



PINELLAS SUNCOAST TRANSIT AUTHORITY
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PERSONNEL COMMITTEE MEETING
AGENDA – NOVEMBER 17, 2015; 10:30 AM OR
AT THE CONCLUSION OF THE LEGISLATIVE COMMITTEE
PSTA AUDITORIUM

- 1. CALL TO ORDER**
- 2. PUBLIC COMMENTS**
- 3. ACTION ITEMS**
 - A. August 31, 2015 Meeting Minutes
- 4. INFORMATION ITEMS**
 - A. Revised CEO Evaluation Form
- 5. FUTURE MEETING SUBJECTS**
 - Approval of CEO Evaluation Form
- 6. OTHER BUSINESS**
- 7. ADJOURNMENT**



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PERSONNEL COMMITTEE MEETING
MINUTES – AUGUST 31, 2015

The Personnel Committee of the Pinellas Suncoast Transit Authority (PSTA) Board of Directors held a meeting in the Board Room at PSTA Headquarters at 12:30 PM on this date. The purpose of the meeting was to approve the June 24, 2015 meeting minutes and make a recommendation on the Chief Executive Officer's (CEO) Performance Evaluation. The following members were present:

Bill Jonson, Chairperson
Julie Bujalski, Vice-Chairperson
Janet Long, Secretary/Treasurer
Joe Barkley
Wengay Newton

Also Present:
Brad Miller, CEO
Patricia Johnson, PSTA Board Member
Alan Zimmet, General Counsel
PSTA Staff Members
Members of the Public

CALL TO ORDER

Chairperson Jonson opened the meeting at 12:34 PM.

PUBLIC COMMENT

There were no public comments.

ACTION ITEMS

Approve the Minutes - Mr. Newton made a motion, seconded by Mr. Barkley to approve the June 24, 2015 meeting minutes. There were no public comments. Motion passed unanimously.

Chairperson Jonson explained that Mr. Miller is scheduling one-on-one meetings with the individual Board members and suggested deferring the deadline for the evaluation ratings one month to allow for these meetings to occur. Mr. Barkley made a motion, seconded by Mr. Newton to defer the CEO evaluation recommendation for one month. There were no public comments. Motion passed unanimously.

[Ms. Long entered the meeting at 12:38 PM.]

CEO Evaluation Recommendation – Mr. Miller stated that he is already implementing a number of new initiatives in response to the evaluation comments such as having solid communication with the full Board. He indicated these meetings will take place at least every other month with Committee Chairs meeting monthly. Mr. Miller indicated that the weekly emails will continue every Friday and has taken steps to ensure that the Board is aware of emerging issues. He also explained that at the end of Board meetings, he will repeat his list of questions from the Board to ensure that no items are missed so he can follow-up with each issue raised.

Mr. Miller presented 16 new organizational accountability items and briefly reviewed each area. He also spoke about the short-term and long-term visions for PSTA utilizing the Path Forward plan.

Chairperson Jonson emphasized that the goal of today's Committee meeting is to decide what is best for the residents of Pinellas County in making a recommendation to the Board about the evaluation. Chairperson Jonson distributed three possible recommendations/options for moving forward.

Mr. Newton stated his belief that the Board should be focusing on the criteria in the Path Forward to evaluate Mr. Miller and made a motion to recommend Option A. Mr. Barkley seconded the motion adding that he believes it is important to recognize some accomplishments such as participation in the American Bus Benchmarking Group (ABBG), the successful Federal Transit Administration (FTA) financial audits, and the steps that are being taken to acquire new buses for the riders. Mr. Barkley stated that Mr. Miller has been with PSTA for four years and knows the system well, adding that he is recommending the continuation of the Path Forward plan and retaining Mr. Miller with a raise. Chairperson Jonson inquired about how much of a raise and Mr. Newton responded 3% which Mr. Barkley agreed.

Ms. Long asked if this recommendation will go to the Executive Committee or straight to the Board. Chairperson Jonson responded that the Executive Committee would also review the recommendation, but the Personnel Committee's recommendation will be

presented to the Board. Ms. Long commented that the timing of this evaluation is not right and expressed her surprise by the motion for Option A when 10 of the 15 Board members rated Mr. Miller a score of less than a three on a five-point system. She also noted that each year, the scores have declined. Ms. Long indicated that there have been some great achievements in the past six months, but the evaluation is not based on the goals and objectives that were given to Mr. Miller, so she does not believe the evaluation is helpful or fair to the CEO. She emphasized that the Board has an obligation to evaluate Mr. Miller on the Path Forward goals and objectives and what is best for the Agency. Ms. Long added that she is not supporting Option A.

Ms. Bujalski indicated that she will not support the motion. Chairperson Jonson mentioned some important accomplishments that have been achieved and stated his belief that Option C is not a good option. He indicated that he is leaning more to Option B than Option A.

