



Massachusetts Bay Transportation Authority

Strategic Plan

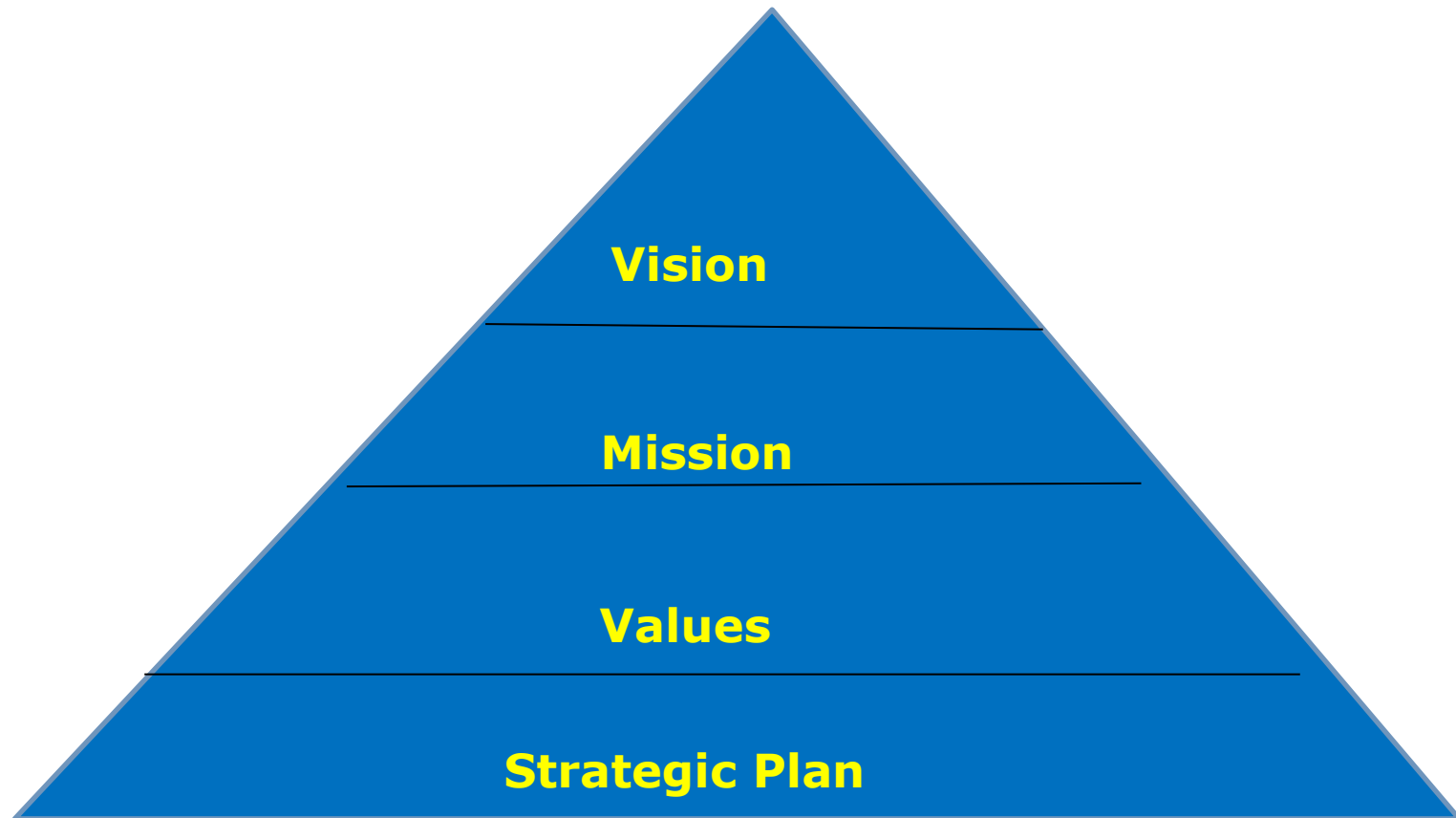
Vision, Mission, Values

Fiscal and Management Control Board

February 3, 2017



The Domain of Strategic Leadership



Draft Vision/Mission/Values Statement - Adopted 9/26/16

VISION

The MBTA will be a globally premier transit system; committed to providing its customers safe, accessible, cost-effective, resilient, sustainable, dynamic, and responsive service.

