

Department of Transportation

Implementation Update



February 18, 2025

Why a Department of Transportation?

Curent Transportation Challenges

- Fragmented Transportation Functions causing Inefficiencies
- Unclear Priorities and Performance Metrics
- Not operating with One Vision
- Limited Resources to Execute the Transportation Vision
- Lack of Internal Processes to Enable Efficient, Consistent Operations and Project Execution

We are not alone in these challenges

**More than 1/4 of NACTO member cities
feel that their organization's structure
is unhelpful for achieving their city's
desired mobility outcomes**



National Association of City Transportation Officials



We are not alone in these challenges

Creating a DOT in Atlanta

In 2019, Atlanta created the city's first, stand-alone Department of Transportation. Prior to the creation of the new department, Atlanta operated with diffuse transportation responsibilities spread across several departments

The Power of Reorganizing in Oakland

In 2016, Oakland Mayor Libby Schaaf announced the formation of a new Department of Transportation (OakDOT) to help meet key city goals.

Process that works: Boston and Seattle

Addressing challenges through structure: Salt Lake City, Detroit, Jersey City

Consolidating Transportation in Tampa

In 2019, as part of her transition into office, Tampa Mayor Jane Castor convened a Transportation Advisory Team that recommended consolidating all transportation functions in the city under one City Administrator.

2021



**Nashville Department of
Transportation and Multimodal
Infrastructure**

Core Action Themes



1

Consolidating
Louisville Metro ONLY
transportation functions
under one department.

Organize Functions

2

Developing and
implementing processes
to enhance operational
efficiency

Establish Processes

3

Crafting a forward-leaning
vision for transportation
that aligns with the city's
overarching goals and
aspirations.

Align Vision with Goals

Core Actions

- House Transportation Functions in the Department of Transportation.
- Standardize Processes and modernize tracking.
- Move to a Project Sponsor model.
- Create a Multi Year Plan for projects based on a **Project Rubric** to prioritize projects and streamline selection and **KPIs** to inform project selection and document project outcomes
- Communicate intentionally about priorities, progress, and hurdles to involved parties and the broader community, to foster trust and collaboration.

Implementation: Leadership Team

Guiding Principles

Vision *Empower every Louisvillian with safe, accessible, and sustainable transportation that supports vibrant communities, drives economic development, enables upward economic mobility, and fosters improved public health through active transportation.*

Mission *Strategically develop and maintain forward-thinking infrastructure, systems and services that provide all people of Louisville Metro access to opportunities and destinations.*

Equity *Create and maintain an equitable transportation system that is inclusive, and accessible for everyone.*

