



**Sustainable Streets**  
Strategic Plan  
for the New York City  
Department of  
Transportation  
**2008 and Beyond**

Safety  
Mobility  
World Class Streets  
Infrastructure  
Greening  
Global Leadership  
Customer Service





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Dear Friends:

Last year, our Administration unveiled *PlaNYC*, our long-term plan for creating a greener, greater New York. One of the key elements of *PlaNYC*, which seeks to manage the city's growth in ways that promote our economy, environment, and quality of life, is transportation. *PlaNYC* outlines a host of new transportation initiatives, from bus rapid transit to improved pedestrian paths and biking lanes. This new strategic plan, *Sustainable Streets*, provides a detailed map that will allow us to achieve those initiatives, as well as many others that are critical to providing New Yorkers with the first-rate service they deserve.

From smoother streets and more attractive public squares to state-of-the-art traffic signals to help speed buses through traffic, the Department of Transportation has a big job ahead of it—and it has my full support. This plan reflects my strong belief that the greatest city in the world can determine its own success with smart, forward-looking policies and strong management, and that in the 21st Century, the cities that thrive will be those that strengthen the economy and environment together.

As our city grows, and as clean air and safe streets become ever more important to residents and businesses, pioneering innovative new transportation policies will be more important than ever. This strategic plan will lead us toward more sustainable streets, and a more sustainable city.

Sincerely,

Michael R. Bloomberg  
Mayor

# The Imperative of Sustainability

Dear fellow New Yorkers:

I am very pleased to share with you this strategic plan for the New York City Department of Transportation, which charts ambitious new directions for our city transportation system. A green approach to transportation can make a dramatic contribution to answering the challenges facing New York City. Not only will the policies set forth here ease travel conditions in our growing city, they also squarely face the problem of climate change and will improve the city's quality of life.

As Mayor Michael Bloomberg articulates in his *PlaNYC* sustainability initiative, urban growth can help save the planet. New York's density makes our high rates of walking and mass transit use possible, which is largely why the carbon footprint of a resident of New York City is less than one-third that of an average American. Every additional person and every new dollar of investment we can attract to New York City is an advance for sustainability.

And New York is thriving. The city has attracted one million new residents and generated hundreds of thousands of jobs since 1980. Our transportation infrastructure is in better condition and our streets are safer than ever. But our success is coming up against limits. Weekday subway ridership is at its highest level since 1952. More and more lines are reaching capacity. The Partnership for NYC estimates that congestion on our streets and highways now costs \$13 billion each year in productivity and wasted fuel. To reap the economic and environmental benefits of the next million people who will seek to come to New York between now and 2030, we must forge more capacity for growth, especially in transportation.

That requires new priorities and a more efficient approach to the city's basic circulatory system—our streets. Adding bus service is the quickest way we can build mass transit capacity. But to work for New Yorkers, buses need to be able to move quickly in their own unblocked lanes. The city's density also lends itself to much higher rates of bicycling, but streets must be designed to give would-be cyclists a greater sense of safety and belonging. Reducing private auto use in the most crowded parts of town will allow us to make more room for these clean, efficient types of travel, but we will not limit such initiatives to Manhattan.

More transportation choices and more reliable travel—and streets that serve as public places in and of themselves—will not only improve our commutes and environment. They also represent a new frontier in efforts to improve the quality of life in New York City. All of these factors will add up to a greater, greener New York and ensure that the city continues to thrive.

Sincerely,

Janette Sadik-Khan  
Commissioner



# Introduction

This strategic plan takes the New York City Department of Transportation's exceptional track record on infrastructure revitalization, street safety, and traffic and ferry operations as its starting points. It adds new perspectives on streets as public spaces, a more robust surface transit system, reducing the Department's environmental footprint and working with the public.

Together, the elements make up an innovative, industry-leading urban transportation policy that will carry New York well into the 21st Century with improved mobility and transportation choice, safer streets, a cleaner environment and reduced impact on global climate. It will make a major contribution to the quality of life that will make New York City one of the world's best places to live, work, play and raise a family.

## Some of its Major Goals are:

- Cutting city traffic fatalities by 50% from 2007 levels.
- Implementing bus rapid transit lines and measures to improve bus speeds city-wide.
- Doubling bicycle commuting by 2015.
- Initiating city-wide parking policies to manage curb space to reduce cruising and congestion.
- Adopting complete-street design templates for reconstruction projects.
- Launching a Main Street Initiative to develop people-friendly boulevards in key corridors across the city.
- Delivering better street surfaces through better management of street cuts and sub-surface infrastructure work.
- Maximizing energy efficiency throughout our street lighting and office operations.
- Retaining and attracting the best transportation engineers, planners and managers.

## The Plan's Contents

The plan's content is shaped by extensive input from agency staff. It contains seven chapters covering safety, mobility, public space, infrastructure, greening, customer service and institutional excellence.

## Structure of the Document

Each chapter of the plan addresses a critical area of the Department's work and is developed around a series of key visions. The chapters lay out the Department's policies for each area, describing a series of actions, in support of the policies. A matrix corresponding to each chapter elaborates on the actions assigning a time frame, responsibilities, and milestones for each division within DOT.



**This plan lays out a vision for New York City of improved mobility, safer streets and reduced impact on global climate, all resulting in a world class quality of life.**







Union Square,  
Manhattan

SAFETY

# Making the Nation's Safest Big City Even Safer

Safety is the first priority for any transportation system. Our streets must be safe for all New Yorkers, of all ages. We will design, build, sign and signal roadways to safely move motorists, cyclists, transit passengers and pedestrians and ensure the safety of 65,000 daily passengers riding our ferries between Staten Island and Manhattan. And DOT closely monitors the conditions of the nearly 800 bridges under our jurisdiction.

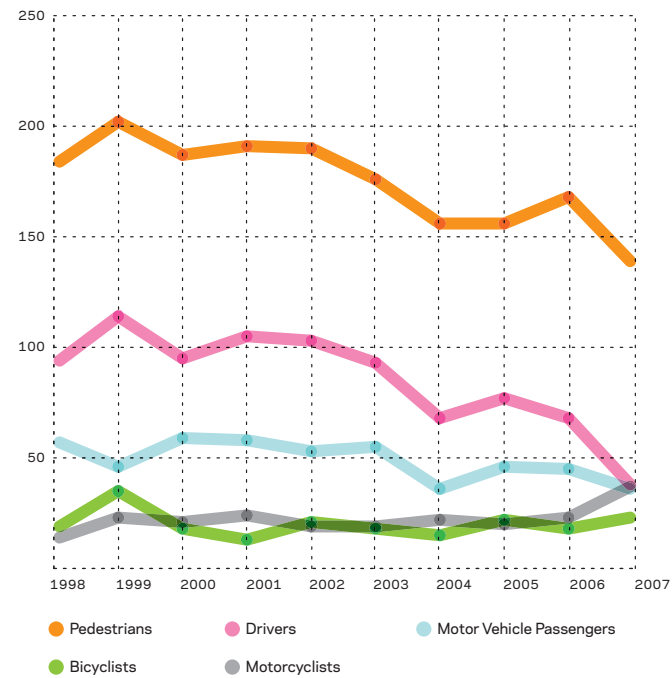
Over the last ten years, DOT has helped reduce annual NYC traffic fatalities by 55% and serious injuries by 17.4%. Mayor Bloomberg is committed to improving traffic safety as a fundamental public health issue. Our transportation system is the safest of any large city in the country, but even one fatality is too many. We will reduce by half the number of traffic deaths by 2030. In order to do this, DOT must collect and analyze more data about the causes of traffic deaths and injuries and where they are happening. We will use this information to design better streets. Simultaneously, we need to expand our enforcement capabilities, to prevent dangerous speeding and red light-running. Finally, while we have some of the most comprehensive bridge and ferry safety procedures in the nation, investing further resources will ensure that we are prepared for any eventuality.



# Safety First

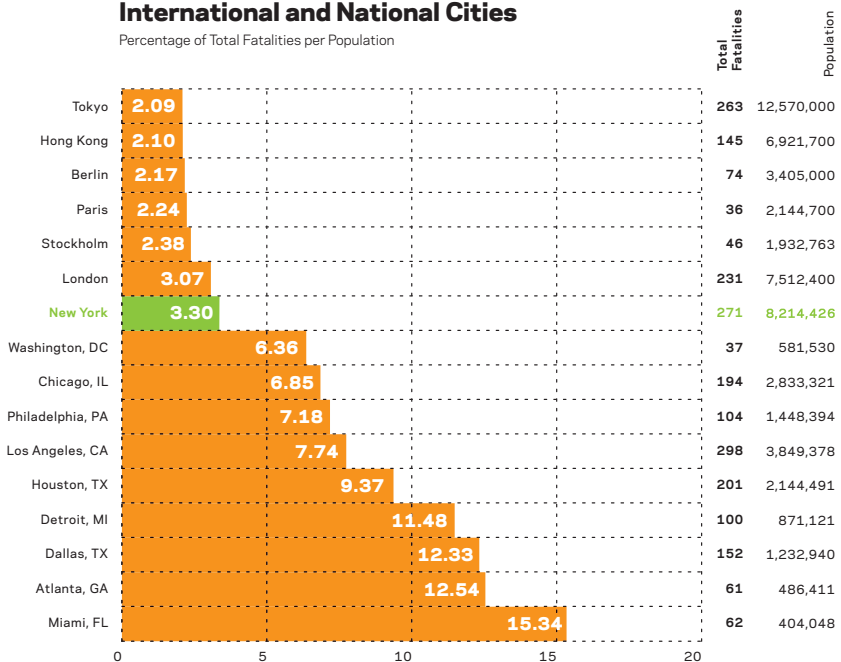
NYCDOT aims to build on recent gains in traffic safety. Although New York has the safest streets of any big city in the United States, we are still behind a number of global competitors. We will use a data-driven combination of street design, enforcement, and public education efforts to continue to reduce fatalities and serious injuries.

NYC Traffic Fatality Trends: 1998-2007



NYC Traffic Fatalities in Comparison to International and National Cities

Percentage of Total Fatalities per Population



NYCDOT HAS WORKED TO IMPROVE SAFETY ON QUEENS BOULEVARD FOR OVER A DECADE. PEDESTRIAN FATALITY RATES HAVE DECLINED BY OVER 65% SINCE OUR EFFORTS BEGAN.

NYCDOT has actively calmed traffic on Queens Boulevard for over a decade. In 1999 we accelerated our efforts. Pedestrian accidents peaked in 1995 at 154, and continued to decrease over the next six years to an all-time low of 63 pedestrian accidents in 2002. This reduction can be directly attributed to the aggressive safety measures DOT has installed.



Queens Boulevard

## SAFETY POLICIES

### Cut the number of annual traffic fatalities by at least 50% from 2007 to 2030.

We will implement street designs to maximize public safety. By protecting the most vulnerable New Yorkers, we make streets safer for everyone. We will continue to remake streets through our Safe Routes to Schools program and new Safe Streets for Seniors effort. Street safety improvements are also a primary focus of NYCDOT's neighborhood and district studies.

### Improve data on pedestrian injuries & fatalities and target safety resources to high crash locations

We will collect and analyze high quality data to better understand the root causes of our most severe traffic safety problems and strategically deploy resources to save lives and prevent injuries.

### Curb dangerous behavior on city streets with strong public education campaigns

Taking a page from public health campaigns, we will educate drivers, cyclists and pedestrians about how to safely share the streets, while encouraging greener modes of transportation.

### Expand safety enforcement programs

We will introduce speed cameras and double the number of red light cameras to increase effective and efficient enforcement of safety regulations. Existing red light cameras have been shown to decrease injuries by 24% at monitored intersections.

### Enhance bridge inspection capabilities

We will increase inspection to proactively maintain our bridges and prevent any unforeseen events.

### Enhance construction zone safety

Continued growth and development throughout the city will generate large numbers of new construction projects in addition to the hundreds already underway. NYCDOT will do more to protect quality of life and safety around these construction sites.

### Implement truck-specific safety measures

Truck traffic is growing along with the economy of New York City, but it also poses significant safety and quality of life concerns for residents. We will do our part to minimize these impacts, while ensuring trucks can deliver the goods our city needs.

### Increase safety of DOT employees

We will conduct assessments of our jobs and facilities and develop trainings and procedures to increase safety.

### Enhance safety systems for the Staten Island Ferry

DOT has made huge strides in improving safety procedures on the Staten Island Ferry. We continue to ensure that training and sound management practices are extended and institutionalized.

### Meet the highest standards of security

Our streets, bridges and ferries are valuable strategic assets. DOT will extend its work with NYPD and federal officials to ensure the safety and security of all of our facilities.

## Safety for All Ages

NYCDOT is dedicated to improving traffic safety for all New Yorkers. We continually study and implement the best street designs and signaling strategies to maximize public safety. DOT introduced the Safe Routes to Schools initiative to focus safety improvements at city schools with the highest accident rates. The effort first examined accident histories around the city's 1,471 elementary and middle schools and established a list of 135 priority schools to be considered for safety improvements. DOT conducted a thorough study that included outreach to principals, parents, and other interested parties, collection and analysis of data on traffic conditions and student travel

patterns and development, and evaluation and approval of comprehensive short- and long-term pedestrian safety improvement measures. As of Spring 2008, 100% of short term improvements, such as new school crosswalks, new traffic signals and signal timing, and new speed reducers are complete at this first group of 135 schools. Long term improvements have begun and will be completed at all priority school locations by 2030. This work includes traffic calming—sidewalk extensions, pedestrian islands, and raised medians—and sidewalk widening projects. Building on this success, DOT is expanding the Safe Routes program to include 150 additional schools and 40 high schools.

In 2007, DOT launched a program to address the safety needs of another vulnerable population: New York's seniors. NYCDOT's Safe Streets for Seniors program focuses on areas with a high proportion of older New Yorkers. Accident histories investigated by the Department identified 25 "senior pedestrian focus areas." We will study each area and produce a plan to improve pedestrian safety. New pedestrian signal timing will be finalized at all 25 locations, and longer-term capital improvements will be completed at the first five pilot locations by 2009.



