



**FY 2014 PERFORMANCE PLAN  
District Department of Transportation**

**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 Public Space Regulation Administration regulates the safe and efficient use of the public space for various public and private uses; 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**

- 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 Regulation Administration (PSRA)
- Office of the Director (OD)

**AGENCY WORKLOAD MEASURES**

Measure	FY 2011 Actual	FY 2012 Actual	FY 2013 YTD <sup>1</sup>
Number of street tree spaces or boxes under DDOT jurisdiction	147,358	148,980	150,841
Number of public space permits issued	17,869	29,247	24,482
Total violations written by Traffic Control Officers (TCO’s) annually	266,343	220,728	225,455
Number of crashes	17,851	10,505	9,694
Number of fatalities	32	10	19
Number of motorcycle fatalities	4	0	2
Number of bicycle fatalities	3	0	1
Total number of service requests	232,360	178,512	120,460
Number of incidents responded by Traffic Management Center (TMC) & Roadway Operation Patrol (ROP)	5,581	4,131	3,566
Number of students in School Transit Subsidy Program	19,647	33,660	12,517

<sup>1</sup> YTD measure includes data until June 30, 2013



## *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. UFA also manages storm water retention areas, bicycle trails, Trail Ranger program, Low Impact Development areas and all green spaces in the rights-of-way.

**OBJECTIVE 1: Increase the number and improve the health of street trees in order to provide District neighborhoods with a healthy urban tree canopy (Sustainable DC Plan Nature Action 2.1).**

#### **INITIATIVE 1.1: Track the street tree mortality.**

UFA will embark on tracking tree mortality related to the street tree planting program. The tree mortality rate will allow UFA to ensure that we understand the losses to the street tree canopy over time. The information will assist UFA with the planning of the tree planting needs within the District and ensure we remain on track to accomplish the 40% canopy goal by 2032 as outlined in the District's Sustainable DC Plan and Urban Tree Canopy Plan. Completion Date: September 30, 2014.

#### **INITIATIVE 1.2: Increase tree species planted in public space (Sustainable DC Plan Nature Action 2.1,2.5; and Waste Action 2.2).**

Last year, the city planted nearly 50 different species and cultivars, with an even greater diversity planned for FY13. Through a process of rigorous tree inventory analysis, UFA has identified those species that occur in an overabundance and monoculture. Trees have a great ability to slow down storm water runoff. This is a focus on a different area of the city than in previous years. Tree planting will increase citywide which will help reduce the storm water levels, heat island issues that are found throughout the District. Completion Date: September 30, 2014.

#### **INITIATIVE 1.3: Increase citizen stewardship of public space trees through the Canopy Keepers or other Outreach Activities program.**

This initiative is a continuation of UFA outreach staff efforts to increase citizen involvement in urban tree stewardship. UFA will continue to supply slow release watering devices at a cost of between \$15 - \$22 per device and to provide brochures and lectures/workshops on the care and maintenance of trees. Completion Date: September 30, 2014.

#### **INITIATIVE 1.4: Maintain bee hives on public spaces throughout the District through the use of swarm capturing techniques as available (Sustainable DC Plan Food Action 1.4).**

All honey production will be given to local food pantries. This will help the pollination of trees and plants citywide and help to meet the goals of Sustainable DC. UFA will collaborate with DGS to examine other ways to incorporate food producing landscapes into public spaces. UFA has 7 hives in production throughout the city. Many are located



in community gardens (McLean Gardens, Wangari Gardens and Alger Park) and on sites with partners like Earth Conservation Corporation. Completion Date: September 30, 2014.

