



Sarasota County Government
Leadership Performance Evaluation
Director, Chief, ACA, DCA

SCG Human Resources Received

COPY
NOV 22 2013

Employee Name:	Glama Carter	Employee ID #:	108724
Job Title:	Director	Dept/Division:	SCAT
Review Date:	From: 11/1/12 to 11/1/13	Next Review Date:	11/1/14
Evaluator Name:	Mark Cunningham	Evaluator Title:	Assistant County Administrator

SECTION A (attach an additional page if needed)

I. ACCOMPLISHMENTS:

Operations:

1. Established SCAT uniform committee for replacement of uniforms for transit operators;
2. Established communications media for operations. General Information Board. Operations Manager Update Newsletter and E-mail notification created and updated every month;
3. Cleaned, painted and re-organized drivers lounge area and office general areas;
4. Replacement of break room amenities for both Maintenance Division and operator areas;
5. Creation and implementation of new mark-up (bid/schedule) which incorporated lunch hours. This was done in conjunction with ATU and SCAT staff input;
6. Re-design of dispatch operations;
7. Continued ATU labor contract negotiations underway. Collaborative effort between HR, ATU and SCAT;
8. Continued participation and citizen's engagement through Citizens Planning and Advisory Committees;
9. Worked in conjunction with the maintenance division to establish pullout requirements, resulting in elimination of missed trips due to lack of equipment;
10. Completed key control inventory and created a Log and dual key box process addressing the Clerk of Courts concern;
11. Completed and submitted SCAT System Safety Program Plan (SSPP) per Federal Transit Administration (FTA) and Florida Department of Transportation requirement;
12. Completed 2012 National Transit Database (NTD) annual report per FTA requirement;
13. Continued attending and active participation in TBARTA; and
14. Continued attending and coordinating quarterly operational meetings with MCAT.

Safety, Security & Training:

1. Created a SCAT Security Program Plan;
2. Re-assessed the Two Week Initial Operator Training;
3. Developed a SCAT Hurricane Plan;
4. Developed Accident Reporting Protocol;
5. Developed Accident Investigations Protocol; and,

6. Developed Basic Transit Bus Operator Training that resulted in less cost and more productivity
7. Developed a Maintenance Shop Periodic Inspection Form

Customer Service / Drug & Alcohol:

1. Outlined and processed mapped the Drug and Alcohol random testing process;
2. Brought in the Center for Urban Transit Research (CUTR) Drug and alcohol instructor for staff training on the process;
3. Created Customer Comment Tracking form, for identifying common issues, and to ensure customer concerns are addressed timely; and,
4. Developed the SCAT Strategic Business Plan.

Planning:

1. Added new Express Route 90X with service between North Port , Venice and Sarasota in January 2013;
2. North Port Park and Ride Phase 1 construction completed with Ribbon Cutting ceremony; and,
3. Installed 12 shelters:
 - a. Batch 6 bus stop improvements in unincorporated Sarasota County with 7 shelters;
 - b. US 41 and Mecca Street (Goodwill) with 1 shelter; and
 - c. Orange Avenue drainage improvements in City of Sarasota with 4 shelters.
4. Developed a 5 Year Shelters Plan and installed 51 shelters year to date
5. Pursued and received funding from MPO for the Park and Ride, and the GIS Bus Stop Inventory

Fiscal:

1. Completed annual NTD report with no critical issues;
2. Changed entire cash handling process - including vault renovations, security upgrades, installing cash counting equipment, hiring and training 2 temporary employees;
3. Prepared all Financial information for Board workshop on January 29, 2013;
4. Installed TVM (Ticket Vending Machine) at Downtown Transfer Station; and,
5. Established a SCAT Public Involvement Process for Program of Projects in compliance with FTA

Maintenance Division:

1. Installed seven (7) engines in-house, only one (1) left and will be completed by the end of April 2013;
2. Inspected and transported 5 Palm Tran Buses;
3. Fire suppression systems and fire extinguishers inspection completed ahead of schedule;
4. Prepared COPARS (equipment parts) procurement;

5. Disposed of and sold 8 buses at the Tampa Machinery auction recovering \$26,640.00 that were re-invested in the transit system;
6. Disposed of and sold 16 buses to two separate non-profit organizations recovering \$18,850.00 and saving \$5,640.00 in towing cost;
7. Procurement Bids:
 - a. Completed large bus parts Bid;
 - b. Tire Bid (New and Recap);
 - c. Bus light cleaning & maintenance Bid;
 - d. Engine purchase and installation Contract with Sun State International; and,
 - e. Transmission Purchase and installation Contract with Reliable Transmissions for all transmissions
8. Replaced Maintenance Laptops for engine/transmission/Destination sign/Air-conditioning/Farebox repair
9. Safety:
 - a. Installed fall protection equipment maintenance bay 4;
 - b. Purchased a new Cage for the forklift; and,
 - c. Made racks for the safe installation bus window glass.