## Safest Ferry System in America

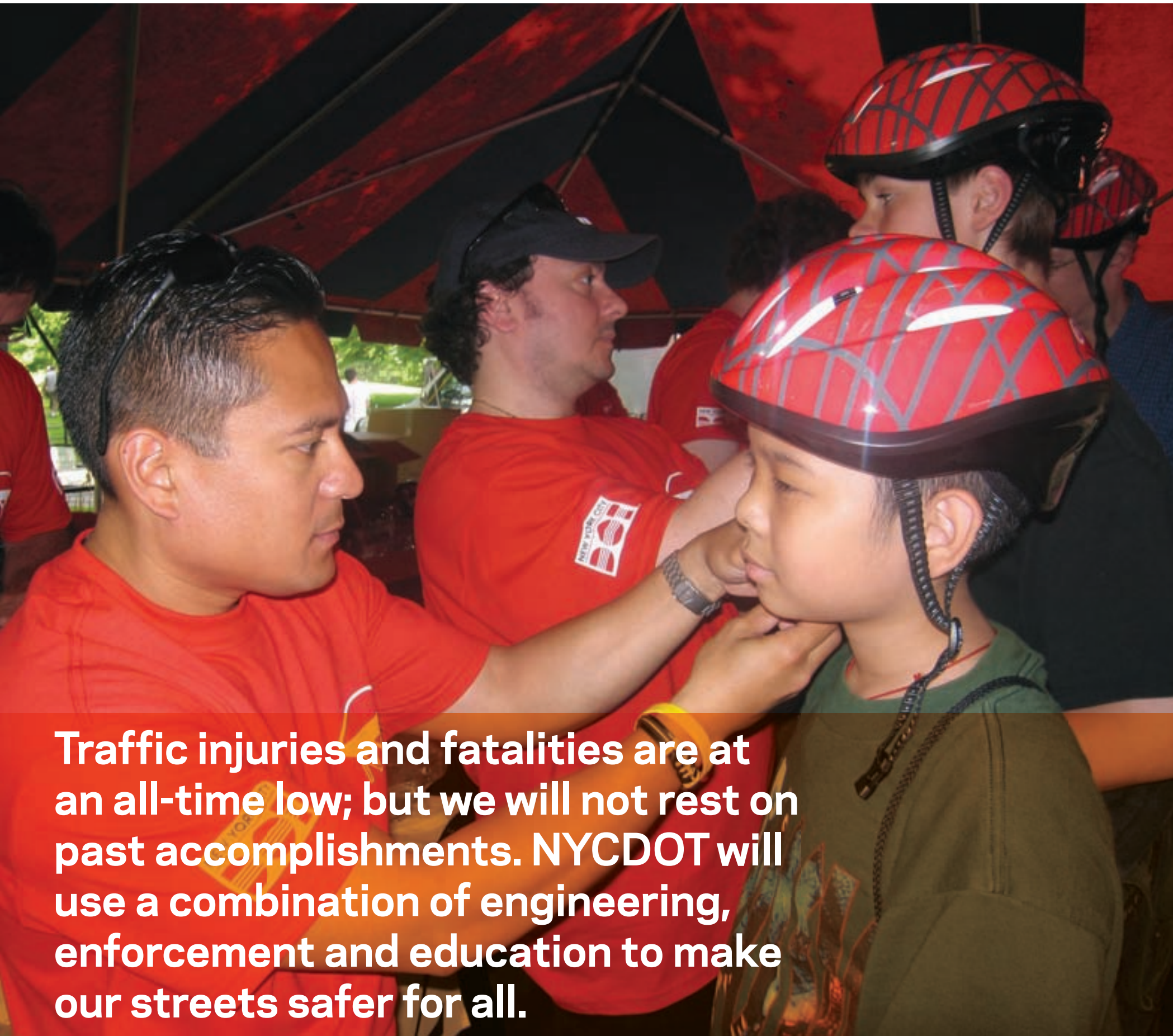
NYCDOT's Staten Island Ferry has implemented a system for safety management and pollution prevention.

At the core of the management system is rigorous documentation of each safety, pollution prevention policy and practice. Employees are trained using this documentation and can continue to refer to it to ensure that procedures are performed correctly and consistently. All employees are encouraged to play a role in the constant refinement of the safety management system, and these changes are reflected in the documentation. The commitment, competence, attitude, and motivation of all personnel is crucial to the success of the system.

DOT's Ferry staff use an event tracking system, performance assessments, performance reviews and audits, as well as day-to-day meetings and newsletters to make the Staten Island Ferry the safest ferry system in the nation and to identify and address any minor issues before they become safety hazards.







**Traffic injuries and fatalities are at an all-time low; but we will not rest on past accomplishments. NYCDOT will use a combination of engineering, enforcement and education to make our streets safer for all.**

## SAFETY ACTIONS

### Design Safe Streets

- Implement Safe Routes to Schools plans.
- Launch Safe Streets for Seniors at first 25 locations.
- Make traffic safety measures a major focus of neighborhood transportation studies.
- Work with the NYC Department of Design and Construction to streamline traffic calming project planning and implementation.
- Analyze and evaluate current signal timing strategies.
- Provide more crossing time for pedestrians in Senior Districts.
- Double the number of Leading Pedestrian Intervals (over 2007 levels) at intersections by 2014 and add 9 seconds of crossing time to existing LPIs citywide.
- Finalize safety improvements at 42 bus stops under elevated train stations citywide.

### Expand safety enforcement programs

- Obtain legislative approval for expansion of red light camera program and introduction of speed-camera enforcement. Deploy cameras as legislation permits.
- Work to provide funding for additional NYPD traffic enforcement staff, traffic enforcement equipment (i.e., new digital speed guns), and truck boots.
- Establish strong, explicit pedestrian safety measures as a condition of DOT construction permits.
- Launch enhanced safety monitoring unit for construction sites with high pedestrian volumes.

### Enhance bridge inspection

- Adopt state-of-the-art bridge cable monitoring beginning with Manhattan Bridge.
- Inspect bridge components more frequently.

### Use marketing campaigns to change public behavior

- Expand “LOOK” campaign to include pedestrian and motorist themes.
- Create additional public safety campaigns targeting specific problems—e.g. speeding.
- Revise and expand Safety City education programs and explore potential partnerships with Department of Education.
- Participate in work zone safety awareness week.

### Improve traffic safety data collection and use data to target safety resources

- Complete comprehensive study of traffic crashes involving pedestrians.
- Complete comprehensive study of efficacy of a wide range of traffic calming techniques.
- Improve the pace and flow of detailed crash information between NYCDOT, State DOT, State DMV and NYPD for future monitoring and analysis.

### Improve safety of DOT employees

- Implement enhanced work zone safety measures agency wide.
- Urge the State legislature to criminalize work zone safety violations.
- Work with NYPD to establish a greater police presence at construction sites involving roadway closures.
- Conduct ongoing hazard assessments for DOT job functions and facilities.
- Develop training programs based on these assessments.

### Increase truck-related safety measures

- Distribute truck route maps and summary of truck access rules to all NYPD precincts.
- Work with the NYPD to step up truck weight and size enforcement.
- Expand oversight by augmenting newly created overweight truck permitting unit.
- Win state requirement for all trucks to install cross-over mirrors.
- Complete installation of improved truck route signage.

### Continue Staten Island Ferry safety improvements

- Document all safety practices as the foundation of the Ferry Safety Management System.
- Train all employees in these safety practices and ensure trainings are kept up-to-date.
- Encourage employees to suggest changes to procedures as needed to increase safety and effectiveness.
- Monitor progress of program and use results to refine practices.





MOBILITY

# Improving Travel in a Thriving City

Improving mobility is crucial to the vitality of New York City and New Yorkers. NYCDOT is responsible for the mobility of residents and visitors to the City and must maintain and improve the experience for the millions of motorists, bus riders, bicyclists and pedestrians who travel on our streets, roadways, ferries, and bridges every day. Improving mobility will require mode shifts, new policies, and infrastructure improvements so we can ensure people and goods can reach destinations reliably.

Over the next three years, DOT will implement bus priority measures on our roads and provide more opportunities for commuting by ferry and bicycle. We will reduce congestion in burgeoning business corridors in all five boroughs, create new parking management policies and high occupancy vehicle lanes.





## Getting Buses Moving

Faster, more reliable buses are key to providing high quality transit service to neighborhoods beyond the subway's reach and in areas where subways are already crowded. Cities around the world have added capacity and normalized bus travel times by using Bus Rapid Transit (BRT), a system of smart route planning, rider information systems, dedicated rights-of-way, pre-boarding fare collection and state of the art vehicles. In partnership with NYC Transit, DOT will launch two BRT projects and a new Midtown bus priority corridor in 2008. Together we will roll out five additional BRT projects by 2011.

In addition, we can use BRT elements to make regular buses operate more effectively on existing routes. We will install bus bulbs, colored bus lanes and signal prioritization at many more locations to make bus boarding faster, encourage motorists to stay out of bus lanes and move buses more quickly through traffic.



York, Ontario: Bus Rapid Transit combines dedicated rights-of-way, easier to board buses, and pre-board fare collection to make bus travel times faster and more reliable.

## MOBILITY POLICIES

### Implement Bus Rapid Transit

DOT will work with NYC Transit to create bus rapid transit lines. In cities around the world, BRT has been shown to have carrying capacities similar to that of light rail lines. BRT will make bus travel times more reliable and improve the rider experience. It also cost-effectively extends the reach of the City's rapid transit network.

### Test and deploy widespread "better bus" applications

We can use elements of BRT on bus routes around the city to speed and smooth bus travel and to discourage motorists from driving in bus lanes or blocking bus stops.

### Implement citywide strategies to reduce congestion

We will implement programs to reduce traffic congestion and promote more sustainable modes of transportation.

### Expand the bicycling network—double bicycle commuting by 2015

New York's flat terrain and dense development make it an ideal city for cycling, but bicycles currently carry a small percentage of all trips in the city. We will provide safer, well-connected facilities and install and promote bicycle parking to increase the use of this green, healthy and space-efficient mode of transportation.

### Reduce congestion along key commercial corridors

Congestion has negative effects on many of the City's commercial corridors outside of the Central Business District. We will make these districts more accessible by bus, improve the sidewalk experience, better manage parking and deliveries and re-engineer the streets where necessary to reduce congestion with locally-appropriate solutions.

### Support new ferry routes with strong rider potential

We will utilize our waterways as vital parts of our transportation network. Ferry service can provide a new, reliable, environmentally sound transportation option for areas under-served by transit.

### Improve HOV network

Adding strategic High Occupancy Vehicle lanes to our network will encourage more ridesharing and bus riding.

### Improve freight mobility

The largest vehicles and fastest-growing segment of traffic on city streets warrants special attention and management. We will take advantage of opportunities to shift some truck traffic from busy city streets onto limited-access highways.

### Aggressively test and deploy ITS technologies

Intelligent transportation systems can be used to give buses priority at signals and provide better real-time travel information to motorists, allowing them to pick the least trafficked routes or switch to transit at times when traffic is especially heavy.

### Develop and implement innovative parking management programs

Delivery drivers, shoppers, workers and residents compete for parking. There is a real need to find space for new bus and bicycle lanes and bike parking. DOT will explore new curbside management techniques to help balance these needs and even cut back on congestion by reducing the need to circle for a parking spot.

## Bikes: More than Just Child's Play

New York's high density and flat terrain make it an ideal city for cycling. New York City DOT is creating safer bicycle facilities and more bicycle parking to protect existing cyclists and attract new ones. Based on our bicycle counts, we estimate that commuter cycling has grown by 77% between 2000 and 2007, but cycling still accounts for less than 1% of all commuter trips in New York City. Our goal is to double the number of bicycle commuters by 2015 and triple it by 2020.

To promote cycling, we will build 200 new lane-miles of bicycle facilities by 2009 and 15 miles of protected bike lanes by 2010. We will also work to ensure completion of the city's 1,800 mile bicycle master plan and install 5,000 new CityRacks by 2011. We are also pursuing legislation that will require large commercial buildings to provide indoor bike parking. We are committed not just to quantity but also quality. Our innovative new designs for on-street protected bicycle lanes and high-visibility green painted lanes prevent double parking and promote more awareness of cyclists. We are also reclaiming street space for bicycle parking in heavily-cycled areas that need it the most.



## An HOV Network for New York

Adding strategic High Occupancy Vehicle lanes encourages car-pooling and reduces the overall vehicles on the road. HOV lanes can also be used to speed buses through congested areas.

In fall 2007, DOT created a rush hour HOV2+ lane on the Manhattan Bridge for Manhattan-bound buses and carpools. DOT also put in place new truck access regulations to reduce congestion and improve safety during the afternoon rush hours. The Manhattan Bridge HOV lane joins an existing network of HOV facilities citywide including HOV3+ lanes on the Long Island and Gowanus Expressways, a morning HOV2+ lane on the South Upper Roadway of the Queensboro Bridge and bus-only lanes on the Staten Island Expressway.





