**STREET DESIGNS TO MAXIMIZE PUBLIC SAFETY**

**Reduce Traffic Fatalities**
- Implement More Safe Routes to Schools
  - Complete capital construction at 12 priority schools
  - Continue slow speed school zone pilot project
  - Short-term measures at 135 schools complete
  - Evaluate and initiate studies at 40 high schools

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

**Make traffic safety measures a focus of neighborhood transportation studies**
- Develop scope of work templates that focus on traffic safety deliverables

**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

**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

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

**SAFETY ENFORCEMENT**

**Expand automated enforcement**
- Pursue legislation for additional red light cameras and introduction of speed cameras
  - Additional camera deployed as legislation permits

**Fund additional NYPD traffic enforcement**
- Assess enforcement and equipment needs
  - Deploy additional enforcement and equipment

**Benchmarks**

- Cut traffic fatalities by 50% by 2030
- Complete capital construction at 12 priority schools
- 150 priority school reports completed
- Complete capital construction is at initial 135 priority schools
- Initiate short term measures at 135 additional schools (2015) and 40 high schools
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- Complete 150 priority school reports completed
- Complete capital construction is at initial 135 priority schools
- Initiate short term measures at 135 additional schools (2015) and 40 high schools

**Strategies**

- Key strategic focus: 3-year consolidated effort focused on traffic safety
- Expand automated enforcement
- Complete bus stops under elevated trains improvements
- Finalize installation of raised concrete medians at 3 bus stops under elevated trains
- Deploy additional enforcement and equipment
- 2015–2017
- 2014–2016
- 2013–2015

**2007–2009**

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

**Lead Agencies**

- NYC DOT
- DOT
- NYPD
- NYPD
- NYPD
- NYPD
- NYPD
- MTA
- MTA
- MTA
- MTA
- MTA
- MTA

**Supporting Agencies**

- MTA
- MTA
- MTA
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- MTA

**Actions**

- Cut traffic fatalities by 50% by 2030
- Complete capital construction at 12 priority schools
- Continue slow speed school zone pilot project
- Short-term measures at 135 schools complete
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**Implement More Safe Routes to Schools**

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

**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 measures in five pilot locations (i.e. signal timing for seniors, upgraded signage, marking and pedestrian refuge island)
  - Study, develop improvements, and implement early action items at 20 SPFAs

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

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

**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

**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

**Complete bus stops under elevated trains improvements**

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

**Fund additional NYPD traffic enforcement**

- Assess enforcement and equipment needs
  - Deploy additional enforcement and equipment

**Expand automated enforcement**

- Pursue legislation for additional red light cameras and introduction of speed cameras
  - Additional camera deployed as legislation permits

**SAFETY ENFORCEMENT**

- Pursue legislation for additional red light cameras and introduction of speed cameras
  - Additional camera deployed as legislation permits
SAFETY

2007–2009

NYPD

Increase frequency of bridge component inspection.

DOT

Expand “Look” marketing campaign that includes pedestrian and motorist themes.

NYC Parks

Complete study of pedestrian incident data.

NYCDOT

Create additional public safety campaigns targeting specific problems (e.g. speeding).

MOTP

Use findings to establish a framework to track progress.

MOTP

Taper safety engineering resources to findings.

MOTP

Implement procedural improvements as needed.

MOTP

Implement enhanced work zone safety measures

NYPD

- Implement benchmarks to measure performance.
- Taper safety engineering resources to findings.
- Increase fines or criminalize workforce safety violations.
- Implement safety measures as identified.

RRM

- Implement an experiment to reduce vehicle speeds.
- Develop and pilot an in-vehicle device for use in the municipal parking lots.
- Develop a demonstration project to provide real-time space availability information in municipal parking lots.

BRT Corridors

- Test new lane designs and expand implementation of designs that work.
- Install 37 bicycle parking shelters and 37 raised concrete bus stops under elevated train stations.
- Launch two BRT corridors.
- Finalize testing and implement queue jumps and traffic signal priority (TSP) in BRT Corridors.
- Introduce legislative campaign for authorization of bus camera enforcement system.

