



PINELLAS SUNCOAST TRANSIT AUTHORITY  
3201 SCHERER DRIVE, ST. PETERSBURG, FL 33716  
[WWW.PSTA.NET](http://WWW.PSTA.NET) 727.540.1800 FAX 727.540.1913

PERSONNEL COMMITTEE MEETING  
AGENDA – AUGUST 31, 2015; 12:30 PM  
PSTA AUDITORIUM

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1. CALL TO ORDER
2. PUBLIC COMMENTS
3. ACTION ITEMS
  - A. June 24, 2015 Meeting Minutes
  - B. CEO Evaluation Recommendation
4. OTHER BUSINESS
5. ADJOURNMENT



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PERSONNEL COMMITTEE MEETING  
MINUTES – JUNE 24, 2015

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The Personnel Committee of the Pinellas Suncoast Transit Authority (PSTA) Board of Directors held a meeting in the Board Room at PSTA Headquarters at 11:30 AM on this date. The purpose of the meeting was to discuss the Chief Executive Officer's Performance Evaluation. The following members were present:

Bill Jonson, Chairperson  
Janet Long, Secretary/Treasurer  
Joe Barkley  
Wengay Newton

Absent  
Julie Bujalski, Vice-Chairperson

Also Present:  
Brad Miller, CEO  
PSTA Staff Members  
Members of the Public

**CALL TO ORDER**

Chairperson Jonson opened the meeting at 11:22 AM.

**PUBLIC COMMENT**

There were no public comments.

**APPROVE SEPTEMBER 9, 2014 MEETING MINUTES**

Ms. Long made a motion, seconded by Mr. Barkley to approve the September 9, 2014 meeting minutes. There were no public comments. Motion passed unanimously.

## **CEO'S PERFORMANCE EVALUATION**

Mr. Miller explained that the Personnel Committee is required to meet two times a year: 1) to approve the evaluation procedure and format, and 2) to make a recommendation to the Board regarding the CEO's compensation. He said the evaluation is sent out by Chairperson Jonson's office and Rachael Garofalo, Executive Assistant, will coordinate with Patricia Kuligowski, Chairperson Jonson's assistant, who will be responsible for tabulating the scores.

Mr. Miller handed out the draft evaluation form which includes his comments about the goals and objectives from last year and a suggested list of goals for the future, which are modeled around the Path Forward strategic goals. He indicated that the Committee would meet again in early August to review the results.

Ms. Long talked about the need for the Board's support of Mr. Miller in moving the agency forward after Greenlight. She noted and the Committee agreed that a favorable evaluation would serve that purpose. It was suggested that Chairperson Jonson present a summarization of the evaluation at the Board meeting to show the public the Board's support of Mr. Miller.

Mr. Miller suggested sending the evaluation to the Board members after the Fourth of July holiday. Chairperson Jonson suggested the Executive Committee review the evaluation format at their July 6th meeting. Mr. Newton suggested adding the comments from last year to this year's evaluation. It was agreed that Chairperson Jonson will send out the evaluation the second week in July and receive the results by the end of July. Another Personnel Committee meeting will be scheduled for early August to review the results and make recommendations to the Board at their August meeting.

## **ADJOURNMENT**

The meeting was adjourned at 11:55 AM.

