The original goals identified in Innovation in Motion integrated plans, policies, activities, and performance metrics with the intent to achieve the following:

- **Safety and Security** – Ensure the safe and secure movement of people and goods while limiting the potential for incidents that may cause harm or disrupt the network operations.
- **Economic Vitality** – Promote and strengthen the economic vitality of Delaware with an excellent transportation network that meets the needs of a diverse and growing economy.
- **Connectivity** – Improve accessibility, mobility, and increase options for the movement of people and freight; enhance the integration of a multi-modal transportation system throughout the state; provide people with a choice of safe, attractive, and reliable options.
- **Quality of Life** – Maintain and enhance vibrant and appealing communities and support planned growth and development through a transportation network that serves the mobility needs of all Delawareans.
- **System Preservation** – Preserve the transportation network to support travelers and commerce, while adapting to the future’s changing needs.
- **System Management and Operations** – Enhance system management and operations through innovative strategies and technologies that increase the efficiency of the transportation system.
- **Resiliency and Reliability** – Provide a resilient and reliable transportation system that offers predictable travel times under normal conditions and efficient and safe operation during emergency situations.
- **Environmental Stewardship** – Protect and enhance the environment through sustainable best practices, integration of environmental considerations into planning and design, and responsible energy consumption.
- **Travel and Tourism** – Facilitate efficient mobility options for tourist destinations that support Delaware residents, businesses, and visitors.
- **Customer Service and Communication** – Conduct the highest level of customer service possible to proactively provide information and to learn from and address the needs of the Department’s customers.

In 2019, DelDOT released Innovation in Motion, the Long Range Transportation Plan (LRTP) outlining DelDOT’s efforts and strategies to embrace new technologies, enhance the state’s transportation system, and respond to the evolving needs of Delawareans. Innovation in Motion illustrated statewide transportation goals, strategies, actions, and performance measures in order to position Delaware to have a more competitive economy, develop more vibrant communities, and support environmental sustainability for the vitality of future generations. This second annual supplement continues the vision statement of Innovation in Motion. Additionally, it serves as a reporting mechanism and snapshot of DelDOT’s progress in achieving the statewide goals, policies, and priorities outlined in the 2019 LRTP. DelDOT continues to work in close collaboration with communities, businesses, and partners across the state to identify future transportation needs, and develop effective solutions to anticipated challenges.
TRANSPORTATION ELEMENTS

Innovation in Motion identified eight (now seven, with the combination of bicycle transportation and pedestrian transportation to create “non-motorized transportation”) transportation elements as components of a multi-modal transportation system that serves all people and the movement of goods throughout the state of Delaware.

Planning & Land Use
By linking transportation and land use, DelDOT can create a collaborative planning process that considers the potential opportunities, impacts, and solutions across a wide spectrum of issues. This process has involved both internal and external stakeholders creating the opportunity to garner support and prioritize transportation investments for Delaware communities.

Roads, Bridges, & Other Assets
A core function of DelDOT is managing statewide assets—roadways, structures, drainage facilities, and green infrastructure. DelDOT is responsible for the planning, constructing, operating, and maintaining of these assets.

Traffic & System Management
DelDOT has grown increasingly reliant on advanced technology to manage traffic movement across the state. This has positioned the Department as a nationwide leader in testing, development, and deployment of innovative traffic management technology. The use of advanced technologies allows DelDOT to be agile in adapting to the evolving transportation environment.

Non-Motorized Transportation
DelDOT has made it a priority to maintain and expand the local pedestrian system network to increase connectivity and minimize hazards that put users at risk. DelDOT remains committed to improving pedestrian safety and accessibility.

Freight Movement
Delaware’s freight network provides critical connections for the movement of goods across the Delmarva Peninsula and nationwide. The network consists of roads, rail lines, port facilities, intermodal transfers centers, and air carrier service facilities. The movement of freight is a critical component of the region’s economy, and DelDOT is committed to providing and enhancing freight-related transportation infrastructure.

