

City of Atlanta Department of Transportation (DOT)

City Council Working Session | 05.02.2019

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Goals of today's working session

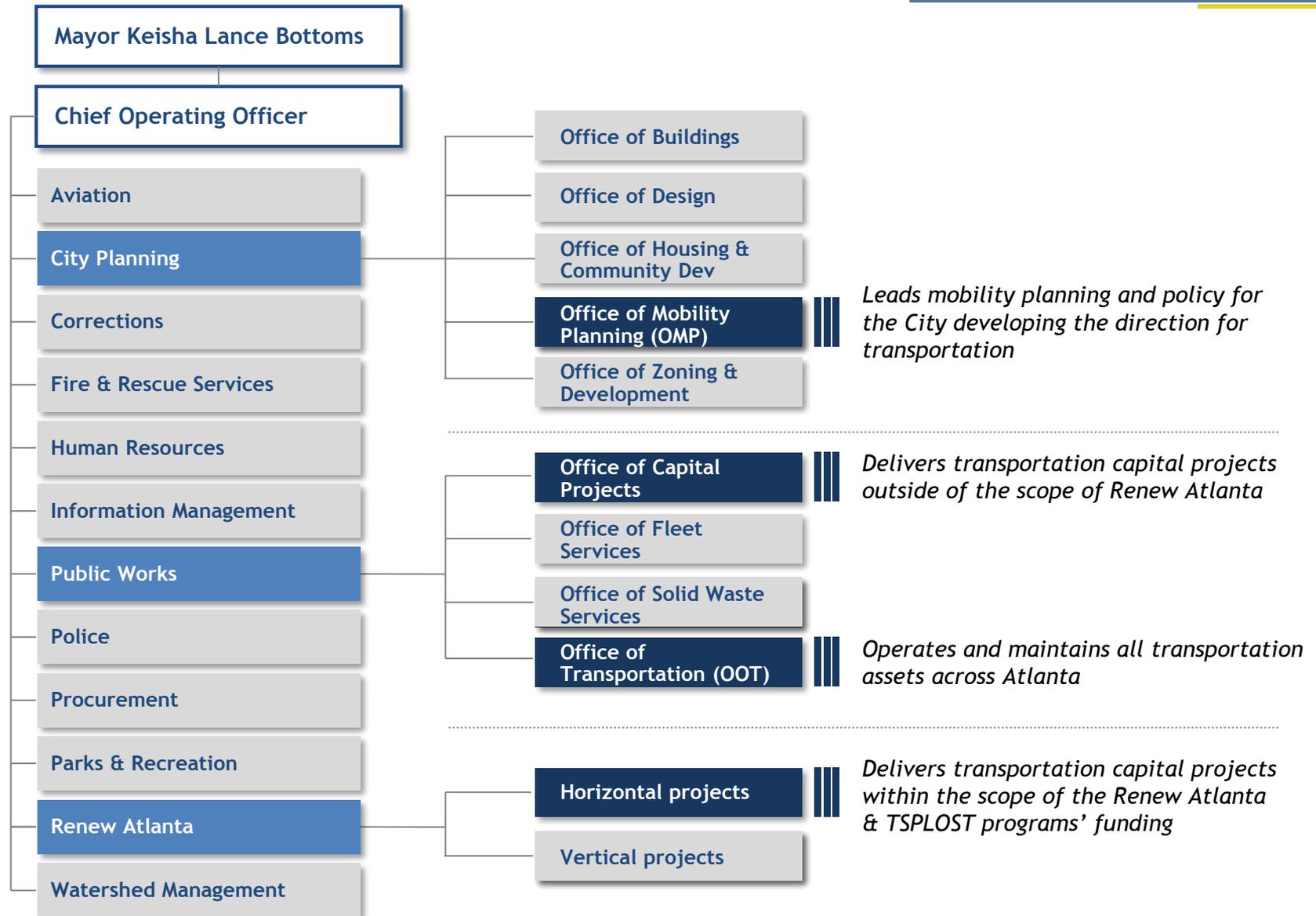


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- 1 Review how we are structured to address transportation today
- 2 Outline the key challenges to the current organizational structure
- 3 Define what success will look like with a fully formed DOT
- 4 Outline the timeline for creating the organization and affecting change
- 5 Discuss the engagement process for internal and external stakeholders; set expectations on the pace of change



