



## WHAT WE DO

The Department of Transportation (DOT) is responsible for the condition and operation of approximately 6,000 miles of streets, highways and public plazas, 789 bridge structures and the nine boats for the Staten Island Ferry program. DOT operates 12,300 signalized intersections and over 300,000 street lights, and maintains 69 million linear feet of markings on City streets and highways. DOT also manages the Joint Traffic Management Center, emergency response operations, sidewalk repair and oversees the on-street parking system. DOT's infrastructure programs include an extensive bridge capital investment and life-cycle maintenance program; roadway resurfacing, repair and maintenance; ferry boat and terminal upgrades and maintenance; and a capital program that performs street and sidewalk reconstruction and additional projects such as greenway construction. DOT's alternative fuel program promotes the use of cleaner vehicles in both the public and private sectors.

## FOCUS ON EQUITY

DOT focuses on equitable service delivery through its maintenance of critical transportation infrastructure and its commitments to safety and mobility for all New Yorkers. DOT focuses on providing all its services, including roadway, bridge, and sidewalk maintenance, traffic planning and management, and ferry operations in an equitable manner. DOT relies on a community planning process for its Vision Zero Borough Safety Action Plans which help shape intersections and corridors for street safety improvements. The action plans combine statistical data collected from the scenes of traffic crashes with neighborhood input gathered at Vision Zero workshops and town halls and comments received through the Vision Zero website. To date, 65 miles of Select Bus Service (SBS) routes have been installed citywide, bringing fast and reliable service to residents living in transit-dependent neighborhoods, such as Tremont, the Bronx; Bedford–Stuyvesant, Brooklyn; and East Harlem, Manhattan. From project inception through implementation, each route is developed via a comprehensive community-based planning process that includes extensive public input and feedback. SBS routes improve the quality and performance of transit and, in turn, improve mobility and access in the neighborhoods that they serve.

## OUR SERVICES AND GOALS

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### **SERVICE 1 Maintain the City's transportation infrastructure.**

- Goal 1a Manage the City's bridge inventory to achieve a high state of good repair.
- Goal 1b Maintain a state of good repair for the City's streets, sidewalks and highways.
- Goal 1c Ensure timely repairs of the City's street lights, traffic signs and signals.

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### **SERVICE 2 Provide a safe transportation network.**

- Goal 2a Improve safety for pedestrians, motorists and bus and bike riders.
- Goal 2b Ensure passenger safety on the Staten Island Ferry.

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### **SERVICE 3 Design and build transportation alternatives.**

- Goal 3a Increase mobility and accessibility throughout the City.

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### **SERVICE 4 Design public space to facilitate livability.**

- Goal 4a Enhance quality of life through streetscape improvements.

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### **SERVICE 5 Deliver projects on time.**

- Goal 5a Complete capital bridge projects on schedule.

# HOW WE PERFORMED IN FISCAL 2015

## SERVICE 1 Maintain the City's transportation infrastructure.

**Goal 1a** Manage the City's bridge inventory to achieve a high state of good repair.

As part of DOT's bridge maintenance strategy, the agency allocates resources to improve the number of bridges rated fair or better. To achieve this goal, the Department focuses on eliminating poor conditions first and preventing other less serious conditions from worsening. In Fiscal 2015 no DOT bridges were rated poor for the first time in recent history. The Brooklyn Bridge, the only bridge rated poor in Fiscal 2014, is now rated fair after ongoing rehabilitation work to the approach and ramps addressed the outstanding structural condition. Additional information about the City's bridges is available in DOT's annual [Bridges and Tunnels Condition Report](#).

