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# **ALIGNING ORGANIZATIONAL STRUCTURE WITH STRATEGIC DIRECTION IN TRANSPORTATION AGENCIES**

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TRB 99th Annual Meeting

January 14, 2020

Alex Hanson

**Sam  
Schwartz**





WILSON AND MA...

ANDOCHINO

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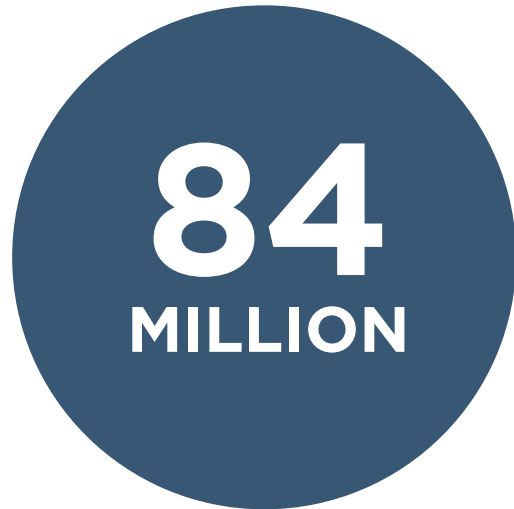
PUBLIC PARKING

E-BIKE SHARE  
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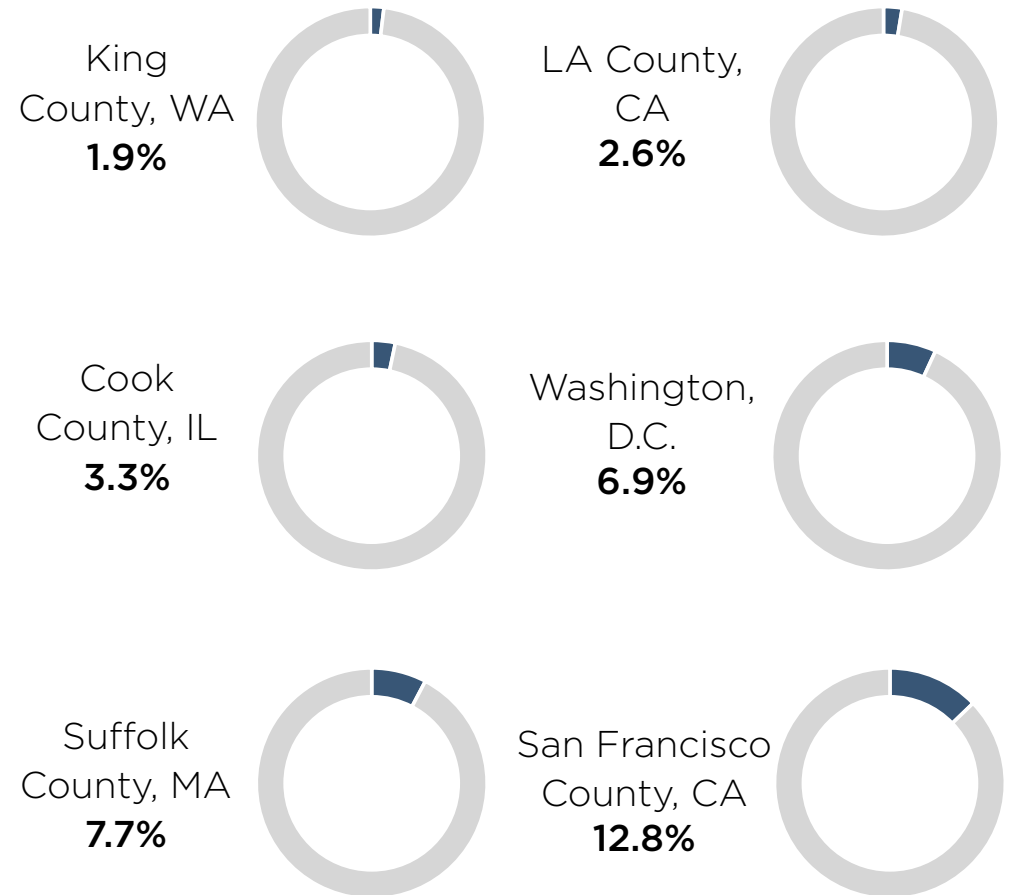


# NEW REALITIES



Bike + scooter share trips  
in the U.S. in 2018 (NACTO)

## % of Total VMT Generated by Uber+Lyft (Sept. 2018, data from Uber/Lyft)



# CHANGING ROLES

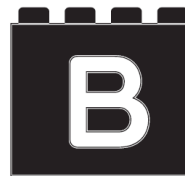
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**IMPLEMENTER**



**ADVOCATE**



**CAPACITY BUILDER**



**CONVENER**



**FUNDER**



**THOUGHT LEADER**



# THREE CASE STUDIES

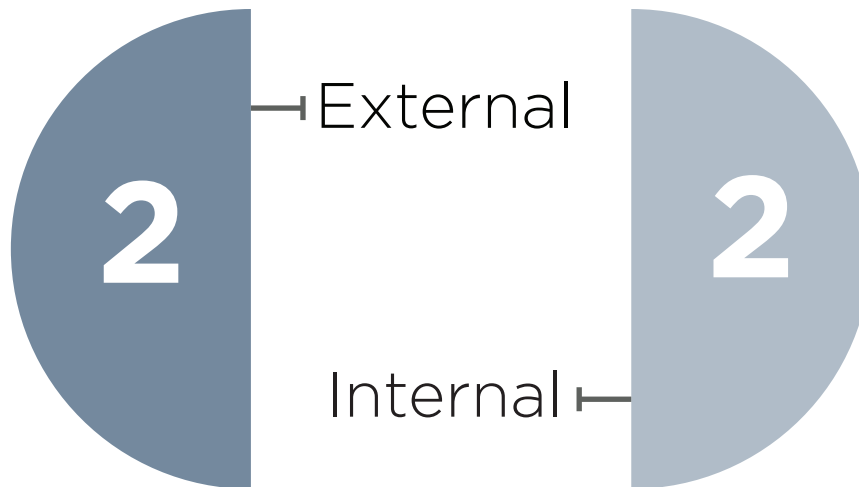
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# ATLANTA



