

THE COUNCIL OF THE CITY OF NEW YORK

Hon. Melissa Mark-Viverito
Speaker of the Council

Hon. Ydanis Rodriguez
Chair, Committee on Transportation



Report of the Finance Division on the
Fiscal 2018 Preliminary Budget and the
Fiscal 2017 Preliminary Mayor's Management Report for the
Department of Transportation

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Finance Division

Latonia McKinney, Director
Regina Poreda Ryan, Deputy Director
Nathan Toth, Deputy Director

Paul Scimone, Deputy Director
Brandon West, Senior Financial Analyst
Chima Obichere, Unit Head

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Department of Transportation Overview

The Department of Transportation (DOT or the Department) is responsible for the condition and operation of approximately 6,300 miles of streets, highways and public plazas, 789 bridge structures, and nine boats for the Staten Island Ferry program. DOT ensures traffic safety through a variety of ways including: enhancing conditions for pedestrians near schools and in communities with high concentrations of seniors; continuous analysis of traffic operations in key intersections and corridors; and the daily operation of traffic signals at 12,900 signalized intersections and over 315,000 street lights. The Department maintains over 200 million linear feet of markings on City streets and highways. Additionally, DOT manages mobility at many different levels including: its Joint Traffic Management Center; an extensive emergency response operation; the Bus Rapid Transit program; the Staten Island Ferry operation; the bicycle program; the pedestrian program; sidewalk repair and Americans with Disabilities Act (ADA) compliance programs; and the on-street parking meters. The Department's infrastructure programs are comprised of an extensive bridge capital investment and life-cycle maintenance program; roadway resurfacing, repair and maintenance; and a capital program that includes street and sidewalk reconstruction and projects such as greenway construction. DOT's alternative fuel program promotes the use of cleaner vehicles in both the public and private sectors.

This report provides a review of the DOT's Preliminary Budget for Fiscal 2018. In the first section, the highlights of the \$956.5 million Fiscal 2018 expense budget are presented, followed by a financial summary of DOT's budget. Highlights regarding the Department's Revenue and Contract budget are also included, as well as initiatives funded by the Council and the impact of State and federal budget actions.

The report then presents the Department's budget by program area and provides analysis of significant program areas, discusses initiatives included in the November and Preliminary Financial Plans, and reviews relevant sections of the Preliminary Mayor's Management Report (PMMR) for Fiscal 2017. This is followed by a review of the Fiscal 2017-2020 Preliminary Capital Budget and the Fiscal 2018-2027 Preliminary Ten-Year Capital Strategy. Finally, the appendices are included to highlight the Budget Actions in the November and Preliminary Plans, the Preliminary Mayor's Management Report for Fiscal 2017 and the reconciliation of DOT's program areas to units of appropriations.

Fiscal 2018 Preliminary Budget Highlights

The City's Preliminary Fiscal 2018 Budget is \$84.7 billion, \$2.6 billion more than the Fiscal 2017 Adopted Budget of \$82.1 billion. City funds (City tax and non-tax revenues) total \$61.6 billion, up \$1.7 billion from \$59.9 billion in the Adopted Budget.

The Department of Transportation's Fiscal 2018 Preliminary Budget totals \$956.5 million (including City and non-City funds); this represents approximately 1.1 percent of the City's total Budget. The Department's Fiscal 2018 Preliminary Budget is \$10.2 million more than the Fiscal 2017 Adopted Budget of \$946 million. Both the Personal Services (PS) and Other Than Personal Services (OTPS) costs have increased by \$5.1 million respectively. The increases are primarily due to additional funding for pavement safety markings and the necessary staff and funding for Credit Card Fees.

DOT Expense Budget						
	2015	2016	2017	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	2017	2018	2017 - 2018
Personal Services	\$412,816	\$428,311	\$459,996	\$456,950	\$465,126	\$5,130
Other Than Personal Services	472,180	481,967	486,266	541,467	491,352	5,086
TOTAL	\$884,996	\$910,278	\$946,262	\$998,417	\$956,478	\$10,216

**The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

For DOT, the Fiscal 2018 November and Preliminary Plans include a total of \$52.2 million in budget action changes to Fiscal 2017 and a total of \$16.2 million in budget action changes to Fiscal 2018. The \$52.2 million includes \$14.2 million in new needs and \$38 million in other adjustments to the Fiscal 2017 budget. The \$16.2 million in changes to the Fiscal 2018 budget includes approximately \$15.7 million in new needs and a net increase of approximately \$502,000 in other adjustments.

The Preliminary Plan for Fiscal 2018 does not include any of the \$3 million, the Council negotiated with the Administration, for the Vision Zero Education Campaign which was included in the Fiscal 2017 Adopted Plan.

The key actions affecting the agency's proposed budget include the following.

- **Install Signs for Pay-by-Cell.** DOT has a new need of \$479,000 in Fiscal 2017 and \$410,000 in Fiscal 2018 only for Pay-by-Cell signs installation. (see p. 12)
- **ADA Pedestrian Ramp Supervisors.** DOT has a new need of \$584,000 in Fiscal 2017 and \$672,000 in Fiscal 2018 and in the outyears for six positions and related OTPS costs to oversee its ADA pedestrian ramp compliance efforts. (see p.16)
- **Bike Network Intersection Upgrades.** DOT will receive funding of \$245,000 in Fiscal 2017 and \$690,000 in Fiscal 2018 to implement bike network upgrades. (see p.30)
- **Credit Card Fees.** The Department will receive additional funding of \$4.5 million for credit card fees associated with parking meters. (see p.12)
- **Daytime Pavement Safety Markings Operation.** The Fiscal 2018 Preliminary Plan includes \$2.9 million annually for four positions to help speed up the project scoping phase of street reconstruction projects. (see p.12)

- **Enhanced Street Crossing.** The Preliminary Plan includes a new need of \$66,000 in Fiscal 2017 and \$242,000 in Fiscal 2018 and in the outyears for three positions and related OTPS costs for DOT's Enhanced Street Crossing program. (see p. 12)
- **Left Turn Traffic Calming.** DOT has a new need of \$325,000 in Fiscal 2018 and \$275,000 in Fiscal 2019 and in the outyears for two positions and associated OTPS costs to improve visibility and left turn safety at 100 intersections annually. (see p.30)
- **Pavement Safety Markings Contract.** The Fiscal 2018 Preliminary Plan includes \$6.5 million in Fiscal 2017 and \$6.7 million in Fiscal 2018 and reaching \$15.4 million by Fiscal 2021 for pavement safety markings contracts. (see p.12)
- **Pavement Safety Markings Staff.** The Fiscal 2018 Preliminary Plan includes \$438,000 in Fiscal 2017, \$2.3 million in Fiscal 2018 and \$1.8 million in Fiscal 2019 and the outyears for 21 positions and related OTPS costs associated with DOT's pavement safety markings program. (see p.12)
- **Staten Island Traffic Signal and Pedestrian Signal Work.** DOT will receive \$600,000 in Fiscal 2017 only for traffic signal and pedestrian signal work in Staten Island in Fiscal 2017. (see p.30)
- **Street Light Enhancements.** The Preliminary Plan includes a new need of \$636,000 in Fiscal 2018 and \$566,000 in Fiscal 2019 and in the outyears for three positions and related OTPS costs for street light enhancements citywide. (see p. 13)
- **Traffic Study for Pier 40 Development.** DOT will receive funding of \$750,000 in Fiscal 2017 and in Fiscal 2018 for a Pier 40 Development Traffic Study. (see p.30)

In addition to the above new needs, other key actions affecting the Department's Preliminary Budget include the following.

- **Collective Bargaining.** The Fiscal 2018 Preliminary Plan for the DOT includes \$689,000 in Fiscal 2017 and \$655,000 in Fiscal 2018 and in the outyears for collective bargaining agreement costs. (see p.26)
- **Bicycle Network Development.** The Department's budget includes federal funding of \$8.1 million in Fiscal 2017 for bicycle network development. (see p.13)
- **Capital Cost Avoidance from In-House Management of Milling Contracts.** The Department's budget includes \$986,000 in Fiscal 2017, \$1.6 million in Fiscal 2018 and in the outyears and 23 positions for in-house management of milling contracts. By bringing the management of milling contracts in-house, DOT will avoid the additional cost of contracting out the management of its milling contracts. (see p. 17)
- **Connected vehicles.** The Fiscal 2018 Preliminary Plan includes \$9.9 million in Fiscal 2017 for DOT's Connected Vehicles program. (see p. 13)
- **Emission Reduction Program.** The Fiscal 2018 Preliminary Plan includes federal funding of \$3.7 million in Fiscal 2017 for the DOT's Emission Reduction program citywide. (see p.27)

- **Headcount Reduction after Pay-by-Cell Implementation.** The Fiscal 2018 Preliminary Plan includes anticipated savings of \$1.7 million beginning in Fiscal 2019 from headcount after the implementation of its Pay-by-Cell program. (see p.13)
- **Install LED Lights on Highways and in Parks.** DOT anticipates to save \$127,000 in Fiscal 2018, \$423,000 in Fiscal 2019 and \$500,000 in Fiscal 2020 and beyond from energy costs that would result from the installation of LED lights on highways and in parks citywide. (see p. 13)
- **Large Vessel Dry Docking.** DOT will use \$2.5 million in federal funds and \$315,000 in State funds for costs associated with the Staten Island Ferry dry docking in Fiscal 2017. (see p.19)
- **Lower Level Boarding.** DOT will receive additional funding of \$607,000 in Fiscal 2018 and in the outyears to implement lower level boarding at the Whitehall Ferry Terminal. (see p.19)
- **Manhattan Meter Expansion.** The Fiscal 2018 Preliminary Plan includes revenue of \$1.6 million in Fiscal 2018 and \$4.2 million in Fiscal 2019 and the outyears from additional parking meters and parking meter hours offset by associated expenses of \$218,000 in Fiscal 2018 and \$342,000 in Fiscal 2019 and beyond. (see p.13)
- **School Safety Consolidated Local Street and Highway Improvement Program (CHIPS).** The Fiscal 2018 Preliminary Plan includes \$1.8 million in Fiscal 2017 in State CHIPS funding for the Safe Routes to School program. (see p.13)
- **Reduction in Bridge Operators due to Bridge Conversion.** As part of the Citywide Savings Plan, DOT anticipates savings of \$162,000 in Fiscal 2019 and \$325,000 in Fiscal 2019 and in the outyears due to the conversion of the Mill Basin Bridge from a moveable bridge to a fixed bridge. (see p. 23)
- **Select Bus Service.** The Department will receive \$1.7 million in federal and State funding in Fiscal 2016 for select bus services. (see p.13)
- **Vision Zero Education Initiative.** DOT anticipates federal funding of \$443,000 in Fiscal 2017 for costs associated Vision Zero. (see p. 13)
- **Conversion of Deckhands to Bridge Operators at City Island.** DOT anticipates savings of \$44,000 in Fiscal 2018, \$39,000 in Fiscal 2019 and \$22,000 in Fiscal 2020 and beyond from the conversion from deckhands to bridge operators for the Harts Island Ferry. (see p.19)
- **Bridge Repair Overtime Reduction.** The Preliminary Budget includes bridge overtime savings of \$66,000 in Fiscal 2017 and \$127,000 in Fiscal 2018 and in the outyears. (see p. 23)
- **DOT PS Savings.** The Preliminary Budget includes Personal Services (PS) savings of \$5 million in Fiscal 2017 and in Fiscal 2018 only for DOT (see p.26)
- **HIQA Street and Roadway Integrity Enforcement.** DOT has a new funding need of \$47,000 in Fiscal 2018 and in the outyears for Highway Improvement and Quality Assurance (HIQA) continued enforcement. (see p. 16)

