

NDOT



on the MOVE

**Five-Year
Strategic Plan**

*NASHVILLE DEPARTMENT of TRANSPORTATION
& MULTIMODAL INFRASTRUCTURE*



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LETTER from the DIRECTOR



DEAR NASHVILLE COMMUNITY,

Welcome to Davidson County! I am thrilled to have the opportunity to serve you and our beautiful city. Nashville's vibrant community spirit, cultural richness, and resilience are what make us a unique and dynamic place to live, work and play. As your director, I am committed to fostering and enhancing these qualities through innovative, accessible, and sustainable transportation solutions.

The primary objective of the Nashville Department of Transportation & Multimodal Infrastructure is to provide safe, reliable, and accessible transportation for all residents and visitors. We understand the critical role transportation plays in connecting communities, enhancing economic opportunities, and improving the quality of life. As such, our vision is to create a transportation system that promotes inclusivity, sustainability, and progress.

In the upcoming months, we plan to introduce several initiatives aimed at improving our services. These include upgrading our current transportation systems, enhancing accessibility for the elderly and disabled, and implementing eco-friendly solutions. We also aim to strengthen community engagement by seeking your valuable feedback and suggestions. We believe that your participation is integral to shaping a transportation system that truly serves Nashville's needs.

We also understand the challenges that come with change. Rest assured, every decision we make, every project we undertake, is with the Nashville community at heart. We are committed to minimizing disruptions, providing timely updates, and ensuring transparency throughout the process.

I am excited about the journey ahead, and I am confident that together, we can transform Nashville's transportation landscape for the better.

Here's to a future of mobility, connectivity, and community spirit. Here's to you. Here's to us. Here's to Nashville.

Diana W. Alarcon, *Director*
Nashville Department of Transportation
& Multimodal Infrastructure



WHERE WE'VE BEEN

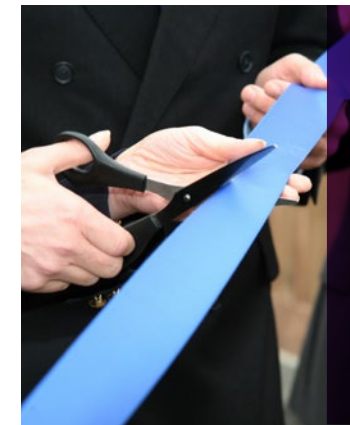
As Davidson County grows, we grow with it — and so the Nashville Department of Transportation (NDOT) was born. On August 4th of 2022, Nashville citizens officially voted to support the charter which created the Nashville Department of Transportation & Multimodal Infrastructure (NDOT).

Formerly known as the Public Works through July of 2021, the primary department functions included:

- Operations
- Solid waste & recycling
- Litter collection & beautification
- Roadway paving and maintenance
- Signal maintenance and repair
- Engineering division

Mayor Cooper's office developed the 2020 Transportation Plan that received 33 yes votes by Metro Council in 2021. The plan focused on the following transportation commitments:

- Upgrading bus infrastructure
- Tackling traffic and modernizing our traffic management system
- Investing in neighborhood infrastructure including sidewalks, bikeways, and greenways (Parks)



NDOT HAS CUT THE RIBBON ON TWO TRANSFORMATIVE COMPLETE STREET PROJECTS

Madison Station Boulevard Complete & Green Street

Complete Street including a roundabout, a wide multi-use path, bioswales, protected crossings

12th Ave Complete & Green Street

Complete Street featuring protected bike facilities with hardscape buffers, improved transit stops, safer crossings and more.

- Improving safety and advancing the Mayor's Vision Zero Action Plan
- Exploring the creation of a Nashville Department of Mobility and Infrastructure to enhance efficient, effective management, performance and accountability. (July 2021)

Perhaps most important of all, NDOT emphasizes the need for community engagement, partnership, accessibility, and equity in the development of transportation programs. NDOT firmly believes that Nashville should be a place where all people can safely and swiftly move about to work, play, and socialize — and they are committed to achieving that goal in a sustainable way.

NDOT works diligently to provide residents and visitors alike with a safe, enjoyable, and memorable Nashville experience. Through important initiatives like upgrading the bus system, improving traffic management, and investing in neighborhood infrastructure, the growth of Nashville, including the development of entertainment districts, new hotels, businesses, and residences — continues to lead the way.

NDOT is still a new department — and with that comes an innovative and energetic approach from which Davidson County benefits. NDOT leans heavily on their previous experiences and expertise as they look ahead with new ideas for improvements such as building a smart parking system, implementing new technology, and improving traffic and congestion management, transit infrastructure and service, priority loading areas, mobility lanes, and active transportation.

COMPLETED SIDEWALK PROJECTS

	COUNT	LINEAR FT.	MILES
2021			
RAPID	11	11,976	2.3
REPAIR	7	8,728	1.7
2022			
BACKLOG	6	8,124	1.5
RAPID	17	28,824	5.5
REPAIR	6	1,431	0.3
2023			
BACKLOG	5	5,530	1.0
RAPID	15	21,210	4.0
REPAIR	3	1,154	0.2
Total	70	86,977	16.5



WHO WE ARE

OUR VISION

We exist to create a safe, sustainable, and balanced transportation system that supports choice and offers opportunities for vibrant neighborhoods for present and future generations.

