



SunLine Transit Agency
February 24, 2021
10:45 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/85860718137>

Meeting ID: 858 6071 8137

Teleconference Dial In
888-475-4499 (Toll Free)
Meeting ID: 858 6071 8137

One tap mobile
+16699009128,,85860718137#

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 Strategic Planning & Operational Committee Meeting: all public comment requests need to be submitted via email to the Clerk of the Board at clerkoftheboard@sunline.org prior to February 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

a. Legislative Updates

(Staff: Brittney B. Sowell, Chief of Public Affairs/
Clerk of the Board)

(PAGE 4-7)

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. EMERGENCY POLICY CHANGES – FARE COLLECTION

(Staff: Todd McDaniel, Chief Transportation Officer and
Luis Garcia, Chief Financial Officer)

APPROVE

(PAGE 8-12)

ITEM

RECOMMENDATION

- | | |
|---|---|
| <p>9. FARE POLICY NO.B-060102 REVISION APPROVAL
(Staff: Michal Brock, Taxi Administrator and
Luis Garcia, Chief Financial Officer)</p> | <p>APPROVE
(PAGE 13-22)</p> |
| <p>10. REVISIONS TO INVESTMENT POLICY STATEMENTS –
POLICY NO. B-090298(A) AND B-090298(B)
(Staff: Luis Garcia, Chief Financial Officer)</p> | <p>APPROVE
(PAGE 23-50)</p> |
| <p>11. REVISED GENERAL MANAGER EVALUATION
PROCESS POLICY NO. B-070192
(Staff: Brittney B. Sowell, Chief of Public Affairs/
Clerk of the Board)</p> | <p>DISCUSSION
(PAGE 51-68)</p> |
| <p>12. ADJOURN</p> | |



SunLine
TRANSIT AGENCY

Legislative Updates

February 24, 2021

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

Federal Updates



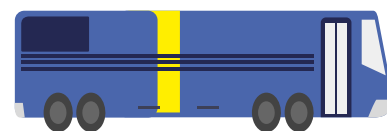
Executive Orders

- Executive Order 13998 – Promoting COVID-19 Safety in Domestic and International Travel
 - Requires masks to be worn in compliance with CDC guidelines on all forms of public transportation
- Executive Order 14005 – Ensuring the Future is Made in All of America by All of America’s Workers
 - Maximizes the use of goods, products, and materials produced in the U.S.

Budget Reconciliation Bill

- Proposes \$30 billion of COVID-19 emergency funding for public transit
 - House Committee on Transportation & Infrastructure passed its portion
 - Majority used for grants under 5307
 - House of Representative will review the full Budget Reconciliation Bill week of February 22

\$30 billion



State Updates



Governor Newsom's Proposal



- Proposed Budget for the 2021-2022 Fiscal Year
- Suggested \$1.5 billion for clean transportation
 - To help achieve the state's zero-emission vehicle (ZEV) goals by 2035 and 2045
 - Funds will support purchases of clean vehicles and the creation of jobs to construct zero emission infrastructure



Questions?

**Thank
You**



SunLine Transit Agency

DATE: February 24, 2021 **ACTION**

TO: Board Operations Committee
Board of Directors

FROM: Todd McDaniel, Chief Transportation Officer
Luis Garcia, Chief Financial Officer

RE: Emergency Policy Changes – Fare Collection

Recommendation

Recommend that the Board of Directors approve the reinstatement of fare collections on its fixed route and paratransit service on May 2, 2021. An emergency fare policy was put in place by the CEO/General Manager in response to the COVID-19 pandemic which temporarily changed our operation to rear door boarding and suspended fare collection.

Background

This emergency policy change to allow free fares was only temporary in duration and was enacted in order to provide a safe separation between the Agency's employees and riders. The emergency policy change was one of the many actions in the Agency's dynamic response to the COVID-19 pandemic. SunLine Transit Agency was the first in California to institute many policy changes that provided relief to our employees and our Coachella Valley community.

The Agency has offered free fares since March 2020. One key aspect to the reinstatement of fares was the installation of barriers in all of SunLine's revenue vehicles. The Agency will soon complete the installation of the barriers and would like to educate the public about the reinstatement of fare collections over the next two months. The Agency will resume fare collections on May 2, 2021, which will align with the next scheduled service change.

Financial Impact

The reinstatement of fares will increase SunLine's passenger revenues.



Emergency Policy Changes – Fare Collection

February 24, 2021

Background

- SunLine instituted rear door boardings in March 2020
 - Safety concerns for SunLine operators and riders at the farebox as passengers board the bus
- Key aspect of reinstatement of fares was installation of barriers



Transit's Response

REGIONAL RETURN TO FRONT DOOR BOARDING AND FARE COLLECTION



OMNITRANS

Resumed June 1, 2020



FOOTHILL TRANSIT

Resumed October 18, 2020



RIVERSIDE TRANSIT AGENCY

Resumed November 2, 2020

Propose to Resume May 2

- Aligns with regularly scheduled May Service Change
- Allows for 2 Month Educational Campaign
- Information to be included in May Rider's Guide



SunLine Transit Agency

DATE: February 24, 2021 **ACTION**

TO: Board Operations Committee
Board of Directors

FROM: Michal Brock, Taxi Administrator
Luis Garcia, Chief Financial Officer

RE: Fare Policy No. B-060102 Revision Approval

Recommendation

Staff recommends that the Board of Directors approve the attached revised Fare Policy No. B-060102.

Background

The fare policy was originally adopted in January 2002, and most recently revised in October 2020. The last revision added SunLine's microtransit pilot program fares and changes to the commuter service. During the first 60 days of the program, the microtransit program fares were set at \$2 per person which excluded a transfer to the Agency's fixed route system. The fares were scheduled to increase to \$3 per person, including a transfer, after the first 60 days.

The Agency is currently operating the new service and is identifying methods to increase ridership. Staff believes that extending the introductory price of \$2 through the entirety of the six (6) month pilot program would help increase ridership.

Financial Impact

The direct financial impact of the proposed fare policy revision is difficult to determine in the early stages of the pilot program.

Attachment:

- [Item 9a](#) – Redlined Revised Policy No. B-060102

SunLine Transit Agency
Fare Policy
Policy No: B-060102

Adopted: 01/23/2002
Revised: ~~2/10/2018~~ 2/10/2021

FARE POLICY

PURPOSE

The purpose of this Fare Policy is to establish guidelines for setting public transit fares for SunLine Transit Agency (SunLine). This Policy will be used to provide direction in making decisions about changes to the fare structure and to monitor fare collection. This Fare Policy supports SunLine's goal of providing high quality transportation services in the Coachella Valley that are safe, efficient and effective, and applies to both fixed route and paratransit services.

SCOPE

This Fare Policy identifies different fare media and fare prices for the services provided by SunLine Transit Agency. The fare policy also identifies the public input process required for changes in fare prices.

POLICY

Policy Objectives:

1. To promote ridership by making the fare structure attractive to users
2. To promote the equity of fare payment among transit patrons
3. To improve the efficiency of fare collection
4. To improve the farebox recovery ratio

Method of Payments:

- i. Fixed Route Service

The following fare payment options are permitted for use on the fixed route system.

1. Magnetic strip cards offering multi-ride options are made available for purchase at SunLine or pass outlets. This includes Day, 10-Ride, Coachella Valley Employer and 31-Day passes. Day passes and Transfers will also be

issued from the fareboxes on the bus.