Major reasons Atlanta decided to create a DOT

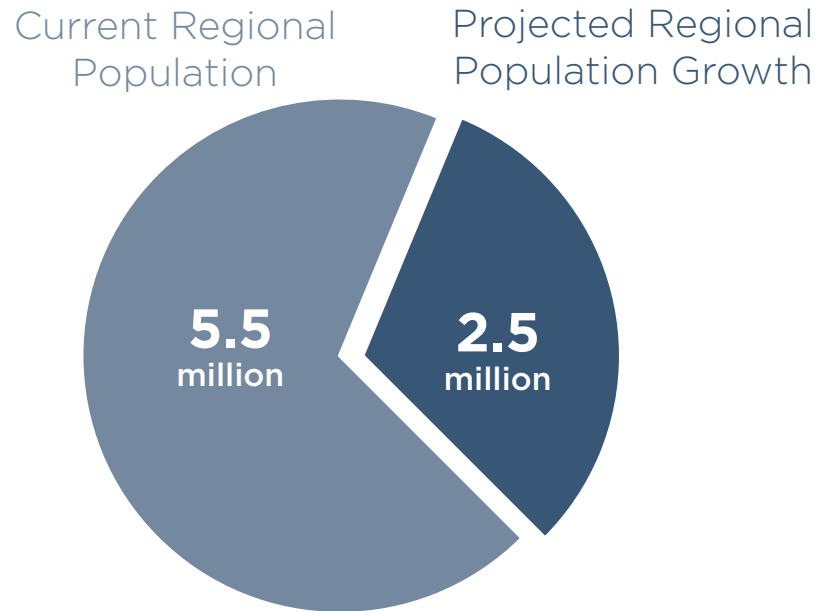




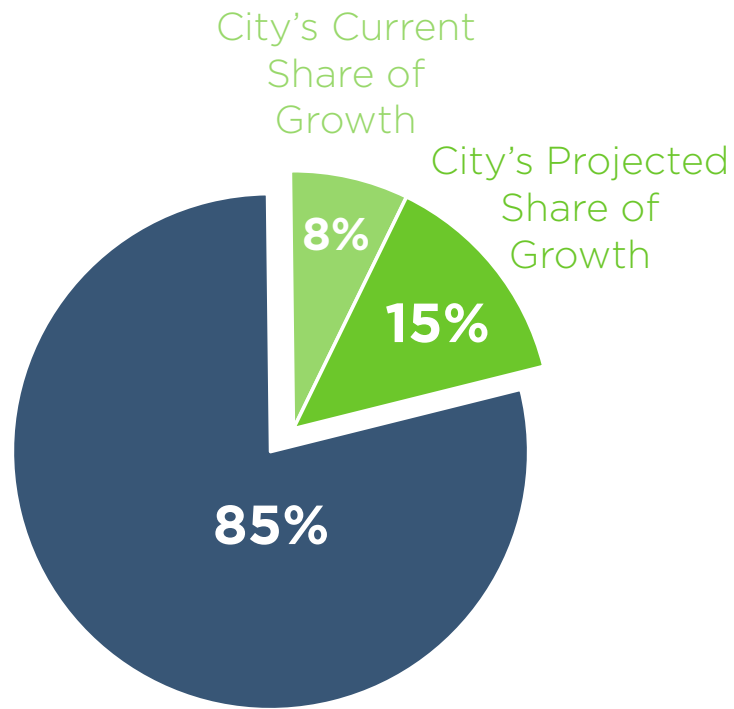
# ATLANTA



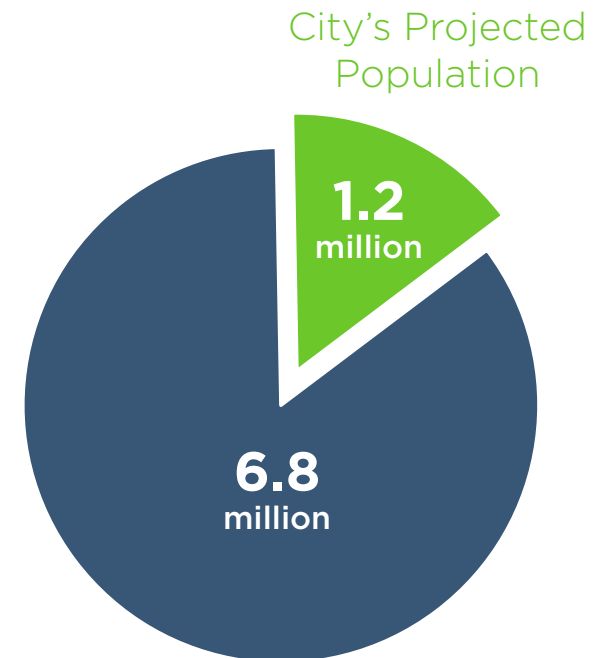
## A Larger Region



## A Larger City



## A Lot More People



Source: Atlanta City Design

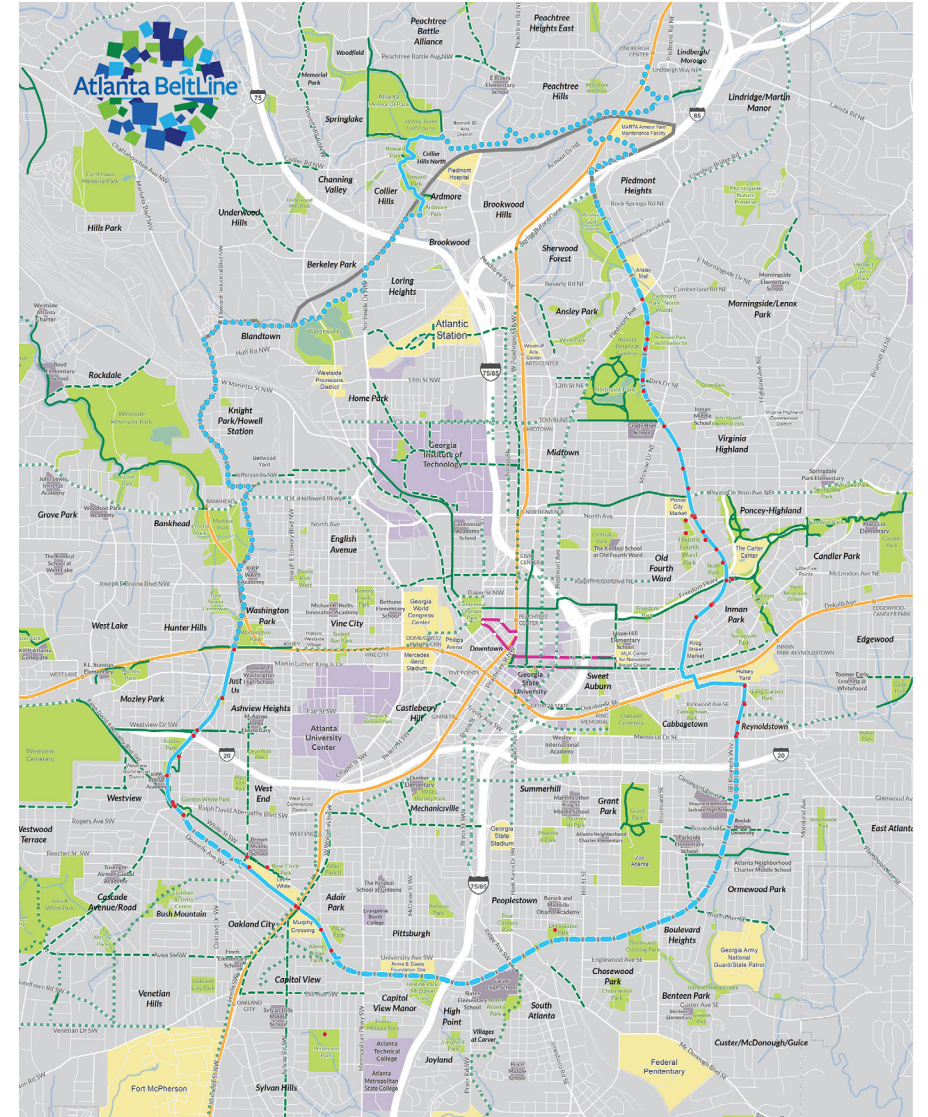
# ATLANTA



A series of transformative projects



Source: Curbed Atlanta





# ATLANTA




NOVEMBER 2019

