

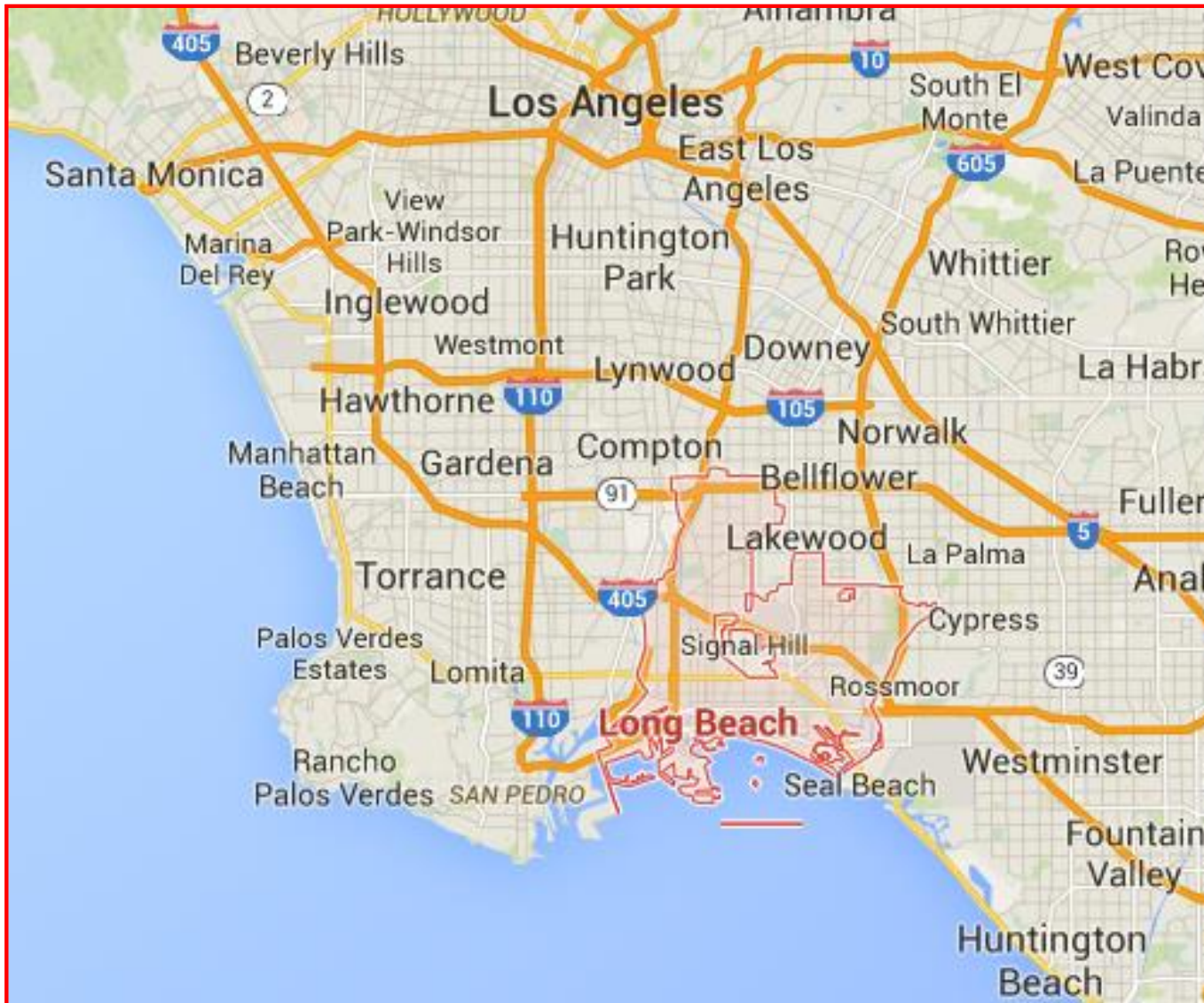


## *“Keeping Score: Using Performance Measures to Support Decisions*”

May 15 2017

Kenneth McDonald - President & CEO of Long Beach Transit

# Location: City of Long Beach, CA



# City Profile

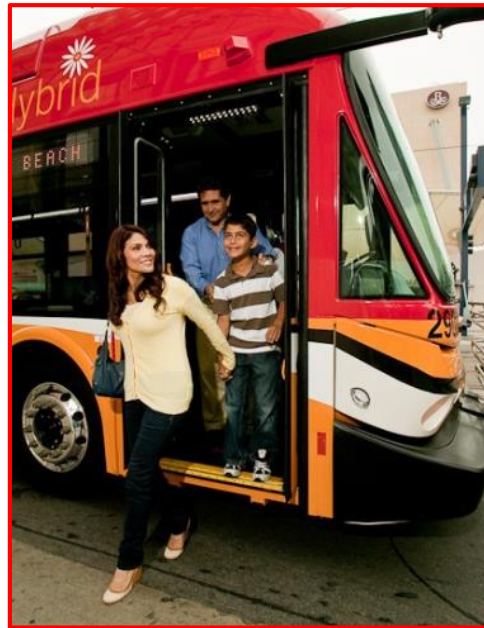
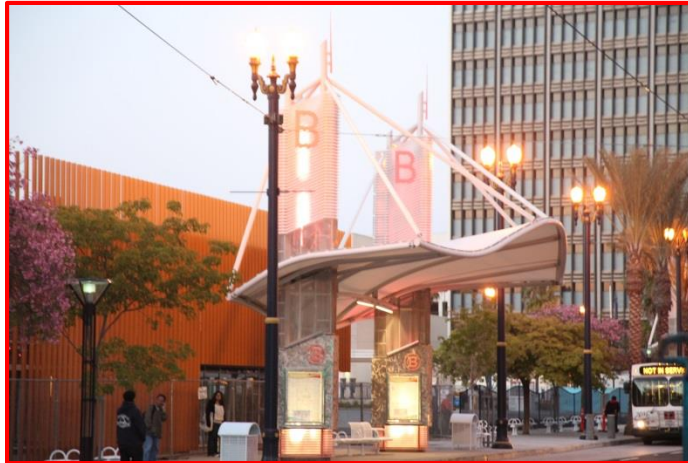
## CITY OF LONGBEACH

- Population of over 475,000 in an area of 52-square miles
- 7<sup>th</sup> largest city in California
- Over 5.5 million visitors annually
- 15,000+ businesses within the City
- Home to:
  - Port of Long Beach
  - Long Beach Airport
  - Boeing Aerospace
  - 11-mile coast line
  - California State University, Long Beach
  - Carnival Cruise Lines
  - Convention Center
  - Aquarium of the Pacific





# Long Beach Transit Overview



- 7 member Board
- 98-square mile service area, across 13 cities
- 27 million annual boardings
- Agency Budget: \$120M
- 750+ employees
- 250 buses
- 4 water taxis

# Introduction

## **Kenneth McDonald, President & CEO**

- 26 years of management experience in transit
- Began with LBT in August 2013
- Prior experience:
  - Assistant GM of Operations with MARTA, Atlanta, GA
  - COO with San Francisco Municipal Transportation Agency
  - Assistant VP of Transit & Rail Systems with Parsons Brinckerhoff
- Education:
  - Bachelor of Science in Electrical Engineering
  - Masters of Science in Technology Management

# CEO Management Focus

## 3 “Rs” of Management

1. **R**espect for Self
2. **R**espect for Others
3. **R**esponsibility for:  
Safety  
Customer Service  
Revenue

## Teachable Points of View

- ✓ Trust but verify
- ✓ Bad news does not get better with time
- ✓ If you are not a part of the solution, you are a part of the problem
- ✓ You don't have to be disagreeable in order to disagree



# VISION

A leading provider of transportation options delivering innovative and high-performing services within a multi-modal network that transforms the social, environmental and economic well-being of the diverse communities we serve.



# MISSION

Dedicated to connecting communities and moving people... making everyday life better.



