



# **DISTRICT DEPARTMENT OF TRANSPORTATION**

## **FY 2024 PERFORMANCE PLAN**

**DECEMBER 4, 2023**

# CONTENTS

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- Contents** **2**
- 1 District Department of Transportation** **3**
- 2 2024 Objectives** **4**
- 3 2024 Operations** **5**
- 4 2024 Strategic Initiatives** **9**
- 5 2024 Key Performance Indicators and Workload Measures** **13**

# 1 DISTRICT DEPARTMENT OF TRANSPORTATION

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*Mission:* The District Department of Transportation's mission is to equitably deliver a safe, sustainable and reliable multimodal transportation network for all residents and visitors of the District of Columbia.

*Services:* DDOT executes its mission through the work of seven administrations: Office of the Director; Infrastructure Project Management; Transportation Planning; Maintenance Operations; Traffic Safety; Talent and Business Services; and Innovation and Performance. Together, DDOT provides safe, attractive, and convenient pedestrian amenities and public spaces, including sidewalks, tree boxes, and crosswalks; supports bicyclists and pedestrians through the design and construction of safe and convenient facilities, lanes, and trails; provides transit services and ensures that transit vehicles are able to move quickly and efficiently on District streets; manages the traffic signals; and supports the efficient movement of deliveries that are the lifeblood of businesses in the District. DDOT also maintains the bridges, roads, sidewalks, alleys, tunnels, and streetlights in the District.

## 2 2024 OBJECTIVES

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### Strategic Objective

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Safety - design and manage a transportation network that offers safe and secure travel choices for all users, in accordance with Mayor Bowser's Vision Zero initiatives.

Mobility - increase system reliability, improve accessibility and manage congestion through coordination, communications and mobility options, providing safe and affordable travel choices for all users and trips.

Management and Operations - ensure the state of good repair for existing assets by investing in maintenance and operations to address the greatest mobility needs.

Enjoyable Spaces - create and manage public space and transportation systems to be accessible, safe, and welcoming to residents, visitors and commuters.

Equity - advance transportation equity by evaluating its policies, planning, community engagement and project delivery, to ensure public investments in transportation justly benefit all residents, visitors and commuters.

Project Delivery - complete projects on-time and on-budget while engaging and communicating with the community.

Sustainability - manage and promote a transportation network that supports economic vitality and opportunity, reduces emissions and strengthens resilience in the face of climate change, especially in historically underserved neighborhoods that may experience greater impacts.

Create and maintain a highly efficient, transparent, and responsive District government.

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### 3 2024 OPERATIONS

Operation Title	Operation Description	Type of Operation
<b>Safety - design and manage a transportation network that offers safe and secure travel choices for all users, in accordance with Mayor Bowser's Vision Zero initiatives.</b>		
Safety Improvement	Design, construct, and deploy multi-modal safety improvements and manage the flow of traffic within the right of way.	Daily Service
Streetscapes Projects	Improve the design and layout of roads, sidewalks, trees, and open spaces to create safer, more livable, sustainable and attractive corridors.	Daily Service
DC Safe Routes to School Program	Provide schools with planning assistance and education programming to improve safety for student walkers and cyclists. Install, maintain, and improve transportation assets in and around school zones for safety.	Key Project
Automated Traffic Enforcement (ATE) Program	Install Automated Traffic Enforcement (ATE) cameras to reduce violations related to speeding, red lights, stop signs, bus/bike lanes, school bus stop arms, and truck restrictions.	Daily Service
<b>Mobility - increase system reliability, improve accessibility and manage congestion through coordination, communications and mobility options, providing safe and affordable travel choices for all users and trips.</b>		
Research and Development	Oversee the DDOT Library, fund research projects, promote DDOT research nationally, and manage the pilot vetting program.	Daily Service
Streetcar Operations Infrastructure and Expansion	Operation and maintenance of the DC Streetcar system, which is intended to make travel within the District easier for residents, workers and visitors, and complement the existing transit options.	Daily Service
Active Transportation Network	Plan, design, construct, and maintain safety of trails, bike paths, and other non-car paths.	Daily Service
Parking and Curbside Management	Conduct research, develop policies, and deploy technologies to manage curbside space and metered parking.	Daily Service
Bus Priority	Improve bus travel speeds and reliability across the District through bus priority projects and program areas.	Key Project
Autonomous Vehicles	Administer Autonomous Vehicles Program, Personal Delivery Vehicle Program, and Drone Program, issue permits, and provide guidelines and rules for entities to test and deploy autonomous vehicles on public roads.	Daily Service
Intelligent Transportation Systems	Design, install and maintain Intelligent Transportation Systems (ITS) infrastructure and systems, which enable efficient transportation management and operations, as well as data collection, processing, and analysis.	Daily Service
<b>Management and Operations - ensure the state of good repair for existing assets by investing in maintenance and operations to address the greatest mobility needs.</b>		

