
VI. IMPLEMENTATION PLAN

Introduction

THE CHAMPAIGN-URBANA MASS TRANSIT DISTRICT (MTD) HAS DEVELOPED A LONG-RANGE STRATEGIC PLAN

- The objectives of the strategic plan are to understand the current environment within which MTD operates, establish a long-term vision and mission, and evaluate policies and strategic alternatives for the future
- As part of the Strategic Planning effort, the Board and management staff of MTD developed a new mission statement, a new vision statement with associated goals and objectives, seven new policies, and a service and capital plan
- The strategic planning process, however, does not end with development of the Strategic Plan components. Only through monitoring of performance as set out by goals and objectives, adherence to policies, and realization of the Service and Capital Plan is MTD's vision statement achieved and the strategic planning process successful

WITH THE STRATEGIC PLAN COMPONENTS IN PLACE, MTD MUST START TO TAKE STEPS TO IMPLEMENT THE PLAN

- There are a number of steps that must be taken immediately or in the near future to set MTD on the right track for achieving its vision of going "*beyond traditional boundaries to promote excellence in transportation*"
- The action items outlined here are only the first order (initial) steps that MTD's management and Board must take to implement the Strategic Plan. Additional tasks will follow from each of the initial steps while some of the initial steps (e.g., property tax levy, transfer of capital reserve monies) will be repeated each year
- Action items are given according to the time period (e.g., 1st quarter or 2nd quarter of the Calendar Year 2001) during which the task should be accomplished. For each task, the policy to which it pertains is indicated
- In addition to actions taken specifically for plan implementation, the MTD Board and management should always be cognizant of Strategic Plan goals and objectives and should seek to make decisions and take actions that are consistent with and supportive of the Strategic Plan

INDUSTRY PUBLICATIONS & INFORMATION

- Building Livable Communities with Transit*, Federal Transit Administration.
- The Zoning and Real Estate Implications of Transit-Oriented Development*, Transportation Research Board (TRB), 1999.
- Land Use Impacts of Transportation: A Guidebook*, TRB, 1999.
- Transit-Friendly Streets: Design and Traffic Management Strategies to Support Livable Communities*, TRB, 1998.
- Transportation Land Use and Smart Growth*, TRB, 2000.
- Building Better Communities – Land Use and Transit Planning Sourcebook*, American Public Transit Association (APTA).
- How Transportation and Community Partnerships are Shaping America*, APTA, 1999.
- Transit Commuter Benefit: It Pays to Ride Public Transit*, APTA.
- Local Coalition Building Workbook*, APTA, 1998.
- Does Transit Work? A Conservative Reappraisal*, APTA, 1999.
- Transportation for Livable Communities – www.tlcnetwork.org*
- Smart Growth Network – www.smartgrowth.org*

THERE ARE A NUMBER OF STEPS THAT SHOULD BE TAKEN IMMEDIATELY TO SET THE STRATEGIC PLAN IN ACTION

- Identify partners in the community including the U of I, municipalities and businesses
(*Policy Number 1, Regional Role and Partnerships*)
- Determine meeting time(s) and place(s) for stakeholder groups (*Policy Number 1, Regional Role and Partnerships*)
- Collect industry information on transit-friendly development and the benefits of public transportation (*Policy Number 1, Regional Role and Partnerships*)
- Identify and dedicate funding to perform an Alternative Service Strategies study to address ways of achieving the 35 percent mode share goal (*Policy Number 1, Regional Role and Partnerships*)
- Establish methodology for monitoring/tracking route performance. Methodology should include both the sampling procedure and spreadsheet or database program. Determine whether the same sampling procedure will be used for fixed-route and Direct services (*Policy Numbers 3 and 4, Service Evaluation and New Service Offerings*)
- Review depreciation rules with MTD accountant and modify as appropriate. Determine whether a separate reserve account should be established or monies should be tracked simply through book accounting. Monies may want to be retained in a separate interest-bearing account if planned capital expenditure is a year or more into the future (*Policy Number 7, Capital Reserves*)

THE TIMING OF THE BUDGET DEVELOPMENT PROCESS REQUIRES A NUMBER OF DECISIONS TO BE MADE NOW FOR IMPLEMENTATION DURING FY02

