



ACTION AGENDA

PROGRESS REPORT 2010

d.

safe passages
sustainable living
capital assets
prosperous places
firm foundation



district department of transportation

OUR MISSION

Develop and maintain a cohesive, sustainable transportation system that delivers safe, affordable, and convenient ways to move people and goods — while protecting and enhancing the natural, environmental, and cultural resources of the District.

OUR VISION

DDOT is committed to achieving an exceptional quality of life in the nation's capital through more sustainable travel practices, safer streets, and outstanding access to goods and services.

Central to this vision is improving energy efficiency and modern mobility by providing next generation alternatives to single occupancy driving in the city.

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LETTER FROM THE DIRECTOR

Dear Friends:

It has been two years since I took the helm of the District Department of Transportation. DDOT is an organization of dedicated staff responsible for over \$44 billion of infrastructure and public space. As such, we construct, operate, and maintain the District's transportation system. My goal for the Department is to meet the needs of a 21st century city by taking into account mode choice and maintaining our infrastructure, investing in our neighborhoods, supporting sustainability and livability, and improving transparency and communication with our customers: you - the people who live, work, play in and visit the District of Columbia!

I am excited to present to you the 2010 Action Agenda Progress Report. The first edition was released one year ago, and DDOT committed to achieving measurable results within 2 years, enabling both the Agency and the public to measure our success along the way. The 2010 Action Agenda Progress Report tallies our achievements at the 1 year mark against the metrics initially established. Where we have already achieved our goals ahead of schedule, we will again raise the bar, with new actions that will move the City forward over the next two years and will also be reported on annually. It's DDOT's evolving and progressive commitment to never become static.

In this Action Agenda Report, we have identified policies and programs that again will meet, and in some cases exceed, the current needs of District residents, commuters, and visitors without compromising mobility options or the environment for future generations. In fact, we want to set the stage for the continued renaissance of Washington. We are thrilled with the recent news that the District recently topped 600,000 residents. Our desire is to continue to contribute to the effort to bring 100,000 residents back to the nation's capital. We're doing this by linking neighborhoods to economic opportunities, providing layers of transportation options that preclude costly car ownership if not needed, and investing in a built environment that stands the test of time and encourages people to work, play, and to live in Washington D.C.

As we have pledged, the DDOT team will work with the Mayor, City Council, and the public to achieve these goals and set more in the future. We commit to you that DDOT will continue to deliver.

Sincerely,

A handwritten signature in black ink, appearing to read 'Gabe Klein', with a stylized flourish at the end.

Gabe Klein, Director
District Department of Transportation

LETTER FROM THE ASSOCIATE DIRECTOR

Dear All:

This document represents an unprecedented collaborative effort from across the District Department of Transportation. Much recognition is deserved by the men and women from senior management down to front line staff who contributed their time and knowledge in advising the creation of this Action Agenda Report. The clear commitment to realize the vision set forth in the document is evidenced by the tremendous accomplishments achieved within just the first nine months since its original release.

The policies outlined here, and the actions to attain them, represent a bold future for the city and a clear vision of the transportation priorities. Safety, mobility, and prosperity for the residents, workers and visitors of the city now and for the next several generations are the core of our Agenda and the commitment of the agency.

Sincerely,

A handwritten signature in black ink, appearing to read 'Karina Ricks', with a stylized flourish at the end.

Karina Ricks, Associate Director
Policy, Planning and Sustainability Administration
District Department of Transportation



Photo credit:
Kevin Kovaleski

A YEAR OF PROGRESS

2010 was a landmark year for DDOT shaped by the policies and actions set forth in the inaugural Action Agenda.



PROJECT HIGHLIGHT

**ON SEPTEMBER
20, 2010 CAPITAL
BIKESHARE LAUNCHED,
TRANSFORMING THE DC
BIKESHARING SYSTEM
INTO A SUBSTANTIVE
TRANSIT OPTION WITH
OVER 100 STATIONS AND
1,000 BICYCLES**

INTRODUCTION

Transportation is about much more than how we move around the city and the time it takes us to get where we are going. The design and operation of our transportation facilities affect the quality of life for over one million daily users of our city's system. And that system is experienced radically differently if you are riding a bike, taking the bus, or driving a car.

Although the transportation system is often the forgotten backdrop of our daily routines (except when something goes wrong), this system is at the heart of equitable economic development and diverse social communities. The transportation choices that are available define which jobs our residents can access and the locations convenient for them to live. When we go to work in the morning, for example, we must find a way there. If travel options are limited, these limits translate into fixed costs and restricted preferences.

As transportation choices expand and connectivity improves, people can decide how much of their income to spend on travel versus other household expenses. They can select modes according to convenience, lifestyle, and other factors. In short, a robust transportation network empowers us: it empowers us with greater freedom in how we allocate our limited time and money.

Streets define the public image of the city and the success of our communities. The public right of way occupies over one-third of the land area of the District of Columbia, making the District Department of Transportation (DDOT) the largest single landowner in the city. So much land ownership presents not only fantastic opportunities, but also tremendous responsibilities. The tens of millions of square feet of asphalt and pavement require progressive approaches to address the quantity and quality of storm water runoff, combat urban heat island effects, and maintain a livable habitat for our trees, urban wildlife, and human residents. The thousands of streetlights and traffic signals consume staggering amounts of energy, while the many private vehicles fighting for space on our streets emit many tons of pollutants into the air, requiring new solutions and significant investments.

The inaugural 2010 Action Agenda outlined a set of policies and corresponding plan of action that DDOT has followed to meet these challenges; to increase the livability of the city for the future while continuing to grow a world-class transportation department and system in our nation's capital. The two-year plan included aggressive, but achievable, benchmarks to measure our success. We now present to you, the public, our first accounting of the progress on the actions we committed to over the past year. It is organized around the five core values and functions of the Department as outlined in the 2010 Action Agenda:

1. Safe Passages:

Safety is paramount for DDOT. DC is proud to have the lowest fatality rates among all state DOTs and the highest highway safety rating in the United States. Operations are key to safety as the better the system operates, the more

security and accommodations all users will enjoy. We are committed to improving overall safety for all users of the system, regardless of mode and inclusive of all ages and abilities.

2. Sustainable Living:

At DDOT, "sustainability" equates to moving people and goods in ways that preserve, protect, or even restore our human and natural environments, minimizing waste and consumption, maximizing environmental performance and making the most of the transportation assets.

3. Capital Assets:

Investing in maintaining a state of good repair is vital to asset preservation and good stewardship of the public infrastructure. Prioritizing the repair and maintenance of infrastructure not only protects the public, but also means lower costs and improved safety in the future. Likewise good financial stewardship is essential to achieving the most with what we have.

4. Prosperous Places:

At its heart, transportation is commerce. It is how people get to work and how goods get to market. But beyond that, streets are the living rooms of communities. DDOT knows that good design of our public right-of-way means good access to businesses, safe and efficient operations, and attractive spaces and places which in turn create more jobs and a better quality of life for all.

5. Firm Foundation:

DDOT can help create a better Washington, DC by continually improving the excellence of our agency through investment in our workforce via education and training, enhanced communications, cutting-edge technology, and outstanding customer service tools.

This progress report highlights actions already completed and those still in progress. In keeping with the Department's constant efforts to push for improvement, new actions developed over the past year are also listed within the report.







SAFE PASSAGES

DDOT's comprehensive traffic safety efforts improve the quality of life for everyone in the District.

SAFE PASSAGES

Safety is, as always, DDOT's top priority. The 2010 Action Agenda set ambitious goals for increased safety, reduced injury and incident, and extensive education and outreach. While the Action Agenda provided two years to accomplish stated actions, many were achieved in just the first year.

DDOT was ranked number one among state DOTs for lowest fatality rates in 2009 and we aim to stay there through the formalization of our safety program and the development of our multidisciplinary safety team.

Thanks in large part to our focus on safety, the District saw traffic fatalities decrease over 27% from 2007 to 2008 and crashes involving pedestrians decrease 23% over the same period.

We are committed to continuing this success through our Safety Team, which assesses safety issues citywide.



SAFE ROUTES TO SCHOOL

SAFE PASSAGES PROJECT HIGHLIGHT

The DC Safe Routes to School program receives funding from the Federal Highway Administration.

In 2009 DDOT began working with 3 pilot schools on Safe Routes to School plans with the objective of adding 8 new schools each year. DDOT is pleased to have 11 new schools signed up for the 2010/2011 school year with more expected to apply during the school year.



The DC Safe Routes to School Program works to:

- Improve safety for students who walk and bicycle to school.
- Encourage students and their parents to walk and bicycle to school.
- Boost student physical activity, reduce parents' fuel consumption, and reduce pollution and traffic congestion near schools.

To help achieve those goals, DDOT offers Safe Routes to School planning assistance for DC Schools that are interested in improving safety for student walkers and cyclists.

DDOT's Safe Routes to School program was nationally recognized in 2009 for its partnership with Murch Elementary School which received the James L. Oberstar Safe Routes to School Award.

The National Center for Safe Routes to School selected Murch Elementary based on its exemplary Safe Routes to School program successes, including: reversing school policy that prohibited students from bicycling to

school without special permission; building community support for walking and bicycling to school, including neighborhood support for new sidewalk construction; and implementing an effective student Safety Patrol program to enforce safe driving behavior around the school.

POLICIES AND ACTIONS

1

Dramatically reduce traffic injuries by at least



Expand the enforcement powers of traffic control officers and school crossing guards.

✓ Traffic control officers have been empowered and trained to write both non-moving and moving violations including double-parking, failure to yield to pedestrians, and improper use of bus or loading zones. Enforcement powers of crossing guards have not changed.

Continue and build upon regional educational campaigns such as Smooth Operator.

... In 2010 DDOT participated in a number of successful regional and national campaigns including Click It or Ticket, Smooth Operator, Distracted Driving, Street Smart, Checkpoint Strikeforce, Work Zone Awareness, and Motorcycle Safety. Several PSAs were run touching an estimated 1 million drivers and other travelers in the metro region. DDOT had such a successful demonstration of the injuries that a pedestrian can sustain when struck by a vehicle that US Secretary of Transportation Ray LaHood requested DDOT restage the event to promote safety at the US DOT Headquarters building in Washington DC.

Implement traffic calming studies citywide.

... In 2010 DDOT launched its "Livable Streets" program and initiated livability studies in 3 multi-neighborhood areas following the successful model completed in 2008 in the greater Congress Heights community of Ward 8. The program focuses on restoring local residential streets to neighborhood uses by deterring cut through traffic and slowing speeds through a holistic system approach rather than block-by-block appeals and reactions. In addition, the program looks at opportunities to employ "green infrastructure" and placemaking approaches to enhance local sustainability and community identity. DDOT intends to complete 3 studies each year until the whole District is addressed while concurrently implementing high priority recommendations.



10% annually and work toward ZERO fatalities.

Traffic injuries and fatalities are the ultimate safety barometers for any transportation system. Foremost among our policies is to reduce both injuries and fatalities through expanded enforcement and education, sensible policies, and design improvements that protect travelers of all modes.

Create opportunities for schools to compete to have projects from their Safe Routes to School plans implemented.



DDOT is currently working to establish competition guidelines and application procedures for utilization during FY2011.

Increase the number of road safety audits performed by the DDOT Safety Team.



In 2010 DDOT formalized a multi-disciplinary "Safety Team" with the jurisdiction to review every capital project coming out of the agency. In 2009, DDOT initiated "road safety audits" as a service to community leaders concerned about particular areas in their communities. In such an audit, a team of experts examines a problematic area and determines a course for near term corrective action. In 2010, DDOT conducted 45 safety audits in several wards of the city.

Implement leading pedestrian intervals at 100 high-volume pedestrian intersections.



In its first year of the 2-year Action Agenda, the DDOT signal team has implemented leading pedestrian intervals (LPIs) at 69 locations and has developed criteria to guide implementation across the city.

N NEW ACTIONS

- Identify high accident locations based on an analysis of accident records, inspections, surveys and citizen requests.

POLICIES AND ACTIONS

2

Plan and design to equally protect all street



Adopt a Complete Streets policy to provide safe accommodation for all modes on all streets.



In October 2010 DDOT Director Gabe Klein signed DDOT's first Complete Streets Policy, an Administrative Directive, for the Agency. The Directive ensures that every major capital project will deliberately consider the mobility needs and levels of service for all modes of transport including pedestrians, bicyclists, transit and freight vehicles. The objective of the policy is to provide for a balanced system in which all modes may peacefully, and safely, co-exist.

Increase the use of rapid flashing beacon signs for safer pedestrian crossings.



DDOT installed its first rapid flash beacon in Ward 5 at Bladensburg Road in 2009. The device has demonstrated effectiveness and has subsequently been utilized in 5 additional locations throughout the District with other locations presently under consideration.

Implement improvements at top 50 high-crash intersections.



DDOT has an annual goal to address the top 50 high-crash intersections each year (as they are addressed, they drop from the list). The agency routinely exceeds this number having addressed 61 intersections in 2009 and having identified 70 in 2010.



users.

Frequently, the gravest crash injuries are to those least protected: pedestrians and cyclists. Increased protection of these travelers is necessary to lower the incidence and severity of crashes.

Pilot lower speed limits (below 25 MPH) on select streets to tame aggressive driving.

... DDOT is currently identifying pilot locations to test and monitor the effects of lowering posted speed levels on local streets.