Mr. Newton commented further that he has never seen another CEO work as hard as Mr. Miller, and stated his opinion that a lot of the Board's evaluation comments on the past. He added that since he believed there were not enough votes for Option A, he changed his motion to Option B. Mr. Barkley did not second; therefore, Option A was voted on and did not pass (2:3) with Ms. Bujalski, Ms. Long, and Chairperson Jonson dissenting.

Ms. Bujalski commented that she is concerned about the timing in Option B with waiting to have another review in March 2016. She said that the Board members have to do what is best to move the organization forward, to move transit options forward, and to be leaders on that front. She believes the community and the community leaders need to have confidence in PSTA's management to accomplish these goals and does not believe that the Agency can get there the way it is currently operating. Ms. Bujalski said that waiting to address this issue hurts the Agency's progress of rebuilding and suggested looking for new leadership now. She also suggested that the Board ask for Mr. Miller's resignation, and ask him to stay on until he finds a job or until the Agency finds his replacement. Ms. Bujalski made a motion for Option C, which was not seconded; therefore it failed.

Ms. Long suggested using Option B with an amendment so that it is not an open-ended mid-year assessment, but rather state "no later than March 31, 2016." She believes that the CEO should also be evaluated on the progress of the federal and state initiatives and how those initiatives help the Path Forward plan. Ms. Long made a motion, seconded by Mr. Newton to choose Option B, with a re-evaluation by March 31st.

Mr. Barkley asked for clarification as to what metrics will be used for evaluating the CEO by March 31st. Chairperson Jonson stated that a process would be initiated to update the performance metrics. Ms. Bujalski stated that she will not support Option B. The motion passed (4:1) with Ms. Bujalski dissenting.

OTHER BUSINESS

No other business was discussed.

ADJOURNMENT

The meeting was adjourned at 1:31 PM.

PSTA's CEO's Annual Performance Review Criteria

Evaluation period: _____ to _____

Evaluator's Name

INSTRUCTIONS

This evaluation form presents ten categories of rating criteria. Each category contains statements describing competencies or strategic goals related to PSTA's adopted Path Forward Strategic Plan. For each category, use the scale below to indicate your rating of the CEO's performance.

This evaluation form also contains the option of entering comments related to each of the categories. These comments may include responses to specific questions and any observations you believe appropriate and pertinent to the rating period.

Separately, this evaluation form contains an optional narrative evaluation offering the opportunity to provide additional feedback.

1 = Needs Improvement:

The incumbent does not consistently meet the performance expectations and/or demonstrates only a moderate level of proficiency in the required competency. Additional training or commitment is required. *This rating describes the employee who meets only the very minimum position requirements and whose performance needs improvement through development, experience and/or application.*

2 = Meets Expectations:

The incumbent consistently meets and may occasionally exceed performance expectations while demonstrating proficiency in the required competency. *This rating describes the employee whose overall performance is satisfactory, and consistently meets the expectations of the Board.*

3 = Exceeds Expectations:

The incumbent consistently exceeds performance expectations while demonstrating a high level of proficiency in the required competency. *This rating is used as recognition for extraordinary accomplishments that have significant impact on the organization.*

When completed, please sign and date the form and forward it to the Board Chairperson. The results will be summarized and placed on the agenda at a future meeting. The individual forms, accompanying summary, and other agenda materials will be included in the public record.

For the rater's convenience, the rating scale appears in the header on each of the following pages.

SECTION 1: CEO'S FUNCTIONAL COMPETENCIES

Considering the competencies listed, please note your score for each category in the space provided to the right of the category heading.

1. Improved Board Member Communication

Score: _____

- Increases opportunity for one-on-one and telephone discussions on issues and agenda review. *(75+ 1-on-1s with all 15 Board members).*
- Provides informative weekly email updates. *(Ongoing).*
- Notifies Board of emerging issues including upcoming media stories. *(Ongoing).*
- Provides effective and timely responses to Board Member questions/requests *(Ongoing).*

Comments related to this category. (Optional)

2. Increasing Organizational Accountability

Score: _____

- Implements Path Forward Strategic Plan Goals in PSTA management and departmental goals. *(Completed.)*
- Oversees compliance with PSTA's Legislative Affairs performance objectives by PSTA's contractors. *(Completed)*
- Implements Route Performance Monitoring and American Bus Benchmarking results to advise the Board with data-driven recommendations. *(Completed and Ongoing).*

Comments related to this category. (Optional)

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

3. Succession Planning Throughout PSTA Organization

Score: _____

- Identifies acting CEO during CEO absences. *(Ongoing.)*
- Identifies and develops strong assistant leadership so long-term sustainability of the organization is maintained. *(Chief-level leaders of organization's developmental requirements identified and addressed.)*
- Implements ongoing succession planning activities for PSTA's top management level positions to ensure continuity. *(Underway. Board presentation to be made in Spring, 2016.)*

Comments related to this category. (Optional)

