



DEPARTMENT OF TRANSPORTATION

Janette Sadik-Khan, Commissioner

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, 788 bridge structures, and the nine boats for the Staten Island Ferry program. DOT operates 12,300 traffic signals 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.

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 repair.
- Goal 1b: Maintain a state of good repair for the City's streets, sidewalks, and highways.
- Goal 1c: Ensure timely installation and repairs of the City's street lights, traffic signs and signals.

Service 2: Operate and oversee ferry services.

- Goal 2a: Provide efficient passenger transportation via the Staten Island Ferry.
- Goal 2b: Promote private ferry services throughout the City.

Service 3: Design streets.

- Goal 3a: Improve safety for pedestrians, motorists, and bus and bike riders.
- Goal 3b: Increase mobility and accessibility throughout the City.
- Goal 3c: Increase public engagement by expanding availability of agency information.

Service 4: Manage parking and curbside use.

- Goal 4a: Maximize efficient use of street/sidewalk space.

How We Performed in Fiscal 2013

Service 1: Maintain the City's transportation infrastructure.

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

As part of DOT's bridge maintenance strategy, resources are directed to optimizing the number of bridges rated fair or better. To achieve this goal the Department has focused on eliminating poor conditions first and preventing other less serious conditions from worsening. In Fiscal 2013 only the Brooklyn Bridge, which is currently being rehabilitated, was rated poor. This represents 0.10 percent of all DOT bridges, a record low. A poor rating means that there are components of the bridge that must be rehabilitated; it does not mean that the bridge is unsafe. Additional information about the City's bridges is available in DOT's [annual bridge reports](#).

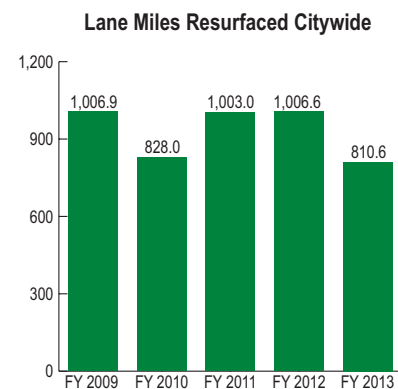
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Bridges rated - Good or very good (%) (calendar year)	41.8%	41.4%	40.7%	41.2%	41.4%	*	40.7%	Up	Neutral
- Fair (%)	57.8%	58.1%	58.8%	58.4%	58.4%	*	*	Down	Neutral
- Poor (%)	0.4%	0.5%	0.5%	0.4%	0.1%	*	*	Down	Down
Bridge projects (structural work) substantially completed on schedule (%)	75.0%	100.0%	100.0%	91.0%	71.0%	*	100.0%	Up	Neutral

★ 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.

Streets maintained with a pavement rating of good declined to 69.6 percent due to Hurricane Sandy. Ratings will begin recovering in Fiscal 2014 as repairs proceed. Sandy did significant damage to roadways, especially in the Rockaways and Staten Island. Immediately after the storm, DOT removed 157,000 tons of debris from City roadways. DOT inspected all streets that were inundated to assess storm damage and is working with federal agencies on funding approvals for permanent repairs.

Pothole repair times improved to an average of 1.4 days, a 39 percent improvement over the already excellent performance in Fiscal 2012. Pothole crew assignments were more efficient in Fiscal 2013 due to fewer 311 pothole reports and more "pickups" (potholes noticed and repaired by DOT before a 311 report is filed). DOT started Fiscal 2013 with a smaller backlog of potholes than in prior years and never developed a large backlog due to moderate snowfall.