Transportation is split across three departments





3 departments | 3 leaders | 3 objectives

Department of City Planning

Office of Mobility Planning 

Organizational focus

Responsible for transportation planning, implementation of complete street polices, bike programs, and furtherance of the City's transportation goals

- Mobility strategy
- Transit planning
- Street design & policy
- Bicycle and pedestrian transit

Estimated org size ▪ 10
(Approximately)

Adopted General Fund Budget ▪ \$1.4M
(FY 2019)

Renew Atlanta / TSPLOST

Horizontal Projects 

Delivering the City's \$500M+ capital project program to reduce our infra backlog and move Atlanta forward

- Capital project delivery
- Innovative traffic management

▪ Internal: 25
▪ Contractors: 50

Funded by Renew Atlanta Bond & TSPLOST

Department of Public Works

OOT & Capital Projects 

Maintaining safe and accessible roadways for residents and visitors to enhance the traveling experience in the City of Atlanta

- Transportation operations
- Traffic engineering
- Traffic signs & markings
- Transportation design
- Parking management
- Capital project delivery

▪ 250

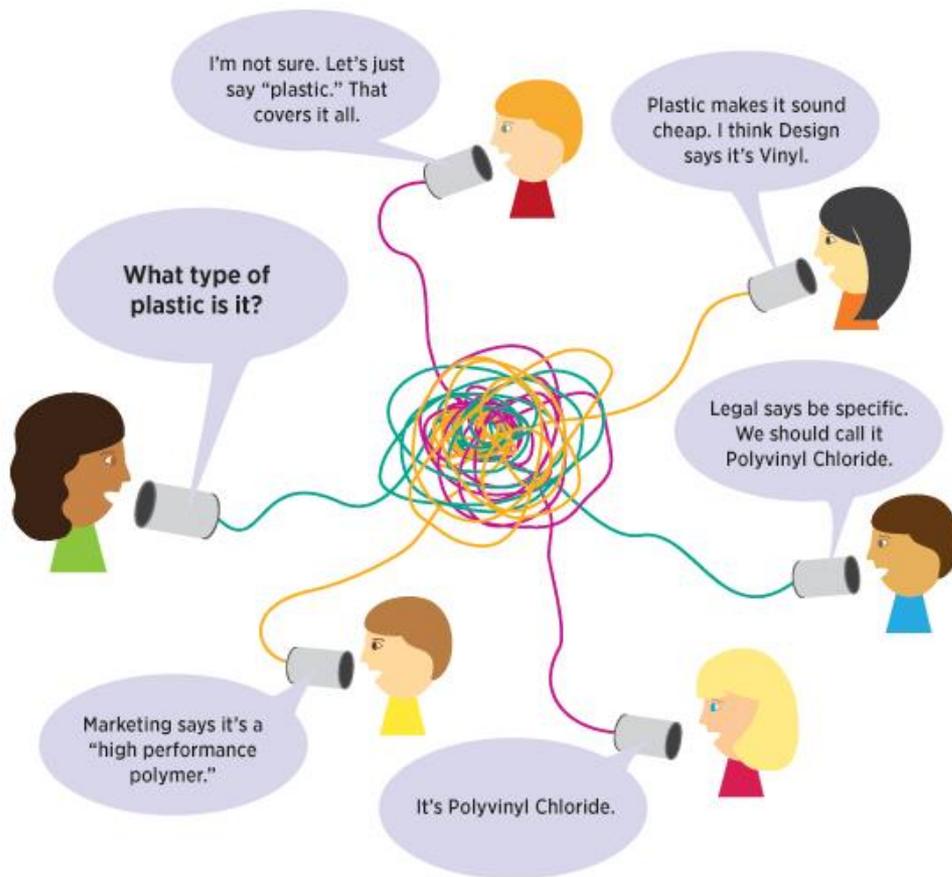
▪ \$44.4M



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Have you ever played the telephone game?

It is not our people ... It is our structure



Major cities already have the structure



**Washington D.C.*



What are we trying to solve?

Problem statement

How can the City of Atlanta best position itself to provide a safe and affordable mobility network to inclusively support Atlanta's projected population and economic growth in the coming decades?