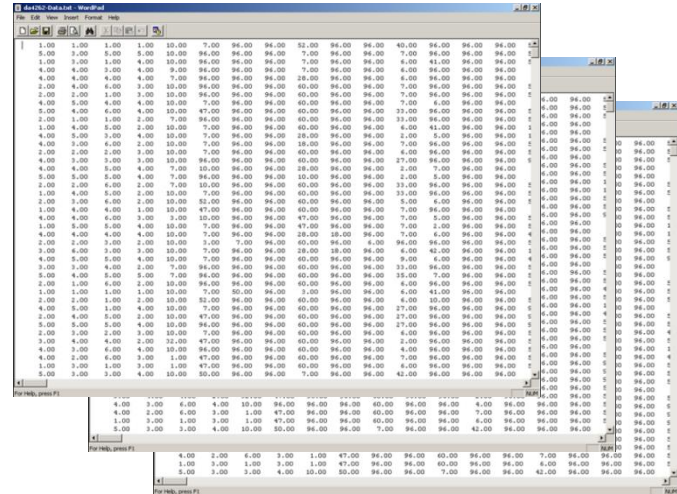
# VALUES

- Consider “Customer First” in Decision Making
- Operate with Integrity
- Be Open to New Ideas and Continuous Improvement
- Be Proactive
- Cultivate Employee Potential

# Agency Culture

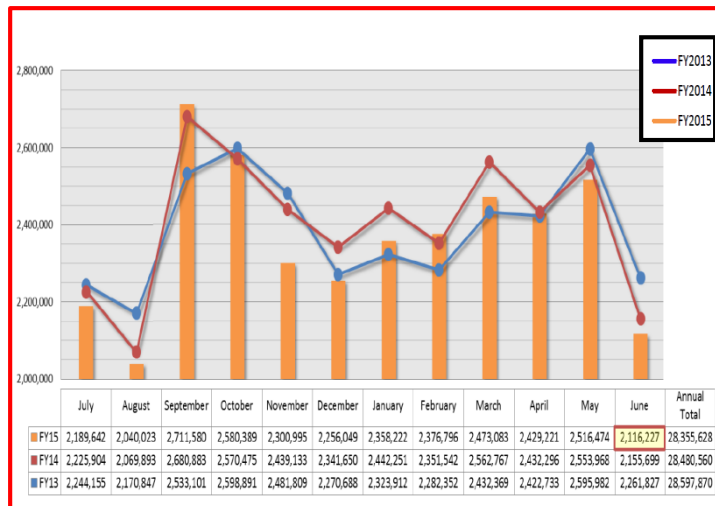
## Prior Culture (Pre 2013)

