



FY 2012 PERFORMANCE PLAN
District Department of Transportation (DDOT)

MISSION

The District Department of Transportation's (DDOT) mission is to enhance the quality of life for District residents and visitors by ensuring that people and goods move safely with minimal adverse impact on residents and the environment.

SUMMARY OF SERVICES

DDOT executes its mission through the work of the following divisions:

The Infrastructure Project Management Administration designs and builds roads and bridges, rails and other transportation projects; the Progressive Transportation Services Administration provides public transportation service through Metro and the Circulator bus system; the Transportation Operations Administration ensures a safe and user-friendly transportation environment; the Planning, Policy and Sustainability Administration develops strategic goals for the agency; the Urban Forestry Administration maintains the District's street trees, providing our community with traffic calming, improved air quality, increased ground water retention that minimizes runoff and flooding, temperature moderation, and aesthetics.

PERFORMANCE PLAN DIVISIONS

The Department of Transportation operates through the following divisions:

- Urban Forestry Administration (UFA)
- Infrastructure Project Management Administration (IPMA)
- Progressive Transportation Services Administration (PTSA)
- Planning, Policy and Sustainability Administration (PPSA)
- Transportation Operations Administration (TOA)
- Public Space Operations Administration (PSOA)
- Office of the Director (OD)

WORKLOAD MEASURES

Measure	FY09 Actual	FY10 Actual	FY11 Actual
Number of Street Tree Spaces or Boxes under UFA Jurisdiction	144,000	144,000	147,358
Number of Public Space Permits Issued	N/A	14,175	27,917
Total violations written by Traffic Control Officers (TCO's) Annually	122,026	127,269	246,206
Total Crashes	16,841	17,955	12,797
Fatalities	33	25	27
Motorcycle Fatalities	3	1	3
Bicycle Fatalities	0	3	2
Total Number of Service Requests	33,865	237,284	225,336



Measure	FY09 Actual	FY10 Actual	FY11 Actual
Number of Incidents Responded by TMC & ROP	6,797	7,527	5,203
Total number of Circulator riders	3,579,896	4,645,198	4,795,115
Number of Capital Bikeshare stations in DC	N/A	65	98



Urban Forestry Administration (UFA)

SUMMARY OF SERVICES

UFA establishes a full population of street trees within the District of Columbia and ensures that the trees lining the District’s right –of-ways are maintained in a healthy and safe manner. This division also provides educational information to District residents about the benefits of growing trees and encourages planting of appropriate tree species in our urban environment.

OBJECTIVE 1: Increase the number and improve the health of street trees in order to provide District neighborhoods with a healthy urban tree canopy.

INITIATIVE 1.1: Increase tree planting and impervious surface removal in the Combined Sewer Overflow areas in public space.

By aggressively competing for ARRA Stimulus funding, UFA was able to remove more than 90,000 square feet of impervious surfaces within the ROW in FY 11. Where possible, new tree plantings were installed, further enhancing the benefit of this initiative. These trees have a great ability to slow down storm water runoff. The average cost of installation of a new 4X9 tree box with tree included is \$1100. This project is federally funded

INITIATIVE 1.2: UFA will expand the diversity of tree species being installed as street trees.

Last year, the city planted nearly 50 different species and cultivars, with an even greater diversity planned for FY12. Through a process of rigorous tree inventory analysis, UFA has also identified those species that occur in an overabundance and monoculture. This data directly informs the decisions we make regarding species selection for upcoming planting initiatives. Additionally, UFA continues to emphasize the importance of dynamically updating its street tree inventory by maintaining a five year inventory cycle. By remaining committed to maintaining current and accurate records, UFA is able to obtain the highest performance of its primary asset: street trees that form the basis of our urban tree canopy. Contracted cost of planting per tree is \$268.

INITIATIVE 1.3: Increase citizen stewardship of public space trees through the Canopy Keepers program, the UFA-BID partnership, and the UFA/PPSA campaign to keep bikes off trees.

This initiative is a continuation of UFA outreach staff efforts to increase citizen involvement in urban tree stewardship. UFA will continue to supply bioplex watering rings at a cost of between \$20 - 30 per ring and to provide brochures and lectures/workshops on the care and maintenance of trees. UFA will also supply watering equipment to BIDs as needed.

