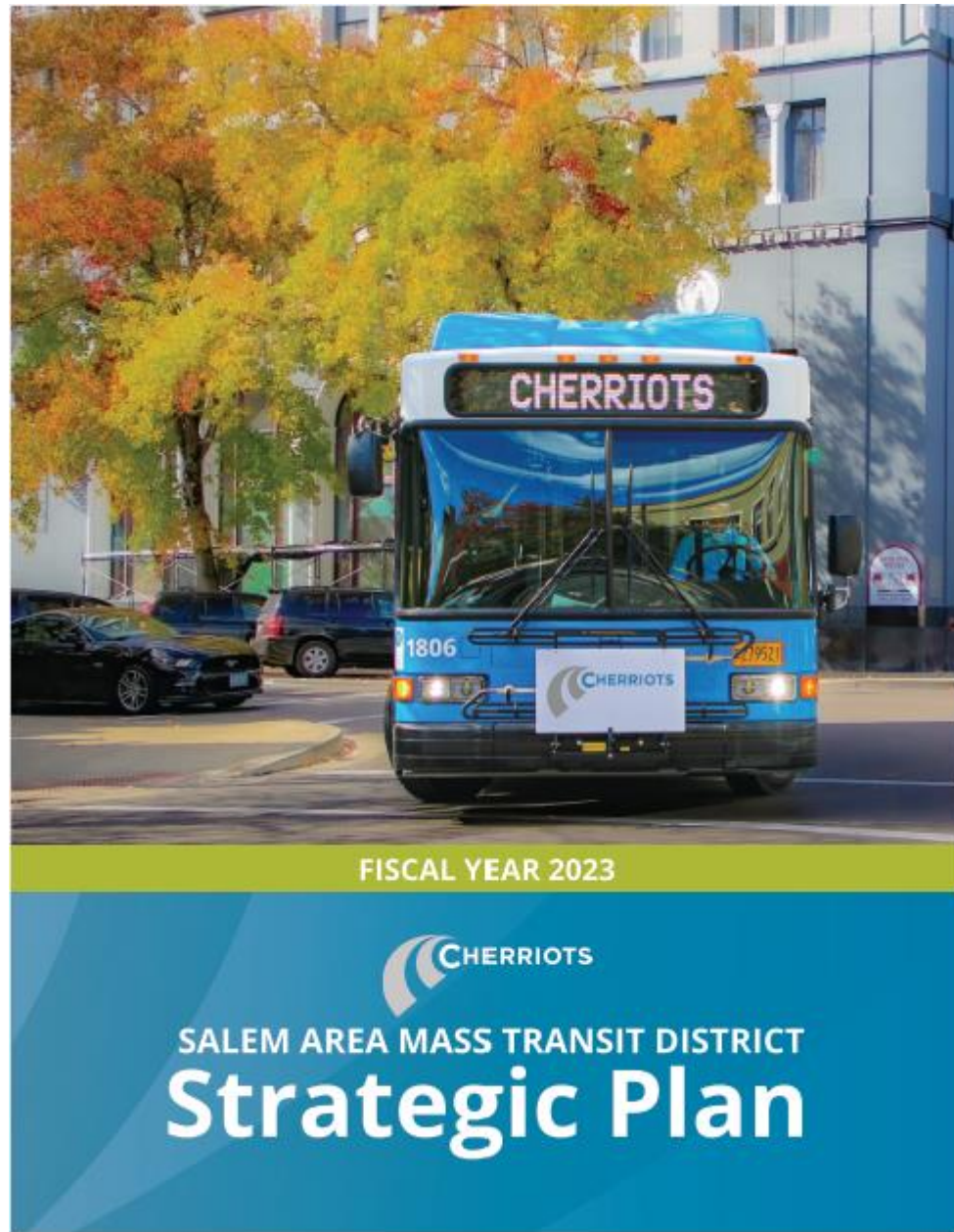


Strategic Plan FY 23 Q4 Report

August 24th, 2023



Guiding Principles

VISION

We Deliver Valued
Mobility Options
that Inspire
Community
Pride.

