

## Motion No. M2019-19

A motion of the Board of the Central Puget Sound Regional Transit Authority adopting performance goals and objectives for Peter M. Rogoff, Sound Transit chief executive officer.

### Background

In November 2015, the Board appointed Peter M. Rogoff as Sound Transit's chief executive officer, and in December 2015, authorized the first employment agreement with Mr. Rogoff. In November 2018, the Board approved Motion No. M2018-155 to retain Mr. Rogoff as the chief executive officer. The employment agreement authorized by Motion No. M2018-155 requires that the Board, in consultation with the CEO, establish performance goals and objectives no later than March 31st of each year.

Mr. Rogoff and the Board Chair discussed the attached performance objectives and evaluation criteria for 2019 for review by the Executive Committee and Board.

### Motion

It is hereby moved by the Board of the Central Puget Sound Regional Transit Authority that the performance goals and objectives set forth in Attachment A are adopted for chief executive officer Peter M. Rogoff for the period of January 1, 2019 to December 31, 2019. The Board will consider Mr. Rogoff's achievement of the performance goals and objectives in determining his annual performance award.

APPROVED by the Board of the Central Puget Sound Regional Transit Authority at a regular meeting thereof held on March 28, 2019.



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John Marchione  
Board Chair

**Attest:**



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Kathryn Flores  
Board Administrator

# 2019 CEO Appraisal Process

## 2019 Performance Goals and Objectives for the CEO:

ST 2019 STRATEGIC PRIORITIES	PERFORMANCE OBJECTIVE	FEEDBACK SOURCES	PERFORMANCE COMMENTS	RATING
<p><b>Deliver a broad and ambitious array of capital projects simultaneously, and ensure the long-term operation of the system we are building</b></p> <ul style="list-style-type: none"> <li>- Be responsible, transparent stewards of public resources</li> <li>- Embrace our core values in everything we do, improving efficiency and reducing barriers to delivering quality operations and system expansion programs</li> <li>- Ensure long-term agency viability by determining our business model and increasing organizational capacity</li> </ul>	<p>Maintain productive partnerships with the Board of Directors to advance capital program including Board member engagement in project development. Ensure that the agency respond's promptly and fully to all Board member inquiries.</p> <p>Implement recently adopted board process reforms so as to make better use of Board Members' time and further enhance and streamline the board's decision making process.</p> <p>Maintain and grow effective relationships with partner jurisdictions and local municipalities, including staff-to-staff relations, to ease the path toward project deployment.</p> <p>Maintain strong relationships with Federal and state agencies and legislators to ensure the continuation of Federal funding partnerships, both nationally and locally.</p> <p>Engage the Board in core business model discussions and decisions to ensure long-term agency integration, viability and the timely delivery of the capital program.</p>	<ul style="list-style-type: none"> <li>• CEO Self Evaluation</li> <li>• Board member Feedback</li> <li>• Staff Reports</li> <li>• Employee Engagement Survey</li> <li>• External agency partners</li> </ul>		

	<p>Continue the change management process to establish a culture of continuous improvement and collaboration to strengthen the agency's organizational structures and processes.</p> <p>Advance improvements to streamline processes to minimize or eliminate unnecessary bureaucracy.</p> <p>Advance initiatives to build human capital, both in recruiting new talent and growing talent internally.</p>		
<p><b>Be our riders' regional transit provider, connecting them to where they want to go</b></p> <ul style="list-style-type: none"> <li>- Continue to attract ridership by investing in a quality rider experience, ensuring—across modes—that our service is reliable, accessible, clean, secure, and safe</li> <li>- Maintain a regional strategy for transit integration, as well as the partnerships to execute it</li> </ul>	<p>Paint a compelling picture for all staff of what customer focus looks like. Build and maintain the conditions that make service excellence possible.</p> <p>Establish new systems and processes to better measure customer experience.</p> <p>Retool Board reporting mechanisms and analytics to more accurately depict trends in the quality of the customer experience.</p> <p>Advance and implement strategies to enhance the customer experience.</p> <p>Ensure that the Chief Customer Experience Officer has a full seat at the table as decisions are made in other departments that will impact the customer experience.</p> <p>Promote transit integration as a strategic priority in the agency and empower employees to make decisions to promote transit integration for passengers.</p>	<ul style="list-style-type: none"> <li>• CEO Self Evaluation</li> <li>• Board member Feedback</li> <li>• Staff Reports</li> <li>• Community Outreach Measurements</li> </ul>	

