



STRATEGIC BUSINESS PLAN

2024-2027

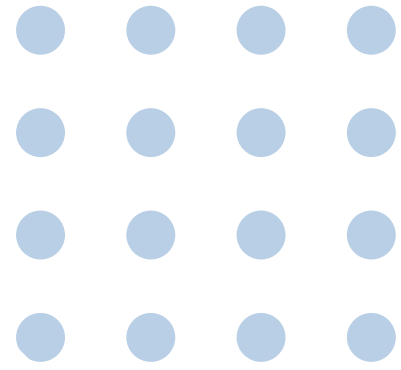


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Background

Introduction From the General Manager



I am honored to introduce Connect Transit's Strategic Business Plan, which will guide us through the continual development of our service to the community. Our three services, Transit, Mobility, and FLEX, provide a network of services that are used individually or together to enhance the lives of people in our community as they support our local economy. Our approach to these services is highlighted in our goals, objectives, and activities, which are presented throughout this document.

Our strategy represents the complexity of public transit and the multiple facets we encounter when leading our system into the future. Our high-level strategy encompasses political support, financial stability, customer experience, and service efficiency & quality, each of which is entwined with one another. As we develop objectives and activities that support our goals, it becomes clear that our role is to be a resource for the communities we serve, whether as a transportation provider, an advocate for people in need, a developer of employment opportunities, or an investor in our communities' growth.

Connect moves transit beyond taking people from point A to point B, by offering connections to job and educational opportunities, access to care, and freedom from isolation because of age, income, or lack of resources. I am proud of what we do, and I hope readers will recognize the depth and scope of the benefits Connect Transit, Mobility and FLEX offer the communities we serve.

Yours in service,

A handwritten signature in blue ink, appearing to read "David Braun". The signature is fluid and cursive, written over a light blue horizontal line.

David Braun
General Manger

Introduction of Our **BOARD OF TRUSTEES**



Ryan Whitehouse
Chairman



Judy Buchanan
Trustee



Linda Foster
Trustee



Barbara Singer
Trustee



Julie Hile
Vice Chair



Tim McCue
Secretary



Mandava Rao
Trustee



Tim Gleason
Ex-Officio



Pam Reece
Ex-Officio

Executive Summary

Vision

Connect Transit is a robust system of undeniable social, economic, and environmental value to its stakeholders and the community.

Mission Statement

Connect Transit provides safe, reliable transportation and access to opportunity to strengthen and enrich individual lives, our community, the economy, and the environment.

Core Values

At Connect Transit, we are:

- **Customer** and **safety** focused
- **Respectful** of all persons and perspectives
- **Dedicated** to public service
- **Accountable** stewards of public resources
- **Trusting** and **trustworthy**
- **Open-minded** and eager to learn
- **Positive** in attitude
- **Focused** on the good of the whole

Planning Process

Connect Transit's strategic business plan represents a culmination of efforts reaching back to the transit system's 2021 strategic goals, recognition of recommendations made by the Connect to the Future group in 2019, recognition of workplace changes and operational challenges in a post COVID environment, as well as the growing manufacturing industries in the area.

In 2022, the Board of Trustees met to discuss the future of public transit in Bloomington-Normal. From those discussions, in March 2023 and August 2023, staff made presentations to the Board regarding the financial outlook for public transit and methods to enhance the passenger experience that met the broad vision discussions. The Board met again in early 2024, with information in hand, to further define and prioritize the work that was initiated earlier.

Our approach to strategic business planning involved discussions of the strengths and weaknesses of the system and opportunities and threats facing the system, and the recognition of the momentum of transit in the past years due to the \$50+ million in grant funds awarded and the associated projects which need to be completed because of those grant funds. At the root of the plan is our desire to invest those grant funds and operate our services to the benefit of our passengers, community partners, funding partners, and all residents of our service area, while continually demonstrating the value of Connect Transit, Mobility, and FLEX in Bloomington, Normal, and the region.



Goal 1: Gain Public and Political Support.

OBJECTIVE 1: CREATE AND DEFINE A COMMUNITY WIDE COMMUNICATIONS PLAN.



Activity: Develop a messaging plan with themes that can be used to encourage support of transit among multiple groups of constituents.

