
Beyond Measures: Managing Organizational Change..... Board of Directors Version

**Presented by
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**and
Access Services Board Member**

Presentation Overview

- Experience with Boards; on both sides
- Brief overview of Board Responsibilities
- Organizational Planning in the age of faster change
- Case studies
- Your questions please.

Experience

- Administrator of three small transit authorities (JPAs)
- Transportation Director (Acting) of municipal bus system
- Board Member Access Services for six years

Access Services

- Provider of ADA complementary paratransit service for 45 transit systems and municipalities in Los Angeles County.
- 4 Million ADA paratransit trips are served annually. Second largest ridership in the Country.
- Ridership has increased 25% in four years.
- Very diverse Board of Directors
 - Nine Board Members
 - Local and municipal transit managers
 - Members of the disabled community
 - Members appointed by City of L.A., L.A. County, and Metro

Responsibilities of the Board

1. Determine the organization's mission
2. Select the executive director
3. Support the executive director and review his or her performance
4. **Ensure effective organizational planning**
5. Ensure adequate resources
6. Oversee/monitor effective use of resources
7. Determine and monitor the organization's programs and services
8. Enhance the organization's programs and services through advocacy
9. Serve as a court of appeal where appropriate
10. Assess its own leadership and performance

Ensure Effective Organizational Planning

- Short-term goals (1 year or less)
- Action steps to attain short-term goals
- Long-Term Goals (1-5 years)
- Long-Term action steps
- Vision Statement (5-10 years from now)

Effective Organizational Planning

All goals are now short-term!

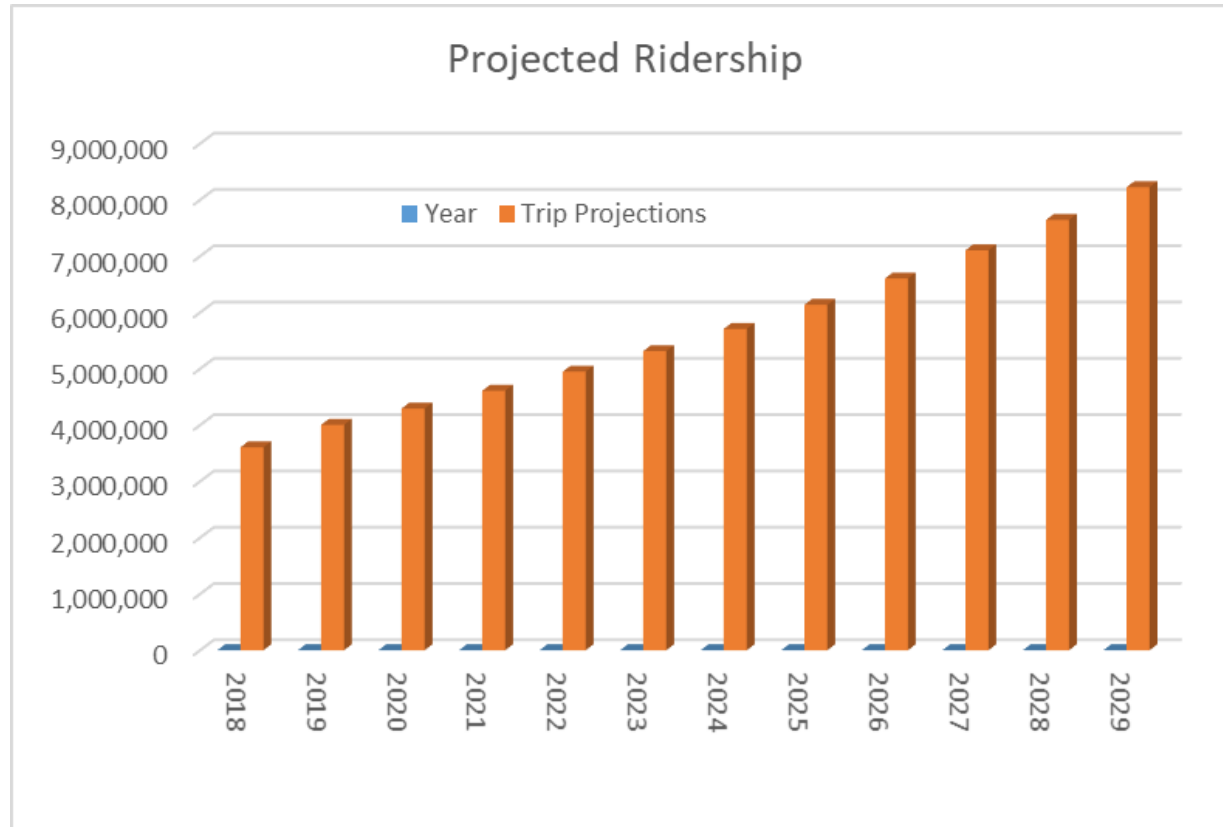
Quickening Pace of Change.....

- Change used to take a generation or more
- Change is accelerating so much that we have trouble managing it.
 - Amazon, July 1994
 - Netflix (streaming), 2007
 - iPhone, June 2007
 - Android, September 2008
 - Tesla's first car, February 2008
 - Uber, March 2009

Quickening Pace of Change at Access

- Obsolesces of paratransit software programs
- Transitioning of information from people to technology
- Customer's expectation of service (see previous page)
- Rapid ridership increases and the impact on the organization
- Expectations that government work as quickly as the private sector.

Quickening Pace of Change at Access



Quickening Pace of Change at Access

- Issues coming to the Board require you to view and analyze them in “3D”



Quickening Pace of Change at Access

- More information to be analyzed
- Outside influences need to be incorporated into any issue analysis
 - Minimum Wage
 - Aging population
 - Shrinking work force
 - Technological change
 - Ride Share providers
 - This list goes on

Board and Staff Adapting to change

- Longer time to analyze issues. More time with Board Members.
- Board must trust staff to analyze complex issues.

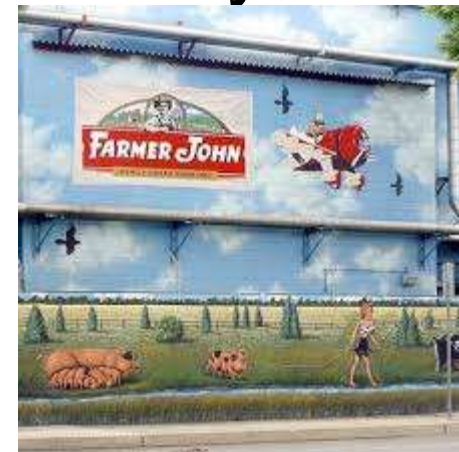


Board and Staff Adapting to change

- Hands-on with technology



- Issues that weren't important five years ago are now!



Your Questions and Comments

Thank You!