

# Acknowledgements

This plan was developed with extensive input from across DOT. In early 2016, 100 DOT staff members participated in a series of 12 workshops to generate ideas and initiatives for the plan. A steering committee comprised of DOT's senior leadership then further refined the goals and initiatives developed in the workshops.

## Steering Committee

- Polly Trottenberg, Commissioner
- Lori Ardito, First Deputy Commissioner
- Chris Browne, Chief Communications Officer
- Phil Damashek, General Counsel
- Margaret Forgione, Acting Chief Operations Officer
- Emily Gallo, Chief of Staff to the Commissioner
- Joe Jarrin, Acting Chief Administrative Officer
- Jeff Lynch, Assistant Commissioner for Intergovernmental Affairs
- Michael Replogle, Deputy Commissioner of Policy
- Ryan Russo, Deputy Commissioner for Transportation Planning and Management

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## Working Group Participants

Varghese Abraham	Nicole Garcia	Denise Philip
Hassan Adekoya	Taylor Gouge	Susan Pondish
Shakil Ahmed	Gordon Goldberg	Sean Quinn
David Arcement	Michael Griffith	Denise Ramirez
Lori Ardito*	Leon Hayward	Kim Rancourt
Quemuel Arroyo	Helene Holloway	Naim Rasheed
Eric Beaton	Marlene Hochstadt*	Michael Replogle*
Neil Bezdek	Stacey Hodge	Azikiwe Rich
Alan Borock	Keith Howard	Rosa Rijos
Keith Bray	Joe Jarrin*	Maddalena Romano
N. Patricia Browne	Doreen Johann	Ryan Russo
Ron Calixite	Michelle Kaucic*	Suchi Sanagavarapu*
Nancy Carolan	Alex Keating*	Luis Sanchez
Will Carry	Joannene Kidder	Cordell Schachter*
Jeannette Chilcott	Inbar Kishoni	Paul Schwartz
Richard Clark	Hayes Lord	Mark Simon
Tom Cocola	Jeff Lynch*	Karin Sommer
Bob Collyer*	Vinny Maniscalco	Mohamad Talas
Michelle Craven	Juan Martinez*	Adaryll Taylor
Monty Dean	Angelina Martinez-Rubio	John Tipaldo
Erica DeCrescenzo	Mike Marsico	Jake Turetsky
Jim DeSimone	John Massey	Charles Ukegbu
Ann Marie Doherty	Lisa Matthews	Rob Viola
Madeleine Ehrlich	Robert Mayer	Andrew Weeks
Franco Esposito	Kevin McAnulty	Emily Weidenhof
Wendy Feuer	Susan McSherry	Roger Weld
Margaret Forgione	Kate Mikuliak	Julie Wiessner
Elizabeth Franklin	Jesse Mintz-Roth	Kim Wiley-Schwartz
Conan Freud	Connie Moran	Elizabeth Wooton
John Frost*	Irena Nedeljkovic	Ted Wright
Joe Fuccillo	Frank Nicolosi	Jessica Wurwarg
Tony Galgan	Desiree Odom	Rebecca Zack
Steve Galgano*	Mitch Paluszek	Adam Zeller
Neil Gagliardi	Nick Pettinati	* Working Group Co-Chairs

# Appendix: Initiatives and Milestones Table

## ABBREVIATIONS

### DOT Divisions and Units

BCs	Borough Commissioners
Bridges	Division of Bridges
C&F	Cityscape & Franchises Unit
CCU	Commissioner's Correspondence Unit
EAB	Engineering Audit Bureau
FCPM	Division of Finance, Contracts, & Program Management
Fleet Services	Fleet Services Unit
HRFM	Division of Human Resources & Facilities Management
Intergov	Intergovernmental and Community Affairs
ITT	Division of Information Technology & Telecom
Legal	Legal Department
Policy	Policy Unit
RRM	Division of Roadway Repair Maintenance
SIF	Staten Island Ferry
SIM	Division of Sidewalks and Inspection Management
SC	Strategic Communications Unit
TO	Division of Traffic Operations
TP&M	Division of Transportation Planning & Management

### Agencies

BIC	City of New York Business Integrity Commission
Law	New York City Law Department
DAs	District Attorneys
DCAS	New York City Department of Citywide Administrative Services
DDC	New York City Department of Design and Construction
DEP	New York City Department of Environmental Protection
DOE	New York City Department of Education
DOHMH	New York City Department of Health and Mental Hygiene
DSNY	New York City Department of Sanitation
DYCD	New York City Department of Youth and Community Development
EDC	New York City Economic Development Corporation
EM	New York City Emergency Management
Mayor's Office	New York City Mayor's Office
MOCS	Mayor's Office of Contract Services
MOPD	Mayor's Office for People with Disabilities
MTA	Metropolitan Transportation Authority
NYMTC	New York Metropolitan Transportation Council
NYPD	New York City Police Department
NYSDDOT	New York State Department of Transportation
PANYNJ	Port Authority of New York and New Jersey
TLC	New York City Taxi and Limousine Commission

Initiative	Initiative Description	Related OneNYC Initiative
<b>2. Safety</b>		
<b>Existing Initiatives</b>		
Vision Zero Street Engineering		
2.1.1. Use Vision Zero Borough Pedestrian Safety Action Plans to guide engineering projects, safety education, and camera enforcement efforts	Drawing on crash data analysis and community feedback, DOT and the NYPD identified priority Vision Zero intersections and corridors across the City. DOT and its agency partners then developed a Safety Action Plan for each borough. Each year DOT strives to implement at least 50 safety projects at priority locations.	2.6.2
2.1.2. Transform high-crash arterial roads into Vision Zero Great Streets	The Great Streets program redesigns major corridors to prevent crashes, enhance mobility, increase accessibility, and bolster neighborhood vitality. The following projects are underway: Atlantic Ave. and Fourth Ave. in Brooklyn; the Grand Concourse in the Bronx; and Queens Blvd. in Queens. In addition, DOT is implementing Vision Zero capital redesigns on other major streets, including Delancey St. in Manhattan and Tillary St. in Brooklyn.	2.6.3
2.1.3. Continue Safe Routes to Schools, Safe Streets for Seniors, and other Vision Zero capital programs	The agency will continue to design and implement pedestrian safety improvements, such as curb extensions, median refuges, and signal timing changes near schools and in neighborhoods with large numbers of aging New Yorkers. This effort is coupled with education and encouragement targeted at schools and senior centers.	2.6.1
Vision Zero Education and Awareness		
2.1.4. Continue Vision Zero safety education programs	The agency will continue its Vision Zero safety education programs for children, parents, and senior citizens, as well as its free bike helmet and car seat distribution programs. DOT is also working with the Department of Education on a Vision Zero curriculum for schools and is partnering with other City agencies to bring safety programs to community centers and afterschool programs.	2.6.1
2.1.5. Continue Vision Zero public awareness campaign	Your Choices Matter is DOT's street safety awareness campaign that emphasizes the serious consequences of dangerous driving choices. In 2017, we will launch a variation of the campaign that addresses the most common causes of serious crashes. In the longer term, DOT will produce new content in order to remain visible in the City's rapidly-changing media climate.	2.6.1
2.1.6. Advocate for safe cycling around visually impaired pedestrians	Cycleeyes is DOT's safe cycling awareness campaign that reminds cyclists to be on the lookout for visually impaired pedestrians.	1.6.5
Vision Zero Safety Enforcement and Analysis		
2.1.7. Continue speed camera enforcement	DOT will continue to refine its use of automated speed cameras to enforce the City's 25 mile per hour speed limit within the 140 school speed zones authorized by state law.	2.6.1

Short-Term Milestones (by end of 2017)	Medium-Term Milestones (by end of 2021)	Lead Division	Partners
DOT will implement 50 safety projects at priority locations citywide.	DOT will complete an additional 200 safety projects at priority locations by 2021.	TP&M	RRM, SIM, FCPM, BCS, TO
DOT will complete in-house improvements on Queens Boulevard and continue the design process for all four corridors.	<ul style="list-style-type: none"> <li>DOT will complete construction of preliminary phases on all four corridors.</li> <li>DOT will initiate construction on subsequent phases, subject to funding availability.</li> </ul>	TP&M	RRM, SIM, TO, FCPM, BCS, DDC, DEP
<ul style="list-style-type: none"> <li>DOT will continue to work with DDC to design and construct Safe Routes to School and Safe Streets for Seniors projects.</li> <li>Refer to Initiatives 2.1.1 and 2.1.2 for in-house safety project milestones.</li> <li>Refer to Initiative 2.1.4 for education and encouragement program milestones.</li> </ul>		TP&M	TO, DDC, DEP
<ul style="list-style-type: none"> <li>DOT will conduct safety workshops in over 600 schools and 100 senior centers annually, and it will host more than 75 safety demonstration events, including the distribution of over 20,000 helmets.</li> <li>With the DOE, DOT will debut a Vision Zero lesson designed for 4th through 6th grade students and disseminate vital information to parents and caregivers to curb dangerous driving behavior.</li> </ul>	<ul style="list-style-type: none"> <li>DOT will continue to conduct safety workshops in over 600 schools and 100 senior centers annually, and it will host more than 75 safety demonstration events, including the distribution of over 20,000 helmets.</li> <li>DOT will continue to develop curriculum for the DOE to distribute, and work closely with NYPD, DYCD, and DOHMH to get Vision Zero programming and communications in as many community centers, schools, and afterschool programs as possible.</li> </ul>	Policy	NYPD, DOE, DYCD, DOHMH
<ul style="list-style-type: none"> <li>DOT will maintain gains in awareness of traffic laws and indicators of positive behavior change on the part of motorists.</li> <li>DOT will pursue funding for maintenance &amp; expansion of media campaigns, including pursuit of foundation grants.</li> <li>DOT will expand the array of venues for Vision Zero public engagement with New Yorkers, including engagement with non-English speaking communities.</li> <li>DOT will continue to target media content and placement in response to crash data trends.</li> </ul>	Subject to funding availability: <ul style="list-style-type: none"> <li>DOT will maintain gains in awareness of traffic laws and indicators of positive behavior change on the part of motorists.</li> <li>DOT will pursue funding for maintenance &amp; expansion of media campaigns, including pursuit of foundation grants.</li> <li>DOT will expand the array of venues for Vision Zero public engagement with New Yorkers, including engagement with non-English speaking communities.</li> <li>DOT will continue to target media content and placement in response to crash data trends.</li> </ul>	SC	Policy
DOT will work with advocates, community organizations, and other stakeholders to deploy this campaign citywide.		Policy, SC	TP&M
DOT will complete installation of additional speed cameras.		TO, Policy	NYPD

