



2817 Canal Street  
New Orleans, LA 70119

**New Orleans Regional Transit Authority**  
**Operations & Administration Committee**  
**Meeting Agenda - Final**

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**Thursday, June 8, 2023**

**9:00 AM**

**RTA Board Room**

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The New Orleans Regional Transit Authority (RTA) hereby declares that, in accordance with La. R.S. 42:17.1 (A)(2)(a)-(c), a meeting will be held in person on Thursday, June 8, 2023 at 9:00 a.m. Please be advised that mask wearing is encouraged inside the boardroom.

Written comments on any matter included on the agenda will be accepted in the following ways: 1) Submission of a Speaker Card on meeting day; 2) Electronically by email sent to: [rtaboard@rtaforward.org](mailto:rtaboard@rtaforward.org) prior to the meeting; or 3) By U.S. Mail send to 2817 Canal Street, Attention: Office of Board Affairs, New Orleans, LA 70119.

**1. Call To Order**

**2. Roll Call**

**3. Consideration of Meeting Minutes from May 11, 2023**

[Operations & Administration Meeting - May 11, 2023]

[23-095](#)

**4. Committee Chairman's Report**

**5. Chief Executive Officer's Report**

**6. Chief Transit Officer's Report**

**7. Chief Asset Manager Officer's Report**

**8. Chief Safety/Security Officer's Report**

**9. Consideration of the Internal Audit Charter**

Adoption of the Internal Audit Charter

[23-088](#)

## **10. Update on RTA's Compensation Schedule**

RTA Compensation Schedule

[23-086](#)

## **11. Audience Questions & Comments**

## **12. New Business**

## **13. Adjournment**

[Ops PowerPoint Slides 06.08.23]

[23-105](#)



# New Orleans Regional Transit Authority

2817 Canal Street  
New Orleans, LA 70119

## Board Report and Staff Summary

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**File #:** 23-095

**Operations & Administration Committee**

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[Operations & Administration Meeting - May 11, 2023]



2817 Canal Street  
New Orleans, LA 70119

## **New Orleans Regional Transit Authority Operations & Administration Committee**

### **Meeting Minutes**

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**Thursday, May 11, 2023**

**9:00 AM**

**RTA Board Room**

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The New Orleans Regional Transit Authority (RTA) hereby declares that, in accordance with La. R.S. 42:17.1 (A)(2)(a)-(c), a meeting will be held in person on Thursday, May 11, 2023 at 9:00 a.m. Please be advised that mask wearing is encouraged inside the boardroom.

Written comments on any matter included on the agenda will be accepted in the following ways: 1) Submission of a Speaker Card on meeting day; 2) Electronically by email sent to: [rtaboard@rtaforward.org](mailto:rtaboard@rtaforward.org) prior to the meeting; or 3) By U.S. Mail send to 2817 Canal Street, Attention: Office of Board Affairs, New Orleans, LA 70119.

#### **1. Call To Order**

#### **2. Roll Call**

**Commissioner Present:** Commissioner Neal, Commissioner DeFrancesch, Commissioner Ewell and Commissioner LeBeouf

**Other Commissioner Present:** Commissioner Coulon and Commissioner Raymond

#### **3. Consideration of Meeting Minutes**

Commissioner LeBeouf moved, and Commissioner Ewell seconded to approve the Operations and Administration Meeting Minutes of April 13, 2023. The motion was approved unanimously.

[Operations & Administration Meeting - April 13, 2023]

[23-074](#)

#### **4. Committee Chairman's Report**

Commissioner Neal stated that due to the new Organizational Chart the reports will be different at this meeting.

Commissioner Neal stated that all the outstanding issues at the RAC Meeting will be

discussed at the Operations Meeting.

## **5. Chief Executive Officer's Report**

Lona Hankins reported on the June Service Changes - May 19, 2023 - Service announcements will go out to the riding public.

Lona Hankins reported that she has reorganized staff and created the new position of Chief Transit Officer - Ferry Operations now falls under that position - Chief Asset Manager Officer is responsible for all things that deal with Maintenance including inventory - The Chief of Infrastructure Title was reclassified to Chief Planning and Capital Projects Officer - The position of Chief Customer Officer was created to better serve the customers. There were no changes to the Chief Human Capital Officer, Chief Financial Officer and the Deputy CEO.

In response to Commissioner Coulon, Lona Hankins reported that with the layoffs and the new positions the head count will remain the same.

## **6. Chief Operations Officer's Report**

Christopher Clark presented the RTA's Chief Operations Officer's Report. This report can be found in the Operations & Administration Committee PowerPoint Report dated, May 11, 2023, under the Chief Operations Officer's Report.

In response to Commissioner LeBeouf, Yolanda Rodriguez stated that she will send the information out today to all the Commissioners regarding the Preventative Accidents.

In response to Commissioner Ewell, Christopher Clark reported that the threshold regarding accidents is disciplined according to: One Preventable Accident: Equates to Progressive Discipline; Two Preventable Accidents: Equates To Three Day Suspension; and Three or More Preventable Accidents Equates to Termination. Currently we do have operators that are in each situation.

Christopher Clerk reported that once an operator gets into its Third Preventable Accident he has challenged staff to find out what is going on with the operators personnel and work life.

In response to Commissioner Ewell, Christopher Clark reported that if a bus breaks down during the middle of the day the buses are assigned by peak and ridership needs.

Commissioner Ewell stated that Operator Bee went beyond the call of duty of a visual impaired rider.

Commissioner Coulon stated that he would like to have his emails sent to his personal email and Commissioner LeBeouf would like all her emails sent to her RTA email.

Commissioner Raymond would like a slide on the East New Orleans Flex Study.

Lona Hankins stated that staff is encouraged to use all the resources available to them.

## **7. Ferry Operations Report**

Under the Chief Operations Officer's Report.

## **8. Public Safety Report**

### **Chief Asset Manager Report**

Ryan Moser presented the RTA's Chief Asset Manager Report. This report can be found in the Chief Asset Manager Report PowerPoint Report dated, May 11, 2023, under the Chief Asset Manager Report.

Commissioner LeBeouf left the Operations and Administration Meeting.

Commissioner DeFrancesch arrived at the Operations and Administration Meeting.

In response to Commissioner Ewell, Ryan Moser stated that yes, the RTA was below the 97 buses needed to make pull out and he stated that those numbers will be included in the report and every day the RTA is operating at a deficit. Commissioner Ewell would like to know why every day the RTA is operating at a deficit.

In response to Commissioner Coulon, Lona Hankins reported she has put in place blanket POs to order the necessary bus parts.

Commissioner Coulon stated that the RTA needs to look into privatizing the auto parts needs to keep up with the parts that the RTA need and use all the time.

In response to Commissioner Raymond, Ryan Moser reported that he will get the number of buses that are at their full life capacity, the age of the RTAs fleet and the maintenance issue with each vehicle.

In response to Commissioner Raymond, Mark Major stated that before Hurricane Katrina the RTA had a total of 372 buses and 302 buses rolled out on the street every day and 175 flooded during Hurricane Katrina.

In response to Commissioner DeFrancesch, Ryan Moser stated that the exterminator treats 70 buses a week.

### **Safety and Security Report**

Mike Smith presented the RTA's Safety and Security Report. This report can be found in the Safety and Security Report PowerPoint Report dated, May 11, 2023, under the Safety and Security Report.

Commissioner Neal would like information on the De-escalation Training.

## **9. Summer Service Pick Presentation**

Vivek Shah presented the Summer Service Pick Presentation Report. This report can be found in the Summer Service Pick Presentation PowerPoint Report dated, May 11, 2023, under the Summer Service Pick Presentation Report.

## **10. Audience Questions & Comments**

Jim Goodwin stated that he was grateful that the RTA rerouted the buses in old Algiers and he is requesting that the RTA relocate a bus shelter at Verette and Opelousas.

Shirani Jayasuriya stated that she was concerned that the RTA was not giving the public the information regarding the summer pick until May 19, 2023, and riders need information as soon as possible because this did not work with New Links. The RTA need to be transparent. Ride would like to have information from public meetings and has been met with resistance.

Lona Hankins stated that the RTA has ordered temporary signs.

Yolanda Rodriguez stated that the Power Point from each meeting can be found on the insight page on the RTA's Website.

## **11. New Business**

None.

## **12. Adjournment**

Commissioner Ewell moved and Commissioner DeFrancesch seconded to adjourn the O&A Meeting, May 11, 2023. The meeting was adjourned unanimously.

## **PowerPoint Presentation**

[Ops PowerPoint 05.11.23]

[23-082](#)



## Board Report and Staff Summary

File #: 23-088

Finance Committee

### Adoption of the Internal Audit Charter

DESCRIPTION: Office of Internal Audit and Compliance adoption of the Internal Audit Charter	AGENDA NO: Click or tap here to enter text.
ACTION REQUEST: <input checked="" type="checkbox"/> Approval <input type="checkbox"/> Review Comment <input type="checkbox"/> Information Only <input type="checkbox"/> Other	

### RECOMMENDATION:

Authorization for the Chief Executive Officer to implement the agency's Internal Audit Charter.

### ISSUE/BACKGROUND:

The purpose of the Office of Internal Audit and Compliance (OIAC) is to provide independent, objective assurance and consulting services designed to add value and improve the organization's operations.

As the governing body of the RTA, the Board of Commissioners determines agency policy and oversees the funding, operation, and expansion of public transportation in the City of New Orleans and the metro area. This oversight function includes establishing accountability for senior management as they seek to accomplish its mission and objectives.

Operating synergistically with the Board's mission is the Office of Internal Audit and Compliance's mission and purpose to provide assurance to the Board that RTA is operating effectively and efficiently in carrying out its mission. Internal Audit provides this assurance by assessing and reporting on the effectiveness of governance, risk management, and control processes designed to help the organization achieve strategic, operational, financial, and compliance objectives.

As such, the Internal Audit Charter, as a formal document, defines and sets the parameters for how the internal audit will operate and includes the scope, delegated authority, independence, objectivity, and responsibilities of internal audit. The charter also serves as a reference point to measure the effectiveness of the internal audit activity. Additionally, the charter defines the OIAC's functional and reporting relationship with the Board. Acceptance of the charter by the Board provides the support, value, and independence vital to the success of the Office of Internal Audit and Compliance.

The charter was drafted and presented to the Board by the previous Director of OIAC, but authorization via signature was not requested. The charter has been updated and is now being presented to the Board for acceptance and approval via signature to be in conformity with professional auditing standards and best practices.

### DISCUSSION:

The Office of Internal Audit and Compliance will operate in accordance with the guidelines



established in the charter. The charter highlights nine key areas central to the internal audit activity. They include mission and purpose, auditing standards, authority, independence and objectivity, scope and responsibility, annual audit plan, audit reporting, compliance monitoring, and quality assurance and improvement program.

As a public-facing and public-serving agency, internal and external stakeholders rely on the assurances provided by the internal audit activity to ensure that efficient, effective, and equitable use is being made of RTA resources and that RTA is operating in the public interest. Adherence to and implementation of the charter provides all stakeholders assurance that the RTA is operating transparently and ethically in carrying out its mission.

The Office of Internal Audit and Compliance (OIAC) is dedicated to assisting the New Orleans Regional Transit Authority (RTA) meet its mission. To this end, the assurances provided by the OIAC encompass the examination and evaluation of the adequacy and effectiveness of RTA's governance, risk management, policies, procedures, and internal controls as well as the quality of performance in fulfilling assigned responsibilities to achieve RTA's goals and objectives.

To assess and report on the quality of the internal audit activity, the OIAC will establish and maintain a quality assurance and improvement program that covers internal and external assessments of the internal audit activity. The program will assess the efficiency and effectiveness of the internal audit activity and identify opportunities for improvement. Additionally, the OIAC will conduct end-of-audit client surveys to assess its performance.

#### FINANCIAL IMPACT:

While there is no direct financial impact in approving the internal audit charter, potential indirect financial and other risks may exist as a result of not approving the charter. These potential risks include but are not limited to the following: reputational risk resulting in loss of integrity and goodwill; noncompliance with regulatory agencies resulting in potential penalties and loss of funding; operational risks of inefficiency resulting in increased labor, maintenance, and other costs; potential for fraud, waste or abuse of RTA resources, and misappropriation of assets.

#### NEXT STEPS:

With Board approval, the Internal Audit Charter will be placed on the RTA public drive for agency-wide access and placed on the website for public access.

#### ATTACHMENTS:

1. Resolution
2. Internal Audit Charter

Prepared By: Lynette M. Doyle, CFE, MBA  
Title: Director of Audit and Compliance

Reviewed By: Gizelle Johnson-Banks

Title: Chief Financial Officer



Lona Edwards Hankins  
Chief Executive Officer

6/5/2023

Date



**Regional Transit Authority**  
2817 Canal Street  
New Orleans, LA 70119-6301

504.827.8300

[www.norta.com](http://www.norta.com)

**RESOLUTION NO.** \_\_\_\_\_  
**STATE OF LOUISIANA**  
**PARISH OF ORLEANS**

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**RESOLUTION FOR THE ADOPTION AND APPROVAL OF THE  
INTERNAL AUDIT CHARTER**

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Introduced by Commissioner \_\_\_\_\_, seconded by Commissioner  
\_\_\_\_\_.

**WHEREAS**, the Board of Commissioners of the Regional Transit Authority (RTA) governs and sets agency policy for the Regional Transit Authority; and

**WHEREAS**, the RTA created the Office of Internal Audit and Compliance to provide independent, objective assurance and consulting services that add value to and improve the operations of RTA; and

**WHEREAS**, the Internal Audit Charter is a formal document that defines the purpose, authority, and responsibility of Internal Audit consistent with the Institute of Internal Auditors Professional Practices Framework; and

**WHEREAS**, the Internal Audit Charter establishes the internal audit activity's position within the organization; authorizes access to records, personnel, and physical properties relative to the performance of engagements; and defines the scope of the internal audit activities;

**RESOLUTION NO. \_\_\_\_\_**  
**PAGE TWO**

**NOW THEREFORE BE IT RESOLVED** that the Board of Commissioners of the Regional Transit Authority approves and adopts the Internal Audit Charter of the Office of Internal Audit and Compliance.

**THE FOREGOING WAS READ IN FULL, AND THE ROLL WAS CALLED ON THE ADOPTION THEREOF AND RESULTED AS FOLLOWS:**

**YEAS:** \_\_\_\_\_  
**NAYS:** \_\_\_\_\_  
**ABSTAIN:** \_\_\_\_\_  
**ABSENT:** \_\_\_\_\_

**AND THE RESOLUTION WAS ADOPTED ON THE 27<sup>th</sup> DAY OF JUNE, 2023.**

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**MARK RAYMOND, JR.**  
**CHAIRMAN**  
**RTA BOARD OF COMMISSIONERS**



## Office of Internal Audit and Compliance

### INTERNAL AUDIT CHARTER

#### Introduction

The New Orleans Regional Transit Authority (RTA)'s mission is to provide safe, dependable, efficient transit services to the residents of and visitors to the Greater New Orleans Region. The RTA created the Office of Internal Audit and Compliance (OIAC) with the intention of promoting efficiency and effectiveness and adding value.

The Institute of Internal Auditors (IIA) developed the International Professional Practices Framework (IPPF). The IPPF, more commonly known as the "Red Book" is a conceptual framework that organizes authoritative guidance promulgated by the IIA. They go on to define internal auditing as:

*"Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes."*<sup>1</sup>

This internal audit charter is a formal document that aims to define the internal audit activity's purpose, authority, and responsibility. The internal audit charter establishes the internal audit activity's position within the organization; authorizes access to records, personnel, and physical properties relevant to the performance of engagements; and defines the scope of internal audit activities.<sup>2</sup>

#### Mission and Purpose

The mission of the OIAC is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight.

The purpose of the OIAC is to provide independent, objective assurance and consulting services designed to add value and improve the organization's operations.

Management of each RTA Department has the responsibility to ensure that:

- (i) organizational structure and policies/procedures within each Department establish a culture of operational efficiency
- (ii) standard operating procedures are established and regularly updated

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<sup>1</sup> Definition provided by IIA and their International Professional Practices Framework (IPPF)

<sup>2</sup> Definition of "charter" in "2016, International Standards for the Professional Practice of Internal Auditing", Glossary pg. 21

- (iii) internal controls are developed to ensure compliance with applicable laws and regulations

### **Auditing Standards**

The OIAC will govern itself by adherence to the mandatory elements of the IIA's International Professional Practices Framework, to the extent possible with available resources, including the Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the International Standards for the Professional Practice of Internal Auditing, and the Definition of Internal Auditing. The OIAC will also follow the Generally Accepted Government Auditing Standards (GAGAS) and Standards for Internal Control in the Federal Government, known as the "Green Book," as promulgated by the U.S. Government Accountability Office (GAO) where applicable.

