

Agency Gets in Gear With New Motto

Following Mayor Vincent Gray's 2012 State of the District Address, Director Terry Bellamy called all of the agency's managers together for a day of teambuilding and training, and to collectively reaffirm their commitment to DDOT's Mission:

Develop and maintain a cohesive sustainable transportation system that delivers safe, affordable, and convenient ways to move people and goods—while protecting and enhancing the natural, environmental and cultural resources of the District.

The workshop, led by Management Consultant Linda Washington from the Office of Civil Rights, included various exercises and discussions designed to help the managers and the agency succeed as they carry out the action items Mayor Gray laid out in his address. That includes investing and developing new technology; finalizing and implementing a Sustainable DC plan to help the District become the greenest city in North America; expanding Capital Bikeshare; opening the first modern streetcar line in 2013; maintaining a

commitment to fiscal responsibility; and improving customer service.

These action items serve as the genesis for focused efforts to improve DDOT, and inspired the agency's new motto: "Get it Done."

According to Director Bellamy, "Get it Done" is only a snapshot of the expectations he has for the agency. A more comprehensive plan involves improvements on all fronts and includes creating an environment that promotes and encourages excellence in public service; honesty; respect while working with customers and co-workers; professionalism; innovation; and accountability.

While Director Bellamy and the managers acknowledged the hard work employees have exhibited over the

years, they also noted that improvements could be made across the board and began to challenge themselves to provide better leadership.

Since then, several emails have been sent out to remind employees about the "Get it Done" effort, and managers have worked to institute the elements presented in the workshop throughout their departments. Most recently, an agency-wide email was distributed with DDOT's Vision and Mission, and several managers have placed the "Get it Done" motto outside of their office doors as reminders of the call to action.

The next session in this series of management workshops is scheduled for April 19.

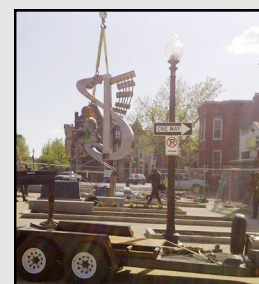
-By Darby Baham

get it d.ne!

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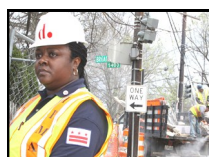
Sneak Peek



**Stay Tuned for News
About the Howard
Theatre Restoration
Project in April!**

'We Can Do It!'

To mark Women's History Month, the d. Report interviewed several women at DDOT about their experiences working in the transportation industry. *For the feature story, please turn to Page 4.*



RiverSmart Washington Protects Watersheds Using Green Designs

Photo by Christopher Quay



Meredith Upchurch alongside an illustration of permeable pavement models.

DDOT is set to embark on a multi-agency, multi-million dollar pilot project to reduce stormwater runoff in the Rock Creek watershed.

Led by Meredith Upchurch, a landscape architect in IPMA, RiverSmart Washington aims to utilize green infrastructure and low impact design (LID) practices to retain and filter stormwater that would have previously

gone into the District's sewer systems.

DDOT, working with DDOE and DC Water, picked two locations that were approximately four square blocks in size for this pilot project: one east and one west of Rock Creek Park.

One notable aspect of the project, says Ms. Upchurch, is that DDOT will be installing a permeable roadway on a sizeable portion of the 3200 block of Quesada Street NW, which is within the boundaries of one of the locations near Lafayette Park. Permeable pavement has more gaps than traditional pavement, which allows water to flow through the surface of the roadway to be filtered out into the soil underneath.

DDOT plans to break ground on these projects in fall 2012, with work scheduled to be completed by May 2013. After completion, DDOT will monitor the stormwater runoff at these locations for six months to see whether the RiverSmart program is effective enough to be channeled into a city-wide effort.