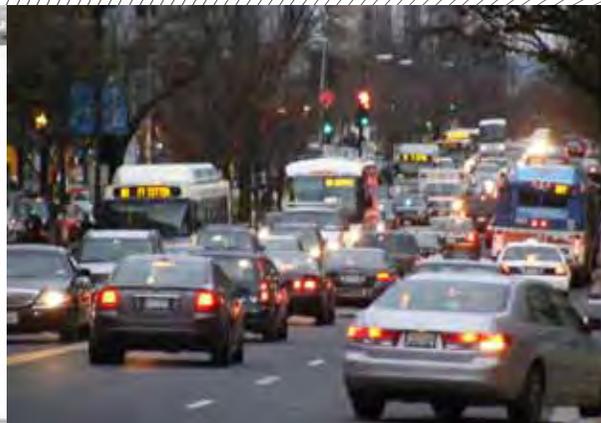
N NEW ACTIONS

- Design all roadway facilities to accommodate an unaccompanied 12-year old user traveling by foot, bike or transit.
- Increase contractor adherence to proper work zone standards by conducting at least 2 contractor trainings per year and requiring a work zone certified person on each project.
- Improve intersection access for people with vision and hearing disabilities by implementing audible warnings at 10 intersections and ensuring that 50 intersections have detectable warnings at curb ramps.
- Conduct audits of at least 100 high use intersections to ensure that signalized intersection crossings provide adequate pedestrian crossing time.
- Establish truck routing requirements for all truck trips on DC arterials.

POLICIES AND ACTIONS

3

Use technology to improve system performance



Implement DC Circulator Dashboard to provide transparency in operational safety.



The new online dashboard at circulatordashboard.dc.gov shows information on Circulator routes, ridership, finances, and more.

Improve incident management functions through enhanced communications and proactive deployment. Respond to incidents, on average, within 10 minutes.



Within the last year DDOT has issued rush hour reports and email alerts to interested drivers and recipients to notify them of traffic conditions. In addition DDOT has contributed \$300,000 to the continuing operations of the Metropolitan Area Transportation Operations Coordinator Program which coordinates among all regional jurisdictions in the event of substantial traffic incidents and disturbances.

Maximize the capacity of existing infrastructure through expanded use of intelligent transportation systems (ITS).



In early 2010 DDOT hosted a major ITS workshop and developed an initial ITS Infrastructure Plan that will guide deployment of these technologies for the agency. In line with this framework, DDOT issued over 233 shop orders in the 2010 calendar year to implement new timing plans or modified signal sequencing to improve multi-modal traffic flow. DDOT has begun work on a system-wide optimization plan that will maximize capacity of the system and has provided over \$1.8M in funding for implementation at the first 500 traffic signals. An additional \$4.7M in Stimulus funding has been deployed for vehicle detection at 122 locations in the network.



and enhance safety.

Driver frustration can be a significant contributing factor in aggressive driving and decreased safety. Ensuring a reliable system and smooth operations not only increases mobility, but also increases safety.

Develop and implement an automated vehicle weight system in the District. Become Commercial Vehicle Information Systems and Network (CVISN) compliant by 2013.



In the 2nd quarter of FY 2011 DDOT will complete the District Truck Safety Enforcement Plan which will recommend improvements to the District's vehicle weight management system. In addition, DDOT has a reinvigorated Motor Carrier Program with senior staff now advancing multiple objectives to enhance truck and motor coach operations in the District and support our local and regional economy.

Improve regional integration and information sharing on transportation conditions, incidents and events by participating in the Metropolitan Area Transportation Operations Coordination Program (MATOC).



DDOT is an integral member of the regional MATOC team providing logistics, communication and response operations.

Implement uninterruptible (battery back-up) power supply (UPS) to maintain traffic signal operations in the event of power failures.



DDOT maintains 1600 signalized intersections throughout the District and when there are power interruptions, most of the District signals default to a "flash" mode which severely impairs efficient operation of the system. In 2010 DDOT invested approximately \$1.4M in Stimulus funding to pilot UPS systems in pilot locations. Subsequently DDOT was awarded a \$16.4M TIGER grant for bus priority corridors, a portion of which will fund UPS systems along these critical corridors to ensure consistent and reliable bus operations.

Implement NextBus for the DC Circulator.



By July 2010, all Circulator buses were equipped with NextBus technology. The position of buses are monitored for delays and gaps in service. The information is available at circulator.dc.gov and independent services like circulatormap.com using DDOT's open source data.

N NEW ACTIONS

- **PENDING** Develop personal digital assistant (PDA) applications to alert travelers of system delays and opportunities to avoid problem areas.
- Increase operational efficiency of DC Circulator and improve on-time performance to 90% under 11 minute spacing.
- Upgrade at least 2 major corridors with ITS enhancements annually.

POLICIES AND ACTIONS

4

Educate users to respect and protect one another



share it.

Increase use of targeted public safety messages and advertisements on television, radio, and billboards.



In 2010 DDOT unveiled two major public safety communication campaigns utilizing available Public Service Advertisement space on billboards, buses, and bus shelters. The "Share It" campaign advised all travelers to be respectful and sensitive to one another in sharing the transportation network while the "Big Time" campaign advised all travelers of the major construction going on in the District.

Expand Street Smart campaign to include education about and for bicyclists, transit riders, trucks, motorists, and pedestrians.



In 2010 DDOT participated in two regional Street Smart campaigns. The spring campaign explicitly targeted motorcyclist safety as this is the one travel sector for which injury and incident rates continue to rise. All campaigns focus on bicyclists and pedestrians in defensive training, rules of the road, and educating drivers on the consequences of even modest speeding.

Train bus and taxi drivers on pedestrian and bicycle laws and safety.



DDOT has conducted dozens of trainings with WMATA bus drivers on pedestrian and bicycle safety and sensitivity, associated laws, and best practices. This has had a noticeable effect, as evidenced by the declining number of calls to WMATA for complaints by pedestrians and bicyclists against drivers.



another.

Respect goes a long way toward protecting the safety of all users. DDOT has seen marked success in educating drivers to stop for pedestrians in crosswalks and anticipate bicyclists while turning. Enforcement is the most effective form of education.

Expand mobile photo enforcement unit in work zones.

- ... MPD has deployed a number of speed cameras in street workzones. This action not only increases worker safety in the workzones, but also encourages better compliance with posted speeds generally.

Undertake a Move It/Move Over initiative to efficiently move non-injury accidents from blocking the roadway.

- ✓ DDOT's Road Operations Patrol unit's procedures mandate, when possible, moving obstructions caused by accidents or disabled vehicles off roadways and onto shoulders to minimize impacts to traffic movements.

N NEW ACTIONS

- **UPDATED** Work with the Department of Motor Vehicles to include expanded lessons on bicycle and pedestrian laws and safety to ensure drivers are more prepared to share the road with these users prior to obtaining a driver's license.
- **PENDING** Broadcast key weight management and routing information to the motor carrier industry, including relevant truck and bus companies.
- Conduct a public education campaign for pedestrians, cyclists and motorists focused on sharing the road with streetcars.
- Enhance goDCgo.com with current truck and bus information including routes, recommended parking and waiting areas, and regulations.
- Create a page on goDCgo.com with information on services for travelers with disabilities and laws/regulations for other drivers relating to their co-travelers with disabilities.

POLICIES AND ACTIONS

NEW POLICY

5

Operate the overall transportation system for efficiency as measured by person throughput

DDOT cannot significantly expand roadway capacity due to the built urban setting. Rather we are committed to managing the system towards greater people movement and ever increasing safety.

N NEW ACTIONS

- Create city-wide traffic model to guide signal timing strategies and decisions and seek optimization in the multi-modal environment.
- Develop a citywide transportation management plan that will coordinate the many work zones around the city to ensure that the system can still operate effectively with various lane closures and altered traffic patterns associated with construction projects utilizing the public space.



maximum
and safety.

DDOT infrastructure improvements include
pedestrian countdown signals, bike lanes and
solar powered multi-space meters

safe passages



POLICIES AND ACTIONS

NEW POLICY

6

Maintain the priority of systems-level planning while responding to local context and concerns.

The transportation network as a whole needs to function at both the local and regional level, balancing the concerns of the local neighborhoods and the system requirements, to achieve the safety and operation required to sustain our economy and our communities.

Retime signals on at least 3 corridors to increase synchronization for safe traffic progression that accommodates cross-street and pedestrian demands.

DDOT has installed the Leading Pedestrian Interval (LPI) treatment at 69 locations and has a goal to implement them at 100 intersections by 2012. You can currently find them on the 15th Street NW corridor, near the U Street/Cardozo Metro station and at many other locations in the Central Business District.

N NEW ACTIONS

- Complete and publish a clear transportation vision plan that identifies key principles for transportation planning on major corridors and within neighborhood areas.
- Complete a comprehensive review of the District's Functional Classification System for streets in conjunction with livability plans and recommend necessary modifications to provide appropriate mix of arterial, collector and local streets for network and neighborhood operations. Produce a public-friendly guide to functional classifications and necessary treatments of each uniquely assigned facility.



and operation

Columbia Heights
Streetscape improvements



safe passages





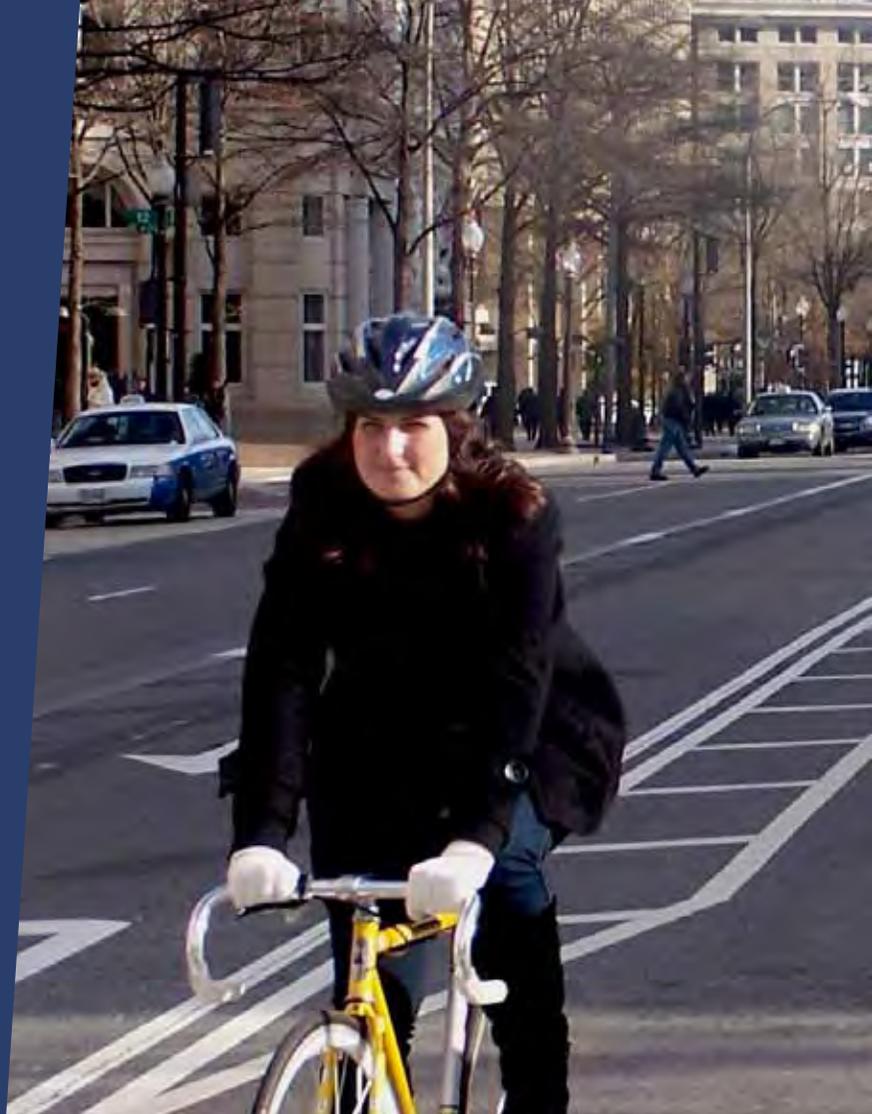
SUSTAINABLE LIVING

DDOT strives to minimize the ecological footprint of the transportation system and maximize its environmental performance.

SUSTAINABLE LIVING

Multimodal transportation options are essential not only for system performance and efficiency, but also to create economical, convenient and green travel options for all age groups regardless of income.

DDOT's commitment to sustainability goes beyond low-carbon travel options. We recognize that the infrastructure we operate and maintain has a tremendous impact on the health of the human and natural environments. With this in mind we strive to minimize our ecological footprint and maximize our environmental performance with better stormwater management techniques, lower energy usage, and more trees to reduce the urban heat island effect. While these are long-term endeavors, much progress has already been made.



PENNSYLVANIA AVE BIKE LANES

SUSTAINABLE LIVING PROJECT HIGHLIGHT

The year was noteworthy when in July 2010, the city drew national attention by establishing bike lanes down the middle of America's most famous street – Pennsylvania Avenue NW. The new lanes are part of a pilot program to expand the infrastructure for cyclists on carefully selected streets with enough capacity to accommodate all users.

DDOT's first foray into separated cycle facilities was on 15th Street NW. Constructed in 2009, the facility was immediately successful. Based on this success, in 2010 DDOT widened the one-way southbound cycle track to accommodate 2-way travel and double the lane miles.



Photo credit:
Paulo Couto

"Bike paths like [Pennsylvania Avenue] – which will provide cyclists with access to the most historic corridor in Washington, DC – are part of a cleaner, greener future in American transportation," said Secretary of Transportation Ray LaHood. "I applaud the efforts of Mayor Fenty, DDOT Director Klein and their dedicated staff to make our nation's capital a model livable city."

The new dedicated bike lanes run both east and west down the center of the venerable roadway, from 3rd Street to 15th Street, NW. They were installed in the median to limit

conflicts with buses, right-turning vehicles, parked vehicles and entrances on the right-hand side of the roadway.

DDOT will evaluate the bike lanes and make adjustments as needed over the next 12 months. DDOT also plans to enhance enforcement to discourage commercial vehicles from parking in the travel lanes along Pennsylvania Avenue. The Department is also working to educate cyclists about how to safely enter and exit the bike lanes, using the pedestrian signals at the cross streets.