- **Intra Funds Agreement (IFA) Adjustment.** The Preliminary Budget includes an IFA funding adjustment of \$49.5 million in Fiscal 2019 only for DOT. (see p. 16)
- **Preventive Maintenance Program.** The Preliminary Plan includes \$709,000 in Fiscal 2018, \$268,000 in Fiscal 2019, \$8,000 in Fiscal 2020 and a net savings of \$252,000 beginning in Fiscal 2021 and beyond from the implementation of in-house preventive maintenance program. (see p.28)

Financial Summary

DOT Financial Summary						
<i>Dollars in Thousands</i>						
	2015	2016	2017	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2017	2018	2017 - 2018
Spending						
Personal Services	\$412,816	\$423,311	\$459,996	\$456,950	\$465,126	\$5,130
Other Than Personal Services	472,180	481,967	486,266	541,467	491,352	5,086
TOTAL	\$884,996	\$905,278	\$946,262	\$998,417	\$956,478	\$10,216
Budget by Program Area						
Bridge Engineering and Administration	\$24,210	\$24,955	\$35,282	\$33,770	\$33,863	(\$1,419)
Bridge Maintenance, Repair & Operations	66,699	55,544	71,033	70,912	71,479	446
DOT Management & Administration	59,226	59,364	62,580	66,329	57,183	(5,397)
DOT Vehicles & Facilities Mgmt & Maintenance	46,965	49,769	55,303	59,567	56,769	1,466
Ferry Administration & Surface Transit	4,445	4,253	4,344	4,379	4,350	6
Municipal Ferry Operation & Maintenance	101,032	98,068	87,498	90,382	87,756	258
Roadway Construction Coordination & Admin	10,507	12,407	17,211	17,878	17,536	324
Roadway Repair, Maintenance & Inspection	228,689	247,788	259,615	261,838	265,194	5,579
Traffic Operations & Maintenance	294,112	299,575	324,460	344,738	332,624	8,165
Traffic Planning Safety & Administration	49,112	58,556	28,937	48,624	29,725	788
TOTAL	\$884,996	\$910,278	\$946,262	\$998,416	\$956,478	\$10,216
Funding						
City Funds			\$556,475	\$559,109	\$561,799	\$5,324
Other Categorical			1,372	1,456	1,372	0
Capital- IFA			218,665	220,723	229,760	11,095
State			96,081	106,279	97,295	1,214
Federal - Other			70,793	107,114	63,370	(7,423)
Intra City			2,876	3,736	2,883	6
TOTAL	\$884,996	\$910,278	\$946,262	\$998,416	\$956,478	\$10,216
Budgeted Headcount						
Full-Time Positions - Civilian	4,452	4,633	5,060	5,244	5,181	121
Full-Time Equivalent Positions - Civilian	409	682	278	227	225	(53)
TOTAL	4,861	5,315	5,060	5,471	5,406	68

**The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

In general, agency program areas can provide insight into which programs are priorities and how the budget impacts programs' outcomes. DOT's functions can be broken down into ten program areas or functions as illustrated above. These program areas are funded with a combination of City funds and other resources. Of the Department's program areas, funding

for Traffic Operations and Maintenance and Roadway Repair, Maintenance and Inspection will constitute more than 60 percent of the agency's total funding in Fiscal 2018.

The largest increase in the program areas is in the expense for Traffic Operations and Maintenance program area, which is \$8.2 million or 2.5 percent more than the Fiscal 2017 Adopted Budget. The other significant increase is in the Roadway Repair, Maintenance and Inspection, which increased by \$5.6 million.

The Fiscal 2018 Preliminary Budget includes \$561.8 million in City tax-levy funds, an increase of \$5.3 million from the Fiscal 2017 Adopted Budget. Since the City's fiscal year and the State and federal fiscal years do not coincide, the Department reports only baseline funding and grants that it anticipates from the other two branches of government at the beginning of each year and makes adjustments as additional grant funding becomes available. For the current fiscal year (Fiscal 2017), to date over \$46.5 million in State and federal funding has been realized post Adoption.

The Department's Fiscal 2018 full-time headcount is projected to be 5,181, an increase of 121 positions when compared to the Fiscal 2017 Adopted Budget. However, when the Fiscal 2018 full-time equivalent (FTE) positions are taken into account, the overall headcount for Fiscal 2018 is 5,406 representing an increase of only 68 positions when compared to the Fiscal 2017 Adopted Budget. The majority of the increase in headcount is associated with additional staffing for the Department's Pavement Safety Markings program.

Contract Budget

The New York City Charter mandates the preparation of a Contract Budget to identify expenditures for contractual services, which are defined as any technical, consultant, or personal service provided to the City by means of a contract. The Contract Budget is actually a subset of the Other Than Personal Services (OTPS) portion of the City's Expense Budget. The Administration prepares a Contract Budget twice each fiscal year. In January, it is prepared with the Departmental Estimates, and in late April it is submitted to the Council with the Executive Budget.

The City's Contract Budget, as proposed, totals \$14.39 billion in Fiscal 2018, a slight decrease when compared to the Fiscal 2017 Adopted Budget of \$15 billion. For DOT, the contract budget for Fiscal 2018 is approximately \$225.7 million, with Maintenance and Operation of Infrastructure contracts constituting more than 62 percent of the agency's total contracts. Although the total number of contracts in Fiscal 2017 when compared to Fiscal 2018 remains the same, the total contract value in Fiscal 2018 shows a slightly increased of \$76,000. The majority of the increase is for costs associated with roadway repair, maintenance and inspection, which is in the Maintenance and Operation of Infrastructure contracts category. Examples of large contracts administered by DOT include design and construction support services for bridges, roads and traffic signal maintenance.

DOT Fiscal 2018 Preliminary Contract Budget <i>Dollars in Thousands</i>				
Category	Fiscal 2017 Adopted	Number of Contracts	Fiscal 2018 Preliminary	Number of Contracts
Cleaning Services	\$2,812	33	\$2,812	33
Contractual Services - General	30,034	89	27,493	89
Data Processing Equipment Maintenance	1,081	29	629	29
Financing Costs	5,644	2	5,764	2
Maintenance and Operation of Infrastructure	129,156	64	140,145	64
Maintenance and Repairs - General	15,600	113	15,600	113
Maintenance and Repairs - Motor Vehicle Equip	1,678	26	1,678	26
Office Equipment Maintenance	306	95	306	95
Printing Services	251	19	251	19
Prof. Services - Computer Services	4,050	9	1,548	9
Prof. Services - Engineering and Architectural Services	3,575	7	1,205	7
Prof. Services - Other	8,764	12	5,178	12
Security Services	20,434	7	20,790	7
Telecommunications Maintenance	1,810	22	1,817	22
Temporary Services	91	4	91	4
Training Program for City Employees	321	45	375	45
Transportation Services	20	3	20	3
TOTAL	\$225,628	579	\$225,704	579

Revenue

DOT Miscellaneous Revenue Budget Overview						
<i>Dollars in Thousands</i>						
Revenue Sources	2015	2016	2017	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2017	2018	2017 - 2018
Sidewalk Interruption Permits	\$12,091	\$14,220	\$8,335	\$13,000	\$8,373	\$38
Street Opening/Utility Permits	27,568	32,295	17,264	30,000	17,340	76
Intercity Bus Permits	114	135	56	280	56	0
Overwght/Oversize Truck Permits	2,386	2,366	1,950	1,950	1,950	0
Emergency Manhole Open. Permits	702	518	550	550	550	0
Franchises: Bus Stop & Other	54,094	53,655	55,254	55,254	56,779	1,525
Concession Rents	206	109	234	234	234	0
Revocable Consents	15,176	17,853	16,380	16,380	16,869	489
Electrical Transformers	37,755	37,749	40,267	42,749	41,144	877
Ferry Permits & Concessions	3,343	4,441	3,320	3,320	3,320	0
Damage to City Property	702	551	810	810	810	0
Back Chges, Jets & Raise Cast	3,298	2,859	2,971	2,971	2,971	0
Garages & Long Term Parking	8,306	8,518	7,926	7,926	7,926	0
Parking Meters	202,615	205,744	207,114	207,114	209,382	2,268
Record Search Fees	36	48	20	20	20	0
Gas Reimb, Maps, Bid Book Fees	62	142	1,580	115	115	(1,465)
DOT Sign Shop-Sale of Signs	331	300	60	250	250	190
TOTAL	\$368,785	\$381,503	\$364,091	\$382,923	\$368,089	\$3,998

**The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The Department of Transportation plans to collect approximately \$368.1 million from various miscellaneous revenue sources in Fiscal 2018, an increase of \$4 million when compared to the Fiscal 2017 Adopted Budget. DOT collects revenue from sidewalk interruption and street opening permits, parking meters, revocable consents, and franchise fees from bus stop shelters, among others sources. Under the revocable consents program, DOT grants applicants permission to use space on, over or under the City streets and sidewalks for a fee.

Council Initiatives

Fiscal 2017 Council Changes at Adoption	
<i>Dollars in Thousands</i>	
Council Initiatives	
Vision Zero Education	\$2,200
Subtotal	\$2,200
Local Initiatives	\$126,500
TOTAL	\$128,700

In Fiscal 2014, the City announced the launch of the Vision Zero action plan as a first step to begin to address the issues of traffic death and injuries on City streets. The action plan, which is being carried out by five City agencies including the DOT, aims to reduce traffic fatalities citywide through enforcement, and improved roadway engineering and education.

In the Fiscal 2017 Adopted Budget, the Council negotiated with the Administration to include \$3 million in the Fiscal 2017 Adopted Budget to support the education component of Vision Zero. Because the allocation was not baselined, it is not included in the Fiscal 2018 Preliminary Budget. The primary objective of this funding was to increase public awareness of the Vision Zero Initiative.

Federal & State Issues

Federal Funding History

The Fiscal 2018 Preliminary Plan includes \$63.4 million in federal funds for the DOT, which comprises approximately seven percent of the agency's budget. However, the amount of federal funding reflected in DOT's budget is expected to increase. This is because the City's fiscal year and the federal fiscal year do not coincide, as such, it is not clear exactly how much federal funding DOT will receive until after the City's fiscal year begins. Therefore, DOT reports only baseline funding and grants that it anticipates from the federal government at the beginning of each year and makes adjustments as additional federal funds are received. To date, DOT has received over \$107 million in federal funds - representing nearly 11 percent of its current Fiscal 2017 budget. Accordingly, program areas that are funded, in part, with non-City funds might initially show a decrease in Fiscal 2018, but then eventually align with the Fiscal 2017 Adopted Budget once the agency confirms these federal allocations. In future financial plans, Council Finance expects the Administration to recognize more federal funds for Fiscal 2018, however given the current atmosphere in Washington, the exact amount and timing remain unknown. As such, future federal funding levels remain uncertain at this time.

Program Areas

Traffic Operations and Maintenance

The Division of Traffic Operations is responsible for the safe and efficient movement of people and goods on the City's streets and for the development, installation, and maintenance of the City's traffic signals, street lights, traffic signs, and roadway markings. The Division manages the municipal parking facilities and parking meters, as well as the Department's Traffic Management Center (TMC). The TMC monitors real-time traffic conditions, controls thousands of computerized traffic signals, and operates variable message signs on the City's major arteries. The Division also manages the Red Light, Bus Lane, and Speed Camera programs, which are designed to promote safe, responsible driving by photographing and fining vehicles that run red lights, speed in school zones, or interfere with bus lanes. Currently, the DOT has 439 cameras (196 Red Light, 200 Speed, and 43 Bus Lane cameras) actively used at various locations Citywide.

