



2011 ANNUAL REPORT



District Department of Transportation



a 21st century

department of transportation

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'Let's Get It Done'

As we begin a new year, I want to take a moment to look back at what we've accomplished together and ahead at what I anticipate will be a very productive time for our agency. In May, the District Department of Transportation (DDOT) will celebrate its 10th anniversary. The DDOT Establishment Act became law on May 21, 2002, officially splitting the Division of Transportation off from the Department of Public Works.

In our first decade as an independent agency, we have made tremendous strides improving the way we deliver everything from major infrastructure projects to routine services. We've also launched and expanded the popular DC Circulator bus system and the nation's largest bikesharing system, and we are poised to restore streetcar service to the District after a 50-year absence.

There's a lot to be proud of at DDOT and I want to thank everyone in the agency for their dedicated service and efforts to make DDOT what it is today. DDOT delivers consistently and as a result I believe we have earned the respect of many of our customers and partners.

At the same time, we should never rest on our success and stop working to make DDOT even better. As I review our operations I believe there is still some room for improvement, especially in the way we conduct our daily business and get things done for our customers.

Although DDOT is a large government bureaucracy—with more than 900 employees—this agency cannot move like a dinosaur in today's modern world where technology connects us at lightning speed and gives us better tools, and where people expect immediate results. To be a 21st Century DDOT we must streamline our internal procedures and deliver services faster; we must be progressive and cutting edge; we must set high expectations for our employees and measure our performance to ensure we are meeting our goals.

I'll probably be saying "just fix it" and "let's get it done" a lot this year, which is just a way of challenging everyone at DDOT to think outside the box and find ways to deliver results faster and more effectively. If we can shave a year off a bridge replacement project by using innovative engineering techniques, let's do it; if we can fix a street sign with a couple bolts and no bureaucratic delay, let's do it; if we can engage citizens—our "customers"—clearly and efficiently to deliver a better final product, let's do it.

By taking a closer look at ourselves, we will be better able to meet our mission and ensure DDOT continues to build on the success of its first 10 years while breaking new ground as we move forward.

Thank you.

Terry Bellamy
Director



Terry Bellamy
Director

traffic safety



Safety: Our First Priority

Safeguarding the District's many residents and visitors is DDOT's first and foremost priority. Ensuring the safety of the multitudes of people who use the District's roadways every day takes a multi-pronged approach. The agency puts boots on the ground to oversee the safe usage of our roadways through several different programs and also leads education efforts that have been shown to successfully address traffic safety issues.

Traffic Safety Outreach Program

DDOT's Policy, Planning, and Sustainability Administration (PPSA) administers approximately \$3 million in National Highway Traffic Safety Administration [NHTSA] funding for the federal Highway Safety Program.

DDOT funds, plans, and implements several safety programs in cooperation with the Metropolitan Police Department (MPD) and other regional agencies. Among the programs DDOT implemented in 2011 were: Smooth Operator, Click It or Ticket, Street Smart, and Checkpoint Strikeforce.

DDOT, in conjunction with its partners, gained coverage for these programs through multiple media outlets, including television, radio, the internet, and posted advertisements (at right). These efforts, which reach millions of people in the Metropolitan area, have proved to have a significant impact: The District recorded 11 pedestrian fatalities in 2011, the third lowest annual number since the District began tabulating traffic fatalities in the 1920s.



Child Safety Seat Program

Project Safe Child, a DDOT initiative that has been running for more than 20 years, makes it easier for District residents to protect their families.

One of the facets of this program is that DDOT provides car seats to low-income families at a reduced cost: families facing financial hardship can obtain an infant seat for \$20 or a convertible seat or highback booster seat for \$30.

DDOT provided more than 1,000 child safety seats to low-income families in 2011. The agency also offered more than 1,900 free car seat inspections and installations and several safety presentations and workshops to help safeguard children throughout the District.



Safeguarding the City

DDOT's traffic control officers (TCO) ensure the safe flow and operation of vehicular, pedestrian, and bicycle traffic throughout the city.

DDOT greatly expanded the TCO program in 2011, providing the District with more coverage and increased enforcement. TCOs now safeguard pedestrians, bicyclists, and drivers seven days a week, from 6:30 am to 11 pm. With coverage on the weekend, DDOT can now ensure that special events such as parades, demonstrations, and marathons can be convened safer and more efficiently. This heightened coverage also allows the agency to readily respond to unanticipated emergencies where traffic control assistance is required.

DDOT has provided its TCOs with more tools to efficiently conduct their traffic management and enforcement duties. The TCO Bike Program was implemented to increase parking enforcement and TCO presence and mobility, and the agency established a Segway program to increase the program's parking enforcement capabilities, while reducing fuel costs and vehicle emissions that were previously incurred in vehicular transit.

Crossing Guard Program

The School Crossing Guard Program is responsible for safeguarding children at key intersections throughout the District. The program, which was transferred to DDOT from the Metropolitan Police Department (MPD) in 2007, now employs 174 people.

With the expressed goal of providing a safe pedestrian and bicycle environment for District students en route to and from school, crossing guards have played a key function in many students' lives. Their impact is evident, as the program continues to field requests to employ more crossing guards throughout the District.

Crossing Guards also assisted DDOT's Traffic Control Officers (TCOs) when major events occurred in 2011, such as Washington Nationals baseball games, the Martin Luther King, Jr. Memorial Dedication, and during emergency responses to Hurricane Irene and an earthquake.



ROP Team

The Roadway Operations Patrol (ROP) responds to traffic incidents and emergencies on the District's roadways. The team currently consists of 10 employees, all classified as transportation assistants / motor vehicle operators, working three shifts per day to provide uninterrupted, 24/7 coverage in the city.