**CEO Performance Evaluation  
August 2015 Tabulation Sheet**

|                            | #1                               | #2  | #3                                       | #4                           | #5                                     | #6  | #7                                   | #8                               | #9  | #10                       |   |                                |                    |
|----------------------------|----------------------------------|---|--|------------------------------|--|---|--------------------------------------|----------------------------------|---|---------------------------|---|--------------------------------|--------------------|
| <b>Board Member</b>        | <b>Organizational Leadership</b> | <b>Future Opportunities &amp; Investments</b> | <b>Policy Development &amp; Strategy</b> | <b>Policy Implementation</b> | <b>Working Relationship with Board</b> | <b>Working Relationship with Individual Board Members</b> | <b>Financial Resource Management</b> | <b>Human Resource Management</b> | <b>Community Leadership &amp; Relations</b> | <b>Project Management</b> |   | <b>Average of Scores Given</b> | <b>Total Score</b> |
| <b>Barkley</b>             | 4                                | 5   | 4  | 4                            | 5                                      | 5   | 4                                    | 4                                | 5   | 4                         |   | 4.40                           | 44                 |
|                            | 2014                             | 4   | 4  | 4                            | 4                                      | 4   | 4                                    | 5                                | 4   | 4                         |   | 4.10                           |                    |
|                            | 2013                             |   |  |                              |  |   |                                      |                                  |   |                           |   |                                |                    |
| <b>Bevis</b>               | 2.5                              | 3   | 3  | 2.5                          | 3                                      | 3   | 2.5                                  | 3                                | 2   | 3                         |   | 2.75                           | 27.5               |
|                            | 2014                             |   |  |                              |  |   |                                      |                                  |   |                           |   |                                |                    |
|                            | 2013                             |   |  |                              |  |   |                                      |                                  |   |                           |   |                                |                    |
| <b>Bujalski</b>            | 2                                | 4   | 4  | 3                            | 2                                      | 2   | 4                                    | 2                                | 2   | 2                         |   | 2.70                           | 27                 |
|                            | 2014                             | 4   | 5  | 4                            | 4                                      | 4   | 4                                    | 3                                | 5   | 3                         |   | 4.00                           |                    |
|                            | 2013                             | 5   | 5  | 5                            | 4                                      | 5   | 5                                    | 4                                | 4   | 4                         |   | 4.60                           |                    |
| <b>Deighton</b>            | 5                                | 5   | 5  | 5                            | 5                                      | 5   | 5                                    | 5                                | 5   | 5                         |   | 5.00                           | 50                 |
|                            | 2014                             | 5   | 5  | 5                            | 5                                      | 5   | 5                                    | 5                                | 5   | 5                         |   | 5.00                           |                    |
|                            | 2013                             | 5   | 5  | 5                            | 5                                      | 5   | 5                                    | 5                                | 5   | 5                         |   | 5.00                           |                    |
| <b>Diamond</b>             | 2                                | 3   | 5  | 2                            | 2                                      | 2   | 3                                    | 3                                | 4   | 3                         |   | 2.90                           | 29                 |
|                            | 2014                             | 4   | 4  | 4                            | 3                                      | 3   | 4                                    | 5                                | 5   | 4                         |   | 4.00                           |                    |
|                            | 2013                             |   |  |                              |  |   |                                      |                                  |   |                           |   |                                |                    |
| <b>Eggers</b>              | 2                                | 2   | 3  | 2.5                          | b                                      | 3   | 2                                    | 3                                | 3   | 3                         | c | 2.65                           | 26.5               |
|                            | 2014                             |   |  |                              |  |   |                                      |                                  |   |                           |   |                                |                    |
|                            | 2013                             |   |  |                              |  |   |                                      |                                  |   |                           |   |                                |                    |
| <b>Gerard</b>              | 3                                | 3   | 3  | 3                            | 2                                      | 3   | 3                                    | 3                                | 2   | 3                         |   | 2.80                           | 28                 |
|                            | 2014                             |   |  |                              |  |   |                                      |                                  |   |                           |   |                                |                    |
|                            | 2013                             |   |  |                              |  |   |                                      |                                  |   |                           |   |                                |                    |
| <b>Holmes</b>              | 2                                | 2   | 3  | 2                            | 3                                      | 3   | 2                                    | 3                                | 3   | 3                         |   | 2.60                           | 26                 |
|                            | 2014                             |   |  |                              |  |   |                                      |                                  |   |                           |   |                                |                    |
|                            | 2013                             |   |  |                              |  |   |                                      |                                  |   |                           |   |                                |                    |
| <b>Johnson</b>             | 2                                | 3   | 2  | 3                            | 2                                      | 2   | 3                                    | 3                                | 2   | 2                         |   | 2.40                           | 24                 |
|                            | 2014                             | 5   | 5  | 5                            | 5                                      | 5   | 5                                    | 5                                | 5   | 5                         |   | 5.00                           |                    |
|                            | 2013                             |   |  |                              |  |   |                                      |                                  |   |                           |   |                                |                    |
| <b>Jonson</b>              | 4                                | 4   | 5  | 3.5                          | 5                                      | 4.5   | 4                                    | 4                                | 3.5   | 4                         |   | 4.15                           | 41.5               |
|                            | 2014                             | 5   | 4  | 5                            | 5                                      | 5   | 4                                    | 5                                | 4.5   | 4                         |   | 4.65                           |                    |
|                            | 2013                             | 5   | 4  | 5                            | 5                                      | 4   | 4                                    | 4                                | 5   | 3                         |   | 4.40                           |                    |
| <b>Long</b>                | 2                                | 2   | 2  | 2                            | 2                                      | 2   | 2                                    | 2                                | 3   | 3                         |   | 2.20                           | 22                 |
|                            | 2014                             | 4.5   | 4.5                                      | 4.5                          | 4                                      | 5   | 5                                    | 5                                | 5   | 5                         |   | 4.75                           |                    |
|                            | 2013                             | 5   | 5  | 5                            | 3.5                                    | 4.5   | 4.5                                  | 5                                | a   | 5                         |   | 4.72                           |                    |
| <b>Newton</b>              | 5                                | 5   | 5  | 5                            | 5                                      | 5   | 4                                    | 5                                | 5   | 5                         |   | 4.90                           | 49                 |
|                            | 2014                             | 5   | 5  | 5                            | 5                                      | 5   | 5                                    | 5                                | 5   | 5                         |   | 5.00                           |                    |
|                            | 2013                             | 5   | 5  | 5                            | 5                                      | 5   | 4                                    | 5                                | 5   | 5                         |   | 4.90                           |                    |
| <b>Rice</b>                | 5                                | 5   | 5  | 4.5                          | 5                                      | 5   | 5                                    | 4                                | 5   | 5                         |   | 4.85                           | 48.5               |
|                            | 2014                             | 5   | 5  | 5                            | 4                                      | 5   | 5                                    | 5                                | 5   | 5                         |   | 4.90                           |                    |
|                            | 2013                             | 4.5   | 5  | 5                            | 5                                      | 4.5   | 5                                    | 4.5                              | 5   | 5                         |   | 4.85                           |                    |
| <b>Scott</b>               | 3                                | 3   | 4  | 4                            | 4                                      | 3   | 3                                    | 2                                | 4   | 3                         |   | 3.30                           | 33                 |
|                            | 2014                             | 4   | 4  | 4                            | 3.5                                    | 4   | 4                                    | 4                                | 4   | 3                         |   | 3.85                           |                    |
|                            | 2013                             | 4   | 4  | 4.5                          | 4                                      | 4.5   | 3.5                                  | 4.5                              | 4   | 4                         |   | 4.10                           |                    |
| <b>Welch</b>               | 3                                | 3   | 2  | 2                            | 2                                      | 2   | 3                                    | 2                                | 3   | 3                         |   | 2.50                           | 25                 |
|                            | 2014                             | 3.5   | 4.5                                      | 4                            | 3.5                                    | 3   | 4                                    | 4.5                              | 3   | 4                         |   | 3.90                           |                    |
|                            | 2013                             | 4.5   | 5  | 4.5                          | 4.5                                    | 4.5   | 4.5                                  | 5                                | 4.5   | 4.5                       |   | 4.65                           |                    |
| <b>Average 2015</b>        | 3.1                              | 3.5   | 3.7                                      | 3.2                          | 3.3                                    | 3.3   | 3.3                                  | 3.2                              | 3.4   | 3.4                       |   | 3.34                           |                    |
|                            | 4.5                              | 4.5   | 4.5                                      | 4.2                          | 4.4                                    | 4.5   | 4.6                                  | 4.5                              | 4.8   | 4.3                       |   | 4.47                           |                    |
|                            | 4.8                              | 4.8   | 4.9                                      | 4.5                          | 4.6                                    | 4.6   | 4.5                                  | 4.6                              | 4.9   | 4.4                       |   | 4.65                           |                    |
| <b>Change 2015 to 2014</b> | -1.4                             | -1.1  | -0.8                                     | -1.0                         | -1.0                                   | -1.2  | -1.3                                 | -1.3                             | -1.3  | -0.9                      |   | -1.1                           |                    |

Rating Key: 5= Best, 3= Average, 1= Worst  
 Bevis Rating Key: 1 Below Average, 3 Average, 5 Above Average  
 Bujalski Rating Key: 2 Needs Improvement, 3 Expectations, 4 Exceeds expectations

Note a: Did not rank this item  
 Note b: Rated "2/3"  
 Note c: Rated "2/4"  
 Did not submit rating  
 Was not on the Board at time of rating

# Performance Review PSTA Chief Executive Officer July 2015

Pinellas Suncoast Transit Authority



**Instructions:** Please take a few minutes to fill out **Section 3 Feedback Questionnaire** and review the suggested accomplishments for this past year and the recommended goals and objectives for the coming year. Your candid input would be extremely helpful to me as I work to expand and develop a new approach at PSTA.

Thank you!