- **Responsibility:**
 - Marketing Manager
 - Consultant
 - Marketing and Communications Committee (for insight and on-going review)
- **Timeline:**
 - January 2024 – March 2024
- **Success Metrics:**
 - Themes are developed and presented to the Board of Trustees.
 - The Marketing and Communications Committee selects a theme to initiate the campaign.
 - The Marketing and Communications Committee presents selected theme to the Board for informational purposes and approval as necessary.

OBJECTIVE 1: CREATE AND DEFINE A COMMUNITY WIDE COMMUNICATIONS PLAN.



Activity: Develop a marketing plan with campaign target, campaign purpose, communications strategies (media, events, etc.) to be used, and campaign timeline.

- **Responsibility:**
 - Marketing Manager
 - Consultant
 - Marketing and Communications Committee (for insight and on-going review)
- **Timeline:**
 - March 2024 – June 2024
- **Success Metrics:**
 - A comprehensive plan with campaign strategies and implementation timelines is completed on time with insight from the Marketing and Communications Committee.
 - Plan is presented to the Board by committee for informational purposes and approval as necessary.

OBJECTIVE 1: CREATE AND DEFINE A COMMUNITY WIDE COMMUNICATIONS PLAN.



Activity: Implement marketing plan.

- Responsibility:
 - Marketing Manager
 - Marketing and Communications Committee (for insight and on-going review)
- Timeline:
 - July 2024 – June 2026
- Success Metrics:
 - Plan is followed or adjusted and updated to meet changing conditions.
 - Activities and updates communicated to the Board by committee monthly.
 - Feedback sought through social media, app surveys, in-person events regarding each campaign, and other formats to determine the impact of campaign.

Measurement may include:

- Media/Press attention.
- Media impressions.
- Content analysis and tone.
- Website traffic increases.
- Market surveys.
- Social media mentions.

OBJECTIVE 2: EXPAND THE BOARD'S ROLE TO ADVOCATE ON BEHALF OF CONNECT TRANSIT.



Please note that Board advocacy, for purposes of this objective, involves being a second set of eyes on projects that affect constituents throughout the Bloomington and Normal areas; to provide communications from constituent groups to Management to determine and propose back to the Board methods for resolving issues; to foresee opportunities such as areas requiring transit service and anticipate community needs; and to avert difficulties or confusion through regular communication with City and Town Councils.

Activity: Establish committee structure.

- **Responsibility:**
 - Board Chair
 - General Manager
- **Timeline:**
 - January 2024 – March 2024
- **Success Metrics:**
 - General Manager identifies committees needed.
 - Board Chair assigns committee positions.
 - Three committees of the Board of Trustees are created for Operations and Planning, Finance, and Marketing and Communications.
 - Regular meeting schedules established.
 - Committee presentations added to the monthly Board meeting agenda with associated action items, if necessary.

OBJECTIVE 2: EXPAND THE BOARD'S ROLE TO ADVOCATE ON BEHALF OF CONNECT TRANSIT.



Activity: Codify strategic goals.

- Responsibility:
 - Board of Trustees
 - General Manager
- Timeline:
 - March 2024
- Success Metrics:
 - Draft strategic business plan developed and shared with the Board of Trustees.
 - Feedback received and draft plan modified to meet the needs of the Board.
 - Plan presented to the Board of Trustees.
 - Plan posted on connect-transit.com for public viewing.

OBJECTIVE 2: EXPAND THE BOARD'S ROLE TO ADVOCATE ON BEHALF OF CONNECT TRANSIT.



Activity: Develop Board Handbook to provide a central location for Board information.

- Responsibility:
 - General Manager
 - Board Chair and Vice Chair (for direction, insight, and on-going review)
 - Board of Trustees (for concurrence of contents)
- Timeline:
 - Handbook is developed by July 2024 Board Meeting
- Success Metrics:
 - Board Handbook is developed and shared with all Board members in printed and digital format. Handbook contents to be agreed upon by the Board Chair and Vice Chair and shared with the full Board for input.

OBJECTIVE 2: EXPAND THE BOARD'S ROLE TO ADVOCATE ON BEHALF OF CONNECT TRANSIT.



Activity: Communicate “talking points” to the Board concerning Connect Transit services and issues facing Connect.

- **Responsibility:**
 - General Manager
 - Individual Board members
- **Timeline:**
 - Communications provided monthly and as needed.
- **Success Metrics:**
 - Quarterly post-Board meeting workshops for discussion of advocacy (what advocacy means to you).
 - Monthly reports are developed using strategic business plan goals as a basis for focusing information.
 - Talking points will be clear, pointed, and focused on the issue(s) at hand.
 - Board members share information with City and Town Councils when opportunity arises, or through regular communications.