During FY 2011, ROP was dispatched over 5,500 times: 44 percent of the incidents involved disabled vehicles, 27 percent involved minor crashes, and 8 percent involved traffic control. The other 20 percent of the time the team responded to incidents such as pedestrian injuries, abandoned vehicles, and special events.

ROP averaged a typical response time of less than 30 minutes for most of these incidents. They also averaged a 35 minute clearance time for the major incidents they were deployed to, with the exception of major crashes.

sustainable transit



Growing a Sustainable City

DDOT is expanding on the success of its landmark Capital Bikeshare program and doubling down on its commitment to cultivate sustainable transportation in the District by adding bike infrastructure and growing the city's network of mass transit options. In the process, DDOT is helping to bring opportunities to underserved communities by improving sustainable transit options throughout the city.

DC Circulator

In an effort to serve more customers, DDOT launched a new DC Circulator route in October 2011 that brings the popular bus service east of the Anacostia River. The new Circulator route runs from the Potomac Avenue Metro Station in Ward 6 and crosses the Anacostia River to service Skyland and the Good Hope Marketplace Shopping Center.

“The Circulator’s low fare, convenient schedule and unique styling make it a very attractive and popular way to get around,” said Director Terry Bellamy. “In fact, more than 500,000 people ride Circulator buses every month now, and we’re confident that number will go up now that we can provide service to more neighborhoods.”

In the next several years, DDOT hopes to add several new Circulator routes, including one that will connect Dupont Circle, Southwest Waterfront, and the Navy Yard.



DC Streetcar Project

In 2011, the District moved closer to restoring streetcar service after an almost 50 year absence. The last day streetcars operated on the streets of the nation’s capital was January 28, 1962.

In 2013, the city anticipates running modern streetcar vehicles on 2.2 miles of track already laid along H Street and Benning Road NE. The tracks were installed as part of the H Street / Benning Road Great Streets Projects which were completed on June 30, 2011, and in 2012 DDOT will begin work on the remaining infrastructure needed to make this first streetcar line operational.

Meanwhile, environmental work advanced in 2011 for a second line in Anacostia. Ultimately, DDOT envisions creating a premium transit service that will connect neighborhoods, encourage economic investment, and improve the quality of life for residents and visitors alike.



Shifting Into High Gear

DDOT's Capital Bikeshare program reached its first year in operation in September 2011, and its even more successful than the agency initially expected.

Since its launch in 2010, the bikesharing system has attracted more than 15,000 members, logged over 1.7 million trips, and accumulated more than 150 stations and 1,400 bicycles in the District and Arlington, Va.

The program has also cost less than many anticipated and has a remarkable safety record. For instance, there have only been 20 reported crashes out of the more than 1.7 million trips that have been logged using the program.

The huge success of Capital Bikeshare is inspiring other localities to jump on board. Officials in Virginia voted in 2011 to approve a plan that will bring the program to Alexandria's Old Town and Carlyle neighborhoods, and service is also expected to start in Rockville in 2012.



Bike Lanes

Each year DDOT expands the District's network of bike lanes, increasing the number of avenues for people to participate in a form of transportation that helps preserve the environment and reduce the wear on the city's roadways.

DDOT installed one mile of dedicated bicycle lanes in 2011, putting the total mileage of bike lanes in the city at 51 miles. Dedicated bicycle lanes are demarcated pathways on a roadway reserved exclusively for bicycles.

In addition, the agency created more than three miles of shared lanes throughout the city. Shared lanes are placed on roadways that are too narrow for separated motor vehicle and bicycle lanes and serve to remind motorists that they must share the road with cyclists, and instruct cyclists on proper lane positioning.



Bikestation at Union Station

On October 14, DDOT was honored with a Brunel Award for the Bikestation at Union Station.

This award is very prestigious in that [transit station] world," said Chris Holben, Project Manager in the Policy, Planning and Sustainability Administration (PPSA). "It's pretty unique that we were able to receive the award, because it isn't necessarily what we do. However, we are grateful that they chose to recognize the multi-modal site at Union Station, because it really serves many users, including Metro, Marc, and Amtrak users and really anyone using Union Station."

The Bikestation, a 1,600 square foot bike storage facility that opened near Union Station in 2009, is the first facility of its kind and size on the East Coast where riders can safely stow their bikes indoors. Encased in a strikingly modern hull of glass and steel, the facility offers secure, protected parking for more than 100 bikes and features changing rooms and repair services for those who need them.

sustainable transit



Commuter and Intercity Bus Programs

Commuter and low-price intercity bus carriers have previously been allowed to operate in the District with little oversight, and were able to pick up and drop off passengers at locations without applying for a permit through the District Government. This led to congestion of sidewalks and streets, noise pollution, and conflicted with WMATA services and private vehicle parking.

DDOT undertook an effort to regulate the use of public space by these for-profit businesses to streamline the experience for their users and alleviate the burden that their unregulated queuing practices placed on drivers, pedestrians, and businesses.

As a result of a commuter bus study that DDOT completed in 2011, the agency was able to obtain 100 percent compliance by commuter bus carriers to consolidate and share bus stops. Also, DDOT was able to manage the number of operators in the intercity bus market and relocate the two largest intercity bus carriers to off-street locations at Union Station (above).

capital projects



Capital Projects

DDOT manages scores of projects across the city. Much of this work, spread out over all of the District's eight wards, is federally funded and ensures that the District's transportation network is properly maintained and improved on an ongoing basis. DDOT has undertaken a number of these Capital Projects in 2011, the most ambitious of which is the 11th Street Bridge Project (above), the largest infrastructure project in the agency's history.



11th Street Bridge

The largest infrastructure effort in DDOT's history, the \$300 million 11th Street Bridge Project improves transportation options for residents and visitors by installing new freeway and local connections for motorists and providing a large pathway across the Anacostia River for bicyclists and pedestrians that will be linked to an ever-expanding network of bike paths that run along the river.