# Install 5,000 CityRacks and 37 bicycle parking shelters by 2011.



Downtown, Brooklyn

## MOBILITY ACTIONS

### Implement Bus Rapid Transit

- With NYC Transit, launch the city's first BRT project and three new Midtown bus priority corridors in 2008. Roll out five additional BRT projects by 2011
- Implement queue jumps and traffic signal priority, bus bulbs on BRT corridors
- Campaign for authorization of bus-lane camera enforcement system in Albany

### Improve streets for existing bus network

- Target bus routes for improvement with NYC Transit, especially bus transit hubs
- Address bus hot spots through queue jumps, signal improvements and other measures
- Expand testing of new bus-priority elements: e.g. "soft separation," colored lanes, and bus signal priority
- Implement bus stop improvements: create safer, more comfortable bus stops at 37 locations under elevated trains by 2011 and new sidewalks at 15 bus stop locations in 2008-2009

### Manage parking to control congestion

- Launch pilot parking pricing program aimed at greater curbside vacancy rates
- Complete conversion of all multi-space meters to accept credit cards
- Initiate demonstration project to provide real-time space availability information in municipal lots

- Expand commercial parking pricing districts
- Develop and pilot an in-vehicle device for use in the municipal parking lots in lieu of existing quarterly permits. Also introduce a cell phone payment option for use in these parking lots

### Make bicycling safer and more convenient

- Double number of bicycle commuters by 2015 from 2007 count. Triple 2007 level by 2020
- Install 200 new bicycle lane-miles 2007-2009.
- Test new lane designs, expand implementation of designs that work well
- Install 15 additional miles of protected on-street bike lanes by 2010 and 30 miles from 2011-2015.
- Install 37 bicycle parking shelters and 5,000 CityRack bike parking racks by 2011.
- Conduct design competition to develop a new, better-looking CityRack.
- Pursue legislation to expand indoor bicycle parking and pass zoning change to require bicycle parking in new construction.

### Improve travel along congested corridors

- Develop recommendations and implementation plans by 2010 for five corridors with significant congestion problems

### Ferry services

- Make City-owned ferry landings more accessible to pedestrians and transit riders
- Work with the NYC Economic Development Corporation to launch new routes/services

- Upgrade East 34th Street ferry facility to accommodate new ferry services.
- Work with regional partners to explore further expansion of ferry network

### Expand the HOV network

- Implement Manhattan Bridge HOV lane
- Establish interagency working group to implement Southbound Gowanus bus/HOV lane
- Identify additional HOV opportunities on City and State owned roadways

### Improve freight movement

- Per NYCDOT's recent study of truck routes, expand access by appropriately-sized trucks to limited-access parkways.

### Use technology to fight congestion

- Finalize testing of transit signal priority (TSP) for buses on Victory Boulevard. Implement TSP on other bus rapid transit and better bus corridors through the city.
- Implement Bus TSP on Fordham Road
- Install a combination of in-roadway sensors and in-vehicle transponders to demonstrate applications such as in-vehicle signing, warnings and traveler information in conjunction with the 2008 ITS World Congress in New York City.



Green bike lanes are painted through the intersection to make cyclists more visible to turning vehicles, 9th Avenue, Manhattan.



## WORLD CLASS STREETS

# World Class Streets for a World Class City

The best cities in the world today approach streets as vital public places that foster social and economic activity, in addition to their more traditional role as corridors for travel. In New York, with some of the densest development in the world, the streets are literally our front yards. Walking in New York need not be simply a utilitarian matter of getting from subway station to office building—our streets have great recreational, social, and economic potential as well. NYCDOT is the steward of 6,000 miles of streets and some of the most valuable, in-demand public space in the nation. We are committed to creating more varied and lively streetscapes to make our streets great destinations.

New York was made great by its world-class transit system and its vibrant street life. DOT will continue this tradition, rolling out the red carpet for the City's transit riders, pedestrians, and cyclists.





DOT is working to raise the quality of our streetscape for all New Yorkers. DOT's Plaza Program and Pedestrian Program are reclaiming underperforming street space around Madison Square Park for pedestrians and cyclists, making this recently restored public space more accessible and further enhancing the neighborhood around it.

## WORLD CLASS STREETS POLICIES

### Adopt complete streets designs to accommodate all users

NYCDOT will adopt design templates emphasizing safety and pedestrian accommodation for different types of streets, ranging from walking-only streets to major bus and truck routes. Roadway reconstruction projects will be subject to these templates. Another essential effort in this vein is a pro-active "main street" initiative to develop people-friendly grand boulevards in key commercial corridors.

### Develop new public plazas in every community board

DOT's plaza program is transforming underused road space into compelling public spaces and walkable destinations in many parts of New York City.

### Raise the standard for urban design

In 2007, the city's Coordinated Street Furniture program began installing new bus stop shelters and

newsstands specifically designed to improve the look and feel of New York City streets. In 2008, these elements will be joined by new public restrooms and covered bicycle parking installations. DOT is also coordinating with other city agencies to expand the palette of standard materials used in streetscapes.

### Enjoying the city

NYCDOT will create temporary and occasional pedestrian streets, reduce car use in city parks, enhance neighborhood and highway maintenance programs and commission temporary public art and performances in public spaces to make our streets destinations as well as thoroughfares.

### Security and placemaking in Lower Manhattan

Security-oriented traffic controls downtown may be inevitable. DOT aims to make a potential burden into an opportunity to expand public space along the lines of Stone Street and the Nassau-Fulton pedestrian streets.

## DUMBO, Brooklyn

**Before:** Community leaders requested more open space for a burgeoning residential and commercial district.

**After:** DOT reclaimed road space to create a new public plaza.



BEFORE



AFTER

## A Public Plaza for Each Community

NYCDOT's Public Plaza Initiative is reclaiming space across New York City to foster a more vibrant and attractive street and community life. Through this program, NYCDOT is transforming underused road space into compelling public spaces and walkable destinations. It is a key element in the City's effort to ensure that all New Yorkers live within a 10-minute walk of public open space. DOT is developing a framework to create new or enhance existing neighborhood plazas in every community in the City. This initiative is one of the most comprehensive of its kind in any major city.

In the near-term, 20 "pipeline" plaza projects are already in some stage of planning, design or construction. DOT's goal

is to expedite these projects to provide tangible benefits to New Yorkers and build momentum for a broad push to enhance the city's public realm.

For future plazas, we will work with local partners to identify new sites in communities not served by existing plazas and/or lacking adequate open space. These local stakeholders are best situated to manage, maintain and program future plazas. As authentic expressions of each community, these new spaces will create natural gathering places, enhance neighborhood character, build community partnerships and support local development.

NYCDOT WILL DEVELOP PEOPLE-FRIENDLY BOULEVARDS IN COMMERCIAL DISTRICTS CITYWIDE.



### CROSS SECTION



## Ninth Avenue, Manhattan

NYCDOT transformed a segment of 9th Avenue in Manhattan into a complete street, serving a variety of transportation needs. We created a bike lane with a buffer protected by car parking, the first time an American city had tried such a design. We added

refuge islands to reduce the time pedestrians spend crossing the roadbed. We installed muni-meters to make more efficient use of the curb space, and loading zones were introduced to accommodate deliveries and reduce double parking by trucks.



## WORLD CLASS STREETS ACTIONS

### Adopt a complete streets design typology to accommodate all users

- Develop a Main Street Public Life program that applies complete streets designs and creates or revitalizes public space in key commercial districts
- Partner with City agencies to make public life/streetscape improvements.
- Continue rapid progress towards full Americans with Disabilities Act compliance on pedestrian ramps at street corners.
- Streamline the design review process for capital construction.

### Public plazas

- Fully develop spaces already identified for new plazas and create a community-based process for identification and start of four new plazas per year.

- Develop public-private partnerships and other strategies for long-term plaza maintenance appropriate to different types of neighborhoods.

### Enjoying the city

- Implement weekend pedestrian and bicycle streets.
- Reduce car use of major city parks as much as possible.
- Target DOT services to coordinate with other agencies' neighborhood beautification efforts.
- Expand temporary art program to include murals, sculpture, beautification of construction sites, and performances in NYCDOT's public spaces.
- Increase adopt-a-highway sponsorship implement beautification treatments along the highways.

### Urban design

- Install 3,500 Cemusa-designed bus shelters, 330 newsstands, and 20 automatic pay toilets.
- Pilot first 5 bicycle parking structures and roll out 37 total citywide.

### Combine security and placemaking in Lower Manhattan

- Work with NYPD to develop and propose Lower Manhattan pedestrianization plan.
- Secure funding and support for the plan with city and district leadership and state and federal partners.
- Define locations for pilot projects and begin implementation.

Modernizing and upgrading all newsstands with CEMUSA and award-winning designers Grimshaw Architects.

NYCDOT will transform streets into galleries with a new public art program.







On a given day the Williamsburg Bridge connects Brooklyn and Manhattan for over 2,500 cyclists and 107,000 vehicles and three subway lines.

INFRASTRUCTURE

# Delivering outstanding roadways, bridges and ferries

Well maintained infrastructure is vital to the safety of residents, commuters and visitors—the millions of motorists, bus riders, bicyclists and pedestrians who use our streets, sidewalks and bridges each day. DOT is responsible for maintaining over 19,000 lane miles of roadway throughout the five boroughs of New York. Laid end to end, our roads would nearly circle the equator. We are also responsible for 789 bridge structures, including six tunnels, traffic signals at more than 11,900 signalized intersections, over 300,000 streetlights and the Staten Island Ferry fleet. NYCDOT can green city infrastructure through pavement recycling and adopting longer-lasting and more environmentally sensitive materials for use on streets and sidewalks.

Achieving good repair throughout our systems to ensure the health of our transportation infrastructure requires us to increase preventive maintenance, implement modern project management practices and better coordinate the entities that cut into street surfaces. Mayor Bloomberg has joined officials across the country to emphasize that sound infrastructure is critical to American competitiveness, quality of life, environmental sustainability and public safety.





## The Good News on City Bridges

Strategically targeted resources can yield big gains. Our bridge program is the perfect example. In the '70s and '80s the City's dire financial situation led to decisions to defer bridge maintenance, which in turn led to declining conditions. Today we apply lifecycle analyses to make strategic investments in maintenance and component replacement. The approach has yielded better bridge conditions and longer life expectancy for some bridges, both of which will save the City money in the long run and provide the highest safety and service for our customers. NYCDOT has spent \$3 billion in capital construction on City bridges since 2000. With stepped up maintenance, it has led to a marked decline in bridges in "poor" condition and an increase in bridges rated "good" or "very good". Over the next two years, we will invest more than \$2 billion in additional capital reconstruction projects on NYC bridges.

OVER THE NEXT TWO YEARS, WE WILL INVEST MORE THAN \$2 BILLION IN ADDITIONAL CAPITAL RECONSTRUCTION PROJECTS ON NYC BRIDGES.

## INFRASTRUCTURE POLICIES

### Minimize impacts of street construction

DOT will coordinate street and subsurface infrastructure work by City agencies, building projects and utility companies to minimize street closures and poor street surface quality and ensure that NYCDOT resources are put towards more systematic infrastructure projects.

### Roads and bridges in "good" condition by 2030

We will increase preventive maintenance to minimize roadway disruptions, extend the useful life of bridge components and save substantial capital resources over time.

### Reduce costs for roadway resurfacing by maximizing pavement recycling

NYCDOT currently saves about \$10 million per year in reduced stone and asphalt cement purchase and avoided transport and landfill fees of milled materials. We will extend this policy and increase the amount of street resurfacing the Department can achieve.

### Reduce truck damage to low bridges

In 2007, 75 trucks struck DOT owned bridges while attempting to drive through low underpasses. Each strike requires NYCDOT inspection and some require bridge repairs and can cause injuries. We will install clear signage on truck routes, better educate truck drivers and improve enforcement to reduce such incidents.

### Improve maintenance of the SI Ferry fleet and terminals

Timely drydocking of ferry and auxiliary vessels is necessary for proper maintenance. DOT has recently instituted a master five-year drydocking contract to ensure timely and regular maintenance of ferry and auxiliary vessels. This will extend the lifetime of our ferry boats and improve customer service by minimizing unexpected service outages.

### Make our streets and sidewalks more sustainable and attractive

Materials used to repair and reconstruct streets have an impact on both short- and long-term maintenance costs and the useful life of street work. We will work with other agencies to expand the palette of standard materials beyond asphalt and concrete. In this way, NYCDOT can reduce long-term maintenance needs while using environmentally friendly and high quality materials. These materials will contribute to the improvement of the public realm and be more cost effective over time.

### Implement a normal replace cycle for DOT's vehicles

For the first time ever, DOT will establish a vehicle replacement policy to replace vehicles before they break down. This will increase productivity for operations such as the Divisions of Bridges, Traffic, and Roadway Repair and Maintenance.

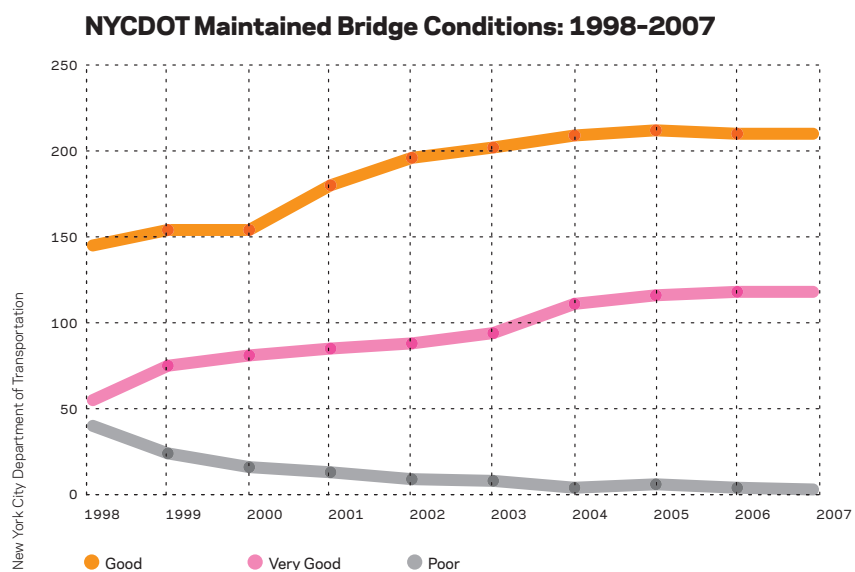
## Smoothing Our Streets

New York City's 19,000 lane-miles of streets are the city's fundamental circulatory system for surface transport. Yet, since the 1970s, the City has applied an inconsistent approach to street maintenance. Conditions have improved dramatically since the 1970s, but peaked in 1999. In 2006 the City upped its resurfacing targets from 700 to 900 lane miles per year. But analysis still shows

that this increase will only just maintain our current 70% "good" rating on streets. Adding at least 100 annual lane miles (about 1.1% above the current target) to the City's resurfacing program is needed and feasible. NYCDOT is poised to make significant investments in new equipment and crew training, which will be most efficiently employed when resurfacing production is kept at a consistent level. The plan will both return city streets to good condition and ensure that the high level of quality will endure for the foreseeable future.