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
★Bridges rated - Good or very good (%) (calendar year)	40.7%	41.2%	41.4%	42.0%	42.1%	40.7%	40.7%	Up	Neutral
- Fair (%)	58.8%	58.4%	58.4%	57.9%	57.9%	*	*	Down	Neutral
- Poor (%)	0.5%	0.4%	0.1%	0.1%	0.0%	*	*	Down	Down

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

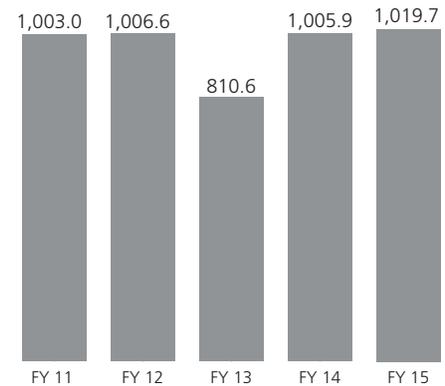
**Goal 1b** Maintain a state of good repair for the City's streets, sidewalks and highways.

In Fiscal 2015 streets maintained with a pavement rating of good increased marginally to 70 percent, narrowly missing the performance target. Street ratings had been trending down in the prior two years largely due to Sandy-related damage. DOT anticipates that ratings will continue to improve in the coming years as the Department proceeds with street repairs.

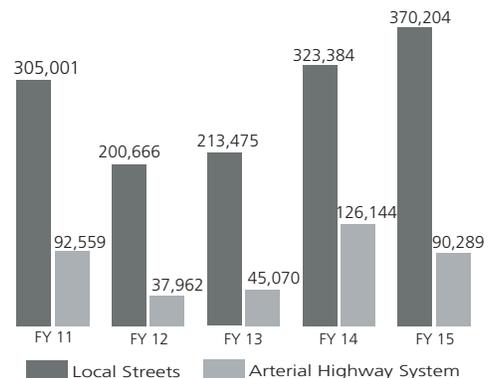
The number of lane miles resurfaced increased to approximately 1,020, a one percent increase over Fiscal 2014 and the highest since the resurfacing program was established. The Department's goal is to resurface at least 1,000 lane miles per year in order to keep average street condition ratings at a minimum of fair.

DOT repaired a total of 460,493 potholes (local streets and arterials), two percent higher than Fiscal 2014. Although pothole repairs on local streets were up by 15 percent due to harsh winter weather, the average time to close a work order remained unchanged at 5.6 days. Pothole repairs on arterials decreased by 28 percent principally due to a recent surge in resurfacing on arterials, most notably resurfacing work on the Belt Parkway.

**Lane Miles Resurfaced Citywide**



**Potholes Repaired**



While the number of construction permits issued increased by 13 percent, initial and post-audit inspections of permitted street work started to decline in Fiscal 2015, decreasing by a total of 10 percent to 873,980. Inspections evaluate whether street construction work is being done in accordance with permit conditions and whether the street has been properly restored after work has been completed. The percent of street work that passed initial inspections was relatively unchanged at 75 percent, while post-audit inspections remained at 75 percent.

The Adopt-A-Highway adoption rate rose from 76.8 percent to 81.5 percent, representing the first time the rate has eclipsed the 80 percent mark since the program was launched. The increase in sponsorship is due to expanded outreach through Community Boards and Borough Commissioners to promote the program and the creation of a new website, [www.nyc.gov/adoptahighway](http://www.nyc.gov/adoptahighway).