Started in 2009, the project is progressing as promised, and has reached the milestone of having 70 percent of the construction completed while minimally impacting residents, motorists, and other important stakeholders during the process. In October 2011, the new bridge overpass along the Anacostia Freeway (DC-295) opened. In addition, the inbound 11th Street Freeway Bridge was opened in December 2011.

This ambitious project is scheduled to be completed by Summer 2013.





Pennsylvania Avenue SE Great Streets Project

The Pennsylvania Avenue Great Streets Project is a \$35 million American Recovery and Reinvestment Act of 2009 (ARRA) construction project that totally rehabilitates two miles of Pennsylvania Avenue SE, from the eastern side of the Sousa Bridge to Southern Avenue SE. Having broken ground in 2009, the project was completed in early 2012.

As part of this effort, DDOT installed new asphalt roadways; granite curbs; exposed aggregate sidewalks; raised landscaped medians; street lighting; crosswalks; improved traffic signal and traffic management systems; and other infrastructure improvements. This large stretch of Pennsylvania Avenue has also been reinvigorated with new street trees and green infrastructure (such as planter railings and verdant bio-retention facilities) that will purify road runoff.

Along the way, DDOT made sure to ease the strains of effected commuters and residents. To alleviate traffic congestion for the remainder of the project, the contractor worked on a 24 / 7 schedule for approximately two months to substantially complete construction on the most travelled section of the effected corridor of Pennsylvania Avenue.

New York Avenue Bridge

The \$21.7 million rehabilitation of the New York Avenue Bridge, which is used by more than 60,000 vehicles a day, is a complex construction project that is being conducted over a large network of railway tracks.

The project involves the rehabilitation of the New York Avenue Bridge and nearby roadways that lead into the bridge. Rehabilitation work consisted of the demolition, removal, and reconstruction of the bridge (which was originally constructed in 1906) between its existing abutments. DDOT utilized special equipment for the removal of the existing bridge deck and saved over \$3 million by changing the original rehabilitation plans.

DDOT lessened the impact of the project on nearby traffic and mass transit flow by maintaining a steady flow of four lanes of traffic during construction, and partnered with the Washington Metropolitan Area Transit Authority (WMATA) and Amtrak to work on the bridge without disrupting commercial train routes that run underneath.



H Street NE Streetscape

In September 2008, DDOT began work on the H Street Streetscape Project. The mission of this project was to not only lay down tracks for the city's forthcoming streetcars, but to also revive a corridor that was once a vibrant destination for retail and entertainment.

Two years later, the hard work and determination displayed by DDOT, its contractors, and local business owners paid off. June 30, 2011, marked the completion of the H Street Streetscape Project, which featured key improvements such as new parking lanes, sidewalks, reconstructed roadways, new street lights, and streetcar tracks.

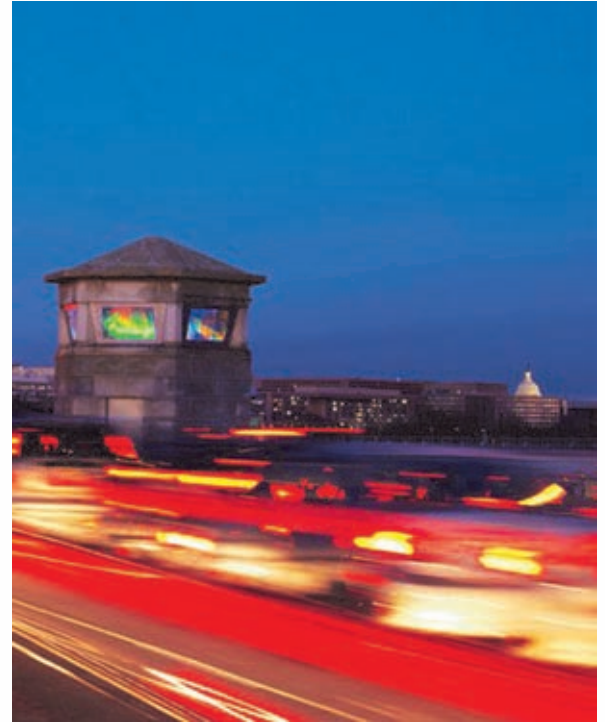
The revitalization of this corridor has already led to an influx of new businesses and visitors. At a press conference on June 30, Mayor Vincent Gray noted that 55 new businesses have set up shop on H Street NE during the course of construction and that the roadway "is a street that's come back."

capital projects

14th Street Bridge

The \$27 million rehabilitation of the 14th Street Bridges, which connects the District and Northern Virginia for 200,000 vehicles per day, was completed in 2011. The 14th Street Bridge Project began in 2009 and was initiated to provide much-needed repairs to the northbound bridge and minor upgrades to the southbound bridge. During this project, DDOT:

- Repaired the northbound bridge, including bridge deck repair and overlay, pier reconstruction, expansion joint replacement, and structural steel retrofitting.
- Repaired the southbound bridge, including structural steel painting.
- Refurbished the dormant operator's tower on the northbound bridge to include an art installation that illuminates the tower's six windows with kaleidoscopic light (at right).



Middle Georgia Avenue

As part of the overarching Georgia Avenue Great Streets Project, this \$8.5 million effort has significantly improved, both aesthetically and functionally, the public space of Georgia Avenue NW between Otis Place and Webster Street.

During this project, DDOT installed streetscape and infrastructure improvements that not only eased the flow of traffic along the corridor, but added to the quality of life for residents and visitors of the neighborhood as well. Such improvements included installing one mile of new roadway and more than 15,000 cubic yards of several types of sidewalks (including brick and green, permeable paver walkways); adding 50 new bicycle racks; sprucing up the area by adding 89 new trees; and installing a newly designed green space between Georgia Avenue and 9th Street NW (at left).

