

# Strategic Plan

SALEM AREA MASS TRANSIT  
DISTRICT





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For their numerous contributions to the development of this forward-facing strategic plan, the following individuals are thanked.

## BOARD OF DIRECTORS



**Joaquín Lara  
Midkiff**  
(he/him/his)  
Director  
Subdistrict 1



**Ramiro  
Navarro Jr.**  
(he/him/his/el)  
Director  
Subdistrict 2



**Sadie Carney**  
(she/her)  
Treasurer  
Subdistrict 3



**Maria Hinojos  
Pressey**  
(she/her/ella)  
President  
Subdistrict 4



**Ian Davidson**  
(he/him/his)  
Vice President  
Subdistrict 5



**Sara Duncan**  
(she/they)  
Secretary  
Subdistrict 6



**Bill Holmstrom**  
(he/him/his)  
Director  
Subdistrict 7



# EXECUTIVE LEADERSHIP TEAM

**Allan Pollock**

General Manager

**David Trimble**

Deputy General Manager

**Shofi Ull Azum**

Chief Planning and Development Officer

**Tom Dietz**

Chief Operations Officer

**Denise LaRue**

Chief Financial Officer

**Jaél Rose**

Chief Employee and Labor Relations Officer

**Cliff Carpentier**

Chief Safety Officer

## PROJECT MANAGER

**Bobbi Kidd**

Strategic Initiatives Administrator



# WELCOME LETTER

We are excited to share with you our updated Strategic Plan, which reflects our dedication to progress but also addresses the evolving needs of our riders and the environment.

The insights gathered from recent customer and community surveys have been instrumental in shaping our strategic initiatives. The feedback from riders and community members highlighted areas of excellence and opportunities for improvement, guiding us toward service enhancements and new projects aimed at meeting their expectations. We are particularly encouraged by the stellar survey results, affirming our direction, and inspiring us to aim even higher.

Our agency believes in the power of diversity, equity, and inclusion (DEI), and this plan further intensifies our focus on creating an environment where every individual feels valued and respected. We are committed to policies and practices that promote inclusivity at every level, ensuring that our services and employment opportunities reflect and celebrate the diversity of our community.

Our commitment to a sustainable and innovative future has never been stronger. Central to our strategic vision is the profound commitment to sustainability. We are proud to introduce the transition to battery electric buses, a major leap toward reducing our carbon footprint and championing cleaner, more efficient public transportation options. This initiative includes the electrification of an entire bus route, setting a precedent for environmental stewardship while ensuring our services remain reliable and accessible to all.

Understanding the importance of time and convenience, we are excited to announce the addition of a new express route designed to significantly reduce travel times and enhance connectivity of two major arteries within our community. This new service, coupled with the advent of cutting-edge technology in our operations



*Allan Pollock*  
General Manager



*Maria Hinojos Pressey*  
Board President

will not only improve efficiency but elevate the overall rider experience.

From real-time tracking to advanced fare systems, we are embracing innovations that bring our services into the modern age, making public transit an appealing option.

As always, safety remains our top priority. In our continuous effort to ensure a secure transit environment for all, we are launched a comprehensive security camera project on all our properties. This initiative enhances monitoring, deter potential threats, and provide peace of mind to our riders, reinforcing our commitment to creating a safe and welcoming space for everyone.

In closing, we want to express our deepest gratitude to our riders, Team Cherriots, and community partners for their unwavering support and engagement. Together, we are not just envisioning a better future for public transportation; we are actively building it. We invite you to join us in this exciting new chapter, as we work hand in hand to make Cherriots a public transportation leader in innovation, sustainability, and inclusivity.

Allan Pollock  
General Manager

Maria Hinojos Pressey  
Board President

Handwritten signatures of Allan Pollock and Maria Hinojos Pressey in black ink.



# VISION & MISSION

Vision and Mission statements guide Cherriots direction and purpose. The vision statement describes the desired future state of the organization, answering the question: “Where are we going?”

The mission statement describes the fundamental purpose of Cherriots, answering the question: “What do we do?” Together, the Vision and Mission Statements articulate what success looks like for Cherriots and serve as a source of inspiration and motivation for both the workforce and the agency’s stakeholders.

