

**TCRP H-43**  
**Transforming Public Transportation**  
**Institutional and Business Models**

**Summary of Research Findings**

**Robert Stanley**

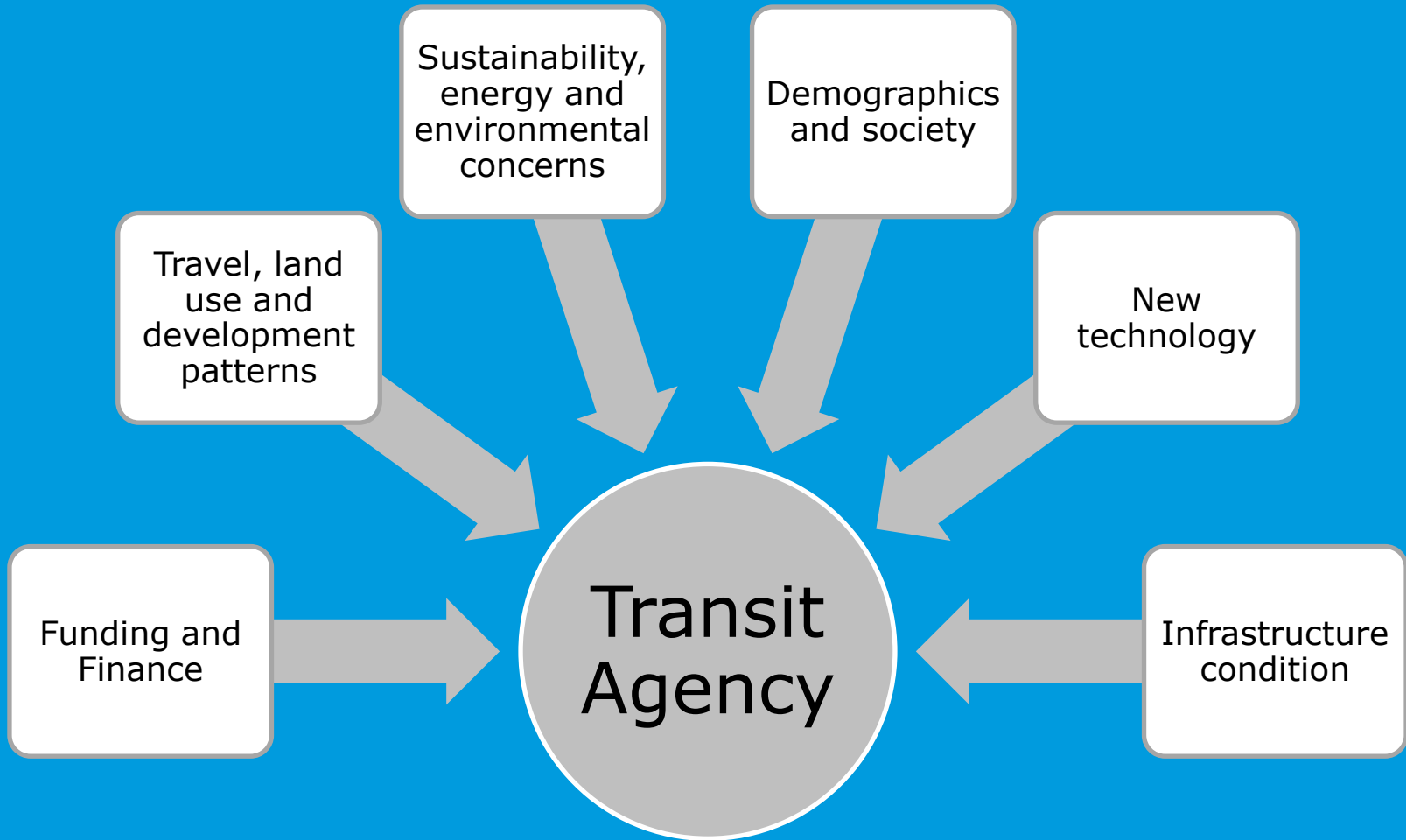
*Washington, DC*



**2012 ANNUAL MEETING**



# What motivates us to change?



# Types of Change

## Mission Shift

- Intentional or unintentional shift (e.g. focus on transit service to focus on “mobility”)

## Collaboration

- Across modes, jurisdictions, programs, organizations
- Integration of assets and resources
- Integration of operational, managerial and decision-making roles

## Funding and Finance

- Adapting to new revenue or funding threats
- Responding to expectations coming with new funds

# Types of Change (cont.)

## Governance

- Enhanced regional role
- Enhanced/modified governance
- Change in oversight

## Measuring Goal Achievement

- Integration of customer quality and operational/budget measures
- Integration of community goals

## Resource Management

- Innovation in resources & use
- Use of performance measures in policy, budget, operations
- Innovation in infrastructure mgmt.
- Enhanced private sector role

# Types of Change (cont.)

## Re-tooled Workforce & Organization

- Innovation in human capital management
- Addition of new capabilities
- Revised/realigned roles

## Technology Applications

- Adoption of state-of-the-art information technology
- Real-time data and customer service
- Changes in information access and use
- Enhanced asset management