-By Christopher Quay

d. Pictorial: Growing Out of A Long Tradition

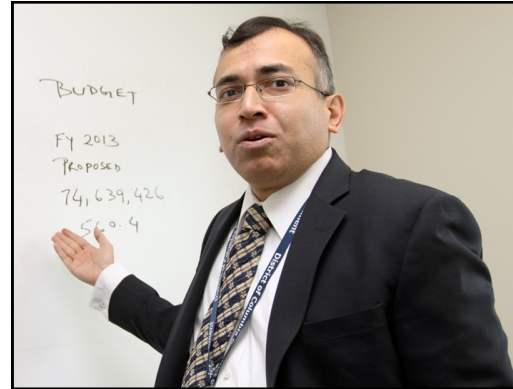


State Forester Monica Lear and Director Terry Bellamy (third and fourth from left) joined federal officials and members of the Jewish Community on February 8 to plant a tree to commemorate Tu B'Shevat, "The New Year of the Trees."

Photo by LSDA.gov



Agency Fiscal Officer Q. Rumman Dastgir



Q. Rumman Dastgir joined the Office of the Chief Financial Officer (OCFO) in March 2005 and was appointed as DDOT's Agency Fiscal Officer, where he became responsible for the development, execution, monitoring, planning, and supervision of accounting, audit, budget, and fiscal functions of the agency. Mr. Dastgir has more than a decade of prior work experience in similar capacities with the World Bank, USAID, and the Nobel Prize-winning microcredit pioneer Grameen Bank.

Mr. Dastgir has an MBA from Georgetown University and has studied Public Financial Management through an executive course at Harvard University's Kennedy School of Government. He has served as the District representative to the Fiscal Management and Accounting Subcommittee of the American Association of State Highway and Transportation Officials (AASHTO) and was a key member of the fiscal team that led the District's first ever issuance of Grant Anticipation Revenue Vehicles (GARVEE) Bonds.

Along with his substantial resume, Mr. Dastgir has lived in or visited almost every corner of the world. With country work experience in Africa (Botswana, Ghana, Ivory Coast and South Africa), Mr. Dastgir is fluent in Bengali, English, French, Hindi and Urdu. He has traveled extensively across Europe, and grew up in Asia and Australia during the international tenure of his father, a major general in the Bangladesh Army who served as Bangladesh's ambassador to Thailand, Pakistan, Australia, and Saudi Arabia.

What are some of the challenges you've faced managing DDOT's budget over the past few years?

My team worked with the DC Treasurer to enable DDOT's pioneering use of an innovative financing mechanism called Grant Anticipation Revenue Vehicles (GARVEE) Bonds in the District. These bonds, which were financed through the District's future apportionments from the Federal Highway Administration, allowed the agency to have adequate funding for the 11th Street Bridge Project without impacting the District's debt ceiling. I served in the panel of District presenters to investors as well as the rating agencies -- it was quite an exciting experience.

There has been an increasing focus on DDOT's budget performance through Council, media and public attention, and this has necessitated shifting from detailed technical reports created exclusively for agency managers to creating concise, reader-friendly financial documents which are routinely posted on the agency's sharepoint for viewing by interested parties. Access and other technical humps were overcome through outstanding collaboration between DDOT and the OCFO IT teams.

How have your travels shaped your life and / or your career?

My multinational and multilingual credentials have trained me to adapt to innovation and changes, as I lived and worked in the midst of different cultures, ideologies, religions, national origins, political systems, and work ethics while getting a close exposure on how to resolve issues through mutual dialogue without resorting to conflict. This background has influenced my conviction throughout my career that lasting results are best achieved through consensus based on measured adjustments and sound communication. At DDOT over the past seven years these adaptability skills and consensus approaches have come in very handy, as I have had the privilege of working in reasonable harmony with the visionary but diverse approaches of six agency directors, three mayors, and four Council chairpersons in addition to my own OCFO bosses—some of the most dynamic and outstanding individuals I have ever met.

'We Can Do It!'

DDOT Women Discuss Challenges, Achievements in the Transportation Field



Nanette Bowles manages the effort to reconstruct a section of Nebraska Avenue NW, which is scheduled to be completed on time in October.

Women have had to struggle uphill since they began entering the workforce in the mid-20th Century, but gaining traction in the transportation industry—especially as engineers and engineering technicians—has been exceptionally challenging.

According to the American Society for Engineering Education (ASEE), the gender gap between men and women who attain engineering degrees is roughly four to one.

This disparity grows once women enter the workforce. According to the Federal Highway Administration, “women make up only 8 percent of engineers, 18 percent of engineering technicians.”

