

Excellence in Transportation

2013

Annual Report & Transportation Facts



Delaware Department
of Transportation

Important Numbers

DelDOT

Public Relations	(800) 652-5600 or (302) 760-2080
Finance	(302) 760-2700
Human Resources	(302) 760-2011
Planning.....	(302) 760-2111
Maintenance & Operations.....	(302) 760-2201
Technology & Support Services.....	(302) 760-2099
Traffic Management Center.....	(302) 659-4600
Transportation Solutions	(302) 760-2305
Delaware Transit Corporation.....	(302) 577-3278 or (302) 760-2800
Motor Fuel Tax Administration.....	(302) 744-2715
Hauling Permits.....	(302) 744-2700
Motor Vehicles	
Greater Wilmington.....	(302) 434-3200
Delaware City.....	(302) 326-5000
Dover.....	(302) 744-2500
Georgetown.....	(302) 853-1000
Website.....	deldot.gov

Delaware Transit Corporation - A Subsidiary of DelDOT

DART First State statewide Bus Route & Schedule Information.....	(800) 652-DART (3278)
Paratransit.....	(800) 553-DART (3278)
Specialized transportation for ADA-certified individuals	
Customer Relations	(800) 355-8080
TTY	(800) 252-1600
Hearing and Voice Impaired	
SEPTA R2 Train Service.....	(800) 652-DART or (215) 580-7800
Commuter train service connecting Newark, Churchmans Crossing, Wilmington, and Claymont to Philadelphia, PA	
RideShare Delaware & Home Free Guarantee.....	1-888-RIDE-MATCH (743-3628)
Carpool matching service and Guaranteed Ride Home Program	
Park & Rides / Park & Pools.....	(800) 652-DART (3278)
Designated parking lots available throughout the state to park your car and catch a bus or carpool	
Operation Lifesaver Delaware.....	(302) 576-6013
Railroad Crossing & Right-of-Way safety awareness	
Travel Training.....	(800) 652-DART (3278)
Learn how to ride public transit in one-on-one or group training sessions	
SCAT (Senior Citizens Affordable Taxi).....	(800) 355-8080
50% discount on taxi fares for seniors and persons with disabilities	
Website.....	DartFirstState.com

Other State Agencies

Delaware Economic Development Office	
Wilmington.....	(302) 577-8477
Dover.....	(302) 739-4271
Department of Safety and Homeland Security.....	(302) 744-2680
Delaware State Police.....	(302) 739-5901
Office of State Planning.....	(302) 739-3090
First State Online.....	delaware.gov

Other Organizations

Amtrak.....	(800) 872-7245
Delaware River & Bay Authority	(302) 571-6300
FHWA (Dover Region Office).....	(302) 734-5323
Port of Wilmington, Delaware	(302) 472-7678
SEPTA.....	(215) 580-7800
University of Delaware, Center for Applied Demography and Survey Research	(302) 831-6028
US Bureau of the Census (Philadelphia Region Office).....	(215) 717-1800 or (800) 262-4236
US Army Corps of Engineers (Philadelphia District).....	(215) 656-6500
US Department of Transportation - Bureau of Transportation Statistics	(800) 853-1351

Annual Report and Transportation Facts

A guide for Stakeholders, Transportation Professionals, Elected and Appointed Officials

Jack A. Markell
Governor

Shailen P. Bhatt
Secretary
Department of Transportation



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Administration





Letter From Secretary Shailen P. Bhatt

Citizens of Delaware:

On behalf of the Delaware Department of Transportation, I present the 2013 Annual Report and Transportation Facts on the performance and condition of the State's transportation system. This year was successful on a number of levels. We continue to make improvements in how we deliver services and provide a safe and reliable transportation system. More importantly, we are laying the foundation for a more financially sustainable future for transportation in our state.

We celebrated the completion of a number of significant projects in 2013 and commenced work on others. Major improvements to the interchanges at I-95 and Route 1 (Christiana) and those at I-95 and U.S. Route 202 (Wilmington) are improving safety and reducing congestion. We continued to support the First State Trails and Pathways Program through the completion of the Michael Castle Trail at the Chesapeake and Delaware Canal and the groundbreaking of trails in Wilmington, New Castle, Dover and the resort areas. Delaware has earned the ranking of the 5th most bicycle-friendly state in the nation by the League of American Bicyclists.

We are proud of our continued commitment to service at the Division of Motor Vehicles. The Division has opened a new state-of-the-art facility in Delaware City to replace its current location in New Castle. The Division also oversaw over 62 million transactions through its I-95 and SR 1 toll facilities. On the transit side, the Delaware Transit Corporation reviewed its service and fare rates for both fixed route and

paratransit services, recommending significant service expansions, and adjusting fares to ensure financial sustainability of the transit system.

Financial stewardship is an important goal for the Department of Transportation. We are happy to report that we have reduced our long-term debt obligations since Fiscal Year 2011, from \$1.234 billion to \$857 million. We are using performance management to better manage the Department. We are valuing our assets and prioritizing their maintenance and capital replacement to ensure we maintain a state of good repair on our existing system. In addition, we have adopted a new process to prioritize projects using a data-driven approach so we can make better investment decisions with taxpayer dollars.

As we look back on 2013, we have set the foundation for continued improvement of our transportation system and customer service while ensuring that we remain fiscally sustainable. We look forward to working with the citizens of Delaware to deliver excellence in transportation. For every trip, every mode, every dollar and everyone.

Sincerely,

Shailen P. Bhatt
Secretary, Delaware Department of Transportation

Our Mission

Excellence in Transportation

Every Trip • Every Mode • Every Dollar • Everyone

Every Trip—We strive to make every trip taken in Delaware safe, reliable and convenient for people and commerce.

Every Mode—We provide safe choices for travelers in Delaware to access roads, rails, buses, airways, waterways, bike trails and walking paths.

Every Dollar—We seek the best value for every dollar spent for the benefit of all.

Everyone—We engage our customers and employees with respect and courtesy as we deliver our services.

Our Goals

- Minimize the number of fatalities and injuries on our roadways.
- Build and maintain a nationally-recognized system benefiting travelers and commerce.
- Provide every traveler with access and choices to our transportation system.
- Provide every customer with the best service possible.
- Minimize the environmental impact of the state's transportation system.
- Achieve financial sustainability through accuracy, transparency and accountability.
- Develop and maintain a place where talented and motivated employees love to work and can be national leaders in transportation.

Table of Contents

Introduction	1
Figure A.1 Delaware Population, 2013-2025	2
Figure A.2 Lane Miles in Delaware, 2011-2012	3
Section 1 Delaware Transit Corporation	4
Figure 1.1 DART First State Bus and SEPTA Ridership, FY 2011 - 2013	6
Figure 1.2 DART First State Transit System Coverage Map	7
Figure 1.3 Delaware Park & Ride/Park & Pool Map	9
Figure 1.4 Delaware Train Stations	10
Figure 1.5 Percentage of On-Time Fixed Route and Paratransit, 2013	11
Figure 1.6 Transit Vehicle Crash Rate, 2013	11
Section 2 Division of Motor Vehicles	12
Figure 2.1 The Ozone Challenge	15
Figure 2.2 Population, Drivers, Vehicles & Miles Traveled, 2011-2013	16
Figure 2.3 Journey to Work Average, 2011-2013 Percent of Persons 16 Years and Older	16
Figure 2.4A Age of Licensed Drivers, 2012	17
Figure 2.4B Age of Licensed Drivers, 2013	17
Figure 2.5 Licensed Commercial Drivers, 2011-2013	17
Figure 2.6 Average Annual Vehicle Miles Traveled, 2011-2013	18
Figure 2.7 Fuel Consumed vs. Average Vehicle Miles Traveled, 2003-2013	18
Figure 2.8 Average DMV Wait Time, 2013	19
Section 3 Finance	20
Figure 3.1 Major Sources of Transportation Revenue in Delaware, FY 2011-2013	21
Figure 3.2 Transportation Trust Fund Revenue, FY 2012-2013	22
Figure 3.3 FHWA Apportionments, FY 2013	23
Figure 3.4 FTA Apportionments, FY 2013	23
Figure 3.5 FY 2013 Sources of Funds	23
Figure 3.6 FY 2013 Uses of Funds	23
Section 4 Human Resources	24
Section 5 Maintenance & Operations	26
Section 6 Planning	30
Figure 6.1 Statewide Plans	32
Figure 6.2 Metropolitan Planning Organizations	32
Figure 6.3 Long Range Transportation Plan Guiding Principles	33
Figure 6.4 Walking as a Primary Way to Commute, 2000 vs. 2010	34
Figure 6.5 Pedestrian Traffic Crashes by County, 2013	34
Figure 6.6 Bicycle Traffic Crashes by County, 2013	35
Figure 6.7 Biking as a Primary Way to Commute, 2000 vs. 2010	35
Figure 6.8 Flight Activity of Public Airports, 2013 vs. 2033	37
Figure 6.9 The 2010 Update of State Strategies for Policies & Spending	38
Section 7 Public Relations	40
Figure 7.1 General Transportation User Satisfaction Ratings, 2012-2013	42
Figure 7.2 Percentage of Customer Satisfaction, 2009-2013	43
Section 8 Technology and Support Services	44
Section 9 Transportation Solutions	46
Figure 9.1 DelDOT Owned Bridges, 2013	47
Figure 9.2 Types of Crashes, 2011-2013	48
Figure 9.3 Top 5 Causes of Crashes, 2013	48
Figure 9.4 Types of Vehicles in Crashes	48
Figure 9.5 Fatalities, 2013	49
Figure 9.6 Vehicle Crashes, 2013	49
Figure 9.7 Age of Driver in Crash, 2011-2013	49
Figure 9.8 Type of Truck in Crash, 2013	50
Figure 9.9 Comparison of Truck Accidents, 2011-2013	50
Figure 9.10 2013 Pavement Conditions	51
Figure 9.11 Fatalities, 2009-2013	51
Figure 9.12 On-Time and On-Budget, 2010-2013	51
Figure 9.13 2013 Bridge Condition	52
Figure 9.14 I-95 Southbound Travel Time, 2013	53
Figure 9.15 I-95 Northbound Travel Time, 2013	53
Figure 9.16 I-495 Southbound Travel Time, 2013	53
Figure 9.17 I-495 Northbound Travel Time, 2013	53
Section 10 Independent Transportation Agencies	54
Figure 10.1 Cape May-Lewes Ferry Annual Ridership, 2011-2013	55
Figure 10.2 Cargo Mix Port of Wilmington, DE 2011-2012	55
Figure 10.3 Waterborne Shipments Received Port of Wilmington, DE 2010-2012	55
Figure 10.4 Map of Delaware Transportation	56

The Delaware Department of Transportation (DelDOT) Organization

Office of the Secretary

Manages the state transportation system to accomplish DelDOT's mission through executive leadership.

Delaware Transit Corporation

Designs and provides the highest quality public transportation services.

Division of Motor Vehicles

Promotes safety on highways and cleaner air quality.

Finance

Identifies, acquires and manages the fiscal resources necessary to support DelDOT in the accomplishment of its goals.

Human Resources

Recruits, develops and retains a diverse, highly qualified workforce and ensures equity and fairness in all aspects of employment.

Maintenance & Operations

Maintains and operates a convenient, safe, efficient, cost-effective and environmentally-sensitive highway system.

Planning

Provides comprehensive transportation planning and development coordination services to address mobility needs.

Public Relations

Supports DelDOT programs and policies by planning, developing and executing a variety of programs and customer services.

Technology & Support Services

Provides a timely and accurate operating support network that assists DelDOT in the pursuit of its goals.

Transportation Solutions

Develops and constructs safe, efficient and environmentally-sensitive engineering projects.

What We Do

The Delaware Department of Transportation (DelDOT) is responsible for planning, designing, building and managing Delaware's statewide transportation system. The work we do affects the lives of Delawareans every day. DelDOT is responsible for:

- 13,472 lane miles of highways
- 1,599 bridges and 1 ferry
- Over 1,100 signals
- Over 300,000 signs
- 240 miles of fiber optic cable, 123 cameras and 78 automatic traffic detectors
- 54 toll lanes
- 130 buildings
- 4,000 miles of ditches
- Over 1,500 miles of storm drains
- Over 80,000 drainage structures (inlets and manholes)
- Over 500 stormwater management facilities
- Over 8,000 vehicles inspected each week
- 161 commercial entrance permits
- 240 subdivision/commercial plan approvals
- 34 SEPTA trips per weekday
- 224 fixed route buses
- 303 paratransit buses

DelDOT provides bus, SEPTA commuter rail and paratransit services through the Delaware Transit Corporation and DART First State, and is responsible for the Division of Motor Vehicles. DelDOT also takes an active role in implementing State, county and local plans. We shape more livable communities by helping to meet clean air and water mandates, assuring replacement of wetlands and assisting during weather events or other emergencies.

In an average year, we:

- Mow 46,838 acres of grass
- Trim 124 miles of roadside vegetation
- Inspect 15,500 catch basins and storm drains
- Remove 2,569 illegal signs

Last year, DelDOT crews and many inmates from the Delaware Department of Corrections gathered over 40,106 bags of trash along more than 6,000 miles of Delaware's highways. Using inmate crews saves the State money that would otherwise come from the DelDOT operating budget.

Transportation in Delaware

A vital link in the regional transportation system

Delaware plays an important role in providing transportation connections to people and goods traveling in and through the busy Mid-Atlantic region. In addition to serving the transportation needs of the people of Delaware, our roads, bridges, water, rail and air connections carry passengers and freight through the Mid-Atlantic corridor and beyond to densely populated areas of New York, New Jersey, Pennsylvania, Maryland, Washington, D.C. and Virginia. No other state of similar size and population carries so much interstate travel on its roadways to destinations that are critical to the welfare of millions.

- Over 751,000 passenger trips move through Wilmington's Amtrak Station each year
- The Delaware Memorial Bridge carries over 34 million cars yearly on the twin spans that join Delaware and New Jersey
- The busiest segment of I-95 carries an average of more than 180,000 vehicles per day
- I-295 carries a daily average of nearly 100,000 vehicles
- Segments of I-495 average in excess of 93,000 vehicles per day



Population

Delaware's population to exceed one million by 2025

In Delaware, the highest concentration of residents is in New Castle County; however Sussex County is experiencing the highest rate of growth. According to the 2010 Census, between 2010 and 2025, it is projected that population in New Castle County will grow 10 percent, while Kent will grow 15 percent and Sussex will grow 26 percent. The 2010 Census also reports that Delaware's total population for 2010 was 901,208.

Figure A.1

Delaware Population, 2013-2025

	New Castle	Kent	Sussex	Statewide
2013	549,485	169,709	206,762	925,956
2015 (Projected)	558,408	172,323	220,960	951,691
2020 (Projected)	578,300	180,333	237,517	996,150
2025 (Projected)	595,007	187,074	250,365	1,032,446

Source: Center for Applied Demography & Survey Research, University of Delaware, U.S. Bureau of Census (Census 2010), Delaware Population Consortium

Note: Census figures are updated every 10 years

Delaware's Roadway System

DelDOT maintains 89 percent of all roads in Delaware

As the capacity of freeways, expressways and major and minor roads increases in Delaware, so must the budget to maintain or repair them. Only 30 percent of Delaware's roads qualify for federal funds for rehabilitation and reconstruction projects.

Roads are measured in "lane miles." A one-lane road that runs for one mile equals one lane mile. If that same road has four lanes, it would occupy four lane miles. Currently, Delaware has 13,472 lane miles of roads. DelDOT is responsible for maintaining 89 percent of the roads in the State. The national average of state-maintained roads is approximately 20 percent.



Figure A.2

Lane Miles in Delaware, 2011-2012

	New Castle '11	New Castle '12	Kent '11	Kent '12	Sussex '11	Sussex '12
Interstate	256	256	0	0	0	0
Other Freeways & Expressways	50	50	85	85	0	0
Other Principal Arterial	623	621	148	149	487	487
Minor Arterial	408	409	288	288	109	109
Major Collector	565	566	359	359	747	746
Minor Collector	86	86	179	179	182	182
Local	3,655	3,546	2,153	2,039	3,350	3,313
Total Lane Miles	5,643	5,534	3,212	3,100	4,875	4,837

Source: DelDOT Planning

Performance Management

We strive every day to make DelDOT a world-class transportation agency that has the public's trust and is a careful steward of taxpayer dollars. A large part of our success is dependent upon improving services we deliver to meet our customers' needs and making the right investments in the transportation system at the right time. We work together as TEAM DelDOT, with a focus on being Transparent, Efficient and Accountable with Measurable performance. We are continuing to implement Performance Management, which is the on-going process of establishing, measuring and analyzing performance results in order to make policy decisions, allocate resources and make operational decisions which drive better performance.

This year, each division established a set of performance measures and targets that they used to evaluate performance. We have identified 15 high-level performance measures that demonstrate our effectiveness in achieving our goals. Throughout the annual report, you will find performance measures, targets and results for 2013 for each division. For additional information on our performance, visit the DelDOT Dashboard at deldot.gov/dashboard.





SECTION 1 Delaware Transit Corporation

Delaware Transit Corporation (DTC) operates DART First State, offering a statewide network of transportation options. Services provided include fixed route, intercounty, seasonal bus, paratransit for people with disabilities, commuter train service contracted through SEPTA and RideShare Delaware's ride matching program. DTC also manages revenue-generating parking properties in the City of Wilmington.



DART First State Statewide Bus Service

DART provides statewide local fixed route bus service, offering over 2,700 bus stops, 270 bus shelters and 81 benches. All DART fixed route buses are wheelchair accessible and bike rack equipped.

A "greener" bus fleet

DART's entire statewide bus fleet now uses low sulfur fuel. To further reduce emissions and fuel costs, DART has phased into the fleet 30 new electric hybrid buses that operate in electric mode at speeds of up to 25 mph. At higher speeds, their diesel engine provides power, or it works in combination with the electric motor, as needed. Electric hybrid buses should increase fuel economy an estimated 60 percent and also should reduce particulates, hydrocarbon and carbon emissions by up to 90 percent.

Transit Technologies

Much like an air traffic control system monitors aircraft to assure safety and efficiency, DART fixed route buses and paratransit vehicles are tracked through Computer Aided Dispatch and Automated Vehicle Locator (CAD/AVL) monitoring technology. Using radio communications and Global Positioning System (GPS) technology, buses are tracked by ID and bus route, and dispatchers monitor them electronically to assist in keeping them on time and on route. Should a bus deviate from its designated route for more than the allotted amount of time, the tracking screen alerts the dispatcher.

