

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, 61 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

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.

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.

SERVICE 3 Design and build transportation alternatives.

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

SERVICE 4 Design public space to facilitate livability.

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

SERVICE 5 Deliver projects on time.

- Goal 5a Complete capital bridge projects on schedule.

HOW WE PERFORMED IN FISCAL 2014

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. The percent of bridges rated poor continued on a downward trend in Fiscal 2014. Only the Brooklyn Bridge, which the Department is currently rehabilitating, was rated poor. This rating is primarily due to the ramps leading to the bridge, rather than the bridge itself, and has not changed from prior years; it represents 0.10 percent of all DOT bridges, a record low. A poor rating signifies that there are structural components of the bridge that must be addressed to avert failure or potentially imminent failure; it does not mean the bridge is unsafe. Additional information about the City's bridges is available in DOT's annual [bridge and tunnel report](#).

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★Bridges rated - Good or very good (%) (calendar year)	41.4%	40.7%	41.2%	41.4%	42.0%	40.7%	40.7%	Up	Neutral
- Fair (%)	58.1%	58.8%	58.4%	58.4%	57.9%	*	*	Down	Neutral
- Poor (%)	0.5%	0.5%	0.4%	0.1%	0.1%	*	*	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.

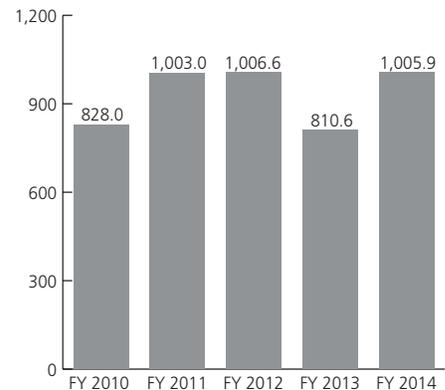
The Department had anticipated that street pavement ratings would begin to recover in Fiscal 2014 after experiencing an almost four point decline last year as a result of Sandy-related damage. However, due to a severe winter, streets maintained with a pavement rating of good declined slightly to 69.3 percent, narrowly missing the performance target. DOT now projects that ratings will begin to improve in Fiscal 2015 as it proceeds with street repairs.

The number of lane miles resurfaced increased to almost 1,006 in Fiscal 2014, a 24 percent increase over Fiscal 2013, which was atypically low. 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.

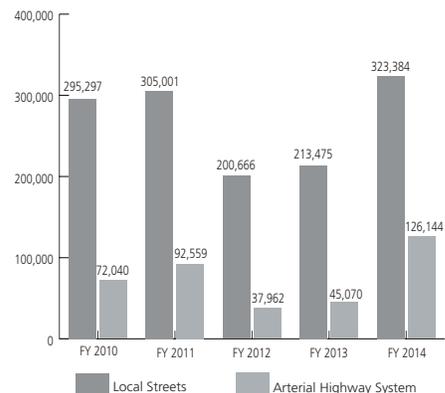
DOT repaired a total of 449,528 potholes (arterials and local streets), nearly three-fourths higher than the number repaired last year. The harsh winter weather created a larger than usual workload. Accordingly, pothole repair times increased to an average of 5.6 days, compared to a target of 5 days and last year's record low of 1.4 days.

In line with the increase in the number of construction permits issued, initial and post-audit inspections of permitted street work continued on an upward trend, increasing by almost 15 percent to 970,725. 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 76 percent, but decreased to 75 percent for post-audit inspections.

