

Minutes

RTA Operational Planning & Infrastructure Committee Meeting

9:30 a.m., February 5, 2019

Present: Welo (Chair), Lucas (Vice-Chair), Elkins, Joyce, Moss

Other Board Members: Bibb, Clough, McCall

Not present: Serrano

Also Present: Benford, Bitto, Bober, Brooks-Williams, Burney, Castelucci, Caver, Ciesla, Cottrell, Cox, Cranford, Dangelo, Davis (C), Davis (J), Dietrich, Dominick, Draper, Dzigiel, Feke, Feliciano, Ferraro, Fields, Garofoli, Gautam, Gibbins, Gillan-Shafron, Groedel, Hansen, Harris, Houston, Jaszczak, Jones, Keshtkaran, Kirkland, Laule, Lewis, Loh, Marous, McDonalds, McGann, McGrady, Penning, Pinkney-Butts, Ponder, Schipper, Scott, Seagel, Shaffer, Shariff, Stock, Stover, Sutula, Tarka, Togher, Vukmanic, Washington, Wiehe, Winn, Young, Zeller.

Mayor Welo called the meeting to order at 9:30 a.m. The secretary called the roll and reported that five (5) committee members were present.

RFP Procurement: Strategic Plan Update

Maribeth Feke, Director of Programming & Planning and Ashley Boger, contract administrator, made the presentation. This study is the framework for the future and the foundation for the pillar studies. The old study sunsets in 2020. This study will provide a framework for the next 10 years. The last study was ground breaking, leaving off with the priority corridors like the CSU Line, the HealthLine and W. 25th Street. The E. 105/E. 93rd Corridor with the City of Cleveland was added to the plan. Mayfield Road and others could be added to the next plan. The other study that is flexible versus fixed route service is micro transit like Uber and Lyft. There has been a successful pilot program with Lyft. The plan is to grow that over the next plan. The previous plan didn't look at technology and autonomous vehicles. The new plan will incorporate these areas. The scope of services is broad and includes updating the vision and goals, assessing the mobility needs, assess the technology impacts, combining the results of the pillar studies, identifying priority strategies and creating the 2020-2030 plan.

The public, riders, non-riders, Board and others will be involved in the plan. There will be a Technical Committee comprised of transit people, practitioners, planners, major stakeholders, etc. Seventy-five percent of the system serves the City of Cleveland. Service is provided to the county, East Cleveland and Shaker Heights. This plan will coordinate with the Pillar Studies. There will be meetings with key stakeholders like NOACA, RTA CAC, local planning departments, Fund for Economic Future, Downtown Cleveland Partnership, Cleveland Clinic, etc. Engagement will include three presentations to the Board for guidance. There will be two rounds of public commentary and meetings in addition to requested meetings. There will be online surveys and sharing of findings of other studies.

Public engagement will commence after the system redesign study activity with Jarrett Walker.

The assessment of mobility needs is proposed for July. Public engagement will be in Aug/Sept or Sept/Oct. A draft of the plan development will be presented in November. There will be more public engagement in Nov/Dec. The final presentation will be made in January 2020. This schedule is subject to change.

The RFP was issued November 6, 2018. It was accessed on the website by 31 parties with two firms proposing. The evaluation panel was comprised of various RTA departments using selected criteria. The recommended firm is HDR Engineering, Inc. They have a local office in Cleveland. The DBE goal is 0% due to a lack of certified DBE firms. They have over 10,000 employees in 215 offices worldwide with over 60 years of experience in transit. They provide local and national transit experts. They have experience in long range planning. They have experience in planning, implementation and design. They are industry

leaders and experienced in engaging stakeholders and creating planning tools. Some of their other clients include COTA in Columbus, DART in Dallas, TX and transit systems in Indianapolis, Louisville, KY and Phoenix, AZ. Staff requests that the Operational Planning & Infrastructure Committee recommend to the Board of Trustees the award of a contract to HDR Engineering, Inc. for a total amount not to exceed \$249,285.90.