### **Authority**

In an effort to maintain independence and objectivity, the OIAC will report functionally to the Chief Executive Officer and the Board of Commissioners, and administratively to the Chief Financial Officer. The Board shall delegate management of the Office of Internal Audit and Compliance to the Director of Audit Compliance, who fulfills the activity's mission and objectives through its authorization to:

- Communicate and interact directly with the Board<sup>3</sup> and present any matter that may warrant immediate attention or action without management present.
- Present any matter and have direct access to the Chief Executive Officer and General Counsel that may warrant immediate attention or action.
- Allocate resources, select audit engagements, set frequencies of audits and follow-ups, determine scopes of work, apply techniques required to accomplish audit objectives, and issue reports.
- Obtain the necessary assistance of RTA personnel as appropriate, as well as other specialized services from within or outside of RTA for internal audit engagements in accordance with departmental policies and procedures.

The Board authorizes the Director of Audit Compliance and the OIAC staff to:

- Have full, free, and unrestricted access to all RTA divisions, personnel, activities, confidential and non-confidential data and records, information systems, physical property, and contractors relevant to the performance of engagements; while adhering to the confidentiality and safeguarding of records and information and applicable state and federal laws.
- Audit or review any function, activity, or unit of the RTA, including vendors, contractors, and subcontractors in accordance with contract terms.

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<sup>3</sup> 1111 – Direct Interaction with the Board, the Chief Audit Executive must communicate and interact directly with the board

- Receive and review complaints from any source and investigate those complaints that are deemed credible or upon its own initiative conduct audits and reviews concerning alleged fraud, waste, abuse, illegal acts, and service deficiencies including deficiencies in the operation and maintenance of facilities.
- Obtain timely reports from management on actions proposed and taken pertaining to audit recommendations.
- Attend meetings relating to the procurement of goods or services and pose questions and raise concerns consistent with its functions, authority, and powers.
- Be prudent in the use and safeguarding of information acquired in performing the engagements.
- Engage in prevention activities, including but not limited to the prevention of fraud, waste, abuse, and illegal acts; review of rules, regulations, policies, procedures, and transactions; and the supplying, providing, and conducting of programs for training and education.

The Director and OIAC staff shall not direct the activities of any RTA employee not employed within the OIAC, except to the extent such personnel have been appropriately assigned to an audit engagement or to otherwise assist the internal auditors in production of the audit in a timely manner.

The Director of OIAC will meet with the Finance Committee no less than once per quarter to provide updates on OIAC's activity and other relevant information. In addition, the RTA Board of Commissioners and/or the Finance Committee may request that the OIAC be available as an informational resource at regular Board or Finance Committee meetings.

### **Independence And Objectivity**

The Office of Internal Audit and Compliance will remain independent and free from control on matters of audit selection, scope, procedures, frequency, timing, and report content. The OIAC will also perform its duties with objectivity so that opinions, conclusions, and recommendations are impartial and viewed as impartial by knowledgeable third parties.

### ***Operational Duties***

The OIAC shall be independent of the activities it reviews and will have no direct operational responsibility or authority over any of the activities audited. Accordingly, internal auditors will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair internal auditors' independence. Internal auditors will not assess specific operations for which they had responsibility within the previous two years.

### ***Potential Impairment of Independence***

The Director of Audit Compliance will:

- Disclose any impairment of independence or objectivity, in fact or appearance, to the Chief Financial Officer, the Board, or other appropriate parties.

- Exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined.
- Make balanced assessments of all available and relevant facts and circumstances.
- Take necessary precautions to avoid being unduly influenced by their own interests or by others in forming judgments.
- Disclose to the Board any potential interference and related implications in determining the scope of internal auditing, performing work, and/or communicating results.

Where the Director of Audit Compliance has or is expected to have roles and/or responsibilities that fall outside of internal auditing, safeguards will be established to limit impairments to independence or objectivity. The Director will confirm to the Chief Executive Officer and the Board, at least annually, the organizational independence of the OIAC<sup>4</sup>.

### **Scope and Responsibility**

The scope of OIAC encompasses, but is not limited to, the examination and evaluation of the adequacy and effectiveness of RTA's governance, risk management, policies and procedures, and internal controls as well as the quality of performance in fulfilling the assigned responsibilities to achieve RTA's stated goals and objectives.

This includes:

- Evaluating risk exposure relating to achievement of RTA's strategic objectives
- Evaluating the reliability and integrity of information and the means used to identify, measure, classify, and report such information
- Evaluating the systems established to ensure compliance with those policies, plans, procedures, laws, and regulations which could have a significant impact on the organization
- Evaluating the means of safeguarding assets, and, as appropriate, verifying the existence, proper allocation, and utilization of such assets
- Evaluating the effectiveness and efficiency with which resources are employed
- Evaluating operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being conducted as planned
- Monitoring and evaluating governance processes
- Monitoring and evaluating the effectiveness of risk management processes
- Performing consulting and advisory services related to governance, risk management, and control, as appropriate for RTA, provided the OIAC does not assume management responsibility.

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<sup>4</sup> 1110 – Organizational Structure, the chief audit executive must report to a level within the organization that allows the internal audit activity to fulfill its responsibilities. The chief audit executive must confirm to the board, at least annually, the organizational independence of the internal audit activity.



- Reporting periodically on the OIAC's purpose, authority, responsibility, and performance relative to its plan (summarized below)
- Reporting significant risk exposures and control issues, including fraud risks, governance issues, and other matters
- Evaluating specific operations at the request of the Board of Commissioners, Chief Executive Officer, or Chief Financial Officer
- Investigating allegations of fraud, waste, or abuse
- Considering the scope of work of all external auditors and other regulatory agencies, as appropriate

The Director of Audit Compliance will:

- Communicate to the Chief Financial Officer, Chief Executive Officer, and the Board of Commissioners resource requirements and the impact of resource limitations on the execution of the Annual Internal Audit Plan
- Review and adjust the Annual Internal Audit Plan, as necessary, in response to changes in RTA's business, risks, operations, programs, systems, and controls. Any significant changes to the annual audit plan will be communicated to the Chief Financial Officer, Chief Executive Officer, and the Board of Commissioners
- Request that the Senior Management of areas audited respond to audit findings and/or recommendations within fourteen (14) days after the Exit Conference
- Ensure OIAC collectively possess or obtain sufficient knowledge, skills, experience, and other competencies needed to meet the requirements established in this charter
- Ensure that the principles of integrity, objectivity, confidentiality, and competency are applied and upheld

### **Annual Internal Audit Plan**

At least annually, the Director of Audit Compliance shall submit an Annual Internal Audit Plan to the Chief Executive Officer, Executive Leadership Team, and Board of Commissioners.

The Internal Audit Plan will include the following core elements:

- Summary of Departmental Audits conducted in the prior fiscal year
- Summary of Departmental Audits planned for the next fiscal year
- Work schedule, budget, and resource requirements for the next fiscal year

### **Audit Reporting**

All audit reports shall be prepared, reviewed, and issued by the Manager of Audit Compliance, or a designee, after an approved internal audit engagement. Draft reports will be issued to all managerial and director level process/risk owners. Following the draft audit report's release, the final audit report will be issued to the Chief Executive Officer

and the Board of Commissioners. The OIAC will ensure that internal audit results are communicated to the RTA in a format that is in accordance with IIA standards<sup>5</sup>.

Internal audit reports shall include audit objectives, the scope and methodologies of the audit, background information, and recommendations and findings. Audit reports may include management's response to specific findings or recommendations, corrective action taken, or actions planned to be taken. Management's response, whether included within the original audit report or provided thereafter, should include corrective actions to be taken, a timetable for anticipated completion, and an explanation for any corrective actions that will not be implemented.

The Director of Audit Compliance or designee may participate in non-internal audit services work, consultations, and evaluations, authorized by the CEO, the Executive Leadership Team, or Senior Leadership, or special projects and investigations, approved by the Chief Executive Officer and Board of Commissioners, to improve procedures, controls, systems and/or efficiency of operations.

In that event, the OIAC shall issue reports or memos, documenting the project objectives, work performed, and results. The report or memo issued, as well as its corresponding workpapers may not be intended for distribution like an audit report, nor does it need to be, so long as the results are communicated in accordance with IIA standards<sup>6</sup>.

### **Compliance Monitoring**

In accordance with IIA standards, the OIAC will develop a Recommendation and Corrective Action Monitoring Program<sup>7</sup>. The Director of Audit Compliance must establish a follow-up process to monitor and ensure that management actions have been effectively implemented or that the Executive Leadership Team has accepted the risk of not taking action. The follow-up process to monitor corrective actions shall be documented. The Director or designee will report on the status of the Corrective Actions regularly to the Executive Leadership Team, Chief Executive Officer, and Board of Commissioners.

When the Director of Audit Compliance concludes that management has accepted a high level of risk that may be harmful to the organization, the Director of Audit Compliance must discuss the matter with the Chief Executive Officer prior to reporting the acceptance of the risk. In addition, if the Director determines that corrective actions have not been

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<sup>5</sup> 2400 – Communicating Results, internal auditors must communicate the results of engagements.

<sup>6</sup> 2400 – Communicating Results, internal auditors must communicate the results of engagements.

<sup>7</sup> 2500 – Monitoring Progress, the chief audit executive must establish and maintain a system to monitor the disposition of results communicated to management.

resolved in a timely manner<sup>8</sup>, the Director must communicate the matter directly to the Board of Commissioners<sup>9</sup>.

### **Quality Assurance and Improvement Program**

Indicating that engagements are “conducted in conformance with the International Standards for the Professional Practice of Internal Auditing” is appropriate only if supported by the results of the quality assurance and improvement program<sup>10</sup>.

The OIAC will maintain a quality assurance and improvement program that covers all aspects of the internal audit activity. The program will include an evaluation of OIAC’s conformance with the Definition of Internal Auditing and the Standards and an evaluation of whether internal auditors apply the Code of Ethics. The program should also assess the efficiency and effectiveness of the internal audit activity and identify opportunities for improvement.

It is the requirement of the Director of Audit Compliance to report periodically the results of its quality assurance and improvement program to the Chief Executive Officer and the Board of Commissioners and to obtain an external assessment of the activity at least once every five years<sup>11</sup>.

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**Mark Raymond**  
Chairman of RTA Board of Commissioners

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**Lona Hankins**  
Chief Executive Officer

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**Gizelle Banks**  
Chief Financial Officer



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**Lynette Doyle**  
Director of Audit Compliance

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<sup>8</sup> 2600 – Communicating the Acceptance of Risks, When the chief audit executive concludes that management has accepted a level of risk that may be unacceptable to the organization, the chief audit executive must discuss the matter with senior management. If the chief audit executive determines that the matter has not been resolved, the chief audit executive must communicate the matter to the board.

<sup>9</sup> 1322 – Disclosure of Nonconformance, when nonconformance with the Code of Ethics or the Standards impacts the overall scope or operation of the internal audit activity, the chief audit executive must disclose the nonconformance and the impact to senior management and the board.

<sup>10</sup> 2430 – Use of “Conducted in Conformance with the International Standards for the Professional Practice of Internal Auditing”

<sup>11</sup> 1312 – External Assessments, must be conducted at least once every five years by a qualified, independent assessor or assessment team from outside the organization.



# New Orleans Regional Transit Authority

2817 Canal Street  
New Orleans, LA 70119

## Board Report and Staff Summary

File #: 23-086

Board of Commissioners

### RTA Compensation Schedule

DESCRIPTION: RTA Compensation Schedule (Grade and Pay)	AGENDA NO: Click or tap here to enter text.
ACTION REQUEST: <input checked="" type="checkbox"/> Approval <input type="checkbox"/> Review Comment <input type="checkbox"/> Information Only <input type="checkbox"/> Other	

### RECOMMENDATION:

Authorize the Chief Executive Officer to implement a compensation schedule for administrative staff.

### ISSUE/BACKGROUND:

Progressive HR Strategies was hired by the RTA to perform a compensation study to create a market-based compensation structure that would address both internal and external equity and serve as a roadmap for future pay decisions. This board report offers an administrative staff compensation schedule that was developed through a market study by job and pay structure.

The primary objective of this compensation schedule is to establish a fair and competitive framework for compensating our employees based on their skills, experience, performance, and contribution to the RTA's success.

### DISCUSSION:

The compensation study evaluated RTA's job descriptions and benchmarked them to comparable positions with other public and private employers including transit providers. As a result, the compensation schedule below was created. Survey job matches were determined by reviewing RTA job descriptions and consulting with managers to understand the knowledge, skills, abilities, and other characteristics needed to perform each position successfully. The salary data from the job matches were used to calculate a composite market value.

### 2023 Grades and Pay Band

Grade	Minimum	Midpoint	Maximum
8	\$43,070	\$51,480	\$59,889
9	\$49,530	\$59,200	\$68,871
10	\$57,210	\$68,675	\$80,139
11	\$66,650	\$80,350	\$94,049
12	\$78,315	\$94,816	\$111,317
13	\$92,805	\$112,837	\$132,870
14	\$110,900	\$135,409	\$159,918

15	\$133,080	\$165,917	\$198,754
16	\$166,350	\$203,780	\$241,210
17	\$209,485	\$261,858	\$314,230
18	\$272,330	\$340,410	\$408,495

Our goal is to have a more equitable compensation based on performance within the RTA organization. Providing the proper compensation and rewarding performance is key to attracting and retaining the best talent. The compensation schedule shall establish a fair and transparent performance evaluation system, which may include regular performance evaluations, key performance indicators, and other objective metrics to assess individual and team contributions.

#### FINANCIAL IMPACT:

Results of the compensation study revealed that approximately 28% of the administrative employee workforce fell below the new salary range minimum. Employees are eligible for a pay increase. The pay increase adjustment resulted in the amount of \$270,235.00. This amount was approved in the 2023 budget.

#### NEXT STEPS:

RTA shall continue to communicate the compensation schedule to employees, ensuring transparency about the components, criteria, eligibility requirements, and the opportunities available for growth and advancement.

#### ATTACHMENTS:

1. Resolution
2. Job Levels Grades Pay Bands

Prepared By: Darwyn Anderson  
Title: Chief Human Resources Officer

Reviewed By: Gizelle Banks  
Title: Chief Financial Officer



Lona E. Hankins  
Chief Executive Officer

6/27/2023

Date



RESOLUTION NO: \_\_\_\_\_

STATE OF LOUISIANA  
PARISH OF ORLEANS

---

**AUTHORIZATION TO ADOPT RTA COMPENSATION SCHEDULE**

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Introduced by Commissioner \_\_\_\_\_ seconded by Commissioner \_\_\_\_\_

**WHEREAS**, in response to a Request for Proposals, a professional services agreement was authorized by Resolution 22-015 and subsequently executed with Progressive HR Strategies to prepare a Classification & Compensation Study in the amount of \$166,000.00; and

**WHEREAS**, the RTA wishes to provide a fair and equitable compensation schedule for all employees; and

**WHEREAS**, the compensation of our employees is a crucial factor in attracting and retaining top talent, aligning their interests with those of RTA, and promoting their productivity and dedication; and

**WHEREAS**, it is important to periodically review and update our compensation practices to ensure competitiveness in the market, to reflect changes in industry standards, and to address evolving business needs; and

**WHEREAS**, the Board of Commissioners have been informed of the proposed compensation schedule, taking into account various factors including RTA's financial position, market conditions, and long-term goals; and

2023 Grades and Pay Band

Grade	Minimum	Midpoint	Maximum
8	\$43,070	\$51,480	\$59,889
9	\$49,530	\$59,200	\$68,871
10	\$57,210	\$68,675	\$80,139
11	\$66,650	\$80,350	\$94,049
12	\$78,315	\$94,816	\$111,317
13	\$92,805	\$112,837	\$132,870
14	\$110,900	\$135,409	\$159,918
15	\$133,080	\$165,917	\$198,754
16	\$166,350	\$203,780	\$241,210
17	\$209,485	\$261,858	\$314,230
18	\$272,330	\$340,410	\$408,495

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Commissioners of the Regional Transit Authority hereby approves the implementation of the compensation schedule subject to annual appropriation of funds.