Values and Goals *Included in Packet*

Align Vision with Goals

Implementation: Subcommittee Teams

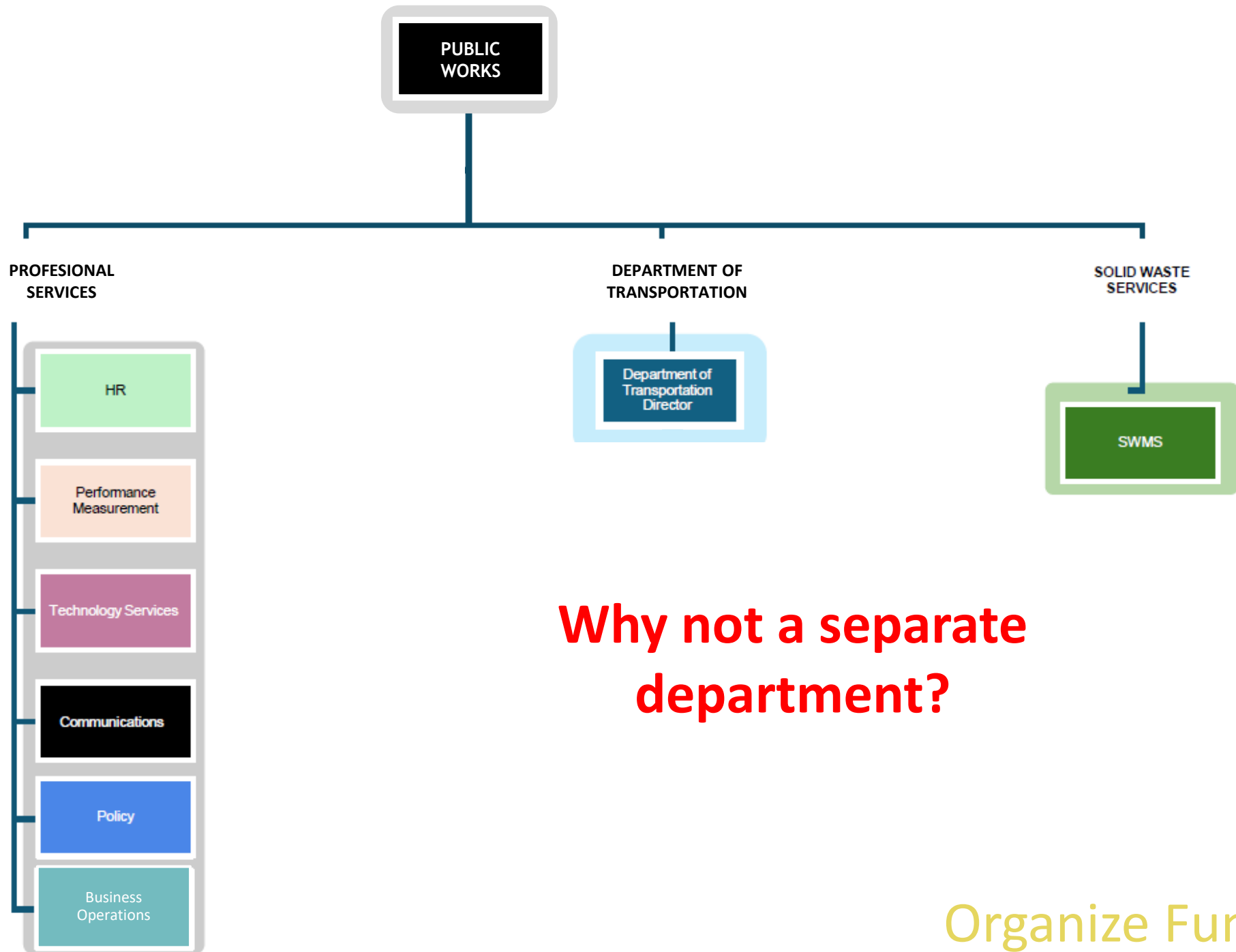
Reorganization Needs *HR, OMB, Planning Team job descriptions, finalize organizational chart and expertise/role directory based on process review.*

Identify major processes in each DOT division *Review any existing SOPs, create working groups to draft RACI matrix for each.*

Communication and Public Engagement *Review existing projects and processes for opportunities to improve. Brand Strategy for title, logo and rollout.*

Physical Space & Technology *Relocation, individual and dept technology needs (data location, website ownership, project management software).*