Sherman Avenue

DDOT's Sherman Avenue Project is a \$9.5 million dollar undertaking that aims to totally reconstruct Sherman Avenue NW from Florida Avenue to Park Road.

Under this project, the agency is reconstructing roadway pavement; laying down wider sidewalks; upgrading the street's median and walkways with expanded tree boxes and green spaces; and adding new ADA ramps, bike lanes, street lights, and parking spaces.

The first phase of construction—involving the installation of roadway base, sidewalks, ADA ramps, and street lights—has finished, during which DDOT was able to maintain traffic flow in each direction. The project is scheduled for completion by September 2012.



Nannie Helen Burroughs Avenue

Part of the Great Streets Initiative, the reconstruction of Nannie Helen Burroughs Avenue NE aims to revamp this roadway from Minnesota Avenue to Eastern Avenue. The completed project will enhance the aesthetic beauty and functionality of the corridor.

To improve the functionality of the corridor for all users, DDOT installed sidewalks on both sides of the roadway for the entire length of the project, added new crosswalks, and upgraded traffic signals and streetlights to maximize visibility for pedestrians and motorists.

As part of its commitment to the environment, DDOT installed bio-retention ponds, landscaped medians, water quality catch basins to filter out dirt and oil before it gets into the Anacostia River's watershed, and planted new trees and shrubs.

green initiatives



Building a Cleaner, Greener City

Already a model agency for green transportation policies in the country, DDOT is developing new ways to help the environment.

DDOT is leading the way on initiatives that steer the District toward a cleaner and more verdant future, including green construction practices, technology, and infrastructure, as well as fostering environmentally-friendly forms of transportation and managing the District's sizeable and growing urban tree canopy.

LID Construction Techniques

DDOT is engaged in an effort to conserve area waterways, while sprucing up the city, by encouraging Low Impact Development (LID) construction techniques.

LID construction techniques place importance on adding green spaces to streetscape projects. Installing a space for greenery in place of what would have previously been a solid strip of concrete (such as in the project pictured at right) leads to less water runoff and improves the quality of the city's waterways as well.

In 2011, DDOT used LID construction techniques in three of its large capital projects, including its Georgia Avenue Great Streets Project, Nannie Helen Burroughs Great Streets Project, and its Pennsylvania Avenue Great Streets Project. DDOT installed 10 bioretention areas, 4 stormwater planters, and thousands of square feet of permeable trails and pavement during the course of these major initiatives.



Solar-Powered Parking Meters

DDOT is leading the way in installing energy-saving fixtures in its greener, environmentally-friendly infrastructure network.

The agency has been at the forefront of adopting green solutions to power its metered parking program. DDOT already has more than 600 solar-powered multi-space parking meters (MSMs) in service (at left), which are powered by recyclable batteries that have a seven-year life span.

In November 2010, DDOT installed 1,200 solar-powered single space meters. This was just a start; since then DDOT has installed more than 1,000 additional solar-powered single space meters. DDOT plans to fully commit to environmentally-friendly parking solutions by solely installing solar powered parking meters in the future.

green initiatives



Bringing Sidewalks to Life

DDOT's Urban Forestry Administration (UFA) led a program to mitigate the amount of storm water runoff in the District by expanding the city's tree canopy and replacing some paved surfaces in the District with extended green spaces.

UFA's Impervious Surface Removal program focuses on removing concrete and other impervious surfaces around tree boxes in the District that are served by the Combined Sewer Overflow (CSO) system. Studies have shown that after a lot of precipitation, large amounts of water runs quickly over impervious surfaces and rushes into the CSO system, which frequently leads to the CSO system overflowing and emptying into the District's waterways.

To mitigate this issue, UFA partnered with the District Department of the Environment (DDOE) to expand the size of existing tree boxes and / or link tree boxes to create an expanded planting strip. Replacing impervious surfaces with green spaces (as was done on the 600 block of P Street NW in the pictures above) increases the soil area for root expansion, intercepts storm water runoff, and leads to increased environmental benefits through the planting of larger canopy tree species in the city.

Urban Forestry Administration

The Urban Forestry Administration (UFA) is responsible for coordinating the pruning, removal, and planting of trees across the District. Even though their moderately-staffed team shoulders an excessive amount of work, UFA still manages to outperform their counterparts in other large cities across the country.

In 2011, UFA planted over 3,700 trees, adding to the District's reputation of being the City of Trees. In addition, UFA maintained the city's tree canopy by pruning almost 9,000 trees and removing more than 3,700 trees.

UFA has also expanded its Canopy Keepers tree adoption program to enlist District residents, businesses, and community organizations to help care for the city's trees. In FY 2011, UFA recruited people to adopt 1,223 new trees, bringing the total number of adopted trees to more than 2,200.



Anti-Idling Program

In an effort to improve public health, protect the environment, and enhance the quality of life for the District's residents and visitors, DDOT has launched a campaign to reduce diesel engine idling. Central efforts of the campaign include a driver recognition program to commend drivers who ensure that their vehicle engines are turned off and the installation of more than 700 "No Idling" signs in the District.

Commercial vehicle drivers play a critical role in the Washington Metropolitan Area's economy. However, commercial vehicle engine idling is a major contributor to diesel emissions in the region, negatively impacting air quality for residents and visitors alike.

DDOT is working with regional partners to establish a driver recognition program to appreciate drivers who don't keep their vehicles running while stopped. Since March 2011, 200 drivers have been recognized as "diesel idle reduction champions" and driver response to the program has been overwhelmingly positive.

green initiatives



LEED By Example

DDOT settled into its new headquarters at 55 M Street SE in May 2011.

