

Valentina's
Notes to file

Peter Rogoff, ST CEO: Note to file

January 2016

- "elevator eyes" incidents (not reported to HR – 3rd hand hearsay). Two women stated that they were uncomfortable when they first met Peter and he looked them up and down. Joni became aware of these incidents and gave Peter feedback on his behavior.
- Mike Lindbloom called to inquire about Peter's salary. Peter's response was "tell him to go fuck himself".
- In one of the first meetings with [REDACTED] Peter made numerous comments on the format and font of business cards and the changes he wanted to see, he also instructed [REDACTED] on which angle he prefers to be photographed from.
- 1/28/16 – first meeting with Valentina. Peter stated that he thought that the 10 minute award ceremony for graduates of Management Excellence Program was unnecessarily "burning up Board members' time" and that "the Board members shouldn't have had to sit through such a long list of award presentations". I stated that we can certainly have that ceremony at the all-staff meeting instead and invite 1-2 Board members and were going to propose that anyway, since 2016 class is so large (40 people). I also pointed out that my personal observation is that Board members are much more frustrated by the minutia-level involvement in ST business due to low \$\$ approval authority. Peter said that he had several meetings with Board members and he thinks, that's probably true and we need to raise the approval authority. He also made a comment that many of our Board members "are just a bunch of small town mayors with nothing to do".

March 2016

- Pre-U-Link service: [REDACTED] informed Peter of 26KV cables issue that had to be resolved prior to opening day ([REDACTED] was not copied on the correspondence, his team was already actively engaged and working to resolve the issue). Peter was travelling out of state. Peter called [REDACTED] at around 11 pm Pacific time and "yelled" at him over the phone until after 1 am.
- Following U-Link opening: Peter stated at the ELT meeting that he wanted real-time arrival signs turned off until the data for the arrivals is fixed. A day later he learned that the signs weren't yet turned off. Peter called [REDACTED] and [REDACTED] into his office and with his back towards them said "is there a history of insubordination in this agency?" Same issue caused a "chair kicking" incident, when Peter got up from the meeting and stated "when I give direction it's for action not for rumination" and shoved the chair he got up from into the meeting table.
- Peter was trying to get in touch with [REDACTED] over the weekend, while travelling to DC. He told [REDACTED] "when I pay for your phone allowance I expect you to be accessible over the weekend".

Week of 4/11/16 to 4/15/16 (spring break)

Several incidents:

- Peter requested a 5 pm meeting with ST3 team, including [REDACTED] (on vacation with family/ spring break) and [REDACTED] (on vacation following U-Link launch). Peter stated that he wanted everyone available and [REDACTED] calling in from vacation. Peter stated "the only excuse that I will accept is if they are on life support".
- 4/11/16 following ERP meeting, Peter "unloaded" on [REDACTED] (see e-mail attached). Peter stated "it was pretty bad: yelling, lots of profanity, when I turned around [REDACTED] walked out of my office".

- In a meeting on ST3 (with many staff present) [REDACTED] name came up in the conversation. Peter stated "isn't he fired already? I thought I told Valentina to fire him!" Some meeting participants were upset, because the announcement of [REDACTED] departure has not yet been made public.

Week of 4/18/16

- CEO appraisal process (see attached). Peter dropped the ball on his own goals and appraisal after Desmond and Valentina both tried to repeatedly help him move this along (since January). Peter acknowledged that he didn't read any of the e-mails on the subject, but yet somehow still insisted that this was HR/ Legal fault and coordination flaw.
- Operations Sounder Maintenance meeting. [REDACTED] reviewed a number of maintenance issues related to Sounder locomotives and how operations group was persistently struggling to resolve them. In response (in a meeting with staff present) Peter stated "so what you are telling me is that you are intentionally sabotaging Sounder performance!"
- Peter made comments about how "people around here are just so fucking lazy"


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April 29th, 2016 – Joni's retirement party. During his speech Peter made a comment in front of 200+ people, "I was talking to some friends of mine and describing the personalities of the executive team and it's like an island of misfit toys.... But Joni really did a good job putting a strong team together...."