OUR MISSION

Nashville Department of Transportation & Multimodal Infrastructure (NDOT) builds and manages a safe, reliable public network which elevates the quality of life and prosperity in Davidson County.



NEIGHBORHOOD ORIENTED **INTEGRITY & RESPECTFUL**
PERFORMANCE DRIVEN
INNOVATIVE & COLLABORATIVE **EXCELLENCE**
EMPLOYEE FOCUSED

OUR VALUES

Here at NDOT, we firmly believe that every human has a right to move. To get safely to whatever destination they set their mind to; with efficiency and sustainability. Davidson County is a *neighborhood-oriented* place — looking for ways to demonstrate an *employee-focused* commitment in each initiative. We are *performance driven*; serving Nashville’s metro communities through an *innovative & collaborative* approach. *Integrity & respect* are paramount to everything we do — there are no shortcuts on the road to success. In order to create a top-tier transportation experience for the citizens of Davidson County, we will settle for nothing less than *excellence*.





TRANSPORTATION JUSTICE

EQUITY IN TRANSPORTATION

Equity within government refers to fair practices and policies that ensure everyone has access to the same opportunities while acknowledging and addressing past and present structural inequalities. Equity and equality are distinct. Equality means treating everyone as if their experiences are the same. Equity acknowledges and addresses past and present structural inequities that advantage some over others. Nashville is a uniquely diverse city. To fully realize the positive impact of this diversity, NDOT continuously reassesses and adjusts its equity and inclusion efforts and views our work through the lens of transportation justice.

As part of our daily work, we ensure that we:

ADOPT AN EQUITY LENS

This first strategy is to evaluate if decisions anticipate any potential burdens or benefits to historically underserved communities. These communities include populations who share a particular characteristic and geographic communities who have been systematically denied a full opportunity to participate in any part of our city's economic, social, and civic life. Applying an equity lens to the process requires us to evaluate how specific groups gain or face burdens from the benefits or consequences provided. These changes can affect both the residents who utilize a department's services, the contractors or outside stakeholder's departments might work with, or staff within a department.

PROMOTE ASSESSMENT AND ACCOUNTABILITY

The second strategy requires NDOT to develop a way to evaluate if equity goals are met or progress is being made. An attainable equity plan will build off the other two strategies and provide a framework for accurate and manageable assessment. NDOT will continue to set concrete milestones and measure progress on department's equity goals. The strategic plan is an opportunity to state the department's values and priorities. Proper assessment and subsequent accountability will help us adhere to these values and realize departmental priorities.

By applying these strategies, NDOT addresses the needs of underserved and/or disadvantaged communities by continuously looking at better ways to provide resources to the most underserved areas and ensure safe streets for all. NDOT has adopted the Vision Zero program, which provides an equity-driven overlay as a framework to implement departmental programs. In the Vision Zero action plan, it was noted that 90% of high injury intersections exist in "vulnerable" or cost-burdened areas. We want to prioritize these communities. Therefore, most of our focus is intended to provide us with tools to allow for enhanced levels of service to all areas and an increased focus on those historically underserved.

ARE DATA-DRIVEN

The final strategy is to adopt a data-driven process for evaluating equity in transportation. When applied through an equity lens, a data-driven approach will specifically utilize population-level data and demographic and economic indicators to understand how decisions impact different parts of the county. NDOT will identify the necessary data and collection plan to support our department's equity goals. Disaggregated data (data that looks at separate population groups) and spatial data are the most powerful utilities in understanding which neighborhoods, geographic areas, populations, or employees are most impacted. Proper use of qualitative data—focus groups, interviews, surveys, or observations—can provide deeper contextual insights into the impact. A data-driven approach will help us ensure high-quality and equitable services for all residents.





WHAT WE DO

GOAL 1

SAFE NEIGHBORHOODS

The physical safety of Davidson County residents and visitors is of paramount importance to our department. How you move is how you work, play, and live — and we believe that every individual deserves to navigate our streets safely. With that priority in mind, we are committed to providing an accessible, pleasant, and secure experience for all.

TO MAKE OUR NEIGHBORHOODS SAFER, WE MEASURE OUR PROGRESS BY:

- Deploying the Vision Zero Action & Implementation Plan
- Building A Balanced and Sustainable Transportation System Over the Next 25 Years
- Deploying A Curb Space Management Program

DEPLOYING THE VISION ZERO ACTION & IMPLEMENTATION PLAN

Vision Zero is a worldwide strategy to eliminate all traffic-related deaths and severe injuries while at the same time increasing safety, equity, and mobility for all users. In Nashville, a new philosophy and approach to traffic safety is needed in order to achieve Vision Zero. This robust five-year strategy (spanning from 2023–2027), can be found in its entirety by visiting [nashville.gov/departments/transportation/plans-and-programs/vision-zero](https://www.nashville.gov/departments/transportation/plans-and-programs/vision-zero).

WHILE MARCHING TOWARDS OUR VISION ZERO TARGET, WE PLAN TO:

Reduce the number of fatalities in Metro Davidson County by 5% annually.

Reduce the number of serious injury crashes in Metro Davidson County by 5% annually.

Increase the percentage of Metro Nashville programs and projects that utilize safe and complete street principles by 3% annually.

BUILDING A BALANCED AND SUSTAINABLE TRANSPORTATION SYSTEM OVER THE NEXT 25 YEARS

The concept of a “Complete Street” is one that allows for bicycles, pedestrians, and automobiles to coexist on the roadway. To make Davidson County safe and easy to navigate for all, prioritizing mobility and accessibility in a multi-modal fashion is critical to success.