2. Cash fare payment will be accepted on fixed route buses.
3. Digital fares will be permitted on fixed route buses. Digital fares are purchased via electronic payment and verified electronically when boarding the bus.
4. Miscellaneous passes may also be introduced periodically as part of a special promotion or service. These will be specially printed fare passes associated with specific events and will only be accepted during a limited time span.

ii. Paratransit Service

1. Fare payment for SunDial customers are classified as fares paid for trips within each city or trips for travel from one city to another city the Coachella Valley. Both passes are punched by the operator depending on the trip.
2. Digital fares will be permitted on paratransit vehicles. Digital fares are purchased via electronic payment and verified electronically when boarding the vehicle.
3. Currently, diamond fareboxes are installed in the paratransit buses.

iii. Microtransit Service

1. Digital fares will be permitted on microtransit vehicles. Digital fares are purchased via electronic payment and verified electronically when boarding the vehicle.

Fare Levels:

For purposes of this Fare Policy, there are four distinct fare levels, which are defined below.

1. Adult: Adults are considered general passengers from ages 18 to 59 years.
2. Senior/Disabled/Medicare: Seniors are considered 60 years and over. Disabled passengers are those who meet disability requirements. Both groups qualify to pay half the fare of an adult passenger as well as those who hold Medicare Cards.
3. Youth: Youth are classified as passengers between ages 5 and 17.

College/University Students: The youth category, effective 1 November 2013, includes approved Coachella Valley colleges and universities for bulk

purchase of 31 day passes (or term or semester or annual passes if developed) for sale to their students (the \$24 31-day youth pass). These will be sold to the college or university at a ticket agent discount rate of \$22.25 and must be sold to students at this rate or lower (if subsidized by the college or university). These passes must be purchased with a minimum order of 100 passes per month and not to exceed \$50,000 per fiscal year in total purchases. Part time and full time college and university students are eligible for these passes, and they may be used for any trips on SunLine services (excluding paratransit and Commuter Link). The rider must display their college ID card whenever validating the pass on a SunLine bus.

4. Children ages 4 and under are allowed to ride free with a full fare paying passenger. Two children ride free with a full paid riding adult passenger.

Fare Structure Categories:

SunLine fares are developed with sensitivity to the needs of transit riders. The following are definitions of SunLine’s policy for using cash, passes and transfers.

FARES and PASSES

All passes are subject to all rules and regulations of SunLine Transit Agency. No refund for a lost, stolen or damaged pass. Passes are non-transferable. Any misuse may cause the pass to be revoked.

Exact fare is required. The operator does not make change and there are NO refunds.

SUNBUS				
	Cash Fare	Day Pass	10-Ride Pass	31-Day Pass
Adult	\$1.00	\$3.00	\$10.00	\$34.00
Youth *	85¢	\$2.00	\$8.50	\$24.00
Senior 60+/Disabled**	50¢	\$1.50	\$5.00	\$17.00

TRANSFERS are valid for two hours of unlimited rides.....25¢

Maximum of 2 children (4 years and younger) ride FREE with a paid fare.

- * Youth 5 to 17 years must be prepared to show proof of age each time they board.
- ** Be prepared to show proof of age or disability with one of the following each time you board the bus: Medicare card, DMV Driver License or Senior ID card, SunDial Americans with Disabilities Act (ADA) Certification card or SunLine Half-Fare ID card.

COMMUTER LINK			
	Cash Fare	Day Pass	30-Day Pass
Adult / Youth	\$6.00	\$14.00	\$150.00
Senior 60+ / Child 46" or less §	\$4.00	\$10.00	\$100.00

§ Medicare card, DMV Driver License or Senior ID card, SunDial Americans with Disabilities Act (ADA) Certification card or SunLine Half-Fare ID card will be accepted as proof of age or disability. Children 46" tall or under, ride at the Senior/Disabled/Medicare price.

Transfer to/from SunBus.....25¢

Valid for two hours of unlimited rides on SunBus. Passengers transferring to/from Commuter Link must have valid Commuter Link pass or pay a Commuter Link fare.

Coachella Valley Employer Passes:

Employers in the Coachella Valley can purchase 31-day passes for the \$24 rate for workers.

SUNDIAL **FARE**are
 \$1.50 within one city
 \$2.00 within multiple cities

These fares are consistent with the FTA requirement that the paratransit fares not exceed

twice the full peak period adult fare on fixed route for the equivalent journey.

Exact fare required. Operator does not make change and there are NO refunds.

~~Microtransit Fare~~ MICROTRANSIT FARE

~~The Agency's microtransit pilot program will be in service in January 2021. For promotional purposes, the first 60 days of t~~ For the duration of the pilot program, the microtransit program shall be set at \$2.00 per person which excludes a transfer to the Agency's fixed route system. After the pilot phase, ~~first 60 days of the service,~~ the microtransit fares shall be set at \$3.00 per person which will include a free transfer to the fixed route service.

Refund:

1 Exact Fare:

Passengers must have the exact fare ready to deposit in the farebox when boarding. SunBus Operators do not carry money to make change. Passengers are advised to carry one (\$1.00) dollar bills to pay for their cash fares. Passengers who pay their fares with bills larger than a one (\$1.00) bill will not be issued refunds and are encouraged to refrain from using \$2.00, \$5.00, \$10.00, and \$20.00 dollar bills.

2. Transfers:

Transfers are only valid for the day it was purchased and there will be no refunds for any transfers issued and not used within the time and date printed on the back.

3. Passes:

The following is established as part of SunLine's Refund Policy:

- i. Lost, stolen or damaged passes will not be refunded or replaced.
- ii. A pass that is not activated can be exchanged with proof of purchase and will not be refunded.

Locally Developed Public Input Process:

A comprehensive public outreach effort is essential to ensure that decisions made about transit fares reflect the needs and desires of the community. SunLine's public involvement effort consists of notifying the public as well as soliciting feedback regarding the proposed changes. Typically, SunLine utilizes the established procedures to address public outreach efforts. In addition, SunLine includes the following activities when a determination is made to institute a fare change:

1. **Public Notice Procedures:** At a minimum, SunLine places legal advertisements in local newspapers to announce the proposed fare changes and describe how the public may provide comment. SunLine also publishes notices in the form of rider alerts and provides written notices on-board buses. Other efforts include posting information on the SunLine's web site; notifying agency and business partners directly via e-mail or facsimile; and the General Manager participates in interviews with local newspaper, radio, or television programs to reach additional audiences.
2. **Solicitation of Public Comment Practices:** To ensure public comment is considered, SunLine schedules public meetings to gather input during the development of a fare change proposal. A formal public hearing is held at the Board of Directors meeting is scheduled during a regularly scheduled Board meeting. SunLine staff also documents all comments and suggestions submitted.
3. **Final Recommendations:** A summary of the comments received is furnished upon request for public review at SunLine Transit Agency. Staff recommendation is made in writing to the Board of Directors after considering the issues raised and the recommendation of the CEO/General Manager
4. **Implementation:** As a part of the process, SunLine also develops an implementation plan for proposed fare changes. The plan will outline ongoing public outreach and education needed to ensure a smooth transition.

PASS OUTLET INCENTIVES

Objectives:

SunLine offers private retail sales outlets, also known as pass outlets incentives to sell its fare media. These incentives recognizes that these organizations play an important role in the distribution of SunLine's fare media to passengers.

Application:

This policy applies to all pass outlets that SunLine chooses to contract with for the sale of fare media.

Program Guidelines:

SunLine offers various levels of discounts on the purchase of fare media for distribution by pass outlets. Depending on the number of each fare category sold, the defined incentives are applied.

Maintenance:

The Finance Department works in conjunction with the Marketing and Planning Departments in making recommendations for modifications to the pass outlet incentives.

HALF FARE PROGRAM (FIXED ROUTE ONLY)

Objective:

To provide reduced fares for fixed route services for seniors and persons with disabilities in cooperation and compliance to the Federal Transit Administration's half fare requirements.

Application:

This program applies to all qualified individuals who are eligible according to the approved guidelines for the program.