PROPOSED KEY PERFORMANCE INDICATORS – Urban Forestry Administration

Measure	FY10 Actual	FY11 Target	FY11 YTD	FY12 Projection	FY13 Projection	FY14 Projection
Percentage of Street Tree Population Inspected	23.6%	26.0%	26.04	26	27	27
Number of Vegetation Plans Written	3	4	4	0	0	0
Percentage of the newly planted trees cared for under the Stewardship program (per annum)	14.9%	20.0%	27%	30%	35%	35%



Measure	FY10 Actual	FY11 Target	FY11 YTD	FY12 Projection	FY13 Projection	FY14 Projection
Number of trees tended by BID's (per annum)	692	275	450	400	400	400
Percentage of Street Trees in a Healthy Condition (excludes Dead, Poor & Fair conditions)	84%	87.5%	86%	87%	88.5%	90%
Number of Sq Ft impervious surface removed from street tree plantings	N/A	5,000	90,042	100,000	- ARRA Funds Expire FY11--	-- ARRA Funds Expire FY11-
Certified Arborists (number of staff certified by the industry standard)	20	21	19	25	25	25
Municipal Specialists (number of staff certified by the industry standard)	5	7	3	5	10	15
Utility Arborists (number of staff certified by the industry standard)	1	3	1	3	5	10
Tree Risk Assessment Certifications (number of staff certified by the industry standard)	9	10	12	15	20	25



Infrastructure Project Management Administration (IPMA)

SUMMARY OF SERVICES

IPMA manages the design, engineering and construction of roadways, bridges, traffic signals, and alley projects in the District of Columbia. IPMA also manages special construction projects and all roadway assets.

OBJECTIVE 1: Preservation of existing transportation infrastructure assets to maintain and improve condition rating in a cost effective manner.

INITIATIVE 1.1: Preservation of District Roadways.

Pavement management program is a planned strategy of cost effective treatments to an existing roadway system that preserves the system and slows down further deterioration. The local paving work plan includes various treatment selections such as slurry seal, crack sealing, and thin lift asphalt. The FY 12 paving plan for the federal network will include preservation treatment of over 75 lane miles of pavement and will increase the average pavement condition index from a 49 or poor rating to a 100 or excellent rating for those segments. The segments are selected based on pavement condition data collected by automated pavement condition equipment, which collects various existing deficiencies. FY 12 cost is approximately \$ 17 million.

INITIATIVE 1.2: Preservation of District Bridges.

Bridge program includes inventory and condition assessment or biannual bridge inspections, which delineate bridge element deficiencies. Bridge preservation activities will be performed based on prioritization of structures as part of overall preservation program. FY 12 cost is approximately \$ 3.5 million

INITIATIVE 1.3: Preservation of District Tunnels.

Tunnel management system allows us to update and maintain condition data of the various tunnel assets within the District. We manage a Citywide Tunnel performance based contract, which contains asset inventory and performance measures for the mechanical, electrical, structural, and lighting assets within the tunnel. Assets will receive preventive maintenance based on standards to maintain a accepted level of service.

OBJECTIVE 2: Incorporate into the infrastructure design sustainability, multimodal and low impact (green) elements.

INITIATIVE 2.1: Reconstruction of 18th Street, NW from Florida Avenue to Columbia Road.

The reconstruction of 18th Street will focus on sustainability and safety improvements by incorporating alternate mode of transportation into the design and reducing storm water runoff. The roadway will be changed to one combined bicycle and vehicle lanes in each direction that will reduce speed and encourage use of alternate mode of transportation. Sidewalks will be widened to 14 to 16 feet to allow high volume of pedestrian access. Bulb outs will be added to selected intersection for pedestrian safety. Tree boxes will be increased to reduce storm water runoff. Continuous structural soil will be added section below the sidewalk for better water absorption and tree root expansions. The cost of the federally participating project is \$9 million and the construction will be completed by September 2012.



INITIATIVE 2.2: Green Alleys & Green Roads: Permeable Pavement Installation.

Design and construct permeable paving systems in alleys and /or local roadways. The design will capture storm water runoff falling within the right-of-way and may capture storm water draining from adjacent areas, depending on the conditions. Potential methods include, but are not limited to, pervious concrete, porous asphalt, permeable pavers, and compacted gravel, in full widths or narrow strips, as well as under pavement grid support systems, and adjacent bioretention areas and Bioswale.

This initiative will include the design and construction of eight locations Citywide in FY12 and FY 13 for a total cost of \$ 4 million.