TO ACHIEVE A BALANCED TRANSPORTATION SYSTEM, WE PLAN TO:

Complete and implement a multimodal master plan (3MP) with 14% of the plan deployed every 5 years.

Build 33% of the bus rapid transit system every 5 years.

Increase the number of linear ft of sidewalks by 5% annually.

Increase the number of linear ft of bikeways by 5% annually.



DEPLOYING A CURB SPACE MANAGEMENT PROGRAM

The effective management of the curb space in Nashville is essential to maintain safe travel ways for all modes of transportation. With the use of advanced technology systems, concentrated asset management, and improved inventory control, NDOT will make sure our curb space supports the mobility of all users.

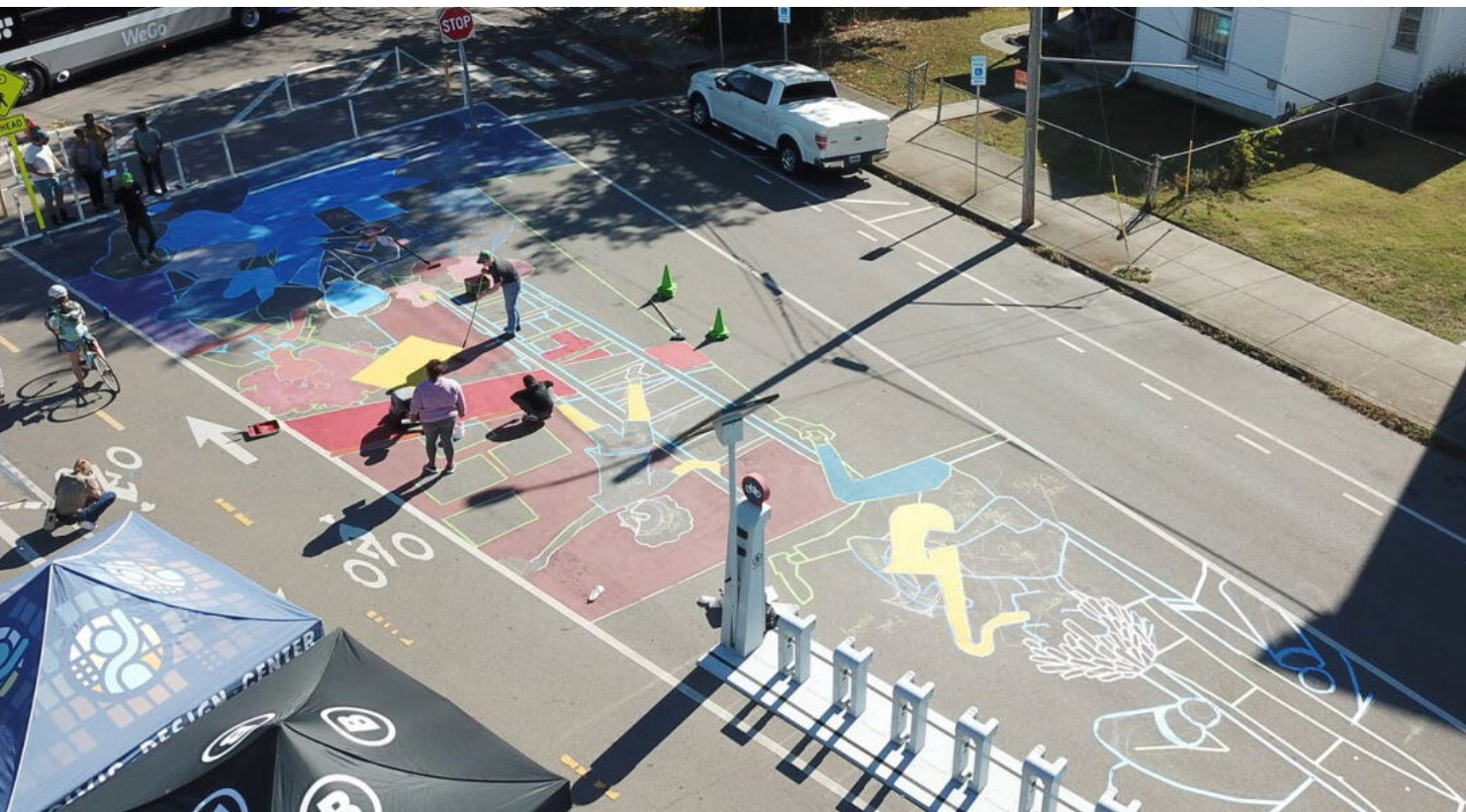
- AS WE WORK TO IMPLEMENT OUR CURB MANAGEMENT PROGRAM, WE PLAN TO:**
- Implement a Smart Loading Zone Program on 10% of the network annually.
- Continue to expand the Smart Parking program by adding 300 spaces annually.
- Deployment of Connect Downtown Curb Management recommendations by 10% annually.
- Improve active transportation strategies for the curb by 5% annually.



NDOT's mission recognizes the need to improve the existing infrastructure system to be more safe and provide for all road users. With this recognition, employees are driven to continue to grow our transportation network in an innovative way that improves not only our community members, but also our visitor's quality of life and movement throughout the county.



