



SunLine Transit Agency
March 24, 2021
11:30 a.m. – 11:45 a.m.

AGENDA

BOARD OPERATIONS COMMITTEE Regular Meeting

VIA VIDEOCONFERENCE

Pursuant to California Governor Newsom's Executive Orders N-25-20 issued on March 4, 2020 and N-29-20 issued on March 18, 2020, the Board Operations Committee meeting will be conducted remotely through Zoom. Please follow the instructions below to join the meeting remotely.

INSTRUCTIONS FOR ELECTRONIC PARTICIPATION

Join Zoom Meeting - from PC, Laptop or Phone

<https://us02web.zoom.us/j/84760391952>

Meeting ID: 847 6039 1952

Teleconference Dial In
888-475-4499 (Toll Free)
Meeting ID: 847 6039 1952

One tap mobile
+16699009128,,84760391952#

Phone controls for participants:

The following commands can be used on your phone's dial pad while in Zoom meeting:

- *6 - Toggle mute/unmute
- *9 - Raise hand

For members of the public wishing to submit comment in connection with the Board Operations Committee Meeting: all public comment requests need to be submitted via email to the Clerk of the Board at clerkoftheboard@sunline.org prior to March 23, 2021 at 5:00 p.m. with your name, telephone number and subject of your public comment (agenda item or non-agenda item). Members of the public may make public comments through their telephone or Zoom connection when recognized by the Chair. If you send written comments, your comments will be made part of the official record of the proceedings and read into the record.

ITEM

RECOMMENDATION

In compliance with the Brown Act and Government Code Section 54957.5, agenda materials distributed 72 hours prior to the meeting, which are public records relating to open session agenda items, will be available for inspection by members of the public prior to the meeting at SunLine Transit Agency's Administration Building, 32505 Harry Oliver Trail, Thousand Palms, CA 92276 and on the Agency's website, www.sunline.org.

In compliance with the Americans with Disabilities Act, Government Code Section 54954.2, and the Federal Transit Administration Title VI, please contact the Clerk of the Board at (760) 343-3456 if special assistance is needed to participate in a Board meeting, including accessibility and translation services. Notification of at least 48 hours prior to the meeting time will assist staff in assuring reasonable arrangements can be made to provide assistance at the meeting.

ITEM

RECOMMENDATION

1. CALL TO ORDER

2. FLAG SALUTE

3. ROLL CALL

4. PRESENTATIONS

5. FINALIZATION OF AGENDA

6. PUBLIC COMMENTS

RECEIVE COMMENTS

NON AGENDA ITEMS

Members of the public may address the Committee regarding any item within the subject matter jurisdiction of the Committee; however, no action may be taken on off-agenda items unless authorized. Comments shall be limited to matters not listed on the agenda. Members of the public may comment on any matter listed on the agenda at the time that the Board considers that matter. Comments may be limited to 3 minutes in length.

7. COMMITTEE MEMBER COMMENTS

RECEIVE COMMENTS

**8. REVISED GENERAL MANAGER EVALUATION
PROCESS POLICY NO. B-070192**
(Staff: Brittney B. Sowell, Chief of Public Affairs/
Clerk of the Board)

APPROVE
(PAGE 3-20)

9. ADJOURN

SunLine Transit Agency

DATE: March 24, 2021 **ACTION**

TO: Board Operations Committee
Board of Directors

FROM: Brittney B. Sowell, Chief of Public Affairs/Clerk of the Board

RE: Revised General Manager Evaluation Process Policy No. B-070192

Recommendation

Staff recommends that the Board of Directors approve the attached revised General Manager Evaluation Process Policy No. B-070192.

Background

The General Manager evaluation process was adopted by Board policy in February 1992 and revised by the Board of Directors in March 2015. The policy, No. B-070192, outlines how the annual evaluation process will be conducted and includes a copy of the evaluation form, which is to be completed by each Board Member.