- Data rich...  
...but information poor



## Current Culture...2016

- Business Oriented
- Data Driven
- Forward Thinking







# Keeping Score

**LBT Strategic  
Priority**

**Improve Safety & Service Quality**



**Organizational  
Goal**

Improve Quality of Service rating  
score annually ->95%



**Department  
Goal**

Improve bus on-time  
performance from 80% to 85%



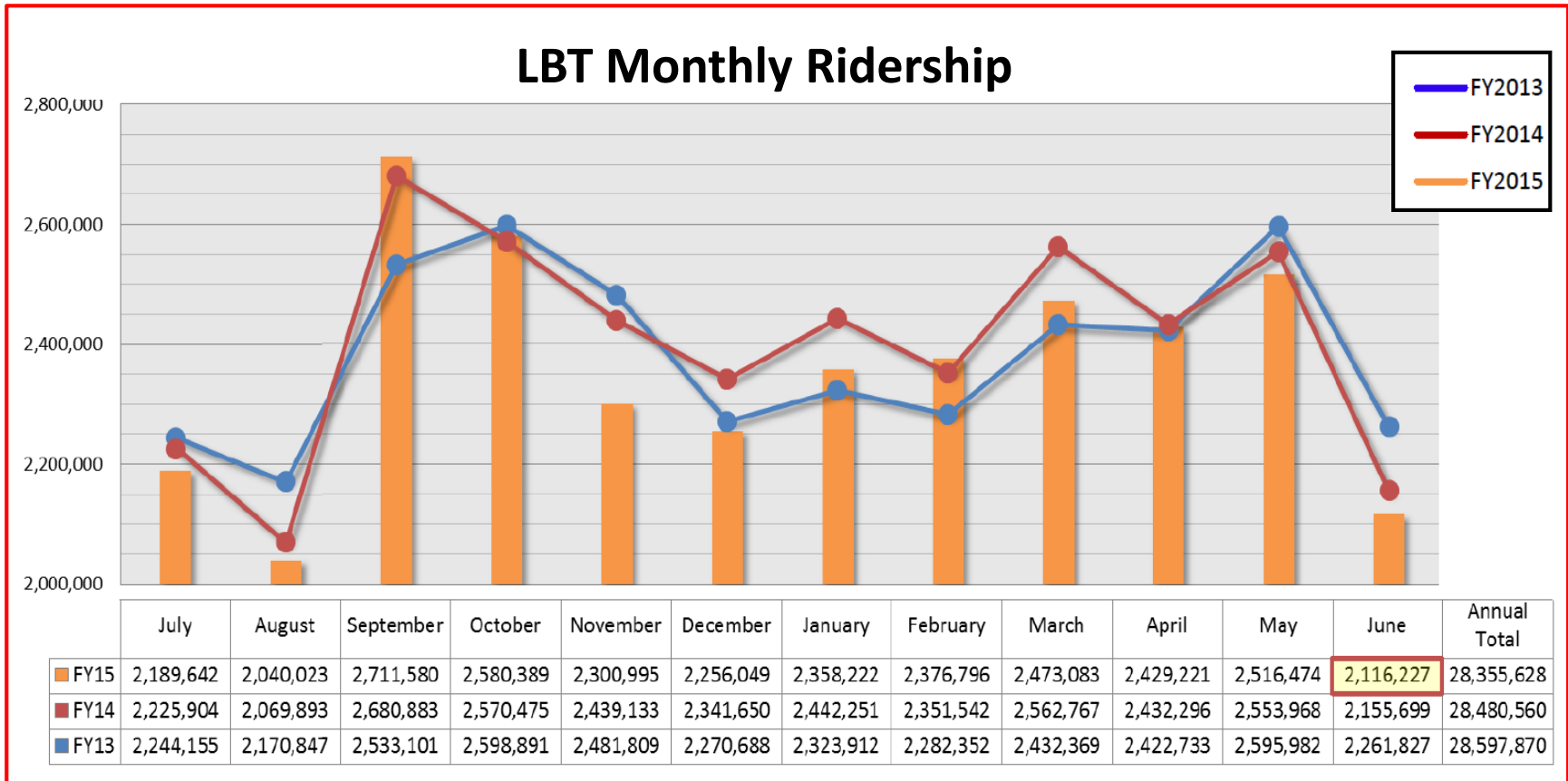
**Individual  
Goal**

Reduce early departures  
by 10% of prior year



# Key Performance Indicators (KPIs)

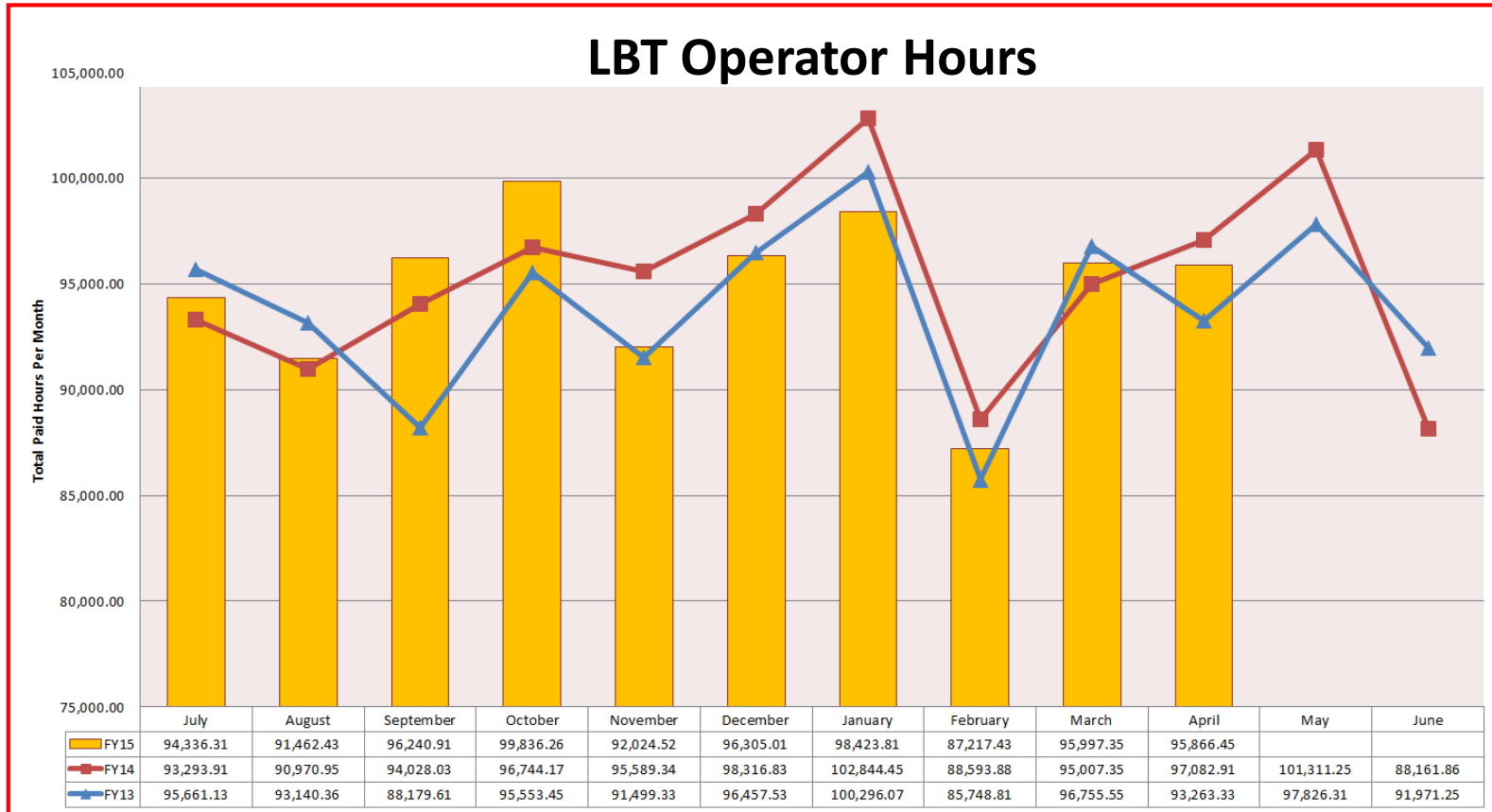
Analyze raw data...



