

PSTA's CEO's Annual Performance Review Comments

SECTION 1: CEO'S FUNCTIONAL COMPETENCIES

1. Improved Board Member Communication

Comments related to this category.

Deighton (5) – All performed exemplary.

Scott (4) – Regular one on one meetings with Board members are valuable and important

Diamond (4) – I appreciate the CEO's efforts to reach out to me and respond to my questions. The weekly updates are very helpful.

Gerard (4) – I think Brad has made a concerted effort to communicate with each individual Board member which helps to reduce confusion and conflicts. The weekly email updates with media coverage help immensely. Brad has responded to my questions and requests promptly and effectively.

Barkley (5) – Added weekly email updates. Provides "heads up" information on key issues. Holds monthly meetings with committee chairs.

Jonson (4) – Regular weekly updates are provided via email. Have established a regular process for scheduling regular face to face meetings. Surprises have been eliminated. Thank you.

Long (4) – Brad has done a very good job during the last six months to keep the Board informed. He has been much more open to listening and taking actions on items important for the success of the PSTA organization. Brad deserves credit for working so hard on this area.

Eggers (3) – The improved communications with the Board members I believe expectations to maintain the level of communication especially during this "heightened transition period."

Rice (4) – Video updates a great improvement.

Bevis (4) – Communication has improved.

Fenger (5) – I feel Brad has an "open door" communication line, including his employees. I feel informed/up to date on issues and don't hesitate to reach out to his office knowing I will receive an answer.

2. Increasing Organizational Accountability

Comments related to this category.

Deighton (5) – Team goals achieved. Clear Benchmarking presentation.

Scott (2.5) – I believe organizational accountability ultimately extends to and includes public relations and public perceptions of the Agency. PSTA continues to experience negative/poor relations with the press which erodes public/tax payer confidence in the Agency's ability to operate efficiently. As such, building public support for future transit improvement/expansion becomes more difficult.

Diamond (4) – The CEO has done a good job at using benchmarking and data as accountability tools

in his management of the agency.

Gerard (4) – Brad refers frequently to the Path Forward Plan and ties issues and actions to the plan effectively. I appreciate seeing how PSTA “measures up” with other systems, and look forward to more data driven planning as a result.

Barkley (5) – As head of PSTA, worked with Legislative Affairs to get higher profile for PSTA. As head of PSTA and our representative on American Bus Benchmarking Group, provides a tool to evaluate PSTA’s performance with other similar bus lines across the country. Appeared on the cover of February issue of MASS TRANSIT magazine.

Eggers (2) – There has been a great deal of reference to Path Forward, but I believe improvement is needed on connecting strategies with action. Mention of benchmarking has caught my attention, but I am not clear how much is used versus performance measurements.

Jonson (3) – The big stuff exceeds expectations, but sometime small promises slip.

Long (3) – Brad is much more focused on attention to detail and has begun to be much more strategic in the decision making process. There is much more work to be done in the area of our public press conferences. In two of the really important ones that I attended the microphone was not turned on and the sound was not working properly. This should not be the case and gives a poor perception of Brad and the organization. More preparation and practice should be put in place to insure that this does not happen again.

Fenger (5) – Since coming on board, Brad has stressed the Path Forward and has had it incorporated into many documents, staff presentations, and more. I feel it’s being branded to PSTA effectively.

3. Succession Planning Throughout PSTA Organization

Comments related to this category.

Deighton (5) – All proceeding fine.

Bujalski (2) – As discussed in a number of Planning & Executive Committee meetings, there was a clear direction to have a succession plan for the CEO position. That would include a Deputy CEO/Director. While identifying an acting CEO during absences, it does not solve the overall succession planning for Department Heads. What is under the Board Members preview is the CEO succession planning which is undoubtedly the most important position of the organization. If for whatever reason something happens to the CEO, we need an immediate & qualified person to step in. Without that, as Board members, we’ll be in an awkward position – reviewing Department heads to possibly fill in without the benefit of truly knowing their day to day operations capabilities. For reasons beyond my understanding, and based on past conversations with Brad, I believe there has been reluctance to follow through with this direction.

Diamond (4) – I see that the CEO is including other senior leaders in his work and key meetings; this is important leadership development.

Gerard (3) – Brad has strong and talented individuals in top management positions. I look forward to seeing the plan for growing the “farm team.”

Barkley (4) – Strong executive training program in place. Strong department heads in place currently. CEO substitute ID plan is in place in the event of CEO being out of office.

