

Minutes

RTA Organizational, Services and Performance Monitoring Committee Meeting

9:03 a.m., June 15, 2021

Committee Members: Byrne (Chair), Moss (Vice Chair), Duarte, Weiss

Other members: Koomar, Lucas, Pellot

Not present: Joyce, McCall, Serrano

Also Present: Benford, Birdsong, Bitto, Bober, Burney, Caver, Dangelo, Davidson, Fields, Folk, Freilich, Garofoli, Gautam, Johnson, Kirkland, Laule, Petit, Piggery, Schipper, Shaffer, Sutula, Tarka, Walker-Minor

Mayor Byrne called the meeting to order 9:03 a.m. Four (4) committee members were present. This meeting was conducted by teleconference for members of the Board in accordance with Sub. H.B. 404 of the 133rd General Assembly, passed on November 19, 2020, House Bill 197 of the 133rd General Assembly, signed by the Governor of the State of Ohio on March 27, 2020 and the March 9, 2020 order of the Governor of the State of Ohio declaring a public health emergency. The meeting was live-streamed on RTA's Facebook page (www.facebook.com/rideRTA) for staff and members of the public.

RFP Procurement to provide Performance Management Services

India L. Birdsong, General Manager and CEO and Ashley Bober, Contract Administrator, gave the presentation. Last year, they presented to the Board on strategic performance management by engaging a vendor to redefine GCRTA mission and vision statements and develop performance metrics, success outcomes and divisional scorecards with executive leadership and with Internal Audit there to facilitate the process. They have done a lot of work in the area. They are looking at the next phase of leadership management and performance management in addition to how to execute the scorecards. This is an opportunity to enact the long term objectives of the Strategic Plan and how to break it down in the short term. This is a continuum of work engagement with TransPro.

This is an opportunity for us to have continuous oversight of the organizational progress through customer surveying, industry proven net promoter scoring process and divisional scorecard management. Every division has a scorecard they have created with the assistance of TransPro over the last year that will break down the projects that are important to the 10-year Strategic Plan. They wanted to deep dive into that work for the remainder of this year to set targets and set percentages of improvement on a quarterly basis. They want to engage with GCRTA riding public, stakeholders and executive management to determine customer impression, net promoter score, feedback and alignment with quarterly agency goals and annual review for internal employees and departmental work effort.

TransPro Consulting guided the development of new mission and vision statements with executive management team in Q1 2020:

- **Defined "Why We Exist"**
 - our purpose as an organization, community partner and business entity
- **Defined our Vision**
 - interpretation of success, and future ideal state
 - inspiration for daily commitment to excellence

The new mission and vision is the following:

- **Mission:** *Connecting the Community.*
- **Vision:** *Leading the delivery of safe and creative mobility solutions and community connections*

The mission lets you know why we are here. RTA is the conduit in connecting the community. We still deliver safe, reliable and clean transportation. These are the technical reasons. The vision should be simpler than that. It should report that and tell us why we are here and where we want to be. We want to be an innovator in those areas.

These are the Primary Strategic Focus Areas for success outcomes and scorecard development:

- Customer Experience
- Community Value
- Financial Sustainability
- Employee Growth/Engagement

They will measure success by using the following matrixes. They will review and hold the staff to these for the remainder of the year and through early next year. Each department has goals for each area.

Customer Experience <ul style="list-style-type: none"> • Net Promoter Score • Overall Customer Satisfaction • On-Time Performance Impression • On-Time Performance Actual • Safety Impression • Safety Actual Incidents 	Community Value <ul style="list-style-type: none"> • Community perception of access to service, employment, and that transit investment occurs where needed • % of jobs accessible by transit within an hour • % of public subsidy for operations • GCRTA capital investment
Financial Sustainability <ul style="list-style-type: none"> • Percent of Committed Funds to the Capital Fund Goal • Percent of Operating Expense Covered by Own Source Revenue • Overall Operating Cost/Revenue Hour • Overall Customers/Revenue Hour 	Employee Growth/Engagement <ul style="list-style-type: none"> • % of employees who: <ul style="list-style-type: none"> • agree supervisors are invested in growth/success • understand vision and how performance is linked to company success • recommend GCRTA as a good place to work • find training valuable • Hours of Training Per Capita

We have had a lot of different experience with performance management whether in-house or with consultants to set up the data, but we have not been under the same umbrella. This is what TransPro brings to the table:

- Set continuous improvement culture for performance management and monitoring of metrics and initiatives
- Development of reporting templates/systems and reporting frequencies
- Oversight of survey data to sustain measurement of outcomes
- Integration of data and metrics into the performance evaluation process

