



A 21st Century Transportation Department

To ensure the continuity and success of the ambitious goals in this strategic plan, it is important to foster innovation within NYCDOT while continually attracting new talent.

NYCDOT will align its capabilities with the 21st Century challenges of urban growth, global economic competition and climate change. The agency recently created a new division dedicated to planning and sustainability and will increase research and planning capacity throughout the entire department. At the same time, the agency will create a new communications strategy to educate the public and increase awareness of important transportation projects and transportation policy's key role in sustainable development.

Increasing the agency's capacity must coincide with expanded accountability throughout all programs and divisions. DOT will augment its data collection procedures to more effectively track agency priorities and performance. NYCDOT will also initiate a new project management program to improve project management tracking and oversight.

Creating one of the world's leading transportation agencies cannot occur without attracting and retaining top notch staff. DOT will seek and hold onto the best and the brightest in the transportation field with new recruitment strategies and an increased focus on professional development and succession planning.



Office of Planning and Sustainability

DOT has created an office of Planning and Sustainability to incubate and coordinate our new sustainability initiatives. With Alternative Fuels and Strategic Planning as well as Transit Coordination and Freight Mobility, the office will work closely with operational divisions to implement new projects and policies placing NYCDOT and New York City's transportation system at the forefront of environmental sustainability. In an effort to better manage the public realm, DOT has established for the first time both the Art, Urban Design, and Public Plaza programs within Planning and Sustainability.



GLOBAL LEADERSHIP POLICIES

Increase planning, research, and strategic communication capacities

NYCDOT has recently created a new planning and sustainability unit and will continue to elevate the profile of planning and research throughout the agency. DOT will develop an agency-wide communications strategy to enhance public knowledge and support for its strategies and priorities.

Enhance project management capacity

DOT will initiate enhanced project management tracking systems and streamline process steps to ensure speedy and effective project delivery throughout the agency.

Collect and manage data more effectively

The best transportation agencies in the world closely measure transportation system performance through large scale data management systems. DOT will hold itself accountable by improving the methods by which we evaluate the success of agency programs and divisions.

Attract and retain a top notch staff

A leading transportation agency is a place where everyone in the industry wants to work. While our agency currently has a talented and diverse workforce, we need to continue to attract new talent in an increasingly competitive global market. DOT will initiate new recruitment, succession planning, and professional development strategies to retain and attract a talented pool that meets our diverse needs.

DOT WILL IMPROVE EFFICIENCY AND CONTROL COSTS BY ENHANCING ITS PROJECT MANAGEMENT CAPABILITIES.



Strategic Communications: Promoting Safer Streets Through Mutual Respect

In Fall 2007, NYCDOT and the NYC Bicycle Safety Coalition kicked off the LOOK bicycle safety campaign. This partnership brought together City agencies, cycling advocates, and the AAA, along with the advertising agency Publicis, which provided

pro bono services to create an edgy and effective marketing campaign urging drivers and cyclists to literally look out for each other.

LOOK campaign advertisements have run on bus stop shelters, buses, phone kiosks, taxis, and on postcards placed in restaurants around the city. The ads were also featured in magazines and on the radio.

The message of personal responsibility complements DOT's efforts to engineer safer streets. We will continue this campaign in 2008 and expand it to include pedestrians.



Marketing safer streets

GLOBAL LEADERSHIP ACTIONS

Increase planning, research and strategic communications capacities

- Created new division and Deputy Commissioner for Planning and Sustainability.
- Build staff capacity in division of Planning and Sustainability.
- Elevate the profile of research in policy and operations.
- Develop forward looking research agenda and begin outreach to universities to explore collaboration.
- Initiate symposia featuring DOT personnel and guests, both within the department and in conjunction with other institutions-agencies and universities.
- Create communications working group.
- Identify and develop marketing campaigns to promote safety and sustainable transportation.
- Issue RFP for ad agencies to create campaign content and adopt criteria to measure campaign efficacy.

Enhance project management capacity

- Created office of project management.
- Analyze project and portfolio management throughout the department.
- Improve federal aid process.
- Identify agency project managers, certify them per professional PM standards.
- Initiate project management tracking systems.

Collect and manage data more effectively

- Develop data collection needs and plans for new priorities.
- Develop and implement data tracking strategies for congestion relief, BRT and bicycles.
- Create new transportation system and agency performance measures and a means of collecting and reporting additional data.
- Coordinate data collection and sharing with partner agencies.

Attract and retain top notch staff

- Analyze essential operational roles and develop succession planning strategy.
- Strengthen university partnerships and augment recruitment strategies to increase the available pools of qualified candidates.
- Provide professional development opportunities that engage employees and promote growth in the agency.

In 2008 the DOT's Traffic Management Center will be upgraded and the NYCDOT, NYSDOT and NYPD will share one integrated center, allowing for more coordinated emergency response.

