

## Minutes

### RTA Organizational, Services and Performance Monitoring Committee Meeting

9:05 a.m., December 7, 2021

**Committee Members:** Byrne (Chair), Moss (Vice Chair), Serrano, Weiss

**Other Board members:** Joyce, Koomar, Lucas, McCall

**Not present:** Duarte, Pellot (virtual)

**Staff:** Becker, Birdsong, Burney, Caver, Dangelo, Davidson, Dietrich, Fesler, Fields, Garofoli, Gautam, Gettings, Harris, Kirkland, Krecic, Lincoln, Mothes, Orlando, Petit, Schipper, Scott, Shurik, Sutula, Talley, Walker-Minor

**Public:** Gibbons, Loh, Pinkney

The meeting was called to order at 9:05 a.m. There were four (4) committee members present.

This meeting was live-streamed on RTA's Facebook page ([www.facebook.com/rideRTA](http://www.facebook.com/rideRTA)) for staff and members of the public. Members of the public were allowed to attend in-person. Based on Centers for Disease Control (CDC) guidance to continue to avoid large events and gatherings and Ohio Department of Public Health advice that businesses and other entities may continue to require mitigation measures, as well as RTA's interest in protecting community and employee health and safety, several measures were put in place for in-person attendance, which are spelled out in the meeting notice.

#### RFP Procurement for Comprehensive Compensation Study

George Fields, Deputy General Manager of Human Resources and Shawn Becker, Contract Administrator gave the presentation. In keeping with the new mission and vision, this RFP fits in with this. They are concentrating on connecting the employees. Today's overview will cover the following:

- GCRTA Non-bargaining compensation overview
- Scope of Services – Compensation Study
- Procurement Overview

#### Non-bargaining Compensation

- Covers Grade 21-99, approximately 320 non-represented in employees
- Last comprehensive compensation study done in 1996
- Study needed to ensure we are competitive, creative, and sound in compensation best practices

#### Scope

- Review and provide recommendations for overall compensation philosophy
- Examine salary grade structure and market value of current non-bargaining positions
- Analyze pay equity and recommend strategies to address if warranted
- Provide valid sources of market data for salary review and recommendations
- Recommend sustainable strategy for compression issues (where supervisors and subordinates are closely paid)
- Review our current salary grading/evaluation system and provide new/enhanced job evaluation tools
- Review and recommend best practices for flexible compensation and salary administration
- Review any applicable Fair Labor Standards Act (exempt/non-exempt) status
- Recommend sustainable strategies for compression issues
- Analyze and recommend degree and work experience equivalencies
- Provide training and appropriate templates/documentation for continued human resources staff use

## Procurement Overview

The RFP was issued May 24, 2021. Notifications was sent to four (4) potential proposers. It was accessed on the GCRTA website by nineteen (19) interested parties. The Office of Business Development assigned a 0% DBE goal to this procurement. Two (2) proposals were received July 9, 2021. The evaluation panel consisted of various RTA departments using select evaluation criteria.

The recommended vendor is Segal

- Founded 1939
- New York headquarters with a local office in Cleveland
- 1,000 + employees
- Industry leader in Human Resources and Compensation Consultation
- Experience with corporations, non-profits, higher education institutions, professional service organizations and public sector entities
- Extensive transit experience
- Access to both national and local market data
- Team of staff with proven success

### Firm's Experience:

- Columbus Regional Airport Authority, COTA, C-Tran (WA), Bay Area Rapid Transit District (CA), New Jersey Turnpike Authority, Orange County Transportation Authority (CA), Raleigh-Durham Airport Authority (NC), Washington Metropolitan Area Transit Authority (DC), Fort Wayne-Allen County Airport Authority (IN), Valley Metro/Regional Public Transportation Authority (AZ), San Mateo County Transit District (CA), DART – Des Moines Area Regional Transit (IA), PACE, Milwaukee County Transit System (WI), Kansas City Area Transportation Authority (MO), among many others.

Staff requests that the Organizational, Services & Performance Monitoring Committee recommend an award to Segal to provide a compensation study in a total contract amount not to exceed \$170,000.00.