SECTION 2: PSTA PATH FORWARD STRATEGIC PLAN



4. Focus on Customer-Oriented Public Transit

Score: _____

- **Improvement** - Develop a plan for improved transportation in Downtown St. Petersburg through a customer-oriented grid-network replacing the Williams Hub Grid. *(St. Pete Council Approved 11/12/15, PSTA 12/9/15, Implementation 2/14/16.)*
- **Outreach** - Maintain a broad Community Outreach effort including development of a strategic communication plan. *(Consultant RFP Issued, Board presentation 1/2016)*
- **Service** - Complete targeted Customer service training program and track progress through regular customer satisfaction surveys. *(Completed – survey completed 11/2015.)*
- **Workforce Development** - Negotiate a new Collective Bargaining Agreement that includes performance-based compensation. *(Negotiations underway, On schedule for January Board consideration.)*

Comments related to this category. (Optional)

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations



Score: _____

5. **Strong PSTA Governance & Effective Public Transportation Leadership**

- Develops and strengthens partnerships with regional partners such as the Pinellas MPO and HART. *(Joint Board meetings with both agencies, substantially increased CEO coordination).*
- Supports the PSTA Board and Advisory Committees in their efforts to assist the PSTA Board. *(Committee attendance up, ongoing.)*
- Recommends and implements board meeting efficiencies that ensure board discussions are policy-oriented with appropriate and insightful public input. *(Board Executive Committee recommended and Board approved 5 specific improvements, new online agenda management solution identified to be implemented in 2016).*
- Supports pilot programs that support PSTA community and PSTA plans such as first-, last-mile transportation alternative partnerships with taxicabs and transportation network companies. *(Pilot program with Uber first in United States.)*
- Ensures new Board Members are welcomed and quickly included in policy discussions and Board leadership transitions are managed smoothly. *(Ongoing.)*

Comments related to this category. (Optional)

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

6. **Provide Effective, Financially Viable Public Transportation that Supports our Community**



Score _____

- Prepares a balanced budget to provide services at a level intended by the Board and to advance the Board's strategic initiatives. *(Completed.)*
- Exceeds requirements to encourage public and customer input on financial resource decisions. *(Completed.)*
- Demonstrates a commitment to sustainable decision-making (financial, environmental, and social). *(Completed as demonstrated by bus replacement purchase analysis.)*
- Maintains PSTA's industry leadership position in efficiency and strategic cost control measures. *(FY2016 Budget \$2M less than FY2015 Budget, ABBG Draft 2015 Report shows PSTA Lowest Cost.)*

Comments related to this category. (Optional)

7. **Sustainable Capital Program**



Score _____

- Increases advocacy by hiring a federal lobbyist and monitor state and federal performance towards implementing Board priorities through performance metrics. *(Completed.)*
- Initiates discussions with the Pinellas MPO to consider future prioritization of Federal STP Funds for public transit capital investments. *(Completed.)*
- Develops a sustainable capital program prioritizing long-term bus replacement requirements. *(Completed.)*

Comments related to this category. (Optional)

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

8. Customer-Oriented Service Redesign



Score: _____

- Develops and advances a strategic implementation plan. *(Completed and reduced 10-phase plan to 3 phases at Board request.)*
- Identifies innovative transportation alternatives for all affected routes/corridors. *(Completed.)*
- Uses a well-balanced combination of data-driven and customer sensitive approaches. *(Ongoing.)*

Comments related to this category. (Optional)

9. Incremental Expansion



Score: _____

- Advances the Central Avenue BRT project through federal, state, and local advocacy. *(Completed.)*
- Develops coordinated legislative priorities that garner significant local support so state and federal partnerships can be achieved. *(Completed.)*
- Leverages partnerships with HART (advanced fare payment), MPO, and community partnerships to expand service alternatives. *(Completed.)*

Comments related to this category. (Optional)

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations



10. Visionary Service Design: Increase Public Transit Access

Score: _____

- Supports pilot programs that support PSTA community and PSTA plans such as first-, last-mile transportation alternative partnerships with taxicabs and transportation network companies. (*Pilot program with cabs and TNC's first in United States.*)
- Makes incremental progress towards implementing the Community Bus Plan goals of a customer-oriented, efficient grid network. (*Expanded Services including grid in Downtown St. Pete to be implemented in February, 2016.*)
- Seeks out new innovations, advanced technologies, and how PSTA's transit services might benefit from these investments. Develop a plan for piloting electric bus technology. (*Ongoing. Planning technology update as part of annual PSTA Board Workshop.*)

Comments related to this category. (Optional)

Rating Scale: 1 = Needs Improvement, 2 = Meets Expectations, 3 = Exceeds Expectations

NARRATIVE EVALUATION (optional)

What would you identify as the CEO's strength(s), expressed in terms of the principal results achieved during the rating period?

What constructive suggestions or recommendations can you offer the CEO to enhance performance?

What comments do you have for the CEO (e.g., priorities, expectations, goals, or objectives for the new rating period)?

Thank you for providing feedback.

Evaluator's Signature

Date