

BOARD OF DIRECTORS SUMMIT

February 1, 2008

MEETING RECORD

Chairperson Kniss welcomed the VTA Board Members and participants to the Santa Clara Valley Transportation Authority's (VTA) Board of Directors Summit meeting at 1:30 p.m. in the Wiegand Room in the Arts and Sciences Building, Santa Clara University, 500 El Camino Real, Santa Clara.

Members Present

Nora Campos
David Casas
Dominic Caserta
Dean J. Chu, Ex-Oficio
Yoriko Kishimoto
Liz Kniss, Chairperson
Sam Liccardo
Nancy Pyle
Chuck Reed
Dolly Sandoval, Vice Chairperson
Forrest Williams
Ken Yeager, Ex-Oficio

Members Absent

Don Gage
Greg Sellers

Alternates Present

Bob Livengood
Pete McHugh

Alternates Absent

Dave Cortese
Kathleen King
Chris Moylan

* Alternates do not serve unless participating as a Member.

A quorum was present.

INTRODUCTIONS

At the request of Chairperson Kniss, the Board Members, VTA Staff and members of the audience introduced themselves. The following VTA staff members were present: Michael T. Burns, General Manager; Dan Smith, Chief Operating Officer; Menominee McCarter, Board Assistant; Mark Robinson, Acting Chief Engineering and Construction Officer; Jim Lawson, Senior Policy Advisor; Maria Marinos, Board Secretary; Ann Carey, Executive Assistant to the General Manager; Suzanne Gifford, General Counsel; Michael Diaresco, Board Assistant; Carolyn Gonot, Chief SVRT Program Officer; Jacqueline Golzio, Board Assistant; Bill Lopez, Chief Administrative Officer; Joseph Smith, Chief Financial Officer; Michelle Garza, Board Assistant; Elaine Baltao, Board Assistant; and John Ristow, Chief CMA Officer.

Members of the public that were present were: Joanne Benjamin, Staff Aide to Chairperson Liz Kniss; Karen Antion, Consultant; Dr. Elizabeth Day, Santa Clara University Faculty Member; Ben Tripousis, City of San Jose Transportation Systems Manager; Judy Nadler, Santa Clara University Faculty Member and Consultant; Khanh Bui, Staff Aide to Board Member Liccardo; Christina Fernandez, Staff Aide to Board Member Reed; Margaret Okuzumi, Bay Area Rail Alliance; and Gary Richards, Mercury News.

Chairperson Kniss stated that goal of the Summit meeting is to revisit VTA's mission, vision, and direction to guide VTA into the future on how it will provide services and projects to the region. She noted that the group is divided into six groups/tables with the following participants:

Table #1 Participants:

Forrest Williams, Board Member
Bob Livengood, Alternate Board Member
Joseph Smith, Chief Financial Officer
Bill Lopez, Chief Administrative Officer
Michelle Garza, Board Assistant

Table #2 Participants:

Sam Liccardo, Board Member
Nancy Pyle, Board Member
Pete McHugh, Alternate Board Member
Carolyn Gonot, Chief SVRTC Officer
Jacqueline Golzio, Board Assistant

Table #3 Participants:

Liz Kniss, Board Member
Chuck Reed, Board Member
Michael T. Burns, General Manager
John Ristow, Chief CMA Officer
Elaine Baltao, Board Assistant

Table #4 Participants:

Dean J. Chu, Ex-Officio Board Member
Yoriko Kishimoto, Board Member
Suzanne Gifford, General Counsel
Ann Carey, Executive Asst. to the GM
Michael Diaresco, Board Assistant

Table #5 Participants:

Dolly Sandoval, Board Member
Ken Yeager, Ex-Officio Board Member
Dan Smith, Chief Operations Officer
David Casas, Board Member
Menominee McCarter, Board Assistant

Table #6 Participants:

Nora Campos, Board Member
Dominic Caserta, Board Member
Jim Lawson, Senior Policy Advisor
Mark Robinson, Acting Chief Engineering
& Construction Officer
Maria Marinos, Board Secretary

Michael T. Burns, General Manager reported that the Summit meeting provides an opportunity for Board Members and staff to work collaboratively as a team to discuss shared values, work toward revisiting the VTA mission and vision, and set the foundation for how to move forward and face the challenges ahead.

Mr. Burns announced the appointment of Joseph Smith, Chief Financial Officer; Gary Miskell, Chief Information Officer; and Greta Helm, Chief External Affairs Officer.

Mr. Burns reported on VTA's efforts in implementing the recommendations resulting from the Organizational and Financial Assessment including: 1) significant organizational changes; 2) the formation of a Governance Committee; 3) the consideration of proposals that will reduce Board turnover; 4) the organization's responsibility to address countywide transportation issues rather than individual projects; and 5) revisiting VTA's mission and vision. Mr. Burns noted that the major policy decisions for the Board in 2008 will be to: 1) revisit VTA's Expenditure Plan for

Measure A; 2) determine next steps and strategies for projects such as the BART, Eastridge Light Rail, and Caltrain Double Tracking; and 3) adopt the Valley Transportation Plan (VTP) 2035.

Mr. Burns introduced Jim Kouzes, noting that Mr. Kouzes is the one of the top educators in the country for leadership and management. Mr. Kouzes is also the Dean's Executive Professor of Leadership at Santa Clara University and the author of the best selling book, "The Leadership Challenge."