Program Guidelines:

SunLine's Half Fare Program provides half fare discounted bus fares to ride on SunBus to passengers 60 and over, as well as persons with disabilities. The following defines who qualifies to use the program.

Who Qualifies for the Half Fare Program:

1. Persons 60 and older
2. Medicare Cardholders
3. Persons who receive Supplemental Security Income (SSI), based on disability or Social Security Disability (SSD) benefits, as long as they continue to receive these benefits.
4. Veterans who are disabled, who receive a determination of at least 50 percent permanent disability or a non-service connected pension as determined through the Veterans Administration (VA).
5. Persons who meet the Federal Transit Administration (FTA) definition of disabled: "disabled persons means any individual who by reason of illness, injury, age, congenital malfunction, or other permanent or temporary disability, are unable, without special facilities or special planning or design to use mass transit and services as effectively as persons who are not affected".

What Proof must be Shown:

The following proof of eligibility must be shown to qualify for this program:

1. Official verification of age (Valid DMV Driver's License, passport, and State issued ID card)
2. Medicare Card
3. Authorization letter received for SSI or SSD benefits
4. Authorization letter from the VA at a 50 percent disability level or greater, or receive a disability pension for the VA.
5. SunDial Certification for the Americans with Disabilities Act (ADA)

Disability Verification: Individuals who do not have one of the proofs of eligibility listed must complete a Half Fare Application in order to pay half fare. Individuals with one of the listed proofs must be allowed to pay half the fare on board the buses or at any of SunLine's Pass Outlets. Because Operators may request proof of eligibility each time on boarding the bus, all individuals will be encouraged to obtain SunLine Transit Agency Half Fare Identification Card.

SunLine Transit Agency

DATE: February 24, 2021 **ACTION**

TO: Board Operations Committee
Board of Directors

FROM: Luis Garcia, Chief Financial Officer

RE: Revisions to Investment Policy Statements – Policy No. B-090298(a)
and B-090298(b)

Recommendation

Recommend that the Board of Directors approve the revised Investment Policy Statements – Policy No. B-090298(a) and B-090298(b).

Background

SunLine Transit Agency oversees two (2) independent pension plans for its non-bargaining and bargaining employees. Policy No. B-090298(a) and B-090298(b) provide guidance on investments for the non-bargaining and bargaining plans, respectively. The two (2) policies have identical requirements, but require two (2) separate policies to ensure the pension plans remain independent of one another.

The current investment policies have not been revised since Board approval on January 25, 2006. Given the timeframe for the last revisions, it is prudent that the Agency review and update the policies. Additionally, the current policies provide few details and language that give broad guidance. Accordingly, staff has been discussing revisions to the investment policy statements with the Finance/Audit Committee, the Agency's actuaries, investment manager, pension attorney and both the bargaining and non-bargaining pension committees. The bargaining and non-bargaining pension committees unanimously approved the revised policies at the respective committee meetings on January 14, 2021.

The revised policies expand on definitions, provide clearer guidance and also lower risk in the portfolio by changing the target allocation of equities and fixed income from 60%/40% to 55%/45%. The revised policy takes into consideration the Finance/Audit Committee's goal to reduce risk and retain the healthy funded percentage of the plans.

Financial Impact

There is no direct financial impact of these policy revisions. SunLine's contributions to the plan depend on a variety of factors including market performance.

Attachments:

- [Item 10a](#) – Revised Investment Policy No. B-090298(a) for Non-Bargaining Unit Employees
- [Item 10b](#) – Revised Investment Policy No. B-090298(b) for Bargaining Unit Employees
- [Item 10c](#) – Current Investment Policy No. B-090298(a) for Non-Bargaining Unit Employees
- [Item 10d](#) – Current Investment Policy No. B-090298(b) for Bargaining Unit Employees

**SunLine Transit Agency
Investment Policy, Pension
Funds for Non-Bargaining Unit
Employees
Policy No: B-090298(a)**

**Adopted: 01/25/2006
Revised: 02/24/2021**

Investment Policy, Pension Funds for Non-Bargaining Unit Employees

GENERAL INFORMATION

The Sunline Employees Retirement System Non-Bargaining Unit Employees Plan (“Plan”) exists to provide funding of retirement benefits to the non-bargaining employees of Sunline Transit Agency (“Agency”). The assets of the Plan are to be invested for the exclusive benefit of the participants and their beneficiaries in accordance with the Plan documents and all applicable federal and state law.

AUTHORITY

The Agency has established the Sunline Transit Agency Retirement Committee (the “Retirement Committee”) to oversee certain policies and procedures related to the operation and administration of the Plan. The following Investment Policy Statement (“Policy Statement”) is provided by the Retirement Committee as a means of setting forth the purpose, investment objectives, investment guidelines, including the asset allocation target, and procedures for monitoring the adherence to the directives contained in this Policy Statement.

The Retirement Committee is required to receive approval from the Sunline Board of Directors for this Policy Statement, including any future changes. This requirement shall remain in full force and effect until such time as it is altered by the Board of Directors.

The Retirement Committee shall be guided by general investment principles articulated in the Policy Statement. The Policy Statement should be reviewed periodically.

The Retirement Committee, with approval of the Board of Directors, may choose a custodian, trustee and/or investment counsel to assist them in performing their obligations to the Plan, as outlined below

1. An investment advisor (“Advisor”) to assist the Retirement Committee in the investment process and to maintain compliance with this Policy Statement. Any investment advisor who, in the future, may be retained by the Retirement Committee, will be afforded discretionary authority under the prudent person rule concept and shall invest assets in accordance with federal and state resolutions affecting the Plan’s assets. The Advisor may assist the Retirement Committee in

- establishing investment policy objectives and guidelines and may also select investments with discretion to purchase, sell, or hold specific securities that will be used to meet the Plan's investment objectives. The Advisor will: a) adjust asset allocation for the Plan subject to the guidelines and limitations set forth in this Policy Statement; b) select investment managers ("Managers") and strategies consistent with its role as a fiduciary; c) monitor and review Managers and measure and evaluate their performance against their peers based upon the performance of the total funds under their direct management; and d) execute other tasks as deemed appropriate in its role as Advisor for Plan assets. The investment vehicles allowed may include mutual funds, commingled trusts, separate accounts, limited partnerships and other investment vehicles deemed to be appropriate by the Advisor. The Advisor shall never take possession of securities, cash or other assets of the Plan, all of which shall be held by the custodian. The Advisor must be registered with the Securities and Exchange Commission.
2. A custodian selected by the Retirement Committee to maintain possession of physical securities and records of street name securities owned by the Plan, collect dividend and interest payments, redeem maturing securities, and effect receipt and delivery following purchases and sales. The custodian may also perform regular accounting of all assets owned, purchased, or sold, as well as movement of assets into and out of the Plan.
 3. A trustee appointed by the Retirement Committee, such as a bank trust department, if the Committee does not have its own Trustees, to assume fiduciary responsibility for the administration of Plan assets; provided, however, that if the Retirement Committee shall have appointed an investment advisor, then any trustee appointed under this paragraph shall have no authority with respect to selection of investments.
 4. Specialists such as attorneys, auditors, actuaries and, retirement plan consultants to assist the Retirement Committee in meeting its responsibilities and obligations to administer Plan assets prudently.

PURPOSE

The financial goal for the Plan is to provide funding for the benefits on the most cost-efficient basis to Sunline Transit Agency.