Initiative	Initiative Description	Related OneNYC Initiative
<b>2. Safety</b>		
<b>New Initiatives</b>		
Vision Zero Street Engineering		
2.2.1. Evaluate left turn safety treatments	Left turns are a key factor in nearly 30 percent of pedestrian crashes involving a fatality or serious injury. DOT is evaluating an array of design treatments at 100 locations to determine if they encourage motorists to better yield to pedestrians and to slow vehicle turns. If successful, these designs will be expanded to additional intersections across the City.	2.6.1
2.2.2. Implement recommendations of Bicycle Safety Study and Action Plan	DOT, the Department of Health and Mental Hygiene, and NYPD are developing recommendations based on a review of crashes in which a bicyclist was fatally or severely injured.	1.6.4, 2.6.1
Vision Zero Safety Enforcement and Analysis		
2.2.3. Expand speed camera enforcement	DOT will seek to pass state legislation to expand the City's authority to use speed cameras at high-crash locations and during the most dangerous times near schools.	2.6.1
2.2.4. Mandate rear seat seatbelt use	Unbelted back seat passengers involved in severe crashes are four times more likely to be killed as belted back seat passengers. DOT will advocate for a requirement that adult passengers riding in the back seat of private cars use seatbelts.	
2.2.5. Advocate for drugged driving reform for New York State	A motorist can only be charged with driving while impaired by a drug if that drug is listed in New York State's Public Health Law. Some drugs, like synthetic marijuana, have not been added to that list, limiting prosecutions. DOT will advocate to make it illegal in New York State to drive after intentionally consuming any substance that causes impairment.	
2.2.6. Expand partnerships with NYPD to improve crash data and analytics	Data on serious injuries from crashes is produced through a cumbersome process involving DOT, NYPD, and the State so that injury data is often not available until 12 months after a crash occurs. NYPD is transitioning to electronic crash reporting, which will enable DOT to analyze data earlier and more quickly respond to trends.	
2.2.7. Pilot new technology to obtain data which can prevent crashes	DOT will expand the use of cameras and sensors, video analysis software, and vehicle monitoring data to expand our understanding of why crashes occur and where they are likely to occur in the future. For example, DOT may be able to highlight locations where vehicles have frequent hard braking events or use video analytics to determine where drivers are less likely to yield to pedestrians.	2.6.1

Short-Term Milestones (by end of 2017)	Medium-Term Milestones (by end of 2021)	Lead Division	Partners
Vision Zero Street Engineering			
<ul style="list-style-type: none"> <li>DOT will implement and evaluate treatments at 100 locations.</li> <li>If successful, DOT will expand the project further to priority intersections.</li> </ul>		TP&M	Policy, TO
DOT will complete the Bicycle Safety Study and Action Plan.	DOT will begin implementing the recommendations of the plan.	TP&M	TO, Policy, NYPD, DOHMH
Vision Zero Safety Enforcement and Analysis			
DOT will partner with the State Legislature to achieve this goal.		Intergov	TO, Policy, Legal
DOT will pursue legislation to achieve this goal.		Intergov	Policy, Legal
DOT will partner with the State Legislature to achieve this goal.		Intergov	Policy, DAs, NYPD
DOT will manage the conversion to electronic crash reporting to maintain accuracy and precision of crash records.	DOT will develop tools which can take advantage of newfound capabilities offered by electronic crash reporting.	TP&M, Policy	NYPD, DMV, MOPD, ITT
DOT will develop video analytics and other systems which can systematically highlight locations where vehicles have frequent aggressive driving events and/or near misses to target street redesign and/or enforcement.	DOT will use camera and sensor systems which contribute to our understanding of street safety beyond crash data.	TP&M, Policy	TO, ITT

Initiative	Initiative Description	Related OneNYC Initiative
<b>3. Mobility</b>		
<b>Existing Initiatives</b>		
Pedestrian Network		
3.1.1. Make walking safer and more convenient	As laid out in Chapter 2: Safety, DOT will continue to implement at least 50 Vision Zero safety projects a year and invest in our Great Streets program. As laid out in <i>Chapter 6: Public Realm</i> , the agency will continue to implement streetscape improvements including benches, wayfinding signs, and leaning bars.	2.6.1, 2.6.2, 2.6.3, 3.6.5
Bike Network		
3.1.2. Expand the City's bike network	DOT will create or enhance at least 50 miles of bike routes a year and expand the network of protected bike lanes by at least 10 miles, double our previous target. The agency will focus on expanding the bike network in neighborhoods with limited bike infrastructure, including Jamaica, Soundview, and East Flatbush. As part of our Great Streets projects, DOT will integrate protected bike lanes into sections of the Grand Concourse in the Bronx and Queens Boulevard in Queens. As resources permit, DOT will accelerate the rate of bike lane expansion, especially of protected lanes.	1.6.4
3.1.3. Improve bike access to and on bridges	DOT will continue to develop bike access plans to its bridges and will implement four bridge access projects in the next two years. The agency will continue implementation of its Harlem River Bridges Access Plan and develop a plan for a protected bicycle lane on Delancey Street to better connect cyclists to the Williamsburg Bridge, the busiest East River bike crossing.	1.6.4
Accessibility		
3.1.4. Strive to make all sidewalks, pedestrian ramps and spaces, and bus stops accessible	DOT will continue to install at least 75 accessible pedestrian signals each year. The agency will expand its in-house pedestrian ramp program, and invest about \$245 million over the next four years for contractor pedestrian ramp upgrades and new installations. DOT will update its Street Design Manual and capital project standards to reflect the principle of universal access.	1.6.5
Transit System		
3.1.5. Expand Select Bus Service (SBS) and improve local bus service	With the MTA, DOT will expand the SBS network to 20 routes citywide, with a focus on neighborhoods underserved by the subway and corridors with high bus ridership. The agency will continue to advance the quality of SBS and local bus service through improved bus lane and design treatments, bus countdown clocks, fare collection methods, and transit signal priority.	1.6.2
3.1.6. Implement the Brooklyn Queens Connector (BQX)	Working with NYC Economic Development Corporation (EDC), other City agencies, and the community, DOT will plan and implement the BQX, a streetcar linking Brooklyn to Queens along the waterfront.	1.6.2, 1.6.3
Street System Management		
3.1.7. Complete the Connected Vehicle (CV) Pilot Project	In partnership with USDOT, DOT will continue to test a range of CV safety applications in up to 10,000 vehicles. CV technology enables vehicles to communicate with each other, pedestrians and cyclists with mobile devices, and the Intelligent Transportation Systems (ITS) network.	
Shared-Use Mobility		
3.1.8. Expand bike share	DOT, with its private-sector partner Motivate, will continue to expand Citi Bike over the next 18 months. By the end of 2017, Citi Bike will have 12,000 bikes at 750 stations. With Motivate, DOT will encourage participation in the discount membership program for NYC Housing Authority (NYCHA) residents. In partnership with Motivate, DOT will explore the feasibility of a Phase 3 expansion of the program that would reach all five boroughs.	1.6.4