(continued)

Operation Title	Operation Description	Type of Operation
Roadway Maintenance	Resurfacing and sealing large areas of the roadway and repairs to streets such as crack sealing, patching, deep patching and filling potholes.	Daily Service
Alley Maintenance	Sealing, patching, repairing and resurfacing alleys.	Daily Service
Bridge Maintenance	Preservation and maintenance of bridge assets.	Daily Service
Sidewalk Maintenance	Preservation and maintenance of curbs and sidewalks.	Daily Service
Materials Testing Lab	Test materials for quality and compliance.	Key Project
Street Light Maintenance	Efficiently manage the Public-Private Partnership project to improve, maintain, reconstruct, or upgrade street lights, alley lights, poles, and any other streetlight asset.	Daily Service
Fleet and Facilities Management	Manage vehicle fleet, warehouses and storage facilities, and office space.	Daily Service
Emergency Response and Security	Oversee emergency management, risk management, the internal safety program and safety policies for employees, vehicle fleet, and facilities.	Daily Service
Asset Maintenance	Maintain the integrity, safety, and condition of transportation infrastructure assets including streets, sidewalks, alleys, bridges, tunnels, streetlights, signals, and signs.	Daily Service
Traffic Signals	Maintain, expand, and optimize the city-wide traffic signal network.	Daily Service

**Enjoyable Spaces - create and manage public space and transportation systems to be accessible, safe, and welcoming to residents, visitors and commuters.**

Street Signs and Markings	Maintenance of citywide street signs and markings.	Daily Service
Public Space Regulation	Issue, inspect, and review public space permits, construction zones, and enforce restoration of the public right of way.	Daily Service
Capital Bikeshare and Micromobility	Provide oversight of bike/scooter rental programs for citizens and visitors.	Daily Service

**Equity - advance transportation equity by evaluating its policies, planning, community engagement and project delivery, to ensure public investments in transportation justly benefit all residents, visitors and commuters.**

Regional Transit Coordination	Manage agreements and subsidy programs to lower transportation costs for transit riders.	Daily Service
DC Circulator and DC Streetcar	Operates, maintains, and expands the DC Streetcar and DC Circulator transit systems.	Daily Service
Frederick Douglass Memorial Bridge	Replace the existing Frederick Douglass Memorial Bridge, deconstruct the 70-year-old bridge, and reconstruct the Suitland Parkway/I-295 interchange. Once complete, the new bridge will make it safer for pedestrians, bicyclists, and cars to cross the Anacostia River and will feature four pedestrian overlooks, three above-deck arches, and two piers that will appear to float on the river. The new bridge is the biggest infrastructure project in the history of the city.	Key Project

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Operation Title	Operation Description	Type of Operation
Policy and Legislation	Develop and analyze transportation policies, coordinate the policy-making process among government agencies, and respond to council committee oversight requests and other inquiries.	Daily Service
Equity and Inclusion	Administer compliance programs, policies, and support the department's goals in diversity, equity, accessibility, inclusion, and equal employment opportunity.	Daily Service

**Project Delivery - complete projects on-time and on-budget while engaging and communicating with the community.**

DC Water Megaproject	Ongoing permitting support for DC Water Megaprojects.	Key Project
Bridge, Tunnel, and Highway Reconstruction	Manage ongoing long-term capital projects.	Key Project
Infrastructure Project Delivery	Design, engineer, and construct roadway and bridge projects and manage mega-projects.	Daily Service

**Sustainability - manage and promote a transportation network that supports economic vitality and opportunity, reduces emissions and strengthens resilience in the face of climate change, especially in historically underserved neighborhoods that may experience greater impacts.**

Transportation Demand Management	Oversee Transportation Demand Management program, promote sustainable transportation options through goDCgo, and encourage residents, employees, and visitors to reduce reliance on single-occupant vehicles for travel.	Daily Service
Business Improvement and Economic Development	Manage Business Improvement District (BID) reimbursements and Federal projects that support local Economic Development.	Key Project
Planning and Sustainability	Develop city-wide transportation policies, strategic goals, and plans, as well as narrow plans focused on specific neighborhood needs.	Daily Service
Powerline Undergrounding Engineering (DC PLUG)	Implement the Power Line Undergrounding Engineering (DC PLUG) to bring overhead electrical feeders affected by outages underground. This is a partnership between DDOT constructing the underground facilities and Pepco installing the underground electric distribution system.	Key Project
Environmental Impact Analysis	Evaluate the impacts of land development actions on the transportation network and the environment.	Daily Service
Vehicle Electrification	Electrify government vehicles and buses, develop policies, and issue public space permits to expand the EV charging station network.	Key Project
Anacostia Waterfront Initiative	Improve access, environmental quality, foster economic development and promote safe multi-modal travel for communities throughout the Anacostia Waterfront area.	Key Project
Urban Forestry	Preserve the city's tree canopy, maintain, improve, and remove trees in the right of way to ensure they are healthy, safe, and growing.	Daily Service