May 3rd, 2016 – in a conversation with [REDACTED] Peter made a comment that "he couldn't give a flying fuck about how things were when Joni was here, because she's not here anymore" (he used a lot of profanity overall). We were discussing the Chief of staff position. Peter stated that Ed Murray and Dow have been lobbying for him to hire one of their protégés and he wanted his own person. I pointed out that bringing "his own" person would be interpreted as "Peter doesn't trust ST employees and eventually will replace everyone with his own people". He said "but I want people to be on edge, I don't want them to think they earned anything, they have to prove themselves to me".

Week of May 9th – Peter send curt e-mails to [REDACTED] and "chewed him out" for the fact that Joni's e-mail address was not deleted from the network and she sent a retirement "thank you for your service" note to one of the employees and commented on another e-mail that she was copied on.

Week of May 16th – FTA team on site for Master Credit agreement application review. Some of the FTA officials mentioned to ST staff that they were concerned that "Sound Transit is such a stellar organization and with Peter coming in people might start running for the exits".

May 18th – follow up meeting to discuss the Chief of staff position. We discussed a number of scenarios, internal vs. external candidate pros and cons and settled on a couple of decisions. In the course of the meeting Peter made comments about CoS working with ELT. He said "I heard that [REDACTED] occasionally would threaten [REDACTED] to resign if he didn't like some of the changes that were coming. I hope he knows that I would tell him "don't let the door hit you in the ass on the way out". I wouldn't put up with shit like that." He also picked apart and spoke poorly about other ELT members.

After the meeting Peter forwarded a message from [REDACTED] (the individual he wanted to bring in as his Chief of staff). In that casual correspondence between the two [REDACTED] stated "I'm sure you are more than glad that you were not anywhere near the makeshift war room I was in last night until 1 AM deciding on next steps regarding the ongoing dumpster fire that is WMATA in its current state." The message was sent to Peter's ST e-mail address.

Week of May 23rd – conversation with [REDACTED]. [REDACTED] stated that the amount of profanity used in Peter's office is overwhelming. "He really should stop with the "flying fucks" – he says that too much to everyone". She said that after a couple of "feedback" sessions she finally got him to say "hello" to her in the morning. She said "he talks so negatively about everyone and makes a point of stating that he doesn't care about people".

WSLC letter [REDACTED] became aware of a letter written by Washington State Labor Council encouraging to oppose ST3. She immediately connected with [REDACTED] and [REDACTED] to understand what happened and what the underlying interests were that prompted opposition. [REDACTED] wrote a letter to WSLC expressing his dissatisfaction with the notion of opposing a measure that provides millions of labor hours to the region. [REDACTED] stated that he wrote the letter as a favor for a DC friend, Peter's former professional connection, who Peter didn't see "eye to eye" with on a number of issues, including "buy America". In the meantime, Peter described the situation as "[REDACTED] and her team dropped the ball" and "how did they not see it (the letter) coming? It's their job."

Week of May 30th – [REDACTED] raised the issue that came up in the context of ERP discussions on cost per new rider that showed that ridership gains for the 50+B plan were not as significant as one would expect. He brought it up in a conversation with [REDACTED] and Peter, but the issue didn't get much attention and was brushed aside (the issue itself was several months old). Later towards the end of the week it got Peter's attention because it got on the radar for some Board members. Over the weekend there were several texts exchanged between Peter, [REDACTED] to try to put a Q&A together for the Board. [REDACTED] cancelled a dinner he scheduled on Saturday to accommodate the work on the Q&A. [REDACTED] couldn't be reached due to school activities and church. On Sunday, June 5th Peter sent a nasty text to [REDACTED] scolding everyone for lack of responsiveness and stating "I have to tell Board members we couldn't put it together because [REDACTED] was at church? If you can't step up, you better step off..." [REDACTED] said that he came really close to texting back "OK – I am stepping off". Peter's recollection was "that was probably my harshest text yet I told them to basically step up or step off..."

