Palm Tran
On the Road to Greatness

CLINTON B. FORBES
PALM TRAN EXECUTIVE DIRECTOR

Palm Tran's Mission is to provide access to opportunity for everyone; safely, efficiently and courteously.
1. System Overview
2. Assessment Phase: listening & learning
3. Accomplishments
4. Palm Tran’s Future
System Overview
System Overview

- 1,900 square miles of service area from Jupiter to Boca Raton and from Palm Beach to the Glades
- 7 days a week
- 35 fixed routes
- 150 buses
- 3,200 bus stops
- 35,000 customers per weekday
- 11 million boardings a year
- Mid-sized transit system
- 630 employees
System Overview

- Paratransit service
- Door-to-door, shared ride
- Complementary to fixed-route
- Seniors, individuals with disabilities & transportation disadvantaged

- 3 providers operating 239 revenue vehicles
- 3,500 trips per day
System Overview

FY 16-17 Budget
$119,359,867

- Grant Funds: 37%
- Fuel Tax: 28%
- Ad Valorem: 22%
- Fare Box Revenues: 11%
- Advertising/Misc: 2%

Diagram:
- Grant Funds
- Fuel Tax
- Ad Valorem
- Fare Box Revenues
- Advertising/Misc
System Overview

FY 16-17 Budget
$119,359,867

- Wages & Benefits 41%
- Paratransit 21%
- Capital/Planning 25%
- Maintenance 9%
- General Administration 4%
Assessment Phase: Listening and Learning
“The greatest obstacles to improving Palm Tran’s performance have been the previous organizational structure and leadership culture.”

-- CLINTON B. FORBES
Assessment Phase

630 Employees

Palm Tran

Interim Executive Director

Assistant Director / EEO Officer

PTS8

Fixed Route Division

- Fixed Route Deputy Director

N.C. Operations

S.C. Operations

Maintenance

Safety & Training

Planning

Finance

Human Resources

Contracts

Purchasing

Org Dev/Customer Service

Marketing

ISS

Security

Facilities

Administrative Support

Connection Division

Palm Tran Connection Director

Scheduling

Reservations

Dispatch

Operations
Assessment Phase

- Peer Review

- Formal assessment of all direct reports and managers

- One-on-one meetings

- Town Hall meetings
Accomplishments
Palm Tran's Mission is to provide access to opportunity for everyone; safely, efficiently and courteously.

Palm Tran's Vision is to enhance the quality of life for those who live, work and play in Palm Beach County.
Accomplishments

Reorganization
Accomplishments

Chad Hockman, Senior Manager of Connection
Sean K. Smith, Director of Operations
Khaled Shammout, Director of Transit Planning
Cathy Holmes-Lewis, Senior Manager of Human Resources
Michael Williams, Fiscal Manager
## Accomplishments