The purpose of this Policy Statement is to achieve the following:

1. Document investment objectives, performance expectations and investment guidelines for Plan assets.
2. Establish an appropriate investment strategy for managing all Plan assets, including an investment time horizon, risk tolerance ranges and asset allocation to

- provide sufficient diversification and overall return over the long-term time horizon of the Plan.
3. Establish investment guidelines to control overall risk and liquidity.
 4. Establish periodic performance reporting requirements to monitor investment results and confirm that the investment policy is being followed.
 5. Comply with fiduciary, prudence, due diligence and legal requirements for Plan assets.

INVESTMENT OBJECTIVES

Preservation of principal is the primary objective, followed by assurance of liquidity to meet the cash needs of the plan, and obtaining the maximum investment yield consistent with those objectives.

The specific return objective of the Plan is to achieve, at a minimum, the Plan's current actuarial rate of return assumption of 6% net of expenses, over a three to five-year time horizon.

In addition, the Plan shall:

1. Invest assets of the Plan in a manner consistent with the following fiduciary standards: (a) all transactions undertaken must be for the sole interest of Plan beneficiaries, and (b) assets are to be diversified in order to minimize the impact of large losses from individual investments.
2. Enhance the value of Plan assets in real terms over the long-term through asset appreciation and income generation, while maintaining a reasonable investment risk profile.
3. Minimize principal fluctuations over the Time Horizon (as defined below), subject to performance expectations over the long-term.
4. Achieve a long-term level of return commensurate with contemporary economic conditions and equal to or exceeding the investment objective set forth in this Policy Statement under the section labeled "Performance Expectations".

INVESTMENT GUIDELINES

Within this section of the Policy Statement, several terms will be used to articulate various investment concepts. The descriptions are meant to be general and may share investments otherwise considered to be in the same asset class. They are:

"Growth Assets" - a collection of investments and/or asset classes whose primary risk and return characteristics are focused on capital appreciation. Investments within the Growth Assets category can include income and risk mitigating characteristics, so long as the

predominant investment risk and return characteristic is capital appreciation. Examples of such investments or asset classes are: domestic and international equities or equity funds and certain real estate investments focused on equity risk mitigation or equity-like returns.

"Income Assets" - a collection of investments and/or asset classes whose primary risk and return characteristics are focused on income generation. Investments within the Income Assets category can include capital appreciation and risk mitigating characteristics, so long as the primary investment risk and return characteristic is income generation. Examples of such investments or asset classes are: fixed income securities, guaranteed investment contracts and certain real estate investments focused on interest rate risk mitigation or income investment-like returns.

"Real Return Assets" - a collection of investments and/or asset classes whose primary risk and return characteristics are focused on real returns after inflation. Investments within the Real Return category can include inflation protected securities and certain real estate investments.

Time Horizon

The Plan's investment objectives are based on a long-term investment horizon ("Time Horizon") of five years or longer. Interim fluctuations should be viewed with appropriate perspective. The Retirement Committee has adopted a long-term investment horizon such that the risks and duration of investment losses are carefully weighed against the long-term potential for appreciation of assets.

Liquidity and Diversification

In general, the Plan may hold some cash, cash equivalent, and/or money market funds for near-term Plan benefits and expenses. Remaining assets will be invested in longer-term investments and shall be diversified with the intent to minimize the risk of long-term investment losses. Consequently, the total portfolio will be constructed and maintained to provide diversification with regard to the concentration of holdings in individual issues, issuers, countries, governments or industries.

Asset Allocation

The Retirement Committee believes that to achieve the greatest likelihood of meeting the Plan's investment objectives and the best balance between risk and return for optimal diversification, assets will be invested in accordance with the targets for each asset class as follows to achieve an average total annual rate of return that is equal to or greater than the Plan's target rate of return over the long-term, as described in the section titled "Performance Expectations".

<u>Asset Classes</u>	Asset Weightings	
	<u>Range</u>	<u>Target</u>
Growth Assets		
Domestic Equity	16% - 56%	36%
International Equity	0% - 39%	19%
Other	0% - 20%	0%
Income Assets		
Fixed Income	25% - 65%	45%
Other	0% - 20%	0%
Real Return Assets	0% - 20%	0%
Cash Equivalents	0% - 20%	0%

The Advisor and each Manager will be evaluated against their peers on the performance of the total funds under their direct management.

Rebalancing Philosophy

The asset allocation range established by this Policy Statement represents a long-term perspective. As such, rapid unanticipated market shifts or changes in economic conditions may cause the asset mix to fall outside Policy Statement ranges. When allocations breach the specified ranges, the Advisor will rebalance the assets within the specified ranges. The Advisor may also rebalance based on market conditions. In addition, the Retirement Committee may re-balance the above allocation as necessary when considering the liability of Plan benefits.

Risk Tolerance

Subject to investment objectives and performance expectations, the Plan will be managed in a style that seeks to minimize principal fluctuations over the established Time Horizon.

Performance Expectations

Over the long-term, five years or longer, the performance objective for the Plan will be to achieve an average total annual rate of return that is equal to or greater than the Plan's stated total return objective of 6%. Additionally, it is expected that the annual rate of return on Plan assets will be commensurate with the then prevailing investment environment. Measurement of this return expectation will be judged by reviewing returns in the context of industry standard benchmarks, peer universe comparisons for individual Plan investments and blended benchmark comparisons for the Plan in its entirety.

SELECTION OF INVESTMENT MANAGERS

The Advisor shall prudently select appropriate Managers to invest the assets of the Plan. Managers must meet the following criteria:

- The Manager must provide historical quarterly performance data compliant with Global Investment Performance Standards (GIPS®), Securities & Exchange Commission (“SEC”), Financial Industry Regulatory Agency (“FINRA”) or industry recognized standards, as appropriate.
- The Manager must provide detailed information on the history of the firm, key personnel, support personnel, key clients, and fee schedule (including most-favored-nation clauses). This information can be a copy of a recent Request for Proposal (“RFP”) completed by the Manager or regulatory disclosure.
- The Manager must clearly articulate the investment strategy that will be followed and document that the strategy has been successfully adhered to over time.
- The investment professionals making the investment decisions must have a minimum of three (3) years of experience managing similar strategies either at their current firm or at previous firms.
- Where other than common funds such as mutual funds or commingled trusts are utilized, the Manager must confirm receipt, understanding and adherence to this Policy Statement and any investment specific policies by signing a consent form provided to the Manager prior to investment of Trust assets.

GUIDELINES FOR PORTFOLIO HOLDINGS

Direct Investments by Advisor

Every effort shall be made, to the extent practical, prudent and appropriate, to select investments that have investment objectives and policies that are consistent with this Policy Statement (as outlined in the following sub-sections of the “Guidelines for Portfolio Holdings”). However, given the nature of the investments, it is recognized that there may be deviations between this Policy Statement and the objectives of these investments.

Limitations on Managers’ Portfolios

EQUITIES

No more than the greater of 5% or weighting in the relevant index (Russell 3000 Index for U.S. issues and MSCI ACWI ex-U.S. for non-U.S. issues) of the total equity portfolio valued at market may be invested in the common equity of any one corporation; ownership of the shares of one company shall not exceed 5% of those outstanding; and not more than 40% of equity valued at market may be held in any one sector, as defined by the Global Industry Classification Standard (GICS).

Domestic Equities. Other than the above constraints, there are no quantitative guidelines as to issues, industry or individual security diversification. However, prudent diversification standards should be developed and maintained by the Manager.

International Equities. The overall non-U.S. equity allocation should include a diverse global

mix that is comprised of the equity of companies from multiple countries, regions and sectors.

FIXED INCOME

Fixed income securities of any one issuer shall not exceed 5% of the total bond portfolio at time of purchase. The 5% limitation does not apply to issues of the U.S. Treasury or other Federal Agencies. The overall rating of the fixed income assets as calculated by the Advisor shall be investment grade or better, based on the rating of one Nationally Recognized Statistical Rating Organization (“NRSRO”).

