Problem	Incident ID	: 3,882,663
Created By	: [redacted]	Incident Status	: Incident Closed
Route Code	: Red Line Main Line	Reported By:	
Incident	: Contract security reported the west end double doors 8 A&B on the Hollywood and Highland platform does not secure and blows open with the wind.		

Location	Address
HOLLYWOOD HIGHLAND STATION - 802-(9.7)	

Involved Equipment

Caused	Affected	Equipment	Equip Class	Equip Type	Problem
F	F	MRL-HH MAINT RFM-34	STATION (MAINT)	RED LINE STATION	Door: Door Closer Problem
		System	Code	Work Order 9912472	WO Status Closed

Event Log

Inj/Ill/Fatality : Person Affect :

Initiator	Date/Time 4/28/2024 4:59PM	Employee	Employee Name [redacted]
	Contract security reported the west end double doors 8 A&B on the Hollywood and Highland platform does not secure and blows open with the wind.		
Incident Overview	Date/Time 4/28/2024 5:16PM	Employee [redacted]	Employee Name [redacted]
	Contract security reported the west end double doors 8 A&B on the Hollywood and Highland platform does not secure and blows open with the wind.		

Delays/Impact

Operator Id	Route	Destination	Direction	Train #	Train Date
Primary Delay	Peak Time	Block	Run	Serv Impact	Trip Impact
Comments :					Time Delayed

Notes	Created Date	Created By
Reassigned to Rail FM	4/29/2024 10:02:00AM	[redacted]

Page: 1 of 1

APPENDIX I: Samples of Documents Reviewed

Below is a sample incident report for Work Order No. 9,912,472(Incident No. 3,882,663)

Requestor: [redacted]
Printed on Oct-09-2025 4:12PM

LACMTA
Maintenance Information System
Work Order

Work Order Nbr
9912472

By : [redacted]
Work Order : 9912472 WO Type : Corrective
Related to Incident: 3882663 Incident
Follow on to :
Created Date : Sep-20-2024 Closed Date : Sep-20-2024
Due Start Date: Sep-20-2024

Equip Nbr
MRL-HH MAINT RFM-34

Title : BUILDING/EQUIP-DOOR: DOOR CLOSER PROBLEM

WO Note

Vehicle Nbr: MRL-HH MAINT RFM-34

Status Date : Apr-07-2005 Equip Status : In Service Eq Stat Reas :

Task 1 BUILDING/EQUIP-DOOR: DOOR CLOSER PROBLEM
Task Note

Work Order/Task Nbr
9912472 1

Job 1 Door: Door Closer Problem
Job Info
Job Details Contract security reported the west end double doors 8 A&B on the Hollywood and Highland platform does not secure and blows open with the wind.

System	Component	Defect	Repair	Repair Date	Repaired By	Cmplt
RFM PROPERTY OTHE	OTHER	REQUIRED	Repaired	09/20/2024	27320	Yes

Note

Assigned Employees

Employee	Name	Employee	Name

Material

Job #	Txn Date	Trans Type	Item Code	Item Description	Posted By	Plan Qty	Act Qty	Cost

Notes: _____

Work Order 9912472 Page 1 of 1

APPENDIX I: Samples of Documents Reviewed

Below is a sample incident report for incident No. 3,930,827 (TARGS Incident No. 6,631,528)

LACMTA

Incident Report

Printed On 7/25/2025 at 2:47:00 PM

Incident Type	: FM Contract Svc	Date	: 08/04/2024 03:48AM
Equipment Problem	: CSV: Graffiti Removal - Rail	Incident ID	: 3,930,827
Created By	: [redacted]	Incident Status	: Incident Closed
Route Code	: Blue Line Main Line	Reported By:	
Incident	: Graffiti at Memorial Park Station.		

Location	Address
MEMORIAL PARK STATION - 804-(9.59)	

Involved Equipment

Caused	Affected	Equipment	Equip Class	Equip Type	Problem
		System	Code	Work Order	WO Status

Event Log

Inj/Ill/Fatality :

Person Affect :

Initiator	Date/Time 8/4/2024 3:48AM	Employee [redacted]	Employee Name [redacted]
	Reports Graffiti at Memorial Park Station.		
Incident Overview	Date/Time 8/4/2024 4:07AM	Employee [redacted]	Employee Name [redacted]
	CCTV R-464 reports graffiti at Memorial Park Station on a illar mid platform of Platform 2, as well as on the south entrance walkway, 0348 hours.		