Aeronautics
DelDOT is responsible for the planning, coordination, and implementation of improvements to the public-use airport system within the state.

Freight Movement
Many Delawareans depend on public transportation as their primary method of transportation. DART First State and the Delaware Transit Corporation (DTC) seek to design and provide the highest quality services to satisfy the needs of both the customer and the community.
COVID-19 has affected nearly every aspect of life, from how people work to how they complete daily tasks like grocery shopping and communicating virtually. COVID-19 restrictions have impacted regional and national transportation networks. Personal vehicle and consumer trips were drastically reduced due to COVID-19-related restrictions, while freight trips have seen increases due to increased deliveries.

Delawarans, Governor Carney enacted a State of Emergency Declaration in March 2020 which led to a stay-at-home order for all non-essential residents. This State of Emergency Declaration mandated the closure of all non-essential businesses and self-quarantine of travelers from areas severely impacted by COVID-19 outside of the state—majorly impacting the normal operations of the state’s transportation network.

**Table: Annual Average Daily Traffic (AADT)**

<table>
<thead>
<tr>
<th>Location</th>
<th>2019 AADT</th>
<th>2020 AADT</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>JFK Memorial Highway Toll Plaza</td>
<td>81,239</td>
<td>63,738</td>
<td>-21.54</td>
</tr>
<tr>
<td>Delaware Memorial Bridge</td>
<td>100,196</td>
<td>77,248</td>
<td>-22.9</td>
</tr>
<tr>
<td>I-495 Interchange near Naamans Road</td>
<td>68,941</td>
<td>57,840</td>
<td>-16.1</td>
</tr>
<tr>
<td>DE 1 Biddles Corner Toll Plaza</td>
<td>57,158</td>
<td>46,239</td>
<td>-19.1</td>
</tr>
</tbody>
</table>

1) CDC
2) Non-essential business included hospitality and recreation facilities, concert halls and venues, sporting event facilities and venues, golf courses and shooting ranges, tobacco-related and non-residential property and associated industries, business support services, shopping malls and retail stores not included in the definition of Essential Businesses, as defined in the March 22, 2020 Declaration of a State of Emergency for Delaware.
In response to the various stages of planning and preparation for COVID-19, DART First State implemented service and fare reductions for the health and safety of our employees and customers. Below are key changes and strategies instituted for the health and safety of our employees and customers. 