Traffic Operations & Maintenance						
<i>Dollars in Thousands</i>						
	2015	2016	2017	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2017	2018	2017 - 2018
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$61,641	\$65,309	\$75,692	\$72,867	\$77,994	\$2,302
Other Salaried and Unsalariated	957	1,048	863	863	863	0
Additional Gross Pay	5,004	4,253	1,379	1,379	1,405	26
Overtime - Civilian	11,512	11,447	5,242	7,971	8,191	2,949
Fringe Benefits	664	1,137	627	627	628	1
Amounts to be Scheduled	0	0	867	74	79	(789)
Subtotal	\$79,777	\$83,194	\$84,671	\$83,782	\$89,159	\$4,488
Other Than Personal Services						
Supplies and Materials	\$10,781	\$9,641	\$22,688	\$16,493	\$23,696	\$1,008
Fixed and Misc. Charges	36	26	138	45	138	0
Property and Equipment	7,052	3,059	4,332	7,581	4,486	154
Other Services and Charges	71,598	63,280	67,116	71,090	65,160	(1,956)
Contractual Services	124,866	140,375	145,515	165,746	149,985	4,470
Subtotal	\$214,334	\$216,381	\$239,788	\$260,955	\$243,465	\$3,676
TOTAL	\$294,112	\$299,575	\$324,460	\$344,738	\$332,624	\$8,165
Funding						
City Funds			\$239,201	\$248,936	\$252,626	\$13,425
Other Categorical			1,036	1,036	1,036	0
Capital- IFA			15,164	15,188	15,303	139
State			27,523	27,523	27,523	0
Federal - Other			41,530	51,982	36,130	(5,400)
Intra City			6	73	7	0
TOTAL	\$294,112	\$299,575	\$324,460	\$344,738	\$332,624	\$8,165
Budgeted Headcount						
Full-Time Positions - Civilian	1,060	1,096	1,252	1,279	1,301	49
TOTAL	1,060	1,096	1,252	1,279	1,301	49

*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.

DOT's Fiscal 2018 Preliminary Budget includes \$332.6 million for traffic operations and maintenance, \$8.2 million more than the Fiscal 2017 Adopted Budget of \$324.5 million. The spending increase for this program area is primarily due to increased spending for additional staff needed for the Pavement Safety Markings Program.

The Division of Traffic Operations' Fiscal 2018 Preliminary Budget includes funding for 1,301 positions, an increase of 49 positions compared to the Fiscal 2017 Adopted Budget. Since additional State and federal grants are will be recognized post Adoption, it is likely that additional positions will be recognized for this program area.

Since the Fiscal 2017 Budget was adopted last June, specific actions affecting the Traffic Operations and Maintenance program area include the following:

- **Install Signs for Pay-by-Cell Parking Meter Program.** The Fiscal 2018 Preliminary Plan includes \$479,000 in Fiscal 2017 and \$410,000 in Fiscal 2018 only for costs associated with the installation of Pay-by-Cell signs citywide. The Department recently launched the Pay-by-Cell program to allow purchases of street parking time to be made via mobile application or by text messaging. The new payment system, when fully implemented, will allow DOT to reduce its annual credit card processing costs.
- **Credit Card Fees.** The Fiscal 2018 Preliminary Plan includes a new need of \$4.5 million in Fiscal 2017 only for costs associated with the processing of parking meters credit card transactions. Due to the launch of the Pay-by-Cell program which is expected to reduce credit card transaction fees, funding for credit card processing will be reflected in DOT's budget in Fiscal 2017 and in the outyears only as needed.
- **Daytime Pavement Safety Markings Operation.** Because road markings are a key component of many Vision Zero initiatives, the Fiscal 2018 Preliminary Plan includes \$2.9 million in Fiscal 2018 and \$2.3 million in Fiscal 2019 and in the outyears to allow DOT to implement an in-house daytime marking operation to install and refurbish short-line markings and other markings as needed citywide. The funding will provide for 19 positions and related OTPS costs to support additional 15 million linear feet of new markings annually while maintaining a 4.5 year replacement cycle for existing markings.
- **Enhanced Street Crossings.** The Fiscal 2018 Preliminary Plan includes \$66,000 in Fiscal 2017 and \$242,000 in Fiscal 2018 and in the outyears for the development of an enhanced crossing program to improve accessibility at intersections lacking traffic controls by installing high-visibility crosswalks with ADA compliant pedestrian ramps, pedestrian warning signage and other treatments where applicable. This funding will provide for three additional staff positions to help DOT to address more intersections annually.
- **Pavement Safety Markings Contract.** The Fiscal 2018 Preliminary Plan includes \$6.5 million in Fiscal 2017 and \$6.7 million in Fiscal 2018 and reaching \$15.4 million by Fiscal 2021 for pavement safety markings contracts. The funding will support the addition of 15 million linear feet of new markings annually while maintaining a 4.5 year replacement cycle for existing markings.
- **Pavement Safety Markings Staff.** The Fiscal 2018 Preliminary Plan includes \$438,000 in Fiscal 2017, \$2.3 million in Fiscal 2018 and \$1.8 million in Fiscal 2019 and the outyears for PS and OTPS costs associated with DOT's pavement safety

markings program. The funding will provide for 21 inspection and administrative staff positions and related OTPS costs to support the addition of 15 million linear feet of new markings annually.

- **Street Light Enhancements.** The Fiscal 2018 Preliminary Plan includes \$636,000 in Fiscal 2018 and \$566,000 in Fiscal 2019 and in the outyears including three staff positions for DOT street light enhancement program. Currently 40 percent of pedestrian traffic fatalities occur during evening or overnight hours. This funding would enable the Department to enhance lighting at 1,000 intersections in order to improve visibility during evening and nighttime hours and reduce injuries and fatalities.
- **Bicycle Network Development.** As laid out in PlaNYC 2030, the City is committed to having 1,800 bike-lane miles (on street, in parks, and along paths) by the year 2030, with the goal to install 50 lane miles each year until the Citywide Bicycle Network is complete. The Preliminary Budget includes \$8.1 million, all federal funding, for bicycle network expansion.
- **Select Bus Service.** The Preliminary Budget includes \$1.7 million in State and federal funding for Select Bus Service related costs in Fiscal 2017. Of that amount, \$1.5 million will be federally funded.
- **Vision Zero Education Initiative.** The Department will use \$443,000 in federal funding in place of City-tax levy funding for Vision Zero education related expenses in Fiscal 2017.
- **Connected vehicles.** The Fiscal 2018 Preliminary Plan includes \$9.9 million in all federal funds in Fiscal 2017 for DOT's Connected Vehicles program. The funding will provide for the phase two and phase three of the program.
- **Headcount Reduction after Pay-by-Cell Implementation.** The Fiscal 2018 Preliminary Plan includes anticipated savings of \$1.7 million beginning in Fiscal 2019 from headcount reduction after the implementation of its Pay-by-Cell program. DOT expects commercial parking users to switch from pre-loaded parking cards to Pay-by-Cell once it becomes available. As a result, DOT expects to be able to phase out 13 positions in the Parking Card Unit by Fiscal 2019.
- **School Safety Consolidated Local Street and Highway Improvement Program (CHIPS).** The Fiscal 2018 Preliminary Plan includes \$1.8 million in Fiscal 2017 in State CHIPS funding to be used in place of City funds for the Safe Routes to School program.
- **Install LED Lights on Highways and in Parks.** DOT anticipates savings of \$127,000 in Fiscal 2018, \$423,000 in Fiscal 2019 and \$500,000 in Fiscal 2020 and beyond by replacing 29,814 High Pressure Sodium lights in parks and along highways not covered under the ongoing LED program with LED luminaires. The associated capital costs of \$16.6 million are already included in the Capital Plan.
- **Manhattan Meter Expansion.** The Fiscal 2018 Preliminary Plan includes revenue of \$1.6 million in Fiscal 2018 and \$4.2 million in Fiscal 2019 and the outyears from

additional parking meters and parking meter hours offset by associated expenses of \$218,000 in Fiscal 2018 and \$342,000 in Fiscal 2019 and beyond. To mitigate congestion tied to truck loading and unloading, DOT plans to install additional commercial parking meters between 58th and 70th Street and to extend commercial meter hours on portions of Lexington Avenue to cover the early morning (7am to 10am). In addition, commercial parking meters between 34th Street and 42nd Street will be converted to dual meters for passenger use during weekday evenings and Saturdays to help address congestion in the Midtown core.

Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Average time to respond to high priority traffic signal defect and make safe (hours:minutes)	2:05	1:47	1:50	2:00	2:00	1:29	1:51
regulatory signs after notification (days)	1.8	1.8	1.8	3.0	3.0	1.8	1.8
Average time to repair street lights - by DOT (days)	2.5	2.3	2.9	*	*	2.5	2.9
Average time to repair street lights - by ConEd (days)	14.9	15.6	14.4	*	*	14.7	13.8
★ Overall traffic crashes	205,066	209,729	225,318	↓	↓	NA	NA
★ Citywide traffic fatalities	285	249	236	↓	↓	76	78
- Bicyclists/pedestrians	172	159	152	*	*	45	60
- Motorists/passengers	113	90	84	*	*	31	18
★ Speed humps installed	274	382	395	250	250	163	172
★ Roadway safety markings installed (000,000) (linear feet)	28.4	45.2	45.2	50.0	50.0	25.5	22.3
Accessible pedestrian signals installed	30	18	47	75	75	28	26

★ Critical Indicator "NA" - means Not Available in this report * No Target

Source: Fiscal 2017 Preliminary Mayor's Management Report

According to the Preliminary Mayor's Management Report (PMMR), in the first four months of Fiscal 2017, citywide traffic fatalities increased slightly from 76 to 78, traffic fatalities among bicyclists and pedestrians increased to 60 from 45 while traffic fatalities among motorists and passengers decreased to 18 from 31. Also, the average time to respond to high priority traffic signal defects increased from approximately an hour and a half, to an hour and 51 minutes. Despite the decreases from the beginning of the implementation of the Vision Zero program, DOT has seen an uptick in traffic fatalities.

Roadway Repair, Maintenance and Inspection

The Department's Roadway Repair, Maintenance and Inspection program area is responsible for the maintenance and inspection of approximately 5,700 linear miles of streets and arterial highways within the five boroughs. In an effort to maintain the arterial highways within the City and increase community participation, the Department manages the Adopt-a-Highway Program. This program enables sponsors to adopt up to 362 miles of highway and contribute funding for the cleaning and maintenance of the roadside. Additionally, this program area utilizes available State aid to perform both road maintenance and repair activities. This program area cleans and maintains 1,175 lane miles of arterial highway and 2,525 acres of landscaped areas and shoulders annually. The program area also monitors "street cut" activity by utilities, private contractors and other agencies to ensure that repairs meet required standards.