## Vision

We Deliver Valued Mobility Options  
that Inspire Community Pride.

## Mission

Creating Community Connections





# CHERRIOTS VALUES

Our values are the guiding principles that define the beliefs, behaviors, and norms that shape Cherriots culture and drive decision-making within the agency.

**C**OMMUNICATION

I promote an open, respectful dialogue with our customers, community partners, and my teammates.

**H**UMILITY

I will serve others with compassion and empathy.

**E**XCELLENCE

I will deliver a world class customer experience.

**R**ESPECT

I will honor my team and community with my words, actions, and behaviors.

**R**ESOURCEFUL

I will adapt to find efficient and innovative ways to overcome challenges and be willing to take initiative to achieve success.

**I**NCLUSIVE

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**WNSHIP

I am empowered to take actions that contribute to good stewardship and community trust.

**T**RANSPARENCY

I invite trust by fostering honesty and credibility in the eyes of others.

**S**AFETY

I own my role in ensuring Cherriots provides a safe, clean, and secure experience.

# SUCCESS OUTCOMES

We have identified measurable outcomes that signal success for Cherriots customers, the Salem-Keizer community, and our workforce. These aspirational goals align with our four core areas, service, and operations: Community Value, Customer Satisfaction, Culture of Ownership, and Financial Sustainability. Together, Cherriots team members will strive to achieve the outcomes outlined below and will make public our progress with quarterly performance updates.

## COMMUNITY VALUE



The percentage of the community that sees value in the services Cherriots provides.

## CUSTOMER SATISFACTION



The Net Promotor Score (NPS) provided by Cherriots customers. Would Cherriots riders recommend the Cherriots service to their friends and family?

## CULTURE OF OWNERSHIP



The percentage of Cherriots employees who feel engaged in their work at Cherriots.

## FINANCIAL SUSTAINABILITY



A focus on the health and long-term sustainability of Cherriots finances.

# BRINGING THE PLAN TO LIFE

## Ingraining the Strategic Plan in our Everyday



The Salem-Keizer community is a growing region with changing transportation needs. When we started the development of this strategic plan, several community stakeholders provided input about what they most valued in relation to the services Cherriots provide. It was clear from responses that the community values the services Cherriots provides, and they seek transportation services that support both local employment opportunities and larger community needs. Moving people and connecting communities is what they value, and is what Cherriots strives to deliver.

For Cherriots to successfully meet the needs of our customers, we must continue to obtain a comprehensive understanding of what they value. To achieve this higher level of understanding, Cherriots has and continues to seek feedback on community values, services, and mobility needs. This is evident in our cadence of surveys and commitment in asking our customers, community, and employees what they value and then making the necessary plans to deliver world-class customer experience.

Since the adoption of the refreshed Cherriots Strategic Plan in 2021, Cherriots has conducted three Community Value Surveys, three Customer Satisfaction Surveys, and three Employee Engagement Surveys. Cherriots has completed dozens of Organizational and Divisional goals including adopting a Long-Range Transit Plan, implemented a public-facing performance dashboard, focused initiatives on safe and clean passenger amenities, increased organizational and coaching opportunities for employees, and launched a Diversity, Equity, and Inclusion Plan.

This also means that our future budgeting process must continue to prioritize our resources around what both our community and customers tell us they value to ensure community members and visitors to the Mid-Willamette Valley get where they need to be, when they need to be there.



# COMMITMENT TO EXCELLENCE THROUGH TRANSPARENCY

The Cherriots Executive Leadership Team commits to monitoring the progress achieved over the course of each year around achieving the commitments identified in the work plan. To present results in a manner that can be viewed by employees, customers, the Board of Directors, and the Salem-Keizer community.

We commit to reporting results on a quarterly basis around the following schedule:

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**Q1:** Jul-Sep | **November - Performance Results Reported to Board**

**Q2:** Oct-Dec | **February - Performance Results Reported to Board**

**Q3:** Jan-Mar | **May - Performance Results Reported to Board**

**Q4:** Apr-Jun | **August - Performance Results Reported to Board**

*Jan-May: Establish next fiscal year's success outcomes*

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We encourage your engagement as we continue this journey in creating community connections.



# Creating Community Connections



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