Short-Term Milestones (by end of 2017)	Medium-Term Milestones (by end of 2021)	Lead Division	Partners
<ul style="list-style-type: none"> <li>Refer to Initiatives 2.1.1 and 2.1.2.</li> <li>Refer to Initiative 6.1.2.</li> </ul>		TP&M	RRM, SIM, TO, C&F, BCs, FCPM
<ul style="list-style-type: none"> <li>DOT will add 50 miles of bike lanes each year, including at least 10 miles of protected bike lanes in 2016 and 2017.</li> <li>DOT will launch neighborhood planning workshops in Jamaica, Soundview, and East Flatbush.</li> </ul>	DOT will add another 200 miles of bike lanes, including an ever-increasing share of protected bike lanes, by 2021.	TP&M	RRM, SIM, TO, BCs, Intergov
<ul style="list-style-type: none"> <li>DOT will continue to develop bike access plans for DOT bridges.</li> <li>DOT will implement four bridge access improvement projects at Jay Street, Chrystie Street, Randall's Island, and the Broadway Bridge.</li> <li>DOT will develop a plan for a protected bike lane on Delancey Street.</li> </ul>	<ul style="list-style-type: none"> <li>DOT will explore, develop, and implement new bike-bridge connections, where feasible.</li> <li>DOT will implement a protected bike lane on Delancey Street.</li> </ul>	TP&M	Bridges, BCs, RRM, SIM, TO, Intergov
<ul style="list-style-type: none"> <li>DOT will install a minimum of 75 accessible pedestrian signals each year, expand its in-house pedestrian ramp program, and invest additional funds over the next four years for pedestrian ramp upgrades by contractors.</li> <li>DOT will upgrade the Street Design Manual and capital project standards to reflect the principle of universal access.</li> <li>DOT will continue to review all future streetscape capital work to ensure optimal access for all pedestrians.</li> </ul>	<ul style="list-style-type: none"> <li>DOT will install a minimum of 75 accessible pedestrian signals each year.</li> <li>DOT will continue its pedestrian ramp program.</li> </ul>	SIM, TO	Policy, ITT, Legal, BCs
<p>In partnership with the MTA, DOT will launch SBS on five additional routes:</p> <ul style="list-style-type: none"> <li>B46 (Utica Avenue) <i>launched July 2016</i></li> <li>Bx6 (161st Street)</li> <li>M23 (23rd Street)</li> <li>Q52/53 (Woodhaven Boulevard)</li> <li>Q70(LaGuardia via BQE)</li> </ul>	In partnership with the MTA, DOT will complete six additional SBS routes and develop expansion plan for the next generation of SBS and BRT routes.	TP&M	MTA, BCs, TO, Intergov
Working with EDC, other City agency partners, and the community, DOT will develop an appropriately vetted streetcar plan including route and financing options to serve Brooklyn to Queens along the waterfront.	Assuming an appropriate plan is deemed feasible, DOT will begin construction of the streetcar with a goal of revenue service in 2024.	TP&M	EDC, Mayor's Office, BCs, TO, Intergov
<ul style="list-style-type: none"> <li>DOT will complete project planning for the CV pilot</li> <li>DOT will begin phase two of the CV pilot, which includes detailed design, software development, field equipment development and procurement, and integration and installation of devices.</li> </ul>	<ul style="list-style-type: none"> <li>DOT will complete phase two of the CV pilot.</li> <li>DOT will start phase three of the pilot, an operating period during which DOT will collect data to evaluate the CV pilot and document lessons learned, which will be completed by 2019.</li> </ul>	TO	ITT
<ul style="list-style-type: none"> <li>DOT, with private-sector partner Motivate, will continue to expand Citi Bike through 2017.</li> <li>By the end of "Phase 2" expansion in 2017, Citi Bike will have 12,000 bikes at approximately 750 stations.</li> <li>DOT will increase membership with NYCHA residents through targeted public engagement strategies.</li> </ul>	Following completion of Citi Bike Phase 2, DOT will seek to initiate Phase 3 expansion to: <ul style="list-style-type: none"> <li>Provide the transportation utility, safety, and multi-modal connectivity benefits of bike share in more communities.</li> <li>Increase the number of bikes and stations in the program.</li> <li>Bring Citi Bike to all five boroughs.</li> </ul>	C&F	Motivate, BCs, Intergov



Initiative	Initiative Description	Related OneNYC Initiative
<b>3. Mobility</b>		
<b>New Initiatives</b>		
<b>Bike Network</b>		
3.2.1. Improve the pedestrian and bike promenade on the Brooklyn Bridge	Demand for the shared cyclist and pedestrian path on the Brooklyn Bridge often exceeds capacity. DOT will assess the feasibility of expanding and reconfiguring this popular path to better serve both groups.	1.6.4
3.2.2. Advance the East and Harlem River waterfront greenway in Manhattan	In the near term, DOT will advance on-street bike lane projects to fill gaps in the East River and Harlem River greenways. In the medium term, DOT will work with the Department of Parks and Recreation (DPR) and EDC to develop a funding strategy for the full build out of the greenway.	1.6.4
3.2.3. Launch secure bike parking pilot program near transit	Building on best practices from other cities, DOT will plan and develop secure, affordable, and attractive bike parking at major transit hubs and activity centers across the five boroughs, including ferry terminals, key subway and commuter rail stations, and local commercial districts.	1.6.4
3.2.4. Improve and expand bike access in commercial and residential buildings	Expanding on the success of the City's Bikes in Buildings law, DOT will work to pass City Council legislation to further broaden bike access in commercial buildings, extend bike access provisions to residential buildings, and allow folding bikes in all passenger elevators.	1.6.4
3.2.5. Improve maintenance and availability of public bike parking	To free up space for operable bikes, DOT has worked with the New York City Department of Sanitation (DSNY) to finalize revised DSNY rules to streamline removal of derelict bikes from DOT bike racks. DOT will begin inspecting all racks twice a year and work with DSNY and community and merchant groups to proactively remove derelict bikes.	1.6.4
3.2.6. Appropriately regulate low-speed electric bikes	DOT will work with its agency partners to develop a sensible legal framework to regulate growing e-bike use and improve safety.	1.6.4
3.2.7. Develop new city-wide measure of cycling to measure progress	DOT will adopt new measures of citywide cycling, which will be used to track the growth of bicycling over time. These indicators will capture the number of New Yorkers who bike regularly and the average volume of daily biking trips across the five boroughs. DOT will continue to conduct bike counts at strategic locations.	1.6.4
<b>Transit System</b>		
3.2.8. Complete a city-wide transit study	Working with our partners at the MTA, DOT will conduct a study of unmet transit needs in communities across the five boroughs and develop a set of recommendations to meet these needs. Possible recommendations include SBS, rail system, and streetcar expansion.	1.6.3
<b>Street System Management</b>		
3.2.9. Develop and Implement an L Train Mitigation Plan with the MTA	In collaboration with the MTA, DOT will develop a plan to mitigate the impact of the closure of the L train tunnels under the East River, which carry the same number of passengers into Manhattan each day as the Long Island Rail Road. DOT will consider transformative traffic management and bus priority treatments on 14th Street and the East River Bridges, as well as expanded bike routes and bike parking facilities.	
3.2.10. Pilot multi-purpose sensor and camera technology	DOT will pilot the installation of sensor and camera technology that can be used for multiple purposes, including better understanding how streets are used and better managing traffic flow. DOT will also explore enforcement strategies with the NYPD and the Department of Finance, including targeted deployment of traffic enforcement agents, use of cameras and sensors for parking and loading regulation enforcement, and the replacement of the City's paper parking placards with an electronic system.	
3.2.11. Develop an Intelligent Transportation Systems (ITS) Strategic Plan	Building off goals in this plan, DOT will develop an ITS Strategic Plan that describes our ITS vision and goals within the following six areas: enhancing operational capabilities, advancing operational planning, emerging technology readiness, lifecycle management, professional capacity building, and outreach and communication.	

Short-Term Milestones (by end of 2017)	Medium-Term Milestones (by end of 2021)	Lead Division	Partners
DOT will initiate a feasibility analysis of expanding the bike and pedestrian path on the Brooklyn Bridge.	DOT will complete the feasibility analysis. Based on the results, DOT will decide on a path forward.	TP&M	Bridges, BCS
<ul style="list-style-type: none"> <li>DOT will implement on-street bike lane and greenway projects in Inwood and Murray Hill, develop a plan for the gap north of 145th Street, and enhance bike network connectivity along the east side of Manhattan.</li> <li>DOT, with DPR and EDC, will advance a funding plan and strategy for the interim and full build out of the greenway.</li> </ul>	<ul style="list-style-type: none"> <li>DOT, with DPR, will implement an on-street project to fill the gap north of 145th Street.</li> <li>DOT, DPR, and EDC will move forward with the full buildout of the greenway, subject to funding availability</li> </ul>	TP&M	FCPM, BCS, DPR, EDC
DOT will pilot seasonal secure bike parking at major transit hubs and activity centers in the summer of 2017.	<ul style="list-style-type: none"> <li>Based on the pilots, DOT will seek to develop permanent, high-capacity bike stations across the five boroughs.</li> <li>DOT will advocate for bike stations in the renovated Penn Station and the replacement to the Port Authority Bus Terminal.</li> </ul>	Policy	TP&M, BCS, C&F
DOT will work with the City Council to pass bills on bike access to residential and commercial buildings and folding bicycle access to elevators.		Intergov	Legal, Policy
<ul style="list-style-type: none"> <li>DOT will begin inspecting all bike racks twice a year.</li> <li>DOT will develop a pilot program with community and merchant groups to remove derelict bikes from problem locations.</li> </ul>	<ul style="list-style-type: none"> <li>DOT will inspect all bike racks twice a year.</li> <li>If successful, DOT will expand the pilot program.</li> </ul>	Intergov, TP&M	BCS, DSNY
DOT will work with its agency partners to develop a sensible legal framework.		Intergov	Legal, Policy, NYPD
DOT will develop indicators to measure cycling growth by the end of 2016.	DOT will provide annual updates based on these indicators in the Cycling in the City Report.	TP&M	
DOT will initiate the study.	DOT will complete the study and begin implementing recommendations, subject to funding availability.	TP&M	Policy, MTA, BCS
DOT, in partnership with the MTA, will finalize its L train mitigation strategy.	DOT, in partnership with the MTA, will implement mitigations during the L train closure.	TP&M	Policy, MTA, NYPD
DOT will pilot the installation of sensor and camera technology that can be used to better understand how streets are used, manage traffic flow, and improve enforcement of parking and traffic regulations.	Based on the results of the pilots and funding availability, DOT will expand camera and sensor capabilities.	TO, TP&M	ITT, Policy
DOT will complete the ITS Strategic Plan.	DOT will implement strategies to achieve the vision laid out in the ITS Strategic Plan.	TO	ITT, Policy, TP&M