### KEY PERFORMANCE INDICATORS – Urban Forestry Administration

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 YTD <sup>2</sup>	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percent of street tree population inspected	27.1%	27%	27%	29%	29%	29%
Percent of the newly planted trees cared for under Stewardship programs (per annum)	30.8%	33%	33%	35%	35%	35%
Number of trees planted Citywide (Sustainable D.C. goal)	3,501	4,500	7,000	10,600	10,600	10,600
Percent of street trees in a healthy condition <sup>3</sup>	81.5%	88.5%	87.9%	70%	71%	71%
Street tree mortality rate <sup>4</sup>	3.01%	8%	5.2%	10%	10%	10%

<sup>2</sup> YTD measure includes data until June 30, 2013

<sup>3</sup> This measure was changed in FY14 to include only Excellent and Good condition ratings. Prior years included Fair rated trees.

<sup>4</sup> New York City Department of Parks & Recreation Forestry, Horticulture & Natural Resources - Benchmarks: 91.3% two year survival rate (8.7% mortality) New York City's Young Street Tree Mortality Study - Results and Tools Phase I: Analyzed broad trends in 45,094 trees planted between 1999 and 2003 using contract inspection data



## *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: Preserve District roadways.**

The 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 14 paving plan for the federal network will include a mix of various preservation treatments. Those segments of pavement will experience an increase in the average pavement condition index from a 46 or poor rating to a 90 or excellent rating for those segments. The segments are selected based on pavement condition data. Total FY 14 cost is approximately \$12.6 million. Completion Date: September 30, 2014.

#### **INITIATIVE 1.2: Preserve District bridges.**

The bridge program includes inventory and condition assessment/biannual bridge inspections as well as design for some repair projects. Bridge preservation activities will be performed based on prioritization of structures as part of the overall preservation program. Some repair activities require design. FY 14 bridge preservation program cost is approximately \$8 million. Completion Date: September 30, 2014.

#### **INITIATIVE 1.3: Preserve District tunnels.**

The tunnel management system allows DDOT to update and maintain condition data of the various tunnel assets within the District. DDOT manages 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 an accepted level of service. We will complete engineering design for the emergency communication system in the Mall Tunnel to further improve upon emergency response and safety. FY-14 cost is approximately \$6 million. Completion Date: September 30, 2014.

### **OBJECTIVE 2: Incorporate into the infrastructure design sustainability, multimodal, historic preservation and low impact elements. (Sustainable DC Plan Waste Action 2.2; and Transportation Action 2.1).**

#### **INITIATIVE 2.1: Expand the South Capitol Street Bike Trail (Sustainable DC Plan Nature Action 3.2; and Transportation Action 2.1).**

The project is part of a continuing effort to expand multi modal transportation options and connect the District to regional multi-use trail systems. It consists of the



preliminary design of 4.25 miles of a new bicycle/multi use trail on the west side of South Capitol Street from Firth Sterling intersection to connect to the Oxon Run trail in SE DC. This new trail section will be a vital link allowing Maryland and Virginia residents to access major trail systems within the District (and vice versa) and supplement commuting options for employees of the Coast Guard Headquarters and DHS facilities at St Elizabeth's West Campus as well as Joint Base Anacostia Bolling (JBAB) facilities. The trail will be lighted, landscaped and feature safe new crossings and bicycle/pedestrian signals at the major entrances to JBAB and at cross roads. Preliminary Design Completion Date: April 2014.

**INITIATIVE 2.2: Design and construct a parkside pedestrian bridge.**

The Parkside Pedestrian Bridge will enhance connections between the Kenilworth, Mayfair and Deanwood neighborhoods and provide a modern, safe and expanded pedestrian and bicycle connection to the WMATA Minnesota Avenue Metro station. The effort consists of the final design & construction of a new pedestrian/multi use bridge over DC 295 (Kenilworth Ave), CSX RR And WMATA Tracks between the Kenilworth Neighborhood and the Minnesota Ave Metro station to supplement and replace existing partial bridge and tunnel connections that span DC 295, but do not provide safe passage over the adjacent service roadways and do not meet ADA Access standards. Completion Date: October 2015