Streets are milled and repaved every 10 years. In between DOT's HIQA unit ensures that contractors clean up their street cuts and potholes are promptly filled.







# Increase maintenance and smart investments in DOT's bridges to ensure safety and endurance.

## INFRASTRUCTURE ACTIONS

### Implement comprehensive street cut and reconstruction management program

- Study best management practices and current DOT practice.
- Create a comprehensive plan for improvement process of street cut and reconstruction management.

### Bridge and roadway preventive maintenance

- Return all bridges in 2007 DOT inventory to fair or better condition.
- Increase roadway resurfacing program.
- Enhance street cut inspection with hand-held computer devices.

### Maximize pavement recycling

- Win approval of Reclaimed Asphalt Pavement (RAP) for use as fill.
- Upgrade Hamilton Avenue Asphalt Plant to allow for increased use of recycled asphalt.
- Win approval for and begin operations at second asphalt plant.

### Expand standard materials in use on streets and sidewalks

- Review current street materials and assess current standards.
- Compile a best practices database.
- Develop and adopt new materials palette based on aesthetic qualities, capital cost, sustainability, durability and maintenance.

### Reduce truck damage to low bridges and structures

- Initiate enforcement and improved signage to keep trucks away from low bridges.
- Provide information via GPS and internet map providers about bridge clearances, truck routes, and prohibited routes for trucks.
- Reduce annual bridge strikes and trucks stuck on low-clearance routes from 2007 levels (75 bridge strikes and 53 other 'misplaced' tractor trailers) by 50% by 2011.

### Staten Island Ferry preventive maintenance

- Restructure five-year dry-docking contract and put out to bid.
- Issue request for proposals for fleet planning and replacement.
- Expand preventive maintenance to incorporate all vessels, terminals and the fuel pier.
- Implement the recommendations of the ferry maintenance benchmarking study by increasing maintenance and repair positions.

### Normalize replacement cycle for the DOT vehicle fleet

- Review existing fleet and replacement policy and identify productivity issues.
- Secure resources to reduce replacement cycle of DOT vehicles.





DOT has replaced conventional incandescent bulbs in pedestrian and traffic signals with light emitting diodes (LED) at over 10,700 signalized intersections, saving the City approximately 30,000 metric tons of CO<sup>2</sup> annually.

GREENING

# Greening the Department From Top to Bottom

New York City has an ambitious agenda for greening municipal operations, including cutting energy consumption and greenhouse gas emissions from the City's municipal buildings and operations by 30% by 2017. NYCDOT will play a crucial role in shrinking New York City's environmental footprint. As one of the largest City agencies, the choices we make about the materials used both in our offices and on our city streets can have an enormous impact. DOT is exploring ways to green all aspects of our operations, including our vehicle fleet, facilities, and thousands of streetlights and signals. DOT will also coordinate with other agencies to control storm water runoff from city streets by improving drainage, using more porous streetscaping materials and expanding opportunities for planting.

Mayor Bloomberg has also outlined an ambitious plan to reduce the city's overall greenhouse gas emissions by 30% by 2030. DOT will play an important role in this citywide initiative by making it easier for New Yorkers to choose more sustainable modes of transportation and reduce the use of private vehicles.



# Today's Streets Yesterday's Pavement

Asphalt used in street is a mixture of hard, sharp rock and asphalt cement, a petroleum product. NYCDOT's asphalt recycling program replaces some of this material with pavement removed from the street during resurfacing projects.

New York City's nation-leading use of recycled asphalt pavement makes municipal asphalt production an unsung but extraordinarily green operation. The city's current asphalt production, featuring high recycled content, provides the following environmental benefits:

**SAVED:**  
**174,000 tons**  
**of milled asphalt**  
from landfilling per year.

**AVOIDED:**  
**840,000 barrels of oil**  
per year required to produce  
new asphalt cement.

**AVOIDED:**  
**about 321,000**  
**local truck miles**  
**traveled per year**  
reducing diesel emissions, congestion  
and other truck impacts such as noise  
and street and highway wear-and-tear.  
Replacing conventional asphalt with  
recycled asphalt also reduces the need  
to import asphalt cement and reduces  
the amount of pavement millings that  
must be trucked away for landfilling.

## GREENING POLICIES

### Reduce emissions from DOT fleet

NYCDOT operates one of the largest vehicle fleets in the city, including light- and heavy-duty vehicles and ferries. DOT has an active alternative fuels program, replaces old vehicles with those with the highest environmental ratings and is installing cleaner engines in ferries and other heavy equipment. DOT will expand these programs and stay on the cutting edge of new pollution-reduction technologies.

### Incorporate best stormwater management practices into street designs

DOT is a member of the City's Best Management Practices (BMP) Task Force, working with other agencies to green the public right-of-way and improve environmental performance of our streets and other public space. We will help pilot proven BMPs including improved tree pit designs to increase storm water retention and the creation of vegetated swales along parkways.

### Reduce DOT's energy consumption

In accordance with City laws, DOT will implement policies requiring that purchases of office equipment, electronics, appliances, and lighting meet high energy efficiency standards and are used to maximize energy savings.

### Reduce employee use of light-duty vehicles

DOT will implement policies to encourage its employees to be role models for all New Yorkers by using the most environmentally friendly modes of transportation.

### Maximize energy efficiency of all street lighting and signals

DOT lights NYC streets, bridges, and signals with nearly 250,000 light bulbs. We are switching to more energy efficient lighting to help reduce the City's greenhouse gas emissions and save taxpayer dollars over time.

### Maximize use of recycled asphalt

Recycled asphalt pavement (RAP) reduces pollution, congestion, and petroleum consumption associated with asphalt cement transport and production. DOT currently uses 40% RAP at the Hamilton Avenue asphalt plant, making our agency the largest RAP user in the nation. We will increase the capacity of the Hamilton Avenue plant to 50% recycled content and build a second asphalt plant in Queens to further reduce air pollution and greenhouse gas emissions.

### Incorporate best practices for waste handling and spill prevention

NYCDOT will implement procedures and policies to minimize waste streams. Where waste minimization at its source is not possible, recycling will be utilized as the preferred alternative to other forms of disposal. Facility-specific training will be conducted to educate personnel on the proper handling and maintenance of wastes to reduce the potential for spills.

## Lightening Our Greenhouse Gas Emissions

DOT will significantly contribute to the City's goal of reducing its operational energy profile by 30% through its green lighting initiative. We will reduce wattage in the nearly 250,000 bulbs on streets, highways and the East River bridges. All told, this will result in electricity savings of 71,299 megawatt-hours per year and commensurate greenhouse gas emission reductions.

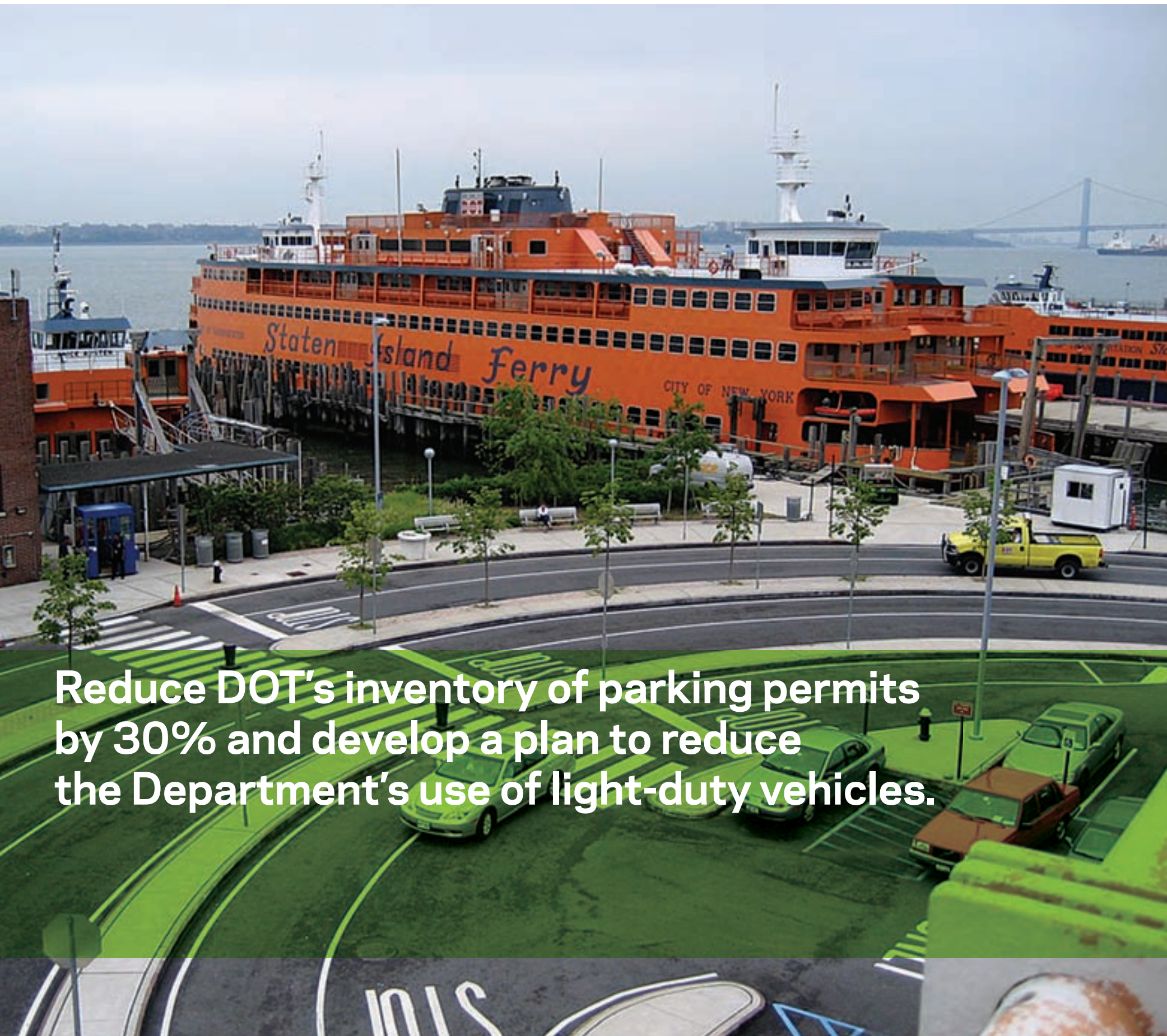


Solar panels at Whitehall Ferry Terminal.

## DOT's Green Buildings

NYCDOT is greening its buildings. The new maintenance building in DOT's Sunrise Yard in Ozone Park will reduce energy consumption by 65% over a standard design through state-of-the-art lighting and HVAC, while site design reduces stormwater run-off and the impact on the neighborhood's residents. The facility, designed by New York City Dept. of Design and Construction was the Grand Prize Winner of the 2005 Green Building competition. DOT is also greening its ferry terminals. At Whitehall we have installed a photovoltaic array, rated at about 50,000 watts that will produce about 65,000/per year (see left). At St. George DOT is creating a living roof that will use a rainwater collection and irrigation system to capture stormwater to sustain local flora on an 18,000 square-foot roof-top garden.





**Reduce DOT's inventory of parking permits by 30% and develop a plan to reduce the Department's use of light-duty vehicles.**

## GREENING ACTIONS

### Better manage storm water run-off from streets

- Coordinate with DEP to create streets that detain a maximum volume of storm water.
- Increase the use of permeable surfaces and porous pavements to decrease runoff.
- Capture more stormwater through the Greenstreets program with Parks Dept.
- Allow for connected tree pits to provide better surface drainage.
- Increase capacity for curb replacement and curb openings to increase storm water capture.

### Reduce vehicle emissions from DOT fleet

- Expand alternative fuels program.
- As part of a normal replacement/upgrade cycle, incorporate clean fuel/high MPG/clean engine technology into all DOT vehicles.
- Implement Staten Island Ferry clean fuel strategy and operate all Staten Island passenger ferries with ultra-low sulfur biodiesel.
- Continue installation and upgrade of emissions reduction technology, including diesel oxidation catalysts on all Staten Island Ferry passenger ferries.
- Develop comprehensive clean-burning fuel policy for all private ferry operations requesting permits and licenses from DOT.

### Reduce DOT's energy and resource consumption

- Conduct annual audits and generate reports for all DOT facilities to maximize reduction of electricity use, air pollution, and water use.
- Cease purchases of bottled water at the new 55 Water facility.
- Explore the feasibility of switching to non-toxic cleaning supplies at 55 Water Street and other DOT facilities as building maintenance contracts permit.
- Activate photovoltaic system at the Whitehall Ferry Terminal and maintain "Living Roof" at the St. George Ferry Terminal.

### Reduce employee use of light-duty vehicles

- Reduce DOT parking permits by 30%, and develop a plan to reduce the Department's light-duty vehicle fleet via a vehicle pool or car-sharing system.
- Adopt an at-work agency travel policy urging DOT employees to use the most sustainable possible method of work-related transportation, according to this hierarchy:
  - Most sustainable
  - ↑ Conference call/travel avoidance
  - Walk/bicycle
  - Subway/train
  - Bus/Ferry
  - Shared car
  - Taxi
  - ↓ Single-occupant car
  - Least sustainable
- Identify innovative technologies to track parking placard use.

### Maximize energy efficiency of all street lighting and signals

- Reduce the wattage of 250,000 light bulbs on streets, highways, and East River bridges.