OTHER ASSETS (ALTERNATIVES)

Alternatives may consist of non-traditional asset classes such as real estate and investments designed to hedge inflation, when deemed appropriate. The total allocation to other assets may not exceed 15% of the overall portfolio. Prior to adding an allocation to any of the following asset classes, with the exception of publicly traded mutual fund vehicles, the Advisor shall receive approval from the Agency.

Private Equity: Private equity is less liquid than publicly traded equity securities and can provide returns that are greater than what is available in publicly traded markets. The private equity portfolio may include investments in a variety of commingled/partnership and direct investment vehicles including, but not limited to, venture capital, buyout, turnaround, mezzanine, distressed security, and special situation funds. The private equity portfolio is recognized to be long-term in nature and highly illiquid. Due to their higher risk, private equity investments are expected to provide higher returns than publicly traded equity securities. For purposes of asset allocation targets and limitations, these funds will be categorized as “Other” under the Growth Assets category.

Private Debt: Private debt is less liquid than publicly traded debt and can provide returns that are greater than what is available in publicly traded markets. The private debt portfolio may include investments in a variety of commingled/partnership and direct investment vehicles including, but not limited to, direct lending, distressed debt, multi-asset credit, structured credit, mezzanine debt, real estate debt, and special situations. Due to their higher risk, private debt investments are expected to provide higher long-term returns than publicly traded debt securities. For purposes of asset allocation targets and limitations, these funds will be categorized as “Other” under the Income Assets category.

Real Assets: Real assets are typically physical assets that have intrinsic worth due to their substance and properties. Real assets are primarily used for their lower correlation to traditional assets (i.e. stocks and bonds) and their inflation hedging properties. Categories of real asset investments include, but are not limited to, real estate, infrastructure, land, farmland, timberland, precious metals, and commodities. Real assets includes securities and assets with varying levels of liquidity. Private real assets are illiquid and long-term in nature, whereas public real assets are publicly traded and more liquid. The benefit of lower correlation investments is that, when implemented correctly, these investments can

potentially improve a portfolio's expected risk-adjusted return over the long-term. The real assets category can be extended to include other forms of assets that offer similar inflation hedging properties such as pooled vehicles holding: commodities contracts, Treasury Inflation Protected Securities ("TIPS"), index-linked derivative contracts, certain forms of intellectual property, and the equity of companies in businesses thought to hedge inflation. For purposes of asset allocation targets and limitations, real assets may be categorized as "Other" under either the Growth Assets or Income Assets category or in the Real Return Assets category, depending on the nature and risk/return profile of the investment.

CASH EQUIVALENTS

Cash equivalents shall be held in funds complying with Rule 2(a)-7 of the Investment Company Act of 1940.

Portfolio Risk Hedging

Portfolio investments designed to hedge various risks including volatility risk, interest rate risk, etc. are allowed to the extent that the investments are not used for the sole purpose of leveraging Plan assets. One example of a hedge vehicle is an exchange traded fund ("ETF") which takes short positions.

Prohibited Investments

Except for purchase within authorized investments, the Retirement Committee has determined that investment of Plan assets will not be permitted in securities having the following characteristics are not authorized and shall not be purchased: letter stock and other unregistered securities, Warrants, direct commodities or commodity contracts/options, other than U.S. Treasury bonds, notes and futures, private placements (with the exception of Rule 144A securities). Further, derivatives, options, margin purchases or short sales, or futures for the sole purpose of direct portfolio leveraging are prohibited. Direct ownership of real estate, natural resource properties such as oil, gas or timber and the purchase of collectibles is also prohibited. Such other assets as may be specified by the Retirement Committee from time to time.

Safekeeping

All assets of the Plan shall be held by a custodian approved by the Retirement Committee for safekeeping of Plan assets. The custodian shall produce statements on a monthly basis, listing the name and value of all assets held, and the dates and nature of all transactions in accordance with the terms in the Plan Agreement. Investments of the Plan not held as liquidity or investment reserves shall, at all times, be invested in interest-bearing accounts. Investments and portfolio securities may not be loaned.

MONITORING AND CONTROL PROCEDURES

Review of Investment Objectives and Investment Performance

The portfolio will be reviewed by the Retirement Committee on a quarterly basis to ensure compliance with the guidelines.

The Advisor shall review annually and report to the Retirement Committee the appropriateness of this Policy Statement for achieving the Plan's stated objectives. It is not expected that this Policy Statement will change frequently. In particular, short-term changes in the financial markets should not require an adjustment in this Policy Statement.

The Advisor shall report on a quarterly basis to the Retirement Committee to review the investment performance of the Plan. In addition, the Advisor will be responsible for keeping the Retirement Committee advised of any material change in investment strategy, Managers, and other pertinent information potentially affecting performance of the Plan.

The Advisor shall compare the investment results on a quarterly basis to appropriate peer universe benchmarks, as well as market indices in both equity and fixed income markets. Examples of benchmarks and indexes that will be used include the Russell 3000 Index for broad U.S. equity strategies; S&P 500 Index for large cap U.S. equities, Russell 2000 Index for small cap U.S. equities, MSCI ACWI ex-U.S. Index for broad based non-U.S. equity strategies; MSCI Europe, Australasia, and Far East (EAFE) Index for developed markets international equities, Barclays Capital Aggregate Bond Index for fixed income securities, and the U.S. 91 Day T-bill for cash equivalents. The Russell 3000 Index will be used to benchmark the U.S. equities portfolio; the MSCI ACWI ex-U.S. Index will be used to benchmark the non-U.S. equities portfolio; the Barclays U.S. Aggregate Bond Index will be used to benchmark the fixed income portfolio. The categories "Other" will be benchmarked against appropriate indices depending on the specific characteristics of the strategies and funds used.

Voting of Proxies

The Retirement Committee recognizes that proxies are a significant and valuable tool in corporate governance. The voting rights of individual stocks held in separate accounts or collective, common, or pooled funds will be exercised by the investment managers in accordance with their own proxy voting policies. The voting rights of funds will be exercised by the Advisor.

Adoption of Investment Policy Statement

Any changes and exceptions to this Policy Statement will be made in writing and adopted by the Board of Directors. Once adopted, changes and exceptions will be delivered to each Manager, as appropriate, by the Advisor.

**SunLine Transit Agency
Investment Policy, Pension
Funds for Bargaining Unit
Employees
Policy No: B-090298(b)**

**Adopted: 01/25/2006
Revised: 02/24/2021**

Investment Policy, Pension Funds for Bargaining Unit Employees

GENERAL INFORMATION

The Sunline Employees Retirement System Bargaining Unit Employees Plan (“Plan”) exists to provide funding of retirement benefits to the bargaining employees of Sunline Transit Agency (“Agency”). The assets of the Plan are to be invested for the exclusive benefit of the participants and their beneficiaries in accordance with the Plan documents and all applicable federal and state law.

AUTHORITY

The Agency has established the Sunline Transit Agency Retirement Committee (the “Retirement Committee”) to oversee certain policies and procedures related to the operation and administration of the Plan. The following Investment Policy Statement (“Policy Statement”) is provided by the Retirement Committee as a means of setting forth the purpose, investment objectives, investment guidelines, including the asset allocation target, and procedures for monitoring the adherence to the directives contained in this Policy Statement.

The Retirement Committee is required to receive approval from the Sunline Board of Directors for this Policy Statement, including any future changes. This requirement shall remain in full force and effect until such time as it is altered by the Board of Directors.

The Retirement Committee shall be guided by general investment principles articulated in the Policy Statement. The Policy Statement should be reviewed periodically.