Vehicle operators are equipped with a voice radio that allows communications with dispatchers. In addition to the radio, when an emergency occurs, the system allows the vehicle operator to automatically send out an emergency radio signal indicating immediate assistance is needed. In an instance in which the vehicle operator may not be able to communicate with the dispatcher, the actual location of the vehicle is identified by the system and the dispatchers can direct emergency assistance to that location.

Helping to ensure better performance, an improved AVL System coming online in the next year will enable riders to get real-time information on their mobile devices.

Google Transit

DART offers online trip planning via Google Transit on its website, DartFirstState.com. Google Transit allows customers to enter their origin, destination, day and time of travel. The software then matches their itinerary with the nearest bus stop or train station, route(s) and schedule times.

Key Accomplishments

In Fiscal Year 2013, DART provided over 12.4 million passenger trips, including 10.2 million trips on fixed route, over 1 million paratransit trips and 1.2 million train trips.

DTC continued work on the Third Track Project on the Northeast Corridor, south of Wilmington, to increase rail capacity and improve the performance of commuter and intercity train service. When completed in 2017, the additional track will allow DTC to expand SEPTA train service between Wilmington and Newark. DTC also continued to design the Newark Regional Transportation Center, which will provide bus and train service to the City of Newark and the new University of Delaware Technology Campus, as well as to regional commuters.

As part of a State of Good Repair grant, DTC initiated an Americans with Disabilities Act (ADA) Bus Stop Improvement Project to add curb ramps and sidewalks to over 150 bus stops statewide, and a Shelter Glass Replacement Project to replace the glass in bus shelters with more vandal and break-resistant glass.

DTC introduced its newly redesigned website, DartFirstState.com, using the latest version of the Common Look and Feel (CLF) for state agencies. The user-friendly interface allows customers to view the site easily, whether they are using a desktop computer, tablet or a smartphone.



New Castle County

DART provides weekday bus service on 44 fixed routes throughout northern New Castle County, with the majority serving downtown Wilmington and its thousands of workers. Evening and Saturday service is available on many routes, and DART offers Sunday bus service on nine routes. Key area transit hubs include the Wilmington Train Station, Rodney Square and Christiana Mall. DART also operates a trolley in downtown Wilmington, as well as a bus between Middletown and Odessa for easy connections to the Intercounty Route 301 bus, which travels north to Wilmington and south to Dover. There are 31 Park & Ride lots and six Park & Pool lots in New Castle County.*

*See Park & Ride/Park & Pool Map page 9.

Intercounty

DART Intercounty Route 301 provides service between Kent and New Castle Counties. This bus route gives riders the option of connecting to local buses in Dover or Wilmington, to the Wilmington Train Station, to major employment centers or to the Christiana Mall six days per week.*

Kent County

In the Dover area, DART bus service includes 14 weekday fixed routes, as well as connections to Intercounty Route 301 with service to Wilmington, and Route 303 with service to Sussex County. DART offers Saturday bus service on five routes. There are five Park & Ride and three Park & Pool lots in Kent County.*

Sussex County

DART operates three weekday year-round bus routes, including the Route 303, as well as a Welfare to Work shuttle operating between Seaford, Laurel and Delmar. From mid-May to mid-September, DART's Resort Transit operates seven routes throughout the resort area, including to Ocean City, Maryland. Operating from the Rehoboth Park & Ride hub seven days a week, between 12 and 19.5 hours a day, the Resort service provided 349,750 passenger trips in the 2013 season. The ever-popular, best performing Route 201 serving the Rehoboth Boardwalk, carried 243,848 passenger trips. DART Route 305 – the Beach Connection – links New Castle and Kent Counties with the Rehoboth Park & Ride and Resort Transit on Friday evenings, Saturdays, Sundays and holidays during the resort season. Route 305 provided 4,786 passenger trips. Sussex County has one Park & Ride and four Park & Pool lots.*

*See Park & Ride/Park & Pool Map page 9.



Figure 1.1

DART First State Bus and SEPTA Ridership, FY 2011-2013

	2011	2012	2013
Fixed Routes	9,920,213	10,601,325	10,188,565
Paratransit	968,323	992,937	1,006,698
SEPTA	1,158,650	1,207,644	1,232,814

Source: DelDOT Delaware Transit Corporation

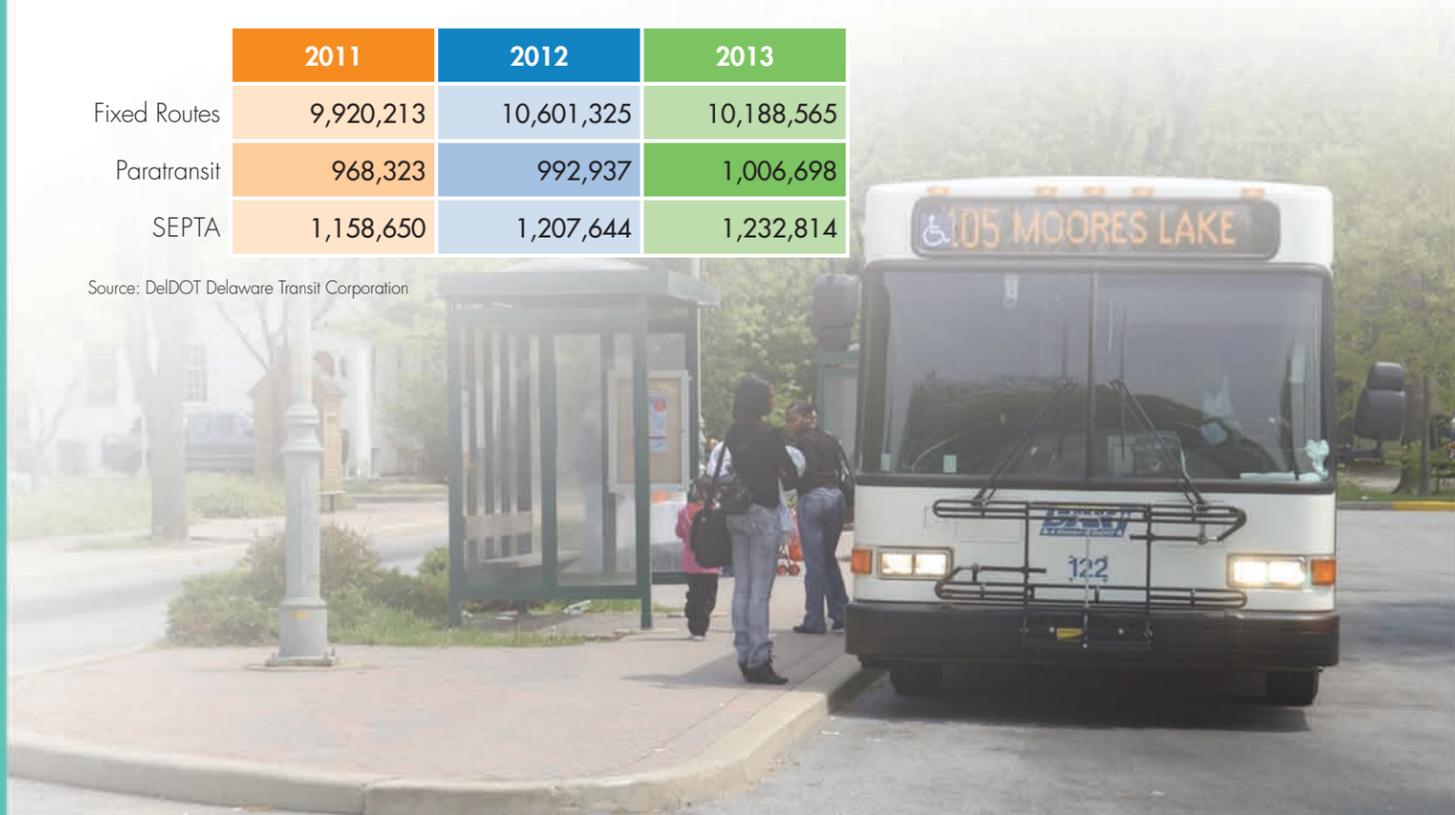
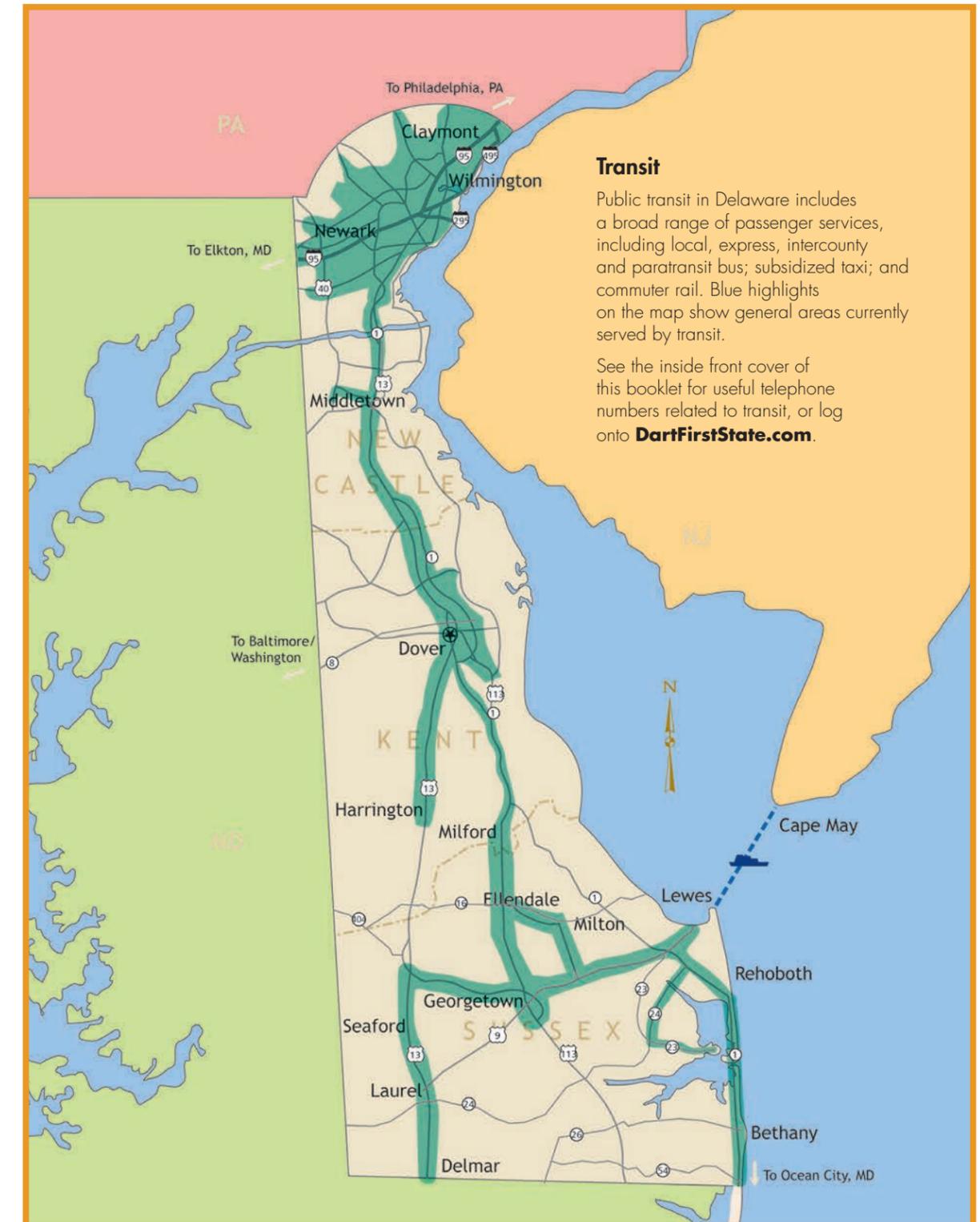


Figure 1.2

DART First State Transit System Coverage Map



Source: DelDOT Delaware Transit Corporation

Paratransit Services

Door-to-door service to qualified individuals is available with at least one day advanced reservation. Certification, as defined by the ADA, is required to use the door-to-door services. Individuals in need of transportation to or from renal care centers for dialysis treatment also qualify for paratransit door-to-door services. Individuals must also be certified through an application process. For questions regarding the application processes, please call 1-800-652-DART (3278), Option 3. Call 1-800-553-DART (3278) to make a reservation. You can also call 1-800-652-DART (3278), Option 4 to access the automated phone system. It is available anytime, anywhere, 24 hours-a-day, seven days-a-week. You can book trips, cancel trips, or get confirmation of trips booked.

All of DART's regular fixed route buses are wheelchair accessible. Customers are encouraged, and in some cases required, to use the regular fixed route service whenever and wherever possible. Features such as voice announcements, wheelchair lifts, kneeling buses and low floor buses make using regular buses much easier for the elderly and individuals with disabilities. DART offers free Travel Training services that help customers learn to use the regular fixed route system, enhancing mobility and increasing travel choices. For more information regarding Travel Training, please call 1-800-652-DART (3278), Option 3.

Park & Ride/Park & Pool

50 locations make it easy to take transit or share the ride

Park & Ride and Park & Pool lots allow commuters and travelers to connect with trains, buses, shuttles and car or van pools. DART First State administers 50 of these lots statewide. Currently, seven of these facilities offer free access to secure bicycle lockers (see key on **Figure 1.3**). This makes it easier for people to ride bikes to and from transit stops/stations and then transfer to buses or trains. Commuters can call 1-800-652-DART or visit DartFirstState.com to learn more.



Share the Ride!

Save on gas and other commuting expenses

RideShare Delaware, a free public service of DART First State, offers rideshare services for individuals who live or work in the state of Delaware, as well as business support and transportation benefit assistance to employers interested in implementing commuter programs. Commuter services include carpool and vanpool matching assistance, transit information and resources for bicyclists, as well as a Guaranteed Ride Home benefit for all ridesharing commuters. This benefit ensures program participants a free ride home from work, via taxi or rental car, in the event of an emergency during the workday. Call 1-888-RIDE-MATCH (1-888-743-3628) or visit ridesharedelaware.org to learn more.

RideShare's School Pool Program

Join a parent pool for daily school trips or occasional rides

We assist parents by identifying other parents who are looking to share the duties of driving their children to and from school. Whether you are looking for an every school day rideshare arrangement or a list of parents you can call for occasional emergency or extracurricular situations, RideShare's School Pool program is for you! This is a voluntary program provided free of charge to parents of Delaware school students. Call 1-888-RIDE-MATCH (1-888-743-3628) or visit ridesharedelaware.org to learn more.



Figure 1.3
Delaware Park & Ride/Park & Pool Map



Source: DelDOT Delaware Transit Corporation

Passenger Rail Service

Intercity passenger rail service is provided by Amtrak, offering both high-speed Northeast Corridor and long-distance trains. Commuter train services are provided by the Southeastern Pennsylvania Transportation Authority (SEPTA) under a contract to the Delaware Transit Corporation.

Figure 1.4
Delaware Train Stations



Source: DelDOT Delaware Transit Corporation

Note: All four stations in northern Delaware are served by SEPTA. Newark and Wilmington are also served by Amtrak.

SEPTA

Fully funded by the Delaware Transit Corporation, operating as DART First State, SEPTA's Wilmington/Newark line provides commuter train service to four Delaware Stations – Claymont, Wilmington, Fairplay at Churchmans Crossing, and Newark, offering fully intermodal transit connections and wheelchair accessibility. All stations except Wilmington feature free Park & Ride facilities. Wilmington and Claymont are served by 34 SEPTA trains each weekday, with limited weekend service; 20 weekday trains serve Fairplay and Newark.

Amtrak

Northern Delaware's intercity passenger rail service is provided by Amtrak, offering Acela Express, Northeast Regional and long-distance trains. Approximately 90 Amtrak trains, including up to 33 high-speed Acela Express trains, serve the historic Wilmington Train Station each weekday, with slightly lower numbers on weekends. The over 100-year-old Wilmington station is the 11th busiest of Amtrak's over 500 stations nationwide. The station recently went through a complete restoration to upgrade its customer service amenities while enhancing its historic architecture. In 2011, the Wilmington Station was named in honor of Vice President Joseph R. Biden, Jr., recognizing his dedication to passenger rail services along the Northeast Corridor and nationwide. In addition to Wilmington, two Amtrak trains also serve the Newark Train Station daily with additional service on weekends. In FY 2013, there were 751,284 passenger trips to and from Delaware.

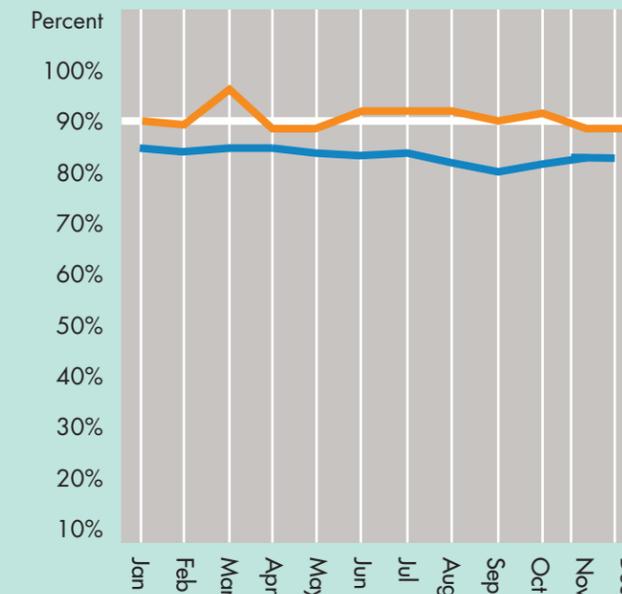
Rail Freight

CSX, Norfolk Southern, Short-Lines

Delaware has 282 total miles of rail lines, over which five companies provide rail freight service. CSX, Norfolk Southern and three short-line railroads carry shipments originating in, or terminating in, the state. Coal, nonmetallic minerals and chemicals account for 67 percent of inbound shipments, while chemicals, transportation equipment and nonmetallic minerals make up 63 percent of outbound rail shipments. Much of the rail traffic that travels through Delaware is pass-through, or bridge traffic, that neither begins nor ends in Delaware.