Initiative	Initiative Description	Related OneNYC Initiative
<b>3. Mobility</b>		
<b>New Initiatives</b>		
<b>Shared Use Mobility</b>		
3.2.12. Explore the potential for shared-use mobility services to expand travel options, increase mobility, and improve the efficiency of the transportation system	<ul style="list-style-type: none"> <li>DOT will develop a shared-use mobility plan to identify the opportunities and challenges posed by new transportation services and models.</li> <li>DOT, with the TLC, will explore the potential of ridesharing services to meet travel needs in areas underserved by the subway and to reduce traffic volumes.</li> <li>DOT will explore the potential for carshare to reduce car ownership and improve parking availability, and develop a set of pilot projects to expand carsharing outside of Manhattan. This will include consideration of opportunities for electric vehicles and charging stations.</li> <li>DOT, with the TLC, will examine the potential safety, congestion, social, environmental, and economic impacts of autonomous vehicles and develop a set of policies for federal and state advocacy and to guide future pilot projects.</li> <li>input from the TLC, will conduct a comprehensive study of the commuter van industry to better understand the role of commuter vans in the City's transportation system and to explore potential policy changes to improve safety and travel choices.</li> </ul>	1.6.4, 1.6.5
<b>Accessibility</b>		
3.2.13. Pilot new wayfinding technology for visually impaired pedestrians	DOT will conduct a pilot test of electronic beacons, which can assist visually impaired pedestrians in navigating the City, at indoor and outdoor transportation facilities. DOT will also test tactile guide-ways for visually impaired pedestrians on sidewalks and at outdoor public spaces.	1.6.5
<b>Curb Management</b>		
3.2.14. Develop a 21st century parking management strategy for New York City	DOT will complete a comprehensive analysis of the availability, regulation, and use of metered parking spaces and develop a pricing strategy to increase curb availability for deliveries and customer parking, focusing especially on congested commercial districts.	1.6.9
3.2.15. Modernize the regulation of sight-seeing buses	DOT will work to pass City Council legislation to tighten the approval requirements for sight-seeing buses to better manage their stops.	

## 4. Asset Management

### Existing Initiatives

Asset Management		
4.1.1. Implement agency \$14 billion 10-year capital plan	As laid out in the Mayor's Ten Year Capital Plan for DOT, the agency will plan for and invest in a range of projects, from bridge rehabilitation to full street reconstruction. As we implement this ambitious program, we shall continue to identify new funding resources and pursue cost-cutting solutions to address funding gaps.	1.6.9, 1.7.3
4.1.2. Continue to adopt best practices in asset management	DOT will continue to update legacy computer systems to better support asset management. The agency will roll out its Sign Information Management System (SIMS) for street signs, complete development of its new bridge asset management system, and develop an asset management system for roadways, sidewalks, and pedestrian ramps.	1.7.3

Short-Term Milestones (by end of 2017)	Medium-Term Milestones (by end of 2021)	Lead Division	Partners
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<p>DOT will develop a citywide shared-use mobility plan that will:</p> <ul style="list-style-type: none"> <li>Propose policy and planning interventions that will leverage all modes of shared-used mobility to reduce dependence on single occupancy vehicle travel.</li> <li>Explore the potential of ride sharing and microtransit service partnerships.</li> <li>Explore potential partnerships to expand carshare to underserved neighborhoods.</li> <li>Examine the impacts of autonomous vehicles on the City's transportation system and develop a set of policies to advocate on the federal and state level.</li> <li>DOT will initiate a commuter van study.</li> </ul>	<ul style="list-style-type: none"> <li>Based on the results of research and discussions with industry and other stakeholders, DOT will launch and evaluate a set of shared-use mobility pilots.</li> <li>DOT will complete the commuter van study and consider its recommendations.</li> </ul>	Policy, TP&M	TLC, BCs, ITT
<ul style="list-style-type: none"> <li>DOT, working with the Mayor's Office for People with Disabilities and other community stakeholders, will pilot the installation and use of beacon technology at transit hubs and dense corridors.</li> <li>DOT, working with the Department of Education and other community stakeholders, will pilot the installation and use of tactile guideways at transportation hubs and open spaces.</li> </ul>	Based on the results of these pilots and subject to funding availability, DOT will expand beacon technology and tactile guideways for wayfinding navigation.	Policy, TP&M, SIM	ITT, C&F, MOPD, DOE
DOT will complete a comprehensive parking analysis and strategy.	DOT will implement the parking management strategy, subject to funding availability.	TO	TP&M, Legal, Policy
DOT will partner with the City Council to achieve this goal.		TP&M, Legal, Intergov	Policy

## 5. Safety

### Existing Initiatives

<p>DOT will increase capital budget funding levels to continue to maintain the street network in a state of good repair, enhance mobility, and keep agency operations running smoothly.</p>	<ul style="list-style-type: none"> <li>DOT will develop a more consistent method of capital planning across the agency's programs, including a survey to help make the tough decisions about prioritization based on the agency's strategic goals, informed by studies and worldwide best practices.</li> <li>DOT will continue implementation of the 10-year capital strategy.</li> </ul>	FCPM, Bridges, SIF	DDC, TP&M
<p>DOT will continue to update legacy computer systems to better support our asset management efforts:</p> <ul style="list-style-type: none"> <li>Roll out its new Sign Information Management System (SIMS) for street signs.</li> <li>Complete development of its new bridge asset management system.</li> <li>Continue development of a new asset management system for asphalt street surfaces, sidewalks, and pedestrian ramps.</li> <li>Create a map of all street furniture and other amenities on City sidewalks.</li> </ul>	<ul style="list-style-type: none"> <li>DOT will complete development of a new asset management system for asphalt street surfaces, sidewalks, and pedestrian ramps.</li> <li>DOT will advance development of additional systems, as needed.</li> </ul>	FCPM	ITT, RRM, SIM, TP&M, TO, SIF, C&F

Initiative	Initiative Description	Related OneNYC Initiative
<b>4. Asset Management</b>		
<b>Existing Initiatives</b>		
Resiliency		
4.1.3. Continue post-Sandy reconstruction efforts	DOT will continue to complete a broad range of resiliency projects first laid out in the Special Initiative for Rebuilding and Resiliency (SIRR). These projects include retrofits to bridges, streets, traffic signals, yards and facilities. Progress on these efforts is laid out in detail in the OneNYC progress report: <a href="http://www1.nyc.gov/html/onenyc/downloads/pdf/publications/OneNYC-2016-Progress-Report.pdf">http://www1.nyc.gov/html/onenyc/downloads/pdf/publications/OneNYC-2016-Progress-Report.pdf</a>	4.3.1
4.1.4. Continue to participate in major multi-agency coastal protection projects	DOT will continue to participate in multi-agency planning and design efforts for coastal protection systems along the East River and the Battery in Manhattan, Staten Island's South Shore, Red Hook in Brooklyn and others areas identified in <i>OneNYC</i> .	4.3.1
Project Delivery		
4.1.5. Continue to work with agency partners to improve project delivery	DOT will seek to continue internal and Citywide discussions on streamlining the design and review of DOT capital projects. Such coordination among DOT planning teams and our City partners, including the Department of Environmental Protection (DEP), DPR, and DDC, will align agency goals before projects are initiated, leading to efficient delivery of projects and lower agency operational costs.	1.7.3
4.1.6. Continue to expand contracting opportunities for minority- and women-owned business enterprises (M/WBEs)	DOT is committed to increasing contracting opportunities for M/WBE firms and to providing support to help them become successful agency contractors. DOT's designated M/WBE Officer will continue to oversee these efforts.	5.2.1, 5.2.2
<b>4. Asset Management</b>		
<b>New Initiatives</b>		
Asset Management		
4.2.1. Create asset management task force to coordinate efforts between divisions	DOT will create an asset management task force to institutionalize best practices. Where practical, DOT will seek to create asset management systems that group asset classes, such as street pavement and pedestrian ramps.	1.7.3
4.2.2. Develop decision making tools to help guide allocation of maintenance and capital resources across divisions	DDOT will create tools and a process to help agency leadership cost-effectively allocate limited capital resources across a diverse range of asset classes.	1.7.3
4.2.3. Integrate social, environmental, and economic costs into these decision making tools	Integrate social, environmental, and economic costs into these decision making tools	1.1.2

Short-Term Milestones (by end of 2017)	Medium-Term Milestones (by end of 2021)	Lead Division	Partners
Refer to <i>OneNYC</i> Progress Reports for detailed milestones on all SIRR actions			
DOT will continue to participate in multi-agency planning and design efforts for coastal protection systems.	DOT will continue to participate in multi-agency planning and design efforts for coastal protection systems.	FCPM	Policy, Bridges, BCs
DOT will complete internal and Citywide discussions on streamlining the design and review of DOT capital projects.			
DOT will complete internal and Citywide discussions on streamlining the design and review of DOT capital projects.	DOT and its partner agencies will implement process reforms to streamline project delivery.	FCPM	TP&M, DDC, DEP, BCs, ITT
<ul style="list-style-type: none"> <li>DOT will host six Networking Opportunities for the M/WBE community.</li> <li>DOT will participate in six outreach events, such as Professional Women in Contracting, General Contractor's Association, and Citywide Procurement Fairs, to foster networking between Prime Contractors and the M/WBE community.</li> <li>DOT will require divisions to submit memos outlining their M/WBE outreach for all small purchases.</li> </ul>	<ul style="list-style-type: none"> <li>DOT will continue its outreach to M/WBE firms.</li> <li>DOT will continue to identify opportunities for M/WBE participation.</li> <li>DOT will continue to increase the share of contracts and sub-contracts awarded to M/WBE firms.</li> </ul>	FCPM	Bridges
DOT will create an asset management task force, with representatives across the agency, to institutionalize best practices.			
DOT will create an asset management task force, with representatives across the agency, to institutionalize best practices.	DOT will adopt best practices recommended by the task force across the agency.	FCPM	ITT, RRM, SIM, TP&M, TO, SIF
<ul style="list-style-type: none"> <li>DOT will create a process and tools to help agency leadership effectively allocate limited capital resources across a diverse range of asset classes.</li> <li>DOT will create a working group to manage DOT's data. This group will help create an asset inventory across divisions, as well as a data warehouse that allows all users to locate data on said assets.</li> <li>DOT will create a database of all data tables to allow users to analyze historical asset data to ensure resources are distributed appropriately amongst priority projects in the greatest need.</li> </ul>	<ul style="list-style-type: none"> <li>DOT will improve existing project tracking/planning systems to make them more efficient.</li> <li>DOT will create tools to accurately predict life cycle and forecast the conditions likely to result from a range of funding scenarios.</li> </ul>	FCPM	Bridges
DOT will develop a methodology for triple bottom line analysis of major DOT capital projects.	DOT will subject all DOT capital projects or programs over \$20 million to this analysis and use the results to more efficiently allocate capital resources.	FCPM	Policy