### Maximize use of recycled asphalt

- Win NY State Dept. of Environmental Conservation approval for use of recycled asphalt pavement (RAP) as fill.
- Achieve 50% RAP content in all in-house asphalt production.
- Require all vendors to use 25% RAP in DOT-contracted asphalt production.
- Develop environmentally sound and cost-effective strategies for rail and marine transfer of excess RAP to interested local and regional municipalities.
- Open second DOT asphalt plant.

### Pollution prevention

- Implement spill prevention control and countermeasure plans at 14 NYCDOT locations.
- Conduct location specific training to emphasize proper waste management and spill prevention practices.
- Division of Ferries will participate in maritime industry forums and continuing education to stay up-to-date on environmental protection and spill response technologies and best practices.





# A 21st Century Transportation Department

To ensure the continuity and success of the ambitious goals in this strategic plan, it is important to foster innovation within NYCDOT while continually attracting new talent.

NYCDOT will align its capabilities with the 21st Century challenges of urban growth, global economic competition and climate change. The agency recently created a new division dedicated to planning and sustainability and will increase research and planning capacity throughout the entire department. At the same time, the agency will create a new communications strategy to educate the public and increase awareness of important transportation projects and transportation policy's key role in sustainable development.

Increasing the agency's capacity must coincide with expanded accountability throughout all programs and divisions. DOT will augment its data collection procedures to more effectively track agency priorities and performance. NYCDOT will also initiate a new project management program to improve project management tracking and oversight.

Creating one of the world's leading transportation agencies cannot occur without attracting and retaining top notch staff. DOT will seek and hold onto the best and the brightest in the transportation field with new recruitment strategies and an increased focus on professional development and succession planning.





## Office of Planning and Sustainability

DOT has created an office of Planning and Sustainability to incubate and coordinate our new sustainability initiatives. With Alternative Fuels and Strategic Planning as well as Transit Coordination and Freight Mobility, the office will work closely with operational divisions to implement new projects and policies placing NYCDOT and New York City's transportation system at the forefront of environmental sustainability. In an effort to better manage the public realm, DOT has established for the first time both the Art, Urban Design, and Public Plaza programs within Planning and Sustainability.



## GLOBAL LEADERSHIP POLICIES

### Increase planning, research, and strategic communication capacities

NYCDOT has recently created a new planning and sustainability unit and will continue to elevate the profile of planning and research throughout the agency. DOT will develop an agency-wide communications strategy to enhance public knowledge and support for its strategies and priorities.

### Enhance project management capacity

DOT will initiate enhanced project management tracking systems and streamline process steps to ensure speedy and effective project delivery throughout the agency.

### Collect and manage data more effectively

The best transportation agencies in the world closely measure transportation system performance through large scale data management systems. DOT will hold itself accountable by improving the methods by which we evaluate the success of agency programs and divisions.

### Attract and retain a top notch staff

A leading transportation agency is a place where everyone in the industry wants to work. While our agency currently has a talented and diverse workforce, we need to continue to attract new talent in an increasingly competitive global market. DOT will initiate new recruitment, succession planning, and professional development strategies to retain and attract a talented pool that meets our diverse needs.

DOT WILL IMPROVE EFFICIENCY AND CONTROL COSTS BY ENHANCING ITS PROJECT MANAGEMENT CAPABILITIES.



## Strategic Communications: Promoting Safer Streets Through Mutual Respect

In Fall 2007, NYCDOT and the NYC Bicycle Safety Coalition kicked off the LOOK bicycle safety campaign. This partnership brought together City agencies, cycling advocates, and the AAA, along with the advertising agency Publicis, which provided

pro bono services to create an edgy and effective marketing campaign urging drivers and cyclists to literally look out for each other.

LOOK campaign advertisements have run on bus stop shelters, buses, phone kiosks, taxis, and on postcards placed in restaurants around the city. The ads were also featured in magazines and on the radio.

The message of personal responsibility complements DOT's efforts to engineer safer streets. We will continue this campaign in 2008 and expand it to include pedestrians.



Marketing safer streets



## GLOBAL LEADERSHIP ACTIONS

### Increase planning, research and strategic communications capacities

- Created new division and Deputy Commissioner for Planning and Sustainability.
- Build staff capacity in division of Planning and Sustainability.
- Elevate the profile of research in policy and operations.
- Develop forward looking research agenda and begin outreach to universities to explore collaboration.
- Initiate symposia featuring DOT personnel and guests, both within the department and in conjunction with other institutions-agencies and universities.
- Create communications working group.
- Identify and develop marketing campaigns to promote safety and sustainable transportation.
- Issue RFP for ad agencies to create campaign content and adopt criteria to measure campaign efficacy.

### Enhance project management capacity

- Created office of project management.
- Analyze project and portfolio management throughout the department.
- Improve federal aid process.
- Identify agency project managers, certify them per professional PM standards.
- Initiate project management tracking systems.

### Collect and manage data more effectively

- Develop data collection needs and plans for new priorities.
- Develop and implement data tracking strategies for congestion relief, BRT and bicycles.
- Create new transportation system and agency performance measures and a means of collecting and reporting additional data.
- Coordinate data collection and sharing with partner agencies.

### Attract and retain top notch staff

- Analyze essential operational roles and develop succession planning strategy.
- Strengthen university partnerships and augment recruitment strategies to increase the available pools of qualified candidates.
- Provide professional development opportunities that engage employees and promote growth in the agency.

In 2008 the DOT's Traffic Management Center will be upgraded and the NYCDOT, NYSDOT and NYPD will share one integrated center, allowing for more coordinated emergency response.







DOT has worked with parents, teachers and administrators to make safety improvements at the first 135 Safe Routes to Schools sites.

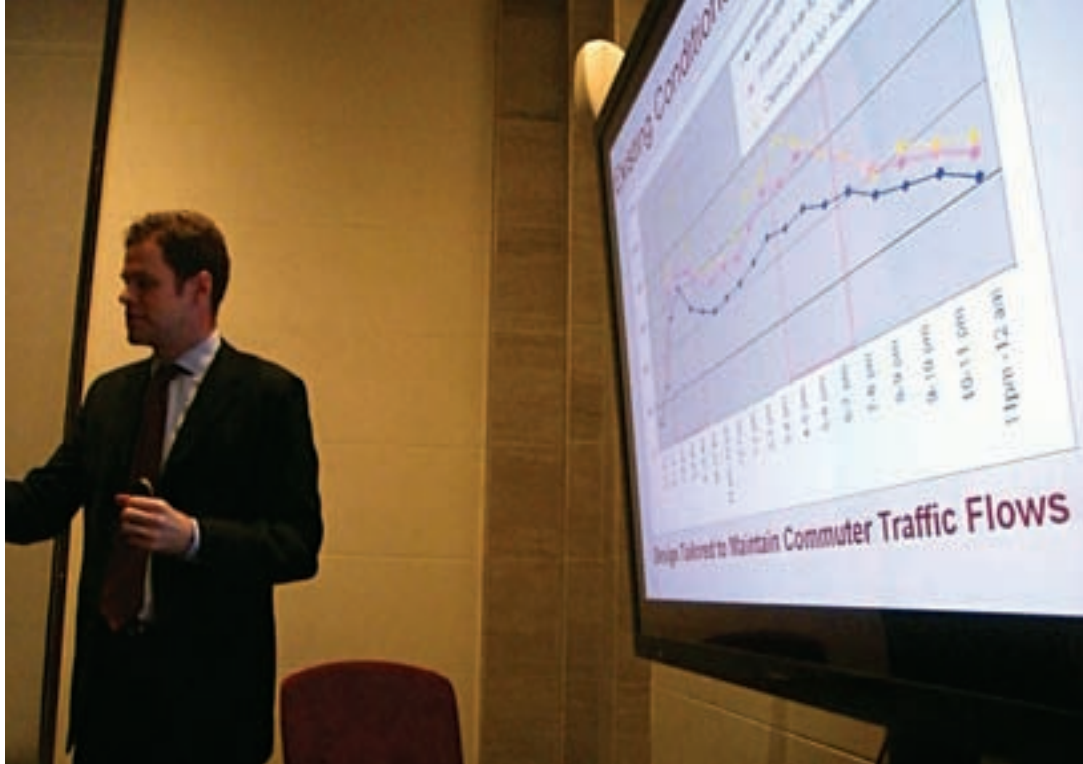
CUSTOMER SERVICE

# Communication, Accountability, Transparency

Over the next three years, we will build a more productive dialogue between NYCDOT and the public. With increased transparency, coordination, and responsiveness, we will better design projects and deliver them more quickly. At the same time, we will put forth every effort to use the best technologies to get up-to-date travel information to all New Yorkers and visitors. We will also look for ways to make our permitting processes easier to understand and more conveniently accessible online.

In order to design high-quality projects, NYCDOT must understand the needs and priorities of a very diverse set of constituents. In order to build good working relationships with communities, we must be able to listen and also to provide useful information about these projects as well as for a myriad of day-to-day NYCDOT missions. Building strong relationships will enable us to deliver projects that meet the needs of communities across the five boroughs in a timely fashion.





## DOT Academy

DOT Academy is at the forefront of our effort to make the agency more transparent and responsive to our customers. DOT is offering these community transportation seminars to the chairperson, Transportation Committee chair, and District Manager of all 59 New York City community boards as well as to elected officials and their staffs. In small groups, we explain our priorities, processes, and policies and discuss ways that DOT can continue to improve customer service. This program will help community leaders understand how NYCDOT responds to request and concerns. It explains the different tools we use to manage streets and sidewalks. Our end goal is to create understanding and gain public buy-in as we implement both nuts-and-bolts and cutting edge projects.



New Greenmarket in Whitehall Ferry Terminal paves the way for future retail development and provides a valuable service to ferry riders.

## CUSTOMER SERVICE POLICIES

### Foster collaboration with communities and increase NYCDOT's responsiveness

We will increasingly provide information and allow for user-feedback through public forums and on our website as early in a project's planning and development process as possible. These real-world and virtual forums will allow us to address citizens' concerns and establish DOT's parameters, minimizing conflict or misunderstanding in later stages.

### Train community leaders in transportation planning

DOT has created a straightforward curriculum describing the policy, technical and legal contexts for DOT decision making. We will present these workshops to stakeholders citywide to strengthen mutual understanding and trust between the agency, community, and elected leaders.

### Enhance capacity for outreach to constituents

DOT will unify the many outreach resources and databases at its disposal into one flexible, comprehensive system, reaching more New Yorkers on more topics more often.

### Systematize neighborhood transportation studies

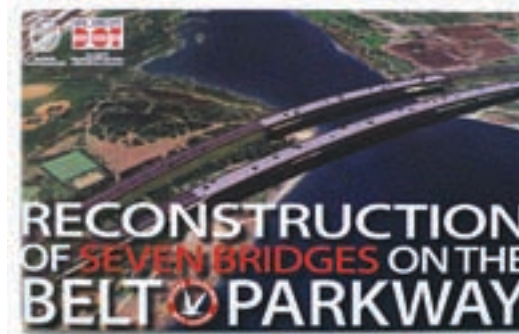
NYCDOT's transportation studies are currently initiated on an *ad hoc* basis. We will develop a project initiation process to allow us to allocate DOT's study and planning resources in a strategic and equitable manner, and develop a clear menu of safety, mobility, and other improvements that can be brought to bear in NYC communities in a coordinated manner. We will also continue to pursue new funding sources to allow us to meet community demand for such improvements and complete them in a timely fashion.

### Enhance emergency response capabilities and readiness

Every New Yorker deserves quick access to information during an emergency. DOT will ensure that we meet the needs of the public by communicating important information and updates via electronic roadway signage.

### Better service for Staten Island Ferry riders

DOT is striving to make big improvements for riders of its major passenger transit system, from making the ferry terminals into quality destinations to providing WiFi service on the boats.



## Expanding DOT's Communications Frontiers

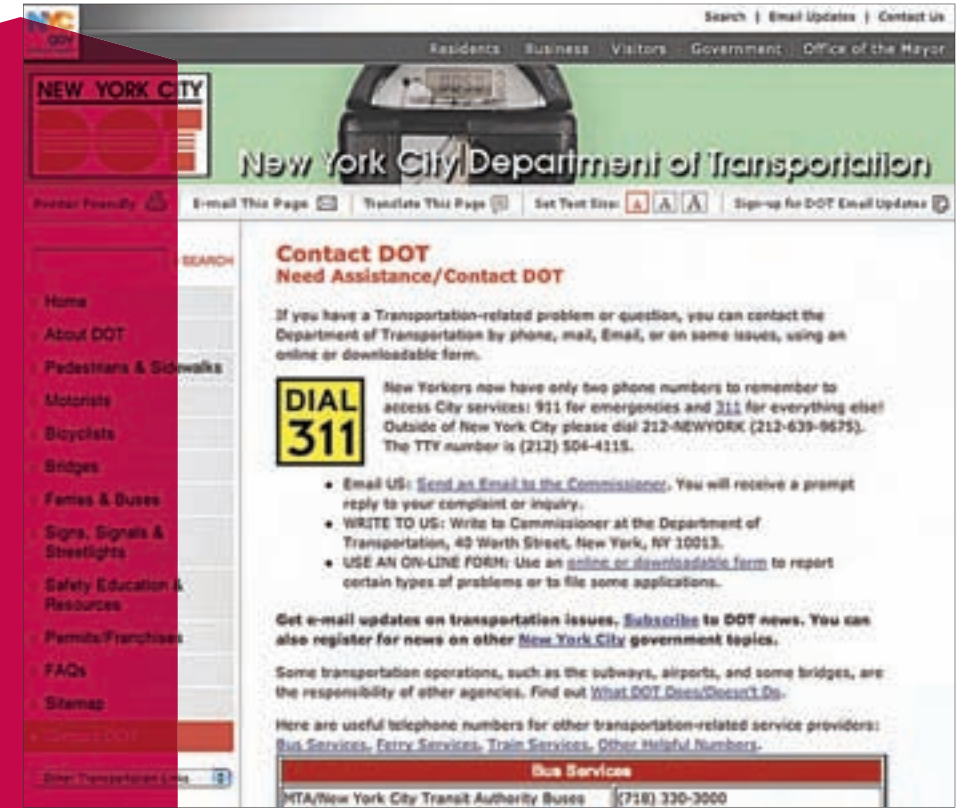
DOT's online communications will create a model and expand the boundaries of our communications capacity. It will extend the ability of our press office and Borough Commissioners to provide timely, relevant information to the public.

