



# Findings Regarding JCPS Transportation Efficiency and Effectiveness

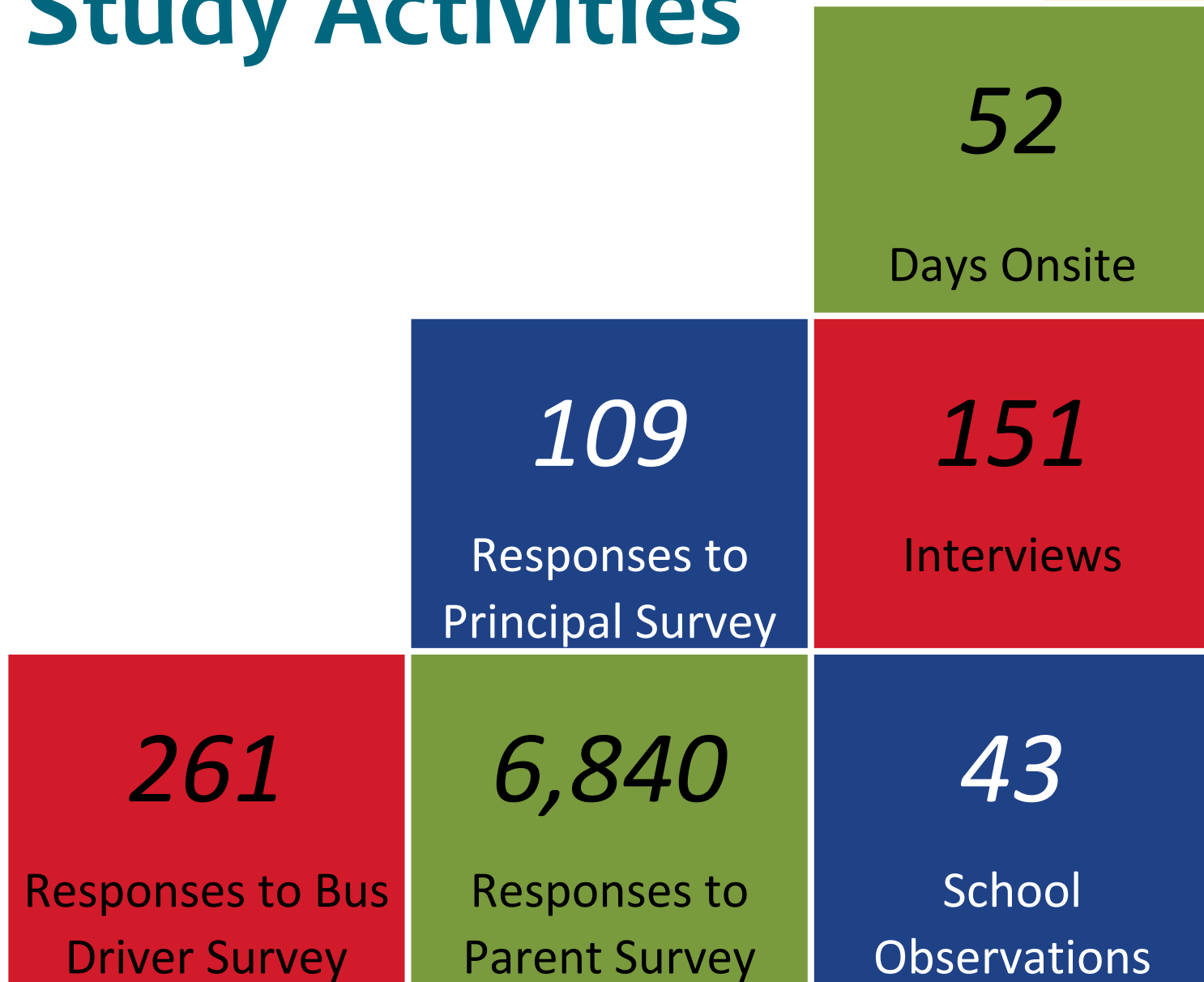
Kentucky Legislative Research Commission

October 21, 2024

# Study Objectives

- *Perform a comprehensive analysis of the Incident [August 9, 2023]*
- *Identify and assess the conditions that gave rise to the Incident*
- *Provide recommendations to address the conditions that gave rise to the Incident*
- *Perform a comprehensive evaluation of the transportation department*

# Study Activities



# Conclusions



# Project Management

- **Little evidence of active project management and associated timelines**
- **Not all affected departments were at the table**

# Organizational Communications

- **Lack of frank discussion about potential obstacles**
- **No early warning systems**

# Systems Implementation

- **History of not implementing routing software**
- **Poor implementation timeline**
- **No schedule adjustments for testing or incorporation of feedback**

# Contractor Management

- **Communications with vendor left out important considerations**
- **Traditional reliance on sole sourcing with little embedded oversight**



# Performance Measurement

- **Little current data collection and analysis to drive decision-making**
- **No KPIs in use**
- **Little evidence of routine comparisons to peers or over time**

# Staffing/Dept Management

- **Recruiting/retention work did not routinely anticipate needs**
- **Transportation lacked an operations manual, new leader training, and exposure to other operations**

# Questions?

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