OBJECTIVE 2: EXPAND THE BOARD'S ROLE TO ADVOCATE ON BEHALF OF CONNECT TRANSIT.



Activity: Develop “speakers bureau” to speak to groups (philanthropic, neighborhood, business, non-profit) in our service area and to communicate a consistent message.

- **Responsibility:**
 - Marketing Manager
 - General Manager
 - Board of Trustees
- **Timeline:**
 - July 2024 – June 2027
- **Success Metrics:**
 - Annual performance and budget meetings to City and Town Councils, as required by the Inter-Governmental Agreement.
 - Public presentation developed that is consistent with the messaging plan and communicates issues important to the public. (August 2024 and updated as needed)
 - Groups identified and contacted directly to offer general availability.
 - Contact is made to groups directly as new initiatives are developed (i.e.: Transit center, solar project, Heartland partnership, transit center partner(s), planned FLEX zones, etc.)
 - Speaker request page included on connect-transit.com website.
 - Board notified of and invited to speak or attend speaking opportunities.
 - A minimum of six speaking opportunities are identified and met each year.

OBJECTIVE 3: DEVELOP AND EXPAND COMMUNITY PARTNERSHIPS.



Activity: Identify opportunities or partnerships that benefit Connect Transit, partners, and our community.

- **Responsibility:**
 - Board Chair and Vice Chair
 - General Manager
- **Timeline:**
 - May 2024 – June 2025
- **Success Metrics:**
 - No less than four new partnerships are identified.
 - Value of opportunity or partnering is identified as it relates to Connect Transit’s financial benefit, political benefit, or community benefit. Benefits may include:
 - Financial support.
 - Improving ridership.
 - Enhancing economic opportunities in our service area.
 - Improving access to medical, employment, shopping, or recreation to residents.
 - Partnership opportunities and benefits shared with the Marketing and Communications Committee, Planning and Operations Committee, or Finance Committee, depending on the nature of the partnership.
 - Opportunity or partnership is presented to the Board by the appropriate committee for information or approval as needed.

OBJECTIVE 3: DEVELOP AND EXPAND COMMUNITY PARTNERSHIPS.



- **Activity:** Conduct “summit” meetings to gather partners with similar interests together (business, education, non-profits, medical community, ADA community, transportation providers, arts community, etc.) to identify opportunities and methods to meet need, if any. Develop on-going relationship with community partners.
- **Responsibility:**
 - General Manager
 - Board of Trustees representatives (invited)
- **Timeline:**
 - May 2024 – June 2025 and on-going as needed.
 - Summit based on issue or interest and need to inform (fare changes, facility development, policy changes, curriculum, etc.)
- **Success Metrics:**
 - A minimum of four summit meetings scheduled.
 - Minutes taken and shared with attendees and the Board of Trustees.
 - Follow-up meetings scheduled as needed to achieve go/no go consensus. Go/no go will be based on:
 - Business case for transit’s involvement in helping meet the need is identified and shared with the Planning and Operations Committee.
 - Funding is identified to help serve the need, based on need and benefit proposal.
 - If go, the need, business case, and funding are presented to the Board by the Operations Committee for information or approval as needed.

OBJECTIVE 4: EXPAND OPPORTUNITIES FOR THE COMMUNITY TO ENGAGE.



Activity: Conduct transit center outreach.

- **Examples include:**
 - Dedicated website for project.
 - Pre-demolition Open House event.
 - Groundbreaking event.
 - Public Open House meetings.
 - Ribbon cutting.
- **Responsibility:**
 - **General Manager**
 - Marketing Manager
 - Board of Trustees
- **Timeline:**
 - Estimated July 2024 – December 2026
- **Success Metrics:**
 - General Manager and Marketing Manager develop consistent messaging pertaining to the benefit of the center for Downtown is developed, communicated, and resonates through media and conversations.
 - Dedicated website created by August 2024.
 - Groundbreaking event by December 2024.
 - Public Open House “progress” meetings every six months after award of Architect and Engineering (A&E) Contract.

OBJECTIVE 4: EXPAND OPPORTUNITIES FOR THE COMMUNITY TO ENGAGE.