Mr. Bibb likes the framework, but challenged the staff to consider presenting a plan for the next 30-40 years. He ask that the study include best practice analysis and to ensure that analytics is a part of what RTA is doing as an organization. Mayor Elkins agrees with Mr. Bibb. By 2030, 60%-70% of vehicles will be automated. How does RTA become the largest share of that? Ten years will put RTA behind the curve. Maribeth said that HDR has two industry leaders in technology and automotive vehicles who can present on where it could be in 10-20 years. Chief McCall asked if the presentation can be sent to the Board, who the project manager from HDR would be, the reason for the 0% DBE goal and how this differs from the last plan. She requested that the Board be included. Dr. Caver ensured the Board will be engaged and the information will be sent to the community. Mayor Welo requested there be workforce development engagement. Maribeth will take all of the concerns back to HDR.

It was moved by Mr. Joyce, seconded by Rev. Lucas and approved by unanimous vote to move this to the full Board.

RFP Procurement: Contracted Paratransit Services

Oliver Draper, Director of Paratransit and Ashley Bober, contract administrator, gave the presentation. Today's presentation will address issues the Board and customers had with this service through the RFP. The proposed vendors are present and will take questions. RTA is mandated to provide complementary Paratransit service to eligible clients. Annual ridership has averaged over 650,000 passengers for the past five years. All requested trips must be scheduled. There has been zero denials and over 7.5 M requests since last denial in April 2007. On average just under 1,600 trips (RTA 700 /Contractors 881) per day are completed. Current service expectations and acceptable on-time performance must be maintained.

The Board has expressed concerns about quality of service, contract oversight, performance, employee appearance, training and vehicle conditions. This RFP timing was modified to enhance competition and address these concerns. The new RFP was designed to emphasize high quality service at an affordable cost. The scope of work includes safe, reliable, clean and courteous transportation. It requires professional drivers with professional appearance and sensitivity to client needs. The vehicles must be clean and well maintained with a vehicle age between 0-5 years. It includes improved technology with tablets for navigation and communication with RTA's dispatch center, training and complaint resolution program. Liquidated damages will be assessed for service failures like not pulling a vehicle out, not picking up customers, vehicles pulling out late, etc.

The RFP was issued August 2018. Forty parties accessed it. Nine firms proposed. All nine were interviewed. The panel was comprised of various RTA departments using selection criteria. The strategy was to align all the paratransit contracts to allow for large national vendors to compete. The strategy increased competition, which provided higher commitment to quality and lower overall pricing. Splitting the award among three proposers would be in the best interest of the Authority. This will preserves internal competition and capacity assurance, which are two key components to the reliability of the contracted paratransit service.

The first firm is Future Age, Inc., dba as Provide A Ride for 60% of the contracted services. This is equivalent to 128,843 hours in the first year of service. The second firm is GC Logistics of Mississippi LLC for 30% of the contracted services. This is equivalent to 64,422 hours in the first year of service. The third firm is Senior Transportation Connection for 10% of contracted services, which is equivalent to 21,474 hours in the first year of service. The total first year hours are 214,739, which 100% of the first year of contracted services.

Future Age, Inc. is located in Warrensville Heights, OH. The DBE goal is 21.8% met by using all local firms. They have 19 years' experience as a RTA paratransit contractor. They support and maintain the local workforce. They have increased driver wages to improve quality and retention, a comprehensive maintenance plan and commitment to purchase new vehicles, committed to customer service and communication enhancements, and an extensive complaint process and stronger management over subcontractors. Their recent clients include RTA, CareSource, and several others. Staff recommends an award an amount not to exceed \$17,662,825.56 for the base three years, and in amounts not to exceed \$6,446,819.50 and \$6,663,637.70 for each option year, respectively, for a total contract amount not to exceed \$30,773,282.76.

GC Logistics is located in Ridgeland, MI. The DBE goal of 21.8% will be met by using various firms in Cleveland and Detroit. They have 20 years' experience in performing similar work nationally, dedicated and qualified management team, competitive driver wages, rigorous driver credentialing and training program, comprehensive safety measures and quality assurance program, extensive complaint process and national relationship with Enterprise for fleet acquisition and maintenance. Their recent clients include Capital Metro Transit Authority, North Carolina Dept. of Social Services and several others. Staff recommends an award in an amount not to exceed \$10,602,572.76 for the base three years, and in amounts not to exceed \$3,724,442.80 and \$3,796,723.80 for each option year, respectively, for a total contract amount not to exceed \$18,123,739.36.