Delays/Impact

Operator Id	Route	Destination	Direction	Train #	Train Date
Primary Delay	Peak Time	Block	Run	Serv Impact	Trip Impact
Comments :					Time Delayed

Notes	Created Date	Created By
Referred to Contractor for follow-up	9/16/2024 2:04:00PM	[redacted]

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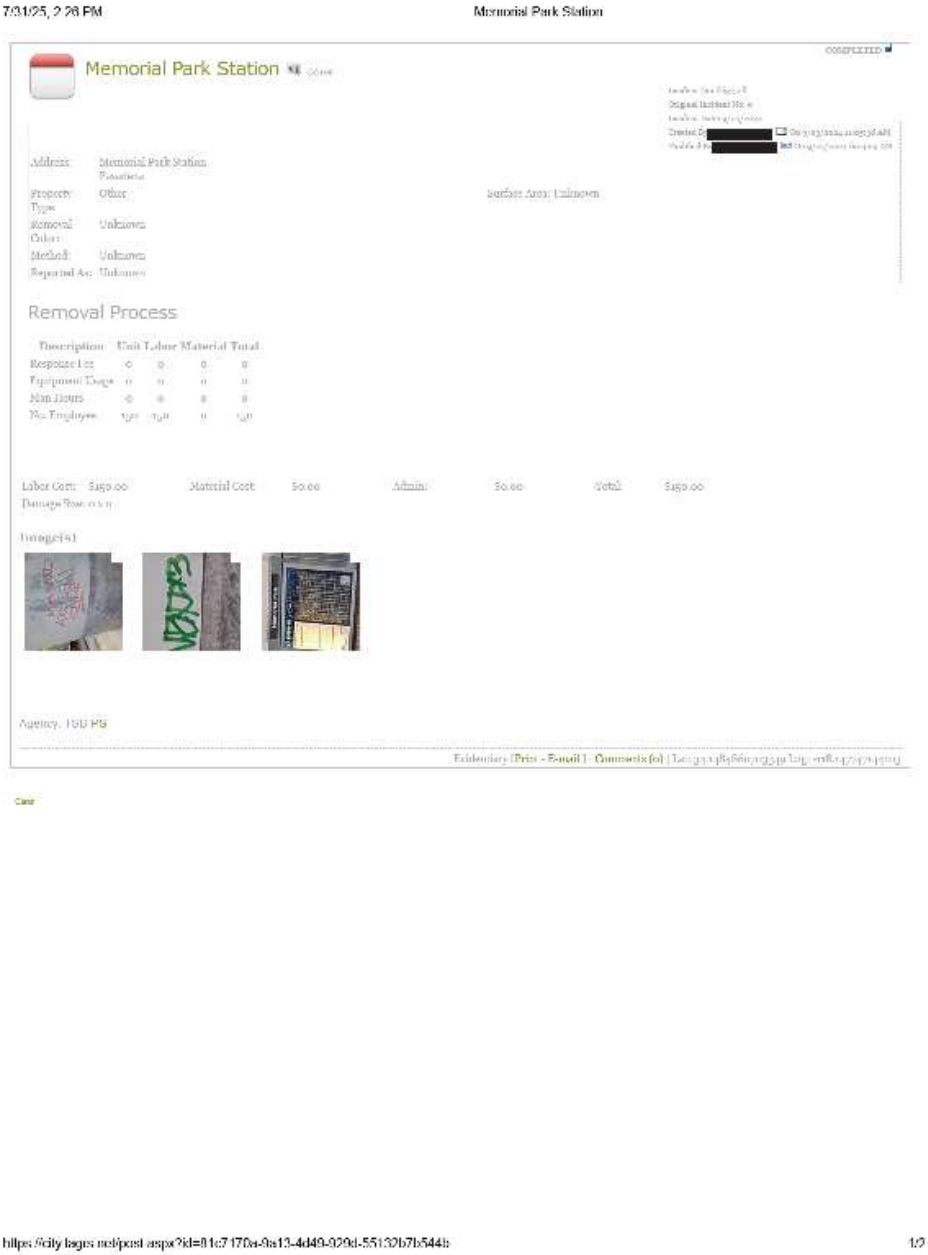
APPENDIX I: Samples of Documents Reviewed