Performance Measures

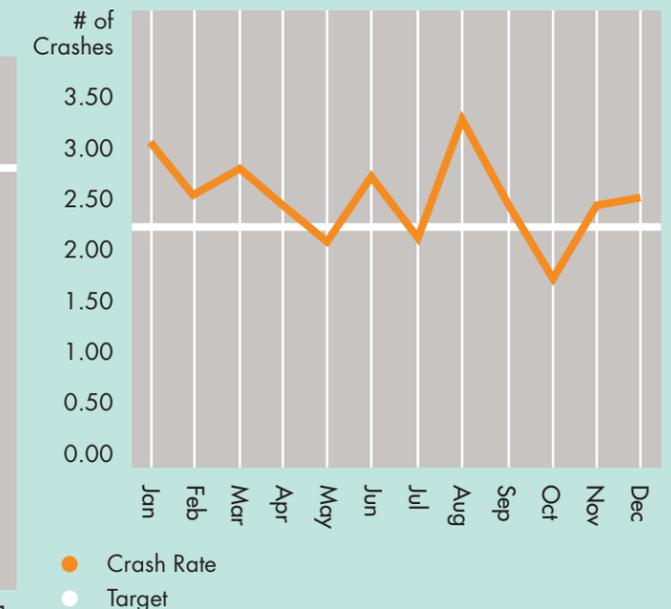
Figure 1.5
Percentage of On-Time Fixed Route and Paratransit, 2013



- Fixed Route On-Time Performance
- Paratransit On-Time Performance
- Target

DTC understands that customers use transit to travel to and from work, school, medical appointments, etc. and it is important that they be on time. Many factors affect on-time performance and DTC is addressing those under its control (equipment maintenance, rerouting due to construction and schedule adjustments). DTC is also using technology and social media to alert riders of delays due to inclement weather and unforeseen traffic congestion. Lastly, DTC is working through its Transit Redesign plan, which is expected to increase fixed route options and improve paratransit on-time performance.

Figure 1.6
Transit Vehicle Crash Rate, 2013



DTC's Office of Safety and Security is committed to the prevention of accidents and injuries. DTC strives to create an environment in which risk is effectively managed, employees are educated and aware, regulatory safety requirements are exceeded, equipment functions properly and is used correctly, and operating procedures are safe, sound and followed.

Increase in Americans with Disabilities Act (ADA) Accessible Bus Stops

DTC maintains over 2,700 bus stops statewide. Every year, DTC staff review bus stops for compatibility with the Americans with Disabilities Act (ADA) of 1990 and fund bus stop alterations to make the stops ADA compliant. Bus stops without proper curb ramps, accessible paths and/or landing areas can be inaccessible to passengers with mobility challenges. There has been an increase in ADA accessible bus stops by four percent in 2013.



SECTION 2 Division of Motor Vehicles

The Division of Motor Vehicles (DMV) continues to be one of the most visible State agencies. We serve a customer base of more than 840,000 registered vehicles and more than 750,000 driver license and identification card holders. Annually, we conduct about 1.5 million transactions in our offices, as well as about 63 million transactions at our toll facilities. Altogether, more than \$420 million is collected in annual revenue.



Permits
Registration Renewals
Information
Temporary Tags
Vanity Tags



The revenue generated by our services supports the DelDOT Transportation Trust Fund and is used for the operation of the State transportation system.

The DMV issues driver licenses and identification cards, which requires the division to screen applicants and ensure that they meet legal standards. The DMV also issues titles and registrations for motor vehicles and inspects vehicles for compliance with safety and emissions standards. We test the fuel and equipment at gas stations to ensure they comply with quality and environmental laws, oversee the collection of motor fuel taxes and license 785 automobile dealers across the State.

The DMV educates and licenses motorcyclists and registers taxi, bus and limousine services. We collect tolls, maintain the E-ZPass toll-collection system and oversee the operation of the Interstate 95 Welcome Center.

The DMV maintains offices in Wilmington, Delaware City, Dover and Georgetown. We also operate toll plazas in Newark, Dover and Biddles Corner.

New DMV facility in Delaware City

The DMV took a major step toward improved customer service when we broke ground in Spring 2013 for a new DMV facility in Delaware City, located near the intersection of Route 1, Route 13 and Route 72 in the growing southern region of New Castle County. The larger site, which replaces the aging DMV facilities at Airport and Churchmans Road outside the town of New Castle, will be state-of-the-art and enable the DMV to better serve the residents of Delaware. The new Delaware City DMV opened in June 2014.

Secure ID driver license or ID card

The DMV now issues more secure, federally-compliant driver licenses and identification cards. When applying for a new driver license or ID card – or when you reapply (one time only) – you will need to collect and bring a few important original source documents to provide proof of:

- Identification (name* and date of birth)
- U.S. citizenship/legal presence
- Social Security number
- 2 proofs of Delaware residency

*Note: If your current name differs from your birth name, such as in the case of marriage, additional documentation may be required (e.g., marriage license, divorce decree or court order).

Key Accomplishments

In 2013, our commitment to customer service continued to pay off. In a statewide survey, the division earned an average customer-service rating of "Excellent." Ninety-three percent of customers approved of the service we provided in 2013, an increase of two percent from 2012.

The Governor honored us as a finalist for his Team Excellence Awards in recognition of our installing self-service kiosks to issue driver licenses and identification cards more quickly.

We received recognition from the Gift of Life Donor Program for our work to raise awareness about organ and tissue donation. We held organ donor enrollment drives and provided customers with opportunities to enroll as organ donors. As a result, the division surpassed its goal of enrolling more than 50 percent of Delaware drivers when they come in for new, or renewed, licenses.

The DMV began to offer some services at our toll plazas, such as address changes, registration renewal, driving record review and E-ZPass On-the-Go account purchases, among others. 10,852 new E-ZPass customer accounts were added.

Technology continues to drive improvements to customer service. In 2013, the DMV began accepting electronic vehicle insurance cards and now approximately 40 percent of our customers use them. This change replaced the need to wait for a proof-of-insurance fax from the insurance company and reduced wait time by about 15 minutes per customer. We also began a print-on-demand temporary tag system for vehicle dealers, which eliminated the need to maintain an inventory of temporary tags. The print-on-demand system reduced the potential for fraud by automatically linking a customer's information with a temporary tag number in the DMV database.

Safety is the department's number one priority, and the DMV is committed to doing its part to make Delaware's roads safer. In 2013, we offered the Motorcycle Rider Education Safety course to more than 1,700 students. We also launched the Parents Supervised Driving program, which prepares parents and guardians to teach young drivers how to operate motor vehicles safely.

The DMV is proud to have launched the Heroes On Our Highways program, which waives the Commercial Driver License road skills exam for retired and active-duty members of the U.S. military who have operated commercial vehicles as part of their military service.



Modernization of motor vehicle and licensing system

The DMV must modernize our existing Motor Vehicle and Licensing System (MVALS) in order to eliminate dependence on antiquated technologies and limited technical resources to support DMV operations. The start of this modernization project began in 2013. It will move the DMV to a more practical platform which will reduce ongoing costs and provide lower risk system architecture to support future needs. DelDOT chose 3M Corp. to provide a modifiable off-the-shelf solution. The first project will be the replacement of Dealers and Financials (as it relates to Dealer transactions). Once completed, Project 2 (Titles and Registration) will begin and then finally Project 3 (Driver License).



Division of Motor Vehicles Locations and Numbers

Delaware City Division 302-326-5000
Just south of Rt. 13 and Rt. 72 intersections, with access from Delaware State Rt. 1 at Exit 152 north or southbound.

Greater Wilmington Division 302-434-3200
Immediately south of the Rt. 13 and I-495 Interchange. Turn from Rt. 13 onto Hessler Boulevard, which leads straight into the DMV.

Dover Division 302-744-2500
On Transportation Circle, behind the DelDOT building on Rt. 113, just south of the Rt. 13 and 113 split.

Georgetown Division 302-853-1000
West of Georgetown on South Bedford Street extended, and just before the Rt. 113 intersection.

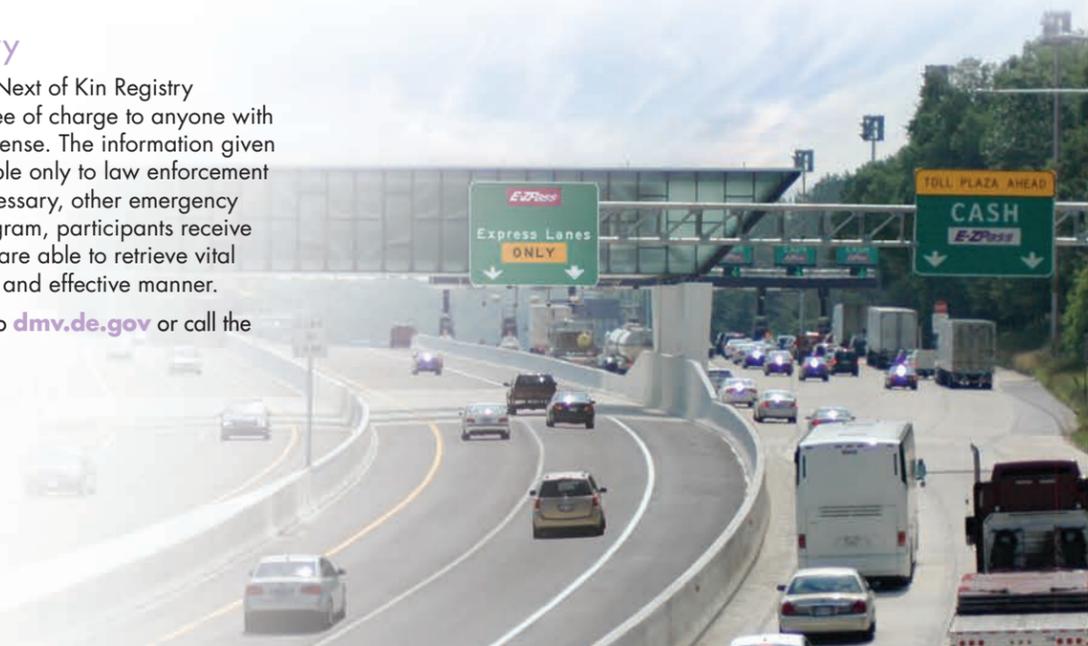
E-ZPass

E-ZPass automated toll collection is helping reduce congestion on Delaware’s highways. Drivers who have signed up for E-ZPass are using this timesaving technology to “keep movin’ and pay tolls while they roll” in Delaware or anywhere E-ZPass is accepted. E-ZPass Delaware is the only State agency that offers local customer service 24 hours-a-day, seven days-a-week. To learn more, visit EZPassDE.com.

Next of Kin Registry

Participation in Delaware’s Next of Kin Registry program is voluntary and free of charge to anyone with a state-issued ID or driver license. The information given during registration is available only to law enforcement officials and, if deemed necessary, other emergency personnel. Through this program, participants receive peace of mind and officials are able to retrieve vital contact information in a fast and effective manner.

For more information, log onto dmv.de.gov or call the divisions listed above.



Meeting Clean Air Act Standards

Emissions testing

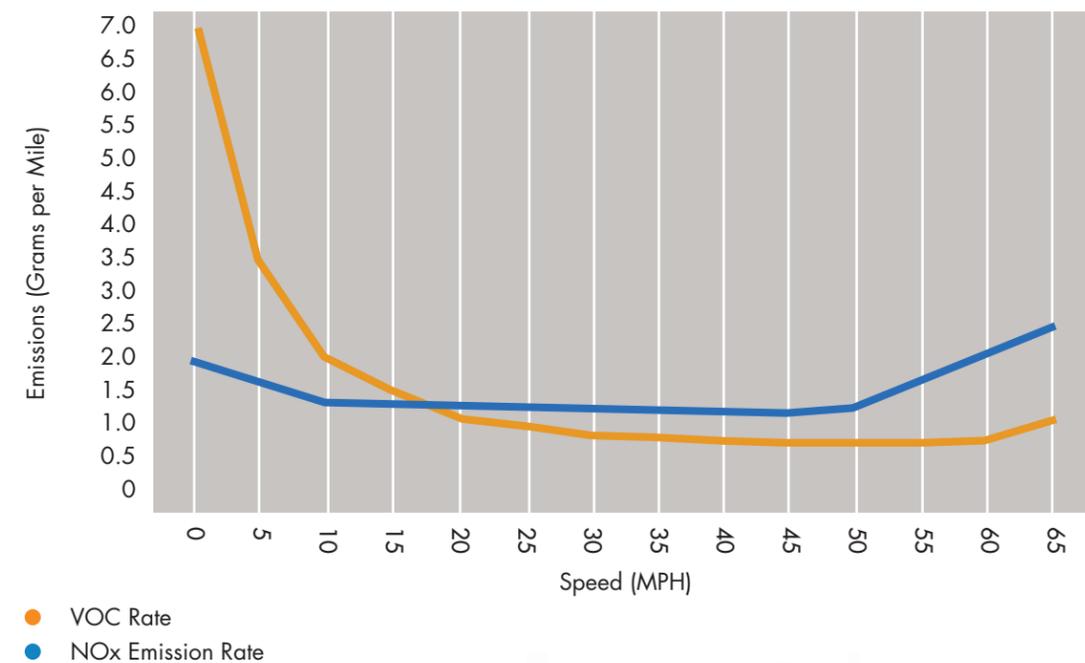
Delaware is one of 34 states with air pollution levels higher than federal health standards. Since motor vehicles create approximately one-third of the volatile organic compounds (VOCs) – mostly hydrocarbons – released into our atmosphere, emissions testing is done at the DMV during regularly scheduled vehicle inspections.

Vehicle testing assures that vehicle-generated emissions are within specified levels. Standards set by the Delaware Department of Natural Resources and Environmental Control (DNREC) must be met to receive vehicle registration. Vehicles in their first five model years are excluded, as are vehicles manufactured before 1968, diesel-fueled vehicles manufactured before 1997 and motorcycles. There is no charge for this test.

Figure 2.1

The Ozone Challenge

Speed reduces hydrocarbons, but elevates nitrogen oxides



Source: DelDOT Planning

Improving air quality

Better timing of lights, eliminating bottlenecks and using E-ZPass technology are tools DelDOT is using to keep traffic moving and reduce the release of hydrocarbons. However, as the chart above illustrates, while higher speeds reduce hydrocarbon VOCs, they can also lead to increased rates of another kind of VOC – nitrogen oxides. That’s why it is also important to keep our vehicles in good condition.



Delaware Driving Habits

Population, drivers, registered vehicles & miles traveled all increase

Population and licensed drivers in Delaware continued to rise. Since 2011, population has increased by 20,000 people per year. In 2013, there were 667,665 licensed drivers, which is 9,270 more than in 2012 and 14,524 more than in 2011. There were 16,530 more vehicles registered in Delaware in 2013 versus 2012, and there were 9,267 million vehicle miles traveled whereas 2012 mileage was only 9,147 million miles.

Figure 2.2
Population, Drivers, Vehicles & Miles Traveled, 2011-2013

	Population	Licensed Drivers	Registered Motor Vehicles	Motor Vehicle Mileage (in millions)
2011	905,276	653,141	825,184	9,028
2012	917,067	658,395	831,496	9,147
2013	925,956	667,665	848,026	9,267

Source: Federal Highway Performance Monitoring System, Delaware Population Consortium



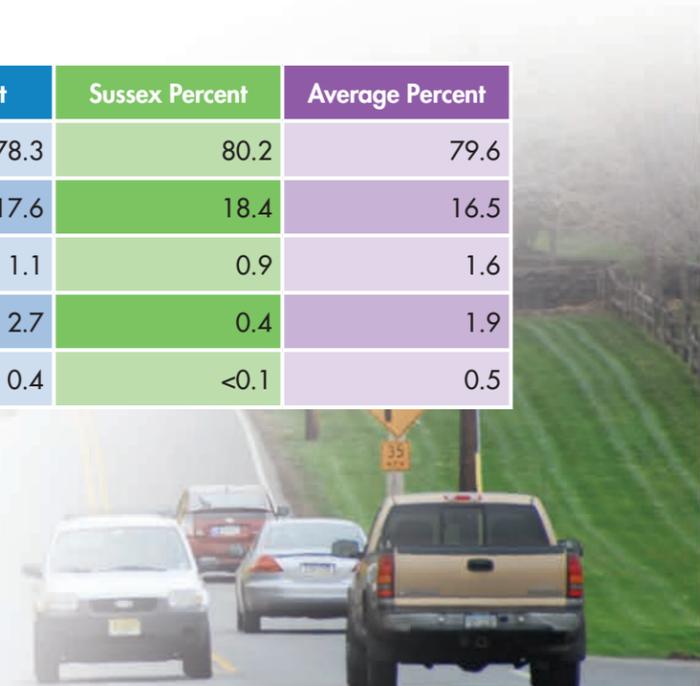
How Delawareans commute to work, 2011-2013

Most Delaware workers continue to commute alone in their vehicles. A survey by the University of Delaware shows carpooling is most popular in Sussex County. Statewide, an average of four percent use alternative transportation to get to and from work.

Figure 2.3
Journey to Work Average, 2011-2013
Percent of Persons 16 Years and Older

	New Castle Percent	Kent Percent	Sussex Percent	Average Percent
Single occupancy vehicle	80.2	78.3	80.2	79.6
Multi occupancy vehicle	13.4	17.6	18.4	16.5
Public bus	2.7	1.1	0.9	1.6
Walked	2.5	2.7	0.4	1.9
Rode bike	1.1	0.4	<0.1	0.5

Source: Center for Applied Demography & Survey Research, University of Delaware



What age are drivers?

In 2012 and 2013, the proportionate age of licensed drivers in Delaware remains basically the same, however we saw an increase in 55 and older categories. Fifty-one percent were in the 25-54 age group and 36 percent were in the 55 and older groups. Younger drivers, ages 16-24, represented 14 percent of all Delaware drivers.

