

**MOTION NO. M2018-168**

A motion of the Board of the Central Puget Sound Regional Transit Authority approving a performance award for Peter M. Rogoff, Sound Transit Chief Executive Officer.

**BACKGROUND:**

In December 2015, the Board entered into a three-year one-month employment agreement with Mr. Rogoff (January 1, 2016 through January 31, 2019). Under the employment agreement, Mr. Rogoff's 2017 salary of \$312,900 automatically increased by 5% on January 1, 2018 to \$328,545.

The 2015 employment agreement also provides that the Board may, in its discretion, approve additional compensation, not to exceed 10% of the preceding year's annual base salary, as a performance award based on his work in achieving the Board adopted performance objectives and evaluation criteria established for Mr. Rogoff through Motion No. M2018-37 (Attachment A) and the agency's 2018 milestones (Attachment B).

In November 2018, the Board entered into a new three-year and one month term of employment with Mr. Rogoff (December 1, 2019 through December 31, 2021) that includes three one-year options upon agreement of the parties and approval of the Board (January 1, 2022 through December 31, 2024).

**MOTION:**

It is hereby moved by the Board of the Central Puget Sound Regional Transit Authority that a performance award of 5% of Mr. Rogoff's annual salary, per the CEO employment contract, is approved based on his work in achieving his performance objectives and evaluation criteria and the 2018 agency milestones.

APPROVED by the Board of the Central Puget Sound Regional Transit Authority at a regular meeting thereof held on December 20, 2018.



Dave Somers  
Board Chair

ATTEST:



Kathryn Flores  
Board Administrator



**2018 CEO Appraisal Process**  
*As Adopted by the Board in Motion No. M2018-37*

Key areas of organizational health and effectiveness:

- Board Relationships, Political Landscape, and Relationships with Stakeholders
- Mission, Strategy, and Performance
- Culture, Leadership, and Agency Values

**2018 Performance Goals for the CEO:**

**Board Relationships, Political Landscape, and Relationships with Stakeholders**

PRIORITIES	STRATEGY	PERFORMANCE COMMENTS	RATING
Maintain and enhance productive partnerships with the Board of Directors to advance agency mission.	<p>Build dialogue and continue to provide meaningful, timely support to the Board on all agency activities.</p> <p>Respond to inquiries and information requests from Board members in a prompt and thorough manner.</p> <p>Enhance transparency and Board member review through the improvement of staff presentations.</p> <p>Refine and enhance the use of infographics and clear and consistent terminology when briefing Board members on budget and contract actions.</p>		
	<p>Implement board process reforms (once adopted) so as to make better use of Board members’ time and further enhance and streamline the Board’s decision-making process.</p> <p>Refine and present agency’s “five-year look ahead” to the entire Board. Work with Board leadership to prioritize board and committee agendas so as to better inform and prepare Board members to address the most important and emergent issues arising from the “look ahead” process.</p>		

<p>Maintain and grow effective relationships with partner jurisdictions; local, state, and federal representatives; and other regional stakeholders.</p>	<p>Continue to expand network of regional contacts, especially in those jurisdictions slated to receive future Sound Transit service.</p> <p>Continue to communicate effectively and lead efforts at the State and Federal levels to advance Sound Transit’s mission, focusing on opportunities to protect and enhance government funding streams.</p> <p>Maintain strong partnerships with regional stakeholder organizations who are invested in Sound Transit’s success.</p>	
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**Mission, Strategy, and Performance**

PRIORITIES	STRATEGY	PERFORMANCE COMMENTS	RATING
<p>Increase agency focus on the quality of the customer experience as Sound Transit operates ever higher volumes of daily passenger traffic.</p>	<p>Oversee and facilitate the integration of the new Chief Customer Experience Officer into the agency’s executive leadership team.</p> <p>Establish new systems and processes to better measure customer experience. Identify and launch initiatives to improve the customer experience.</p> <p>Retool Board reporting mechanisms and analytics to more accurately depict trends in the quality of the customer experience.</p>		
<p>Provide leadership, guidance, and oversight to accomplish each of the agency’s identified milestones for 2018 in the quarter in which they are expected, absent intervening events beyond the agency’s control. (As presented to the full board on February 22, 2018.)</p>	<p>Empower, guide, and ensure oversight of staff responsible for delivery of milestones.</p> <p>Receive status updates on all milestones at regular intervals and advise Board members of milestones status as necessary.</p> <p>Acknowledge milestone achievement both internally and externally.</p>		