Ms. Moss asked was this within budget, how long the study will take and when the results will be available. Mr. Becker said we have the funding. This vendor is higher, but they did extensive reference checks and believe they are worth the cost. The cost was 10% of the weight. The overall value weighed a lot. They negotiated the cost after several discussions of which they determined it to be fair and reasonable. Mr. Fields said they would start the work by the end of the first quarter 2022. It takes seven months to complete the study. Results will be reported out in the fourth quarter of 2022. Mayor Weiss asked if staff is addressing benefits in this study. Mr. Fields said this is wage focused but the vendor can provide information on benefits too. Mayor Koomar asked if the firm would look at each job description in connection with the job/salary grades. Mr. Fields confirmed they will do that and will have discussions with the incumbents to ensure the job descriptions are up to date with the market. They will do a job match to determine where a particular job might be plotted to determine a 79% or more match.

Ms. Birdsong said this study has not been done since 1996 as mentioned earlier. The work is reflected in the price tag. They reviewed the vendor's work history with their clients to ensure their credentials with working with union, non-union, and specialized positions that require certifications. The timeframe was April because that was their availability and when they looked at the competition, it was worth the weight of a few months to complete in 2022. Mr. Joyce added that they use this firm at his business. They are a top grade firm and known around the country.

It was moved by Ms. Moss seconded by Mayor Byrne to move this to the full Board.

### Annual DBE Goal FY 2022-2024

Carl Kirkland, Director of the Office of Business Development gave the presentation.



The federal government requires RTA to establish an Overall DBE Goal on a triennial basis to adequately reflect the opportunity for DBE participation on federally assisted procurements that are expected to be made during the FFY 2022-2024 period.

DBE Goal Timetable:

- June 30, 2021 – Held Community Advisory Meeting
- September 27, 2021- Published Proposed DBE Goal
- September 27, 2021 – Began 45-day Public Comment Period
- September 29, 2021 – Submit Proposed Goal to FTA
- December 7, 2021 – Committee Presentation Review Goal
- December 21, 2021 – Seek Board Approval

A representative list of organizations invited to attend the Community Advisory Meeting includes:

- AKA TEAM dba AKA Construction
- Black Pages of Ohio
- City of Cleveland
- Cleveland Hopkins Airport
- Greater Cleveland Partnership
- Hispanic Chamber of Commerce
- NAACP
- NEORSD
- North Electric, Inc.
- Ohio Minority Supplier Diversity Council

According to the federal regulations, the DBE Program seeks to achieve the following objectives:

- Ensure nondiscrimination in the award, and administration of DOT-assisted contracts
- Create a level playing field on which DBEs can compete fairly for DOT-assisted contracts
- Help remove barriers to the participation of DBEs on DOT- assisted contracts
- Assist the development of firms to compete successfully in the market outside the DBE program

They work with Procurement and Engineering and ensure they are available during pre-bid meetings and that the small businesses can meet prime contractors.

In accordance with FTA guidelines, the following approach was used to calculate the DBE goal:

- Establish a base figure of the relative availability of DBEs
- Adjust the base figure to take in account Authority specific factors such as number, types, and dollar value of contracts, and DBE participation achieved during the past three years

He showed a chart of the DBE goals for FFY 2019, 2020 and 2021. The numbers were flat in 2019 and started to decline in 2020 and 2021 due to the pandemic, which resulted in a shortfall of 3% in achieving the 22.5% goal.

Based on the factors that are to be considered in the calculation on the Overall DBE Goal, the proposed FFY 2022-2024 DBE Goal is 21.5%. Means to achieve the goal:

- Race Conscious - 18.3%
  - Contract Specific Goals
- Race Neutral - 3.2%
  - DBE Participation where firm is Prime Contractor
  - DBE Participation that "Exceeds" Contract Goal

The overall DBE goal may be adjusted during the three-year period to reflect changes in circumstances generally in the marketplace or specifically related to GCRTA. However, the Authority is required to submit any proposed adjustments of the three-year goal to the FTA for review and approval. During the pandemic, they had an opportunity to adjust the 22.5% goal but they felt it was not necessary because they were on track in meeting the goal.