Even though the statistics show that there is still a dearth of women in the transportation sector, several DDOT employees who spoke to the

d. Report acknowledged that circumstances are changing for the better, specifically at DDOT, which fosters an atmosphere for their professional growth.

'There Goes One in the Red'

Gloria Bosse-Kouabo joined DDOT in 1982 after several years working for the Department of Environmental Services. According to Ms. Bosse-Kouabo, women engineers were such an anomaly when she was enrolled in an engineering course at Howard University that *The Washington Post* featured her in an article about the non-traditional roles of women.

Ms. Bosse-Kouabo, who is now a civil engineering technician working on DDOT's Green Alleys initiative, noted that working in the transportation field was a much more trying task when she started out.

For example, Ms. Bosse-Kouabo said that male co-workers wouldn't shy away from blatantly ogling passersby while they were out in the field.

“There goes one in the red’ they’d say,” recalled Ms. Bosse-Kouabo.

Forced to 'Earn' Respect

Nanette Bowles, a civil engineer with IPMA's Team 2, is a 23-year DDOT veteran.

Equipped with a BS in Engineering and an MBA, Ms. Bowles has played an integral role in ensuring that many of DDOT's infrastructure projects are completed on budget and on time. Ms. Bowles is currently overseeing an effort to reconstruct Nebraska Avenue NW from Nevada Avenue to Military Road and, as usual, it is on schedule to be completed in October.

Starting out in her field as a civil engineering technician, there were “very few” women engineers and engineering technicians and “just being accepted as a female was very challenging,” said Ms. Bowles.

“It was almost like ‘they hear you, but they don’t hear you’,” she added.

Unlike her male counterparts, Ms. Bowles said she had to do more to “earn” respect among many of her peers who had preconceived notions of what she was capable of because of her gender.

However, over the years Ms. Bowles said that she has accrued so much respect for her ability among her co-workers, and the stakeholders that she works with, that navigating in her male-dominated field is “much easier.”

Noticing a Shift

According to two women who are working on a large-scale, citywide multi-modal plan for the District at PPSA, there has been a welcome change in the environment for women who want to pursue careers in the transportation field.



Photo by Christopher Quay

Gloria Bosse-Kouabo works on DDOT's Green Alley Initiative at TOA.

Colleen Hawkinson, acting manager for DDOT's Strategic Planning Branch, has noticed an uptick in the number of women in the transportation field during the 12 years that she's worked in the industry.

“There are more women being represented at the table,” said Ms. Hawkinson.

Transportation Planner Shannon Hake has seen a change as well, noting an equal number of women and men at the transportation meetings and conferences that she attends.

Both women also agreed about DDOT, saying that it was a “solid,” “welcoming,” and “inclusive” organization for women.

-By Christopher Quay



Photo by Christopher Quay

PPSA's Colleen Hawkinson and Shannon Hake look over plans for Martin Luther King Jr Avenue SE.

DDOT Picks Up Pace, Offers Series of Nutritional and Wellness Programs

Photo by Christopher Quay



Sharon Hawks plans to regularly speak to DDOT employees about nutrition and wellness during a series of programs this year.

This past January, DDOT began hosting a series of nutritional and wellness programs amongst the different administrations in the agency. The series, which will feature Sharon Hawks, a longtime DDOT consultant and registered dietitian and certified diabetes educator, will run throughout the year, with an average of about four or five programs a month.

"This is really a genesis program for us," said Natalie Jones-Best, Emergency Preparedness and Risk Manager in the

Office of the Director. "We want this to be a full turnkey operation. The goal is to get a little more intimate with each employee or be able to identify groups of employees and their particular areas of interest."

Thus far, DDOT has offered an abundance of wellness programs (the agency has held four in March alone), which have been made available at all of DDOT's locations. Yet, according to Ms. Jones-Best, the programs and their reach will continue to broaden as the series moves forward.

"Our goal is to make this program something where every employee recognizes the value to it," said Ms. Jones-Best. "I'm a firm believer that you have to address all forms of health—nutritional, financial, etc—and we hope to use this series to move towards a total wellness movement with the agency."

Ms. Hawks agrees. "I think the major takeaway from all these programs should be how important your health is to your life, your work environment, and your success as an employee," she said. "There's been research on what happens when a workplace encourages health education, and they've shown that ultimately it makes for happier and more successful employees. Our goal is to provide as much information as we can on the areas of health and wellness."