MISSION

The MBTA will strengthen and improve the economic health of the region by providing superior and cost-effective service to our customers.

VALUES

All members of the MBTA community will embrace:

- Safety of the public and staff as top priority
- Focus on customer experience
- Transparency in the way business is conducted
- Honesty in all matters
- Respect for the public, all employees, and private partners
- Flexibility to adapt and evolve



Vision

A vision articulates what a desired future organization would look like.

Where the organization wants to be in 5-10 years.

It is both a conceptual framework for understanding the organization's purpose and it has motivational appeal.

BHAG's = Big Hairy Audacious Goals.

Sources: Todd Jick, "The Vision Thing", HBS, Richard Daft, "Leadership Theory & Practice" and Jay Conger, "The Dark Side of Leadership"



Vision Statement Comments

Vision

The MBTA will be a globally premier transit system; committed to providing its customers safe, accessible, cost-effective, resilient, sustainable, dynamic, and responsive service.

- Add [**recommended**]
 - *Affordable*
 - *World-class*
 - *convenient transportation, livable, communities*
 - *provide its communities and customers it serves*

Be concrete rather than aspirational

- Bigger vision to build consensus for change [**agreed**]



Mission

- The mission is the organization's core broad purpose and reason for existence
- Defines company's core values
- An opportunity to define the organization's goals, ethics, culture, and norms for decision-making.
- Defines an organization's goals in these dimensions:
 - what the organization does for its *customers*,
 - what it does for its *employees*,
 - what it does for its *community*, and/or the world
 - [and may include what it does for its other stakeholders]



Mission Statement Comments

The MBTA ~~will~~ provides access and moves people while strengthening and improving the economic health of the region by delivering reliable equitable, and cost-effective service to ~~our~~ its customers



Values

- Value statements list the principles and ethics to which an organization adheres.
- They form an ethical foundation for the organization.
- These principles and ethics then guide the behavior of organization members.
- They assist organizations in determining what is right and wrong.
- Members then act in certain ways, using the values as a guide.



Values Adopted by FMCB

- All members of the MBTA community will embrace:
 - Safety of the public and staff as top priority
 - Focus on customer experience
 - Transparency in the way business is conducted
 - Honesty in all matters
 - Respect for the public, all employees, and private partners
 - Flexibility to adapt and evolve
 - *Suggested additions [Recommended]*
 - *Commitment to data-driven analysis*
 - *Ensure accountability*

Recommended Vision/Mission/Values Statement

VISION

The MBTA will provide outstanding service to the communities and customers it serves with a globally premier transit system that is safe, accessible, affordable, cost-effective, resilient, sustainable, dynamic and responsive.

MISSION

The MBTA provides access and moves people while strengthening and improving the economic health of the region by delivering reliable, equitable, and cost-effective service to its customers.

VALUES

All members of the MBTA community will embrace:

- Safety of the public and staff as top priority
- Focus on customer experience
- Transparency in the way business is conducted
- Honesty in all matters
- Respect for the public, all employees, and private partners
- Flexibility to adapt and evolve
- Commitment to data-driven analysis
- Ensure accountability

APPENDIX



Vision Statements from other transit authorities

- The MTA will provide a world-class, resilient, 21st century metropolitan transportation system for a world-class city and region (NY)
- Metro moves the region forward by connecting(DC) communities and improving mobility for our customers
- *Organized as Mission, Values, Commitments* (Chicago)
- BART supports a sustainable and prosperous Bay Area by connecting communities with seamless mobility (SF)



Mission Statements from other transit authorities

- Metro provides safe, equitable, reliable and cost-effective public transit (DC)
- We deliver quality, affordable transit services that link people, jobs and communities (Chicago)
- Committed to excellence, the MBTA strives to provide safe, accessible, dependable, clean, and affordable transportation to our valued customers through the dedication of our diverse and talented workforce (MBTA)
- The MBTA is a dedicated world class transit system built upon customer service excellence, accessibility, reliability, state-of-the-art technology, and a diverse workforce that reflects our commitment to the communities we serve (MBTA)