# ONE ATLANTA

Strategic Transportation Plan

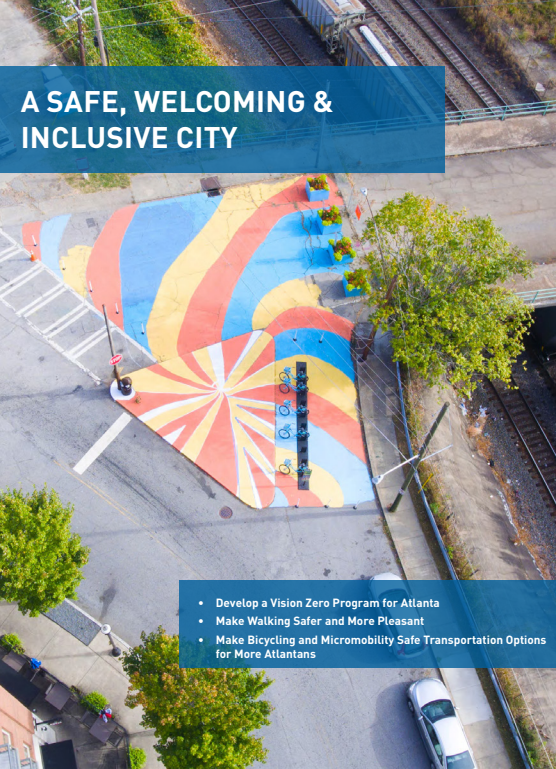
MAYOR KEISHA LANCE BOTTOMS



The cover features a red background with images of a MARTA train, a person on a bicycle, and a person walking. The text 'ONE ATLANTA' is large and stylized, with 'Strategic Transportation Plan' below it. At the bottom, it says 'MAYOR KEISHA LANCE BOTTOMS' and includes the City of Atlanta seal.