**THE FOREGOING WAS READ IN FULL; THE ROLL WAS CALLED  
ON THE ADOPTION THEREOF AND RESULTED AS FOLLOWS:**

**YEAS: \_\_\_\_\_**  
**NAYS: \_\_\_\_\_**  
**ABSTAIN: \_\_\_\_\_**  
**ABSENT: \_\_\_\_\_**

**AND THE RESOLUTION WAS ADOPTED ON THE XX<sup>th</sup> DAY OF JUNE, 2023.**

**MARK RAYMOND  
CHAIRMAN  
RTA BOARD OF COMMISSIONERS**

Administrative Support Specifications			
	Administrative Assistant	Senior Administrative Assistant	Principal Administrative Assistant
Education	<ul style="list-style-type: none"> <li>Requires a High School Degree or Equivalent.</li> <li>Associate degree or higher preferred.</li> <li>Or: An equivalent combination of education and experience that demonstrates the ability to perform the position duties</li> </ul>	<ul style="list-style-type: none"> <li>Requires an associate degree or Equivalent.</li> <li>Bachelor's degree or higher preferred.</li> <li>Or: An equivalent combination of education and experience that demonstrates the ability to perform the position duties</li> </ul>	<ul style="list-style-type: none"> <li>Requires Bachelor's Degree in Business Administration, Public Administration, or a related field.</li> <li>Master's Degree preferred</li> <li>Or: An equivalent combination of education and experience that demonstrates the ability to perform the position duties</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Typically requires 0-3 years of related experience</li> <li>May need 0 years of experience with additional specialized training and/or certification.</li> </ul>	<ul style="list-style-type: none"> <li>Typically requires 3-5 years of related experience.</li> <li>May need 2 years' experience with additional specialized training and/or certification.</li> </ul>	<ul style="list-style-type: none"> <li>Typically requires 5-7 years of related experience.</li> <li>May need 2 years' experience with additional specialized training and/or certification.</li> </ul>
Level of Supervision Needed	<ul style="list-style-type: none"> <li>Works under moderate supervision.</li> <li>Handles moderately complex issues and problems and refers more complex issues to higher-level staff.</li> </ul>	<ul style="list-style-type: none"> <li>Works independently within established procedures associated with the specific job function.</li> <li>Handles complex issues and problems and refers only the most complex issues to higher-level staff.</li> </ul>	<ul style="list-style-type: none"> <li>Independently performs a wide range of complex duties under general guidance from supervisors.</li> <li>Performs work with a high degree of latitude. Handles the most complex issues.</li> </ul>
Proficiency	<ul style="list-style-type: none"> <li>Gaining or has attained full proficiency in a specific area of discipline.</li> </ul>	<ul style="list-style-type: none"> <li>Has gained proficiency in multiple competencies relevant to the job.</li> </ul>	<ul style="list-style-type: none"> <li>Has gained full proficiency in a broad range of activities related to the job.</li> </ul>

Grade	Minimum	Midpoint	Maximum
8	\$43,070	\$51,480	\$59,889
9	\$49,530	\$59,200	\$68,871
10	\$57,210	\$68,675	\$80,139

Administrative Assistant
Accounts Payable Clerk
Receptionist



<b>Analysts Specifications</b>	<b>Analyst</b>	<b>Senior Analyst</b>	<b>Principal Analyst</b>
Education	<ul style="list-style-type: none"> <li>Requires Bachelor's Degree in Business Administration, Public Administration, or a related field.</li> <li>Master's Degree preferred</li> <li>Or: An equivalent combination of education and experience that demonstrates the ability to perform the position duties</li> </ul>	<ul style="list-style-type: none"> <li>Requires Bachelor's Degree in Business Administration, Public Administration, or a related field.</li> <li>Master's Degree preferred</li> <li>Or: An equivalent combination of education and experience that demonstrates the ability to perform the position duties</li> </ul>	<ul style="list-style-type: none"> <li>Requires Bachelor's Degree in Business Administration, Public Administration, or a related field.</li> <li>Master's Degree preferred</li> <li>Or: An equivalent combination of education and experience that demonstrates the ability to perform the position duties</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Typically requires 0-5 years of related experience</li> <li>May need 1 year of experience with additional specialized training and/or certification.</li> </ul>	<ul style="list-style-type: none"> <li>Typically requires 5-7 years of related experience.</li> <li>May need 3 years' experience with additional specialized training and/or certification.</li> </ul>	<ul style="list-style-type: none"> <li>Typically requires 7-9 years of related experience.</li> <li>May need 5 years' experience with additional specialized training and/or certification.</li> </ul>
Level of Supervision Needed	<ul style="list-style-type: none"> <li>Works under moderate supervision.</li> <li>Handles moderately complex issues and problems and refers more complex issues to higher-level staff.</li> </ul>	<ul style="list-style-type: none"> <li>Works independently within established procedures associated with the specific job function.</li> <li>Handles complex issues and problems and refers only the most complex issues to higher-level staff.</li> </ul>	<ul style="list-style-type: none"> <li>Independently performs a wide range of complex duties under general guidance from supervisors.</li> <li>Performs work with a high degree of latitude. Handles the most complex issues.</li> </ul>
Proficiency	<ul style="list-style-type: none"> <li>Gaining or has attained full proficiency in a specific area of discipline.</li> </ul>	<ul style="list-style-type: none"> <li>Has gained proficiency in multiple competencies relevant to the job.</li> </ul>	<ul style="list-style-type: none"> <li>Has gained full proficiency in a broad range of activities related to the job.</li> </ul>

<b>Grade</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
10	\$57,210	\$68,675	\$80,139
11	\$66,650	\$80,350	\$94,049
12	\$78,315	\$94,816	\$111,317

Analyst
Budget Analyst
Data Analyst
Financial Data and Reporting Analyst
Grants Analyst
Planning & Scheduling Analyst
Programmer Analyst
Risk Management Analyst
Safety Risk Analyst
Systems Analyst

# Job Levels/Grades/Pay Bands

Professionals Specifications	Entry	Senior	Principal
Education	<ul style="list-style-type: none"> <li>Requires Bachelor's Degree in Business Administration, Public Administration, or a related field.</li> <li>Master's Degree preferred</li> <li>Or: An equivalent combination of education and experience that demonstrates the ability to perform the position duties</li> </ul>	<ul style="list-style-type: none"> <li>Requires Bachelor's Degree in Business Administration, Public Administration, or a related field.</li> <li>Master's Degree preferred</li> <li>Or: An equivalent combination of education and experience that demonstrates the ability to perform the position duties</li> </ul>	<ul style="list-style-type: none"> <li>Requires Bachelor's Degree in Business Administration, Public Administration, or a related field.</li> <li>Master's Degree preferred</li> <li>Or: An equivalent combination of education and experience that demonstrates the ability to perform the position duties</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Typically requires 0-3 years of related experience.</li> </ul>	<ul style="list-style-type: none"> <li>Typically requires 3-5 years of related experience.</li> <li>May need 2 years' experience with additional specialized training and/or certification.</li> </ul>	<ul style="list-style-type: none"> <li>Typically requires 5-7 years of related experience</li> <li>May need 4 years' experience with additional specialized training and/or certification.</li> </ul>
Level of Supervision Needed	<ul style="list-style-type: none"> <li>Work is closely managed.</li> <li>Handles basic issues and problems and refers more complex issues to higher-level staff.</li> </ul>	<ul style="list-style-type: none"> <li>Occasionally directed in several aspects of the work.</li> <li>Handles moderately complex issues and problems and refers more complex issues to higher-level staff.</li> </ul>	<ul style="list-style-type: none"> <li>Work is generally independent and collaborative in nature.</li> <li>Handles complex issues and problems and refers only the most complex issues to higher-level staff.</li> </ul>
Proficiency	<ul style="list-style-type: none"> <li>Possesses beginning to working knowledge of subject matter.</li> <li>Works on projects/matters of limited complexity in a support role.</li> </ul>	<ul style="list-style-type: none"> <li>Possesses solid working knowledge of subject matter.</li> <li>Gaining exposure to some of the complex tasks within the job function.</li> </ul>	<ul style="list-style-type: none"> <li>Possesses comprehensive knowledge of subject matter.</li> <li>Contributes to moderately complex aspects of a project.</li> </ul>

Grade	Minimum	Midpoint	Maximum
11	\$66,650	\$80,350	\$94,049
12	\$78,315	\$94,816	\$111,317
13	\$92,805	\$112,837	\$132,870

Buyer
Accountant
ADA Specialist
Contract Administrator
Transportation Planner
Crisis Intervention Specialist
DBE Program Administrator
Drug & Alcohol Program Administrator

Emergency Management Specialist
Executive Assistant to Board Services
Executive Assistant to Office of the CEO
Grants Accountant
Human Resources Specialist
Internal Auditor
Network Administrator
Network Engineer

Network Technician
Payroll Administrator
Public Relations Specialist
Safety Risk Analyst
Safety Specialist
Security Specialist
Systems Analyst

Supervisors Specifications	Supervisor	Senior Supervisor	Principal Supervisor
Education	<ul style="list-style-type: none"> <li>Requires a High School Degree or Equivalent.</li> <li>Associate degree or higher preferred.</li> <li>Or: An equivalent combination of education and experience that demonstrates the ability to perform the position duties</li> </ul>	<ul style="list-style-type: none"> <li>Requires an associate degree or Equivalent.</li> <li>Bachelor's degree or higher preferred.</li> <li>Or: An equivalent combination of education and experience that demonstrates the ability to perform the position duties</li> </ul>	<ul style="list-style-type: none"> <li>Requires Bachelor's Degree in Business Administration, Public Administration, or a related field.</li> <li>Master's Degree preferred</li> <li>Or: An equivalent combination of education and experience that demonstrates the ability to perform the position duties</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Typically requires 3 years' experience in the related area as an individual contributor.</li> </ul>	<ul style="list-style-type: none"> <li>Typically requires 3-5 years' experience in the related area as an individual contributor.</li> <li>May need 2 years' experience with additional specialized training and/or certification.</li> </ul>	<ul style="list-style-type: none"> <li>Typically requires 4-7 years' experience in the related area as an individual contributor.</li> <li>May need 4 years' experience with additional specialized training and/or certification.</li> </ul>
Scope of Responsibility	<ul style="list-style-type: none"> <li>Supervises a small group of para-professional staff working on highly transactional or repetitive processes.</li> <li>Contributes to the development of processes and procedures.</li> <li>Has some authority for personnel actions.</li> </ul>	<ul style="list-style-type: none"> <li>Supervises a group of primarily para-professional level staffs.</li> <li>Makes day-to-day decisions within or for a group/small department.</li> <li>Has some authority for personnel actions.</li> </ul>	<ul style="list-style-type: none"> <li>Supervises a group of primarily para-professional level staffs in the day-to-day performance of their jobs.</li> <li>Ensures day-to-day decisions within or for a group/small department.</li> <li>Has full authority for personnel actions.</li> </ul>
Proficiency	<ul style="list-style-type: none"> <li>Comprehensive knowledge of functional area under supervision.</li> </ul>	<ul style="list-style-type: none"> <li>Thorough knowledge of functional area and department processes.</li> </ul>	<ul style="list-style-type: none"> <li>Extensive knowledge of the function and department processes.</li> </ul>

Grade	Minimum	Midpoint	Maximum
10	\$57,210	\$68,675	\$80,139
11	\$66,650	\$80,350	\$94,049
12	\$78,315	\$94,816	\$111,317

Rideline Supervisor
Supervisor of Body Repair
Supervisor of Bus Maintenance
Supervisor of General Repair
Supervisor of Hostlers
Supervisor of MOW
Supervisor of Operations Control
Supervisor of Paratransit Reservations
Supervisor of Traction Power
Supervisor Para & Non Rev Maintenance
Transit Operations Supervisor

# Job Levels/Grades/Pay Bands

Managers Specifications	Manager	Senior Manager	Principal Manager
Education	<ul style="list-style-type: none"> <li>Requires Bachelor's Degree in Business Administration, Public Administration, or a related field.</li> <li>Master's Degree preferred</li> <li>Or: An equivalent combination of education and experience that demonstrates the ability to perform the position duties</li> </ul>	<ul style="list-style-type: none"> <li>Requires Bachelor's Degree in Business Administration, Public Administration, or a related field.</li> <li>Master's Degree preferred</li> <li>Or: An equivalent combination of education and experience that demonstrates the ability to perform the position duties</li> </ul>	<ul style="list-style-type: none"> <li>Requires Bachelor's Degree in Business Administration, Public Administration, or a related field.</li> <li>Master's Degree preferred</li> <li>Or: An equivalent combination of education and experience that demonstrates the ability to perform the position duties</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Typically requires 5 years' experience in the related area as an individual contributor and 1 - 3 years supervisory experience.</li> </ul>	<ul style="list-style-type: none"> <li>Typically requires 8-10 years' experience in the related area as an individual contributor and 3+ years of managerial experience.</li> <li>May need 4 years' experience with additional specialized training and/or certification.</li> </ul>	<ul style="list-style-type: none"> <li>Requires 12-14 years' experience in the related area as an individual contributor and 3+ years of managerial experience.</li> <li>May need 6 years' experience with additional specialized training and/or certification.</li> </ul>
Scope of Responsibility	<ul style="list-style-type: none"> <li>Manages subordinate staff in the day-to-day performance of their jobs.</li> <li>Ensures that project/department milestones/goals are met and adhering to approved budgets.</li> <li>Has full authority for personnel actions.</li> </ul>	<ul style="list-style-type: none"> <li>Typically manages through subordinate managers and professionals in larger groups of moderate complexity.</li> <li>Provides input to strategic decisions that affect the functional area of responsibility.</li> <li>May give input into developing the budget.</li> <li>Has full authority for personnel actions.</li> </ul>	<ul style="list-style-type: none"> <li>Manages subordinate managers and professionals in larger groups of moderate complexity.</li> <li>Makes strategic decisions that affect the functional area of responsibility.</li> <li>Provides input into developing the budget.</li> <li>Has full authority for personnel actions.</li> </ul>
Proficiency	<ul style="list-style-type: none"> <li>Extensive knowledge of the function and department processes.</li> </ul>	<ul style="list-style-type: none"> <li>Deep knowledge of the function and department processes.</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive knowledge of the function and department processes.</li> </ul>

Grade	Minimum	Midpoint	Maximum
11	\$66,650	\$80,350	\$94,049
12	\$78,315	\$94,816	\$111,317
13	\$92,805	\$112,837	\$132,870

CAD/AVL Manager
Capital Projects Manager
Community Outreach Manager
Customer Experience Manager
Facilities Manager
Fleet Asset Manager
Fleet Technology Manager
Infrastructure Project Manager
Maintenance Manager

Manager of Accounts Payable
Manager of Audit Compliance
Manager of General Accounting
Manager of Grants Administration
Manager of Inventory Control
Manager of Mobility & Alternative Modes
Manager of Operations Control
Manager of Operations Support
Manager of Operations Training

Manager of Rail Maintenance for MOW
Manager of Revenue Collection
Manager of Service Development
Manager of Traction Power
Marketing and Sales Manager
Project Manager of Information Technology
Service Delivery Manager
Transit Stops Manager

# Job Levels/Grades/Pay Bands

Directors			
Specifications	Director	Senior Director	Principal Director
Education	<ul style="list-style-type: none"> <li>Requires Bachelor's Degree in Business Administration, Public Administration, or a related field.</li> <li>Master's Degree preferred</li> </ul>	<ul style="list-style-type: none"> <li>Requires Bachelor's Degree in Business Administration, Public Administration, or a related field.</li> <li>Master's Degree preferred</li> </ul>	<ul style="list-style-type: none"> <li>Requires Bachelor's Degree in Business Administration, Public Administration, or a related field.</li> <li>Master's Degree preferred</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Typically requires 10+ years' experience in the related area and 5+ years of managerial experience.</li> </ul>	<ul style="list-style-type: none"> <li>Typically requires 12+ years' experience in the related area and 8+ years of managerial experience.</li> <li>May need 4 years' experience with additional specialized training and/or certification.</li> </ul>	<ul style="list-style-type: none"> <li>Requires 14+ years' experience in the related area and 8+ years of managerial experience.</li> <li>May need 5 years' experience with additional specialized training and/or certification.</li> </ul>
Scope of Responsibility	<ul style="list-style-type: none"> <li>Manages a departmental sub-function within a broader departmental function.</li> <li>Establishes departmental policies, practices, and procedures that have a significant impact on the organization.</li> <li>Contributes to strategic planning, direction, and goal setting for the department or function.</li> <li>Has responsibility for personnel actions including hiring, performance management, and termination.</li> </ul>	<ul style="list-style-type: none"> <li>Manages a departmental function within a broader corporate function.</li> <li>Develops major goals to support broad functional objectives.</li> <li>Approves policies developed within various sub-functions and departments.</li> <li>Primarily responsible for strategic planning, direction, and goal setting for the department or function in alignment with organizational objectives.</li> <li>Has responsibility for personnel actions including hiring, performance management, and termination.</li> </ul>	<ul style="list-style-type: none"> <li>Manages a departmental function within a primary corporate function.</li> <li>Develops and implements major goals to support broad functional objectives.</li> <li>Approves and implements policies developed within various sub-functions and departments.</li> <li>Responsible for strategic planning, direction, and goal setting for the department or function in alignment with organizational objectives.</li> <li>Has responsibility for personnel actions including hiring, performance management, and termination.</li> </ul>
Proficiency	<ul style="list-style-type: none"> <li>Deep knowledge of the managed sub-function and solid knowledge of the overall departmental function.</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive knowledge of the overall departmental function.</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive knowledge of the overall departmental function.</li> </ul>

Grade	Minimum	Midpoint	Maximum
14	\$110,900	\$135,409	\$159,918
15	\$133,080	\$165,917	\$198,754
16	\$166,350	\$203,780	\$241,210

Director of Accounting
DBE/SBE Liaison Officer
Director of Audit Compliance
Director of Board Affairs (Board Secretary)
Director of Bus Maintenance
Director of Capital Projects
Director of Workforce Development
Director of Communications
Director of Emergency Management
Director of Employee & Labor Relations