Currently in design are cycle tracks on L and M Streets, NW through the central business district to provide a safe alternative for bicyclists through this busy and daunting core.

POLICIES AND ACTIONS

1

Make walking the mode of choice for trips of less than three miles.



Transform the DC bike-share system into a substantive transit option with 100 stations and 1,000 bicycles.

✓ In 2008, Washington was the first city in North America to launch a public bicycle sharing system. DDOT followed up that feat, in September of 2010. Relaunching a new and improved system 10 times the original size. The new Capital Bikeshare system, or "CaBi" as it has affectionately come to be known, has stations in every ward of the city and Arlington, VA. It provides efficient, reliable transportation at less than 22 cents a day to its over 3,000 subscribers. Based on the enthusiastic adoption of the system by Washingtonians (and visitors!), DDOT has already programmed resources to expand the size of the system yet again within the coming year.

Formally adopt bike boxes for bicyclist safety at intersections into DC standards and implement them in at least 50 locations.

... The 2010 update of the Manual for Uniform Traffic Control Devices (MUTCD) included bike boxes as approved and standard traffic control devices for the first time. With this national adoption, DDOT began implementation of our first bike boxes at New Hampshire and 16th Streets NW – a difficult intersection for cyclists. The new bike boxes maintain vehicular performance of this critical intersection but allow greater visibility of cyclists. Combined with the new bicycle signal heads and a contraflow lane the intersection is more bike friendly.

Increase marketing and private sector promotion of non-motorized modes.

✓ In March 2010, DDOT launched a comprehensive Transportation Demand Management program called goDCgo. The program focuses on the reduction of single-occupant vehicle trips through the promotion of sustainable transportation modes that help make up our region's balanced transportation infrastructure. One of the goals of the program is to work with employers in the District to establish commute trip reduction programs for their employees. GoDCgo has 384 registered employers with approximately 145,391 participating employees in the first ten months.



than one mile and biking the mode of choice

Traffic injuries and fatalities are the ultimate safety barometers for any transportation system. Foremost among our policies is to reduce both injuries and fatalities for pedestrians through expanded enforcement and education, sensible policies, and design improvements that protect travelers of all modes.

Set aside 5% of the capital budget each year as a core program for pedestrian and bicycle improvements.

- ... In fiscal year 2010, DDOT expended over \$14M specifically for bicycle and pedestrian projects representing about 4% of total capital project expenditures.

Implement the recommendations of the Bicycle Master Plan and Pedestrian Master Plan.

- ... DDOT continues to implement the improvements and policies recommended in these two Master Plan documents. Over 80% of the bicycle lanes identified in the Bicycle Master Plan of 2005 have now been successfully implemented while DDOT has worked hard in order to implement recommendations of the Pedestrian Master Plan.

Repurpose on-street parking spaces for bicycle parking in at least 25 locations.

- ... Over 100 bicycle parking spaces are now established. These racks were specifically requested by adjacent businesses who

wished to provide greater access to their establishments by this travel mode.

Add four more BikeStations.

- ... DDOT is working with WMATA to identify transit-adjacent locations for additional bicycle stations in order to replicate the success experienced since the opening of our landmark Bicycle Station at Union Station in 2009 which now serves over 246 cyclists daily.

Support developments that increase the availability of retail, services, and entertainment within walking distance of residential areas.

- ✓ DDOT reviewed and provided staff reports on 40 zoning cases before the Board of Zoning Adjustment or Zoning Commission in 2010. In each case, DDOT supported local infill development that improved the walking environment and provided much needed services or accommodations to residents.

N NEW ACTIONS

- Sign up at least 100 employers to provide CaBi subsidies to employees; at least 2 universities; and at least 25 private development projects.
- Work with the Office of Planning to improve land use and transportation strategies where biking and walking is less viable.
- As part of "Bike Brand your Biz" achieve custom bike racks at 50 businesses participating in at least 6 wards of the city within 2 years.
- Expand "Bike-Friendly Business" program and register at least 100 businesses and employers, with focus on commercial goods and services.
- **PENDING** Update and expand the Bicycle Master Plan for the next decade.
- **UPDATED** Increase the overall number of trees on District streets by 1% annually. Shade trees make walking more comfortable and inviting.
- Adopt a sidewalk and bicycle rating system that measures accessibility and continuity of facilities.

POLICIES AND ACTIONS

2

Prioritize expansion and enhancement of transit



Identify funding for a 37-mile streetcar network.

... In October 2010 DDOT submitted to Council its Streetcar Plan. The Plan serves a two-fold purpose: it offered a more detailed plan for H Street/Benning Road as well as the plan for the proposed conceptual 37-mile streetcar system, outlining the financing strategy for the initial segments and long term financial plan to complete the system.

Continue to expand the DC Circulator

✓ In August 2010, DDOT joined community and business leaders to launch a new DC Circulator route with service between the Dupont Circle and Rosslyn Metro Stations. Additionally, DDOT initiated the DC Circulator Transit Development Plan in Summer 2010. With demand for service growing rapidly, the purpose of the plan is to guide the future growth of the DC Circulator bus system. The plan, which will be published in January 2011, establishes goals for the system, defines corridors for future service, and a detailed implementation plan for the next three years of growth. In developing the plan, DDOT reached out to a variety of stakeholders through focus groups, surveys, interviews, open houses, and a standing Community Advisory Panel.

Work with WMATA to improve at least four bus plazas at District Metro stations.

... With the near-completion of the H Street NE Great Street project the "Starburst Plaza" is beginning to take form at the intersection of H, Benning and Bladensburg Roads. This important bus node is a critical transfer location for over 6 different bus lines. The nearly complete plaza will provide multiple rider amenities in an attractive and invigorating public space. The bus plaza at the Minnesota Avenue Metro Station is also in design to improve bus operation and accessibility while improving the overall aesthetics of the place to create an attractive destination for the Northeast neighborhoods it serves. Fort Totten is also under design to improve bus connections, amenities, and operations, as well as to improve the place-making identity of the new neighborhoods emerging around it. Minnesota Avenue is scheduled for construction in 2011 while Fort Totten will be constructed in 2013.



services.

In the District, 37% of households do not have a private automobile and therefore rely on public transportation. More people travel by bus rather than Metro rail. Using transit on a daily basis is a way of life for many DC residents.

Construct the initial segments of the streetcar system.



DDOT currently has two streetcar segments under construction – a nearly 3 mile segment on Benning Road and H Street NE providing rail transit where none currently exists between Oklahoma Avenue NE and 3rd Street NE just behind Union Station, and a ¾ mile segment servicing the Barry Farm community and Naval Annex south of the Anacostia Metro station in Southeast DC. Both are slated for completion in 2012.

Work with WMATA to develop improved service plans for high ridership routes in the District and consolidate a minimum of 100 bus stop locations.



In December 2010, Metro introduced limited stop Route X9 service at a 15-minute frequency between 6:15-9:15 a.m. and 3:30-6:30 p.m. on weekdays on Benning Road and H Street, between Capitol Heights Metro Station (via Nannie Helens Burroughs Avenue) and 13th and H Streets, NE in both directions with no transfers required at Minnesota Avenue Metro Station. In 2009 DDOT and WMATA also launched the

limited stop S9 service on the 16th Street NW line improving both travel time efficiency and schedule adherence. Additional stop consolidations are planned for high volume routes.

Elevate the streetcar to “megaproject” status with a dedicated team.



A significant accomplishment of the past year was the creation of a dedicated team to advance progress on the DC streetcar network. While long a priority of the Agency, the project struggled with staff spread among many different duties. The project was elevated to megaproject status in 2009 and an energetic and committed Associate Director was installed formally in 2010. Since that time, marked progress has been made, including a detailed financial plan, final network plan, and construction of the first two segments accompanied by broad public support from across the city and diverse stakeholders.

N NEW ACTIONS

- **UPDATED** With stakeholders, finalize engineering design for the K Street TransitWay and identify funds for construction.
- **PENDING** Implement improvements that enhance traveler convenience at the top 10 bus transfer locations in the city (excluding Metro stations).
- With the Office of Planning, create a “transit score” system and map transit service in the District that accounts for distance to stop, frequency of service, connectivity, and multiple transit options.
- Conduct an accessibility assessment of at least 5 high ridership routes and make recommended improvements to increase transit service accessibility.

POLICIES AND ACTIONS

3

Optimize the use of public curbside spaces to promoting efficient vehicle operations.



Use technologies to more effectively manage on-street parking—thereby reducing traffic congestion and increasing curbside turnover in high-demand areas.



DDOT has been running a number of different pilots to test the latest technology throughout the year beginning in January, including pay-by-phone, in-car metering, and occupancy sensors. The agency gathered customer feedback on reliability, ease of use, and general reaction. All technologies enabled real-time data collection that could lead to more effective time-of-day space management and pricing to decrease congestion and increase turnover and access. Several technologies were found to be very successful and are scheduled for broad deployment across the city in the coming year.

Explore congestion pricing methods with the private sector and other cities.



Much research has been done on the benefits of congestion pricing, both for moving vehicles as well as parked vehicles. In the fall DDOT participated with the Downtown BID and local stakeholders in a forum on congestion pricing and performance based parking with renowned expert Donald Shoup. DDOT plans to research congestion pricing in other cities and use technology experts to assist in determining the infrastructure necessary, and the public policy framework, to pursue congestion pricing in the District to enhance mobility and efficiency in the system.

Enhance car-sharing options and improve intermodal connectivity.



For the past few years, despite wide usage of car-sharing options in the city, only one car-sharing company has been successful in the District of Columbia. That may soon change. Over the past year, DDOT has met with additional car sharing providers eager to enter the DC market. In the coming year, DDOT expects no fewer than two additional car-share companies to launch in the city with others sure to follow.



serve businesses and residents while

The public curbside space is some of the most coveted real estate in the city whether for on-street parking, loading, car sharing, or bus or valet operations. Efficient use, management, and enforcement of this space is critical to overall network operations and transportation policy objectives.

Increase enforcement of double-parking and rush-hour violations, utilizing automated tools where possible.

- DDOT traffic control officers have been fully trained in enforcement of moving and non-moving violations. Double parking has been an emphasis of enforcement actions and illegal parking in bus zones and general double parking has illustrated a subtle decline.

Monitor and expand performance-based parking districts.

- At present, DDOT manages two pilot performance parking zones in Ward 1 and Ward 6. Additional communities have requested performance parking for their communities and DDOT anticipates establishing at least one more performance parking area in the coming year.

Improve on-street commercial loading operations through metering, increased enforcement against non-commercial users, and

better design and placement of loading zones.

- Council passed legislation allowing for commercial loading zone metering in 2009 and DDOT has since been meeting with the industry to determine a management system that can assist in loading zone management and efficient usage. The loading zone metering pilot will be launched in spring 2011 in initial areas and, if effective, citywide the following year.

Implement a pilot to relocate "slug lines" or information carpooling from major corridors downtown and the Monumental Core.

- As an initial phase of the District Slugging Plan, DDOT implemented a trial location to change the slugging location at 14th St between New York Avenue and H street NW to 15th street between New York Avenue and H street NW. DDOT is assessing the new location and engaging the slugging community to provide feedback.

N NEW ACTIONS

- Double the number of car-sharing operators in the city; support and encourage car-sharing providers to increase total number of car-sharing vehicles in the city by 30%; increase car-sharing access to provide car-sharing vehicle within 10 minute bike or transit ride of every household.
- Declare two (2) "double parking enforcement week" blitz campaigns per year to aggressively enforce against double parking focusing on truck and motorcoach parking.
- Implement reserved disabled parking in at least three (3) high-demand areas of the city.
- Continue diesel idling reduction campaign/driver recognition program to recognize at least 12 drivers/carriers that exhibit positive idling behavior by adhering to the DC law.
- Adopt a comprehensive commuter bus management plan that effectively utilizes curbside locations for the purposes of commuter travel.

POLICIES AND ACTIONS

4

Encourage development projects that promote to single-occupancy auto travel.



Partner with developers to ensure private sector implementation of transportation demand management (TDM) plans.

... In 2010, DDOT required all Planned Unit Development applicants to create TDM plans. DDOT also produced a report entitled "Incorporation of TDM into the Development Review Process," a document that establishes guidelines and best practices for developers.

Encourage good urban design that promotes walkability, minimizing curb cuts that disrupt traffic flow and impinge on pedestrian comfort and safety.

✓ This past year, DDOT signed an Administrative Order outlining Agency policy on curb cut management and permitting. In part due to this order, several applications for curb cuts were referred to the Public Space Committee for contemplation of exceptions to the policy guidance. For new site development or revision, DDOT holds Preliminary Design Review Meetings and carefully evaluates design elements that affect walkability.

Meet the challenges of a 21st century urban DOT by incorporating a new administration—the Progressive Transportation Services Administration—that will focus on non-auto mobility.

✓ Early in 2010, DDOT formally announced the creation of the Progressive Transportation Services Administration (PTSA). Over the past year, this administration has attracted high-caliber staff from across the country to implement the planned streetcar system and operate and manage alternative transportation systems, such as car sharing and the new bikeshare program.



and support alternatives

On-street facilities are only part of the necessary equation in achieving a walk-centric, bike-centric city. Private development practices are equally critical.

Engage in efforts to change minimum parking requirements to maximum parking allowances in appropriate areas of the city where transit resources are rich.

- ✓ DDOT has contributed extensively to the ongoing update to the DC Zoning Code and is currently working with DC Office of Planning to remove minimums and establish maximums in transit-rich areas of the city.

Require convenient, covered, and secure bicycle parking in new development; require building owners to allow bicycle access.

- ✓ DDOT is now working closely with the DC Office of Planning to enhance bicycle parking requirements in the District's revised zoning code. DDOT consistently urges developers to meet and exceed current bicycle standards through the development review process. The proposed zoning changes would increase the required bicycle parking from 5% of vehicle parking to rough parity with automobile parking.

Support zoning code updates that expand bicycle parking and amenity requirements and implement vehicle parking maximums in appropriate areas of the City.