Roadway Repair, Maintenance & Inspection						
<i>Dollars in Thousands</i>						
	2015 Actual	2016 Actual	2017 Adopted	Preliminary Plan		*Difference 2017 - 2018
				2017	2018	
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$88,945	\$93,944	\$123,401	\$109,171	\$117,532	(\$5,869)
Other Salaried and Unsalaries	10,243	14,862	9,112	9,245	9,234	122
Additional Gross Pay	8,289	9,705	3,396	3,396	3,396	0
Overtime - Civilian	25,465	21,626	15,339	20,518	16,902	1,564
Fringe Benefits	397	736	489	489	489	0
Amounts to be Scheduled	0	0	493	493	522	29
Subtotal	\$133,340	\$140,873	\$152,230	\$143,313	\$148,076	(\$4,155)
Other Than Personal Services						
Supplies and Materials	\$60,623	\$66,929	\$80,133	\$76,303	\$87,098	\$6,964
Fixed and Misc. Charges	4	2	20	20	20	0
Property and Equipment	2,782	8,339	2,416	4,315	2,416	0
Other Services and Charges	19,405	20,824	10,219	22,491	12,989	2,770
Contractual Services	12,535	10,822	14,595	15,396	14,595	0
Subtotal	\$95,348	\$106,916	\$107,384	\$118,525	\$117,118	\$9,734
TOTAL	\$228,689	\$247,788	\$259,615	\$261,838	\$265,194	\$5,579
Funding						
City Funds			\$66,615	\$63,359	\$61,347	(\$5,268)
Capital- IFA			169,076	171,022	179,531	10,455
State			22,624	23,866	23,866	1,242
Federal - Other			1,300	3,591	450	(850)
TOTAL	\$228,689	\$247,788	\$259,615	\$261,838	\$265,194	\$5,579
Budgeted Headcount						
Full-Time Positions - Civilian	1,233	1,258	1,304	1,337	1,331	27
TOTAL	1,233	1,258	1,304	1,337	1,331	27

**The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

DOT's Fiscal 2018 Preliminary Budget includes \$265.2 million in Fiscal 2018 for roadway repair, maintenance and inspections, \$5.6 million more than the amount allocated in the Fiscal 2017 Adopted Budget. The increase is primarily due to Inter Fund Agreement (IFA) transfers associated with roadway resurfacing. IFAs are funding shifts from the capital budget to the expense budget for capital work performed by the Department's staff.

The Fiscal 2018 Preliminary Budget provides funding for 1,331 positions for roadway repair, maintenance and inspection, an increase of 27 positions compared to the Fiscal 2017 Adopted Budget number of 1,304 positions.

Since the Fiscal 2017 Budget was adopted last June, the key actions affecting this program area in Fiscal 2018 include the following.

- **ADA Pedestrian Ramp Supervisors.** The Fiscal 2018 Preliminary Plan includes \$584,224 in Fiscal 2017 and \$672,246 in Fiscal 2018 and in the outyears for six positions and related OTPS costs to rehabilitate and maintain pedestrian ramps citywide in compliant with the Americans with Disabilities Act (ADA).
- **Street Resurfacing IFA Adjustment.** The Preliminary Budget includes an IFA funding adjustment of \$49.5 million in Fiscal 2019 only for DOT. IFAs are funding shifts from the capital budget to the expense budget for capital work performed by the Department's staff.
- **HIQA Street and Roadway Integrity Enforcement.** DOT has a new funding need of \$47,000 in Fiscal 2018 and in the outyears for its Highway Improvement and Quality Assurance (HIQA) continued enforcement efforts to improve street safety and traffic conditions. The increased enforcement action will generate additional revenue of \$4.3 million annually offset by implementation costs including costs for tablets used for issuing Notices of Violations (NOV).

Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Streets maintained with a pavement rating of - Good (%)	69.3%	70.0%	68.8%	71.0%	71.0%	NA	NA
- Fair (%)	30.0%	29.3%	30.4%	*	*	NA	NA
- Poor (%)	0.7%	0.7%	80.0%	*	*	NA	NA
★ Average time to close a pothole work order where repair was done (days)	5.6	5.6	3.2	5.0	5.0	4.3	2.4
Pothole work orders	54,667	60,809	50,085	*	*	12,436	10,950
Potholes repaired - Arterial highway system	126,144	90,289	33,889	*	*	3,586	2,297
- Local streets	323,384	370,204	269,329	*	*	64,276	54,668
Lane miles resurfaced citywide	1,005.9	1,019.7	1,239.4	*	*	605.5	689.6
citywide (\$)	\$169,201	\$160,759	\$149,102	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report * No Target

Source: Fiscal 2017 Preliminary Mayor's Management Report

According to the PMMR, in the first four months of Fiscal 2017 the average time to close a pothole work order where repair was done decreased to 2.4 days from 4.3 days compared to the same period of Fiscal 2016. DOT resurfaced almost 690 lane miles, a 12 percent increase, in line with the higher goal set for this year.

Roadway Construction Coordination and Administration

The Department supervises street resurfacing and repair work; permits management; and maintains and repairs vehicles and equipment used for street and arterial maintenance programs.

Roadway Construction Coordination & Admin						
<i>Dollars in Thousands</i>						
	2015 Actual	2016 Actual	2017 Adopted	Preliminary Plan		*Difference 2017 - 2018
				2017	2018	
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$8,069	\$9,407	\$14,121	\$14,310	\$14,424	\$303
Other Salaried and Unsalaries	483	985	841	841	841	0
Additional Gross Pay	585	321	345	345	345	0
Overtime - Civilian	814	786	1,012	1,012	1,032	20
Fringe Benefits	0	5	0	0	0	0
Amounts to be Scheduled	0	0	31	31	33	2
Subtotal	\$9,951	\$11,504	\$16,350	\$16,539	\$16,675	\$324
Other Than Personal Services						
Supplies and Materials	\$475	\$152	\$133	\$114	\$133	\$0
Fixed and Misc Charges	0	0	0	0	0	0
Property and Equipment	37	408	15	15	15	0
Other Services and Charges	25	19	32	192	32	0
Contractual Services	19	324	681	1,018	681	0
Subtotal	\$556	\$903	\$861	\$1,339	\$861	\$0
TOTAL	\$10,507	\$12,407	\$17,211	\$17,878	\$17,536	\$324
Funding						
City Funds			\$14,937	\$15,110	\$15,245	\$308
Other Categorical			0	0	0	0
Capital- IFA			1,697	1,697	1,713	17
State			287	287	287	0
Federal - Other			291	291	291	0
Intra City			0	493	0	0
TOTAL	\$10,507	\$12,407	\$17,211	\$17,878	\$17,536	\$324
Budgeted Headcount						
Full-Time Positions - Civilian	123	151	181	185	185	4
TOTAL	123	151	181	185	185	4

**The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The DOT's Fiscal 2018 Preliminary Budget includes \$17.5 million in Fiscal 2018 for roadway construction coordination and administration, an increase of \$324,000 when compared to the Fiscal 2017 Adopted Budget. The Fiscal 2018 headcount for this program area is 185, an increase of 4 positions compared to the Fiscal 2017 Adopted Budget.

Since the Fiscal 2017 Budget was adopted last June, the key actions affecting this program area are:

- Capital Cost Avoidance from In-House Management of Milling Contracts.** The Department's budget includes \$986,000 in Fiscal 2017, \$1.6 million in Fiscal 2018 and in the outyears and 23 positions for in-house management of milling contracts. By bringing the management of milling contracts in-house, DOT will avoid the additional cost of contracting out the management of its milling contracts.

Municipal Ferry Operation and Maintenance

This program area is responsible for the operation of the Staten Island Ferry and the Hart Island Ferry services, as well as the maintenance of dock and ferry terminal facilities. The Staten Island Ferry currently carries over 22 million passengers annually on a 5.2-mile run between the St. George Terminal in Staten Island and the Whitehall Terminal in lower Manhattan. Service is provided 24 hours a day, 365 days a year. A typical weekday schedule involves the use of five boats to transport approximately 70,000 passengers daily (109 trips). During the day, between rush hours, boats are regularly fueled and maintenance work is performed. Terminals are cleaned around the clock and routine terminal maintenance is performed on the day shift. On weekends, four boats are used (88 trips on Saturdays and 82 trips on Sundays). About 37,180 trips are made annually.

Municipal Ferry Operation & Maintenance						
<i>Dollars in Thousands</i>						
	2015 Actual	2016 Actual	2017 Adopted	Preliminary Plan		*Difference 2017 - 2018
				2017	2018	
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$34,613	\$35,985	\$46,235	\$41,070	\$41,855	(\$4,381)
Other Salaried and Unsalariad	363	368	109	109	109	0
Additional Gross Pay	3,706	3,751	1,846	1,846	1,866	20
Overtime - Civilian	15,287	16,803	9,487	13,737	13,737	4,250
Fringe Benefits	375	408	385	385	387	3
Amounts to be Scheduled	0	0	32	32	34	1
Subtotal	\$54,345	\$57,315	\$58,094	\$57,178	\$57,987	(\$107)
Other Than Personal Services						
Supplies and Materials	\$15,241	\$10,023	\$8,703	\$8,374	\$8,712	\$9
Fixed and Misc Charges	70	28	12	36	12	0
Property and Equipment	292	380	338	809	338	0
Other Services and Charges	223	145	49	84	49	0
Contractual Services	30,862	30,176	20,303	23,902	20,659	356
Subtotal	\$46,687	\$40,753	\$29,404	\$33,204	\$29,769	\$365
TOTAL	\$101,032	\$98,068	\$87,498	\$90,382	\$87,756	\$258
Funding						
City Funds			\$51,188	\$45,000	\$49,548	(\$1,639)
Other Categorical			0	0	0	0
Capital- IFA			1,985	1,985	1,997	12
State			30,951	37,502	32,835	1,885
Federal - Other			2,300	4,820	2,300	0
Intra City			1,075	1,075	1,075	0
TOTAL	\$101,032	\$98,068	\$87,498	\$90,382	\$87,756	\$258
Budgeted Headcount						
Full-Time Positions - Civilian	563	581	656	647	651	(5)
TOTAL	563	581	656	647	651	(5)

*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.

The Department's Fiscal 2018 Preliminary Budget includes \$87.8 million in Fiscal 2018 for municipal ferry operation and maintenance, \$258,000 more than the Fiscal 2017 Adopted Budget of \$87.5 million.

The Fiscal 2018 Preliminary Budget headcount for this program area is 651, a decrease of five positions when compared to the Fiscal 2017 Adopted Budget number of 656 positions.

Since the Fiscal 2017 Budget was adopted last June, the key actions affecting this program area in Fiscal 2018 include the following.

- **Large Vessel Dry Docking.** DOT will use \$2.5 million in federal funds and \$315,000 in State funds for costs associated with the Staten Island Ferry dry docking in Fiscal 2017.
- **Lower Level Boarding.** DOT will receive additional funding of \$607,000 in Fiscal 2018 and in the outyears to implement lower level boarding at the Whitehall Ferry Terminal. Due to new development on the North Shore of Staten Island, ridership of the Staten Island Ferry is anticipated to grow. As such, permitting ferry passengers to board on the boats' lower levels in Manhattan during peak times would increase boarding efficiency, and avoid the necessity of scheduling additional trips, which would increase personnel and operations costs.
- **Conversion of Deckhands to Bridge Operators at City Island.** DOT anticipates to save \$44,000 in Fiscal 2018, \$39,000 in Fiscal 2019 and \$22,000 in Fiscal 2020 and beyond by using bridge operator positions in place of the more expensive deckhand positions for some operations of the Harts Island Ferry.

Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Staten Island Ferry - Trips that are on time (%)	91.1%	92.1%	92.3%	90.0%	90.0%	91.0%	91.7%
- Ridership (000)	21,068	21,911	23,067	*	*	8,575	8,653
- Average cost per passenger (\$)	\$5.75	\$5.87	\$5.87	*	*	NA	NA

★ Critical Indicator "NA" - means Not Available in this report * No Target

Source: Fiscal 2017 Preliminary Mayor's Management Report

In the first four months of Fiscal 2017, the percent of Staten Island Ferry trips that were on - time was 92 percent, which is a small increase compared to the same period a year ago. Overall ridership on the Ferry increased to about 8.7 million from 8.5 million passengers when compared to the same four-month period last year.

Ferry Administration and Surface Management

This program area is responsible for regulating private ferries, in addition to overseeing subsidies to the MTA Bus Company (MTABC) and the Atlantic Bus Express paid from the City's Miscellaneous Budget. In 2006, the City finalized the transfer of subsidized local and express bus service formerly provided by private franchise bus companies to the MTABC. MTABC is primarily funded through farebox revenues and City subsidies. In addition to five facilities leased from private owners, the City currently owns three bus depots dedicated to MTABC operations, located in Yonkers, Southeast Brooklyn, and College Point, in Queens.

Ferry Administration & Surface Transit						
<i>Dollars in Thousands</i>						
	2015	2016	2017	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2017	2018	2017 - 2018
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$2,477	\$2,876	\$3,630	\$3,630	\$3,635	\$6
Other Salaried and Unsalaries	132	116	17	17	17	0
Additional Gross Pay	123	101	312	312	312	0
Overtime - Civilian	267	246	137	137	137	0
Fringe Benefits	0	1	1	1	1	0
Amounts to be Scheduled	0	0	12	12	13	1
Subtotal	\$3,000	\$3,341	\$4,108	\$4,108	\$4,115	\$6
Other Than Personal Services						
Supplies and Materials	\$38	\$19	\$35	\$31	\$35	\$0
Fixed and Misc. Charges	0	0	0	0	0	0
Property and Equipment	119	310	13	35	13	0
Other Services and Charges	207	216	184	201	184	0
Contractual Services	1,082	368	3	3	3	0
Subtotal	\$1,445	\$912	\$235	\$270	\$235	\$0
TOTAL	\$4,445	\$4,253	\$4,344	\$4,379	\$4,350	\$6
Funding						
City Funds			\$3,767	\$3,802	\$3,773	\$6
Other Categorical			0	0	0	0
Capital- IFA			120	120	120	0
State			0	0	0	0
Federal - Other			457	457	457	0
Intra City			0	0	0	0
TOTAL	\$4,445	\$4,253	\$4,344	\$4,379	\$4,350	\$6
Budgeted Headcount						
Full-Time Positions - Civilian	35	36	38	38	38	0
TOTAL	35	36	38	38	38	0

*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.

The Department's Fiscal 2018 Preliminary Budget includes \$4.4 million and 38 positions in Fiscal 2018 for ferry administration and surface management, the same number of positions compared to the Fiscal 2017 Adopted Budget. Funding for this program area remains almost unchanged when compared to the Fiscal 2017 Adopted Budget.

Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Private ferry service - Total ridership (000)	9,656	9,830	10,883	*	*	4,138	4,179
- Number of permanent routes	21	21	21	*	*	21	21

★ Critical Indicator "NA" - means Not Available in this report * No Target

Source: Fiscal 2016 Preliminary Mayor's Management Report

In the first four months of Fiscal 2017, ridership on the private ferries increased. Private ferries ridership increased by 41,000 riders to 4.2 million. Currently, major providers of private ferry service under DOT's supervision include New York Water Way, Seastreak, Liberty Water Taxi, and New York Water Taxi. Private ferry service is currently provided on 21 routes and unlike the Staten Island Ferry, users of private ferry services must pay market rate fares, except in instances where City subsidies are used to reduce market rate fares such as the East River Ferry Initiative.

Bridge Maintenance, Repair and Operations

The Department's Division of Bridges is responsible for the inspection, maintenance, repair and operation of 789 bridge structures, of which 760 are non-movable bridges, including the Brooklyn, Manhattan, Williamsburg and Ed Koch Queensboro Bridges, 25 movable bridges, and five tunnels. While the Division is responsible for the capital rehabilitation of the 61 culverts in Staten Island, maintenance and inspection responsibilities remain with the New York City Department of Environmental Protection. In addition, the Bridge Division designs and supervises consultant designs of bridge projects and oversees major bridge reconstruction and construction work. The Division is comprised of six bureaus: Roadway Bridges; East River Bridges/Movable Bridges/Tunnels; Engineering Review; Bridge Maintenance/Inspections/Operations; Specialty Engineering and Construction; and Management Support Services.

Bridge Maintenance, Repair & Operations						
<i>Dollars in Thousands</i>						
	2015	2016	2017	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2017	2018	2017 - 2018
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$29,041	\$29,838	\$37,541	\$36,757	\$36,599	(\$942)
Other Salaried and Unsalariated	463	877	2	2	2	0
Additional Gross Pay	1,644	1,556	839	839	839	0
Overtime - Civilian	12,612	6,691	6,065	5,999	5,937	(127)
Fringe Benefits	1,986	2,572	2,435	3,181	3,181	745
Amounts to be Scheduled	0	0	25	25	26	1
Subtotal	\$45,746	\$41,534	\$46,907	\$46,802	\$46,585	(\$322)
Other Than Personal Services						
Supplies and Materials	\$5,701	\$2,246	\$4,104	\$3,675	\$4,104	\$0
Fixed and Misc. Charges	9	12	15	13	15	0
Property and Equipment	1,265	555	436	1,102	551	115
Other Services and Charges	652	809	677	585	739	61
Contractual Services	13,326	10,387	18,894	18,734	19,485	592
Subtotal	\$20,953	\$14,009	\$24,127	\$24,110	\$24,894	\$768
TOTAL	\$66,699	\$55,544	\$71,033	\$70,912	\$71,479	\$446
Funding						
City Funds			\$45,013	\$44,747	\$46,587	\$1,574
Other Categorical			125	125	125	0
Capital- IFA			1,840	1,840	1,851	11
State			7,162	7,162	5,250	(1,912)
Federal - Other			15,110	15,254	15,877	768
Intra City			1,784	1,784	1,789	6
TOTAL	\$66,699	\$55,544	\$71,033	\$70,912	\$71,479	\$446
Budgeted Headcount						
Full-Time Positions - Civilian	409	388	488	466	466	(22)
TOTAL	409	388	488	466	466	(22)

*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.

The DOT's Fiscal 2018 Preliminary Budget includes \$71.5 million for bridge maintenance, repair, and operations in Fiscal 2018, an increase of \$446,000 when compared to the Fiscal 2017 Adopted Budget of \$71 million. These funds will help the Department continue to provide adequate maintenance of the City's bridges.

In Fiscal 2018, funded headcount for this program area would be 466 positions, a decrease of 22 positions when compared to the Fiscal 2017 Adopted Budget. Eight of the positions eliminated are associated with the Mill Basin Bridge conversion from moveable bridge to a fixed bridge.

Since the Fiscal 2017 Budget was adopted last June, the key actions affecting this program area in Fiscal 2018 include the following.

- **Reduction in Bridge Operators due to Bridge Conversion.** As part of the Citywide Savings Plan, DOT anticipates to save \$162,000 in Fiscal 2019 and \$325,000 in Fiscal 2019 and in the outyears due to the conversion of the Mill Basin Bridge from a moveable bridge to a fixed bridge. As a result of the conversion, Bridge Operator positions to open and close the bridge will no longer be needed. DOT plans to achieve the reduction through attrition or reassignment to vacancies at other moveable bridges starting in Fiscal 2019.
- **Bridge Repair Overtime Reduction.** The Preliminary Budget includes bridge overtime savings of \$66,000 in Fiscal 2017 and \$127,000 in Fiscal 2018 and in the outyears.

Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Bridges rated - Good or very good (%) (calendar year)	42.0%	42.1%	41.9%	40.7%	40.7%	NA	NA
- Fair (%)	57.9%	57.9%	58.1%	*	*	NA	NA
- Poor (%)	0.1%	0.0%	0.0%	*	*	NA	NA
Bridge projects (structural work) substantially completed on schedule	100%	100%	100%	100%	100%	NA	NA

★ Critical Indicator "NA" - means Not Available in this report * No Target

Source: Fiscal 2017 Preliminary Mayor's Management Report

The Preliminary Mayor's Management Report does not provide performance data on bridge ratings for the first four months of Fiscal 2017. However, the report does show that the percentage of bridges rated "good" or "very good" decreased slightly to 41.9 percent in Fiscal 2016 compared to 42.1 percent in Fiscal 2015.

Bridge Engineering and Administration

This program area is responsible for the design of bridge projects, supervision of consultant designs of bridge projects, and oversight of capital work on City-owned bridges. The funding for bridge engineering and design is provided primarily from the City's Capital Budget through IFAs. Since 2000, this Division has managed over \$5 billion in bridge Capital reconstruction projects including a number of projects to rehabilitate the East River Bridges, namely the Brooklyn, Manhattan, Williamsburg, and Ed Koch/Queensboro Bridges. In the last few years, other major bridges that have been completely replaced include the Third Avenue, Macombs Dam, and the 145th Street spans over the Harlem River. Over the next ten years, DOT will spend more than \$3.6 billion, as contained in the Fiscal 2018 Ten-Year Capital Strategy, on bridge reconstruction projects to reconstruct approximately 60 bridge structures.

Bridge Engineering and Administration						
<i>Dollars in Thousands</i>						
	2015	2016	2017	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2017	2018	2017 - 2018
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$20,624	\$21,747	\$30,920	\$29,163	\$30,268	(\$652)
Other Salaried and Unsalariated	0	0	0	0	0	0
Additional Gross Pay	1,243	938	857	857	857	0
Overtime - Civilian	771	917	895	895	895	0
Fringe Benefits	1	1	1	1	1	0
Amounts to be Scheduled	0	0	13	13	14	1
Subtotal	\$22,638	\$23,603	\$32,686	\$30,928	\$32,034	(\$651)
Other Than Personal Services						
Supplies and Materials	\$129	\$115	\$271	\$455	\$271	\$0
Fixed and Misc. Charges	0	0	26	23	26	0
Property and Equipment	112	218	398	553	283	(115)
Other Services and Charges	106	140	682	479	621	(61)
Contractual Services	1,018	539	1,215	1,327	623	(592)
Subtotal	\$1,365	\$1,012	\$2,592	\$2,837	\$1,825	(\$768)
TOTAL	\$24,003	\$24,615	\$35,278	\$33,766	\$33,859	(\$1,419)
Funding						
City Funds			\$7,452	\$5,835	\$6,655	(\$797)
Other Categorical			0	84	0	0
Capital- IFA			23,970	23,991	24,115	145
State			83	83	83	0
Federal - Other			3,778	3,778	3,010	(768)
Intra City			0	0	0	0
TOTAL	\$24,003	\$24,615	\$35,282	\$33,770	\$33,863	(\$1,419)
Budgeted Headcount						
Full-Time Positions - Civilian	263	288	370	367	367	(3)
TOTAL	263	288	370	367	367	(3)

*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.

The DOT's Fiscal 2018 Preliminary Budget includes \$33.9 million in Fiscal 2018 for engineering and administration, a decrease of \$1.4 million when compared to the Fiscal 2017 Adopted Budget. The majority of the decrease is in contractual services.