Director of Employee Engagement
Director of Facilities
Director of Fare Collection Systems
Director of Fleet Advancement
Director of Information Technology
Director of Marine Operations
Director of Marketing
Director of Mobility Services & Alternative Modes
Director of Occupational Safety & Health
Director of Operations Bus & Rail

Director of Physical Security
Director of Procurement & Grants
Director of Professional Standards & Training
Director of Rail Maintenance
Director of Scheduling & Service Planning
Director of System Safety
Director of Talent Acquisition & Leave Management

<b>Executives Specifications</b>		
	<b>Chiefs</b>	<b>Chief Executive Officer</b>
Education	<ul style="list-style-type: none"> <li>Typically requires a bachelor degree. Advanced degree preferred.</li> </ul>	<ul style="list-style-type: none"> <li>Typically requires an advanced Degree.</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Typically requires 15+ years' experience in the related area and 10+ years of managerial experience.</li> </ul>	<ul style="list-style-type: none"> <li>Typically requires 15+ years' experience in the related area and 10+ years of managerial experience.</li> </ul>
Scope of Responsibility	<ul style="list-style-type: none"> <li>Manages a business unit, division, or corporate function with major organizational impact.</li> <li>Establishes overall direction and strategic initiatives for the given major function or line of business.</li> <li>Has responsibility for personnel actions including hiring, performance management, and termination.</li> </ul>	<ul style="list-style-type: none"> <li>In conjunction with the Board of Directors and the organization's senior executive team, develops the organization's short- and long-term goals and strategies.</li> <li>Responsible for the development of functional or business unit strategy for the entire organization</li> <li>Oversees the organization's leadership team in the deployment of policies and procedures meant to help the organization meet its stated business objectives.</li> <li>Defines corporate vision and strategy establishes company direction and focus.</li> <li>Has responsibility for personnel actions including hiring, performance management, and termination.</li> </ul>
Proficiency	<ul style="list-style-type: none"> <li>Has acquired the business acumen and leadership experience to become a top function or division head.</li> </ul>	<ul style="list-style-type: none"> <li>Can execute multiple high impact initiatives to achieve overall corporate goals.</li> </ul>

<b>Grade</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
16	\$166,350	\$203,780	\$241,210
17	\$209,485	\$261,858	\$314,230
18	\$272,330	\$340,410	\$408,495

Chief Executive Officer
Deputy Chief Executive Officer
Chief Asset Manager Officer
Chief Safety, Security, and Emergency Management Officer
Chief Financial Officer
Chief Customer Service Officer
Chief Human Resources Officer
Chief of Planning & Capital Projects Officer
Chief Administrator Officer
Chief of Staff
Chief Transit Officer



# New Orleans Regional Transit Authority

2817 Canal Street  
New Orleans, LA 70119

## Board Report and Staff Summary

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**File #:** 23-105

**Operations & Administration Committee**

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[Ops PowerPoint Slides 06.08.23]



*June 8, 2023*


Regional Transit Authority

# **Operations & Administration Committee**





The New Orleans Regional Transit Authority (RTA) hereby declares that, in accordance with La. R.S. 42:17.1 (A)(2)(a)-(c), a meeting will be held on Thursday, June 8, 2023, at 9:00 a.m. Please be advised that mask wearing is encouraged inside the boardroom.



Written comments on any matter included on the agenda will be accepted in the following ways:

- 1) Submission of a Speaker Card on meeting day;
- 2) Electronically by email sent to: [rtaboard@rtaforward.org](mailto:rtaboard@rtaforward.org) prior to the meeting; or
- 3) By U.S. Mail send to 2817 Canal Street, Attention: Office of Board Affairs, New Orleans, LA 70119.



# ***Agenda***

- 1. Call to Order**
- 2. Roll Call**



# ***Agenda***

## **3. Consideration of Meeting Minutes**

[Operations & Administration Meeting Minutes – May 11, 2023]

23-095



# ***Agenda***

## **4. Committee Chairman's Report**



# ***Agenda***

## **5. Chief Executive Officer's Report**



# ***Agenda***

## **6. Chief Transit Officer's Report**

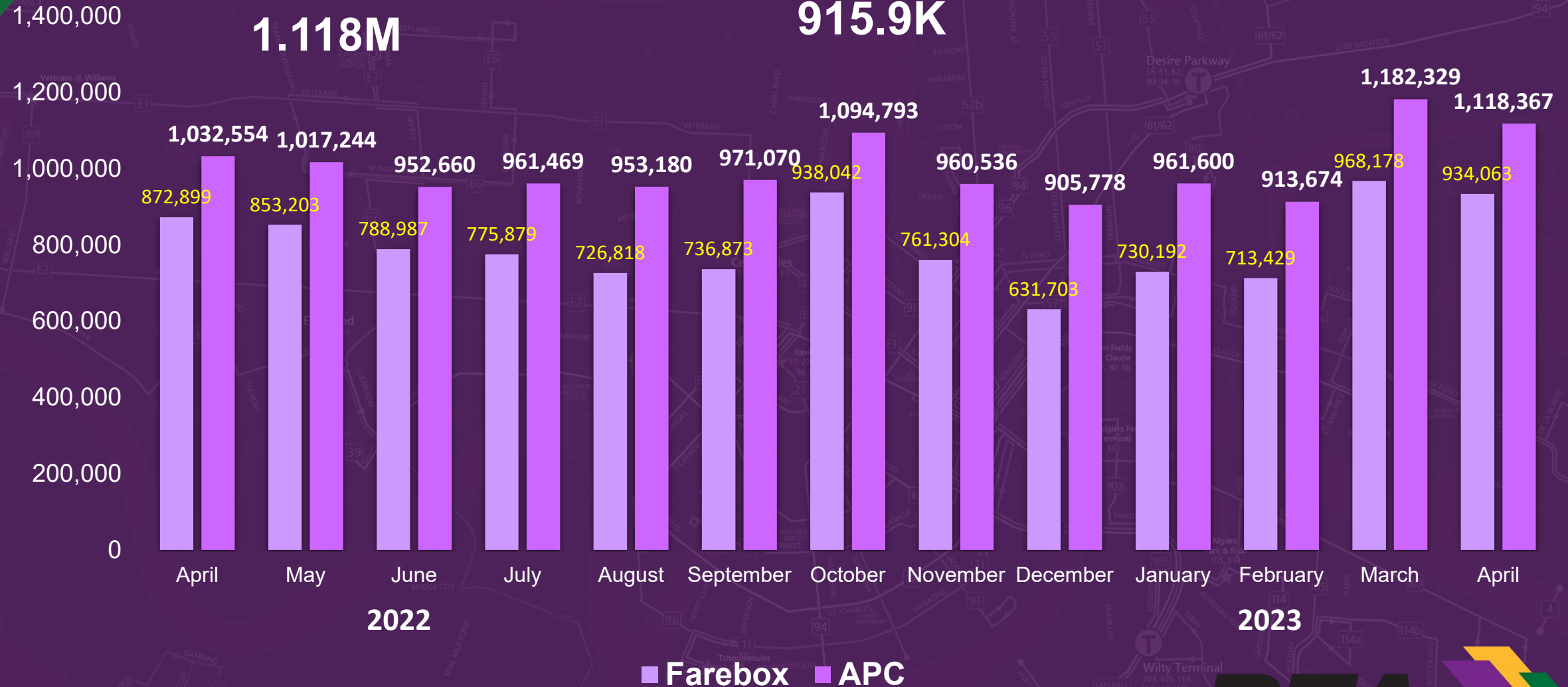
# Total Ridership - APRIL 2023

April APC Ridership

1.118M

Monthly APC Average (Rolling 13-month)