Ratings on the percent of street work that passed initial and post-construction inspections were within one percentage point of last year's ratings and have remained fairly consistent over the last five years. Inspections evaluate whether street construction work is being done in accordance with permit conditions and whether the street has been properly restored after the work has been completed.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Streets maintained with a pavement rating of - Good (%)	70.9%	70.8%	71.4%	73.4%	69.6%	*	71.0%	Up	Neutral
- Fair (%)	28.8%	28.9%	28.1%	26.2%	29.8%	*	*	Down	Neutral
- Poor (%)	0.3%	0.4%	0.5%	0.4%	0.6%	*	*	Down	Up
Lane miles resurfaced citywide	1,006.9	828.0	1,003.0	1,006.6	810.6	*	*	Up	Neutral
Construction permits issued	268,915	244,091	264,532	325,839	348,051	*	*	Up	Up
Inspections of permitted street work	558,025	550,906	539,933	564,852	543,921	*	*	Up	Neutral
- Street work rated satisfactory (%)	78%	75%	74%	76%	77%	75%	75%	Up	Neutral
Post-audit inspections for completed street work	223,352	228,440	240,634	274,714	302,689	*	*	Up	Up
- Completed street work that passed inspection (%)	83%	80%	80%	81%	80%	*	*	Up	Neutral
★ Average time to close a pothole work order where repair was done (days)	4.1	5.6	10.8	2.3	1.4	*	5.0	Down	Down
Pothole work orders	49,906	59,254	56,399	61,249	87,706	*	*	Down	Up
Potholes repaired (Local streets)	224,648	295,297	305,001	200,666	241,572	*	*	Up	Neutral
Potholes repaired (Arterials)	54,226	72,040	92,559	37,962	45,070	*	*	Up	Down
★ NYC highways that receive a cleanliness rating of - Good (%)	98.3%	98.1%	97.6%	99.1%	99.5%	*	98.0%	Up	Neutral
Arterial highway system that is adopted (%)	61.9%	61.3%	69.3%	66.3%	67.4%	75.0%	70.0%	Up	Up
Audited adopted highway miles that receive cleanliness rating of good (%)	99.3%	99.4%	100.0%	100.0%	99.4%	*	*	Up	Neutral

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

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Average cost per lane mile resurfaced citywide (\$)	\$136,191	\$166,203	\$153,790	\$150,830	NA	*	*	Down	NA
Average cost per ton of asphalt placed citywide (\$)	\$143.63	\$172.39	\$162.01	\$149.56	NA	*	*	Down	NA
Average in-house cost of asphalt per ton (\$)	\$51.17	\$58.65	\$63.18	\$61.26	NA	*	*	Down	NA
Average vendor cost of asphalt per ton (\$)	\$73.67	\$66.94	\$69.06	\$73.29	NA	*	*	Down	NA

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

Repair times increased across the board due to the unprecedented amount of storm damage. Sandy damaged 2,850 street lights, 3,826 signals, and 2,967 signs. By the end of Fiscal 2013, monthly repair times began returning to historical averages and were close to Fiscal 2012 service levels for priority regulatory signs and street lights. DOT will continue with permanent repairs at remaining locations and is seeking funding for longer term mitigation to decrease damage from future storms. These mitigation efforts include elevating traffic signal controllers to reduce vulnerability to flooding.

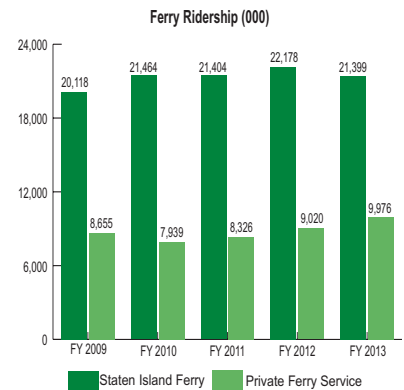
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Average time to respond to traffic signal defect and make safe (hours)	4.3	3.7	4.1	3.8	7.3	*	4.0	Down	Up
★ Average time to repair priority regulatory signs after notification (days)	1.6	1.8	1.9	1.9	2.2	*	3.0	Down	Up
Average time to repair street lights - by DOT (days)	2.4	2.2	2.2	2.5	2.7	*	*	Down	Up
Average time to repair street lights - by ConEd (days)	14.0	13.5	14.3	12.5	14.1	*	*	Down	Neutral

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Service 2: Operate and oversee ferry services.

Goal 2a: Provide efficient passenger transportation via the Staten Island Ferry.