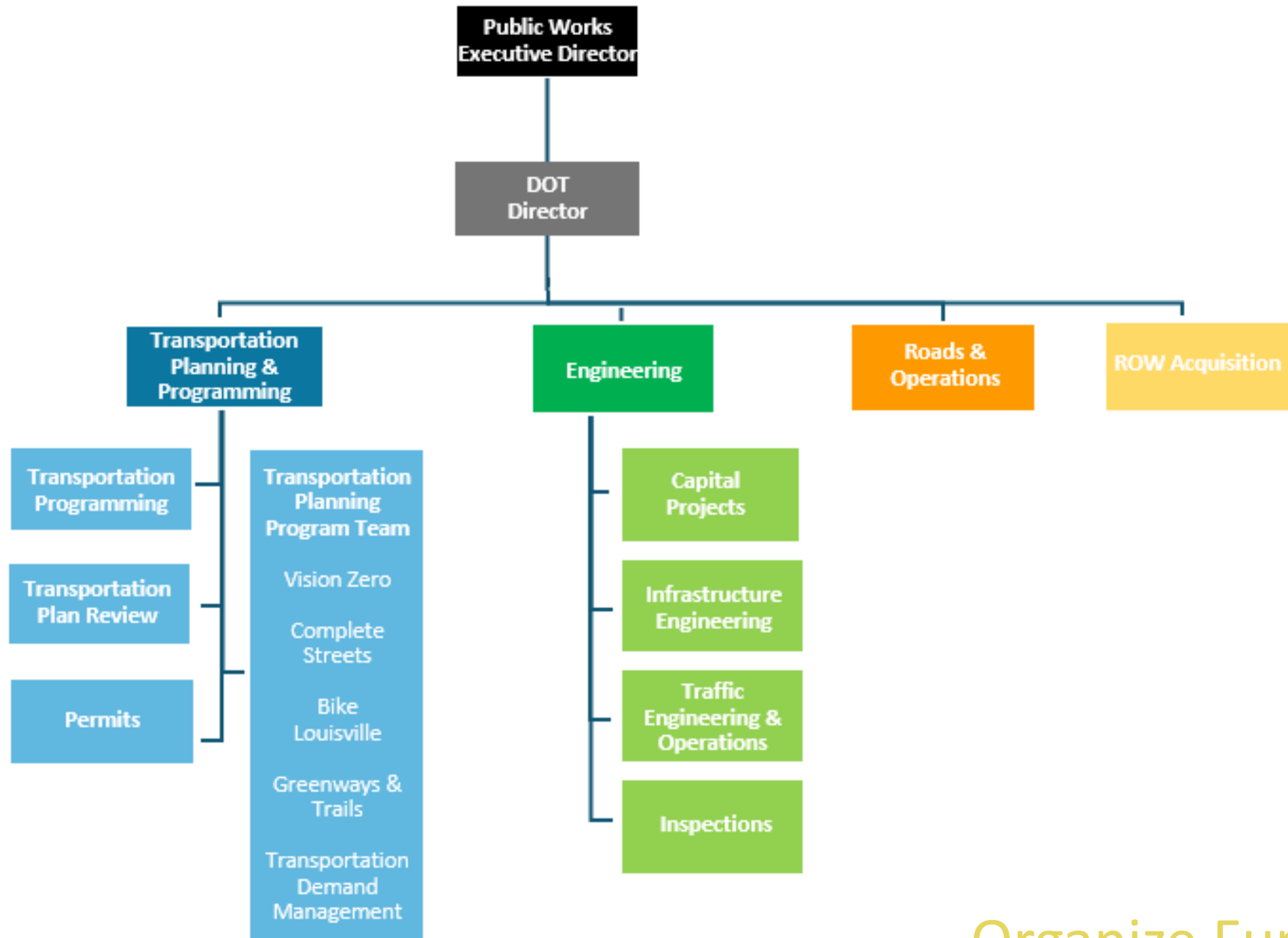
General Public Works Organizational Chart



Why not a separate department?