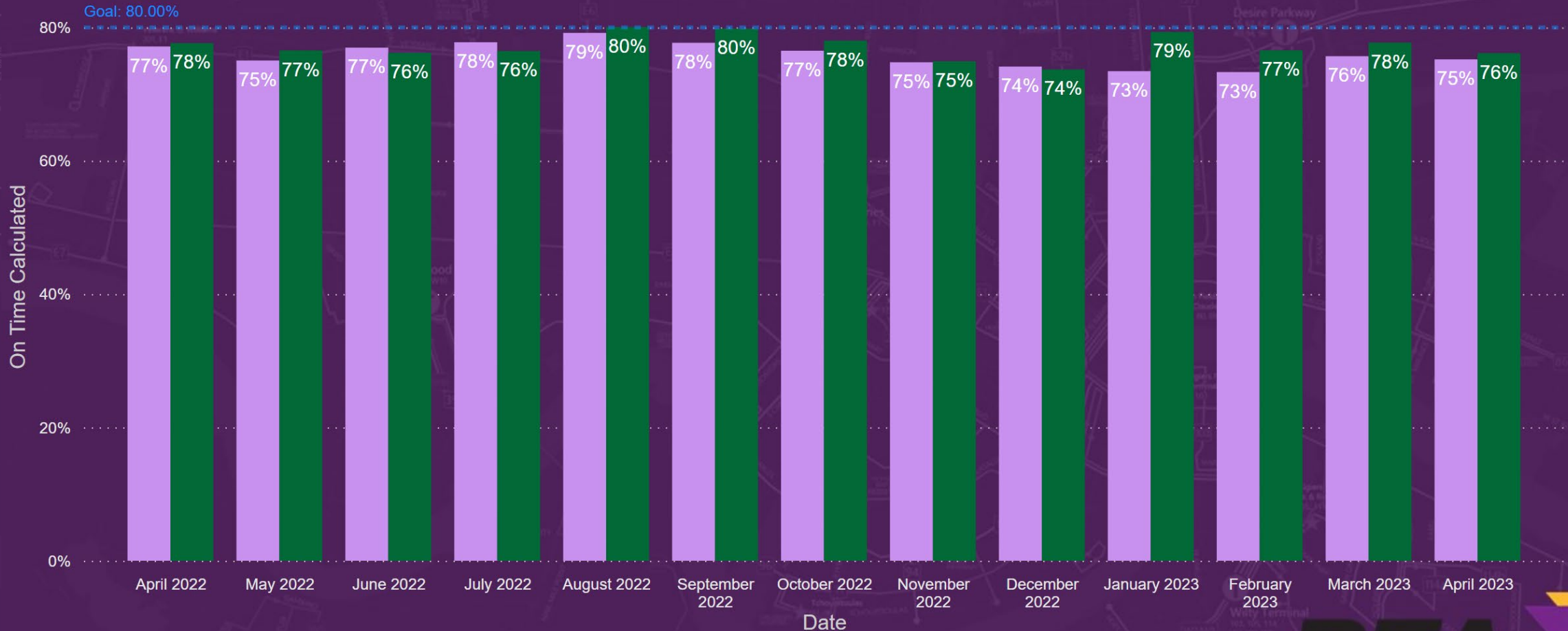
915.9K





# On-Time Performance by Mode: APRIL 2023

Mode ● BUS ● STREETCAR

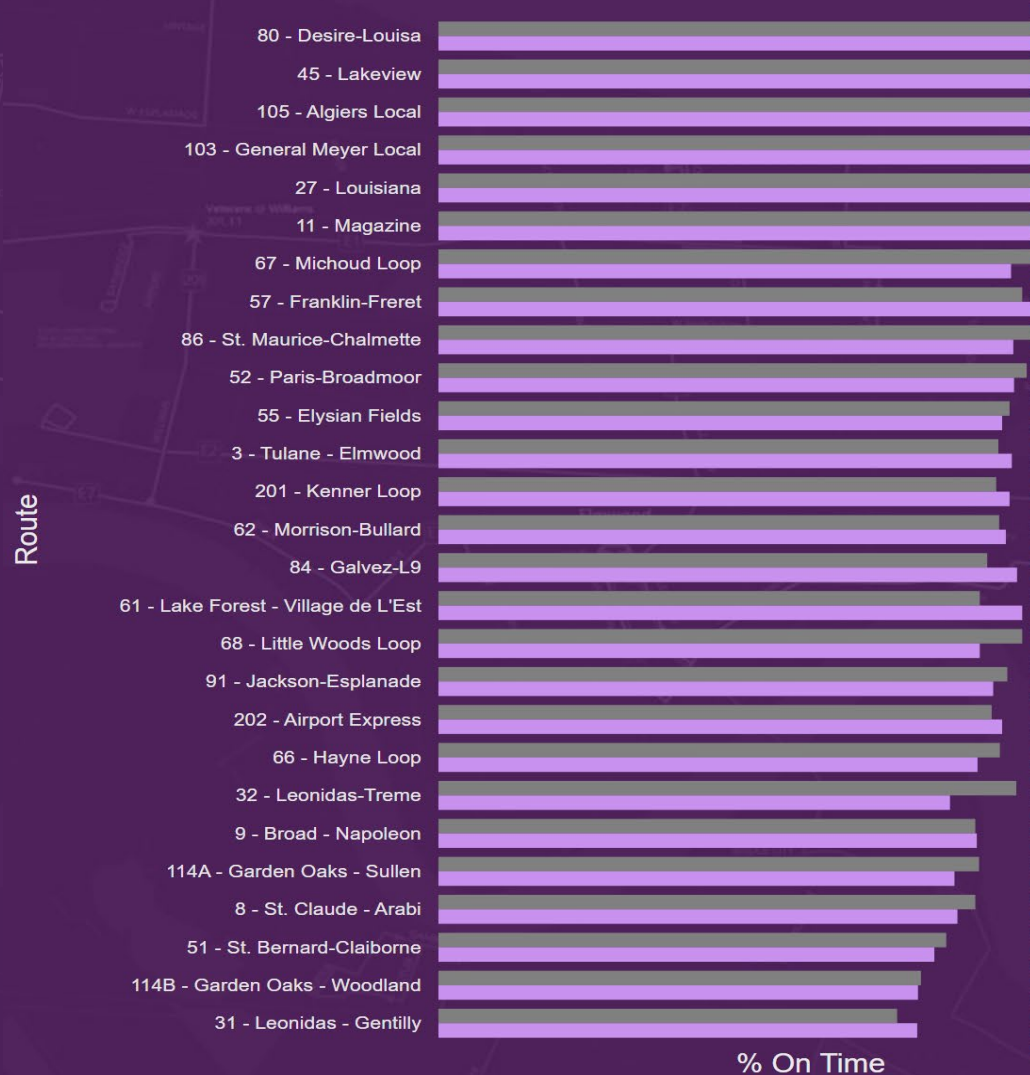


# On-Time Performance Route by Route : APRIL 2023

## % On Time by Route - Bus

Date ● March 2023 ● April 2023

≥ 80% GOAL

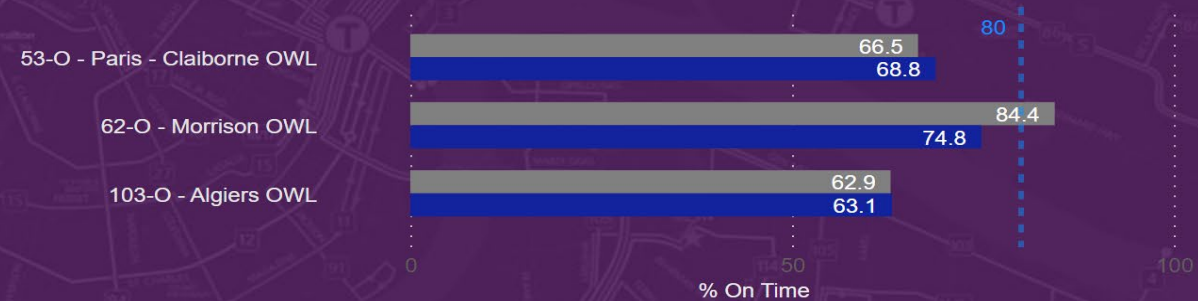


## % On Time by Route - Streetcar



## % On Time by Route - Owl Routes

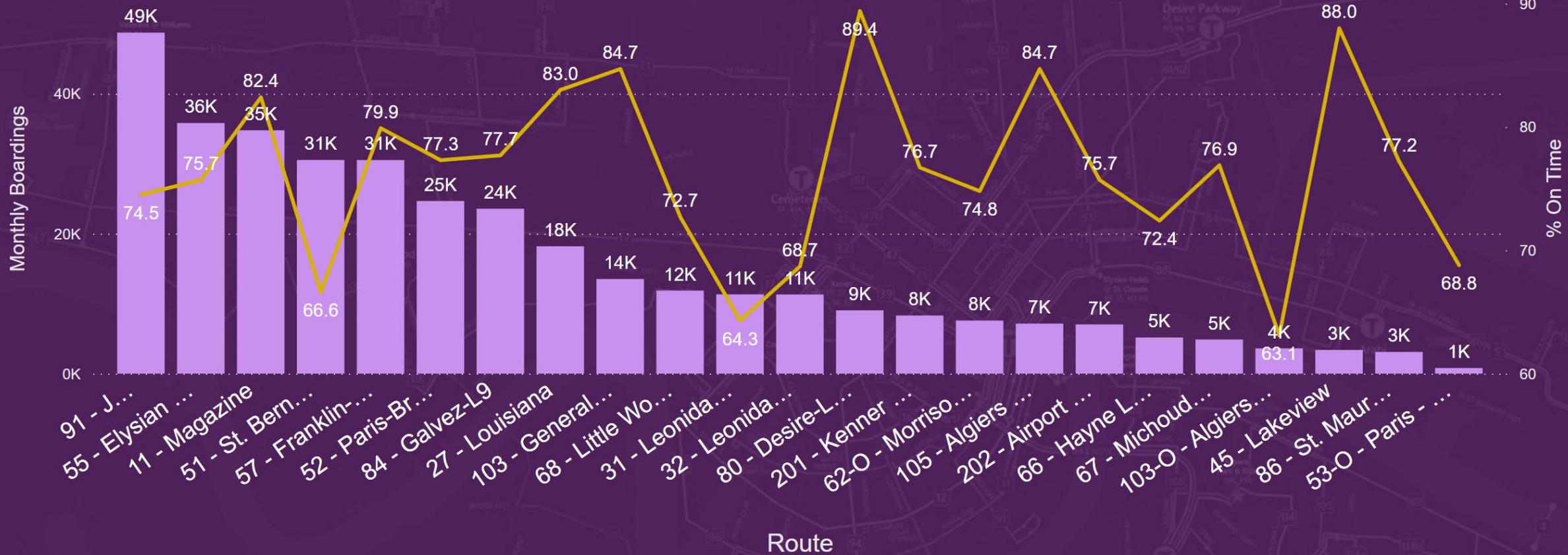
Date ● March 2023 ● April 2023



# Ridership and OTP: BUS APRIL 2023

Ridership and OTP by Route - High Frequency Bus

● Monthly Boardings ● % On Time



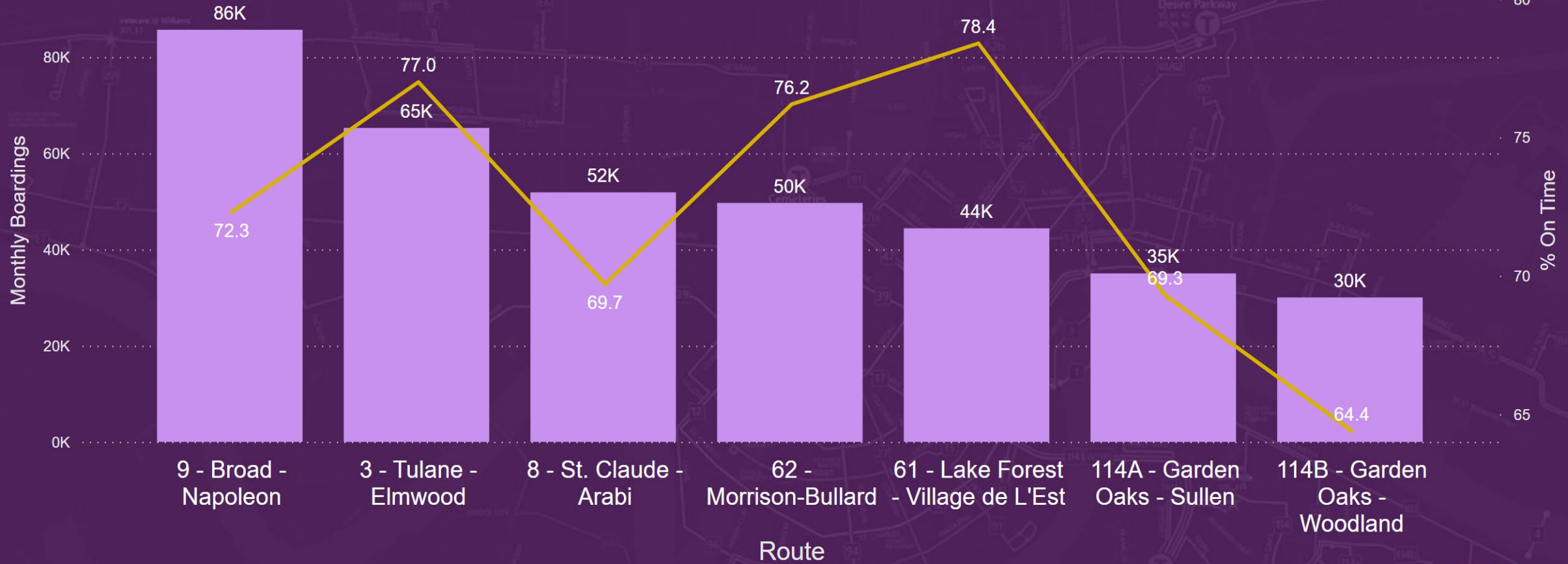


# High Frequency Routes: BUS

## APRIL 2023

Ridership and OTP by Route - High Frequency Bus

● Monthly Boardings ● % On Time



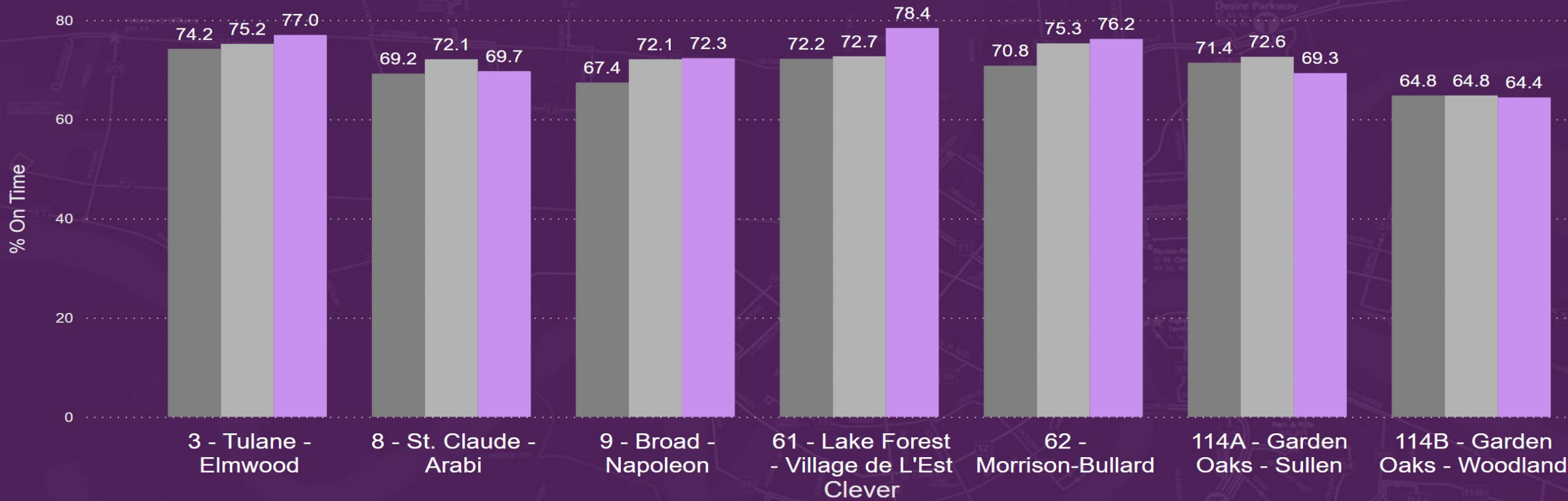
# On-Time Performance

## High Frequency Routes

### FEBRUARY 2023 to APRIL 2023

OTP by Month - High Frequency Bus Routes

Date ● February 2023 ● March 2023 ● April 2023



# Ridership by Route: STREETCAR

## APRIL 2023

Ridership and OTP by Route - Streetcar

● Ridership ● % On Time

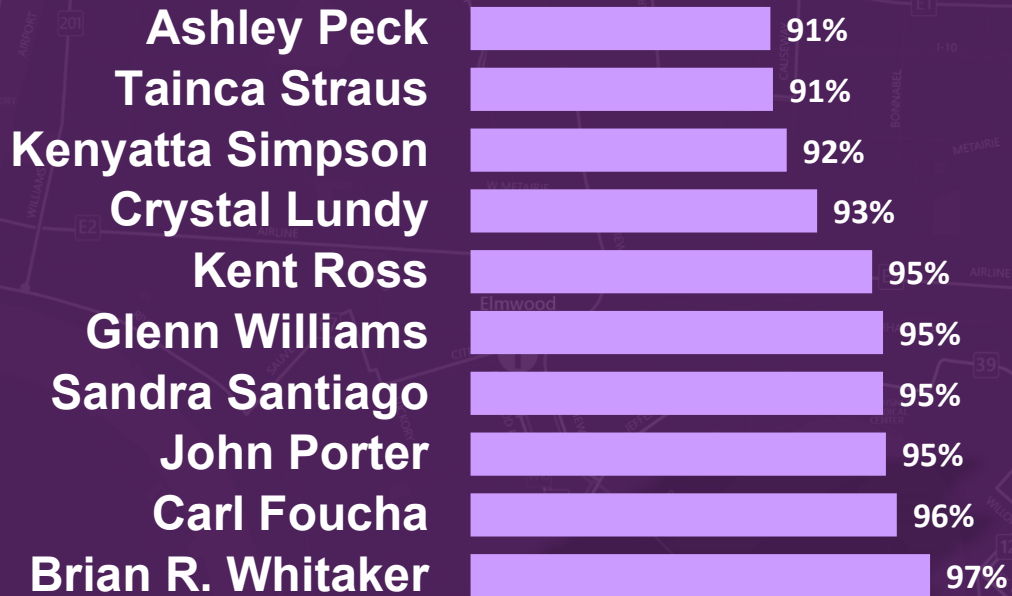




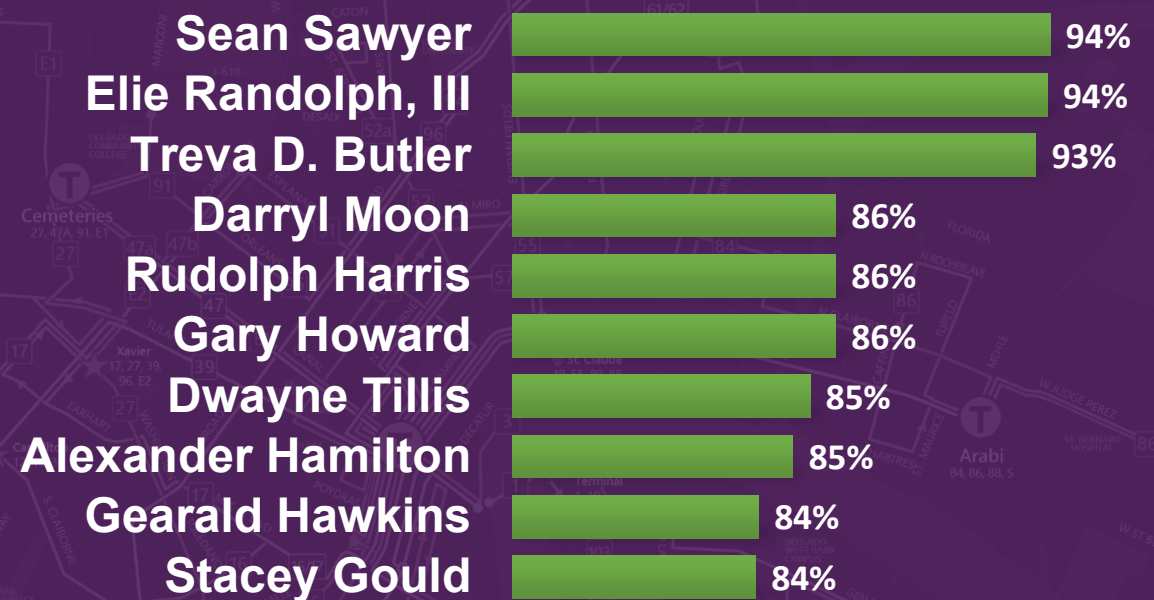
# Top Operators: On-Time Performance APRIL 2023



## BUS



## STREETCAR



## PARATRANSIT

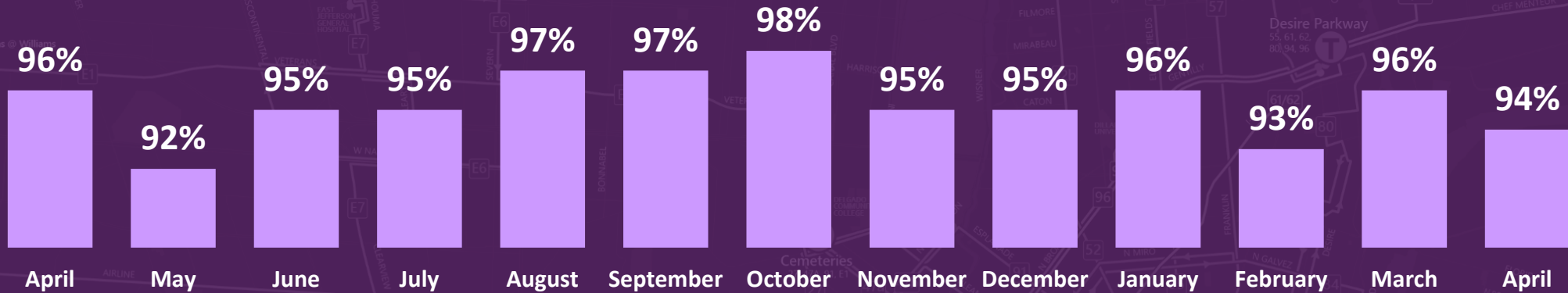


**RTA**

# Fixed Route Service Delivery

## APRIL 2023

100% Goal



	SCHEDULED REVENUE HOURS	ACTUAL REVENUE HOURS	% of REVENUE HOURS COMPLETED
<b>BUS TOTAL</b>	46,640.97	43,628.89	93.54%
ST. CHARLES	4,745.50	4,582.52	97%
RIVERFRON.UPT	1,602.80	1,510.22	94%
CANAL	4,693.00	4,571.84	97%
<b>STREETCAR TOTAL</b>	11,041.30	10,664.58	97%
<b>SYSTEM TOTAL</b>	57,682	54,292	94%





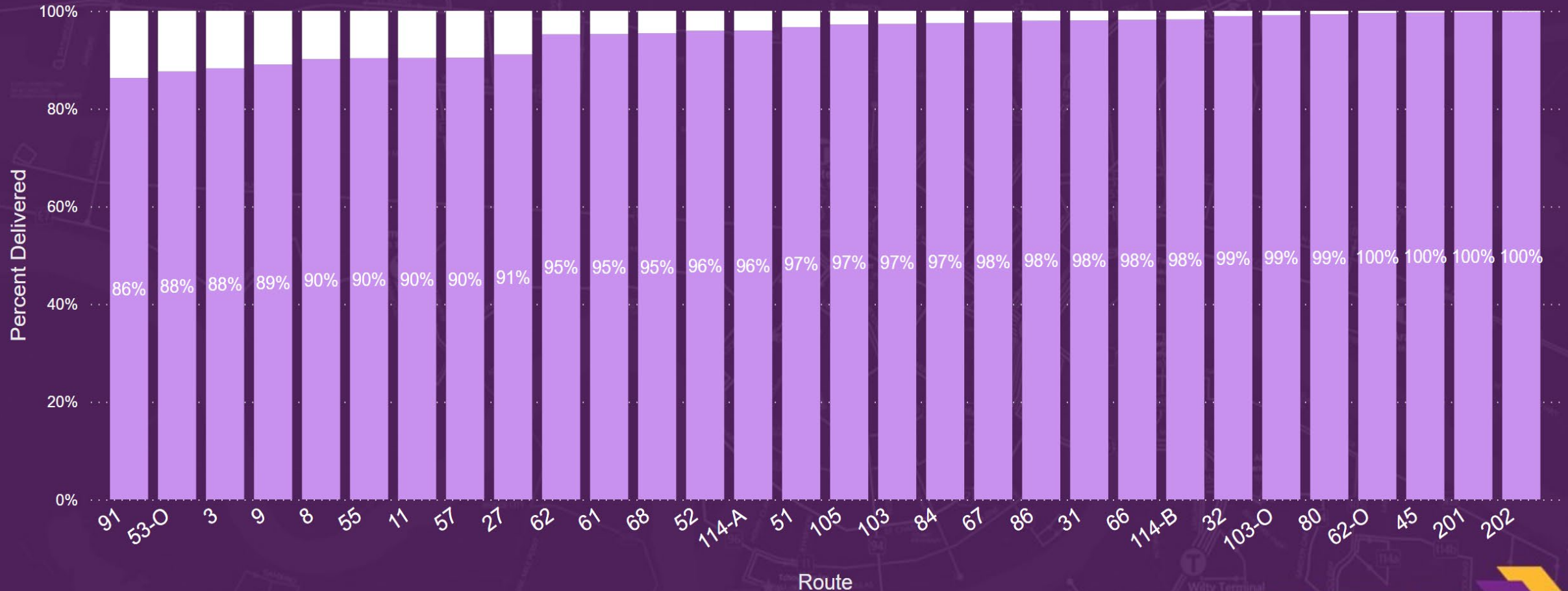
# Service Delivery by Route

## APRIL 2023

94%

Percent of Service Delivered

Percent of Service Delivered by Bus Line



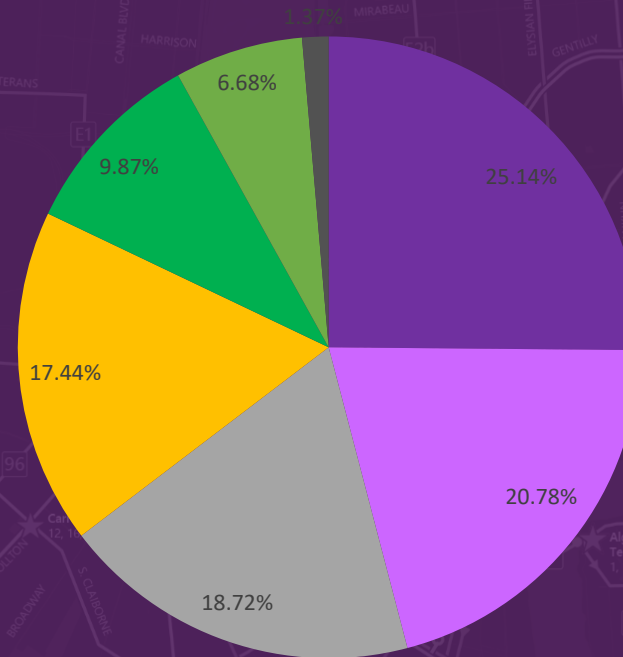
**RTA**



# Percentage of Short-Term Detours By Cause

## APRIL 2023

- Police Activity
- Road Closure/Construction
- Parade/Second Line
- Civilian Accident
- Festival/Game
- Undriveable Street/Track
- Mechanical (streetcar)