Activity: Continue attempts to develop “Ambassadors” and ad-hoc focus groups to provide insight into issues faced by the transit system (route changes, fares, campaigns, transit centers).

- **Responsibility:**
 - Individual Board members (recommendations and approvals)
 - Marketing Manager (meetings and coordination)
 - Transit Planner
 - Marketing and Communications Committee (for insight and on-going review)
- **Timeline:**
 - July 2024 – December 2024
- **Success Metrics:**
 - Outreach efforts made through the Board and social media.
 - Four or more Ambassadors or ad-hoc groups identified, vetted by the Marketing and Communications Committee, and approved by the Board.



Goal 2: Ensure Long-Term Financial Sustainability.

OBJECTIVE 1: CONTINUE TO SECURE FEDERAL, STATE, AND LOCAL DOLLARS.



Activity: Participate in structured legislative groups and trips to Washington, DC, and Springfield.

- **Responsibility:**
 - **General Manager**
 - Board representatives
 - Other staff as needed
- **Timeline:**
 - When legislatures are in session 2024 – 2027
- **Success Metrics:**
 - Trips attended with representatives discussing and leaving behind unique, relevant, and issue-oriented information with legislators.
 - Participate in IPTA Legislative Committee to understand and try to influence decisions impacting transit.

OBJECTIVE 1: CONTINUE TO SECURE FEDERAL, STATE, AND LOCAL DOLLARS.



Activity: Provide elected officials with opportunities for tours, speaking engagements, ribbon cuttings, ground breakings, etc.

- **Responsibility:**
 - **General Manager**
 - **Board of Trustees**
 - **Marketing Manager**
- **Timeline:**
 - **2024 – 2027**
- **Success Metrics:**
 - **Offer annual invitations to elected officials to visit site.**
 - **Elected officials appear to speak about grants received and associated projects when implemented.**
 - **Local elected officials appear to speak at new service/partnership rollouts.**

OBJECTIVE 1: CONTINUE TO SECURE FEDERAL, STATE, AND LOCAL DOLLARS.



Activity: Aggressively pursue funding opportunities from federal, state, and local funding agencies, as well as non-traditional sources.

- **Responsibility:**
 - General Manager
 - Assistant General Manager
- **Timeline:**
 - 2024 – 2027
- **Success Metrics:**
 - General Manager, Assistant General Manager, and Finance Director evaluate each notice of funding opportunity for applicability to our needs or potential needs.
 - Leadership determines the capacity of staff to develop grant agreements and manage grants if awarded.
 - Leverage community partnerships to support grants to funding bodies through letters of support.
 - Leadership determines potential of success based on past awards from similar grants to determine if staff or consulting resources should be used.
 - Staff uses grant management tool to track grants pursued versus grants awarded to evaluate effectiveness of grant messaging prior to next grant opportunity.

OBJECTIVE 1: CONTINUE TO SECURE FEDERAL, STATE, AND LOCAL DOLLARS.



Activity: Use federal and state funds to provide a broader benefit to more constituents.

- **Examples include:**
 - Heartland Community College Training Center on Connect Transit property.
 - Lease with community-oriented partners at transit center.
 - Business sponsored transit center amenities that support constituents.
 - Business or agency sponsored fare off-sets to support riders and ridership.
- **Responsibility:**
 - General Manager
 - Assistant General Manager
- **Timeline:**
 - As grants are prepared and awarded: 2024 – 2027.
- **Success Metrics:**
 - General Manager considers adjacent benefit to customers or community for each grant or project.
 - Staff seeks support for projects from relevant stakeholders, highlighting the shared benefits.
 - Staff develops and communicates consistent messaging pertaining to benefit of Connect Transit to key stakeholders and themes resonate through media and conversations.

OBJECTIVE 2: DIVERSIFY REVENUE STREAMS.



Activity: Identify non-traditional methods to increase local operating revenues without adding burden to the City and Town.

- **Examples include:**
 - Proposed Regional Maintenance Center – Cost-plus operating contract with IDOT and IDOT capital funding for equipment.
 - Proposed Heartland Training Facility Partnership – lease revenue and grant funding.
 - Downtown Transit Center lease space – Market rate or incentive based on complementary use.
 - Expanded advertising on-board vehicles and transit centers.
 - Sponsorships for passenger amenities (bus stops, shelters, benches, etc.).
- **Responsibility:**
 - General Manager
 - Assistant General Manager
 - Finance Director
- **Timeline:**
 - FY25 – FY27
- **Success Metrics:**
 - Non-traditional revenue increases 10% per fiscal year from pre-established baseline.