Below is a sample incident report for TARGS Incident No. 6,631,528 (Incident No. 3,930,827)


7/31/25, 2:28 PM Memorial Park Station

Memorial Park Station

Address: Memorial Park Station
Houston

Property Type: Other

Surface Area: Unknown

Removal Color: Unknown

Method: Unknown

Reported As: Unknown

Removal Process

Description	Unit	Labor	Material	Total
Response Tot	0	0	0	0
Equipment Usage	0	0	0	0
Man Hours	0	0	0	0
No. Employees	150	150	0	150

Labor Cost: $450.00 Material Cost: $0.00 Admin: $0.00 Total: $450.00

Damage Tow: 0 x 0

Image(s)

Agency: HPD HS

Evidentiary | Print | Email | Comments(0) | Tag: graffiti,graffiti tag,graffiti removal

Case

https://city.hpgis.net/post.aspx?id=81e7170a-9a13-4d49-929d-55132b7b544b 1/2

End of Report

Metro

Interoffice Memo

Date	April 16, 2026
To	Karen Gorman Inspector General
From	Conan Cheung Chief Operations Officer
Subject	26-AUD-05 Metro Rail Station Repairs

The Office of the Inspector General (OIG) performed an audit of Metro rail station repairs procedures across six rail lines – A, B, C, D, E, and K. Therefore, the actions below will be taken by Operations to comply with the audit recommendations:

Recommendation #1A: Enhance integration between incident reporting and TAGRS.

Management Response: Agree; Tracking and Automated Graffiti Reporting System (TAGRS) is used by the third-party contractor to document graffiti tags removed by uploading before and after pictures. TAGRS was initiated to be used by Law Enforcement to analyze graffiti tags to identify and prosecute offenders by documenting and cataloguing graffiti monikers. TAGRS was never intended to track all graffiti tags, except for excessive graffiti monikers entered into TAGRS that can be analyzed by law enforcement.

FCM will arrange for a new field to be added into TAGRS to include an incident number field, allowing for improved reconciliation with the EAMS incident number (utilizing the same reference number) when graffiti tags are reported through EAMS and then forwarded to the contractor for removal. Graffiti tags not reported through EAMS would not have a corresponding incident number. In these cases, the incident number field in TAGRS would remain blank when and if the graffiti tags are captured directly in TAGRS. The current system used is M3 for incident tracking and will be replaced by EAMS in the fall of 2026 with improved functionality.

Completion Date: September 1, 2026

Recommendation #1B: Link incident numbers to contractor task orders.

Management Response: Disagree; FCM does not use task orders to follow up on the removal of graffiti tags. Instead, graffiti tags are typically removed during the daily inspections performed by the contractor or removed within 48 hours of being reported, without cataloging all graffiti tags in TAGRS. For reported graffiti, the contractor responds with a completion notice, and FCM staff then proceeds to close out the incident in M3 as complete.

Completion Date: N/A

Recommendation #1C: Remediate search functionality in TAGRS.

Management Response: Disagree; Tracking and Automated Graffiti Reporting System (TAGRS) is used by the third-party contractor to document graffiti tags removed by uploading before and after pictures. TAGRS was initiated to be used by Law Enforcement to analyze graffiti tags to identify and prosecute offenders by documenting and cataloguing graffiti monikers. TAGRS was never intended to track all graffiti tags, except for excessive graffiti monikers entered into TAGRS that can be analyzed by law enforcement. The current system used is M3 for incident tracking and will be replaced by EAMS in the fall of 2026 with improved functionality.

Completion Date: N/A

Recommendation #1D: Require complete documentation in TAGRS, including standardized location information and before/after photos to evidence completion.

Management Response: Disagree; Aside from graffiti tags encountered by the contractor during their daily inspection that are removed, any reported incidents are referred to the contractor for response. Graffiti tags are documented by station name with specific location details as necessary to assist in identifying their exact location. Photographs are provided when available to support removal efforts. FCM will review the drop-down menus within TAGRS to determine whether the station location can be segmented to allow for station areas to be easily identified and consistently labeled.

Completion Date: N/A

Recommendation #2A: Strengthen incident classification and routing controls by standardizing coding rules.