PROPOSED KEY PERFORMANCE INDICATORS – Infrastructure Project Management Administration

Measure	FY10 Actual	FY11 Target	FY11 Actual	FY12 Projection	FY13 Projection	FY14 Projection
Percentage of current year projects completed within 10% of budget (except for those with scope change)	91%	94%	95%	90%	90%	90%
Percentage of current year projects completed within 60 days of planned end date (except for those with scope change)	84%	94%	90%	90%	90%	90%
Percentage of blocks in paving plan completed	65%	100%	70%	100%	100%	100%
Percentage of streets in “Fair to Excellent” condition*	77%	78%	76%	76%	76%	76%
Number of Structurally Deficient Bridges	18	17	21	19	16	14
Percentage of sidewalks in “Good” or “Excellent” condition	46%	50%	47%	50%	51%	52%



Progressive Transportation Services Administration (PTSA)

SUMMARY OF SERVICES

PTSA provides the public with efficient, affordable and diverse means of travel within the District of Columbia by providing funding, policy recommendations, and coordination services to the Washington Metropolitan Area Transit Authority (WMATA), managing the Student Transit Subsidy Program, managing the day-to-day operations of the District’s Capital Bikeshare program, managing the DC Circulator service, managing the operations of Carsharing operations in District public space, and planning for the future streetcar network.

OBJECTIVE 1: Increase and promote mass transportation modes to meet the mobility and economic development needs of the district.

INITIATIVE 1.1: Begin streetcar design-build effort for H/Benning corridor.

Initiate design-build effort, including identifying and building streetcar substations, conduit poles and overhead wires, and termini along H Street and Benning Road NE. Award contact by end of December 2011.

INITIATIVE 1.2: Expand Capital Bikeshare by 84 Stations.

Since its inception, Capital Bikeshare has grown exponentially in both number of members and number of stations. PTSA aims to expand Capital Bikeshare stations throughout the District of Columbia to meet existing demand and to provide alternate modes of transportation to residents throughout the District. PTSA has funding to implement 34 new stations by the end of December 2011 and should secure funding from the Federal government to install 50 more stations by the end of the fiscal year.

INITIATIVE 1.3: Establish DC One Card School Transit Subsidy Program at all Schools Districtwide.

Complete school transit subsidy roll-out of the DC One Card to all schools. This will allow all students to take advantage of the DC One Card and eliminate the need for DDOT staff to produce travel cards for students each year. This program subsidizes travel for all eligible District of Columbia Students so that they may take transit to and from school and school-related activities.

INITIATIVE 1.4: Rehabilitate Original 29 Bus Circulator Fleet.

Rehabilitate the original 29 Circulator buses to improve reliability and appearance and increase lifespan.

PROPOSED KEY PERFORMANCE INDICATORS – Progressive Transportation Services Administration

Measure	FY10 Actual	FY11 Target	FY11 Actual	FY12 Projection	FY13 Projection	FY14 Projection
Farebox Recovery (percentage of cost covered by fare revenues)	21.5%	20.0%	24.2%	20.0%	20.0%	20.0%
Total Circulator Riders	4,649,496	4,687,000	4,795,115	4,900,000	5,000,000	5,100,000
Subsidy per Circulator Rider	\$2.23	\$2.50	\$2.12	\$2.15	\$2.50 ⁺	\$2.50



Measure	FY10 Actual	FY11 Target	FY11 Actual	FY12 Projection	FY13 Projection	FY14 Projection
Number of Students in School Transit Subsidy Program	14,909	14,200	9,890	14,200	14,200	14,200
Number of Students in SmarTrip Card Pilot	0	7,100	2,286	14,200	14,200	14,200
Total Metrobus Riders	64,981,001	63,000,000	50,978,885	67,000,000	70,000,000	72,000,000
Total Metrorail Riders	122,883,090	120,000,000	108,706,246	115,000,000	118,000,000	120,000,000
Capital Bikeshare members	2,100	5,000	17,000	18,700	20,570	22,630
Capital Bikeshare total trips taken	4,204	650,000	980,000	1,100,000	1,210,000	1,331,000
Capital Bikeshare trips/bike/day	10/1	4/1	5.5/1	6/1	6/1	6/1

*FY11 YTD encompasses ONLY October 2010 through July 2010 for any of the WMATA or Circulator metrics. This is because the data we receive is on a 45-day lag.

+Based on rate increase in FY 13.



Planning, Policy and Sustainability Administration (PPSA)

SUMMARY OF SERVICES

PPSA establishes broad strategic goals to guide multi-modal program development, formulates the policies necessary to implement these goals, and ensures compliance with these goals and policies.

OBJECTIVE 1: Comprehensive and integrated transportation planning.