During the 2020 evaluation cycle, the Board engaged in a discussion during closed session regarding the effectiveness of the current policy and the Chairman of the Board directed the Clerk of the Board's office to compare similar policies and develop a revised policy for Board review in collaboration with the CEO/General Manager.

Of note, the proposed revision to the policy makes changes to the overall format and types of questions. The new format took into consideration comments received in previous years regarding how questions were phrased and the topics they covered. The revised policy includes space for the CEO/General Manager to provide comments under each category prior to the evaluation being distributed for Board rating. In addition, the evaluation form would now be hosted electronically on Survey Monkey so there would be no paper transmittal between the Board of Directors and the Clerk of the Board. The evaluation form results would go directly to the Chairperson of the Board.

The policy was presented in draft format to the Board Operations Committee at the February meeting and distributed to the Board of Directors for comment. The attached policy incorporates feedback received during this process.

Approving a revised policy at the Board meeting would allow the Board of Directors to follow the evaluation process that has been typically utilized, as outlined below:

- April –
 - Memo from Chairperson of the Board distributed to Board of Directors with the policy and evaluation form
- May –
 - Evaluation results received by Chairperson of the Board
 - Closed session evaluation of CEO/General Manager
- June –
 - Goals and objectives for CEO/General Manager established for next fiscal year

Financial Impact

No financial impact.

Attachments:

- [Item 8a](#) - Proposed Revised Policy No. B-070192
- [Item 8b](#) - Current Policy No. B-070192 (Dated March 4, 2015)

SunLine Transit Agency
Evaluation of the CEO/General Manager Policy
Policy No: B-070192

Adopted: 02/26/1992
Revised: 03/24/2021

EVALUATION OF THE CEO/GENERAL MANAGER POLICY

PURPOSE

To provide guidelines for the CEO/General Manager's annual performance evaluation.

SCOPE

SunLine Transit Agency Board of Directors, as the governing body for the Agency, has the authority to appoint a CEO/General Manager. The CEO/General Manager is accountable for all aspects of the Agency operation. The Board will conduct an annual evaluation of the CEO/General Manager's performance.

POLICY

The primary purpose of annually evaluating the CEO/General Manager's performance is to provide the rational, structured communications between the Board and its CEO/General Manager in charting the objectives for the growth and development of the Agency in serving the transportation needs of the residents of the Coachella Valley. The process will clarify and/or identify future performance expectations.

Through the evaluation of the CEO/General Manager, the Board shall strive to accomplish the following:

1. Develop and maintain with the CEO/General Manager, the role in the leadership of the Agency as seen by the Board.
2. Develop harmonious working relationships between the Board and the CEO/General Manager.
3. Review of performance in carrying out Board policies relating to service delivery, organization, budget and business affairs.

PROCEDURES

The evaluation form will be first provided to the CEO/General Manager to complete a self-assessment of the categories being evaluated by the Board. The rating and comments of the CEO/General Manager will be included in the document distributed to the Board.

Each member of the Board will evaluate the CEO/General Manager using the attached

evaluation form. The individual evaluations will be submitted to the Chairperson of the Board, or designee, who will compile a summary profile of Board Member ratings for use at the annual performance review meeting. Electronic surveys will be utilized where feasible.

In May of each year, the Board will devote a portion or all one meeting to a discussion of the working relationship between the CEO/General Manager and the Board.

During, or subsequent to, the annual performance review meeting, an annual performance review summary will be prepared by the Chairperson of the Board or designee. This summary will contain the major points of merit and needs presented in the evaluation discussions.

The process of evaluation is recognized as being positive in intent and designed to improve the quality of the CEO/General Manager's service to the Agency.

REVIEW OF POLICY

The Board will review this policy at least every three (3) years to ensure that it remains relevant.