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
★Streets maintained with a pavement rating of - Good (%)	71.4%	73.4%	69.6%	69.3%	70.0%	71.0%	71.0%	Up	Neutral
- Fair (%)	28.1%	26.2%	29.8%	30.0%	29.3%	*	*	Down	Neutral
- Poor (%)	0.5%	0.4%	0.6%	0.7%	0.7%	*	*	Down	Up
★Average time to close a pothole work order where repair was done (days)	10.8	2.3	1.4	5.6	5.6	5.0	5.0	Down	Down
Pothole work orders	56,399	36,401	43,972	54,667	60,809	*	*	Down	Up
Potholes repaired - Arterial highway system	92,559	37,962	45,070	126,144	90,289	*	*	Up	Up
- Local streets	305,001	200,666	213,475	323,384	370,204	*	*	Up	Up
Lane miles resurfaced citywide	1,003.0	1,006.6	810.6	1,005.9	1,019.7	*	*	Up	Neutral
Average cost per lane mile resurfaced citywide (\$)	\$153,790	\$150,830	\$192,536	\$169,201	NA	*	*	Down	NA
Average in-house cost of asphalt per ton (\$)	\$63.18	\$61.26	\$63.04	\$61.25	NA	*	*	Down	NA
Average vendor cost of asphalt per ton (\$)	\$69.06	\$73.29	\$76.64	\$63.24	NA	*	*	Down	NA
Construction permits issued	264,532	325,839	348,051	418,245	473,303	*	*	Up	Up
Inspections of permitted street work	539,933	564,852	543,921	641,061	581,527	*	*	Up	Up
- Street work rated satisfactory (%)	74%	76%	77%	76%	75%	75%	75%	Up	Neutral
Post-audit inspections for completed street work	240,634	274,714	302,689	329,664	292,453	*	*	Up	Up
- Completed street work that passed inspection (%)	80%	81%	80%	75%	75%	*	*	Up	Neutral
Adopt-A-Highway adoption rate (%)	69.3%	66.3%	67.4%	76.8%	81.5%	70.0%	70.0%	Up	Up
Adopted highway miles that receive a service rating of good (%)	100.0%	100.0%	99.4%	98.9%	94.3%	*	*	Up	Neutral
★Muni-meters that are operable (%)	99.1%	99.2%	99.2%	99.3%	99.2%	98.0%	98.0%	Up	Neutral
Total violations issued	27,511	30,438	27,382	33,843	34,266	*	*	Up	Up
Violations admitted to or upheld at the Environmental Control Board (%)	NA	89.6%	88.1%	92.0%	91.0%	*	*	Up	NA

★ Critical Indicator "NA" - means Not Available in this report ↕ shows desired direction

**Goal 1c** Ensure timely repairs of the City's street lights, traffic signs and signals.

Average response time to high priority traffic signal defects improved by 18 minutes, 14 percent better than last year and 13 minutes faster than the performance target of two hours. Repair time for priority regulatory signs rose by less than half a day to 2.2 days and remained better than the target. The overall average repair time for street lights (both ConEd and DOT) was approximately a half a day longer.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
★Average time to respond to high priority traffic signal defect and make safe (hours:minutes)	NA	NA	NA	2:05	1:47	2:00	2:00	Down	NA
★Average time to repair priority regulatory signs after notification (days)	1.9	1.9	2.2	1.8	2.2	3.0	3.0	Down	Up
Average time to repair street lights - by DOT (days)	2.2	2.5	2.7	2.5	2.3	*	*	Down	Neutral
Average time to repair street lights - by ConEd (days)	14.3	12.5	14.1	14.9	15.6	*	*	Down	Up

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## SERVICE 2 Provide a safe transportation network.

### Goal 2a Improve safety for pedestrians, motorists and bus and bike riders.

In Fiscal 2015, to help advance the City's Vision Zero Action Plan, DOT completed 79 street improvement projects; installed a record 382 speed humps and 40.4 million linear feet of roadway safety markings; and installed pedestrian countdown signals at 1,275 locations. The Department also installed 208 Leading Pedestrian Intervals, which give pedestrians a chance to begin crossing the street before cars make turns across the crosswalk. As part of the new 25 MPH speed limit, a major Vision Zero initiative that became effective November 2014, DOT installed 3,168 speed limit signs. The Department also activated 100 speed cameras to deter speeding near schools, and is on schedule to activate the remaining 40 speed cameras at authorized school locations by start of the 2015-2016 school year.