INITIATIVE 1.1: Multi -Modal Transportation Study.

This study will provide an assessment of transportation inventory and needs, and the policy and strategy framework to help DDOT select and prioritize future transportation programs and projects through 2030. It will include compiling a detailed inventory and analysis of multiple aspects of the transportation network, including road, bridges, bicycles and pedestrian facilities, public transportation, and freight. The study can be used as a guide in creating an official financially- constrained District of Columbia Comprehensive Multi-Modal Plan. The study will also include green initiatives, parking management, evacuation planning and routing and the use of Intelligent Transportation System to find creative and innovative ways to move people and goods. Work will be initiated in FY12 and completed in FY13.

INITIATIVE 1.2: Updating the District of Columbia's Strategic Highway Safety Plan (SHSP).

The District's first Strategic Highway Safety Plan (SHSP) was created in late 2007 under the direction of the District Department of Transportation (DDOT). When the SHSP was originally developed, traffic safety advocates from the federal, state, and local level came together to discuss the current state of traffic safety in the District.

Significant accomplishments have been made in the District in the area of highway traffic safety. From 2005-2010 fatalities are down over 50 percent and serious injuries are down over 12 percent. This significant improvement in the District injury severity is in part due to the safety belt usage rate, which is now at 95%, one of the highest in the nation. Updating the District's SHSP will require that a diverse collection of traffic safety stakeholders meet and agree on the overall goal of saving lives and reducing serious injuries and the list of emphasis areas that will have the most impact on reducing the District's fatalities and serious injuries. A list of high priority projects, policies and strategies will then be identified for each emphasis area. Consultation and outreach for the SHSP update will include a broad range of traffic safety stakeholders from the federal, state, and local level. Work will begin FY 12 and will be completed during the second quarter of FY 12.

OBJECTIVE 2: Research, Develop and Document Leading-edge Transportation Policies.

INITIATIVE 2.1: Expand Performance Based Parking Zones and Continue Data Collection in Existing Zones.

Add one performance based parking zone beginning with the H Street, NE corridor, from 3rd Street, NE to 15th Street/Benning Road, NE. This zone should begin no later than second quarter fiscal year 2012 (March 2012). Continue to evaluate The existing performance parking pilot zones will continue to be evaluated to determine: if desired curbside occupancy and turnover rates are appropriate or should they be modified; whether the maximum meter rates should be modified based on departmental congestion pricing and land use goals; and the need to continue to implement community based funding for pedestrian, bicycle and mass transit programs.



INITIATIVE 2.2: DDOT Policy Compendium.

DDOT policies are housed in a number of different offices and in a number of different formats. DDOT policies can be found in the DC Code, the DC Municipal Regulations, Mayors Orders, Administrative Orders, Policy Manuals, Guidelines, etc. Policies that govern planning can be found in the federal code, the DC Zoning Code, the DC Comprehensive Plan. In addition, communication about policies and policy development needs to be more consistent and to ensure that DDOT policies are communicated throughout DDOT and to the residents and businesses of the District. To address this, DDOT will introduce a web-based Compendium that will provide the framework for a systematic policy approach to transportation solutions and help guide the department's day-to-day activities and eliminate perceptions of ad hoc "pattern and practice". This effort will be completed by FY 13.

INITIATIVE 2.3: Enhanced Customer Development Review.

Provide a more streamlined approach to receiving and processing applications in a timely manner and applying consistent policy guidelines. Development applications to the Zoning Commission and Board of Zoning Adjustment increased significantly in FY 2011. Between 2009 and 2010 approximately 40 applications were evaluated for transportation impacts by DDOT. By mid FY 11 approximately 90 development applications were reviewed. In FY 2012, DDOT will develop a formal framework for all development review applications. Specifically, all case files will be available on SharePoint via DDOT's internal website. All reports will be delivered to the Zoning Commission and BZA within ten calendar days of hearings. The reports will follow a consistent and uniform format and standard up-to-date executive summaries will be available for all major development projects.

INITIATIVE 2.4: Commercial Loading Zone Management Program.

The intent of program is to apply meter fees to those commercial vehicles using loading zones to encourage turnover, limit double parking and better manage the use of public space. The Commercial Loading Zone Management Plan will address the curbside infrastructure, fees, payment methods and enforcement techniques. Overall, this program will provide the most efficient method to manage curbside loading zones throughout the District while supporting an efficient transportation system. The program will also provide benefits to the motor carrier industry by allotting more curbside to operate in, decreasing the number of infractions issued and improving overall safety and logistical processes.