Jonson (3) – I observe this item is pending and a report will be presented at the April 2016 Board meeting.

Long (2) – While I realize that Brad has begun a process, he has been very reluctant to embrace this

issue and it is a problem that should have been addressed a few years ago. It is long overdue and I look forward to hearing and learning more about his plan.

Eggers (3) – Clearly this rating is based on current condition and would look to review score based on the succession planning coming in April.

Rice (3) – Doing well overall. Note that some Board members want clearer communication about this.

Bevis (3) – Know it happened once and was assured wouldn't happen again. Not sure about bullet 1.

Fenger (4) – If Brad treats succession planning as he does Board communication, then I think they will be off to a good start. Looking forward to April presentation.

SECTION 2: PSTA PATH FORWARD STRATEGIC PLAN

4. Focus on Customer-Oriented Public Transit

Comments related to this category.

Deighton (5) – Strong grid work. Collective bargaining strong.

Scott (4) – Good progress has been made on all points; however, we need to be sure that listening is as much a part of our outreach as communicating is.

Diamond (5) – I think the CEO has done a very good job of focusing on customer-oriented transit. The redesign of the routes for downtown St. Petersburg to bring a modern, grid-network was a welcome and well implemented change. I commend the CEO for hiring an outside firm to assess our customer service, and to identify areas where we can further improve. The CEO has been willing to examine these issues critically, and that shows his focus on providing the best possible customer service for our riders. That is good leadership.

Gerard (5) – All identified steps in the plan to date have been accomplished with little drama and few setbacks.

Barkley (5) – Hub-to-Grid changeover activated. Constant/ongoing outreach programs in place.

Jonson (4) – I was disappointed with the initial Strategic Communications Plan that was so outward focused. Good progress on St. Pete grid. Good satisfaction survey results. Collective Bargaining agreement is in progress.

Long (4) – Brad has done a remarkable job of implementing the goals and objectives of this particular section of our strategic plan. This has not been an easy task and he had many moving parts so I commend the success and look forward to the day when service is even better and more dependable than it is now. I also have a continued concern about the turnover in our new bus drivers. Increased pay scale should help to alleviate this issue.

Eggers (4) – Reaching out to communities and implementing changes in downtown St. Pete and with “first mile last mile” work in Pinellas Park and East Lake is a marked improvement. New contract should ensure continuity.

Bevis (3) – Our customer outreach is much better.

Fenger (5) – I value the approach Brad & his team has taken to improve outreach. This is by far one of the most difficult tasks all gov't agencies struggle with and his team is getting in the community. I look forward to Board members having participation.

5. Strong PSTA Governance & Effective Public Transportation Leadership

Comments related to this category.

Deighton (5) – Strong support with MPO. First/last mile program new to all USA.

Scott (3) – Recent officer elections, while the exception to the norm, was not a shining example of our governance capabilities. Brad provides good support and resources for committees and the Board to operate effectively.

Diamond (4) – This is a critical area. Our CEO has done a great job in pushing for PSTA to coordinate with other agencies and regional partners to better serve the residents of Tampa Bay.

Gerard (4) – Partnerships are becoming stronger between PSTA and MPO and HART. Meeting run smoothly. Programs have been successful and are innovative.

Barkley (5) – Constant interaction with Pinellas MPO, TBARTA/and other local and regional organizations as well as HART and major Pinellas municipalities. Instituted Hub to Grid route system. Instituted relationship with cab companies and UBER to provide additional coverage for areas where minimal ridership exists.

Jonson (5) – Significant innovation partnership with Uber and Taxi Company.

Long (3) – It would be helpful to this organization if Brad would lead a visioning workshop so that the Board could have a robust discussion on what we want PSTA to be in three years. That effort would help to support measurements and objectives for the CEO for the upcoming year.

Eggers (3) – I think there have been more strategic discussions not only at Board level, but also at committee level. Regional partnership with MPO on upswing and more work is needed with HART. Clearly the entire Board transition poorly handled on many points.

Fenger (5) – As a new Board member, I felt welcomed and quickly immersed in the Board discussions. I'm happy with the time Brad and his team took to help me to get to speed on PSTA issues. As a former local gov't employee, I'm also very excited to see the collaboration of regional partnerships. It will be such a benefit to our community to see transit organizations working together, listening and understanding community needs.

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

Comments related to this category.

Deighton (5) – Balanced budget continues.