# 1. Major Achievements/Initiatives





|   |   |
|---|---|
| <p><b>Outreach</b><br/>         Following the November 2014 vote, personally met 1-on-1 with more than a dozen key leaders including 5 state legislators, Mayors, and business leaders, for and against the initiative, to listen to feedback on the next steps for public transit in Pinellas.</p> <p>Reorganized PSTA marketing staff to efficiently continue the high-level of community engagement into the future that now represents a new priority for the organization.</p> <p>Honored to service in multiple state &amp; national leadership positions:</p> <ul style="list-style-type: none"> <li>- Chair of APTA Bus &amp; Paratransit CEO Committee.</li> <li>- APTA Board of Directors</li> <li>- Chair of National Academies’ Transit Cooperative Research Program J-7 Synthesis Committee.</li> <li>- Incoming Chair Florida Public Transit Association</li> <li>- Member of National TCRP Oversight Panel</li> <li>- TBARTA Executive Director Search Committee.</li> </ul> | <p><b>Path Forward Strategic Plan</b></p> <ul style="list-style-type: none"> <li>- Successfully designed and completed Board-led Strategic Plan development through two workshops and one-on-one listening sessions with all 15 PSTA Board Members. Unanimously approved in May, 2015.</li> <li>- Developed the Path Forward Plan based on Board direction for the agency. Developed accountability measures to demonstrate performance with the Plan by PSTA Staff.</li> <li>- Transitioned agency focus away from Greenlight Pinellas and towards customer service improvement and sustainable capital and operating funding.</li> </ul> <p><b>Accountability &amp; Oversight</b></p> <ul style="list-style-type: none"> <li>- Created new &amp; strengthened PSTA Executive Committee to provide improved Board Leadership.</li> <li>- Initiated major oversight changes leading to 2<sup>nd</sup> straight successful Federal Grant Audit with no open findings.</li> <li>- Developed more efficient FY2016 budget that is \$2M less than FY2015 Budget.</li> <li>- Oversaw internal PSTA Bus Maintenance “Listening Sessions” to show support for needed quality improvements that has demonstrated itself with improved bus performance.</li> </ul> |
| <p><b>Intergovernmental Relations</b> – Presented testimony to Florida Senate TED Appropriations Committee supporting funding for PSTA’s top legislative priority. This presentation plus 2 additional trips to Tallahassee, and coordination of significant Board Member advocacy led to Senate including funding for BRT Project. 100% of Pinellas Delegation expressed support for the project.</p> <ul style="list-style-type: none"> <li>- Traveled to Washington D.C. twice to meet with Congressman Jolly, Castor, and others.</li> <li>- Hired PSTA’s first Federal Lobbyist with performance-based arrangement.</li> </ul>   | <p><b>Data-Driven Results</b></p> <ul style="list-style-type: none"> <li>- Another Year of Highest Ridership in PSTA History Projected</li> <li>- Successful Service Expansion to 22<sup>nd</sup> St. South.</li> <li>- New Route Performance Monitoring Plan and Transit Shelter Implementation Plans first in PSTA history, using data-driven decisions.</li> <li>- New Customer Satisfaction Performance Monitoring System Implemented to ensure continued focus and improvement in customer service.</li> <li>- Added performance-based compensation to SEIU Labor Agreement for first time.</li> <li>- Extended SPC U-PASS Program for 5 years.</li> </ul>   |

## 2. 2016 Major Challenges - Opportunities





1. **Community Presentation of Needed Changes** – PSTA’s Path Forward Strategic Plan calls for moving forward with methodic implementation of the detailed Community Bus Plan changes and examination of all options to provide PSTA with a sustainable financial model. These changes, while making PSTA a better and more efficient public transit system for our Community will represent a complete redesign of a system of routes and fares that have been fairly static for decades. Any change of this magnitude will be challenging for our customers and it will be critical for PSTA to develop a strategic communication plan to ensure our community and customers understand and can anticipate these adjustments. .
2. **PSTA Labor Relations** – With PSTA’s largest Union facing a recall vote this summer, their current 3-Year labor agreement coming to an end, and continued emphasis on training and improving on the quality of our workforce’s customer service and bus maintenance practices, it will be important to maintain a successful partnership with Union leadership. This will be accomplished through increased and innovative communication efforts.
3. **Success with Legislative Priorities** – PSTA is putting together a new, stronger legislative team of federal and state lobbyists, as well as coordinating much more with HART, the MPO and others to present a common message of our transportation priorities. New performance measurement systems will be used to ensure we see successful partnerships with our Federal and State Partners.
4. **Tangible Partnership Results** – PSTA’s Adopted Path Forward Strategic Plan calls for increased outreach to establish new Partnerships such as with the Pinellas County MPO, TBARTA, and HART as well as with local municipalities. It will be important to demonstrate how these regional partnerships can be successful at improving PSTA services to our customers.

# 3. Prior Year Goals for July 2014 – June 2015





## 1. PSTA Organization

- Especially after the Greenlight Pinellas vote, continue to develop and improve “culture” of PSTA organization to establish PSTA as a progressive, innovative organization, always responsible to the community it serves, that is able to implement the necessary changes identified by the PSTA Board’s Improvement Goals. 
- Add key leaders, responsive to the organization to the management team. 
- Ensure PSTA maintains its strong awareness with the public as an efficient public transit provider that is transparent and accountable to helping improve the community. 
- Examine our internal processes and ensure all employees are trained appropriately. Review our checks & balances system and hire appropriate staff to ensure things don’t get missed. Training for management personnel should also be reviewed. 



## 2. November 2014 Greenlight Referendum

- Regardless of outcome, quickly following referendum, demonstrate public accountability, agency nimbleness to move forward and strong leadership to move PSTA forward. 
- Begin Downtown St. Pete Alignment Study 
- Begin Study of 3 BRT Corridors 
- Oversee successful bond validation proceedings. 

## 3. Short Term Goals

- Complete St. Pete College U-Pass Agreement and Expand program further 
- Open Pinellas Park Transit Center 
- Initiate Regional Fare Collection initiative but only after PSTA considers new comprehensive fare policy. 
- Establish improved relationship with FDOT; achieve tangible coordination improvements on US19 and other corridors. 

## 4. Funding

- Continue to manage PSTA’s operating and capital program budgets within multi-year planning horizons, especially the EY 50-Year plan. Develop and get approval of service plan if referendum is unsuccessful. 
- Actively pursue increased state, federal, and long-term sustainable local funding levels. 



## 4. Feedback Questionnaire

Please take a few minutes to provide a numerical score in the following 10 general performance areas. You may also provide narrative comments as needed.

A narrative providing some further explanation of each performance area is provided to help guide you in developing your overall score.

Your numerical score for each of the 10 evaluation categories will be averaged with the other Board Members' Evaluation for a composite score in each area.

# 1. Organizational Leadership

Does the CEO demonstrate the ability to provide organizational leadership in ways such as by defining appropriate corporate values, implementing methods to hold the organization accountable, achieve goals, solve problems, etc.? Does the CEO facilitate organizational change, work to increase productivity and improved performance while recommending modifications in service or programs in response to environmental changes?

Ben Diamond - I think the CEO needs to take more time in reporting to the Board on steps that he has taken to hold the organization accountable and to correct issues or mistakes. I think this increased communication and reporting will be important to provide more accountability and transparency in the operations of PSTA.

Bill Jonson - Responded very well to the challenge of improving Governance within the Board by developing the Board's Path Forward and helping to restructure and energize the Board Committees. One of the GreenLight Pinellas lessons was that the public didn't understand the role of Public Transit. In retrospect this was a lesson learned and one to address in the future. Still it is recognized the multiple stakeholders have divergent expectations. At this time members of the public closely focus on PSTA operations magnifying stumbles, requiring tighter execution of policies and practices within a public agency. But at the same time innovation and continual improvement is needed for future of the organization.