The Retirement Committee, with approval of the Board of Directors, may choose a custodian, trustee and/or investment counsel to assist them in performing their obligations to the Plan, as outlined below

1. An investment advisor (“Advisor”) to assist the Retirement Committee in the investment process and to maintain compliance with this Policy Statement. Any investment advisor who, in the future, may be retained by the Retirement Committee, will be afforded discretionary authority under the prudent person rule concept and shall invest assets in accordance with federal and state resolutions

- affecting the Plan's assets. The Advisor may assist the Retirement Committee in establishing investment policy objectives and guidelines and may also select investments with discretion to purchase, sell, or hold specific securities that will be used to meet the Plan's investment objectives. The Advisor will: a) adjust asset allocation for the Plan subject to the guidelines and limitations set forth in this Policy Statement; b) select investment managers ("Managers") and strategies consistent with its role as a fiduciary; c) monitor and review Managers and measure and evaluate their performance against their peers based upon the performance of the total funds under their direct management; and d) execute other tasks as deemed appropriate in its role as Advisor for Plan assets. The investment vehicles allowed may include mutual funds, commingled trusts, separate accounts, limited partnerships and other investment vehicles deemed to be appropriate by the Advisor. The Advisor shall never take possession of securities, cash or other assets of the Plan, all of which shall be held by the custodian. The Advisor must be registered with the Securities and Exchange Commission.
2. A custodian selected by the Retirement Committee to maintain possession of physical securities and records of street name securities owned by the Plan, collect dividend and interest payments, redeem maturing securities, and effect receipt and delivery following purchases and sales. The custodian may also perform regular accounting of all assets owned, purchased, or sold, as well as movement of assets into and out of the Plan.
 3. A trustee appointed by the Retirement Committee, such as a bank trust department, if the Retirement Committee does not have its own Trustees, to assume fiduciary responsibility for the administration of Plan assets; provided, however, that if the Retirement Committee shall have appointed an investment advisor, then any trustee appointed under this paragraph shall have no authority with respect to selection of investments.
 4. Specialists such as attorneys, auditors, actuaries and, retirement plan consultants to assist the Retirement Committee in meeting its responsibilities and obligations to administer Plan assets prudently.

PURPOSE

The financial goal for the Plan is to provide funding for the benefits on the most cost-efficient basis to Sunline Transit Agency.

The purpose of this Policy Statement is to achieve the following:

1. Document investment objectives, performance expectations and investment guidelines for Plan assets.

2. Establish an appropriate investment strategy for managing all Plan assets, including an investment time horizon, risk tolerance ranges and asset allocation to provide sufficient diversification and overall return over the long-term time horizon of the Plan.
3. Establish investment guidelines to control overall risk and liquidity.
4. Establish periodic performance reporting requirements to monitor investment results and confirm that the investment policy is being followed.
5. Comply with fiduciary, prudence, due diligence and legal requirements for Plan assets.

INVESTMENT OBJECTIVES

Preservation of principal is the primary objective, followed by assurance of liquidity to meet the cash needs of the plan, and obtaining the maximum investment yield consistent with those objectives.

The specific return objective of the Plan is to achieve, at a minimum, the Plan's current actuarial rate of return assumption of 6% net of expenses, over a three to five-year time horizon.

In addition, the Plan shall:

1. Invest assets of the Plan in a manner consistent with the following fiduciary standards: (a) all transactions undertaken must be for the sole interest of Plan beneficiaries, and (b) assets are to be diversified in order to minimize the impact of large losses from individual investments.
2. Enhance the value of Plan assets in real terms over the long-term through asset appreciation and income generation, while maintaining a reasonable investment risk profile.
3. Minimize principal fluctuations over the Time Horizon (as defined below), subject to performance expectations over the long-term.
4. Achieve a long-term level of return commensurate with contemporary economic conditions and equal to or exceeding the investment objective set forth in this Policy Statement under the section labeled "Performance Expectations".

INVESTMENT GUIDELINES

Within this section of the Policy Statement, several terms will be used to articulate various investment concepts. The descriptions are meant to be general and may share investments otherwise considered to be in the same asset class. They are:

"Growth Assets" - a collection of investments and/or asset classes whose primary risk and

return characteristics are focused on capital appreciation. Investments within the Growth Assets category can include income and risk mitigating characteristics, so long as the predominant investment risk and return characteristic is capital appreciation. Examples of such investments or asset classes are: domestic and international equities or equity funds and certain real estate investments focused on equity risk mitigation or equity-like returns.

"Income Assets" - a collection of investments and/or asset classes whose primary risk and return characteristics are focused on income generation. Investments within the Income Assets category can include capital appreciation and risk mitigating characteristics, so long as the primary investment risk and return characteristic is income generation. Examples of such investments or asset classes are: fixed income securities, guaranteed investment contracts and certain real estate investments focused on interest rate risk mitigation or income investment-like returns.

"Real Return Assets" - a collection of investments and/or asset classes whose primary risk and return characteristics are focused on real returns after inflation. Investments within the Real Return category can include inflation protected securities and certain real estate investments.

Time Horizon

The Plan's investment objectives are based on a long-term investment horizon ("Time Horizon") of five years or longer. Interim fluctuations should be viewed with appropriate perspective. The Retirement Committee has adopted a long-term investment horizon such that the risks and duration of investment losses are carefully weighed against the long-term potential for appreciation of assets.

Liquidity and Diversification

In general, the Plan may hold some cash, cash equivalent, and/or money market funds for near-term Plan benefits and expenses. Remaining assets will be invested in longer-term investments and shall be diversified with the intent to minimize the risk of long-term investment losses. Consequently, the total portfolio will be constructed and maintained to provide diversification with regard to the concentration of holdings in individual issues, issuers, countries, governments or industries.

Asset Allocation

The Retirement Committee believes that to achieve the greatest likelihood of meeting the Plan's investment objectives and the best balance between risk and return for optimal diversification, assets will be invested in accordance with the targets for each asset class as follows to achieve an average total annual rate of return that is equal to or greater than the Plan's target rate of return over the long-term, as described in the section titled "Performance Expectations".

<u>Asset Classes</u>	Asset Weightings	
	<u>Range</u>	<u>Target</u>
Growth Assets		
Domestic Equity	16% - 56%	36%
International Equity	0% - 39%	19%
Other	0% - 20%	0%
Income Assets		
Fixed Income	25% - 65%	45%
Other	0% - 20%	0%
Real Return Assets	0% - 20%	0%
Cash Equivalents	0% - 20%	0%

The Advisor and each Manager will be evaluated against their peers on the performance of the total funds under their direct management.

Rebalancing Philosophy

The asset allocation range established by this Policy Statement represents a long-term perspective. As such, rapid unanticipated market shifts or changes in economic conditions may cause the asset mix to fall outside Policy Statement ranges. When allocations breach the specified ranges, the Advisor will rebalance the assets within the specified ranges. The Advisor may also rebalance based on market conditions. In addition, the Retirement Committee may re-balance the above allocation as necessary when considering the liability of Plan benefits.

Risk Tolerance

Subject to investment objectives and performance expectations, the Plan will be managed in a style that seeks to minimize principal fluctuations over the established Time Horizon.

Performance Expectations

Over the long-term, five years or longer, the performance objective for the Plan will be to achieve an average total annual rate of return that is equal to or greater than the Plan's stated total return objective of 6%. Additionally, it is expected that the annual rate of return on Plan assets will be commensurate with the then prevailing investment environment. Measurement of this return expectation will be judged by reviewing returns in the context of industry standard benchmarks, peer universe comparisons for individual Plan investments and blended benchmark comparisons for the Plan in its entirety.