## A SAFE, WELCOMING & INCLUSIVE CITY

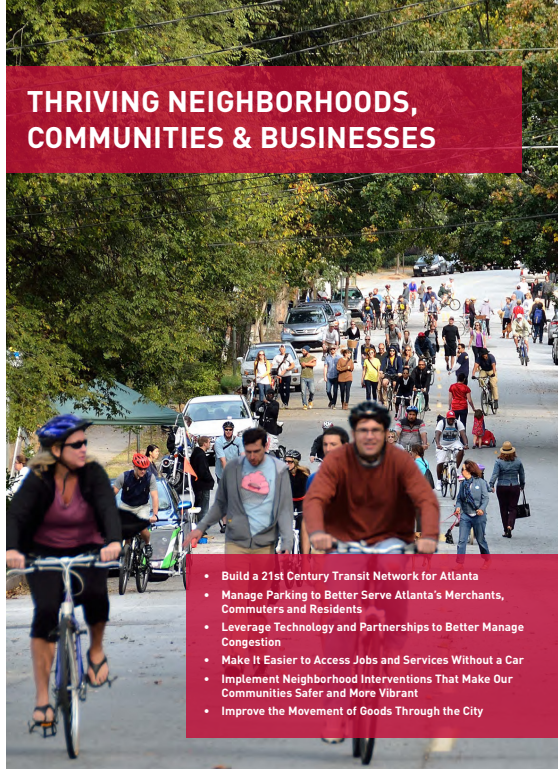
- Develop a Vision Zero Program for Atlanta
- Make Walking Safer and More Pleasant
- Make Bicycling and Micromobility Safe Transportation Options for More Atlantans



An aerial photograph of a city street intersection. A large, colorful crosswalk is painted on the pavement, featuring a sunburst pattern in shades of blue, yellow, and red. A person is walking across the crosswalk. The surrounding area includes trees, a sidewalk, and a road with parked cars.

## THRIVING NEIGHBORHOODS, COMMUNITIES & BUSINESSES

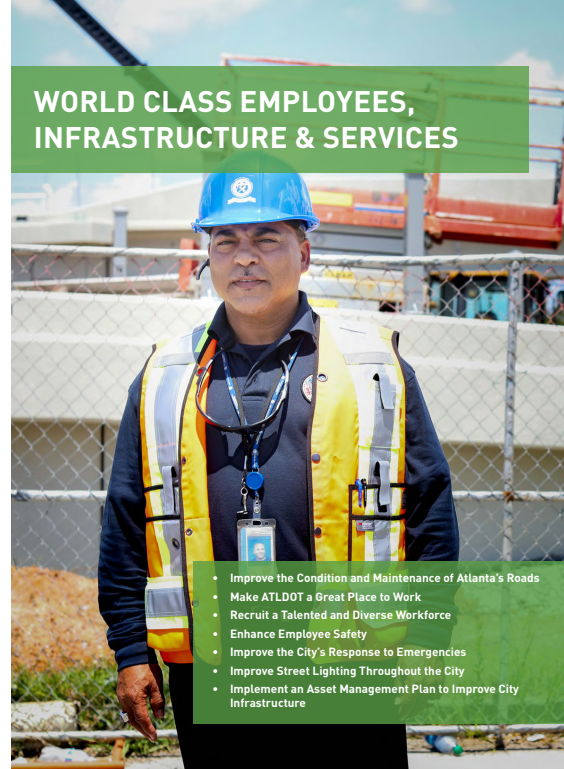
- Build a 21st Century Transit Network for Atlanta
- Manage Parking to Better Serve Atlanta's Merchants, Commuters and Residents
- Leverage Technology and Partnerships to Better Manage Congestion
- Make It Easier to Access Jobs and Services Without a Car
- Implement Neighborhood Interventions That Make Our Communities Safer and More Vibrant
- Improve the Movement of Goods Through the City



A street-level photograph of a busy city street. Many people are walking and riding bicycles. The street is lined with trees and buildings. The overall atmosphere is one of a vibrant, active neighborhood.

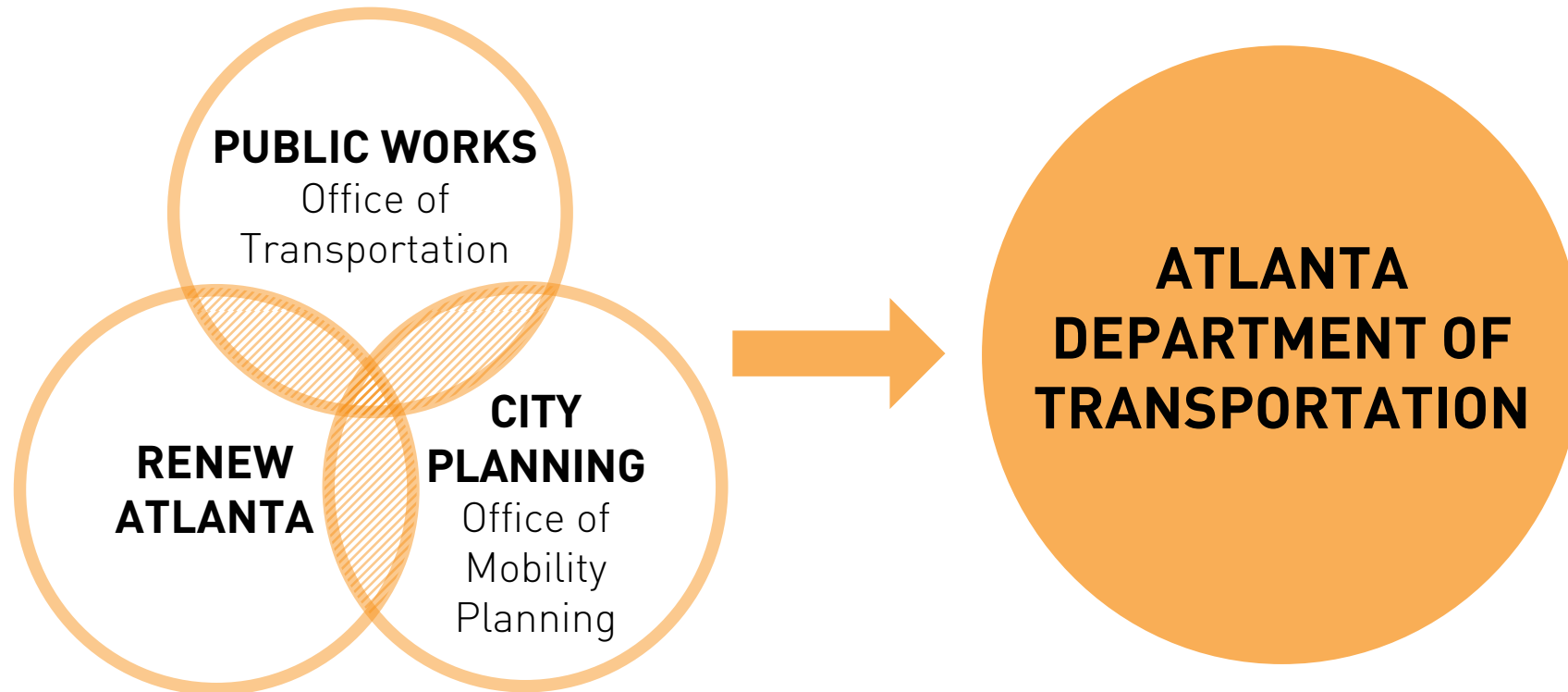
## WORLD CLASS EMPLOYEES, INFRASTRUCTURE & SERVICES

