



# **DISTRICT DEPARTMENT OF TRANSPORTATION**

## **FY 2026 PERFORMANCE PLAN**

**MAY 27, 2025**

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# 1 INTRODUCTION

This document is the Fiscal Year 2026 Performance Plan for the District Department of Transportation.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily when the Mayor’s budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

**Performance Plan Structure:** Performance plans are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

**Objectives:** Objectives are statements of the desired benefits that are expected from the performance of an agency’s mission. They describe the goals of the agency.

**Administrative Structures:** Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

**Activities:** Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

**Projects:** Projects are planned efforts that end once a particular outcome or goal is achieved.

**Measures:** Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency’s overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like “How much did we do?”, “How well did we do it?”, “How quickly did we do it?”, and “Is anyone better off?” as described in the table below.

Measures are printed in the Performance Plan along with the Objective, Administrative Structure, Activity, or Project that they measure.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase “Number of...”.	“Number of public art projects completed”
Quality	Quality measures assess how well an agency’s work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	“Percent of citations issued that were appealed”
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	“Percent of claims processed within 10 business days”

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Measure Type	Measure Description	Example
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

**Targets:** Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report.

Not all measures are associated with a target. Newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Changes in some measures may not indicate better or worse performance. They may be "neutral" measures of demand or input or outside of the agency's direct control. In some cases, the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

## 2 DISTRICT DEPARTMENT OF TRANSPORTATION OVERVIEW

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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.

**Summary of Services:** DDOT executes its mission through the work of six administrations: Infrastructure Project Management; Transportation Planning; Maintenance Operations; Traffic Safety; Talent and Business Services; and Office of the Director. 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.

### **Objectives:**

1. Safety
2. Mobility
3. Management and Operations
4. Enjoyable Spaces
5. Equity
6. Project Delivery
7. Sustainability
8. Efficient, Transparent, and Responsive Government

### **Administrative Structures:**

1. Infrastructure Project Management Administration
2. Office of the Director
3. Maintenance Operations Administration
4. Talent and Business Services Administration
5. Traffic Safety Administration
6. Transportation Planning Administration

### 3 PROPOSED OBJECTIVES

#### 3.1 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.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Miles of sidewalk gaps filled	Neutral	New in 2025	New in 2025	New in 2025	*
Quantity	Number deployment locations covered for traffic control officers (TCOs)	Neutral	1,532	1,409	*	*
Quantity	Number of automated traffic enforcement citations issued	Neutral	New in 2025	New in 2025	New in 2025	*
Quantity	Number of bicyclist fatalities	Down is Better	1	3	*	*
Quantity	Number of bicyclist serious injuries	Down is Better	26	32	*	*
Quantity	Number of motor-vehicle fatalities	Down is Better	19	28	*	*
Quantity	Number of motor-vehicle serious injuries	Down is Better	210	205	*	*
Quantity	Number of pedestrian fatalities	Down is Better	17	21	*	*
Quantity	Number of pedestrian serious injuries	Down is Better	96	72	*	*
Quantity	Number of schools with School Action Plan recommendations implemented	Neutral	New in 2025	New in 2025	New in 2025	*
Quantity	Percent of posts covered by School Crossing Guards	Up is Better	91.4%	90.92%	90%	<b>90%</b>
Quantity	Percent of safety priority intersections with active or completed projects	Up is Better	New in 2025	New in 2025	42%	<b>42%</b>
Quality	Percent of High Injury Network with active or completed projects	Up is Better	New in 2025	New in 2025	70%	<b>70%</b>
Outcome	Percent reduction in automated traffic enforcement violations issued	Down is Better	New in 2025	New in 2025	-5%	<b>-5%</b>

\* Specific targets are not set for this measure

### 3.2 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.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Miles of protected bikeways installed	Up is Better	7.77	3.91	10	<b>10</b>
Quantity	Number of Streetcar Passengers	Up is Better	622,531	835,879	*	*
Quantity	Number of students issued Kids Ride Free cards	Neutral	New in 2025	New in 2025	New in 2025	*
Quantity	Trips per shared fleet bike per day	Neutral	New in 2025	New in 2025	New in 2025	*
Quantity	Trips per shared fleet scooter per day	Neutral	New in 2025	New in 2025	New in 2025	*
Outcome	Percent increase in Capital Bikeshare Ridership over previous year	Up is Better	+17.77%	+35.2%	+2%	<b>+2%</b>

