



RideKC

KANSAS CITY AREA
TRANSPORTATION AUTHORITY

MOBILITY MOMENTUM 2021

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)



RideKC

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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.

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BOARD OF COMMISSIONERS

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.



Daniel Serda
Chairman
Kansas City, Kansas



Melissa Bynum
Secretary
Wyandotte County, Kansas



David Bower
Vice Chairman
Jackson County, Missouri



Jim Allen
Johnson County, Kansas



Judge Thomas Sims
Clay County, Missouri



Nancy Bauder
Leavenworth County, Kansas



Anne Post
Kansas City, Missouri



Joe Peterson
Kansas City, Kansas



Gary Mallory
Cass County, Missouri



Vacant
Platte County, Missouri

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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)



The strategic priorities to focus on how
we plan to achieve goals

Strategic Priorities

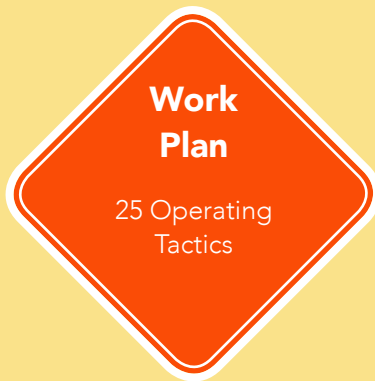
The three overarching areas of focus to align KCATA teams on work that matters the most.

RIDERSHIP

REVENUE

RELATIONSHIPS

KCATA'S ROADMAP FOR REGIONAL IMPACT



The work demonstrating how we plan to achieve goals



What is contributing to goal achievement

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

- ▶ 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

YEAR 1 WORK PLAN

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.



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RIDERSHIP	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.
Weighting 34	
REVENUE	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.
Weighting 33	
RELATIONSHIPS	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.
Weighting 33	
OVERALL TOTAL 100	

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.

MOBILITY >> METRICS
Momentum 2021

Strategic Priority	Metric	Performance									
		Goal	Goal Points	Actual Performance				Points Earned			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Ridership	Ridership Generated by New Initiatives and/or Services	25,000									
	Ridership Generated by Alternate Modes										
	Regional Mobility										
	Transit Customers per Revenue Hour	100%									
	Transit On-Time Performance	88%									
	Completed Trips	99.9%									
	Miles per Mechanical Road Call	9,500									
	Preventable Incidents per 100,000 Miles	15% Reduction									
	Customer Claims per 100,000 Miles										
	Customer Satisfaction with Safety and Security										
	Overall Customer Satisfaction	92%									
	Customer Complaints per Boarding										
Revenue	Net Operating Income										
	Fund Balance	25%									
	Multi-Year Budget Projection										
	New Non-Taxpayer Revenue Streams	\$200,000									
	New Service Subsidy Agreements	2									
	Efficiency Value Generated										
	Transit Operating Cost per Revenue Hour										
Relationships	Investor Satisfaction with KCATA										
	Digital Engagement	5%									
	# of New Business Partnerships	4									
	# of New Community Partnerships										
	Employee Engagement										
	Employee Satisfaction										

Metric Definitions & Owners

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



MOBILITY MOMENTUM 2021 AND BEYOND

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.



RideKC

KANSAS CITY AREA
TRANSPORTATION AUTHORITY

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