



Salem Area Mass Transit District  
 Board of Directors  
 ~ **Strategic Planning Retreat** ~  
 June 18, 2022  
 8:00 AM – 2:30 PM

West Salem Roth’s Convention Center – Conference Room N  
 Salem, Oregon 97301

- PRESENT:** President Ian Davidson; Directors, Sadie Carney, Sara Duncan, Maria Hinojos  
**Board** Pressey, Ramiro Navarro Jr., Chi Nguyen
- Staff** Allan Pollock, General Manager; David Trimble, Deputy General Manager; Denise LaRue, Chief Financial Officer; Christina Conner, Chief Human Resources Officer, Steve Dickey, Director of Technology & Program Management; Tom Dietz, Director of Operations; Patricia Feeny, Director of Communication [VIRTUAL]; Bobbie Kidd, Strategic Planning Administrator; Linda Galeazzi, Executive Assistant
- Guests** Matt Webb, Principal and Ehren Bingaman, Managing Principal from TransPro Consulting

**MINUTES**

- CALL TO ORDER 8:30 AM  
 President Ian Davidson and General Manager Allan Pollock welcomed the Board and executive leadership team to the June 18 Strategic Planning Retreat.
- Matt Webb and Ehren Bingaman from TransPro were also introduced and would lead the continuing discussion on the District’s Strategic Plan which started on January 27, 2022 with a kick-off meeting.
- REVIEW OF THE AGENDA AND DESIRED OUTCOMES OF A STRATEGIC PLAN 8:40 AM
- REVIEW OF CHERRIOTS WHY – Discussion around the agency values 8:45 AM
- Why – alignment
  - Connectivity is life
  - Agile/flexible/integrator
  - Pride / valued
  - Clear alignment on purpose and destination
  - Personalize customer and community why – destinations
  - No such thing as an isolated person – connections matter for all
- REVIEW OF CHERRIOTS WHAT – Success outcomes presentation 9:15 AM

- Outcomes, not activities – measurable/objective
- Revisit annually / tied to budget
- Create safe space for dialogue
- Ridership - output

REVIEW OF CHERRIOTS HOW –Organizational tactics presentation 9:30 AM

- Work Plan to achieve results
- Do what we say we will to achieve the results we desire
- Outcomes focus means flexibility in the plan
- Challenge tradition
- Organize for success
- CEO of your desk

REVIEW OF CHERRIOTS WHO – Organization scorecard presentation 10:00 AM

- Ownership and transparency
- Metrics indicate progress toward outcomes
- Values: transparency is a function of trust
- Potential challenge with honor
- Honesty a function of trust
- H: Humility / Humble
- Innovation / Risk – parallel
- Stewardship
- Resourcefulness
- Responsibility and resilience

BREAK 10:40 AM

BRINGING YOUR STRATEGIC PLAN TO LIFE – Measuring and reporting against your success outcomes; Employee engagement survey [Wave 1] 10:55 AM

Strategic plan rollout

1. External rollout strategy
2. Internal rollout strategy
  - Cross functional teams
  - Mixing concrete and carpet
  - You spoke – we listened [WIFM]
3. Host the Greeters Chamber of Commerce
4. TransDash Dashboard
5. Board Subcommittee

BUILDING A CULTURE OF PERFORMANCE – Budget development approach and success outcomes; meetings that matter 11:20 AM

- Of data – slice and dice to understand; concrete / carpet

- Evaluate existing committee structure / community committees
- Leverage technology to create meeting content / folders [link to documents; Gantt Chart]
- Continue timeline
- Do you need pages of documentation to justify decisions [is this the highest and best use of director time.]
- Review of tax laws around bonus vs comp. etc.
- Generally seeing disaggregated data – see and understand unique opportunities.

LUNCH 12:30 PM

PERFORMANCE EVALUATION APPROACH FOR THE GENERAL MANAGER 1:00 PM

CELEBRATING SUCCESS 1:45 PM

REVIEW ACTION ITEMS AND NEXT STEPS 2:00 PM

**Parking Lot**

- Name change to reflect mission / vision, “mass” to “mobility”
- Use of one time funding – purposeful
- Look at culture of ownership tactics
- Position community value for 2026 funding authority
- Community perception of access
- KPI – evaluate current state / future state – clarity
- Utilization of existing tech and info systems [CAD AVL, etc.] for other customer insights
- Employee survey – stratification analysis

**Poll For Values Statement**

Communication 3	Ownership 0	Honor 0	Trust 2
Honesty 0	Transparency 7	Excellence 0	Success 0
Risk 0	Safety 7	Respect 0	Sustainability 3
Relationships 0	Humility 6	Innovation 0	Resourcefulness 4
Inclusion/diversity 12	Stewardship 0	Collaborative 3	Environment 0
Environmental justice 1	Care 0	Community of care 0	Culture of care 6

ONE WORD CLOSE 2:30 PM

Submitted by:  
Linda Galeazzi, CMC  
Executive Assistant/Clerk of the Board