OBJECTIVE 3: CONTINUOUSLY EVALUATE COST MANAGEMENT STRATEGIES.



Activity: Identify methods to reduce operating costs without having an impact on our ability to serve the needs of passengers and the community.

- **Examples include:**
 - Reduce utility costs through capital grant-funded solar/battery microgrid.
 - Earn revenue by allowing battery access to energy provider.
 - Managing Mobility trip demand to improve passengers per hour while remaining compliant with the ADA.
 - Improve cost per hour performance by reviewing passenger loads and realigning routes to more productive corridors.
 - Develop employee program to incentivize cost saving initiatives.
- **Responsibility:**
 - General Manager
 - Leadership Team
- **Timeline:**
 - FY25 – FY27
- **Success Metrics:**
 - Pursue at least one cost savings initiative each year saving at least \$50,000 per year.

OBJECTIVE 4: EVALUATE FARE STRUCTURE FOR LONG-TERM SUSTAINABILITY.



Activity: Evaluate subsidy per passenger against other revenue streams.

- **Responsibility:**
 - Finance Director
 - Assistant General Manager
- **Timeline:**
 - Annually at the beginning of each fiscal year using prior fiscal year's data as a basis.
- **Success Metrics:**
 - Annual report regarding the actual percentage of passenger revenue against other revenue sources.
 - Determine partners who can offset the passenger subsidy.
 - Subsidy per passenger remains the same or decreases year over year.

OBJECTIVE 4: EVALUATE FARE STRUCTURE FOR LONG-TERM SUSTAINABILITY.



Activity: Consider the effect of fare and fare collection changes on ridership and revenue.

- **Responsibility:**
 - Finance Director
 - Assistant General Manager
 - Data Management Specialist
 - Operations Analyst
 - Marketing Manager
 - Operations and Planning Committee, Finance Committee, and Marketing and Communications Committee (for insight, pre-approval, and on-going review)
- **Timeline:**
 - Annually at the beginning of each fiscal year using prior fiscal year's ridership and revenue data as a basis.
- **Success Metrics:**
 - Annual report to the Board regarding correlation between fare revenues and ridership.
 - Analysis and recommendation for future fares made to Operations and Planning Committee, Finance Committee, and Marketing and Communications Committee using provided data.
 - Recommendation presented to the Board of Trustees by the appropriate committee for information or approval as needed.



Goal 3: Leverage Projects and Initiatives for a Positive Customer Experience.

OBJECTIVE 1: COMPLETE A STATE-OF-THE-ART DOWNTOWN BLOOMINGTON TRANSIT CENTER WITH MODERN FACILITIES THAT PROVIDES A WIDER BLOOMINGTON COMMUNITY PRESENCE.



Activity: Select A&E with transit experience that understands the needs of transit operations and has experience with transit facilities in an urban environment.

- **Responsibility:**
 - Procurement Director
 - Evaluation Committee (designated Connect Transit and City staff)
 - Board of Trustees
- **Timeline:**
 - May 2024 recommendation
- **Success Metrics:**
 - A&E recommended with transit experience and understanding of Midwest/local environment based on former projects or location.

OBJECTIVE 1: COMPLETE A STATE-OF-THE-ART DOWNTOWN BLOOMINGTON TRANSIT CENTER WITH MODERN FACILITIES THAT PROVIDES A WIDER BLOOMINGTON COMMUNITY PRESENCE.



Activity: Establish a Downtown Transit Center Steering Committee with whom to share thoughts and ideas for feedback relating to business, social service, customer amenities, and vehicle movements.

- **Responsibility:**
 - **General Manager**
 - **Marketing Manager**
 - **Board of Trustees (for insight, pre-approval, and on-going feedback)**
- **Timeline:**
 - **July 2024 – June 2026**
- **Success Metrics:**
 - **Committee is established representing diverse interests (downtown businesses, social services, and non-profit agencies, passengers, and residents).**
 - **Bi-monthly or quarterly meetings as determined by the committee and the project flow.**
 - **Recommendations of the committee are considered and included or dismissed for clearly communicated financial or practical reasons.**

OBJECTIVE 2: OPTIMIZE THE USER EXPERIENCE.



Activity: Investigate and pursue ways to make riding easier, more convenient, and more understandable.