Figure 2.4A
Age of Licensed Drivers, 2012

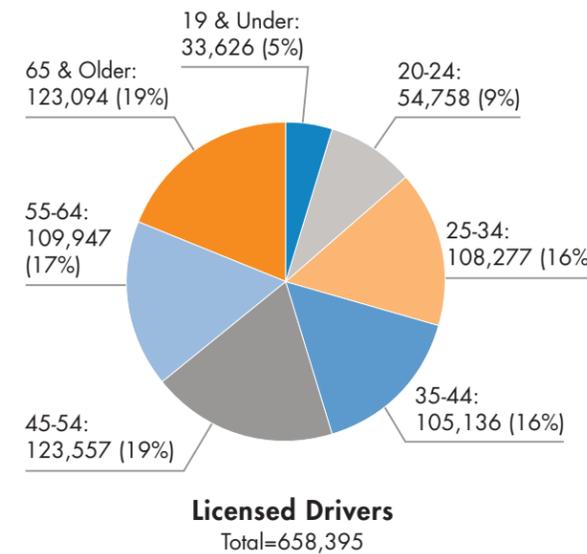
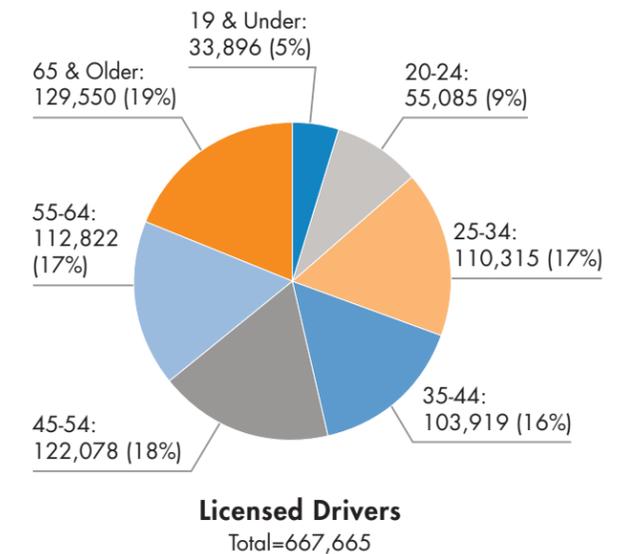


Figure 2.4B
Age of Licensed Drivers, 2013



Trucks play an important role in Delaware commerce

From 2011 to 2013, drivers holding commercial drivers licenses (CDL) decreased from 33,518 to 33,132, a decline of 386 CDL holders. Local commercial carriers serve automotive, agricultural, chemical and other industries, delivering an endless variety of goods, parcels and mail – both in and out of the State – to wholesalers, retailers and residents. Delaware’s sizeable poultry industry depends on trucks to get chickens to market quickly, and trucks provide needed inventory to local businesses. Light trucks (under 10,000 pounds gross vehicle weight) are used extensively in Delaware’s construction, agricultural and service industries.



Figure 2.5
Licensed Commercial Drivers, 2011-2013

Year	Drivers
2011	33,518
2012	33,607
2013	33,132

Source: Delaware State Police Statistical Report, 2013

Miles traveled increases to 9.3 billion in 2013
Up from 9 billion in 2011

Vehicle Miles Traveled (VMT) measures the annual average miles traveled by all vehicles in an area for a specified time. Since 1980, VMT in Delaware has been increasing dramatically – from 4.2 billion miles traveled in 1980 to an all-time high of 9.4 billion in 2005 to 2007. The average annual miles has increased from 9.0 billion to 9.3 billion.

Figure 2.6

Average Annual Vehicle Miles Traveled, 2011-2013

	2011	2012	2013
AVMT in billions	9.0	9.1	9.3

Source: DelDOT Planning

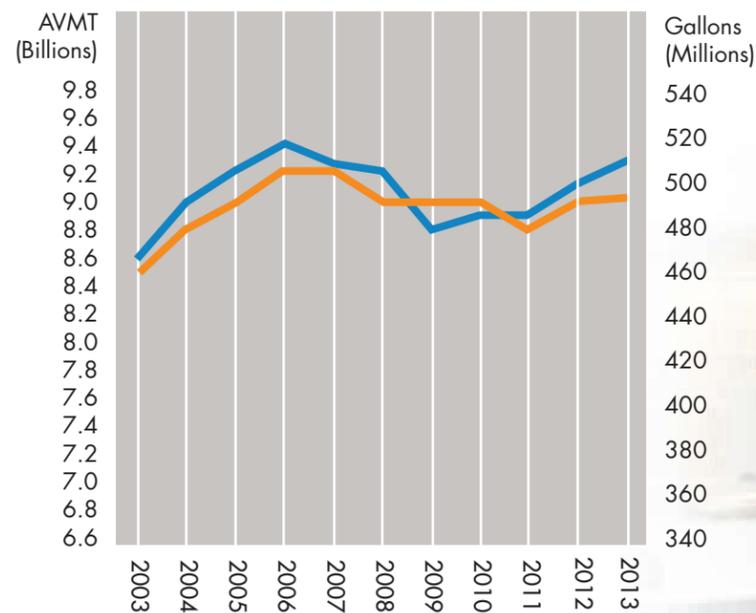


Fuel consumption increases

In 2013, Fuel Consumption vs. Average Vehicle Miles Traveled (AVMT) shows an increase in both gallons and miles. As Figure 2.7 illustrates, fuel consumption rose from 2012 to 2013, increasing from 492 million gallons to 494 million gallons. AVMT increased from 9.1 billion miles, to 9.3 billion miles.

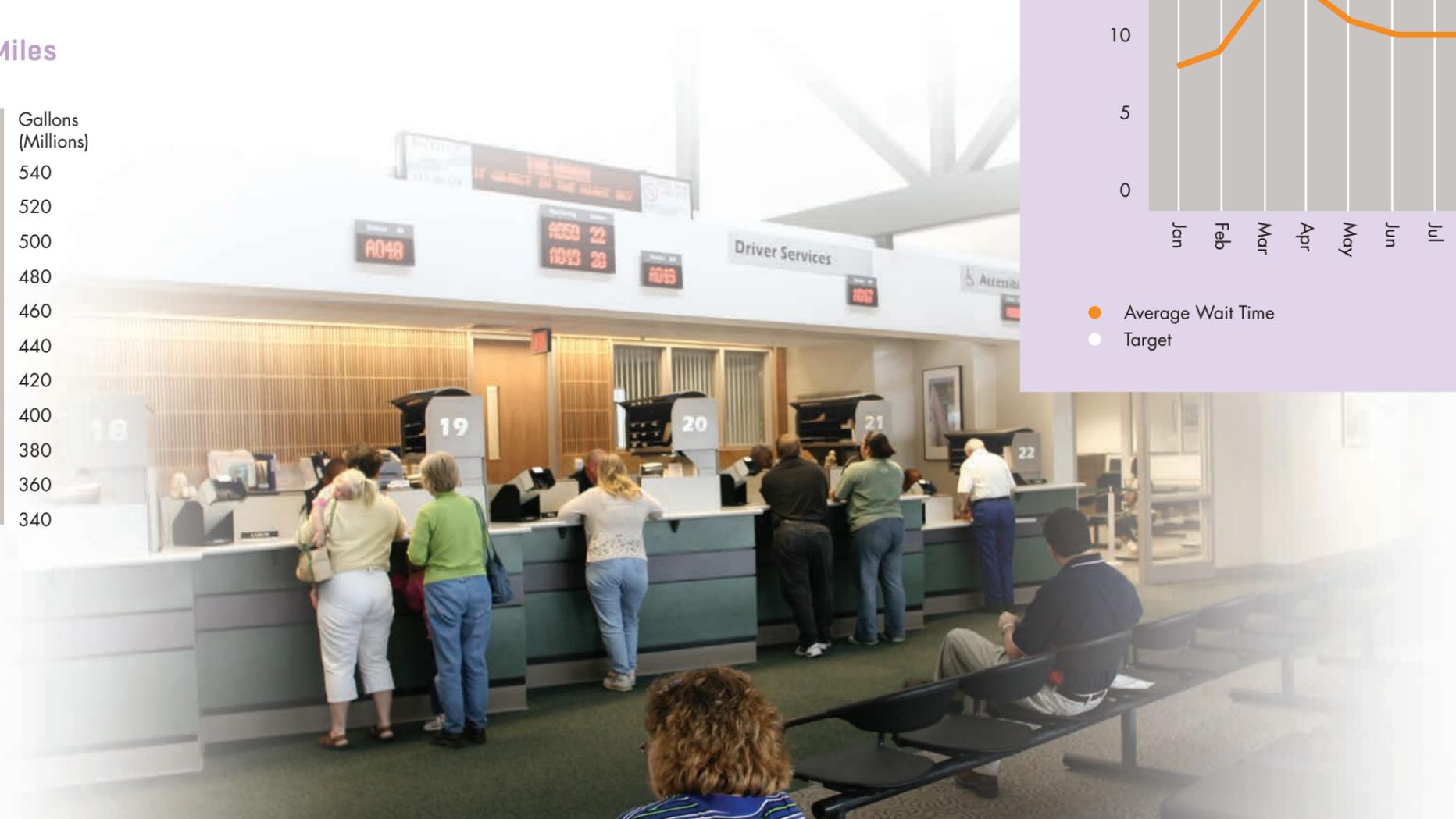
Figure 2.7

Fuel Consumed vs. Average Vehicle Miles Traveled, 2003-2013



- Total Fuel Consumed (millions of gallons)
- Average Annual Vehicle Miles Traveled (billions)

Source: DelDOT Planning



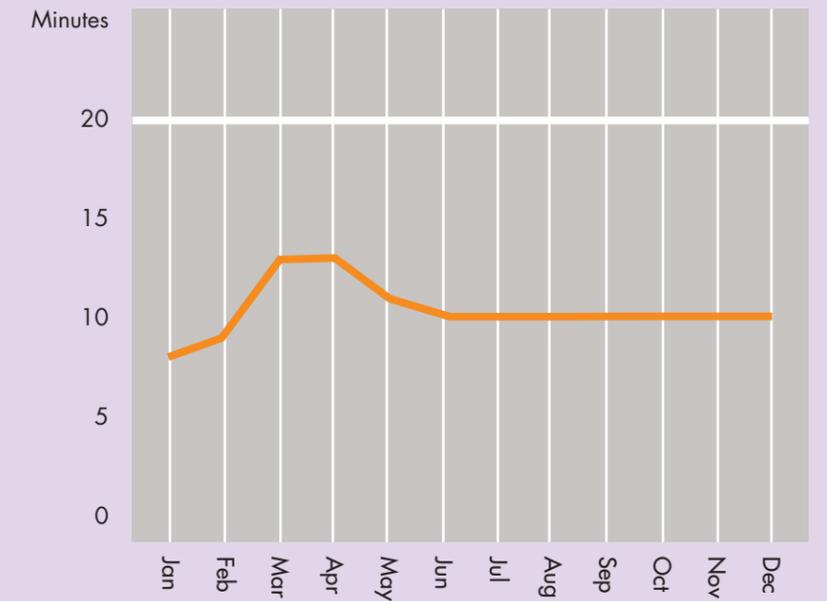
Performance Measures

Average customer wait time

DMV has been able to reduce wait times by offering online services, installing kiosks and spreading out expiration dates for driver license and registration renewals. The target average wait time for 2013 was less than 20 minutes, and DMV achieved an average wait time of 11 minutes.

Figure 2.8

Average DMV Wait Time, 2013



- Average Wait Time
- Target

SECTION 3 Finance

To enable DelDOT to achieve its mission, the Finance Division must provide sound and comprehensive financial management. Our services, such as decision analysis and accounting, affect every aspect of the department. We manage revenue, capital projects, operating expenses, appropriations and grants.



Key Services

Every decision has financial implications. To enable DelDOT to achieve its mission, the Finance Division provides comprehensive financial management. Our services, such as funding and decision analysis, accounting, and financial reporting, affect every aspect of the Department. We manage and account for the Department's cash, revenue, debt financing, appropriations, grants, capital projects and operating expenses. The primary goals for Finance are:

- Ensure proper control around receipt and disbursement of funds
- Ensure that the agency is adequately and efficiently funded
- Maintain the agency's investment grade credit rating
- Accurately account for and report the agency's activities and performance in timely and meaningful ways while meeting federal and state requirements
- Develop and manage the operating and capital budgets, including federal transportation appropriations and grants that support goals and other key departmental objectives
- Develop and maintain a financial accountability framework throughout the agency

Revenue Sources

Funding for transportation programs and services comes primarily from the Transportation Trust Fund, The Federal Highway Trust Fund, The Federal Transit Administration, and on occasion and as circumstances warrant, Delaware Transportation Authority bond issues. In 2013, Transportation Trust Fund revenues increased \$10.4 million (2.1 percent) to \$445.4 million while federal funds increased by \$1.2 million to \$214.5 million. No bonds were issued in this period.

Figure 3.1
Major Sources of Transportation Revenue in Delaware (in millions), FY 2011-2013

	Trust Funds	Federal Funds	Bond Proceeds
2011	432.4	200.6	102.9
2012	435.2	213.2	0
2013	445.3	214.5	0

Source: Trust Fund Administration, Audited Financial Statements & Accounting Federal Fund Receivables

Key Accomplishments

Revenue

During Fiscal Year (FY) 2013, cash flow sources totaled \$812.6 million, a 1.7 percent increase from FY2012. \$466.9 million (57 percent) of FY2013 cash flow came through revenue from operations and \$254.5 million (35 percent) from governmental sources. Revenue increased \$10.4 million (.7 percent) versus FY2012.

Tolls, our largest revenue component at 32 percent of total revenue, were \$166.3 million, an increase of \$4.3 million (2.6 percent) over FY2012. Motor Vehicle Fees, which were 30 percent of total revenue, totaled \$150.6 million reflecting an increase of \$7.8 million (5.5 percent) over FY2012. Motor Fuel Tax, 23 percent of total revenue, was \$115.0 million, a decrease of \$.9 million (.8 percent) compared to FY2012.

Expense

In FY2013, Finance processed more than 242 thousand transactions totaling \$787.7 million. Capital spending accounted for \$429.4 million (54 percent), Operating \$241.9 million (31 percent), and Debt Service \$116.4 million (15 percent). Operating expenses increased \$4.9 million (2.1 percent) from FY2012, \$3.9 million of which related to increased costs in our public transit service. Operating expense and debt service as a percentage of FY2013 revenue were 48 percent and 23 percent, respectively, leaving 29 percent available for capital projects.

Funding

Capital spending of \$429.4 million, an \$11.0 million (two percent) decrease from FY2012, was funded 56 percent Federal (\$241.4 million) and 44 percent State (\$188.0 million). Revenues contributed \$148.0 million (79 percent) of the State funding, and 34 percent of the Capital spend. There was no incremental borrowing in FY2013 as the Department continues reducing debt; FY2013 began with debt outstanding of \$1.088 billion and ended at \$1.007 billion, a seven percent year-over-year reduction and a 18 percent decrease from a peak of \$1.234 billion in 2011. Annual debt service also decreased, from \$123.7 million in FY2012 to \$116.4 million, a six percent, \$7.3 million year-over-year reduction and a 12 percent decrease from a peak of \$132 million. The Department credit remains investment grade at AA+ and Aa2 from Standard & Poor's and Moody's bond rating agencies, respectively.

The Federal government shut-down during the fall of 2013 brought heightened concerns over the availability of Federal funding for capital projects. To mitigate this risk, DelDOT proactively established a \$50 million bank revolving line of credit to ensure project continuation in the event of a delay or loss of Federal or other funds. We remain confident in our ability to fund a robust and impactful Capital Transportation Program.

Transportation Trust Fund

The Department has overall responsibility for coordinating and developing comprehensive, multi-modal transportation planning and policy for the State. In 1987, the Transportation Trust Fund (TTF) was established to provide a dedicated source of revenue to finance the construction and maintenance of Delaware's transportation system. The TTF is the recipient of revenue generated by DelDOT's operations; primarily Tolls, Motor Vehicle and Driver Fees, and Motor Fuel Taxes. These funds are prioritized toward the Department's debt service requirements followed by operating expenditures and capital project expenditures. As a policy, at least 50 percent of the State Capital Transportation Program (CTP) must be funded through resources available after expenses; the other 50 percent may be financed.

Dollar amounts shown in the TTF Revenue table (page 22) do not include the \$40 million State general fund transfer of abandoned property (escheat) revenue or any other general fund transfers.

Transportation Trust Fund Income Sources

Motor fuel taxes, toll revenue and motor vehicle document fees are the primary sources of income to the TTF. Vehicle registrations, title fees and driver's license fees are also dedicated to the trust fund. Motor fuel tax revenue is derived from State taxes imposed on gasoline and special fuels. Fuel distributors and dealers collect these taxes and pay them to the State. Taxes have held steady at \$0.23 per gallon on gasoline and \$0.22 per gallon on special fuels since 1997.

Federal Highway Administration funding

MAP-21, the Moving Ahead for Progress in the 21st Century Act (P.L. 112-141), was signed into law by President Obama on July 6, 2012. Funding surface transportation programs at over \$105 billion for fiscal years (FY) 2013 and 2014, MAP-21 is the first long-term highway authorization enacted since 2005.

MAP-21 is a milestone for the U.S. economy and the Nation's surface transportation program. By transforming the policy and programmatic framework for investments to guide the system's growth and development, MAP-21 creates a streamlined and performance-based surface transportation program and builds on many of the highway, transit, bike and pedestrian programs and policies established in 1991.

Federal Transit Administration funding

Federal Transit Administration (FTA) funds support Urban and Rural Transit, Clean Fuels, MPO and State Planning, Fixed Guideway (SEPTA in Delaware), Elderly, Disabled, New Freedom Funds and Welfare-to-Work programs.



Figure 3.2 Transportation Trust Fund Revenue (in millions), FY 2012-2013

	FY 2012	Percent	FY 2013	Percent
Toll Revenue: I-95*, SR 1	\$162,022	35.8%	\$166,313	35.6%
Motor Fuel Tax	\$115,877	25.6%	\$115,008	24.6%
Motor Vehicle Document Fee	\$71,141	15.7%	\$77,585	16.6%
Motor Vehicle Registration Fee	\$46,632	10.3%	\$47,560	10.2%
Other DMV Fees	\$25,017	5.5%	\$25,456	5.4%
Miscellaneous Revenue	\$11,324	2.5%	\$14,158	3.0%
Interest Income	\$3,160	0.7%	\$2,220	0.5%
Transit Farebox	\$17,687	3.9%	\$18,785	4.0%
Total	452,860	100.0%	467,085	100.0%

* FY 2012 includes concession revenue of \$1.8 million and FY 2013 includes concession revenue of \$2.4 million.

