



December 1, 2016

TO: Transportation Authority of Marin Board of Commissioners
FROM: Stephanie Moulton-Peters, Chair
RE: Consideration of Compensation Increase for Executive Director and Adoption of Goals (Action) – Agenda Item 7c

Dear Commissioners:

Recommendation:

Approve a compensation increase of 5% for the Executive Director comprised of a market equity adjustment and merit increase for her performance over the past year.

Adopt attached goals for the Executive Director for the remainder of 2016 through June 30th, 2017.

Summary:

Dianne Steinhauser has been the Executive Director of TAM since July of 2005. As a followup to her performance evaluation by the TAM Board, I am recommending that the TAM Board of Directors consider an increase to Ms. Steinhauser’s annual salary. Specifically, I am recommending a 5% increase representing a market equity adjustment and a merit increase for her performance over the past year. The raise would be effective October 1st, 2016, representing the anniversary date from her last Performance Evaluation of September 2014.

Fiscal Impact:

There are sufficient funds available in the TAM budget as approved June 23rd 2016 to accommodate this compensation increase.

Respectfully,

A handwritten signature in blue ink that reads 'Stephanie Moulton - Peters'.

Stephanie Moulton-Peters, chair
Transportation Authority of Marin

Attachment: Executive Director Goals

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Executive Director Goals for the remainder of 2016 through June 30, 2017

1. **Continue to strengthen communication, transparency, and clarity to strengthen stakeholder relationships, so all are in the best position to understand the complex decisions we must make.**
 - a. Update and freshen the website to further clarify the work of TAM.
 - b. Share what conversations have been taking place between you and the staff of other jurisdictions. Also, be sure that you are not sharing information selectively to get to a particular outcome. These are both important ways to inform and to build trust.
 - c. Clarify decision criteria and decision making processes for funding grants and allocations to reinforce transparency and consistency. Please make sure information is communicated early enough to be useful.

2. **Complete or continue making progress on the following major projects:**
 - a. Funding, design and construction of the 580/Richmond-San Rafael Bridge approaches.
 - b. The Bettini Transit Center Relocation Study and readiness for SMART in Marin County.
 - c. Construction of Marin Sonoma Narrows Segment B3.
 - d. Plan Bay Area 2017 and Regional Transportation Plan, Strategic Vision Plan.
 - e. Initiate study of options and conceptual plans for a direct connector to Hwy 580 Richmond-San Rafael Bridge.

3. **Assure that important future planning tasks are moving forward.**
 - a. Provide a document that frames our priorities in the Vision Plan and the plan to renew Measure A the way the strategic vision for Measure A did in 2004. Marin rewards process, so public outreach and getting people involved will be critical. Such a process will strengthen your partnership with the Board as a whole.
 - b. Prioritize development of a publicly understandable process leading to the next sales tax measure.

4. **Resolve the current issues with Local Government Services (LGS) and Regional Government Services (RGS).**

5. Please work with the Board ED Performance Review Subcommittee to **develop a staffing proposal to redistribute some of the Executive Director responsibilities.**

It's become clear that your workload and responsibilities go beyond what a single person can reasonably deliver. At the same time that you communicate with sixteen Board members and liaise with numerous other organizations, staff members need more

management time and availability of management in a timely way to be optimally effective.

Your staffing proposal should allow you to cover your external demands and responsibilities while, though some combination of assistance, be more available to staff to provide more timely support to them, and reduce avoidable last-minute stressors. The proposal should also allow you to improve how you manage your schedule, so that you keep scheduled meetings with transportation partners and staff.

Major, future-oriented planning initiatives seem to be slow to get underway. For such big decisions, they often feel last-minute and rushed, which impacts the outcomes. We expect that the staff plan will help alleviate some, if not all, last-minute decisions.

6. Work with the Board ED Performance Review Subcommittee to **find a means of adding employee relations support**. Employees in all organizations need a path of escalation if they have difficulty with their boss and someone who can listen and provide coaching. Most problems can be resolved at that level. In many cases, the employee relations professional would provide coaching to you to prevent problems from developing. However, if there is a significant amount of HR foot traffic developing around significant issues, the HR professional should take that concern to a Board member who serves as a liaison. Going forward, the third party employer contract should be managed by the Board.
7. **Assure that all employee performance reviews are current and timely through the end of 2016-17.**
8. **Strengthen your relationship with individual Board members.** Specific ways we suggest you do that include the following:
 - a. In addition to monthly ED reports and annual reports, develop stronger communication links within and among the Board.
 - b. Acknowledge the different interests and information needs of the Board members and try to gear your planning and presentations accordingly.
 - c. Be sure that you share the big picture with Board members as well as the detail, and that information you share is as concise and clear as possible. The volume of information on complex topics can be overwhelming, so concise and clear analysis is very important.