Curtis Holmes - Not enough accountability, not enough "improved performance."

Darden Rice - Mr. Miller has excelled at developing a strong governance model by empowering a stronger and expanded Executive Committee, strengthened existing PSTA Board Committees in assisting the full board, fully participated in collaborative & transportation policy and priority setting, and looked at all ways to support community development and transportation objectives. Mr. Miller is positioning PSTA well in terms of making difficult financial decisions in the coming years ( due in part to the operational budget crunch to replace nearly half our fleet of buses in the coming few years.) We continue to measure the benefits strong outcomes associated with his oversight to hire a new Finance Director, Debbie Leouse, and strengthening the role of the TRAC committee. Those turned out to be prudent decisions that continue to make PSTA stronger. Would like to see higher profile roles developed for other staff, such as COO James Bradford.

Dave Eggers – Overall I would like to have seen more leadership on the Path Forward during Greenlight as the questions asked and answered were ones that should have been addresses all along. Also would like to see more proactive legal assistance to avoid situations like the recent policy change on taping meetings with or without notification to the participant. Additionally, the message and deliverer of the greenlight message in the public realm was weak. Don't know how leadership is with Executive Committee or employees.

Janet Long – Brad has been making steady progress in improving organizational and leadership skills. Problem solving, productivity and improved performance have been ongoing for the past six months. His recommendations regarding a "Path Forward" for PSTA have been successfully approved by the entire Board. Brad is working very hard to realign the goals & objectives as well as our Mission to insure a steady and efficient movement towards better public transportation for the future of Pinellas County. With that said, there still appears to be a lack of basic leadership skills

evidenced most recently by not designating a strong second in command for the recent Board meeting. The initial monthly briefings with Board members appears to have stopped leading to a diminishing level of confidence in Brad's ability to successfully lead PSTA forward. Leadership within the organization appears to be lacking given the constant problems with the unions and with the press.

Joe Barkley – Works well as an Administrator. Good one-on-one skills. Tremendous industry knowledge and experience.

Patricia Johnson – I am shocked that the values of our leadership is to raise where we are supposed to be serving.

Doug Bevis – While I think a good percent of the time the CEO does an acceptable job, I think “holding the organization accountable” has been less than average.

Julie Bujalski - Brad has worked very hard to do everything listed above. PSTA is certainly a much better organization than it was before he came. He has defined corporate values, created accountability measures, and is working diligently towards meeting our goals. Problem solving and facilitating organizational change has been a struggle. The problems that emerge do get solved. But it is very reactionary and at some point, issues should be foreseen and solved before they become a problem.

## 2. Future Opportunities & Investments

Does the CEO demonstrate the ability to identify future opportunities in ways such as by anticipating issues and problems, looking for opportunities to invest in PSTA's future, coordinating resources and identifying potential partners? Does he appear to stay aware of national trends and identifying their relevance to PSTA while identifying opportunities to create an innovative and sustainable agency for the long-term?

Ben Diamond - The CEO has done a good job in framing for the Board of Directors the difficult policy decisions that the agency confronts to bring sustainable service to the County in the years to come. I also commend him for his efforts to obtain more state and federal resources to support PSTA's needs, and for his efforts to build stronger relationships with our MPO and HART.

Bill Jonson - The Path Forward is a great start for the next several years. Beyond that PSTA needs to start planning for five years out. Will require visionary leadership with both the MPO and the Community.

Curtis Holmes - PSTA has been slow to develop revenue streams from large employers such as SPC, and many opportunities still exist in this area. There is too much emphasis on alternatives to diesel buses when there is no need for them at this time, or in the foreseeable future.

Darden Rice - Mr. Miller is very aware of federal funding opportunities, whether it is New Starts grant possibilities or working on a strategic approach with the Pinellas MPO to explore STP flex funds for buses. He has also proposed such flexible ideas as stretching out the life of buses by a couple of years by increasing maintenance budgets, 'smoothin out the bump' in critical bus replacements so the agency isn't hit all at once, and taking strategic steps to get more competitive for state and federal transportation funds. Our FY 2016 busget reflects a savings and ability to invest in moving forward based on a keen understanding our risks, possibilities, maximizing efficiencies, and eliminating services that do not provide a satidfactory return on investment.

Dave Eggers – Felt that too much reliance was placed on greenlight and opportunities for organizational or service improvements were not explored and partnerships were not obtained. The way the discussions were approached with the MPO on accessing capital was not handled well though the premise of the ask is fair.

Janet Long – There is much more that can be done to better position PSTA as an agency of choice for our citizens. Partnerships with major employers such as the one crafted with SPC should be explored. Positioning PSTA as an employer of choice is another that comes to mind. From reports that come to the Board, it would be nice to see more positive feedback about what it is like to work at PSTA. It was surprising to learn that HART has a program for students during the summer whereby they can ride the bus for free and that they have 50,000 to 60,000 school trips each month. A more robust Wellness program might go a long way towards having less employees calling in sick each month. Creating an incenitive program to be health could be a good way to help employees reduce insurance premiums. More information regarding what is going on across the country in terms of new technologies could be helpful in setting policy for PSTA.

Joe Barkley – Brad worked very hard on the unsuccessful Greenlight Pinellas initiative. We are members of an international bus benchmarking association.

Patricia Johnson – While he is very aware of national trends, the very heart of his job is to be aware of the needs of our population.

Doug Bevis – While I think since the failure of Greenlight, it has improved, I feel it is the failure that brought this change with the “vision forward” by the Board.

Julie Bujalski - Brad is a part of a benchmarking group and is a member of transportation organizations that keep him abreast of new and emerging trends. He has worked hard to develop relationships with local and state partners to create funding opportunities.

### 3. Policy Development & Strategy

Does the CEO demonstrate the ability to identify potential areas needing policy or policy direction? Does he demonstrate an ability to develop and present objective policy options for PSTA Board consideration through the presentation of clear, concise reports and presentations? Does he appear to be aware of “best practices” used by other cities/systems and how they might apply to PSTA? Does he show the ability to present strategies on how the PSTA staff and Board Members may address issues?

Ben Diamond - One of our CEO's strengths is his technical expertise about “best practices” used by other transit systems. His background and involvement in national transit organizations has been an asset to PSTA.

Bill Jonson - Development of the Path Forward by including the Board extensively was an inspired act of leadership in bringing the Board together like never before.

Brian Scott - Brad looks at all angles and generally presents multiple options for board consideration.

Darden Rice - I think the adoption of the ‘Path Forward’ strategy reflects a keen skill and strong ability of the CEO to affect change in policy direction. It should be noted that all ‘change management’ is inherently difficult, and PSTA additionally faces added stressors of financial encumbrances due to bus replacement costs that had previously been taken care of by a federal earmark process that no longer exists. Mr. Miller always displays a strong grasp of national trends and is connected professionally to a national network of his peers, of which he is a respected leader in APTA. Discussion and policy directives get worked out thoroughly on the committee level. In addition to the committee level deliberations, Brad meets with board members one on one as needed prior to General Board meeting discussions. An area to focus improvement is to improve communication with regional elected officials to make sure we are all on the same page with our understandings of transportation issues and funding dilemmas. The Legislative Committee has been focusing on improving these relationships more robustly and this is also a goal addressed in our ‘Strong Governance Model’ of the Path Forward framework.