MISSION

Creating Community
Connections

VALUES

Communication
Humility
Excellence • Respect
Resourceful
Inclusive • Ownership
Transparency
Safety



CHERRIOTS Success Outcomes

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



Organizational Tactics



Quarter 4 Overview

Agency Tactic Milestones: Quarterly Overview				
Status	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Not Defined or At Risk	0	0	0	0
At Risk	0	1	0	0
In Progress	23	22	22	0
Complete	0	0	0	16
Continue in 2024	0	0	0	7
Total Milestones	23	23	23	23



Organizational Tactic Highlights



Office of Mobility Integration

Develop a new division or department focused on implementing new mobility and mobility integration services. The new division or department would be responsible for developing community-facing programs and presenting them in a rolling three-year investment strategy, identifying funding sources, securing partnerships and implementing funded projects or priorities. Such community priorities could include bike share programs, transit-supportive infrastructure investments, Transportation Network Company partnerships, first-mile/last-mile service alternatives, circulator service and other community-driven priorities.

Owners: Allan Pollock, David Trimble

Team Members: Christina Conner

Q1 **MILESTONES**

- ✓ In conjunction with Organization Design/ Performance Management Structure Tactic, conduct research on organizational structure of agencies who have established mobility integration as a mission.
- ✓ Determine role and functional areas of the division.

Q2 **MILESTONES**

- ✓ Finalize division structure and develop job descriptions for new positions and/ or reclassifications.

Q3 **MILESTONES**

- ✓ Begin transition and recruitment for new positions.

Q4 **MILESTONES**

- ✓ Activate division.



Maximize Community-Based Marketing

Community-based marketing is a critical component of a successful contemporary marketing strategy. It connects the brand to a specific community using a platform to create mutual meaning resulting in a better customer experience. Examples include community ride free days tied to service clubs, chamber of commerce, etc. Be proactive in utilizing existing resources that have not been previously engaged, such as the Citizens Advisory Committee, to communicate at critical junctures. Participate in promotional videos and advertising, and include committee members in outreach events. Leverage social media platforms as a forum, a space to start conversations, communicate offers, and collect feedback.

Owner: Patricia Feeny

Team Members: Melissa Kidd

Q1 MILESTONES

- ✓ Conduct a needs assessment.

Q2 MILESTONES

- ✓ Create Community-Based Marketing Strategic Plan.

Q3 MILESTONES

- ✓ Execute Strategic Plan.

Q4 MILESTONES

- ✓ Monitor for success and modify marketing efforts as needed.

FY23 Year in Review



Year in Review

- Rolled out the Strategic Plan to all employees
- Adopted a Long Range Transit Plan
- Employee Engagement Survey (wave 2)
- 2 Customer Satisfaction Surveys
- 2 Community Value Surveys
- Developed and adopted a Success Outcome Driven Budget
- Launched the TransDASH dashboard internally and externally

TransDASH

Overview

Strategic Plan

Data Exploration



Salem Area Mass Transit District Salem, OR



To learn more about how strategic areas are measured, hover over any of the below panels.

Last Updated: Q1 - 2023

Strategic Area Prioritization

Cherriots prioritizes the strategic areas below from left to right in terms of priority in their strategic plan

High Priority

Low Priority



**Community
Value**



**Customer
Satisfaction**



**Culture of
Ownership**



**Financial
Sustainability**



<https://www.transproconsulting.com/national-dashboard-new/cherriots-salem-or/>

TransDASH

- TransDASH dashboard has gone live on the Cherriots website for external access!
- Working on end of Quarter 4 data submission
- National Quarterly Results Presentation is on September 7th

Looking Ahead



FY24

- Refreshed Strategic Plan document reflecting new tactics
- Continue tracking metrics on TransDASH and adding a couple of new ones, including Net Greenhouse Gas Emission Benefit
- Continue using survey feedback to guide the work plan