**INITIATIVE 2.3: Preserve the Francis Scott Key Bridge.**

The project calls for the rehabilitation/preservation of the historic Francis Scott Key Bridge, a District landmark and one of the most picturesque bridges on the Potomac River. The Key Bridge is an eight span reinforced concrete open spandrel arch bridge that carries six lanes of two-way traffic between Northern Virginia and the District of Columbia over the C&O Canal, the Whitehurst Freeway and K Street, the Potomac River, and the George Washington Parkway. The bridge was originally constructed in 1925 and was rehabilitated in 1986 with a new deck. The bridge has a total length of 1781'-8", an out-to-out deck width of 90'-0" and a curb-to-curb width of 66'-0". All work on the bridge and roadways shall be performed within the existing right-of-way. The scope of the rehabilitation work includes the repair of superstructure and substructure concrete, strengthen areas of the bridge deck, maintenance of traffic, replacement of streetlights, installation of decorative and accent lighting for the bridge arches, clean and paint bridge railing and steel appurtenances, clean/repair bridge drainage system, repair of utility supports, and installation of bicycle activated flashers and signage at ramp to Whitehurst Freeway. The final scope of work will include all rehabilitation necessary to maintain the current level of service for 30 years. The construction cost is estimated in the \$15 to \$20 million range. Design Completion Date: March 2014

**INITIATIVE 2.4 Minnesota Avenue Streetscape (Sustainable DC Plan Waste Action 2.2).**

The Minnesota Ave Street Streetscape project will be focused on safety improvements and sustainability. Phase I of the project is from A Street SE to 100' feet north of Dix Street NE DC. The project will be done by incorporating traffic calming measures as



part of the overall design. The designs include high visibility crosswalks and new curb extensions which promote pedestrian safety by reducing crossing distances at crosswalks. The project will also replace wheelchair ramps with new ones that meet the latest ADA guidelines. Traffic signals and streetlights will be upgraded. New traffic signal will be installed at Minnesota Ave/Blain Street intersection. Catch basins will be replaced to improve drainage collection. The number of tree and planter boxes will be increased along the corridor to reduce storm water runoff. Some tree boxes will be continuous with structural soil added to sections below the sidewalk for better water absorption and tree root expansions. Bio-retention planters will also be incorporated. Redundant driveways will be consolidated along with other drive ways relocated to allow installation of clear pedestrian path. Total cost of this federally participating project is \$13 million. Construction duration is 18 month



**KEY PERFORMANCE INDICATORS – Infrastructure Project Management Administration**

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 YTD<sup>5</sup></b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY2016 Projection</b>
Percent of current year projects completed within 10% of budget (except for those with scope change)	100%	90%	91%	95%	95%	95%
Percent of current year projects completed within 60 days of planned end date (except for those with scope change)	97%	90%	91%	95%	95%	95%
Percent of blocks in paving plan completed	71%	100%	68%	100%	100%	100%
Percent of streets in “Fair to Excellent” condition <sup>6</sup>	78%	76%	78%	78%	79%	79%
Number of structurally deficient bridges <sup>7</sup>	19	16	19	14	13	13
Percent of sidewalks in plan completed	NA	95%	51%	95%	95%	95%

<sup>5</sup> YTD measure includes data until June 30, 2013

<sup>6</sup> Florida Department of Transportation 2012 Performance Report - Benchmarks: Pavement Condition - The State Highway System has remained at or near the target of 80% non-deficient throughout the last decade. Resurface at least 4% of the State Highway System annually Reduce the illegal operation of overweight commercial motor vehicles.

<sup>7</sup> Florida Department of Transportation 2012 Performance Report - Benchmarks: Bridge Conditions - Over 95% of all Departments maintained bridges meet standards.



*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 DC Circulator service, 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. (One City Action Plan 3.7.3)**

**INITIATIVE 1.1: Construct and Launch streetcar service on H Street/Benning corridor (One City Action Plan 3.7.3; and Sustainable DC Plan Transportation Action 1.1).**

DDOT will initiate the design-build effort, which includes installation of traction power system, build out of the Western and Eastern turn-a-rounds and construction of a multi-use Car Barn and Training Center. The streetcar operator, a contracted service, is under contract and on schedule. The pre-revenue launch is scheduled to start by November 1, 2013. Completion Date: November 2, 2013.

