

NOVEMBER 2019

ATLANTA STRATEGIC TRANSPORTATION PLAN

ONE ATLANTA

Strategic Transportation Plan



CITY OF ATLANTA
55 TRINITY AVE, SUITE 2409
ATLANTA, GEORGIA 30303

ATLDOT

MAYOR KEISHA LANCE BOTTOMS



A photograph of three Black women standing outdoors in an urban setting, smiling and looking towards the camera. They are positioned next to bright blue Relay bicycles. The woman on the left is wearing a grey sleeveless shirt with a Relay logo and jeans. The woman in the middle is wearing a grey t-shirt and black pants. The woman on the right is wearing a grey t-shirt, black pants, and glasses, and has a black bag slung over her shoulder. In the background, there are parked cars and a modern building with large windows. A semi-transparent grey box with white text is overlaid on the lower left portion of the image.

**“THIS FIRST-EVER TRANSPORTATION
STRATEGIC PLAN IS A BLUEPRINT
FOR A SAFER, MORE EQUITABLE AND
MORE SUSTAINABLE TRANSPORTATION
NETWORK.”**

Mayor Keisha Lance Bottoms



CONTENTS

- 04 **MESSAGE FROM THE MAYOR**
Keisha Lance Bottoms
- 06 **MESSAGE FROM THE COO**
Joshua Williams
- 08 **ABOUT THIS PLAN**
- 10 **ATLANTA'S MOBILITY CHALLENGES**
- 12 **MAJOR PROJECTS & MOBILITY INVESTMENTS**
- 14 **A SAFE, WELCOMING & INCLUSIVE CITY**
Saving Lives on Our Streets
- 20 **THRIVING NEIGHBORHOODS, COMMUNITIES & BUSINESSES**
Providing New Routes to Opportunity
- 26 **WORLD CLASS EMPLOYEES, INFRASTRUCTURE & SERVICES**
Positioning Our Team for Success
- 32 **ETHICAL, TRANSPARENT & FISCALLY RESPONSIBLE GOVERNMENT**
Setting a New Vision for Transportation
- 38 **RESIDENTS EQUIPPED FOR SUCCESS**
- 44 **BENCHMARKS**
- 80 **ACKNOWLEDGMENTS**



Keisha Lance Bottoms
MAYOR

Transportation has always been the lifeblood of Atlanta. From our early days as the railroad hub of the South to our role as the region's logistics center and home to the world's busiest, most efficient airport, transportation has always defined this city.

Growing up in Atlanta and watching my grandmother ride MARTA buses to work every day for decades, I came to understand at an early age that transportation is about so much more than infrastructure. It is about building connections between communities, people and opportunities. It is about providing access to both civic life and vital city services. It is also about bringing new vitality and new life to streetscapes that for too long stood as barriers between communities instead of safe public spaces for our most vulnerable residents.

We built our city on an expansive streetcar system, but then replaced it with a sprawling network of highways, and we have dealt with the consequences ever since. Somewhere along the line, we lost sight of that fact that a transportation network can only be successful if it is accessible to all Atlantans. Today, our children and grandparents are threatened

with wide, dangerous streets, and constant traffic congestion strains family budgets. Our region is expected to add 2.5 million people by 2040, which underscores the urgent need to address the challenges created by past decisions and build a more accessible, equitable transportation system.

Today, we are starting down a new path. This first-ever transportation strategic plan for Atlanta is a roadmap for a safer, more equitable and more sustainable transportation network—one where everyone can travel where they need to go and trust that the roads, sidewalks, bike lanes and transit system will get them there safely, reliably and efficiently.

Leading us to that future will be the men and women of the new Atlanta Department of Transportation (ATLDOT). This new department will provide a unified voice and vision for mobility in our city. Built with dedicated staff from our Department of Public Works, City Planning and Renew Atlanta, ATLDOT will be fully equipped to plan, design, construct and maintain our mobility network—a one-stop shop for our streets that will implement our shared vision for One Atlanta:

A SAFE, WELCOMING AND INCLUSIVE CITY committed to ending tragic traffic fatalities through an improved understanding of our streets; using the latest tools and tactics to make residents safer; and expanding the sidewalk and bike lane networks people need to get around;

THRIVING NEIGHBORHOODS, COMMUNITIES AND BUSINESS that everyone can reach with a 21st century transit network and well-maintained roads to keep both people and goods moving efficiently on our streets;

WORLD-CLASSEMPLOYEES, INFRASTRUCTURE AND SERVICES that reflect a diverse and talented workforce, making ATLDOT a great place to work and ensuring that our infrastructure—from signals to street lights—are always in good repair; and

AN ETHICAL, TRANSPARENT AND FISCALLY RESPONSIBLE GOVERNMENT, that articulates clear policy priorities for our region; communicates early and often with residents; and delivers projects as effectively and efficiently as possible.

By delivering on the goals, strategies and benchmarks in these pages, we will invest in our infrastructure and in the people of this city—ensuring that every resident is equipped

for success. Our vision is an equitable Atlanta where every family is able to access city services; every student and employee has fast, efficient and affordable options for getting to school and work with or without a car; and everyone using our streets, from our children to seniors, knows they can get to their destination safely.

This vision—resurfacing more roads, increasing our investments in transit and sidewalks and more options for getting around—will change the lives of Atlanta residents today and generations to come and ensure we are truly One Atlanta.

A handwritten signature in black ink, reading "Lisha Bottoms". The signature is written in a cursive, flowing style.



Joshua Williams
CHIEF OPERATING OFFICER

Our region is now home to more than 5.5 million people and is expected to add 2.5 million more residents and 1 million new jobs by 2040. According to the US Census, Atlanta's population swells by more than 250,000 each day, as commuters stream to economic hubs stretching from Downtown to Buckhead just as more than 50,000 children in our public school system make their way to class. As our city grows, so do our challenges as well as the expectations of everyone who calls our city home.

That is why we cannot continue with business as usual. We need a new vision for our transportation network to ensure that we continue to attract new residents and businesses and that everyone in Atlanta can benefit from our city's success. This Strategic Plan for Transportation gives us the blueprint we need for a safer and more equitable city that provides more mobility options for everyone.

But our work together goes far beyond planning; we are redesigning and rebuilding the way our city government functions so that we can deliver results. That is why Mayor Bottoms committed to creating the new Atlanta Department of Transportation. This idea was discussed for years by advocates, community leaders and elected officials who knew the frustrations of working

with one agency on roadway maintenance issues, a second on capital design and construction, and a third on strategic planning. We heard you, and by creating one agency and one unified voice for transportation in Atlanta, we can be a better partner with communities, our colleagues at MARTA, the state and all stakeholders that will help make this plan a reality.

Of course, building a new department is not an easy task and will not happen overnight. We are not just putting all these agencies together; we are thoughtfully weaving them into a new agency that is greater than the sum of its parts. It is difficult to change the status quo, but it is critical work that our administration will never shy away from. This strategic plan is dedicated to the countless Atlantans who advocated to make their commutes better and their streets safer. I give special thanks to the talented civil servants who helped shape this document, and who will now make their mark at the new ATLDOT. Like our city, they were not threatened by change—they embraced it—and getting around Atlanta will become safer, more equitable and more reliable because of it.

A handwritten signature in black ink, appearing to read 'Josh Williams', written in a cursive style.





ABOUT THIS PLAN

Whether redefining our transportation system, building a more affordable city or crafting new strategies for diversity and inclusion, we are always striving to become One Atlanta, where everyone has the opportunity to compete and succeed.

The Strategic Plan for Transportation is organized around the Mayor's One Atlanta pillars. Each chapter explains the City's goals and strategies for achieving each goal. The benchmarks section (pages 44 - 79) outlines one- and three-year milestones for each strategy, both to guide the City's work and ensure accountability.

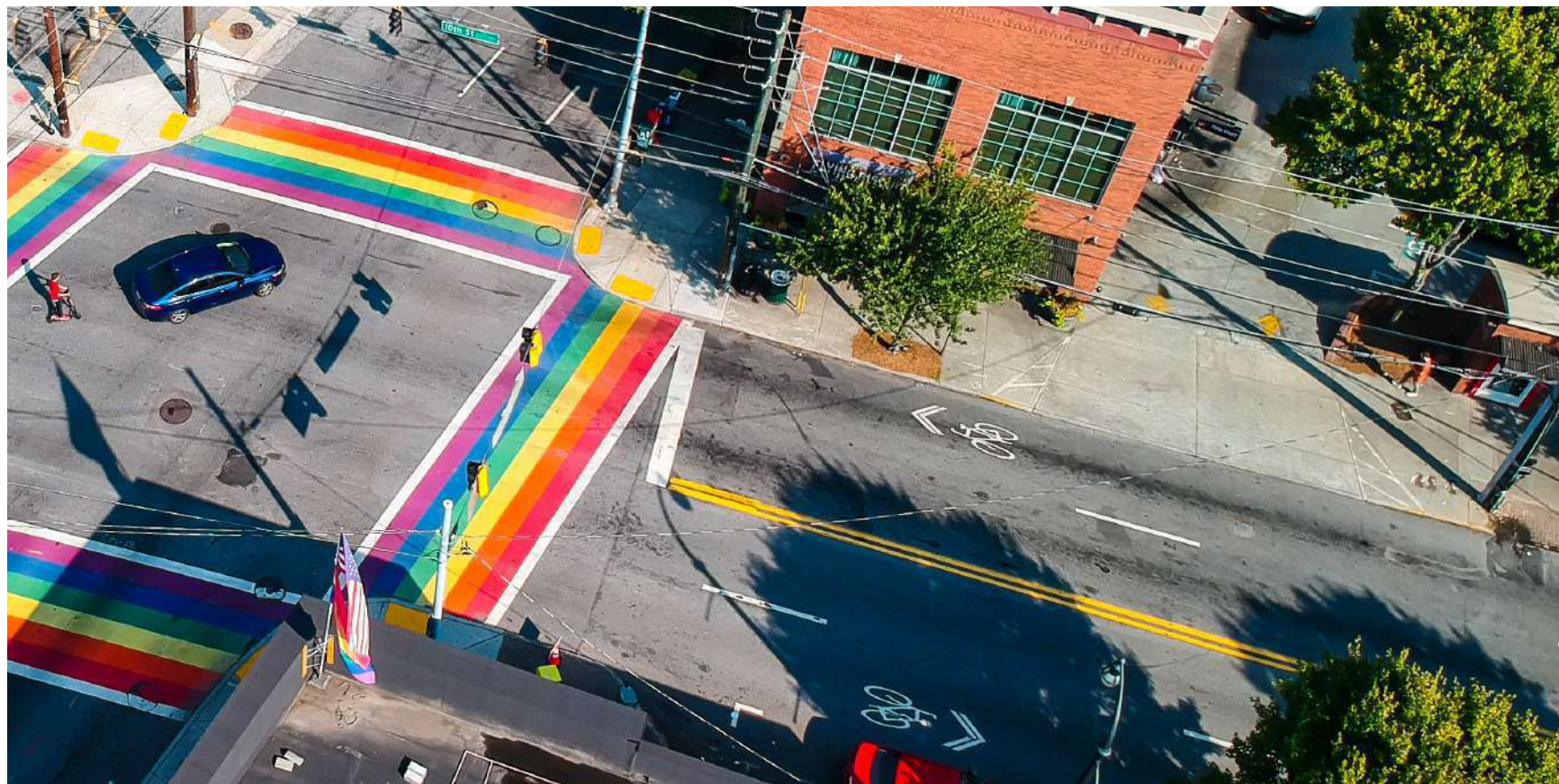


A SAFE, WELCOMING & INCLUSIVE CITY

- Develop a Vision Zero program for Atlanta
- Take every opportunity to make Atlanta's streets safer
- Reduce injuries and fatalities on Atlanta's streets
- Use data to guide Vision Zero street safety interventions
- Develop a safety education and messaging strategy
- Make walking safer and more pleasant
- Make bicycling and micromobility safe transportation options for more Atlantans

THRIVING NEIGHBORHOODS, COMMUNITIES & BUSINESSES

- Build a 21st century transit network for Atlanta
- Manage public parking to balance the diverse needs of Atlanta's merchants, commuters and residents
- Leverage technology and partnerships to better manage congestion
- Make it easier to access jobs and services without a car
- Implement neighborhood-focused interventions that make our communities safer and more vibrant
- Improve the movement of goods through the city



WORLD CLASS EMPLOYEES, INFRASTRUCTURE & SERVICES

- Improve the condition and maintenance of Atlanta's roads
- Make ATLDOT a great place to work
- Recruit a talented and diverse workforce
- Enhance employee safety
- Improve workplace culture and support innovation
- Bring all transportation assets into a state of good repair
- Improve street lighting throughout the city
- Improve the City's response to emergencies

ETHICAL, TRANSPARENT & FISCALLY RESPONSIBLE GOVERNMENT

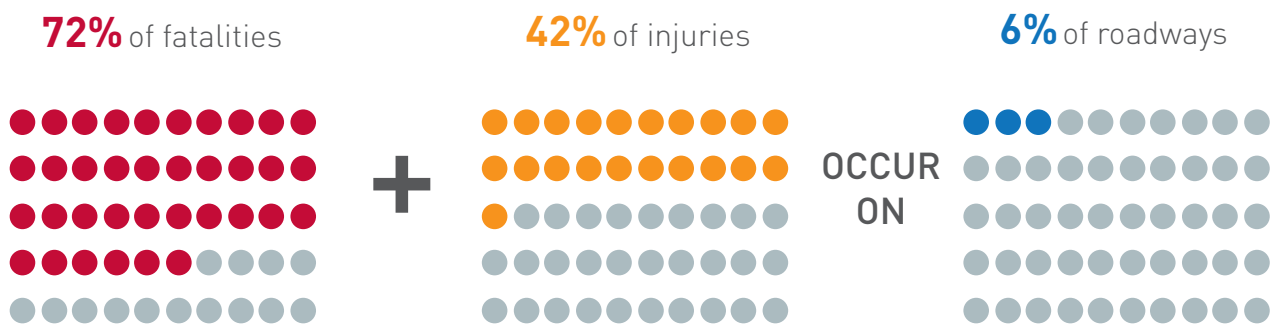
- Plan and distribute resources based on equity, safety and conditions
- Deliver transportation projects faster and more efficiently
- Strengthen regional and local partnerships
- Use innovative tools and methods to communicate with and engage the public
- Make city contracts more competitive and consistent
- Improve departmental coordination of work in the city right of way

ATLANTA'S MOBILITY CHALLENGES

Atlanta’s Transportation Plan, published in 2018, defined the challenges our City’s transportation system faces and that the new ATLDOT is setting out to solve. The goals, strategies and benchmarks detailed in this Strategic Transportation Plan constitute our approach to meeting these challenges head-on and creating a safer, more equitable and more sustainable transportation network for every Atlantan.

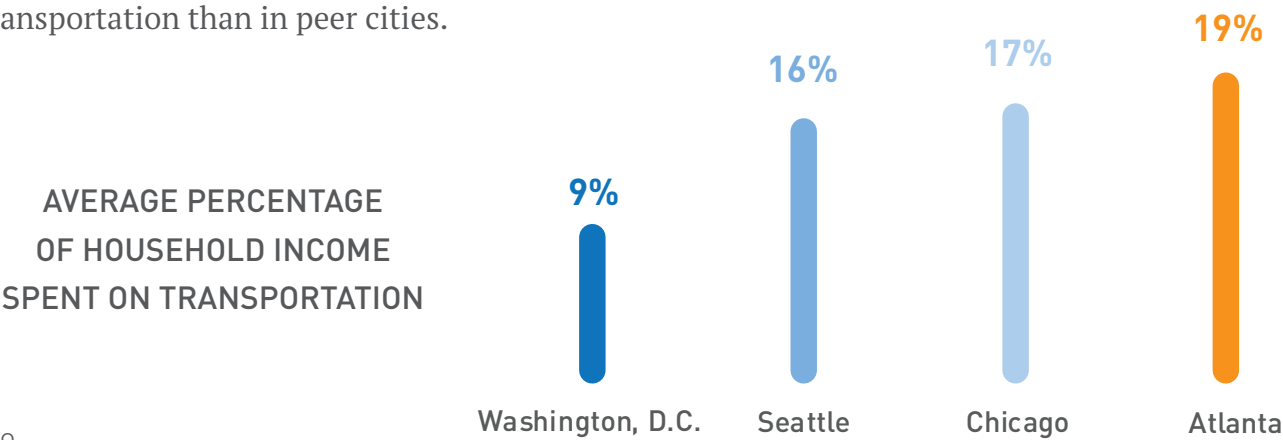
UNSAFE CONDITIONS

Everyone in Atlanta should be able to get to their destination safely, regardless of who they are, how they travel, or where they are going. However, on certain streets and for certain populations, the risk of injury or death is unacceptably high.