Senior Transportation Connection is located in Cleveland, OH. The DBE goal of 21.8% will be met by using local firms. STC has 10 years' experience as GCRTA Paratransit Contractor, non-profit firm with a mission to provide comprehensive, efficient and affordable transportation for senior adults in Cuyahoga County, support and maintain the local workforce, comprehensive maintenance plan and commitment to purchase new vehicles and customer service and communication enhancements, and extensive complaint process. Their recent clients include RTA, City of Maple Heights and several others. Staff recommends an award in an amount not to exceed \$3,098,076.50 for the base three years, and in amounts not to exceed \$1,105,901.64 and \$1,143,139.92 for each option year, respectively, for a total contract amount not to exceed \$5,347,118.06.

Staff requests that the Operational Planning & Infrastructure Committee recommend to the BOT the awards for Contracted Paratransit Services to:

- PAR in a total contract amount NTE \$30,773,282.76
- GC Logistics of Mississippi, LLC in a total contract amount NTE \$18,123,739.36
- STC in a total contract amount NTE \$5,347,118.06

Total combined five year amount NTE \$54,244,140.18.

Representatives from PAR, GC Logistics, and STC would like to address the Board of Trustees about their commitment to the program and to answer any questions. First to speak is Alan Groedel of Provide-A-Ride. PAR is 30 years old, locally based with 250 employees (150 are drivers). The balance are management, call center and support staff. The payroll is \$6.5 million. In the past 19 years working with RTA, they have operated with several contracts; paratransit and work access programs. They have provided service for 900,000 passenger trips. Under the structure of this new proposed contract, passengers will see improvements that are the results in changes in operational adjustments made by RTA and PAR. These improvements are made possible with a combination of steps from lessons learned to fine tune and close the gaps for real and perceived between contracted services and RTA internally operated services. They will do so while meeting a tight operational budget and delivering service at half the cost of RTA service. They plan to employ more committed and experienced drivers with a 30% increase from the current starting rates of pay. This will result in better driver retention, better service and better compliance. There will be more companies involved in the subcontracting of service. They will be under tighter supervision through the use of shared technology and having them work out of their facility.

There will be improvements by establishing closer operational collaboration with RTA. RTA will integrate their dispatch software directly into their operation for real-time supervision of their vehicles. They will have in-vehicle cameras. RTA and PAR will be co-dispatchers, working off the same software. They will upgrade their fleet with 40 new vehicles for \$2 million. They will be Ford EOM vehicles with reduced maintenance needs and lowered fleet service interruptions. They will have improved interior/exterior finishes and eased exterior repairs. The vehicle maintenance budget will be escalated for increased spending during the later years of the contract to ensure like-new fleet conditions.

Mayor Elkins asked if the new vehicles will be used for RTA, if the increased pay will be for employees working for RTA and if their employees are union. Alan confirmed that all the new vehicles will be used for RTA, the pay increase will be for employees working on RTA contracts, but will be used across their total operation and their employees are not unionized. Rev. Lucas made comments about issues with PAR service, poor vehicles, lack of uniforms, lack of equipment, use of cell phones during operation of service and attitude of operators. Schedules are not kept and the Call Center coverage at night is short. Mr. Bibb asked what percentage of revenue is tied to the RTA contract and how drivers are incentivized outside of their base pay to the customer service metrics in the contract. The RTA contract is 25% of their revenue and the drivers receive annual reviews, driver reviews and biweekly consideration to earn an additional \$1 per hour if they report to work on time, worked all scheduled time and no safety infractions. Seventy-five percent of employees earn the bonus. Mr. Bibb asked if compensation could be tied to quality care metrics in the agreements.

Dr. Caver said they have a monthly penalty-based contract. Mayor Elkins asked if RTA could purchase vehicles and lease them to the subcontractors instead of paying the contractors to purchase vehicles. Ms. Moss was surprised that PAR is one of the recommended firms with the issues they have had in the past. Ms. Boger said that PAR demonstrated that they could perform the service and are committed to enhancements. Chief McCall agreed with Ms. Moss and asked if the contracts could be tabled all together and rebid because of the past complaints.