One of the hallmarks of the new 140,000 sq. ft. facility is that it is housed within a certified LEED Silver building that sits atop an entrance to the Navy Yard Metro Station. Due to its green construction and proximity to mass transit, DDOT's new headquarters is a fitting operations center for an agency that is working to produce a greener and more efficient transportation infrastructure in the District.

Along with its progressive construction aspects, the building also features cutting edge technology and workplace design. DDOT's headquarters features state-of-the-art digital systems integration and its open floor plan and 22 phone and data enabled conference rooms (above) encourage collaboration.



LED Lights

DDOT is underway on its ambitious plan to brighten up the District in an energy-efficient and environmentally-friendly manner.

The agency is using Light Emitting Diode (LED) lights to replace outmoded, energy-eating alley lights. Antiquated alley lights around the District are usually three times less energy efficient than the LED lights that they're swapped out for. Installing LED lights is estimated to provide DDOT with a savings of 50 percent on energy and operation costs. The new lights will also lead to less frequent and shorter outages; they are equipped with intelligent remote monitoring system that broadcast alerts for any outages or other malfunctions.

DDOT has installed more than 1,000 LED lights in alleys around the District since August 2011 and will have installed approximately 1,300 lights by May 2012. Moving forward, DDOT plans to use LED lights to update the network of streetlights around the District and will install 30,000 LED streetlights by 2016.



Warm Mix Asphalt

Warm mix asphalt (WMA) is identical to conventional asphalt, but is produced at a lower temperature through the use of chemical additives or foaming agents. Producing asphalt through this process is helping transportation organizations limit energy use and greenhouse gas emissions without forsaking quality or durability.

While hot mix asphalt is usually produced at approximately 280-340° F, WMA is produced at approximately 215-275° F. The amount of energy that is saved by producing WMA could lead to dramatic reductions in carbon dioxide emissions in the District and the United States in general: studies indicate that a 30 percent reduction in carbon dioxide production might be possible using WMA technology. Even using a conservative estimate of a 15 percent reduction in carbon dioxide emissions, full scale implementation of WMA throughout the country would reduce carbon dioxide emissions by an equivalent of 210,000 cars per day, per year.

DDOT is using WMA now, and plans to reduce even more carbon dioxide emissions and energy costs in the future by expanding its use of WMA.

growing opportunity



The Groundwork for Success

DDOT is fostering opportunity in the District by helping to advance economic growth and providing District citizens with the tools to take advantage of the city's vibrant future.

Through the agency's new Public Space Operations Project (PSOP), DDOT is efficiently responding to requests to build up the city, while initiatives such as the agency's Disadvantaged Business Entity (DBE) program and various internship programs help District residents contribute to our growing city.

Disadvantaged Business Enterprises

The Office of Civil Rights administers compliance programs and policies related to civil rights for DDOT. One of the most successful programs that the office administers is the Disadvantaged Business Enterprise (DBE) Program, an effort to help small minority- and women-owned firms compete for contracts on federally-funded transportation projects in the District.

In addition to helping certify DBEs throughout the District and ensuring that DDOT complies with the program, the Office of Civil Rights hosts programs so that representatives of small, minority- and women-owned firms can learn more about the DBE program and/or network with DDOT's prime construction and engineering contractors.

The Office of Civil Rights held several such events in 2011, including an informational session on the DBE Program on October 19 at DDOT's new headquarters at 55 M Street SE (at right).



Accessibility Workshops

DDOT's Office of Civil Rights (OCR) sponsored a three-day session of workshops on making the District's infrastructure more accessible to citizens with disabilities in March 2011.

The workshops conveyed the importance of complying with the Americans With Disabilities Act (ADA), developing an understanding of transportation system users who have disabilities, and provided an introduction to devices and infrastructure improvements that can be used to help increase accessibility to the District's transportation network.

At one of the workshops, David Lingebach, the Executive Director of the OUTA Sight Foundation, who is visually impaired, praised DDOT for helping to create a particularly accessible transportation network.

growing opportunity



Managing a Growing City

On July 1, 2011, Director Terry Bellamy announced the launch of the Public Space Operations Project (PSOP), an endeavor that brought together DDOT's permitting and inspection functions to ensure the integrity and safety of the District's public spaces.

The PSOP integrated four newly-formed units (Systems Inspection Oversight, Permitting, Plan Review, and Customer Service) to manage the occupancy of public space by private entities—including public utilities—through the issuance of public space permits, the inspection of work zones in public space, and the monitoring of excavations and restorations that take place in the Right Of Way.

Months later, this bold experiment is paying off. For instance, PSOP's customer service satisfaction rate is at an all-time high of 95 percent and the average time for the approval of construction permits associated with emergency work requests has been slashed from 30 days to 10 days.



50th Anniversary of Sidewalk Cafés

August 8, 2011, marked the 50th Anniversary of sidewalk cafés in the District. The city's first sidewalk café opened on August 8, 1961, at Bassin's Restaurant, which was located at 1347 E Street NW.

To commemorate this golden anniversary, a celebration was held on Barrack's Row where Mayor Vincent Gray issued a proclamation declaring August 2011 "Sidewalk Café Month" in the District.

"Today, the District has more than 450 permitted sidewalk cafés in public space," said Director Terry Bellamy at the celebration. "The city encourages restaurants and other qualifying businesses to, wherever feasible, consider opening sidewalk cafés."

DDOT's Public Space Operations Project (PSOP) reviews applications for public space permits to set up sidewalk cafés in the District. PSOP plays a vital role in ensuring that District businesses safely and responsibly use sidewalk cafés to lure visitors and residents outside to enjoy the city's vibrant streetscapes.



Campus Plans

DDOT reviewed a record number of campus plans in FY 2011, and in the process played a critical role in planning for the growth of some of the District's largest academic institutions.