- Historically, the upcoming year's budget is presented to the Board in April with adoption occurring by September 30. For example, the FY02 budget will be presented to the Board in April of 2001 with final adoption required by September of 2001 (three months into FY02)
- As a result, any discussion regarding changes to the current fare and contract fee structure as well as the property tax levy must be started now in order to become a part of the FY02 budget. However, given that the current University contract does not expire until August of 2002, possible changes to the contract cost can't be put into effect until FY03
- As part of the FY02 budget development process, incorporate any desired changes to fare levels and property tax levy rates for FY02. When discussing changes to the fare level and/or fare structure, consider the implications of the fare policy on contract fees. Are revenues collected under both structures consistent and do they reflect the cost of providing the service? (*Policy Numbers 5 and 6, Fare and Contract Fees and Property Tax Levy*)

Second and Third Quarter 2001 Actions

MANY OF THE SECOND AND THIRD QUARTER ACTIONS FOLLOW FROM THE IMMEDIATE FIRST QUARTER ACTIONS

- Begin community and partner outreach process. A sample presentation is provided in Appendix B of this document (*Policy Number 1, Regional Role and Partnerships*)
- Once the route performance monitoring methodology has been established, develop a format for reporting results to Board (*Policy Numbers 3 and 4, Service Evaluation and New Service Offerings*)
- Develop procedure for evaluating new service requests. New service evaluations require the route performance monitoring system to be in place. Determine how forecasting of ridership on new services will be accomplished (e.g., comparisons to similar services, areas with similar demographics and geography) (*Policy Numbers 3 and 4, Service Evaluation and New Service Offerings*)
- Inventory properties located within the municipalities of Champaign, Urbana, and Savoy but outside the District boundary. Based on the inventory, begin analysis of annexation feasibility. What is the expected level of demand? Would demand-responsive service accommodate demand? Would additional tax revenues cover the cost of services? (*Policy Numbers 2 and 6, Service Area and Property Tax Levy*)
- Begin preliminary discussions of fare and contract fees levels for FY03. Are fare and contract fee levels consistent with use and cost of service? (*Policy Number 5, Fare and Contract Fees*)

Fourth Quarter 2001 Actions

FOURTH QUARTER ACTIONS SHOULD BE DONE LARGELY IN PREPARATION FOR FY03 BUDGET DEVELOPMENT

- With the University contract up for renewal in August of 2002, any increase in the contract fee must be approved by the students in spring of 2002. The MTD Board should be trying to achieve a general consensus regarding contract fees for the 2002 renewal and the FY03 budget (*Policy Number 5, Fare and Contract Fees*)
- Discussion of FY03 fare levels/structure and the property tax levy rate should also be started during the end of 2001 so decisions can be incorporated in the FY03 budget (*Policy Numbers 5 and 6, Fare and Contract Fees and Property Tax Levy*)
- Submit the FY02 property tax levy to the County for collection starting in June of 2002 (*Policy Number 6, Property Tax Levy*).
- As part of financial audit process, transfer capital reserve funds (*Policy Number 7, Capital Reserves*)

2002 ACTION ITEMS INCLUDE FARE AND CONTRACT FEE DECISIONS AS WELL AS ONGOING EFFORTS IN SUPPORT OF OTHER STRATEGIC PLAN POLICIES

- A decision regarding University contract fees must be made during the first quarter of 2002 so that a potential increase in fees can be taken to the students during the Spring (second quarter of 2002) and incorporated into the FY03 budget. Similarly, any decision to increase fares should be made at this time to comply with Policy Number 5 that calls for fare policy to be reviewed prior to contract negotiations to ensure consistency with contract fee levels. In general, a decision to increase fares should be done about four months prior (i.e., May of 2002) to budget adoption (and the desired effective date of the increase) to allow time for a public hearing and adequate MTD response (*Policy Number 5, Fare and Contract Fees*)

- In support of other policies, the MTD Board and staff should be participating in a number of ongoing activities:
 - Continue community and stakeholder outreach and partnership building (*Policy Number 1, Regional Role and Partnerships*)
 - Analyze annexation impacts on both MTD resources and service area travel needs of going coterminous with Champaign, Urbana, and Savoy (*Policy Number 2, Service and Planning Area*)
 - Continue route performance monitoring and evaluation of new services (*Policy Numbers 3 and 4, Transit Service Evaluation and New Service Offerings*)
 - Determine MTD resource needs for 2003 in setting 2003 property tax levy rate (*Policy Number 6, Property Tax Levy*)
 - Manage capital reserve fund including expenditures, borrowing activity, and annual contributions (*Policy Number 7, Capital Reserves*)