SELECTION OF INVESTMENT MANAGERS

The Advisor shall prudently select appropriate Managers to invest the assets of the Plan. Managers must meet the following criteria:

- The Manager must provide historical quarterly performance data compliant with Global Investment Performance Standards (GIPS[®]), Securities & Exchange Commission (“SEC”), Financial Industry Regulatory Agency (“FINRA”) or industry recognized standards, as appropriate.
- The Manager must provide detailed information on the history of the firm, key personnel, support personnel, key clients, and fee schedule (including most-favored-nation clauses). This information can be a copy of a recent Request for Proposal (“RFP”) completed by the Manager or regulatory disclosure.
- The Manager must clearly articulate the investment strategy that will be followed and document that the strategy has been successfully adhered to over time.
- The investment professionals making the investment decisions must have a minimum of three (3) years of experience managing similar strategies either at their current firm or at previous firms.
- Where other than common funds such as mutual funds or commingled trusts are utilized, the Manager must confirm receipt, understanding and adherence to this Policy Statement and any investment specific policies by signing a consent form provided to the Manager prior to investment of Trust assets.

GUIDELINES FOR PORTFOLIO HOLDINGS

Direct Investments by Advisor

Every effort shall be made, to the extent practical, prudent and appropriate, to select investments that have investment objectives and policies that are consistent with this Policy Statement (as outlined in the following sub-sections of the “Guidelines for Portfolio Holdings”). However, given the nature of the investments, it is recognized that there may be deviations between this Policy Statement and the objectives of these investments.

Limitations on Managers’ Portfolios

EQUITIES

No more than the greater of 5% or weighting in the relevant index (Russell 3000 Index for U.S. issues and MSCI ACWI ex-U.S. for non-U.S. issues) of the total equity portfolio valued at market may be invested in the common equity of any one corporation; ownership of the shares of one company shall not exceed 5% of those outstanding; and not more than 40% of equity valued at market may be held in any one sector, as defined by the Global Industry Classification Standard (GICS).

Domestic Equities. Other than the above constraints, there are no quantitative guidelines as to issues, industry or individual security diversification. However, prudent diversification standards should be developed and maintained by the Manager.

International Equities. The overall non-U.S. equity allocation should include a diverse global

mix that is comprised of the equity of companies from multiple countries, regions and sectors.

FIXED INCOME

Fixed income securities of any one issuer shall not exceed 5% of the total bond portfolio at time of purchase. The 5% limitation does not apply to issues of the U.S. Treasury or other Federal Agencies. The overall rating of the fixed income assets as calculated by the Advisor shall be investment grade or better, based on the rating of one Nationally Recognized Statistical Rating Organization (“NRSRO”).

OTHER ASSETS (ALTERNATIVES)

Alternatives may consist of non-traditional asset classes such as real estate and investments designed to hedge inflation, when deemed appropriate. The total allocation to other assets may not exceed 15% of the overall portfolio. Prior to adding an allocation to any of the following asset classes, with the exception of publicly traded mutual fund vehicles, the Advisor shall receive approval from the Agency.

Private Equity: Private equity is less liquid than publicly traded equity securities and can provide returns that are greater than what is available in publicly traded markets. The private equity portfolio may include investments in a variety of commingled/partnership and direct investment vehicles including, but not limited to, venture capital, buyout, turnaround, mezzanine, distressed security, and special situation funds. The private equity portfolio is recognized to be long-term in nature and highly illiquid. Due to their higher risk, private equity investments are expected to provide higher returns than publicly traded equity securities. For purposes of asset allocation targets and limitations, these funds will be categorized as “Other” under the Growth Assets category.

Private Debt: Private debt is less liquid than publicly traded debt and can provide returns that are greater than what is available in publicly traded markets. The private debt portfolio may include investments in a variety of commingled/partnership and direct investment vehicles including, but not limited to, direct lending, distressed debt, multi-asset credit, structured credit, mezzanine debt, real estate debt, and special situations. Due to their higher risk, private debt investments are expected to provide higher long-term returns than publicly traded debt securities. For purposes of asset allocation targets and limitations, these funds will be categorized as “Other” under the Income Assets category.

Real Assets: Real assets are typically physical assets that have intrinsic worth due to their substance and properties. Real assets are primarily used for their lower correlation to traditional assets (i.e. stocks and bonds) and their inflation hedging properties. Categories of real asset investments include, but are not limited to, real estate, infrastructure, land, farmland, timberland, precious metals, and commodities. Real assets includes securities and assets with varying levels of liquidity. Private real assets are illiquid and long-term in nature, whereas public real assets are publicly traded and more liquid. The benefit of lower correlation investments is that, when implemented correctly, these investments can

potentially improve a portfolio's expected risk-adjusted return over the long-term. The real assets category can be extended to include other forms of assets that offer similar inflation hedging properties such as pooled vehicles holding: commodities contracts, Treasury Inflation Protected Securities ("TIPS"), index-linked derivative contracts, certain forms of intellectual property, and the equity of companies in businesses thought to hedge inflation. For purposes of asset allocation targets and limitations, real assets may be categorized as "Other" under either the Growth Assets or Income Assets category or in the Real Return Assets category, depending on the nature and risk/return profile of the investment.

CASH EQUIVALENTS

Cash equivalents shall be held in funds complying with Rule 2(a)-7 of the Investment Company Act of 1940.

Portfolio Risk Hedging

Portfolio investments designed to hedge various risks including volatility risk, interest rate risk, etc. are allowed to the extent that the investments are not used for the sole purpose of leveraging Plan assets. One example of a hedge vehicle is an exchange traded fund ("ETF") which takes short positions.

Prohibited Investments

Except for purchase within authorized investments, the Retirement Committee has determined that investment of Plan assets will not be permitted in securities having the following characteristics are not authorized and shall not be purchased: letter stock and other unregistered securities, Warrants, direct commodities or commodity contracts/options, other than U.S. Treasury bonds, notes and futures, private placements (with the exception of Rule 144A securities). Further, derivatives, options, margin purchases or short sales, or futures for the sole purpose of direct portfolio leveraging are prohibited. Direct ownership of real estate, natural resource properties such as oil, gas or timber and the purchase of collectibles is also prohibited. Such other assets as may be specified by the Retirement Committee from time to time.

Safekeeping

All assets of the Plan shall be held by a custodian approved by the Retirement Committee for safekeeping of Plan assets. The custodian shall produce statements on a monthly basis, listing the name and value of all assets held, and the dates and nature of all transactions in accordance with the terms in the Plan Agreement. Investments of the Plan not held as liquidity or investment reserves shall, at all times, be invested in interest-bearing accounts. Investments and portfolio securities may not be loaned.

MONITORING AND CONTROL PROCEDURES_

Review of Investment Objectives and Investment Performance

The portfolio will be reviewed by the Retirement Committee on a quarterly basis to ensure compliance with the guidelines.

The Advisor shall review annually and report to the Retirement Committee the appropriateness of this Policy Statement for achieving the Plan's stated objectives. It is not expected that this Policy Statement will change frequently. In particular, short-term changes in the financial markets should not require an adjustment in this Policy Statement.

The Advisor shall report on a quarterly basis to the Retirement Committee to review the investment performance of the Plan. In addition, the Advisor will be responsible for keeping the Retirement Committee advised of any material change in investment strategy, Managers, and other pertinent information potentially affecting performance of the Plan.

The Advisor shall compare the investment results on a quarterly basis to appropriate peer universe benchmarks, as well as market indices in both equity and fixed income markets. Examples of benchmarks and indexes that will be used include the Russell 3000 Index for broad U.S. equity strategies; S&P 500 Index for large cap U.S. equities, Russell 2000 Index for small cap U.S. equities, MSCI ACWI ex-U.S. Index for broad based non-U.S. equity strategies; MSCI Europe, Australasia, and Far East (EAFE) Index for developed markets international equities, Barclays Capital Aggregate Bond Index for fixed income securities, and the U.S. 91 Day T-bill for cash equivalents. The Russell 3000 Index will be used to benchmark the U.S. equities portfolio; the MSCI ACWI ex-U.S. Index will be used to benchmark the non-U.S. equities portfolio; the Barclays U.S. Aggregate Bond Index will be used to benchmark the fixed income portfolio. The categories "Other" will be benchmarked against appropriate indices depending on the specific characteristics of the strategies and funds used.