In preparation for the H & Benning segment launch, DDOT will be launching the DC Streetcar Testing & Training Facility in Anacostia. This system will allow for testing and commissioning of the existing 3 streetcar vehicle already in hand and allow the streetcar operator to conduct training for its train operators and maintainers will in advance of launching out the H & Benning segment. Completion Date: September 1, 2014.

**INITIATIVE 1.2: Implement the Metrobus free student transportation program.**

DDOT will finalize the rollout of DC One Cards to charter and private schools in the fall of 2013 (4<sup>th</sup> quarter of FY13 and 1<sup>st</sup> quarter of FY14). Working with WMATA, DDOT will implement a free bus transportation program for all DC school students via a pass on the student's DC One Card. During the 4<sup>th</sup> quarter of FY13 DDOT will implement a flash pass "bridge program" for students to use in order to begin the free fare program by October 1. Public school students will use their DC One Cards and charter and private school students will use the DC Student Rider card to identify themselves as eligible for the program. Completion date: January 31, 2014.<sup>8</sup>

**INITIATIVE 1.3: Prepare Circulator expansion plan for new routes and route extensions beginning in FY15 (Sustainable DC Plan Nature Actions 3.4; and Transportation Action 1.2).**

During FY14, DDOT will undertake a number of actions to prepare for Circulator route extensions and the introduction of a new Circulator route on the National Mall. DDOT

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<sup>8</sup> All eligible students using free pass program on DC One Card





will prepare cost estimates for route extensions, detail fleet expansion needs and determine the exact path for the route extensions and new Mall route. DDOT will also complete a MOA on cost-sharing and other matters with for the National Mall route with the National Park Service. DDOT will work with WMATA to prepare an RFP for operation and maintenance of the Circulator bus system and take the necessary steps to lease or procure additional buses for the planned service expansions. Completion Date: September 30, 2014.

**KEY PERFORMANCE INDICATORS – Progressive Transportation Services  
Administration**

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 YTD<sup>9</sup></b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
Farebox Recovery (percentage of cost covered by fare revenues)	20.2%	20%	16.5%	20%	20%	20%
Total Circulator riders	5,709,230	5,700,000	4,139,358 <sup>10</sup>	5,800,000	5,800,000	5,800,000
Subsidy per Circulator rider	\$2.27	\$2.50	\$2.45	\$2.50	\$2.50	\$2.50

<sup>9</sup> YTD measure includes data until June 30, 2013

<sup>10</sup> Estimated Circulator ridership for YTD FY13. Data is typically available within 60 days of timeframe.



*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 those goals, and ensures compliance with goals and policies.

**OBJECTIVE 1: Comprehensive and integrated transportation planning.**

**INITIATIVE 1.1: Complete and implement the moveDC Plan (Sustainable DC Plan Nature Action 3.1; and Transportation Actions 1.3, 1.4, 3.5).**

Started in FY 12, moveDC will assess transportation needs and provide the policy and strategy framework to help DDOT prioritize future transportation projects and programs through 2030. The moveDC initiative will provide a detailed inventory and analysis of the transportation network; including roads, bridges, bicycle and pedestrian facilities, public transportation, and freight. The output from moveDC will be used as a guide in creating the official, financially-constrained District of Columbia Comprehensive Multi-Modal Plan. The plan will include green initiatives, parking management, evacuation planning and routing, and the use of Intelligent Transportation Systems; all aimed at finding innovative and effective ways to move people and goods. moveDC will incorporate opportunities for climate adaptation and long term sustainable funding into final outcomes of the plan as a part of Sustainable DC goals. The plan will be completed in the second quarter of FY14, and the remainder of FY14 will be spent integrating the plan into processes and programs throughout the agency. Completion Date: September 30, 2014.