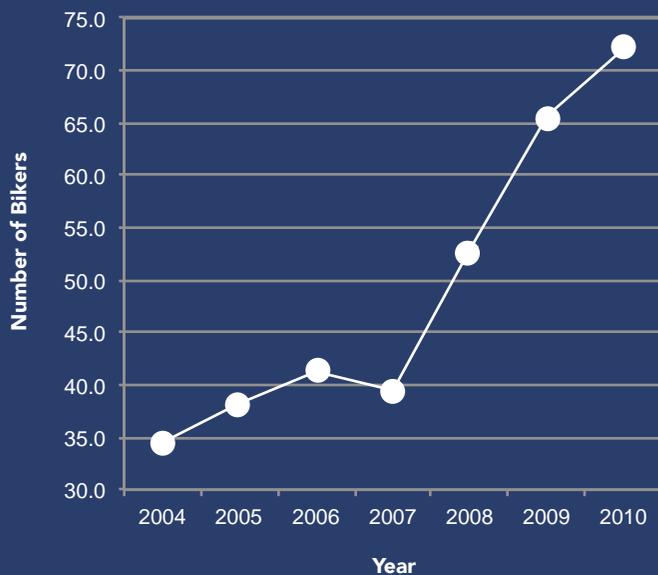
- ✓ In November 2010, DDOT with the DC Office of Planning presented before the Zoning Commission recommendations for an update to the parking requirements of the zoning code. Key provisions included vastly expanded bicycle parking requirements and parking maximums in transit-rich areas. The final update and adoption of the new zoning revisions will occur in 2011.

N NEW ACTIONS

- Implement infrastructure improvements to improve transit operations in the City (Bus Queue Jumpers, Urban HOV lanes/Bus Dedicated Lanes, transit priority signaling) on at least 6 priority corridors.
- **UPDATED** Develop transportation demand management standards and guidelines.
- Increase number of employers participating in goDCgo commuter options by at least 10% annually.

SUSTAINABLE LIVING

Average Peak Hour



The graph above demonstrates the increase in bicycle mode of transportation in Washington, DC over the last seven years. The data collected by DDOT is an average of the number of bikers passing through a number of intersections during the peak hour of rush hour.



BIKE MODE INCREASES IN THE DISTRICT

SUSTAINABLE LIVING PROJECT HIGHLIGHT

Each year more people choose to ride bicycles in Washington. DDOT annual bicycle counts, conducted at 19 locations since 2004, show a steady increase in rush hour cyclists, with the most dramatic increase (82%) between 2007 and 2010. Each spring, from May to early June, DDOT counts bicycles during the morning and evening rush hours – 6am to 10am and 3pm to 7pm. The peak hour count for each location is then used to compute an average citywide peak hour. In 2004, the average peak hour count was 35 bicycles; today it is 72.



Photo credit:
Paulo Couto

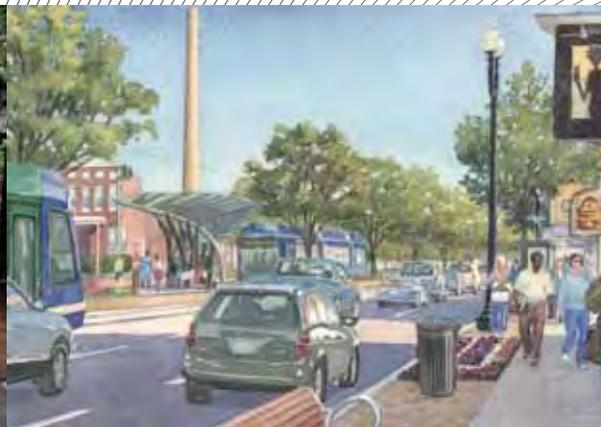
Data from the Census Bureau confirms the increase in bicycling. The annual American Community Survey shows the number of bike commuting DC residents doubling from 1.1 percent in 2000 to 2.2 percent in 2009. That makes DC the number 6 city in the country for bike commuting and number one on the east coast. The more robust household travel survey conducted by the Metropolitan Washington Council of Governments in 2008 pegs the number at 3.3 percent.

The increase in bicycling corresponds to the additional bicycle facilities. During the last 9 years, DDOT has striped 47 miles of bicycle lanes. The city now has 50 miles. During this same time, DDOT has added over 1,500 bicycle parking racks. BIDs and private businesses have added hundreds more. No matter who's counting, it's clear that giving people a place to ride and park will lead to more bicycling.

POLICIES AND ACTIONS

5

Maximize the environmental performance of



Test the use of progressive techniques such as pervious pavers, continuous root zones, recycled asphalt, and rubber sidewalks.

Over the past year DDOT has incorporated recycled asphalt in base hot mix asphalt. This application is presently under evaluation for broader application. In the coming year DDOT will install a test section of surface asphalt mixed with 10-14% recycled asphalt. Rubber sidewalks were first piloted in the District in 2005, however some performance issues were observed. Improved applications are included in the Pennsylvania Avenue Great Street project currently under construction in southeast.

Expand the planted areas within the public right-of-way where possible (e.g. increase the number of planted medians and expand the size of tree boxes).

Through a Stimulus grant award from the US Forest Service, DDOT's Urban Forestry Administration has recently launched a pavement removal program to remove excess concrete and asphalt around street trees in key areas such as Main Streets and schools. Early work has earned rave reviews and DDOT plans to expand to additional locations in 2011. This has already resulted in over 30,422 s.f. of area opened up for landscape and stormwater infiltration. Four projects completed and/or initiated in 2010 include planted medians where previously there was continuous impervious surface – the Benning Road Great Street project which completed construction in the last year, the Pennsylvania Avenue Great Street project underway, the Sherman Avenue NW project, and a segment of Connecticut Avenue NW which are just commencing.

Establish electric vehicle charging stations in the public right of way in conjunction with existing power infrastructure.

The first public curbside 240V Level II Coulomb ChargePoint station was unveiled in front of the Franklin D. Reeves Center on November 16, 2010. Department of Energy Undersecretary Cathy Zoi was on hand for this nationally significant unveiling. Two spaces are available for charging vehicles. The installation of the ChargePoint station was done by PEPCO and Coulomb distributor NovaCharge, LLC. Through a \$15 million grant, funded by the US Department of Energy, the Coulomb ChargePoint America program will provide 4,600 charging stations by October 2011 through nine regions in the United States including Washington, DC. In the District, DDOT plans to install an additional 10 locations in 2011.

transportation infrastructure.

With its sizable footprint on the city land area, DDOT infrastructure must do more to improve environmental impacts and lessen our contribution to storm water runoff, the urban heat island effect, and energy consumption.

Minimize impervious surface in the right-of way and mimic natural systems to supplement the management of storm water.

- DDOT has incorporated innovative storm water management techniques (e.g. bio-swales and rain gardens) into the design of Nannie Helen Burroughs -- one of DC's marquis Great Street construction projects. DDOT has also partnered with private developers in development centers like NoMa and the Capitol Riverfront and not-for-profit organization like Casey Trees to pilot LID under-drain systems that capture roadway runoff. In partnership with the District Department of Environment, DDOT has also launched its "green alleys" program to introduce permeable treatments into these lower traffic areas.

Develop standards for low-impact design (LID) treatments, materials, and management in the public space.

- This action is on DDOT's work plan for 2011. DDOT wishes to build on

early models for success, and begin to standardize design practices and sustainable operations. DDOT completed a draft LID treatment plan in December 2010.

Develop and cultivate partnerships for DDOT and/or maintenance of LID treatments.

- DDOT has developed maintenance agreement templates for instances in which private property owners commit to maintain specialized infrastructure; and has applied them where appropriate. DDOT and DDOE have begun to discuss and document maintenance arrangements in order to propel more LID projects. Further development of this partnership is slated for 2011.

Improve the health, diversity, and expanse of the District tree canopy; use data to measure and track canopy replenishment.

- DDOT has planted a total of 3750 trees in the 2010 planting season. This does not account for the number of trees that have

been planted by our partners such as Casey Tree Foundation. In addition, DDOT has continued its pruning program to improve the health of trees and the safety of the city. UFA Arborists have increasingly used technology in the field to improve data collection and increase the efficiency of the program.

Pilot the use of Light Emitting Diode (LED) fixtures for roadway, alley, and pedestrian lighting

- In 2010, DDOT initiated a research project to test quality of illuminance uniformity, energy consumption and cost, among other factors. Currently, DDOT has solicited responses to an RFP to implement a LED streetlight pilot project.

POLICIES AND ACTIONS

CONTINUED

5

Maximize the environmental performance of

With its sizable footprint on the city land area, DDOT must do more to ensure that the transportation infrastructure has a minimized impact on storm water runoff, the urban heat island effect and energy consumption.

N NEW ACTIONS

- Begin construction on at least two (2) “model” green corridors that: retain stormwater from at least a 1.2” storm, use at least 15% less energy than typical corridors, and reduce impervious surface from existing conditions.
- Reduce impervious surface in existing DDOT right of way by at least 500,000 s.f.
- Develop a long-term strategy and funding plan for DDOT maintenance of LID treatments in DDOT projects.
- Permit at least 25 private stormwater retention (i.e. LID) facilities with maintenance plans in the public space.
- Establish 15 electric vehicle charging stations in the public right of way and in conjunction with existing power infrastructure.
- Increase environmentally focused projects and address environmental considerations in project planning and development (as measured by the number of projects that undergo environmental review by DDOT’s Policy Planning and Sustainability Administration).
- Increase the number of CMAQ (Congestion Mitigation and Air Quality) projects that explicitly achieve reductions in Vehicle Miles Traveled (VMT) per capita.
- Reduce DDOT energy use and carbon footprint (measured by power consumption, reduction in paper product ordered, increase in equipment reuse, increase use of green product).
- Pursue a carbon-calculator and carbon off-set program for travelers wishing to reduce their carbon footprint.



transportation infrastructure.

DDOT's first public curbside electric vehicle charging station was installed this year



POLICIES AND ACTIONS

6

Use technology to improve traveler information,



Implement next-bus displays in bus shelters.

DDOT is pleased to have been awarded \$16.4M in TIGER grant funds for bus improvements along 6 priority corridors. A major component of that investment will be real time bus information for riders and would-be riders. In addition, in December 2010, DDOT unveiled the first interactive prototype which allows rider interaction. The Agency plans to install these devices in at least 50 shelters within the next 2 years.

Implement solar powered parking meters that are part of an interactive network that will feature real-time information and dynamic pricing capability.

Following a successful pilot earlier this year, DDOT procured 1,200 IPS single space meters through a competitive process. The meters were installed in high demand areas that had a track record of high number of complaints. The installation was completed in early November, 2010. The results to date have been very encouraging. The number of complaints for the areas where the meters were installed have reduced 42% and the revenue have increased 25%. Over 50% of the transactions at the IPS meters are credit card transactions.

Use www.godcgo.com website to better promote alternative modes of travel in the District and sustainable transportation.

In October 2010, in conjunction with regional partners, DDOT relaunched a new and improved goDCgo.com which serves as the major resource for transportation information and options to make getting into and around the District easy. A major component of the website is an interactive map that allows residents, employees, and visitors to make informed decisions about their trips. Since relaunching the site, average weekly visits to goDCgo.com have increased from approximately 500 to 2,000.



choice, and convenience.

Traveling better means traveling smarter. We will deploy new means to share real-time information with the traveling public to make traveling more efficient, predictable, and even fun.

Move toward "One Card" technology, allowing access to all city transportation services (e.g., Metrorail, Metrobus, Circulator, bike share, car share, and parking meters).

... DDOT, OCTO and WMATA have been working in conjunction with one another to design a pilot program that will roll out in spring 2011 at Wilson High School. Pending the results from the pilot program, future roll outs with technology enhancements will proceed.

Integrate "pay by phone" technology into city parking meters.

✓ "Pay by Phone" technology was introduced as a pilot project in the District this past April and has been approved for expansion to cover the entire District by early 2011.

Deploy signal priority systems to decrease bus delays and travel times.

... Again, as part of the multi-million competitive grant award, DDOT will deploy signal priority along the 6 identified high-volume, high-frequency bus corridors. Early versions of signal priority technologies have been tested on primary routes such as Georgia Avenue.

N NEW ACTIONS

- **UPDATED** Deploy real-time traveler applications for "smart phones," PDAs, and other advancements and encourage "open source" applications from the public at large.
- **UPDATED** Install automated traffic enforcement technologies on 20% of WMATA and or District operated transit vehicles in the city.
- **UPDATED** Continue to expand the use of social networking tools for real-time transportation alerts and tools to provide real-time available parking information directly to consumers.

SUSTAINABLE LIVING



Managing both the “growth of” and periodic “shifts in” traffic demand are necessary elements of managing traffic congestion. If traffic demand is not managed, the performance of the transportation system will be adversely affected. Managing traffic demand today is about providing travelers, regardless of whether they drive alone, with travel choices, such as work location, route, time, and mode.

- U.S. Federal Highway Administration

goDCgo TDM PROGRAM

SUSTAINABLE LIVING PROJECT HIGHLIGHT

In March 2010, DDOT launched its first full-service transportation demand management (TDM) program. The program was put in place in an effort to decrease congestion and improve the overall air quality in the District. Building on the existing success of goDCgo.com, a website developed through a partnership between DDOT and the Downtown BID, the program kept the website’s namesake and transformed goDCgo from a website that helped people move around, to a program with the same mission. goDCgo promotes sustainable transportation options to residents, visitors and employees in the District through outreach and education.



goDCgo Team promoting Capital Bikeshare

The program's cornerstone, goDCgo.com, was completely revamped and relaunched in August 2010 to include a new state of the art interactive map which features numerous sustainable transportation options including Metrorail, Metrobus, DC Circulator, car sharing locations, bike lanes and trails and Capital Bikeshare stations. Capital Bikeshare stations show real time availability information. The map allows users to choose select transportation modes and layer them over a map and in addition, allows them to enter their starting and ending destinations within the District to determine how the various transportation modes intersect with their trip. The website also features a blog,

carbon calculator, newsletter sign-up and archive (which is sent via email monthly), and numerous other resources including links to nearly every area transit provider.

goDCgo also introduced an employer services program designed to reduce the number of single occupant vehicle trips by working directly with organizations in the District to implement commuter benefit programs. These programs include tax free transit benefits, flexible scheduling, compressed work weeks and onsite amenities such as bike racks and shower stalls that encourage bicycling and walking. goDCgo Employer Services launched the BikeBrand Your Biz program in October 2010 to assist

businesses with the implementation of bicycle friendly programs and conveniences such as bike rack installations and bicycle commuting benefits for employees.