Lane Miles Resurfaced Citywide



Potholes Repaired



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★Streets maintained with a pavement rating of - Good (%)	70.8%	71.4%	73.4%	69.6%	69.3%	71.0%	71.0%	Up	Neutral
- Fair (%)	28.9%	28.1%	26.2%	29.8%	30.0%	*	*	Down	Neutral
- Poor (%)	0.4%	0.5%	0.4%	0.6%	0.7%	*	*	Down	Up
★Average time to close a pothole work order where repair was done (days)	5.6	10.8	2.3	1.4	5.6	5.0	5.0	Down	Down
Pothole work orders	59,254	56,399	36,401	43,972	54,667	*	*	Down	Down
Potholes repaired - Arterial highway system	72,040	92,559	37,962	45,070	126,144	*	*	Up	Up
- Local streets	295,297	305,001	200,666	213,475	323,384	*	*	Up	Neutral
Lane miles resurfaced citywide	828.0	1,003.0	1,006.6	810.6	1,005.9	*	*	Up	Neutral
Average cost per lane mile resurfaced citywide (\$)	\$166,203	\$153,790	\$150,830	\$192,536	NA	*	*	Down	NA
Average in-house cost of asphalt per ton (\$)	\$58.65	\$63.18	\$61.26	\$63.04	NA	*	*	Down	NA
Average vendor cost of asphalt per ton (\$)	\$66.94	\$69.06	\$73.29	\$76.64	NA	*	*	Down	NA
Construction permits issued	244,091	264,532	325,839	348,051	387,385	*	*	Up	Up
Inspections of permitted street work	550,906	539,933	564,852	543,921	641,061	*	*	Up	Up
- Street work rated satisfactory (%)	75%	74%	76%	77%	76%	75%	75%	Up	Neutral
Post-audit inspections for completed street work	228,440	240,634	274,714	302,689	329,664	*	*	Up	Up
- Completed street work that passed inspection (%)	80%	80%	81%	80%	75%	*	*	Up	Neutral
Adopt-A-Highway adoption rate (%)	61.3%	69.3%	66.3%	67.4%	76.8%	70.0%	70.0%	Up	Up
Adopted highway miles that receive a service rating of good (%)	99.4%	100.0%	100.0%	99.4%	98.9%	*	*	Up	Neutral
★Muni-meters that are operable (%)	NA	99.1%	99.2%	99.2%	99.3%	↑	98.0%	Up	NA
Total violations issued	25,622	27,511	30,438	27,382	33,843	*	*	Up	Up
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	89.6%	88.1%	92.0%	*	*	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 signal defects rose to 10.4 hours in Fiscal 2014 due to the unusually harsh winter weather. Cold temperatures and snow led to an increase in 12- and 48-hour calls and damaged street cables due to road salt further delayed contractor repair efforts. Repair time for priority regulatory signs returned to its historical average level while the total average repair time for street lights (DOT and ConEd) was approximately a half day longer.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★Average time to respond to traffic signal defect and make safe (hours)	3.7	4.1	3.8	7.3	10.4	4.0	5.0	Down	Up
★Average time to repair priority regulatory signs after notification (days)	1.8	1.9	1.9	2.2	1.8	3.0	3.0	Down	Neutral
Average time to repair street lights - by DOT (days)	2.2	2.2	2.5	2.7	2.5	*	*	Down	Up
Average time to repair street lights - by ConEd (days)	13.5	14.3	12.5	14.1	14.9	*	*	Down	Neutral

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SERVICE 2 Provide a safe transportation network.

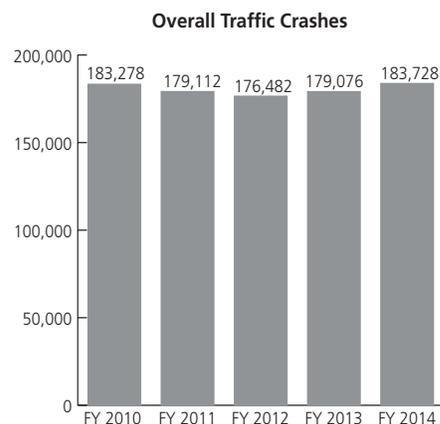
Goal 2a Improve safety for pedestrians, motorists and bus and bike riders.

DOT has a wide variety of initiatives and programs aimed at increasing the safety of the City's streets, including neighborhood and arterial slow zones; speed hump installations; speed and red light cameras; public awareness campaigns on speeding, drunk driving and pedestrian safety; as well as street improvement projects, which simplify complicated intersections.

In Fiscal 2014 DOT completed 61 street improvement projects citywide; installed pedestrian countdown signals at 1,220 locations; installed 274 speed humps, seven arterial slow zones, five neighborhood slow zones, and 28.4 million linear feet of roadway safety markings; and won State authorization to expand the use of speed cameras near schools to 140.

