

CHAMPAIGN-URBANA MASS TRANSIT DISTRICT

Strategic Plan 2014



TABLE OF CONTENTS

Executive Summary	1.1
Introduction	1.2
SWOT Analysis	2.1
Overview	2.2
Management & Staff Results	2.3
Board Results	2.14
External Stakeholders	2.21
Survey Results	2.30
Trends	3.1
National Trends	3.5
Peer Comparison	3.15
Mission, Vision, Goals	4.1
Development Scenarios	6.1
Economic Development	6.5
Land Use Policy	6.7
Social/Cultural Development	6.10
Strategic Scenarios	7.1
Maintain System Scenario	7.3
Modest Growth Scenario	7.9
Modest Reduction Scenario	7.15
Marketing Plan	8.1
History/Current/Trends	8.2
MTD Services	8.15
Marketing Mix	8.19
Target Markets	8.20
Marketing Goals	8.21
Performance Measures/Recommendations	9.1
Appendices	10.1
External Survey	10.2
Internal Survey	10.5

EXECUTIVE SUMMARY

The Champaign Urbana Mass Transit District embarked on a Strategic Plan update during the spring of 2013. The planning process was designed to be comprehensive and inclusive. This required a sustained effort by not only the MTD Board and staff, but also various community stakeholders.

During the planning process, interviews with forty-two external community leaders were conducted. Simultaneously, all members of the MTD board and a majority of MTD management staff were also interviewed. Nearly all of the interviews were conducted one-on-one, with the others conducted in a small group setting. In an effort to obtain information from internal and external stakeholders who did not attend any of the in-person interviews, online surveys were developed to gather similar information. Fifty three members of the public answered a series of questions about the services and impressions of MTD. Additionally, sixty one MTD employees completed the online survey regarding transit service and impressions of MTD.

Two large scale employee meetings regarding the strategic plan, including informational presentations and forums for feedback, were conducted. In the fall of 2013, three study sessions with the MTD Board and staff were held. Strategic scenarios were presented in depth, along with an examination of MTD's mission, vision and goals.

After these critical discussions and input, the MTD Board came to the consensus to move forward with the moderate growth scenario development. Based upon these decisions, performance measures relating to the revised goals were introduced. These performance measures can be used to evaluate the development of MTD in the future.

MTD has established a strong national reputation for quality service, as well as a robust local presence. An emphasis on monitoring and sharing performance-related data throughout the organization will help ensure that all parties are moving towards future progress. By achieving these goals, MTD can continue to be successful as it builds on the past and prepares for the future.

INTRODUCTION



Bill Volk, Managing Director

The 2000 Strategic Plan has been a guiding document for the District. The Mission, Vision, Goals, and Policies clarified, in specific terms, a path that has been critical to the substantial progress the District has made over the last 14 years. Targeted emphasis in the areas of technology, mobility, partnerships, and financial stability would not have been made without its adoption and continued adherence.

This update further clarifies and expands on the 2000 Strategic Plan to provide guidance for future areas of emphasis. It provides a clear path that the Board and Staff should jointly pursue. Its usefulness, however, is only valuable if it is followed and actively referenced. Plans placed on a shelf do nothing to further the District's Mission or Vision or provide access and opportunity to its citizens.



Karl Gnad, Managing Director Designate

An exciting new season of change is about to begin at the Champaign-Urbana Mass Transit District. Because of this, it was critically important for a roadmap to be created to guide the change. The process for developing this update to the Strategic Plan involved deep discussions with the Board and staff, as well as community stakeholders. These discussions form the basis and foundation of the Strategic

Plan and included long-term employees who will be retiring shortly and employees who still have a long career ahead of them.

The goal of the process was to objectively analyze the historical context of where the District is and how we got here, but also to determine how to capitalize on those successes and catapult us into continued success. Performance monitoring becomes a key metric for service provision, policy adherence, and capital & facility stability. But we can't just put the goals on a shelf – we need to continually reevaluate them and our progress.

I am excited about the District's success and I am equally excited about our potential. Working together, we can achieve great things.