MELISA HANCOCK *Engineer In Training*





GOAL 2

CUSTOMER FOCUS

The customer comes first at NDOT — and ensuring that people get the services they need in a timely manner is always on our mind. We strive to create an environment where customers feel heard, seen, and motivated to interact with us because they know their voice is taken seriously. The thoughts of our customers **matter**, and we value their insights and perspectives to drive our work forward each and every day.

TO KEEP OUR CUSTOMERS AT THE FOREFRONT, WE MEASURE OUR PROGRESS BY:



Communicating NDOT's Programs And Responsibilities To Nashville Davidson County Residents And Businesses



Increasing Responsiveness For NDOT Services



Increasing Quality Of NDOT Services



Improve The Reliability Of Nashville & Davidson County's Transportation Network

COMMUNICATING NDOT'S PROGRAMS AND RESPONSIBILITIES TO METRO DAVIDSON COUNTY RESIDENTS AND BUSINESSES

We deeply care about our customers and are committed to making sure our services are exceeding their expectations. We aspire to build personal relationships with individuals, groups, and organizations within the community that not only provide perspective but work alongside us to bring the necessary changes to life.

TO ENHANCE OUR CUSTOMER ENGAGEMENT IN 2024, WE PLAN TO:

Improve customer satisfaction by 5% annually as measured through a public survey.

Increase the number of followers on Department social media accounts by 5%.

Increase the number of NDOT website visits by 5%.

Increase the number of people registering for the NDOT newsletter by 7%.

Decrease the number of complaints NDOT receives in Hub Nashville monthly by 1%.

Increase the overall number of complaints resolved within 72 hrs by 3% annually.

INCREASING RESPONSIVENESS OF NDOT SERVICES

At NDOT, we realize the work we do directly impacts the day-to-day experience of Davidson County residents and visitors — and we take that responsibility to heart. We believe it is our honor to serve all who come through, and we want to create a safe & beautiful spot that makes them want to come back!

TO PRIORITIZE RESPONSIVENESS TO THE NEEDS OF OUR CUSTOMERS IN 2024, WE PLAN TO:

Increasing the percentage of cleanups in neighborhood alleyways by 5% annually.

Increase the percentage of potholes repairs made within 24 hours by 3% annually.

Increase the number of lane miles swept by 10%.

Decrease the number of litter complaints by 5% annually.

Reduce the average response time for sidewalk repair requests by 10% annually.

GET IN TOUCH WITH NDOT

NDOT values connection — and took strides to create channels for community interaction. Have thoughts to share? Want to stay up to date with the latest and greatest NDOT initiatives? Connect with us using the channels below:

@NASHVILLEDOT

@NASHVILLEDOT

@NASHVILLEDOT

DIAL 311 (M-F FROM 8AM-5PM)



IMPROVE THE RELIABILITY OF NASHVILLE & DAVIDSON COUNTY'S TRANSPORTATION NETWORK

Providing our people with a top-tier experience is an important aspect of the work we do — from beautification to infrastructure, we recognize that Davidson County deserves the best.

TO EMPHASIZE RELIABILITY IN 2024, WE PLAN TO:

Improve the travel time reliability on the major arterial corridors by 3% annually.

Increase the number of special events managed from the NDOT Traffic Management Center by 10% annually.

Reduce the total vehicle delay at traffic signals in Nashville Davidson County by 2% annually.

Reduce the number of permit violations by 5% annually.