	Within the agency control, manage towards Sound Transit operating within budget and meeting established timelines.	
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**Culture, Leadership, and Agency Values**

PRIORITIES	STRATEGY	PERFORMANCE COMMENTS	RATING
Maintain and grow the agency's open, respectful, and inclusive work environment and culture.	<p>Oversee and facilitate the integration of the new Director of Equal Employment Opportunity, Equity and Inclusion into the agency's executive leadership team.</p> <p>Establish Agency Respect, Inclusion &amp; Equity Steering Committee.</p> <p>Develop and implement a 2018 work plan that includes workshops for senior leaders and staff to advance goals of Respect, Inclusion and Equity.</p> <p>Establish Employee Resource Groups and other awareness and community-building activities that enhance agency culture and performance.</p>		
Successfully complete the established Board-directed Leadership Development Plan.	<p>Continue to enhance leadership skills, including the areas of active listening, self-awareness, and relationship building.</p> <p>Develop specific action plans, performance expectation targets, and measurements to improve leadership abilities in these areas.</p> <p>Work with assigned Board members and identified resources to monitor progress and report improvements.</p>		
Reform agency to deliver on the greatly expanded capital program and those projects already in progress.	Continue the change management process to establish a culture of continuous improvement and collaboration to strengthen the efficiency and effectiveness of the agency's organizational structures and processes.		

	<p>Continue the major elements of the System Expansion Implementation Plan, including (but not limited to) the establishment of cross-functional, collocated project teams, earlier collaboration with community partners in project development, and expanded use of permitting and development agreements.</p> <p>Further develop the process and designate staff for oversight of full implementation of newly introduced team structures and procedures to enhance and ensure accountability, transparency, and collaboration.</p>		
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**Performance Award**

OVERALL PERFORMANCE PERIOD RATING & CORRESPONDING AWARD PERCENTAGE			
<input type="checkbox"/> Outstanding	<input type="checkbox"/> Excellent	<input type="checkbox"/> Successful	<input type="checkbox"/> Needs Improvement
		<input type="checkbox"/> Unsatisfactory	

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Peter Rogoff, Sound Transit CEO	Dave Somers, Sound Transit Board Chair
Date	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 performance improvement plan 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 performance improvement plan as a condition of continued employment.





## 2018 Agency Milestones

### **SERVING OUR CUSTOMERS**

- Hire a Chief Customer Experience Officer
- Double-deck coaches put into service
- Update Transit-Oriented Development (TOD) policy
- Launch mobile-friendly website
- Ridership reaches record 50 million with 165,600 daily boardings

### **BUILDING THE SYSTEM**

- Break ground for Operations and Maintenance Facility-East
- Northgate Link tunneling substantially complete
- Set Lynnwood Link Extension budget and schedule
- Select Sounder Base project to be built
- Begin Bus Rapid Transit alternatives development
- Set Federal Way Link Extension budget and schedule
- Initiate project development on South Sounder expansion program
- Issue design/build Request for Proposal (RFP) for Puyallup/Sumner Station Access projects
- Issue design/build RFP for Federal Way Link Extension
- Launch on-demand bike locker program
- Set budget and schedule for Puyallup/Sumner Station Access projects
- Select Downtown Redmond Link project to be built
- Complete Downtown Bellevue Tunnel excavation for East Link
- Complete post-tensioning of I-90 floating bridge for East Link
- Open Northgate Station parking garage

### **PLANNING FOR THE FUTURE**

- Implement paid family leave program
- Adopt updated ST Sustainability Plan
- Award contract for Next Generation ORCA System Integrator
- Adopt service plan for rail-only Downtown Seattle Transit Tunnel
- Complete co-location of all System Expansion project teams
- Launch new employee training content and interface
- Adopt strategic access fund guidelines
- Launch workplace flexibility program