Initiative	Initiative Description	Related OneNYC Initiative
<b>4. Asset Management</b>		
<b>New Initiatives</b>		
Resiliency		
4.2.4. Analyze the risk from climate change in non-Sandy-impacted areas	In conjunction with the City's Climate Change Adaptation Task Force, DOT will assess the vulnerability of its infrastructure to climate shocks, especially in areas that were not affected by Super Storm Sandy, and evaluate the costs and benefits of potential mitigation actions. This plan will inform DOT's capital plan going forward.	4.3.1
4.2.5. Develop resilient street design standards for incorporation into the Street Design Manual	DOT will update its Street Design Manual to include a greater focus on resilient and sustainable street design features, including permeable pavement, green infrastructure and natural features, and other climate-adaptation elements.	4.3.1
4.2.6. Develop detailed transportation contingency plans	With the MTA, PA, NYPD, Emergency Management, and others, DOT will create detailed contingency plans to address transportation needs in the aftermath of disruptive climate events or in anticipation of major roadway or transit closures.	4.1.2
Project Delivery		
4.2.7. Secure State authorization to use design-build procurements for major capital projects	Working with the State Legislature, DOT will seek passage of state legislation authorizing DOT to use design-build procurements, in which design and construction services are procured under a single contract.	1.7.3
4.2.8. Require the use of one agency-wide project management system for all DOT capital projects	By using one system, DOT will be able to better manage our capital projects, resulting in shorter project timelines. Over the medium term, DOT will seek to develop a centralized project management system with DDC and DEP.	1.7.3
4.2.9. Create standard approval processes for routine capital work	DOT will create standard project and contract documents for typical capital projects, such as sidewalk extensions and bus bulbs. These boilerplate forms will streamline internal and intra-agency approvals for routine capital projects, thereby freeing agency staff to process complex major projects.	1.7.3
<b>5. Freight Movement</b>		
<b>Existing Initiatives</b>		
Reducing Air Pollution and Congestion		
5.1.1. Continue initiatives to improve air quality in neighborhoods with heavy truck traffic	DOT will continue to encourage the use of trucks with cleaner engine emission standards through programs such as the Hunts Point Clean Trucks Program (see <i>Chapter 7: Sustainability</i> for more information on this program).	1.6.6, 3.3.4
Reducing Freight and Land Use Conflicts		
5.1.2. Improve truck access to industrial areas, marine terminals, and airports	DOT will continue to update the City's truck route network to reflect current land uses and truck access needs and make the freight industry aware of these updates.	1.6.6
Enforcement		
5.1.3. Improve truck rule compliance through technology and stakeholder engagement	DOT will continue to expand the use of Weigh-in-Motion scales. Overweight trucks damage our roadways and put companies that follow the rules at an economic disadvantage.	1.6.6

Short-Term Milestones (by end of 2017)	Medium-Term Milestones (by end of 2021)	Lead Division	Partners
By the end of 2017, DOT will assess the vulnerability of its infrastructure to climate shocks in areas that were not impacted by Superstorm Sandy and evaluate the costs and benefits of potential mitigation actions.	DOT will align DOT's capital program with the finding of the risk analysis.	FCPM	Policy, Bridges, TO, SIF, BCs
By the end of 2017, DOT will update its Street Design Manual to include a greater focus on resilient street and sustainable street design features.		C&F	FCPM
Working with the MTA, PA, NYPD, EM, and others, DOT will create contingency plans.	DOT will regularly update contingency plans.	TP&M, SIM	Policy, FCPM, TO, BCs, EM, ITT, NYPD, MTA, PANYNJ
DOT will seek authorization of Design Build in the next State legislative session.	If authorization is secured, DOT will begin to incorporate design-build into major capital projects.	Intergov	FCPM, Legal, Bridges, DDC, DEP
DOT will develop a centralized project management system for use agency-wide.	DOT will seek to develop a centralized project management system with DDC and DEP, so that all relevant agencies can refer to the same system to receive updated project information.	FCPM	ITT, DDC, DEP
DOT will create standard project and contract documents for typical capital projects, such as milling and prior notice sidewalks.		FCPM	Legal, Bridges, DDC
Refer to Initiative 7.2.1.			
<ul style="list-style-type: none"> <li>DOT will regularly update the City's truck route network.</li> <li>DOT will inform the freight industry when changes are made to the truck route network.</li> </ul>	<ul style="list-style-type: none"> <li>DOT will regularly update the City's truck route network.</li> <li>DOT will inform the freight industry when changes are made to the truck route network.</li> </ul>	TP&M	BIC, EDC
<ul style="list-style-type: none"> <li>DOT will install two new WIM sites in Queens.</li> <li>DOT will complete a Video Analytics pilot.</li> <li>DOT will finalize design plans for a permanent truck inspection site for Maspeth Queens.</li> <li>DOT will pilot an off-route truck detection program with the NYPD in Maspeth Queens, leveraging infra red sensors and cameras.</li> <li>DOT will build out the Trucks Eye View Truck Blind</li> </ul>	Based on the success of these pilot efforts, DOT will expand these approaches to additional locations.	TP&M	NYPD, NYSDOT, PANYNJ



Initiative	Initiative Description	Related OneNYC Initiative
<b>5. Freight Movement</b>		
<b>New Initiatives</b>		
Reducing Air Pollution and Congestion		
5.2.1. Expand off-hour deliveries in conjunction with noise monitoring	DOT will encourage off-hour deliveries, with a focus on large buildings in areas with high pedestrian and bicycle activity. Shifting deliveries to overnight hours decreases congestion and truck emissions. DOT will also work with the trucking industry to pilot low-noise truck technologies, as well as deploy a network of noise monitors and cameras to monitor off-hour delivery activity.	1.6.6
5.2.2. Pilot test micro freight and waste collection centers	DOT will explore opportunities for micro freight distribution centers in highly congested commercial areas. These centers might be sited in curb space now dedicated to commercial loading, encouraging off-hour delivery and more efficient collection of recycled materials and waste	1.6.6
Freight Strategy		
5.2.3. Develop a comprehensive five borough freight strategy	DOT will develop truck route profiles for each borough to better understand truck route use and compliance. This analysis will enable the agency to better understand the movement of goods, the needs of shippers and receivers, and community concerns. The agency will then recommend a series of actions to reduce the environmental and social impacts of trucking, while enabling our economy to grow.	1.6.6
5.2.4. Expand DOT's Office of Freight Mobility	DOT will significantly increase the staff of the Office of Freight Mobility in support of the citywide freight plan and the agency's efforts to increase the use of sensor and camera technology to monitor compliance with truck regulations and traffic laws.	1.6.6
Enforcement		
5.2.5. Issue Notices of Observation to off-route and overweight trucks	DOT will explore issuing notices of observation to off-route trucks and overweight trucks that repeatedly violate rules, with opportunities for adjudication. DOT will explore linking these to denial of permits and City contracts, or other sanctions.	1.6.6

Short-Term Milestones (by end of 2017)	Medium-Term Milestones (by end of 2021)	Lead Division	Partners
Reducing Air Pollution and Congestion			
<ul style="list-style-type: none"> <li>DOT will target off-hour delivery education to businesses in Manhattan, Downtown Brooklyn, and Jamaica and encourage these businesses to adopt delivery service plans.</li> <li>DOT will issue a RFP for a Manhattan Off-Hour Deliveries noise monitoring program.</li> </ul>	<ul style="list-style-type: none"> <li>DOT will continue to expand the off-hour deliveries program citywide.</li> <li>DOT will work with partners to demonstrate low-noise technology in off-hour delivery programs.</li> <li>DOT will manage the off-hour delivery noise monitoring program and coordinate with DEP on enforcement.</li> </ul>	TP&M	DEP, BCs
DOT, with cooperation from public and private sector partners, will launch a pilot test of micro freight and waste collection centers in a high density commercial neighborhood.	Pending the outcome of the initial effort, DOT will expand this pilot to other centers.	TP&M	Policy, DSNY
Freight Strategy			
<ul style="list-style-type: none"> <li>DOT will conduct truck data collection and analyses to support development of the freight plan.</li> <li>DOT will release its freight plan by December 30, 2017.</li> </ul>	<ul style="list-style-type: none"> <li>DOT will implement the plan, subject to funding availability.</li> <li>DOT will collect freight data on truck routes every 2 years and analyze trends.</li> </ul>	TP&M	Policy, NYSDOT, PANYNJ, NYPD, EDC
<ul style="list-style-type: none"> <li>DOT will add additional staff for a five borough-wide effort to improve signage, off-hour delivery expansion, freight plan development, and freight policy development.</li> <li>DOT will finalize Freight Measures of Effectiveness Phase 2 and launch Phase 3.</li> </ul>	<ul style="list-style-type: none"> <li>DOT will continue to expand staff to match the need to manage freight demands associated with the growing population.</li> <li>DOT will continue to improve the Freight Measures of Effectiveness tool.</li> </ul>	TP&M	Policy, NYPD, NYMTC, NYSDOT, EDC, PANYNJ
Enforcement			
DOT will explore issuing notices of observation to off-route and overweight trucks.		TP&M	Policy, NYPD, ITT

