



Booz-Allen & Hamilton Management Audit

Recommendation Implementation Report

February 2002

ID	Task Name	Start	Finish	2002			2003				2004					
				Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4		
1	Set Contractual Guidelines	4/1/02	11/29/02													
2	Negotiate new performance measures and reporting standards in new LASD contract	4/1/02	5/31/02													
3	Negotiate new performance measures and reporting standards in new LAPD contract	10/1/02	11/29/02													
4	Formalize Fare Inspection Process (schedule TBD after March 2002 Board meeting)	12/3/01	4/1/02													
5	Develop and present Security recommendations to March 2002 Board	12/3/01	3/1/02													
6	Develop and present Security recommendations to March 2002 Board	12/3/01	12/3/01													
7	Implement formalized fare inspection process per March 2002 Board direction (end date TBD)	4/1/02	4/1/02													
8	Civilianize Fare Inspectors (schedule TBD after March 2002 Board meeting)	12/3/01	4/1/02													
9	Develop and present Security recommendations to March 2002 Board	12/3/01	3/1/02													
10	Implement formalized fare inspection process per March 2002 Board direction (end date TBD)	4/1/02	4/1/02													
11	Reduce Security Costs	4/1/02	11/29/02													
12	Renegotiate LAPD and LASD contracts	4/1/02	11/29/02													
13	Implement Civilianized Fare Inspection program (schedule TBD after March 2002 Board meeting)	4/1/02	4/1/02													

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				Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
1	Client-based HRteams (HR)	10/15/0	8/15/0														
2	Assess HR functions for re-organization	10/15/0	1/30/0														
3	Adjust based on assessment	2/1/0	3/15/0														
4	Develop HR Management Plan	1/1/0	3/29/0														
5	Communicate changes	4/3/0	8/15/0														
6	Streamline recruitment (HR)	11/1/0	7/31/0														
7	Approve policy revisions	11/1/0	1/3/0														
8	Develop procedural changes	11/1/0	1/3/0														
9	Train hiring departments on new responsibilities	2/1/0	5/10/0														
10	Hirings departments interview and set salary	5/13/0	7/1/0														
11	Develop Human Capital Plan	4/1/0	7/31/0														
12	Give managers HR training (HR)	1/1/0	12/13/0														
13	Train HR staff as consultants	1/4/0	3/29/0														
14	Expand HR Managers' professional development	1/1/0	12/13/0														

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				Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
1	Job families (HR)	11/8/0	5/27/0														
2	Hire consultant to conduct study to group like jobs	11/8/0	2/19/0														
3	Consultant conducts study	2/20/0	1/21/0														
4	Implement job families	1/22/0	5/27/0														
5	Salary review and market-based pay (HR)	10/1/0	1/23/0														
6	Present survey results to Exec. Mgmt.	11/1/0	12/6/0														
7	Get salary ranges approved	12/3/0	12/12/0														
8	Adjust salary ranges	12/12/0	1/23/0														
9	Eliminate annual equity reviews	10/1/0	10/1/0														
10	HRIS improvements/HR automation (HR)	11/1/0	1/28/0														
11	Fix and enhance HRIS	11/1/0	9/30/0														
12	Implement PAR	11/1/0	10/31/0														
13	Load HR forms onto MTA Intranet	11/1/0	12/31/0														
14	Automate employment verification	11/1/0	6/28/0														

ID	Task Name	Start	Finish	2002			2003				2004				
				Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
1	Enter into Master Agreements for long-term buys	8/1/0	6/30/0	[Gantt bar spanning from Qtr 2 2002 to Qtr 4 2003]											
2	Establish seven Master Agreements	8/1/0	12/31/0	[Gantt bar for Ron Dupuis from Qtr 2 2002 to Qtr 4 2003]											
3	Establish 12 Master Agreements in FY02	12/3/0	6/28/0	[Gantt bar for Ron Dupuis from Qtr 4 2002 to Qtr 2 2003]											
4	Establish 24 Master Agreements in FY03	7/1/0	6/30/0	[Gantt bar for Ron Dupuis from Qtr 3 2002 to Qtr 4 2003]											
5	E-commerce goals and implementation	11/1/0	12/31/0	[Gantt bar spanning from Qtr 4 2002 to Qtr 4 2003]											
6	Establish business objectives	11/1/0	12/7/0	[Small Gantt bar in Qtr 4 2002]											
7	Implement Oracle 11i for FIS	11/1/0	12/27/0	[Gantt bar for Ted Montoya in Qtr 4 2002]											
8	Develop implementation strategy	1/22/0	1/31/0	[Gantt bar for Ted Montoya in Qtr 1 2003]											
9	Conduct training and system integration	4/1/0	5/31/0	[Gantt bar for Ted Montoya in Qtr 2 2003]											
10	Implement Internet-Procurement in Purchasing	6/3/0	7/31/0	[Gantt bar for Ted Montoya in Qtr 3 2003]											
11	Implement Desk-Top purchasing agency-wide	9/30/0	12/31/0	[Gantt bar for Ted Montoya in Qtr 4 2003]											
12															
13															
14															