INCREASING QUALITY OF NDOT SERVICES

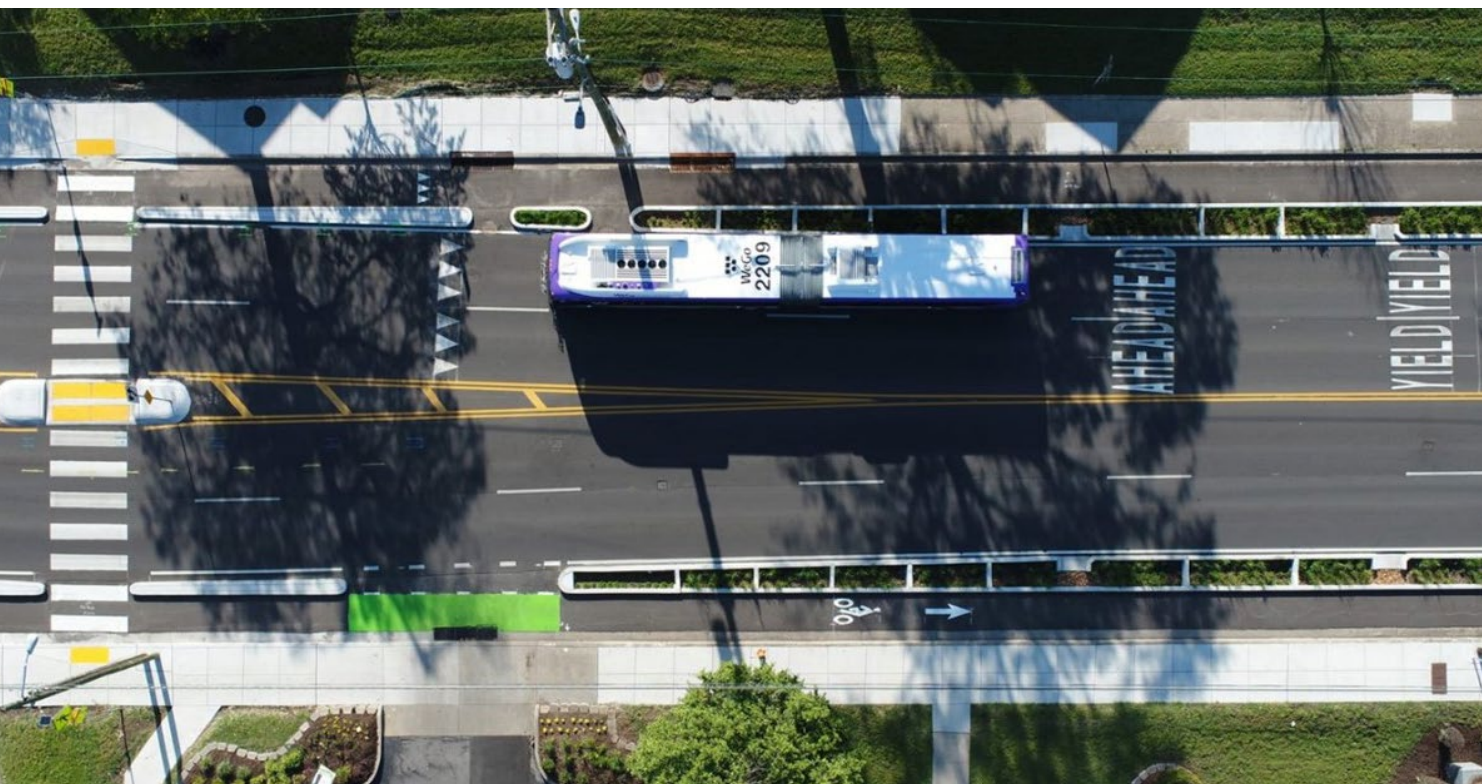
Providing our people with a top-tier experience is an important aspect of the work we do — from beautification to infrastructure, we recognize that Davidson County deserves the best.

TO FOCUS ON QUALITY DELIVERY IN 2024, WE PLAN TO:

Decrease the number of complaints on brush collection by 3% annually.

Increase the number of beautification clean-ups by 2% annually.

Increase the overall number of work orders completed within 30 days by 5% annually.



The best part of the work that I do is the positive impact I get to make on the lives of the people that I work with, the citizens of, and visitors to our great city. I feel a sense of pride when I see our infrastructure providing safe and reliable transportation throughout the place I call home.



DYLAN VANWYNEN
Maintenance & Repair Supervisor



GOAL 3

PEOPLE & CULTURE

Here at NDOT, we prioritize the community by investing in our people. Being an employer of choice requires creating a brand & environment employees want to join. To establish a reputation as a highly sought-after employer, it is essential to understand what inspires your people to excel in their jobs and what makes your organization unique. Clearly representing your mission, goals, and values attracts talent — but maintaining a culture of excellence makes employees want to stay.

TO OFFER A TOP-TIER TALENT EXPERIENCE, WE MEASURE OUR PROGRESS BY:

- Increasing Employee Engagement
- Improving Applicant Experience
- Increasing Employee Retention
- Enhancing NDOT Training Programs

INCREASING EMPLOYEE ENGAGEMENT

Increasing employee engagement is crucial for any organization's success — and something we take very seriously here at NDOT. Team members who feel a sense of pride in the team they serve are more likely to make a positive difference in the organization — and roll up their sleeves when complex challenges arise. Furthermore, employee engagement drives involvement and ownership of tasks, allowing us to move forward as a connected unit.

IN PURSUIT OF REFINING OUR EMPLOYEE ENGAGEMENT STRATEGY IN 2024, WE PLAN TO:

- Increase the total number of all employee events held by 1%.
- Increase the number of individual area meetings held by 1%.
- Increase the overall percentage of attendance at non-mandatory employee events by 1%.
- Increase the number of completed annual employee surveys by 10% annually.

IMPROVING APPLICANT EXPERIENCE

The people within an organization are the driving force behind its culture. Every individual brings their own set of values, beliefs, and behaviors that contribute to the cultural fabric of the organization — which is why the recruitment and onboarding of quality candidates is crucial to ongoing organizational success. The interactions between individuals throughout the lifecycle of the application journey play a large role in shaping organizational culture.

TO OPTIMIZE OUR APPLICANT EXPERIENCE IN 2024, WE PLAN TO:

- Reduce the number of applicant questions on NDOT advertisements by 1%.
- Increase the overall number of applications received for NDOT positions by 10%.
- Reduce the number of blank or incomplete information on applications by 5%.



INCREASE EMPLOYEE RETENTION

Organizational culture and people are two interlocking facets that shape the identity and effectiveness of any institution. Organizational culture refers to the shared values, beliefs, and behaviors that govern how people interact within an organization. It is a complex mix of physical artifacts, such as workspace design and dress code, and intangible elements like communication norms and shared beliefs. These cultural aspects are continually reinforced through daily practices, conversations and interactions, creating a unique workplace environment that can significantly impact employee morale, productivity, and retention.

ENHANCING NDOT TRAINING PROGRAMS

With the increasing reliance on external contributors in today's workforce ecosystems, organizations are exploring ways to incorporate these individuals into their culture. This inclusion is seen as a way to control and maintain the organization's culture despite the growing external workforce. A survey suggests that a majority of respondents believe it is important for external workers to participate in the organization's culture. This highlights the significance of people and culture in an organization, emphasizing the need for intentional efforts to nurture a positive and inclusive organizational culture.