Though the last five years are the five safest in New York City history, with the fewest traffic fatalities since records were first kept in 1910, no level of fatality is acceptable. The Vision Zero Initiative aims to eliminate traffic deaths and injuries within ten years through the use of new street designs and configurations to improve safety, broad public outreach and communications, expanded enforcement against dangerous moving violations like speeding and failing to yield to pedestrians and a sweeping legislative agenda to increase penalties for dangerous drivers.

There were 284 traffic fatalities in Fiscal 2014, nine percent higher than the prior year, while crashes were up by about one percent. Fatalities were up by four for bicyclists and pedestrians and by 19 for motorists and passengers.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★ Overall traffic crashes	183,278	179,112	176,482	179,076	183,728	↓	↓	Down	Neutral
★ Citywide traffic fatalities	259	236	291	261	284	↓	↓	Down	Up
- Bicyclists/pedestrians	162	158	176	168	172	*	*	Down	Neutral
- Motorists/passengers	97	78	115	93	112	*	*	Down	Up
Collisions involving City vehicles	NA	NA	NA	356	366	*	*	Down	NA
★ Speed humps installed	NA	135	184	300	274	↑	250	Up	NA
★ Roadway safety markings installed (000,000) (linear feet)	NA	22.5	30.9	27.1	28.4	↑	35.5	Up	NA
Accessible pedestrian signals installed	NA	2	23	19	30	*	25	Up	NA

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

During Fiscal 2014 the customer accident injury rate (CAIR) for the Staten Island Ferry was 1.51 per million passengers. This rate represents all passenger injuries where professional medical treatment was requested. In total, there were 32 passenger injuries in Fiscal 2014 compared to 24 in Fiscal 2013. The CAIR is recognized by local and State transportation agencies as an industry standard measure and is utilized to examine safety practices and evaluate performance.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★ Staten Island Ferry - Customer accident injury rate (per million passengers)	NA	1.35	2.12	1.12	1.51	↓	1.34	Down	NA

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SERVICE 3 Design and build transportation alternatives.

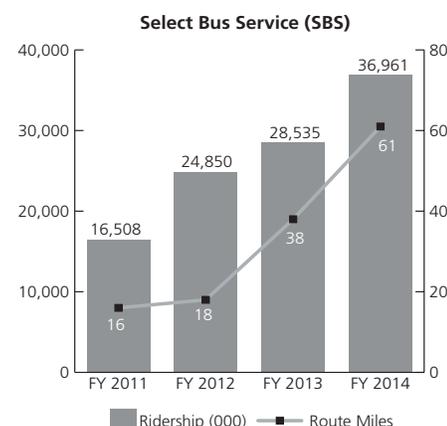
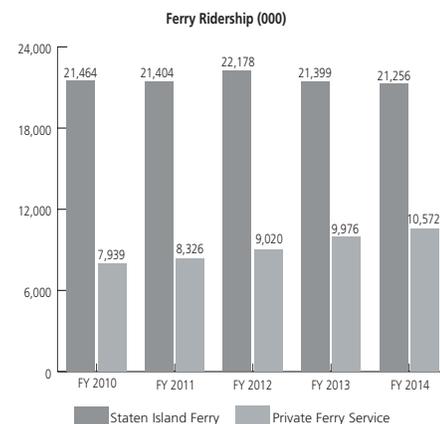
Goal 3a Increase mobility and accessibility throughout the City.

Private ferry ridership rose to 10.6 million, a six percent increase over last year, and the first time ridership has exceeded 10 million since the private ferries program was established.

DOT added nearly 66 miles to the bike lane network and the [in-season cycling index](#) increased nine percent to 422. During Fiscal 2014 DOT installed almost 3,700 bicycle parking racks due to the success of the CityRacks program, which encourages business improvement districts, civic associations and other community members to suggest locations for new racks. Users of the new bike share program, Citi Bike, activated 92,598 annual memberships, including renewals, and annual and short-term users logged 9.4 million trips.

New York City's Select Bus Service expanded to 61 route miles in Fiscal 2014, serving nearly 37 million passengers. DOT and the Metropolitan Transportation Authority continue to work together to implement this cost-effective approach to improve bus speed, bus reliability and convenience.