Key themes that emerged across internal & external stakeholder groups

- A need for a **unified and coordinated voice for mobility** in Atlanta
- More **thoughtful strategy on the future** of transportation/mobility
- Increased focus on **building a multi-modal mobility network**
- Being more **responsive to operational and maintenance concerns** from the community
- Applying **technology and analytics** to inform and support decision-making
- Using transportation investments as an **enabler to improve resident outcomes**
- Building a mobility network that can **support almost twice the population**



Why are we trying to solve it?

One Atlanta Vision

A Safe, Welcoming and Inclusive City



World-Class Employees, Infrastructure and Services



An Ethical, Transparent & Fiscally Responsible Government



Thriving Neighborhood, Communities and Businesses



Residents who are Equipped for Success



- Making our transportation network safer and more affordable to residents, commuters, & visitors

- Building a world-class mobility network to support Atlanta's growth
- Attracting and retaining world-class transportation employees

- Creating a streamlined and efficient department that can deliver more for the city of Atlanta

- Making our neighborhoods a great place to live and commute via all modes
- Maintaining a network that keeps current businesses competitive & attracts new companies

- Leveraging transportation to improve quality of life and increase access to opportunities

Transportation is critical to Atlanta's future and underpins the One Atlanta vision of working towards a more affordable, resilient and equitable Atlanta



What will success look like?