Dave Eggers – The move to have committees certainly has allowed for more robust discussions but with the exception as to where an item should be designated for discussion at the board meeting. The committee should decide whether or not to place on agenda or consent agenda. Feel like strategic plan discussions “Path Forward” should have been on the docket all along and not just because green light failed.

Janet Long – Brad's presentations are well done. However, his ability to verbally present in a way that inspires and instills confidence is lacking and is often interpreted as clumsy and awkward. Brad is working hard to address this issue and needs to continue. He does appear to be aware of best practices. In terms of challenges going forward, there has not been a clear articulation of vision for the future. Board leadership has also been lacking and I am not aware of any effort to develop the strategic and critical thinking elements necessary for Board leadership other than the recent realignment of committee structure.

Joe Barkley – Strategy for Greenlight Pinellas program obviously could have been better, but we could not have anticipated the strategy of our opponents or the sentiment of the uneducated voters. Our new strategy is adequate, given the funds we will have to work with, but Committee

opportunity to really develop an effective long term strategy other than survival until the sentiment of the populace changes.

Ken Welch – Policies/Strategies enacted last year are not being followed consistently – ex. weekly updates and communication to Board on emerging issues. Lack of designated/acting CEO in the absence of the CEO is not best practice, particularly for a board meeting (July 2015)

Patricia Johnson – He is developing strategies that serve very visible policies not the ones that are \_\_\_ “fun”

Doug Bevis – While the CEO “may” know of “best practices” used in other cities, I do not feel it is conveyed to the Board other than maybe HART.

Julie Bujalski - Brad works very hard on guiding the board down the path of our future. The big picture issues seem to be Brad’s strength. He brought forward the “Path Forward Plan” and has guided us on how it can be implemented in a phased on approach with accountability measures. I am very pleased with this plan thus far.

## 4. Policy Implementation

Does the CEO demonstrate the ability to understand the PSTA Chair and Board Members' direction, desired outcomes, and intentions? Does he provide sufficient updates to the Board Members on actions taken, current status, future challenges, etc.? Does he appear to provide clean direction to the PSTA organization on policy decisions and intentions while providing mechanisms for monitoring performance and receiving feedback?

Ben Diamond - I think the CEO could provide greater communication to the Board on emerging issues and problems. The weekly summary of issues to the Board by email was helpful, but these need to be sent consistently. The weekly updates should thoroughly identify pending issues so that the Board is updated and informed on a prompt basis.

Bill Jonson - Good work on recent initiatives working with the communities to customize service improvements in their area, and at the same time balancing improvements system-wide and still keeping the Board updated. The DHS grant mistake has been thoroughly discussed at Board meetings and needs no further discussion here.

Curtis Holmes - In August 2014, Mr. Miller agreed to give the full board weekly updates to avoid negative surprises like last year's mistakes (Miller admitted there were mistakes) involving DHS grant money. Yet now we are once again caught off-guard with a secret recording of a grievance hearing and no clear policy from PSTA on the matter.

Darden Rice - I gave Brad a "4" in this category last year. The score is bumped up this year because I think we have made some improvements in light of past admitted mistakes and missteps (DHS grant). For example, Brad has sent out a weekly email that updates the board on PSTA news and in those communications is candid about challenges or upcoming issues that may receive negative light in the press. Again, I think the 'Path Forward' process indicates a strong path forward in the post-Greenlight transition and has provided a helpful guidepost in making value-based and strategic policy and financial decisions in the coming year and beyond.

Dave Eggers – Hard to say but very disappointed that in his recent medical absence, we had no leadership planned for the meeting. Certainly very disappointed in the taping of an individual without their knowledge or agreement. New policy implemented in a seemingly very cavalier manner.

Janet Long – For a few months, Brad was doing a good job of meeting with Board members and other pertinent stakeholders to provide updates, and reviewing upcoming issues. That effort seems to have taken a back seat with the exception of a few phone calls to alert us to a problem or particular circumstance that needs attention.

Joe Barkley – Brad is very effective in communicating and implementing our policy.

Ken Welch – Policies/Strategies enacted last year are not being followed consistently – ex. weekly updates and communication to Board on emerging issues. Lack of designated/acting CEO in the absence of the CEO is not best practice, particularly for a board meeting (July 2015)

Patricia Johnson – He communicates well but only within his pre-determined goals – not pulling for overall needs of our targeted ridership.



Doug Bevis – I would say that given the issues that have taken place over the past 18 months, that providing clean direction on policy & direction could be better.

Julie Bujalski - In regards to Policy Issues only, yes, I believe that Brad does effectively implement and communicate on these issues.

## 5. Working Relationship with the PSTA Board (As a Governing Body)

Does the CEO demonstrate the ability to have a good working relationship with the PSTA Board through ways such as by treating the entire PSTA Board in a fair and equitable manner, helping the Board make decisions based upon “best” available data and providing timely follow-up communications? Does he appear to establish relationships based upon mutual trust and respect?

Ben Diamond - I think the CEO needs to spend more time working with the Board to provide information and follow-up on a timely basis and to make sure Board member questions are answered and addressed.

Bill Jonson - See previous comment about inspired leadership in involving all board members in the development of Path Forward. The Challenge is to adapt to the diversity of Board Members’ time availability, experience and personality styles. Excellent idea to offer board training. A continuing challenge is to use the board for Policy decisions such that they do not need to be as involved with details such as small route changes.

Curtis Holmes - When discussing policy options, we are given some of the information, but often not all the information. Example: the continuing purchase of hybrid electric diesel buses, when in fact many cities (including NYC) abandoned this approach already when diesel prices were high.

Darden Rice - The year began with a critically important workshop that set in motion the ‘Path Forward’ mission. That set the tone for what has been a positive and collaborative partnership with the board to set a new direction for PSTA. The final document reflects input and comments from the entire board, and reflects the diversity of opinion that exists on the board. New members feel comfortable asking questions and speaking up; our experienced board members are effective at contributing their perspective when needed.

Dave Eggers – Seems fine at the Board meetings.

Janet Long – Brad has been working to build better relationships with the Board, however, he has stoped communicating with us on a weekly basis and thus when issues surface we often find out through the media and/or an e-mail from a disgruntled employee or citizen.

Joe Barkley – Brad is very effective in one-on-one relationships with Board members, and with the Board as a whole.

Ken Welch – As I stated in last year’s evaluation, Board communication must be consistent and proactive. I learned of the tape-recording incident by viewing it on the evening news.

Doug Bevis – I am not sure if the CEO has the complete respect and confidence of the Board to the level I feel it should be.