Diamond (5) – The Board did not initially have all the information we needed on the bus replacement purchase analysis. However, I think that decision was a learning moment for the CEO to provide really in depth information and analysis on key purchasing decisions and budget matters so that the Board can have a full understanding of these types of decisions. Efficiency and strategic cost control work should continue to be a priority, and I commend the CEO for his achievements in this area.

Gerard (4) – Brad is clearly concerned about long-term consequences of budget decisions, as he should be, and has become more patient with the Board in explaining why staff recommends certain

actions.

Barkley (5) – Strong budgetary program in place including monthly meetings with Finance and Performance Management committee, weekly meetings with PSTA’s CFO, and other meetings on an as needed basis. American Bus Board Group rates PSTA at or near the top in almost all categories to peers.

Jonson (5) – This is the core of what PSTA does every day by providing safe, convenient, accessible, and affordable public transportation services. Results bear our outstanding accomplishment as shown in the Benchmarking and Net Promoter Score.

Long (3) – Effective viable transportation is not accurate if I cannot depend on it to get me to work and back in a reasonable length of time so that I do not have to depend on my car. It’s not effective for many folks who live in our community and that should be the goal for many more of our citizens. Continue work on this issue is critical.

Eggers (2) – Would like to see the “politics” out of the bus purchase/staff analysis. Certainly would like staff to have more year round vs. “last minute” discussion on this critical financial decision. See potential improvements coming.

Fenger (4) – I appreciate hearing from the Finance Comm and am also excited about the opportunities to look into “greener” transportation options.

7. Sustainable Capital Program

Comments related to this category.

Deighton (5) – Lobbyists know when and how to apply for bus funds. Strong contact with MPO.

Scott (3) – Long term budget projections are excellent, still need to find the money.

Gerard (3) – Hiring the federal lobbyist was a good idea and helped advance our goals in the area of capital financing. Relationships are becoming stronger with MPO as well which will be helpful in the long run. I would still like to see PSTA purchasing more environmentally friendly vehicles but I understand that this may not be immediately feasible.

Barkley (4) – This is an unfair question for the PSTA because Florida is extremely regressive in the concept of public transportation. Due to the political makeup of the Executive and Legislature branches in Florida, public transportation is viewed as unimportant. At Brad's behest, PSTA has added lobbying power to obtain greater/wider funding source for PSTA. Systematic long term bus replacement program adopted.

Jonson (4) – Are effectively using legislative consultants in Tallahassee and Washington.

Long (4) – There is much more that needs to be done in these competencies in terms of being a productive partner with MPO and our other agencies. Developing regional approaches is the only solution that will truly work.

Eggers (3) – Though awkwardly handled initially on all three fronts, improvements have taken place in opening dialogue with MPO over STP fund availability. LT bus purchasing program improvements seem to be occurring and not sure of necessity of having a lobbyist. Will wait and see results.

Rice (3.75) – It's tough to score high in this category because the ability to get the results we want is not entirely our control. I think we have done very well with our efforts and are taking many of the necessary steps to position ourselves in the face of funding shortfalls and increased competition for diminishing federal funds. A challenge for Board members will be to make the right bus purchasing decisions given financial constraints.

Bevis (4) – State & Federal lobbyists have proven to be a great step forward.

Fenger (5) – Brad, staff, and Board members are active in keeping all of us up to speed on legislative issues. I really liked the last document we received that summarizes our 2016 priorities.

8. Customer-Oriented Service Redesign

Comments related to this category.

Scott (4) – Work in progress.

Diamond (5) – We need to continue to be a leader in innovative ideas on our service redesign and transportation alternatives. Very well done in this area.

Gerard (3) – See previous comments. We should continue to actively pursue customer input into decisions as much as possible as a means of fostering buy-in on agency goals.

Barkley (5) – With Brad's leadership, PSTA has moved from a Hub to a Grid route system. Constant re-evaluation of route systems. Addition of contracts with taxis and Uber to service low volume

areas as routes are restructured for economics.

Jonson (3) – Very glad PSTA is moving forward. Challenges in community related to 444. Uber a good pilot solution. Rest of service redesign will be critical to PSTA’s future and is ahead of us.

Long (4) – PSTA has made terrific progress in this area and I look forward to even better and more reliable service as we move forward.

Eggers (3) – Improvement has occurred here. See item #4.

Rice (3.75) – I think we are doing well here and our outlook looks like it’s on a positive trend.

Fenger (5) – Brad, staff, and Board members are actively seeking more customer feedback to fine tune PSTA service. I think this is a living, dynamic process that will take different shapes as we move forward.

9. Incremental Expansion

Comments related to this category.

Deighton (5) – Strong BRT push.

