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**EXECUTIVE MANAGEMENT COMMITTEE
OCTOBER 18, 2012**

**SUBJECT: UPDATE ON THE REVIEWS OF THE TAP PROGRAM AND THE
ORGANIZATIONAL STRUCTURE OF THE MTA**

ACTION: RECEIVE AND FILE

RECOMMENDATION

Receive and file this Office of the Inspector General (OIG) Report.

ISSUE

The MTA Board of Directors directed the OIG to:

A. Conduct a comprehensive review of the TAP program to include:

- Review of TAP related contracts, change orders and charges; identify tasks that can be performed in-house; and create a transition plan to reduce and phase out non-specialized tasks currently being performed by consultant services.
- Report on duplication of effort by consultants and MTA staff.
- An analysis of consultant expenditures.
- An evaluation of the TAP organization and methods to integrate into various MTA departments.
- A cost/benefit analysis on monies expended versus regional success.

B. Retain a consultant to:

- Evaluate the organizational structure of MTA.
- Identify potential duplication of effort.
- Evaluate non-contract employee titles commensurate with duties, salaries, and MTA tenure.
- Review span of control and flattening of the agency.
- Evaluate compensation inequities or disparities between new recruits and seasoned employees.
- Establish criteria to compensate long-term employees to promote succession planning for the Agency.

DISCUSSION

A. Review of the TAP Program

1. Work Completed:

- A) Met with MTA TAP staff.
- B) Met with Procurement staff to plan award of contract.
- C) Gathered and reviewed data and documents related to the review such as:
 - TAP-related contracts and changes
 - Charges against the TAP budgets
 - Copies of TAP contracts with municipal transit operators
 - Prior reports and studies
 - TAP organization
 - Job descriptions and duties of MTA staff supporting the TAP program
 - Flow charts of major TAP processes including consultants
 - Invoices submitted by consultants
- D) Prepared a detailed scope of work to cover areas in the Board motion.
- E) Participated in a pre-proposal conference.
- F) Received and evaluated proposals.

2. Status:

- A) On September 25, 2012, we received proposals from consultants.
- B) We evaluated the proposals and will have selected a consultant to perform the review prior to the date of this committee meeting. .
- C) The cost of the contract will be within the amount authorized by the Board.
- D) Procurement will issue the contract by mid October.
- E) The consultant plans to begin the TAP review in late October and anticipates completion in the February/March 2013 time frame.

B. Review of the MTA Organizational Structure

1. Work Completed:

- A) Met with Human Resources staff.
- B) Met with Procurement staff to plan award of contract.
- C) Gathered and reviewed data and documents related to the review such as:
 - Organization Charts
 - Position descriptions
 - Salary studies
 - Prior reports and studies
 - MTA policies
 - List of new hires
- D) Prepared a detailed scope of work to cover areas in the Board motion.
- E) Participated in a pre-proposal conference.
- F) Received and evaluated proposals.

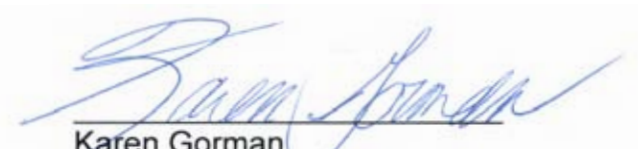
2. Status:

- A) On September 25, 2012, we received proposals from consultants.
- B) We evaluated the proposals and will have selected a consultant to perform the review by the date of this committee meeting.
- C) The cost of the contract will be within the amount authorized by the Board.
- D) Procurement will issue the contract later this month.
- E) The consultant plans to begin the review in late October and anticipates completion in the February/March 2013 time frame.

NEXT STEPS

- 1. Notify contractors of the award the contracts for the reviews of the TAP Program and Organizational Structure of the MTA.
- 2. Meet with each consultant review team and provide them with information to facilitate their reviews.
- 3. Receive biweekly updates from consultants during their reviews.
- 4. Facilitate the work of the contractors by providing ongoing information, direction, and documentation required for their work.
- 5. Consultants complete draft reports of the reviews.
- 6. Issue draft reports to MTA as appropriate. Consider comments for inclusion.
- 7. Issue final reports to MTA Board with copies to MTA management.

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