CEO/GENERAL MANAGER EVALUATION FORM

Evaluator: _____

Date: _____ Time Period Covered: _____

Please assess the CEO/General Manager’s performance by rating each question listed below. For ratings 3 and under, please provide comments and/or suggestions for professional growth.

Performance Rating Scale:

5 – Far Exceeds Requirements	4 – Exceeds Requirements	3 – Meets Requirements	2 – Progress Towards Requirements	1 – Does Not Meet Requirements
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1. Technical Competency

- Demonstrated knowledge and understanding of all phases of the job. The SunLine Transit Agency (SunLine) CEO/General Manager has the day to day responsibility to manage and/or direct all aspects of SunLine operations in full compliance with directives of the SunLine Board of Directors and federal and state laws.
- This includes but is not limited to: planning; direction and oversight of all SunLine operations; budget development and fiscal management; safety and security; general procurement; contract administration; service development; route planning and scheduling; facility and equipment maintenance oversight; marketing and promotion; customer service; oversight of facility development, design, and construction; and human resource management and supervision of the SunLine staff.

CEO/GM Self-Rating: Met Goals / Did Not Meet Goals
CEO/General Manager Self-Assessment & Comments:

Board Rating: _____
Board Comments:

2. Quality of Work

- Accuracy and thoroughness of work performed.

CEO/GM Self-Rating: Met Goals / Did Not Meet Goals
CEO/General Manager Self-Assessment & Comments:

Board Rating: _____
Board Comments:

3. Communication/Interpersonal Skills

- Communicates in a clear, concise, logical manner, both orally and in writing; communicates sensitive information with tact and impartiality; makes effective presentations, speeches, and briefings before the Board, elected officials, staff, community groups and the public.

CEO/GM Self-Rating: Met Goals / Did Not Meet Goals
CEO/General Manager Self-Assessment & Comments:

Board Rating: _____
Board Comments:

4. Productivity Effectiveness

- Reviews management and operating results of the organization; compares them to established goals and objectives; develops and oversees implementation of steps to ensure that appropriate measures are taken to correct unsatisfactory results.

CEO/GM Self-Rating: Met Goals / Did Not Meet Goals
CEO/General Manager Self-Assessment & Comments:

Board Rating: _____
Board Comments:

5. Leadership, Management, and Administration

- Effectively manages and motivates staff as seen in presentations to Board Committees and Board of Directors as well as general interactions with Board Members.

CEO/GM Self-Rating: Met Goals / Did Not Meet Goals
CEO/General Manager Self-Assessment & Comments:

Board Rating: _____
Board Comments:

6. Growth and Attention Towards Alternative Fuel

- Develops and implements immediate and long-range goals, objectives, and plans that advance the mission of the Agency in regards to the development of alternative fuel technology; furthering the vision set by the Board of Directors in 1993.

CEO/GM Self-Rating: Met Goals / Did Not Meet Goals
CEO/General Manager Self-Assessment & Comments:

Board Rating: _____
Board Comments:

7. Representation of SunLine and SunLine’s Interests

- Creates a favorable impression; promotes a positive image of SunLine at various meetings of community groups and organizations; expresses and protects SunLine’s interests.

CEO/GM Self-Rating: Met Goals / Did Not Meet Goals
CEO/General Manager Self-Assessment & Comments:

Board Rating: _____
Board Comments:

8. Relationship to the Board

- Provides effective staff support and communication; maintains open communications; understands group needs for information; cooperates and works well with all members of the Board; investigates and responds in a timely manner to issues raised by the Board; anticipates Board needs; is responsible to Board’s concerns and interests.