22 of the 30 Bus Service Routes were affected by Temporary Detours: **73.3%**  
4 of the 4 Streetcar Service Routes were affected by Temporary Service Delays: **100 %**

# Fixed Route Long-Term Detours

## APRIL 2023

- # 9 Broad/Napoleon (4/13/23) Road Construction
- # 31\* Leonidas/Gentilly: (9/25/22) - Road Construction  
\*\*\*No service on Palm-Monroe corridor.\*\*\*
- # 32\* Leonidas/Treme: - Road Construction  
\*\*\*No service on Palm-Monroe corridor.\*\*\*
- # 47, # 48, and # 49: (4/4/23) Slow Zone
- # 51 St. Bernard/Claiborne – Road Construction
- # 52 Paris/Broadmoor : (1/16/23) - Road Construction  
(1/20/23) - Road Construction  
Projected Completion Date Winter 2024

- # 53 Paris/Claiborne:  
(1/16/23) - Road Construction  
(1/20/23) - Road Construction  
Projected Completion Date Winter 2024
- # 55 Elysian Fields: (10/4/22)
- # 61 Lake Forest: (1/31/23) - Road Construction
- # 84 Galvez: (12/20/22) - Road Construction
- # 86 St. Maurice: (2/15/22) Undriveable Street

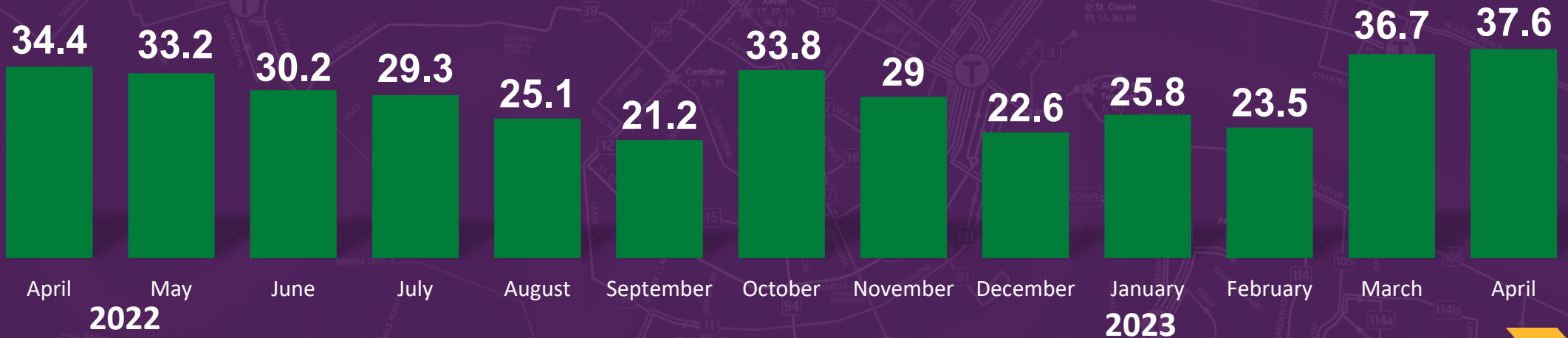
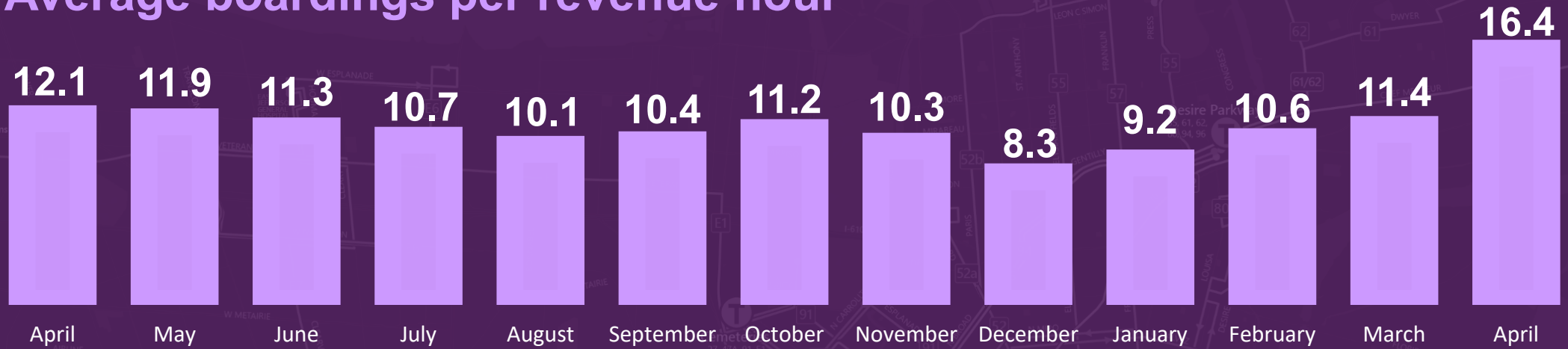
11 of the 34 Bus and Streetcar Service Routes are negatively affected by Long-Term Detours: **23.3%**

*\*these routes have been revised based on the long-term service adjustments.*



# Boardings per Revenue Hour

Average boardings per revenue hour

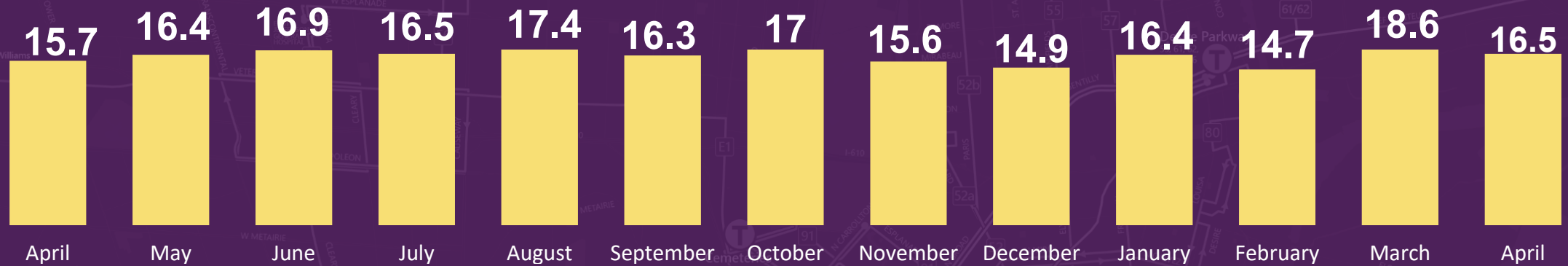


**RTA**

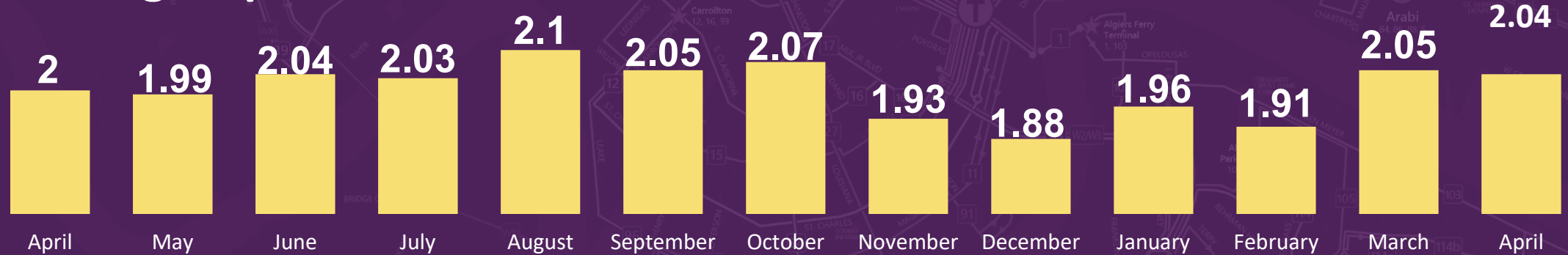


# Paratransit Ridership

April Ridership: 16.5K



Passengers per Revenue Hour\*



2022

2023

\*Average passengers divided by total per revenue hour.

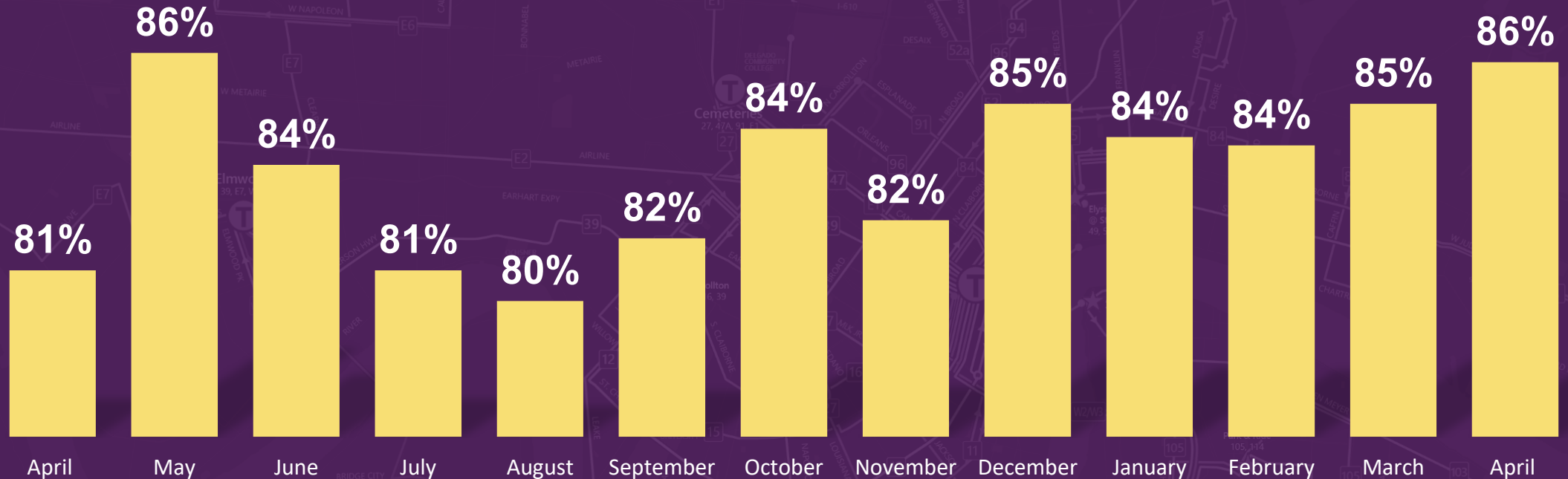
**RTA**



# On-Time Performance - Paratransit

The percentage of ADA Paratransit vehicles arriving to a scheduled pick-up location no more than 15 minutes early and no more than 15 minutes late

**GOAL: > 85**



**2022**

**2023**

**RTA**

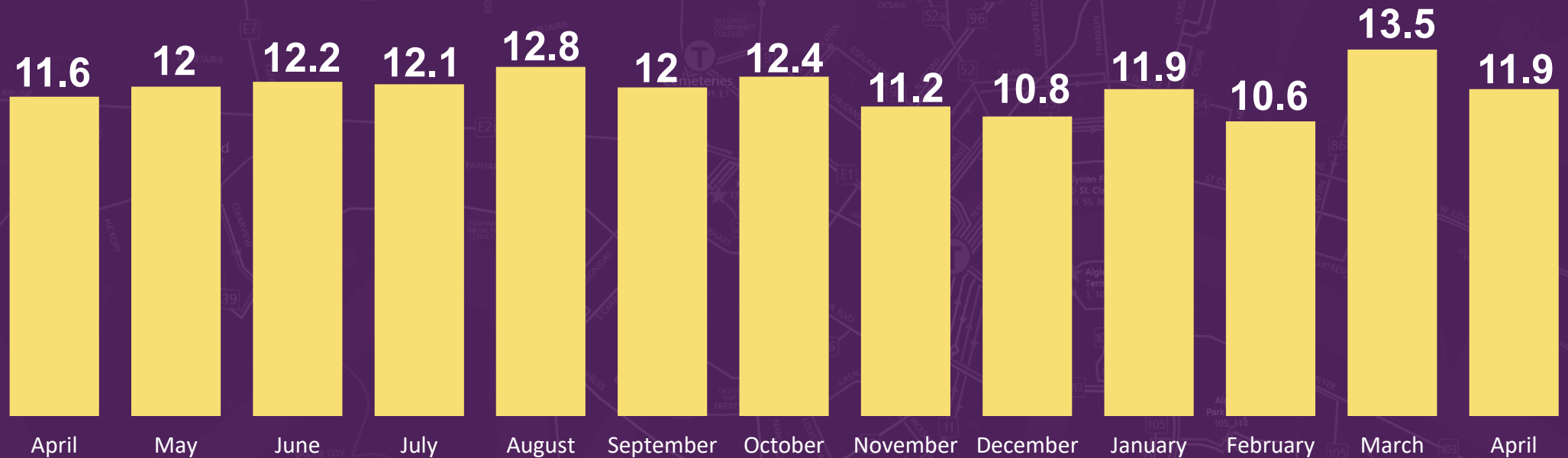


# Trips Completed - Paratransit

Total number of completed trips in a given month

## APRIL TRIPS COMPLETED

13.5K



2022

2023

**RTA**

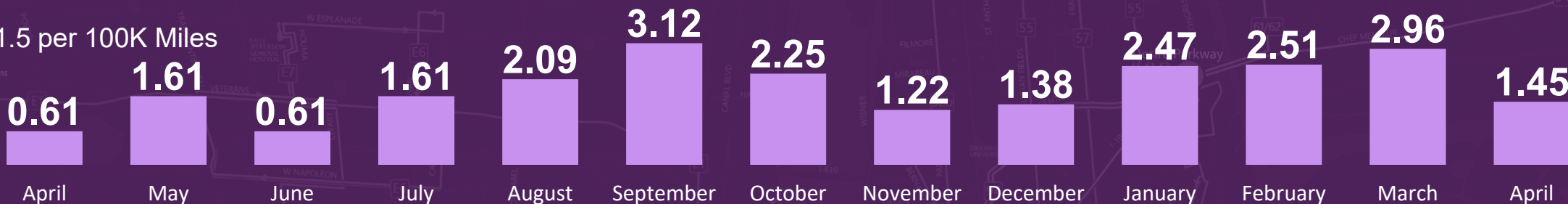




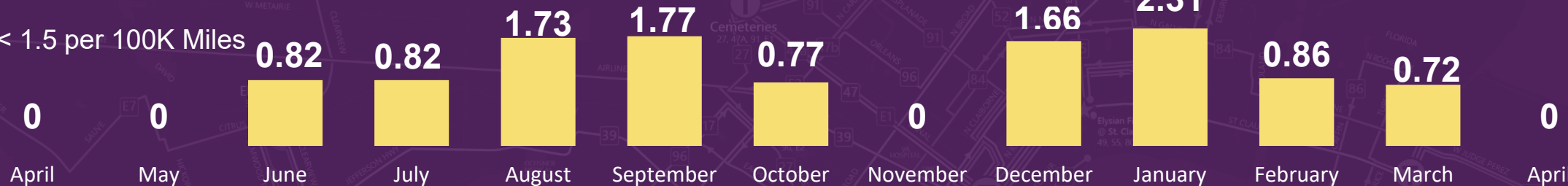
# Preventable Accidents

Accidents that occur due to lack of reasonable actions taken, including anticipating hazards or applying defensive procedures to avoid or prevent the accident