From: Kogoff, Peter
Sent: Monday, April 11, 2016 3:37 PM

Subject: Not taking it

Since I just unloaded this on [redacted] I will share it with you as well. This is the second time I'm am walking into an ERP meeting with zero staff material on what the hell the panel is doing and what they want to talk to me about. The last time, I had to duck into the restroom to start surfing the web on who appointed the group and what they are responsible for. Now, I am walking in again and, again, I have nothing. I will wing it a second time. But I'm not taking it anymore. Either fix this problem or I will fix it. -P

Peter M. Rogoff
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January 2016

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RE Performance
Objectives.msg



FW Welcome and
overview of HR Dep.



September 22, 2017

Conversation with Peter Rogoff/Jan Luedtke

RE: [REDACTED]

Date: September 21, 2017

Met with Desmond and Robin Thursday afternoon re status of complaint and closing the loop with Patrice re her request that I talk to Peter about the incident on August

After I left Desmond's office, I saw [REDACTED] getting coffee by Board Administration and said hi and asked if he was in a meeting and he said he was getting ready for one. I kept heading toward my office then turned around and asked if we could talk a for a few minutes prior to his next meeting.

We went to his office and told him about [REDACTED] concerns about what he said in the meeting. I reminded him about the meeting and that he had called her "honey" and then followed that with "I guess I should say that anymore" or something to that effect. He asked if she was still upset given that he said he "shouldn't have said it". I said yes, that there were other people there and she felt disrespected and demeaned by his comment. I told him that even though he said he shouldn't have said he did say it.

I said that he owed her an apology because it was upsetting to her and she wasn't comfortable approaching him about it herself. Peter appeared genuinely sorry and was glad he knew that she was upset. I said she had been in a couple of meetings with him recently and they went fine, but it's still an open issue for her. He didn't say what he was going to do but he had to think about it.

Peter asked me if I had heard about the issues with [REDACTED] I told him yes, that [REDACTED] comments came first followed up by his (Peter's) a short time after which helped make the matter worse. I told him there was more to the [REDACTED] incident that happened at the Lynnwood meeting earlier this week. We talked briefly about that as well.

Peter talked about the Lynnwood project, the status, the budget, the political issues, etc. He talked about Government Relations staff. He named [REDACTED] specifically for their extraordinary efforts and said that [REDACTED] isn't as effective or something to that effect as the others named. He asked if I had heard about the incident with [REDACTED] telling [REDACTED] that she could go to the Lynnwood meeting, but she couldn't talk. Told him yes, that [REDACTED] comment came before Peter's comment and for her it was the last straw. He went from there to comments about the Lynnwood project budget and the escalating costs. Then it was over time for his meeting. I left and let [REDACTED] know that I had talked to him. She said that the Friday meeting she was supposed to have with Peter, [REDACTED] ended up changing to Thursday afternoon and it went well.

I'll check back with him this coming week to see what he wants to do to close the issue with [REDACTED]

October 1, 2017

[REDACTED] dropped by my office and said that Peter had apologized to her for the incident. She thought it was last Wednesday late in the day. She considers the issue resolved and felt that he was sincere in his apology.

[REDACTED]

Notes – Conversation 9.19.17

Talked to [REDACTED] today. She was home sick with a sore neck. We joked about that a bit but she was still angry that [REDACTED] had talked to [REDACTED]. She said after [REDACTED] told her that [REDACTED] said she could float at the meeting but not to talk, he kind of followed her around. She got the feeling he was watching her. I asked her if she thought [REDACTED] was making a joke out of it. She said he definitely wasn't kidding. She felt it was humiliating. That was when she went to the Shoreline table and he was right behind her.

She did sit down at the various tables and she did talk. She felt that was her job and her boss was the one who would tell her not to talk. She said at one point [REDACTED] came and got her to talk at his table because they needed her help. So on one hand they are asking for her help and on the other side they told her not to talk. It didn't make sense.