Smarter | Coordinated | More Efficient | Responsive | Purpose Driven | Visionary



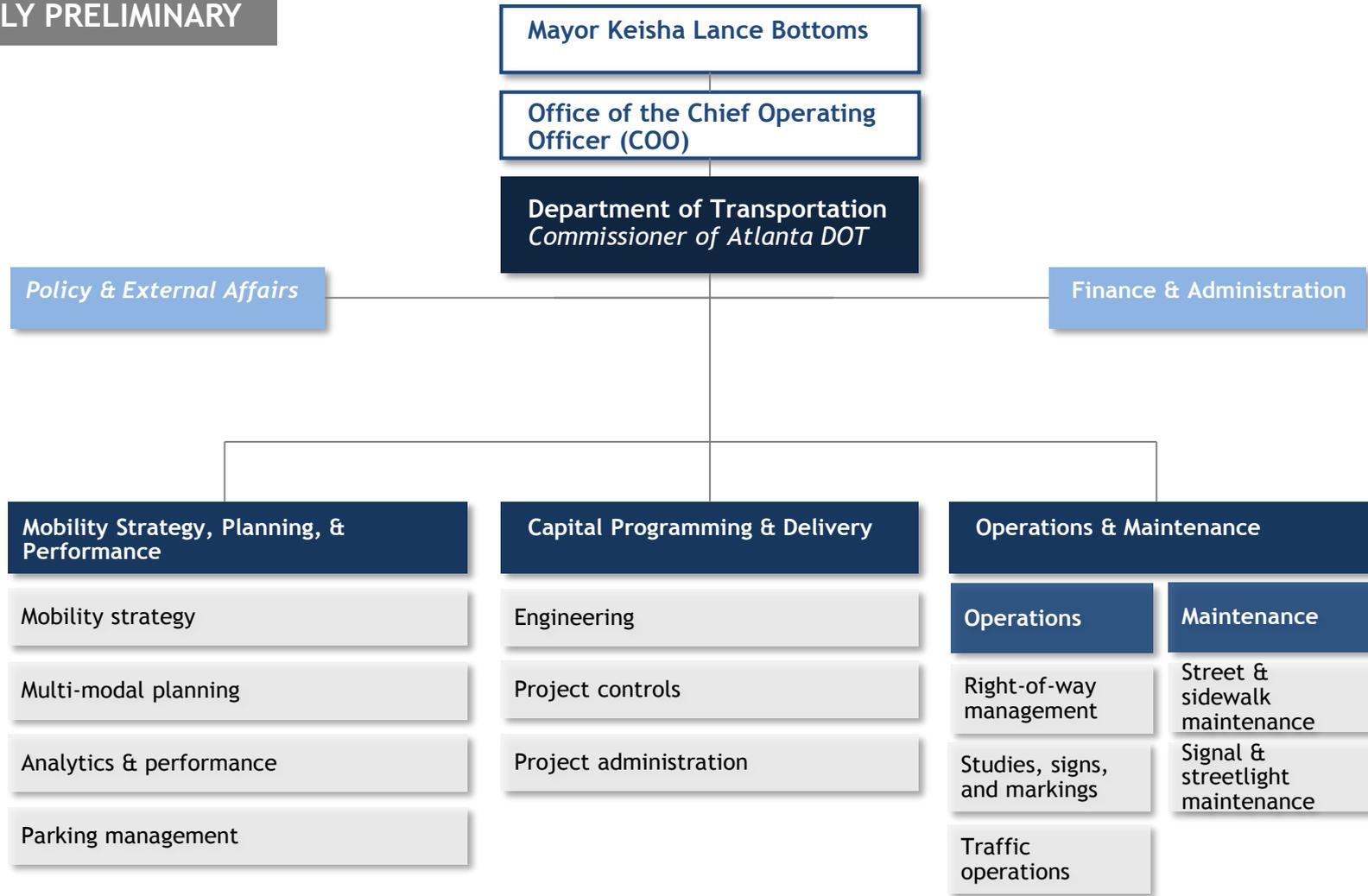
Examples

- Increase the amount of **roadway miles rehabilitated** each year
- Expand Atlanta's **pedestrian and bicycle network**
- Prioritize the spending of **transportation funding** across a shared set of principles to ensure highest and best use