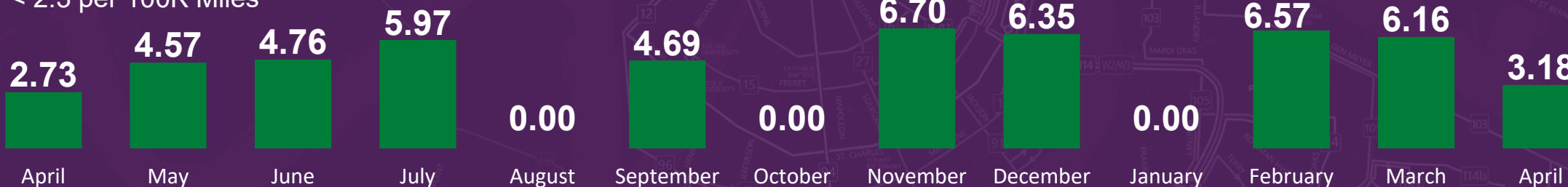
GOAL: < 1.5 per 100K Miles



GOAL: < 1.5 per 100K Miles



GOAL: < 2.3 per 100K Miles



2022

2023

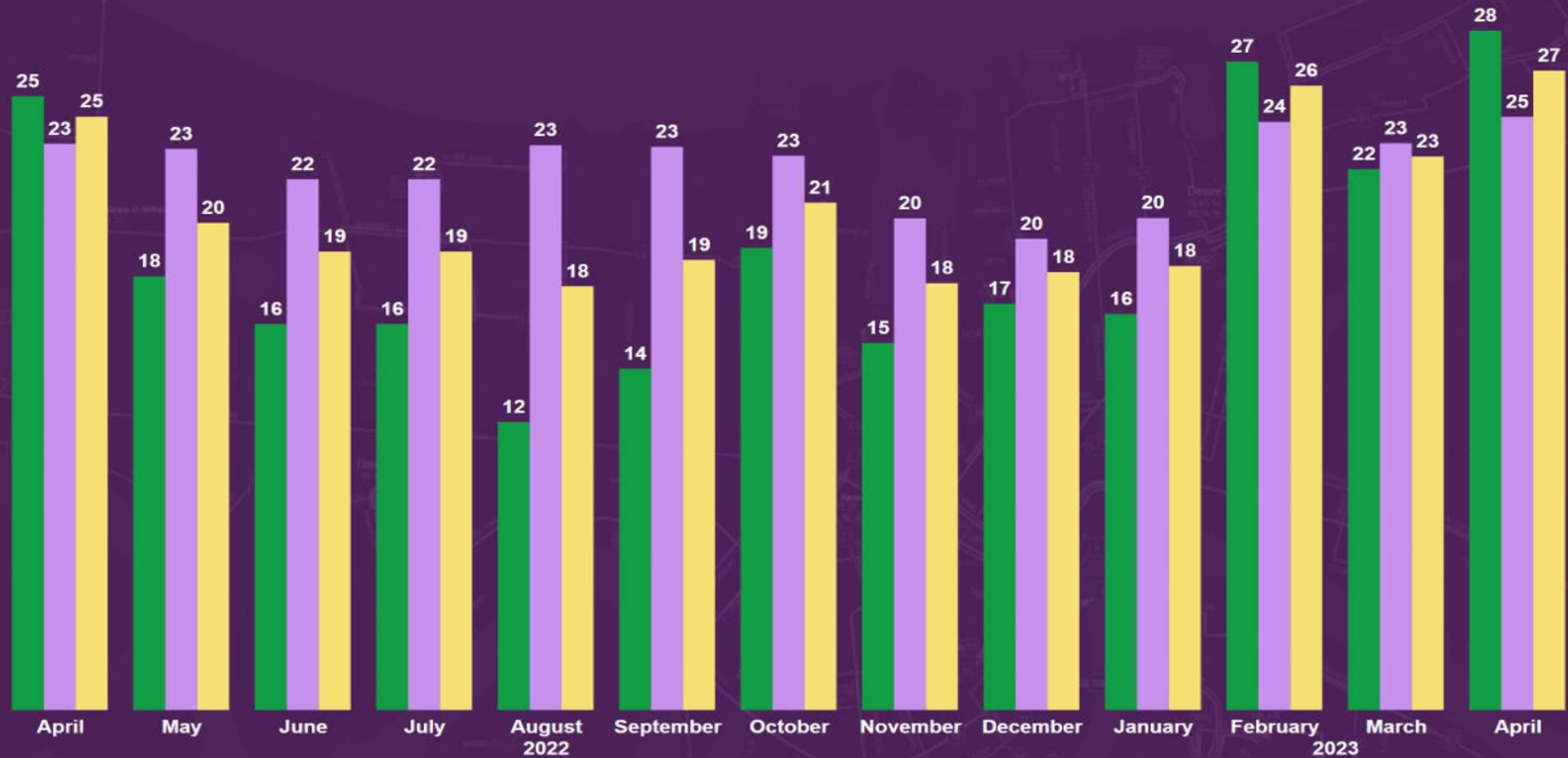
**RTA**





# Passenger Per Trip - Ferries

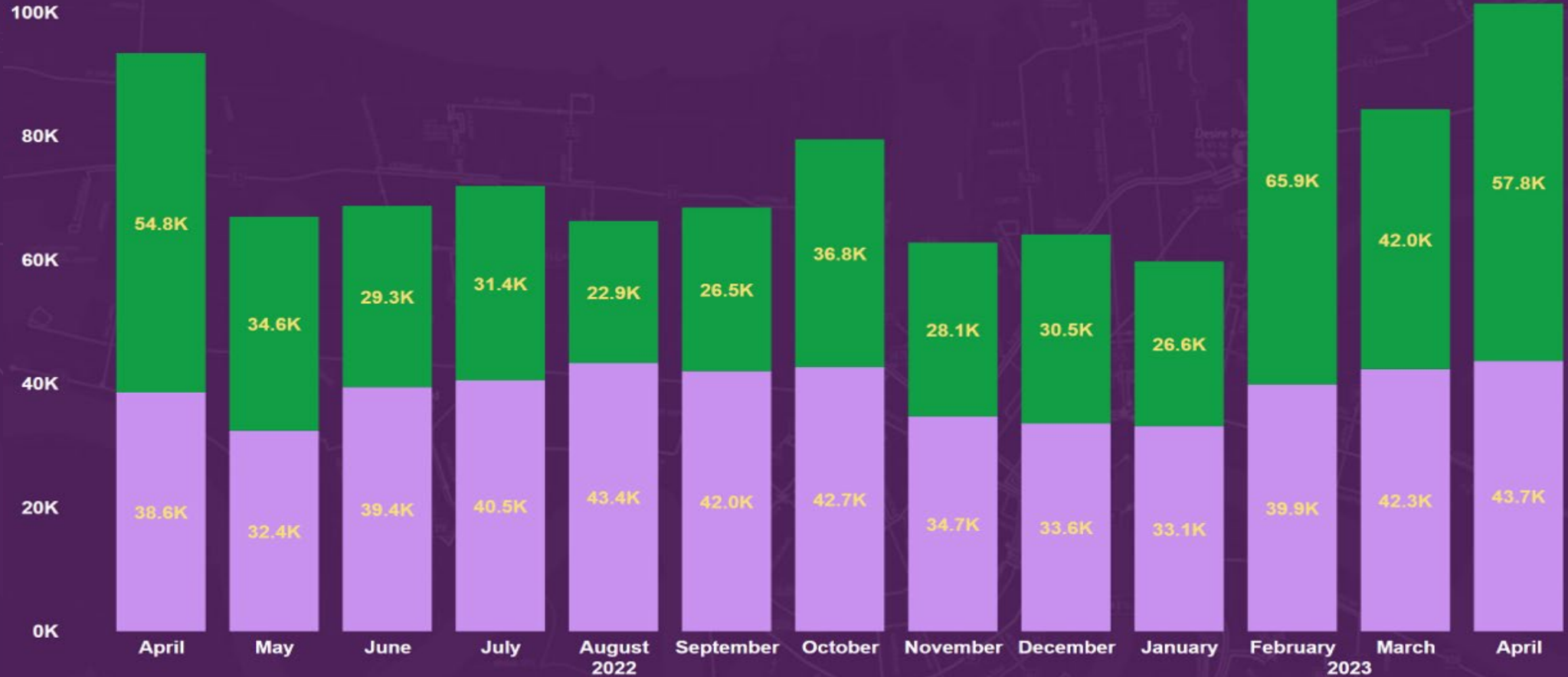
● Passengers per Trip - Canal ● Passengers per Trip - Chalmette ● Passengers per Trip - Total



# Ferry Ridership – APRIL 2023

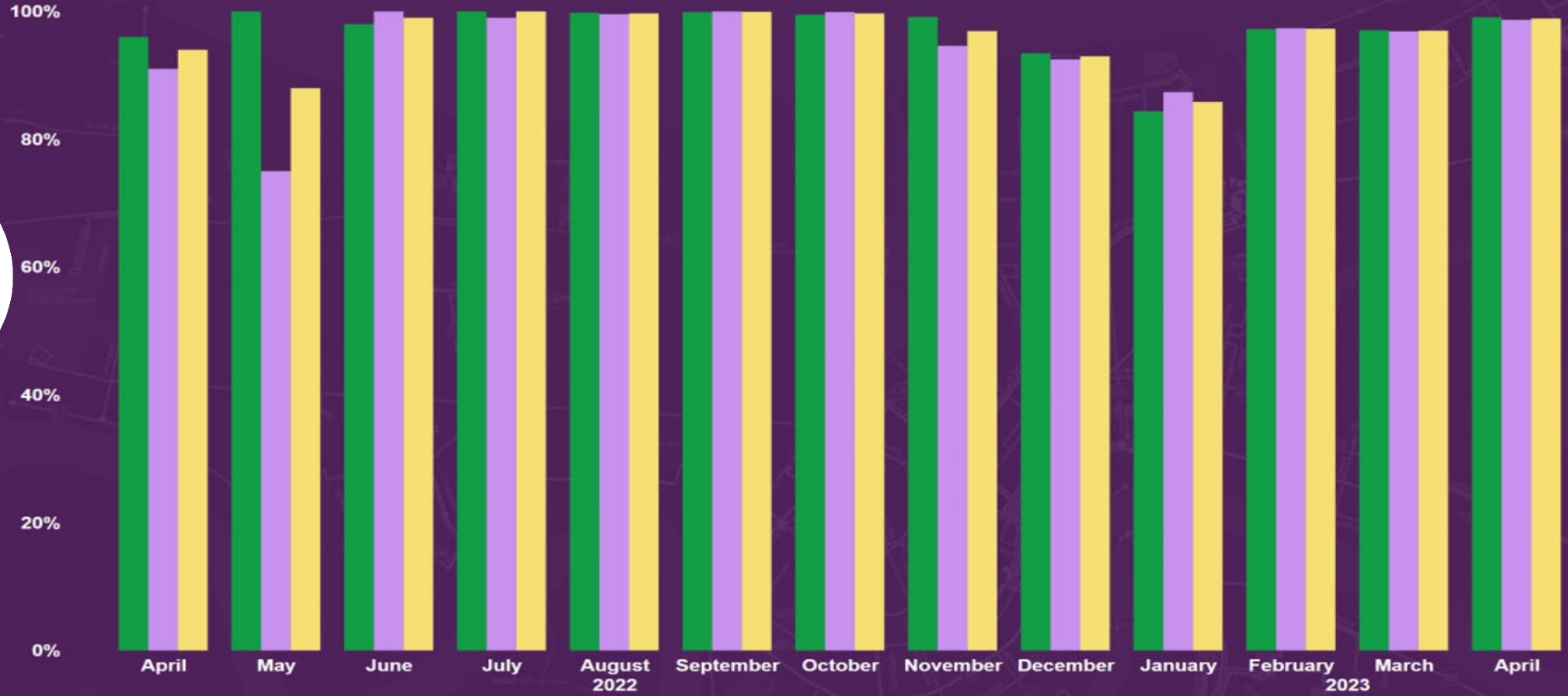
● Sum of Ridership - Chalmette ● Sum of Ridership - Canal

101.4 K



# Trip Completion-Ferries

● % Completed - Canal ● % Completed - Chalmette ● % Completed - Total



# ***Questions?***





# ***Agenda***

## **7. Chief Asset Manager Report**



# Fleet Data on Revenue Vehicles

## APRIL 2023 ALL MODES

### Average Number of Vehicles Out of Service

Bus: 50 daily average for the month  
Paratransit: 25 daily average for the month  
Streetcar: N/A

### # Required for Service Delivery

Bus: 97  
Paratransit: 42  
Streetcar: 19

### Average Number of Vehicles Waiting on Parts (Supply Chain Issues)

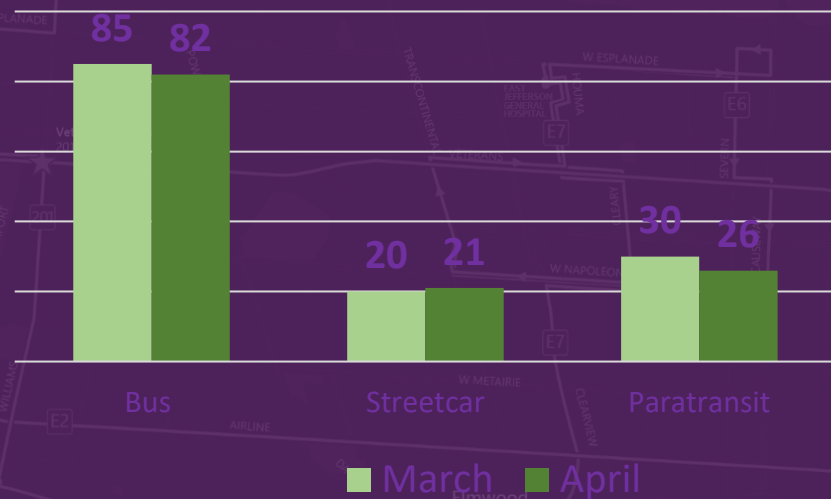
Bus: 6 daily average for the month  
Paratransit: 8 daily average for the month  
Streetcar: N/A

### Average Number of Vehicles at Outside Vendor

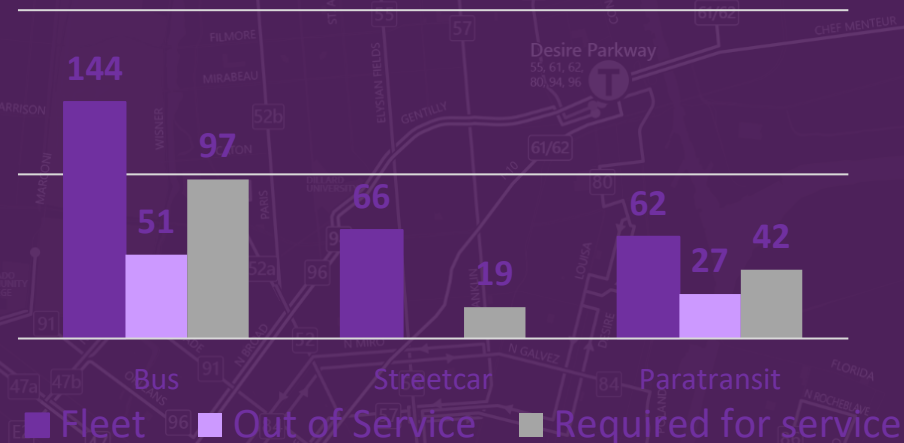
Bus: 9 daily average for the month  
Paratransit: 9 daily average for the month  
Streetcar: N/A