There were 249 traffic fatalities in Fiscal 2015, 13 percent lower than the prior year, while crashes rose by about two percent. Fatalities were down by 20 percent for motorists and passengers and down eight percent for bicyclists and pedestrians. Collisions involving DOT vehicles fell 29 percent to 329.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
★Overall traffic crashes	203,766	200,867	200,188	205,066	209,729	↓	↓	Down	Neutral
★Citywide traffic fatalities	236	291	261	285	249	↓	↓	Down	Neutral
- Bicyclists/pedestrians	158	176	168	172	159	*	*	Down	Neutral
- Motorists/passengers	78	115	93	113	90	*	*	Down	Neutral
Collisions involving DOT vehicles	NA	NA	452	461	329	*	*	Down	NA
★Speed humps installed	135	184	300	274	382	250	250	Up	Up
★Roadway safety markings installed (000,000) (linear feet)	22.5	30.9	27.1	28.4	40.4	40.0	50.0	Up	Up
Accessible pedestrian signals installed	2	23	19	30	18	25	25	Up	Up

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### Goal 2b Ensure passenger safety on the Staten Island Ferry.

During Fiscal 2015 the customer accident injury rate (CAIR) for the Staten Island Ferry was 1.48 per million passengers. This rate represents all passenger injuries where professional medical treatment was requested. In total, there were 32 passenger injuries in Fiscal 2015, the same number reported in Fiscal 2014. The CAIR is recognized by local and State transportation agencies as an industry standard measure and utilized to examine safety practices and evaluate performance.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
★ Staten Island Ferry - Customer accident injury rate (per million passengers)	1.35	2.12	1.12	1.51	1.48	1.34	1.34	Down	Neutral

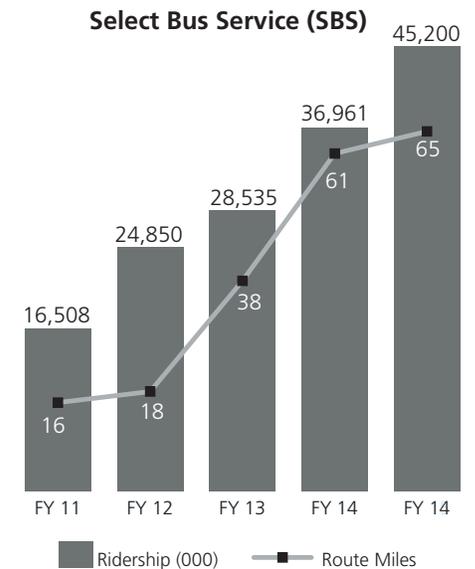
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## SERVICE 3 Design and build transportation alternatives.

### Goal 3a Increase mobility and accessibility throughout the City.

Staten Island Ferry ridership rose to 21.9 million, a four percent increase over last year, while the average cost per passenger increased slightly by 12 cents to \$5.87. Pursuant to Local Law 88 of 2013, by Fall 2015 DOT will begin expanding service on the Staten Island Ferry, adding six round trips per weekend, three each on Saturday and Sunday mornings, and four round trips each weekday morning, for a total of 26 additional trips. The goal is to provide full service every 30 minutes, 24 hours a day, 365 days a year.

During Fiscal 2015 users of the Bike Share Program, Citi Bike, activated 73,369 annual memberships, including renewals, 21 percent fewer than last year. Trips taken by all users, annual and short-term, fell seven percent to 8.8 million. Part of the reduction can be attributed to the 57 percent increase in the cost of annual membership and harsh winter weather. In August 2015 Citi Bike began its first ever system expansion, including the first Queens stations, in Long Island City, along with further expansion into Brooklyn with new stations in Williamsburg, Greenpoint, and Bedford-Stuyvesant. The bike share network will grow to over 700 stations and 12,000 bikes by the end of 2017.



DOT added over 51 miles to the bike lane network and the in-season cycling index increased four percent to 437. During Fiscal 2015 DOT installed over 2,400 bicycle parking racks, exceeding its target for the third year in a row.