Pedestrian ramp construction progressed to 97 percent of all crossing points throughout the City. Crossing points are generally at corners but can also be at mid-block. Ramp construction on the remaining locations is expected to proceed at a slower rate due to infrastructure challenges that complicate installation and increase costs.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★Staten Island Ferry - Trips that are on time (%)	90.6%	90.9%	88.9%	88.6%	91.1%	90.0%	90.0%	Up	Neutral
- Ridership (000)	21,464	21,404	22,178	21,399	21,256	*	*	Up	Neutral
- Average cost per passenger (\$)	\$5.19	\$5.35	\$5.48	\$5.38	\$5.75	*	*	Down	Neutral
Private ferry service - Total ridership (000)	7,939	8,326	9,020	9,976	10,572	*	*	Up	Up
- Number of permanent routes	21	20	21	21	21	*	*	Up	Neutral
Citi Bike annual membership	NA	NA	NA	NA	92,598	*	*	Up	NA
- Trips (000)	NA	NA	NA	NA	9,409	*	*	Up	NA
Bicycle lane miles installed	52.3	33.1	25.8	51.9	65.9	20.0	20.0	Up	Up
Bicycle racks installed	775	2,750	1,286	3,541	3,656	1,500	1,500	Up	Up
★In-season cycling index	NA	362	390	388	422	↑	↑	Up	NA
Select Bus Service ridership (000) (annual)	NA	16,508	24,850	28,535	36,961	*	*	Up	NA
- Route miles (cumulative)	NA	16	18	38	61	*	*	Up	NA
Average travel speed (miles per hour) - Manhattan Central Business District	9.3	9.2	9.1	9.1	8.7	*	*	Up	Neutral
Crossing points with pedestrian ramps installed (%)	86%	91%	94%	95%	97%	*	*	Up	Up

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SERVICE 4 Design public space to facilitate livability.

Goal 4a Enhance quality of life through streetscape improvements.

The CityBench program is an initiative to increase the amount of public seating on New York City's streets. In Fiscal 2014 DOT installed 433 attractive and durable benches around the City, particularly at bus stops, retail corridors, and in areas with high concentrations of senior citizens. These benches make streets more comfortable for transit riders and pedestrians, especially for those who are older or disabled. The program is funded by a \$2.4 million Bus Livability Grant from the Federal Transit Administration.

The Department installed 297,408 square feet of pedestrian space during Fiscal 2014. Pedestrian space includes, but is not limited to, plazas, curb extensions, sidewalks, safety islands, ramps and crosswalks. Pedestrian space transforms City streets to improve pedestrian safety, increase accessibility and enhance the environment. A typical pedestrian project results in shorter, direct crosswalks; more usable public space; and safe, comfortable travel paths for pedestrians, cyclists and motorists alike.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
★ Pedestrian volume index	103.4	113.2	NA	112.9	103.3	*	*	Neutral	NA
Pedestrian space installed (square feet)	NA	146,116	231,021	360,057	297,408	*	*	Up	NA
Existing newsstands converted to new model (%)	55.1%	77.7%	86.4%	91.1%	93.7%	*	*	Up	Up

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SERVICE 5 Deliver projects on time.

Goal 5a Complete capital bridge projects on schedule.

The Department completed 23 bridge structure projects in Fiscal 2014; all were completed on schedule. Completed projects include the Saint George Terminal ramp reconstruction (\$208 million) and the Manhattan Bridge suspension cable inspection and replacement (\$169 million). 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 as well as the time it takes to deliver completed projects to the public.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Bridge projects (structural work) substantially completed on schedule (%)	100%	100%	91%	71%	100%	100%	100%	Up	Down

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AGENCY-WIDE MANAGEMENT

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Cases commenced against the City in state and federal court	NA	2,118	2,246	1,927	1,919	*	*	Neutral	NA
Payout (\$000)	\$70,579	\$65,407	\$63,347	\$71,747	\$63,272	*	*	Down	Neutral
Workplace injuries reported	NA	NA	541	411	359	*	*	Down	NA

AGENCY CUSTOMER SERVICE

Average customer in-person wait time continues to be unavailable as DOT's permit office, which had been destroyed by Sandy flooding, did not open until May 2014. Data reporting will resume in Fiscal 2015.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Customer Experience									
Emails responded to in 14 days (%)	96%	92%	93%	92%	89%	90%	90%	Up	Neutral
Letters responded to in 14 days (%)	95%	93%	94%	84%	90%	90%	90%	Up	Neutral
Calls answered in 30 seconds (%)	66%	61%	31%	45%	73%	75%	70%	Up	Neutral
Average customer in-person wait time (minutes)	3	3	2	NA	NA	*	*	Down	NA
Completed customer requests for interpretation	959	1,108	735	655	722	*	*	Neutral	Down
CORE customer experience rating (0-100)	91	91	90	92	97	90	90	Up	Neutral