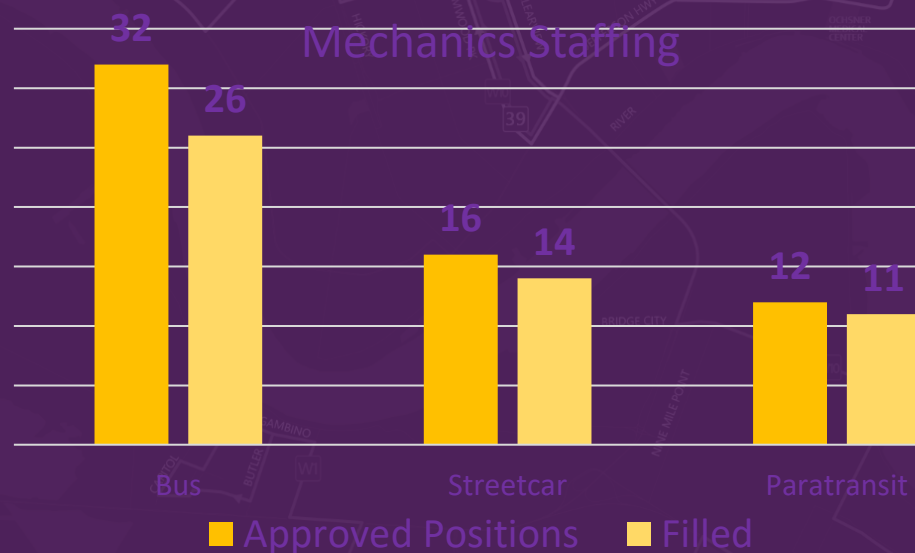
## Preventative Maintenance



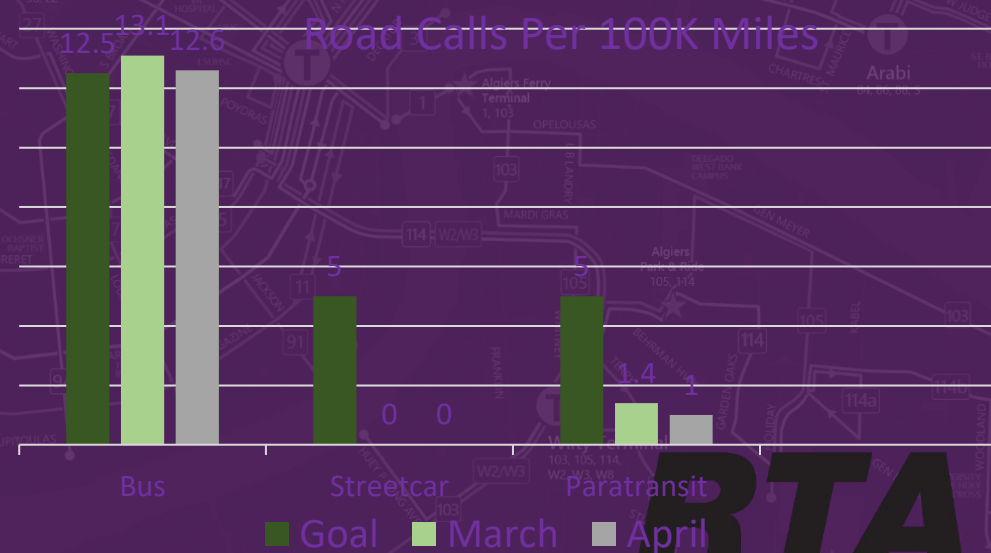
## Fleet Overview



## Mechanics Staffing



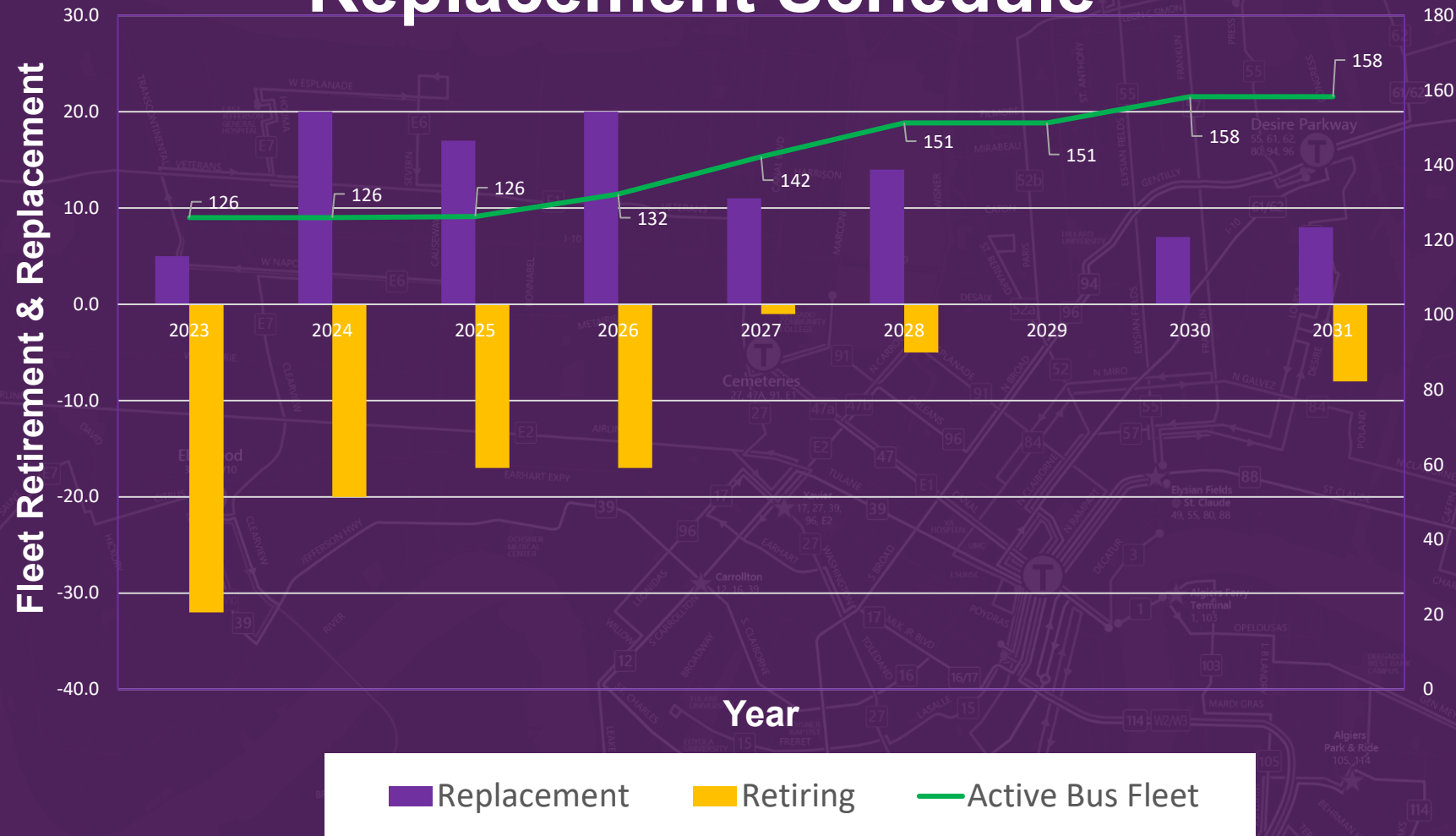
## Road Calls Per 100K Miles



Fixed Bus Overview				
Type	No. Buses	Age	Total Years	Avg. Miles
2004 MCI	2	19	38	148,651
2008 Orion	3	15	45	455,573
2010 Orion	53	13	689	585,486
2012 Orion	7	11	77	404,526
2010 Artic New Flyer	5	13	65	356,254
2012 Artic New Flyer	10	11	110	345,327
2019 New Flyer	8	4	32	189,911
2020 New Flyer	15	3	45	146,300
2021 New Flyer	22	2	44	123,025
2022 New Flyer	21	1	21	84,463
Total Fixed Vehicles	146		8 years	
Total Contingency Fleet	20			
Total Active Fixed	<b>126</b>			



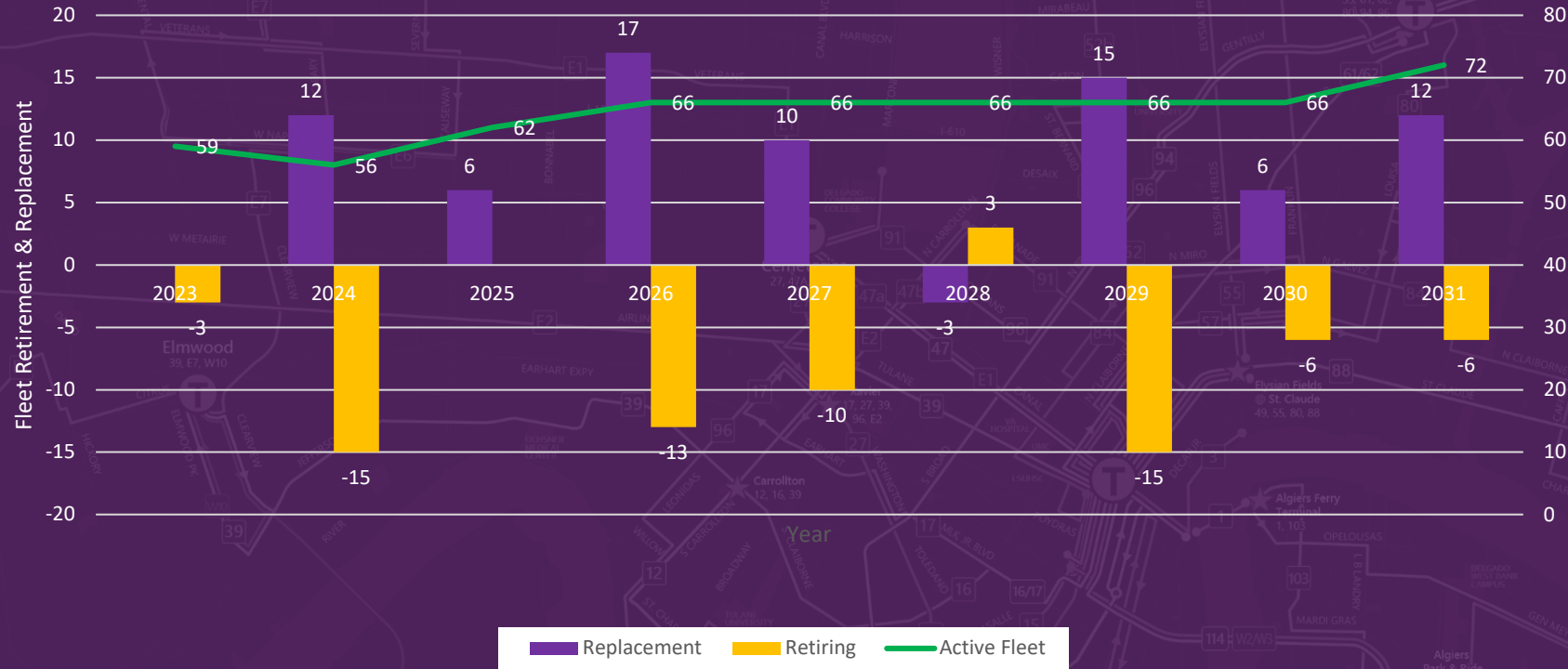
# RTA Fixed Route Bus Replacement Schedule





Para Fleet Overview				
Type	No. Buses	Age	Total Years	Avg. Miles
2015 Caravan	3	8	24	126,652
2016 E450	15	7	105	217,423
2019 Caravan	13	4	52	86,980
2019 E350	10	4	40	116,274
2021 Transit (demand)	3	2	3	33,644
2022 Transit	5	1	5	15,099
2022 E350	16	1	16	39,387
Total Active Fleet	65		3.8 years	
Total Para Vehicles	62			
Total Demand Vehicles	3			

# Paratransit Fleet Replacement





# PROCUREMENTS

- Inverters for the Red Street Cars - going to for board approval
- Oil and fluids contract extension
- Fuel card service
- Ram 1500 trucks
- Bus parts blanket PO – to go to bid in June
- Automotive parts blanket PO – to go to bid in June

# ***Questions?***





# Agenda

## **8. Chief Safety/Security Officer's Report**



# Public Safety Report: Crimes – May 2023

Crimes	Location	Count	YTD
Aggravated Assault			3
Aggravated Battery			1
Armed Robbery			1
Arson			
Attempted Motor Vehicle Theft			
Burglary	Other – In front of RTA facility	1	
Criminal Damage	Bus	3	8
Disorderly Conduct/Mask Refusal			1
Disturbing the Peace			
DUI			
Embezzlement/Fraud			
Fighting			
Forgery/Counterfeiting			
Homicide – RTA Transit			1
Larceny (Snatch/Pickpocket)			1
Larceny (Theft)	Bus	1	
Mental			
Motor Vehicle Theft			1
Narcotic Drug Laws			
Public Drunkenness			1
Rape			
Receiving Stolen Property			
Sex Crimes/Lewd			2
Simple Battery			1
Simple Robbery			1
Threats			1
Weapon Violations			

Note: Homicides that occur on RTA property are investigated by other law enforcement agencies. These cases are shown here for public information; however, the cases are reported by the outside agency and are not included in RTA crime statistics.



# Public Safety Activity Report – May 2023

Enforcement Efforts	Monthly Totals	YTD Totals
Arrests		4
Summons		
Calls for Service	31	148
Boarding Inspections	214	655
Ride Alongs	11	50
Unhoused Checks	35	124
Citations	3	24
Fare Evasion/Dispute		
TVM Count		
Written Warnings/Reports to Follow	27	119
Unhoused: Contacts & Referrals		
Contacts	36	151
Referrals		11



# Safety Report – April 2023

Preventable Safety Events by Mode				
Mode	Rate*	Monthly Totals	YTD 2023	YTD Comparison (2022)
Bus	1.45	4	51	34
Streetcar - Collisions	3.18	2	5	6
• Streetcar – Other State Reportable	--	0	2	0
Paratransit	0.00	0	5	2
Non-Revenue	--	2	2	9

\* Preventability rate = number of collisions deemed preventable based on agency standards per 100,000 revenue miles per mode. RTA's current goals are <2.3 for streetcar and <1.5 for bus and paratransit.

Workplace Injuries		
Monthly Total	YTD 2023	YTD Comparison (2022)
4	7	35

# ***Questions?***





# Agenda

## **9. Consideration of the Internal Audit Charter**

Adoption of the Internal Audit Charter

23-088



# Internal Audit Charter Definition

## Per the Institute of Internal Auditors (IIA)

The purpose, authority, and responsibility of the internal audit activity must be formally defined in an internal audit charter, consistent with the Definition of Internal Auditing, the Code of Ethics, and the Standards (IIA Standard 1000).

The charter is a formal document approved by the governing body (Board of Commissioners) and/or Finance Committee (governing body) and agreed to by the Chief Executive Officer. It must define, at minimum:

- Internal audit's purpose within the organization
- Internal audit's authority
- Internal audit's responsibility
- Internal audit's position within the organization



# ***Changes to the Internal Audit Charter***

The original Internal Audit Charter was a 4-page document. The updated Internal Audit Charter is now a 7-page document. The OIAC made changes in the following areas:

- Added language to clarify the Mission and Purpose of the OIAC
- Added the implementation of Auditing Standards
- Clarified the Authority of the OIAC and level of access to the Board, Executives, records, and personnel
- Added language to address impairments to the independence or objectivity of the OIAC
- Added language to clarify the roles and responsibilities of both the Director of Audit Compliance and the Manager of Audit Compliance
- Clarified the OIAC's roles and responsibilities with regards to audit reporting and compliance monitoring



# Key Takeaways

- 1. Establishes the activity's purpose and mission, scope, authority, responsibility, and reporting relationships**
- 2. Establishes reporting relationships that enable independence and objectivity**
- 3. Establishes internal audit's right to access all records and people to the extent necessary to carry out its work**
- 4. Requires the Office of Internal Audit and Compliance to comply with professional auditing standards**

# ***Questions?***





# Agenda

## **10. Update on RTA's Compensation Study**

RTA Compensation Schedule

23-086



## ❑ Why Pay Grades and Salary Ranges?

Pay grades and salary ranges will help the RTA set up fair compensation structures for all employees.

Best Practice: review of the general market every 3 - 5 years to remain within the current market values and economic trends in the workplace.



***Pay Grades  
and  
Pay Bands***

Grade	Minimum	Midpoint	Maximum
8	\$43,070	\$51,480	\$59,889
9	\$49,530	\$59,200	\$68,871
10	\$57,210	\$68,675	\$80,139
11	\$66,650	\$80,350	\$94,049
12	\$78,315	\$94,816	\$111,317
13	\$92,805	\$112,837	\$132,870
14	\$110,900	\$135,409	\$159,918
15	\$133,080	\$165,917	\$198,754
16	\$166,350	\$203,780	\$241,210
17	\$209,485	\$261,858	\$314,230
18	\$272,330	\$340,410	\$408,495



## ***Position Category in Pay Grade and Pay Band***

Grade	Position Category	Minimum	Midpoint	Maximum
8	Administrative Assistant	\$43,070	\$51,480	\$59,889
9	Administrative Assistant, Senior	\$49,530	\$59,200	\$68,871
10	Administrative Assistant, Principal	\$57,210	\$68,675	\$80,139
10	Analyst	\$57,210	\$68,675	\$80,139
10	Supervisor	\$57,210	\$68,675	\$80,139
11	Analyst, Senior	\$66,650	\$80,350	\$94,049
11	Professional, Entry	\$66,650	\$80,350	\$94,049
11	Supervisor, Senior	\$66,650	\$80,350	\$94,049
11	Manager	\$66,650	\$80,350	\$94,049
12	Analyst, Analyst	\$78,315	\$94,816	\$111,317
12	Professional, Senior	\$78,315	\$94,816	\$111,317
12	Supervisor, Principal	\$78,315	\$94,816	\$111,317
12	Manager, Senior	\$78,315	\$94,816	\$111,317
13	Professional, Principal	\$92,805	\$112,837	\$132,870
13	Manager, Principal	\$92,805	\$112,837	\$132,870
14	Director	\$110,900	\$135,409	\$159,918
15	Director, Senior	\$133,080	\$165,917	\$198,754
16	Director, Principal	\$166,350	\$203,780	\$241,210
16	Chief I	\$166,350	\$203,780	\$241,210
17	Chief II	\$209,485	\$261,858	\$314,230
18	Chief Executive Officer	\$272,330	\$340,410	\$408,495

# *Questions?*





# Agenda

## **11. Audience Questions & Comments**



# Agenda

## **12. New Business**



# Agenda

## **13. Adjournment**