



FISCAL YEAR 2023



SALEM AREA MASS TRANSIT DISTRICT
Strategic Plan

Vision. Mission. Values. *our why*

Vision


We Deliver Valued Mobility Options
that Inspire Community Pride.

Mission

Creating Community Connections

These two pages reflect the hearts and minds of the Cherriots workforce – this is *why* we choose to do what we do, and *how* we choose to conduct ourselves in the process.





“With a new vision, mission, refined and additional values, we are in a better position to serve our community.”

Cherriots Values

- C COMMUNICATION**
I promote an open, respectful dialogue with our customers, community partners, and my teammates.
- H HUMILITY**
I will serve others with compassion and empathy.
- E EXCELLENCE**
I will deliver a world class customer experience.
- R RESPECT**
I will honor my team and community with my words, actions, and behaviors.
- R RESOURCEFUL**
I will adapt to find efficient and innovative ways to overcome challenges and be willing to take initiative to achieve success.
- I INCLUSIVE**
I recognize and honor diversity and will act with integrity, promoting decisions and actions that are equitable and align with being an inclusive agency.
- O OWNERSHIP**
I am empowered to take actions that contribute to good stewardship and community trust.
- T TRANSPARENCY**
I invite trust by fostering honesty and credibility in the eyes of others.
- S SAFETY**
I own my role in ensuring Cherriots provides a safe, clean, and secure experience.

Success Outcomes

our goals

At the heart of our focus is a united passion to deliver excellence to the Salem-Keizer community. Further, we view excellence through a lens encompassing four core areas of our service and operations, and for each of these areas we have established aspirational outcomes for fiscal year 2023. Our ability to achieve the outcomes, outlined below, we believe makes good on our promise of excellence.

CHERRIOTS CORE AREA OF SERVICE / OPERATIONS



COMMUNITY VALUE

Establish a baseline for the % of community that see value in the agency.



CUSTOMER SATISFACTION

Establish a baseline Customer Net Promoter Score (NPS).



CULTURE OF OWNERSHIP

Increase baseline Employee Engagement Score (59%) by 5 points.



FINANCIAL SUSTAINABILITY

Year 1: Expenditure/Revenue Reporting
Year 2: 3-Year Rolling Budget Forecast
Year 3: Delivery of Full Capital Program Budget



Work Plan *our tactics*

To achieve our success outcomes – as well as to carry out our mission for creating community connections while moving toward our vision to deliver mobility options that inspire community pride, we will advance a series of important projects and programs. Each tactic has an owner and team to drive the key activities, and quarterly milestones have been developed to keep delivery on track. As with our Success Outcomes, work plan tactics are aligned with our four core strategic areas as outlined below.

Cherriots 2023 Work Plan Tactics	
1 Community Value	Strengthen Agency Collaboration and Seek Opportunities to Partner
	Raise Community Awareness of Zero-Emissions Success
	Public-Facing Performance Dashboard
	Maximize Community-Based Marketing
	Conduct Community Value Surveys
	Long Range Transit Plan
	Adopt Long Range Transit Plan Office of Mobility Integration
2 Customer Satisfaction	Increase Customer Feedback Opportunities
	Launch Customer Satisfaction Survey
	Organizational Cross-Training
3 Culture of Ownership	Bring HR Functions Back to HR Division
	Employee Engagement Survey
	Employee System Safety Training
	FY23 Strategic Plan Rollout
	Launch DEI Plan
	Develop a Merit-Based Performance Management System
	Model Your Cherriots Values
	Organizational Coaching and Development Opportunities
	Prepare Employees to Receive Feedback
4 Financial Sustainability	Project Management and Vendor/Contract Management Technical Capacity
	The Finance Story
	Success Outcome Driven Budget
	Organizational Design and Performance Management Structure

Performance Scorecard

monitoring metrics that matter

What helps bring a strong strategy to life is a mechanism to monitor performance. With this Strategic Plan, we are pleased to introduce such a mechanism.

The Cherriots QR is a quarterly performance scorecard that captures our performance in key metrics aligned directly with our four core strategic areas:

1. Community Value
2. Customer Satisfaction
3. Culture of Ownership
4. Financial Sustainability

This performance scorecard is designed for those interested in grabbing a quick snapshot of our performance in comparison to our promise. And, for those who appreciate depth in data, Cherriots QR delivers that as well. Important data and challenging goals will inform our teams, our Board of Directors, our customers, the community, about our performance.

Our transportation network has a multitude of data points, but our Cherriots QR scorecard is comprised strictly of metrics or key performance indicators (KPIs) that are clearly tied to our success outcomes and our vision for service excellence.

- ✓ The Cherriots QR is built on a 100 point system, with each of the four core strategic areas assigned a weighted point value, and their own set of related metrics.
- ✓ Each metric's goal, definition, and information source are clearly denoted.
- ✓ The first round of Cherriots QR results will be reported in April 2023, and thereafter will be updated on a quarterly basis on our website.

CherriotsQR



QUARTERLY REPORTING

	Metric	Goal	Score
Community Value 	Community Perception of Value	Establish Baseline	12
	Community Perception of Access	Establish Baseline	8
	Actual Access to Community Services	Establish Baseline	8
	Community Awareness of Cherriots	Establish Baseline	5
	Community Perception of Financial Stewardship	Establish Baseline	2
			35
Customer Satisfaction 	Customer Net Promoter Score	Establish Baseline	12
	Overall Customer Satisfaction	Establish Baseline	10
	Overall On-Time Performance	Establish Baseline	2
	Customer Impression Metric	Establish Baseline	2
	Customer Impression Metric	Establish Baseline	4
			30
Culture of Ownership 	Employee Engagement	64%	8
	Overall Employee Satisfaction	64%	6
	Understanding of Mission and Vision	90%	3
	Employee Impression of Internal Communication	46%	3
			20
Financial Sustainability 	Financial Performance by division	Expenditures At or Under Budget	6
	Budget Compliance with Strategic Plan	Build FY24 Budget Reflecting the Strategic Plan	6
	Overall Customers/Revenue Hour	Maintain Budgeted Cost Per Hour	3
			15
			100

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Cherriots.org