**Initiative 1.2: Complete and advance planning for Maryland Avenue SW.**

Maryland Avenue SW is an important rail gateway into the District, but it also has potential as a walkable, mixed-use center of economic development south of the National Mall. A planning study, currently underway, will indicate next steps on this project. This study and the continuing planning process will be essential in determining an infrastructure investment approach for this part of the District. Completion Date: September 30, 2014.

**Initiative 1.3: Initiate the North-South Premium Transit Study (Sustainable DC Plan Transportation Action 1.1 & 1.3).**

Of the planned 22-mile streetcar system, the only corridor without detailed planning, to date, is the North-South corridor; from Takoma to Buzzard Point via downtown. The North-South Premium Transit Study will examine alternative end points, corridors, and alignments in order to advance planning for this portion of the system. The study will also provide opportunities for community engagement and discussion of streetcar. Completion Date: September 30, 2014.

**Initiative 1.4: Implement low cost, high impact improvements.**

DDOT will implement at least three low cost, high impact transportation system improvements. The improvements will be selected from the recommendations that came



out of the district's neighborhood livability studies. These projects will provide quick and effective safety solutions. DDOT will follow up with monitoring before permanent infrastructure is constructed. Completion Date: September 30, 2014.

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

**INITIATIVE 2.1: Support implementation of Performance Based Parking Zones (Sustainable DC Plan Transportation Action 3.1).**

Performance Based Parking is a curbside parking management approach wherein metered rates and time limits are adjusted, dynamically, based on changes in parking demand. During FY14, DDOT is planning the expansion of performance parking zones through a detailed policy and implementation framework. DDOT will implement up to 10 new zones. Implementation and management plans will be developed in cooperation with community stakeholders. DDOT will also develop a citywide process for making transportation infrastructure investments in the new performance parking zones. Completion Date: September 30, 2014.

**INITIATIVE 2.2: Comprehensive Curbside Management Policy (Sustainable DC Plan Transportation Action 3.2).**

The management of curbside uses is essential to the efficient functioning of the transportation system. A comprehensive curbside management policy will provide the framework for balancing the sometimes conflicting uses of the curbside in the District. DDOT has started developing a comprehensive approach, and in FY14 DDOT will work to complete it and begin implementing refined and coordinated approaches for residential, commercial, and visitor parking and will take into consideration Sustainable DC goals. Implementation may require legislation and new regulations, which are to be determined. Completion Date: September 30, 2014.

**INITIATIVE 2.3: Implement Commercial Loading Zone Management Program.**

Initial planning work was completed but implementation was not completed in FY13. The intent of the Commercial Loading Zone program is to assess a meter fee for the use of each of the approximately 500 commercial loading zones in the District of Columbia. The program will address curbside infrastructure, fees, payment methods, and enforcement techniques. Metering provides an efficient method for managing curbside loading zones; encouraging turnover, limiting double parking, and enhancing the overall efficiency of our transportation system. The program will also benefit the motor carrier industry with more curbside in which to operate, fewer parking violations, and improved overall safety and logistical processes. Completion Date: September 30, 2014.

**OBJECTIVE 3: Champion a sustainable transportation system that meets the travel needs of the public, efficiently and affordably, while protecting the environment and the cultural resources of the District.**

**INITIATIVE 3.1: Fill 10 segments of priority sidewalk.**

Sidewalks are important to advancing pedestrian safety and supporting the ability of District residents and visitors to walk comfortably to meet their everyday needs. DDOT has made progress in this area, but there are still significant sidewalk gaps in many



places, and other locations have substandard sidewalks. DDOT will refine agency processes for identifying, prioritizing, and constructing new sidewalks. Priority will be placed on sidewalks near schools, transit stations, and in areas with large juvenile or senior populations. During FY14, DDOT will identify and build at least 10 blocks of new sidewalks. Completion date: September 30, 2014.