At 88.6 percent, overall on-time performance remained slightly below the 90 percent target for the second consecutive year; the percent of weekday on-time trips fell by three points to 87.8 percent. A temporary shutdown of ferry service during Hurricane Sandy – after which service was restored within 72 hours in spite of extensive damage to both ferry terminals and facilities – affected annual ridership figures.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Staten Island Ferry - Trips that are on time (%)	91.1%	90.6%	90.9%	88.9%	88.6%	90.0%	90.0%	Up	Neutral
- Ridership (000)	20,118	21,464	21,404	22,178	21,399	*	*	Up	Neutral
- Average cost per passenger (\$)	\$5.16	\$5.19	\$5.35	\$5.48	\$5.38	*	*	Down	Neutral

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Goal 2b: Promote private ferry services throughout the City.

Private ferry ridership continued to grow and reached nearly 10 million during Fiscal 2013, a 10.6 percent increase compared to the prior year, due largely to temporary service added after Hurricane Sandy. To augment the severely compromised road and transit systems, in November 2012 DOT approved emergency ferry routes to service the Great Kills and Rockaway communities, both of which were severely impacted by Sandy. Emergency ferry service to Great Kills ended in late January 2013 while the Rockaway ferry service has been extended through September 2013. Temporary service is discontinued as demand drops.

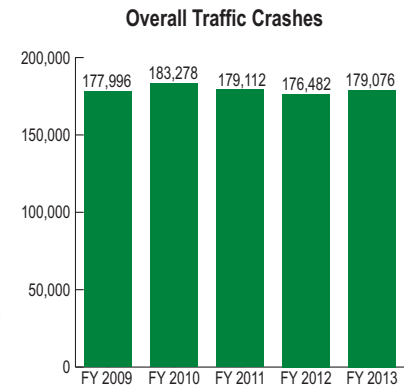
Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Private ferry service - Total ridership (000)	8,655	7,939	8,326	9,020	9,976	*	*	Up	Up
- Number of permanent routes	20	21	20	21	21	*	*	Up	Neutral

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Service 3: Design streets.

Goal 3a: Improve safety for pedestrians, motorists, and bus and bike riders.

There were 261 traffic fatalities in Fiscal 2013, 10 percent lower than the prior year, while crashes were up by about one percent. Fatalities were down significantly for both motorists/passengers and bicyclists/pedestrians. DOT has a wide variety of initiatives and programs aimed at increasing the safety of the City's streets, including neighborhood slow zones, public awareness campaigns on speeding, drunk driving, and driver/pedestrian awareness, as well as street improvement projects aimed at increasing street safety and usability. During the last five years, DOT has re-engineered 137 corridors and 113 intersections citywide; installed 3,600 pedestrian countdown signals, 910 speed bumps and 14 community-requested neighborhood slow zones; and won State authorization to use speed cameras near schools for the first time ever. These efforts, plus NYPD enforcement, have helped make the last five years the five safest in New York City history, with the fewest traffic fatalities since records were first kept in 1910.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Overall traffic crashes	177,996	183,278	179,112	176,482	179,076	*	↓	Down	Neutral
★ Citywide traffic fatalities	276	259	236	291	261	*	↓	Down	Neutral
- Motorists/passengers	98	97	78	115	93	*	*	Down	Neutral
- Bicyclists/pedestrians	178	162	158	176	168	*	*	Down	Neutral

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Goal 3b: Increase mobility and accessibility throughout the City.

New York City's Select Bus Service route expanded to 5 routes in Fiscal 2013. DOT and MTA New York City Transit are working together to implement this cost-effective approach that makes riding the bus more like riding the subway. Select Bus Service improves bus speed, bus reliability, and passenger comfort and convenience.

Pedestrian ramp construction, facilitating access by the disabled, progressed to 95 percent of all crossing points. Crossing points are generally at corners but can also be at mid-block.

Nearly 52 miles were added to the bike lane network and the bicycle network connectivity index rose to 1,416. Over 3,500 bicycle parking racks were installed 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](#).