We will take simple steps to encourage openness, collaboration, community, and trust. We will publish project documents, archive them in an easy to find and search manner and promote the existence of these resources through in-person and online interactions with our constituents. We will keep our online calendar of events up-to-date and encourage participation in our public meetings by a broader spectrum of the public than ever before.

We will put DOT's e-mail lists to better use and expand them in order to provide up to the moment public information and to share good news.

When the topic is suitable and staff time permits, we will participate in blogs. We will also host our own web-based Q&A with our Commissioner at least four times a year.

DOT WILL TAKE SIMPLE STEPS TO ENCOURAGE OPENNESS, COLLABORATION AND TRUST.





# DOT will modernize and improve the ways it shares information and develops projects with communities.

NYCDOT worked collaboratively with the local business improvement district, artists, and school-children to create this new mural in DUMBO, Brooklyn to enliven and beautify the streets.



## CUSTOMER SERVICE ACTIONS

### Foster collaboration with communities and increase DOT's responsiveness

- Provide information about all current and upcoming projects (where possible) on the web. These documents can be mailed to constituents without web access as desired.
- Develop online feedback forms for all planning projects
- Develop regular web site feature: "Ask the Commissioner"
- Update online "report a problem" forms
- Create section on web site for video content
- Send out quarterly updates on DOT's progress to e-mail list

### Coordinate constituent databases and use them consistently for outreach and strategic communications

- Integrate 311, Commissioner's Correspondence Unit and Borough Commissioner systems and databases, encompassing both e-mail and traditional mail addresses.

### Train community leaders

- Train Community Board Chairs, District Managers and heads of CB Transportation Committees in every Community Board
- Refine program as necessary and offer program to elected officials

### Neighborhood transportation study program

- Review strengths and weaknesses of current and recent neighborhood efforts—recommend steps to strengthen such work, including streamlining time frame for implementing study findings.
- Define and announce the new program

### Enhance emergency response capabilities and readiness

- Participate in Notify NYC, Mayor's emergency response system for citizens
- Expand DOT's e-mail lists to allow us to directly contact citizens more easily
- Disseminate emergency response information via street level electronic roadway signage [Variable Message Signs (VMS)], if needed
- Work with the Police Department and other agencies with emergency response duties on better information sharing
- Upgrade the Traffic Management Center and share space and information at the TMC with NYSDOT and NYPD to improve emergency response to traffic incidents.



**DOT OVERVIEW**



**GLOSSARY**

**NYCDOT**

- NYCDOT**  
New York City Department of Transportation
- B/C**  
Borough Commissioner
- CCU**  
Commissioner's Correspondence Unit
- CSFF**  
Coordinated Street Furniture Franchise
- D/C**  
Deputy Commissioner
- FD/C**  
First Deputy Commissioner
- HRF**  
Human Resources and Facilities
- HIQA**  
Highway Inspection and Quality Assurance
- MIS**  
Management Information Systems
- OCMC**  
Office of Construction Mitigation and Coordination
- PMCC**  
Permit Management and Construction Control
- PMO**  
Project Management Office
- P&S**  
Planning and Sustainability
- RRM**  
Roadway Repair and Maintenance
- SIM**  
Sidewalks and Inspection Management

**NYC Government**

- CAU**  
Mayor's Community Affairs Unit
- DCAS**  
Department of Citywide Administrative Services
- DCP**  
Department of City Planning
- DDC**  
Department of Design and Construction
- DEP**  
Department of Environmental Protection
- DFTA**  
Department for the Aging
- DOE**  
Department of Education
- DOHMH**  
Department of Health and Mental Hygiene
- DPR**  
Department of Parks and Recreation (Parks)
- DSNY**  
Department of Sanitation
- EDC**  
Economic Development Corporation
- NYPD**  
New York City Police Department
- OEM**  
Office of Emergency Management
- OMB**  
Office of Management and Budget

**External Agencies/Organizations**

- MTA**  
Metropolitan Transportation Authority
- NYCT**  
New York City Transit
- PANYNJ**  
Port Authority of New York and New Jersey
- Federal Government**
- FHWA**  
Federal Highway Administration



# Benchmarks



Buffered bike lane, 5th Avenue, Manhattan

## ACTIONS

## 2007-2009

## 2010 AND BEYOND

## Lead Divisions

## Supporting Divisions or Agencies

## Action outside DOT

### STREET DESIGNS TO MAXIMIZE PUBLIC SAFETY

#### Reduce traffic fatalities

— Cut traffic fatalities by 50% by 2030

Traffic

NYSDOT, NYPD

#### Implement More Safe Routes to Schools

- Complete capital construction at 12 priority schools
- Continue slow speed school zones pilot project
- Short Term measures at 135 schools complete
- Evaluate and initiate studies at 40 high schools

- Complete 150 priority school reports completed
- Complete capital construction is at initial 135 priority schools
- Initiate short term measures at 150 additional schools (2015) and 40 high schools

Traffic

External Affairs, BCs, NYCDCC, NYSDOT

Funding

#### Launch Safe Streets for Seniors

- Identify 25 Senior Pedestrian Focus Areas (SPFAs) based on top senior pedestrian crashes in the five boroughs.
- Implement early action measure in five pilot locations (i.e. signal timing for seniors, upgraded signage, marking and pedestrian refuge islands)
- Study, develop improvements, and implement early action items at 20 SPFAs

— Complete design of 20 SPFAs

Traffic

External Affairs, BCs, NYCDFTA, NYCDOHMH

#### Make traffic safety measures a focus of neighborhood transportation studies

- Develop scope of work templates that focus on traffic safety deliverables

Planning and Sustainability, Traffic

BCs

#### Streamline traffic calming projects

- Create recommendations to speed project planning and delivery, create project management toolkit
- Implement recommendations: including completion of Downtown Brooklyn Phase A

— Downtown Brooklyn Phase B

PMO

BCs, Finance, Traffic, DDC

#### Expand and improve safety-oriented signal strategies

- Expand test of pedestrian countdown signals and evaluate results
- Re-engineer leading pedestrian intervals (LPIs) giving 9 additional seconds for pedestrians to cross intersections
- Implement one-way corridor signal timing patterns to increase pedestrian crossing time and discourage speeding

— Double the number of LPIs (using 2007 benchmark)

Traffic

#### Complete bus stops under elevated trains improvements

- Finalize installation of raised concrete medians at 3 bus stops under elevated trains

— Complete installation of raised concrete medians at remaining 37 bus stops under elevated trains identified for safety improvements (2012)

Planning and Sustainability

SIM

### SAFETY ENFORCEMENT

#### Expand automated enforcement

- Pursue legislation for additional red light cameras and introduction of speed cameras

— Additional cameras deployed as legislation permits

External Affairs, Traffic

Legislative approval

#### Fund additional NYPD traffic enforcement

- Assess enforcement and equipment needs

— Deploy additional enforcement and equipment

Finance

NYPD, NYCOMB

Funding



ACTIONS	2007-2009	2010 AND BEYOND	Lead Divisions	Supporting Divisions or Agencies	Action outside DOT
<b>Improve construction zone safety for pedestrians</b>	<ul style="list-style-type: none"> <li>Establish strong and explicit pedestrian safety measures in all Maintenance and Protection of Traffic (MPT) plans.</li> <li>Launch enhanced safety monitoring unit for construction sites with high pedestrian volumes.</li> </ul>		Legal	External Affairs, SIM-HIQA, RRM, PMCC, NYPD	
<b>Implement "Safe Spans" Bridge Inspection Program</b>	<ul style="list-style-type: none"> <li>Increase frequency of bridge component inspection</li> </ul>	<ul style="list-style-type: none"> <li>Adopt state of the art bridge cable monitoring</li> <li>Deploy new monitoring technologies, including sonar</li> <li>Institute underwater bridge inspection program</li> </ul>	Bridges		Funding, FHWA Cable Monitoring Study
<b>Expand Marketing Campaigns</b>	<ul style="list-style-type: none"> <li>Expand "Look" marketing campaign that includes pedestrian and motorist themes</li> </ul>	<ul style="list-style-type: none"> <li>Create additional public safety campaigns targeting specific problems (e.g. speeding)</li> </ul>	External Affairs	NYCDPR, NYCDOHMH, NYC & Co., NYPD	
<b>Revise and expand Safety City education programs</b>	<ul style="list-style-type: none"> <li>Update materials, branding, and overall message to engage school children.</li> <li>Explore potential partnership with Dept. of Education.</li> </ul>		External Affairs	NYCDOE	
<b>Undertake studies regarding collisions</b>	<ul style="list-style-type: none"> <li>Complete study of pedestrian incident data</li> <li>Complete study of traffic calming techniques and their effect on collisions.</li> </ul>	<ul style="list-style-type: none"> <li>Use findings to establish a framework to track progress</li> <li>Tailor safety engineering resources to findings</li> </ul>	Traffic	MIS, Planning and Sustainability	
<b>Improve pace and flow of detailed crash information</b>	<ul style="list-style-type: none"> <li>Streamline process with NYS DOT</li> </ul>	<ul style="list-style-type: none"> <li>Implement procedural improvements as needed</li> </ul>	PMO	MIS, Traffic, NYPD	Coordinate with New York State DOT
<b>Implement enhanced work zone safety measures</b>	<ul style="list-style-type: none"> <li>Implement enhanced work zone safety measures agency-wide.</li> <li>Work with NYPD to establish a greater police presence at construction sites and stricter enforcement of parking restrictions</li> <li>Pursue stricter workzone safety legislation</li> <li>Participate in work zone safety awareness week.</li> </ul>	<ul style="list-style-type: none"> <li>Establish benchmarks to measure performance.</li> <li>Tailor safety engineering resources to findings</li> <li>Increase fines or criminalize workzone safety violations</li> </ul>	Legal, HR and Facilities	RRM, Bridges, SIM	
<b>Evaluate safety of DOT employees at all facilities</b>	<ul style="list-style-type: none"> <li>Conduct hazard assessments for all DOT job functions and facilities</li> <li>Develop training programs based on hazard assessments</li> </ul>	<ul style="list-style-type: none"> <li>Implement safety measures as identified</li> </ul>	HR and Facilities	Legal	
<b>Implement truck-related safety initiatives</b>	<ul style="list-style-type: none"> <li>Expand overweight truck permitting unit</li> <li>Require all trucks to install cross-over mirrors.</li> <li>Create distribute truck route maps and summary of truck access rules to all police precincts.</li> </ul>	<ul style="list-style-type: none"> <li>Complete installation of improved truck route signage</li> <li>Begin new truck weight and size enforcement initiative with the NYPD</li> <li>Complete Hunts Point signage pilot</li> </ul>	Planning and Sustainability	External Affairs, Traffic, Bridges, NYPD	Funding, Legislation

ACTIONS	2007-2009	2010 AND BEYOND	Lead Divisions	Supporting Divisions or Agencies	Action outside DOT
<b>Implement Bus Rapid Transit</b>	<ul style="list-style-type: none"> <li>Launch two BRT corridors.</li> <li>Finalize testing and implement queue jumps and traffic signal priority (TSP) in BRT Corridors</li> <li>Initiate legislative campaign for authorization of bus-camera enforcement system</li> </ul>	<ul style="list-style-type: none"> <li>Launch three additional BRT Corridors. (2011)</li> </ul>	Planning and Sustainability, Traffic	External Affairs, Traffic	Legislative approval of bus lane cameras; implementation with NYC Transit
<b>Improve streets for existing bus network</b>	<ul style="list-style-type: none"> <li>Launch 2 new Midtown bus priority corridors with NYC Transit</li> <li>Test new bus-priority elements (e.g. "soft-separation", colored lanes, and bus signal priority)</li> <li>Address bus hot spots through queue jumps, signal improvements, and other measures</li> <li>Construct 15 new sidewalks adjacent to bus stops</li> <li>Identify underperforming bus routes</li> </ul>	<ul style="list-style-type: none"> <li>Implement bus stop improvements, including 2,300 bus shelters, and 37 raised concrete bus stops under elevated train stations</li> </ul>	Planning and Sustainability	Traffic, Sidewalks, SIM, CSFF	Funding, NYC Transit
<b>Manage curbside parking more effectively</b>	<ul style="list-style-type: none"> <li>Launch pilot parking program aimed at greater curbside vacancy rates</li> <li>Complete conversion of all multi-space meters to accept credit cards</li> </ul>	<ul style="list-style-type: none"> <li>Expand commercial parking pricing districts</li> </ul>	Planning and Sustainability	Traffic, BCs	
<b>Manage municipal lots more effectively</b>	<ul style="list-style-type: none"> <li>Develop a demonstration project to provide real-time space availability information in municipal parking lots</li> </ul>	<ul style="list-style-type: none"> <li>Develop and pilot an in-vehicle device for use in the municipal parking fields in lieu of existing quarterly permits</li> <li>Introduce a cell phone payment option for use in municipal parking fields</li> </ul>	Traffic		
<b>Make bicycling safer and more convenient</b>	<ul style="list-style-type: none"> <li>Test new lane designs and expand implementation of designs that work</li> <li>Install 37 bicycle parking shelters and 800 City Racks</li> <li>Complete installation of 200 bicycle lane miles by 2009</li> <li>Install 1.5 additional miles of protected on street bike lanes</li> <li>Pursue indoor bicycle parking legislation at City level</li> <li>Install 5000 City Racks (1600 annually)</li> </ul>	<ul style="list-style-type: none"> <li>Continue rapid expansion of bike network</li> <li>Install 30 additional miles of protected on-street bike lanes</li> <li>Continue City Racks installations using new designs</li> </ul>	Traffic	Planning and Sustainability, CSFF, External Affairs, BCs	Funding, legislative action