Management Response: Agree; Actions have already been taken to improve incident classification and routing. As of July 2025, FCM created and established its own dedicated Contracts Strategic Oversight Services (Contracts SOS) Service Desk with two (2) new Help Desk Coordinators. The coordinators receive all complaints and/or requests for service to be assigned to FCM, creating incidents in M3 and assigning them to the appropriate FCM Supervisor overseeing daily activities and ensuring that requests are entered and routed promptly.

Completion Date: Complete

Recommendation #2B: Implement supervisory review/quality assurance for high-risk or frequently miscoded categories.

Management Response: Agree; With the creation of FCM's dedicated Contracts SOS Service Desk, Senior Managers and Senior Directors are copied on all incidents created when they are assigned to the appropriate FCM Supervisor to ensure timely response and oversight.

Completion Date: Complete

Recommendation #2C: Establish clear escalation protocols for incidents impacted by safety or access limitations.

Management Response: Agree; FCM has developed and is finalizing a Standard Operating Procedure (SOP) to use as a reference guide for Contracts SOS Service Desk help desk coordinators on the proper handling of requests that are entered into M3 as incidents and monitored for response and close-out times. The SOP outlines the process for entering, processing, as well as assigning incidents

to the appropriate FCM Supervisor within 24 hours of receipt, and includes priority-based routing for incident assignment.

Completion Date: June 1, 2026

Recommendation #3A: Strengthen end-to-end incident-to-work-order integration and closure documentation by requiring work order references (or other documented rationale).

Management Response: Agree; Work orders are not generated for every incident type created. For example, Rail Custodial, FCM, as well as Stops and Zones, do not create work orders. This is being addressed as part of the transition to EAMS in Phases 3 and 4.

Completion Date: November 30, 2026

Recommendation #3B: Improve documentation of incident work orders to ensure accountability between FM and the responsible department assigned to make incident repairs. Establish an incident report showing the response and closure with measurable timelines to repair depending on the incident category, such as:

A. Response: Time from incident reported to work order created/assigned or technician dispatched
B. Closure: Time from incident reported to work order opened, to work order closure/verified complete

Management Response: Agree; A weekly incident report is currently distributed, but it does not include measurable timelines. Facilities Management (FM) will enhance the documentation and tracking of incident-related work orders to improve accountability by the department responsible for performing repairs. A standardized incident reporting and tracking process will be established to document the full lifecycle of each incident, including reporting, work order creation/assignment, response, and final closure. The process will incorporate measurable timelines for response and closure based on incident category.

Specifically, the following metrics will be implemented:
A. Response: Time from incident reported to work order creation/assignment or technician dispatch.
B. Closure: Time from incident reported to work order opening through final work order closure and verification of completion.

Documentation requirements will be updated to ensure work orders include sufficient detail on actions taken, responsible parties, and completion verification. Periodic reviews of incident reports and work order data will be conducted to monitor compliance, measure performance against established timelines, and ensure accountability between FM and the responsible departments.

Completion Date: November 30, 2026

Recommendation #3C: Strengthen data input standard that allows the real time measurement of incident time between opening and closing.

Management Response: Agree; Management will work on the implementation of real-time measurement as part of the EAMS implementation. Facilities Management will strengthen data input standards for incident reporting and work order entry to ensure accurate and consistent capture of key

timestamps. Required fields will be established within the work order system to document the time an incident is reported, when the work order is created or assigned, when response actions begin, and when the repair is completed.

These enhancements will support real-time measurement and monitoring of incident response and repair durations during station operating hours. Standardized procedures and guidance will be provided to staff responsible for entering incident and work order information to promote consistency and accuracy. Periodic data quality reviews will also be conducted to monitor compliance and ensure the reliability of incident timing data.

Completion Date: November 30, 2026

Recommendation #3D: Develop reporting capabilities to identity incidents by rail station and rail line.

Management Response: Agree; The Help Desk currently provides weekly reporting on open incidents. The report can be tailored to pivot based on rail line and by rail station.

Completion Date: May 30, 2026

Recommendation #4A: Standardize incident coding and description requirements (i.e., minimum data fields and definitions by incident types and utilizing the "Notes" section for additional commentary).

Management Response: Agree; The IM&E and FCM Help Desks do have standardized incident coding and description requirements within the incident reporting. Minimum data fields and standardized definitions are already part of the M3 system and should be further defined as part of the new EAMS system. However, some incidents that are entered by the Rail Operations Control Center (ROCC) are not consistent with how it is entered by FCM and IM&E. This difference will hopefully be addressed as part of the new EAMS system.