Mayor Welo asked staff to review the procurement process before anything is rebid or tabled. Ms. Boger and the team examined the scope of work last year. They looked at how things could be done better. They added liquidated damages for poor performance. The scope was reviewed by the DGM of Operations and CEO/GM. The RFP was put together and posted on the website and various newspapers. Procurement sends out email notices and calls providers directly about the procurement. During the process, the potential proposers send in questions, which are sent to all interested parties. The RFP was posted for three months. Forty parties downloaded the package. Nine firms proposed and all of them were interviewed. Criteria is set in the proposals. Their proposal, interview and best and final is evaluated. The best and final allows the firms to make changes to their proposal on pricing and concerns. Each firm has to present their financials. Rev. Lucas added that the firms should feel an urgency with the new requirements.

Penalties for not providing quality service includes a monthly pick-up and drop-off goal of 91%-93%. For each full percentage point below that, there is a \$1,000 penalty. Late pull out of 5-20 minutes is \$100 penalty per occurrence. Late pull out of 30 minutes is \$250. For each verified non-attempt to pick up a customer, there is a \$100 penalty. Mr. Bibb didn't feel the penalties were stiff enough to incentivize better performance and didn't have a proper comparative analysis for penalties. Mr. Draper believed with the number of vehicles and runs that it will ensure a certain level of service. No pull out is a \$500 penalty and a 5% penalty for not submitting invoices on time. Mr. Garofoli said the paratransit contracts will be a part of the 2019 audit plan. Mayor Clough agrees with Rev. Lucas that the contractors should have cleaned up their acts when complaints were initially made. He asked how the Board can cancel the contract prior to the end of the contract terms if service is not satisfactory. Procurement said there is a clause in the contract where the contract can be terminated for convenience or by default. Mr. Groedel said the RFP gave them permission to do things differently, like flexibility in the fleet, which is less costly to maintain and resources will be put back into driver compensation and the communication enhancements.

Next to speak was Tom McDonald, CEO of GC Logistics of Mississippi. GC Logistics have been around for 45 years, providing transportation for paratransit, non-emergency, University shuttles, school bus

operations on military bases and service for veterans. They have operated projects from Washington State to the east coast. The new contract scope are ahead of RTA peers specifically on the technology side. They've used Trapeze for 15 years. They have been their beta test site on a number of projects. RTA also uses Trapeze. They commit to use mobile data terminals and tablets so RTA dispatch can see their vehicles. They use DriveCam to see what is happening inside the vehicles. Their DBE contractors will have all of this technology. They maintain a Knowledge Management Center with 1,500 training documents on training and safety. The DBEs will have access to the training material.

Cynthia Rasko, their Director of Operations will be onsite assuming the contract goes forward. Caleb Smith, Director of Business Development was also present. Operators have over 30 hours of training before they drive a vehicle. They have 16 hours a year of continuing education. They have two field auditors for this project. They spend 70% of their time auditing drivers. They look at cleanliness and uniform compliance. They interview the facility that intakes their passengers for compliance. They will meet with local advocacy groups to see the needs and concerns. The field audit reports will be available to RTA through their web portal. They will identify a primary DBE and a alternate.

Rev. Lucas asked if they have a location for their operations, the number of vehicles and if they will hire locally. They will have 25 vehicles and will determine a location once the award is made and they analyze trips. They plan to hire 50 local employees, which include the project manager, field auditors and fleet supervisor. Ms. McCall asked how all the contractors will be integrated. Dr. Caver confirmed that all the contractors will have the same technology. Each will have different uniforms and training, but RTA approves the training. Mr. Bibb asked that the riders not receive disparate levels of service under RTA's name. He requested RTA ensures that the best practices be shared across contracts and accountability to ensure riders don't see service quality decline due to multiple contract. Dr. Caver said they will manage the process for compliance. Chief McCall asked if prior to voting later this month that they are ensured that the training, technology and uniforms are seamless across all the contracts. Mayor Clough asked if each vendor would be able to take more work if another vendor was not meeting the specs. Staff confirmed that this is allowed in the contracts up to 10% a year.