...to make informed decisions

# Key Performance Indicators (KPIs)

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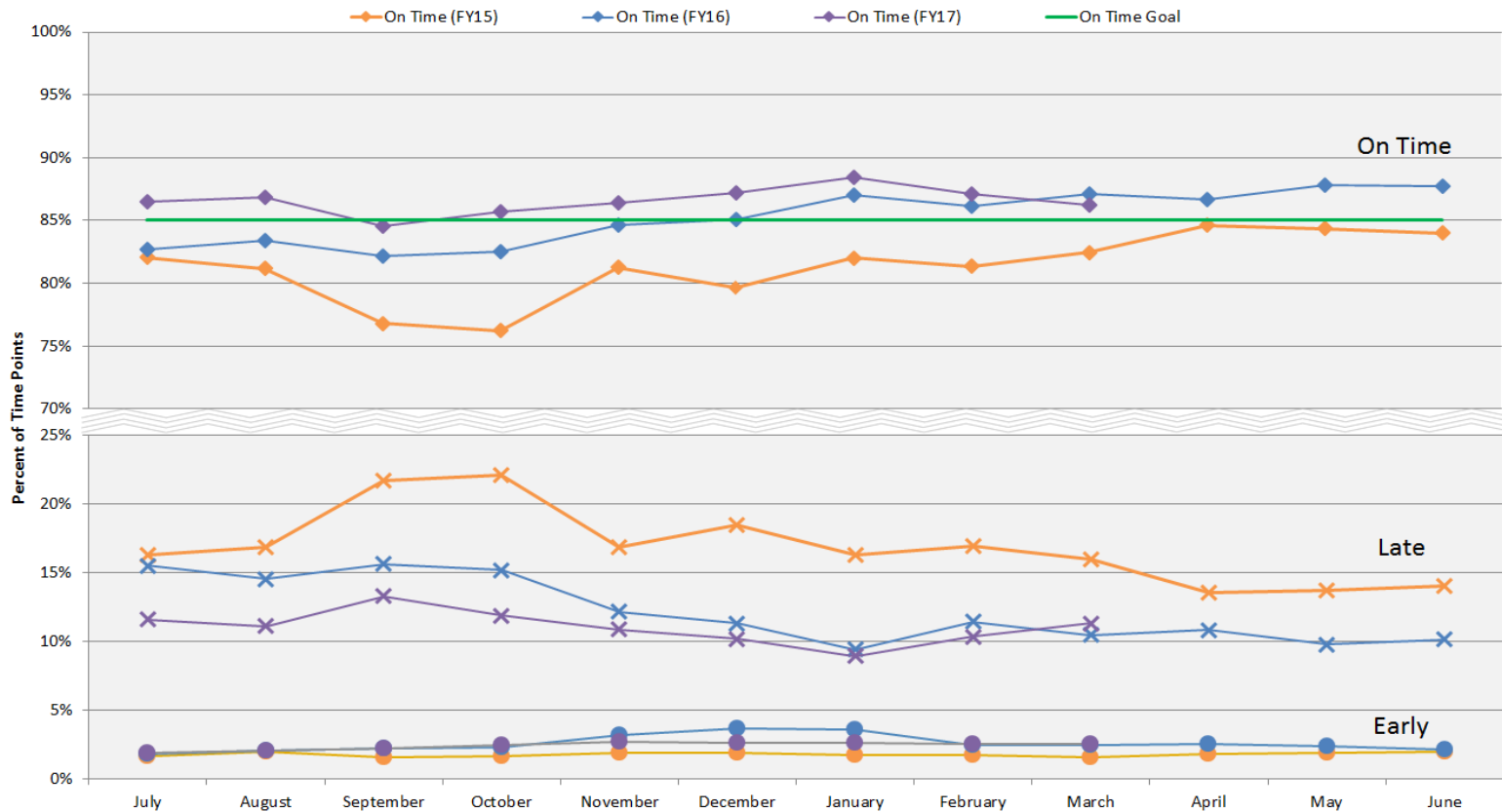
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# Key Performance Indicators (KPIs)

Analyze raw data...

