RideKC

MISSION
We connect people to opportunities.

Vision
Delivering innovative solutions that enhance mobility and improve our community.

Year 1 Strategic Goals
> Improve Customer Satisfaction to 92%
> Reduce Costs by 3%
> Reduce Safety & Security Incidents by 15%
> Improve Employee Engagement (TBD)
LETTER FROM THE CEO

Robbie Makinen

KCATA is moving forward – and we’re doing so at a rapid pace. The theme of this Strategic Plan, Mobility Momentum, captures the hyper-focused attention we are placing on efforts to continue our evolution as an impactful regional asset for innovative transportation and economic development.

Over the next three years, we will be reinventing KCATA from a bus agency into a regional Transportation Authority; we will become the region’s premier mobility resource; and we will continue to explore Innovative funding models so that our vision is sustainable.

While Mobility Momentum is a three-year initiative, this Strategic Plan outlines a road map for specific projects and programs KCATA teams will undertake over the coming fiscal year.

I encourage you to read this document in its entirety. In it we apply three fundamental strategic elements to our core priorities of Ridership, Revenue, and Relationships:

1. What success milestones we propose to achieve,
2. How we propose to achieve it, and
3. Who will contribute to the work involved to achieve success.

This is an ambitious and actionable plan. To ensure we are achieving our objectives, we are introducing a performance scorecard system which will track on a quarterly basis our performance in areas that directly reflect our success. We give the scorecard even more significance when we share results with customers, employees, and all of our engaged stakeholders. Together, we will keep our mobility momentum rolling forward.

Sincerely,

Robbie Makinen

Robbie Makinen
Chief Executive Officer & President
Over the next three years, we will be reinventing KCATA from a bus agency into a regional Transportation Authority; we will become the region’s premier mobility resource; and we will continue to explore innovative funding models so that our vision is sustainable.
KCATA is governed by a 10-member Board of Commissioners, five from Missouri and five from Kansas.

Commissioners are limited to two consecutive four-year terms. Responsibility for the management, control and operation of the Authority and its properties is vested in the Board.

The Board exercises its responsibility by adopting all general policies of the Authority, including the adoption of annual capital and operating budgets, the establishment of the goals of the Authority, and the selection of a President/CEO.

The Board may delegate certain duties and responsibilities to the President/CEO for the management and operation of the Authority.
Anne Post  
Kansas City, Missouri

Joe Peterson  
Kansas City, Kansas

Gary Mallory  
Cass County, Missouri

Vacant  
Platte County, Missouri

Nancy Bauder  
Leavenworth County, Kansas

Vacant  
M O B I L I T Y  > >  
M o m e n t u m  2 0 2 1
EXECUTIVE SUMMARY

What we are striving to achieve

Mobility Momentum Three-Year Vision
By 2021, KCATA will:
• Be fully adapted from a bus agency into a regional Transportation Authority.
• Be the region’s premier mobility resource.
• Manage a host of innovative funding models that enable sustainable operations.

Mission
We connect people to opportunities.

Vision
Delivering innovative solutions that enhance mobility and improve our community.

Year 1 Goals
• Improve Customer Satisfaction to 92%
• Reduce Costs by 3%
• Reduce Safety & Security Incidents by 15%
• Improve Employee Engagement (TBD)

Strategic Priorities
The three overarching areas of focus to align KCATA teams on work that matters the most.

RIDERSHIP

REVENUE

RELATIONSHIPS
KCATA’S ROADMAP FOR REGIONAL IMPACT

**Tactical Expression of Work Plan**
- System Redesign
- Customer and Employee Surveys
- Mobility as a Solution Application
- Ideas Incubator
- Bus Stop Rehabilitation Program
- Onboard Safety
- RideKC Flex Funding Model
- Streetcar Restructuring
- Stadium & Airport Access Strategy
- New Revenue Streams
- Cost Containment Strategy
- Five-Year Financial Plan
- Regional Funding Model
- Opportunity Zone Funding Strategy
- Operator Attendance Improvement
- KCATA Tomorrow
- Internal Communications Plan
- External Communications Plan
- Northland and Johnson County Mobility Plans
- Prospect MAX
- New KCATA Headquarters
- Employee Development Program
- Employee Engagement and Recognition Program
- Organizational Alignment Strategy
- External Partnership Program

**Scorecards**
Organizational Metrics
- 25 Metrics

What is contributing to goal achievement

- Ridership Generated by New Initiatives
- Ridership Generated by Alternate Modes
- Regional Mobility
- Transit Customers per Revenue Hour
- Transit On-Time Performance
- Completed Trips
- Miles per Mechanical Road Call
- Preventable Incidents per 100,000 Miles
- Customer Claims per 100,000 Miles
- Customer Satisfaction with Safety and Security
- Overall Customer Satisfaction
- Customer Complaints per Boarding
- Net Operating Income
- Fund Balance
- Multi-Year Budget Projection
- New Non-Taxpayer Revenue Streams
- New Service Subsidy Agreements
- Efficiency Value Generated
- Transit Operating Cost per Revenue Hour
- Investor Satisfaction with KCATA
- Digital Engagement
- # of New Business Partnerships
- # of New Community Partnerships
- Employee Engagement
- Employee Satisfaction