### Internal Promotions

<table>
<thead>
<tr>
<th>Month</th>
<th>Name</th>
<th>Position Change</th>
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<tbody>
<tr>
<td>April 2016</td>
<td>Rosanna Santana</td>
<td>From Financial Analyst I to Fina</td>
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<td></td>
<td>Ms. Santana joined Palm Tran to obtain her Bachelor's degree in Financial Analysis</td>
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<tr>
<td>June 2016</td>
<td>Wilfred Santiago</td>
<td>From Bus Operator to Operator</td>
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<td></td>
<td>Mr. Santiago joined Palm Tran in June 2016 for transportation services</td>
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<tr>
<td>August 2016</td>
<td>Pedro Sosa</td>
<td>From Bus Operator to Operator</td>
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<td></td>
<td>Mr. Sosa became a Bus Operator and transit industry as a chauffeur</td>
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<td>October 2016</td>
<td>Keith Clinkscale</td>
<td>From Paratransit Dispatcher to I</td>
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<td>Mr. Clinkscale joined Palm Tran Engineering from Boston University Management and is already adding value and organizational focus on continuous performance improvement.</td>
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<td>November 2016</td>
<td>Lashonda Phillips</td>
<td>From Bus Operator to Operations Specialist</td>
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<td>Before joining Palm Tran in 2014, Ms. Phillips joined County Transit (BCT), and Miami-Dade an award-winning personality and is Operations Supervisor.</td>
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<td>January 2017</td>
<td>Johanna Zephirin</td>
<td>From Fiscal Specialist I to Fiscal Specialist II</td>
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<td>Ms. Zephirin started at Palm Tran as a Reservation Specialist and has held the position of Fiscal Specialist since.</td>
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<td>February 2017</td>
<td>Lina Aragon</td>
<td>Service Coordinator to Customer Service Administrator</td>
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<td>Ms. Aragon joined Palm Tran Connection in 2016 as a Service Coordinator specializing in vehicle accident, incident, and compliance with our paratransit providers and she also has extensive experience in customer service and public relations.</td>
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<td>Jafari Bowden</td>
<td>Safety &amp; Training Supervisor to Safety &amp; Training Officer</td>
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<td>Mr. Bowden has over 20 years’ experience in public transportation. Before coming to Palm Tran in 2007 he worked for NJ Transit as a Bus Operator. Prior to becoming the Safety &amp; Training Officer, Jafari has served as a Bus Operator, Operations Supervisor and Safety &amp; Training Supervisor for Palm Tran.</td>
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<td>Wali Hadid</td>
<td>From Bus Operator to Operations Supervisor</td>
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<td></td>
<td>Mr. Hadid joined Palm Tran in 2011 as a Bus Operator. Before joining Palm Tran he worked as a Dispatcher and a Supervisor for Yellow cab.</td>
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<td>Christian Londono</td>
<td>Planner I to Special Projects Coordinator</td>
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<td>Mr. Londono came to Palm Tran in 2013 as a Temp and quickly rose to the top. He served as a Reservation Specialist before moving into the Planning section.</td>
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<td>Robert Manzino</td>
<td>Maintenance Supervisor to Facilities Coordinator</td>
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<td>Mr. Manzino originally joined Palm Tran in February 2016 as a Maintenance Supervisor. His prior experience includes working for First Transit in Boynton Beach and the School District in Balsam Spa, New York. He also has a background in mechanical engineering and computer science.</td>
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Accomplishments

- Executive Leadership Team (ELT) Meetings
- Management Leadership Team (MLT) Meetings
- Monthly Safety Messages
Accomplishments

New Buses

- **10 buses** purchased with federal & state money
- **7 buses** 40 ft + **3 buses** 29 ft
- Averages **4.4 miles** per gallon
- Manufactured by Gillig Corp. in Hayward, CA
- **LED lighting**
- **Electric steering**
- **NEW design & paint layout**
- **NEW USB charging ports for phones & tablets at every seat**
Accomplishments

Improving Palm Tran’s IMAGE

New Uniforms
Accomplishments

Improving Palm Tran’s IMAGE

Facility Renovations
Accomplishments

Improving Customer Service & Safety

Audio / Video

Hand Sanitizers
Accomplishments

Ground Transportation Leadership Group
“The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, who raises them up as leaders and continually develops them.”

--John C. Maxwell
The 17 Indisputable Laws of Teamwork
Accomplishments

Leadership Training

De-escalation and Conflict Resolution

Coaching for Performance
Accomplishments

Employee Engagement

Recognition Program

Graduation Ceremonies
Accomplishments

Community Engagement

Parades

Palm Tran Team in 5K races
Accomplishments

Community Partnerships

Ballpark Service
Palm Tran’s Future
Palm Tran’s Delray Facility will be expanded to become the main administration building by Fall 2018.
Palm Tran’s Future

Infrastructure Improvements
Palm Tran’s Future

Routes 43 & 62

Transit Signal Priority
Palm Tran’s Future

New Interoperable Fare Payment System
Palm Tran’s Future

Route Performance Maximization (RPM)

Paratransit Efficiencies
“Good is the enemy of great.”

--James C. Collins, Why Some Companies Make the Leap... and Others Don't