The Preliminary Budget includes a headcount of 367 in Fiscal 2018 for this program area, a decrease of three positions when compared to the Fiscal 2017 Adopted Budget.

DOT Management and Administration

This program area consists of the Commissioner's office and all other agency-wide administrative services, including management information and analysis, management planning, finance, personnel, labor relations, general procurement services, data processing, general counsel, public information and information systems. The agency's six Borough Commissioners, including the Borough Commissioner for Lower Manhattan, are also included in this program area. The Borough Commissioners are charged with dealing directly with borough-wide issues.

DOT Management & Administration						
<i>Dollars in Thousands</i>						
	2015	2016	2017	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2017	2018	2017 - 2018
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$34,294	\$35,538	\$37,254	\$39,477	\$38,667	\$1,414
Other Salaried and Unsalaries	1,622	1,591	1,103	1,103	1,103	0
Additional Gross Pay	1,708	1,311	596	596	596	0
Overtime - Civilian	1,656	1,572	899	899	899	0
P.S. Other	(46)	(30)	0	0	0	0
Fringe Benefits	0	7	10	10	10	0
Amounts to be Scheduled	0	0	109	109	117	8
Subtotal	\$39,234	\$39,989	\$39,971	\$42,194	\$41,392	\$1,421
Other Than Personal Services						
Supplies and Materials	\$646	\$760	\$728	\$1,114	\$729	\$1
Fixed and Misc. Charges	99	101	4	107	4	0
Property and Equipment	1,366	855	630	597	614	(16)
Other Services and Charges	12,327	12,114	12,438	13,171	9,428	(3,010)
Contractual Services	5,555	5,545	8,809	9,146	5,016	(3,793)
Subtotal	\$19,992	\$19,375	\$22,609	\$24,134	\$15,791	(\$6,818)
TOTAL	\$59,226	\$59,364	\$62,580	\$66,329	\$57,183	(\$5,397)
Funding						
City Funds			\$49,814	\$51,822	\$45,438	(\$4,376)
Other Categorical			211	211	211	0
Capital- IFA			4,277	4,343	4,591	314
State			5,443	5,819	5,443	0
Federal - Other			2,823	3,822	1,488	(1,335)
Intra City			12	312	12	0
TOTAL	\$59,226	\$59,364	\$62,580	\$66,329	\$57,183	(\$5,397)
Budgeted Headcount						
Full-Time Positions - Civilian	469	499	475	521	488	13
TOTAL	469	499	475	521	488	13

**The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The DOT's Fiscal 2018 Preliminary Budget includes \$57.2 million for this program area, \$5.4 million less than the Fiscal 2017 Adopted Budget of \$62.6 million. However, compared to the current Fiscal 2017 budget (2017 Budget as of the Fiscal 2018 Preliminary Budget), the Fiscal 2018 Preliminary Budget shows an increase of \$3.7 million. This is because the Department reports only baseline funding and State and federal grants that it anticipates at the beginning of the fiscal year. Adjustments are then made when State and federal funds are received.

The Preliminary Budget includes a headcount of 488 in Fiscal 2018 for this program area, an increase of 13 positions when compared to the Fiscal 2017 Adopted Budget.

Since the Fiscal 2017 Budget was adopted last June, the key actions affecting this program area in Fiscal 2018 include the following.

- **Collective Bargaining.** DOT will receive additional funding of \$689,000 in Fiscal 2017 and \$655,000 in Fiscal 2018 and in the outyears for costs associated with collective bargaining increases for all program areas.
- **DOT PS Savings.** The Preliminary Budget includes Personal Services (PS) savings of \$5 million in Fiscal 2017 and in Fiscal 2018 only due vacant positions at the DOT.

DOT Vehicles, Facilities Management and Maintenance

Funding in this program area provides for the maintenance of the Department's approximately 3,000 vehicles and facilities citywide.

DOT Vehicles and Facilities Management and Maintenance						
<i>Dollars in Thousands</i>						
	2015	2016	2017	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2017	2018	2017 - 2018
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$8,171	\$8,159	\$9,542	\$10,773	\$12,500	\$2,958
Other Salaried and Unsalaries	139	160	25	25	25	0
Additional Gross Pay	259	266	134	134	134	0
Overtime - Civilian	1,311	1,253	1,459	1,418	1,592	132
Fringe Benefits	198	327	249	249	249	0
Amounts to be Scheduled	0	0	14	14	15	1
Subtotal	\$10,078	\$10,166	\$11,423	\$12,613	\$14,515	\$3,091
Other Than Personal Services						
Supplies and Materials	\$2,248	\$1,270	\$2,209	\$1,146	\$2,135	(\$73)
Fixed and Misc Charges	7,558	5,293	2	2	2	0
Property and Equipment	431	1,234	1,362	2,940	1,614	252
Other Services and Charges	19,545	24,098	34,742	33,657	32,927	(1,814)
Contractual Services	7,105	7,709	5,566	9,209	5,576	10
Subtotal	\$36,887	\$39,603	\$43,880	\$46,953	\$42,254	(\$1,626)
TOTAL	\$46,965	\$49,769	\$55,303	\$59,567	\$56,769	\$1,466
Funding						
City Funds		\$1,000	\$54,679	\$53,904	\$55,622	\$943
Other Categorical			0	0	0	0
Capital- IFA			258	258	258	0
State			366	366	366	0
Federal - Other			0	5,038	522	522
Intra City			0	0	0	0
TOTAL	\$46,965	\$49,769	\$55,303	\$59,567	\$56,769	\$1,466
Budgeted Headcount						
Full-Time Positions - Civilian	107	118	130	148	170	40
TOTAL	107	118	130	148	170	40

*The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.

The DOT's Fiscal 2018 Preliminary Budget includes \$56.8 million in Fiscal 2018 for vehicles, facilities management, and maintenance, \$1.5 million more than the Fiscal 2017 Adopted Budget of \$55.3 million.

The Fiscal 2017 Preliminary Budget includes funding for 170 positions in Fiscal 2017 for this program area, an increase of 40 position when compared to the Fiscal 2017 Adopted Budget. Of the additional 40 positions, nine positions are associated with the Department's new in-house preventive maintenance program, while ten are new mechanic positions.

Since the Fiscal 2017 Budget was adopted last June, the key actions affecting this program area in Fiscal 2018 include the following.

- **Emission Reduction Program.** The Fiscal 2018 Preliminary Plan includes federal funding of \$3.7 million in Fiscal 2017 only for the DOT's Emission Reduction program citywide including \$80,000 for the Hunts Point Diesel Emissions program.

- **Preventive Maintenance Program.** The Fiscal 2018 Preliminary Plan includes \$709,000 in Fiscal 2018, \$268,000 in Fiscal 2019, \$8,000 in Fiscal 2020 and a net savings of \$252,000 beginning in Fiscal 2021 and beyond from the implementation of in-house preventive maintenance program. To hedge against systems failures, the Department will implement a preventive maintenance program to improve building systems operations and energy efficiency at City-owned facilities. The funding will provide for nine staff positions.

Traffic Planning Safety and Administration

This program area is responsible for the supervision, planning and research, and general support of the Department's traffic and parking programs. The Division also develops programs to enhance mobility for bicyclists and pedestrians and studies traffic patterns and impacts of major projects and development.

Traffic Planning Safety & Administration						
<i>Dollars in Thousands</i>						
	2015	2016	2017	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2017	2018	2017 - 2018
Spending						
Personal Services						
Full-Time Salaried - Civilian	\$12,886	\$14,699	\$11,977	\$17,749	\$13,006	\$1,029
Full-Time Salaried - Uniformed	0	2	0	0	0	\$0
Other Salaried and Unsalaries	359	434	97	180	97	0
Additional Gross Pay	585	575	1,078	1,078	1,078	0
Overtime - Civilian	671	744	219	418	342	122
Fringe Benefits	0	1	34	34	34	0
Amounts to be Scheduled	0	0	146	29	28	(118)
Subtotal	\$14,500	\$16,453	\$13,552	\$19,487	\$14,585	\$1,033
Other Than Personal Services						
Supplies and Materials	\$3,606	\$2,683	\$2,649	\$1,562	\$3,279	\$629
Fixed and Misc Charges	8	0	4	4	4	0
Property and Equipment	5,947	4,280	971	2,657	972	2
Other Services and Charges	4,333	2,957	1,713	3,836	1,803	90
Contractual Services	20,718	32,182	10,048	21,078	9,081	(966)
Subtotal	\$34,612	\$42,102	\$15,385	\$29,137	\$15,140	(\$245)
TOTAL	\$49,112	\$58,556	\$28,937	\$48,624	\$29,725	\$788
Funding						
City Funds			\$23,810	\$26,593	\$24,957	\$1,146
Other Categorical			0	0	0	0
Capital- IFA			279	279	281	2
State			1,643	3,672	1,643	0
Federal - Other			3,204	18,080	2,844	(360)
Intra City			0	0	0	0
TOTAL	\$49,112	\$58,556	\$28,937	\$48,624	\$29,725	\$788
Budgeted Headcount						
Full-Time Positions - Civilian	190	218	166	256	184	18
TOTAL	190	218	166	256	184	18

**The difference of Fiscal 2017 Adopted Budget compared to Fiscal 2018 Preliminary Budget.*

The DOT's Fiscal 2018 Preliminary Budget includes \$29.7 million for traffic planning safety and administration, \$788,000 more than the Fiscal 2017 Adopted Budget. However, it is \$18.9 million less when compared to the current budget for Fiscal 2017 (2017 Budget as of the Fiscal 2018 Preliminary Budget). This variance is due to the fact that DOT does not typically recognize the majority of State and federal funds it receives each year for this program area until post budget adoption.

As a result of the additional State and federal funds, the traffic planning safety and administration's headcount increased from 166 to 184, an increase of 18 positions. The majority of the additional positions, however, are not recognized in the Fiscal 2018 Preliminary Budget but would be recognized, post-adoption, if and when State and federal

grants become available. The current planned headcount for Fiscal 2017 is 256 positions for this program area.

Actions taken which affected this program area since Fiscal 2017 budget adoption last June include the following.

- **Bike Network Intersection Upgrades.** DOT will receive funding of \$245,000 in Fiscal 2017 and \$690,000 in Fiscal 2018 including four additional staff positions to implement bike network upgrades. Currently, intersections account for 89 percent of incidents in which cyclists are killed or seriously injured. This funding will allow DOT to make safety improvements to 20 intersections on the bike lane network annually.
- **Left Turn Traffic Calming.** DOT has a new need of \$325,000 in Fiscal 2018 and \$275,000 in Fiscal 2019 and in the outyears for two positions and associated OTPS costs to improve visibility and left turn safety at various intersections. Because left turns account for more than twice as many pedestrian and bicyclist fatalities compared to right turns and over three times as many serious injuries and fatalities, DOT will use the additional funding to improve approximately 100 locations each year where left turns by vehicles are a safety concern.
- **Staten Island Traffic Signal and Pedestrian Signal Work.** DOT will receive \$600,000 in Fiscal 2017 only for traffic signal and pedestrian signal work in Staten Island in Fiscal 2017. The planned work will help reduce congestion, enhance the pedestrian and bicycling experience, and improve public transit in Staten Island.
- **Traffic Study for Pier 40 Development.** DOT will receive funding of \$750,000 in Fiscal 2017 and in Fiscal 2018 for a Pier 40 Development Traffic Study. The study will focus on the major roadways leading to the Holland Tunnel and will provide recommendations for improving traffic and pedestrian safety in the area of the proposed development near Pier 40 in Manhattan.