Lastly is Janice Dzigiel, Executive Director of Senior Transportation Connection. STC was founded in 2005 as a non-profit to provide transportation to older adults. They serve 30 communities throughout the county and non-profit organizations. In 2018, they deliver 148,000 trips. RTA was at the table when STC was established and has an appointee to their Board. People who take paratransit use STC through community contracts. They work closely with their subcontractors. They work out of their facility. They ensure they are uniformed and the vehicle is clean and maintained. Currently, they have 63 drivers. They have a minimum of 80 hours of training initially. They meet twice a year with their staff and train regularly throughout the year. They have ride a longs and ride behinds with performance check list. They have 60 vehicles in their fleet. A small portion of their fleet is used for RTA paratransit and they are labeled RTA.

The interior of the vehicles are cleaned daily. The exterior is cleaned several times a week. They had 17 new vehicles added to the fleet last year that allowed them to replace some vehicles. They expect nine new vehicles in 2019. They do phone surveys with their riders and are rated high. They will extend the survey to RTA riders. They are forming a Passenger Advisory Committee, which will be extended to RTA riders. They will use the technology required in the proposal. Rev. Lucas praised them for their cleanliness and kindness of drivers. He asked if their vehicles could be refitted to have wheelchairs in the front of their vans. She said they can look at that with the new vehicles. Mr. Draper said he could exclude wheelchair riders from STC until they get the new vehicles.

This meeting was suspended at 11:11 a.m. so that the remaining Board members could vote on the item on the Special Board meeting agenda. The meeting reconvened at 11:15 a.m.

Mayor Welo asked for a motion to move this to the full board. It was moved by Rev. Lucas, seconded by Mr. Joyce and approved by unanimous vote. Rev. Lucas asked that all the issues be addressed before it comes back to the board.

RFP Procurement: Engineering Services for the Tower City East Portal Rehabilitation

James Stock, Project Manager of bridges and Jonathan Laule, Contract Administrator, made the presentation. The east portal is a series of adjacent, skewed, reinforced concrete frames, which carry Ontario Street and Huron Road over RTA's joint territory, which is the Red, Blue and Green Lines. The portals are structural separate from Tower City. Several tracks pass through the portal. Track 8 is lower in elevation than the other tracks. Eventually as you pass through the portal, Track 10 crosses over in the form of a small bridge over Track 8. Track 8 retaining walls are critical to this project.

The portal was constructed by the Cleveland Union Terminal in concurrence with the Terminal Tower. It was constructed from 1928-1933. It is 90 years old and has performed well. The work will address freeze thaw damage to the concrete portals, water infiltration through portal joints, cracks and Track 8 retaining walls, which are in critical condition. The A/E will determine how best to repair it. Water is running continuously at Track 8. They have done investigation to determine the source of the water to see if it is ground water, from storm sewers or a water line leakage. They will test for chlorine to determine if it is a water line. The project objectives is to stop water infiltration, if possible. They hope to use a mining application to plug the holes. They are concerned it would increase the hydrostatic pressure that the reinforced concrete portals will have to carry. If for some reason the portals can't carry it, they will have to direct water to a proper drainage system. They will restore the structural capacity of the portals, repair the portal joints and to either rehabilitate Track 8 walls or fill-in or relocate/raise Track 8, which would require modification of the overhead centenary system, new track, new interlocking, signal work, which would be expensive.

The RFP was issued June 4, 2018. It was accessed on the website by 22 parties. Three firms proposed. Two were interviewed. The evaluation panel was comprised of various RTA departments used evaluation criteria. The recommended vendor is E.L. Robinson Engineering of Cleveland, Ohio. The 7% DBE Goal will be met by utilizing 2LMN, Inc., Pro Geotech, Inc. and Denise's Flagging and Construction Services. Past clients include ODOT, Cleveland Metroparks, City of Akron and others. They have over 41 years' experience.