**KEY PERFORMANCE INDICATORS – Planning, Policy and Sustainability  
Administration**

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 YTD<sup>11</sup></b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
Percent of zoning case transportation impact reports submitted a minimum of 10 days before hearing	100%	100%	82%	100%	100%	100%
Vehicle miles traveled per capita	5,950	5,750	NA	5,650	5,650	5,650
New sidewalk segments constructed	NA	NA	NA	10	15	20

<sup>11</sup> YTD measure includes data until June 30, 2013



## *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 monitors and responds to traffic conditions to promote the operational efficiency of the transportation network.

**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 options. (Sustainable DC Plan Transportation Action 3.1).**

To encourage more efficient use of curbside spaces, DDOT will continue to implement performance parking within the District. These areas will have different pricing strategies to encourage turnover. DDOT will also implement more networked meters in FY 14. Completion Date: September 30, 2014

**INITIATIVE 1.2 Optimize traffic signals. (Sustainable DC Plan Transportation Action 2.5).**

DDOT will continue its program of systematically optimizing the timings of all its traffic signals. Optimized signal timing reduces delays, emissions and fuel consumption and results in smoother traffic flow. By September 2014, DDOT will have optimized 300 signalized intersections. Completion Date: September 30, 2014.

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

**INITIATIVE 2.1: Enhance Reliability of traffic signals by installing UPS Battery back-up at the most critical 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 additional signalized intersections throughout the District to minimize the impact of power outages. The installation at 100 additional locations will be complete by the end of September 2014. Locations are selected based on criticality of the intersections and their outage history. Completion Date: September 30, 2014.

**INITIATIVE 2.2: Improve visibility of traffic signs and pavement markings to decrease number of crashes.**

In FY14, DDOT will continue its efforts to enhance the visibility of pavement markings by replacing water-borne pavement markings with markings made of more durable materials. DDOT will implement a Ward-based replacement of safety signs with the highest level of reflective sheeting. Completion Date: September 30, 2014.



**KEY PERFORMANCE INDICATORS – Transportation Operations Administration**

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 YTD<sup>12</sup></b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
Average percentage of parking meters working daily <sup>13</sup>	99%	97%	99.3%	97%	97%	97%
Percent of streetlights fixed within schedule of service (based type of repair required) <sup>14</sup>	98.4%	90%	89.3%	90%	90%	90%
Percent of potholes filled within 48 hours	99%	96%	99%	96%	96%	96%
Number of signs installed/replaced (includes permanent and emergency no parking signs)	30,833	30,000	24,286	33,000	35,000	35,000
Miles of pavement markings refreshed	370	200	105	200	210	210
Proportion of work orders generated proactively by DDOT <sup>15</sup> initiative (DDOT work orders divided by all work orders, including those initiated by residents)	69%	60%	54.4%	65%	65%	65%
Number of Citations per Traffic Control Officer (TCO)	3,103	3,000	2,652	3,200	3,400	3,400
Fatality Rate per 100 million vehicle miles traveled (VMT)	0.65	0.65	0.65 <sup>16</sup>	0.65	0.60	0.60

<sup>12</sup> YTD measure includes data until June 30, 2013

<sup>13</sup> Boston About Results Mayor’s Quarterly Performance Report FY11 – Public Works and Transportation  
 Benchmarks: Percentage of single space parking meters that are operational daily is 96% which is more 1% more than the target set by industry standards.

<sup>14</sup> Boston About Results Mayor’s Quarterly Performance Report – Public Works and Transportation \_Benchmark:  
 Percentage of street light outages addressed within 10 business days for the City of Boston in FY11 is 83%

<sup>15</sup> This measure is calculated by dividing the number of DDOT initiated work orders by all work orders (including those initiated by residents).

<sup>16</sup> Estimated fatality rate entered for YTD FY13. Actual rate will be added once data for the entire year is collected and verified.