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ Pedestrian volume index	99.9	103.4	113.2	NA	112.9	*	*	Neutral	NA
Crossing points with pedestrian ramps (%)	85%	86%	91%	94%	95%	*	*	Up	Up
Select Bus Service routes in operation	NA	1	2	3	5	*	*	Up	NA
Average travel speed (miles per hour) - Manhattan Central Business District	9.1	9.3	9.2	9.1	9.1	*	*	Up	Neutral
★ Bicycle network connectivity index	919	1,018	1,134	1,254	1,416	*	1,500	Up	Up
Bicycle lane miles installed	88.7	52.3	33.1	25.8	51.9	50.0	20.0	Up	Down
Bicycle racks installed	1,529	775	2,750	1,286	3,541	1,500	1,500	Up	Up

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Goal 3c: Increase public engagement by expanding availability of agency information.

DOT's Twitter followers increased to 29,843, and DOT's primary Facebook site had 6,590 friends. Information about overall agency objectives and specific projects is provided via social media in addition to being available at nyc.gov. DOT's most popular Facebook site in Fiscal 2013 was the Staten Island Ferry with 11,523 friends. Summer Streets came in a close second with 11,090 friends.

Beyond these online services, the first [WalkNYC](#) signs were unveiled at the end of Fiscal 2013. WalkNYC presents maps using clear visual language and graphic standards that can be universally understood, encourages walking and transit usage by providing quality multi-modal information, and provides consistent information across a broad range of environments.

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Facebook friends	NA	NA	1,941	3,446	6,590	*	*	Up	NA
Twitter followers	NA	NA	4,655	13,118	29,843	*	*	Up	NA

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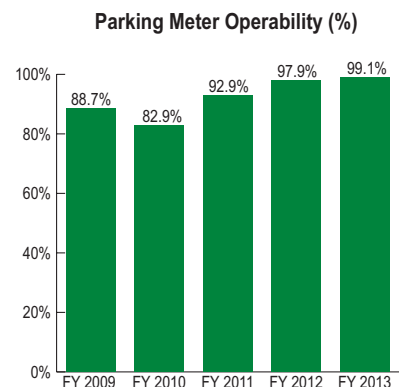
Service 4: Manage parking and curbside use.

Goal 4a: Maximize efficient use of street/sidewalk space.

All single-space parking meters have been replaced with munimeters. Compared to the old single space meters, munimeters are more reliable, allow more flexible payment options, and provide fewer sidewalk obstructions. Parking meter operability rose to 99.1 percent, a five-year high. Continuing munimeter technological advancements will improve parking availability in high demand areas, reduce cruising for an available spot, and inform customers about parking availability.

Several DOT street furniture and parking meter replacement initiatives are nearly complete. This includes bus shelters with benches for waiting passengers, and newsstands. These projects will transition from installation to maintenance.

In addition to bus shelters, freestanding benches are available through the new [CityBench](#) program. DOT is installing attractive and durable benches around the City, particularly at bus stops, retail corridors, and in areas with high concentrations of senior citizens. These benches will make streets more comfortable for transit riders and pedestrians, especially for those who are older and disabled.



Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
★ On-street parking meters that are operable (%)	88.7%	82.9%	92.9%	97.9%	99.1%	90.0%	95.0%	Up	Up
Existing bus shelters converted to new model (%)	59.8%	72.7%	89.5%	97.8%	99.6%	*	*	Up	Up
Existing newsstands converted to new model (%)	47.0%	55.1%	77.7%	86.4%	91.1%	*	*	Up	Up

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Agency-wide Management

Performance Indicators	Actual					Target		Desired Direction	5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14		
Cases commenced against the City in state and federal court	NA	NA	2,118	2,246	1,927	*	*	Neutral	NA
Payout (\$000)	\$85,745	\$70,579	\$65,407	\$63,347	\$71,747	*	*	Down	Down
Total violations issued	26,648	25,622	27,511	30,438	27,382	*	*	Up	Neutral
Violations admitted to or upheld at the Environmental Control Board (%)	NA	NA	NA	89.6%	88.1%	*	*	Up	NA
Accidents involving City vehicles	NA	NA	NA	NA	356	*	*	Down	NA
Workplace injuries reported	NA	NA	NA	541	411	*	*	Down	NA

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Agency Customer Service

DOT's overall customer service performance was on par with prior years. The percent of letters responded to in 14 days temporarily dropped to 84 percent because customer service and mailroom operations were relocated to new offices due to Sandy damage.