New York City's Select Bus Service expanded to 65 route miles in Fiscal 2015, serving more than 45 million passengers, an increase of 22 percent. DOT and the Metropolitan Transportation Authority continue to work together to implement this cost-effective approach to improve bus speed, bus reliability, and convenience.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
★ Staten Island Ferry - Trips that are on time (%)	90.9%	88.9%	88.6%	91.1%	92.1%	90.0%	90.0%	Up	Neutral
- Ridership (000)	21,404	22,178	21,399	21,068	21,911	*	*	Up	Neutral
- Average cost per passenger (\$)	\$5.35	\$5.48	\$5.38	\$5.75	\$5.87	*	*	Down	Neutral
Private ferry service - Total ridership (000)	8,326	9,020	9,976	9,656	9,830	*	*	Up	Up
- Number of permanent routes	20	21	21	21	21	*	*	Up	Neutral
Citi Bike annual membership	NA	NA	NA	92,598	73,369	*	*	Up	NA
- Trips (000)	NA	NA	NA	9,409	8,765	*	*	Up	NA
Bicycle lane miles installed	33.1	25.8	51.9	65.9	51.2	50.0	50.0	Up	Up
Bicycle racks installed	2,750	1,286	3,541	3,656	2,408	1,500	1,500	Up	Up
★ In-season cycling index	362	390	388	422	437	↑	↑	Up	Up
Select Bus Service ridership (000) (annual)	16,508	24,850	28,535	36,961	45,200	*	*	Up	Up

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Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
- Route miles (cumulative)	16	18	38	61	65	*	*	Up	Up
Average travel speed (miles per hour) - Manhattan Central Business District	9.2	9.1	9.1	8.7	8.3	*	*	Up	Neutral
Crossing points with pedestrian ramps installed (%)	91%	94%	95%	97%	97%	*	*	Up	Neutral

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## SERVICE 4 Design public space to facilitate livability.

### Goal 4a Enhance quality of life through streetscape improvements.

The Department installed 230,956 square feet of pedestrian space during Fiscal 2015. Pedestrian space includes, but is not limited to, plazas, curb extensions, sidewalks, safety islands, ramps, and crosswalks. The NYC Plaza Program is a competitive citywide effort to create high quality public space in underutilized roadway, prioritizing low-income neighborhoods that lack open space. Plazas enhance local economic vitality, pedestrian mobility, access to public transit, and safety for all street users. DOT partners with not-for-profit applicants to develop neighborhood plazas that meet the needs of each local community. Currently, there are 71 plazas in some phase of planning, design, construction, or complete. Of these, 49 are currently open to the public.

The CityBench program is an initiative to increase the amount of public seating on New York City's streets. In Fiscal 2015 DOT installed 388 standard street benches primarily at bus stops without shelters, retail corridors, and near senior centers. These benches make streets more comfortable for transit riders and pedestrians, especially for those who are older or disabled. The program is currently funded through a \$1.5 million Enhanced Mobility of Seniors and Individuals with Disabilities Grant from the Federal Transit Administration.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
★ Pedestrian volume index	113.2	NA	112.9	111.1	112.7	*	*	Neutral	NA
Pedestrian space installed (square feet)	146,116	231,021	360,057	297,408	230,956	*	*	Up	Up
Existing newsstands converted to new model (%)	77.7%	86.4%	91.1%	93.7%	94.0%	*	*	Up	Up

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## SERVICE 5 Deliver projects on time.

### Goal 5a Complete capital bridge projects on schedule.

The Department completed six bridge structure projects in Fiscal 2015; all were component rehabilitation and completed on schedule. Completed projects include the Belt Parkway over Bedford Avenue, West 148th Street Pedestrian Bridge, and the Inwood Hill Park Footbridge. DOT is dedicated to improving its project delivery processes and is expanding its efforts to facilitate the initiation of capital projects on accelerated schedules, through partnerships with federal, State, and local partner agencies. Accelerated scheduling is designed to help reduce costs and the time it takes to deliver completed projects to the public.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
Bridge projects (structural work) substantially completed on schedule (%)	100%	91%	71%	100%	100%	100%	100%	Up	Neutral