The work demonstrating how we plan to achieve goals
Introduction
This section of the Strategic Plan outlines in great detail the projects that KCATA members will work on over the course of the 2019 fiscal year. The march to organizational success rests in great part on the completion of these tactics, each of which has been thoughtfully developed to:

- Align directly with at least one of the three Strategic Priorities – Ridership, Revenue, or Relationships
- Engage hearts and minds of individuals and teams
- Be monitored on a quarterly basis so that projects stay on schedule and budget

Tactic worksheets have been created for each project planned for the year. Each tactic has an owner who serves as project manager, and is therefore responsible for oversight of a team charged with completing the tactic.

Tactic owners have developed the tactic worksheets presented on the following pages. Each worksheet provides detail around each of the quarterly milestones that must be achieved to complete the tactic.

KCATA leadership will review this Work Plan on a monthly basis to ensure that projects are advancing as planned. When roadblocks are forecasted or experienced, teams can make tactical adjustments so that negative impacts to the overall strategic plan can be mitigated.

While this document contains tactics for FY2019, additional tactics that are essential to KCATA’s vision to be the region’s innovative mobility leader have been identified for FY2020 and FY2021. A list of these future work plan activities is included on page 39.
Pages of individual work plans have been removed from this PDF.
PERFORMANCE SCORECARD

Introduction
This plan introduces KCATA’s performance scorecard, a new tool to measure and monitor performance in key areas identified as essential to success for KCATA.

An important objective of the scorecard is to share with employees and stakeholders how KCATA is performing each quarter of the year in achieving its goals and outcomes. Another is to increase the understanding about contributions to organizational performance for every member of the workforce in ways they may not have ordinarily considered.

The scorecard provides measures of performance in each of KCATA’s three strategic priority areas:
1. Ridership
2. Revenue
3. Relationships

How The Scorecard Functions
This scorecard measurement tool will monitor KCATA’s performance through an index of metrics created for each strategic priority. Each index is weighted and given a specified number of points reflecting its relative importance to KCATA’s overall health and success. The Index weightings total 100 points.

Metrics within each index are also weighted based on their contribution to the realization of the goals. For example, the Ridership index carries 34 out of the scorecard’s 100 points. Within the index, there are 13 metrics – each with a weighted point value. The sum of all 13 metrics within this index adds up to the 34 points. If every metric measured in the scorecard achieved exactly the goal established in the Strategic Plan, the overall score would equal 100 points.
Ridership as a Strategic Priority encompasses KCATA’s focus on service elements that impact the Authority’s ability to deliver high quality customer service. Among these elements are customer satisfaction, safety, and operational reliability. Metrics contained within this scorecard index relate directly to these key elements.

KCATA seeks to be a responsible fiduciary steward. Therefore, Revenue is one of its Strategic Priorities. Metrics within this scorecard index are aligned with performance relating to cost containment and revenue streams.

KCATA strives to be a vital, high contributing community partner. Strong, meaningful relationships are a priority. Within this scorecard index, metrics reflect performance relating to internal and external relationships—particularly those that impact employees, stakeholders, and the region.