Others

1. Reached an ATU Contract Agreement after 8 years at impasse;
2. Organized and conducted three employee retreats for team building and creation of the SCAT Strategic Business Plan and to establish the 2014 goals and objectives;
3. Conducted a Board Workshop – Status of SCAT on January 29, 2013; and
4. Conducted a Board Workshop – Status of SCAT on August 27, 2013.

II. POSITIVES:

1. Created a teamwork work environment at SCAT including a solid management team and build trust/ relationship with the Union, as proven by reaching an ATU agreement after 8 years at impasse;
2. Completed all Goals and Objectives assigned on November 21, 2012 most by the end of first six months of employment;
3. Completed the oversight of the CUTR Operational Review by March 2013, also completed and implemented responses to deficiencies identified in the Clerks Audit of SCAT operations. Installed a # bus shelters in FY13;
4. Implemented 51 shelters in one year; and
5. Addressed the privatization item while keeping the SCAT team together during this period

III. OPPORTUNITIES:

1. Create "standard response" database for consistency in handling customer concerns;
2. Implement refresher for operators training;
3. Revamp the Liberty Pass Program; and
4. Accept credit cards for the purchase of bus passes

IV. GOALS FOR NEXT REVIEW PERIOD:

1. Develop a self assessment/audit process for operational compliance;
2. Create "How to Ride SCAT" Training courses (videos);
3. Implement next generation of Trapeze Software;
4. Create a Bus Stop Inventory and Assets Management database;
5. Develop a Safety Inspection Program (Quarterly);
6. Provide technical training for mechanics on the following subjects:
 - a. Clean Diesel;
 - b. GenFare;
 - c. Luminator;
 - d. TwinVision; and,
 - e. ASE
7. Implement COPARS in the parts maintenance department;
8. Migrate from Maximo software to Fleet Focus for vehicle maintenance; and,
9. Focus on improving the quality of the staff reports that are produced by SCAT.

V. ACA/DCA Comments:

Glama is a very hard-working, dedicated and capable director who is task-oriented and focuses on getting the job done in an efficient and effective manner. She has led the department in numerous accomplishments during the reporting period. Glama recognizes the need for her to become more flexible, and to develop skills that are essential for coping with change and to not resist new ways of embarking upon desired outcome. Glama is dependable and reliable and takes pleasure in completing assigned tasks and project in a very professional manner. As we embark upon opportunities and challenges for 2014, the overall goals as established by the Interim County Administrator that is expected of all directors, including Glama, are to:

- a. Being responsive;
- b. Developing and offering solutions;
- c. Actively communicate (internally and externally); and,
- d. Thinking "team."

I am confident that Glama will be successful in the accomplishment of all goals and expectations for the upcoming reporting period.

Overall Performance Rating ☐ Level 1

Level 5 ☐

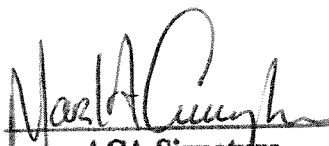
Level 4 ☒


Level 3 ☐

Level ☐

Percent Increase 3 %


Employee Signature


ACA Signature

 11/27/13
County Admin. Signature
POST REVIEW

SECTION B

	Rating	Comments
Customer Service – builds strong internal and external customer relationships; listens and understands customer needs; addresses customer concerns in a tactful, candid, and respectful manner; follows through on commitments in a timely manner; encourages two-way communication.	1 2 3 4 5	1. Created Customer Comment Tracking form, for identifying common issues, and to ensure customer concerns are addressed timely 2. Reorganized the customer service phone tree (861-1234) for quicker handling of individual calls to the appropriate team member 3. Relocated the Customer Service area to the front of the building for better customer service
Leadership - demonstrates and adheres to county values; keeps senior leaders informed; communicates and shares information with staff, represents and speaks for the county in a professional manner; displays a calm, respectful demeanor and is receptive to other's views; demonstrates the ability to act in a decisive, urgent and committed way; makes well-informed, effective, and timely decisions; serves as a positive role model; takes thoughtful risks.	1 2 3 4 5	1. Reached an ATU Contract Agreement after 8 years at impasse 2. Organized and conducted three employee retreats for team building and creation of the SCAT Strategic Business Plan and to establish the 2014 goals and objectives 3. Conducted a Board Workshop – Status of SCAT on January 29, 2013 4. Conducted a Board Workshop – Status of SCAT on August 27, 2013
Human Resources – understands and applies HR policies and procedures fairly and consistently; resolves conflict in a respectful, timely and constructive manner; takes prompt and corrective action to address employee violations; demonstrates commitment to diversity; completes employee reviews in a timely manner; holds employees accountable; does not back away from difficult conversations.	1 2 3 4 5	1. Conducted Intensive hiring process to fill 34 newly (FY 13) operator positions. Currently 170 active operators on staff and an additional four currently in the training process 2. Re-aligned the duties and responsibilities of supervisor. Transit supervisor presence on the road assisting our customers and observing delivery of service was set as a priority Current On time Performance (OTP) is at 81.5% during seasonal traffic 3. Reclassified and established a North County and South County Lead Supervisor positions 4. Established and hired Facility Coordinator position for implementation and management of shelters construction plan 5. Established and hired Safety, Training and Security Officer Position 6. Hired and trained Grants/Fiscal employee – working daily to get grant billing and subrecipient reporting to current