CEO/GM Self-Rating: Met Goals / Did Not Meet Goals
CEO/General Manager Self-Assessment & Comments:

Board Rating: _____
Board Comments:

9. Additional Comments

CEO/General Manager Self-Assessment & Comments:

Board Comments:

Overall Rating	CEO/GM Self-Rating: Met Goals / Did Not Meet Goals	Board Rating: _____
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SunLine Transit Agency
Evaluation of the General Manager Policy
Policy No: B-070192

Revised: 03-04-15
Adopted: 02-26-92

The General Manager is accountable for all aspects of the Agency operation. The Board will conduct an annual evaluation of the General Manager's performance. The primary purpose of annually evaluating the General Manager's performance is to provide the rational, structured communications between the Board and its General Manager in charting the objectives for the growth and development of the Agency in serving the transportation needs of the residents of the Coachella Valley. The process will clarify and/or identify future performance expectations.

Through the evaluation of the General Manager, the Board shall strive to accomplish the following:

1. Develop and maintain with the General Manager, the role in the leadership of the Agency as seen by the Board.
2. Develop harmonious working relationships between the Board and the General Manager.
3. Review of performance in carrying out Board policies relating to service delivery, organization, budget and business affairs.

As part of the evaluation process, the Board has agreed to annually develop with the General Manager, a set of performance objectives/goals. Performance will be reviewed, in part, in accordance with these specified goals.

In May of each year, the Board will devote a portion or all of one meeting to a discussion of the working relationship between the General Manager and the Board.

Each member of the Board will evaluate the General Manager using the attached Evaluation Form. The individual evaluations will be submitted to the Chairman of the Board, or designee, who will compile a summary profile of Board Member ratings for use at the Annual Performance Review meeting.

During, or subsequent to, the Annual Performance Review meeting, an Annual Performance Review Summary will be prepared by the Board Chairman or Board Member designee. This Summary will contain the major points of merit and needs presented in the evaluation discussions.

The process of evaluation is recognized as being positive in intent and designed to improve the quality of the General Manager's service to the Agency.

Subsequent to the Board's development of the Annual Performance Review Summary, the General Manager will provide information on current goals/objectives outcomes. These will be incorporated into the body of performance objectives toward which the General Manager will work during the ensuing year. In addition, a list of up to five proposed priority goals/objectives for the ensuing fiscal year will be provided by the General Manager and each Board Member. When completing a summary of Board Member ratings, the Board Chair will condense/combine the most frequently mentioned objectives to 5-10 for discussion at the review of the General Manager.

GENERAL MANAGER EVALUATION FORM

Evaluator: _____

Date: _____ Time period covered: _____

Please assess the General Manager's performance by rating each question listed below. Comments may be added after each section to provide commendation and/or suggestion for professional growth.

Assisting the Board with its Policy-Making Role

A. Providing Information:

1. Does the General Manager keep you informed in a timely manner of the things you want to know about?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
2. Do you feel that you receive information on an equal basis with other Board Members?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
3. Do reports provide adequate information and analysis to help you make sound decisions?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
4. Are agenda items and supporting documents appropriate and brought to the Board in sufficient time for deliberations?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
5. Does the General Manager regularly consult with the Chairman before setting the agenda to determine appropriate topics and timing?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
6. Does the General Manager follow up promptly on Board Member requests for information or action without having to be reminded?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
7. Are Board packets relatively free of errors and omissions?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

Comments: _____

B. Providing Advice:

1. Does the General Manager have adequate knowledge of municipal affairs?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

2. Do you feel the General Manager considers alternatives before making recommendations?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

3. Does the General Manager plan ahead, anticipate needs and recognize potential problems?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

4. How do you feel about the quality of analysis that accompanies recommendations?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

5. Does the General Manager have a good sense of timing in bringing issues to the Board for action?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

Comments: _____

Internal Administration

A. Financial Management:

1. Are you comfortable with the General Manager's approach to budget preparation and review?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

2. Is the General Manager effective in controlling costs through economical utilization of manpower, materials and equipment?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

3. Does the General Manager have sufficient knowledge of financial matters?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

4. Does the General Manager provide you with sufficient information on the financial status of the Agency?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
5. Is the budget submitted on time?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
6. Are audits completed on time, with no findings?