### Delaware COVID-19 Strategy at a Glance

<table>
<thead>
<tr>
<th>Impact on Delaware</th>
<th>Initial Reopening (Apr 17)</th>
<th>Increased Capacity (July 30)</th>
<th>Continued Monitoring</th>
<th>Long-Term Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stay at Home</td>
<td>New tap-n-go fare payment system speeds up meeting participation</td>
<td>New fare policy goes into effect on February 14, 2021 which lowered fixed route fares; Service changes continue to be implemented.</td>
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</tr>
<tr>
<td>Services Provided</td>
<td>Facilities reduce touch-point surfaces; No touch equipment installed in restrooms, kitchens, and Demonstration Program control rooms; Implementation of UV cleaning technology; Hand sanitizer stations installed on fixed route and paratransit vehicles; Face coverings provided to paratransit customers; Distributed to public at beaches and on public transit vehicles; Explore use of autonomous shuttles for first mile/last mile expansions; Bikes, bikeshare, carshare, e-scooters into DTC destinations statewide with rebounding ridership; In-person meetings restricted; Social distancing encouraged; Telecommuting policy in effect for majority of DTC employees; DTC/DelDOT non-essential managers and supervisors return to work; Maintenance continues to focus on license plate reader data.</td>
<td>Fixed Route fares resume collection; Cash fares allowed but DART Pass use encouraged through discount on Day, 7-Day, and 30-Day Passes; FTA grant obtained to install more barriers and study material effectiveness on public health; Fare card integration into E-ZPass system redesign being explored to better align with E-ZPass lanes; Service changes continue to be implemented.</td>
<td>Social distancing and wear face coverings; Face coverings provided to paratransit customers; Distributed to public at beaches and on public transit vehicles; Explore use of autonomous shuttles for first mile/last mile expansions; Bikes, bikeshare, carshare, e-scooters into DTC destinations statewide with rebounding ridership; In-person meetings restricted; Social distancing encouraged; Telecommuting policy in effect for majority of DTC employees; DTC/DelDOT non-essential managers and supervisors return to work; Maintenance continues to focus on license plate reader data.</td>
<td></td>
</tr>
<tr>
<td>Social Distancing</td>
<td>Beach Bus service offered from June 29 - September 20, 2020 and scheduled to resume on Monday, May 24 through Sunday, September 12, 2021.</td>
<td>Service changes continue to be implemented.</td>
<td>Social distancing and wear face coverings; Face coverings provided to paratransit customers; Distributed to public at beaches and on public transit vehicles; Explore use of autonomous shuttles for first mile/last mile expansions; Bikes, bikeshare, carshare, e-scooters into DTC destinations statewide with rebounding ridership; In-person meetings restricted; Social distancing encouraged; Telecommuting policy in effect for majority of DTC employees; DTC/DelDOT non-essential managers and supervisors return to work; Maintenance continues to focus on license plate reader data.</td>
<td></td>
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<tr>
<td>Fare Collection</td>
<td>Beach Bus service offered from June 29 - September 20, 2020 and scheduled to resume on Monday, May 24 through Sunday, September 12, 2021.</td>
<td>Service changes continue to be implemented.</td>
<td>Social distancing and wear face coverings; Face coverings provided to paratransit customers; Distributed to public at beaches and on public transit vehicles; Explore use of autonomous shuttles for first mile/last mile expansions; Bikes, bikeshare, carshare, e-scooters into DTC destinations statewide with rebounding ridership; In-person meetings restricted; Social distancing encouraged; Telecommuting policy in effect for majority of DTC employees; DTC/DelDOT non-essential managers and supervisors return to work; Maintenance continues to focus on license plate reader data.</td>
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Figure via DART First State

In response to the various stages of planning and preparation for COVID-19, DART First State implemented service and fare reductions along with social distancing measures. Ridership dipped as low as 70% of normal average capacities on both fixed and paratransit services. The above image highlights the key changes and strategies.
Initial TID agreements have been executed for three new TIDs in Kent County. The Little Heaven and South Frederica TIDs are in development to efficiently and effectively implement the master plans adopted in early 2021. Concepts and cost estimates for the transportation improvements identified in the master plans will begin on or after July 1, 2021. The land use forecast process has begun for the Cheswold Area TID in northern Kent County.

The existing TIDs—Westown in Middletown, Southern New Castle County, and Hyett’s Corner are in the update process. The future land uses have been verified, and traffic analyses on both areas are nearing completion. The updates will verify the transportation improvements needed to accommodate the necessary changes to best serve future land use and assist in prioritizing the next improvements to begin design and construction.

Strategic Corridors
DelDOT developed the Strategic Corridor Program as a comprehensive evaluation program to aid with long-term capital investment decisions, provide greater transparency and predictability to its stakeholders, and provide a guide for future economic decisions related to transportation within the state of Delaware. This program leverages existing data and uses routes identified in Innovation in Motion. Through the identification of safety and security, mobility, connectivity, and economic vitality metrics, this program centers around the importance of moving people, goods, and services throughout the state. This program’s goal is to develop criteria that support a data-driven process to identify priority corridors.