-By Darby Baham

Capital Bikeshare Helps Less Fortunate Get Back on Their Feet

Capital Bikeshare and Back on My Feet DC announced the launch of their pilot partnership on March 22, in which Capital Bikeshare will offer \$50 annual memberships to 10 qualified Back on My Feet DC Members.

Back on My Feet is a national nonprofit organization dedicated to creating independence and self-sufficiency within the homeless community through the act of running. The ten members who were selected to participate have maintained a 90 percent or better attendance record on Monday, Wednesday and Friday 5:45 a.m. runs and completed several educational and job training courses.

"Back on My Feet DC is thrilled to launch a partnership with Capital Bikeshare," said Autumn Campbell, Regional Executive Director for Back on My Feet Baltimore-Washington DC. "Our staff, members, and volunteers are excited to help bring Capital Bikeshare into the community and continue to promote healthy lifestyle choices."

"Our partnership with Back on My Feet DC is a natural complement to the existing ventures we have with other local organizations that are committed to serving our most vulnerable residents," said Josh Moskowitz, DDOT's



Capital Bikeshare Project Manager. "We are thrilled to be able to extend the physical and economic benefits of Capital Bikeshare to an organization that embodies these values."

Selected Back on My Feet DC members will have access to the largest bikesharing program in the United States, with 150 stations and 1,300 bikes in the District and Arlington. Members will be able to use Capital Bikeshare to get to and from job interviews, classes, trainings or early morning runs.

As part of their services, Back on My Feet DC provides transportation financial aid to qualifying members. Based on their projections, the organization estimates a potential savings of \$7,000 on transportation costs through the use of the Capital Bikeshare program.

-By John Lisle

New Maine Avenue Section of Anacostia Trail Welcomes Spring Visitors

District residents and visitors to the centennial National Cherry Blossom Festival have something else to celebrate this year – improved walking and biking between festivities at the Tidal Basin and the neighborhoods, restaurants and marina in the Southwest Waterfront via a new Maine Avenue section of the Anacostia Riverwalk Trail.

The one-third-mile long section offers a new 14-foot wide multi-use paved trail along the south side of Maine Avenue, SW between the 14th Street Bridge and just east of 12th Street, SE in front of the Washington Fish Market.

Constructed between July 2011 and mid-March 2012, the new trail replaces a previously existing four-foot wide sidewalk and includes enhanced lighting, landscaping and ornamental fencing along the Washington Marina. Work also included resurfacing and reducing the width of the adjacent roadway and installing new storm water management elements, curbs, and gutters.

DDOT partnered with the Office of the Deputy Mayor for Planning and Economic Development in funding the \$2 million project using Payment In Lieu of Taxes, or PILOT, funds.



Photo by John Lisle

The new section of the Maine Avenue section of the Anacostia Riverwalk Trail gets some multi-modal users.

The Anacostia Riverwalk Trail is a key component of the District's progress toward creating a world-class waterfront via the Anacostia Waterfront Initiative (AWI). To date, 13 of the ultimate 20 miles of planned trail are open for use. Once complete the trail will allow seamless pedestrian and bicycle travel between the Tidal Basin and Bladensburg Marina Park in Maryland.

-By John Lisle

Management Meeting Builds Culture of Trust, Interdependence



Dr. Alfonz Ruth participates in A Race Against Time team-building exercise during a seminar for DDOT's management team.

For the first time in a long time, DDOT's entire management team assembled in one room in late February for a full day of training and team building exercises. The workshop was designed to bring everyone together to focus on common threads of leadership and building a culture of trust and interdependence.

The experience was a positive one for me. It forced me out of my comfort zone and put me at a table with other managers I don't normally collaborate with on a daily basis.

There were engineers—lots of engineers—but also staff with other specialties including parking operations, QA/QC and traffic safety: Carl Jackson, Wasi Khan, Carole Lewis, and Muhammed Khalid.

Oh yeah, we were the J,K, L and M's. One of the exercises taught us it is not as easy to get more than 100 managers to alphabetize themselves as you might think!

At our table, we had to listen to each other and work effectively as a team. We erected a 5-foot tower out of paper in one activity, but I think what we were really building was stronger than that: a solid foundation to help DDOT achieve its mission.