ACTIONS	2007-2009	2010 AND BEYOND	Lead Divisions	Supporting Divisions or Agencies	Action outside DOT
<b>CONGESTED CORRIDORS</b> <b>Improve mobility and access for all modes in congested corridors</b>	<ul style="list-style-type: none"> <li>Identify 10 corridors for study to address mobility, traffic congestion, truck traffic, pedestrian mobility, safety, air quality, and quality of life</li> <li>Conduct studies, public meetings, develop recommendations, and implementation plans for first 5 corridors</li> <li>Implement early action measures at first 5 corridors</li> <li>Initiate study for final 5 corridors</li> </ul>	<ul style="list-style-type: none"> <li>Implement long-term improvement measures in all ten study areas</li> </ul>	Traffic	Planning and Sustainability	Funding
<b>FERRY SERVICES</b> <b>Improve the quality and expand the availability of ferry services</b>	<ul style="list-style-type: none"> <li>Improve access for all users of City-owned ferry landings</li> <li>Open Slip 5 at the Battery Maritime building</li> <li>Work with EDC to launch new routes and services</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade East 34th Street ferry facility in preparation for new ferry routes</li> <li>Work with regional partners to explore further expansion of ferry network</li> </ul>	Ferries	NYCEDC	Better connections with transit, More marketing/promotion
<b>HOV NETWORK</b> <b>Expand the HOV Network</b>	<ul style="list-style-type: none"> <li>Implement Manhattan Bridge HOV lane</li> <li>Establish interagency working group to implement Southbound Gowanus bus/HOV lane and Verrazano Bridge bus lanes</li> </ul>	<ul style="list-style-type: none"> <li>Identify and implement additional HOV opportunities on City and State owned roadways</li> </ul>	Planning and Sustainability	RRM, Bridges, Traffic	NYSDOT, MTA Bridges and Tunnels
<b>IMPROVE FREIGHT MOBILITY</b> <b>Expand access for appropriately-sized trucks to limited-access parkways</b>	<ul style="list-style-type: none"> <li>Review Grand Central, Henry Hudson, and Belt Parkways as possible candidates</li> </ul>	<ul style="list-style-type: none"> <li>Implement Belt Parkway access plan (following bridge projects)</li> </ul>	Planning and Sustainability	External Affairs, Traffic	Work with NYSDOT and Port Authority
<b>TECHNOLOGY</b> <b>Use technology to fight congestion</b>	<ul style="list-style-type: none"> <li>Finalize testing of transit signal priority (TSP) pilot project on Victory Boulevard</li> <li>Implement bus TSP on Fordham Road</li> <li>Install VII TestBed that demonstrates such applications as in-vehicle signing, warnings, traveler information</li> </ul>	<ul style="list-style-type: none"> <li>Identify and implement additional opportunities for TSP and new traffic management systems</li> </ul>	Traffic	Planning and Sustainability, External Affairs	Funding, NYC Transit implementation of bus measures





ACTIONS	2007-2009	2010 AND BEYOND	Lead Divisions	Supporting Divisions or Agencies	Action outside DOT
<b>ADOPT COMPLETE STREETS DESIGNS TO ACCOMMODATE ALL USERS</b>					
<b>Develop a Main Streets public life program</b>	<ul style="list-style-type: none"> <li>Use complete streets designs to create or revitalize public space in commercial districts</li> <li>Move Main Street design templates into early action engineering projects</li> <li>Begin implementation of first set of projects from Public Life report</li> <li>Create temporary projects, such as weekend pedestrian streets</li> </ul>	<ul style="list-style-type: none"> <li>Broadway, Fordham Road, and Main Street, Flushing as world class main streets for pedestrians</li> </ul>	Planning and Sustainability	Traffic, BCs, NYCDDC, NYCCA	Funding
<b>Improve street design process and methods</b>	<ul style="list-style-type: none"> <li>Partner with city agencies to make public life/streetscape improvements</li> <li>Streamline design review process for capital construction</li> <li>Define public life/streetscape improvements as a necessity</li> </ul>		Planning and Sustainability	Traffic, Finance, NYCDDC, NYC Art Commission	
<b>Construct and improve pedestrian ramps</b>	<ul style="list-style-type: none"> <li>Continue rapid progress towards full ADA compliance on pedestrian ramps at street corners</li> </ul>	<ul style="list-style-type: none"> <li>Implement ADA ramps at 100% of street corners</li> </ul>	SIM		
<b>PUBLIC PLAZAS</b>					
<b>Develop and implement plaza program</b>	<ul style="list-style-type: none"> <li>Develop plaza maintenance strategies</li> <li>Create community-based process for development of 4 new plazas per year</li> </ul>	<ul style="list-style-type: none"> <li>Continue to expand plaza program to four new community boards each year</li> <li>Oversee existing pipeline projects</li> <li>Full build out of temporary plazas</li> </ul>	Planning and Sustainability	Traffic	Funding, Local maintenance agreements
<b>ENJOYING THE CITY</b>					
<b>Showcase alternative uses for public space</b>	<ul style="list-style-type: none"> <li>Implement temporary pedestrian and bike corridors on weekends</li> <li>Initiate temporary art program</li> <li>Launch Bike the Falls bike route in conjunction with NYC Waterfalls project</li> <li>Reduce car use in major city parks</li> </ul>		Planning and Sustainability	SIM-Special Events, Traffic, NYPD, NYC & Co. Mayor's Office	
<b>Increase beautification efforts throughout the city</b>	<ul style="list-style-type: none"> <li>Augment Adopt-a-Highway program with landscaping projects</li> <li>Coordinate repairs in neighborhoods with other city agencies</li> </ul>		RRM, FD/C	Commissioner's Office, Planning and Sustainability, Mayor's Office, NYCDPR, RRM, NYCCA, NYCDNY, NYCDPR	Funding
<b>URBAN DESIGN</b>					
<b>Continue to implement street furniture improvements</b>	<ul style="list-style-type: none"> <li>Install over 1,600 CEMUSA-designed bus shelters, 159 newsstands, 37 bike parking shelters and 9 automatic pay toilets</li> <li>Launch CityRacks design competition</li> <li>Re-open historic Water Street Arch at the Manhattan Bridge</li> </ul>	<ul style="list-style-type: none"> <li>Install 700 bus stop shelters, 120 newsstands, and 8 automatic pay toilets</li> <li>Initiate permanent Art Program</li> </ul>	Legal, Planning and Sustainability, Traffic		
<b>LOWER MANHATTAN PEDESTRIANIZATION</b>					
<b>Implement Lower Manhattan pedestrianization plan</b>	<ul style="list-style-type: none"> <li>Develop pedestrianization plan in conjunction with NYPD</li> <li>Secure funding and support for the plan with city and district leadership and state and federal partners</li> <li>Define locations for pilot projects and begin implementation</li> </ul>	<ul style="list-style-type: none"> <li>Initiate Phase I of the pedestrianization plan</li> <li>Complete pedestrianization improvements in Lower Manhattan</li> </ul>	Planning and Sustainability	Traffic, BCs	Funding





ACTIONS	2007-2009	2010 AND BEYOND	Lead Divisions	Supporting Divisions or Agencies	Action outside DOT
<b>STREET CONSTRUCTION MANAGEMENT</b>					
<b>Minimize frequency of street cuts</b>	<ul style="list-style-type: none"> <li>Initiate best practice &amp; asset management studies</li> <li>Adopt comprehensive street management plan</li> </ul>	<ul style="list-style-type: none"> <li>Implement recommendations and refine strategy</li> </ul>	PMO	RRM, Permit Management and Construction Control, SIM-HIQA	
<b>BRIDGE AND ROADWAY MAINTENANCE</b>					
<b>Expand bridges preventive maintenance</b>	<ul style="list-style-type: none"> <li>Replicate success of East River program on movable bridges</li> </ul>	<ul style="list-style-type: none"> <li>Ensure continuity of program and replicate for other bridges</li> </ul>	Bridges	Finance	Funding
<b>Eliminate poor conditions on operating city bridges</b>		<ul style="list-style-type: none"> <li>Last "poor" bridge eliminated from active inventory</li> </ul>	Bridges		Funding
<b>All city streets to state of good repair</b>	<ul style="list-style-type: none"> <li>Increase annual roadway resurfacing to 1,000 lane miles</li> <li>Enhance street cut inspections with hand-held computer devices</li> </ul>	<ul style="list-style-type: none"> <li>Good condition attained in 2020</li> </ul>	RRM	SIM-HIQA	Funding
<b>ASPHALT RECYCLING</b>					
<b>Establish use of recycled asphalt pavement as fill</b>	<ul style="list-style-type: none"> <li>Establish pilot program for roadway fill</li> </ul>	<ul style="list-style-type: none"> <li>Expand to construction fill</li> </ul>	RRM	Legal	NY State Department of Environmental Conservation approval
<b>Increase RAP usage and pavement production at Hamilton Avenue plant</b>		<ul style="list-style-type: none"> <li>Upgrade Hamilton Avenue plant</li> <li>50% RAP used at Hamilton Asphalt Plant</li> </ul>	RRM		
<b>Acquire and retrofit a 2nd City asphalt plant</b>	<ul style="list-style-type: none"> <li>Win approval for 2nd City asphalt plant</li> </ul>	<ul style="list-style-type: none"> <li>City asphalt production begins in Queens - target: up to 50% recycled content</li> </ul>	RRM		
<b>STREET MATERIALS</b>					
<b>Expand standard materials in use on streets and sidewalks</b>	<ul style="list-style-type: none"> <li>Review and assess materials in use</li> <li>Compile best practices database</li> <li>Develop and adopt new materials palette based on visual impact, cost, sustainability, durability, and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate with other agencies and implement citywide</li> </ul>	Planning & Sustainability	NYCDDC, NYCDPR, NYCOMB, NYCEDC, NYCDPC	
<b>TRUCK DAMAGE</b>					
<b>Reduce truck damage to low bridges</b>	<ul style="list-style-type: none"> <li>Begin improvements in signage and enforcement to warn trucks in advance of low structures</li> <li>Implement pilot project to place signage on four bridge fascia locations</li> </ul>	<ul style="list-style-type: none"> <li>Institute outreach to identify non-truck routes on GIS and GPS programs (2009)</li> <li>50% fewer bridge strikes by 2011</li> </ul>	Planning & Sustainability	Bridges	NYSDOT Truck industry cooperation



ACTIONS	2007-2009	2010 AND BEYOND	Lead Divisions	Supporting Divisions or Agencies	Action outside DOT
<b>FERRY MAINTENANCE AND REPAIR</b>					
Issue restructured contract for ferry dry-docking	— Carry out all scheduled dry dockings on schedule		Ferries	Finance-ACCO	
Issue RFP for fleet planning & replacement	— Issue RFP	— Integrate all boats, terminals, and auxiliary vehicles into master maintenance schedule	Ferries	Finance-ACCO	
Increase preventive maintenance for ferry fleet, terminals, and support facilities	— Implement preventive maintenance program for the ferry fleet, the Cosgrove, and service vessels, and the inclusion of maintenance work at Whitehall, St. George, the ferry maintenance facility, and the fuel pier	— Implement the recommendations of the ferry maintenance benchmarking study by increasing maintenance and repair positions	Ferries		Funding
<b>AGENCY VEHICLE REPLACEMENT</b>					
Review fleet, productivity problems of worn vehicles, and adopt new policy	— Begin normal replacement cycle for DOT vehicles		RRM	PMO	Funding

ACTIONS	2007-2009	2010 AND BEYOND	Lead Divisions	Supporting Divisions or Agencies	Action outside DOT
<b>STORM WATER</b>					
Develop and implement innovative storm water management techniques	— Coordinate with DEP to create streets that detain a maximum volume of storm water — Increase the use of permeable surfaces and porous pavements to decrease runoff — As part of our greenstreets program, in coordination with DPR, create planted medians, curb extensions, and traffic triangles to capture storm runoff	— Increase capacity for curb replacement and curb openings to increase storm water capture — Allow for connected tree pits to provide better surface drainage — Develop maintenance agreements to ensure that streetscape improvements are carefully maintained	Planning and Sustainability	RRM, SIM, NYCDDC, NYCDEP	Funding
<b>CLEAN FUEL</b>					
Expand alternative fuels program	— Include clean fuel/high MPG/clean engine technologies in all DOT vehicle procurements and retrofits		Planning and Sustainability	Ferries, RRM	Funding
Implement Staten Island Ferry Clean Fuels strategy	— Install and upgrade emission reduction technology on all Staten Island Ferry passenger ferries	— All Staten Island Ferry passenger ferries operating on Ultra Low Sulphur Diesel — Install diesel oxidation catalysts (DOCs) on all Staten Island Ferry passenger ferries — Develop comprehensive clean-burning fuel policy for all private ferry operators requesting landing permits and licenses from DOT	Ferries	Planning and Sustainability	Funding
<b>VEHICLE REDUCTION</b>					
Reduce vehicle trips by DOT employees	— Review city-wide parking placards and policies — Reduce agency parking placards by 30%, possibly with vehicle pool or car-sharing — Adopt an at-work agency travel policy urging DOT employees to use the most sustainable possible method of work-related transportation	— Identify innovative technologies to track placard use	Planning and Sustainability	FD/C, Traffic	Funding



DOT recently published the city's first accessible truck route map.