Work on the program began in fiscal year 2020 (FY20), utilizing a data-driven process to help explain the significance of the statewide corridors identified in the LRTP based on mobility, connectivity, and economic prosperity, identifying future LRTP needs and potential Capital Transportation Program projects.
Statewide Analysis (formerly Phase 1) includes corridor identification and prioritization at a corridor-wide level throughout the state, identifying and weighting 17 criteria related to the mobility of people, goods, and services, and included traffic, planning, and land use metrics. This analysis, completed in FY20, culminated in the ranking of each corridor according to its statewide mobility significance.

Corridor Specific Analysis (formerly Phase 3) will follow the completion of the Countywide Analysis and will eventually include recommendations from DelDOT and the project team for corridor improvements and further study as part of future LRTP and Capital Programming efforts. During FY22, the project team began developing a reporting document that summarizes findings to date. This effort’s aim is to incorporate the technical analyses, information, and graphics in a usable and user-friendly format, for both internal and external messaging throughout the State of Delaware. This will support the eventual and overall project objective to develop a user-friendly analysis tool that is intuitive for all DelDOT levels.

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Traffic & System Management

Cutting edge innovative transportation technology continues to be at the forefront of DelDOT’s Traffic & System Management’s priorities. DelDOT was recently awarded a federal grant to deploy an artificial intelligence-based integrated transportation management system (AI-ITMS). The program uses artificial intelligence (AI) and machine learning (ML) technologies to automate transportation system management and operations to improve safety and efficiency. The system uses an AI-based transportation operations management system (AI-ITMS) which monitors the traffic on Delaware’s roadways and automatically makes decisions to optimize performance. The program aims to work more efficiently than a human operator could by collecting data, analyzing, and reaching the best solution, and deploying the solution quickly.

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INNOVATION
IN MOTION
TRANSPORTATION PLANNING ELEMENT 2020 UPDATES

DelDOT Local Systems has revised the procedures and commitments to the Adopt-a-Bike path. This effort can be seen on the DelDOT, Delaware Bike Council, and Bike Delaware websites.

Non-Motorized Transportation

Bicycle
In May of 2020, the New Castle County Bicycle Plan was endorsed and published. Recent Master Planning and community plans and studies have been initiated that closely align with Innovation in Motion. With help from New Castle County and WILMAPCO, DelDOT has begun efforts on the US 202/Concord Pike Master Plan, the Governor Printz Boulevard Corridor Study, the Newport Transportation Plan, and the Route 9 Paths Plan.

DELAWARE 2021-2025 Strategic Highway Safety Plan: Toward Zero Deaths

DelDOT Local Systems has re-vamped the “Report a Pedestrian Issue” website—allowing for notifications and reporting of pedestrian safety concerns. Based on results, public safety and enforcement departments are more efficiently notified for appropriate response to concerns as well as maintenance and operations to address the reported issue. DelDOT staff are actively tracking the reports and have programmed a work order funding the repair or installation of sidewalk linkages through the Transportation Alternatives Program (TAP).

Throughout the year, a large effort to educate the public on Rectangular Rapid Flashing Beacons has been made. The campaign features flyers and web postings highlighting pedestrian safety and the importance of adhering to the flashing beacons. This campaign and effort for public education has been in response to a pedestrian fatality that occurred on October 29, 2019 along New Castle Avenue, south of the Wilmington city limits.

local land use agencies, and first responders who called for the installation of mile markers to allow for more efficient location tracking in the case of emergency. Additionally, trail etiquette measures were applied to signage and pamphlets for visitors.

DelDOT is actively prioritizing and implementing system improvements statewide. In efforts to alleviate the stress of high-risk locations for roadway departure crashes, there is an active High Friction Surface Treatment contract being executed and the updated rumble strip design guidance was completed in December 2020. Currently, high tension cable barriers have been installed along several major roadways statewide (e.g. SR 1 and I-95). DelDOT continues investigating speed applications and has continued deployment of traffic calming devices.