The goDCgo program was integral in the marketing efforts put forth prior to Capital Bikeshare's launch including the organization and staffing of nearly 30 tables at community events across the District and Arlington. In addition, the goDCgo Employer Services program helped to launch the Capital Bikeshare Corporate Membership program including creation of marketing materials and provides consultation to employers in the application and purchasing process.



CAPITAL ASSETS

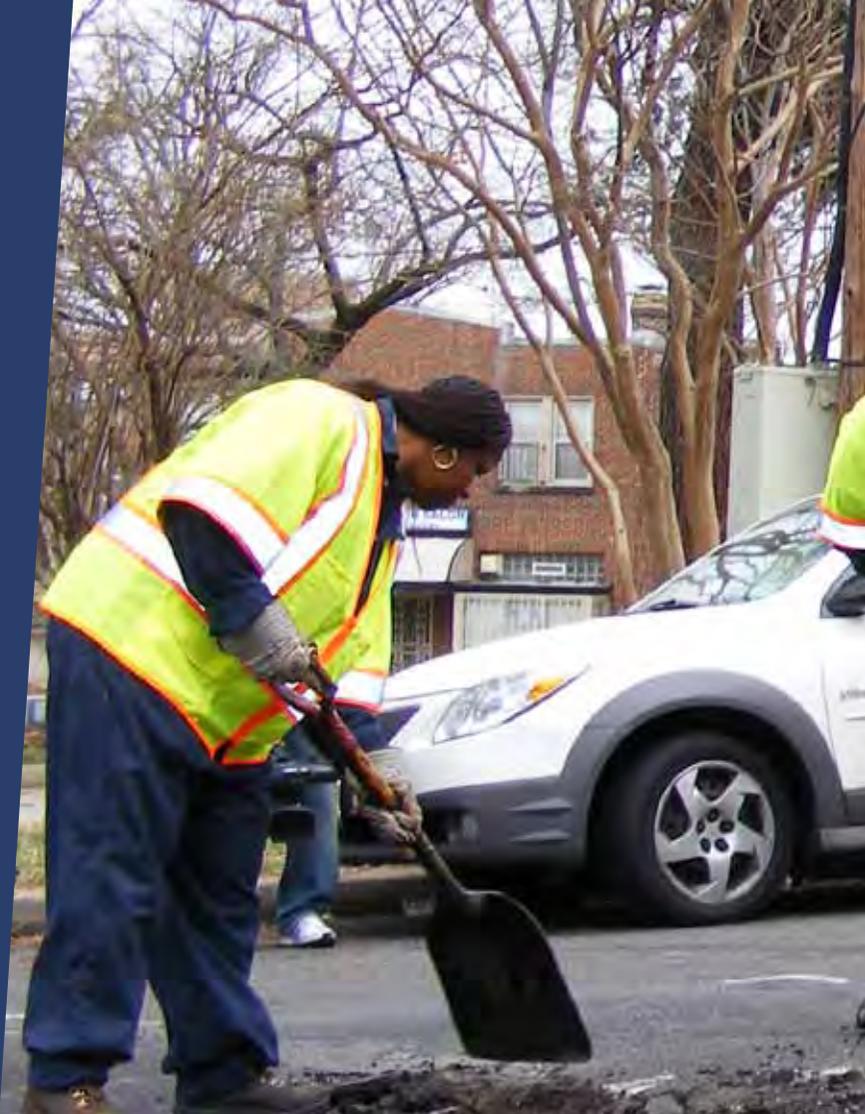
Maintenance is essential to preserve the value of our investment in infrastructure.

CAPITAL ASSETS

DDOT maintains over \$44 billion worth of infrastructure. Maintenance is essential to preserve the value of this investment and minimize unnecessary expenses associated with deferred maintenance.

Over two-thirds of DDOT's annual budget is dedicated to asset preservation, and yet this represents just 0.1% of the system's estimated value, therefore we work hard to protect and expand this level of investment and ensure that the seemingly mundane maintenance projects, such as seam sealing and pothole repair, are valued equally among citizens and stakeholders as are the large transportation streetscape makeovers.

Key to stretching available dollars is ensuring prudent and cost effective use of them, and DDOT has made marked progress in establishing systems and processes to ensure accountability in financial stewardship.



2ND ANNUAL POTHOLEPALOOZA

CAPITAL ASSETS PROJECT HIGHLIGHT

On March 5, 2010, the District Department of Transportation (DDOT) kicked off the District's second annual "Potholepalooza" campaign by filling a pothole on the 700 block of Ridge Road, SE.

"The District of Columbia experienced one of the harshest winters in recorded history and our roadways are seeing the effects of the severe weather conditions," said Mayor Adrian M. Fenty. "In anticipation of increased requests, we



are launching Potholepalooza and the pothole repair season earlier than ever before."

Potholepalooza was a month long campaign to proactively and aggressively repair thousands of potholes throughout the city. Starting March 5, 2010 and running through April 5, 2010 the DDOT, the agency responsible for the repair of potholes for the District, worked to repair identified potholes within 48 hours. DDOT's normal response time is within 72 hours. During

Potholepalooza, residents and commuters were encouraged to phone in, go online, twitter or email requests for pothole repairs.

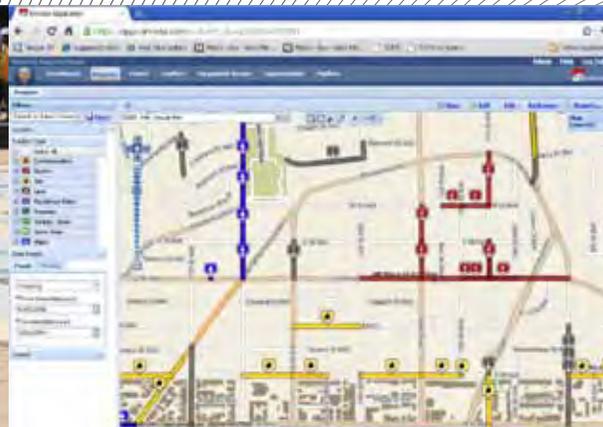
"Our first campaign last year was a tremendous success," said DDOT Director Gabe Klein. "Our workers and the citizens they serve teamed up to ensure our streets are in good shape, and we're excited about continuing that partnership this year with Potholepalooza 2."

More than 500 residents and motorists submitted requests for repairs by telephone, email, text message and on the internet, and DDOT crews filled more than 6,000 potholes during the first Potholepalooza in 2009 and over 7,650 potholes in the 2010 campaign.

POLICIES AND ACTIONS

1

Maximize life span of new construction.



Review and update streetscape standards to focus on quality, standard materials that minimize maintenance and repair costs.



In 2009, DDOT evaluated and approved architectural pavers used for streetscape work on Columbia Heights project. In 2010, DDOT continued to evaluate performance of pavers and analyze cost. With the Great Streets project, DDOT has developed specifications for exposed aggregate sidewalk for improved performance, quality and aesthetics.

Deploy a universal system for utility coordination among all major utilities to minimize conflicts and unnecessary cuts.



DDOT and the many utilities of the District of Columbia took a major step forward in 2010 by adopting the Envista system as the common coordination tool among the multiple actors excavating the public space on a daily basis. This coordination tool will save money and frustration for citizens and utility owners alike by allowing work by multiple utilities to occur at the same time so that only one final restoration is necessary and this can be shared equally among all.

Increase enforcement and accountability for appropriate, timely, and high-quality repair of street cuts.



2010 was the year of technology for DDOT in many ways. Not only with the piloting of many parking and public space management technologies, but also by simply equipping our staff to work in the field with synchronized electronic tools and information at their fingertips. DDOT invested funds to buy field computers for public space inspectors. This will allow them to immediately call up permit records and note whether the project is still in progress or complete.



Lifecycle costs must be considered in addition to initial construction cost estimates when choosing construction materials. Deferred maintenance severely reduces the lifetime of assets, and therefore sufficient resources for routine maintenance are a high priority.

Ensure use of durable and easily maintained materials in new construction.

... DDOT's Infrastructure Project Management Administration is currently investigating the use of warm mix asphalt, full-depth asphalt construction, and full depth concrete in roadway infrastructure to minimize maintenance costs and maximize lifetime of major infrastructure investments

Require maintenance agreements be recorded with the Recorder of Deeds when non-standard materials are used in private development projects.

✓ DDOT has standard maintenance covenants for the use of non-standard materials for restoration in the public space. Over the past year, over a dozen such maintenance agreements were recorded accounting for virtually all locations where non-standard materials were used.

Create a dedicated utility coordination role in IPMA to ensure utility facilities, assets, and improvements are coordinated in advance of infrastructure projects to minimize future cuts, construction delays, and disturbances.

✓ DDOT has hired a full time Utility Program Coordinator to oversee the coordination between utilities and DDOT.

N NEW ACTIONS

- Develop standards for reuse of construction materials and achieve at least 10% material reuse in all projects.
- Develop and utilize locally appropriate tool to determine when asphalt versus concrete street construction is to be used as the standard.
- Conduct semi-annual planning for next 2-year cycle via an online coordination tool.
- Inspect all utility cut initial restorations and reinspect at least 50% of all utility restorations between 12 and 23 months after restoration is reported complete.
- Ensure at least 90% of emergency permits are either closed or converted within 3 business days.

POLICIES AND ACTIONS

NEW POLICY

2

Maintain past investments.

The unsung hero of transportation is without a doubt maintenance. Maintenance activities often go unnoticed against a backdrop of a shiny new project. However, these simple, sustain and timely actions are the most cost effective investment we as an agency can make. Funding regular maintenance can save a municipality billions over the long haul. These savings are realized in the increased longevity of our transportation infrastructure.

N NEW ACTIONS

- Achieve and maintain at least 90% of federal aid roads and 73% of local roads in fair or better condition.
- Raise the number of alleys in fair or better condition by at least 10% annually.
- Develop a reliable and accurate asset condition database for sidewalks, bicycle facilities, signs and pavement markings.
- Make asset condition data available to the public via the internet.



DDOT fills thousands of potholes a year

2010 ASSET CONDITIONS

PCI *	FEDERAL	LOCAL
EXCELLENT (100-86)	30.3%	24.8%
GOOD (85-71)	36.3%	28.5%
FAIR (70-56)	21.8%	21.0%
POOR (55-36)	10.2%	15.5%
VERY POOR (35-21)	1.3%	6.5%
FAILED (21-0)	0.0%	3.7%

* Pavement Condition Index



POLICIES AND ACTIONS

3

Ensure on-time and on-budget project delivery.



Dovetail new work with existing and planned construction projects to avoid duplication and maximize efficiency.

With the introduction of Envista and improvements in DTAP, DDOT's online project management and reporting tool, DDOT has the ability to coordinate projects much more efficiently and flag potential conflicts as much as 2 years in advance.

Implement the District Transportation Access Portal (DTAP) to guide project evolution from planning to design to construction, and facilitate transparency with all stakeholders.

DDOT unveiled dTAP 2.0 in November 2010, an updated beta version of the department's Transportation Access Portal which provides the public with a wealth of performance data and project information in an easy to use online dashboard. dTAP, at dashboard.ddot.dc.gov, provides financial data, customer service scores, traffic safety statistics and a report on the overall condition of the District's roadways. Prominent gauges indicate the percentage of project tasks that are on-time and on-budget, and visitors to the site can track how much of a project's budget has been spent to-date. Project documents are easy to find and include the schedule of work from preliminary planning and design through the completion of construction. More than 50 projects are currently loaded into the dashboard.

Build pre-construction team within DDOT to ensure utility coordination, timely and clear communication, and that projects are built as originally planned with stakeholders.

DDOT has established a team purely dedicated to bridging the gap between project inception / planning and final design / construction. This team will be responsible for conducting construction feasibility and advancing capital projects to final design.

A top priority among all DOTs, excellence in project management allows organizations to deliver projects better, faster, and with top-notch results.

Use creative contracting arrangements (e.g., design-build) to facilitate project delivery, shared risk with contractor, and stronger accountability of private sector partners.

... DDOT is building substantial experience with design-build arrangements, such as the one on the 11th Street Bridge project, and other contracting arrangements that allow for faster project delivery and more reliable levels of risk. DDOT expects to deploy this tool more broadly in the coming years.

P PENDING ACTIONS

- Introduce legislation that will enable DDOT to use public-private partnerships (PPP) where appropriate to maximize return on investment for taxpayers.

POLICIES AND ACTIONS

4

Consistently apply asset data to guide where



Continue to incorporate asset conditions into capital programming and planning; achieve synergies by attaching infrastructure issues at work sites.



As a state DOT, DDOT is required to report asset conditions to FHWA and utilize this data in capital programming and planning. This is vital to efficient use of financial resources to protect the assets we have to the maximum extent possible.

Create a State Data Center.



DDOT has established an enhanced partnership with Howard University to create a Data Center for frequently sought transportation data such as traffic volumes and safety information.

Expand existing partnerships with universities.



DDOT is pleased to have worked with a number of area university faculty, research centers and students over the past year on a number of projects and in many capacities. DDOT has worked on projects with Howard University, Catholic University and George Washington University and has employed students from several other universities as interns in both the summer and school year programs.



and when work is done.