\* Specific targets are not set for this measure

### 3.3 MANAGEMENT AND OPERATIONS

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

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of pothole service requests completed	Neutral	3,068	3,212	*	*
Quantity	Number of signs and sign supports installed	Neutral	New in 2025	New in 2025	New in 2025	*
Quantity	Number of street lights repaired	Neutral	22,689	17,017	*	*
Quantity	Percent of annual alley plan goal completed	Neutral	New in 2025	New in 2025	New in 2025	*
Quantity	Percent of annual markings plan goal completed	Neutral	New in 2025	New in 2025	New in 2025	*
Quality	Percent of annual paving plan goal completed	Up is Better	120.11%	No data available	100%	<b>100%</b>
Quality	Percent of annual sidewalk plan goal completed	Up is Better	122.8%	No data available	100%	<b>100%</b>
Outcome	Number of deficient bridges	Down is Better	3	3	*	*



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Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Outcome	Percent of meter transactions using mobile payment	Up is Better	New in 2024	65.03%	66%	<b>66%</b>
Outcome	Percent of pothole service requests filled and closed out within 72 hours	Up is Better	91.6%	88.72%	85%	<b>85%</b>
Outcome	Percent of streets in "Fair" to "Excellent" condition	Up is Better	87.65%	89.13%	90%	<b>90%</b>

\* Specific targets are not set for this measure

### 3.4 ENJOYABLE SPACES

Create and manage public space and transportation systems to be accessible, safe, and welcoming to residents, visitors and commuters.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of public space enforcement actions issued	Neutral	New in 2025	New in 2025	New in 2025	*
Quantity	Number of public space inspections	Neutral	49,417	48,644	*	*

\* Specific targets are not set for this measure

### 3.5 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.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of Disadvantaged Business Enterprise participating on contracts	Neutral	New in 2025	New in 2025	New in 2025	*
Quantity	Number of District residents trained through On the Job Training program	Neutral	New in 2025	New in 2025	New in 2025	*
Quantity	Number of building sites assessed for accessibility of path of travel	Up is Better	74	105	*	*
Quantity	Number of transit stops improved to be compliant with accessibility guidelines	Up is Better	No data available	58	*	*

\* Specific targets are not set for this measure



### 3.6 PROJECT DELIVERY

Complete projects on-time and on-budget while engaging and communicating with the community.

#### No Related Measures

### 3.7 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.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of trees planted citywide	Neutral	6,762	6,613	*	*

\* Specific targets are not set for this measure

### 3.8 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

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

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of Roadway Operations Patrol (ROP) deployments	Neutral	2,139	2,532	*	*
Quantity	Number of non-emergency 911 traffic calls and texts routed to DDOT	Neutral	1,162	597	*	*
Outcome	Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years	Up is Better	No data available	61.11%	*	*
Outcome	Percent of employees that are District residents	Up is Better	59.91%	58.87%	*	*
Outcome	Percent of new hires that are District residents	Up is Better	62.31%	58.27%	*	*

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Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Outcome	Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Up is Better	25.91%	18.52%	*	*
Outcome	Percent of public space applications approved within 30 days	Up is Better	97.3%	98.6%	93%	<b>93%</b>
Outcome	Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Up is Better	43.24%	46.81%	*	*
Efficiency	Number of bike/pedestrian counters reporting data	Neutral	New in 2024	16	*	*

\* Specific targets are not set for this measure

## 4 PROPOSED ADMINISTRATIVE STRUCTURES

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### 4.1 INFRASTRUCTURE PROJECT MANAGEMENT ADMINISTRATION

The Infrastructure Project Management Administration (IPMA) is responsible for the feasibility, planning, environmental, design, construction, and construction inspection of roadways, bridges, culverts, trails, structures, and other transportation infrastructure in the District of Columbia. The work is managed by the Design and Construction Management (D&CM) Division and the Citywide Engineering & Special Projects Division (CESP) Division, which includes the transportation portion of the Anacostia Waterfront Initiative (AWI), a 30-year program focused on projects that transform the Anacostia River corridor.

### 4.2 OFFICE OF THE DIRECTOR

The Office of the Director is responsible for the oversight and management of the entire agency and includes the following: Chief of Staff; General Counsel; Equity and Inclusion Division; External Affairs Division; and Innovation and Performance Division.