The Leadership Challenge

Jim Kouzes provided a presentation entitled, "Leadership, Values, and Vision." He stated that based on twenty years of research, the main characteristics admired in leaders are honesty, forward-looking, inspiring, and competence.

Mr. Kouzes asked participants to individually select seven out of twenty attributes that they personally look for in a leader. The top five answers for the Summit participants were: Competence (88 percent); Forward-looking (88 percent); Honesty (88 percent); Intelligence (86 percent); and Aspiring (86 percent).

Mr. Kouzes stated that "credibility is the foundation of leadership." Credibility could be earned and sustained by "doing what you say you will do" as an individual and "doing what we say we will do" as an organization. He noted the importance of having consensus on the organization's shared vision and values.

Chairperson Kniss noted the reality that as elected officials, the members of the Board may vote differently from each other, depending on the external issues such as budget, timing, etc. Ex-Officio Board Member Yeager discussed the dynamic role of being a VTA Board Member. He noted that VTA Board Members have to change their roles depending on when they serve as members of a regional body versus when they serve in their respective roles representing their cities and jurisdictions.

Mr. Kouzes requested that participants each select five value cards that represent the values and principles that serve as important guides for each participant's personal life. The participants were requested to share their selection with their group members. Next, participants were asked to select five value cards that should be the guiding principles in making decisions and actions as VTA leadership. The participants were asked post the values on flip charts to create clusters.

Mr. Kouzes reviewed the results of the information provided by the participants on the flip charts. The information showed that the most important guiding principles that participants felt should be used for making decisions for VTA as an organization are: Service; Integrity; Innovation; Effectiveness; Teamwork; Achievement; Success; Competence; Quality; and Dependability. Other values selected were: Courage, Hope, Productivity, Sustainability, Respect, Loyalty, Truth, and Mission.

Mr. Kouzes described the three-step process that leads to commitment: 1) clarity; 2) agreement; and 3) demonstrate commitment by aligning actions and decisions. Mr. Kouzes stated that the

values selected should be defined and could be a basis for revisiting the mission and vision of VTA.

Board Member Reed commented that VTA needs to be clear on what its mission is to better define its direction for moving forward.

Board Member Kishimoto noted that VTA serves one of the most innovative economies in the country and therefore, should be innovative both in its practices as well as defining its goals.

Mr. Kouzes differentiated the roles of leaders and managers. He noted that change is the work of leaders. Managers, on the other hand, ensure that things are the same and are running smoothly and organized. He noted that the values selected should be clearly defined and once defined could be used to craft a mission statement.

Mr. Kouzes defined “vision” as “an ideal and unique image of the future for the common good.” He noted the importance for leaders to allocate at least 25 percent of their time on building a shared vision. He read Dr. Martin Luther King Jr.’s, "I Have a Dream" speech and noted that it is one of the best vision statements. Mr. Kouzes noted that the vision statement should have a timeline, a central theme, evoke an image that the organization wants to achieve, and be inclusive of everyone.

Mr. Kouzes asked participants to engage in a “visual exploration” exercise. Participants were asked to select up to two photographs that best represented their image of VTA’s future. This exercise was designed achieve greater clarity about how participants see VTA’s future. Participants were asked to share their thought process for selecting the photos and provide key messages.

The vision statements developed by each table were as follows:

- “We have a dream that one day the VTA will plan, build, and operate a sustainable regional multi-modal transportation system that meets the needs of our citizens and promotes environmental health.” (Table #1)
- “We have a dream that people will ride VTA because they want to, not merely because they need to. VTA will offer the best mode of transportation for residents and provide them with an array of choices.” (Table #2)
- “We have a dream that VTA buses and trains will be full of people; that there will be less congestion on roadways because of the multi-modal transportation that VTA offers; that VTA will be sustainable and will continuously improve.” (Table #3)
- “We envision that VTA will provide transportation service that serves people; transportation that is integrated with land-use, which contributes to a vibrant economy; transportation that is sustainable and will stand the test of time.” (Table #4)

- “We have a dream to seamlessly integrate the public transportation needs of the Valley in a sustainable environmentally sensitive way that is widely accepted and held up as a model across the nation.” (Table #5)
- “We have a dream that we will bring together all of our diverse talents and strengths to create a strong future: serving the sustainable transportation needs of our region.” (Table #6)

Mr. Kouzes noted the difficulty and importance of communicating the organization’s vision. He noted that leaders should do their best effort to communicate the vision effectively to its employees and the people that it serves. He noted that “leadership is in the moment,” and he reminded the participants that credibility for the organization is “doing what we will say we will do.” He noted the importance of accompanying words with consistent actions and aligning actions with values.

Mr. Kouzes noted that based on their research, “the secret to success in life is to stay in love.” He stated that “leadership is an affair of the heart and not of the head.” His parting message for participants was to “Love ‘em and Lead ‘em!”

Mr. Burns expressed appreciation and thanked everyone for their attendance and participation in the Board Summit. He noted that the goal is to work collaboratively with the Board and staff to have shared values, mission, and vision for VTA. He stated that the VTA Board of Directors will make decisions in the near future that will determine the long-term transportation infrastructure for the region. The VTA Board of Directors’ leadership is essential to the success of VTA’s plans to “do something that is not just good, but great.”

ADJOURNMENT

On order of Chairperson Kniss, there being no objection, the Summit Meeting was adjourned at 4:35 p.m.

Respectfully Submitted,

Office of the Board Secretary
VTA Board of Directors