PARKING MANAGEMENT

Manage curb-side parking more effectively

Traffic

- Launch pilot parking program aimed at greater curbside vacancy rates.
- Complete conversion of all multi-space meters to accept credit cards.
- Develop and pilot an in-vehicle device for use in the municipal parking lots.
- Introduce a self-payment option for use in municipal parking fields.

Traffic Management

Expand commercial parking pricing districts

Traffic

BICYCLING

Make bicycling safer and more convenient

Traffic

- Test new lane designs and expand implementation of designs that work.
- Install 37 bicycle parking shelters and 800 City Racks.
- Complete installation of 200 bicycle lane miles by 2009.
- Install 15 additional miles of protected on street bike lanes.
- Pursue indoor bicycle parking legislation at City level.
- Install 5000 City Racks (1300 annually).
- Test new lane designs and expand implementation of designs that work.
- Install 37 additional miles of protected on street bike lanes.
- Complete installation of 200 bicycle lane miles by 2009.
- Install 15 additional miles of protected on street bike lanes.
- Pursue indoor bicycle parking legislation at City level.
- Install 5000 City Racks (1300 annually).

Traffic

SUSTAINABLE STREETS: 2008 AND BEYOND

EXPAND BIKE LANE NETWORK

- Expand 15 additional miles of protected on street bike lanes.

Traffic

- Complete installation of 200 bicycle lane miles by 2009.

Traffic

- Install 15 additional miles of protected on street bike lanes.

Traffic

- Install 37 bicycle parking shelters and 37 raised concrete bus stops under elevated train stations.

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Traffic

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CONGESTED CORRIDORS

**Actions 2007–2009**
- Identify 10 corridors for study to address mobility, traffic congestion, truck traffic, pedestrian mobility, safety, air quality, and quality of life.
- Conduct studies, public meetings, develop recommendations, and implementation plans for first 5 corridors.
- Implement early action measures at first 5 corridors.
- Initiate study for final 5 corridors.

**Actions 2010 AND BEYOND**
- Implement long-term improvement measures in all ten study areas.

FERRY SERVICES

**Actions 2007–2009**
- Improve access for all users of City-owned ferry landings.
- Open Slip 5 at the Battery Maritime Building.
- Work with EDC to launch new routes and services.

**Actions 2010 AND BEYOND**
- Upgrade East 34th Street ferry facility in preparation for new ferry routes.
- Work with regional partners to explore further expansion of ferry network.

HOV NETWORK

**Actions 2007–2009**
- Implement Manhattan Bridge HOV lane.
- Establish interagency working group to implement Special Use Authorization (SUA) for HOV lane and Vermillion Bridge bus lanes.

**Actions 2010 AND BEYOND**
- Identify and implement additional HOV opportunities on City and State owned roadways.

IMPROVE FREIGHT MOBILITY

**Actions 2007–2009**
- Review Grand Central, Henry Hudson, and Belt Parkways as possible candidates.

**Actions 2010 AND BEYOND**
- Implement Belt Parkway access plan (following bridge projects).

TECHNOLOGY

**Actions 2007–2009**
- Finalize testing of traffic signal priority (TSP) pilot project on Victory Boulevard.
- Implement bus TSP on Fordham Road.
- Install VIV TestBed that demonstrates such applications as in-vehicle signing, warnings, traveler information.