Source: Trust Fund Administration, Audited Financial Statements

Figure 3.3 FHWA Apportionments, FY 2013 (in millions)

	2013
Congestion Mitigation/Air Quality	11.2
Discretionary/Earmarks *	0.0
Bridge**	1.8
National Highway System (NHS)	87.8
Interstate Maintenance**	0.0
Planning	4.7
High Priority Projects/Minimum Guarantee/RABA	11.6
Recreational Trails/Scenic Highways	3.6
Surface Transportation Program	40.2
Miscellaneous	1.2
Total	162.1

*Congressional earmarks will replace discretionary funds

** 2013-MAP-21 includes the apportionment in NHS

Source: DelDOT Finance

Figure 3.4 FTA Apportionments, FY 2013 (in millions)

	2013
Discretionary	2.3
Urban	12.6
Rural	1.8
Clean Fuels	0.0
Elderly, Disabled & New Freedom Funds	0.8
MPO & State Planning	0.5
Fixed Guideway (SEPTA)	0.0
Welfare-to-Work	0.0
Total	18.0

Source: DelDOT Finance

Federally funded transportation programs

Federal funding is provided through a number of programs

- Highway Safety Improvement Program**
 Identifies accident patterns and creates solutions to reduce the number and severity of accidents on our highways.
- National Highway System**
 In Delaware, 338.19 miles of roadways are designated as part of the National Highway System targeted for federal funds.
- Surface Transportation Program**
 These funds may be used for a variety of projects, both highway and transit, on any roads not classified as local or rural minor collectors.
- Transportation Enhancements Program**
 Typical projects include bicycle and pedestrian facilities, preservation of historic transportation structures and beautification of transportation-related projects.
- Congestion Mitigation and Air Quality Improvement Program**
 Since the entire State has been designated as a nonattainment area, Delaware is eligible for these funds. Money may be used for a variety of programs to improve air quality.
- Bridge Replacement and Rehabilitation**
 This program provides funds to states for the replacement or rehabilitation of unsafe bridges due to structural deficiencies, physical deterioration or functional obsolescence.
- State Planning and Research Program**
 These funds are used by the Department to undertake community based transportation plans and studies, data collection and analysis activities, and to support a variety of transportation-related research efforts.

Figure 3.5 FY 2013 Sources of Funds

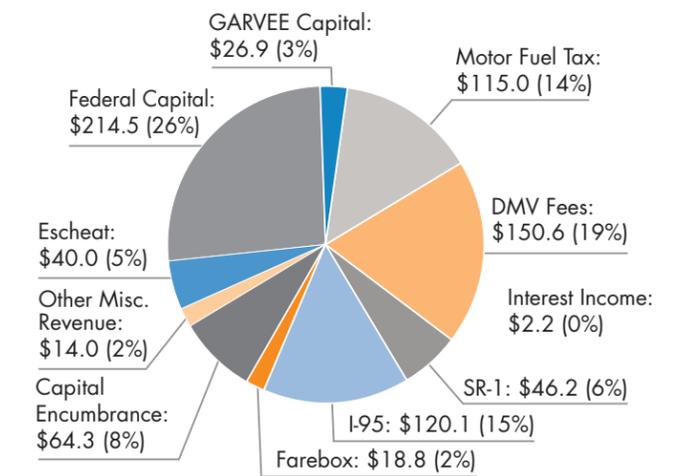
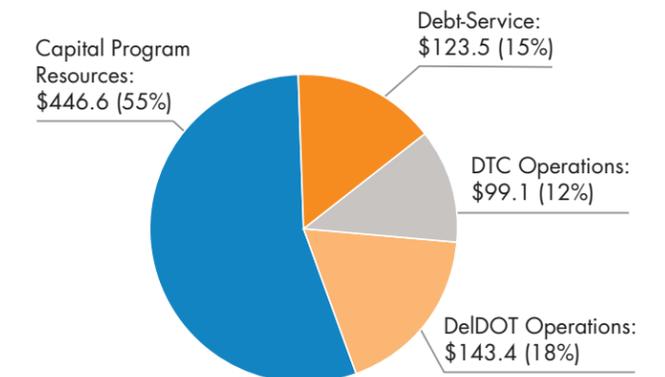


Figure 3.6 FY 2013 Uses of Funds



SECTION 4 Human Resources

Human Resources (HR) finds, trains and supports the highly motivated and qualified workforce that enables DeIDOT to accomplish its mission. We coordinate staffing issues ranging from recruitment to compensation, we foster a workplace that embraces diversity and encourages respect for everyone, and we travel throughout the state of Delaware, informing the public about the range of career options available within DeIDOT – and how to prepare for them.



Key Accomplishments

In 2013, HR participated in 30 outreach events, such as high school career days and congressionally sponsored job fairs. For example, we collaborated with the Delaware School for the Deaf to provide students insight into the State's transportation industry. Further, HR established three internship programs with Delaware State University. We also worked with the Forum to Advance Minorities in Engineering to host 10 high school students. Our staff helped them design, build and program robots based on sound engineering principles. With the Delaware Economic Development Office and the Delaware Hispanic Commission, we organized an event to address the challenges of completing state employment applications. The event was attended by more than 30 people.

HR continues to develop training programs based on the operational needs of DeIDOT and the career goals of DeIDOT employees. In 2013, employees took advantage of a broad range of classes, such as training in First Aid, CPR and AED use, which drew 370 employees. Training in the job application process, resume writing and interview preparation drew 92 employees, training in the proper administration of discipline and grievance processes drew 74 supervisors and training in management and supervision drew 70 supervisors. We offered those sessions in addition to the mandatory sessions about topics such as interpersonal communication and performance evaluation, which we provide to all DeIDOT merit employees.



Performance Measures



Percentage of employees very satisfied and satisfied with working for DeIDOT

DeIDOT strives to develop and maintain a place where talented and motivated employees love to work. Employee satisfaction is directly related to motivation and the department's performance and success. DeIDOT leadership strives to improve employee engagement by promoting a positive and professional work environment, celebrating employees' achievements and providing training to encourage personal and professional development. Employee satisfaction for 2013 was 57.8 percent, nearly meeting the target goal of 60 percent for the year.



SECTION 5 Maintenance & Operations

The Maintenance and Operations Division (M&O) is responsible for the daily operation and maintenance of Delaware's multi-modal transportation network. M&O is responsible for maintaining 89 percent of the state's roadways and the nearly 5,700 pieces of equipment required to complete its various tasks.



M&O manages the statewide Community Transportation Funds program which provides a fixed amount of funds annually to each State legislator to be used to meet the transportation needs of their constituents. M&O also manages the Snow Removal Reimbursement program, reimbursing civic associations for a portion of the cost of snow removal for snow events.

We take care of roadside vegetation, mowing, snow plowing and landscaping. In addition, we oversee guardrail and bridge repairs and maintain overhead highway lighting. M&O handles permits for advertising and roadside control, as well as utility and entrance permits. We also inspect newly constructed subdivisions that want to ultimately be accepted into the State maintenance system.

Each day, we help move the public along by:

- Repairing potholes
- Cleaning drainage systems
- Sweeping roadways and shoulders
- Removing litter
- Sealing highway joints and cracks
- Fixing concrete and asphalt paving
- Removing bumps and road resurfacing

Key Accomplishments

In 2013, M&O inspected 339 storm sewer structures for condition, functionality and water pollution.

Safety is priority one at DelDOT. Last year, we provided a broad range of safety training. We used a snow plow simulator to test equipment operators. We also provided training for proper chainsaw usage and instruction in job site safety, electrical safety, fire suppression and avoiding backover and rollover accidents. The Occupational Safety Team used incident data to calculate work-related injury rates and identified trends according to injury type and location. In 2013, DelDOT saw a significant reduction in employee work-related injuries – a 34 percent reduction during a one-year period.

One of the DelDOT's goals is to minimize the environmental impact of the State's transportation system. In order to reduce our impact upon air quality, we continue to use biodiesel fuel in the hundreds of vehicles needed to maintain our transportation system.



Road Maintenance is a Priority

Emphasis has shifted from building to maintaining roads

Our State's roads and bridges are valued at over \$5 billion. When it comes to maintaining this valuable highway infrastructure, the old adage that "an ounce of prevention is worth a pound of cure" is definitely true. Timely maintenance extends the life of existing roads and bridges and saves five times the cost of replacing the roads.

Comparison of maintenance costs

Preventive road maintenance extends the life of our roadways and alleviates the need for major repairs. Preventative maintenance costs are relatively inexpensive when compared to those of road reconstruction. Crack sealing is one example of practices used to extend the life of our pavement.



Performance Measures

Percentage of time the road system is passable after a snowstorm within the established timeframes

Snow storms can adversely affect the transportation system and our staff works around the clock to get the system clear for the traveling public. Before snowstorms, DelDOT crews pre-treat roadways to prevent snow/ice from bonding with the pavement. During and after snowstorms, crews plow and salt roadways to make them passable. Crews continue plowing and salting until they achieve bare pavement, but the time it takes to achieve bare pavement is dependent upon many different factors (i.e. wind, temperatures, etc.).

After the snowstorm has stopped, we have established timeframes for the roads to be plowed and passable. We allow 24 hours to plow less than four-inch storms, 48 hours to plow four- to eight-inch storms and 72 hours to plow greater than eight-inch storms. We were successful in meeting our target goal of having passable roads within the time allotted 100 percent of the time in 2013.





SECTION 6 Planning

The Division of Planning addresses the transportation needs of Delaware residents and visitors alike. We work with local governments and other stakeholders to identify and define transportation problems within our own State. When appropriate, we work with planners in neighboring states to identify and define transportation problems within our region. Within legal, financial and environmental limits, we strive to provide opportunities for our customers to travel by foot, by bicycle, by motor vehicles and by other means of travel.



The division works with local governments and other state agencies to make decisions about changes in land use. We provide technical advice about proposed policies and standards, comprehensive plans, zoning and re-zoning. We also review site plans and issue entrance permits.

Statewide Long Range Transportation Plan

20-year Planning Overview

Delaware's statewide Long Range Transportation Plan is updated every five years. It takes a 20-year view of the principles, policies, actions and performance measures that will shape future transportation investments in the State. It envisions a statewide transportation network that reflects the *Statewide Strategies for Policies and Spending* report and also any policies initiated by Governor Markell.

Council on Transportation

Six-year list of projects

Each year at the end of July, the Council on Transportation (COT) presents an updated Capital Transportation Plan (CTP) to the Delaware legislature for funding in the Bond Bill. The CTP is a six-year list of specific transportation projects, time frames and costs. Before presenting the CTP to the legislature, the list of projects DelDOT has proposed passes through several qualifying reviews. Review by the COT assures State policies and strategies are being followed. Local Metropolitan Planning Organizations (MPOs) look at the proposed projects in terms of their ability to meet federal long range plans and requirements. The public has the opportunity to weigh in at public workshops and public hearings on whether the projects fit well into the character and growth plans of their communities.

CTP Fiscal Year Work Program

One-year plan to implement approved projects

CTP projects that are approved and funded in the Bond Bill are entered into a fiscal year work program. The purpose of this work program is to prioritize projects and list immediate actions that need to be taken to move the projects toward completion. Actions include confirming costs, setting schedules (often done in phases) and assigning accountability to various DelDOT divisions.

Key Accomplishments

The Division of Planning recently enhanced the process that develops the six-year CTP. Using computer software, the process now involves a set of criteria to assess the need for, and the feasibility of, each project. As a result, the department is better equipped to make decisions based upon needs of the transportation system. Meanwhile, the public is better able to understand our decision-making process, mission, vision and goals.

As a partner with the Department of Natural Resources and Environmental Control, we have made great progress toward Governor Markell's First State Trails and Pathways Initiative. During the past year, we completed a nine-mile section of the Michael Castle Trail along the C&D Canal. This scenic stretch is a multi-use pathway designed to accommodate anglers, bicyclist, pedestrians and equestrians. We also completed Phase One of the Capital City Trails project in Dover, and have nearly completed the Garfield Parkway streetscape project in Bethany Beach.

Three Safe Routes to School projects and three bicycle safety events have been completed with schools reaching 540 students. We also conducted 21 bicycle safety check points, with 928 contacts made. Additionally, we conducted eight Summer Employee bicycle safety training sessions with 158 students attending the program.



Figure 6.1
Statewide Plans

Long Range Transportation Plan 20-Year Plan
Principles Policies Recommendations
Capital Transportation Plan (CTP) 6-Year Plan
Specific Projects Time Frames Costs
First Year of the CTP 1-Year Plan
Projects in the Current Fiscal Year Project Phases Costs Accountability

Source: DelDOT Planning



Figure 6.2
Metropolitan Planning Organizations (MPOs)



Source: DelDOT Planning

Transportation Planning Organizations

The COT and the CTP

The COT is a nine-member panel of business and community leaders appointed by the Governor to advise on issues relating to transportation. The COT reviews and seeks public comment on the CTP.

MPO

The federal government's Surface Transportation Laws and Regulations require metropolitan urbanized areas with populations of 50,000 or more to organize MPOs. Delaware's MPOs work with DelDOT to develop region-wide coordinated programs, projects and long range plans. The MPOs develop a Transportation Improvement Plan (TIP) that aligns with the first three years of Delaware's CTP. MPOs monitor efforts on all projects within their region that use federal funding.

The Wilmington Area Planning Council, known as WILMAPCO, guides transportation planning in New Castle County, Delaware and in Cecil County, Maryland, while the Dover/Kent MPO serves Kent County. The Salisbury Wicomico MPO serves Wicomico County in Maryland and the town of Delmar, which spans both states. Each MPO has a Technical Advisory Committee made up of civic, business, environmental and private transportation provider interest groups. Though Sussex County does not have an MPO at this time, it is expected that the next census may show an MPO qualifying population of 50,000 full-time residents. Currently, the Sussex County Council is responsible for transportation planning in Sussex County.



Safe Routes to School

Safe Routes to School enables and encourages children in grades K through eight, including those with disabilities, to walk or ride a bicycle to school. The program works to improve safety and to reduce traffic, fuel consumption and air pollution in areas around schools. As an added benefit, children are encouraged from an early age to lead a healthy and active lifestyle. Using federal funds, DelDOT assists program sponsors in creating a variety of projects, from safer crosswalks to in-school programs that educate parents and children on the benefits of walking or bicycling to school.

For more information, or to receive program guidelines and an application, contact the Safe Routes to School Program Coordinator at 1-302-760-2121, or visit deldot.gov and click on "Community Programs and Services."

Figure 6.3
Long Range Transportation Plan Guiding Principles

1. System Preservation/Optimization Maintenance First	Focus on maintenance and operations and optimization of the Transportation System.
2. Development Direct programs, services and facilities to support smart growth and smart transportation initiatives.	Coordinate land use and transportation in a manner that promotes long-term transportation efficiency.
3. Travel Opportunities and Choices Maximize transportation choices for residents and visitors.	Promote expansion of a variety of travel opportunities with connections to workplaces, services, residences and recreation for those with limited mobility options and the general public.
4. Cost-Effectiveness Use cost-effectiveness as the fundamental principle.	Use cost-effectiveness indicators when prioritizing projects. Maintain and use existing resources and equipment. Use technology to improve service.

Source: DelDOT Planning

Wilmington Area Planning Council (WILMAPCO)	Dover/Kent MPO	Salisbury/Wicomico MPO
Tigist Zegeye Executive Director 850 Library Avenue, Suite 100 Newark, DE 19711	Rich Vetter Executive Director P.O. Box 383 Dover, DE 19903-0383	Keith D. Hall Long Range Transportation Planner P.O. Box 870 Salisbury, MD 21803-0870
Delaware (302) 737-6206 Cecil County Toll Free (888) 808-7088	(302) 387-6030	(410) 548-4860

Walking

There were 398 traffic crashes involving pedestrians in 2013

Pedestrian traffic crashes decreased from 427 in 2011 to 398 in 2013. Of those crashes, 327 involved pedestrian injuries and 26 resulted in pedestrian fatalities. New Castle County crashes accounted for 248, or 76 percent, of the 2013 injuries and 18, or 69 percent, of the deaths. Surveys show that approximately two percent of each county's workers walk to their jobs. Many more may use walking as a component of their commute, such as from their home to a bus stop or from a transit station to a local office.

Walking to work may increase as Delaware communities become more pedestrian-friendly. Workplaces, colleges and schools are being integrated into communities and housing is being built within walking distance of transit stops or transit stations.

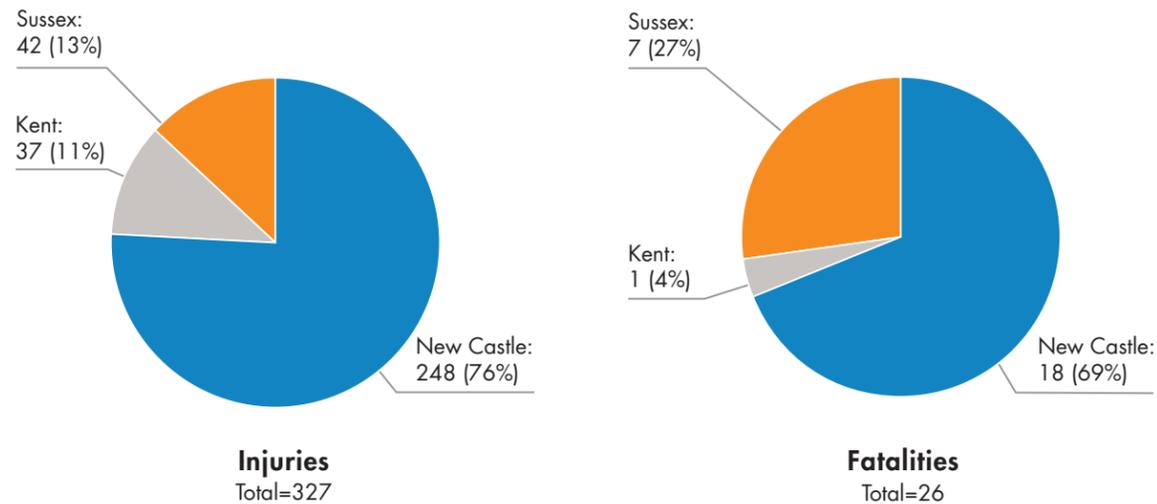


Figure 6.4
Walking as a Primary Way to Commute, 2000 vs. 2010

	2000	New Castle	Kent	Sussex	Statewide
Total workers		245,134	59,813	68,123	373,070
Number who walk		6,748	1,361	1,528	9,637
	2010	New Castle	Kent	Sussex	Statewide
Total workers		258,255	71,838	83,865	413,958
Number who walk		6,471	1,378	1,784	9,633

Source: Bureau of the Census, U.S. Department of Commerce (2000 & 2010 Census)
Note: Census figures are updated every 10 years.