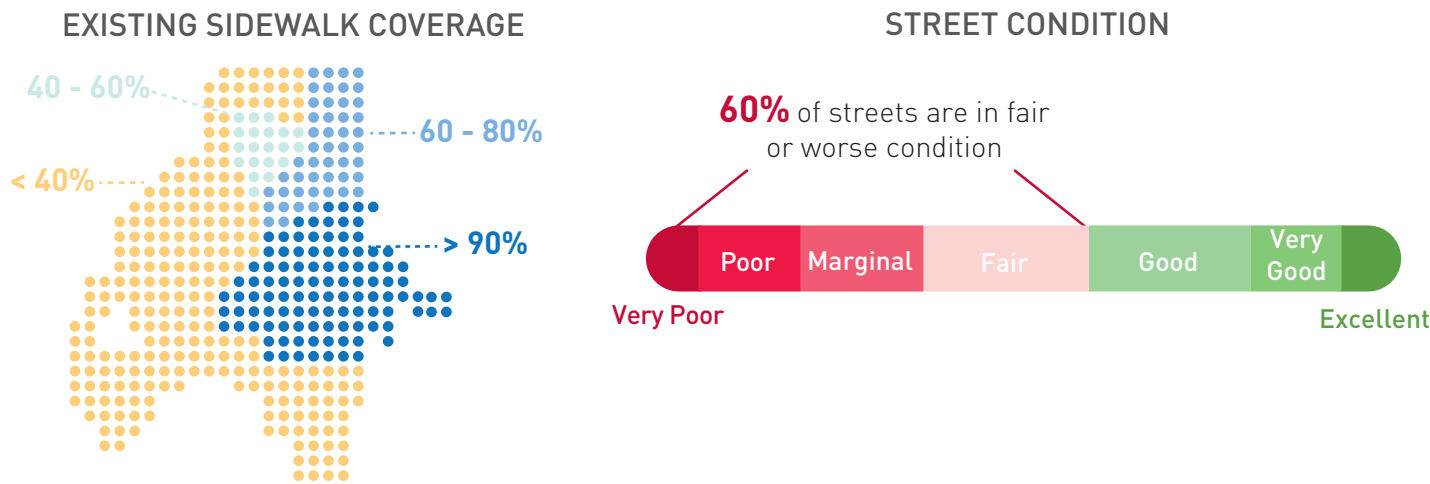
EXPENSIVE TRAVEL

Our reliance on cars leads Atlantans to spend a larger portion of their household budgets on transportation than in peer cities.



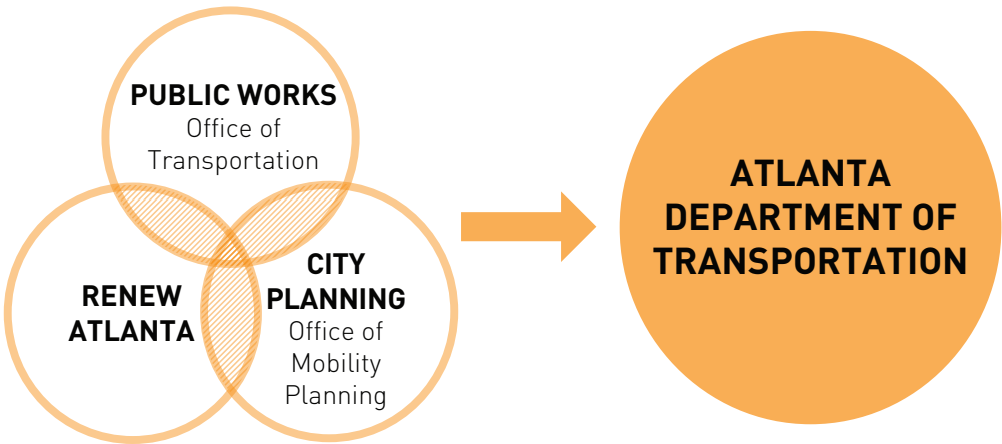
UNEVEN OPPORTUNITIES AND BURDENS

Some of Atlanta’s neighborhoods are frustrated by the lack of basic transportation infrastructure, like pothole-free streets and accessible sidewalks.



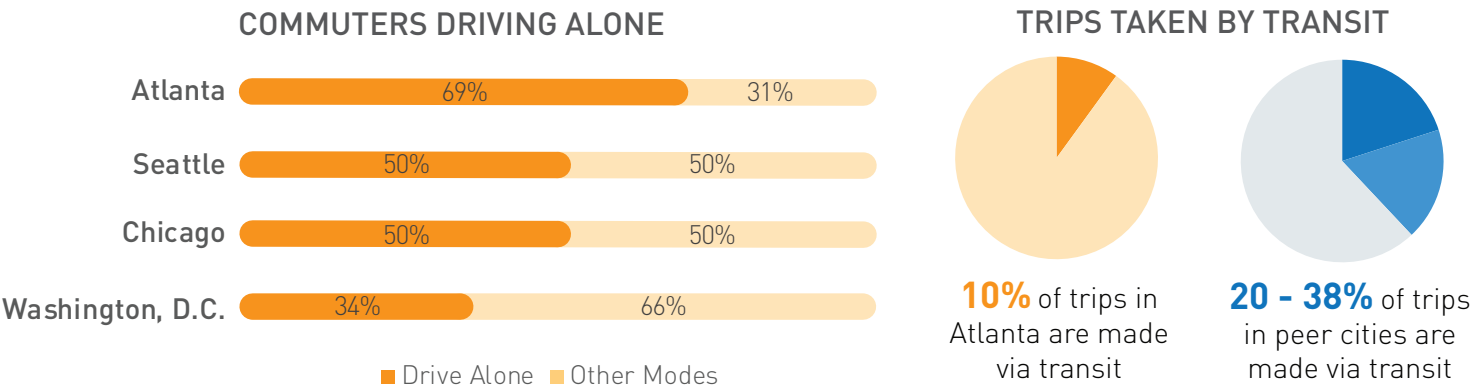
LIMITED EFFICIENCY FROM SILOED OPERATIONS

Different departments and agencies plan, design, construct and maintain transportation projects across the City, complicating coordination and handoffs from one stage to another.



UNPREPAREDNESS FOR GROWTH

As Atlanta welcomes new residents, jobs and visitors, our dependance on cars threatens the City’s ability to effectively accomodate more people and activity.



MAJOR PROJECTS & MOBILITY INVESTMENTS

Over the next three years, Atlanta will begin construction or complete more than \$200 million in key mobility infrastructure projects to support our continued growth.

Major Redevelopments

- 1 Herndon Homes
- 2 740 W. Peachtree
- 3 1105 W. Peachtree
- 4 Turner Field Lots
- 5 Interlock / Tech West
- 6 1350 W. Marietta
- 7 760 Ralph McGill
- 8 The Spur at Centennial Yards
- 9 Pittsburg Yards
- 10 Fort Mac

Moore's Mill Rd. / Wesley Rd.
Signal Operations Upgrade & Safety Improvements

Howell Mill Rd.
Crosswalk Improvements, New Bike Facilities & Signal Operations Upgrade

5th St.
Sidewalk Replacement, ADA Ramps and Crosswalks, Upgraded Bike Facilities & Street Repaving

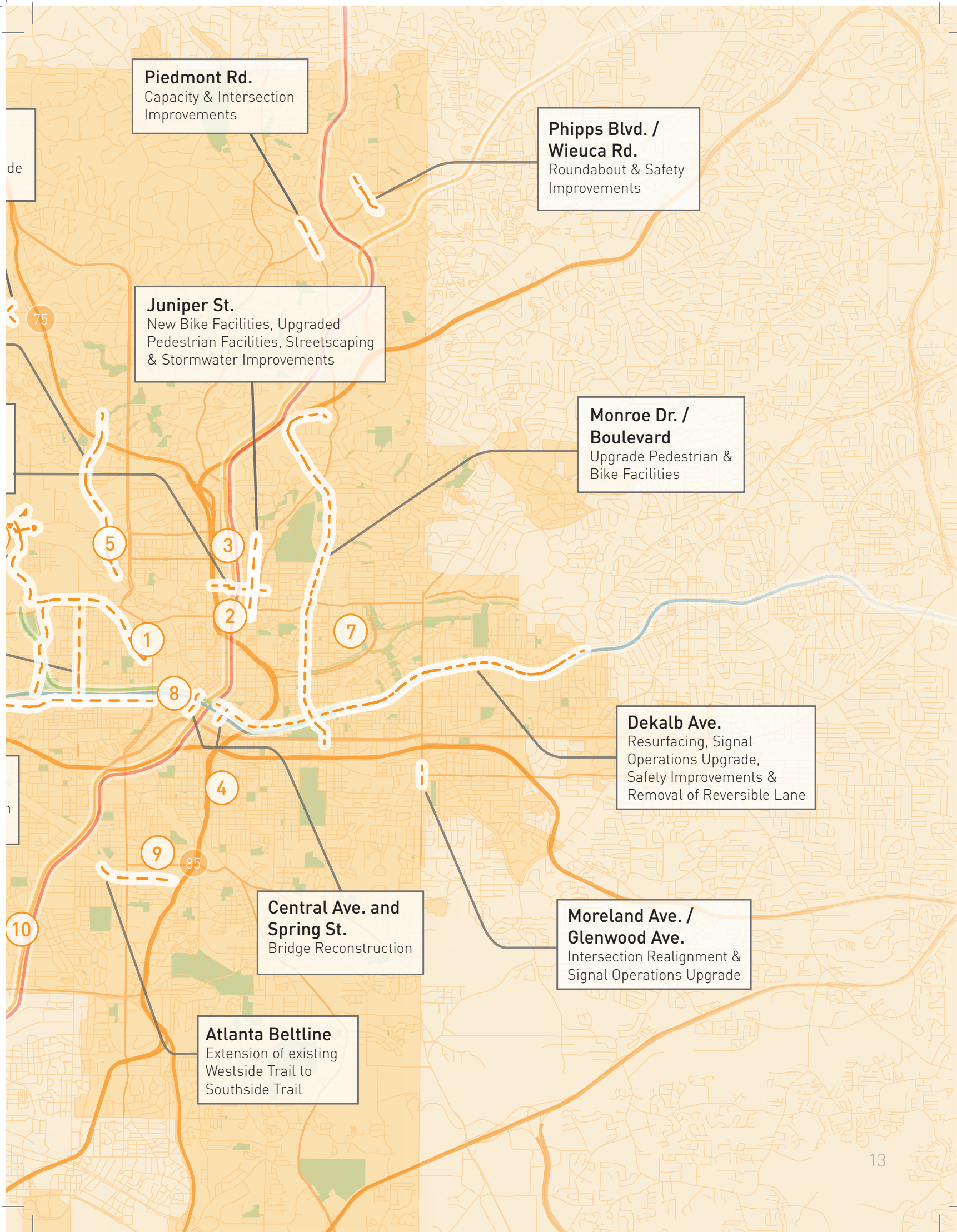
Atlanta Beltline
Westside trail connections

Joseph E. Lowery Blvd.
Upgraded Pedestrian Facilities, Landscaping and Streetlights & Street Repaving

MLK Jr. Dr.
New Bike Facilities, Bus Shelter Improvements, Upgraded Pedestrian Facilities & Street Repaving

Fairburn Rd.
Upgraded Pedestrian & Bicycle Facilities

Cascade Rd.
Sidewalk Replacement, Bike Lanes and Multi-use Trail, Streetlighting & Bus Stop Enhancements



Piedmont Rd.
Capacity & Intersection
Improvements

**Phipps Blvd. /
Wieuca Rd.**
Roundabout & Safety
Improvements

Juniper St.
New Bike Facilities, Upgraded
Pedestrian Facilities, Streetscaping
& Stormwater Improvements

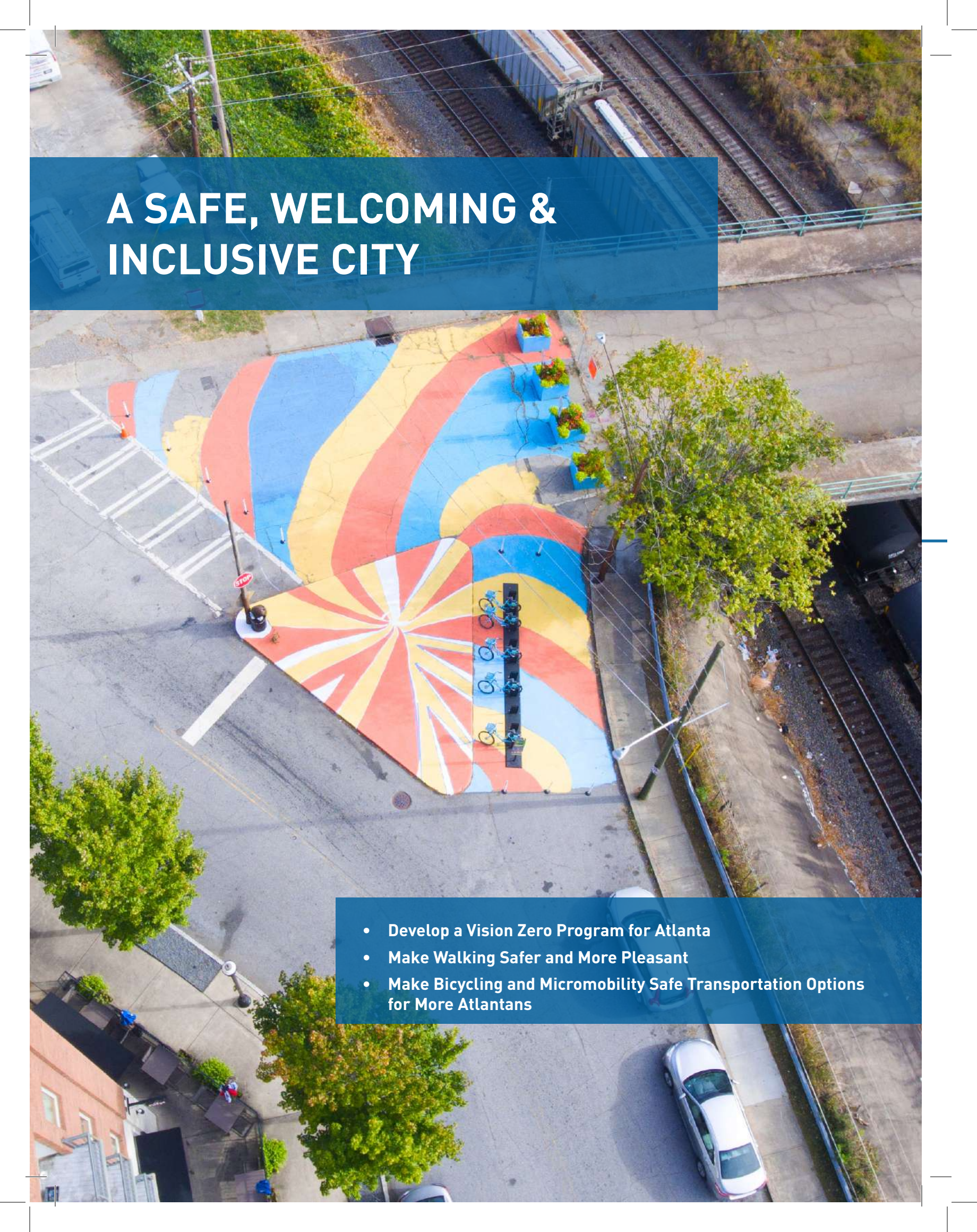
**Monroe Dr. /
Boulevard**
Upgrade Pedestrian &
Bike Facilities

Dekalb Ave.
Resurfacing, Signal
Operations Upgrade,
Safety Improvements &
Removal of Reversible Lane

**Moreland Ave. /
Glenwood Ave.**
Intersection Realignment &
Signal Operations Upgrade

**Central Ave. and
Spring St.**
Bridge Reconstruction

Atlanta Beltline
Extension of existing
Westside Trail to
Southside Trail



A SAFE, WELCOMING & INCLUSIVE CITY

- Develop a Vision Zero Program for Atlanta
- Make Walking Safer and More Pleasant
- Make Bicycling and Micromobility Safe Transportation Options for More Atlantans



PREVENTING CRASHES AND INJURIES ON OUR STREETS AND ENSURING EVERYONE CAN GET TO THEIR DESTINATION SAFELY

For decades, transportation in Atlanta meant only one thing—driving your car, whether to the grocery store down the block, to visit family or to get to a job across town. We designed our streets almost exclusively for automobiles, but in trying to speed up car commutes, journeys only got longer and everyone else using our streets was left at the side of the road. Children struggled to cross busy streets on their way to school. Seniors were forced to push grocery carts along roadways that lack sidewalks. And we mourned too many Atlantans whose lives were ended or irreparably changed by traffic crashes.