Good data leads to good decision making. DDOT will improve the quantity and quality of our data and ensure its use in capital planning to leverage resources to maximum effect.

Publish frequent schedule updates and annual year plans for future work.



DDOT work schedules are available on the agency website through dTAP and are updated regularly. In addition the agency provides advance notice to adjacent businesses and affected ANCs immediately prior to the initiation of any capital project.

N NEW ACTIONS

- Publish initial resurfacing lists by March of each year and update monthly. Strive to maintain at least 80% consistency with initial published list.
- Publish relevant asset condition information in annual capital project plan for each facility. Make all asset data publicly accessible.
- Produce quarterly reports of performance data for dTAP.

POLICIES AND ACTIONS

5

Leverage District assets to fund transportation

The fees that are collected for use of public space would provide for substantial transportation improvements if such fees were dedicated to this use.

Review and update all DDOT fees for service (such as occupancy of public space) to come in line with market rates.



DDOT recently reviewed permit fees for services against benchmarks in a number of comparable cities and brought all fees in line with local markets. This was the first substantial change in DDOT permit fees in approximately 30 years.

Streamline DDOT's permitting to ensure ease of use and increased compliance.



DDOT launched the Transportation Online Permitting System (TOPS) in April 2010 at <https://tops.ddot.dc.gov>. This online system enables home owners, tenants, and businesses alike to apply for the specific type of public space occupancy, construction, excavation, annual or rental permit required for use of the public space within the District of Columbia. Whether occupying metered or unmetered curbside parking, sidewalk, alley or travel lane areas for activity or construction related work, TOPS makes it possible apply for a permit, edit your application, upload plans electronically, or check the status of an application from the comfort of home or office.



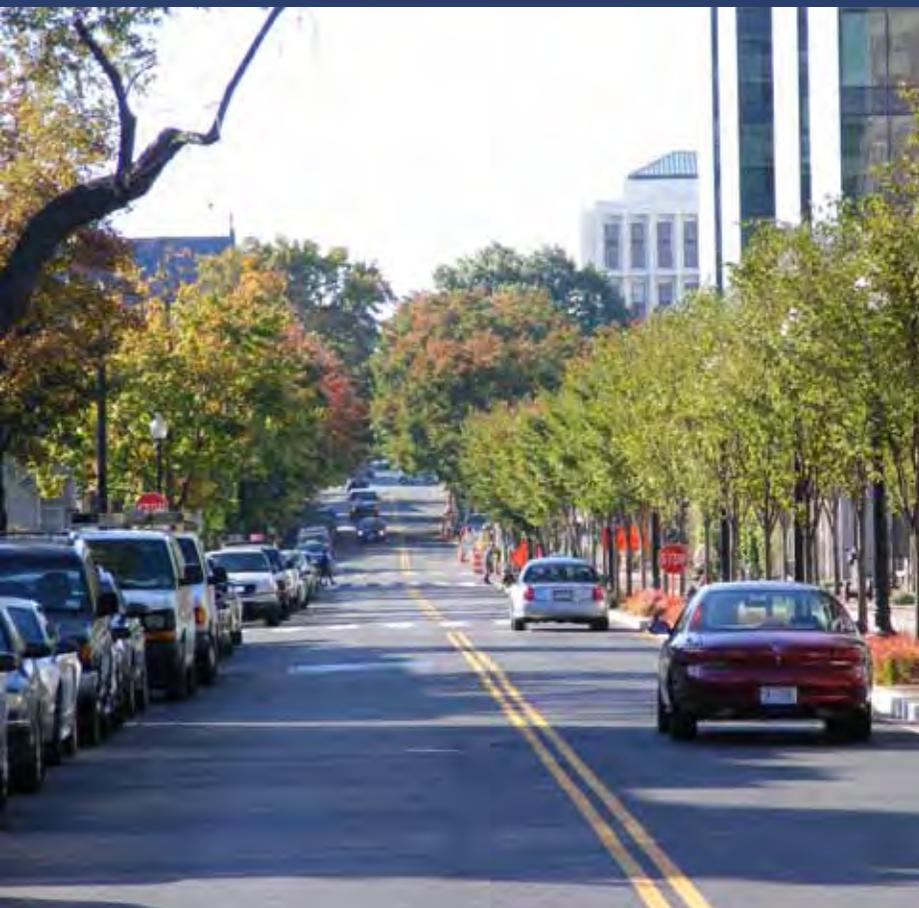
NEW ACTIONS

- **PENDING** Explore zoning changes and creative financial mechanisms that allow increased density in exchange for private investment in transportation infrastructure.
- Reduce average permit review period from 30 days to 21 days for all permits that do not require Public Space Committee review.
- Implement a Public Inconvenience Fee to encourage more efficient and sensitive occupancy of public space by private development projects.
- Complete a managed lanes study for the District to explore pricing strategies to reduce congestion and yield revenues for asset investment.



improvements.

Fees help to pay for many public space improvements throughout the District



CAPITAL ASSETS

2010 Parking Meter Pilots Included:

Solar Powered Networked Credit Card
Accepting Single-space meters

Multi-space meters

Pay by space configuration
(Parkeon & Duncan)

Pay by license plate configuration
(Cale)

Real-time occupancy sensing
(Streetsmart)

Pay by cell
(Verrus & Parkmobile)

INNOVATIVE PARKING METER PILOTS

CAPITAL ASSETS PROJECT HIGHLIGHT

During the summer of 2010, DDOT launched a series of pilots to test the state-of-the-art in parking meter technology and concepts in the DC market. The pilot participants were selected based on how well they met the three overarching goals of the DC parking program:

Improved customer service - multiple payment options, fewer broken meters, convenience (such as not having to walk back to the car to display receipt), real-time information on parking availability, etc.

Enhanced operational efficiency - better uptime, reduced collection and maintenance cost,



dynamic pricing, networked assets, real-time supply and demand information, etc.

Better revenue management - real time transaction processing and audit functions

Real time occupancy sensing shows great potential as a congestion management tool through dynamic pricing and real-time traveler information system.

Pay by space is the preferred configuration if we want to build the infrastructure for congestion pricing and traveler information

Based on a customer survey conducted by

DDOT, the pay by space configuration is preferred over pay by license plate

The pay by cell concepts showed great potential in the DC market. The adoption curves were amongst the steepest in the US. For the 1700 spaces in which pay by cell is being piloted, we have 17,000 users and 50,000 transactions.

Credit card usage in some of the piloted areas such as Friendship heights reached 75%.

The average revenue per transaction for credit cards is double that of coins. For pay by cell revenue is almost three times higher than coin transactions.

Pay by smart phone applications hold great promise. In one of the pay by cell pilots that had offered this option, pay by smart applications accounted for 10% of the average number of transactions. In November 2010, they accounted for 17% of the transactions.

Based on the findings of the pilots DDOT procured 1,200 solar powered networked credit card accepting single space meters and is launching a citywide pay by cell program. A procurement for pay by space multi-space meters with space sensors is also in the works.

POLICIES AND ACTIONS

6

Partner with local stakeholders to help protect



Launch a tree steward program with citizens who request new trees along with additional neighborhood volunteers to create a cadre of "Tree Keepers."

Supply watering informational brochures and provide workshops for citizen stewards.

Promote and encourage adjacent land and business owners to promptly and properly remove snow and ice from sidewalks and bus shelters.

Residents are already responsible for maintaining property to the curb. Those who go a step further may now sign a partnership agreement to water, mulch and monitor the health of specific trees in the first two years after planting, residents will receive free watering bags and instructions from UFA. The "Canopy Keepers" program through DDOT's Urban Forestry Administration is a key tool in ensuring that new trees have extra care in the first two years after planting to ensure they get established and thrive. By working together, the next generation's tree canopy is growing.

Outreach and education is a component of all Arborists and the leadership of the Urban Forestry Administration. Administration staff regularly conduct informational sessions to citizen stewards and partner with other local non-profits to extend the reach and breadth of tree education and support in the District.

2010 was the year of "Snowmageddon" and no one will soon forget it. During the significant snow events in January and February of the year, people were quickly reminded of the importance of removing snow and ice from adjacent sidewalks. In the months since the largest snow in 15 years, DDOT has pursued aggressive outreach to remind residents and businesses of this responsibility and to help our neighbors and our city.



and preserve assets.

Asset preservation is not only a job for the DOT. Individual citizens, property owners, developers, and visitors also have a role to play.

N NEW ACTIONS

- **PENDING** Develop new and innovative means of public participation, such as online project comments and technical assistance for block associations.
- **PENDING** Conduct a social marketing campaign to minimize littering on city streets.
- Use QR tags (matrix barcodes encoded with a website address that are readable by smartphones) on transit infrastructure to allow customers to provide input on maintenance needs.
- Utilize "See Click Fix" to gather additional information on asset conditions, inspection needs, and opportunities to improve services to residents.





Photo credit:
Christopher Quay



PROSPEROUS PLACES

Infrastructure helps establish the character and vitality of local retail districts and commercial job centers.

PROSPEROUS PLACES

Transportation and prosperity are very much interconnected. The appearance and function of transportation facilities contribute to the character and vitality of local retail districts and commercial job centers. At the same time streets and their various features are at the center of our residential life as the common ground between houses, the venue for neighborhood gatherings, and the sense of safety and security we feel in our communities.

In the past year DDOT has unveiled some spectacular public spaces, broken ground on others and experimented with different ways for the public to use our streets for gathering and celebration.



H STREET / BENNING ROAD PROJECT

PROSPEROUS PLACES PROJECT HIGHLIGHT

Construction is nearly complete for the Benning Road/H Street Great Streets and Streetcar Project. Work on the Benning Road portion of the project began in late December 2007 and construction on H Street began afterwards. Over \$65 million of reconstruction, infrastructure improvements and streetscape upgrades were scheduled for the project.

"This is just another example of how the District government is committed to preserving historic and culturally rich neighborhoods," said Adrian M. Fenty, Mayor of the District of Columbia. "Initial investments have already produced results and are bringing a new vitality to this community."



The H Street / Benning Road Starburst Plaza is almost complete

Work on the project has included the installation of new traffic signals, new streetlights, curb, gutter and sidewalks along with infrastructure and utility work which will include new fire hydrants and catch basins. New trees and landscaping are also being included.

As with all Great Streets projects, the goal is to improve the safety and mobility for all modes of pedestrian and transportation movement. This particular project will also include infrastructure for the highly anticipated streetcar which is part of DDOT's green transit plan for improvements throughout the District.

"Not only is this a way to link people and neighborhoods, but it is also a way to rebuild neighborhoods," said DDOT Director Gabe Klein.

Klein envisions that the addition of the streetcar line will have similar benefits to that of the emerging streetcar line in Portland, Oregon. In a recent interview Klein stated that in Portland, "They have seen \$3.5 billion worth of investment within a few blocks of the streetcar line."

DDOT has worked to make sure that Benning

Road and H Street have remained open at all times during construction with at least two-lanes in each direction. Pedestrian access as well as access to residences and businesses also remained available.

The Benning Road portion is now substantially complete and the H Street portion is currently in the final stages of construction. DDOT will initiate streetcar operations in spring 2012. The DC Streetcar will create 200 permanent jobs at the onset of service and up to 700 jobs upon completion of the entire system.

POLICIES AND ACTIONS

1

Build great streetscapes to promote economic



Continue to implement the world-class Great Streets program. Incorporate the Great Streets principles into all streetscape projects.

... 2010 was a great year for Great Streets as 5 of the 6 corridors broke ground and/or neared completion. Benning Road NE was completed while substantial work was accomplished on H Street NE. Pennsylvania Avenue SE got underway and the project has accelerated thanks to ARRA-Stimulus funding. Georgia Avenue NW broke ground and is making rapid progress. The October 2010 groundbreaking for Nannie Helen Burroughs NE was a substantial step forward for green streets in the District. Designs are nearly complete for Minnesota Avenue. Martin Luther King Jr. will be the next Great Streets project. Groundbreaking is scheduled for 2012.

Expand tree canopy, sidewalk space, upgrade parking management and improve loading.

... DDOT has successfully expanded the District's tree canopy, through streetscape projects, annual plantings and the development review process. New sidewalks and missing connections have been made as a result of DDOT's new Sidewalk policy, Safe Routes to School program and streetscape projects.

Design streetscapes that accommodate all and promote retail activity by including ample space for cafes to stimulate growth, increase community use, and enhance public safety.

✓ DDOT Director Klein issued an Administrative order to ensure all new major capital projects incorporate Complete Streets principles. Complete Streets are successful streets for businesses, residents and visitors because they allow maximum access on foot, bicycle, transit or vehicle.



vitality.

Streets set the tone and the character for an area. DDOT is committed to raising the overall economic vitality of the city by first raising the quality of our street environments.

Start a Green Streets initiative whereby unused roadway space, including islands, can be transformed to landscaped refuges, seating areas, or wider pedestrian areas.



DDOT was awarded a major grant as part of the President's stimulus program to remove impervious surface from District rights-of-way and improve tree box conditions. DDOT has initiated this program and will expand it in the coming year. In addition, through a partnership with DDOE, substantial new low impact design features are being installed in available right of way to improve stormwater retention in the District.

Ensure timely restoration of public space to current neighborhood design standards.



DDOT has worked hard over the past year to expand the impact of public space enforcement activities by investing in substantial new technologies for inspectors, expanding the role and capacity of the inspection unit, and clearly communicating to permittees their responsibilities for timely restoration.

N NEW ACTIONS

- **UPDATED** Create at least two additional public plazas (similar to what has been accomplished in Columbia Heights) to stimulate growth, increase community use and tree coverage, and enhance public safety.
- **PENDING** Complete a public realm master plan for the central business district.
- Develop Transit Oriented Guidelines to help create vital transit communities
- Expand Car Free Day program to include use of transit and bike services

POLICIES AND ACTIONS

NEW POLICY

2

Connect communities to activity centers and investments to strengthen local retail and

For most of us, transportation is the link between home and work. Reliability in the transportation system is often the determining factor for entry-level employees being able to retain their jobs. DDOT is committed to improving access to jobs for District employees and those throughout the region.