Figure 6.5
Pedestrian Traffic Crashes by County, 2013



Source: Delaware State Police Statistical Report, 2013

Bicycling

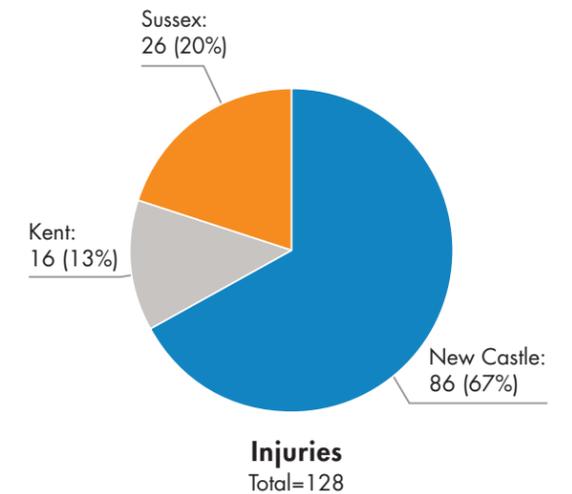
144 bicycle traffic crashes were reported in 2013

Statewide, the number of total bicycle crashes increased, with two more crashes in 2013 than 2011. The number of injuries decreased from 136 in 2011 to 128 in 2013. There were two cyclist fatalities in 2013 both of which occurred in Sussex County.

Steps are being taken to make it easier and safer to ride bicycles in Delaware. Many roads throughout the state have been marked with bicycle lanes. Bicycle racks and lockers have been installed at some Park & Ride facilities and bike racks have been added on all fixed route buses. These efforts should make it easier to combine the use of bicycles with transit. Additionally, to better protect all cyclists, DelDOT has installed 11.5 miles of bicycle-friendly rumble strips throughout a 17-mile corridor from just south of Dewey Beach to just north of Fenwick Island in Sussex County. While the Department has installed rumble strips in other locations, these are the first "bicycle-friendly" rumble strips in Delaware.

DelDOT offers a brochure called "Bicycle Riders...Know the Law Before You Ride." The brochure is published in English, as well as Russian, Spanish and Polish.

Figure 6.6
Bicycle Traffic Crashes by County, 2013



Source: Delaware State Police Statistical Report, 2013

Figure 6.7
Biking as a Primary Way to Commute, 2000 vs. 2010

	2000	New Castle	Kent	Sussex	Statewide
Total workers		245,134	59,813	68,123	373,070
Number who bike		466	137	248	851
	2010	New Castle	Kent	Sussex	Statewide
Total workers		258,255	71,838	83,865	413,958
Number who bike		724	199	245	1,168

Source: Bureau of the Census, U.S. Department of Commerce (2000 Census); University of Delaware, Annual Journey to Work Survey 2006-2010.
Note: Census figures are updated every 10 years.



Aviation

Airports have the capacity to grow

Public airports in Delaware are focused primarily on private business and recreational flights. Most commercial airline passengers fly out of Philadelphia International Airport or Baltimore/Washington Thurgood Marshall International Airport (BWI). As the Flight Activity chart on the opposite page shows, Delaware's public airports offer ample capacity for the near future for both passenger and freight movement.



New Castle Airport

The New Castle Airport is operated by the Delaware River & Bay Authority. It is the largest civilian airport in the state, with three major runways, 10 taxiways and facilities that cover 1,250 acres. The airport includes significant hangar and aviation-related business rental space, as well as a flight school, aircraft rentals and repair services. Approximately 68 business jets and 220 propeller aircraft are based there. The airport provides 24-hour-a-day, 7-days-a-week services for aircraft up to and including DC-8s, plus complete ground transportation and handling services.

Delaware's only commercial use airport is in New Castle County, with service beginning in 2013, from low-cost commercial airline Frontier, serving the airport with flights to Atlanta, Chicago Midway, Denver, Detroit, Fort Myers, Orlando and Tampa with connections to all parts of the globe.

Dover Air Force Base

This U.S. military base is the largest aerial port facility on the East Coast and is an important contributor to the economy of Kent County. The Dover base serves as a key support facility for overseas military and humanitarian operations. A joint use agreement between the base and DelDOT allows private aircraft to use the adjacent DAF Civil Air Terminal, a 13,000 foot runway. Flights into the base require 72-hour notice.

Sussex County Airport

Located in Georgetown, the Sussex County Airport is owned and operated by the county government. This airport serves general aviation, corporate aviation, the military and the state police.

Delaware Airpark

DelDOT purchased this Cheswold facility in 2000 and it is operated by the Delaware River & Bay Authority under a long-term agreement. The airport serves general and corporate aviation in Kent County, as well as the Delaware State University aviation flight training program.

Figure 6.8
Flight Activity of Public Airports, 2013 vs. 2033

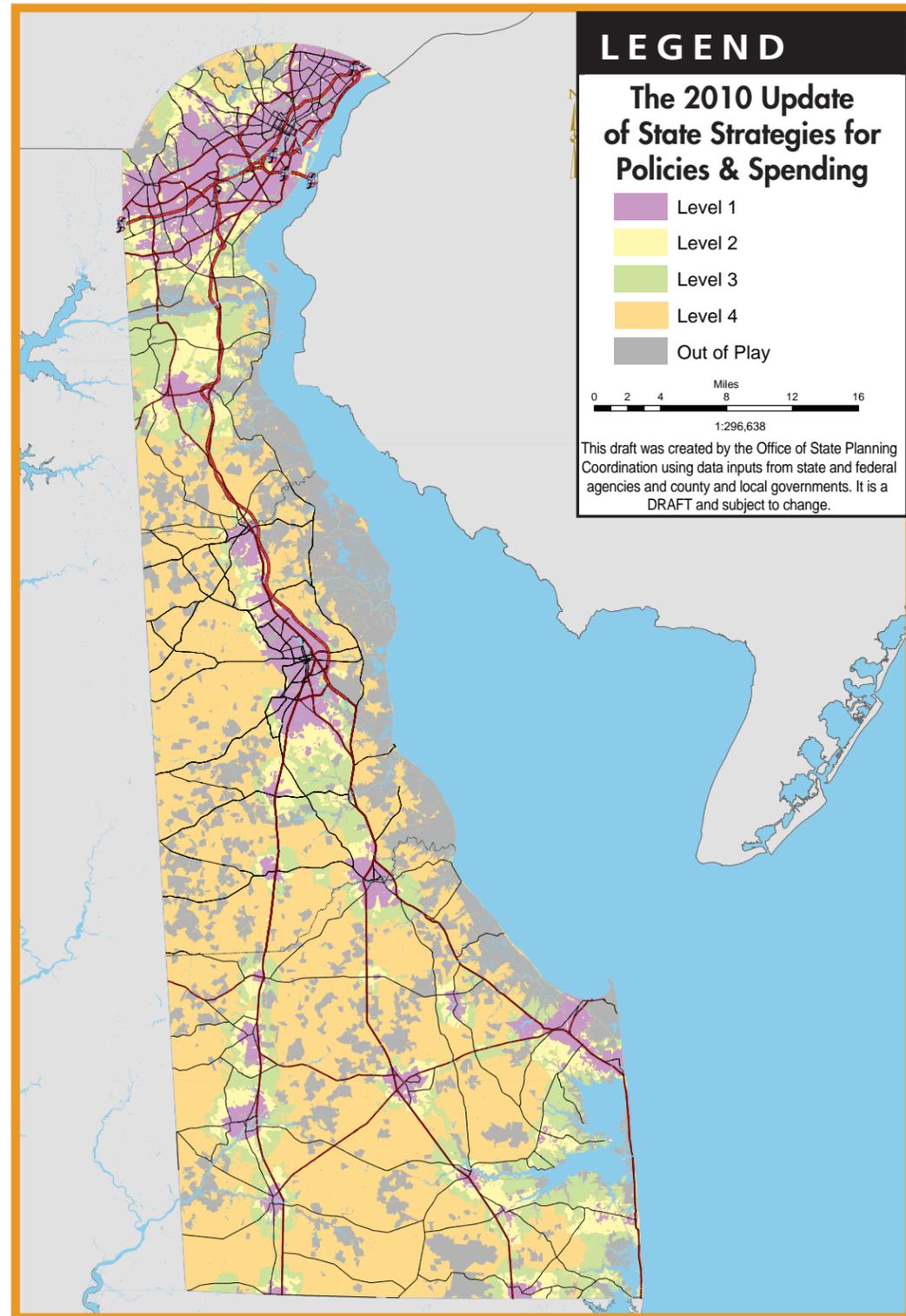
	2013			2033	
	Capacity	Flights*	Percent of Capacity	Projected Flights	Percent of Capacity
New Castle Airport	194,000	56,200	29%	71,996	37%
Summit Airport	170,800	31,000	18%	41,159	24%
Smyrna Airport	30,000	2,300	8%	3,000	10%
Chandelle Estates Airport	46,400	1,300	3%	1,706	4%
Delaware Airpark	171,300	23,000	13%	30,362	18%
Jenkins Airport	24,800	1,400	6%	1,800	7%
Civil Air Terminal, Dover AFB	13,500	660	5%	1,000	7%
Chorman Airport	53,100	14,600	27%	19,135	36%
Laurel Airport	32,200	9,100	28%	11,794	37%
Sussex County Airport	174,500	33,900	19%	44,768	26%
Total		173,460		226,720	

Source: DelDOT Planning, Office of Aeronautics

* These figures can be found in the "Economic Impact Assessment of Delaware Airports," dated October 2013.



Figure 6.9
The 2010 Update of State Strategies for Policies & Spending



Source: DelDOT Planning

Levels of Transportation Investment

Levels of investment and strategies are based on land-use policies

The 2010 Update of Strategies for State Policies and Spending, and the map in **Figure 6.9**, show where various levels in transportation investments are planned throughout the State. The four levels of investment and accompanying strategies are based on an analysis of State, county and local land-use policies. The levels are not meant as ascending levels of importance, but rather as a way to distinguish the different types of funding priorities within each area.

Source: Delaware Office of State Planning Coordination

Performance Measures

Percentage of development coordination reviews completed within standard time

Economic development is important to our State economy. DelDOT does not make land use or zoning decisions, as that power resides with local government. DelDOT does have responsibility for the transportation system. Development Coordination staff review subdivision plans and traffic impact studies to review existing and proposed traffic, safety and congestion near proposed development to determine what can and should be done to mitigate identified issues. Timely reviews make the process more predictable and keep projects on schedule. In 2013, DelDOT exceeded the 90 percent target of reviews completed within standard time with an actual completion percentage of 99.8.

Miles of bike facilities added to the system

DelDOT continues to provide non-motorized travel and recreational opportunities throughout the State by constructing on-road bike lanes and off-road shared use trails and pathways. These facilities provide safe and affordable transportation choices for travelers. 21.43 miles were added to the system this year, exceeding the targeted goal by 1.43 miles.

Area Level

Investment Strategy

<p>1 Cities, Towns & Villages</p> <p>City/town/village areas where population is concentrated, commerce is bustling and a wide range of housing types already exists; contains core commercial area, several modes of transportation and a variety of housing options.</p>	<p>Redevelop & Reinvest</p> <p>State policies will encourage redevelopment and reinvestment.</p>
<p>2 Suburbs & Small Towns</p> <p>Rapidly growing suburbs and smaller towns that have, or plan to have, public water, wastewater and utility services. These areas serve as a transition between Investment Level 1 Areas and the State's more open, less populated areas.</p>	<p>Well-Designed Development</p> <p>Promote well-designed development, including a variety of housing types, user-friendly transportation systems, recreation and other public facilities.</p>
<p>3 Farmland & Natural Resources</p> <p>Significant areas of important farmland and natural resources located either adjacent to, or contained within, more rapidly growing areas; regional roadways.</p>	<p>Maintain Existing & Phased Growth</p> <p>Maintain existing infrastructure. Invest in phased, guided future growth only after Levels 1 and 2 are substantially built out, or when the infrastructure or facilities are logical extensions of existing systems.</p>
<p>4 Rural & Undeveloped Areas</p> <p>Rural areas with agribusiness, farms and settlements, typically located at historic crossroads. Also undeveloped natural areas such as forestlands; State and county parks; fish and wildlife preserves.</p>	<p>Discourage Additional Development</p> <p>Retain the rural landscape and preserve open spaces and farmlands. Discourage additional development.</p>

Source: Delaware Office of State Planning Coordination

SECTION 7 Public Relations

DelDOT Public Relations (PR) helps keep the public informed about important transportation issues that impact all of us. The PR team works closely with reporters and editors through personal contact, media releases, press conferences and media events to highlight issues and projects which affect the public. Community members are encouraged to stay up to date on transportation issues by attending the workshops and public hearings coordinated by PR, or visiting our agency website: deldot.gov. Another way the public can stay up to date on events affecting the transportation system is by following us on DelDOT's social media outlets – Facebook and Twitter.



Public Relations also plays a key role in keeping members of the General Assembly informed. Our Legislative Liaison helps state legislators stay updated on DelDOT's programs and policies, while also keeping a finger on the pulse of legislation that impacts our state transportation system.

Public Information

This annually updated *2013 Annual Report and Transportation Facts* book is a great place to start to learn about a variety of transportation initiatives. You can also check your newspaper, tune to 1380 AM radio, log onto deldot.gov, or watch your mailbox or inbox for workshop dates, times and locations and other transportation-related information. Log onto DartFirstState.com for the latest transit schedule information and be sure to check out DART Rider Alerts. On the deldot.gov website, you can view real-time video of traffic conditions statewide, or find out answers to questions you may have about the Division of Motor Vehicles, obtaining E-ZPass, or doing business with DelDOT. Under "Community Programs & Services," you'll find news and information about subjects ranging from the Community Transportation Trust Fund, to Real Estate Acquisition, Scenic Highways and Snow Removal.

Virtual Workshops

"Virtual Workshops" are online versions of traditional public workshops. They are replacing the on-location sessions in which proposed improvements are minor and affect a relatively small number of residents and businesses. The video presentations, posted on deldot.gov, contain the same information and opportunities for feedback and response as the traditional workshops, and save the department thousands of dollars in staff and contractor compensation, room rentals and fuel. Major projects for which much community feedback is sought may also be included along with a traditional on-location workshop in order to expand awareness. Other states and organizations have contacted DelDOT for details so they can duplicate our Virtual Workshops.

Get involved in shaping transportation decisions

Join us at public workshops and sign up for our project newsletters. You'll also find details about each project on the DelDOT website at deldot.gov/information/projects. The public, DelDOT staff, elected officials and public agencies all bring important viewpoints to transportation planning. Your insight into what might be best for the neighborhood where you live or work is helping us create transportation solutions that fit the unique character of each Delaware community.

Here are other ways you can participate:

- Serve on a project steering committee or working group

Key Accomplishments

It is important for our residents to know about transportation issues which impact them and to have an opportunity to offer feedback. During 2013, the PR team issued 232 news releases, answered 6,831 phone calls and responded to 3,836 e-mails. The PR Office also managed 19 public workshops and 17 virtual workshops. We interacted with thousands of fair-goers at the Delaware State Fair in July, providing information about DelDOT projects and services, as well as demonstrating the DelDOT App.

Safety is the department's number one priority, and PR produces and supports safety information campaigns that minimize the number of fatalities and injuries on our roadways. Each year, we support the Work Zone Safety Campaign, creating public awareness of the need to be cautious in roadway work zones. In partnership with the Department of Natural Resources and Environmental Control (DNREC), PR introduced the "See It Both Ways" campaign designed to raise awareness among motorists and bicyclists on the importance of safety and the consideration of others when traveling the roadways.

We are working with DNREC to advance Governor Markell's First State Trails and Pathways Initiative, and invited media and the public to celebrate the opening of the Michael Castle Trail at the C&D Canal in the fall. We also announced the completion of the first of three phases of the Capital City Trails project in Dover.

Celebrating a significant accomplishment, a media event was held to mark the completion of the long-awaited elevated flyover ramps on the I-95/SR 1 Interchange project. Opening these ramps was the final major step in the project, allowing for the safer flow of vehicles through one of the state's busiest corridors.

During the toughest weather emergencies, our PR team strives to keep community members informed about their roadways. We were fortunate to not have experienced any major weather-related events during 2013. However, in the event of a disruption to our transportation system, we work around the clock to provide the latest information to keep you informed.

- Email or mail your comments about project alternatives being considered
- Testify at a public hearing
- Encourage your neighbors to get involved

If you can't attend meetings or public hearings, you can call, email, fax or mail your ideas to DelDOT Public Relations (see contact information on page 45).

Customer Satisfaction

Feedback from you

Every business benefits from feedback given by its customers. As part of the statewide Long Range Transportation Plan's performance monitoring system, DelDOT conducts an annual Customer Satisfaction Survey. Two different groups are sampled to gauge customer opinions on DelDOT's performance.

The first group – 1,208 general transportation users who drive, carpool, ride transit, walk or ride bicycles – is asked to rank how well the State's roads, transit and other transportation services meet their needs. The second group – 100 commercial shippers and carriers who transport goods in Delaware – is asked similar questions that relate to satisfaction with Delaware's roads, the Port of Wilmington and existing air and rail freight facilities.

Most users reviewed Delaware's transportation system positively

Each of the 1,208 participants in the 2013 General Transportation User Satisfaction Survey were asked to rate the overall performance of each mode he or she had used in the week prior to the survey. Roads and highways

received the highest satisfaction rating, with 89 percent saying their needs were met Very Well or Somewhat Well. The majority of survey participants who were asked to rate Delaware's transportation system overall responded that the system meets their needs either Very Well or Somewhat Well.