With this plan, Atlanta is forging a new road ahead. Traffic safety is a growing public health crisis, but thankfully it is one that our city is ready and able to tackle. This means joining the growing ranks of cities across the country and around the globe in adopting Vision Zero—and

declaring that we will do everything possible to prevent these crashes from happening. From giving pedestrians more time to cross intersections and expanding the Safe Routes to Schools program; to expanding sidewalks where they are needed most and rolling out the bike lane network; to building safety redesigns into road projects by default, these goals and strategies lay out the tools that will make that vision a reality.

And just as critical as changes to the streets will be changing how we evaluate and talk about them, with new standards for safety data and safety education campaigns that highlight the most dangerous behaviors. Through this combination of engineering, enforcement and education, we will deliver streets that work for everyone, no matter how they get around.

DEVELOP A VISION ZERO PROGRAM FOR

ATLANTA: Atlanta is joining a growing network of cities by adopting Vision Zero and the perspective that all fatal crashes on our roads are preventable. From a comprehensive assessment of where and why crashes are happening to the redesign of roadways with high incident rates to safety education campaigns and enforcement, we will lead the fight against crashes that have taken the lives of too many Atlantans.

- Adopt a Vision Zero policy
- Create Vision Zero Action Plan
- Create an ATLDOT safety division to implement the Vision Zero Action Plan

VISION ZERO: TAKE EVERY OPPORTUNITY TO MAKE ATLANTA'S STREETS SAFER: Street safety improvements should not just depend on scarce funding for a major capital project. We can partner with the state, community improvement districts (CIDs) and other stakeholders to incorporate crash-prevention tools into resurfacing, restriping and roadway maintenance programs to make our roads safer by design.

- Adopt and implement street safety design guidelines
- Create a quick-implementation toolbox for road safety interventions
- Partner with Georgia Department of Transportation (GDOT) to improve safety on state-owned corridors in the City
- Prioritize safety in restriping programs

VISION ZERO: REDUCE INJURIES AND FATALITIES ON ATLANTA'S STREETS:

As in many cities, the majority of the crashes on Atlanta's roads happen on a small number of streets, and tackling these locations will be key to the success of Vision Zero. By giving pedestrians more time to cross, improving signal operations and reducing vehicle speeds, we can transform these high-crash corridors and intersections—and ultimately all of Atlanta's streets.

- Redesign high-injury corridors and intersections
- Install leading pedestrian intervals (LPIs) at high-risk intersections to make crossing streets safer
- Create an Atlanta Safe Routes to School (SRTS) Program
- Establish an application-based neighborhood traffic-calming program
- Assess feasibility and effectiveness of reducing speed limits on Atlanta's roads
- Reduce speeding and dangerous driving with automated enforcement cameras in school zones
- Recalibrate signal timing to encourage safe travel speeds

VISION ZERO: USE DATA TO GUIDE VISION ZERO STREET SAFETY INTERVENTIONS:

Understanding where, when and why crashes happen and prioritizing safety interventions at the most critical locations are keys to safer, more equitable streets. By distributing life-saving resources where they are most needed, we can prevent crashes and injuries and make walking to school or transit an attractive and affordable option for everyone.

- Expand ATLDOT's data-collection capabilities
- Access new sources of traffic safety data to better prioritize projects
- Coordinate with Atlanta Police Department (APD) to enhance crash reporting procedures

VISION ZERO: DEVELOP A SAFETY EDUCATION AND MESSAGING STRATEGY:

Education is a crucial piece of the safety equation. By teaching all Atlantans about the biggest risks on the roadway, including speeding, failure to yield and other dangerous driving, we can encourage everyone to play their part in making our streets safe for all.

- Share safety data and project metrics with the public
- Create a safety education program at ATLDOT



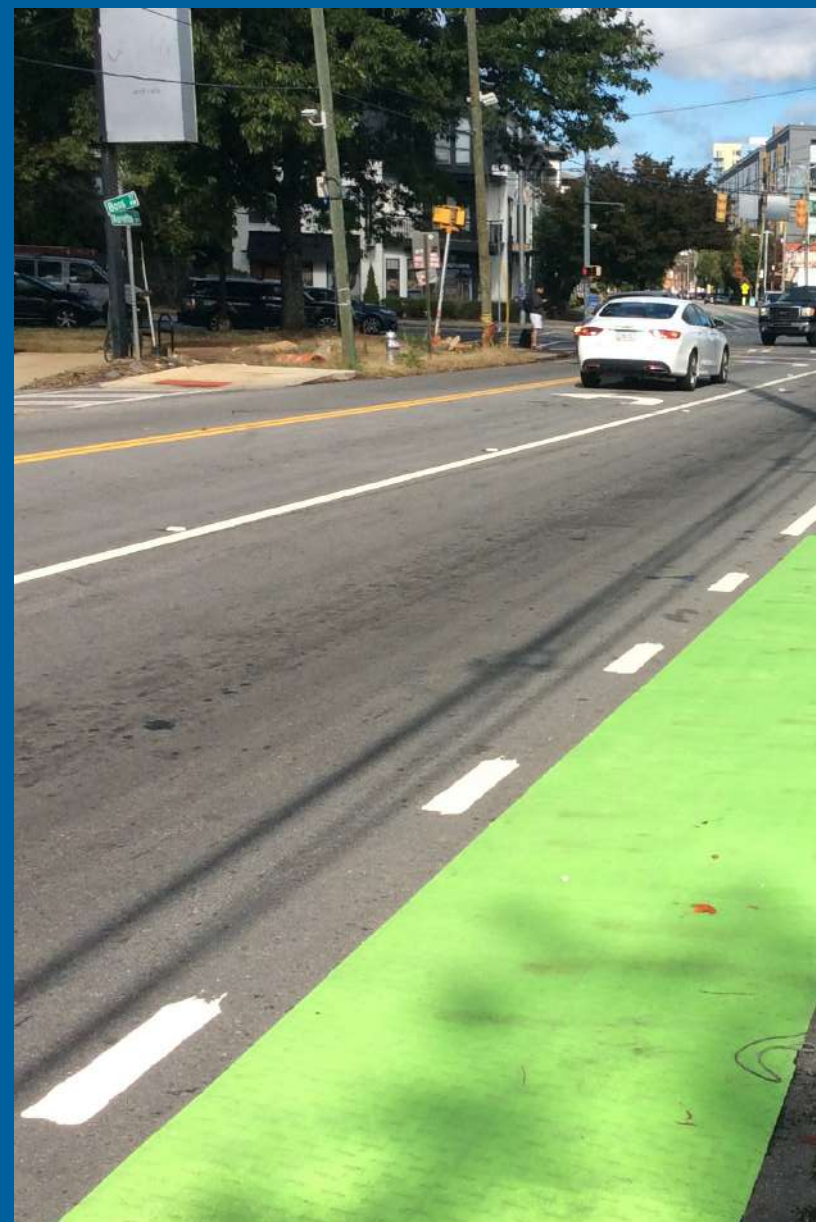
COMBINING FORCES, RESOURCES FOR A SAFER AND MORE MULT

Sometimes road projects slip through the cracks in the asphalt. At Marietta Street's intersection with Northside Drive, wide lanes encouraged speeding through the intersection, making it a hotspot for traffic crashes and hostile environment for people walking or riding bikes. Along 1.6 miles of Marietta, a lack of proper resurfacing over the years had left the road unable to drain water from storms, sometimes flooding streets and local businesses.

Fixing Marietta was not just a matter of sending out a paving crew or repainting its worn lanes and crosswalk markings. It required a coordinated approach across agencies to take a fresh look at the intersection and work together to fix the street's underlying issues.

The Renew Atlanta team redesigned the street, adding bike lanes, simplifying driving lanes and working closely with GDOT, which operates the traffic signals at Northside Drive, to make the intersection safer for everyone, including people walking and riding bikes. Renew also engaged the Department of Watershed Management to alleviate flooding along the road. The three agencies collaborated on different design alternatives, speeding up implementation and making sure the final design met the needs of all street users—and of each agency.

This coordination delivered a safer and more functional street for Atlantans, with more clearly defined lanes for people driving and biking. Marietta Street also provides a blueprint for how



MULTIMODAL MARIETTA STREET

the City can implement future Vision Zero projects quickly even when a project entails complex multimodal goals and requires collaboration with other agencies.



MAKE WALKING SAFER AND MORE PLEASANT:

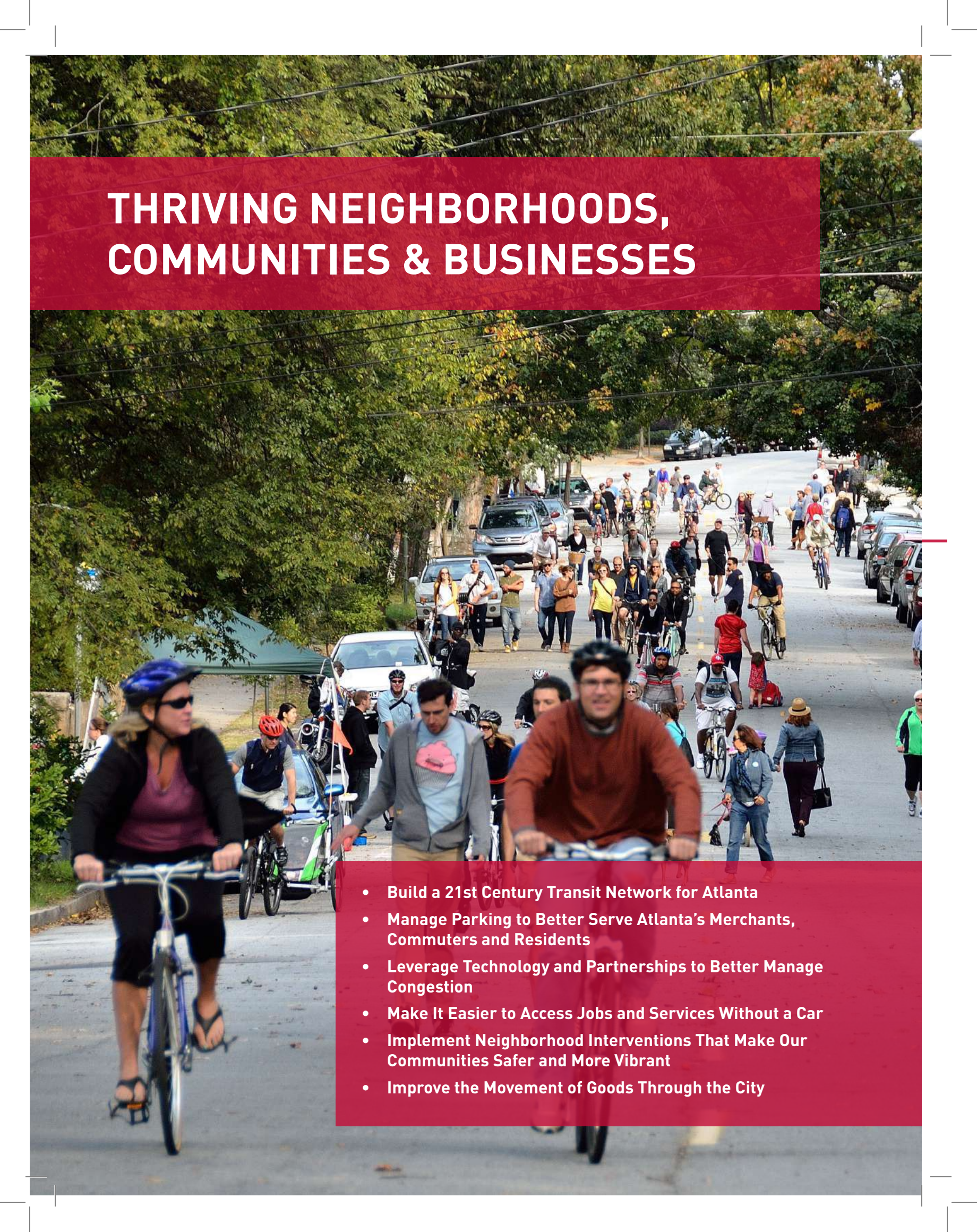
A safe, welcoming and inclusive city is one where people of all ages and abilities can walk where they need to go without needing a car for every trip. Whether you are heading to a MARTA station, bus stop, school, park, store or restaurant, a reliable sidewalk network is essential to make walking an attractive and dignified option for every Atlanta neighborhood.

- Build sidewalks where they are needed most
- Establish new funding mechanisms to build and repair sidewalks
- Reduce damage to sidewalks and crosswalks during private construction and maintenance
- Add or improve pedestrian lighting

MAKE BICYCLING AND MICROMOBILITY SAFE TRANSPORTATION OPTIONS FOR MORE ATLANTANS:

From the Beltline to protected bike lanes to more inviting neighborhood and main streets, Atlanta has already shown it can make biking a safe and enjoyable way to get around the city. By implementing Cycle Atlanta 2.0 and taking our cycling network to the next level, we can build a true alternative to driving in Atlanta.

- Expand the on-street bike lane network
- Implement Cycle Atlanta 2.0
- Partner with GDOT to build bike infrastructure on state routes
- Improve the maintenance of bike infrastructure
- Expand the installation of bike racks and micromobility parking areas



THRIVING NEIGHBORHOODS, COMMUNITIES & BUSINESSES

- Build a 21st Century Transit Network for Atlanta
- Manage Parking to Better Serve Atlanta's Merchants, Commuters and Residents
- Leverage Technology and Partnerships to Better Manage Congestion
- Make It Easier to Access Jobs and Services Without a Car
- Implement Neighborhood Interventions That Make Our Communities Safer and More Vibrant
- Improve the Movement of Goods Through the City



ENSURING ALL ATLANTANS HAVE EQUITABLE ACCESS TO WORLD- CLASS STREETS, RELIABLE TRANSIT AND EFFICIENT, AFFORDABLE TRANSPORTATION OPTIONS

Atlanta is growing. From the emerging Centennial Yards to new apartments sprouting in the West End, our city is welcoming new jobs and new neighbors by the day. But to ensure that our entire city has equitable access to new employment and other opportunities, it is not enough to upgrade the urban infrastructure we all rely on today. As car travel becomes more expensive and congestion remains a challenge in our expanding city, we also need to provide new transportation options for getting people where they need to go.

A transit network that meets the needs of 21st century Atlantans is key to meeting that goal. We are committed to working closely with MARTA to improve and expand our transit network, developing tools that can help transit riders move faster through traffic and delivering a once-in-a-generation \$3 billion

investment to bring Atlanta More MARTA. With these strategies we can shift transit from a last resort into a top transportation choice for Atlantans.

We can also unlock the potential of our streets with better management of our parking and freight systems and targeted neighborhood improvements. Together, these goals will also make it easier and more affordable for everyone to get to their homes or schools, jobs or small businesses by car or bus, walking, biking or scooting – all while leaving the car keys at home. When everyone in this city has the option to choose how they travel, we can say that we are truly One Atlanta.