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AERONAUTICS
This year, the major accomplishments of DelDOT Aeronautics were the completion of the Aviation System Plan, prioritization of future capital investments at public-use airports, a successful first year of a new partnership with Delaware State University (DSU), and the beginning of the website update process. The Aviation System Plan was completed in early 2020. The plan forecasts aviation demand, quantifies capital funding needs, and establishes policy recommendations and action items for implementation. One key component of the System Plan is the Priority Rating System which prioritizes capital funds for aviation projects at public-use airports. DelDOT’s focus will now shift to coordination with airport operators to program the funds for necessary improvements.

Capital improvements were completed at Laurel Airport using funding assistance from DelDOT. Additional work with capital investments at state public-use airports will continue in FY22. DelDOT completed its first year of the successful new program with Airport Development Consultants Inc. (ADCI). The program, led by ADCI, employs students from DSU’s Aviation Management Program as aviation technicians to support DelDOT Aviation. Additionally, in Winter 2020, DelDOT provided a 3-credit hour academic internship to a student in DSU’s Aviation Management program. This internship provided DelDOT with some valuable input to its System Plan and provided the intern with valuable work experience. The program will build on this success and continue annually.

The Aeronautics team kicked off a review of the current website and began developing a strategic framework to update the site. The partnership with DSU yielded crucial feedback on potential infographics to help visitors digest the Aviation System Plan. This effort will continue in phases throughout FY22.

PUBLIC TRANSIT
DTC aspires to be a premier transportation organization with accessible facilities and interconnected services, incorporating state-of-the-art technologies. DTC’s well-trained workforce continues to use clear communications and beneficial working partnerships to enable them to connect people to their destinations in an affordable, safe, and efficient manner.

In 2020, DTC re instituted the “Get a Job/Get a Ride” (GaJ/GaR) campaign in 2020. The GaJ/GaR program provides new employees a free 30-Day Bus Pass that allows for transportation during the first month of their new job. The program is open to all businesses within the state that are designated partners of GaJ/GaR through Rideshare Delaware.

DART has begun installing systems on both paratransit and fixed route fleets to identify poor driving techniques and assist with the avoidance of crashes. This system is now a DART requirement for all replacement buses.

DART is continuing to build out facilities and infrastructure to support the future growth of the public transit network. DART will advertise construction of the new North Middletown Park & Ride in 2021. The Newark Regional Transportation Center station building was opened for service in January 2021. Track and platform work will continue through 2023. The Lewes maintenance facility is under construction and will support increased services in eastern Sussex County. A future travel training center at DTC’s Administrative offices in Wilmington is in the early planning stage.

To further enhance service and respond to evolving customer demands, DART began holiday services in New Castle County and increased weekend services.
Upon receiving a Federal Transit Administration (FTA) grant, DART rolled out DART Connect, a new on-demand microtransit service. DART Connect is a year-long pilot program in Georgetown and Millsboro replacing the 901 and 902 Flex routes. DART Connect allows customers to travel to more destinations without waiting for a fixed-route bus, at the same price as a DART bus fare. DART is developing a Request for Proposal (RFP) for a new Computer-Aided Dispatch/Automatic Vehicle Location (CAD/AVL) system for paratransit to integrate GPS and CAV technology for automating routing using real-time data.

**FREIGHT MOVEMENT**

DelDOT and its Metropolitan Planning Organization (MPO) partners will be updating the Delmarva Freight Plan in state FY22, in adherence to federal requirements to update the plan every five years. The update is an opportunity to analyze current freight data, review regulatory compliance, and update recommended projects in the Freight Investment Plan. The project team anticipates adoption of the plan in early November 2022. Freight stakeholders and the public will have opportunities to provide feedback throughout the process.

DelDOT’s MPO partners are currently working on several freight studies that will generate recommendations and concept plans that will be future Capital Transportation Plan (CTP) candidates. WILMAPCO is undergoing the Port Circulation and Statewide Truck Parking studies. The Dover/Kent MPO is developing the Harrington Intermodal Freight, Dover Air Cargo, and East/West Freight studies.