## *Public Space Regulation Administration (PSRA)*

### **SUMMARY OF SERVICES**

Public Space Regulation Administration (PSRA) 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.**

**INITIATIVE 1.1: PSRA will develop and hold regular trainings for internal and external stakeholders on current and ongoing enhancements to functionality in TOPS, PSRA's online permitting system.**

PSRA will issue over 40,000 permits in FY13 (*estimated based on current trends*). The TOPS system was enhanced in FY13 to include: Email notifications to applicants, additional review modules, enhanced printing functionality, remote printing by utilities and contractors, and other functions that benefited applicants, staff, and the public. These enhancements highlight the need to make sure all users are well informed and up-to-date so these enhancements can be utilized to their maximum extent, which will increase efficiency in permit processing, reduce production of paper and other materials, and ensuring DDOT's permitting process can further the District's economic renaissance. Training modules will be developed, regular trainings will be scheduled, and online tutorials will be deployed to provide continuous support for users of DDOT's innovative online permit system. Completion Date: September 30, 2014.

**INITIATIVE 1.2: PSRA will establish clearer protocols and processes for property developments that include the use and upgrade of public space.**

DDOT has taken several steps in the recent past to formalize and streamline its development review and permitting processes. These include the deployment of modules in its online permitting system, TOPS, to begin the compilation of data on applications sooner and more uniform, to have the decisions and recommendations captured at the earliest stages, and to ensure that data is available throughout the review and permitting processes. The next phase following the technological deployment is to ensure the process is properly monitored and managed, and that there is consistency and clarity in comments throughout. In line with the recommendation of the Mayor's Business Regulatory Task Force, PSRA will develop a protocol to guide applicants on the specific standards and requirements for elements of an application, a method by which recommendations and discussions at PDRMs are recorded, memorialized, and agreed to by participants, and a tool to have those outcomes communicated at later stages in the review process so there is consistent and clear outcomes and expectations to make the development process more efficient and reduce unexpected changes. Completion Date: September 30, 2014.



**INITIATIVE 1.3: PSRA will fully implement non-cash alternatives for securing restoration of public space.**

PSRA collects deposits for the restoration of excavations of public space. The vast majority of the deposits collected for property development are paid in cash. These deposits are fully refundable upon confirmation by PSRA that the public space has been properly restored. In all but a handful of instances these deposits are refunded in full. Since the deposits are in cash they have several disadvantages, including increasing costs and outlays by the depositor, complex bookkeeping to ensure the funds are properly identified as they enter the general pool of deposits collected, and record retrieval years later when the projects are complete. As a mechanism to reduce the costs and increase permitting services for development of major neighborhood projects as called for in the One City Action Plan, PSRA will streamline the process, increase efficiency, reduce costs, enhance customer service, and maintain appropriate funds to ensure proper restoration of public space by implementing a program to accept non-cash alternatives to secure compensation for the restoration of public space. Letters of Credit, bonds, and other instruments will be standardized, vetted within internal and external stakeholders, and deployed to allow the permit holder flexibility in determining how it will provide the District with assurance of the restoration of public space while maintaining the District's access to sufficient funds from which to draw compensation in those instances where DDOT will perform the restoration itself. Completion Date: September 30, 2014.

**OBJECTIVE 2: Increase the knowledge, skills, and ability of staff in the performance of duties.**

**INITIATIVE 2.1: PSRA will develop training for all staff on the complex, multi-layered, and evolving standards for the use of public space and train staff on technical implementation and enforcement of these standards in the processing, review, and inspection of public space permits.**

PSRA issues permits for temporary occupancy during construction and for permanent changes to the ROW. These permits are governed by standards for design, safety, materials, and other criteria. Sources for these standards come from District law, Municipal Regulations, engineering and professional standards, adopted policies, and federal guidelines and mandates. These sources are diverse and continuously evolving. To ensure staff are as up-to-date and well informed as possible PSRA will compile these standards and incorporate them into a single clear resource and conduct training on them so staff can more efficiently and accurately apply their knowledge and skills in carrying out their duties. In doing this staff will be better prepared to assist in bringing faster and complete service to applicants. Completion Date: September 30, 2014.