			7. Hired 2 permanent Financial Specialists
Finance – Creates and presents strategic business plan and budget with expectations based on future and economic trends; applies good financial management practices; manages and monitors contracts/agreements; ensures compliance with Procurement policies; is a good steward of County finances.	1	1.	Operated SCAT under very challenging circumstances including shortness of operators and key staff, while staying within budget
	2		
	3		
	4	2.	Completed annual NTD report with no critical issues
	5	3.	Changed entire cash handling process - including vault renovations, security upgrades, installing cash counting equipment, hiring and training 2 temporary employees
		4.	Prepared all Financial information for Board workshop on January 29, 2013

Growth & Development Opportunities:

1. On a professional basis I would like to have the opportunity to continue attending conferences, classes and obtain certifications related to public transportation in order to further my career
2. I am a very task driven/deadline focused individual as proven by the exercise of the "People Map". I intend to continue working on being more flexible to sudden change and "deviating from the plan".

Employee Comments:

Has been a pleasure working with the Sarasota team. Thank you for the opportunity. As a note: I am determined to work on furthering my skills adapting quickly to change. I embrace change and finding new, improved ways to accomplish tasks. Due to the nature of our business (public transportation); the size of our Department; and having two unions to communicate to, does not lend itself to rapid adaptation, communication and implementation.

The Standards of Conduct Policy has been reviewed and signed by employee (form must be attached)

The job description has been reviewed ☒ **No Change** ☐ **Changes made (signed copy attached)**

Agreement to Comply with the Standards of Conduct as set forth in applicable SCG Regulations which include the Human Resources Procedures and Guidelines Section 12.05 Ethics, Fire Department Rules & Regulations Manual Chapter 9 Codes of Ethics and F.S. Chapter 112: I understand that as an employee of SCG, I have a responsibility to always conduct myself in an ethical, truthful, and honorable manner when interacting and dealing with the public and other County employees. I acknowledge that certain activities are prohibited and violations are subject to corrective/disciplinary action up to and including termination of employment. I recognize that serious ethics violations could also have Florida Retirement System (FRS) or criminal law consequences.

Ethics Excerpts

- An employee is prohibited from using his/her official position for personal gain or the benefit of family members.
- An employee is prohibited from soliciting or accepting gifts from any person/firm doing or intending to do business with SCG or regulated by SCG with the intent to influence the employee in his or her official duties. As a guideline, gifts in excess of \$25.00 may be indicative of intent to influence a public employee. An employee who receives an offer of such a gift should report the offer to their Executive Director or Chief Officer and the General Manager, Human Resources within five working days of such offer.
- An employee is prohibited from soliciting or directly/indirectly purchasing, renting or leasing goods/services for SCG from a business in which any family member has a financial interest.
- An employee is prohibited from soliciting or establishing an employment or contractual relationship with any business entity or any agency which is subject to the regulation of or doing business with the county.
- All outside employment must be approved in accordance with the Outside Employment Form. Human Resources can verify status of a completed form on file.
- An employee is responsible for notifying in writing his/her Executive Director or Chief Officer and the General Manager, Human Resources within five (5) business days upon submitting an application for employment (or entering into a contractual relationship for compensation with an individual or firm doing business with or subject to regulation by the County. Any employee who is offered a position of employment or contractual relationship by an individual or firm doing business with or regulated by SCG shall notify in writing his/her Executive Director or Chief Officer and the General Manager, Human Resources within five (5) business days of such offer.

The prohibitions listed above are illustrative and discussed more fully within the Human Resources Procedures and Guidelines Chapter 12, Sub-section 12.05 Ethics, Fire Department Rules & Regulations Manual Chapter 9 Codes of Ethics and F.S. 112. Employees who have questions or concerns should contact Human Resources or reference the above documents.

I acknowledge receipt of this Ethics Compliance Form and agree to comply with the County's ethics standards as set forth in the above referenced documents in the performance of my duties on behalf of my employer:

Shana Carter
Employee Name (Print)

Shana Carter
Employee Signature

11/18/13
Date