Julie Bujalski - I believe Brad treats the entire board in a fair and equitable manner. I also believe Brad provides the “best” available data to make decisions on general organizational issues. And I do believe there is a mutual respect that exists. Over the last few years, he has implemented our

committee structure to help us, as a board, to be better informed on agenda items forthcoming. This has worked very well as compared to how it was prior to this implementation. However, I feel this could be improved even more. The Executive Committee was formed to help guide the agency and address emerging issues. But I feel we spend more time talking about actual agenda items. This should be discussed more. I also feel the board meetings could be run more effectively when problems arise. While this does not solely fall on Brad's shoulders, I would ask that he, the attorney, and the chair work together to improve this. Where I feel the biggest problem lies is with communication on emerging issues. No board wants to get caught off guard and an improved form of communication needs to occur.

## 6. Working Relationship with Individual PSTA Board Members

Does the CEO show the ability to work with individual Board Members to define problems, establish action plans, and respond to specific member requests and/or citizen/customer service issues brought forth by members? Does he listen to feedback and criticism and takes appropriate action? Does he keep individual PSTA Board members informed on key issues?

Ben Diamond - The CEO needs to keep individual Board members better informed on key and emerging issues.

Bill Jonson - With the Florida Sunshine Law the CEO is in the unique opportunity to guide the board to consensus at formal board meetings. Mr. Miller is good in this role and more such contributions are expected. Of course not all Board decision will be unanimous. He has activated more discussion at Board Meetings by implementing Informational Presentations on a topic in the month before the actual vote decision "Informational Presentations." This helps refine the final decisions.

Darden Rice - Brad is quick to follow up and provide info as requested. He provides candid assessments and insight. I consider my working relationship with him to be positive, effective, and productive.

Dave Eggers – Seems good but would suggest that he cycle through the board and visit members around agenda briefings to develop better communication and understanding...not monthly but perhaps once a year anyway.

Janet Long – Brad has certainly been working hard to keep me apprised of issues and critical information. I'm not convinced that the rest of the Board has been kept in the loop. In my one on one interaction he has been excellent at accepting critiques and taking action to move forward. His action plan is not consistent, decisive and implemented.

Joe Barkley – Brad is very effective in one-on-one relationships with Board members.

Ken Welch – My relationship with the CEO is good, but follow up on Board directives must be improved.

Doug Bevis – This is a multi part question. I feel he does an average job with key issues & the Board. I do not know how well he responds to citizens or customers because not sure we hear about follow up.

Julie Bujalski - Brad always responds to my questions and spends a great deal of time talking with me about many organizational issues. He does listen to my feedback and seems to take the appropriate actions. Again, where I feel there is a problem is communicating on emerging issues. Having 15 board members does not make it easy to have a system of communication, especially outside of written communication. However a system does need to be developed.

## 7. Financial Resource Management

Does the CEO demonstrate the ability to develop a financially-responsible budget, identify opportunities to reduce service costs while improving transit service, and analyze the financial impacts of recommendations and decisions? Does he seem to instill an organizational value of continuous improvement and prudent financial management? Does he explore methods for adequately funding PSTA and for expanding PSTA resources through partnering with others?

Ben Diamond - I commend the CEO for his work on the Path Forward and his emphasis on finding sustainable capital and operating funding. I also commend him for his efforts to find new partnerships for the agency so that we can maintain and hopefully enhance our service in Pinellas County.

Bill Jonson - This year's financial scrubbing to identify \$7 million in unneeded capital, contributed to significantly better financial stability going forward. Improvement opportunity is in grant visibility: what we have, what we could get, and how this interacts with the operating budget. Good idea to fix at 40% the grant funds that can be used for maintenance.

We continually beat the budget by large margins – perhaps PSTA is too conservative – still better than running deficits.

Brian Scott - Brad has done good work in planning for PSTA's long term bus replacement and establishing stronger partnerships with other area transit systems, and the MPO.

Curtis Holmes - The disclosure that 4+ routes, with an annual expenditure of roughly \$1,000,000 TAX DOLLARS a year, has gone on for over 20 years is quite troubling...blaming previous boards inaction is not acceptable because management\* should have been pounding the drum reminding them, constantly, about the dearth of customers and the expense. (\* it's acknowledged that Mr. Miller was not the CEO during all this time).

Darden Rice - Our FY 2016 budget speaks for itself. I have addressed this issue in responses to other survey questions in this document.

Dave Eggers – The rhetoric displayed during the green light process seems inconsistent with financial condition of PSTA, at least in the short term.

Janet Long – For most of this past year, the financial picture of PSTA has been a moving target. That inconsistency in the numbers we have been given has contributed to credibility issue within the Board. While I do believe a positive effort is being made, I remain skeptical.

Joe Barkley – Brad is very cognizant of financial and budgetary issues. He did get ambushed on the issue of bus advertising for Homeland Security, but that was resolved.

Patricia Johnson – While he tries to instill his process on the board members, he does not do so in a professional manner.

Doug Bevis – Given the failure of Greenlight, I think staff has done a good job (4) at looking inward at ways to save and reduce cost. I am not sure if the organization would have done this had Greenlight passed.

Julie Bujalski - With the failure of Greenlight, Brad has had to recreate a new financial plan for PSTA's sustainability. Several years ago, he revamped PSTA's Finance Department. He, along with his new staff, have re-evaluated our financial picture and found new ways for us to add revenue, save on expenses while working towards a more efficient transit system and move towards a grid bus system. This is all included in the Path Forward Plan and I feel confident where we are going financially.

## 8. Human Resource Management

Does the CEO appear to work to make PSTA a preferred employer that recruits and retains a skilled competent staff? Does he demonstrate the ability to encourage the PSTA staff to think creatively and to take innovative action? Does he develop the capacity of the organization through professional development and training? Does the CEO demonstrate that he can develop a professionally-competent workforce that is motivated to serve the community and PSTA's customers?

Bill Jonson - Key is the appointment of highly qualified Director level employees and effective delegation. Performance bonus in Union Labor contracts was an inspired partnership. The grievance process could be tightened up especially when a person is subject to a dismissal. Union certification has been disruptive though not all under control of CEO.

Brian Scott - PSTA's personell costs represent over 60% of the operating budget. This is too high and needs to be addressed. This is an expense category that offers significant opportunity for savings.

Darden Rice - I have dropped Brad's score from a 5 last year to a 4 this year. The overall competence and professionalism of Brad's team is admirable. PSTA has some real stars on the field: COO James Bradford, CFO Debbie Leouse, CDO Cassandra Borchers, and I could name several more who simply stand out as top notch. I'd like to see them empowered to do even more, which I mean a s a compliment to Brad Miller, who has put together a great team. I would like to see some improvements on the operations side of PSTA. Although Mr. Miller is not responsible for the turmoil dealing with the TBWATU, it seems a lot of that conflict bubbles up to the attention of the board that brings into question how to better handle conflict management issues.

Dave Eggers – Seems fine but again chain of command issues led to no one with the board in Brad's absence. Also there seems to be some “disconnect” between him and our attorney. More reactive to events and not proactive enough.