**Actions 2010 AND BEYOND**
- Identify and implement additional opportunities for TSP and new traffic management systems.
ADOPT COMPLETE STREETS DESIGNS TO ACCOMMODATE ALL USERS

Develop Main Streets public life program
- Use complete streets designs to create or revitalize public space in commercial districts
- Move Main Street design templates into early action engineering projects
- Begin implementation of first set of projects from Public Life report
- Create temporary projects, such as weekend pedestrian streets

Improve street design process and methods
- Partner with city agencies to make public realm improvements
- Streamline design review process for capital construction
- Define public realm improvements as a necessity

Construct and improve pedestrian ramps
- Continue rapid progress towards full ADA compliance on pedestrian ramps at street corners
- Move Main Street design templates into early action engineering projects
- Begin implementation of first set of projects from Public Life report
- Create temporary projects, such as weekend pedestrian streets

PUBLIC PLAZAS

Develop and implement plaza program
- Develop plaza maintenance strategies
- Create community-based process for development of 4 new plazas per year
- Continue to expand plaza program to four new community boards each year
- Oversee existing pipeline projects
- Full build out of temporary plazas

ENJOYING THE CITY

Showcase alternative uses for public space
- Implement temporary pedestrian and bike corridors on weekends
- Initiate temporary art program
- Launch Bike the Falls bike route in conjunction with NYC Waterfalls project
- Reduce car use in major city parks

URBAN DESIGN

Continue to implement street furniture improvements
- Install over 1,400 CEOCIA-designed bus shelters, 159 newsstands, 37 bike parking shelters and 9 automatic pay toilets
- Launch CityBike design competition
- Re-open historic Water Street Arch at the Manhattan Bridge

LOWER MANHATTAN PEDESTRIANIZATION

Implement Lower Manhattan pedestrianization plan
- Develop pedestrianization plan in conjunction with NYPD
- 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
- Initiate Phase I of the pedestrianization plan
- Complete pedestrianization improvements in Lower Manhattan

Funding
- NYCDDC, NYC Art Commission, Mayor’s Office
- USA 
- Commissioner’s Office, Mayor’s Office, NYCDOE, MTA, NYC Waterfalls
- USA

Planning and Sustainability
- USA

Infrastructure
- USA

Legal, Planning and Sustainability
- USA

Supporting Agencies
- USA

Actions
- USA
<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>STREET CONSTRUCTION MANAGEMENT</th>
<th>BRIDGE AND ROADWAY MAINTENANCE</th>
<th>ASPHALT RECYCLING</th>
<th>STREET MATERIALS</th>
<th>TRUCK DAMAGE</th>
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<tbody>
<tr>
<td>Minimize frequency of street cuts</td>
<td>Implement recommendations and refine strategy</td>
<td>Enhance street cut inspections with handheld computer devices</td>
<td>Establish pilot program for roadway fill</td>
<td>Expand standard materials in use on streets and sidewalks</td>
<td>Begin improvements in signage and enforcement to warn trucks in advance of low structures</td>
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<tr>
<td>Bridge and roadway preventive maintenance</td>
<td>Replace success of East River program on movable bridges</td>
<td>Increase RAP usage and pavement production at Hamilton Avenue plant</td>
<td>Maintain &amp; Sustainability</td>
<td>Coordinate with other agencies and implement citywide</td>
<td>Institute outreach to identify non-truck routes on 255 and GPS programs (2009)</td>
</tr>
<tr>
<td>Eliminate poor conditions on operating city bridges</td>
<td>Increase annual roadway resurfacing to 1,000 lane miles</td>
<td>Acquire and retrofit a 2nd City asphalt plant</td>
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<td>Implement pilot project to place signage on four bridge head locations</td>
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<tr>
<td>All city streets to state of good repair</td>
<td>Lash &amp; poor” bridge eliminated from active inventory</td>
<td>Win approval for 2nd City asphalt plant</td>
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<td>Institute outreach to identify non-truck routes on 255 and GPS programs (2009)</td>
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<thead>
<tr>
<th>Lead Divisions</th>
<th>Supporting Divisions</th>
<th>Stakeholders</th>
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<tbody>
<tr>
<td>Street Operations Division</td>
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**FERRY MAINTENANCE AND REPAIR**

**Ferry Finance—**
Carry out all scheduled dry dockings on schedule.

**Ferry Funding—**
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.

**AGENCY VEHICLE REPLACEMENT**

Improve fuel economy, productivity problems of non-car pool and adapt new policy.