Average customer in-person wait time is unavailable for Fiscal 2013 as DOT's permit office, including the queuing system that collects data for this indicator, was destroyed by Sandy flooding. The permit office is temporarily operating from Queens with a manual queuing system. Data is expected to become available in the middle of Fiscal 2014 after the permit office at 55 Water Street is rebuilt.

The percent of service requests regarding broken muni meters that were responded to within the 14-day performance goal decreased due to the temporary reallocation of staff to work on a changeover in meter models and Sandy disruptions. By the end of the year performance rebounded with the final two months of the year coming in at a perfect 100 percent.

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Customer Experience								
E-mails responded to in 14 days (%)	NA	96	92	93	92	90	90	NA
Letters responded to in 14 days (%)	NA	95	93	94	84	90	90	NA
Calls answered in 30 seconds (%)	NA	66	61	31	45	75	75	NA
Average customer in-person wait time (minutes)	NA	3	3	2	NA	5	NA	NA
Completed customer requests for interpretation	NA	959	1,108	735	655	NA	NA	NA
CORE customer experience rating (0-100)	NA	91	91	90	92	90	90	NA

Performance Indicators	Actual					Target		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Customer Experience								
Response to 311 Service Requests (SRs)								
Percent meeting time to action (close) – Street Condition - Pothole (30 days)	99	99	90	100	100	98	98	Neutral
Percent meeting time to (first) action – Street Light Condition - Street Light Out (10 days)	98	98	100	96	99	95	98	Neutral
Percent meeting time to (first) action – Traffic Signal Condition - Controller (0.1 days)	79	79	81	78	71	80	80	Neutral
Percent meeting time to (first) action – Street Condition - Failed Street Repair (10 days)	90	90	86	81	90	85	85	Neutral
Percent meeting time to action (close) – Broken Muni Meter - No Receipt (14 days)	84	84	94	87	47	90	90	Down

Agency Resources

Resource Indicators	Actual					Plan ¹		5yr Trend
	FY09	FY10	FY11	FY12	FY13	FY13	FY14	
Expenditures (\$000,000) ²	\$788.0	\$800.8	\$864.9	\$839.8	\$917.9	\$913.2	\$728.9	Up
Revenues (\$000,000)	\$244.0	\$266.7	\$279.8	\$331.2	\$322.8	\$339.5	\$357.6	Up
Personnel	4,951	4,988	4,853	4,807	4,738	4,690	4,676	Neutral
Overtime paid (\$000,000)	\$51.6	\$52.7	\$51.7	\$45.8	\$44.7	\$44.5	\$33.2	Down
Capital commitments (\$000,000)	\$997.2	\$1,697.5	\$640.8	\$491.7	\$898.9	\$2,580.2	\$2,484.6	Down
Work Experience Program (WEP) participants assigned	85	199	78	67	27	*	*	Down

¹Authorized Budget Level ²Expenditures include all funds. "NA" - Not Available in this report

Noteworthy Changes, Additions or Deletions

- The Department replaced the two indicators that reported on the percent of East River and non-East River bridge projects completed on schedule with one indicator that reports on overall performance.
- DOT added the indicators 'Select Bus Service routes in operation,' 'Accidents involving City vehicles,' 'Workplace injuries,' and 'Violations admitted to or upheld at the Environmental Control Board (%).' The metric 'Summonses issued for street-related work' was renamed 'Total violations issued' and now appears in the Agency-wide Management section.
- DOT revised previously reported data for the indicator 'Staten Island Ferry – Average cost per passenger (\$)' to reflect corrected year-end costs. Data for fiscal years 2009 through 2012 has been updated accordingly.
- Fiscal 2013 data for the four metrics that report on the average cost of asphalt and roadway resurfacing is not available and will be reported in the Fiscal 2014 Preliminary Mayor's Management Report.
- As a result of the damage caused by Hurricane Sandy, DOT lowered the Fiscal 2014 target for 'Streets maintained with a pavement rating of good (%)' to 71% from 73%.
- DOT also updated the target for 'Bicycle network connectivity index' to 1,500.

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