Diamond (5) – This is a time consuming effort but well worth it for bringing new opportunities for transit to our country. I think the CEO has shown a great deal of thoughtfulness and perseverance in his approach to legislative advocacy and agency partnerships.

Gerard (4) – The Path Forward and the steps to getting there have been clearly laid out and frequent progress reports help the Board to understand where we are in the process.

Barkley (5) – Addition of Central Ave BRT is extremely innovative. Continuous attempts to coordinate with state and federal representatives to achieve further growth with such ideas as Clearwater-Tampa International Airport express route, coordination with HART and other agencies, and regional fare box design.

Long (3) – PSTA had made a very good beginning to advance these initiatives and I want to see it continue in a more substantive way to improve public transportation in our region.

Eggers (4) – I see improvement here, especially with the expansion of U-pass partnerships and getting momentum on Central Ave and SR 60 to Clearwater beaches. Proceeding with care with beach community’s access to Central Ave BRT is suggested. “Carrot not stick” approaches with the beach communities.

Rice (4) – These are positive accomplishments that reflect positively on the takeaways and learned lessons about what the public liked about Greenlight Pinellas and our community bus plan.

Bevis (3.5) – Our HART relationship has begun to grow.

Fenger (5) – Although these may have been incremental, I believe they are substantial and extremely impactful to our community. Growing U-Pass will be a large part of the branding process.

10. Visionary Service Design: Increase Public Transit Access

Comments related to this category.

Gerard (4) – The vision is clearly communicated and incorporated into decision making.

Barkley (5) – Addition of contracts with taxis and Uber to service low volume areas as routes are restructured for economics.

Jonson (4) – Opportunities for more involvement with Pinellas employers.

Long (3) – It would be very helpful if the Board were to hear from other agencies within our region such as THEA (The Tampa Hillsborough Expressway Authority), CNG (Clearwater Natural Gas and TECO); the Automated Vehicle Folks, etc. without information from various entities such as these it is difficult to make long term solutions.

Eggers (2) – All technologies should be reviewed for independence and lack of operational bias. Clearly, the tradeoff between “forward thinking” and “survival” must be made and certainly delineated for sound decision making by the Board.

Bevis (4) – Uber and taxi relationship in place.

Fenger (5) – I feel that the PSTA Board has been informed of these various new technologies that are available and that overall, information sharing is encouraged by all. Can’t wait for a town hall meeting in Largo!

NARRATIVE EVALUATION COMMENTS

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

Welch – I am pleased with the CEO's progress since his last evaluation.

Scott – Brad makes himself available.

Diamond – He has made a concerted effort to improve communications with the Board. He has shown leadership in proposing and implementing innovative ideas (the redesign of downtown, the UBER/Taxi partnerships). He is looking for opportunities to collaborate regionally, and to push the MPO to support transit projects as part of its priorities.

Gerard – Communication with the Board has increased markedly and helps the Board to appreciate the complexity of the system and the difficulty in making rapid changes. A good plan for moving forward has helped quite a bit.

Barkley – After being notified by some PSTA Board members of dissatisfaction with his performance, CEO Miller immediately attached the key weak areas identified by dissatisfied Board members. Although I was on the Personnel Committee at the time, I was not dissatisfied with Mr. Miller's performance. It is my belief that he has exceeded all.

Johnson – I am excited for the first time in years that our CEO is also excited about the future goals we have.

Jonson – Communication has improved, surprises have been eliminated, making incremental progress on initiatives (William Park, first mile last mile, route adjustments begun), and improved communication with Clearwater City staff. The introduction of NPS and driver training is outstanding on top of solid operational route and cost performance. Good thinking ahead at the big picture level.

Long – Brad has indeed worked very hard over the past six months to learn and to grow both personally and professionally. He has become much more strategic in thinking things through and has worked to secure the input and advice of his board before jumping headfirst into a new direction.

Eggers – There seems to be a renewed energy and focus on the critical short and long term issues facing PSTA.

Rice – Communication greatly improved, significant progress on Central Ave BRT, progress underway on TIA-CW BRT, a significant route redesign accomplished and in progress, fare restructuring executed well, pilot projects launched, more ambitious and strategic legislative plan, critical Williams Park downtown grid transition, more Town Hall meetings with riders, surveys and benchmark studies show PSTA provides a highly competent service with a cost efficiency benefit to taxpayers.

Bevis – His technical ability regarding nuts and bolts of transit.

Fenger – Brad is very approachable, willing to consider options, and take the necessary time needed to discuss any questions or concerns.