**STORM WATER**

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 DEP, create planted medians, curbs 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.

**CLEAN FUEL**

Expand alternative fuels program.

- Include clean fuel/high MPG/diesel engine technologies in all DOT vehicle procurements and retrofits.
- 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.

**VEHICLE REDUCTION**

Review city-wide parking plazas and policies.

- Reduce agency parking allocations by 30%, possibly with vehicle pool or car-sharing.
- Adapt an at-work agency travel policy urging DOT employees to use the most sustainable possible method of work-related transportation.

**AGENCY ACTIONS**
- Issue restricted contract for ferry dry-docking.
- Issue RFP for ferry terminal planning & replacement.
- Increase preventive maintenance for ferry fleet and support facilities.

**2007–2009**

**2010 AND BEYOND**

**Local Streets** | **Supporting Techniques** | **Action** | **Funding**
--- | --- | --- | ---
Ferry | Finance | ACCL | Funding
Ferry | Maintenance | ACCL | Funding
Ferry | Facility | Funding

**INFRASTRUCTURE**

**GREENING**

DOT recently published the city’s first accessible truck route map.
REDUCE ENERGY AND RESOURCE CONSUMPTION

**Reduce energy demands of DOT facilities**
- Conduct annual audits and generate reports for all DOT facilities to maximize reduction of electricity use, air pollution, and water use.
- Activate photovoltaic system at the Whitehall Ferry Terminal and continue to maintain “Living Roof” at the St. George Ferry Terminal.

**Improve efficiency of street lights and traffic signals**
- Replace street lights throughout Brooklyn and Queens with lower-wattage bulbs.
- Replace 250-watt lamps with 150-watt lamps along highways.
- Identify new DOT projects to reach citywide goals of 30% energy reduction.

**Reduce DOT’s resource consumption**
- Close parking lot at the new 55 Water Street offices.
- Explore the feasibility of switching to non-toxic cleaning supplies at 55 Water Street to reduce DOT’s resource consumption.

**Recycled Asphalt Paving**
- Maximum use of recycled asphalt pavement (RAP) to avoid use of nearly 44,000 barrels of oil and 323,000 local truck miles.

**Spill Prevention**
- Implement spill prevention control and countermeasure plans at 24 DOT locations.
- Conduct location-specific training to emphasize proper waste management and spill prevention practices.

**2007–2009**
- Replace street lights throughout the Bronx, Manhattan, and Staten Island with lower-wattage bulbs.
- Replace 67- and 150-watt incandescent lamps in amber signal displays with LED amber lenses.
- Work with Mayor’s Office of Contracts to ensure the use of non-toxic cleaning supplies at City-owned facilities.

**2010 and beyond**
- Replace street lights throughout the Bronx, Manhattan, and Staten Island with lower-wattage bulbs.
- Replace 67- and 150-watt incandescent lamps in amber signal displays with LED amber lenses.
- Ongoing participation in Mayor’s energy task force to reduce energy consumption of electricity, fuels, and emissions.

**Reduction in waste generation**
- Reduce waste generation at all DOT facilities.
- Implement spill prevention control and countermeasure plans at 24 DOT locations.
- Conduct location-specific training to emphasize proper waste management and spill prevention practices.

**Legal HR and Facilities**
- Cease purchasing plastic water bottles at the new 55 Water Street offices.
- Explore the feasibility of switching to non-toxic cleaning supplies at 55 Water Street to reduce DOT’s resource consumption.

**Legal**
- Implement spill prevention control and countermeasure plans at 24 DOT locations.
- Conduct location-specific training to emphasize proper waste management and spill prevention practices.

**HR and Facilities**
- Explore the feasibility of switching to non-toxic cleaning supplies at 55 Water Street to reduce DOT’s resource consumption.