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15		
Response to 311 Service Requests (SRs)									
Percent meeting time to close - Street Condition - Pothole (30 days)	99	90	100	100	97	98	98	Neutral	Neutral
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	98	100	96	99	93	98	98	Neutral	Neutral
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	79	81	78	71	72	80	80	Neutral	Down
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	90	86	81	90	912	85	85	Neutral	NA
Percent meeting time to close - Broken Muni Meter - No Receipt (14 days)	84	94	87	47	96	90	90	Neutral	Down

AGENCY RESOURCES

Resource Indicators	Actual					Plan ¹		5-year Trend
	FY10	FY11	FY12	FY13	FY14	FY14	FY15	
Expenditures (\$000,000) ²	\$800.8	\$864.9	\$839.8	\$833.3	\$935.7	\$885.5	\$831.8	Up
Revenues (\$000,000)	\$266.7	\$279.8	\$331.2	\$322.9	\$357.5	\$354.9	\$355.4	Up
Personnel	4,988	4,853	4,807	4,738	4,796	4,950	4,859	Neutral
Overtime paid (\$000,000)	\$52.7	\$51.7	\$45.8	\$53.9	\$46.6	\$36.1	\$33.8	Neutral
Capital commitments (\$000,000)	\$1,697.5	\$640.8	\$491.7	\$912.0	\$820.2	\$2,936.8	\$2,193.5	Down
Work Experience Program (WEP) participants assigned	199	78	67	27	36	*	*	Down

¹Authorized Budget Level ²Expenditures include all funds.

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- DOT's Fiscal 2014 Mayor's Management Report includes changes to services, goals and performance metrics to reflect the Department's strategic priorities: state of good repair, safety, mobility, livability, project delivery and responsive government.
- The Department will no longer report data for the indicators 'Facebook friends,' 'Twitter followers,' 'NYC highways that receive a cleanliness rating of good (%)', 'Average cost per ton of asphalt placed citywide (\$)', 'Muni-meters that take credit cards (%)' and 'Existing bus shelters converted (%)'.
- The Department replaced the indicator 'Bicycle network connectivity index' with 'In-season cycling index;' replaced 'On-street parking meters that are operable (%)' with 'Muni-meters that are operable (%)'; replaced 'Speed humps installed near schools' with 'Speed humps installed;' and replaced 'Select Bus Service routes in operation' with 'Select Bus Service ridership (annual) (000)' and 'Select Bus Service route miles (cumulative).'

- DOT added the indicators 'Accessible pedestrian signals installed,' 'Citi Bike annual membership,' 'Citi Bike trips (000),' 'Roadway safety markings installed,' 'Pedestrian space installed (square feet)' and 'Staten Island Ferry – Customer accident injury rate (per million passengers).'
- The metric 'Arterial highway system that is adopted (%)' was renamed 'Adopt-a-Highway adoption rate (%)' and 'Audited adopted highway miles that receive a cleanliness rating of good (%)' was renamed 'Adopted highway miles that receive a service rating of good (%)'.
- DOT corrected Fiscal 2013 data for the number of potholes repaired on local streets from 241,572 to 213,475.
- Fiscal 2014 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 2015 Preliminary Mayor's Management Report.
- DOT revised the Fiscal 2015 target for 'Average time to respond to traffic signal defect and make safe (hours),' from 4.0 hours to 5.0 hours, and also revised the Fiscal 2015 target for 'Calls answered in 30 seconds (%)' from 75% to 70%, due to the nearly 62 percent increase in call volume. The Department also added targets for several of the new indicators.

ADDITIONAL RESOURCES

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

- DOT's annual bridge and tunnel report:
http://www.nyc.gov/html/dot/downloads/pdf/dot_bridgereport13.pdf
- In-season cycling index:
<http://www.nyc.gov/html/dot/downloads/pdf/2013-isci-2-25-14.pdf>

For more information on the agency, please visit: www.nyc.gov/dot.