BUILD A 21ST CENTURY TRANSIT NETWORK FOR ATLANTA:

Atlanta's continued growth and success depends on equitable and affordable access to jobs, schools and services. A connected, reliable transit network that puts all residents within a short walk from a stop or station can help us achieve that goal. From expanded infrastructure to amenities for riders, we will work closely with MARTA to build the transit network every Atlantan deserves.

- Improve the bus network to connect more Atlantans to jobs and services
- Make bus service faster and more reliable
- Reduce bus delay at stops and intersections
- Provide real-time bus arrival info and other amenities at transit stops and stations
- Collaborate with MARTA to improve customer satisfaction and better inform riders

MANAGE PARKING TO BALANCE THE DIVERSE NEEDS OF ATLANTA'S MERCHANTS, COMMUTERS AND RESIDENTS:

Parking is an important part of the journey for many people, but as Atlantans chose new ways of getting around, we need to ensure that the designs of our streets serve everyone using them. By using our valuable curb space and real estate more efficiently, we can improve access and reliability for drivers while opening up new opportunities for people on transit, foot, bike or scooter.

- Use legislation and incentives to reduce the footprint of parking in Atlanta
- Increase flexibility of curb space using paid on-street parking
- Implement an online residential parking permit platform



LEVERAGE TECHNOLOGY AND PARTNERSHIPS TO BETTER MANAGE CONGESTION:

As we provide new options for Atlantans to get around, we will ensure that preventing crashes and congestion will be a core mission for ATLDOT. With new technologies and engineering solutions coming online, we have the tools to keep our streets moving and equip our department for the future.

- Improve traffic signal operations in partnership with GDOT
- Enhance Atlanta's Traffic Control Center (ATCC) capabilities
- Champion innovative ideas to improve mobility through technology

MAKE IT EASIER TO ACCESS JOBS AND SERVICES WITHOUT A CAR:

As long as it is easier to access jobs with a car rather than with transit, those who can afford to drive will make that logical choice. By instead providing new opportunities and incentives for getting to destinations without having to drive, we can help people save time and money while opening up valuable streetspace for safer, more sustainable transportation options for all.

- Work with partners to improve liveability and mobility through more multimodal streets
- Set and track goals for increasing walking, biking and transit use
- Launch citywide Transportation Demand Management (TDM) program
- Develop a City of Atlanta employee TDM program and increase transit ridership
- Expand new mobility options
- Develop a unified payment system with partner transit agencies



MORE MARTA'S FIRST LIGHT RAIL PROJECT: EASTSIDE STREETCAR EXTENSION TO PONCE CITY MARKET

The Atlanta Streetcar System Plan, adopted by the City Council in 2015, outlined a vision for a citywide network of streetcars. The plan leverages the existing Atlanta Streetcar route and the Atlanta BeltLine projects as the foundation for an expanded system reaching more people in more neighborhoods. The full build-out of the Streetcar System will include multiple crosstown routes that integrate seamlessly with the Atlanta BeltLine corridor and the regional MARTA system.

In 2016, Atlanta voters approved a half-penny sales tax for transit expansion in the City. This More MARTA funding, in conjunction with previous and continuing investments by the City of Atlanta and Atlanta BeltLine Inc., will accelerate the building of 22 miles of new streetcar lines.

One of the first investments with this new revenue source is the eastward expansion of the existing Atlanta Streetcar to the BeltLine East corridor, and northward along the corridor to Ponce de Leon Avenue. This expansion is also the first step in fulfilling the plan's goals of increasing transportation options, and sparking economic and community development. The expanded streetcar will extend the reach of the rail

network and better connect neighborhoods with jobs, advancing support the City's equity and affordability goals.

The East Streetcar expansion will be the first rail project construction in the More MARTA priority program, and the strategies to implement it can support ATLDOT and the City's active transportation, safety and equity goals while making the city a better place to live.



IMPLEMENT NEIGHBORHOOD INTERVENTIONS THAT MAKE OUR COMMUNITIES SAFER AND MORE VIBRANT:

From the CIDs to the universities to partners such as the Beltline, we all want Atlanta to be greener and safer, more beautiful and more sustainable. Through expanded placemaking programs, neighborhood greenway connections and a growing network of multimodal corridors, we are committed to building on successful partnerships and achieving our shared vision of One Atlanta.

- Expand Atlanta's application-based placemaking program
- Connect more neighborhoods by expanding the multi-use trail network

IMPROVE THE MOVEMENT OF GOODS THROUGH THE CITY:

As online shopping and other expanding freight needs take up an increasing share of our valuable street space, we need to balance the movements of people and the movement of goods in Atlanta. From the Cargo Atlanta Plan 2.0 to new commercial parking permits, we are developing the tools needed to ensure both our businesses and our streets can thrive in a growing city.

- Improve Atlanta's curbside management program
- Improve access to loading zones in Downtown and Midtown
- Create a commercial parking permit program
- Convert commercial metered spaces to loading zones at specific times of day
- Improve the clarity and enforceability of the truck route network



A man wearing a blue hard hat and a yellow safety vest over a dark blue shirt stands in front of a chain-link fence. He has a lanyard with an ID badge around his neck. In the background, there is a construction site with a red scissor lift and some concrete structures under a blue sky with light clouds.

WORLD CLASS EMPLOYEES, INFRASTRUCTURE & SERVICES

- Improve the Condition and Maintenance of Atlanta's Roads
- Make ATLDOT a Great Place to Work
- Recruit a Talented and Diverse Workforce
- Enhance Employee Safety
- Improve the City's Response to Emergencies
- Improve Street Lighting Throughout the City
- Implement an Asset Management Plan to Improve City Infrastructure



SETTING OUR NEW TRANSPORTATION DEPARTMENT UP FOR SUCCESS WITH TALENTED, WELL-EQUIPPED EMPLOYEES AND ENHANCED INFRASTRUCTURE TO KEEP US MOVING

By combining new investments in our roads with the creation of the first department solely dedicated to transportation in the 170-year history of this city, we have a once-in-a-lifetime opportunity to transform how we travel from place to place. But it is not enough to keep physical infrastructure in good repair; a truly equitable city needs to ensure that the dedicated men and woman that maintain our transportation network every day are equipped to deliver results on Atlanta's streets.

The goals and strategies here will help us build in a commitment to success at ATLDOT from the start. From redoubling our efforts to attract and maintain a talented workforce, to job training and safety enhancements that encourage employees to build careers in the public sector, to workplace safety enhancements and improved emergency response, we can build a workplace

where everyone—from managers to roadway maintenance crews—are encouraged to innovate and improve this city's transportation network.

We will also provide staff with the tools and equipment they need to ensure that our roads and sidewalks remain a reliable foundation for a growing city. Using enhanced technology and more efficient operations, ATLDOT employees will be able to seamlessly monitor street lighting, traffic signals and other critical infrastructure, targeting their time and effort where it is needed most and keeping us safe. With a department that puts people first, we can ensure that every neighborhood receives the city services and infrastructure investment that it deserves.

IMPROVE THE CONDITION AND MAINTENANCE OF ATLANTA'S ROADS:

We all depend on Atlanta's roads to get us where we want to go. By doubling down on our repair program and identifying new tools to fund the road work we need, we can keep our roadways in good repair and keep everyone using our streets safe.

- Invest in the repair and resurfacing of Atlanta's roads
- Maintain a highly-responsive pothole operations team
- Evaluate the establishment of future roadway fees to reinvest in local roadway maintenance

MAKE ATLDOT A GREAT PLACE TO WORK:

The women and men of ATLDOT are the ones we depend on every day to make our city run. From improved access to employee benefits to expanded recognition of model employees, we are committed to building an agency that will make everyone at ATLDOT proud.

- Reorganize existing city transportation organizations into the new ATLDOT
- Make employee compensation more competitive
- Promote work-life balance through flexible work schedules and teleworking options
- Expand employee use of the student loan forgiveness program
- Enhance and advertise employee benefits
- Develop and improve existing employee recognition programs

ATLDOT: IMPROVE WORKPLACE CULTURE AND SUPPORT INNOVATION:

Great ideas do not always come from the top, and no one knows what our transportation network needs better than the people who design and build our streets. With enhanced employee survey tools, access to training and technical expertise and openness to new ideas, we will instill innovation into the foundation of ATLDOT.

- Develop and conduct an employee survey
- Assess existing departmental strengths and weakness
- Develop a comprehensive succession planning model
- Create a regular forum to share ideas on improving the workplace
- Expand the employee and manager training curricula
- Improve ATLDOT staff technical expertise
- Improve and streamline the new employee on-boarding and exit interview processes

RECRUIT A TALENTED AND DIVERSE WORKFORCE:

To build streets that work for all Atlantans, we need a workforce that reflects all of Atlanta. Through a clear value statement and a commitment to finding and training great employees, we will demonstrate that ATLDOT is ready to improve not just every street in this city, but every community as well.

- Establish agency-wide mission and values
- Set hiring performance measures
- Attract strong and diverse candidates
- Expand the existing intern, scholarship and apprenticeship programs

ENHANCE EMPLOYEE SAFETY: With Vision Zero, we are making it clear that we will not accept any crashes or injuries on our streets, and that starts with our ATLDOT employees. The men and women in this agency who work on our roads put their lives on the line, and with enhanced training and collaboration with contractors, we will keep them safe as they work to keep this city moving.

- Provide all necessary training and recertification courses to employees
- Update and clarify contractor safety requirements
- Establish a safety committee to promote a safe and healthy work environment

IMPROVE THE CITY'S RESPONSE TO EMERGENCIES: Our climate is warming, but we cannot let changing weather patterns bring our city to a screeching halt. We are updating ATLDOT's emergency response plans to ensure our streets will be ready when Atlantans need them.

- Update Atlanta's emergency response plan and procedures
- Enhance the City's ability to respond to weather related-events.
- Develop plan for emergency response to roadway failures



DELIVERING ON SUPER BOWL LIII

As the host of the 2019 Super Bowl, Atlanta needed to make significant technology and infrastructure upgrades in order to handle the more than 500,000 visitors expected to flock to downtown for the big game and for dozens of pre-game events. In preparation, the City kicked off a partnership with GDOT and rapidly installed more than 50 traffic monitoring cameras, 40 vehicle detection units to measure congestion, four flashing yellow turn signals and other upgrades at strategic downtown intersections. This collaboration allowed the City to bring in additional staff, streamline the time it took to obtain equipment and to meet the rapidly evolving traffic plans proposed by the Super Bowl Host Committee. The project team was even able to add upgraded

cyber security measures at 81 intersections in response to a request from the US Department of Homeland Security just one month before game day.

These preparations kept the city moving in the run-up to the game, and were an example of successful collaboration among fellow agencies and the private sector. The exercise also provided a real-world playbook for ways to improve the contracting, procurement and other project-delivery processes discussed elsewhere in this plan. Building on this achievement, the ATLDOT will be equipped to bring the same focus on efficiency, coordination and adaptability to deliver similar results on streets across the city.



IMPROVE STREET LIGHTING THROUGHOUT THE CITY:

As crucial as traffic safety is to residents, we know that their physical safety as they walk, bike or drive is just as important. By enforcing stronger street light standards for developers, reducing maintenance costs and updating technology, we will not only reduce climate emissions, but also light the way for every Atlantan to get where they need to go.

- Bring Atlanta's street lights into a state of good repair
- Enforce street lighting standards related to private development
- Establish a streetlight fee to fund lighting equipment and maintenance
- Standardize street light equipment to reduce maintenance costs

IMPLEMENT AN ASSET MANAGEMENT PLAN TO IMPROVE CITY INFRASTRUCTURE:

Our agency is committed to bringing new innovations to Atlanta's streets, but getting the nuts and bolts of transportation infrastructure repair right will always be central to our mission. We are upgrading our asset- and work-tracking systems, stepping up our maintenance efforts on signals and bridges and expanding our equipment arsenal to ensure our evolving transportation network always stands on a solid foundation.

- Ensure sufficient staffing to maintain the City's transportation assets
- Roll out a centralized asset and work management system
- Provide staff with the necessary equipment and materials
- Improve the maintenance of signals
- Create a long-term bridge maintenance and replacement plan
- Improve inter-agency coordination on stormwater equipment maintenance



ETHICAL, TRANSPARENT & FISCALLY RESPONSIBLE GOVERNMENT

- 
- Plan and Distribute Resources Based on Safety, Equity and Mobility Conditions
 - Deliver Transportation Projects Faster and More Efficiently
 - Strengthen Regional and Local Partnerships
 - Use Innovative Tools and Methods to Communicate with and Engage the Public
 - Make City Contracts More Competitive and Consistent
 - Improve Departmental Coordination of Work in the City Right of Way



CREATING A NEW VISION FOR MOBILITY IN ATLANTA AND PROVIDING EVERY COMMUNITY WITH AN OPPORTUNITY TO RESHAPE THEIR STREETS

As ATLDOT works to develop a 21st century transportation system, we are committed to being clear about our goals and honest about the choices guiding them, transparent and ethical in our contracting and negotiating and open to ideas and voices from the entire city.

The goals and strategies in this chapter are all designed to help the City communicate its transportation vision and goals more clearly to our regional and local partners and become a more transparent and cooperative customer-driven agency in our neighborhoods. With our fellow agencies like the Atlanta Regional Commission (ARC), GDOT and our CIDs, we can work together to establish shared goals for our streets and pilot new tactics for making improvements immediately where they are needed the most. For contractors and others in the private sector, we will reshape how the City

does business with more efficient contracting procedures, standardized street design guidelines and updated project management procedures so we can deliver results on time and on budget.

And we will rewrite the script we use to talk with citizens, finding new ways for them to contribute to the work that we are doing—from online tools to in-person ride-alongs—and ensure that neighborhood input and local needs are built into our projects from the start. With city agencies and city residents working together, we can make transparency, equity and community engagement the foundation of every transportation project, transforming not just our streets, but also our communities.

PLAN AND DISTRIBUTE RESOURCES BASED ON SAFETY, EQUITY AND MOBILITY CONDITIONS:

As we build a new agency that will bring a unified vision to our streets, we also need to ensure that we are breaking down barriers between communities so that all Atlantans can safely get where they need to go. By building a citywide sidewalk network and embedding safety and equity goals into roadway maintenance and capital plans, we can help put all Atlantans on the road to a better future.

- Incorporate One Atlanta goals into the roadway paving prioritization program
- Provide safe sidewalks in all neighborhoods
- Update the Capital Improvement Program (CIP) to reflect neighborhood needs

DELIVER TRANSPORTATION PROJECTS FASTER AND MORE EFFICIENTLY:

At ATLDOT, we know that we cannot just focus on how mobility will improve in the future; we need to deliver for the people of this city today. That is why we are not just building safer streets—we are also building trust, through a commitment to updating our project management procedures, upgrading the tracking technology we rely on and slashing costs and delays.

- Develop a standard palette of materials for transportation projects
- Create a transportation project management manual
- Establish a citywide, integrated project management software platform
- Develop innovative technology solutions to project delivery issues



STRENGTHEN REGIONAL AND LOCAL PARTNERSHIPS:

As the center of a fast-growing region, we can chart a course to a more sustainable transportation system, but we need our partners to help us get there. Through enhanced collaboration with GDOT and other sister agencies, we can help make our shared vision for our streets into a reality.

- Develop a unified ATLDOT voice to clearly represent Atlanta's interests with regional stakeholders
- Partner with GDOT to develop new tools for measuring mobility
- Increase funding from external sources
- Support partners to more effectively deliver projects within the City of Atlanta
- Develop an agency-wide blueprint for public engagement and communication

USE INNOVATIVE TOOLS AND METHODS TO COMMUNICATE WITH AND ENGAGE THE PUBLIC:

The transportation challenges facing Atlanta may be citywide, but all street design decisions are local. So as ATLDOT expands its mission, citizens will play a crucial role. From expanded opportunities for one-on-one discussion to improved online tools for sharing questions and concerns, we will ensure that communication with ATLDOT is a two-way street.

