

Minutes

RTA Organizational, Services and Performance Monitoring Committee Meeting

9:26 a.m., July 13, 2021

Committee Members: Moss (Vice Chair), Duarte, Serrano

Other members: Joyce, Koomar, Lucas, McCall, Pellot

Not present: Byrne, Weiss

Also Present: Benford, Birdsong, Bitto, Bober, Burney, Caver, Dangelo, Davidson, Fields, Freilich, Garofoli, Gautam, Jones, Kirkland, Petit, Schipper, Sutula, Walker-Minor

The meeting was called to order at 9:26 a.m. There were three (3) committee members present. This meeting was live-streamed on RTA's Facebook page (www.facebook.com/rideRTA) for staff and members of the public.

RFP Procurement for Performance Management Services

India L. Birdsong, General Manager and CEO and Ashley Bober, Contract Administrator, gave the presentation. This is a continuation of presentation material. It went through committee last month, but Ms. Moss had questions and wanted another presentation for Board members who were not at the last meeting. Staff presented to the Board regarding Strategic Performance Management. A long term strategic plan was approved by the Board. This initiative is an extension of that by way of setting up goals in short term objectives to reach long term success.

GM/CEO Strategy:

Strategic Performance Management & Engagement Services

- Redefined GCRTA mission and vision statements
- Developed performance metrics, success outcomes and divisional scorecards with executive leadership

Continuum of Work Engagement

- Integrate scorecards into performance management process for project oversight and continuous improvement
- Develop framework for measuring short vs. long-term success
- Develop a community focused organization

The scorecards were previously sent to the Board in draft form. RTA will bring this in-house in the future. RTA has been great at doing things individually, but have yet to bring that data together under one umbrella. That is the purpose of this project. Why does RTA exist? She wants to focus on the why instead of the how. The new mission and vision statement was presented to the Board and public.

Mission: *Connecting the Community*

Vision: *Leading the delivery of safe and creative mobility solutions and community connections*

The mission is the reason RTA exist, does the work and is safe, reliable and courteous. We want to be a thought leader in the community, connect people and provide access. The vision loops us back to the community. TransPro helped us redesign that. The four primary areas of success are the following:

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

Below are the four areas of continuous improvement.

- 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

She wants staff to be more cohesive to explain how our success metrics are realized to the public and Board and have all departments work toward one effort. The development of reporting is something she wants to jump start. TransPro has extensive experience with this. Their information would not be proprietary. We would learn from them and sister agencies to learn what works and think about creative ways to use our data to create success metrics we can buy into. The goal is to come back to the Board on a quarterly basis to report on these areas and deep dive into the score card success. We'd then reevaluate those scorecard metrics on an annual basis to hold ourselves accountable. We don't want them to be too easy or difficult, but to hit them within reason and create stretch goals. We are asking for guidance to get through the first or second year and have a train the trainer effect so we can pick it up. We want to understand what the customer thinks through TransPro, to match up with data to understand if we are hitting the mark when it comes to what we promise to the community. We want to weave the data into the performance evaluations by looking at goals by division, department and employee to see if we are hitting the mark.

We had an extensive search process for these services with a small purchase procurement. TransPro fit the bill. It was a competitive search. We were aggressive in the search with the best and final offer. The small purchase did not come before the Board because it did not meet the threshold for Board approval. Staff engaged TransPro for the Board retreat to introduce them. This is an extension of the process as they understand our business policies, practices and goals. So it evolved into a sole source. TransPro has worked with the following transit systems:

- 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)

These agencies have had significant improvements over the last 4-5 years in working with TransPro. We want to stay ahead of the curve and add Cleveland to that list. TransPro will also be required to look at our data in accordance with our similar sized agencies. The organizational scorecard format is simple but requires attention to detail and analysis of data when you compare division by division to get to the overall goal. The metrics are in line with the four success outcomes. A percent change is assigned to each metric by division by department. The objective is to improve. Goal points are assigned to how much work and time is put into the metric. The formula used is % promoters minus % detractors. Information systems is what tool is used to measure the data. The owner is who is responsible for the scorecard. The program outlook is positive.

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 to 2nd year, and subsequent future years

The Expectation (sustained continuous improvement)

- Quarterly performance reporting
- Annual metric/goal calibration
- Industry comparison studies and best practice insights from transit agencies
- Train-the-Trainer concept; transition to in-house oversight

Mayor Koomar asked about the performance goal of 20% on one of the individual scorecards. She will discuss it with him afterwards. Ms. Moss had concerns from the last meeting. She does not like having a lot of consultants. The initial procurement gave her concern because it was done initially at an amount of money the Board didn't have to approve. By the time it came to the Board, the process was completed. She believes Ms. Birdsong has to have tools she needs to manage. She has specific concerns she will address with management individually. If this is moved to the full Board, there will be another opportunity to discuss.

Chief McCall said this is not inconsistent with new leadership at a new agency, to use a consultant for the first 100 days. But for the Pandemic, we would have seen something like this in 2020. Ms. Birdsong discussed this during her interview. This will be a good management tool. The tools and outcome will be good for a new Board trying to learn RTA quickly. She likes the train the trainer component. She'd like to see more of the humanistic side of this process. What are customers saying? How are we responding back to customers? Can TransPro help us develop our responses to customers. The timing of this is good post-Pandemic. There should be some flexibility with this since we are coming out of the Pandemic. The overall concept makes sense. Ms. Pellot agreed with Chief McCall about servicing the community and not just focusing on the data.

Ms. Birdsong added that this went through an aggressive negotiation process. We evaluated what could be done in house and what EMT needs assistance with to jump start the process. This is part of her evaluation of the Authority and where we need to go. If approved, this will continue to be monitored to see what we can do and what needs assistance.

Ashley began by stating that the first contract awarded to TransPro was competitively solicited with the RFP process. This contract is a sole source with TransPro Consulting. Procurement requested a proposal on March 2, 2021. A proposal was received on March 9, 2021 with a 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 includes:

- 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 proposal was reviewed by several executive staff members using evaluation criteria. The total negotiated contract amount is \$199,004.00 for the following:

- 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. Rev. Lucas said he is delighted that staff found a contractor with all the listed qualifications. Ms. Birdsong said the President of TransPro was a former transit CEO so he understands this industry. A majority of his staff is from public transportation. Ms. Dangelo added that the original contract was competitively solicited. It was a RFP so several proposals were received and evaluated by the CEO and DGM staff. Because the contract was under \$100,000, it was not required to go to the Board. After the end of the initial contract, executive staff decided to go forward with the performance management portion. Executive staff met the requirements per policy and procedure of the ORC justifying the sole source procurement. Ms. Bober was assigned to the contract because she was involved with the strategic plan procurement.

It was moved by Mr. Serrano, seconded by Ms. Duarte and approved to bring this to the full Board.

The meeting was adjourned at 9:56 a.m.



Rajan D. Gautam
Secretary/Treasurer



Theresa A. Burrage
Executive Assistant