Voting of Proxies

The Retirement Committee recognizes that proxies are a significant and valuable tool in corporate governance. The voting rights of individual stocks held in separate accounts or collective, common, or pooled funds will be exercised by the investment managers in accordance with their own proxy voting policies. The voting rights of funds will be exercised by the Advisor.

Adoption of Investment Policy Statement

Any changes and exceptions to this Policy Statement will be made in writing and adopted by the Board of Directors. Once adopted, changes and exceptions will be delivered to each Manager, as appropriate, by the Advisor.

SunLine Transit Agency

**Investment Policy, Pension Funds
for Non-Bargaining Unit Employees**

Approved by Board of Directors on January 25, 2006

Policy # B-090298(a)

INVESTMENT POLICY STATEMENT

**SUNLINE EMPLOYEES RETIREMENT SYSTEM
(non-bargaining unit employees)**

DATED: February 1, 2006

The following statement is provided by the Retirement Committee of the Plan named above as a means of setting forth the investments of the Plan which includes the asset allocation target, investment objectives and procedures for monitoring the adherence to the directives contained in this Policy Statement.

GENERAL INFORMATION

The Plan listed above exists to provide funding of benefits provided by the Plan. The assets of the Plan are to be invested for the exclusive benefit of participants and their beneficiaries in accordance with the Plan documents and all applicable federal and state law.

The Retirement Committee, with approval of the Board of Directors, may choose a custodian, trustee and/or investment counsel to assist them in performing their obligations to the Plan.

The Retirement Committee shall be guided by general investment principles which shall be reviewed at least annually.

INVESTMENT POLICIES

The financial goal for the Plan is to provide funding for the benefits on the most cost efficient basis to SunLine Transit Agency.

OBJECTIVE: Preservation of principal is the primary objective, followed by assurance of liquidity to meet the cash needs of the plan, and obtaining the maximum investment yield consistent with those objectives.

The Retirement Committee is required to receive approval from the SunLine Board of Directors for this Policy Statement, including any future changes. This requirement shall remain in full force and effect until such time as it is altered by the Board of Directors.

The specific return objective of the Plan is:

To achieve, at a minimum, the Plan's current actuarial rate of return assumption of 7% net of expenses, over a three to five year time horizon.

Any investment manager who, in the future, may be retained by the Retirement Committee, will be afforded discretionary authority under the prudent man rule concept and shall invest assets in accordance with federal and state resolutions affecting the Plan's assets.

The portfolio will be reviewed by the Retirement Committee on a quarterly basis to ensure compliance with the guidelines.

The Retirement Committee has determined that investment of Plan assets will not be permitted in the following:

Warrants, commodities or options, other than U. S. Treasury bonds, notes and futures,

Margin purchases or short sales,

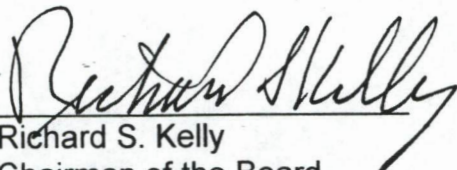
Such other assets as may be specified by the Retirement Committee from time to time.

ASSET ALLOCATION

The Plan's asset allocation target and ranges are as follows:

	<u>Target</u>	<u>Range</u>
Equities	60%	35-75%
Fixed Income	40%	25-65%
Cash & Equivalent	0%	0-10%

The Retirement Committee will re-balance the above allocation as necessary when considering the liability of Plan benefits.


Richard S. Kelly
Chairman of the Board

Date: 1-25-06

ATTEST:


C. Mikel Oglesby
General Manager

Date: 1-25-06

SunLine Transit Agency

**Investment Policy, Pension Funds
for Bargaining Unit Employees**

Approved by Board of Directors on January 25, 2006

Policy # B-090298(b)

INVESTMENT POLICY STATEMENT

SUNLINE TRANSIT RETIREMENT INCOME PLAN FOR BARGAINING UNIT PERSONNEL

DATED: February 1, 2006

The following statement is provided by the Retirement Committee of the Plan named above as a means of setting forth the investments of the Plan which includes the asset allocation target, investment objectives and procedures for monitoring the adherence to the directives contained in this Policy Statement.

ITEM 10

ATTACHMENT C

GENERAL INFORMATION

The Plan listed above exists to provide funding of benefits provided by the Plan. The assets of the Plan are to be invested for the exclusive benefit of participants and their beneficiaries in accordance with the Plan documents and all applicable federal and state law.

The Retirement Committee, with approval of the Board of Directors, may choose a custodian, trustee and/or investment counsel to assist them in performing their obligations to the Plan.

The Retirement Committee shall be guided by general investment principles which shall be reviewed at least annually.

INVESTMENT POLICIES

The financial goal for the Plan is to provide funding for the benefits on the most cost efficient basis to SunLine Transit Agency.

OBJECTIVE: Preservation of principal is the primary objective, followed by assurance of liquidity to meet the cash needs of the plan, and obtaining the maximum investment yield consistent with those objectives.

The Retirement Committee is required to receive approval from the SunLine Board of Directors for this Policy Statement, including any future changes. This requirement shall remain in full force and effect until such time as it is altered by the Board of Directors.

The specific return objective of the Plan is:

To achieve, at a minimum, the Plan's current actuarial rate of return assumption of 7% net of expenses, over a three to five year time horizon.

Any investment manager who, in the future, may be retained by the Retirement Committee, will be afforded discretionary authority under the prudent man rule concept and shall invest assets in accordance with federal and state resolutions affecting the Plan's assets.

The portfolio will be reviewed by the Retirement Committee on a quarterly basis to ensure compliance with the guidelines.

The Retirement Committee has determined that investment of Plan assets will not be permitted in the following:

Warrants, commodities or options, other than U. S. Treasury bonds, notes and futures,

Margin purchases or short sales,

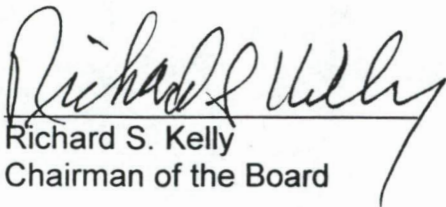
Such other assets as may be specified by the Retirement Committee from time to time.

ASSET ALLOCATION

The Plan's asset allocation target and ranges are as follows:

	Target	Range
Equities	60%	35-75%
Fixed Income	40%	25-65%
Cash & Equivalent	0%	0-10%

The Retirement Committee will re-balance the above allocation as necessary when considering the liability of Plan benefits.


Richard S. Kelly
Chairman of the Board

1-25-06

Date

ATTEST:


C. Mikel Oglesby
General Manager

1-25-06

Date

SunLine Transit Agency

DATE: February 24, 2021 **DISCUSSION**

TO: Board Operations Committee

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

RE: 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.

Staff will be presenting the proposed revision to receive input from the Board Operations Committee with the intent to bring the item to the March 24, 2021 Board of Directors meeting for approval.

If the revised proposal received approval in March, this 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

Attachments:

- [Item 11a](#) - Proposed Revised Policy No. B-070192
- [Item 11b](#) - 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 organizes and directs staff; motivates others to accomplish Agency objectives; ensures that management practices and procedures promote the safe, economical and effective use of resources (human, financial, capital); institutes programs, procedures and controls to ensure Board actions and policies are effectively administered.

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: _____