- Create a visual identity and web presence for ATLDOT
- Develop a 'DOT Academy' to educate the public and elected officials on the transportation decision-making process
- Develop a strategy to increase participation from non-traditional stakeholders
- Expand the 'Ride Along' program
- Improve responses to ATL311 transportation inquiries
- Better track and respond to community comments





CHANGING ATLANTA'S PERSPECTIVE WITH SHIFT ATL

In December 2018, the City Council of Atlanta voted to approve Atlanta's Transportation Plan (ATP). The ATP's message is clear: In order to accommodate projected growth while becoming more affordable, resilient and equitable for all people, the city must reduce its dependence on automobiles. SHIFT ATL provides a data-driven framework to evaluate the state of car-dependence across the city and to guide an equitable infrastructure investments we need to address it.

This map represents the outcome of the first SHIFT ATL analysis. Each color-coded section of the city represents a Neighborhood Statistical Area as defined by the Atlanta Regional Commission. Areas that have been

determined to have the most potential for more walkable, bikeable and transit-accessible trips are darker in color, and include Downtown, Midtown, West End and Capitol View/Capitol Manor. SHIFT ATL can now help us answer questions like: What steps can we take to help other areas become less car-dependent? How do we connect these areas together in a way that provides more choices for getting to work or school?

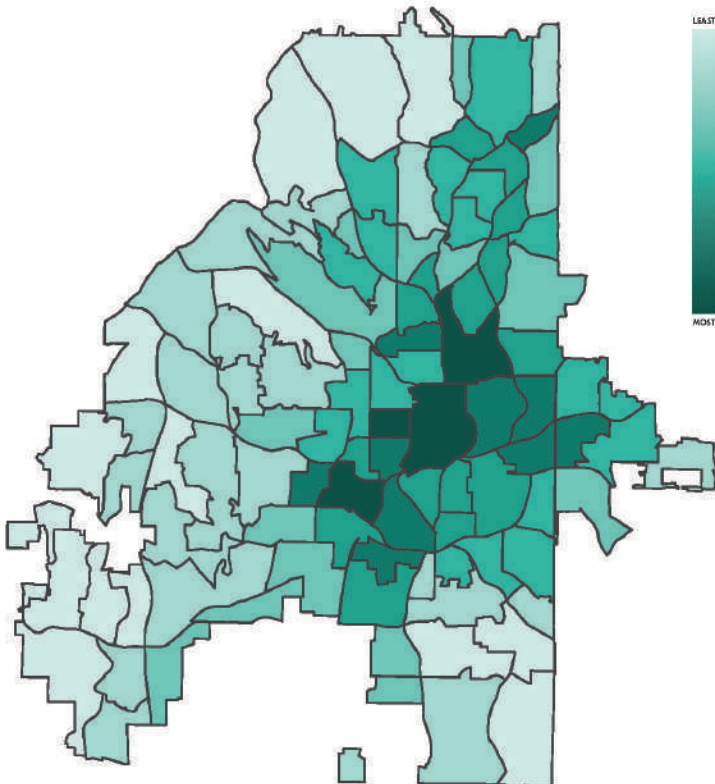
There will not be one-size-fits-all answers. But by building on the work done with SHIFT ATL, ATLDOT can balance our immediate transportation concerns new priorities and programs that shift the ways Atlanta moves.



MAKE CITY CONTRACTS MORE COMPETITIVE AND CONSISTENT:

Just as our fellow agencies are crucial to the city's success, our partners in the private sector will play a key role in rebuilding Atlanta's transportation infrastructure. That is why we are committed to being responsible, reliable business partners, with streamlined contracting systems, more efficient partnerships and new ways of working with companies big and small to spark innovative ideas for our streets.

- Expand the pool of qualified contractors
- Use on-call contracts to provide fast access to vendors with the right skills
- Pilot design-build contracting



This map represents the outcome of the first SHIFT ATL analysis. The darker shading indicates areas with more potential for walkable, bikeable and transit-accessible trips.

IMPROVE DEPARTMENTAL COORDINATION OF WORK IN THE CITY RIGHT OF WAY:

Though we now have one voice on transportation for the first time in our city's history, we know we are never in this alone. By improving our permit tracking tools and setting higher standards for everyone involved in the right-of-way, we can cut costs and conflicts and speed up the critical infrastructure improvements this city needs without slowing Atlantans down.

- Map all projects and permits in Peach Portal to allow residents to see and track transportation projects
- Establish a centralized Street Works Protocol
- Update the Atlanta Tree Protection Ordinance to reduce costs while improving the citywide tree canopy

RESIDENTS EQUIPPED FOR SUCCESS

1405

marta





This plan is not just about creating a new agency. It is about focusing our efforts to improve the way the transportation system works for every Atlantan every day. We must protect our children and seniors from traffic violence. We can build a better sidewalk network so everyone can get where they need to go, by foot or wheelchair or stroller. And we will give Atlantans real choices about how to get where they need to go, whether by bus or bike, car or scooter. Being late for a job interview or medical appointment because you were stuck in traffic, or because you have to walk too far to get to a reliable train or bus, is simply not acceptable.

One key to progress is to ensure that our resources go where they are needed most. We can prioritize the intersections and corridors that see the most crashes and fatalities. We can build sidewalks that connect more residents directly to transit, especially in neighborhoods where bus or rail service is a lifeline. And we can redesign and resignalize streets that are overly congested or that encourage drivers to speed.

Our goal is for Atlanta residents to be equipped to succeed at every opportunity. Everyone relies on the streets and sidewalks to get to jobs, schools and homes, and this plan delivers a more responsive, resilient and reliable transportation system to get them where they need to go.

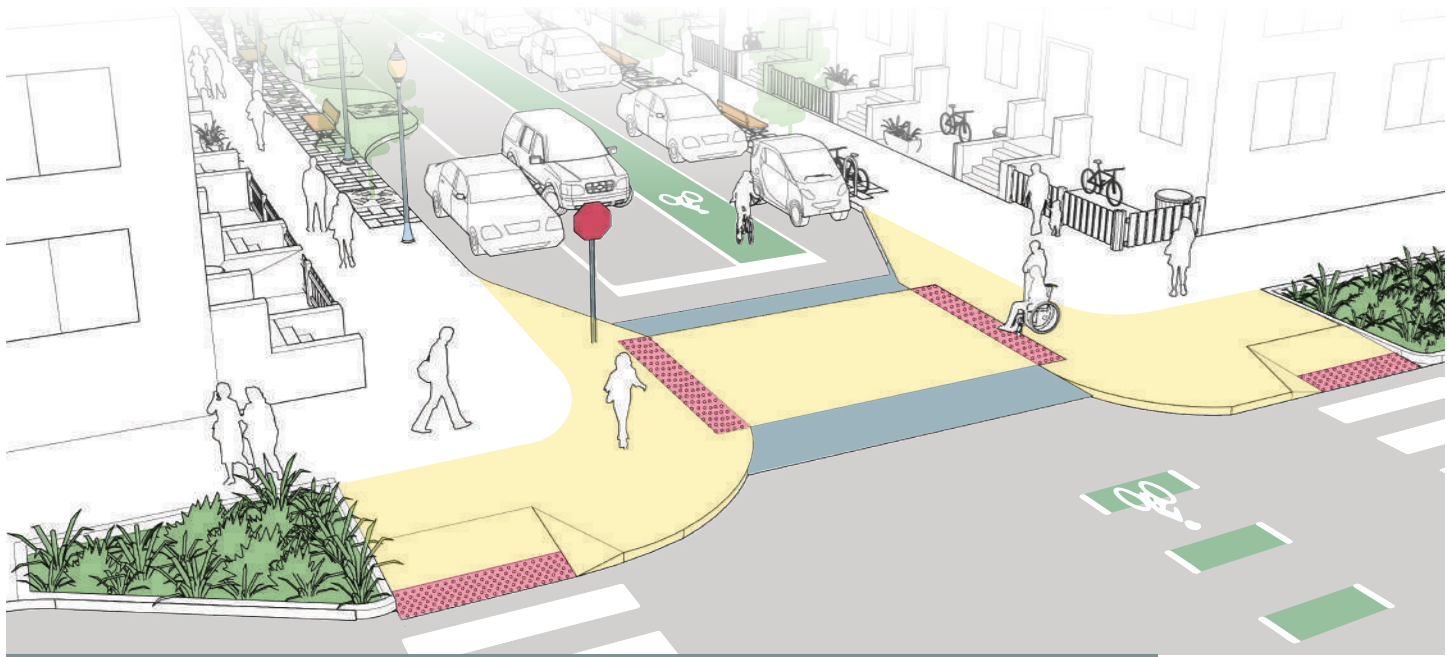


Wykeshia Howe
RESIDENT

“My neighborhood had no sidewalks, none whatsoever. My kids’ school is only a block away from our home but we have to cross two busy streets to walk there, so we drive instead. I don’t know what we have to do, but we have to get people to understand that pedestrians must be respected. It’s just time to do something. These are streets, not highways or race tracks.”

WHAT ARE WE GOING TO DO ABOUT IT?

- Provide safe sidewalks in all neighborhoods
- Create an Atlanta Safe Routes to School (SRTS) Program
- Create a quick-implementation toolbox for road safety interventions
- Create a safety education program at ATLDOT
- Install leading pedestrian intervals (LPIs) at high-pedestrian volume intersections to make crossing streets safer
- Reduce speeding and dangerous driving with automated enforcement cameras in school zones



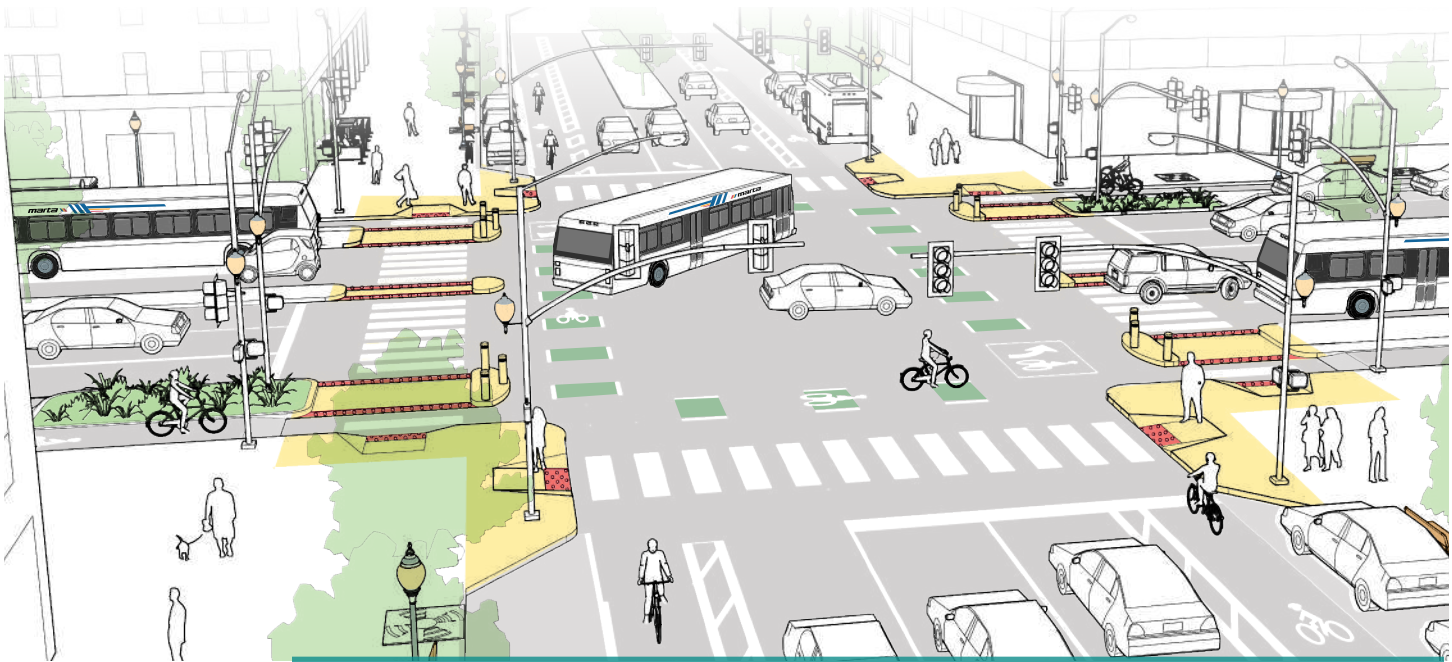


Sally Flocks
FOUNDER, PEDS

“The city hasn’t considered the opportunity cost of large projects they invest in. We have a vast need for basic, low-cost infrastructure maintenance, including sidewalks, medians, curb ramps, and safe crossings. These investments in infrastructure will increase safety, make it easier to reach transit, increase pedestrian visibility, and improve residents’ quality of life.”

WHAT ARE WE GOING TO DO ABOUT IT?

- Evaluate the establishment of future roadway fees to reinvest in local roadway maintenance
- Establish new funding mechanisms to build and repair sidewalks
- Prioritize safety in restriping programs
- Redesign high-injury corridors and intersections
- Create an ATLDOT safety division to implement the Vision Zero Action Plan





Anne Bailey
RESIDENT

“I just worry about Atlanta. It would be a shame if the city lost its greatness because of traffic congestion. Atlanta is a sprawling metropolis that has necessitated the use of cars. We need seriously viable transportation alternatives and incentives to use them.”

WHAT ARE WE GOING TO DO ABOUT IT?

- Launch citywide Transportation Demand Management (TDM) program
- Improve traffic signal operations in partnership with GDOT
- Enhance Atlanta’s Traffic Control Center (ATCC) capabilities
- Improve the bus network to connect more Atlantans to jobs and services
- Make bus service faster and more reliable
- Collaborate with MARTA to improve customer satisfaction and better inform riders





Odetta MacLeish-White
MANAGING DIRECTOR,
TRANSFORMATION ALLIANCE

“The transportation department will hear from a lot of competing voices, and it needs to listen to the most vulnerable ones. When you solve for the most vulnerable people on the street, you make the street better for everyone. Creating a new transportation department also creates an opportunity to model positive feedback loops with the community.”

WHAT ARE WE GOING TO DO ABOUT IT?