Universities in the District are required to prepare a comprehensive campus plan that outlines long-range plans for campus infrastructure and facility development, usually in 10-year intervals. DDOT's Policy, Planning, and Sustainability Administration (PPSA) plays a key role as a reviewer in the approval process, coordinating throughout the agency with an eye toward improving connectivity and minimizing the impacts on the surrounding transportation network.

As part of its review of plans for American, Georgetown, George Washington, and Howard University—as well as the University of the District of Columbia—PPSA identified ways to better integrate these institutions into the fabric of the city and enhance the sustainability of their travel practices. Due to DDOT's collaborations with these institutions, these universities committed to some of the most progressive transportation infrastructure investments in the region.



Enriching and Developing The District's Youth

DDOT once again participated in the Summer Youth Employment Program (SYEP) in 2011. Under the program, the agency opened its doors to almost 200 SYEP members and DDOT staff dedicated themselves to offering the youth an enriching experience working for the agency.

DDOT staff helped teach SYEP members valuable skills that could be carried over into an office environment, including document management, digital content review, and contract procurement procedures. SYEP members also assisted the agency outside of the office. For instance, some SYEP members helped promote DDOT's pay by phone program (above), which allows users to pay for parking using mobile phones.

Apart from working four days a week in the office or out in the field, DDOT's SYEP participants were given the opportunity to participate in enrichment and development workshops. At these workshops, SYEP members took in numerous presentations on financial awareness; resume building; health and wellness; and career and educational development.

d. University

DDOT continues to invest in its workforce through education and training.

DDOT unveiled phase one of d. University in December 2010, a new training website where employees can find information on internal and external training courses that DDOT offers. The new website features schedules of classes, resources, policies, and announcements about all the training and education resources that are available through the agency.

In FY 2011, DDOT's Training Department served more than 850 agency employees through its education, training, and development efforts. Some of the Training Department's FY 2011 highlights include:

- Encouraged 83 percent of DDOT employees to participate in a course or program to further their education and / or careers;
- Organized 523 training events;
- Arranged for 58 employees to receive OSHA certifications;
- Helped 55 employees receive Hot Mix Asphalt Field Technician certifications and 35 staff members receive Concrete Field Testing Technician certifications; and
- Offered 28 classes to supervisors to develop their managerial skills.



Intern and Fellowship Programs

In addition to its substantial involvement in the Summer Youth Employment Program (SYEP), DDOT brought on many interns and fellows in 2011.

DDOT's Office of the Director (OD) secured more than 50 contingent employees from the Department of Employee Services (DOES), Department of Youth Rehabilitative Services (DYRS), and Howard University to perform vital job duties for the agency in FY 2011.

Several departments within DDOT also enlisted their own college interns in summer 2011 through various grants. For example, the Urban Forestry Administration (UFA) received a grant from the Northeastern Area State and Private Forestry Program through the U.S. Department of Agriculture that allowed UFA to bring on three interns who worked for six weeks.

maintaining assets



Preserving Our Investments

DDOT is committed to managing the city's and agency's resources. Once a road is paved, a sidewalk is laid, curbside parking is established, or finances are allotted, the agency does everything it can to be a good steward of the District's resources.

Increasingly, the agency has generated in-house solutions to manage these assets, which has already saved the District thousands of dollars.

Pay by Phone Parking

In late July 2011, DDOT launched a pay-by-phone parking services throughout the District.

The Parkmobile program, which is available for every metered parking space in the District, gives drivers the option to pay for parking using most mobile phones. The program is compatible with any phone that has Internet access or text messaging capabilities. Conveniently, the program can be linked to any credit card, and with a touch of a button drivers can pay for additional time at any metered location.

Commuters are beginning to show by their support that this program is an unquestionable success. More than 200,000 people have used the program, and more than 1 million transactions have been logged.



Innovative Parking Solutions

Over the last several years DDOT has radically transformed its parking meter program to one that stands out as one of the Nation's best and most innovative. Now—due to the success of its Parkmobile program, multi-space parking meters that accept credit card payments, solar-powered meters, and other bold steps that DDOT has taken—the District is reaping the benefits of these innovative parking solutions.

DDOT has exceeded the parking revenue forecasts each of the last three years and has almost doubled revenues in the last three years from \$16 million to \$30 million. The initiatives that are currently in place will enable the program to achieve cost-efficiencies in the long run.

The agency is being recognized for its parking efforts as well. TOA Deputy Associate Director Soumya Dey received a 2011 Morris and Gwendolyn Cafritz Foundation Award for Distinguished D.C. Government Employees for his integral leadership in helping to modernize the city's parking system.

According to *The Washington Post* columnist Courtland Malloy, who served on the selection panel for the awards, Mr. Dey "transformed the city's parking meter system" and helped the District generate \$6 million in revenue in 2010 by helping to implement "innovative" parking meters, such as multi-space meters that accept credit card payments.

maintaining assets



In-House Crew Installs Bridge, Makes History

A team of Street and Bridge Maintenance (SBM) Division employees assembled a temporary bridge on Broad Branch Road NW this past spring, the first time an in-house crew has installed a temporary bridge in DDOT history.

The temporary bridge, which needed to be erected because of the collapse of a culvert that channeled a creek under the roadway, was installed in 15 days, according to SBM Manager Frank Pacifico. Utilizing DDOT's in-house crew was a decision that was made because of pressing safety concerns, which couldn't be forestalled by the usual procurement process. Completing the project using an in-house crew rather than outsourcing the work to a contractor also let to approximately \$110,000 in cost savings.

"DDOT's in-house crew was used in order to complete the bridge quickly...without having to rush to initiate a costly contractual agreement and a lengthy bid process," said Mr. Pacifico. "Even though this was the first time in DDOT's history that an in-house crew erected a temporary bridge, we had the materials and equipment to do the job and we enjoyed the challenge."