The KCATA quarterly performance scorecard will serve as a powerful tool for the KCATA team and stakeholders to monitor the agency’s performance over each quarter of the year.
<table>
<thead>
<tr>
<th>Strategic Priority</th>
<th>Metric</th>
<th>Goal</th>
<th>Goal Points</th>
<th>Q1</th>
<th>Q2</th>
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<td>Preventable Incidents per 100,000 Miles</td>
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<td>Overall Customer Satisfaction</td>
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<td>Investor Satisfaction with KCATA</td>
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<td>Digital Engagement</td>
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<td>Metric</td>
<td>Metric Owner</td>
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<td>Information System</td>
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<td>Ridership Generated by New Initiatives and/or Services</td>
<td>Jameson Auten</td>
<td>The total number of trips generated by new KCATA offerings in all service modes (including non-bus offerings), reflecting all new service offerings implemented within the past 12 months</td>
<td>Various vendor generated data reports</td>
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<td>Ridership Generated by Alternate Modes</td>
<td>Jameson Auten</td>
<td>The total number non-bus, non-personal vehicle trips facilitated by KCATA service offerings and initiatives</td>
<td>Various vendor generated data reports</td>
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<td>Regional Mobility</td>
<td>David Johnson</td>
<td>Percent of service area accessible via KCATA facilitated mobility solutions</td>
<td>Various</td>
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<td>Transit Customers per Revenue Hour</td>
<td>Chuck Ferguson</td>
<td>The percent of all fixed routes with an average of at least 8.0 fixed route customer boardings occurring in each revenue hour</td>
<td>Trapeze Transit Master</td>
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<td>Transit On-Time Performance</td>
<td>Bobby Edwards</td>
<td>The percentage of Fixed Route time point departures that occur within X MINUTES BEFORE AND Y MINUTES AFTER the scheduled time</td>
<td>Trapeze Transit Master</td>
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<td>Completed Trips</td>
<td>Bobby Edwards</td>
<td>The average number of miles driven by fixed route vehicles before experiencing a mechanical failure resulting in a road call</td>
<td>Trapeze Transit Master</td>
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<td>Miles per Mechanical Road Call</td>
<td>Bill Spies</td>
<td>The total number of non-bus, non-personal vehicle trips facilitated by KCATA service offerings and initiatives</td>
<td>Various vendor generated data reports</td>
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<tr>
<td>Preventable Incidents per 100,000 Miles</td>
<td>Hugh Mills</td>
<td>The average number of revenue vehicle incidents rated as preventable for every 100,000 miles driven</td>
<td>Manual* (Miles driven comes from Transit Master or EAM via FleetWatch fueling system)</td>
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<td>Customer Claims per 100,000 Miles</td>
<td>Hugh Mills</td>
<td>The average number of customer claims for every 100,000 miles driven</td>
<td>Manual*-Process Map will track incidents and claims, miles drive comes from Transit Master or EAM via Fleetwatch</td>
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<td>Customer Satisfaction with Safety and Security</td>
<td>Hugh Mills</td>
<td>The percent of customers satisfied with safety and security, as expressed in a customer satisfaction survey</td>
<td>Survey-Need a database to track results over time</td>
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<td>Overall Customer Satisfaction</td>
<td>Chuck Ferguson</td>
<td>The percent of fixed route customers satisfied with overall performance, as expressed in a customer satisfaction survey</td>
<td>Survey-Need a database to track results over time?</td>
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<td>Customer Complaints per Boarding</td>
<td>Jameson Auten</td>
<td>Operating revenue net of operating expenses for KCATA’s overall operating budget</td>
<td>Lawson ERP (migrating to Infor Cloud Suite Financials-CSF)</td>
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<td>Net Operating Income</td>
<td>Michael Graham</td>
<td>The Fund Balance expressed as a percentage of all operating revenues</td>
<td>Manual*/Lawson Infor CSF</td>
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<td>Fund Balance</td>
<td>Michael Graham</td>
<td>The projected Net Operating Income for the corresponding quarter three years in the future based on current operating income and operating expense trends</td>
<td>Manual*/Lawson Infor CSF</td>
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<td>Multi-Year Budget Projection</td>
<td>Michael Graham</td>
<td>Annualized revenue generated by newly created initiatives and/or partnerships</td>
<td>Lawson/Infor CSF</td>
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<td>New Non-Taxpayer Revenue Streams</td>
<td>Dick Jarrold</td>
<td>The total number of revenue-generating service subsidy agreements (i.e. new management contracts)</td>
<td>Lawson/Infor CSF</td>
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<td>New Service Subsidy Agreements</td>
<td>Dick Jarrold</td>
<td>Projected net annual operating savings generated by identified process improvements.</td>
<td>Lawson/Infor CSF</td>
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<td>Efficiency Value Generated</td>
<td>Sam Desue</td>
<td>The average operating cost of a single hour of fixed route service</td>
<td>Lawson/Infor CSF (w/payroll information from HASTUS and ADP)</td>
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<td>Investor Satisfaction with KCATA</td>
<td>Cindy Baker</td>
<td>The percent of stakeholders indicating overall satisfaction with KCATA, as expressed in a stakeholder survey</td>
<td>Survey-Need a database to track results over time?</td>
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<td>Digital Engagement</td>
<td>Chuck Ferguson</td>
<td>The percent increase in community engagement with KCATA social media platforms</td>
<td>Various-Need a database to track results?</td>
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<td># of New Business Partnerships</td>
<td>Jameson Auten</td>
<td>The number of new revenue-generating partnerships with external entities</td>
<td>Lawson/CSF to track vendors, contracts, and payments?</td>
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<td># of New Community Partnerships</td>
<td>Cindy Baker</td>
<td>The number of new non-revenue-focused partnerships with community organizations</td>
<td>Survey-Need a database to track results over time</td>
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<td>Employee Engagement</td>
<td>Michael Graham</td>
<td>The level of engagement of KCATA employees, as indicated in an employee engagement survey</td>
<td>Survey-Need a database to track results over time. Consider tracking “hit counts” on intranet site or similar metric.</td>
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<td>Employee Satisfaction</td>
<td>Michael Graham</td>
<td>The percentage of employees indicating satisfaction with their employment experience, as expressed in an employee survey</td>
<td>Survey-Need a database to track results over time</td>
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We are working toward the day when people in the Kansas City region are surrounded by an interconnected, reliable and multi-modal transportation network that prioritizes access to opportunities.

As technology continues to improve our lives, transportation will certainly be impacted and KCATA, as a regional Transportation Authority, will continue to deliver innovative, reliable, and high quality mobility solutions.