- Increase the share of **federal and state transportation dollars** going to support City of Atlanta streets
- Accelerate Atlanta's **progress towards the objectives** within the Atlanta Transportation Plan



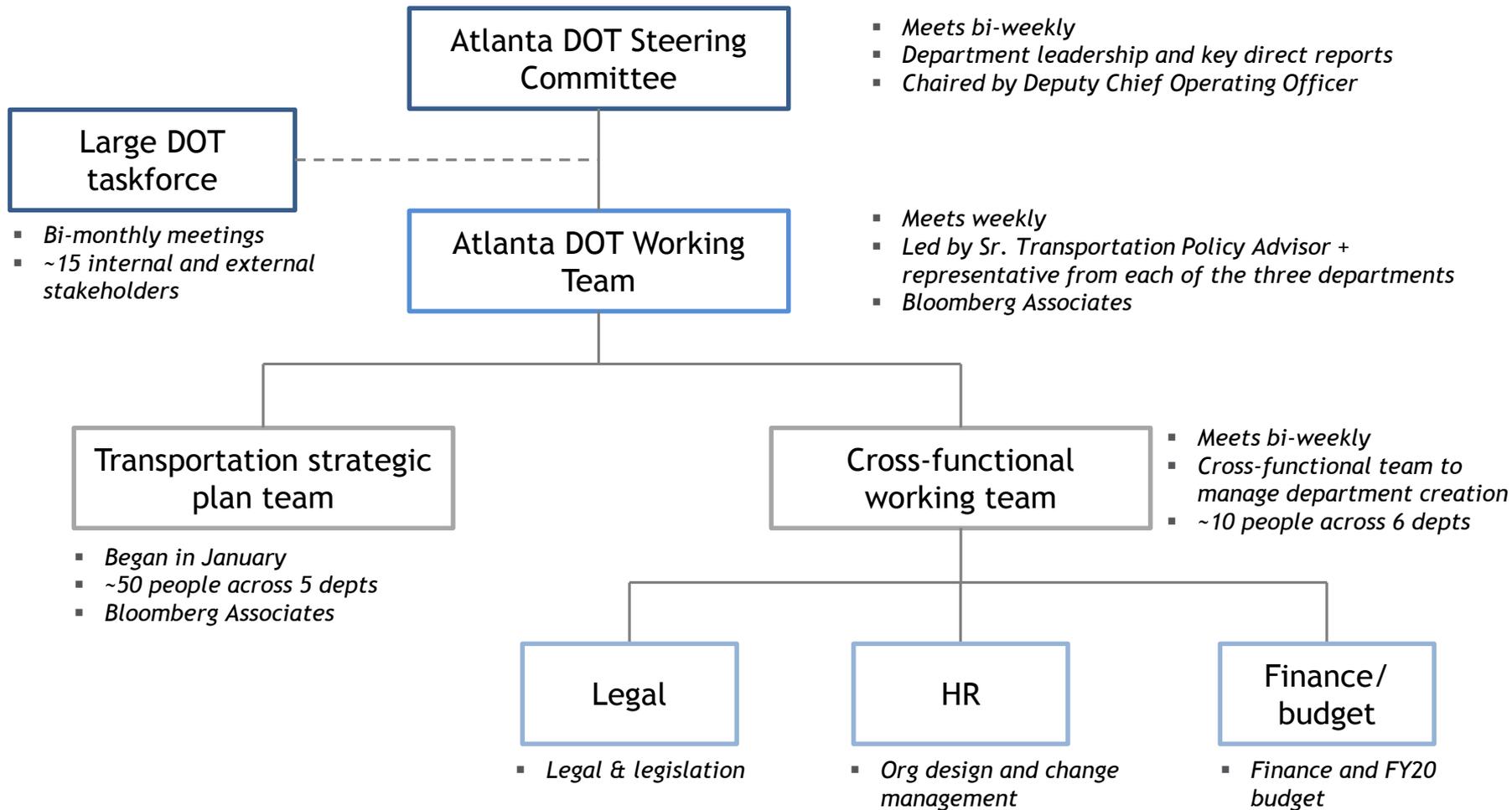
What might an Atlanta DOT look like?

