

Date: March 24, 2008

Committee Meeting Date: April 10, 2008

Board Meeting Date: May 1, 2008

**BOARD MEMORANDUM**

**DISCUSSION ITEM**

**TO:** Technical Advisory Committee  
Santa Clara Valley Transportation Authority  
Board of Directors

**THROUGH:** Michael T. Burns  
General Manager

**FROM:** Greta Helm  
Chief of External Affairs

**SUBJECT:** Updated VTA Vision/Mission Statements

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**FOR DISCUSSION ONLY**

**BACKGROUND:**

VTA's current Vision and Mission statements were adopted in 1995. These statements provide a high level strategic direction for VTA, and establish a framework for making decisions. They have never been updated, notwithstanding the fact that there have been many changes in county demographics, operations, and resources, which significantly influence organizational priorities and direction.

In recent years, there have been recurring discussions about the need to update these statements. It was specifically noted in last year's Organizational and Financial Assessment by the HayGroup that the Vision and Mission statements are overly broad and may no longer be appropriate given current and projected financial constraints and challenges facing VTA. With this in mind, VTA Board members and VTA executive management participated in a Leadership Workshop on February 1, 2008, where they discussed shared values and themes that should be considered in updating the Vision and Mission statements to more closely align with these changes. This information was shared with VTA staff in March, and a survey was taken to gauge their perceptions about the relative importance of these values/themes.

Based upon the Board discussion and list of values generated during the Leadership Workshop, as well as the employee survey response, staff in the Communications/Community Outreach unit developed a proposed update to VTA's Vision and Mission statements. These updated statements will be discussed in the various Advisory Committees to obtain their input prior to bringing the statements to the Board for final adoption.

## **DISCUSSION:**

The current VTA Vision and Mission statements read as follows:

“The Vision of the Santa Clara Valley Transportation Authority (VTA) is to provide a transportation system that allows anyone to go anywhere in the region, easily and efficiently.”

“The Mission of the Santa Clara Valley Transportation Authority (VTA) is to provide the public with a safe and efficient countywide transportation system. The system increases access and mobility, reduces congestion, improves the environment, and supports economic development, thereby enhancing quality of life.”

In the update, both statements were modified to place greater emphasis on the need to partner in our efforts to deliver services effectively and within fiscal constraints. Not surprisingly, both the Board and VTA staff identified “service” as their top priorities. Teamwork, innovation, effectiveness, dependability, and quality were also at the top of their list of values. The themes that resonated with staff included: “transportation services that serve people”; “seamlessly integrate the public transportation needs of the valley”; “sustainable regional multi-modal transportation system”; “less congestion on roadways”; and “promotes environmental health.”

Based upon this information, it is recommended that the VTA Vision and Mission statements be modified as follows:

“The Vision of the Santa Clara Valley Transportation Authority is to deliver transportation solutions that meet the evolving mobility needs of Santa Clara County.”

“The Mission of the Santa Clara Valley Transportation Authority is to partner in providing sustainable, community-focused transportation options that are innovative, and environmentally responsible, while promoting the vitality of our region.”

These statements were developed with several goals in mind, specifically, to capture the Board and Staff’s primary focus on providing services that are tailored to meet the needs of the community, reflect resource constraints, and emphasize the importance of designing solutions that protect the environment while improving our quality of life. Our Vision and Mission statements should concisely articulate the key values that guide our organization, therefore, we have drafted these statements to reflect the top values and themes that were developed over the past two months. A copy of the staff survey instrument is attached for your reference.

Prepared by: Greta Helm, Chief of External Affairs



## MEMORANDUM

**TO:** VTA Staff

**FROM:** Michael T. Burns  
General Manager

**DATE:** March 4, 2008

**SUBJECT:** VTA's Vision Statement

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Recently, the VTA Board of Directors participated in a Leadership Summit where Board members and VTA staff discussed shared values, VTA's Vision, and how to work collaboratively on regional transportation issues. This discussion established a foundation for how we will move forward, make critical policy decisions, and face the challenges ahead.

It is important to periodically review an organization's Vision Statement to ensure that it accurately reflects the organization's priorities, values, and community needs. During the Summit, participants were asked to identify and prioritize their shared values and create a list of themes to guide staff in updating VTA's current Vision Statement.

As a next step in our process, I am asking for your input on the values and themes that should be emphasized in our Vision Statement. Attached to this memo is a questionnaire which lists the shared values and themes identified during the Summit meeting. **Please take a moment to complete and submit the attached questionnaire in which you will rank the importance of each of the values and themes.** Your input is important and will be considered as we develop a new Vision Statement for VTA.

Attachement

## VTA Vision and Value Survey

Please take a moment to complete the following questionnaire about the VTA Vision Statement. It includes two parts: vision themes and shared values. You are asked to rank the themes and shared values, respectively.

Please send the completed questionnaire via email to [vta.vision@vta.org](mailto:vta.vision@vta.org) no later than 5:00 p.m. on Tuesday, March 11, 2008.

1. The following are nine themes associated with the new VTA Vision Statement. We would like to know how important you feel each one is.

Please rank the following themes with “1” being your most important choice, and “9” being your least important.

Please remember to score each theme with a number from 1 to 9. Do not give any two themes the same ranking.

- Sustainable regional multi-modal transportation system
- Less congestion on roadways
- Plan, build and operate
- Transportation integrated with land use
- Contributes to a vibrant economy
- Promotes environmental health
- Transportation services that serve people
- Seamlessly integrate the public transportation needs of the valley
- A model for the nation

2. The following are eight shared values associated with the new VTA Values Statement. We would like to know how important you feel each one is.

Please rank the following themes with “1” being your most important choice, and “8” being your least important.

Please remember to score each theme with a number from 1 to 8. Do not give any two themes the same ranking.

- Service
- Integrity
- Innovation
- Effectiveness
- Teamwork
- Achievement
- Quality
- Dependability

Please make sure that you complete Question #1.

Please make sure that you complete Question #2.