She said that this made [REDACTED] apology after the ELT meeting totally meaningless. It wasn't sincere.

She said she had been in a couple meetings with Peter recently and they went okay. She hasn't said anything to him about his comment and he did not approach her about it either. He didn't make any comments that were upsetting to her in those meetings.

/Peter Rogoff Timeline of Events

Date	Event	
July or August	ELT Meeting	comment re ██████ could go to the meeting he had planned re Lynnwood in September, but she couldn't talk"
8/14/17	Meeting with Peter re Lynnwood Project	Meeting included members of Communication Department, ██████ and Peter Rogoff.
8/15/17	██████ met the next morning with Jan Luedtke.	██████ told me that they had a meeting on Lynnwood the day before and ██████ was very upset at a comment made to her by Peter Rogoff. She said that at some point ██████ made a comment about timing for going to the press and whether it had to be now, Peter said something like "Honey, yes it has to be now. I guess I should say that" referring to the "honey" comment. The meeting went on and ██████ she didn't think anything of it. ██████ didn't see anyone react but after the meeting was over. At that point she and ██████ talked and ██████ was very emotional and upset. She asked if I would talk to ██████ when she got in the office and I agreed I would. ██████ left and later let me know that ██████ had called in sick.
8/16/17	██████ came to see Jan Luedtke to talk about the meeting on August 14th	██████ was still very upset, very emotional, and felt she didn't know what to do. She said she had worked to hard and long and this shouldn't be happening. We talked for a while she didn't want to file a complaint and she wasn't comfortable talking to him herself. We talked about an apology. She said she had planned time off until September 5 th and she wanted to give some thought to what she should and could do. I gave her my cell # and told her to call any time. Talked about EAP and other help if she needed it.
9/5/17	██████ returned from vacation.	██████ met with ██████ and again became emotional (██████ had been gone when the incident happened so this was the first time ██████ had talked to ██████ about it.) ██████ referred ██████ back to Jan. ██████ talked to Jan. She was still emotional but not like before. She was still talking about complaint or no complaint and I told her she had brought it up and regardless we had to look at how to resolve this. She said she felt an apology would work and wanted me to talk to Peter to let him know that she had raised the issue and was very upset that he had called her "honey". Talked about retaliation, asked her how meetings had gone right after the incident and she said they had gone fine. Talked about confidentiality.

9/7/17?	Jan talked to Desmond re the Issue	Told him what had happened and how being resolved
9/7/17?	Desmond talked to Robin & [REDACTED]	Don't know what he said to [REDACTED], but she said to Jan that Desmond had talked to her.
9/7 or 9/8?	Robin or Desmond informed HR that we were no longer involved- stop all work on it	Can't remember whether it was Robin or Desmond who told HR to stop. I believe Robin did, saying it was Desmond's instructions and Legal would be handling it
9/19/17	[REDACTED] Lynnwood Event	Project Director told [REDACTED] that [REDACTED] had told him she wasn't supposed to talk in the event
9/21/17	Jan talked to Peter re [REDACTED] concerns	Jan talked to Desmond & Robin about the Lynnwood meeting and what happened. I told them that as far as [REDACTED] was concerned she was still waiting for an apology from Peter and Jan needed to talk to Peter because he needed to know what was going on. They said there were other things going on that I didn't know about. Jan left Desmond's office and Peter was in the hallway. Jan asked Peter if he had a minute to talk and we went into his office. After he heard about the situation, he agreed that he would talk with [REDACTED]. Jan informed Julie Honeywell that the conversation with Peter about the incident was done and he was going to talk with [REDACTED]
9/XX/17	[REDACTED] called Jan re Apology	[REDACTED] talked to Jan and said that Peter had apologized. She said it went well and she felt the apology was sincere. I told her if there were any other incidents or she felt anything retaliatory was happening she should bring it to HR/EEO attention. She felt the incident was closed. Let Julie Honeywell know.