OBJECTIVE 3: Champion a sustainable transportation system that meets the travel need of the public efficiently and affordably while protection the environment and cultural resources of the District.

INITIATIVE 3.1: Finalize and integrate DDOT Sustainability Plan and Climate Change Plan as part of the Sustainability DC effort and project development and planning in DDOT.

PPSA developed DDOT's Sustainability Plan, which was built on three elements of sustainability: Environment, Social Structure, and Economy. For DDOT, sustainable transportation provides users with various modes choices in a balanced manner without compromising safety,



accessibility, and mobility, while supporting the economy, promoting livability and protecting the environment. The DDOT Sustainability Plan is a critical piece to a District-wide commitment to sustainability.

In continuing with its environmental stewardship and sustainability efforts, PPSA is developing a DDOT Climate Change Adaptation Plan, The DDOT Climate Change Adaptation Plan will involve the careful consideration of activities, facilities and functions either controlled or utilized by DDOT. The DDOT Climate Change Adaptation Plan will provide a comprehensive plan for reducing DDOT’s greenhouse gas emissions from its operations and project implementation. It will include baseline greenhouse gas emissions and a forecast of future greenhouse gas emissions under “business as usual” conditions. Most importantly, it will set short, intermediate, and long-term target levels and provide strategies and specific actions for reducing emissions to those target levels and for adapting to the effects of climate change. The Climate Change Adaptation Plan will be completed in FY13.

PROPOSED KEY PERFORMANCE INDICATORS – Planning, Policy and Sustainability Administration

Measure	FY10 Actual	FY11 Target	FY11 Actual	FY12 Projection	FY13 Projection	FY14 Projection
Membership in bike sharing program(s)	2,100	5,000	17,000	18,700	20,570	22,630
Employers (100+ employees) providing transit subsidies	319	120	75	125	100	100
Percentage of zoning cases (BZA or Zoning Commission) with DDOT approved Transportation Demand Management Plans	100%	100%	100%	100%	100%	100%
Percentage of zoning case transportation impact reports submitted a minimum of 10 days before hearing	100%	100%	100%	100%	100%	100%
Vehicle Miles Traveled (in Millions)	3,614.5	3,749		3,671	3,636.3	3,454.5



Transportation Operations Administration (TOA)

SUMMARY OF SERVICES

TOA maintains the integrity of public assets, such as roadways, sidewalks, traffic calming devices, streetlights, and parking meters. TOA also operates the transportation system, ensuring a safe and user-friendly driver, commuter, and pedestrian.

OBJECTIVE 1: Ensure that the District's current transportation assets (traffic signals, parking meters, streetlights) are in good condition and utilized at their optimal capacity.

INITIATIVE 1.1: Increase the number of networked parking meters and payment option by September 2012.

DDOT will have 1000 new spaces controlled by meters that can take credit cards or utilize pay by cell.

INITIATIVE 1.2: Green, energy-efficient streetlight.

In FY 10 DDOT pilot tested different LED technologies and selected a preferred solution. By September 2011, DDOT will convert 1000 existing alley light fixtures to LED. LED lights consume 50% less electricity and have a life-span of 115 years (compared to 6-months for incandescent, 2 years for mercury vapor and 4 years from high pressure sodium).

OBJECTIVE 2: Enhance operational efficiency, safety and customer service.

INITIATIVE 2.1: Augment training for School Crossing Guards and Traffic Control Officers workforce.

Training to include basic first aid, CPR and triage procedures.

INITIATIVE 2.2: Conduct a multimedia district-wide campaign to reducing crashes associated with driving while texting.

INITIATIVE 2.3: Enhance Reliability of traffic signals by installing UPS Battery back-up at the most critical and problematic signalized intersections.

The safety and efficiency of traffic in the District to a large extent is governed by the traffic signal system. Power disruptions cause traffic signals to fail. TOA will implement battery back-up power at 100 signalized intersections throughout the District to minimize the impact of power outages. The installation will be complete by the end of March 2011. Locations were selected based on criticality of the intersections and their outage history.

INITIATIVE 2.4: Improve visibility of pavement markings to decrease number of crashes.