- Improve the Condition and Maintenance of Atlanta's Roads
- Make ATLDOT a Great Place to Work
- Recruit a Talented and Diverse Workforce
- Enhance Employee Safety
- Improve the City's Response to Emergencies
- Improve Street Lighting Throughout the City
- Implement an Asset Management Plan to Improve City Infrastructure



A photograph of a construction worker. He is wearing a blue hard hat, a yellow safety vest over a dark shirt, and a lanyard with an ID badge. He is standing in front of a construction site with a chain-link fence and some equipment visible in the background.

# ATLANTA









# DENVER



Conducted an organizational assessment in 2017

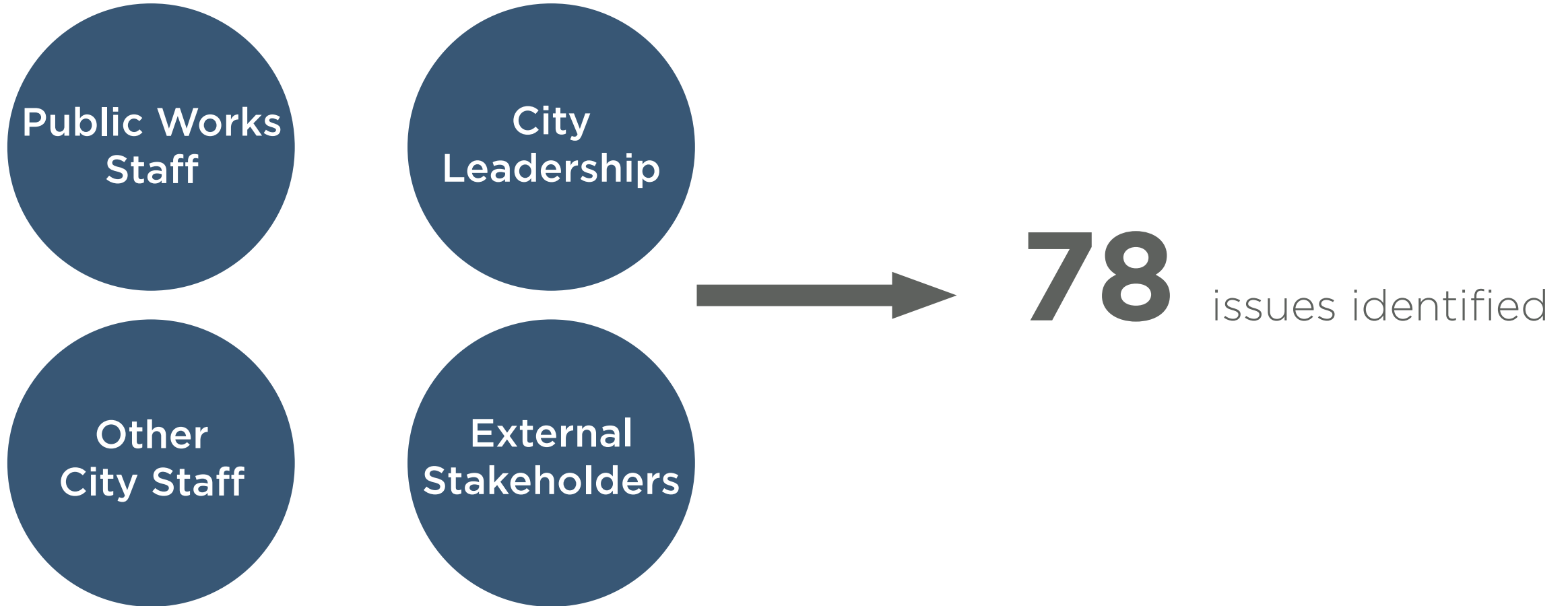
## Description of Organizational Scenarios

	<b>PW Acupuncture</b>	PW Acupuncture: Make targeted changes at PW, without a major reorganization
	<b>PW Re-Org</b>	PW Re-Org: In addition to targeted changes, pursue a significant re-organization of groups and functions, restructuring PW with two main branches: one dedicated to traditional Public Works operations and the other to Mobility
	<b>Lite DOT</b>	Lite DOT: Establish a DOT charged with policy, planning, programming, and operations and maintenance (e.g. signals, signs, and markings) of mobility infrastructure, but leave paving and capital project implementation functions at PW
	<b>Full DOT</b>	Full DOT: Establish a DOT that also brings in paving and capital project implementation capabilities to consolidate essentially all mobility- and street design and management-related functions

# DENVER



Series of interviews and workshops



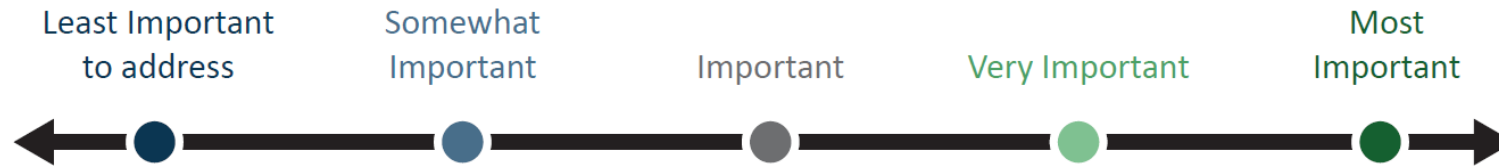


# DENVER



Each of the 78 issues was scored on two dimensions:

How critical is solving this issue?