In addition, staff will be instructed to use the "Notes" section to provide supplemental details regarding incident conditions, response actions, and repair activities when necessary. Updated guidance and training will be provided to personnel responsible for incident reporting and work order entry. Periodic data quality reviews will be conducted to ensure compliance with the standardized coding and documentation requirements.

Completion Date: November 30, 2026

Recommendation #4B: Require meaningful closure notes and evidence (what was done, by whom, date completed, and reference work order/task order, where applicable).

Management Response: Agree; Facilities Management will strengthen documentation requirements for the closure of incident-related work orders to ensure repairs are properly recorded and verified. Staff will be required to enter meaningful closure notes describing the work performed, the personnel or contractor responsible for the repair, and the date the work was completed.

Completion Date: May 31, 2026

Recommendation #4C: Implement supervisory quality assurance for incident entry and closure, including periodic data audits and exception reporting for vague descriptions, missing notes, or closure codes without documentation.

Management Response: Agree; Supervisory quality assurance procedures will be implemented to strengthen oversight of incident entry and closure within the system. Supervisors will conduct periodic reviews of incident records to ensure entries include clear descriptions, appropriate coding, required notes, and supporting documentation for closure.

Completion Date: July 31, 2026

Recommendation #4D: Provide targeted training to employees to improve consistency across EAMS' users and departments.

Management Response: Agree; Targeted training will be provided to employees who utilize the Enterprise Asset Management System (EAMS) to improve consistency in system usage and data entry across departments. The training will focus on standardized procedures for incident reporting, work order creation and updates, coding requirements, as well as documentation practices. Updated guidance materials and job aids should be provided by the EAMS Project team and training provided.

Completion Date: November 30, 2026

Recommendation #5A: Leverage peer practices to strengthen incident management by moving toward a more integrated asset management platform (similar to NYCT's EAMS) with supervisor validation of entries.

Management Response: Agree; Metro is in the process of migrating to the new Enterprise Asset Management System (EAMS). The current system used is M3 for incident tracking and is scheduled to be replaced by EAMS in Fall 2026 with improved functionality.

Completion Date: November 30, 2026

Recommendation #5B: Expand use of protective measures (e.g., graffiti shields, protective films, etc.) on glass, elevator, and high contact surfaces, to reduce repeat damage and maintenance cost.

Management Response: Agree; For the past 15 years, FCM has held service maintenance contracts for the installation and replacement of anti-graffiti film applied to both glass surfaces and stainless-steel look-alike finishes, installed up to a height of 10 feet. Inspection of the system is performed monthly for the same locations, though crews are on the system daily performing maintenance activities or responding to as-needed requests for service. Vandalized film is replaced within one day for both clear glass film and stainless-steel look-alike film, provided that pre-cut film is available for application. Non-vandalized film is tracked and replaced on a six-month cycle, due to the adhesive glue on the film that could cause surface damage from prolonged use if left on longer than six months.

Completion Date: Complete

Recommendation #5C: Track and report performance metrics e.g., graffiti response time, vertical transportation uptime, closure aging, to monitor reliability and drive continuous improvement.

Management Response: Agree; FCM currently compiles data and distributes daily, monthly, and annual reports tracking downtime as a KPI for elevators and escalators. The reports include information on both scheduled and unscheduled work performed, projected return to service dates, and the actual time it took from when the unit went out of service to the time it was placed back in service. FCM also coordinates with Customer Experience by providing them with the daily elevator and

escalator availability report. Customer Experience takes the information in the report and publishes it on a daily basis through social media and the Metro website to assist patrons with trip planning.

Completion Date: Complete

Recommendation #5D: Determine what if any aspects of vertical maintenance can be performed by Metro staff without invalidating any equipment warranties or service contracts.

Management Response: Agree; Currently, custodial services incidents on Vertical Transportation (VT) systems for elevators and escalators are handled by in-house, Metro union-represented custodial staff under Facilities Maintenance (FM). In addition, painting the elevator frames are handled by in-house Metro union-represented painters' staff under FM. Any VT work beyond this scope must be completed by Certified Competent Conveyance Mechanics/contractors. Through the FCM VT maintenance contract, 31 mechanics throughout different shifts are present on the system daily and perform regular monthly and preventive maintenance.

Completion Date: Complete

Recommendation #5E: Determine if performing these additional maintenance repairs, Metro might reduce the cost of vendor contracts.