# Participating Agencies

Advance Transit (NH/VT)

**CATA (Lansing, MI)**

**Champaign-Urbana MTD (IL)**

**CATS (Charlotte, NC)**

Chittenden Co. TA (VT)

Metro Transit (Mpls-St. P, MN)

MTS (San Diego, CA)

MTA (New York, NY)

RTD (Denver, CO)

SFMTA (San Francisco, CA)

SEPTA (Philadelphia, PA)

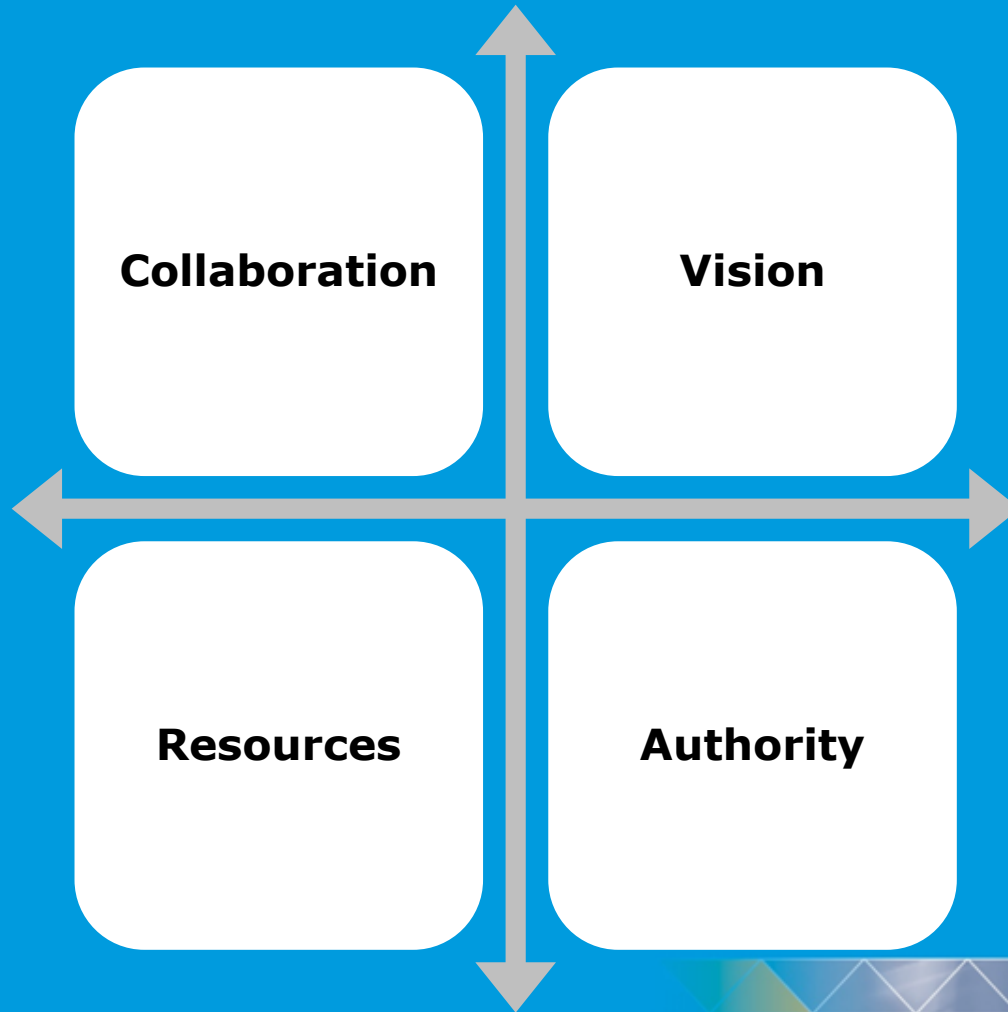
Translink (Vancouver, BC)

**UTA (UT)**

Washington State



# Fundamentals of Success



# Vision & Collaboration

## Vision

- Defined vision provides consistent direction during the change process

## Collaboration

- Collaboration and partnership are key to successful change
- Extends resources beyond agency
- Establishes external advocates
- Opens up opportunities to share resources





# Authority

- Effective governance structure is critical – supportive and aligned with desired outcome
- May require realignment of agency authority with other regional agencies
  - Too much authority (distracts from core mission)
  - Too little authority (broader authority allows for desired change, such as land use, taxing, service area expansion)



# Resources

- Change requires sufficient internal and external resources (assets, financial, human, organizational capacity)
- Targeted workforce development supports change (engaging workforce in change)
- Stable and supportive leadership necessary (trust with Board, employees, stakeholders)



# Steps to Change – Recommended Actions

- Define a vision; adapt the mission
- Assess the strength and role of external partnerships, capabilities
- Identify necessary changes in institutional roles and responsibilities



## Steps to Change – Recommended Actions (cont.)

- Determine financial or human resources necessary to make change happen
- Set expectations for a reasonable timeframe for success
- Assess current governance and whether the governance aligns with desired change
- Understand the risk of failing to change



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