(continued)

Operation Title	Operation Description	Type of Operation
Green Infrastructure and Environmental Programs	Construction related to green infrastructure sites in the right of way, alleys, and public spaces. Green Infrastructure is the living network that connects landscape areas, natural areas, and waterways. In urban areas, it captures rainfall; cools buildings and pavement; and creates natural pathways for wildlife.	Daily Service
<b>Create and maintain a highly efficient, transparent, and responsive District government.</b>		
Information Technology	Develop in-house software solutions, support hardware and software services, and provide enterprise data management.	Daily Service
Customer Service	Provide customer service call center to answer residents' questions or concerns submitted via the 311 system, phone, email, or other means.	Daily Service
Human Resources and Budget Allocation	Manage human resources functions including hiring, training, budget resource allocation, personnel policies and procedures, and workforce development activities.	Daily Service
Performance Management	Improve business processes, develop performance plans, conduct data analysis and visualization, and coordinate performance reporting to meet agency's strategic goals.	Daily Service
Public Affairs	Manage media relations, crisis communications, public affairs, and employee communications.	Daily Service
Community Engagement	Coordinate engagement and outreach with the public, community organizations and representative bodies, and other stakeholders.	Daily Service

## 4 2024 STRATEGIC INITIATIVES

Title	Description	Proposed Completion Date
Equity Assessment Tool	In FY 2024, DDOT will continue to require project managers to describe how projects or programs promoted the shared and just distribution of benefits and burdens of an infrastructure investment or service. DDOT will require that every FY 2025 budget request submission complete the equity assessment tool.	9/30/2024
Bus Priority and Efficiency	The Bus Priority Program improves bus speeds and reliability for riders across the District. In FY22 Mayor Bowser mandated expedited delivery of 51 projects, and DDOT is working to deliver these over the next several years, as outlined in the Bus Priority Plan. You can track our progress on all of our projects, and find the Bus Priority Plan, at <a href="https://buspriority.ddot.dc.gov/">https://buspriority.ddot.dc.gov/</a> In FY 2024, DDOT will begin construction on 6 projects, bringing our total of completed projects or projects under construction to 13 of 51. DDOT will begin design on an additional 7 projects in FY24 that will start construction in FY25, including Georgia Avenue NW (home to the busiest bus route in the region). Lastly, DDOT will kick off planning and concept development for 7 projects. By the end of FY24, 27 of the 51 projects will be in active development or completed.	9/30/2024
Transportation Online Permitting System (TOPS) Modernization	DDOT plans to re-build the Transportation Online Permitting System (TOPS) into an enterprise- class and cloud-based platform. The new system will make it easy for users to log into an account any time to apply for a permit, edit an application, upload plans electronically, or check the status of an application. In FY24, DDOT will select a vendor and provide Notice to Proceed. In FY24, the vendor will confirm the system requirement and process findings from the business process redesign effort. The vendor will then design the cloud infrastructure for the Modernized Permitting System (MPS) for DDOT's review and approval. Finally, the vendor will begin development and deployment of the cloud infrastructure for the MPS.	9/30/2024
The District of Columbia Power Line Undergrounding (DC PLUG)	The DC Power Line Undergrounding (DC PLUG) initiative is a program to move above ground electric power lines underground. The program selects power lines on poles that are the most vulnerable to severe weather. The power lines in neighborhoods are called feeders. Our full progress on these feeders and others can be tracked at: <a href="https://www.dcpluginfo.com/">https://www.dcpluginfo.com/</a> . In FY 2024, DDOT plans to complete the design of feeders 14007, 14093, 00467, 00347 , 15174, and 14767.	9/30/2024

Traffic System Modernization and Relocation

DDOT plans to modernize and relocate its traffic system infrastructure to a new facility in Ward 5. This new facility ensures Intelligent Transportation System (ITS) maintenance staff can continue to operate field devices, support traffic operations functions and regional traffic coordination. The agency will also upgrade the traffic system infrastructure to a fiber-optic network to vastly improve network reliability, bandwidth, and connectivity to signals and future transportation innovations.