<p><b>Ensure the safety of everyone who works for us, our customers, and the communities we serve</b></p> <ul style="list-style-type: none"> <li>- Manage hazards by incorporating safety on our vehicles and in our facilities at every stage—planning, design, construction, operations, and maintenance</li> <li>- Facilitate a workplace culture that supports and maintains holistic—physical and psychological—safety for everyone who works with and for us</li> </ul>	<p>Promote safety as a strategic priority in the agency and empower employees to make decisions to promote safety – for passengers, employees and contractors.</p> <p>Ensure that senior managers model appropriate safety behavior and highlight its importance to staff.</p> <p>Respond promptly to internal and external recommendations to enhance safety.</p> <p>Demonstrate active listening, self-awareness, and strong relationship building to create a safe environment where all are enabled to bring their best selves to work each day to drive team and agency performance.</p>	<ul style="list-style-type: none"> <li>• CEO Self Evaluation</li> <li>• Staff Reports</li> <li>• Employee Engagement Survey</li> <li>• Executive Leadership Team Feedback</li> </ul>	
<p><b>Conduct quality work in a sustainable and equitable manner in order to enhance the natural and human environment for decades to come</b></p> <ul style="list-style-type: none"> <li>- Proactively manage our commitments to support smart regional growth, foster transit-oriented development and improved transit access, design and build greener projects, and operate our fleets and facilities more efficiently</li> </ul>	<p>Develop and promote an inclusive workplace by building teams with a mix of diverse styles, perspectives, and experiences.</p> <p>Promote collaboration, goodwill, constructive conflict, and equity across the agency by looking for alignment and creating the most mutually effective outcomes in decision-making and resource allocation.</p> <p>Anticipate and balance the needs of diverse agency stakeholders, acting fairly and consistently despite conflicting demands and requirements.</p>	<ul style="list-style-type: none"> <li>• CEO Self Evaluation</li> <li>• Board member Feedback</li> <li>• Staff Reports</li> <li>• Employee Engagement Survey</li> <li>• Executive Leadership Team Feedback</li> </ul>	

<p>- Ensure that equity informs the full-range of decisions that drive the agency's work, including employment practices, community engagement, small and disadvantaged business enterprise utilization, procurements, and policy development</p>	<p>Foster, and lead by example, to create and sustain an environment where diverse perspectives and ideas are listened to, valued and authentically considered.</p> <p>Champion a culture where everyone feels they have a place in the organization.</p> <p>Embrace personal responsibility for the agency and set the "tone at the top" by building an atmosphere of trust and culture where everyone has ownership and responsibility.</p>			
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OVERALL PERFORMANCE RATING				
<input type="checkbox"/> Outstanding	<input type="checkbox"/> Excellent	<input type="checkbox"/> Successful	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
<b>Overall Performance Comments:</b>				

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Peter Rogoff, Sound Transit CEO	Date
John Marchione, Sound Transit Board Chair	Date

**Appendix A: Sound Transit Rating Definitions**

<b>Rating</b>	<b>Sound Transit</b>
<b>Outstanding</b>	Making a truly outstanding and unique contribution to the success of the agency, their department or their team. This employee is a leader and a team player who embodies the values of Sound Transit, exhibits superior abilities to work with others and contributes to the agency's performance.
<b>Excellent</b>	Employees who have performed beyond the established review period goals and who consistently model the highest standards of skills and behavioral attributes for their job and level of responsibility in the agency. The individual who reaches this level of excellence does so through truly unique, exemplary, and/or exceptional application of knowledge, theory, practices and polished skills.
<b>Successful</b>	Employees who meet Sound Transits high performance standards and expectations. This employee can be fully depended upon to consistently achieve job goals and perform the essential functions of their position.
<b>Needs Improvement</b>	Employees in need of development to reach a level that would be expected from a fully successful employee. The employee at this level of performance may be learning new skills or developing new core competencies. It could also be given when behavioral problems have created setbacks during the review period. A PIP may be required.
<b>Unsatisfactory</b>	Employees who are not meeting job priorities and goals. Improvement is necessary for continued employment with Sound Transit and an employee may be required to participate in a PIP as a condition of continued employment.