HIGHLY PRELIMINARY



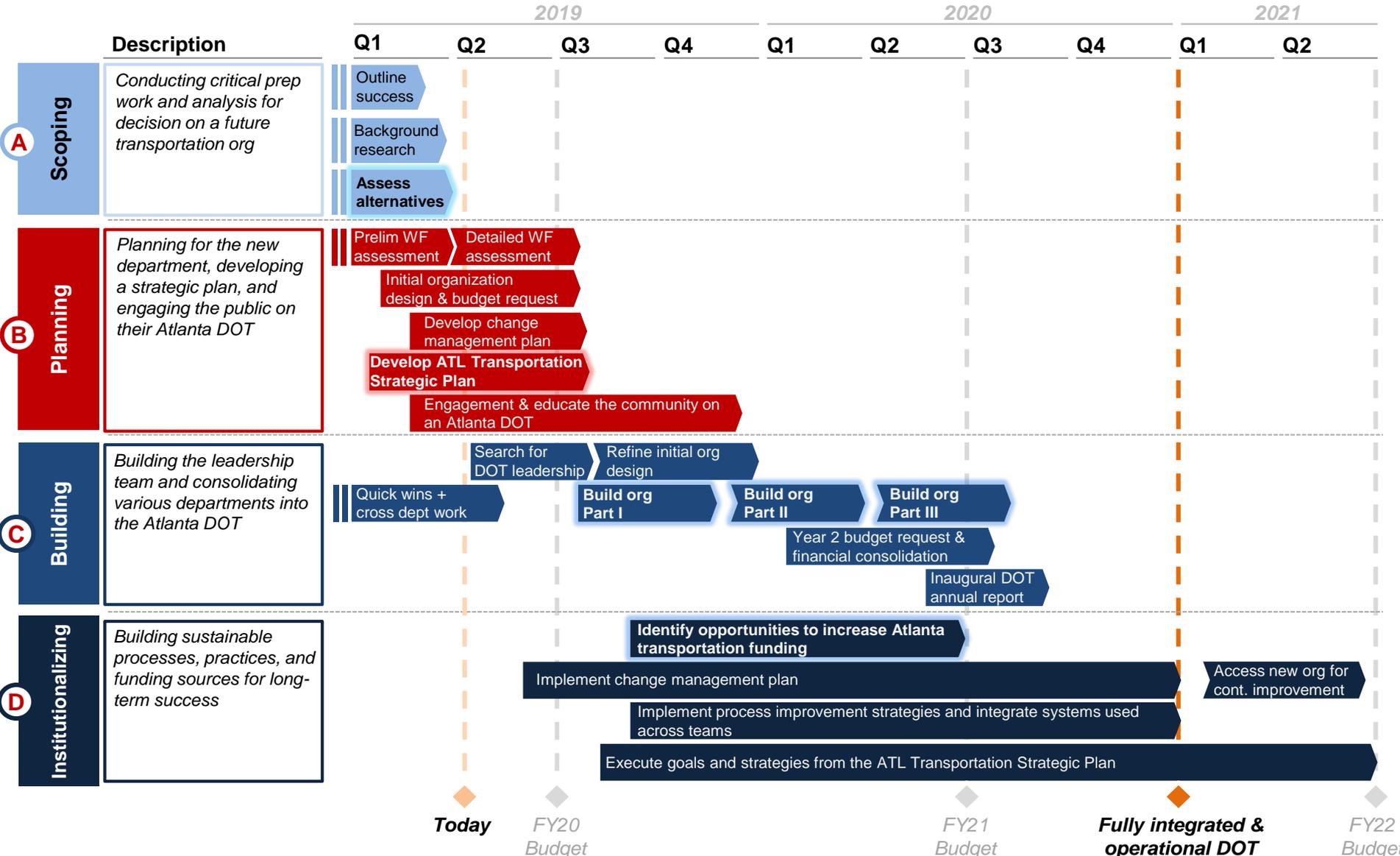


The governance structure to lead this effort





Creating an Atlanta DOT will take ~18 months





We have already made substantial progress

70+ staff members engaged in discussions

20+ hours of strategic planning meetings

50+ internal benchmarks under development

6 months of planning and analysis

40+ hours meeting with stakeholders

3 taskforce reports developed by stakeholders

1 ATLANTA TRANSPORTATION PLAN

Scoping progress

- ✓ Adopted the updated Atlanta Transportation Plan with deep community support and input
- ✓ Created initial draft visioning documents
- ✓ Developed three working committees with deliverables to inform the path forward
- ✓ Visited neighboring DOT and interviewed peer DOT jurisdictions in Oakland, Detroit, Dallas, & Boston
- ✓ Announced the decision to create Atlanta's first standalone Department of Transportation

Planning progress

- ✓ Engaged Bloomberg Associates to support Atlanta - previous experience creating OakDOT
- ✓ Began a 4-month internal strategic planning process to operationalize the ATP
- ✓ Developed initial budget request and socialized with Department of Finance
- ✓ Completed preliminary workforce analysis to understand scope and structure of each org
- ✓ Cross-departmental re-baselining of the Renew Atlanta Bond and TSPLOST programs



Key partners are at the table providing input

External support driving strategic plan and implementation



Feedback provided from key partners

- Partner transportation agencies & organizations
- Utility companies
- Community improvement districts
- Transportation advocacy groups



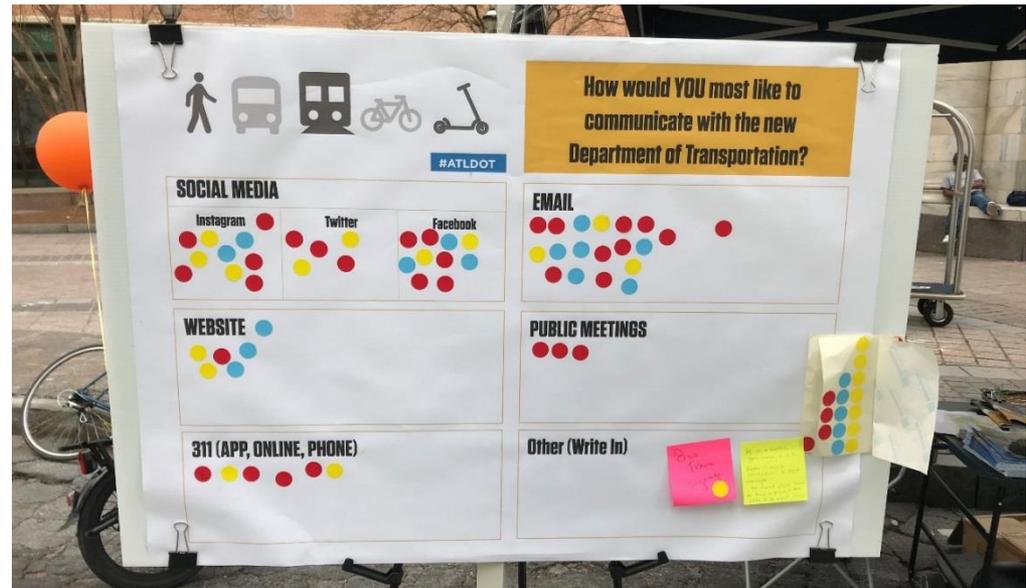


We will get critical feedback from the community

Upcoming community education / feedback / engagement

- Community surveys on topics related to the Atlanta DOT (e.g., mission statement, vision)
- Coffee chats / transportation forums in the community
- Feedback sessions with community leaders
- Formal City Council updates / work sessions
- Atlanta DOT pop-ups (e.g., Atlanta Streets Alive)
- Social media posts and dialog