Management Response: Disagree; Metro staff have already analyzed insourcing/outsourcing options for VT maintenance services, among other services. Based on initial findings, VT maintenance services were not recommended for insourcing. Providing this service in-house would require Metro to negotiate a contract with the International Union of Elevator Constructors, hire sufficient Certified Competent Conveyance Mechanics, apply for certification as a Certified Qualified Conveyance Company, as well as acquire additional equipment, vehicles, and supplies to support the expanded responsibility. Staff's assessment indicates that this is not a cost-effective option for Metro.

Completion Date: N/A

Recommendation #6A: A designated inspection unit or assigned personnel responsible for inspections.

Management Response: Agree; Currently, the Station Experience Program, through the Station Experience Team, uses contractors to survey (inspect) 158 rail stations and bus transit centers every three (3) months and report all incidents for maintenance, cleanliness, vandalism, and graffiti abatement accordingly.

Completion Date: Complete

Recommendation #6B: A standard inspection frequency (e.g., daily/weekly) and/or risk-based approach by station type, condition, ridership, and safety considerations.

Management Response: Agree; Currently, the Station Experience Program, through the Station Experience Team, uses contractors to survey (inspect) 158 rail stations and bus transit centers every three (3) months and report all incidents for maintenance, cleanliness, vandalism, and graffiti abatement accordingly.

Completion Date: Complete

Recommendation #6C: Documented Standard Operating Procedures specifying inspection criteria, documentation requirements, reporting protocols, and escalation thresholds.

Management Response: Agree; Aside from the inspection criteria used by the Station Experience Team, FCM has developed and is finalizing a Standard Operating Procedure (SOP) to use as a reference guide for Contracts SOS Service Desk help desk coordinators on the proper handling of requests that are entered into M3 as incidents and monitored for response and close-out times. The SOP outlines the process for entering, processing, and assigning incidents to the appropriate FCM Supervisor within 24 hours of receipt, and includes priority-based routing for incident assignment.

Completion Date: June 1, 2026

Recommendation #6D: A shift toward planned, preventive condition assessment to identify and remediate deficiencies before they are reported or escalate.

Management Response: Agree; FCM requires FCM Supervisors to perform two (2) field visits per week to ensure contractors are performing work in accordance with the contract scope of services. This is in addition to contractor staff performing daily inspections and other Metro employees who may be conducting their own inspections for their respective departments, and reporting observed incidents to the FM Help Desk or Contracts SOS Service Desk, as applicable.

Completion Date: Complete

Recommendation #7A: Implement periodic spot-checks of "closed" incidents in the field to validate data accuracy and reinforce accountability for closure status.

Management Response: Agree; Currently, a monthly report is generated listing all incidents entered into M3, summarizing incidents by incident type, and whether they are open or closed. The report is distributed to both FCM managers and supervisors. To enhance oversight and ensure timely resolution, the report will now be generated twice per month and reviewed via spot-checks by the Senior Directors to validate/verify closed incidents, track and address recurring incidents, and address open or unresolved incidents.

Completion Date: Complete

Recommendation #7B: Establish a formal process to track and address recurring incidents (e.g., repeat graffiti/damaged map cases) at the same stations, including root-cause analysis and targeted mitigation.

Management Response: Agree; Currently, a monthly report is generated listing all incidents entered into M3, summarizing incidents by incident type, and whether they are open or closed. The report is distributed to both FCM managers and supervisors. To enhance oversight and ensure timely resolution, the report will now be generated twice per month and reviewed via spot-checks by the Senior Directors to validate/verify closed incidents, track and address recurring incidents, and address open or unresolved incidents. Additionally, recurring locations will be reported to the FCM supervisors for follow-up during weekly field visits to assess further mitigation.

Completion Date: Complete

Recommendation #7C: Require timely updates when field verification shows an incident remains open or unresolved, including revised status, follow-up actions, and target completion dates.

Management Response: Agree; Currently, a monthly report is generated listing all incidents entered into M3, summarizing incidents by incident type, and whether they are open or closed. The report is distributed to both FCM managers and supervisors. To enhance oversight and ensure timely resolution, the report will now be generated twice per month and reviewed via spot-checks by the Senior Directors to validate/verify closed incidents, track and address recurring incidents, and address open or unresolved incidents.