**INITIATIVE 2.2: PSRA will develop training for front line managers in effective supervisory practices.**

PSRA front line management supervises a diverse work group in a variety of settings and situations. To ensure they performs this critical task to the best of their abilities PSRA will provide training to its managers in order to give them the tools to achieve better results through teamwork. Areas to be covered include: basic supervisory skills,





the difference between leadership and management, the importance of focusing efforts on the government's mission and vision, sources of a supervisor's influence, and related topics. By empowering managers with better skills they will be able to more effectively build teamwork with their staff, improve morale, and deliver better service for citizen and customers. Completion Date: September 30, 2014.

#### **KEY PERFORMANCE INDICATORS – Public Space Regulation Administration**

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 YTD<sup>17</sup></b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
Percent of public space permits processed on time <sup>18</sup>	90%	93%	92.3%	93%	93%	93%
Online public space permits issued	9,348	10,500	8,265	11,000	11,000	11,000
Weekly field inspections and field services performed	1,400	1,400	1,350	1,350	1,350	1,350
Average days for a technical review approval <sup>19</sup>	9	8	6	8	8	8
Average inspections review days <sup>20</sup>	8	5	3	6	6	6

<sup>17</sup> YTD measure includes data until June 30, 2013

<sup>18</sup> The occupancy is 10 days and construction is 30 days.

<sup>19</sup> Construction permit and occupancy permit.

<sup>20</sup> Occupancy and construction permits.



*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: Implement and enhance sustainable, environmentally friendly practices and alternate transportation modes. (OCAP – Action Item 1.4.5, 3.7.1, 3.7.2 and Indicator 3C).**

**INITIATIVE 1.1: Install green, energy-efficient streetlights [One City Action Plan 1.4.5; and Sustainable DC Plan Energy Action 1.3, Nature Action 2.2).**

In FY14 DDOT will continue to convert 8,000 street and alley lights to Light-Emitting-Diode (LED). LED lights consume 50% less electricity and have a life-span of 15 years (compared to 6-months for incandescent, 2 years for mercury vapor and 4 years from high pressure sodium). The energy savings will pay for the continuation of this project to convert all streetlights to LED bulbs by 2016, with costs paid by the energy. This is a multi-year initiative, with the overall goal to convert all streetlights to LED. Completion Date: September 30, 2014.

**INITIATIVE 1.2: Expand Capital Bikeshare stations [One City Action Plan 3.7.1; and Sustainable DC Plan Transportation Action 2.2).**

Since its inception, Capital Bikeshare has grown rapidly; both in terms of number of members and the number of stations. In FY14, PPSA intends to expand Capital Bikeshare to meet existing demand and to provide new transportation options to residents throughout the District. PPSA has funding to implement 20 new stations in FY14; bringing the total number of Capital Bikeshare stations in the District to 212. Completion Date: September 30, 2014.

**INITIATIVE 1.3: Increase the safety and number of bike lanes and other biking options [One City Action Plan 3.7.2; and Sustainable DC Plan Transportation Action 2.1, 2.3, 2.5).**

The District has over 56 miles of bike lanes which allow cyclists to more safely traverse the city. Bike lanes and supporting infrastructure are an important part of DDOT's goal of expanding transportation choices in the District. In FY14 DDOT will increase the number of dedicated bike lanes in the District by 3 miles and implement other safety treatments such as Sharrows, or HAWK signals together with training to integrate biking options as a safe and feasible means of alternative transportation in the District. Completion Date: September 30, 2014.



**KEY PERFORMANCE INDICATORS – Office of the Director**

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 YTD<sup>21</sup></b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
Number of street/alley lights converted to Light-Emitting-Diode (LED)	1,360	4,000	220	8,000	8,000	8,000
Number of Capital Bikeshare stations in DC	137	192	170	212	232	252

<sup>21</sup> YTD measure includes data until June 30, 2013