Janet Long – This is an area that needs attention. Brad has very competent people in the organization. He doesn't appear to have a strong second in command who can be capable of taking over the agency if he were suddenly not here – evidenced by the recent experience at our Board meeting.

Joe Barkley – This is a moving target because of union issues. It is virtually impossible to keep a perfect score on this category.

Ken Welch - Interim/Acting CEO should be designated in the absence of the CEO. Clarity and consistency in policies and procedures (ex. Taping of personnel hearings) is needed.

Doug Bevis – I give a 3 because I do not feel that we are up to speed on the issues or informed of “innovative actions”not aware of motivational actions.

Julie Bujalski - Since his time here, Brad has hired a number of improved staff members in key roles that have brought much better management to the organization. I give him a lot of credit for those changes and improvements. This year, there are some issues of concern regarding certain needs. First, there is not a strong #2 person. While we have a person that operates most of the day to day, the position is designed more as a middle manager or a vice president.

leader that has a skill-set similar to what the agency head should have and several mis-steps have occurred. There seems to be a breakdown between this position and the HR Director position where I feel much work is needed. Second, we need better public records management. Brad has previously added someone to be in charge of this function but two things seem to be missing: (1) Experience in the area of Florida public records law, (2) Training of all employees on public records law along with a strict internal process to be followed regarding public record requests. I feel issues should fall under a higher level employee such as a Department Head with long time experience in this area. This issue clearly displays transparency to the public and needs to be improved. Thirdly, I feel we need more strength in HR Management in general. While I understand that issues arise, our issues seem to come from various unsatisfied employees and their issues become public and put a stain on the organization. While Brad is ultimately in charge of all employees, I feel that if there was stronger leadership in HR and the appropriate areas where employees have problems, then these issues would get solved at the level they are supposed to rather than through the press and attempting to get to the board. Having said all of this, Brad does work hard to find resolutions but it feels very reactionary.



## 9. Community Leadership & Relations

Does the CEO maintain visibility in the community by attending meetings and participating in events? Does he show an ability to develop effective relations with key business and community leaders, listen to citizen, customer, and community concerns, needs, and issues? Is he viewed as an effective advocate for improving and expanding public transportation in Pinellas County?

Ben Diamond - The CEO has made strong efforts to meet with and listen to community leaders, elected leaders and PSTA riders to find ways to improve and expand our public transportation system.

Bill Jonson - This duty is second only to Board facilitation and something that can never be too much, for the organization depends on community support as well as synchronization with so many other regional organizations. Key to this is the identification and articulation of the PSTA Mission and the importance of Board decisions and customer personal stories. Also important is crafting and implementing community and media communications that must be two-way. In retrospect PSTA depended too much on a GreenLight Pinellas Campaign instead of focusing on PSTA's fundamental role in the Community. The CEO is the ultimate voice of the organization; he needs to be more effective and comfortable in this role with the media even though it may only be used strategically in limited situations.

Brian Scott - Brad is very visible in the community and is always eager to present PSTA's plans and visions publicly.

Darden Rice - I wholeheartedly give Brad a 5 in this area. I think the next level for Brad to take his success up to is to empower more of his higher level staff to take on organizational, advocacy, and speaking roles when deemed prudent.

Dave Eggers – Not enough experience to comment here except I have heard very little about PSTA and our executive director from any business leaders. Again “desperate times” require calm and consistency in approach at the top.

Janet Long – Brad does do a good job attending community meetings and participating in events. I'm not convinced that he has managed to change perceptions about this management and leadership style.

Joe Barkley – Brad is consistently meeting with Boards of various organizations, community and political leaders, as well as others to develop a good community relations with the PSTA marketplace.

Julie Bujalski - Over the years that Brad has been with us, he has developed relationships with all the appropriate organizations that we would expect him to. He does listen to citizen concerns and is accessible. However, because of some of the very public employee issues, organization issues, the failure of Greenlight, and the continued negative press the organization receives (whether it is Brad's fault or not), we have big hurdles to overcome before being able to say that Brad is viewed as “an effective advocate for improving and expanding public transportation”. This certainly is not for his lack of trying. He takes all of the right steps to partner with outside agencies. However, I believe there is a lack of confidence that will need to be overcome.

# 10. Project Management

Does the CEO show the ability to execute complex projects within approved project budgets, on schedule, and in accordance with quality plans? Does he work to coordinate project interrelationships to ensure sequencing and cost effectiveness? Does he develop and monitor project or contract performance standards and make sound recommendations within the framework of PSTA policies and goals? Does he always demonstrate the highest ethical standards?

Bill Jonson - Much improvement in Project Management. Major progress has been made in the critical coordination with FDOT's Highway projects. Mr. Miller and his Staff have been much more influential in getting FDOT attention in addressing transit requirements as part of their Complete Streets initiatives. Great progress, but of course continual efforts are needed.

Curtis Holmes - PSTA flubbed the bus advertising contract, which now has to be rebid plus what appears to be excessive "management by crisis" bailiwick.

Darden Rice - I think the next few months – especially the next legislative session --will put our 'Path Forward' to the test. I think it will also require a strong level of engagement from board leadership to meet our agreed-upon goals. I have great hopes this will happen. There will always be a sense that there "are a lot of moving parts" when it comes to transit agency work. It is a challenging board assignment because the mission is important and there is a lot of individual and committee work to do. Balancing all of it is a challenge, but it is a challenge that requires an active and engaged board to work with the CEO to address. Mr. Miller leads PSTA through these considerable challenges with the utmost and unquestionable integrity and thoughtfulness.

Dave Eggers – Greenlight efforts (not good) and project development (not enough experience yet) but late move to committees should help that process in the future (2). Ethical standards seem high (4).

Janet Long – There is not question that Brad has all of the technical skill sets to operate an effective, efficient and complex transportation system. In this highly developed, urban, progressive and innovative County, and at this critical juncture in our business, economic and political climate, it is my belief that PSTA needs to have a discussion about the leadership, skill sets, and abilities going forward.

Joe Barkley – PSTA has many ongoing projects in various stages of completion at all times. Brad keeps on top of these projects through staff meetings, reports, and hands on project management if necessary.

Doug Bevis – I do not feel I know enough about the day to day operation to know about project coordination, contract performance, etc. This is not really discussed with Board in any detail.

Julie Bujalski - On general purchases and new programs, it appears that Brad and the agency runs smoothly. Where problems seem to occur are in two areas: 1) Capital Building Projects – this has been a long-standing issue with project management and time-frame. Brad has taken a number of steps to try to correct a problem that the agency was faced with when he started. However, the problem still exists and more steps need to be taken. 2) New Project or Service RFP's – Again, this

has been an existing problem for the agency where they continue to get protested for whatever reason. This existed before Brad came to the agency and Brad and our Attorney have made a number of changes to the RFP process and procurement policies to try and correct the situation. But it seems to continue to happen and needs to be corrected. In my community, we have a Purchasing Manager that oversees every purchase and RFP the city makes. This person is in charge of ensuring all policies are followed and that problems are managed fairly and consistently. They also ensure we have the correct policies. While I realize this is beyond my purview as a board member, I offer this as an idea. If this is already occurring, then improvements in this area are needed.