Organize Functions

General DOT Organizational Chart



Organize Functions

Staff Changes & New Positions

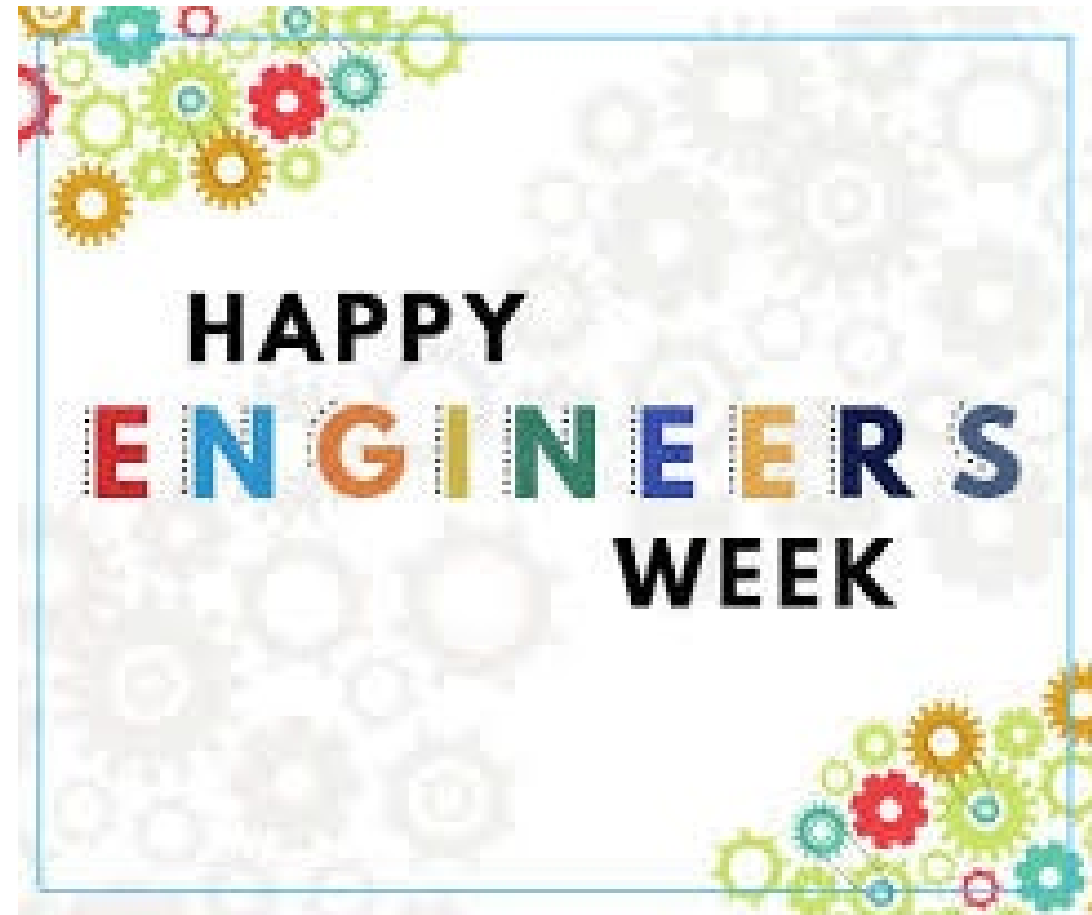
Relocated Teams

- Advanced Planning
- Transportation Plan Review

New Full Time Positions

- DOT Director
- Technology Services Manager/Administrator
- Policy Analyst
- Utility Coordinator
- Research and Grant Writing Analyst
- Project Sponsors (4)
- DOT Specific Communications Coordinator (DOT Roadshow Suggestion)

Organize Functions



Anticipated Benefits



Operationalize Planning - By formally incorporating planning elements into transportation activities, major transportation projects can better advance comprehensive planning goals, objectives and community outcomes.



Streamline Project Delivery - By consolidating transportation functions and adopting a unified framework, project processes and decision-making will be streamlined, reducing delays, saving money, lowering project risk and improving consistency of outcomes.



Improve Coordination and Oversight - Streamlining oversight and coordination of transportation functions can enhance accountability and transparency across projects and departments, leading to smoother execution and more consistent oversight.



Enhance Operational Efficiency - Standardizing procedures and integrating functions into one organization can establish a structured framework for operations, fostering efficiency, consistency, and accountability throughout all project stages, optimizing available resources.



Support Future Growth and Innovation - By realigning functions and investing in staff, systems, technologies, and capital resources, Louisville Metro can cultivate a data-driven culture of innovation that can more nimbly adapt to future challenges and embrace change.

How will things be different with a DOT?

Removing Silos

Examples: Restriping plans become part of paving plans, Neighborhood Plan recommendations for infrastructure get added to our list of project priorities

Leading with Data

Example: Correlations between High Injury Network and traffic signal knock downs

Faster Project Delivery and Transparency

Example: Project sponsors working with subject matter experts to push projects forward, clear and accessible project status reporting

Timeline



Accomplishments

- Released final recommendations report. (July 2024)
- Implementation Team meetings held
- Created organizational chart
- Formalized Vision, Mission and Goals
- Created process and communication outlines
- Workshops for process development
- Workshopped rebranding titles
- Posted and advertised several new positions
- DOT Roadshow for input from divisions

Remaining

- Formal rollout announcement and update to public once Director appointed
- Branding announcement
- Office remodel and staff relocations
- Transition project tracking to Smartsheet
- Continue to post new positions and fill vacancies