- **Examples include:**
 - Updated fare collection system.
 - Wayfinding improvements.
 - Trip planning app improvements.
 - Personalized ride guidance.
 - Enhanced customer service training.
 - Route realignment or service addition for access.
- **Responsibility:**
 - **General Manager**
 - Assistant General Manager
 - Leadership Team
 - Board of Trustees (for insight and on-going feedback)
- **Timeline:**
 - FY25 – FY27
- **Success Metrics:**
 - At least one proposal to enhance the customer experience made each year.
 - Proposal made to the appropriate committee of the Board.
 - Presentation made by the committee to the Board of Trustees.



**Goal 4:
Operate Efficiently
Without
Sacrificing
Quality.**

OBJECTIVE 1: MAINTAIN A POSITIVE CULTURE OF SAFETY.



Activity: Develop and implement initiatives that maintain safety at the “top of mind”.

- Examples include:
 - Weekly messaging on employee communication monitors.
 - Relevant safety article included in monthly newsletter.
 - Annual employee recognition, including safety.
 - Documented evaluation of accidents and incidents for root cause and enforcing policies or making policy or training changes to mitigate future accidents.
 - Take advantage of free safety audits by TSA and property and casualty insurance carrier.
 - Safety included in wellness events.
 - Consistent Safety Committee meetings with representatives from Operations, Maintenance, Administration, and Safety.
- Responsibility:
 - Safety and Training Director
 - General Manager
 - Union/Management Safety Committee
 - Operations and Planning Committee
- Timeline:
 - On-going FY24 – FY27
- Success Metrics:
 - Accident Frequency Rate (AFR) declines 10% each year.
 - A greater number of accident-free driving awards each year.
 - Focus on benefits of mindful work rather than discipline.

OBJECTIVE 2: REGULARLY EVALUATE AND UTILIZE TECHNOLOGY AND DATA DRIVEN SOLUTIONS FOR LONG-TERM OPTIMIZATION.



Activity: Create a technology policy and plan that documents the age of hardware and software, defines a process of documenting and resolving technology issues, and evaluating the effectiveness of the technology based on frequency of failure/downtime, vendor support, and impact on passengers and employees.

- **Responsibility:**
 - IT Manager
 - Assistant General Manager
- **Timeline:**
 - FY25 – FY27
- **Success Metrics:**
 - Plan completed, and staff trained in meeting the policies and procedures.
 - An appropriate budget is developed that captures the cost and cost savings of technology investments.
 - Grant funds sought and awarded to modernize hardware and software technologies.

OBJECTIVE 3: POSITION CONNECT TRANSIT TO PROVIDE SOLUTIONS FOR CHANGING SERVICE DEMANDS.



Activity: Continually analyze service performance, City and Town growth plans, large employer locations and work shifts, and changing demographics to identify appropriate methods to meet various needs, as necessary and practical.

- **Responsibility:**
 - **General Manager**
 - Transit Planner
 - Leadership team
 - Operations Committee (for insight and pre-approval)
- **Timeline:**
 - FY24 – FY27
- **Success Metrics:**
 - Maintain positive relationships with the IDOT and IPTA. (Ongoing)
 - Establish email “alerts” that call out articles and postings about key topics affecting the City, Town, and Connect Transit. (Weekly)
 - Participate in EDC, Chamber, philanthropic and other groups that follow or report on changes. (As scheduled)
 - Participate in MCRPC Planning Committee meetings. (Monthly and as scheduled)
 - Promote feedback forms online for service requests. (Quarterly)
 - Establish and maintain relationships with local employers. (FY25 – FY27)
 - Present service performance statistics and recommendations for changes to the Board. (Quarterly)
 - Plan for and implement changes. (Annually with budget or as budget allows)

A photograph of a man with short hair, smiling broadly, sitting in the driver's seat of a vehicle. He is wearing a blue jacket. His right hand is raised, palm facing forward, in a gesture. The background shows the interior of the vehicle, including the steering wheel and dashboard. The entire image is overlaid with a semi-transparent blue filter.

Reporting and Follow-Up

REPORTING AND FOLLOW-UP

- Responsibility:
 - General Manager
 - Leadership Team
- Timeline:
 - Monthly strategic business plan status report
 - Annual strategic business plan update meeting
- Format:
 - Narrative report
 - Scorecard format



connect TRANSIT