Contact Information

Email: dotpr@state.de.us
 Phone: 302-760-2080
 Fax: 302-739-2092
 Mail: DelDOT Public Relations
 P.O. Box 778
 Dover, DE 19903

Figure 7.1
General Transportation User Satisfaction Ratings, 2012-2013

Questions	Very Well	Somewhat Well	Not Too Well	Not At All	Don't Know	Survey Year
Overall, how well does the state's system of roads and highways meet your needs?	34%	55%	8%	2%	1%	2013
	41%	49%	7%	2%	1%	2012
Overall, how well does the state's transit system meet your needs?	29%	47%	18%	6%	0%	2013
	19%	44%	22%	15%	0%	2012
Overall, how well does the state's transportation system meet your needs for bicycle trips ?	41%	35%	22%	3%	0%	2013
	25%	56%	17%	2%	0%	2012
Overall, how well does the state's transportation system meet your needs for walking trips ?	16%	57%	19%	8%	0%	2013
	24%	53%	19%	4%	0%	2012

Source: DelDOT Planning Report on Customer Satisfaction - Year 2013 Survey Results

Performance Measures

Percentage of customer satisfaction

DelDOT strives to provide customers with the best service possible along with access and choices to our transportation system. The DelDOT Customer Satisfaction Survey is a tool used by the department to determine customer satisfaction. We ask customers questions about the performance of the different mode choices (roadways, transit, biking and walking). This measure assesses how well the overall transportation system meets our customers' needs.

Figure 7.2
Percentage of Customer Satisfaction, 2009-2013



SECTION 8 Technology and Support Services

Technology and Support Services (T&SS) is responsible for auditing DelDOT projects and internal processes, contract administration, compliance with federal Civil Rights requirements and provision of technology services for the department. T&SS supports the Transportation Management Center by providing the latest technology to monitor the statewide transportation system. T&SS also ensures the department's needs are met in the areas of facilities management, central supply, courier service and volume printing.



DelDOT Disadvantaged Business Enterprise Program

The US Department of Transportation (USDOT) disadvantaged business enterprise (DBE) regulations require recipients of federal financial assistance to establish goals for the participation of DBEs. The regulations also require states to certify the eligibility of DBE firms to participate in their USDOT-assisted contracts. DelDOT evaluates each of their USDOT-assisted contracts and establishes contract specific DBE goals to ensure nondiscrimination in federally-assisted projects.

The major objectives of the DelDOT DBE Program are:

- To ensure nondiscrimination in the award and administration of all DelDOT contracts
- To create a level playing field on which small businesses and DBE's can compete fairly for participation in federal-aid contracts
- To ensure that the DBE Program is narrowly tailored in accordance with applicable federal and state law
- To make certain that only firms that fully meet 49 CFR Part 26 eligibility standards are permitted to participate in our program
- To help remove barriers to the participation of DBE's and small businesses in DOT-assisted contracts
- To assist the development of firms that are able to compete successfully in the market place outside of the DBE Program
- To achieve increased small business participation in federal-aid contracts through race- and gender-neutral means

Key Accomplishments

In Fiscal Year 2013, T&SS executed 88 competitively bid contracts and 17 new consultant agreements, certified 32 Disadvantaged Business Enterprises (DBE) and audited over \$280 million in project costs.

T&SS participated in various outreach events to the minority community and worked with Delaware State University to conduct a successful Summer Transportation Institute program for minority high school students.

Members of DelDOT's Civil Rights group continue to participate in events tailored to provide information to small and/or disadvantaged businesses. The DBE Program participated in the Hispanic Business Forum sponsored by the Maryland Hispanic Chamber of Commerce, providing information on certification, identifying opportunities for certified DBE firms and participating in networking activities. The group conducted a session to provide one-on-one coaching for DelDOT's DBE firms to develop and/or refine their business capability statements.

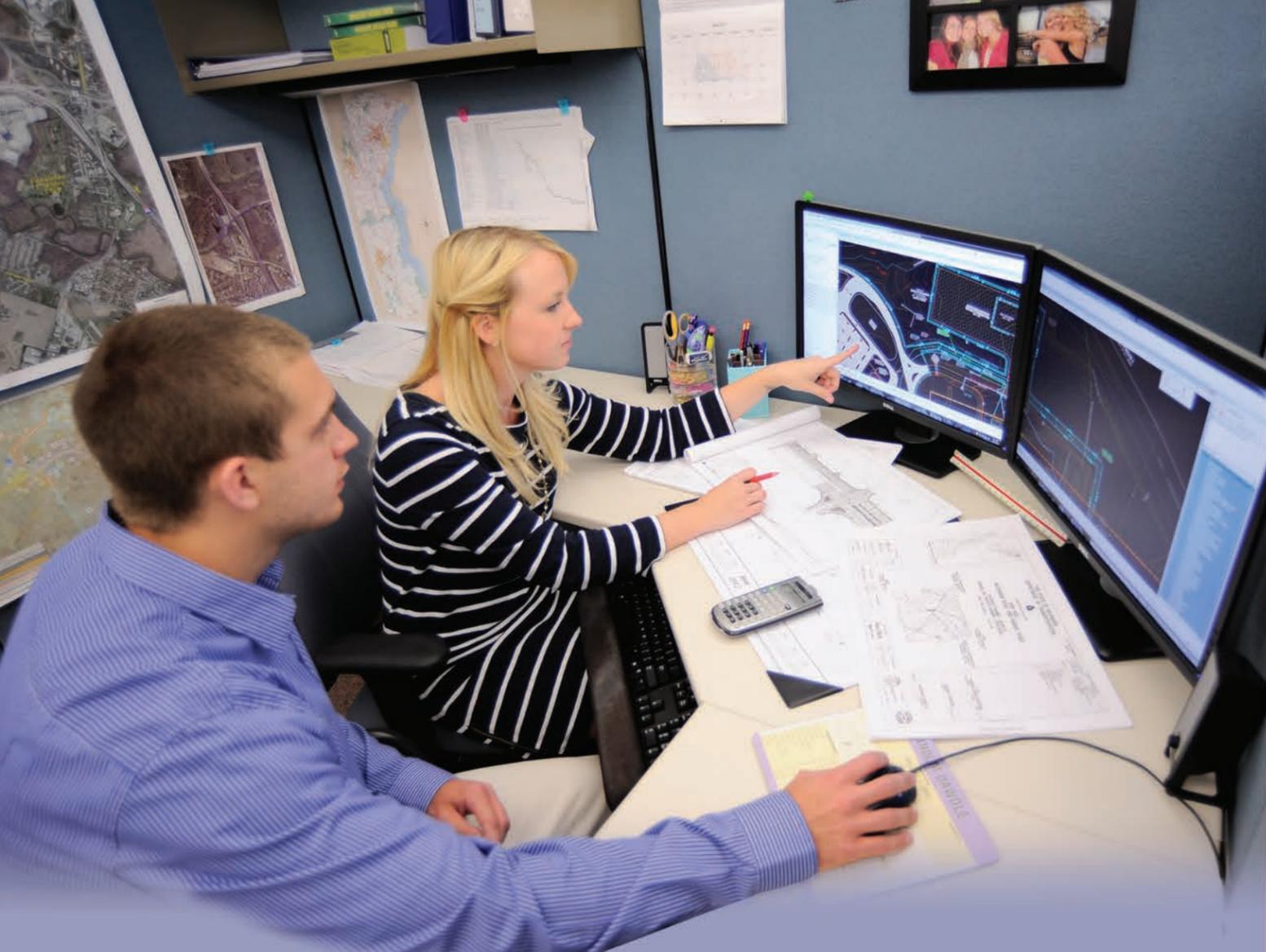
With the Mid-Atlantic Office of Small Business Development Utilization, DelDOT's DBE group jointly sponsored the Network with Us! event, which featured information on procurement opportunities throughout the state, information from lending institutions and financial counseling, along with the opportunity for DBE firms and prime consultants/contractors to network with one another. The group participated in the Delaware Economic Development Organization's eCommerce Sales and Marketing session.

The Web Team created a DelDOT application for Smartphones and mobile devices. This application makes all features shown on the department's website – deldot.gov – available via an iPad, iPhone or Android, and it won the 2013 Innovation Transportation Solution Award from WTS of Philadelphia, a professional organization for women in transportation.

In collaboration with other DelDOT Divisions, T&SS was able to implement technologies to help meet department objectives. The Office of Information Technology (OIT), DMV and MorphoTrust (the vendor providing our Digital Drivers' License software) worked together to implement the Heroes on the Highway program. This program allows military personnel to bypass skills testing (pre-trip, skills and road tests) for issuance of a Commercial Driver's License (CDL).

OIT and DelDOT's Maintenance & Operations division worked together to develop a system to provide a statewide, uniform manner in which to manage the Outdoor Advertising and Roadside Control program. The system will provide the ability to track and control obstructions that are placed within the right-of-way.





SECTION 9 Transportation Solutions

Transportation Solutions coordinates all activities required to prepare plans, provide right-of-way services (appraisal, acquisition, relocation, management and disposal), and construct transportation projects involving the roadway network, bridges, transportation facilities, railroad crossings, traffic markings, traffic control devices and toll roads, including the quality assurance and control responsibilities for both development and construction.



Integrated Transportation Management Systems Program

New technologies are increasing efficiency and safety

Satellites, sensors, fiber optics and the Internet are just some of the Integrated Transportation Management Systems (ITMS) technologies that have been integrated into all phases of DelDOT Operations. Nestled in the fortress-like Delaware Emergency Management Agency building off Route 1 near Smyrna, DelDOT's Transportation Management Center (TMC) operates around the clock, every day of the year, managing the State's transportation systems and emergency responses to roadway incidents. Data is collected in real time and disseminated to DelDOT snow plow drivers, law enforcement and the motoring public through the media, the agency's website (deldot.gov), and its radio station - WTMC 1380 AM.

Bridges

Monitoring safety on Delaware bridges

DelDOT maintains 1,599 of the 1,693 bridges in Delaware. The other 94 are the responsibility of the Delaware River & Bay Authority, municipalities, railroads and private owners. Since 865 of those bridges are 20 feet or longer, they are listed in the federal National Bridge Inventory (NBI), which requires inspections biannually. These inspections ensure the bridge's integrity and the public's safety. Other bridges, and any that show deficiencies in the NBI inspections, are reviewed as often as necessary to ensure safety and to bring them up to current standards whenever possible. Many small bridges throughout the state are considered historic community assets and are maintained.

Figure 9.1

DelDOT Owned Bridges, 2013

New Castle	Kent	Sussex
784	359	456

Total=1,599 Bridges Statewide

Source: DelDOT Bridge Management Section

Key Accomplishments

Transportation Solutions advertised 83 percent of the projects as scheduled and awarded over \$306 million in new contracts. Construction plans, specifications and estimates for 105 contracts were prepared.

We resurfaced nearly 29 lane miles under the Paving and Rehabilitation Program, and converted just over six lane miles from a tar and chip surface to asphalt. Another 386 lane miles were tar and chipped and 291 were microsurfaced.

DelDOT is an environmentally-friendly agency, looking for ways to reduce our carbon footprint. We used 202,416 tons of recycled asphalt pavement in the hot-mix tonnage produced, saving on material costs. Additionally, we used 182,364 tons of warm mix asphalt, lowering the energy costs associated with the production of pavement materials.

A major accomplishment for this year was the completion of the I-95 and SR 1 Interchange project with the opening of the new elevated flyover ramp off northbound Route 1 onto northbound I-95 and a second flyover ramp for traffic heading southbound along I-95 exiting onto Route 1. The opening of the ramps is the final major step in the \$147 million project. Both traffic movements allow for the safer and smoother flow of vehicles through one of the state's most vital commercial corridors. Work continues at the I-95 and U.S. 202 interchange.

We completed improvements at 42 railroad crossings, including installation of cantilevered flashing lights, new crossing gates and surfaces. 720 scheduled bridge inspections, 243 sign structure inspections and 37 routine dam inspections were also completed.

Other large projects completed are the SR 7 (Newtown Rd. to SR 273) Widening project in New Castle County and the Carter Road project in Kent County. In Sussex County, we completed the demolition of the old Indian River Inlet Bridge, and started the Delaware Seashore State Park Improvement project.



Tracking Highway Accidents to Improve Safety

Crashes, property damage crashes and persons injured increase while fatalities decrease in 2013

Statewide in 2013, all types of crashes were up by 1,256 (5.9 percent) from the previous year. Although 121 more people were injured, 15 less fatalities occurred. According to Delaware Police Statistics, alcohol was a factor in 43 percent of Delaware's 96 fatal crashes and 41 percent of drivers killed in fatal crashes were under the influence of drugs or alcohol. Of those who died, 53 were automobile drivers or passengers. Only 29 were wearing their seat belts. There were 17,319 property damage crashes – 1,739 more than 2012. Driver inattention, distractions and/or fatigue were ranked as the number one contributing circumstances in 5,057 of the 22,453 crashes of all types.

Figure 9.2
Types of Crashes, 2011-2013

	2011	2012	2013
Total crashes	20,872	21,197	22,453
Fatal crashes	97	110	96
Personal injury crashes	5,204	5,507	5,038
Property damage crashes	15,571	15,580	17,319
Persons killed	103	116	101
Persons injured	7,694	7,704	7,825

Source: Delaware State Police Statistical Report, 2013

Figure 9.3
Top 5 Causes of Crashes, 2013

Rank	Inattention, distraction or fatigue
#1	5,057
#2	Other or Unknown 4,201
#3	Followed too closely 2,568
#4	Careless or reckless driving 2,385
#5	Failed to yield right-of-way 1,892

Source: Delaware State Police Statistical Report, 2013

Figure 9.4
Types of Vehicles in Crashes

	Number of Vehicles	Vehicles in Fatal Crashes	Personal Injury Crashes	Property Damage Crashes
Passenger car	23,662	74	5,557	18,031
Truck	5,399	30	1,089	4,280
Bus	162	2	56	104
School bus	182	0	49	133
Motorcycle	342	21	224	97
Farm tractor & farm equipment	19	0	3	16
Sport Utility Vehicle (SUV)	7,343	23	1,733	5,587
Minivan/Passenger van	2,087	13	523	1,551
Other or not stated	2,440	4	237	2,199
Total	41,636	167	9,471	31,998

Source: Delaware State Police Statistical Report, 2013

Figure 9.5
Fatalities, 2013

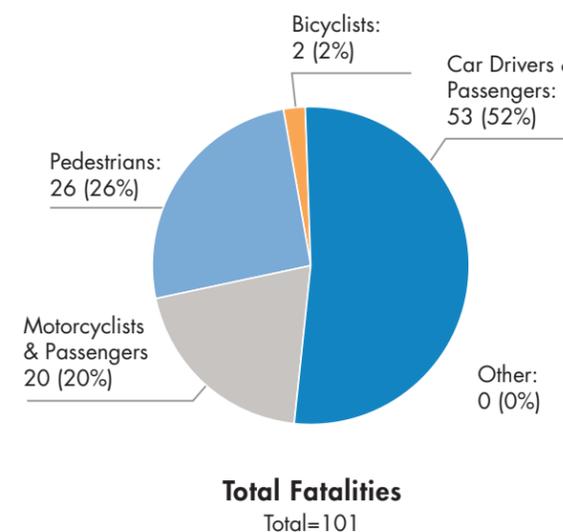


Figure 9.6
Vehicle Crashes, 2013

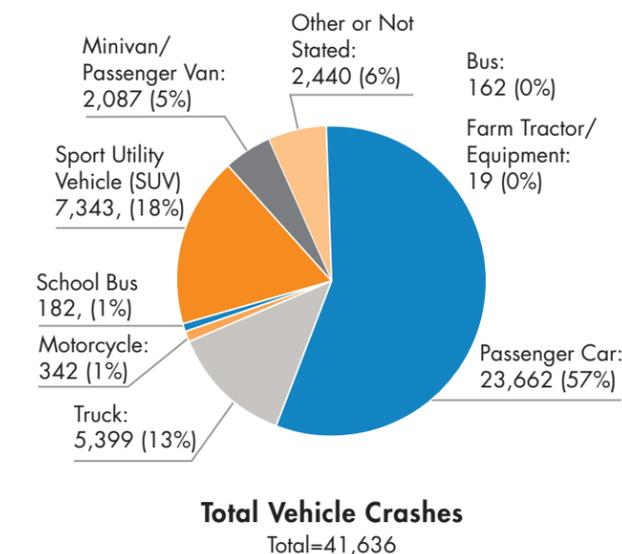
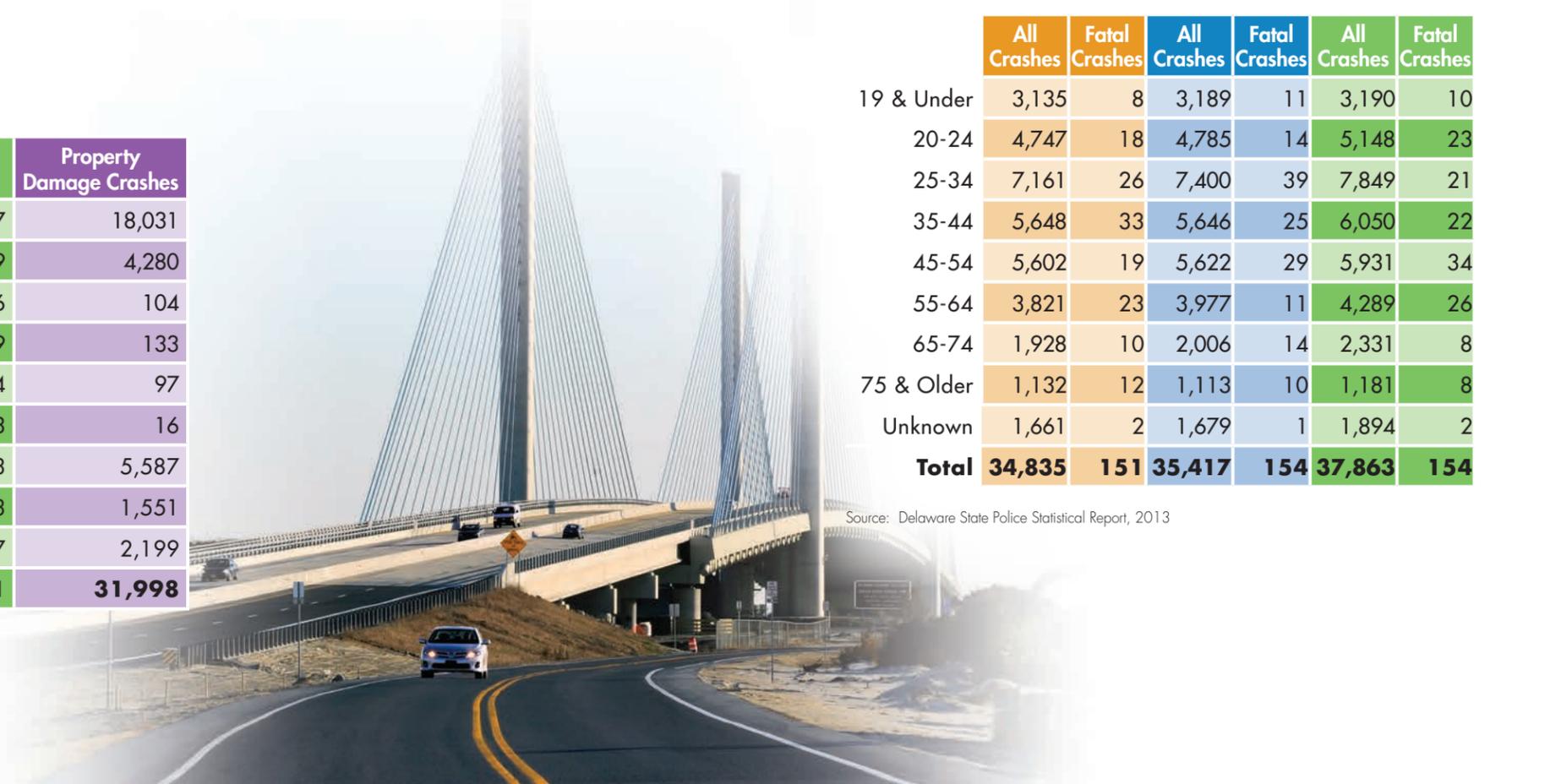