N NEW ACTIONS

- Provide transit access at a reasonable cost to all and assure that low income riders are least affected by service reductions and fare increases.
- Offer a variety of efficient cost-effective modes of commuting to work.
- Maintain an interconnected transportation system serving all regional activity centers.
- Develop measures for reliability of travel, ideally cross-tabulated by type of employment, origin and destination, and income level of commuter.
- Continue to build partnerships with Business Improvement Districts and Main Street organizations to focus on the needs of the retail community.



target infrastructure
employment districts.

DDOT connects communities to
activity centers through transportation



POLICIES AND ACTIONS

3

Minimize construction impacts on local

d.TOPS

Transportation Online Permit System



Implement web-based systems that effectively manage public space permits and better track utility work.



Over the past year, DDOT has worked with all the major utility providers in the city to collectively adopt a common utility coordination tool. Envista has soft-launched and, when combined with the TOPS online permitting system, already has demonstrated tremendous value in minimizing conflicts, better tracking utility work, and improving management of the public space.

Provide information about all current and upcoming projects on the DDOT website and through DTAP.



In order to make DDOT more transparent and accountable, we have recently unveiled dTAP 2.0, an updated beta version of the department's Transportation Access Portal which provides the public with a wealth of performance data and project information in an easy to use online dashboard.

Obtain a high level of local community and business input early on in projects.



DDOT has made a concerted effort to engage the local community and businesses early on in the project development process and will continue to do so. Stakeholder engagement is a critical part of DDOT's planning and design phases of a project as the local community is one of the most knowledgeable advisors in the process.



businesses and communities.

Although most businesses see generous sales increases following street improvement projects, many suffer impacts during construction. DDOT strives to minimize these impacts so businesses can weather construction and thrive in the newly improved area.

Continue to tailor construction phasing to the needs and conditions of the local community. Schedule construction to avoid high-activity seasons.



DDOT is extremely proud of our commitment and practice of working closely with affected neighborhood and business districts when conducting major construction work. Our project offices are always located within the work zone and accessible to the local population. Scheduling and phasing is made in consultation with the local community, to the extent possible and practical, to minimize disruptions and aid the community through what is inevitably an uncomfortable period.

Include a DDOT Community Relations Team in every major construction project in retail areas.



The Communications Office recently hired staff that will be dedicated to working in partnership with businesses and residents to assure a smooth construction process.

N NEW ACTIONS

- **UPDATED** Include incentive/disincentive strategies in all construction contracts to motivate contractors to reduce period of impact on communities.
- Achieve a 30% increase in the number of construction or occupancy permits issued via the TOPS system and printed at home, as is now available.

POLICIES AND ACTIONS

4

Make streets fun.

Stressed-out and harried commuters may dominate the streets and sidewalks on the typical workday, but these areas can and should also be the venue for festivals and events, places to learn to ride a bike, throw a football and build community; essentially, an extension of the city's park network

Develop and expand the annual Feet in the Street event, whereby the city closes select streets to vehicle traffic and allows full bicycle, pedestrian, and retail use.

DDOT held the second annual Feet in the Street event in partnership with the National Park Service Saturday, August 28, 2010. Feet in the Street promotes physical activity, sustainable transportation choices, and community spirit. Fort Dupont is a great setting for this car-free event. The park has been designated as a National Park Service site for the White House's "Let's Move" initiative with the Office of the First Lady.

P PENDING ACTIONS

- Pilot at least one curbless street where all users share space.
- Encourage the private sector to enhance alleys as dynamic places.
- Create a DDOT event task force to support and monitor local street events.





prosperous places

Festivals and events can do their part to make streets fun







FIRM FOUNDATION

DDOT can help create a better Washington, DC by continually improving the excellence of its employees.

FIRM FOUNDATION

People are the foundation of everything DDOT does – both our staff and our customers. DDOT strives to be a model employer in terms of staff development and management. At the same time, we are focused on improving responsiveness to the citizens and businesses who are our customers.

DDOT can help create a better Washington, DC by continually improving the excellence of its employees. Increasing the Department's capacity to respond to emergency events can be achieved by establishing a job culture that is engaged and committed. This will create a more unified agency. We are committed to investing in our workforce via education and training, administering compliance programs and policies, enhancing internal communications, and providing outstanding customer service for an evolving DDOT.



OPENING OF NEW DDOT FACILITIES

FIRM FOUNDATION PROJECT HIGHLIGHT

Employees from the Street and Bridge Maintenance Branch (SBM) and the Public Space Permit Branch (PSP) were able to call two new facilities home in March.

SBM members were ushered into a new building on Farragut Street NE on March 26. The building, said SBM Program Manager Frank Pacifico in a speech at the ribbon-cutting ceremony, is notable because it's the first "brick and mortar" structure to house employees on his team. Consolidating employees from the separate trailers where they previously worked into a singular building would heighten



Touring the new Street and Bridge Maintenance facility

camaraderie, said Mr. Pacifico, because it would allow employees to familiarize themselves with co-workers who they previously might have only interacted with in passing.

The new SBM building also features a network of well-lit cubicles furnished with new office equipment, a large communal space that includes a full kitchen, and two large bathrooms and locker rooms that SBM staff can use after working out in the field. The building is also commuter friendly and within a short walk from the Fort Totten Metro Station.

PSP's new building is as Metro accessible as you can get, however, located atop the Waterfront-SEU Metro Station at

1100 4th Street SW. PSP, which opened in March 2010, occupies two floors in the building — the Permit Center is located on the 2nd floor with the Permit Branch Offices located on the 3rd floor.

"We love the new building and its amenities" said Public Space Manager Juan Amaya, who noted that its added space has helped foster a "more professional environment."

POLICIES AND ACTIONS

1

Assemble, train, recognize and support an



Nick Nicholson,
Chief Engineer



Recruit leading talent for permanent employment through internship programs, apprenticeships, career fairs, and other private firms.

Create the d.University program with a specific curriculum for each job in the agency, and a combination of instructor-led, university, and web-based classes.

Consolidate all office staff to one LEED-certified building near transit.



DDOT is one of the finest agencies in the Government of the District of Columbia with some of the best staff in the city. The agency continues to grow on this reputation by attracting top-notch talent to improve the agency at every level from front line workers to senior leadership. The agency attracted national stars this year including a new Chief Engineer, Mr. Nick Nicholson, new Transportation Operations Associate Director, Ms. Gloria Jeff, and new Chief Information Officer, Mr. Lance Schine, all well known and widely respected in their industries.



d.University launched in 2010 and is a major accomplishment for the Office of the Director. The University provides a vast number of courses to build and expand staff capacity and developed core curriculums for several major job categories. The University has already begun its first class of students.



DDOT signed a lease to house staff that currently work in the Reeve's Center and the People's Building in a new, LEED-certified building above the Navy Yard Metrostation at 55 M Street SE. The move will occur by May 2011.



outstanding agency workforce.

An agency is only as good as the people within it, and DDOT aims to be a world-class agency comprised of top-notch staff.

Support staff development through professional certification, continuing education courses, and technology transfer of best practices.



DDOT, through its federally funded training program, is extremely fortunate to be able to provide extensive staff development, certification, and training to staff. Every agency employee is eligible for these services and a vast majority take advantage of the opportunities each year and continue to grow the capacity and ability of the agency in meeting the needs of our local stakeholders.

Introduce additional employee wellness and safety programs that focus on individual well-being and responsibility for coworkers in order to reduce injuries, improve morale, and increase productivity.



In March, DDOT announced its partnership with popular local nutritionist Sharon Hawks. Since then DDOT and Ms. Hawks have held numerous health and wellness sessions for employees.

Move all frontline staff to new facilities at Farragut Place, NE.



DDOT's new facility at Farragut Place NE opened this year and provides a comfortable and quality work environment for a number of

front line employees stationed at the Farragut facility.

Cut the DDOT dedicated vehicle fleet by 50% from 2008 levels.



DDOT achieved the targeted 50% fleet reduction and has made wide use of fleet sharing services to satisfy agency needs.

Install electric charging stations in the new building, and purchase electric fleet vehicles.



Plans are moving forward for electric charging stations to be ready for a new electric fleet in 2011, timed for the DDOT move to its new building.

Provide transit benefits to all DDOT employees, including free Circulator access.



DDOT is proud to report that all employees now have transit benefits for both Circulator and Capital Bikeshare.

N NEW ACTIONS

- Participate in national organizations and conferences and publish papers in the transportation field. Achieve attendance by all professional staff in at least one conference or technical presentation per year. Achieve at least 8 hours of career training per year for all front line staff.
- Achieve at least 12 presentations or published papers in national forums by DDOT staff annually.
- Certify all SIOD and Construction inspectors.

POLICIES AND ACTIONS

NEW POLICY

2

Create unity among agency staff toward the as "One DDOT."

DDOT is a diverse agency in many dimensions – with some unionized staff, some non-union, some management, many front-line. There is an opportunity to bring all together as a single identity of "DDOT" to best serve the citizens and stakeholders of the District.

Launch an internal "social networking" tool to allow more interaction among employees and idea sharing to improve the agency.

- ✓ DDOT Life, an internal social networking site, was launched in November 2010 exclusively for DDOT employees. DDOT Life is a social network for DDOT employees to connect, share, and post information and special events. Employees visit the website to view the latest DDOT event photos, special event information, retirement announcements, colleague birthday, marriage, and birth notices and much more. Since its debut, DDOT Life continues to attract and receive new members daily.

N NEW ACTIONS

- On a rotating basis, have a manager from each division present at the labor management partnership meeting, report on new initiatives or concerns, and address inquiries.
- Require Associate Directors to participate in quarterly meetings with union leadership in advance of meetings with the Director.
- Introduce a "boundaryless approach" throughout all DDOT Administrations to provide a culture for idea sharing and problem solving that encourages getting things done.
- Support and achieve at least 10 inter-departmental rotations of mid-level staff.



identification

DDOT Life is just one of many tools meant to enhance camaraderie in the agency



POLICIES AND ACTIONS

3

Provide exceptional customer service, responsiveness, and transparency.

Transportation affects nearly every resident, worker, and visitor in the District of Columbia. Therefore quick and accessible customer service is essential to the function of the city.

Use web-based social networks and programs such as Facebook, Twitter, YouTube, chat, SeeClickFix and others to maximize outreach solicit feedback and enable two-way communication.



DDOT has over 1,000 followers on its Facebook page, and over 5,000 followers on Twitter.

Work collaboratively with Metropolitan Washington Council of Governments (MWCOC) and our neighboring jurisdictions continuing to set the bar for transportation and integrated services (i.e. regional bike share)



In the past year, DDOT has worked collaboratively with neighboring jurisdictions to implement the regional bike sharing program (Capital Bikeshare) as well as applying for federal grants that would benefit the region's transportation systems. We successfully won \$58M worth of grants regionally and \$13M for the District alone. Such collaboration will continue.

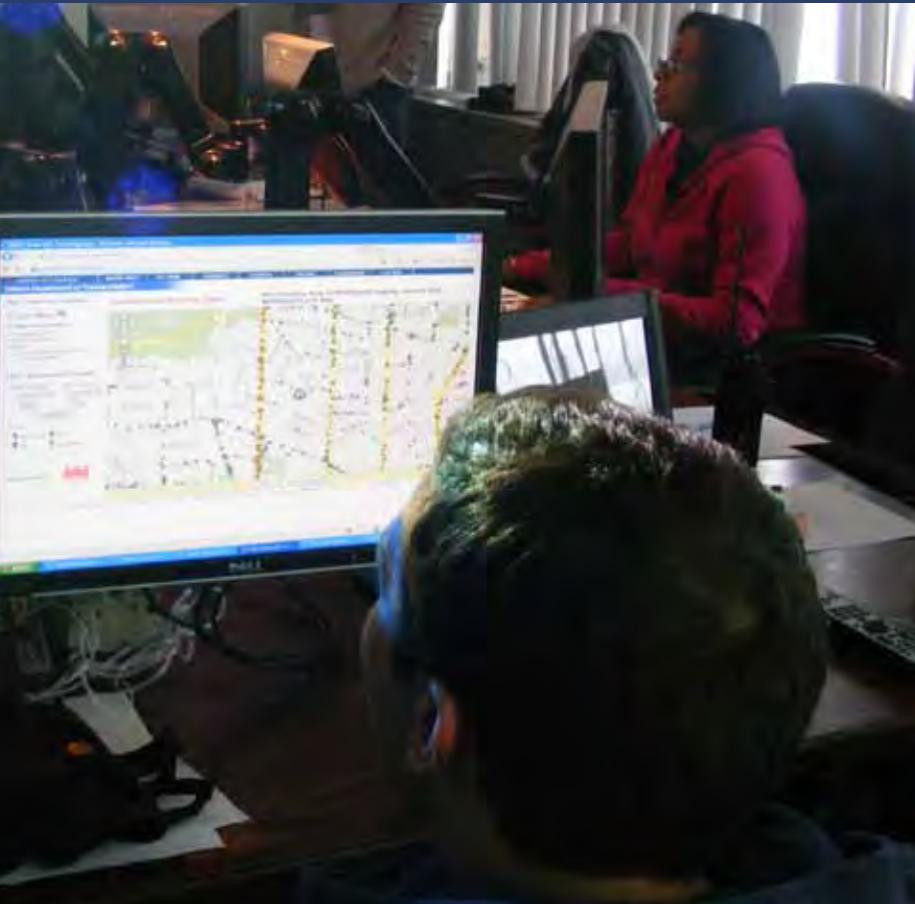


NEW ACTIONS

- **UPDATED** Make customer service information readily available, accessible, reliable and usable through programs such as NextBus and the DC Circulator Dashboard.
- **PENDING** Reduce response time in investigating and addressing citizen requests. Make customer service information readily available, accessible, reliable, and usable.
- Increase use of technology in the field to review service requests, respond to needs, and communicate with requestor.