In FY 2024, the agency will start to relocate and migrate server-based applications to the new facility. The agency will complete a pilot project using the DC-Net citywide communication fiber network for traffic system operations. DDOT will also complete the design and initiate the implementation of the ITS infrastructure using DC-Net citywide communications fiber network.

9/30/2024

Streetlight Public Private Partnership (P3)

The DC Smart Street Lighting Project will modernize DC's more than 75,000 streetlights by converting to LED technology with remote monitoring and control. It is the District's first-ever Public Private Partnership (P3) and is the nation's largest urban streetlight modernization project using the P3 model. LEDs better direct light onto the road, sidewalks, and trails, all helping to advance the District's Vision Zero goals.

In FY 2024, DDOT aims to successfully complete the P3 effort by upgrading the remaining 59,600 streetlights with high-efficiency LED bulbs. Additionally, DDOT aims to finalize the deployment of fully functional asset management information system to be seamlessly integrated with remote monitoring and control capabilities of the entire streetlight network.

9/30/2024

Curbside Management

DDOT's Curbside Management prioritizes parking innovations to improve the user experience; modernize curbside regulations; and implement an asset-light approach for managing the parking network. In FY24, DDOT will launch a proactive process to notify Residential Disability Permit Parking (RDPP) owners of their renewal dates and make improvements to the application and appeals process for applicants with a revised rulemaking.

In FY24, DDOT will also install 5 short-term parking zones and complete evaluation of those zones to inform conversion of pilot and temporary emergency PUDO zones and to formalize the program as well as to develop enforcement protocols. This short-term parking program provides high-turnover access for delivery services and passengers not well serviced by traditional metered parking.

9/30/2024

Safety Improvements	<p>DDOT is dedicated to improving safety across the District for everyone. In addition to continuing to implement a wide range of traffic safety interventions and High Injury Network corridor improvements across the city, in FY24 DDOT aims to accomplish three goals. First, DDOT will evaluate all traffic management personnel programs by assessing existing locations and practices for future improvements. Second, for the Safe Routes to School Program, the agency will complete proactive Action Plans at 25 schools across the District and begin implementation of the plan recommendations, and compile these school safety programs into a Master Plan. Finally, DDOT will begin to construct sidewalk gap segments to improve safety, mobility, and access across all eight wards in the District.</p>	9/30/2024
Public Engagement	<p>DDOT values intentional, equitable engagement with residents and the general public for collaborative decision-making. The agency will standardize its public engagement processes to ensure this meaningful approach, providing teams with tools for implementation. In FY24, DDOT will develop and draft public engagement standard operating procedures and guidelines for the agency. Once complete, the agency will begin a pilot process that will inform the final version for implementation of the public engagement guidelines.</p>	9/30/2024
Innovation	<p>DDOT seeks to utilize emerging technologies, processes, and innovations, both internally and externally, in order to advance the agency's work. In FY24, DDOT will finalize a Standardized Operating Procedure (SOP) and publish an intake form for innovative pilots the agency can pursue. In FY24, DDOT will also deploy its new drone program in partnership with at least two other program areas, evaluating the benefits and addressing challenges of drones for future projects.</p>	9/30/2024
Automated Traffic Enforcement Upgrade and Expansion	<p>Automated Traffic Enforcement (ATE) has begun and will complete in FY24 the upgrade of its legacy 135 cameras and the expansion of the program with 140 Clear Lanes cameras, enforcing bus lanes and bus zones. DDOT will also install over 200 new speed, red-light, stop sign, school bus stop arm and truck restriction enforcement cameras. Upgrading and expanding the ATE camera network reduces dangerous driver behavior, increases bus efficiency, enhances resident and student safety, and expands enforcement on the high injury network.</p>	9/30/2024

Bridge Rehabilitation and Replacement

This project will ensure the safety of the District's bridges and structures. In FY24, DDOT will award construction for the rehabilitation of the Theodore Roosevelt Memorial Bridge; this rehabilitation is expected to extend the bridge's service life by 20-30 years and improve mobility and safety. In FY24, DDOT will also award design and construction for the replacement of the H St NE Bridge (Hopscotch Bridge); this replacement closely matches the existing bridge and seeks to minimize impacts to transit services and users while not precluding the operations of the rail yard, Union Station, and future projects.