There were also frank conversations about some of the real challenges we face at DDOT and brainstorming sessions to identify the values and key competencies that will make the agency more productive and effective at serving its customers.

Overall I think we walked away with a better understanding of how our individual roles are intertwined, and how we can work together to make DDOT better.

-By John Lisle

International Delegations Work With DDOT to Solve Transportation Issues

Over the past year, DDOT employees have had the opportunity to meet with delegates from various countries as the agency increases its information exchange efforts.

The meetings have covered topics ranging from DDOT's Intelligent Transportation Systems (ITS) projects to the different technologies being used in the other countries.

"[These meetings] have been a learning process and allowed us all to talk about the advantages and disadvantages of projects that we've worked on previously," said James Cheeks, Chief of Traffic Signals, Safety Standards, and ITS in the Transportation Operations Administration (TOA). "We have the ability to learn from each other and participate in technology and information transfers. We get information from them and vice versa, but also we're able to discuss possible pitfalls to look out for."

DDOT recently met with delegates from Turkey and had multiple meetings with delegations from China. During visits with both countries, officials were able to exchange valuable

information about mass transit and future plans to alleviate traffic concerns that involve multiple jurisdictions.

"They loved a lot of the ideas that we've implemented involving Bikeshare and were very interested in our transit signal priority project," said Mr. Cheeks. "When I went to China in the 1980s, most people were riding bikes and only cab [drivers] used vehicles. Now, since that's changed a lot, they wanted information from us. But we were able to get information from them as well and learn more about the mass transit systems they've used for a while now."

While meeting with Turkish officials, DDOT gave a tour of the Transportation Management Center (TMC) and discussed many of the ideas that the agency is developing involving the usage of dynamic signs, vehicle detection, and signal optimization.

DDOT officials have also met with representatives from Bangladesh, Russia, Brazil, Venezuela, and Bangalore.

-By Darby Baham

d. Report

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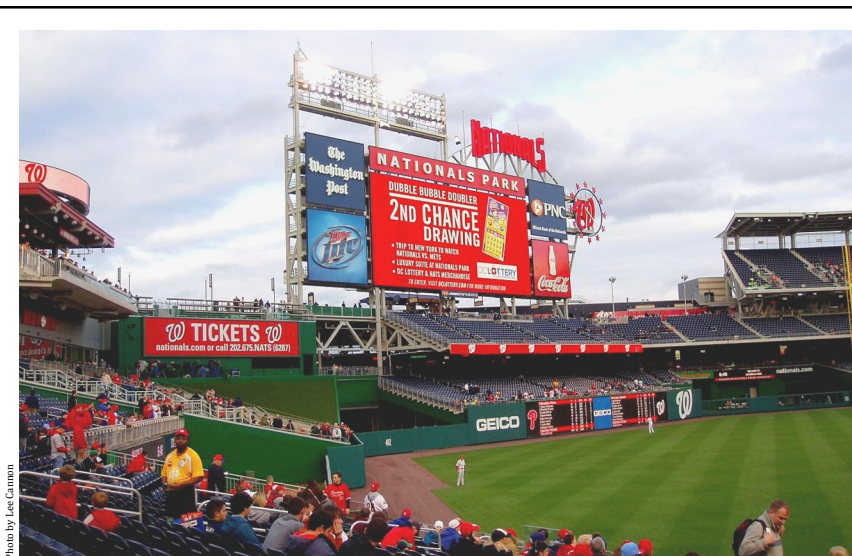
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Play Ball: Nationals Ready for Exciting Season

After falling one game short of tying their record for regular season wins last season, the Washington Nationals are poised to field their most promising lineup in the young franchise's history this year.

While they finished 80-81 last year, just short of their .500 finish after they arrived in the District in 2005, the Nationals are generating a lot of excitement this year with a well-balanced team that is

highlighted by phenoms on both the pitching and offensive sides of their roster (Stephen Strasburg and Ryan Zimmerman) and a star-in-the-making waiting in the wings (Bryce Harper).

This month, DDOT employees can watch this promising team take on the Cincinnati Reds (April 12-15), the Houston Astros (April 16-19), and the Miami Marlins (April 20-22).

-By Christopher Quay