Figure 9.7
Age of Driver in Crash, 2011-2013

	All Crashes	Fatal Crashes	All Crashes	Fatal Crashes	All Crashes	Fatal Crashes
19 & Under	3,135	8	3,189	11	3,190	10
20-24	4,747	18	4,785	14	5,148	23
25-34	7,161	26	7,400	39	7,849	21
35-44	5,648	33	5,646	25	6,050	22
45-54	5,602	19	5,622	29	5,931	34
55-64	3,821	23	3,977	11	4,289	26
65-74	1,928	10	2,006	14	2,331	8
75 & Older	1,132	12	1,113	10	1,181	8
Unknown	1,661	2	1,679	1	1,894	2
Total	34,835	151	35,417	154	37,863	154

Source: Delaware State Police Statistical Report, 2013



Tracking Accidents to Improve Truck Safety

Pick-up trucks were involved in 75 percent of all truck crashes in 2013

Statewide, the number of trucks involved in crashes and property damages rose in 2013. There were 281 more crashes and 471 more property damage crashes than in 2012. Fatal crashes decreased from 35 in 2012 to 30 in 2013. Personal injury crashes also decreased from 1,547 in 2012 to 1,089 in 2013. Pick-up trucks accounted for 75 percent of all truck crashes in Delaware and 63 percent of truck fatal crashes. Heavy trucks were in 13 percent of all truck crashes in the State, and 10 percent of the fatal crashes. Truck tractors and semis were involved in 12 percent of statewide truck crashes and 27 percent of the fatal crashes.



Figure 9.8
Type of Truck in Crash, 2013

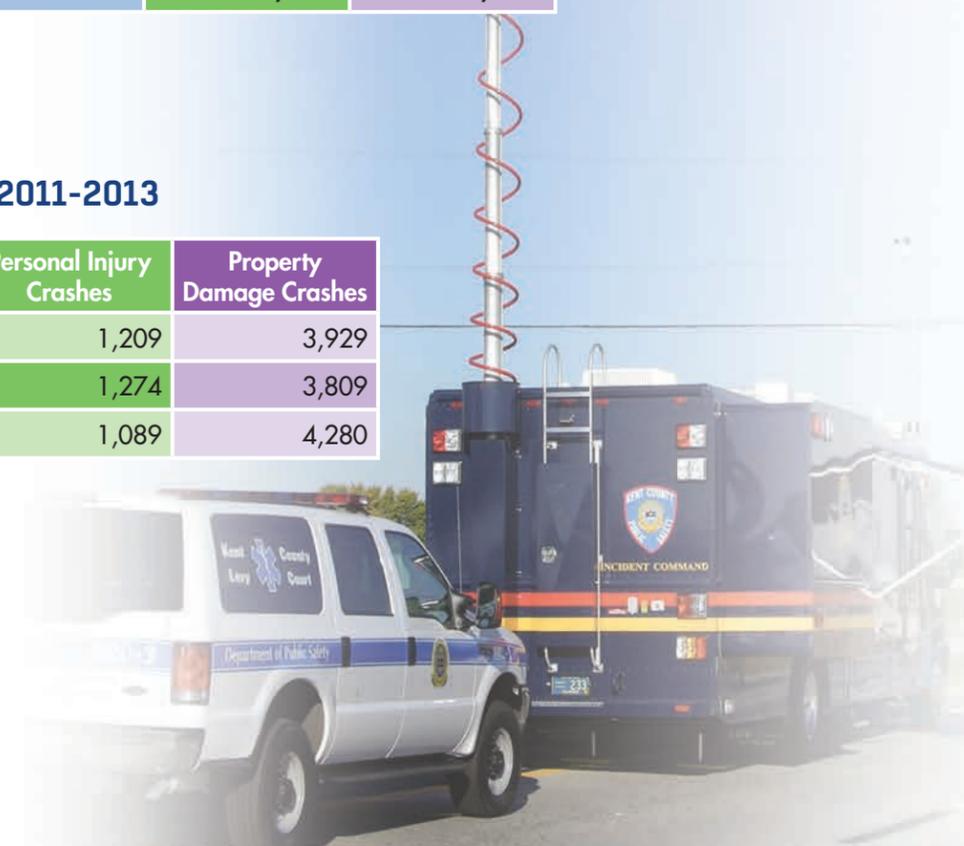
	Total Number of Crashes	Number of Fatal Crashes	Personal Injury Crashes	Property Damage Crashes
Pick-up Truck	4,046	19	811	3,216
Truck Tractor & Semi	634	8	119	507
Heavy Trucks	719	3	159	557
Total	5,399	30	1,089	4,280

Source: Delaware State Police Statistical Report, 2013

Figure 9.9
Comparison of Truck Accidents, 2011-2013

	Total Number of Crashes	Number of Fatal Crashes	Personal Injury Crashes	Property Damage Crashes
2011	5,164	26	1,209	3,929
2012	5,118	35	1,274	3,809
2013	5,399	30	1,089	4,280

Source: Delaware State Police Statistical Report, 2013



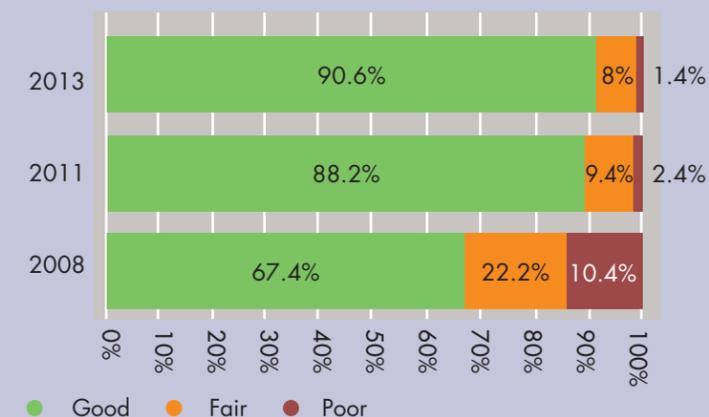
Performance Measures

Transportation Solutions

Percentage of pavements in good and fair condition

DelDOT maintains nearly 5,900 centerline miles of roads statewide. Pavements are inspected every two years to assess their overall condition. The department uses an asset management strategy to schedule preventative maintenance and reconstruction activities at the appropriate time in order to extend pavement life in an efficient and economical manner. DelDOT surpassed its 2013 target goal of 85 percent, by achieving 97 percent of pavements in good and fair condition.

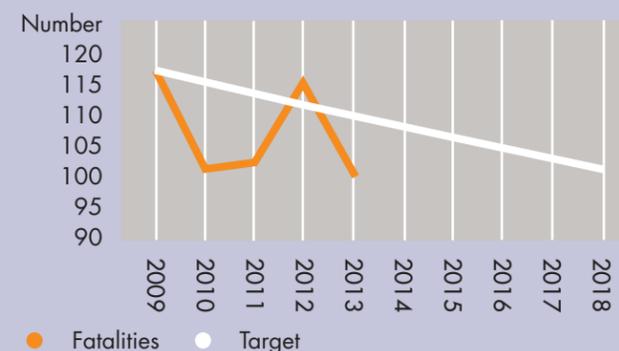
Figure 9.10
2013 Pavement Condition



Number of fatalities

In the 2010 *Delaware Strategic Highway Safety Plan: Toward Zero Deaths*, the State of Delaware adopted a mission, "to eliminate fatalities on Delaware's roadways through a multi-agency approach that utilizes education, enforcement, engineering and emergency services strategies." In order to achieve the goal of 1.0 fatalities per 100 million vehicle miles traveled by 2018, a five percent reduction in the number of fatalities has to be achieved every three years.

Figure 9.11
Fatalities, 2009-2013



Percentage of construction projects completed on time and within ten percent of budget

Completing construction projects on time minimizes additional traffic delays associated with work zones, reduces additional costs, allows new/improved facilities to be used quicker, and builds credibility with our customers. Construction delays are caused by weather, utility conflicts, unforeseen conditions, etc. We evaluate completed projects annually to determine whether process or policy changes are needed to mitigate issues that cause delays and cost overruns.

Figure 9.12
On-Time and On-Budget, 2010-2013



Percentage of bridges in good and fair condition

DelDOT maintains 1,599 bridges statewide. Bridges are inspected every two years to ensure the bridge's integrity and the public safety. Deficiencies found during inspections are assessed and monitored while the department programs the bridge for rehabilitation or replacement. DelDOT was just shy of their 95 percent goal of bridges in good and fair condition, with a 2013 total of 94.5 percent.

Figure 9.13
2013 Bridge Condition



Roadway reliability index for actual travel times exceeding average travel times on I-95 and I-495

The index reflects the average travel time along I-95 and I-495. The travel time values range from normal travel time (1.0) to six times the normal travel time (6.0). For instance, the normal, uncongested travel time on southbound I-95 from SR 141 to the Maryland/Delaware state line is approximately 12 minutes. If the actual travel time is 24 minutes, then the reliability index would be 24 divided by 12 = 2.0. The reliability

indices for each roadway segment and the whole system can be averaged over each hour, day, month or the entire year.

We implemented the roadway reliability index two years ago in an effort to document congestion on our highways and implement improvements to reduce congestion. In 2014, we plan to replace this measure with one specifically related to congestion during peak hour travel times and expanding it to include additional major roadways throughout the state.

Figure 9.14
I-95 Southbound Travel Time, 2013

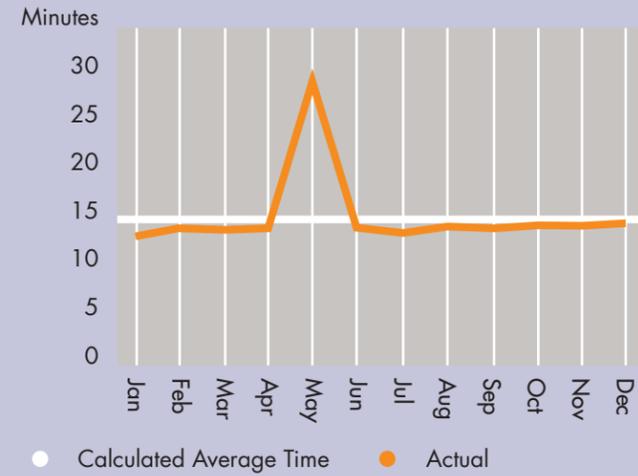


Figure 9.15
I-95 Northbound Travel Time, 2013

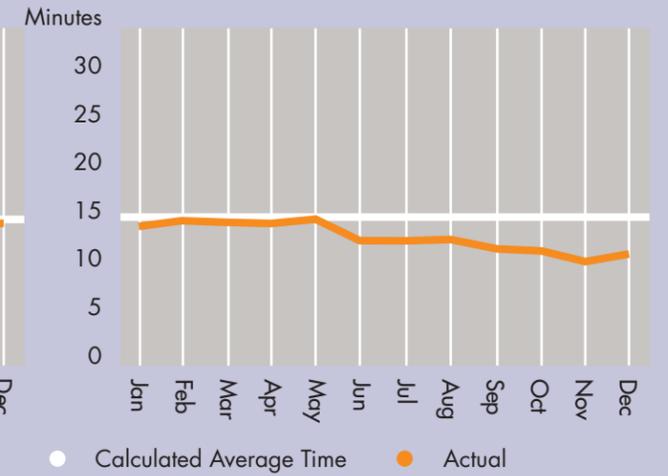


Figure 9.16
I-495 Southbound Travel Time, 2013

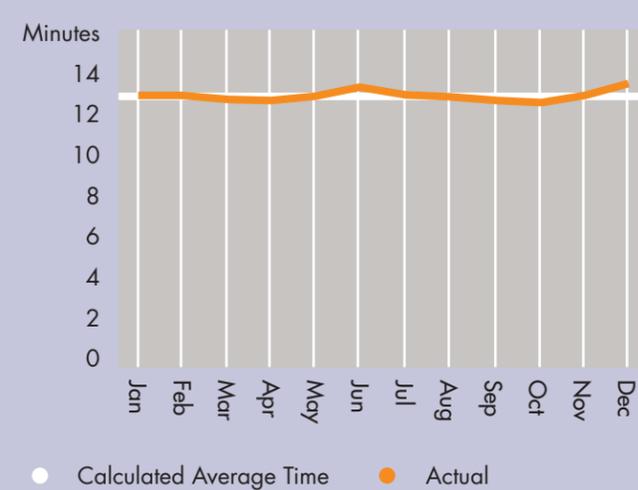
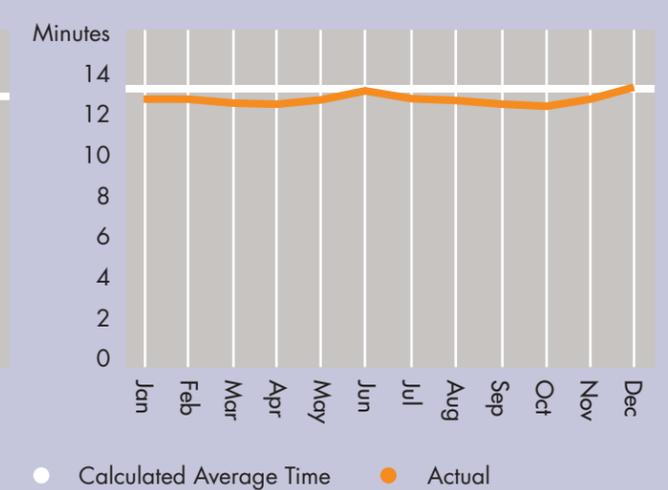


Figure 9.17
I-495 Northbound Travel Time, 2013



Note: The calculated average travel time is determined by multiplying the distance by the posted speed limit.

SECTION 10 Independent Transportation Agencies

The New Castle Airport, the Port of Wilmington, the Delaware Memorial Bridge, Amtrak and the Cape May-Lewes Ferry are administered by separate Authorities. Information about these services is included in this report to present a complete overview of transportation in Delaware. DelDOT provides the roads and connections to air, rail and port services needed by the public and commercial carriers.



Cape May-Lewes Ferry

Owned and operated by the Delaware River & Bay Authority, the Cape May-Lewes Ferry offers a 17-mile, 80-minute mini-cruise across the Delaware Bay between Lewes, Delaware and Cape May, New Jersey. Each ferry in the three-vessel fleet can carry up to 100 cars and 1,000 passengers. During the summer, the service averages from 11 to 17 trips daily, and from 5 to 11 trips daily the rest of the year. The ferry is a tourist attraction as well as an alternative to the Delaware Memorial Bridge for motorists traveling the Delmarva Peninsula. In 2012, the fleet carried 795,541 passengers and 272,358 vehicles. In 2013, ridership fell to 743,151 and vehicle use decreased to 256,326.

Figure 10.1
Cape May-Lewes Ferry Annual Ridership, 2011-2013

	Passengers	Vehicles
2011	779,451	268,605
2012	795,541	272,358
2013	743,151	256,326

Source: Delaware River & Bay Authority

Nanticoke Barge Traffic

Commercial navigation in Delaware also includes barge traffic on Sussex County's Nanticoke River. Tugboats move up to 400 barges per year near Seaford, carrying approximately 1.3 tons of grain, aggregate and fuel. The U.S. Coast Guard and Army Corps of Engineers oversee this traffic.

Figure 10.2
Cargo Mix Port of Wilmington, DE 2011-2012

	2011 (short tons)	2012 (short tons)
Non-containerized cargo	488,000	491,000
Containerized cargo	1,750,000	872,000
Dry bulk cargo	1,451,000	1,340,000
Liquid bulk petroleum cargo	1,395,000	1,372,000
Total cargo mix	5,084,000	4,075,000

Port of Wilmington, DE

A full-service deepwater port and marine terminal

Founded in 1923, the Port of Wilmington is a full service mid-Atlantic seaport on the Delaware River strategically located to provide overnight access to 200 million North American consumers. Wilmington ranks as North America's top banana port and the nation's leading gateway for imports of fresh fruit and juice concentrates. It also owns and operates the largest on-dock cold storage complex in North America. Recently, the Port was certified as a 360 Quality marine terminal, one of three in the nation, underscoring its high-quality handling standards for perishable cargo. The Port's cargo portfolio: perishables, automobiles, breakbulk, dry and liquid bulk commodities, livestock, windpower and project cargoes. An economic engine for the State of Delaware and the region, it is responsible for over 4,300 jobs, \$363 million in business revenue, \$340 million in personal income and over \$34 million in annual local taxes. The Port is owned and operated by the Diamond State Port Corporation, a corporation of the State of Delaware.

Figure 10.3
Waterborne Shipments Received Port of Wilmington, DE 2010-2012

	Short Tons
2010	4,023,703
2011	4,430,000
2012	5,100,000

Source: Delaware River & Bay Authority

"Cool" facts about the Port:

- Busiest terminal on the Delaware River
- Facilitates trade with more than 30 countries
- Received three billion glasses of orange and apple juice annually
- Supplies road salt for tri-state municipalities



Figure 10.4
Map of Delaware Transportation





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