Potholepalooza

Three years in, Potholepalooza continues to be a success for DDOT.

During the third Potholepalooza campaign, which began in March 2011, DDOT dispatched about six crews and three “pothole killer trucks” each day to make repairs, filling an average of 216 potholes a day. The agency calculated that it filled more than 5,200 potholes before the program drew to a close on April 21, 2011.

DDOT filled approximately 2,500 fewer potholes during this year’s Potholepalooza compared to 2010’s campaign. However, this downturn is a good sign, said Director Terry Bellamy, because “that means our roads are in better shape.” A milder winter didn’t hurt either.

DDOT offered several options for the public to report pothole requests, including via email, Twitter, the Mayor’s Online Service Request System, or by calling 311.



Preserving Historic Streetcar Tracks

DDOT ensured the preservation of streetcar tracks that date back to the 19th Century during a project to renovate two historic roads in Georgetown.

Starting in March 2011, DDOT rehabilitated two historic stretches of roadway in Georgetown (O and P Streets between 37th Street and Wisconsin Avenue NW) by rebuilding roadways and streetscapes, replacing century-old water mains, and restoring portions of the existing streetcar tracks.

The streetcar tracks on O and P Streets are not only notable because they’re some of the only remaining streetcar tracks that were used in the District from the late 19th Century until the 1960s, but also because they used a unique underground electric system to power streetcars. Aside from a small section of track in London, the O and P Street tracks are the only surviving examples of this type of system.

“The project helped preserve Georgetown’s indelible character and history,” said Mayor Vincent Gray.

maintaining assets



Limited Resources, Boundless Ambition

DDOT's Office of Resource Management (ORM) is charged with administering the agency's annual operating and capital budgets, as well as financial planning for major city projects including the 11th Street Bridge, Frederick Douglass Memorial Bridge, and DC Streetcar.

A majority of the funds DDOT spends each year are on infrastructure improvements. In FY 2011, DDOT obligated over \$160 million in U.S. Federal Highway Administration (FHWA) funds. The local Highway Trust Fund, which provides the match for FHWA funds, brought in nearly \$70 million in revenues, the largest of which is the motor fuel tax. In addition to the FHWA program, the agency spent over \$100 million in local capital funds on transportation improvements throughout the District including streetlight maintenance and upgrades; road, sidewalk, and alley rehabilitation; implementation of the streetcar program; streetscape construction; and the new 11th Street Bridges. Last year, DDOT also spent \$100 million on its operations, including parking meter and streetlight operations; traffic control; and other activities.

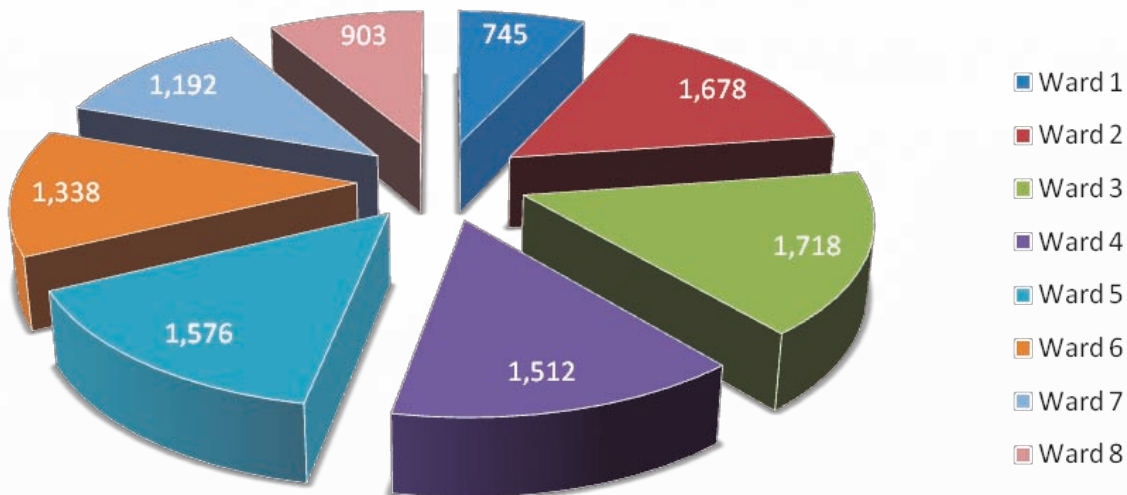
Street and Bridge Maintenance Division

DDOT's Street and Bridge Maintenance (SBM) Division made headways this year by devising a system to more efficiently close out service requests and saved the District approximately \$170,000 by pooling their talents to perform two large infrastructure projects with their in-house crew.

SBM initiated the DCEP detail program to investigate service requests that were forwarded to DDOT. This new program utilized photographs and detailed descriptions of issues to develop a more complete illustration of the scope of a submitted service request, which enabled supervisors and managers to more efficiently provide workers who were sent out into the field with the correct equipment, materials, and staff numbers to resolve service requests. This allowed SBM to close out more than 10,000 service requests in FY 2011 (see chart below).

In addition to saving the District approximately \$110,000 by assembling a temporary bridge on Broad Branch Road NW with an in-house crew in lieu of contractors (page 34), SBM took on the challenge of constructing high-impact traffic calming measures by utilizing a mix of in-house forces and contractual services to decrease the time and cost of design and construction. For example, SBM crews helped install mini traffic circles, curb extensions, bulb-outs, and mini traffic islands at the intersection of 14th Street and Leegate Road NW, which saved the District approximately \$60,000.