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9/30/2024

## 5 2024 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023	FY 2024 Target
<b>Safety - design and manage a transportation network that offers safe and secure travel choices for all users, in accordance with Mayor Bowser's Vision Zero initiatives.</b>					
Percent of posts covered by School Crossing Guards	Up is Better	New in 2023	New in 2023	91.4%	90%
<b>Mobility - increase system reliability, improve accessibility and manage congestion through coordination, communications and mobility options, providing safe and affordable travel choices for all users and trips.</b>					
Percent increase in Capital Bikeshare Ridership over previous year	Up is Better	4.2%	40.1%	17.8%	2%
Percent of Circulator buses arriving on time	Up is Better	66.8%	72.1%	79.7%	79%
Miles of Protected Bikeways Installed	Up is Better	New in 2023	New in 2023	7.8	10
<b>Management and Operations - ensure the state of good repair for existing assets by investing in maintenance and operations to address the greatest mobility needs.</b>					
Percent of pothole service requests filled and closed out within 72 hours	Up is Better	78.1%	88.7%	91.6%	85%
Percent of paving plan goal for time period completed (data shown as calendar year quarters; 90-day delay in reporting)	Up is Better	93.7%	123.3%	93.7%	100%
Percent of sidewalk plan goal for time period completed (data shown as calendar year quarters; 90-day delay in reporting)	Up is Better	139%	131.1%	86.4%	100%
Percent of streets in "Fair" to "Excellent" condition	Up is Better	77.1%	86%	87.7%	90%
<b>Enjoyable Spaces - create and manage public space and transportation systems to be accessible, safe, and welcoming to residents, visitors and commuters.</b>					
Percent of public space applications approved within 30 days	Up is Better	93.3%	96.3%	97.3%	93%
Percent of meter transactions using mobile payment	Up is Better	New in 2024	New in 2024	New in 2024	62%

Workload Measures

Measure	FY 2021	FY 2022	FY 2023
<b>Automated Traffic Enforcement (ATE) Program</b>			
Number of active WMATA Bus Cameras and School Bus Stop Arm Cameras operating on the roadways	New in 2023	New in 2023	0
Number of citations issued via speed, red light, stop sign, and truck restriction cameras	1,477,167	1,409,498	1,480,710
Number of citations issued via WMATA Bus Cameras and School Bus Stop Arm Cameras	New in 2023	New in 2023	0
Number of active speed, red light, stop sign, and truck restriction cameras operating on the roadways	134	134	138
<b>Safety Improvement</b>			
Number deployment locations covered for traffic control officers (TCOs)	2,669	1,061	1,532
Number of Roadway Operations Patrol (ROP) deployments	New in 2023	New in 2023	2,139
Number of bicyclist serious injuries	23	15	26
Number of pedestrian serious injuries	95	65	96
Number of motor-vehicle serious injuries	266	150	210
Number of bicyclist fatalities	4	3	1
Number of pedestrian fatalities	13	17	17
Number of motor-vehicle fatalities	12	14	19
Number of Annual Safety Program locations along High Injury Network evaluated and improved for traffic safety	New in 2024	New in 2024	New in 2024
Number of citations issued by traffic control officers (TCOs)	New in 2023	New in 2023	46,774
<b>Active Transportation Network</b>			
Miles of new protected bike lanes installed	7.4	5.5	7.8
Miles of new trail completed	New in 2022	7.8	0
<b>Asset Maintenance</b>			
Number of alleys resurfaced	232	161	116
Number of deficient bridges	3	3	3
Number of pothole service requests completed	3,431	3,382	3,068
<b>Street Light Maintenance</b>			
Number of street lights repaired	21,556	20,650	22,689

Workload Measures (continued)

Measure	FY 2021	FY 2022	FY 2023
<b>Public Space Regulation</b>			
Number of public space inspections	49,340	54,919	49,417
Number of building sites assessed for accessibility of path of travel	New in 2022	216	74
<b>Street Signs and Markings</b>			
Number of signs installed	21,474	40,196	23,269
Number of Miles in the Markings Plan Completed (data shown as calendar year quarters; 90-day delay in reporting)	New in 2024	New in 2024	New in 2024
<b>DC Circulator and DC Streetcar</b>			
Number of Circulator Passengers	481,759	1,811,283	1,954,321
Number of Streetcar Passengers	62,544	267,093	622,531
<b>Regional Transit Coordination</b>			
Number of Kids Ride Free passes picked up by students	25,174	63,151	74,906
Number of transit stops improved to be compliant with accessibility guidelines	New in 2022	51	62
<b>Transportation Demand Management</b>			
Number of Bike/Pedestrian Counters Reporting Data	New in 2024	New in 2024	New in 2024
<b>Urban Forestry</b>			
Number of trees planted citywide	8,391	5,844	12,726
<b>Customer Service</b>			
Number of non-emergency 911 traffic calls and texts routed to DDOT	New in 2023	New in 2023	1,162