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## AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
Cases commenced against the City in state and federal court	2,118	2,246	1,927	1,919	2,173	*	*	Neutral	Neutral
Payout (\$000)	\$65,407	\$63,347	\$71,747	\$63,272	\$50,636	*	*	Down	Down
Workplace injuries reported	NA	541	411	359	390	*	*	Down	NA

## AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
Customer Experience									
Emails responded to in 14 days (%)	92%	93%	92%	89%	95%	90%	90%	Up	Neutral
Letters responded to in 14 days (%)	93%	94%	84%	90%	95%	90%	90%	Up	Neutral
Calls answered in 30 seconds (%)	61%	31%	45%	73%	60%	70%	70%	Up	Up
Average customer in-person wait time (minutes)	3	2	NA	NA	3	*	*	Down	NA
Completed customer requests for interpretation	1,108	735	655	798	1,261	*	*	Neutral	Up
CORE customer experience rating (0-100)	91	90	92	97	95	90	90	Up	Neutral

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16		
Response to 311 Service Requests (SRs)									
Percent meeting time to close - Street Condition - Pothole (30 days)	90%	100%	100%	97%	98%	98%	98%	Neutral	Neutral
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	100%	96%	99%	93%	99%	98%	98%	Neutral	Neutral
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	81%	78%	71%	72%	73%	80%	80%	Neutral	Down
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	86%	81%	90%	92%	92%	85%	85%	Neutral	Up
Percent meeting time to close - Broken Muni Meter - No Receipt (14 days)	94%	87%	47%	96%	98%	90%	90%	Neutral	Neutral

## AGENCY RESOURCES

Resource Indicators	Actual					Plan <sup>1</sup>		5yr Trend
	FY11	FY12	FY13	FY14	FY15	FY15	FY16	
Expenditures (\$000,000) <sup>2</sup>	\$864.9	\$839.8	\$833.3	\$860.6	\$958.5	\$958.2	\$880.0	Up
Revenues (\$000,000)	\$279.8	\$331.2	\$322.9	\$357.5	\$367.7	\$355.8	\$359.4	Up
Personnel	4,853	4,807	4,738	4,796	4,861	5,228	5,153	Neutral
Overtime paid (\$000,000)	\$51.7	\$45.8	\$53.9	\$62.9	\$39.9	\$39.9	\$39.3	Neutral
Capital commitments (\$000,000)	\$640.8	\$491.7	\$912.0	\$836.9	\$1,271.0	\$1,688.7	\$1,963.6	Up
Work Experience Program (WEP) participants assigned	78	67	27	36	32	*	*	Down
<sup>1</sup> Authorized Budget Level	"NA" - Not Available in this report		<sup>2</sup> Expenditures include all funds.					

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DOT revised previously reported data for the indicator 'Overall traffic crashes' to include bridge and highway crashes. Based on the new calculation, data for fiscal years 2011 through 2014 was updated as follows: Fiscal 2011 was revised from 179,112 to 203,766, Fiscal 2012 data from 176,482 to 200,867, Fiscal 2013 data from 179,076 to 200,188 and Fiscal 2014 from 183,728 to 205,066. Data prior to Fiscal 2011 was not comparable and was removed.
- DOT updated Fiscal 2014 data for citywide traffic fatalities from 284 to 285 and corrected Fiscal 2014 data for the pedestrian volume index from 103.3 to 111.1.
- Fiscal 2015 data for the three indicators that report data on the average cost of asphalt (in-house and vendor) and roadway resurfacing is not yet available and will be reported in the Fiscal 2016 Preliminary Mayor's Management Report.

## ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- Bridges and Tunnels Condition Report:  
[http://www.nyc.gov/html/dot/downloads/pdf/dot\\_bridgereport14.pdf](http://www.nyc.gov/html/dot/downloads/pdf/dot_bridgereport14.pdf)
- Adopt-A-Highway:  
<http://www.nyc.gov/adoptahighway>

For more information on the agency, please visit: [www.nyc.gov/dot](http://www.nyc.gov/dot).