Performance Measures

Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
Bicycle lane miles installed	65.9	51.2	53.9	50.0	50.0	31.5	45.8
Bicycle racks installed	3,656	2,408	1,300	1,500	1,500	NA	NA
Select Bus Service ridership (000) (annual)	36,961	45,200	57,762	*	*	NA	NA
Construction permits issued	418,245	47,688	549,495	*	*	184,572	197,143
Inspections of permitted street work	641,061	574,467	708,276	*	*	211,355	255,813

★ Critical Indicator "NA" - means Not Available in this report * No Target

In the first four months of Fiscal 2017, bicycle lane miles installed increased to 45.8 miles, which is 14.3 miles more compared to a year ago. The increase in production is a result of streamlined implementation periods, continuing to use a more organized and targeted community outreach, and increased miles installed per project. In the same time, construction permits issued by the Department of Transportation increased to 197,143, an increase of more than 12,000 permits when compared to the same period of last year.

Capital Program

Capital Budget Summary

The Fiscal 2018 Preliminary Capital Commitment Plan includes \$9.7 billion in Fiscal 2016-2019 for the Department of Transportation (including City, Non-City). This represents approximately 15 percent of the City's total \$64 billion January Plan for Fiscal 2016-2020. The agency's Preliminary Commitment Plan for Fiscal 2017-2020 is 48 percent more than the \$6.6 billion scheduled in the Adopted Capital Commitment Plan, an increase of \$3.1 billion.

The majority of the capital projects span multiple fiscal years and it is therefore common practice for an agency to roll unspent capital funds into future fiscal years. Therefore, it is assumed that a significant portion of the agency's Fiscal 2017 Capital Plan will be rolled into Fiscal 2018, thus increasing the size of the Fiscal 2018-2021 Capital Plan. Since adoption last June, the Department's total Capital Commitment Plan for Fiscal 2017 has increased from \$2.1 million to \$2.6 million, or a 19 percent increase.

DOT 2017-2020 Capital Commitment Plan: Adopted and Preliminary Budget					
<i>Dollars in Thousands</i>					
	FY17	FY18	FY19	FY20	Total
Adopted					
Total Capital Plan	\$2,162,300	\$1,249,428	\$1,335,195	\$1,814,649	\$6,561,572
Preliminary Plan					
Total Capital Plan	\$2,571,174	\$2,836,559	\$1,970,563	\$2,327,828	\$9,706,124
Change					
Level	\$408,874	\$1,587,131	\$635,368	\$513,179	\$3,144,552
Percentage Change	19%	127%	48%	28%	48%

Capital Program Goals

- ✓ Provide safe and efficient travel throughout the City by rehabilitating deficient bridges and performing work necessary to keep bridges in a state of good repair.
- ✓ Maintain streets in good repair.
- ✓ Improve the flow of traffic and minimize congestion.
- ✓ Maintain and improve safety on City streets by providing adequate lighting, adding and upgrading intersection signalization, installing lane markings, and traffic calming measures.
- ✓ Protect the public from excessive amounts of motor vehicle pollution.
- ✓ Provide public transportation that is accessible, reliable, and clean.
- ✓ Ensure the safe and efficient operation of ferries and ferry terminals.

Preliminary Capital Plan Highlights

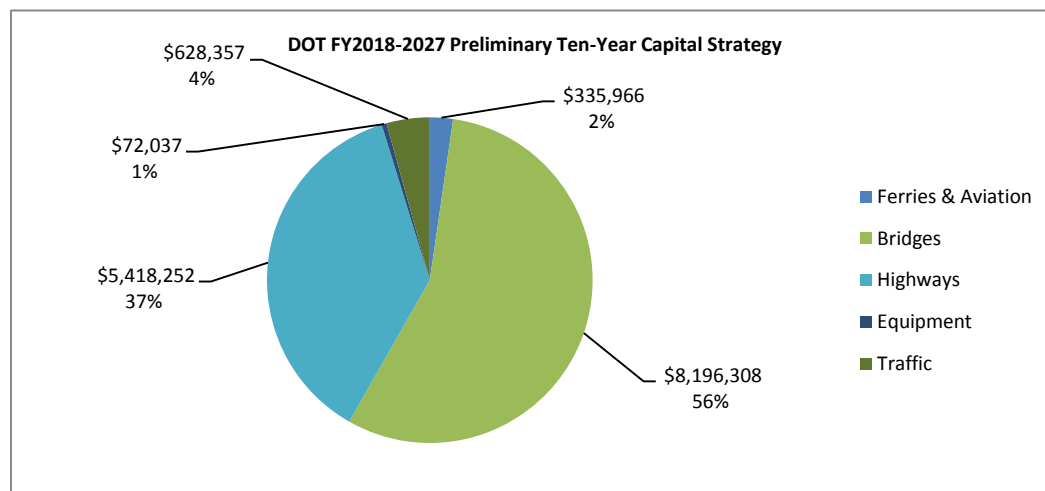
The Preliminary Capital Plan for the Department of Transportation for Fiscal 2017-2020 is \$9.7 billion. This represents an increase of \$3.1 billion or 48 percent when compared to the Department's 2017 Adopted Plan.

Major capital projects contained in the Preliminary Capital Plan for Fiscal 2017-2020 include:

- Planned commitments totaling more than \$1.35 billion for improvements to Highway Bridges and Structures Citywide; \$47.5 million for the reconstruction of the Madison Ave Bridge over Harlem River Drive; and \$445.5 million for design costs for bridge facilities citywide; \$64 million in additional funding for BQE rehabilitation.
- Planned commitments totaling more than \$45.9 million for street reconstruction citywide; \$9.3 million for the repaving and resurfacing of streets in Brooklyn; \$24.6 million in new funding for reconstruction of Tillary Street; \$9 million in new funding for safety improvements on 4th Ave in Brooklyn; \$19.9 million in new funding for the reconstruction of Woodhaven Blvd; and \$118.7 planned commitments for the South East Queens Highway reconstruction project.
- Planned commitments totaling more than \$667 million for Ferries and Aviation, including \$408 million for the Reconstruction of vessels for the Staten Island Ferry.
- Planned commitments totaling more than \$206.7 million for the installation of traffic signals citywide; \$3.9 million in new funding for Vision Zero street lighting projects citywide; \$2.2 million for Utica Ave bus priority traffic signal work; and \$14.9 million for Bus Rapid Transit.

Preliminary Ten-Year Strategy

The City's Ten-Year Capital Strategy 2018-2027 totals \$89.6 billion in all funds. For DOT, the Preliminary Ten-Year Capital Strategy provides approximately \$14.6 billion in Fiscal 2018–2027 for capital construction and reconstruction projects with Bridges and Highways receiving the majority of the funding. The Department's capital funding is divided into five categories of need as illustrated by the chart below:



DOT FY2018-2027 Preliminary Ten-Year Capital Strategy											
<i>Dollars in Thousands</i>											
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total
Bridges	\$1,418,689	\$548,056	\$1,481,093	\$2,063,058	\$680,624	\$427,337	\$330,093	\$298,454	\$479,586	\$469,318	\$8,196,308
Ferries & Aviation	116,681	139,457	43,786	12,898	13,207	4,946	1204	1,224	1,262	1,301	335,966
Highways	1,101,028	1,180,489	740,165	393,626	389,612	402,804	330,707	285,624	289,438	304,759	5,418,252
Equipment	41,887	14,501	7,029	898	916	946	977	1,007	1,039	72,037	141,237
Traffic	158,274	88,060	55,755	43,593	35,310	43,365	37,525	58,360	39,670	68,445	628,357
Total	\$2,836,559	\$1,970,563	\$2,327,828	\$2,514,073	\$1,119,669	\$879,398	\$700,506	\$644,669	810,995	\$915,860	\$14,720,120

Bridges. The Ten-Year Capital Strategy provides \$8.2 billion in Bridge Program funding for the reconstruction of the City's bridge system. These funds are to be used for the reconstruction and upgrade of the City's numerous bridges, including the four East River Bridges and approximately 100 other bridge structures, including \$3.6 billion to reconstruct 60 bridge structures currently rated "fair" or "good" of which \$1.5 billion is for the Brooklyn-Queens Expressway – Triple Cantilever Bridge and \$343.8 million is for the Shore Road Bridge over Hutchinson River. The Preliminary ten-year Capital Strategy includes \$3.1 billion for rehabilitative work on approximately 40 bridges that require upgrades to their current condition. This includes \$147 million for Broadway Bridge over the Harlem River and \$66.1 million for Woodhaven Boulevard Bridge over Queens Boulevard. The Strategy also includes \$1 billion for rehabilitative work on the East River Bridges, \$434 million for protective coating treatment on bridge structures, and \$25.2 million for the purchase of bridge equipment and vehicles and \$5.4 million for bridge facilities.

Highways. The Ten-Year Capital Strategy provides \$5.4 billion for the rehabilitation of approximately 8,238 lane miles of City streets. The funding includes \$1.6 billion for street resurfacing; \$2.4 billion for street reconstruction covering 598 lane miles including \$300 million for Vision Zero related projects; \$458.1 for sidewalk and ramp reconstruction covering approximately 28.6 million square feet of sidewalks Citywide; \$196.3 million for facility reconstruction; and \$19 million for retaining walls reconstruction. To fund the highways, the City will provide \$4.9 billion, the federal government will provide \$379.4 million, the State will provide \$98 million, and private funds will contribute \$74.2 million.

Traffic. The Ten-Year Capital Strategy for Fiscal Years 2018-2027 contains funding of \$628.4 million for various traffic programs including \$274.5 million for signal installation and computerization; \$191.7 million for the installation of lampposts and luminaries; \$53.2 million for installation of signals, streetlights, and lane markings associated with the Department's Highway Reconstruction and Bridge Programs; \$65.6 million for the installation of nearly 101 million linear feet of thermoplastic reflectorized pavement markings; \$32 million to replace traffic-related electrical distribution systems to help reduce lighting outages citywide; and \$11.4 million for parking lot and garage reconstruction.

Ferries. The Ten-Year Capital Strategy contains funding of \$336 million for the reconstruction and improvement of various ferry vessels and facilities. Of this amount, \$97.1 million is for various agency projects associated with the reconstruction and construction of

ferry boats; \$219.3 million is for the rehabilitation and renovation of ferry terminal buildings, slips and racks; and \$19.6 million is provided for general construction work at ferry maintenance facilities. To fund this category, the City will provide \$215.4 million, the federal government will provide \$106.3 million, and the State will provide \$14.2 million.

Equipment. The Ten-Year Capital Strategy provides \$72 million, of which \$12.8 million is City funds, for vehicles and equipment purchases for DOT.