TO EMPHASIZE & TRACK OUR EMPLOYEE RETENTION, WE PLAN TO:

Increase the number of wellness programs developed by 10%.

Increase the level of participation in Department offered programs by 3% annually.

TO FACILITATE A STRONGER, MORE ENGAGING TRAINING APPROACH, WE PLAN TO:

Increase the number of employees participating in optional training programs by 5%.

Increase # of employees participating in the NDOT Mentor/Mentee program by 5%.



Safety is the foundation for everything we do at NDOT and we are committed to promoting a safe and healthy working environment. The Safety Office completes various risk assessments, such as a Job Hazard Analysis (JHA) on field assignments. A JHA outlines the procedural steps that are essential in a specific job task to ensure workers remain safe.



PAMELA FITZPATRICK *Safety Manager*





WHERE WE'RE GOING



- Improve Safety
- Reduce Delay and Improve System Reliability
- Promote Multimodal Mobility
- Partner with Metro Nashville and Other Government Agencies to Improve Service to the Public
- Prepare for the Future of Transportation

LAUNCHING NASHVILLE'S FIRST TRAFFIC MANAGEMENT CENTER

In late Summer or early Fall of 2024, NDOT will cut the ribbon on Nashville's first traffic management center to manage the city's signal operations in real time. TMC operations will allow NDOT to:

COMPLETION OF THE DEPARTMENT'S ACCESS MANAGEMENT MANUAL

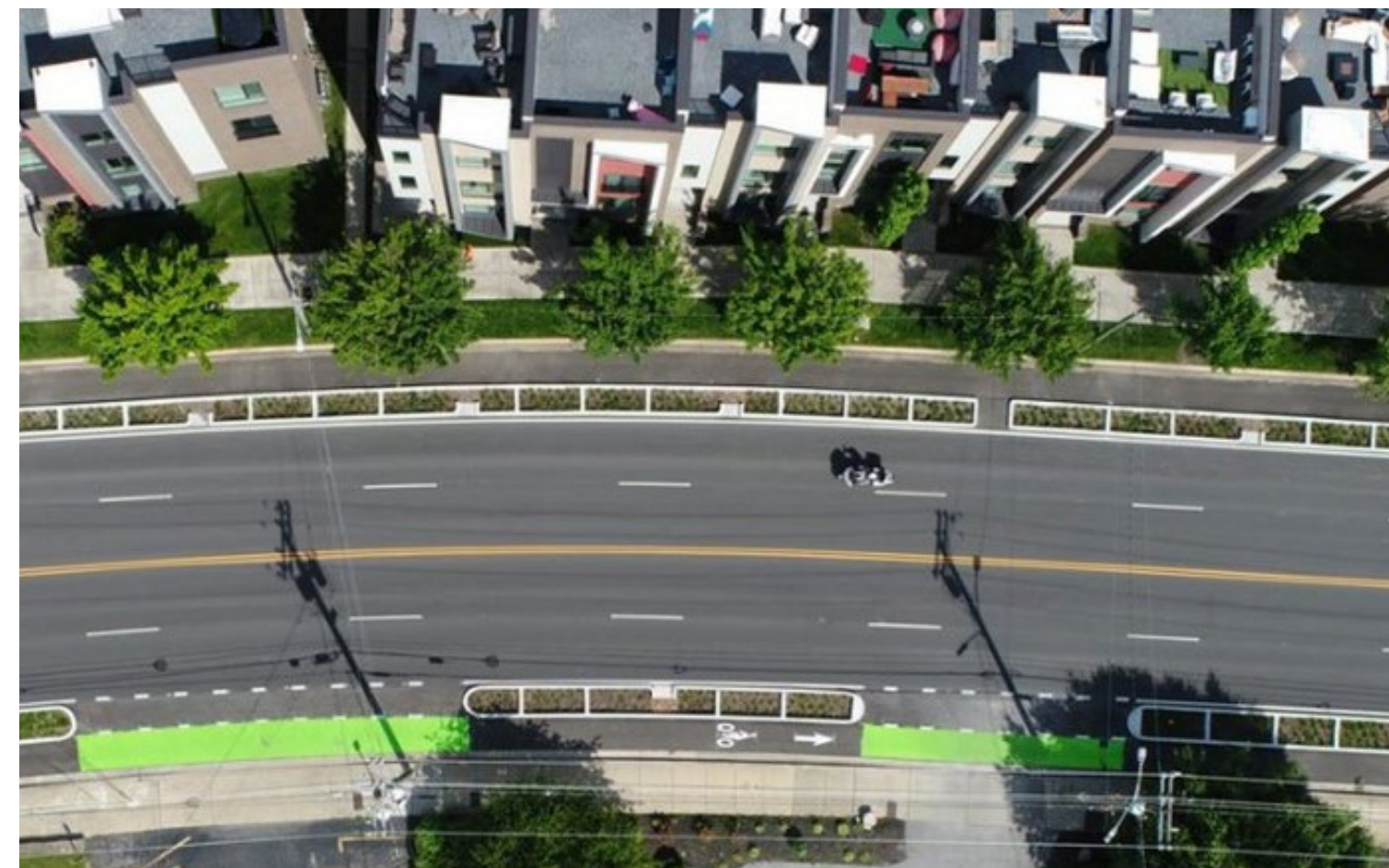
NDOT will complete work on a comprehensive manual to standardize the city's approach to access management, supporting coordination of planning, design, and regulation of access points between roadways and land development.