Comments: _____

B. Personnel Management

1. Is the General Manager successful in guiding people so that they work together as a team toward common objectives?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
2. Does the General Manager collaborate with the Agency's executive and senior teams to provide transparent and decisive leadership to SunLine staff?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
3. Is the General Manager effective in selecting and placing personnel?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
4. Does the General Manager develop and motivate personnel so that they are increasingly effective in performing their duties?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
5. Is the General Manager willing to face up to disciplinary problems and take action when warranted?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
6. Is the General Manager effective in promoting positive employee-employee relations?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
7. Does the General Manager respond to Board Member suggestions on employee training, work priorities and productivity and are the decisions explained to the Board?

- Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

8. Is the General Manager effective on assuring that staff makes a positive impression on citizens?

- Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

9. Does the General Manager ensure that every SunLine employee receives a written annual performance review?

- Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

Comments: _____

C. Getting the Job Done

1. Do you feel that decisions and directions given by the Board are being completed?

- Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

2. Does the General Manager organize or assign work so that it is performed efficiently and effectively?

- Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

3. Does the General Manager pay sufficient attention to detail to avoid error or things "slipping through the cracks"?

- Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

4. Does the General Manager put in sufficient time and effort to perform to your expectations?

- Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

5. Does the General Manager have a good sense of priorities based on time spent on the job?

- Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

6. Is the General Manager able to analyze problems or issues and identify causes, reasons and implications?

- Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

7. Does the General Manager develop and carry out short and long-term action plans?

- Exceeds requirements Needs improvement

Meets requirements Unsatisfactory

Comments: _____

External Relations

A. Citizen Relations

1. Does the General Manager generally make a positive impression on citizens and is the General Manager respected in the Coachella Valley?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
2. Is the General Manager effective in handling disputes or complaints involving citizens?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
3. Does the General Manager have appropriate visibility or identity in the community?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
4. Does the General Manager represent the Board positions and policies accurately and effectively?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
5. Does the General Manager give sufficient credit to the Board?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
6. Does the General Manager think and act in a manner reflecting an attitude that client (Board Members, staff or citizens) perceptions and satisfactions are key?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

Comments: _____

B. Intergovernmental Relations

1. Is the General Manager effective representing the Agency's interests in dealing with other agencies?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

2. Does the General Manager participate in enough intergovernmental activity to have an impact on behalf of the Agency?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

Comments: _____

Personal Characteristics

A. Personality

1. Is the General Manager's personality suited to effective performance of duties?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

B. Communications

1. Is the General Manager easy to talk to?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

2. Is the General Manager is a good listener?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

3. Are communications thoughtful, clear and to the point?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

4. Does the General Manager show sensitivity to the concerns of others?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

5. Does the General Manager maintain a professional demeanor at all times in interactions with Board Members and Staff?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

Comments: _____

C. Management Style

1. Does the General Manager demonstrate interest and enthusiasm in performing duties?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
2. Does the General Manager have sufficient leadership characteristics to command respect and good performance from employees?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
3. Does the General Manager show initiative and creativity in dealing with issues, problems and unusual situations?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
4. Is the General Manager open to new ideas and suggestions for change?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
5. Does the General Manager create an atmosphere in which employees can enjoy working for the Agency?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
6. Is the General Manager honest and ethical?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
6. Does the General Manager exercise good judgment?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
7. Does the General Manager work well under pressure?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
8. Is the General Manager able to change approach to fit new situations?
 Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory
9. Can the General Manager consistently put aside personal views and implement Board policy and direction?

- Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

Comments: _____

Achievements

List the top three achievements or strong points of the General Manager for the past twelve (12) months.

Future Development

List three, up to five, performance objectives/goals for the General Manager that you feel are the most important targets for the upcoming year.

Overall Rating: Exceeds requirements Needs improvement
 Meets requirements Unsatisfactory

Board Member: _____

Date: _____