Appendix A: Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	FY 2017			FY 2018		
	City	Non-City	Total	City	Non-City	Total
DOT Budget as of the Adopted 2017 Budget	\$556,475	\$389,787	\$946,262	\$551,961	\$388,314	\$940,275
New Needs						
Install Signs for Pay-by-Cell	\$479	\$0	\$479	\$410	\$0	\$410
ADA Ped Ramp Supervisors	0	584	584	0	672	672
Bike Network Intersection Upgrades	245	0	245	690	0	690
Credit Card Fees	4,508	0	4,508	0	0	0
Daytime Pavement Safety Markings Operation	0	0	0	2,954	0	2,954
Enhanced Street Crossing	66	0	66	242	0	242
Left Turn Traffic Calming	0	0	0	325	0	325
Pavement Safety Markings Contract	6,500	0	6,500	6,700	0	6,700
Pavement Safety Markings Staff	438	0	438	2,321	0	2,321
SI Traffic Signal and Pedestrian Signal Work	600	0	600	0	0	0
Street Light Enhancements	0	0	0	636	0	636
Traffic Study for Pier 40 Development.	750	0	750	750	0	750
Subtotal, New Needs	\$13,587	\$584	\$14,171	\$15,029	\$672	\$15,701
Other Adjustments						
Bicycle Lanes	\$0	\$8,113	\$8,113	\$0	\$0	\$0
Capital Cost Avoidance from In-House Management of Milling Contracts	0	986	986	0	1,570	1,570
CHIPS OT	0	1,242	1,242	0	1,242	1,242
City Benches	0	640	640	0	0	0
Collective Bargaining	396	487	883	423	474	897
Connected Vehicles Phase 2 & 3	0	9,874	9,874	0	0	0
Eliminate Overtime for Holiday Towing Coverage	(41)	0	(41)	(41)	0	(41)
Emission Reduction Program	0	3,639	3,639	0	0	0
Headcount Reduction after Pay-by-Cell Implementation	0	0	0	0	0	0
Install LED Lights on Highways and in Parks	0	0	0	(127)	0	(127)
Large Vessel Dry Docking - Fed	0	2,835	2,835	0	0	0
Lower Level Boarding at Whitehall Ferry Terminal	0	0	0	607	0	607
Manhattan Meter Expansion	0	0	0	218	0	218
MOME-DOT-Marketing campaigns	\$0	\$300	\$300	\$0	\$0	\$0
Muni-Meter contract	0	284	284	0	0	0
Neighborhood Walkability Proj.	0	347	347	0	0	0
Pedestrian Network Development	0	440	440	0	0	0
Realizing State Revenues for Ferry Service	(6,237)	6,237	0	(1,885)	1,885	0
Sandy Funds Allocation	0	116	116	0	0	0
School Safety CHIPS	0	1,814	1,814	0	0	0
Select Bus Service FTA - Fed	0	1,665	1,665	0	0	0
Transit Signal Priority System	0	234	234	0	0	0
Vision Zero Education Init.	0	443	443	0	0	0
Wayfinding	0	783	783	0	0	0
Bridge Repair Overtime Reduction	(66)	0	(66)	(127)	0	(127)
Conversion of Deckhands to Bridge Operators at City Island	(7)	0	(7)	(44)	0	(44)
DOT PS Savings	(5,000)	0	(5,000)	(5,000)	0	(5,000)
HIQA Street & Roadway Integrity Enforcement	0	0	0	47	0	47
Safe Streets for Seniors	0	1,034	1,034	0	0	0
Sandy Funds Allocation	0	144	144	0	0	0
Preventative Maintenance Program	0	0	0	709	0	709
City-funds Adjustments	2	0	2	29	0	29
Intra-funds & Other Categorical Adjustments	0	643	643	0	0	0
State Grants and Adjustments	0	406	406	0	0	0
Federal Grants and Adjustments	0	6,230	6,230	0	522	522
Subtotal, Other Adjustments	(\$10,953)	\$48,935	\$37,982	(\$5,191)	\$5,692	\$501
TOTAL, All Changes	\$2,634	\$49,520	\$52,154	\$9,838	\$6,364	\$16,203
DOT Budget as of the Preliminary 2018 Budget	\$559,109	\$439,307	\$998,416	\$561,799	\$394,678	\$956,478

Appendix B: Mayor's Management Report Performance Measures

DOT Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Bridges rated - Good or very good (%) (calendar year)	42.0%	42.1%	41.9%	40.7%	40.7%	NA	NA
- Fair (%)	57.9%	57.9%	58.1%	*	*	NA	NA
- Poor (%)	0.1%	0.0%	0.0%	*	*	NA	NA
★ Streets maintained with a pavement rating of - Good (%)	69.3%	70.0%	68.8%	71.0%	71.0%	NA	NA
- Fair (%)	30.0%	29.3%	30.4%	*	*	NA	NA
- Poor (%)	70.0%	70.0%	80.0%	*	*	NA	NA
★ Average time to close a pothole work order where repair was done (days)	5.6	5.6	3.2	5.0	5.0	4.3	2.4
Pothole work orders	54,667	60,809	50,085	*	*	12,436	10,950
Potholes repaired - Arterial highway system	126,144	90,289	33,889	*	*	3,586	2,297
- Local streets	323,384	370,204	269,329	*	*	64,276	54,668
Lane miles resurfaced citywide	1005.9	1,019.7	1,239.4	*	*	605.5	689.6
Average cost per lane mile resurfaced citywide (\$)	\$169,201	\$160,759	\$149,102	*	*	NA	NA
Average in-house cost of asphalt per ton (\$)	\$61.25	\$56.72	\$51.77	*	*	NA	NA
Average vendor cost of asphalt per ton (\$)	\$63.24	\$58.67	\$55.43	*	*	NA	NA
Construction permits issued	418,245	471,688	549,495	*	*	184,572	197,143
Inspections of permitted street work	641,061	574,467	708,276	*	*	211,355	255,813
- Street work rated satisfactory (%)	76%	75%	76%	75%	75%	72%	78%
Post-audit inspections for completed street work	329,664	292,453	374,075	*	*	108,203	142,296
- Completed street work that passed inspection (%)	75%	75%	77%	*	*	73%	81%
Adopt-A-Highway adoption rate (%)	76.8%	81.5%	80.7%	75.0%	75.0%	80.9%	82.0%
Adopted highway miles that receive a service rating of good (%)	98.9%	94.3%	95.1%	*	*	92.1%	95.4%
★ Muni-meters that are operable (%)	99.3%	99.2%	99.2%	98.0%	98.0%	99.3%	99.2%
Total violations issued	33,843	34,266	67,065	*	*	25,308	16,690
Violations admitted to or upheld at the Environmental Control Board (%)	92.0%	91.0%	92.0%	*	*	92.0%	92.0%
★ Average time to respond to high priority traffic signal defect and make safe (hours:minutes)	2:05	1:47	1:50	2:00	2:00	1:29	1:51
★ Average time to repair priority regulatory signs after notification (days)	1.8	1.8	1.8	3.0	3.0	1.8	1.8
Average time to repair street lights - by DOT (days)	2.5	2.3	2.9	*	*	2.5	2.9
Average time to repair street lights - by ConEd (days)	14.9	15.6	14.4	*	*	14.7	13.8
★ Overall traffic crashes	205,066	209,729	225,318	↓	↓	NA	NA
★ Citywide traffic fatalities	285	249	236	↓	↓	76	78
- Bicyclists/pedestrians	172	159	152	*	*	45	60
- Motorists/passengers	113	90	84	*	*	31	18
Collisions involving DOT vehicles	461	344	370	*	*	147	159

DOT Performance Indicators	Actual			Target		4-Month Actual	
	FY14	FY15	FY16	FY17	FY18	FY16	FY17
★ Speed humps installed	274	382	395	250	250	163	172
★ Roadway safety markings installed (000,000) (linear feet)	28.4	45.2	45.2	50.0	50.0	25.5	22.3
Accessible pedestrian signals installed	30	18	47	75	75	28	26
★ Staten Island Ferry - Customer accident injury rate (per million passengers)	1.51	1.48	0.81	1.34	1.34	0.83	1.16
★ Staten Island Ferry - Trips that are on time (%)	91.1%	92.1%	92.3%	90.0%	90.0%	91.0%	91.7%
- Ridership (000)	21,068	21,911	23,067	*	*	8,575	8,653
- Average cost per passenger (\$)	\$5.75	\$5.87	\$5.87	*	*	NA	NA
Private ferry service - Total ridership (000)	9,656	9,830	10,883	*	*	4,138	4,179
- Number of permanent routes	21	21	21	*	*	21	21
Citi Bike annual membership	92598	73,369	114,779	*	*	61,977	90,699
- Trips (000)	9409	8,765	12,234	*	*	4,767	6,160
Bicycle lane miles installed	65.9	51.2	53.9	50.0	50.0	31.5	45.8
Bicycle racks installed	3,656	2,408	1,300	1,500	1,500	NA	NA
★ In-season cycling index	422	437	NA	↑	↑	NA	NA
Select Bus Service ridership (000) (annual)	36,961	45,200	57,762	*	*	NA	NA
- Route miles (cumulative)	61	65	73	*	*	NA	NA
Average travel speed (miles per hour) - Manhattan Central Business District	8.7	8.3	8.1	*	*	NA	NA
Crossing points with pedestrian ramps installed (%)	97%	97%	97%	*	*	NA	NA
★ Pedestrian volume index	111.1	112.7	118.3	*	*	NA	NA
Pedestrian space installed (square feet)	297,408	230,956	353,439	*	*	NA	NA
Existing newsstands converted to new model (%)	93.7%	94.0%	95.9%	*	*	95.4%	97.0%
Bridge projects (structural work) substantially completed on schedule (%)	100%	100%	100%	100%	100%	NA	NA
Cases commenced against the City in state and federal court	1,919	2,173	2,209	*	*	696	726
Payout (\$000)	\$63,272	\$50,636	\$62,940	*	*	\$14,866	\$20,967
Workplace injuries reported	359	390	371	*	*	155	111
E-mails responded to in 14 days (%)	0.89	0.95	0.98	0.9	0.9	0.98	0.99
Letters responded to in 14 days (%)	0.9	0.95	0.98	0.9	0.9	0.97	0.97
Calls answered in 30 seconds (%)	0.47	0.61	0.21	*	*	0.43	0.11
Completed customer requests for interpretation	798	1,261	1,415	*	*	NA	NA
CORE customer experience rating (0-100)	97	95	98	90	90	NA	NA
Percent meeting time to close - Street Condition - Pothole (30 days)	0.97	0.98	1	0.98	0.98	1	1
Percent meeting time to first action - Street Light Condition - Street Light Out (10 days)	0.93	0.99	0.98	0.98	0.98	0.99	0.99
Percent meeting time to first action - Traffic Signal Condition - Controller (0.1 days)	0.72	0.73	0.74	0.8	0.8	0.78	0.77
Percent meeting time to first action - Street Condition - Failed Street Repair (10 days)	0.92	0.92	0.92	0.85	0.85	0.89	0.9
Percent meeting time to close - Broken Muni Meter - No Receipt (14 days)	0.96	0.98	0.68	0.9	0.9	0.88	0.89

Appendix B: DOT Reconciliation of Program Areas to Units of Appropriation

<i>Dollars in Thousands</i>	Personal Services					Other Than Personal Services					Grand Total
	001	002	003	004	006	007	011	012	013	014	
Bridge Engineering and Administration					\$32,038	\$1,825					\$33,863
Bridge Maintenance, Repair & Operations					46,585	24,894					71,479
DOT Management & Administration	41,392						15,791				57,183
DOT Vehicles&Facilities Mgmt&Maintenance	14,038	477					42,254				56,769
Ferry Administration & Surface Transit			4,115						235		4,350
Municipal Ferry Operation & Maintenance			57,987						29,769		87,756
Roadway Construction Coordination&Admin		16,675						861			17,536
Roadway Repair, Maintenance & Inspection	(744)	148,819						117,118			265,194
Traffic Operations & Maintenance				89,159						243,465	332,624
Traffic Planning Safety & Administration				14,585						15,140	29,725
Grand Total	\$54,686	\$165,971	\$62,102	\$103,744	\$78,623	\$26,719	\$58,045	\$117,979	\$30,004	\$258,604	\$956,479