INITIAL IMPLEMENTATION OF METRO'S CONNECT DOWNTOWN PLAN

Connect Downtown is a joint project of the Nashville Department of Transportation (NDOT), WeGo Public Transit, the Nashville Downtown Partnership, and the Tennessee Department of Transportation (TDOT) to improve mobility and address traffic congestion in the downtown core. The plan was adopted by Metro Council in Spring of 2024, and includes five "Big Moves":

- *Manage Congestion:* Upgrade signals, improve traffic operations, and better manage events to keep people moving and improve system resiliency;
- *Improve Safety:* Advance Vision Zero projects and programs to make downtown's streets safer for people, especially downtown's most vulnerable travelers;
- *Move More People:* Prioritize buses on key corridors and increase the amount of service to provide faster and more reliable trips throughout the region;
- *Create Complete Networks:* Develop safe, separated, and connected walking, rolling, biking, and scooting facilities to help people of all ages and abilities get into and around downtown;
- *Maximize the Curb:* Flex the uses of the curb throughout the day for deliveries, service vehicles, and passenger pick-up and drop-off to support local businesses and residents.





CONTINUED PLANNING, DESIGN AND CONSTRUCTION OF COMPLETE & GREEN STREETS

NDOT recently released a *Complete Streets Implementation Guide* that supports Mayor O'Connell's Complete & Green Streets Executive Order. This guide will serve as a key resource to department staff, external stakeholders, and Nashville residents as we expand the city's network of Complete Streets to support our Vision Zero work and look to develop policies supportive of this work. The Complete Streets approach aims to provide a safe transportation system that accommodates all users whether they walk, bike, ride transit, or drive.



CONTINUED EFFORTS TO KEEP NASHVILLE BEAUTIFUL

The *Metro Beautification and Environment Commission* works to make Nashville clean, safe, and attractive. The commission coordinates the efforts of volunteers, city departments, business and community groups, and government agencies to provide environmental programs, beautification projects, as well as training and educational opportunities for the residents and visitors of Nashville and Davidson County. Metro Beautification supports neighborhood clean-up efforts all year as well as the Mayor's Spring Clean event.

SCALING UP AND IMPROVING ON DELIVERY

Traffic Calming represents the continual effort and commitment of the Nashville Department of Transportation and Multi-modal Infrastructure (NDOT) to improve the quality of life in our neighborhoods. Staff will continue growing the program to meet community demand.



TRANSPORTATION DEMAND MANAGEMENT (TDM)

Transportation Demand Management (TDM) is a program of information, encouragement, and incentives provided by local or regional organizations to help people learn about and use their transportation options. This approach helps optimize all modes in a regional transportation system including teleworking, taking the bus or train, carpooling, vanpooling, ridesharing, biking, and walking. We'll be looking to grow the program in the next 12 months.



VISION ZERO

The *Vision Zero* movement is a worldwide strategy to eliminate all traffic-related deaths and severe injuries and at the same time, increasing safety, equity, and mobility for all users. Metro Nashville and Davidson County became a Vision Zero city in 2022. While Vision Zero is a challenging goal, it's worth working towards because people deserve safe streets in Nashville. Metro is committed to developing a safe multimodal transportation system for all that connects neighborhoods, residents, and businesses to the places that they need and want to go to in a safe manner. As a Vision Zero city, our sidewalk, paving, and traffic management improvements will reduce preventable injuries and deaths and value safety for our pedestrians.



DEVELOP & IMPLEMENT MULTIMODAL MOBILITY MASTER PLAN

NDOT will work with (Metro Planning), WeGo Public Transit, the Nashville Metropolitan Transit Agency (MTA), and The Regional Transportation Authority of Middle Tennessee (RTA) to incorporate robust, collaborative community engagement and encourage participation into the development of the Multimodal Mobility Master Plan (3MP). The 3MP will update Access 2040 (the mobility component of the general plan, NashvilleNext) the Major and Collector Street Plan (MCSP), and nMotion (the long-range transit plan for Nashville-Davidson County and the surrounding region). It will build on the foundational vision of Nashville Next, establish guiding principles, and direct the development of Metro's transportation system over a 25-year horizon.



SUPPORT MAYOR O'CONNELL'S TRANSIT IMPROVEMENT PLAN

Mayor O'Connell is committed to creating a modern transportation system that reduces Nashville's transportation costs and helps them get where they need to go. To support this work, Mayor O'Connell is pursuing a dedicated funding source for transportation and mobility projects in November 2024. Metro activities supporting this initiative are collectively referred to as Choose How You Move—An All-Access Pass to Sidewalks, Signals, Service, and Safety in Nashville. The need to invest in a modern, multimodal (meaning by driving, walking, riding transit, or bicycling) transportation system is not new to Nashville. In fact, the city has spent most of this century analyzing how to improve its transportation systems.