DDOT staff worked around the clock to ensure exceptional customer service during Snowmageddon



FIRM FOUNDATION

DDOT Social Networks

Facebook

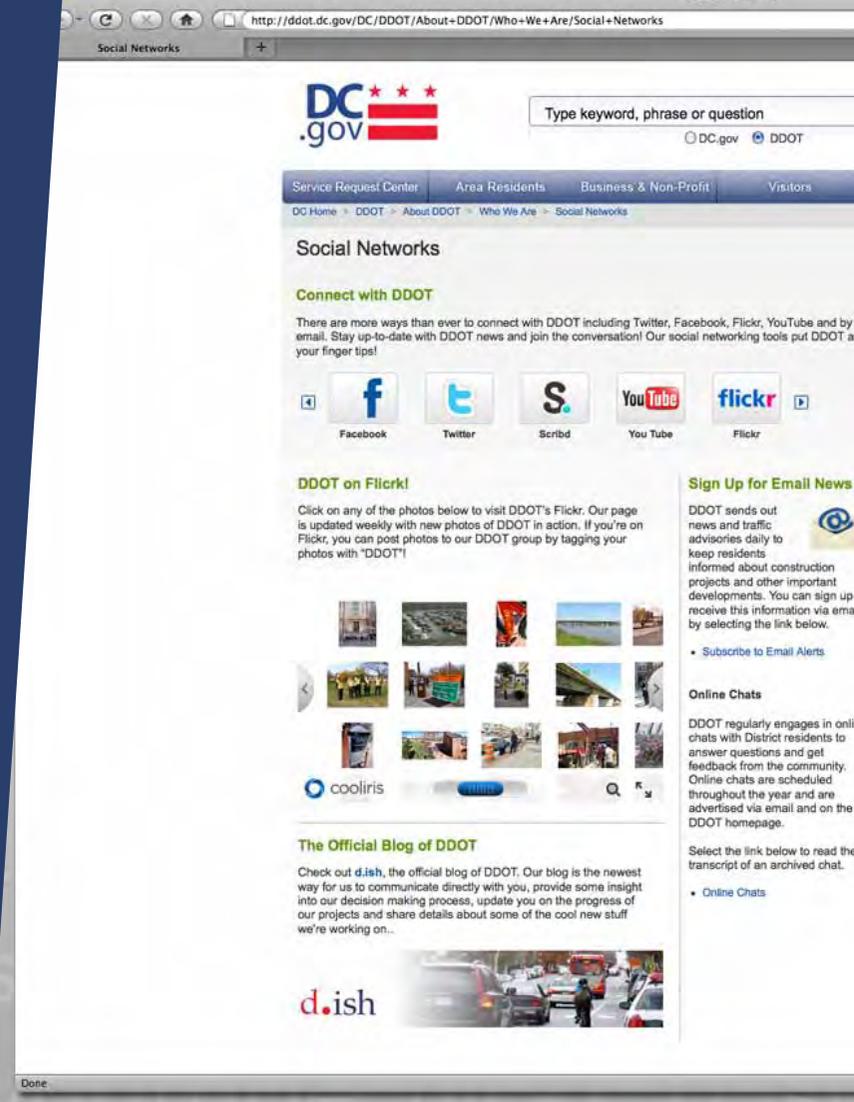
Twitter

Flickr

YouTube

d.ish blog

Scribd



DDOT SOCIAL NETWORKS

FIRM FOUNDATION PROJECT HIGHLIGHT

DDOT is utilizing several popular social networking tools — including Twitter, Facebook, Flickr, and YouTube — to communicate with and gain input from District citizens.

DDOT on Facebook

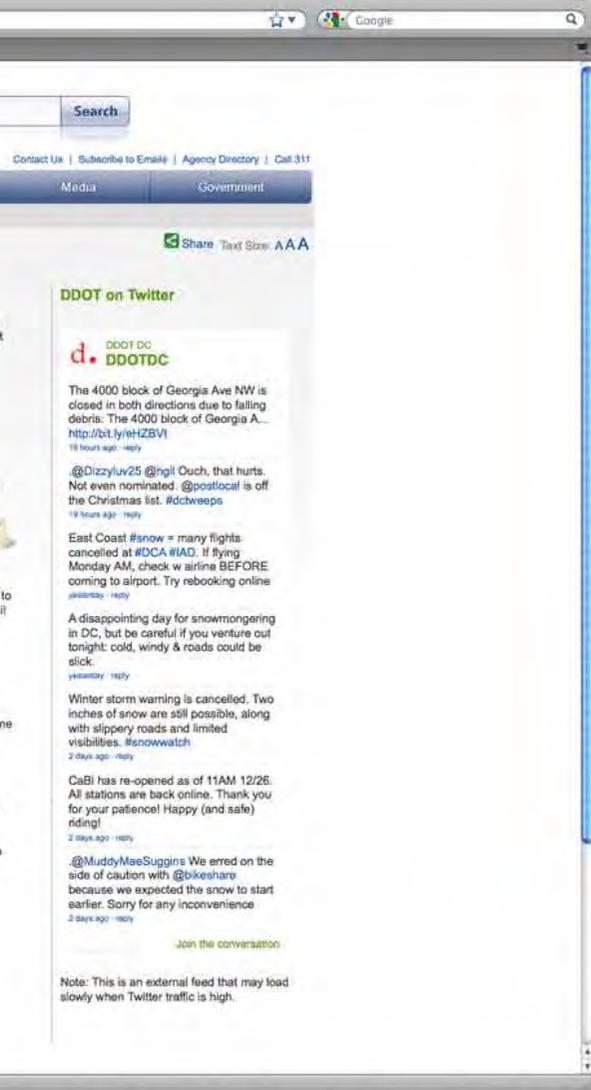
With 500 million users, it only makes sense for DDOT to have a presence on Facebook. The agency posts photos, videos, meeting notices and other news and responds to comments and questions from the nearly 1,000 “friends” of the page.

DDOT on Twitter

Follow @DDOTDC to get instant alerts on news, traffic advisories, construction projects, and other important transportation-related developments throughout the city.

DDOT on Flickr

DDOT uses this application as a photo management and sharing tool. The agency’s Flickr page is



updated regularly with current photos of DDOT projects and employees in action, and also houses some great historical photos as well.

DDOT on YouTube

DDOT's YouTube channel now has over 30 videos posted, including a how-to guide for Capital BikeShare in English and Spanish, profiles of DDOT projects and programs, and a recap of "Snowmageddon."

DDOT's Blog

d. dish is the agency's official blog. It's a way for DDOT to provide insight into its decision making processes as well as a tool to update the community on the progress of DDOT projects and share details about some of DDOT's new initiatives.

DDOT on Scribd

Transportation documents, studies, and plans can be viewed and shared through this social reading and publishing site.

According to DDOT Director of Communications, Karyn Le Blanc, "DDOT started delving into social media in March 2009 when we first used Twitter and Facebook as part of our Potholepalooza campaign. We used that opportunity to pilot the new social media trends to see how effective they would be for DDOT. At the end of 2009 we had about 750 followers on Twitter. At the end of the 2010 snow season, two months later, we had over 3,000. We now have over 5,000 followers on our Twitter feed and over 1,000 Facebook friends."

She adds, "DDOT has a very positive following on our Twitter account and often receives tweets about how responsive and fantastic the folks at DDOT are; whether responding to a pothole, traffic accident or just providing information on what's happening within the agency.... Ultimately, we [want to] use whatever works best at getting out the message to the public as efficiently and as accurately as possible."

Another example of how well DDOT's communications efforts are being received is that Customer Service Program Office Jeff Marootian was invited by a group of high school seniors to speak to the School Without Walls civics program about DDOT's communication efforts. The School Without Walls is regarded as one of the top DCPS schools in the city.

Ann Elise Trafford, a student at the school, says DDOT's outreach effort programs "are making DC an easier place to drive in, increasing accountability, and helping drivers plan their routes around street closures and repairs."

For more information on DDOT's outreach efforts, please visit ddot.dc.gov/social.

d.

social networking

ddot.dc.gov/social

POLICIES AND ACTIONS

4

Increase the use of performance analysis.

DDOT will become a performance-driven agency with ever-increasing data tracking, analysis, and reporting to our stakeholders and the general public.

Institute a culture of continuous process improvement and collaboration.



DDOT made a significant investment in process improvement this year by sending all senior management, and many mid-level staff, through Lean Six Sigma process improvement training from the White Belt all the way through Black Belt training. This has literally transformed the way we approach our business. In addition, DDOT has investigated a number of decision making tools – such as Decision Lens – which provides an efficient and transparent process for collaboration and planning in agency priorities and process improvement.

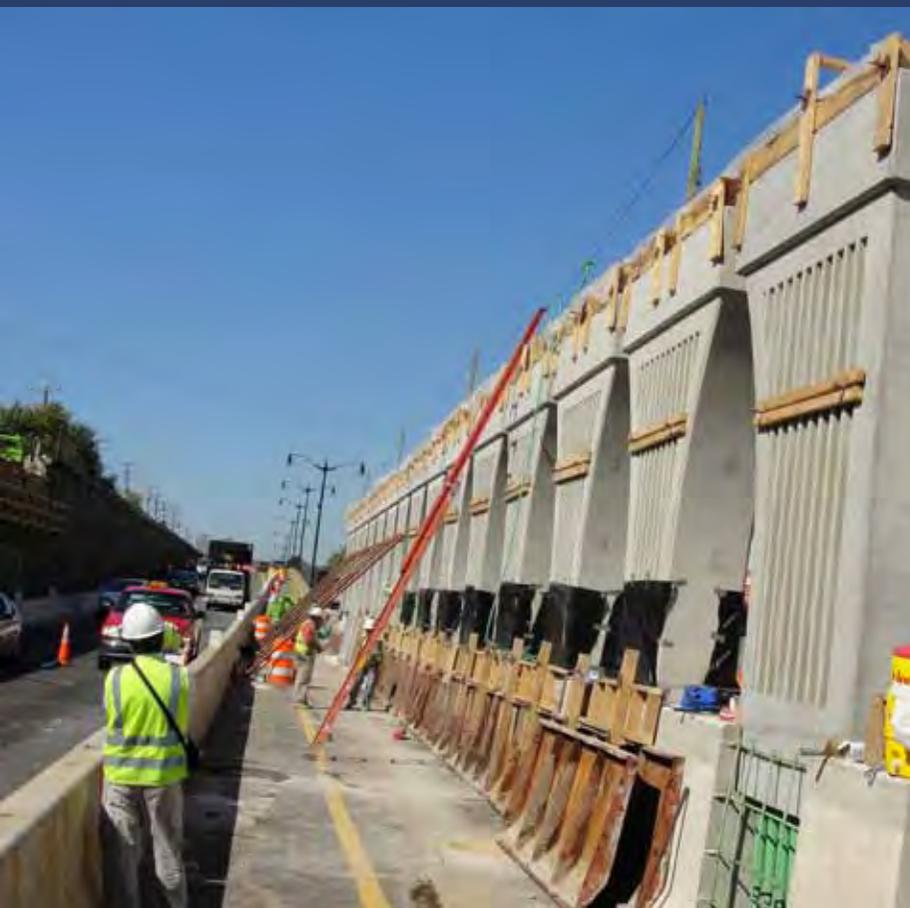


PENDING ACTIONS

- Create project benchmarks to assess achievement.
- Use performance measures to evaluate management and to shape future programs and practices.
- Collect and analyze data related to public engagement in pursuit of improving outreach practices.
- Hire and empower a chief performance officer for DDOT with a focus on metrics, performance data, and a feedback loop to ensure that efficiency goals are being met.



Greater efficiency led to the accelerated construction of the Eastern Avenue Bridge and the regional Capital Bikeshare system



POLICIES AND ACTIONS

5

Elevate financial stewardship and accountability



Follow the six-year Transportation Improvement Program (TIP) with minimal variation.

DDOT has closely adhered to the TIP and advanced a number of projects through it. The Constrained Long Range Plan and associated TIP is reviewed and approved by the Transportation Planning Board of the Washington Council of Governments.

Apply DDOT's environmental management system in all DDOT administrations to reduce agency waste, conserve energy, and evaluate environmental impacts of projects and practices.

DDOT's sustainability officer works diligently to make sure all administrations are aware of the Environmental Management System (EMS) and have identified a champion within the Administration for implementation. Beginning with the Policy and Planning and Sustainability Administration, the EMS system is being rolled out and expanded within the agency.

Build a citywide travel demand model that allows the city to test potential impacts of system and/or infrastructure investment

The City's travel demand model is currently being developed.



practices.

With a fixed number of dollars to spend on capital improvements and ever-expanding needs, there is no excuse for waste. By applying performance metrics, building consistency, and capturing efficiencies, DDOT will make tax dollars go further and tackle more projects. We take this responsibility very seriously.

Expand the role of the deputy director of resource management in agency operations. Apply more rigor to financial decisions and spearhead more collaboration with the Offices of the Chief Financial Officer and City Administrator.

- ✓ The resource management position was elevated to Deputy Director status and has taken a senior leadership role in determining the activities of the agency, demanding greater accountability, and greater knowledge of good financial management practices.

N NEW ACTIONS

- Prepare a reasoned and informed Transportation Improvement Program (TIP) that will require minimal modification and amendments during the fiscal year
- Advance at least 80% of the projects in the TIP annually.
- Adopt technology tools and software systems to assess and plan capital investments in a clear, coherent and transparent manner.
- Develop a strategic long range plan that integrates various transportation plans.

d.

DISTRICT DEPARTMENT OF TRANSPORTATION
2000 14th Street, NW, 6th Floor
Washington, DC 20009



Kaleidoscope Project – 14th Street Bridge Operator's Tower
Photo Credit: Alan Karchmer