**PSC**
- Conduct annual audits and generate reports for all DOT facilities to maximize reduction of electricity use, air pollution, and water use.

**Legal HR and Facilities**
- Cease purchasing plastic water bottles at the new 55 Water Street offices.
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**Legal**
- Implement spill prevention control and countermeasure plans at 24 DOT locations.
- Conduct location-specific training to emphasize proper waste management and spill prevention practices.
INCREASE CAPACITY FOR PLANNING, RESEARCH, AND COMMUNICATIONS

**Build staff capacity of divisions of Planning and Sustainability**
- Created new units, Public Plaza, and Urban Art and Design
- Enhance and align strategic planning and alternative fuels units with new division strategies

**Elevate the profile of research in policy and operations**
- Inventory major research activity within the Department, compile, and distribute
- Initiate symposia featuring DOT personnel and guests, both within the department and in conjunction with other institutions
- Develop forward-looking research agendas and begin outreach to universities to explore collaboration

**Create strategic communications strategy**
- Create communications working group
- Identify and develop marketing campaigns with Dept. staff and outside experts to promote safety and sustainable transportation
- Issue RFP for ad agencies to create campaign content and adopt criteria to measure campaign efficacy

**Implement Agency Wide Project Management Procedures**
- Established office of project management and develop scope of work
- Initiate study of project management and delivery issues through a series of case studies
- Implement preliminary recommendations from case studies

**Overhaul Data Collection**
- Develop and implement data tracking strategies for congestion relief and BRT
- Conduct public life surveys at selected spots

**Create new performance measures**
- Review key agency-wide, divisional, and city transportation performance measures
- Create new internal performance measures where necessary and a means of collecting and reporting additional data
- Align Citywide Performance Reporting indicators with new agency initiatives

**Coordinate data collection with partner agencies**
- Work with partner agencies to bring shared data such as accident reports closer to real-time

**Actions 2007-2009**
- Issue RFP for ad agencies to create campaign content and adopt criteria to measure campaign efficacy
- Create communications working group

**Actions 2010 and Beyond**
- Incubate new projects and spin-off into operational units
- Review key agency-wide, divisional, and city transportation performance measures
- Create new internal performance measures where necessary and a means of collecting and reporting additional data

**Lead Agencies**
- MIS
- Planning and Sustainability
- Commissioner's Office
ATTRACT AND RETAIN A TOP NOTCH STAFF

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

**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

**2007-2009**

**2010 AND BEYOND**

- Prepare to comply with new state law concerning provisional employees
- Initiate managerial mentoring program
## CUSTOMER SERVICE

### ACTIONS

<table>
<thead>
<tr>
<th>2007–2009</th>
<th>2010 AND BEYOND</th>
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<tbody>
<tr>
<td><strong>FOSTER COLLABORATION WITH COMMUNITIES</strong></td>
<td><strong>Local Divisions</strong></td>
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<tr>
<td>Use web site to better engage citizens</td>
<td>External Affairs</td>
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<td>Coordinate all significant databases</td>
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<tr>
<td><strong>TRAIN COMMUNITY LEADERS</strong></td>
<td><strong>Display program to educate and train</strong></td>
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<tr>
<td><strong>NEIGHBORHOOD TRANSPORTATION STUDY PROGRAM</strong></td>
<td><strong>Develop new neighborhood transportation study program</strong></td>
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<td><strong>EMERGENCY RESPONSE</strong></td>
<td><strong>Enhance emergency response capabilities</strong></td>
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<tr>
<td><strong>IMPROVE CUSTOMER SERVICE FOR FERRY PASSENGERS</strong></td>
<td><strong>Enhance services and outreach to ferry passengers</strong></td>
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<td><strong>Augment services and outreach to stakeholders and customers</strong></td>
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<tr>
<td><strong>CUSTOMER SERVICE</strong></td>
<td><strong>NYC's first automatic public toilet. Madison Square Park, Manhattan</strong></td>
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