- Hire designated transportation community ambassadors to interface with the public
- Expand the ‘Ride Along’ program
- Better track and respond to community comments
- Improve responses to ATL311 transportation inquiries
- Increase participation from non-traditional stakeholders
- Establish an application-based neighborhood traffic-calming program



BENCHMARKS



PARTNERS

ATL311
Atlanta Beltline, Inc. (ABI)
Atlanta Bicycle Coalition (ABC)
Atlanta Fire Rescue Department (AFRD)
Atlanta Information Management (AIM)
Atlanta Planning Advisory Board (APAB)
Atlanta Police Department (APD)
Atlanta Public Schools (APS)
Atlanta Regional Commission (ARC)
Atlanta University Center Consortium (AUCC)
Atlanta-region Transit Link Authority (The ATL)
Buckhead Coalition
Center for Visually Impaired (CVI)
Centers for Diseases Control & Prevention (CDC)
Central Atlanta Progress (CAP)
Chief Information Officer (CIO)
City Council
CivicSmart
Code Enforcement Section (Code)
Community Improvement Districts (CIDs)
DeKalb County
Dept. of City Planning (DCP)
Dept. of Film and Entertainment (Film)
Dept. of Human Resources (HR)
Dept. of Law (Law)
Dept. of Parks and Recreation (DPR)
Dept. of Procurement (DOP)
Dept. of Public Works (DPW)
Dept. of Watershed Management (DWM)
Dockless Micromobility Operators
Emory Health
Federal Emergency Management Agency (FEMA)
Federal Highway Administration (FHWA)
Federal Transit Administration (FTA)
Fulton County
Fulton County Public Health Dept. (Health Dept.)
GA Governor's Office of Highway Safety (GA GOHS)
Georgia Commute Options (GCO)
Georgia Dept. of Transportation (GDOT)
Georgia Emergency Management Agency (GEMA)
Georgia Municipal Association (GMA)
Georgia Power (GA Power)
GA Regional Transportation Authority (GRTA)
Georgia Safe Routes to School (GA SRTS)
Georgia State Patrol (State Patrol)
Georgia State University (GSU)
Georgia Institute of Technology (GA Tech)
Georgia World Congress Center (GWCC)
Grady Memorial Hospital
Invest Atlanta
Local Universities & Professional Associations
Mayor's Office of Communications (MOC)
Mayor's Office, Innovation & Performance (MOIP)
Mercedes-Benz Stadium (MBS)
Metro Atlanta Chamber (MAC)
Metropolitan Atlanta Rapid Transit Authority (MARTA)
Neighborhood Associations and Civic Groups
Neighborhood Planning Units (NPUs)
National Association of City Transportation Officials (NACTO)
National Council for Public Private Partnerships (NCPPP)
Office of Contract Compliance (OCC)
Office of Equity, Diversity and Inclusion (One Atlanta)
Office of Finance and Revenue (Finance)
Office of Zoning and Development (OZD)
Parent Teacher Associations (PTAs)
Park Pride
PATH 400 Greenway (PATH 400)
PEDS
Regional Transit Operators
Relay Bike Share (Relay)
Renew Atlanta (Renew)
South Fork Conservancy (SFC)
State of Georgia (State of GA)
State Road and Tollway Authority (SRTA)
The PATH Foundation (PATH)
Transportation Management Associations (TMAs)
Trees Atlanta
United States Postal Service (USPS)
Urban Area Security Initiative (UASI)
Utility Companies
WAZE
Wellstar Medical
YMCA's

GOAL: DEVELOP A VISION ZERO PROGRAM FOR ATLANTA

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
ADOPT A VISION ZERO POLICY	Mayor endorses and City Council approves policy	Set an ambitious timeline to target 100% fatality reduction in Atlanta	CIDs ARC City Council PEDS ABC
CREATE VISION ZERO ACTION PLAN	Assemble internal and external partner Vision Zero task force Procure consultant for Vision Zero Action Plan Establish key safety metrics for the City to track and report on Identify local, regional and federal funding sources for Vision Zero initiatives	Publish Vision Zero Action Plan Publish an annual Vision Zero progress report with the previous year's actions and impacts	CIDs ARC PEDS ABC APD GDOT GA Tech MARTA ABI APS
CREATE AN ATLDOT SAFETY DIVISION TO IMPLEMENT THE VISION ZERO ACTION PLAN	Assess necessary staffing resources and identify gaps Dedicate staff to safety project implementation, monitoring, reporting, and outreach Develop and launch staff safety training program	Train 100% of agency staff and other partners on street safety designs and policies Fully staff Safety Division within ATLDOT	NACTO APD AFRD

GOAL: TAKE EVERY OPPORTUNITY TO MAKE ATLANTA'S STREETS SAFER

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
ADOPT AND IMPLEMENT STREET SAFETY DESIGN GUIDELINES	Adopt NACTO Urban Street Design Guide standards for all transportation projects Embed NACTO design standards into 100% of new project solicitations	100% of all projects aligned to NACTO design guidelines Produce ATLDOT Safe Streets Design Manual based on NACTO standards and other best-practices	NACTO GDOT ARC MARTA AFRD
CREATE A QUICK-IMPLEMENTATION TOOLBOX FOR ROAD SAFETY INTERVENTIONS	Develop a menu of tools and tactics for near-term safety projects Implement 2 near-term safety projects using tactical urbanism tools	Implement 5 near-term safety projects per year using tactical urbanism tools Establish program for evaluating near-term projects Establish maintenance/upgrade schedule for interim projects	GDOT ARC MARTA CIDs
PARTNER WITH GDOT TO IMPROVE SAFETY ON STATE CORRIDORS IN THE CITY	Create joint working group Identify priority locations and evaluate upcoming resurfacing projects for potential enhancements	Work with GDOT to make safety improvements on 5 of the high-priority, state-owned intersections or corridors	GDOT
PRIORITIZE SAFETY IN RESTRIPIING PROGRAMS	Establish quarterly review of restriping projects to identify safety opportunities Evaluate 100% all of restriping projects for potential safety enhancements Procure an on-call markings contract	Restripe 100 lane miles of roadway/ crosswalks Incorporate data from expanded restriping program in annual Vision Zero progress report	GDOT

GOAL: REDUCE INJURIES AND FATALITIES ON ATLANTA'S STREETS

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
REDESIGN HIGH-INJURY CORRIDORS AND INTERSECTIONS	Identify, prioritize and publish a list of 10 high priority high-injury corridors and intersections Design and/or implement safety improvements on 5 high-priority, city-owned intersections	Implement safety improvements on an additional 10 high-priority, city-owned intersections	ARC GDOT CIDs
INSTALL LEADING PEDESTRIAN INTERVALS (LPIs) AT HIGH-PEDESTRIAN-VOLUME INTERSECTIONS TO MAKE CROSSING STREETS SAFER	Complete assessment of signal equipment for compatibility with LPIs Identify high priority intersections with non-compatible equipment	Upgrade equipment on 100% of high-priority signals to allow LPI compatibility Install LPIs on 80% of all high-priority intersections	GDOT CIDs
CREATE AN ATLANTA SAFE ROUTES TO SCHOOL (SRTS) PROGRAM	Designate SRTS program lead Form SRTS committee and establish program outreach, planning and equity protocols Select 3 SRTS pilot locations and identify implementation funding	Implement safety improvements, school travel plans and education campaigns for 3 pilot schools Develop prioritized list of partner schools for future phases	APS & individual schools GA SRTS Local PTAs APD DPR ABC
ESTABLISH AN APPLICATION-BASED NEIGHBORHOOD TRAFFIC-CALMING PROGRAM	Update toolbox of traffic calming solutions and countermeasures Identify funding for the neighborhood traffic calming program Design application process, evaluation criteria and prioritization framework based on existing placemaking application	Launch online application portal by Year 2 Implement 10 quick-implementation traffic calming tools in diverse neighborhoods to educate the public on the program	ABC
ASSESS FEASIBILITY AND EFFECTIVENESS OF REDUCING SPEED LIMITS ON ATLANTA'S ROADS	Establish speed limit working group to review existing city procedures and state requirements Produce speed limit reduction recommendations	Implement speed limit reduction recommendations	GDOT ARC APD City Council

GOAL: REDUCE INJURIES AND FATALITIES ON ATLANTA'S STREETS (CONTINUED)

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
REDUCE SPEEDING AND DANGEROUS DRIVING WITH AUTOMATED ENFORCEMENT CAMERAS IN SCHOOL ZONES	Secure funding for hardware and program staffing Incorporate enforcement cameras into (SRTS) program Install first automated camera enforcement for a priority Atlanta school	Install 10 speed cameras near Atlanta schools Develop citywide roll-out plan and funding sources for school zone speed cameras	APD APS GDOT Office of Finance/Revenue
RECALIBRATE SIGNAL TIMING TO ENCOURAGE SAFE TRAVEL SPEEDS	Dedicate City staff to oversee signal timing and coordination with GDOT Retime signals on 1 high-priority, city-owned corridor	Work with GDOT to retime signals on 1 high-priority, state-owned corridor Implement signals updates on an additional 5 high-priority, city-owned corridors	GDOT CIDs

GOAL: USE DATA TO GUIDE VISION ZERO STREET SAFETY INTERVENTIONS

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
EXPAND ATLDOT'S DATA-COLLECTION CAPABILITIES	Develop portal to receive real-time crash data from APD	Launch real-time, public-facing City of Atlanta Street Safety Map Use Street Safety Map to gather additional public feedback metrics (e.g.: "near miss" locations)	APD GDOT Institutional Police Departments CDC Emory Health
ACCESS NEW SOURCES OF TRAFFIC SAFETY DATA TO BETTER PRIORITIZE PROJECTS	Partner with area hospitals and health researchers to collect traffic safety data Develop data-sharing partnerships with third-party organizations and the private sector to supplement available traffic safety data (e.g., Waze, Traffic Technology Services, SharedStreets, Insurance Safety Institute, etc) Explore other emerging data sources, monitoring equipment and potential applications	Establish post-construction project impact reporting procedures (and write requirements into contracts where applicable) Incorporate all new traffic safety data sources into mapping portal and annual Vision Zero progress reports	GDOT APD WAZE MOC Health Dept. Grady Memorial Hospital Wellstar Medical ARC CDC Emory Health
COORDINATE WITH APD TO ENHANCE CRASH REPORTING PROCEDURES	Research national best practices and develop new training process for APD officers on traffic incident reporting procedures Establish requirement for APD to send fatal serious-injury crash reports to ATLDOT within 24 hours	Incorporate best-practice procedures into regular APD in-service training 100% of call-responding APD officers trained in new crash reporting procedures Establish ATLDOT-APD working group to meet quarterly to review and refine crash data collection	APD Other enforcement agencies

GOAL: DEVELOP A SAFETY EDUCATION AND MESSAGING STRATEGY

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
SHARE SAFETY DATA AND PROJECT METRICS WITH THE PUBLIC	Establish protocols for sharing key street safety data and project impact metrics at community meetings, council hearings and other venues	Incorporate analysis of street safety education efforts into Vision Zero annual report	ARC CIDs NPU's
CREATE A SAFETY EDUCATION PROGRAM AT ATLDOT	Launch the first public education campaign on a transportation topic (e.g., the benefits of pedestrian and bicycle safety improvements, truck safety, etc) Establish metrics for tracking reach and impact of campaigns	Establish a safety education unit in ATLDOT Hold 3 campaigns per year to educate the public on safety, equity and mobility topics Measure effectiveness of each campaign using surveys and other methods	ABC PEDS GA GOHS ARC MARTA

GOAL: MAKE WALKING SAFER AND MORE PLEASANT

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
BUILD SIDEWALKS WHERE THEY ARE NEEDED MOST	Inventory, assess and prioritize locations for new and repaired sidewalks Install or repair 12 miles of high-priority sidewalks and 500 curb cuts Increase sidewalk repair/replacement by 25%	Install or repair 25 miles of high-priority sidewalks and 1,000 curb cuts in two years	APS MARTA GDOT CIDs ARC PEDS PATH CVI ABI GA Tech GSU AUCC
ESTABLISH NEW FUNDING MECHANISMS TO BUILD AND REPAIR SIDEWALKS	Pursue new funding sources (e.g., impact fees, FTA and other grant opportunities) Establish a committee to evaluate the use of impact fees for sidewalk improvements	Adopt a new impact fee structure based on committee findings Advocate for a greater contribution from the general fund for sidewalk repair and expansion	ARC MARTA FTA GDOT The ATL
REDUCE DAMAGE TO SIDEWALKS AND CROSSWALKS DURING PRIVATE CONSTRUCTION AND MAINTENANCE	Review and update city code granting sidewalk and crosswalk installation waivers for developers Increase agency's sidewalk and crosswalk inspection staff capacity Establish a utilities working group to review permitting regulations Increase fines and inspections for contractors damaging sidewalks and establish maximum number of violations Ensure all sidewalk and crosswalk closures are necessary and have reasonable accommodations and/or well-marked detours	Establish a formal utility permitting coordination procedure to reduce impacts on sidewalk network Hold 100% of developments responsible for repair or replacement of sidewalks and crosswalks impacted by construction	City Council Law DCP
ADD OR IMPROVE PEDESTRIAN LIGHTING	Create multi-agency working group on lighting and safety needs Assess existing inventory to determine necessary repairs, new installations and light blockages Use assessment and existing datasets (APD, 2016 assessment, GA Power) to establish list of strategic locations	Complete repairs or new installations at high-priority locations Develop pedestrian lighting policy to improve safety and livability Develop a community-led method for determining strategic locations, including high crime zones, transit and high-activity areas	DPW APD GA Power MARTA NPU's CIDs ABI

GOAL: MAKE BICYCLING AND MICROMOBILITY A SAFE TRANSPORTATION OPTION FOR MORE ATLANTANS

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
EXPAND THE ON-STREET BIKE LANE NETWORK	Begin implementation of the Action Plan for Safer Streets Double Atlanta's on-street protected bike network to 8 miles Pilot new bike lane protection treatments Perform an assessment of bicycle network gaps and high-risk corridors not included in the Action Plan for Safer Streets	Complete the Action Plan for Safer Streets Triple Atlanta's on-street protected bike network to 12 miles Complete more than 20 miles of street safety improvements by the end of Year 2, making non-motorized travel safer and more enjoyable	ABC PATH APS DPW MARTA
IMPLEMENT CYCLE ATLANTA 2.0	Set a ridership baseline and target goals for increasing ridership Adopt the NACTO Urban Bikeway Design Guide and Designing for All Ages and Abilities policy Identify the existing "low-stress" bicycle network and publish network map Develop a prioritization list for all planned bike projects based on equity, Safe Routes to Schools, access to transit, traffic crash history and other factors Secure funding for 10% of Cycle Atlanta 2.0 routes and issue an RFP for design	Install 10% of Cycle Atlanta 2.0 projects and begin design phase for an additional 50% of projects Use prioritization model to program all forthcoming bike projects Develop updates to zoning code to encourage creation of raised bikeways on major redevelopments Issue RFP for Cycle Atlanta 3.0	
PARTNER WITH GDOT TO BUILD BIKE INFRASTRUCTURE ON STATE ROUTES	Create a citywide "constrained facilities" policy with GDOT to incorporate bike routes on key corridors and improve efficiency	Determine 3 locations with GDOT to pilot conversion of "constrained facilities" to multimodal corridors	GDOT DCP DPW ARC GMA The ATL
IMPROVE THE MAINTENANCE OF BIKE INFRASTRUCTURE	Develop a plan and budget for maintaining and cleaning bicycle infrastructure, including outstanding equipment and funding needs Improve enforcement of rules prohibiting vehicles from blocking bike lanes Set contractor rules for detours, maintenance and restoration of bike lanes during and after construction projects	Implement bike network maintenance plan	ABC DPW City Council APD

GOAL: MAKE BICYCLING AND MICROMOBILITY A SAFE TRANSPORTATION OPTION FOR MORE ATLANTANS (CONTINUED)

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
EXPAND THE INSTALLATION OF BIKE RACKS AND MICROMOBILITY PARKING AREAS	Identify and prioritize locations for bicycle rack installation citywide, focusing on transit stations, schools, high density/growth areas and other factors Identify and apply for funding Create working committee to standardize bike rack and amenity installation	Finalize standards and ensure 100% compliance on all new bike rack and amenity installations	MARTA DPW ABC CIDs TMA's

GOAL: BUILD A 21ST CENTURY TRANSIT NETWORK FOR ATLANTA

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
IMPROVE THE BUS NETWORK TO CONNECT MORE ATLANTANS TO JOBS AND SERVICES	Establish a working group with MARTA focused on bus network reconfiguration Work with MARTA to procure expertise to design a high-frequency bus network for Atlanta Identify priority corridors and pilot projects based on demand, neighborhood growth and the More MARTA program	Establish a high-frequency bus network that maximizes the number of Atlantans who live and work within a 15-minute walk of frequent transit stops (15-minute headways or better)	ARC MARTA CIDs The ATL GDOT
MAKE BUS SERVICE FASTER AND MORE RELIABLE	Initiate ART/BRT implementation process with MARTA Develop and initiate a “bus only” lane media and education campaign	Finalize ART/BRT roll-out plan and implement pilot on two corridors Pilot bus-only lanes in top-priority corridors	MARTA NPU Neighborhood Associations and Civic Groups City Council
REDUCE BUS DELAY AT STOPS AND INTERSECTIONS	Work with MARTA to evaluate funding for citywide transit signal priority installation Select and approve equipment for buses and City signals Develop a policy for bus queue jump installations and begin pilot locations Complete an assessment of bus stop boarding/alighting demand and infrastructure conditions in collaboration with MARTA	Reduce bus delay by at priority intersections Install selected equipment in buses and City signals Expand queue jump program to recommended intersections Implement new bus stop placement program on priority corridors	MARTA GDOT The ATL
PROVIDE REAL-TIME BUS ARRIVAL INFO AND OTHER AMENITIES AT TRANSIT STOPS AND STATIONS	Evaluate and prioritize bus stops for real-time information signage and provide real-time information signage at “Smart Stops” Implement bus stop amenity upgrades at 50 locations	Provide real-time arrival information at 50% of identified “Smart Stops” Implement 100 additional bus stop upgrades	MARTA The ATL GDOT
COLLABORATE WITH MARTA TO IMPROVE CUSTOMER SATISFACTION AND BETTER INFORM RIDERS	Develop and pilot an improved survey of customer satisfaction of riders Create updated customer satisfaction baseline	Collect annual survey data of MARTA riders Show tangible improvement over customer satisfaction baseline in Year 1	MARTA