Initiative	Initiative Description	Related OneNYC Initiative
<b>6. Public Realm</b>		
<b>Existing Initiatives</b>		
Expanding Public Open Space		
6.1.1. Continue and enhance the NYC Plaza Program	DOT works with local partners to create neighborhood plazas throughout the City, transforming underused streets into vibrant public spaces. The Plaza Program includes one-day plaza projects, interim plazas created with temporary materials, and permanent plazas. Our plaza partners are responsible for on-going maintenance. DOT provides financial and technical support through the Plaza Equity program when neighborhoods need assistance.	3.6.5
Programs to Improve the Street Environment		
6.1.2. Continue DOT street furniture programs to improve our streets	DOT has a range of programs to make our streets more attractive, easier to navigate, and more comfortable for pedestrians. These programs include: <ul style="list-style-type: none"> <li>Coordinated Street Furniture: provision and maintenance of bus shelters, newsstands, and automatic public toilets by DOT's street furniture franchisee;</li> <li>CityBench: the installation of benches at bus stops and plazas and on sidewalks to increase public seating on City streets;</li> <li>WalkNYC: the installation of map-based way-finding information in neighborhoods and at SBS stations across the City; and,</li> <li>Street Seats: a citywide program by which local partners apply to transform underused streets space, such as parking spaces, into seasonal public spaces.</li> </ul>	3.6.5
6.1.3. Continue DOT Art program to enliven the streetscape	DOT Art partners with community-based organizations and artists to present temporary public art in neighborhoods across the City. Artists help transform the City's streets from ordinary to extraordinary through colorful murals, dynamic light projections and thought-provoking sculptures.	3.6.5
Programs to Temporarily Open Streets for Recreation		
6.1.4. Continue DOT programs that open up City streets for public recreation	Each year, the City opens up streets across the five boroughs to pedestrians and cyclists. These programs include: <ul style="list-style-type: none"> <li>Summer Streets: an annual celebration during which nearly seven miles of Manhattan streets from the Brooklyn Bridge to Central Park are opened on three consecutive summer Saturdays for people to play, run, walk, and bike;</li> <li>Weekend Walks: a series of multi-block neighborhood events across the five boroughs during which, at the request of the community, commercial streets are temporarily closed to vehicles and opened to walking and other activities; and,</li> <li>Car-Free NYC: an annual Earth Day celebration that opens City streets for recreation, allowing residents and visitors to enjoy New York City's most valuable public space—our streets.</li> </ul>	3.6.5
<b>6. Public Realm</b>		
<b>New Initiatives</b>		
Expanding Public Open Space		
6.2.1. Transform areas under elevated transportation infrastructure into attractive public spaces and streetscapes through the EI-Space program	DOT will conduct an inventory of ei-spaces, develop an EI-Space toolkit of design treatments, and initiate six EI-Space pilot projects, some in partnership with the Design Trust for Public Space. The project will include a consideration of opportunities for secure bike parking.	3.6.5
Programs to Improve the Street Environment		
6.2.2. Update news rack regulations to keep sidewalks clean and orderly	To accommodate pedestrian flow on busy sidewalks and to keep sidewalks clean, DOT is working with the City Council to pass legislation to streamline the news rack registration process, encourage the use of modular racks, and hold owners more accountable for their dirty or disorderly racks.	3.6.5
Programs to Temporarily Open Streets for Recreation		
6.2.3. Build upon the Lower Manhattan Shared Streets pilot	Shared streets give priority to pedestrians with accommodation for vehicles needing local access. Having pedestrians, cyclists, cars, and trucks all traveling slowly through a common street space discourages traffic and has been shown to improve traffic safety. In conjunction with this year's Summer Streets, DOT held a Shared Streets event covering 60 blocks of historic Lower Manhattan. Based on this successful test, DOT will explore expanding Shared Streets and holding additional pilot events in 2017.	3.6.5
6.2.4. Pilot a Seasonal Pedestrian Street	In collaboration with a supportive community, DOT will create a seasonal pedestrian- and cyclist-only street in the summer of 2017. Car and truck access will be accommodated through special regulations, potentially during off-hours. The pilot project will last several months and will be evaluated by DOT.	3.6.5

Short-Term Milestones (by end of 2017)	Medium-Term Milestones (by end of 2021)	Lead Division	Partners
<b>6. Public Realm</b>			
<b>Existing Initiatives</b>			
In partnership with local communities, DOT will create 2 new plazas.	In partnership with local communities, DOT will create 10 new plazas.	TP&M	BCs
Programs to Improve the Street Environment			
DOT will install 511 City Benches, 15 Street Seats, 200 to 250 WalkNYC wayfinding signs, and 50 leaning bars.	DOT will continue its street furniture programs as funding becomes available.	TP&M, C&F	BCs
DOT will continue implementing temporary art projects in all five boroughs in four program tracks: Community Commissions, Arterventions, Barrier Beautification, and Art Display Case.	DOT will launch a more robust exhibitions program utilizing Art Display Cases.	C&F	BCs
Programs to Temporarily Open Streets for Recreation			
DOT will continue Summer Streets, Weekend Walks, Car-Free NYC, and One-Day Plazas.	DOT will continue Summer Streets, Weekend Walks, Car-Free NYC, and One-Day Plazas.	TP&M, C&F	NYPD, BCs
<b>6. Public Realm</b>			
<b>New Initiatives</b>			
Expanding Public Open Space			
<ul style="list-style-type: none"> <li>DOT will implement six pilot and demonstration projects at Sunset Park/Gowanus Exwy, Far Rockaway, Jerome Ave, Livonia Ave, Jamaica Ave, and Long Island City.</li> <li>DOT will develop an EI-Space toolkit.</li> </ul>	<ul style="list-style-type: none"> <li>DOT will expand the EI-Space Program to additional sites as funding becomes available.</li> <li>DOT will complete an EI-Space asset inventory.</li> </ul>	C&F	Bridges, MTA, Legal, BCs
Programs to Improve the Street Environment			
DOT will partner with the City Council to achieve this goal.		C&F, Intergov, SIM	
Programs to Temporarily Open Streets for Recreation			
DOT will expand the program in 2017 to additional neighborhoods and over longer periods of time.	If successful, DOT will expand the program to additional neighborhoods and over longer periods of time.	TP&M	C&F, BCs, Policy
DOT will launch and evaluate a seasonal pedestrian and cyclist-only street in the summer of 2017.	If successful, DOT will expand the program to additional sites.	TP&M	BCs

Initiative	Initiative Description	Related OneNYC Initiative
<b>7. Sustainability</b>		
<b>Existing Initiatives</b>		
Low Carbon Modes		
7.1.1. Encourage walking, biking, and transit	To achieve a shift from auto travel to low-carbon modes, the City must provide safe, convenient, and connected bike and pedestrian networks as well as work with the MTA to improve bus service and pedestrian and bicycle access to transit. (See Chapter 3: Mobility for more information about DOT's initiatives in this arena).	
7.1.2. Expand the Go Smart NYC program	Go Smart NYC is DOT's neighborhood-based travel choice resource program. Go Smart provides New Yorkers with information on their travel options and gives them incentives to use low-carbon modes like walking, biking, and transit. After launching in Queens Community District 5 in 2015, DOT plans to expand the program to select Brooklyn neighborhoods in 2016 and 2017.	3.1.2
Green Infrastructure		
7.1.3. Continue DOT's partnership with the NYC Department of Environmental Protection (DEP) to install green infrastructure (GI) on streets citywide	DOT will continue to partner with DEP in the siting of right-of-way bioswales, stormwater green-streets, and other green infrastructure designs in City streets, sidewalks, plazas, and greenways. GI diverts storm water runoff from the sewer system and helps prevent the discharge of sewage into our rivers and streams. We will also begin working with DEP on strategies to clean storm water runoff.	3.5.3
Greening Agency Operations		
7.1.4. Install energy efficient street lights and signals	Well-lit streets are vital to pedestrian and vehicle safety. DOT is replacing its high-pressure sodium street lights with modern LEDs that use 80 percent less energy. The agency has converted over 100,000 of its streetlights thus far and plans to convert our remaining 150,000 lights by 2018. All of the signals in DOT's 12,000 signalized intersections have already been converted to LED.	3.5.3
7.1.5. Green DOT's street resurfacing operations	The agency is a national leader in the use of recycled asphalt pavement (RAP)—our asphalt now contains 40 percent RAP. By using RAP, the City saves on new material and reduces the environmental costs associated with transport and disposal of milled asphalt. DOT has also begun testing warm mix asphalt, which requires less energy to make than traditional asphalt.	3.5.3
7.1.6 Green DOT's Staten Island Ferry (SIF) operations	In late 2016, DOT will begin converting all light fixtures in its ferry terminals to LEDs. In addition, the agency is planning to install shore power at its maintenance facility, so our ferries do not need to run their engines while being serviced. Finally, the agency is procuring three new ferry boats with cleaner EPA Tier 4 engines. These vessels will go into service in 2020 and 2021.	3.5.3, 3.3.4