Staff requests that the Organizational, Services & Performance Monitoring Committee recommend to the Board of Trustees the proposed FFY 2022-2024 DBE Goal.

President Lucas asked if he could present an example of how they assisted a company in their development as a DBE. Mr. Kirkland said they worked with North Electric Inc. to get them certified and to dispel their perceptions of being labeled a DBE firm. His team worked with them and they were awarded their first contract with RTA for \$300,000. Ms. Birdsong asked if other agencies suffered the same challenges during the pandemic. Mr. Kirkland said yes it was reflected in the contracts. She ask that he do a follow up report in six months.

It was moved by Mayor Weiss, seconded by Mr. Serrano and approved to move this to the full Board Meeting.

#### Paratransit Update

Nick Davidson, Director of Paratransit gave the presentation. This is an operational update. The operational priorities include the following with a focus on the bolded items:

- Leverage Scheduling Technology
- **Improve the Customer Service Experience**
- Modernize Communication Technology
- **Increase on time performance (OTP)**
- Reduce on-board travel times (OBT)

#### Issues to Address:

- Implementation of Service Infractions software
  - Tracks no-shows, late cancels, and cancels-at-the-door
- Reduce cancellation rate (Currently about 26%)
  - Down from 35% - 40% (Industry norm is ~15%)
  - Complete 80% of trips (5 pm day before)
    - Industry norm is 90%

They schedule about 1,700 trips and complete about 1,350.

#### The cancellation rate affects the following:

- Decreased on-time performance
- Increased overtime and purchased transportation
- Higher operating cost
- Less positive customer service experience

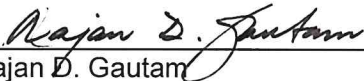
The no show, late cancel and cancel at the door provision in the handbook is changing to make it more customer friendly and due to what the software can support. It is based on points and percentage of ridership. The old method of doing it was based on points and the penalty off the entire ridership over the last 180 days. The new method evaluates each month in of itself. In the old system, there were the points and percentage and there were seven steps. Three were educational and the remaining were suspensions. The new method evaluates each month by itself and one month of the last six months not meeting the threshold, they would receive an education letter. The revision has six steps. The software only supports two letters.

To address the education issues, they softened the policy with the one-month evaluation and lowering the suspensions. The impact allows them to deal with one bad spell independently. It eliminates the double jeopardy. It is more fair and informative rather than punitive. They are implementing this to start with letters this month to those that have not met the threshold in November. The letter will wipe the slate clean for everyone. Mr. Serrano asked if a customer is suspended and calls in to schedule, how their ride suspension is communicated. Mr. Davidson said the letters will go out and it will state when the suspension starts with a copy of the policy and appeal process. It is a 30-day process to evaluate the

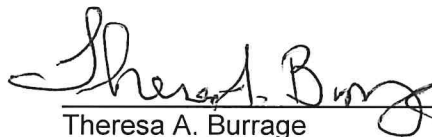
appeal. The software will have the date of suspension and they will not be able to schedule a trip during the time.

President Lucas commended Nick for his hard work and for the improvements in call waiting times. He explained that customers experience health issues and other issues when they miss a pick up. Ms. Birdsong asked about the flagging of the software for suspensions. Mr. Davidson said the software would go into the client profile where the suspension dates are entered. It will be flagged and unable to schedule a trip. Ms. Moss asked if there was an appeal procedure and if RTA educates about other services clients can use while suspended and why does RTA have more cancellations than the nation. Mr. Davidson said they do not educate about other services and the appeal process is a FTA mandated two-step process. First, there is an administrative review and a decision is made. Secondly, there is a formal appeal process in the Office of OEO. They hope to resolve issues at the education level to avoid suspensions. Dr. Caver said the high cancellation rate is due to the riding culture as far as schedule period changes. You do not have to call 7 days ahead so customers do not have that pressure of getting all their trips in.

The meeting was adjourned at 9:42 a.m.

  
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Rajan D. Gautam

Secretary/Treasurer

  
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Theresa A. Burrage

Executive Assistant