

FISCAL YEAR 2024



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 2024. 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

Increase baseline Community Value score of 87 by 3 percentage points.



CUSTOMER SATISFACTION

Maintain Baseline Customer (NPS)

- Fixed Route: No less than 52
- Lift: No less than 51



CULTURE OF OWNERSHIP

Increase baseline Employee Engagement score of 62 by 5 percentage 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 2024 Organizational Work Plan Tactics	
1 Community Value	Initiate Development of a Climate Action Plan
	Integration of Battery Electric Buses / Zero-Emission Awareness
	Access
	Community Value Surveys
2 Customer Satisfaction	Customer Satisfaction Survey
	E-fare Implementation
	Cherriots Intelligent Transportation System (CITS)
	Clean and Safe Passenger Amenities
3 Culture of Ownership	Merit-based Performance Management System
	Management and Resource Tracking Instrument (MARTI)
	Diversity, Equity, and Inclusion (DEI)
	Employee Engagement Survey
4 Financial Sustainability	The Finance Story

Cherriots 2024 Division Work Plan Tactics	
Deputy General Manager	Monitoring Progress on Success Outcomes
	Refine the Emergency, Security, and Safety Programs
	Update and Maintain the Agency Safety Plan
Communication	Brand Advocacy Program
	Community Based Marketing
	Customer Experience
Human Resources	Organizational Coaching and Development Opportunities
	Model Your Cherriots Values
	Prepare Employees to Give/Receive Feedback
	Make Exit Interviews Data Driven
Technology & Infrastructure	Ensure All IT Systems Are Functioning As Intended
	Improve Controls for Cyber Security And Conduct Analysis
	Partner with Divisions on All Technology-Related Projects
Finance	Develop Outcomes Based Reporting
	Develop Monthly / Quarterly / Annual / 3-Year Forecast using MARTI
	Track Utilization of New Revenue Sources
Planning & Development	Develop Work,Bid, And Route Schedules That Focus on Efficiency
	Develop Plans that Focus on Addressing Unmet Community Needs
	Implement Comprehensive Operations Analysis
Operations	Clean and Safe Rider Amenities
	Integration of BEBs
	Cherriots Intelligent Transportation System (CITS)



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 were reported in April 2023, and will be updated on a quarterly basis on our website.

CherriotsQR



QUARTERLY REPORTING

	Metric		Goal	Score
Community Value 	Community Perception of Value	> =	85%	12
	Community Perception of Access	> =	85%	8
	Actual Access to Community Services	> =	92%	5
	Community Awareness of Cherriots	> =	85%	3
	Community Perception of Financial Stewardship	> =	40%	2
				30
Culture of Ownership 	Employee Engagement	> =	67%	12
	Overall Employee Satisfaction	> =	70%	10
	Understanding of Mission and Vision	> =	80%	4
	Employee Impression of Internal Communication	> =	50%	4
				30
Customer Satisfaction 	Customer Net Promoter Score		55	6
	Overall Customer Satisfaction		90%	5
	Safety and Security	> =	Riding the Bus: 85%	3
		> =	Waiting for the Bus: 80%	
		> =	Transit Centers: 80%	
	Perception of On-Time Performance		Bus: 85% Lift: 88%	2
	Perception of Service Frequency		80%	2
	Cleanliness		Bus: 80% Bus Stop: 70%	2
				20
Financial Sustainability 	Financial Performance by Division			8
	Budget Compliance with Strategic Plan			8
	Cost per Revenue Hour		Maintain Budgeted Cost	4
				20
				100

Creating Community Connections



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