Short-Term Milestones (by end of 2017)	Medium-Term Milestones (by end of 2021)	Lead Division	Partners
Refer to Chapter 3: Mobility.			
<ul style="list-style-type: none"> <li>DOT will expand the program to select Brooklyn neighborhoods in summer 2016 and to additional communities in 2017.</li> <li>DOT will strengthen its partnership with 511NY Rideshare to leverage and coordinate Transportation Demand Management messaging citywide.</li> </ul>	DOT will expand to additional neighborhoods as funding becomes available.	TP&M	SC
DOT will continue to support DEP green infrastructure efforts in City streets and sidewalks.	DOT will continue to support DEP green infrastructure efforts in City streets and sidewalks.	FCPM	DEP
DOT will evaluate the benefits of 3000 Kelvin LEDs as we convert 150,000 additional street lights by the end of 2017.		TO	
DOT will rebuild the Harper Street Asphalt Plant in Queens to incorporate use of warm mix asphalt and allow for up to 50 percent recycled asphalt pavement.	DOT will explore expanded use of 100 percent recycled material in resurfacing operations.	RRM	
DOT will complete conversion of all light fixtures in our ferry terminals to energy efficient LEDs.	<ul style="list-style-type: none"> <li>DOT will procure three new ferry boats with cleaner EPA Tier 4 compliant engines.</li> <li>DOT will install shore power at the Staten Island Ferry maintenance facility.</li> </ul>	SIF	

Initiative	Initiative Description	Related OneNYC Initiative
<b>New Initiatives</b>		
Emissions from Private Truck Fleets		
7.2.1. Reduce emissions from private truck fleets in priority communities	The City and DOT are working to secure federal funding to replace another 100 trucks as part of the Hunts Point Clean Truck initiative. DOT is also seeking to expand the program to other priority communities with high levels of truck activity.	3.3.4
Green Infrastructure		
7.2.2. Test permeable pavement and concrete	In accordance with legislation passed by the City Council as part of Local Law 80 of 2013, DOT will test the effectiveness of permeable asphalt pavement and permeable concrete sidewalks. These surfaces allow the ground below the pavement or sidewalk to absorb a portion of storm water, reducing runoff into the sewer system. DOT will monitor the impact of these surfaces, determine maintenance needs, and consider a broader application of these materials.	3.5.3
7.2.3. Develop intra-agency green infrastructure projects	DOT will develop green infrastructure elements within agency projects that will reduce the quantity of storm water runoff and help the City meet state and federal requirements for Municipal Separate Storm Sewer System (MS4) areas, which have separate storm sewer and sanitary sewers.	3.5.4
Greening Agency Operations		
7.2.4. Reduce emissions from the DOT vehicle fleet	As part of its NYC Clean Fleet initiative, the City is creating the largest municipal electrical vehicle fleet in the United States. DOT current operates 639 sedans, of which 53 are plug-in hybrids or fully electric vehicles. The agency plans to replace 50 percent of the sedans retired each year with plug-in hybrids or fully electric vehicles. The City is also exploring strategies to green the agency's light and heavy-duty truck fleets.	3.1.2, 3.3.4
7.2.5. Shrink the environmental footprint and maximize energy efficiency of DOT's 68 facilities	As part of its comprehensive facilities assessment (see Chapter 8: Organizational Excellence ), DOT will conduct an energy audit, which will identify energy conservation measures for its facilities. This effort is part of the City's 80 x 50 initiative. Conservation measures may include LED lighting, HVAC system upgrades, and solar panels, and will be implemented as energy efficiencies are identified.	3.1.4

## 8. Organizational Excellence

### Existing Initiatives

Safety		
8.1.1. Partner with our employees to identify key safety issues	DOT has conducted an employee safety survey to get input from our employees about workplace safety issues and implemented safety slogans to remind staff of the importance of workplace safety.	
8.1.2. Use data to better understand risks to our employees	DOT will continue to track employee injuries and analyze the data for trends. The agency will use the results to target the types of injuries that occur most often and create new safety training materials. In addition, DOT has hired a consultant to provide feedback on work zone design.	

Short-Term Milestones (by end of 2017)	Medium-Term Milestones (by end of 2021)	Lead Division	Partners
DOT will seek to secure additional federal funding.	DOT will expand to additional neighborhoods as funding becomes available.	TP&M	BIC, EDC
DOT will install permeable asphalt and permeable concrete at six test locations and monitor for effectiveness.	DOT will report on the findings of the testing and if successful, expand the use of permeable asphalt and concrete.	FCPM	RRM, SIM, DEP
DOT will include green infrastructure elements in project designs.	DOT will include green infrastructure elements in project designs.	FCPM	DEP
50 percent of DOT's replacement sedans purchased in 2017 will be plug-in hybrids or fully electric vehicles.	<ul style="list-style-type: none"> <li>50 percent of DOT's replacement sedans purchased each year will be plug-in hybrids or fully electric vehicles.</li> <li>DOT will implement strategies to green the agency's light and heavy duty truck fleets as those are identified by DCAS and DOT.</li> </ul>	Fleet Services	RRM, TP&M, DCAS
DOT will initiate an energy audit to identify energy conservation measures for each of the agency's facilities.	<ul style="list-style-type: none"> <li>DOT will complete the energy audit.</li> <li>DOT will implement energy efficiency improvements to its facilities.</li> </ul>	HRFM	DCAS

<ul style="list-style-type: none"> <li>DOT will complete analysis of the employee safety survey responses.</li> <li>DOT will develop an action plan to address critical safety concerns identified in the survey.</li> </ul>	DOT will implement recommendations from the Action Plan, subject to funding availability.	HRFM	RRM, TP&M, TO, SIF, SIM
DOT will continue to track employee injuries, analyze the data for trends, and develop and implement actions to address the most common injury types.	DOT will continue to track employee injuries, analyze the data for trends, and develop and implement actions to address the most common injury types.	HRFM	RRM, TP&M, TO, SIF, SIM, ITT



Initiative	Initiative Description	Related OneNYC Initiative
<b>Staff Development, Retention, and Diversity</b>		
8.1.3. Provide comprehensive training programs for all staff	DOT will continue to provide training programs to help employees close gaps in their knowledge, whether it is software training or supervisor competencies. DOT also has a staff development library and access to online courses for employees who wish to do self-guided development.	5.1.2, 5.1.3
8.1.4. Maintain and enhance an employee culture of honesty, integrity, and inclusion	DOT will continue its commitment to public service and adherence by its employees to the agency's Code of Conduct, Executive Orders regarding integrity, and the City's Conflict of Interest Laws. Through training and awareness programs, we will continue to encourage employees to conduct themselves in an honest and ethical manner and to be respectful of the diverse perspectives and backgrounds that each DOT employee brings to the workplace.	
<b>New Initiatives</b>		
<b>Safety</b>		
8.2.1. Enhance safety communication and training	DOT will publish a quarterly safety newsletter that shares best practices in safety among all units in DOT. We will also develop training profiles for specific roles to ensure that field staff members receive appropriate safety training throughout their careers.	
<b>Facilities</b>		
8.2.2. Conduct a comprehensive facilities assessment	DOT will conduct a comprehensive assessment of the conditions of its facilities. The assessment will be used to guide the agency's preventive maintenance efforts and facility capital investments. The assessment will also include an energy audit, which will evaluate potential energy efficiency improvements.	
<b>Staff Development, Retention, and Diversity</b>		
8.2.3. Pilot a rotational program for DOT staff	DOT will develop and pilot a rotational management development program in which selected DOT employees can do work exchanges with other DOT units and divisions, gaining experience in planning, outreach, design, data analysis, and other fields.	5.1.2, 5.1.3
8.2.4. Expand outreach to attract diverse employees	DOT will expand its outreach efforts regarding agency job openings and the civil service exam process to groups under-represented at the agency. A closer relationship between Human Resources and the agency's EEO/Diversity Office will allow us to identify appropriate publications and affinity groups to target.	5.1.1
8.2.5. Create an ambassador program for outreach and recruitment to colleges and universities	DOT's Recruitment Coordinator will work closely with the operating divisions to identify current employees who are recent graduates to expand the pool of individuals who can represent the agency at career fairs and other on-campus recruitment opportunities.	5.1.1
8.2.6. Learn from our peer cities across the globe	DOT will seek to learn from global best practices in peer cities worldwide as it advances its sustainable transportation agenda.	
<b>Process Reform</b>		
8.2.7. Streamline the procurement process	DOT is participating in a citywide effort to review and reform the current procurement processes. DOT will participate in ongoing pilots to compress the procurement timeline and add more predictability to the process, so that, among other improvements, the vendor pool is expanded and smaller vendors are better able to compete.	1.7.3