Completion Date: Complete

Recommendation #8A: Strengthen field-to-system reporting by requiring all incidents identified during inspection to be promptly entered into the reporting system, with periodic reconciliation between inspection logs and the incident List.

Management Response: Agree; Under the Station Experience Program, the Station Experience Team utilizes contractors to survey (inspect) 158 rail stations and bus transit centers every three (3) months and submit all incidents for maintenance, cleanliness, vandalism, and graffiti abatement to be addressed by FCM directly into the M3 system. The Contracts SOS Service Desk then assigns these incidents to the proper FCM staff for resolution. The Station Experience Program also assigns a condition rating to each facility based on findings for trend tracking purposes. Additionally, contractors perform daily inspections of the system, and FCM Supervisors conduct two (2) field visits per week to ensure work is performed in accordance with contract terms and requirements. Also, as previously mentioned, Metro is in the process of migrating from M3 to the new Enterprise Asset Management System (EAMS). M3 is currently scheduled to be replaced by EAMS in the fall of 2026.

Completion Date: November 1, 2026

Recommendation #8B: Develop targeted action plans with emphasis on elevator/escalator reliability, cleanliness, and safety-critical items.

Management Response: Agree; Currently, custodial services incidents on Vertical Transportation (VT) systems for elevators and escalators are handled by in-house, Metro union-represented custodial staff under FM. Any VT work beyond this scope must be completed by Certified Competent Conveyance Mechanics/contractors. Through the FCM VT maintenance contract, 31 mechanics throughout different shifts are present on the system daily and perform regular monthly and preventive maintenance. Additionally, protective polycarbonate panels have already been installed on 144 of 171 elevators to protect glass from vandalism that may result in elevators being placed out of service, with the remaining elevators to be completed by late 2026. There is also a Capital Project led by Maintenance of Way (MOW) Engineering to replace and modernize elevators and escalators. Phase 1 of the project, which is at 90% design, will include six (6) escalators and 18 elevators, with completion targeted in time for the LA 2028 Olympics.

Completion Date: December 1, 2026

Recommendation #8C: Enhance strategies to address recurring issues such as odors, vandalism/etching, and damaged finishes by increasing cleaning frequency, deploying deterrents, and using more durable/protective materials.

Management Response: Agree; FM has partnered with Metro's industrial hygienist to test and implement odor control/neutralizing products. To date, NeoSan has proven to be the most effective product. The use of NeoSan started at the rail stations and is now being used at Bus stations, transit centers, and system-wide elevators. FM is also exploring odor control sensors that would alert FM Management whenever a foul odor is detected.

Completion Date: December 31, 2026

Recommendation #8D: Implement a formal, ongoing monitoring program for facility/infrastructure issues, including defined service levels and a clear escalation process for recurring problems.

Management Response: Agree; FCM currently compiles data and distributes daily, monthly, and annual reports tracking downtime as a KPI for elevators and escalators. The reports include information on both scheduled and unscheduled work performed, projected return to service dates, and the actual time it took from when the unit went out of service to the time it was placed back in service. FCM also coordinates with Customer Experience by providing them with the daily elevator and escalator availability report. Customer Experience takes the information in the report and publishes it on a daily basis through social media and the Metro website to assist patrons with trip planning. FCM utilizes this report to work closely with the contractor to monitor and expedite repairs.

Completion Date: Complete

Recommendation 8E: Introduce a standardized station condition rating and dashboard to track trends over time and focus resources on the most impacted stations and lines.

Management Response: Agree; FCM currently compiles data and distributes daily, monthly, and annual reports tracking downtime as a KPI for elevators and escalators. The reports include information on both scheduled and unscheduled work performed, projected return to service dates, and the actual time it took from when the unit went out of service to the time it was placed back in service. FCM also coordinates with Customer Experience by providing them with the daily elevator and escalator availability report. Customer Experience takes the information in the report and publishes it on a daily basis through social media and the Metro website to assist patrons with trip planning. FCM utilizes this report to work closely with the contractor to monitor and expedite repairs.