GOAL: MANAGE PARKING TO BETTER SERVE ATLANTA'S MERCHANTS, COMMUTERS AND RESIDENTS

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
USE LEGISLATION AND INCENTIVES TO REDUCE THE FOOTPRINT OF PARKING IN ATLANTA	Implement City Council ordinance that reduced parking minimums and increased density in growing neighborhoods Analyze the expected impact of new ordinance changes Draft legislation that incentivizes the development of shared parking facilities Work with the State to develop commercial parking tax legislation	Pilot shared parking strategies in South Downtown, where the majority of Atlanta's planned parking supply is concentrated Introduce commercial parking tax legislation for high-priority areas, with funds allocated to transportation improvement projects	DPW OZD Invest Atlanta CIDs City Council State of GA
INCREASE FLEXIBILITY OF CURB SPACE USING PAID ON-STREET PARKING	Expand the paid on-street parking system by 50 spaces	Expand the paid on-street parking system by 100 additional spaces Launch an on-street parking dynamic pricing pilot based on time-of-day usage and parking demand	ATLPlus NPU's CIDs MAC City Council DPW
IMPLEMENT AN ONLINE RESIDENTIAL PARKING PERMIT PLATFORM	Launch a platform for all new residential parking permits Launch a parking permit public education campaign Add 75% of existing permits to new platform upon renewal	Issue 95% of residential permits through the online portal	NPU's ATLPlus Neighborhood Organizations

GOAL: LEVERAGE TECHNOLOGY AND PARTNERSHIPS TO BETTER MANAGE CONGESTION

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
IMPROVE TRAFFIC SIGNAL OPERATIONS IN PARTNERSHIP WITH GDOT	Produce data-driven list of priority signal upgrades based on safety, traffic conditions, and other metrics Identify funding and expand City signal operations crews All signal technicians obtain International Municipal Signal Association Level 2 certification and establish automatic certification schedule for all future hires Align our operations to conform with emerging federal signal operations initiatives	Analyze and re-time 100 signals including the most critical locations across Atlanta	GDOT
ENHANCE ATLANTA'S TRAFFIC CONTROL CENTER (ATCC) CAPABILITIES	Expand ATCC operating hours Train all ATCC staff on Maxtime and Maxview operations software	Track congestion reduction based on ATCC interventions	GDOT
CHAMPION INNOVATIVE IDEAS TO IMPROVE MOBILITY THROUGH TECHNOLOGY	Identify technology pilot opportunities and partners	Launch micro transit or AV pilot with an innovative local partner	MARTA GA Tech

GOAL: MAKE IT EASIER TO ACCESS JOBS AND SERVICES WITHOUT A CAR

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
WORK WITH PARTNERS TO IMPROVE LIVEABILITY AND MOBILITY THROUGH MORE MULTIMODAL STREETS	Implement recently adopted multimodal streets policy Develop internal and external training programs on new policy	Train 100% of project managers on multimodal streets. Deliver 5 multimodal street projects Start construction on 3 additional multimodal street projects	CIDs DPW DCP Renew GDOT
SET AND TRACK GOALS FOR INCREASING WALKING, BIKING AND TRANSIT USE	Develop methodology to evaluate transportation mode share for residents and visitors Evaluate progress towards established mode share targets for Atlanta	Track mode shift and commuting patterns to better communicate travel patterns and inform investments	ARC GCO
LAUNCH CITYWIDE TRANSPORTATION DEMAND MANAGEMENT (TDM) PROGRAM	Develop framework for citywide TDM program Evaluate feasibility of state legislation to establish metro or state-wide TDM policies and/or tax incentives for non-single-occupancy vehicle travel Evaluate need for additional City staff for TDM program	Establish citywide TDM program	
DEVELOP A CITY OF ATLANTA EMPLOYEE TDM PROGRAM AND INCREASE TRANSIT RIDERSHIP	Survey City employees on commuting patterns to gauge interest in transit ridership Identify funding and benefits within TDM program (e.g., transit pass, employee shuttles)	Expand Atlanta employee transit ridership by 10%	HR DCP ARC MARTA
EXPAND NEW MOBILITY OPTIONS	Evaluate the operations of bike share and micromobility and establish solutions to efficiently analyze docked and dockless mobility usage Update the dockless mobility fee structure and identify safety and mobility targets for the proposed fees Adopt a new micromobility regulatory framework to improve safety and operations	Establish new dockless mobility guidelines to improve safety, maintenance and operations	Relay Dockless Micromobility Operators
DEVELOP A UNIFIED PAYMENT SYSTEM WITH PARTNER TRANSIT AGENCIES	Work with MARTA and the ATL Board to evaluate fare integration opportunities for the region	Integrate bike share payment with Breeze cards	MARTA Regional Transit Operators Relay The ATL

GOAL: IMPLEMENT NEIGHBORHOOD INTERVENTIONS THAT MAKE OUR COMMUNITIES SAFER AND MORE VIBRANT

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
EXPAND ATLANTA'S APPLICATION-BASED PLACEMAKING PROGRAM	Review and update guidelines for pedestrian plazas, parklets and transit stop activation projects Develop methodology to support applications from under-served communities Identify underutilized public space for the implementation of placemaking improvements	Establish legal mechanism for defining pedestrian spaces in the roadway and publish regulations for creating and maintaining them Implement 2 plazas/parklets annually Implement pilot project at 3 transit stations	MARTA NPU's CID's
CONNECT MORE NEIGHBORHOODS BY EXPANDING THE MULTI-USE TRAIL NETWORK	Identify and prioritize trail projects	Implement at least 5 miles of high-priority trail facilities	PATH 400 ABI SFC DPW PATH ABC ARC

GOAL: IMPROVE THE MOVEMENT OF GOODS THROUGH THE CITY

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
IMPROVE ATLANTA'S CURBSIDE MANAGEMENT PROGRAM	Collaborate with delivery operators to determine evolving industry needs Work with CID partners to develop freight & curbside management	Implement key recommendations including updates to curb use in key locations Reduce travel delay caused by delivery vehicles during rush-hour	CIDs ARC GDOT USPS APD Private Sector
IMPROVE ACCESS TO LOADING ZONES IN DOWNTOWN AND MIDTOWN	Contract a curbside use study for Downtown and Midtown to analyze freight traffic and pick-up/drop-off demand Identify and map 100% of loading zones in Downtown and Midtown Conduct a gap analysis to identify buildings without nearby loading zone access	Evaluate and pilot the use curb-mounted loading and parking utilization sensors in partnership with the private sector Develop an open data source on commercial vehicle loading zone use and availability in Downtown and Midtown Provide real-time loading zone availability to permitted operators	DPW CIDs GA Tech ATLPlus CivicSmart
CREATE A COMMERCIAL PARKING PERMIT PROGRAM	Launch an online permitting platform for commercial vehicles	Achieve 95% permit compliance of commercial vehicle operators Achieve 75% utilization of commercial vehicle loading zones	
CONVERT COMMERCIAL METERED SPACES TO LOADING ZONES AT SPECIFIC TIMES OF DAY	Adopt new loading and unloading legislation to allow for flex-time commercial vehicle spaces Create 75 new flex-time commercial vehicle loading zones	Evaluate the need for program expansion	DPW ATLPlus City Council APD CIDs
IMPROVE THE CLARITY AND ENFORCEABILITY OF THE TRUCK ROUTE NETWORK	Publish and distribute a map of existing local freight routes to freight community to improve private sector engagement and education Develop a truck route enforcement plan with APD Research best practices on limiting size of delivery vehicles on City streets and evaluate updates to existing size and weight restrictions	Adopt updated ordinance to improve safety while optimizing the flow of cargo through Atlanta	State Patrol APD DPW

GOAL: IMPROVE THE CONDITION AND MAINTENANCE OF ATLANTA'S ROADS

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
INVEST IN THE REPAIR AND RESURFACING OF ATLANTA'S ROADS	Identify funding and timeline to increase the overall network pavement condition index (PCI) to 70 Increase the annual resurfacing program to 150 lane miles per year. Educate City Council and the public on outcomes associated with resurfacing investments	Resurface 200 lane miles annually	GA Tech GDOT ARC ATL 311
MAINTAIN A HIGHLY RESPONSIVE POTHOLE OPERATIONS TEAM	Build on the success of Fix-it ATL and continue to resurface 10,000 potholes annually Repair 90% of potholes within 5 business days of reporting	Maintain service levels at 95% of all reported potholes addressed within 5 business days	ATL 311
EVALUATE THE ESTABLISHMENT OF FUTURE ROADWAY FEES TO REINVEST IN LOCAL ROADWAY MAINTENANCE	Evaluate best practices on roadway funding mechanisms (e.g., fuel taxes, vehicle registration fees, capacity reduction charges for contractors and special events) Conduct a fee study to identify future funding sources for transportation improvements Conduct cordon study evaluating feasibility of pricing mechanisms in targeted neighborhoods Reevaluate rate agreements with utilities	Present fee recommendations to Council Complete pricing study and publish recommendations	Law City Council Utility Companies DWM

GOAL: MAKE ATLDOT A GREAT PLACE TO WORK

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
REORGANIZE EXISTING CITY TRANSPORTATION ORGANIZATIONS INTO THE NEW ATLDOT	Hire a world-class Atlanta DOT commissioner to lead the new department Consolidate all transportation teams from DPW, DCP and Renew Atlanta into ATLDOT	Operate a fully-staffed Atlanta Department of Transportation	
MAKE EMPLOYEE COMPENSATION MORE COMPETITIVE	Identify funding and conduct a citywide compensation study, including job scope, salaries and overtime policies Reevaluate titles and civil service grades to allow for clear career pathways Evaluate essential employees policy and designations	Implement selected workforce study recommendations Increase average retention of entry- and mid-level employees by 10%	HR Finance
PROMOTE WORK-LIFE BALANCE THROUGH FLEXIBLE WORK SCHEDULES AND TELEWORKING OPTIONS	Create a policy and eligibility requirements for flexible work and teleworking for DOT staff	Encourage agency employees to use flexible schedule or telework options as appropriate	HR TMAs CAP
EXPAND EMPLOYEE USE OF THE STUDENT LOAN FORGIVENESS PROGRAM	Incorporate loan forgiveness into recruiting and onboarding materials Advertise the loan forgiveness program to current employees through newsletters, lunch-and-learns and informational sessions	100% of eligible employees have opted in or out of the loan forgiveness program	HR
ENHANCE AND ADVERTISE EMPLOYEE BENEFITS	Advertise existing benefits more actively (e.g., transit benefit, museum discounts) through newsletters, lunch-and-learns and informational sessions	Identify additional, low-cost benefits (e.g., lunch discounts)	HR
DEVELOP AND IMPROVE EXISTING EMPLOYEE RECOGNITION PROGRAMS	Review existing recognition programs and identify outside best practices Develop an employee recognition program Develop an employee newsletter to highlight staff	Publish a quarterly newsletter Gather feedback on the employee recognition program from the employee survey	HR

GOAL: IMPROVE WORKPLACE CULTURE AND SUPPORT INNOVATION

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
DEVELOP AND CONDUCT AN EMPLOYEE SURVEY	Update the existing employee survey to include commute behavior, satisfaction and other focus areas Pilot topic-specific employee surveys Identify funding for a survey consultant to develop a comprehensive employee survey	Conduct a comprehensive employee survey Communicate outcomes of employee survey and proposed actions	AIM HR
ASSESS EXISTING DEPARTMENTAL STRENGTHS AND WEAKNESS	Develop a needs assessment report and action plan to address areas of concern	Update the needs assessment report and action plan to address areas of concern	AIM HR
DEVELOP A COMPREHENSIVE SUCCESSION PLANNING MODEL	Launch a succession planning tool Train 100% of employees on the succession planning tool	Identify potential promotion opportunities for 100% of employees Develop an employee attrition model to identify anticipated staffing gaps	HR
CREATE A REGULAR FORUM TO SHARE IDEAS ON IMPROVING THE WORKPLACE	Create an annual ATLDOT retreat/event to promote agency-wide information sharing, networking and idea generation Create a quarterly lunch-and-learn on transportation topics Develop a strategy for dedicated staff creative time	Implement and institutionalize Year 1 goals Review program and assess how employee input has affected workplace	
EXPAND THE EMPLOYEE AND MANAGER TRAINING CURRICULA	Develop annual training policy guidelines Identify funding for training programs while leveraging internal expertise Institute a mandatory manager leadership training program	100% of employees have the opportunity to attend a conference or training annually 100% of managers participate in the manager training program	GA Tech GSU Emory
IMPROVE ATLDOT STAFF TECHNICAL EXPERTISE	Develop guidelines for relevant external vendors to provide training and knowledge transfer to staff Incorporate training requirements into vendor contracts	100% of all relevant contracts include knowledge transfer	AIM HR
IMPROVE AND STREAMLINE THE NEW EMPLOYEE ON-BOARDING AND EXIT INTERVIEW PROCESSES	Develop and follow a new hire checklist for 100% of new employees prior to start dates Develop and implement exit interview process and develop guidelines for how to use findings	100% of new employees are ready on the first day of employment 100% of exiting employees participate in exit interviews	HR

GOAL: RECRUIT A TALENTED AND DIVERSE WORKFORCE

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
ESTABLISH AGENCY-WIDE MISSION AND VALUES	Enhance marketing materials to position ATLDOT as a great place to work	Update and maintain promotional materials	HR
SET HIRING PERFORMANCE MEASURES	Develop process for tracking and analyzing data on job postings (e.g., length postings are open) and applications (e.g., number of applications per posting)	Increase number of applicants per posting based on Year 1 findings	
ATTRACT STRONG AND DIVERSE CANDIDATES	Identify the universities and associations to target for recruiting Develop a job fair and conference recruiting strategy Assign a junior staff member to each association as ambassador for the year Attend at least one meeting for each professional association Distribute a newsletter on job openings to potential candidates	ATLDOT staff regularly attend and participate in all relevant professional associations Ambassadors lead a presentation at each association annually	Local Universities Professional Associations
EXPAND THE EXISTING INTERN SCHOLARSHIP, CO-OP AND APPRENTICESHIP PROGRAMS	Create program guidelines and policies Develop a funding plan to convert more interns to full-time employees	Launch the intern scholarship and co-op programs Build a pipeline of scholarship recipients and apprentices to fill future full-time roles	HR Finance Local Universities Professional Associations

GOAL: ENHANCE EMPLOYEE SAFETY

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
PROVIDE ALL NECESSARY TRAINING AND RECERTIFICATION COURSES TO EMPLOYEES	Establish minimum standards for training based on work exposures	100% of employees meet certification compliance requirements (e.g, OSHA)	HR
UPDATE AND CLARIFY CONTRACTOR SAFETY REQUIREMENTS	Identify funding for third-party review of contract language to establish consistent requirements across all contracts Update contract language based on recommendations	Audit 10% of contract safety requirements Monitor and achieve 100% contractor compliance with updated policies	HR DOP
ESTABLISH A SAFETY COMMITTEE TO PROMOTE A SAFE AND HEALTHY WORK ENVIRONMENT	Identify committee roles, membership and meeting frequency Determine strategy for promoting a safe workplace and issue recommendations Establish goals for reducing workplace hazards for all roles (including field and office positions)	Implement recommendations of the Safety Committee wherever feasible Review Year 1 goals and implement improvement strategies Reduce workplace injuries by 50%	HR

GOAL: IMPROVE THE CITY'S RESPONSE TO EMERGENCIES

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
UPDATE ATLANTA'S EMERGENCY RESPONSE PLAN AND PROCEDURES	Review existing plan and propose updates	All front-line employees trained on updated emergency response procedures Implement regular procedural review and training program	GEMA FEMA APD AFRD GDOT MARTA Surrounding jurisdictions UASI
ENHANCE THE CITY'S ABILITY TO RESPOND TO WEATHER-RELATED EVENTS	Develop a weather response resourcing plan with non-transportation departments Conduct a market assessment of cold-weather rental equipment vendors and identify the associated cost Procure a rental equipment contract for winter season of 2019-2020 Identify the resources needed to meet current response goals for Priority 1 and 2 routes	Improve ability to address all Tier 1 and Tier 2 roads within 48 hours Develop a long-term plan for off-loading existing winter assets to improve cost efficiency and achieve an optimal balance of internal and external assets	Utility companies GDOT DWM
DEVELOP PLAN FOR EMERGENCY RESPONSE TO ROADWAY FAILURES	Identify working group to assess all roadway failures (e.g., road collapses, major sinkholes) Procure on-call contractors to support emergency response	Improve ability to address roadway failures within 30 days of assessment	DWM