The first phase of this project is to investigate. The second phase is to pick either Alternate 1 to rehab or Alternate 2 to fill-in and relocate. Alternate 2 was negotiated as the base contract since it is more expensive and would ensure all the work is done. That negotiation came in at \$1,011,402.03. Alternate 1 was negotiated at \$769,482.47. If Alt. 1 is selected, the contract deduction of \$241,919.56 is already negotiated. Staff requests that the Operational Planning & Infrastructure Committee recommend award to E.L. Robinson Engineering for Engineering Services for the Tower City East Portal Rehabilitation. The base contract is not to exceed \$1,011,402.03.

Mayor Clough appointed himself to this committee because Mayor Elkins and Mr. Joyce had to leave. Ms. Moss asked why staff didn't go with their first choice firm and where the money is coming from since the price is higher than budget. Mayor Welo said they will use money from the E. 79th Street Station design since it is under budget. Mike Schipper said they are looking at this from a cost life cycle approach whether Alt. 1 or Alt. 2 is the best approach. There were initial studies done. The initial budget was put together with Alt. 1 in mind, but after the procurement process, it was determined that more work was needed. The first team scored higher on the criteria, but the negotiations were too far apart. They are comfortable with the proposal of the second team.

It was moved by Ms. Moss, seconded by Rev. Lucas and approved by unanimous vote.

Interagency Agreement: Ohio MARCS system

Mike Lively, ITS Manager, made the presentation. The current MARCS agreement is only with Transit Police for \$60,000. RTA currently has four towers that it rents and maintains. The new agreement will allow access to 13 towers. To expand the system to the buses, paratransit and trains, the agreement will


be \$269,000 per year. The annual expense of \$130,000 on the four towers will be reduced, but \$79,000 more will be spent for better coverage, reliability and service.

This project is funded by a Federal Highway Administration grant for \$11.6 million, FTA formula grant for \$2.64 million and NOACA section 5310 grant for \$760K. The NOACA grant is specific to the ADA tablet technology for Paratransit. Since September, several projects have been brought to the board on various purchases. The CDW/mobile routers will allow for cellular coverage in the vehicle. Second is the Motorola purchase of radios for the dispatch centers, inside the vehicles and portable radios. Lastly is the Trapeze software to replace the onboard computers, wiring, etc. That also includes in the \$7.7 million, the ADA purchase. There is a research agreement with CSU's Transportation Center for sensor technology. Today's request is to seek approval to update the MARCS agreement. The cellular RFP will be advertised soon.

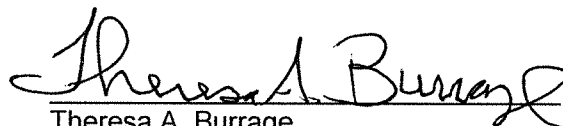
RTA's current four radio towers provide data and voice coverage. The system allows them to see and hear the operators. Areas in green on the map has full coverage. Yellow is good, Blue is poor. Areas in white have no coverage. Areas of concern where coverage is poor include the Airport, Public Square, Paratransit and Hayden garages which leads to operational challenges. With the 13 towers owned by MARCS, the coverage improves dramatically. Many public agencies use the MARCS system. One contract is in place for the four towers, which will expire in October with a 1-year option to extend. In addition to the \$130,000 spent annually for 24/7 support, \$30,000 is spent annually on parts. A 5-year term for Transit Police and Operations to use the system is \$1.2 million.

They are in the design and research phase for kicking off the Trapeze portion, which is the installation and design of all the vehicles next week. The Proof of Concept and Pilot is from Feb-May 2019. The hardware will be installed in Aug. The project closeout will be April 2020. Staff requests that the Operational Planning & Infrastructure Committee recommend to the Board of Trustees the award of a revision to the Interagency Agreement with Ohio MARCS to provide 700/800 MHz wireless digital radio network services in an amount not to exceed \$1,200,000.00 for a period of five years.

It was moved by Ms. Moss, seconded by Rev. Lucas and approved by unanimous vote. Mayor Welo adjourned the meeting at 11:45 a.m.



Floun'say R. Caver, Ph.D., Interim CEO
General Manager/Secretary/Treasurer



Theresa A. Burrage
Executive Secretary