Short-Term Milestones (by end of 2017)	Medium-Term Milestones (by end of 2021)	Lead Division	Partners
DOT will continue to provide training programs to help employees close gaps in their knowledge.	DOT will continue to provide training programs to help employees close gaps in their knowledge.	HRFM	
DOT will continue to provide training and awareness programs to encourage a culture of honesty, integrity, and inclusion.	DOT will continue to provide training and awareness programs to encourage a culture of honesty, integrity, and inclusion.	HRFM	
<b>New Initiatives</b>			
<ul style="list-style-type: none"> <li>DOT will publish a quarterly safety newsletter.</li> <li>DOT will develop training profiles for specific roles to ensure that field staff receive the appropriate safety training throughout their careers.</li> </ul>	DOT will continue to improve safety communication and training as new best practices are developed across the industry.	HRFM	RRM, TP&M, TO, SIF, SIM
DOT will embark on a facilities planning effort.	DOT will make substantial progress towards the completion of the long-range facilities plan.	HRFM	ITT
DOT will pilot a rotational management development program.	If successful, DOT will continue and expand the rotational management program.	HRFM	TP&M
DOT will continue to identify additional publications and groups for recruitment outreach.	DOT will continue to identify additional publications and groups for recruitment outreach	HRFM	
DOT will continue to identify employees to expand the pool of representatives.	DOT will continue to identify employees to expand the pool of representatives.	HRFM	
<ul style="list-style-type: none"> <li>DOT will produce a report benchmarking NYC's performance against peer cities on a variety of transportation best practices and outcomes.</li> <li>DOT will continue to host visitors, participate in and help to organize conferences, and explore opportunities for personnel exchanges with peer agencies.</li> </ul>	DOT will host an international meeting focused on promoting best practices for equitable and sustainable transportation.	Policy	
DOT will continue to participate in a citywide effort to review and reform the current procurement processes.		FPCM	MOCS, Law

Initiative	Initiative Description	Related OneNYC Initiative
<b>9. Public Engagement</b>		
<b>Existing Initiatives</b>		
<b>Public Awareness</b>		
9.1.1. Continue to use a variety of channels to communicate agency goals and initiatives to the public	DOT will continue to use social media to promote agency projects and initiatives and monitor public feedback. The agency will also continue to develop video content explaining our projects and priorities, as well as conduct market research to measure the effectiveness of our public awareness efforts.	
<b>Project-Based Outreach</b>		
9.1.2. Continue project-based outreach	DOT will continue to consult with local communities on all of its projects. For major initiatives, such as Select Bus Service routes and Great Streets projects, DOT will continue to use tools like interactive workshops and open houses to provide a forum for community input.	
9.1.3. Continue Street Ambassador Program	DOT will continue to deploy its Street Ambassadors to expand the reach of its public engagement efforts, particularly to groups traditionally under-represented at public meetings, including bus riders, non-English speakers, and low-income New Yorkers.	
9.1.4. Expand and improve project feedback portals	DOT will continue to use online project portals ( <a href="http://nycdotfeedbackportals.nyc/">http://nycdotfeedbackportals.nyc/</a> ) to solicit input on street improvement projects, share project updates, and post designs. DOT will expand the use of portals to include a broader range of projects.	
<b>Customer Service</b>		
9.1.5. Continue to respond courteously and promptly to public and stakeholder inquiries	To further improve customer service, DOT is upgrading the agency's centralized correspondence tracking system to better respond to the 30,000 letters, emails, and other communications the agency receives each year from elected officials, community boards and the general public.	
9.1.6. Provide courteous service to the agency's permit and ferry customers	DOT has updated its permit application system to make it easier for applicants. We have also increased service frequency on the Staten Island Ferry.	
<b>New Initiatives</b>		
<b>Public Awareness</b>		
9.2.1. Re-launch the DOT website	The agency is in the process of conducting a comprehensive redesign of its website to make it more user friendly and to meet universal accessibility standards. The new site will include a web content management system that will allow for more timely updates	
9.2.2. Engage with the public in new venues	DOT will seek to engage the public outside of the project-specific review process to raise awareness of what we do and build relationships. These venues may include community events and non-transportation focused forums.	
9.2.3. Employ surveys and other tools to measure user satisfaction and attitudes	DOT will explore opportunities to use surveys and other tools to measure changes in satisfaction of travelers over time and to better understand the needs and attitudes of the public towards potential changes or real world experience with the transportation system.	

Short-Term Milestones (by end of 2017)	Medium-Term Milestones (by end of 2021)	Lead Division	Partners
DOT will continue to use social media and videos to promote agency projects and initiatives.	DOT will continue to use social media and videos to promote agency projects and initiatives.	SC	
<ul style="list-style-type: none"> <li>DOT will continue to consult with local communities on all street improvement projects.</li> <li>DOT will continue to host interactive workshops and open houses for major initiatives.</li> <li>DOT will request on-site translators for workshops and other outreach events via the Language Access unit.</li> </ul>	<ul style="list-style-type: none"> <li>DOT will continue to consult with local communities on all street improvement projects.</li> <li>DOT will continue to host interactive workshops and open houses for major initiatives.</li> <li>DOT will continue to request on-site translators for workshops and other outreach events via the Language Access unit.</li> </ul>	BCs, TP&M, Bridges	Intergov
DOT will continue to deploy Street Ambassadors to expand the reach of public engagement efforts.	DOT will continue to deploy Street Ambassadors to expand the reach of public engagement efforts.	TP&M	BCs
<ul style="list-style-type: none"> <li>DOT will continue to use online project portals to solicit input from the public and share project updates.</li> <li>DOT will expand the use of project portals to include a broader range of projects.</li> </ul>	DOT will continue to use online project portals to solicit input from the public and share project updates.	TP&M	ITT, BCs
<ul style="list-style-type: none"> <li>DOT will complete DOT ARTS public customer relationship management system upgrade.</li> <li>DOT will train over 550 agency users on the upgraded DOT ARTS system.</li> <li>DOT will improve public-facing website customer input forms and add interactive maps to display DOT actions throughout NYC.</li> <li>DOT will expand DOT ARTS technology to operations divisions to streamline workflow, enhance accountability, and improve data availability.</li> <li>DOT will continue to participate in the City's 311 system upgrade to better manage citizen requests and complaints.</li> </ul>		CCU, BCs	ITT
DOT will continue to use technology to improve customer service.		SIF, SIM	
DOT will launch its new agency website.	DOT will update its website design as new standards are developed.	ITT	SC
DOT will engage the public outside of the project-specific review process.		BCs, TP&M	Intergov
<ul style="list-style-type: none"> <li>DOT will train staff on survey administration and analysis.</li> <li>DOT will begin to survey travelers and transportation system stakeholders.</li> </ul>		Policy	TP&M

Initiative	Initiative Description	Related OneNYC Initiative
<b>9. Public Engagement</b>		
<b>New Initiatives</b>		
<b>Project-Based Outreach</b>		
9.2.4. Develop public engagement resource guide for agency staff	Leveraging the agency's deep institutional knowledge, DOT will develop an outreach resource guide documenting best practices from across the agency. The agency will also create a searchable in-house digital warehouse of public outreach materials, including presentations, talking points, and letters.	
9.2.5. Better communicate project benefits and outcomes	Using new data sources and analytics tools, the agency will develop ways to better quantify the economic, health, and safety benefits of our projects and to communicate these benefits to the public.	
<b>Customer Service</b>		
9.2.6. Create an online map of agency projects	DOT is developing a public facing online map of agency projects and pending work already in our queue to let the public more easily review upcoming projects that might affect their lives. These maps will also link to new online forms for the public to submit inquiries directly to the agency.	
9.2.7. Improve customer service for the disability parking permit program	Beginning this summer, parking permit holders with permanent disabilities will be issued two-year rather than one-year permits. In addition, the hours for DOT's parking permit customer service center have been extended, and the agency is working to simplify its application process.	
9.2.8. Streamline the contract payment process	As part of efforts to improve the agency's procurement process, DOT has established a working group composed of the agency's fiscal affairs, engineering audit, legal, IT, and operational units. To speed up contract payments by at least 20 percent, DOT will require concurrent reviews by different units, allow invoice adjustments to follow initial payments to contractors, transition more of the payment process to computer-based systems, and develop a new contract payment management system.	1.7.3
9.2.9 Streamline the change order approval process	Change orders can sometimes take a year to be approved, far longer than in the private sector. Moving forward, DOT will hold itself and its contractors accountable for meeting aggressive timelines in the change order process. The agency will improve change order tracking, better integrate our change order process with the new citywide procurement system, and continue efforts to expedite approvals from oversight agencies.	1.7.3

Short-Term Milestones (by end of 2017)	Medium-Term Milestones (by end of 2021)	Lead Division	Partners
<ul style="list-style-type: none"> <li>DOT will develop an outreach resource guide documenting best practices across the agency.</li> <li>DOT will create a searchable, in-house digital warehouse of public outreach materials.</li> </ul>	DOT will continue to update resource guide as new outreach strategies are implemented.	Intergov, BCS, TP&M	ITT
DOT will hire a senior economist who will help quantify the benefits and costs of current and proposed initiatives and, where possible and appropriate, identify how these are distributed among those who are affected.	Building on good cost-benefit and distributional impact analysis, DOT will incorporate triple bottom line (social-economic-environmental) accounting into appraisals of agency projects and initiatives as appropriate, using global best practices, and communicate these findings to the public in an easy to comprehend manner.	Policy	BCS
DOT will initiate development of online map of agency projects.	DOT will publish online map of agency projects for public review.	ITT	TP&M, FCPM, Bridges, CCU
<ul style="list-style-type: none"> <li>DOT will work to simplify the application process.</li> <li>DOT will continue to deliver excellent customer service to permit holders.</li> </ul>		TO	MOPD, ITT
DOT will reduce processing time for contract payments.	DOT will launch a new Contract Management System for procurements, change orders, and contract payments.	FCPM, EAB	ITT, Bridges, TP&M, SIF
DOT will reduce processing time for change orders.	DOT will launch a new Contract Management System for procurements, change orders, and contract payments.	FCPM, EAB	ITT