
II. MISSION, VISION & GOALS

Recommended Mission

MTD'S MISSION STATEMENT SHOULD CONVEY THE PRIMARY ROLE OF THE AGENCY

- The mission statement describes the primary role or purpose of an agency. It indicates what services the agency is required to perform according to its legal mandate
- The mission statement reflects the agency's legal authority. It considers legislative mandates, legislative authority and local priorities
- As a reflection of the agency's legal mandate, the mission statement generally remains fairly consistent over time
- The statement always describes "what we do." It also may indicate "where we do it"

Recommended Mission

AS PART OF THIS EFFORT, THE MTD BOARD AND SENIOR MANAGEMENT WORKED TOGETHER TO DEVELOP A NEW MISSION STATEMENT FOR MTD

The MTD's mission is...

Leading the way to greater mobility

Vision and Goals... Definition

HAVING A VISION AND SET OF GOALS IS A NECESSARY PART OF AN IMPROVEMENT PLAN FOR ANY AGENCY

- A vision reflects what an agency wants to become. It should stretch existing goals or reflect a significant improvement for the agency
- Vision is intended to align resources and efforts throughout the agency into a common direction and purpose
- Goals provide information on specific means and approaches to reach a particular vision. They help both internal and external stakeholders understand what an agency is trying to accomplish within a particular timeframe
- Goals generally number between six and ten high priorities. These may be focused on critical success factors or major programs of change

Vision and Goals

THE MTD BOARD AND SENIOR MANAGEMENT ADOPTED AN OVERARCHING VISION STATEMENT FOR MTD

MTD's vision . . .

MTD goes beyond traditional boundaries to promote excellence in transportation

WHAT PEOPLE WILL SAY IF MTD IS SUCCESSFUL

<u>Customer Focus/Service Quality</u>	<u>Resource Planning and Analysis</u>	<u>Business Practices/Entrepreneurism</u>
<ul style="list-style-type: none"> ▪ "they care about the customer" ▪ "provide high quality service, clean service" ▪ "always there on time, safe, reliable" ▪ "listen and respond to what public wants" ▪ "responsive" ▪ "courteous" ▪ "clean and well maintained buses" ▪ "public education of mobility alternatives, promote environment, quality of life" 	<ul style="list-style-type: none"> ▪ "fiscally responsible" ▪ "optimize tax base income" ▪ "leverage use of tax income" ▪ "responsive to changing funding" ▪ "creative in finding alternative funding" ▪ "get our dollars worth" ▪ "demonstrate stewardship over resources" ▪ "good value for the price" ▪ "good resource management" ▪ "use our resources wisely" ▪ "invest financial assets wisely" ▪ "preservation of public physical assets" ▪ "plan for the future" 	<ul style="list-style-type: none"> ▪ "keep up with improving technology" ▪ "at the forefront of technology advances" ▪ "fair and ethical" ▪ "efficient" ▪ "astute business practices" ▪ "compliance with laws, standards" ▪ "effective communication (internal and external)" ▪ "constant communications" ▪ "bi-directional communications" ▪ "individual articulation of common goals" ▪ "teamwork" ▪ "contingency planning"
<ul style="list-style-type: none"> ▪ "education and training" ▪ "teamwork -- both internally and externally" ▪ "respect for individual employees and what they do" ▪ "fitness" ▪ "healthy employees who leave work and come back another day" ▪ "communicate among selves and up and down management chain" ▪ "professional pride" ▪ "benefits fair" ▪ "succession planning" ▪ "it's a great place to work" 	<ul style="list-style-type: none"> ▪ "look to different solutions" ▪ "responsive to demands in community" ▪ "partnership development/good business partners" ▪ "visionary leadership" ▪ "show alternatives" ▪ "communications" ▪ "proactively seeking new markets" ▪ "show initiative" ▪ "entrepreneurial" ▪ "fair and capable" 	<p style="text-align: center;"><u>Market Outreach and Development</u></p>
<p style="text-align: center;"><u>Workforce Development</u></p>	<p style="text-align: center;"><u>Market Outreach and Development</u></p>	

Vision and Goals

GOALS FOR MTD SUPPORT THE VISION STATEMENT AND ARE ORGANIZED ACCORDING TO FIVE CRITICAL SUCCESS FACTORS

- Customer Focus and Service Quality
- Resource Planning and Analysis
- Business Practices and Entrepreneurism
- Workforce Development
- Market Outreach and Development

THE GOALS CONSIDER WHAT PEOPLE WILL SAY IF MTD IS SUCCESSFUL

Vision and Goals

GOALS FOR MTD USING THE CRITICAL SUCCESS FACTORS APPROACH ARE LISTED BELOW

Critical Success Factor	Agencywide Goals
Customer Focus and Service Quality	<p>MTD will deliver high quality traditional and innovative transportation services that are reliable, clean, on-time, and safe.</p> <p>MTD will encourage use of alternative transportation services to promote mobility in our community.</p>
Resource Planning and Analysis	<p>MTD will ensure fiscal responsibility, leverage existing funds and investments, and proactively seek new funding to support current and growing transportation needs.</p>
Business Practices and Entrepreneurism	<p>MTD will explore new and alternative technology to improve service delivery and meet customer needs.</p> <p>MTD will provide constant and clear communications with internal and external partners as part of our commitment to efficient, fair and ethical business practices.</p>

Vision and Goals

ADDITIONAL GOALS RELATED TO WORKFORCE DEVELOPMENT AND MARKET OUTREACH SUCCESS FACTORS ARE ALSO PRESENTED

Critical Success Factor	Agencywide Goals
Workforce Development	MTD will attract, retain, and develop high quality employees, offering career opportunities for advancement and encouraging employees to communicate ideas.
Market Outreach and Development	MTD will develop partnerships and pursue new markets to encourage mobility, economic development and growth for our community.

POLICY ISSUE AREAS

- What mix of markets should be addressed and in what priority?
- How should we determine our service area (e.g., district boundaries)?
- How should we assess service growth opportunities?
- How broad is our scope related to mobility?
- Who should be our partners? How should we develop these partnerships?
- How do we ensure receipt of authorized tax revenues and fares?
- How should we address the issue of financial reserves and the use of those monies?
- How should we determine appropriate use of alternative fuels for vehicles?
- How do we promote effective and efficient project development?

Next Steps

BOOZ-ALLEN AND WHITFORD CONSULTANTS WILL WORK WITH THE MTD BOARD AND STAFF TO DEVELOP ADDITIONAL ELEMENTS OF THE LONG-RANGE STRATEGIC PLAN

- The Booz-Allen team will facilitate sessions with MTD staff to identify strategies and internal and external program areas for immediate focus. Strategies and program areas will help implement elements of the vision and goals
- We will also work with the MTD Board to develop policies to outline how MTD will respond to growth and development and other issues in consideration of the vision and goals
- Booz-Allen will examine service alternatives for MTD's future service delivery and regional role according to the new vision and goals. Service and capital alternatives will be presented for three scenarios:
 - Baseline: preserve existing service and assets
 - Limited Growth: modest or incremental growth
 - Expanded Growth: broader role, extra-territorial

AN UPDATE ON THE STATUS OF RESULTS FROM THESE EFFORTS WILL BE SHARED AT THE MTD STRATEGIC PLANNING MEETING IN JUNE