Now, Mayor O'Connell is focusing on implementation. It improves safety on Nashville's streets for everyone, offers public transportation 24/7/365 for the first time in the city's history. There are over 70 neighborhood, community, citywide, and regional plans created over the last 15 years that support expanded and enhanced transportation and mobility infrastructure. The topics of these plans are diverse, oftentimes outlining a strategy that links our neighborhoods as they grow and change to improved multimodal transportation by addressing sidewalks, bike-ways, bus service, public safety, streetlights, technology, sustainability, public health, open space, recreation, aging populations, and much more.





APPENDIX

GOAL 1: SAFE NEIGHBORHOODS KEY PERFORMANCE INDICATORS

OBJECTIVE	INDICATOR	TARGET	2022	2023	2024	2025	2026	2027
Deploy the Vision Zero Action & Implementation Plan	Reduce the number of fatalities in Metro Davison County by 5% annually.	98	107	104				
	Reduce the number of serious injury crashes in Metro Davidson County by 5% annually.	477	545	503				
	Increase the percentage of Metro Nashville programs and projects that utilize safe and Complete Streets principles by 3% annually	–	N/A	0				
Building a balanced and sustainable transportation system over the next 25 years	Complete and implement a Multimodal Mobility Master Plan (3MP) with 14% of the plan deployed every 5 years.	–	0	0				
	Build 33% of the bus rapid transit system every 5 years.	–	0	0				
	Increase the number of linear feet of sidewalks by 5% annually.	36,978	37,599	35,217				
	Increase the number of linear feet of bikeways by 5% annually.	20,388	33,972	19,417				
Deploying a Curb Space Management Program	Implement a Smart Loading Zone Program on 10% of the network annually.	–	0	0				
	Continue to expand the Smart Parking program by adding 300 spaces annually.	2,717	1,608	2,417				
	Deployment of Connect Downtown Curb Management recommendations by 10% annually.	–	0	0				
	Improve active transportation strategies for the curb by 5% annually.	–	0	0				

GOAL 2: CUSTOMER FOCUS KEY PERFORMANCE INDICATORS

OBJECTIVE	INDICATOR	TARGET	2022	2023	2024	2025	2026	2027
Communicating NDOT's programs and responsibilities to Metro Davidson County residents and businesses	Improve customer satisfaction by 5% annually as measured through a public survey	–	N/A	0				
	Increase the number of followers on NDOT social media accounts by 5%.	20,838	17,134	19,846				
	Facebook	6,128	5,535	5,836				
	Instagram	3,471	2,950	3,306				
	X (Formerly known as Twitter)	11,239	8,649	10,704				
	Increase the number of NDOT website visits by 5%.	27,072	17,134	25,783				
	Increase the number of people registering for the NDOT newsletter by 7%.	505	308	481				
	Decrease the number of complaints NDOT receives in Hub Nashville monthly by 1%.	2,545	2,442	2,571				
	Increase the overall number of complaints resolved within 72 hours by 3% annually.	12,529	11,828	12,164				
Increasing Responsiveness for NDOT Services	Increase the percentage of cleanups in neighborhood alleyways by 5% annually.	1,110	1,003	1,057				
	Increase the percentage of pothole repairs made within 24 hours by 3% annually.	224	86	217				
	*Increase the number of lane miles swept by 10%.	24,926	11,321	22,660				
	Decrease the number of litter complaints by 5% annually.	1,416	1,444	1,490				
Increasing Quality of NDOT Services	Decrease the number of complaints on brush collection by 3% annually.	590	1,680	609				
	Increase the number of beautification clean-ups by 2% annually.	310	298	304				
	Increase the overall number of work orders completed within 30 days by 5% annually.	28,123	25,673	26,784				
	Reduce the average number of days it takes to resolve sidewalk repair requests by 10% annually.	31	N/A	34				
Improving the reliability of Nashville & Davidson County's transportation network	**Improve the travel time reliability on the major arterial corridors by 3% annually.	86%	86.6%	83.5				
	Increase the number of special events managed from the NDOT Traffic Management Center 10% annually.	–	0	0				
	Reduce the total vehicle delay at traffic signals in Nashville Davidson County by 2% annually.	2,348,478 hours	2,320,501 hours	2,396,407 hours				
	Reduce the number of permit violations by 5% annually.	104	N/A	110				

*Data collected for 2022 only includes 6 months of the year.

** Level of Travel Time Reliability (LOTR) is the percentage of person-miles traveled on the Non-Interstate System considered reliable. Reliability is measured as a percentage of the total roadway system where vehicle travel operated at free flow (unrestricted by congestion) speed.

GOAL 3: PEOPLE AND CULTURE KEY PERFORMANCE INDICATORS

OBJECTIVE	INDICATOR	TARGET	2022	2023	2024	2025	2026	2027
Increasing Employee Engagement	Increase the total number of all employee events held by 1%.	3	N/A	3				
	Increase the number of individual area meetings held by 1%.	–	N/A	N/A				
	Increase the overall percentage of attendance at non-mandatory employee events by 1%.	–	N/A	0				
	Increase the number of completed annual employee surveys by 10% annually.	–	N/A	N/A				
Improving Applicant Experience	Reduce the number of applicant questions on NDOT advertisements by 1%	–	N/A	N/A				
	Increase the overall number of applications received for NDOT positions by 10%.	412	N/A	374				
	Reduce the number of blank or incomplete information on application by 5%.	–	N/A	N/A				
Increasing Employee Retention	Increase the number of wellness programs developed by 10%.	–	0	0				
	Increase the level of participation in Department offered programs by 3% annually.	–	0	0				