## 5. 2016 Major Challenges - Opportunities

1. **Community Presentation of Needed Changes** – PSTA’s Path Forward Strategic Plan calls for moving forward with methodic implementation of the detailed Community Bus Plan changes and examination of all options to provide PSTA with a sustainable financial model. These changes, while making PSTA a better and more efficient public transit system for our Community will represent a complete redesign of a system of routes and fares that have been fairly static for decades. Any change of this magnitude will be challenging for our customers and it will be critical for PSTA to develop a strategic communication plan to ensure our community and customers understand and can anticipate these adjustments. .
2. **PSTA Labor Relations** – With PSTA’s largest Union facing a recall vote this summer, their current 3-Year labor agreement coming to an end, and continued emphasis on training and improving on the quality of our workforce’s customer service and bus maintenance practices, it will be important to maintain a successful partnership with Union leadership. This will be accomplished through increased and innovative communication efforts.
3. **Success with Legislative Priorities** – PSTA is putting together a new, stronger legislative team of federal and state lobbyists, and increasing coordination with HART, the MPO and others to present a common message of our transportation priorities including regional initiatives. New performance measurement systems will be used to ensure we see successful partnerships with our Federal and State Partners.
4. **Tangible Partnership Results** – PSTA’s Adopted Path Forward Strategic Plan calls for increased outreach to establish new Partnerships such as with the Pinellas County MPO, TBARTA, HART, and the Tampa International Airport (TIA), as well as with local municipalities. It will be important to demonstrate how these regional partnerships can be successful at improving PSTA services to our customers, reduce congestion/gridlock, and improve mobility to major activity centers (e.g. Clearwater Beach/TIA Airport).

### SUGGESTED:

Janet Long

5. Transit Leadership
  - a. Vision and creativity
  - b. Organizational structure

## 5. Suggested DRAFT Goals for July 2015 – June 2016

### I. Focus on Customer-Oriented Public Transit Services

- A. Approve Service Plan to Remove Buses from Surrounding St. Pete's Williams Park by January 1, 2016.
- B. Complete Both Pre- and Post- Customer Satisfaction Surveys bracketing new training for bus operators & customer service representatives by January 1, 2016.
- C. Labor Contract Settlement Including Performance Based Pay by January 1, 2016.
- D. Approve a new Strategic Messaging Plan for PSTA Community Outreach.

### II. Develop a Strong Governance Model for Effective Pinellas Transportation Leadership

- A. PSTA Board to participate in MPO Priority Setting by July 1, 2016.
- B. PSTA & HART Executive Committees will identify at least two new areas of collaboration by July 1, 2016.
- C. A PSTA Board Member Survey to gauge the effectiveness of the PSTA Committee structure will be completed by January 1, 2016.
- D. Active participation with FDOT to ensure consideration of a multimodal approach to project design.

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

- A. Adopt a balanced FY2016 Budget by September 30, 2015.
- B. After fostering strong public involvement, the PSTA Board will take votes on fare, ad valorem, advertising policy, route reduction, & other changes by September 30, 2015.

### IV. Sustainable Capital Program

- A. Visit Pinellas Delegation in Washington, DC with Federal Lobbyist in 2015.
- B. STP Funding Consideration for Buses by MPO by July 1, 2016.

### V. Customer Oriented Service Redesign

- A. Approve Implementation Plan Timeline by October 1, 2015.
- B. Present transportation alternatives to/for every affected route prior to implementation.
- C. Develop new Plan Name/Messaging by October 1, 2015.

### VI. Incremental Expansion

- A. Decision on Federal qualification by St. Pete & PSTA for BRT Corridor by January 1, 2016. Federal Application by July 1, 2016.
- B. State Legislative Strategy approval by August 26, 2015.

**VII. Visionary Service Design: Increase Public Transit Access**

- A. Suggest high-profile, strategic, creative, collaborative, Joint Meetings with the Pinellas County Commission, Pinellas MPO, TBARTA, etc., to engage with stakeholders and the public on long-term future transit needs of Pinellas County by July 1, 2016.
- B. Examination of other funding sources for transit frequency improvement by PSTA/MPO/Pinellas by July 1, 2016.
- C. At least one formal coordination meeting with Uber/Lyft by January 1, 2016.

## 6. Compensation (CEO's Recommendation)

|                              | <b>Current</b>                     | <b>Proposed FY16</b> | <b>Change</b>        |
|------------------------------|------------------------------------|----------------------|----------------------|
| <b>Salary</b>                | \$171,700                          | \$176,850*           | 3%                   |
| <b>Life Insurance</b>        | \$500K Term Life                   | Same                 | None                 |
| <b>Car</b>                   | \$0                                | \$0                  | \$0                  |
| <b>Severance Pay</b>         | 5 net months                       | 6 net months         | 1 Month Per Contract |
| <b>Vacation</b>              | 4 weeks                            | 4 weeks              | None                 |
| <b>Deferred Compensation</b> | FRS + 1 for 1 Match<br>to 457 Plan | Same                 | None                 |

\*From July 1, 2011 through July 2015, my salary level was adjusted once by \$1,700 or 1% in July, 2013. I recommend the board adjust my salary by 3% as of July 1, 2015.

HART's CEO hired November 3, 2014 Compensation:

- \$177,000 Plus 15% Deferred Compensation.

Orlando LYNX CEO Salary:

- \$187,000

Jacksonville, JTA CEO Salary:

- \$285,000

## **OPTION A**

We, the PSTA Board believe the PSTA organization is on the correct “Path Forward” to improved public transportation for our community, with CEO Brad Miller providing strong leadership to accomplish our adopted Strategic Plan’s goals. With an increased level of communication and accountability between the Board, CEO, and down through the entire organization, we believe we can increase our public support through partnership-building and continued innovations to our public transportation system throughout the region.

We receive and file the PSTA CEO’s 2014-2015 completed performance evaluation, direct staff to develop a revised appraisal system for improved accountability for the goals of our Path Forward Strategic Plan and recommend a 1-3% adjustment to the CEO salary.



## **OPTION B**

We, the PSTA Board believe the PSTA organization is on the correct “Path Forward” to improved public transportation for our community. With improved communication, and accountability, we support CEO Brad Miller’s continued leadership to accomplish our adopted Strategic Plan’s goals. We recognize he has made a number of positive recent improvements, but further progress is needed.

We receive and file the PSTA CEO’s 2014-2015 completed performance evaluation and recommend no increase to the CEO salary at this time. Additionally, we direct staff to develop a revised appraisal system for improved accountability for the goals of our Path Forward Strategic Plan and recommend a mid-year assessment (early 2016) be conducted with this system to ensure our agency continues on the right track.

## **OPTION C**

We, the PSTA Board do not believe the PSTA organization is on the correct path forward at this time and recommend CEO Brad Miller's contract with the organization be terminated.