Value-Add

Benefit of 3rd party expertise to implement and integrate data management and overall performance management framework, so staff can sustain it from 1st year to 2nd year, and future years

Sustained Continuous Improvement:

- Quarterly performance reporting
- Metric/goal calibration
- Industry comparison studies and best practice insights from transit agencies
- Innovation

TransPro is a sole source:

- Procurement requested a proposal on March 2, 2021
- Proposal was received on March 9, 2021
- 0% DBE Goal

Section 306.43 (H)(6) of the Ohio Revised Code states that a sole source procurement is authorized when a “purchase substantially involves services of a personal, professional, highly technical, or scientific nature, including but not limited to the services of an attorney, physician, surveyor, appraiser, investigator, court reporter, adjuster, consultant, or licensed broker or involves the special skills or proprietary knowledge required for the servicing of specialized equipment owned by the regional transit authority”.

Sole source with TransPro Consulting:

- Specialized engagement, which needs to build a continuum of work from the mission and vision and strategic performance management engagement completed in 2020
- Need for familiarity and continuity with GCRTA executive leadership, staff, mission and vision, and overall business

The Evaluation Panel Members included:

- General Manager, Chief Executive Officer
- Deputy General Manager of Operations
- Deputy General Manager of Human Resources
- Deputy General Manager of Finance
- Procurement

Firm Strengths and Experience:

- Public sector-focused management consulting firm specializing in the public transportation industry
- Experienced and knowledgeable transit professionals
- Experience working with transit systems throughout the world
- Understanding of the Authority's needs and expectations
- Successful performance on Authority contracts

Firm Experience:

- Recent clients include:
 - Greater Cleveland Regional Transit Authority (GCRTA)
 - Bay Area Transportation Authority (BATA, San Francisco, CA)
 - Capital Metropolitan Transportation Authority (Austin CapMetro, Austin, TX)
 - Charlotte Area Transit System (CATS)
 - Jacksonville Transit Authority (JTA)
 - Kansas City Area Transportation Authority (KCATA)
 - Memphis Area Transit Authority (MATA)

- South Florida Regional Transportation Authority (SFRTA)

Total Negotiated Contract Amount: \$199,004.00

- Data/Quarterly Reporting Mechanics and Implementation: \$78,092.00
- Integration of Data/Metrics and Surveys: \$109,806.00
- Incorporation into GCRTA Performance Evaluations: \$11,106.00

Staff requests that the Organizational, Services & Performance Monitoring Committee recommend an award to TransPro Consulting for Performance Management Services in an amount not to exceed \$199,004.00. Mayor Weiss asked for the term of the contract. Ms. Bober said it runs from 2021 through 2022. Ms. Moss had reservations when this went through last fall. She asked about the matrixes for each division and when it would be presented to the Board. She is concerned that we are managing by outsourcing. When the managers set their goals, it worries her that their goals may be set to meet them as opposed to reaching for the sky.

Ms. Birdsong said the scorecards have been updated and will be shared with the Board. There is an effort with EMT, DGMs and Internal Audit to work through the division scorecards along with the strategic plan approved by the Board. The goal is to make the process fluid. This is the first time the Board has done this under the same umbrella. They will report back quarterly. The scorecards break down what EMT along with TransPro feel is necessary. She wants to move quickly. The scorecard usage are standard industry practices. RTA does a great job in their own silos, but has not had a robust plan to this magnitude where the entire agency is on the same page for the next step for priority projects. This procurement will set the wheels in motion so they can get the scorecards out and process the department in a formalize manner to get the quarterly reports started and reported to the Board. Ms. Birdsong added that there was a concern with targets changing. The targets will shift as they determine how aggressive to be with the goals. The targets are in writing with percentages of improvements attached. This is a work in process and is subject to change.

Dr. Caver said that Ms. Moss was concerned that this process was being managed by outsourcing. Ms. Birdsong said this is more of a Train-The-Trainer approach to data management. We have to be able to convene all efforts into one succinct plan by using TransPro. We've had an history of using multiple data projects. Her goal is to bring everyone on one accord and goal and plan through one mechanism. The negotiation with TransPro was aggressive. The goal is to eventually move this in-house after receiving guidance from the consultant. Ms. Moss got disconnected and missed most of the response so she will follow up with staff to get answers to her questions. It was moved by Mayor Weiss, seconded by Mayor Byrne to move to the full Board Meeting.

The meeting was adjourned at 9:30 a.m.


Rajan D. Gautam
Secretary/Treasurer


Theresa A. Burrage
Executive Assistant