What is the impact of each organizational scenario in addressing the issue?



# DENVER



Scenario	Average Score (all issues)	<i>Risk-Adjusted</i> Average Score (all Issues)	Average Score (high criticality issues only)	<i>Risk-Adjusted</i> Average Score (high criticality issues only)
	3.1	3.1	3.2	3.2
	4.2	3.9	4.3	3.9
	3.5	2.8	3.6	2.9
	4.3	3.6	4.4	3.7



# DENVER

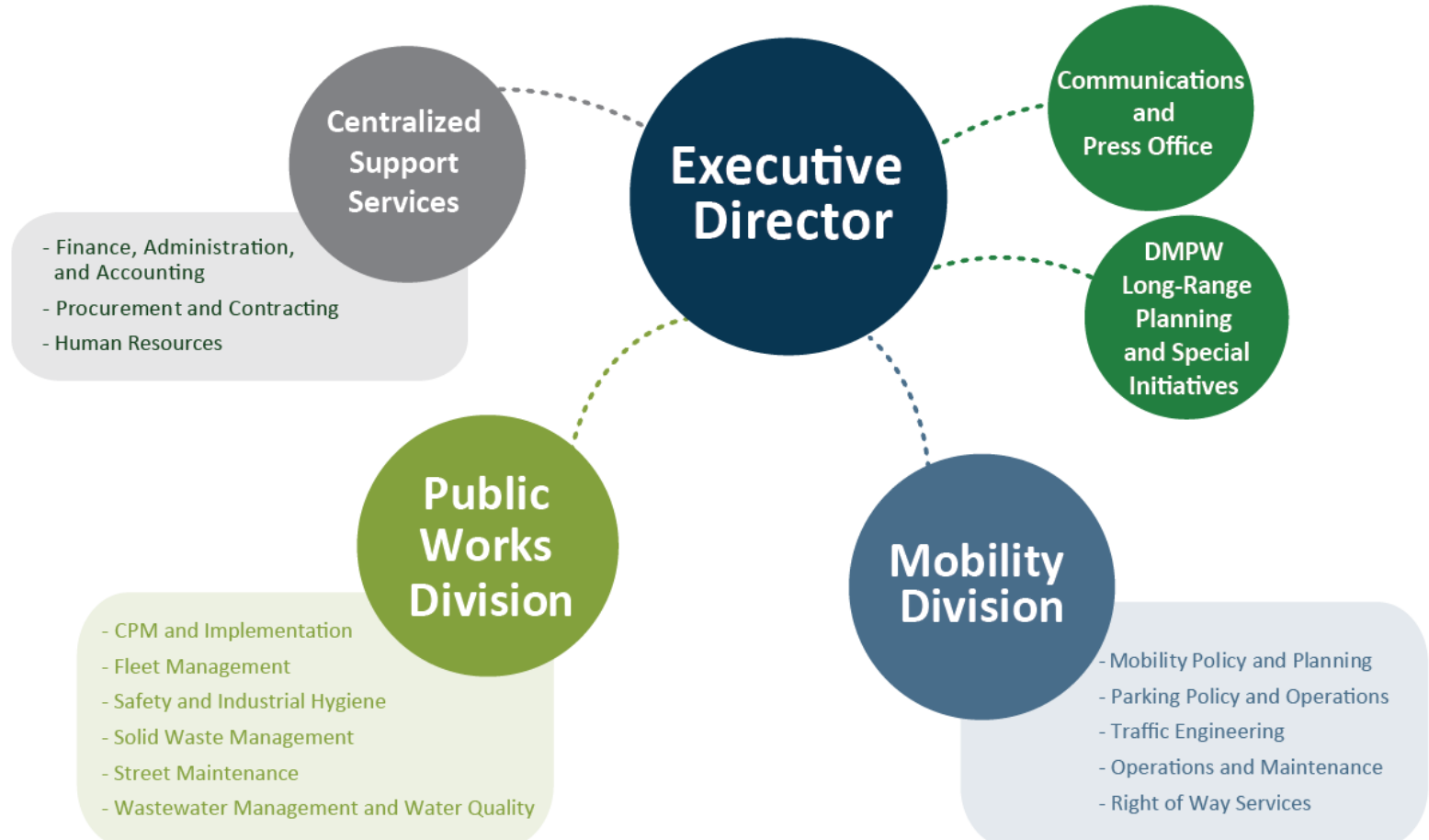


## SHORT-TERM

- Move all transportation functions into a single division within PW
- Rename Department of Mobility and Public Works

## LONG-TERM

- Transition to a stand-alone DOT



# OAKLAND



Created OakDOT in 2016

Brought in functions from Public Works and Police Department

Strategic plan delineated new department's:

- Mission

- Goals

- Strategies

- Benchmarks





# OAKLAND



Re-centering the department around equity

**Equity**

**Safety**

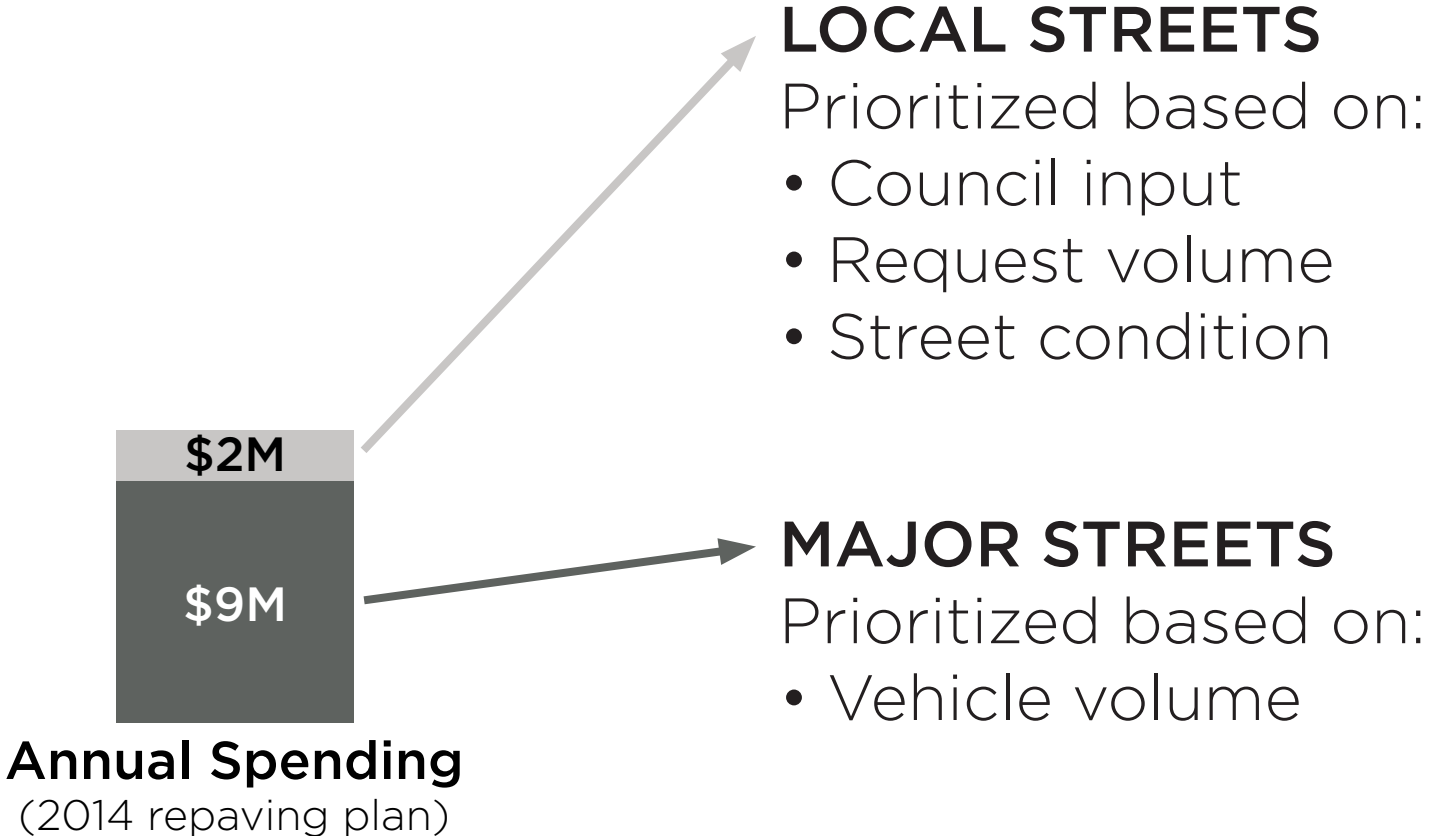
**Sustainability**

**Responsiveness**

# OAKLAND



## Revamped Repaving Program

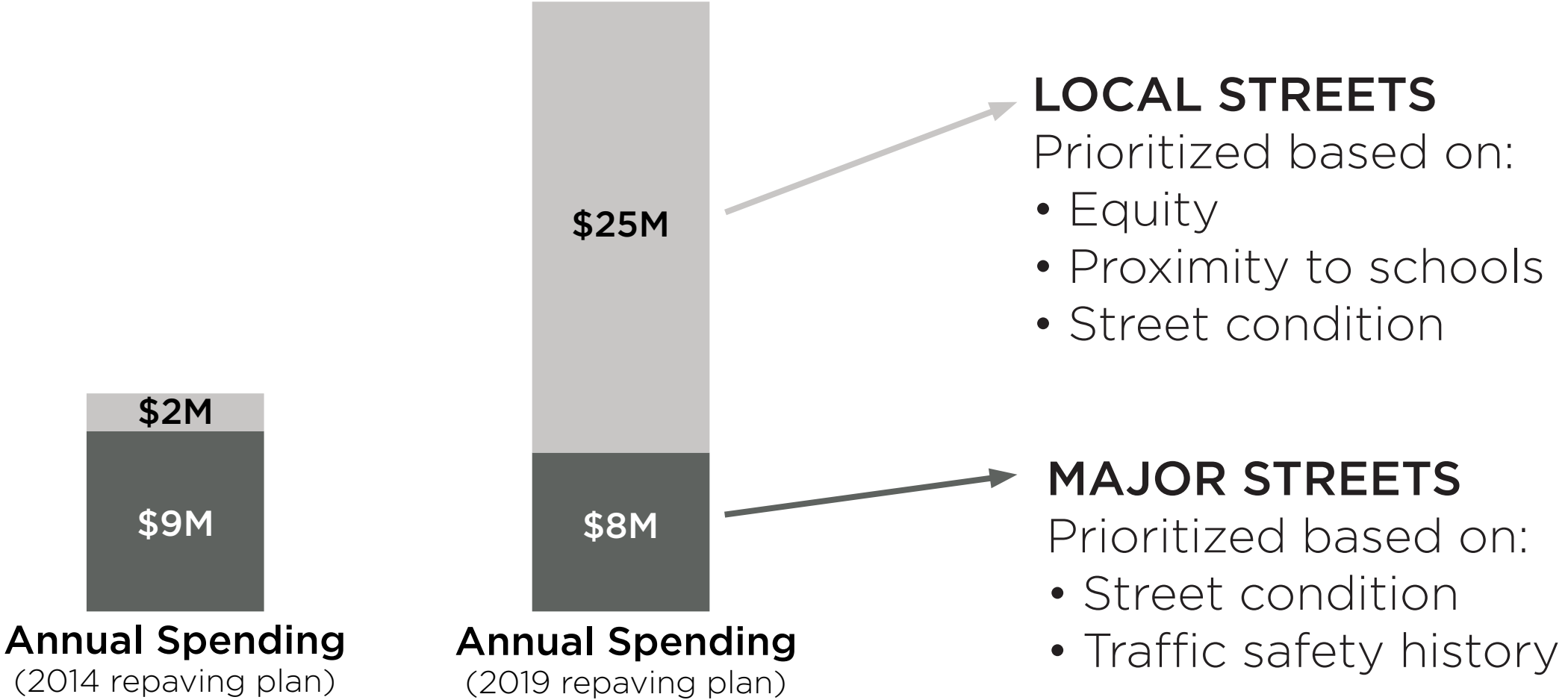




# OAKLAND



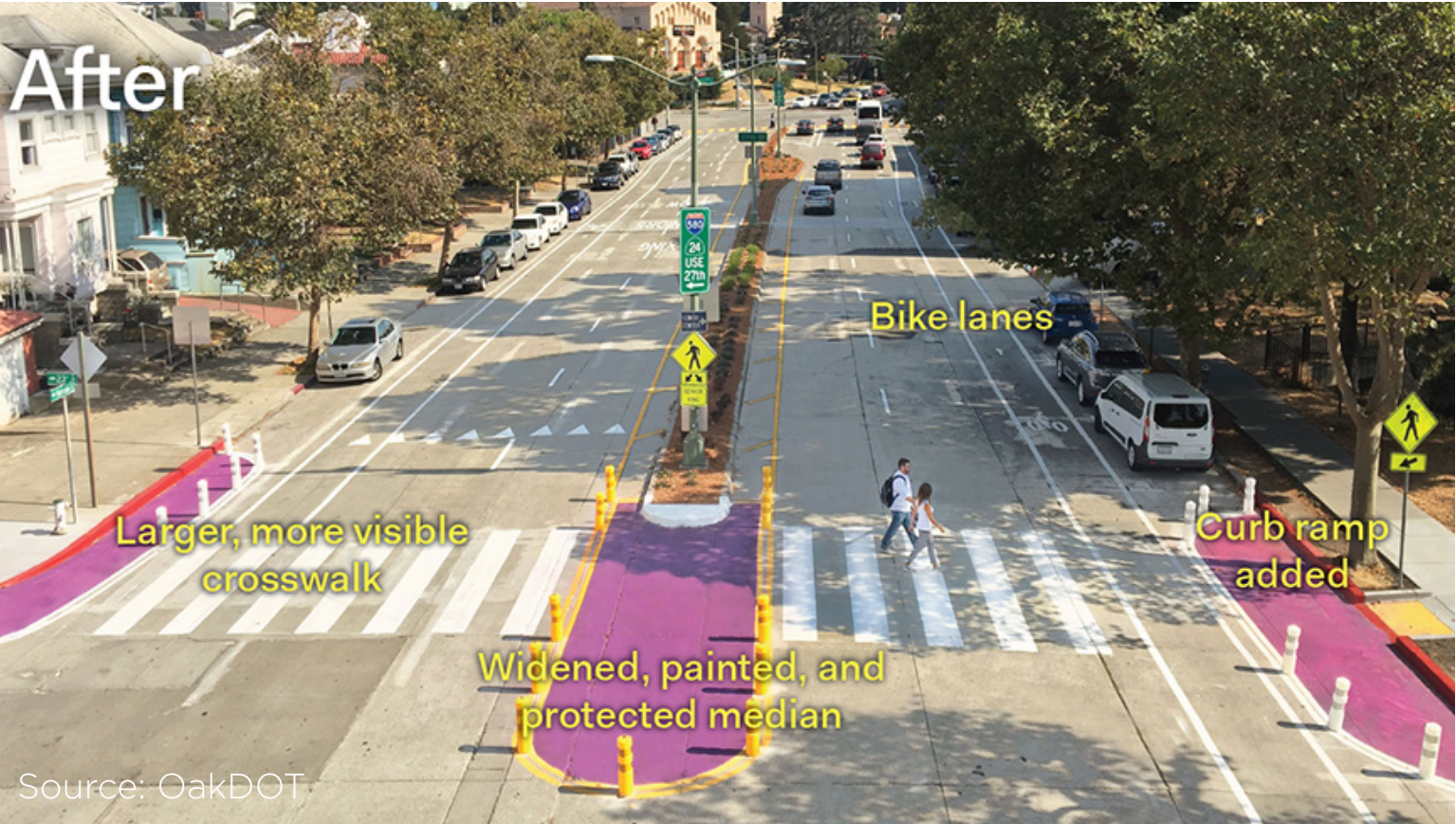
## Revamped Repaving Program



# OAKLAND



Implementing new project delivery methods



# KEY TAKEAWAYS

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## Why?

- Dissonance between structure and strategic direction
- Identify the root cause

## How?

- Involve a cross-section of internal and external stakeholders
- Be clear about the problems and decision making

## What?

- Opportunity to realign around core values
- Opportunity to change the way business is done