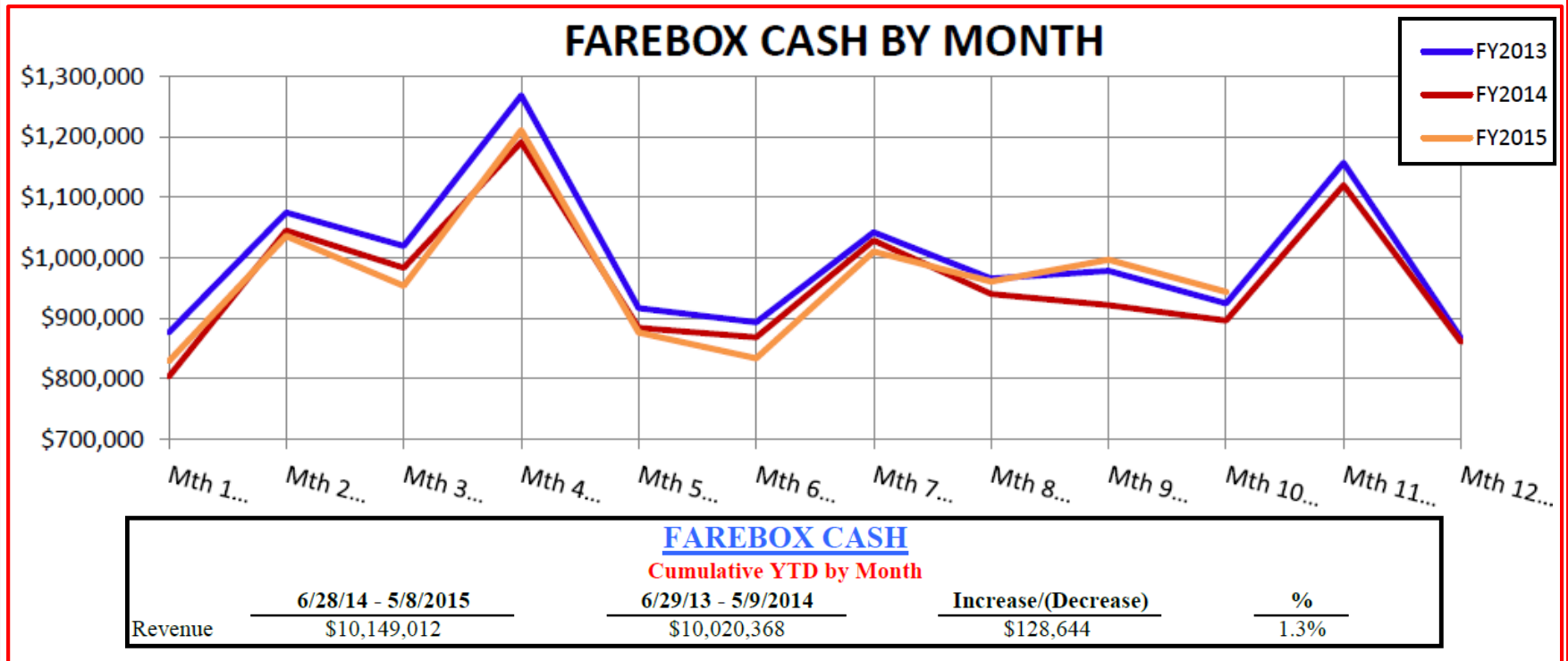


On Time	July	August	September	October	November	December	January	February	March	April	May	June
FY15	82.0%	81.2%	76.8%	76.2%	81.3%	79.6%	82.0%	81.3%	82.5%	84.6%	84.4%	84.0%
FY16	82.7%	83.4%	82.2%	82.5%	84.7%	85.0%	87.0%	86.2%	87.1%	86.7%	87.8%	87.8%
FY17	86.5%	86.9%	84.5%	85.7%	86.4%	87.2%	88.4%	87.1%	86.2%			

...to make informed decisions

# Key Performance Indicators

Analyze raw data...

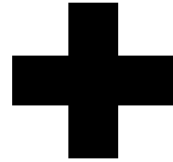


...to make informed decisions

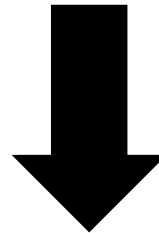
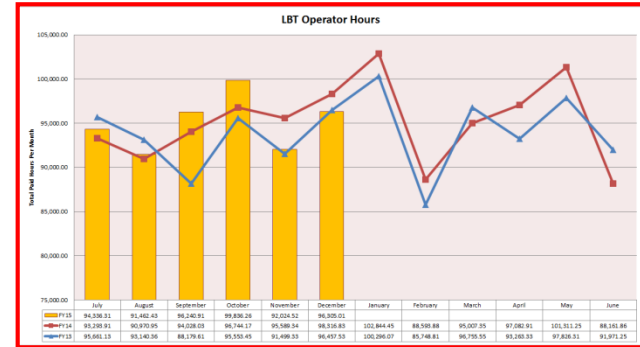
# Performance Management



# New Agency Culture



## Scoreboard



**Effective Decisions Making  
and  
Employee Performance Management**



**Thank You!**

**Kenneth McDonald**

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**LONG BEACH TRANSIT**