Street and Bridge Maintenance Division Completed Service Requests — FY 2011



public outreach



The Groundwork for Success

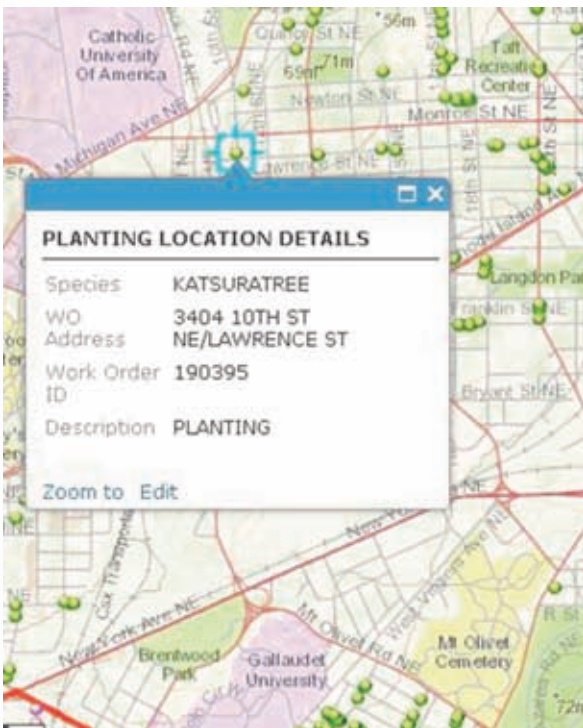
One of the critical elements of DDOT's work is good communication. Our projects and programs benefit and impact residents, businesses, and other stakeholders.

With that in mind, the agency is harnessing new technology and methods to share more information with our customers, to empower them to be partners as we improve our transportation system.

Social Media Initiatives

Three years ago—ancient history in this digital age—DDOT took its first tentative steps into the realm of social media, using Twitter for the agency’s 2009 Potholepalooza campaign. Today, DDOT uses a virtual garage full of social media tools to communicate with the public including Twitter, Facebook, YouTube, Flickr, Wordpress, Scribd and—new in 2011—Google+.

While some customers still prefer “old-fashioned” methods of communication including the telephone, snail mail, and email, many customers are now easiest to reach and engage through social networks. They also appreciate the more rapid responses they can get by posting a question on Twitter or Facebook and DDOT’s Communications Office monitors these sites almost 24/7. The agency is considered a leader in the use of social media by DC Government agencies and continues to experiment with the latest technology and tools.



Mobile Tree Planting App

UFA has developed a web-based application to give citizens an intuitive tool to track the thousands a trees that the administration plants every year.

The online Tree Planting Map, which is also available as a downloadable mobile app, debuted in December 2011 and plots the trees that UFA schedules for planting in a given tree planting season on an interactive map of the District. Currently, this application displays the more than 3,200 trees that UFA had scheduled for planting in the 2011-2012 tree planting season.

The application gives users the option of viewing the totality of UFA’s scheduled plantings via a full-scale map of the District, or zooming in to track what’s being planted in a specific neighborhood or on a single block. For more information about a specific tree planting, users can click on one of the colored dots that illustrate an individual tree planting order to display information about the species of the tree, the exact address, and the work order number.



The Clearinghouse: DDOT's Public Liaison

The Customer Service Clearinghouse serves as one of DDOT's main liaisons between the community and the agency. Composed of two writer/editors, a customer service communications specialist, and a customer service program specialist, the department efficiently resolves concerns and complaints and provides feedback to not only residents and visitors of the District, but also amongst internal and external partners of the agency.

The Clearinghouse received more than 9,000 pieces of correspondence in 2011 and helped DDOT achieve more than a 90 percent performance rating for customer service from the Executive Office of the Mayor.

The team was also responsible for other DDOT communications projects in 2011 that were larger in scope. Members of the team developed presentations, manuals, and documents for the agency; provided photographic coverage; completed detailed operations assignments; crafted DDOT's monthly internal newsletter (the d. Report); and helped the newly-formed Public Space Operations Project (PSOP) evaluate and improve their IT resources and tools and provided business process mapping for PSOP's operations.

Service Request Management System

There is a drive to realign Cityworks, DDOT's service request management system, so that the system more effectively helps DDOT track and resolve transportation issues that are raised by residents.

Cityworks currently manages and coordinates all of the 311 service request calls and internal work orders. The system is uniquely designed to empower DDOT's users to manage and maintain asset data without costly and time-consuming duplication, risky synchronization, or complex integration. Cityworks provides the ability to distribute and share customer service requests quickly and easily. Most importantly, it has the capability to manage work order information, both within DDOT and with valued customers and business partners.

The system has proven to be a useful tool for DDOT's Asset Management team and other departments that resolve service requests within DDOT. Cityworks was first introduced to DDOT through UFA, who served as the role model for the agency-wide implementation. Cityworks has now been implemented and deployed in more agency administrations.

Although Cityworks is now offered in two format—the desktop standalone version and the Cityworks Server web-based version—it is being upgraded to achieve the ultimate goal of becoming a paperless, automated system. DDOT's IT team is working to deliver a mobile application solution for smartphones.

Cityworks is the future, and just the beginning of a progressive push by DDOT to provide a system reflective of the innovate mind and spirit of the agency's staff.



Rail-Volution

In October 2011, DDOT helped host the Rail-Volution conference, the nation's annual forum on sustainable and livable communities. Agency employees volunteered throughout the four-day conference, lending their talents as tour guides and conference staff.

Building sustainable and livable communities with a variety of transit options is an important tenet of DDOT's ethos and Rail-Volution provided the perfect opportunity to showcase the agency's efforts in these areas on a national stage.

More than 1,500 elected and government officials, planners, developers, transit operators, and transportation advocates attended the conference, where they learned skills to design, promote, and assist with the implementation of multi-modal transportation programs that would help build communities for the 21st Century.