Completion Date: Complete

CC: Conan Cheung
Diane Corral-Lopez
Chris Reyes
Shahrzad Amiri
Lena Babayan
Carlos Martinez
Ruben Cardenas
Errol Taylor
Chris Limon

Metropolitan Transportation Authority

Metro Interoffice Memo

Date:	May 1, 2026
To:	Sr. Manager, Audit Office of Inspector General
From:	Jennifer Vides Chief Customer Experience Officer
Subject:	Response(s) to Audit Recommendations in Report No. 26-AUD-05: Review of Metro Rail Station Repairs

Thank you for the opportunity to respond to the finding(s) and recommendation(s) in the draft report 26-AUD-05 Review of Metro Rail Station Repairs prior to the release of the final report. We have reviewed the draft report and provide our response(s) to the recommendation(s) below.

RECOMMENDATION:

9.5 Benchmarking of Communication Practices

Metro should adopt a coordinated, multi-pronged approach to identifying, resolving, and communicating rail station repairs, including:

9A Active (Proactive) Measures: – Conduct regular, structured inspections across all stations to identify repair needs early, with clear protocols for logging incidents in and prioritizing life-safety and ADA-related issues.

9B Reactive Measures –Promptly address all repair notifications and complaints from patrons, employees, and contractors, and resolve them within defined timeframes.

9C Communicate status and closure of these items back to reporting parties through CCATS, social media channels and the Transit Watch (Everbridge) application to enhance transparency and customer confidence.

MANAGEMENT RESPONSE: PARTIALLY AGREE

Please note the some of the information contained in the report is incorrect. Metro does not have a Public Affairs Department.

Service alerts about service disruptions and long-term, planned maintenance repairs are handled by the social media and digital customer experience teams that sit in the Marketing Department. They coordinate with operations to inform them of customer

comments and request information about timing about repairs. This is standard industry practice as noted in the report.

While we agree that enhanced transparency is a worthy goal when communicating about station repairs, we must balance responding to every individual comment received on social media with the practical staffing constraints that make individualized responses to thousands of inquiries daily unfeasible.

Metro currently posts information about substantial and long-term station repairs on https://alerts.metro.net/ which can be accessed from Metro's home page at metro.net. In addition, the team communicates service repairs that impact service on the agency's X and Facebook social media channels. Metro posts information about major station repairs on its blog, *The Source*. This process helps us to communicate service repairs to all of our customers vs. Indvidual responses. Soon these alerts will be made available to cusomers who use the new Metro mobile app that will launch in May.

Customer Relations

Customer Relations acknowledges the importance of timely communication and closure of customer-reported issues through Customer Relations, which are logged in the CCATS database. While individualized responses for every routine maintenance inquiry may not always be operationally feasible, we have taken steps to strengthen follow-up, accountability, and transparency within the CCATS process.

Enhancements include improved internal tracking and monitoring of cases, more consistent follow-up with responsible departments, and the use of escalation protocols when responses are delayed. These efforts are designed to reduce response times and ensure that customer concerns are appropriately addressed and documented.

As recommended, Customer Relations will work with Operations to establish improved response time guidelines and reinforce expectations with internal stakeholders regarding timely and complete responses, supporting improved coordination across departments. In parallel, we are evaluating opportunities to further standardize response timelines and enhance system visibility and reporting capabilities.

Customer Relations remains committed to continuously improving the CCATS process to support timely resolution and enhance the overall customer experience.

* OIG Note: In response to Metro Customer Experience's comment, the final report was updated to reflect the correct Metro department name, changing it from Public Affairs to Marketing and Communications.

OFFICE OF THE INSPECTOR GENERAL

Review of Metro Rail Station Repairs

(OIG Report No. 26-AUD-05)

Karen Gorman, Inspector General
Asuncion Dimaculangan, Senior Auditor

Operations, Safety, and Customer Experience Committee
September 17, 2026

Metro

Objective

To determine the adequacy of Metro efforts to identify, respond, schedule, and communicate Metro rail station repairs.

Results of Review

- **Metro's policies, procedures, and operating model are generally aligned with industry best practices; however, certain areas require improvement.**

- **Metro's incident reporting system (M3) was voluminous, lacked standardized data entry, and was frequently incomplete.**

Key findings and recommendations are presented in the report.

Recommendations

The following key recommendations were provided (with 35 supplemental recommendations):

1. **Standardize incident reports**
2. **Enhance customer communication**
3. **Ensure supervisor accountability**
4. **Improve incident traceability in TAGRS**
5. **Implement heightened cleanliness protocols**
6. **Standardize supervisors' reporting templates**
7. **Enhance elevator maintenance practices**
8. **Develop in-house vertical transportation maintenance**
9. **Prioritize aging open incidents**