PROPOSED KEY PERFORMANCE INDICATORS – Name of Division

Measure	FY10 Actual	FY11 Target	FY11 Actual	FY12 Projection	FY13 Projection	FY14 Projection
Average percentage of parking meters working daily	99.19%	97%	99.53%	97%	97%	97%
Percentage of streetlights fixed within schedule of service (based type of repair required)	98%	90%	90%	90%	90%	90%
Percentage of potholes filled within 48 hours	97%	95%	96%	96%	96%	96%
Number of signs installed/replaced (includes permanent and emergency no parking signs)	28,962	30,000	34,385	30,000	TBD	TBD
Miles of pavement markings refreshed	108	30	413		260	
Proportion of work generated by DDOT initiative (DDOT work orders divided by all work orders, including those initiated by residents)	62%	65%	66%	60%	60%	60%
Number of Citations per TCO	353	275	3155	3000	3000	3000
Fatality Rate per 100 million Vehicle Miles Traveled (VMT)	0.69	0.69	0.65 ⁺	0.65	0.60	0.55

+ Estimated fatality rate entered for YTD FY 11. Actual rate will be added once data for the entire year is collected and verified.



Public Space Operations Administration (PSOA)

SUMMARY OF SERVICES

Public Space Operations Administration provides the highest level of customer service in the issuance of Public Space Permits and fair enforcement of District laws and regulations governing occupancy of public space

OBJECTIVE 1: To increase and improve the timeliness, consistency, transparency and completeness of public space permits issued.

INITIATIVE 1.1: PSOA will develop additional functionality in TOPS, PSOA's online permitting system.

PSOA issues tens of thousands of permits annually. Applicants need timely and transparent tracking of the review process so construction and development can be better managed. The addition functions will allow applicants to see and monitor who is reviewing their applications, what comments reviewers have made to the application, and when the reviews will be complete. This will allow applicants to better respond to needed changes to applications and increase their ability to plan their work, reducing the costs associated with uncertainty of development and increasing the development of District neighborhoods. This will cost \$50,000 to implement and will in FY 13.

OBJECTIVE 2: Reduce safety hazards and traffic congestion associated with delayed, improper, and illegal construction in the Right-of-Way (ROW).

INITIATIVE 2.1: PSOA will increase the number of inspections and services performed in the field.

Currently PSOA performs about 75,000 inspections and other services in the field annually. These include inspecting ongoing permitted work, addressing unpermitted work, and monitoring the ROW for to ensure it is in proper condition. Through the use of better routing techniques and the deployment of technology in the field, PSOA will allow inspectors to perform more inspections more efficiently. This will ensure the ROW is restored to proper standards and that occupancy of the ROW is reduced so traffic and pedestrian safety is enhanced. This will cost approximately \$20,000 to implement and will be done in FY 12.

INITIATIVE 2.2: Develop and implement an online system for the issuance of Notices of Violations (NOVs).

PSOA will finalize and implement an online system for preparing and issuing NOVs to persons who violate the laws and regulations governing use of the ROW. Through this process the enforcement and prosecution of NOVs will be better managed and consequently hazardous conditions in the ROW will decrease, thereby improving the safety and efficiency of the transportation system. This initiative will cost approximately \$10,000 to implement and will be completed in FY 12.



PROPOSED KEY PERFORMANCE INDICATORS – Progressive Transportation Services Administration

Measure	FY10 Actual	FY11 Target	FY11 Actual	FY12 Projection	FY13 Projection	FY14 Projection
Percentage of Public Space Permits issued within 30 days	90%	90%	95%	95%	96%	97%
Online Public Space Permits issued	1000	2000	3000	5000	6000	6500
Weekly field inspections and field services performed.	1500	1500	1600	1800	2000	2200
Customer satisfaction rating	New	New	New	90%	95%	98%
Technical reviews completed within an average of 15 days.	New	New	New	90%	95%	98%



Office of the Director (OD)

SUMMARY OF SERVICES

The Office of the Director provides general and administrative support and the required tools to achieve operational and programmatic results. This includes financial operations, information technology, and customer services.

OBJECTIVE 1: Improve the Agency’s Customer Service functions.

INITIATIVE 1.1: Increase the number of communication methods used to provide public information.

Transportation affects every resident, worker, and visitor in the District of Columbia. There quick and assessable option for providing better customer service is essential to the functions of the Agency. DOOT will continue to implement and use web-based social networks and programs such as face book, twitter, YouTube, chat, SeeClickFix, and others to maximize outreach, solicit feedback, and enable consistent two-way communication.

PROPOSED KEY PERFORMANCE INDICATORS – Office of the Director

Measure	FY10 Actual	FY11 Target	FY11 Actual	FY12 Projection	FY13 Projection	FY14 Projection
Average number of training/enrichment hours per employee	24	24	N/A	24	24	24