Activities under Office of the Director:

1. Engage the community: Engage the community in the definition and progress of projects, programs, and policies.

#### No Related Measures

2. Improve accessibility: Improve economic equity and accessibility through safe, efficient, integrated, and affordable transit options.

#### No Related Measures

3. Consider equity in DDOT action: Evaluate the prioritization of policies, programs, services, and capital projects from the standpoint of greater equity.

#### No Related Measures

### 4.3 MAINTENANCE OPERATIONS ADMINISTRATION

The Maintenance Operations Administration (MOA) is responsible for maintaining the District's infrastructure assets. The Administration includes: Pavement Maintenance Division; Sign Maintenance Division; Urban Forestry Division; Program Support Branch; Public Space Inspections Branch; and Streetlight Branch.

Activities under Maintenance Operations Administration:

1. Maintain and modernize existing assets: Maintain and modernize existing assets in an equitable way across the District.

#### No Related Measures

#### **4.4 TALENT AND BUSINESS SERVICES ADMINISTRATION**

The Talent and Business Services Administration (TBSA) is responsible for a wide range of functions and responsibilities for DDOT. It supports the transformation of administrative activities from transactional processing to strategically focused resources that directly support the agency's mission and achievement of its performance objectives. It is comprised of five Divisions and liaises with two independent agencies: Office of Contracting and Procurement and Office of the Chief Financial Officer. The Divisions include: Facilities and Support Services Division; Human Resources Division; Information and Technology Division; Resource Allocation Division; and Safety and Security Division.

Activities under Talent and Business Services Administration:

1. Performance-based planning and budgeting: Establish a performance-based approach to resource allocation and budgeting that aligns to the vision and goals of the agency.

#### **No Related Measures**

#### **4.5 TRAFFIC SAFETY ADMINISTRATION**

The Traffic Safety Administration (TSA) is a new Administration that allows DDOT to pull the continuum of safety interventions into one Administration – from multi-modal safety design and construction projects to automated enforcement of traffic rules using cameras to assisting school children to cross streets to attending crash sites to assist road users. The Divisions within the TSA will include: Automated Traffic Enforcement (ATE) Division; Multimodal Project Delivery Division; Multimodal Safety Engineering Division; Roadway Operations and Safety Division; Traffic Signals and Engineering Division.

Activities under Traffic Safety Administration:

1. Integrate safety best practices: Integrate safety best practices into all phases of project development: planning, design, engineering, construction, and operations.

#### **No Related Measures**

2. Design infrastructure to improve safety: Design infrastructure to improve safety for all, focusing especially on our most vulnerable roadway users.

#### **No Related Measures**

#### **4.6 TRANSPORTATION PLANNING ADMINISTRATION**

The Transportation Planning Administration (TPA) is responsible for intermodal planning; state transportation environmental compliance; project identification and development; DC Streetcar service; curbside management; freight and passenger rail; public space permitting and regulation and mass transit policy, including WMATA matters. The Administration includes: Capital Planning Division; Curbside Management Division; Planning and Sustainability Division; Public Space Regulation Division; and Transit Delivery Division.

Activities under Transportation Planning Administration:

1. Prioritize climate adaptation: Prioritize transportation infrastructure climate adaptation.

#### **No Related Measures**

2. Expand the bicycle and pedestrian network: Integrate and expand the bicycle and pedestrian network to ensure safe, connected, and more equitable infrastructure for all users.

**No Related Measures**

3. Implement congestion and transportation demand management: Implement congestion and travel demand management tools to support accessible, reliable, sustainable, efficient, and affordable movement throughout the District.

**No Related Measures**

4. Improve bus speeds and reliability: Improve bus speeds and reliability through strategic transit priority treatments.

**No Related Measures**

5. Design and manage the public space to be people-focused: Design and manage public space and the space along the roadway to be people-focused, promoting livability and public health by improving accessibility, sustainability, safety, and placemaking.

**No Related Measures**

6. Manage curb space and roadways: Increase accessibility and efficient delivery of goods and movement of people through curbside management and roadway management.

**No Related Measures**

7. Promote non-auto mode share: Promote partnerships and programs such as travel demand management to grow non-auto mode commute trips

**No Related Measures**