GOAL: IMPROVE STREET LIGHTING THROUGHOUT THE CITY

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
BRING THE CITY'S STREET LIGHTS INTO A STATE OF GOOD REPAIR	Hire additional dedicated staff for street lighting inspections, surveying and plan review. Conduct bi-annual citywide street lighting assessment and identify street lighting gaps Complete a cost analysis comparing increasing internal maintenance capacity to use of state contracts or other external options Arrange training on street light asset management	Re-negotiate monthly fee and preventative maintenance responsibilities with GA Power based on findings from Year 1 cost analysis Develop and adopt a plan and identify funding to upgrade street lights to LED with smart technology	GA Power CIDs ABI
ENFORCE STREET LIGHTING STANDARDS RELATED TO PRIVATE DEVELOPMENT	Develop a policy and regulations for lighting requirements in new developments Conduct a street light gap analysis	Hold 100% of developers responsible for meeting street light standards	
ESTABLISH A STREETLIGHT FEE TO FUND LIGHTING EQUIPMENT AND MAINTENANCE	Conduct study on the feasibility of a street light maintenance fee	Adopt legislation to allow for collecting street light fees	
STANDARDIZE STREET LIGHT EQUIPMENT TO REDUCE MAINTENANCE COSTS	Assess the current street lighting standards and update as needed	100% of new street lights in compliance with standards	

GOAL: IMPLEMENT AN ASSET MANAGEMENT PLAN TO IMPROVE CITY INFRASTRUCTURE

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
ENSURE SUFFICIENT STAFFING TO MAINTAIN CITY'S TRANSPORTATION ASSETS	Identify existing vacancies and additional staff needed to maintain assets Evaluate cost and benefit of in-house vs. contracted solutions	Fill all vacancies in maintenance staffing and train new personnel to maintain City assets	HR Finance
ROLL OUT A CENTRALIZED ASSET AND WORK MANAGEMENT SYSTEM	Evaluate existing programs, software and systems and select one, unified software solution Merge existing signage inventory into asset management software	Transition and train all functional units to use the single, unified platform Create a digital inventory of 100% of assets Update the asset management system annually	HR
PROVIDE STAFF WITH THE NECESSARY EQUIPMENT AND MATERIALS	Develop an inventory of critical equipment and materials needed to meet all maintenance responsibilities Track amount of time equipment is out of service or materials are unavailable Develop a plan for filling the department's equipment and material needs and establish a replacement schedule Evaluate the possibility of leasing equipment to fill gaps and/or reduce costs	Purchase or lease all equipment and materials identified in Year 1 inventory. 80% of critical equipment is within its useful life	
IMPROVE THE MAINTENANCE OF SIGNALS	Evaluate the in-house capacity for signal maintenance and the associated costs Develop a plan to conduct annual preventative maintenance on all traffic signals in the City Complete a GDOT signal maintenance catalog and establish regular meetings Inventory 100% of detection equipment across City intersections	Conduct annual preventative maintenance on all traffic signals in the City Upgrade 50 high-priority signals with larger signal heads and LEDs	GDOT CIDs Buckhead CID Fulton County DeKalb County
CREATE A LONG-TERM BRIDGE MAINTENANCE AND REPLACEMENT PLAN	Develop a 20-year plan on the state of good repair of bridges	Publish bridge plan and secure funding Replace 3 bridges in poor condition	

GOAL:

IMPLEMENT ASSET MANAGEMENT PLAN TO IMPROVE CITY INFRASTRUCTURE (CONTINUED)

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
IMPROVE INTER-AGENCY COORDINATION ON STORMWATER EQUIPMENT MAINTENANCE	Create an inventory of stormwater assets, including existing conditions and projected life cycle Determine costs and identify funding to address immediate maintenance concerns and build a long-term replacement program	Propose stormwater utility fee to support ongoing maintenance needs	DWM DPR Law

GOAL: PLAN AND DISTRIBUTE RESOURCES BASED ON EQUITY, SAFETY AND MOBILITY CONDITIONS

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
INCORPORATE ONE ATLANTA GOALS INTO THE ROADWAY PAVING PRIORITIZATION PROGRAM	Develop resurfacing and repairs protocols aligned with One Atlanta and regional priorities (e.g., high-injury network, transit, schools, equity/service distribution, ADA and multimodal improvements) Complete a conditions assessment for 100% of roadways and develop priority location list	Publish a 5-year maintenance program based on prioritization protocol and update annually Fully integrate assessment into annual resurfacing program Develop a 20-year replacement program and identify funding	One Atlanta
PROVIDE SAFE SIDEWALKS IN ALL NEIGHBORHOODS	Complete inventory and assessment of 100% of City sidewalks Conduct a sidewalk gap analysis and establish a high-priority network methodology based on ATP principles Develop a plan for funding and prioritizing sidewalk gap infill and improvement projects	Fully integrate assessment strategy into annual sidewalk program	One Atlanta
UPDATE THE CAPITAL IMPROVEMENT PROGRAM (CIP) TO REFLECT NEIGHBORHOOD NEEDS	Develop a clear, data-driven system for prioritizing transportation projects to be included in “constrained” CIP Establish CIP delivery deadlines and assign an ATLDOT CIP coordination lead	Produce annual updates with a “constrained” transportation CIP Standardize and fully implement a project scoring system for all future CIPs	DCP

GOAL: DELIVER TRANSPORTATION PROJECTS FASTER AND MORE EFFICIENTLY

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
DEVELOP A STANDARD PALETTE OF MATERIALS FOR TRANSPORTATION PROJECTS	Establish working group to develop a menu of options for transportation project components (e.g., approved light poles, curbs, etc) Work with private partners to assess life-cycle costs of project components	Publish first ATLDOT Street Design Manual 100% of new projects use components from the manual	DOP
CREATE A TRANSPORTATION PROJECT MANAGEMENT MANUAL	Convene a cross-departmental working group to establish project tiers and protocols and standardize project scoping checklists, utility coordination and change order processes Standardize baselining and impact tracking for all transportation projects Develop stakeholder training program on scope review and alteration process Pilot new project management procedures on 2-3 projects 100% of new projects follow updated project management manual	100% of all internal and external transportation stakeholders follow the manual 80% of all new projects completed within 20% of final scoped cost and time estimate Audit 50% of projects for performance and compliance by PMs	CIDs ABI OZD DWM DOP
ESTABLISH A CITYWIDE, INTEGRATED PROJECT MANAGEMENT SOFTWARE PLATFORM	Assemble a department-led working group with AIM to complete rollout of eBuilder and unify with existing GIS and Oracle systems	Create an AIM-led implementation team to expand eBuilder functions Deploy and train all project managers on unified system	Renew DWM CIO/AIM DOP
DEVELOP INNOVATIVE TECHNOLOGY SOLUTIONS TO PROJECT DELIVERY ISSUES	Identify 5 transportation project management goals requiring technical expertise		GA Tech CIDs AIM MOIP DOP

GOAL: STRENGTHEN REGIONAL AND LOCAL PARTNERSHIPS

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
DEVELOP A UNIFIED ATLDOT VOICE TO CLEARLY REPRESENT ATLANTA'S INTERESTS WITH REGIONAL STAKEHOLDERS	Develop a policy team that will guide decision-making and represent Atlanta's regional interests		Renew ABI
PARTNER WITH GDOT TO DEVELOP NEW TOOLS FOR MEASURING MOBILITY	Research best practices for state transportation policies and programs Develop alternative metrics for evaluating street improvement projects (e.g., moving from level of service to vehicle miles traveled)	Convene corridor planning group with GDOT Adopt a shared evaluation approach for multimodal capacity on roadways within Atlanta	GDOT ARC MARTA CIDs
INCREASE FUNDING FROM EXTERNAL SOURCES	Establish task force to develop and adopt funding strategy for federal, state and private grants and partnerships Hire staff to pursue external transportation funding opportunities and track requirements and timelines	Increase total external funding to 20% of agency budget	City Council Private Sector NCPFP Consultants Financial firms Banks GDOT ARC FHWA
SUPPORT PARTNERS TO MORE EFFECTIVELY DELIVER PROJECTS WITHIN THE CITY OF ATLANTA	Hire a CID liaison to support local partners	Build an external affairs team that can effectively coordinate across all partners (e.g., CIDs, GDOT, ARC, MARTA)	CIDs GDOT
DEVELOP AN AGENCY-WIDE BLUEPRINT FOR PUBLIC ENGAGEMENT AND COMMUNICATION	Establish a public engagement communications group and meet monthly to plan efforts Update the existing community engagement playbook on planning, executing, and following-up on public meetings Create and distribute a regular ATLDOT annual report	Hire designated transportation community ambassadors to interface with the public Conduct 100% of public meetings according to engagement blueprint standards Distribute an ATLDOT newsletter on a quarterly basis and publish report annually	AIM Renew ABI

GOAL: USE INNOVATIVE TOOLS AND METHODS TO COMMUNICATE WITH AND ENGAGE THE PUBLIC

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
CREATE A VISUAL IDENTITY AND WEB PRESENCE FOR ATLDOT	Establish ATLDOT logo, public messaging and talking points Create standard templates for social media postings, meeting notifications, newsletters, annual reports and other communications Establish working group and identify funding to develop a single ATLDOT website Consolidate social media accounts and public-facing media channels Reach 1,000 ATLDOT social media followers	100% of external communications follow identity and voice guidelines Develop a single ATLDOT website that follows branding guidelines and transportation voice Create physical and online messaging and advertisements directing the public to the ATLDOT website and social media account Reach 5,000 ATLDOT social media followers	AIM
DEVELOP A 'DOT ACADEMY' TO EDUCATE THE PUBLIC AND ELECTED OFFICIALS ON THE TRANSPORTATION DECISION-MAKING PROCESS	Draft and test curriculum and course materials with staff, internal stakeholders and community groups Pilot a class with the Council Transportation Committee Identify and apply for funding to sustain the DOT Academy	Hold 2 DOT Academy classes annually Create an online training module and materials, including webinars and videos	City Council APAB NPU's ABC PEDS ARC ABI GDOT MARTA
DEVELOP A STRATEGY TO INCREASE PARTICIPATION FROM NON-TRADITIONAL STAKEHOLDERS	Pilot a "Coffee with the Community" event for graduates of the DOT Academy Provide mobile workshops and school meetings in neighborhoods to discuss projects and gather feedback Sponsor and collaborate on existing educational programs	Sponsor an ATLDOT Streets Alive event with Atlanta Bike coalition to engage the community on transportation Hold 5 "Coffee with the Community" events Hold 3 mobile workshops	NPU's Neighborhood Associations and Civic Groups
EXPAND THE 'RIDE ALONG' PROGRAM	Identify cross-departmental team to join Ride Alongs Establish standard operating procedures for conducting Ride Alongs Develop neighborhood-specific Ride Alongs protocol to focus on community concerns Enable proactive resident sign-up on Peach Portal Host 6 Ride Alongs, 2 while walking or biking Use ATL311 to log and track service requests received during Ride Alongs	Develop summary and follow-up protocol for Ride Along participants Host 12 Ride Alongs per year and report out on metrics annually	ATL Plus MARTA PEDS APD Code DWM AFRD

GOAL: USE INNOVATIVE TOOLS AND METHODS TO COMMUNICATE WITH AND ENGAGE THE PUBLIC (CONTINUED)

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
IMPROVE RESPONSES TO ATL311 TRANSPORTATION INQUIRIES	Establish a procedure for tracking and resolving transportation-related 311 requests Train staff on responding to common transportation requests and the 311 tracking procedure Update all transportation-related procedures for 311 staff and develop a common language for communicating transportation issues	All 311 requests follow the established procedures Develop a Service Level tracker for all submitted requests Incorporate 311 requests with the map-based project tracking tool	ATL 311 DPW Renew DCP
BETTER TRACK AND RESPOND TO COMMUNITY COMMENTS	Evaluate customer relationship management (CRM) systems and adopt a single system Streamline and standardize the process for documenting and responding to public feedback and train staff on procedures	Fully adopt the CRM system	AIM MOC

GOAL: MAKE CITY CONTRACTS MORE COMPETITIVE AND CONSISTENT

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
EXPAND THE POOL OF QUALIFIED CONTRACTORS	Create interdepartmental task force to develop standardized package templates to include project specifications, capacity standards, design fees, contractor closeout debriefs and other items Develop written OCC standards for various project categories (e.g. City diversity requirements vs. federal) Train necessary staff on new bid packages Organize workshop program with outside contractors and hold 2 pilot sessions	Use new templates on 100% of new contract bids Reduce 'non-responsive' bids/proposals by 50% Reduce average procurement time by 25% Hire an ATLDOT transportation contracts administrator and assign dedicated procurement staff for the department in DOP Hold semi-annual contractor solicitation education sessions Review template performance and continue to update as needed	DOP OCC
USE ON-CALL CONTRACTS TO PROVIDE FAST ACCESS TO VENDORS WITH THE RIGHT SKILLS	Submit for approval to raise the limit cap on on-call projects Obtain approval for new on-call contracts that include specific services including transportation design, urban planning and minor roadway implementation projects	Hold transportation-specific architectural and engineering on-call bid	GDOT
PILOT DESIGN-BUILD CONTRACTING	Develop design-build contract criteria	Pilot an on-call design-build contract on at least 1 project and assess the effectiveness	DOP OCC Law

GOAL: IMPROVE DEPARTMENTAL COORDINATION OF WORK IN THE CITY RIGHT OF WAY

	FIRST YEAR — 2020	THIRD YEAR — 2022	PARTNERS
MAP ALL PROJECTS AND PERMITS IN PEACH PORTAL TO ALLOW RESIDENTS TO SEE AND TRACK TRANSPORTATION PROJECTS	Establish a working group to identify the data to be captured, assign relevant staff and develop standards for implementation Train staff on procedures for updating data Pilot an expanded version of the Peach Portal	Integrate all City GIS databases for cross-department visibility 100% of permitting groups use the selected software system for electronic submissions, plan review and approval decisions Ensure automatic updates and links to other related platforms Develop a public facing portal for City residents	MARTA DWM DPW CIDs GDOT ABI Renew DPR Film GA Power Utilities MBS GWCC Buckhead Coalition
ESTABLISH A CENTRALIZED STREET WORKS PROTOCOL	Evaluate existing City, State and MARTA construction operating protocols Expand existing construction coordination meetings to include key external partners and establish quarterly meetings Track project delays due to inter-agency coordination issues Analyze permit database to identify conflicts and better enforce permit moratoriums	Hire a full-time utility work coordinator for all transportation projects Publish a list of all roadway interventions for external partners and distribute meeting outcomes and actions to staff (e.g., via Microsoft SharePoint) Reduce project delays due to inter-agency coordination issues based on Year 1 findings Reduce permit moratorium infractions by 50%	MARTA DWM DPW CIDs GDOT ABI Renew DPR Film GA Power Utilities MBS GWCC Buckhead Coalition
UPDATE ATLANTA TREE PROTECTION ORDINANCE TO REDUCE COSTS WHILE IMPROVING THE CITYWIDE TREE CANOPY	Assess all ATLDOT projects impacting street trees Create inter-agency tree working group to propose updates to the tree protection ordinance Develop citywide map of all public land available for tree planting	Adopt new official tree ordinance plan Reduce the average tree-related costs in transportation projects by 50%	DCP DPR Trees Atlanta CIDs NPU's APS South Fork Conservancy Park Pride ABI





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The City of Atlanta's Department of Transportation embraces multimodal streets and shall consider all users of all abilities, with a specific focus on disenfranchised communities, in its planning, design, development, construction, operations, and maintenance of its streets and public right of way, and will work to create an integrated and connected transportation system for all Atlantans.

PUBLIC WORKS—Office of Transportation

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