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

Welch – Continue proactive Board communication and focus on the organization’s performance.
Diamond – By preparing in advance for meetings to develop a succinct agenda and talking points, the CEO can better communicate his positions. He should be as direct as he can in addressing issues.
Gerard – Continue to do the things he has been doing. Communication, communication, communication.
Barkley – Keep up the good work!
Johnson – I believe it is hard to come into a 15 member Board with 24 municipalities and make huge steps into getting the problems straightened out that have taken years to come into place. I believe that Brad is learning how to use us to assist him in getting some things done.
Jonson – Need to ensure promised information is provided to the board when requested the second time.
Long – Continue to monitor best practices; work hard on regional relationships with a focus on regional transportation solutions. Bring forth a plan in conjunction with other agencies and legislative leaders that realizes some level of regional consolidation of public transportation solutions. That effort will demonstrate real CEO leadership for PSTA and our region.
Eggers – The four year window before the financial issues hit needs to have a recourse plan if additional funding is minimal. That’s why getting as many buses replaced as possible before then makes the most sense.
Rice – Continue organizational and personal communications improvements with board and with external stakeholders. Continue to focus on improving relationships with state level partners.
Bevis – Continue to improve our public image.
Fenger – Perhaps creating some Board policies, ex: voting for chair, vice-chair, etc. Is there a manner in which the Board wants this action to proceed so time isn’t spent discussing how to move forward?

Has PSTA’CEO Performance Improved over the past six months?

Welch – Yes
Diamond – Yes
Gerard – Yes
Barkley – ABSOLUTELY!
Johnson – Yes he has
Jonson – YES Significantly! especially in communications with the Board and the public
Long – Yes as reflected in this score versus the one I gave Brad last year. This is approximately a 22 or 23% increase and demonstrates an above average performance. It clearly indicates that PSTA is moving forward.
Eggers – There has been improvement.
Rice – Absolutely. Marked improvement in identified weakness areas over last 6 months.
Bevis – Yes. Think he heard the Board’s concerns.
Fenger – N/A due to my recent appointment to the Board

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

Deighton – The Federal Govt. has said they will only support a 2-3 county wide program for lite rail, as they did in many other metro areas. We need serious consideration on how we make ourselves to be a consolidated group. Otherwise, we just buy new buses for the rest of our lives. The State cannot finance us. We need at least \$2Billion from the Feds.

Bujalski – For the coming year, I feel clear internal guide needs to be established with MPO for coordination transit initiatives. We are on our way but by the end of the coming year, I feel this should be a well-oiled machine that both agency employees & Board members understand with great confidence.

Diamond – For the coming year, I would challenge the CEO to continue to be innovative in our approaches to public transit. I would also challenge him to continue to use the benchmarking and data to identify areas of improvement for the agency in service. Lastly, he must continue to bring a Board with differing viewpoints and priorities together on a common plan or path forward to support the expansion of public transit in Pinellas County, while finding efficiencies and cost savings in operations when we can. I look forward to his continued leadership for our agency and efforts to try new and innovative approaches.

Barkley – Greenlight Pinellas was a travesty to Pinellas and to our region. Let's try to find more funding so we don't have to be living hand-to-mouth all the time. Let's help Pinellas County grow its transportation network so employers will want to come to Pinellas County and we won't keep losing decent opportunities for our kids.

Long – Comments in this section need to be in a much broader context that takes input from all Board members in an open dialogue after the discussion about what we want PSTA to be and look like three years from now.

Johnson – As I said before, it is exciting to be working on new objectives and I believe we will be seeing them come to a wonderful completion this next year.

Jonson – Priorities: Focus on understanding the community's customer transit needs and telling their stories. Coordination with HART, MPO, TBARTA, and Communities within Pinellas. Resolving Senator Latvala's concerns with merger.

Eggers – The last six months is frankly what should be happening to meet expectations. More of the same...communication, clarity and consistency of the message for short and long term key issues is critical in its everyday decisions as PSTA transitions to incorporate more ridership. It is all about the current rider and the yet converted ridership. 2.8 average with improvement perhaps in succession planning and long term bus purchase program planning. Those improvements would elevate to solid "meets expectations."

Rice – Look at ways to support effective board leadership and our understanding as regional transit leaders with important big picture goals to accomplish.

Bevis – Priority to improve ridership & effort to regional transit.

Fenger – Keep moving us forward, branding PSTA in the community, engaging Board members to their fullest capacity, bringing new ideas, & perhaps adding Board policy where needed.