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				Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
1	M3 goals and implementation	12/3/0	6/25/0												
2	Phase I - Bus. Sys. Analysis Reqmts. Assessment	12/3/0	12/31/0												
3	Phase II - Technical Support Services	12/3/0	10/31/0												
4	Procurement process	12/3/0	11/29/0												
5	Phase III - Sys. Mgmt. Svcs. for Post-Award Implementation and Integration	12/3/0	6/25/0												
6	Purchase Card roll-out	11/1/0	1/30/0												
7	Rail Warranty program	12/3/0	5/31/0												
8	Obtain Board approval for software contract	12/3/0	12/3/0												
9	Establish equipment inventory baseline	12/3/0	1/3/0												
10	Install Software	12/3/0	5/15/0												
11	Bring system on-line	12/3/0	5/31/0												
12	Begin training staff on new process	12/3/0	5/31/0												
13	Bus Warranty accounting reimbursements	12/3/0	1/31/0												
14															

ID	Task Name	Dur	Start	Finish	2002				2003				20			
					Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2		
1	CNG joint use with City of L.A.	1	12/3/0	12/3/0	John Gatoe											
2	Implement parking fees at selected lots	###	1/1/0	8/5/0	—————											
3	Develop and Issue Parking Study RFP	66	1/1/0	4/2/0	▬ Robin Blair											
4	Select and Engage Parking Study consultant	53	4/3/0	6/14/0	▬ Robin Blair											
5	Consultant conducts and delivers study	252	6/17/0	6/3/0	▬ Consultant											
6	Staff prepares Board recommendations based on study	45	6/4/0	8/5/0	▬ Robin Bl											
7	Issue bus/rail advertising IFB	96d	12/3/0	4/15/0	—————											
8	Develop and issue bus/rail advertising IFB	43	12/3/0	1/30/0	▬ Carolyn Flowers, Warren Morse											
9	Select and engage contractor	50	2/5/0	4/15/0	▬											
10	Concessionaire RFP for high-volume stations	75d	1/2/0	4/16/0	—————											
11	Convene Task Force to review programs in other agencies and develop Board	64	1/2/0	4/1/0	▬ Carolyn Flowers, Velma Marshall											
12	Present Concessionaire Program recommendations for the Board	1	4/15/0	4/15/0	▬											
13	Implement per April 2002 Board (schedule and plans TBD)	1	4/16/0	4/16/0	▬											
14																

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				Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1
1	Return to self-insurance	11/1/0	12/4/0	Richard Brumbaugh											
2	Assign accountability to Operations	12/3/0	1/15/0	John Catoe											
3	Ensure workers are physically able to return	12/3/0	1/3/0	Carolyn Flowers											
4	Review and update the Transitional Duty Program	12/3/0	1/3/0	Richard Brumbaugh											
5	Increase fraud, waste, abuse awareness	12/3/0	6/30/0	Richard Brumbaugh											
6	Improve management/operations communications	12/3/0	6/30/0	John Catoe											
7	Review job descriptions to ensure they match job	12/3/0	3/29/0	Carolyn Flowers, Naomi Nightingale											
8	Enhance pre-employment screening	12/3/0	7/10/0	Carolyn Flowers											
9	Implement team-approach to hiring	12/3/0	10/18/0	Carolyn Flowers											
10	Increase frequency of physical exams	12/3/0	6/30/0	Carolyn Flowers											
11	Improve Workers' Compensation training	12/3/0	6/30/0	Richard Brumbaugh											
12	Implement medical cost-containment systems	12/3/0	6/30/0	Richard Brumbaugh											
13	Conduct detailed health/safety audit	12/1/0	11/2/0	Richard Brumbaugh											
14															