ACTIONS	2007-2009	2010 AND BEYOND	Lead Divisions	Supporting Divisions or Agencies	Action outside DOT
<b>REDUCE ENERGY AND RESOURCE CONSUMPTION</b>					
<b>Reduce energy demands of DOT facilities</b>	<ul style="list-style-type: none"> <li>Conduct annual audits and generate reports for all DOT facilities to maximize reduction of electricity use, air pollution, and water use</li> <li>Activate photovoltaic system at the Whitehall Ferry Terminal and continue to maintain "Living Roof" at the St. George Ferry Terminal</li> </ul>	<ul style="list-style-type: none"> <li>Certify Webster Avenue facility as LEED existing building status</li> </ul>	HR and Facilities	Ferries, DDC, DCAS	
<b>Improve efficiency of street lights and traffic signals</b>	<ul style="list-style-type: none"> <li>Replace street lights throughout Brooklyn and Queens with lower-wattage bulbs</li> <li>Replace 250-watt lamps with 150-watt lamps along highways</li> <li>Identify new DOT projects to reach citywide goals of 30% energy reduction</li> </ul>	<ul style="list-style-type: none"> <li>Replace street lights throughout the Bronx, Manhattan, and Staten Island with lower-wattage bulbs</li> <li>Replace 67- and 150-watt incandescent lamps in amber signal displays with LED amber lenses</li> <li>Ongoing participation in Mayor's energy task force to reduce energy consumption of electricity, fuels, and emissions</li> </ul>	Traffic	Mayor's Office	Funding
<b>Reduce DOT's resource consumption</b>	<ul style="list-style-type: none"> <li>Cease purchasing plastic water bottles at the new 55 Water Street offices</li> <li>Explore the feasibility of switching to non-toxic cleaning supplies at 55 Water Street and other DOT leased facilities as building maintenance contracts permit</li> </ul>	<ul style="list-style-type: none"> <li>Work with Mayor's Office of Contracts to ensure the use of non-toxic cleaning supplies at City-owned facilities</li> </ul>	HR and Facilities	FD/C, Legal	
<b>RECYCLED ASPHALT PAVING</b>					
<b>Expand in-house and vendor use of recycled asphalt</b>	<ul style="list-style-type: none"> <li>Maximize use of Recycled asphalt pavement (RAP) to avoid use of nearly 840,000 barrels of oil and 321,000 local truck miles</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate 50% RAP in all in-house asphalt production</li> <li>Require all vendors to use 25% RAP in DOT-contracted asphalt production</li> <li>Develop environmentally sound and cost-effective strategies for rail and marine transfer of excess RAP to interested local and regional municipalities</li> </ul>	RRM	Legal, Commissioner's Office	NYS Department of Environmental Conservation approval
<b>SPILL PREVENTION</b>					
<b>Achieve compliance with local, state, and federal regulations</b>	<ul style="list-style-type: none"> <li>Implement spill prevention control and countermeasure plans at 14 DOT locations</li> <li>Conduct location specific training to emphasize proper waste management and spill prevention practices</li> </ul>	<ul style="list-style-type: none"> <li>Identify and implement best practices at all 14 DOT facility locations</li> </ul>	Legal	HR and Facilities	





**INCREASE CAPACITY FOR PLANNING, RESEARCH, AND COMMUNICATIONS**

<b>Build staff capacity of division of Planning and Sustainability</b>	<ul style="list-style-type: none"> <li>Created new units, Public Plazas, and Urban Art and Design</li> <li>Enhance and align strategic planning and alternative fuels units with new division strategies</li> </ul>	<ul style="list-style-type: none"> <li>Incubate new projects and spin-off into operational units</li> </ul>	HR and Facilities	NYCOMB	
<b>Elevate the profile of research in policy and operations</b>	<ul style="list-style-type: none"> <li>Inventory major research activity within the Department, compile, and distribute</li> <li>Initiate symposia featuring DOT personnel and guests, both within the department and in conjunction with other institutions-agencies &amp; universities</li> <li>Develop forward looking research agenda and begin outreach to universities to explore collaboration</li> </ul>		Commissioner's Office	FD/C, NYCOMB	
<b>Create strategic communications strategy</b>	<ul style="list-style-type: none"> <li>Create communications working group</li> <li>Identify and develop marketing campaigns with Dept. staff and outside experts to promote safety and sustainable transportation</li> <li>Issue RFP for ad agencies to create campaign content and adopt criteria to measure campaign efficacy</li> </ul>		External Affairs	BCs	

**IMPLEMENT AGENCY WIDE PROJECT MANAGEMENT PROCEDURES**

<b>Analyze project and portfolio management throughout the department</b>	<ul style="list-style-type: none"> <li>Created office of project management and develop scope of work</li> <li>Initiate study of project management and delivery issues through a series of case studies</li> <li>Implement preliminary recommendations from case studies</li> </ul>	<ul style="list-style-type: none"> <li>Identify appropriate project managers and enroll staff in certification coursework</li> <li>Initiate project management tracking systems</li> <li>Streamline design, procurement and grant administration process for on-schedule project and service delivery</li> </ul>	PMO	Planning and Sustainability, Finance, Commissioner's Office	Improve federal aid process
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**OVERHAUL DATA COLLECTION**

<b>Develop data collection needs and plans for new priorities</b>	<ul style="list-style-type: none"> <li>Develop and implement data tracking strategies for congestion relief and BRT</li> <li>Conduct public life surveys at selected spots</li> </ul>	<ul style="list-style-type: none"> <li>Standardize methodology for counting cyclists in NYC</li> <li>Scale up and develop mode share estimates.</li> <li>Develop more public life surveys</li> </ul>	MIS	Planning and Sustainability, PMO, Traffic	
<b>Create new performance measures</b>	<ul style="list-style-type: none"> <li>Review key agency-wide, divisional, and city transportation performance measures</li> <li>Create new internal performance measures where necessary and a means of collecting and reporting additional data</li> <li>Align Citywide Performance Reporting indicators with new agency initiatives</li> </ul>		PMO	Mayor's Office of Operations	
<b>Coordinate data collection with partner agencies</b>	<ul style="list-style-type: none"> <li>Work with partner agencies to bring shared data such as accident reports closer to real-time</li> </ul>		MIS	NYPD, NYSDOT	





**ACTIONS**

**2007-2009**

**2010 AND BEYOND**

**Lead Divisions**

**Supporting Divisions or Agencies**

**Action outside DOT**

**ATTRACT AND RETAIN A TOP NOTCH STAFF**

**Develop enhanced succession planning and recruitment strategies**

- Analyze essential operational roles and develop succession planning strategy
- Strengthen university partnerships and augment recruitment strategies to increase the available pools of qualified candidates

- Prepare to comply with new state law concerning provisional employees

HR and Facilities

DCAS

Funding

**Expand innovative professional development initiatives**

- Initiate internal "DOT Fellows" management program where a cohort of staff learn about different parts of the agency and City Government through site visits and speakers
- Encourage employees to take advantage of professional development opportunities

- Initiate managerial mentoring program

HR and Facilities

FD/C

Funding

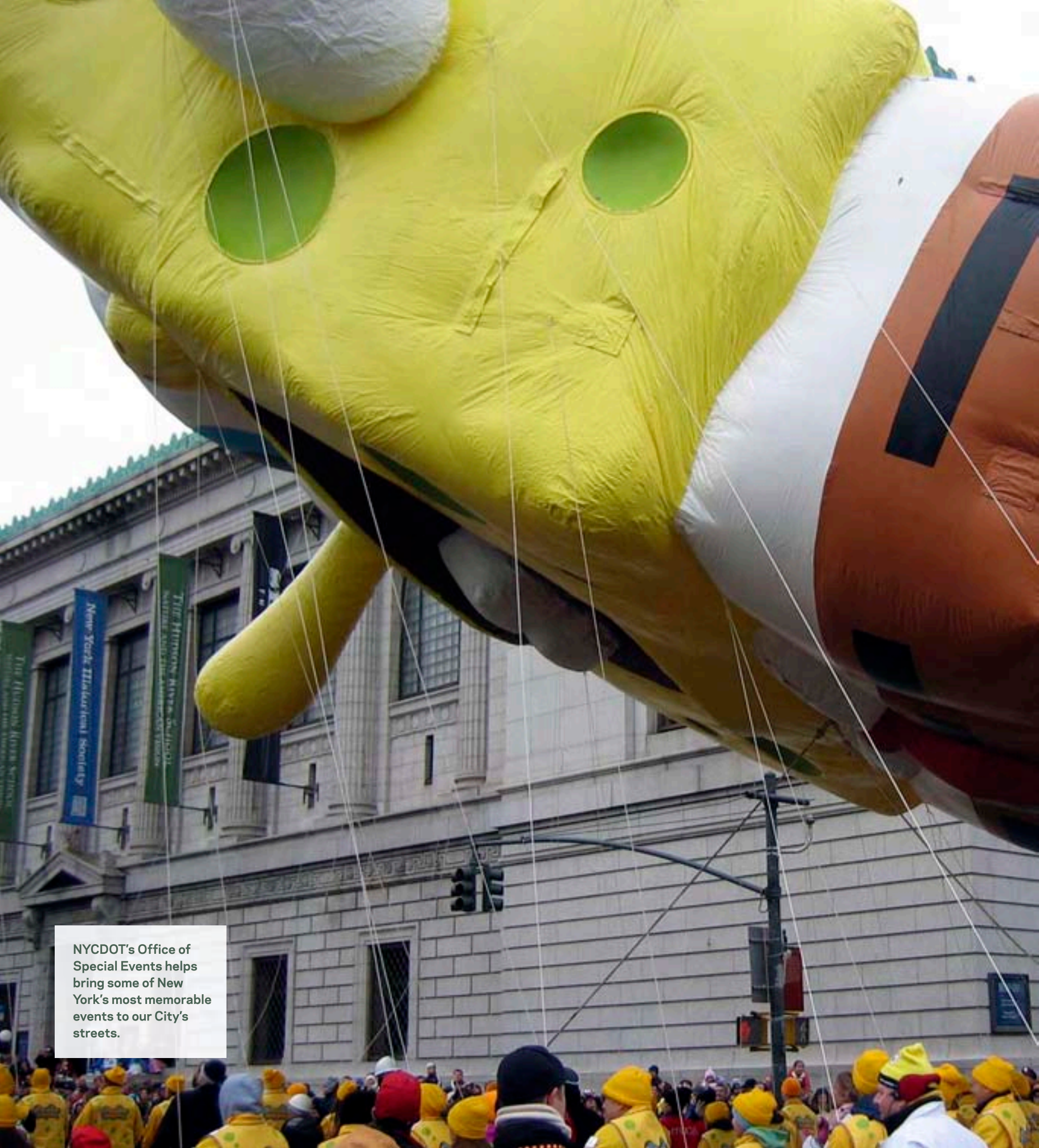


ACTIONS	2007-2009	2010 AND BEYOND	Lead Divisions	Supporting Divisions or Agencies	Action outside DOT
<b>FOSTER COLLABORATION WITH COMMUNITIES</b>					
Use web site to better engage citizens	<ul style="list-style-type: none"> <li>Post information on all current and ongoing projects</li> <li>Develop online feedback forms for all planning projects</li> <li>Develop regular "Ask the Commissioner" feature</li> <li>Update online "report a problem" forms</li> <li>Taxi text pilot</li> </ul>	<ul style="list-style-type: none"> <li>Implement 511 information services on the web</li> <li>Finalize web-based construction permits</li> <li>Explore text alerts</li> </ul>	External Affairs	CCU, BCs, PMCC, NYSDOT	Funding
Coordinate all constituent databases	<ul style="list-style-type: none"> <li>Plan for consolidated system including 311, CCU, and BC systems</li> </ul>		External Affairs	CCU, MIS, BCs, PMO	
<b>TRAIN COMMUNITY LEADERS</b>					
Deploy program to educate and train	<ul style="list-style-type: none"> <li>Develop training materials and pilot with one Community Board in each borough</li> <li>Educate and train community board chairs, district managers, and heads of CB transportation committees</li> </ul>	<ul style="list-style-type: none"> <li>Refine program as necessary and offer program to elected officials</li> </ul>	External Affairs	BCs	Funding
<b>NEIGHBORHOOD TRANSPORTATION STUDY PROGRAM</b>					
Develop new neighborhood transportation study program	<ul style="list-style-type: none"> <li>Review strengths and weaknesses of current and recent neighborhood efforts- recommend steps to strengthen such work, including streamlining time frame for implementing study findings</li> </ul>	<ul style="list-style-type: none"> <li>Define and announce new program</li> </ul>	Planning and Sustainability, Traffic	BCs	
<b>EMERGENCY RESPONSE</b>					
Enhance emergency response capabilities	<ul style="list-style-type: none"> <li>Ensure dissemination of emergency information in a critical situation via street level electronic roadway signage</li> <li>Continue to work with NYPD, OEM, Fire Department New York, and the NYC Department of Environmental Protection (DEP) for better sharing of information</li> <li>Upgrade the TMC and share facility with NYSDOT and NYPD</li> </ul>	<ul style="list-style-type: none"> <li>Update emergency response based on best practices</li> </ul>	SIM-Emergency Response	Traffic, NYCOEM, Mayor's Office, NYPD	Transcom
<b>IMPROVE CUSTOMER SERVICE FOR FERRY PASSENGERS</b>					
Enhance services and outreach to ferry passengers	<ul style="list-style-type: none"> <li>Continue working with EDC to lease out retail space to high quality providers</li> <li>Improve communication options for Staten Island Ferry passengers</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement innovative art and entertainment programs for the ferry terminals</li> <li>Develop WiFi services</li> </ul>	Ferries		Funding
Augment services and outreach to stakeholders and customers	<ul style="list-style-type: none"> <li>Continue meetings with Ferry Riders' Association and other relevant stakeholders</li> <li>Develop bi-annual Ask the Ferry program</li> </ul>		External Affairs	Ferries, NYC & Co.	



NYC's first automatic public toilet. Madison Square Park, Manhattan





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- |                     |                        |
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