Atlanta DOT Pop-up at Atlanta Streets Alive on 04.08.2019



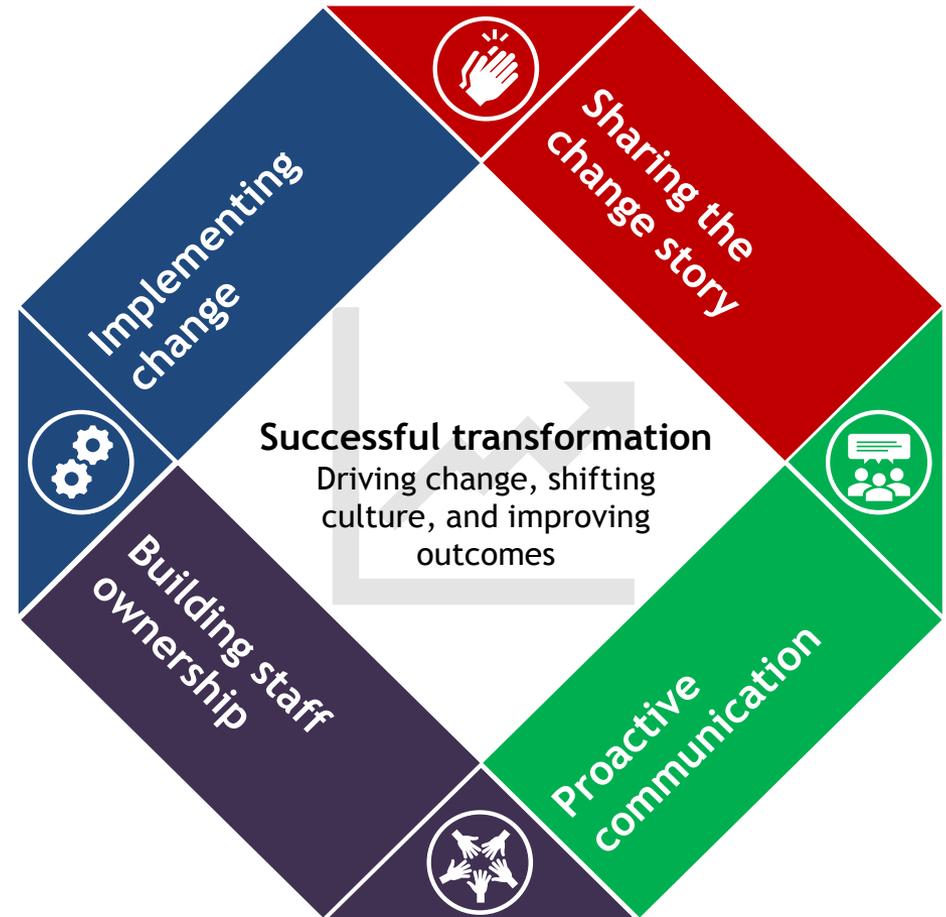


Change management is fundamental to success

Key principles

- **Start with the change story** to focus us on the future, not the past
- **Build early momentum** through quick wins and celebrating our successes
- **Communication is key** - get the information out and answer questions
- Balance **top-down goals** with the **bottom-up ideas** through the strategic planning process
- **Redesign the processes** that keep us from institutionalizing change
- **Measure progress** towards our goals

Employee townhall scheduled for May 2nd





Where we need your support

- Atlanta DOT start-up funding will be included FY20 budget
- Upcoming legislation to create the Atlanta DOT and future legislation to build the department
- Helping us engage the community and capture critical feedback you're hearing
- Working with us as partners to transform transportation in Atlanta



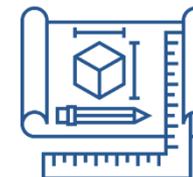
Appendix



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Dept City Planning: Office of Mobility Planning



Planning Atlanta's mobility network

Office Manager

Mobility Planning

- Creating, maintaining, and monitoring progress towards the City's transportation plan and complete street planning policy
- Identifying innovative and safe solutions to promote sustainable transportation options
- Working with local communities to develop implementable plans to improve mobility

Pedestrian and Bike Planning

- Ensuring projects underway or completed focus on issues facing pedestrians and aim to make walking more enjoyable and safe
- Facilitating citywide planning efforts in identifying bike routes which ensure safety and connectivity
- Maintaining and expanding the City's private mobility operators (e.g., Relay bike share program and dock-less)

Transportation Coordination

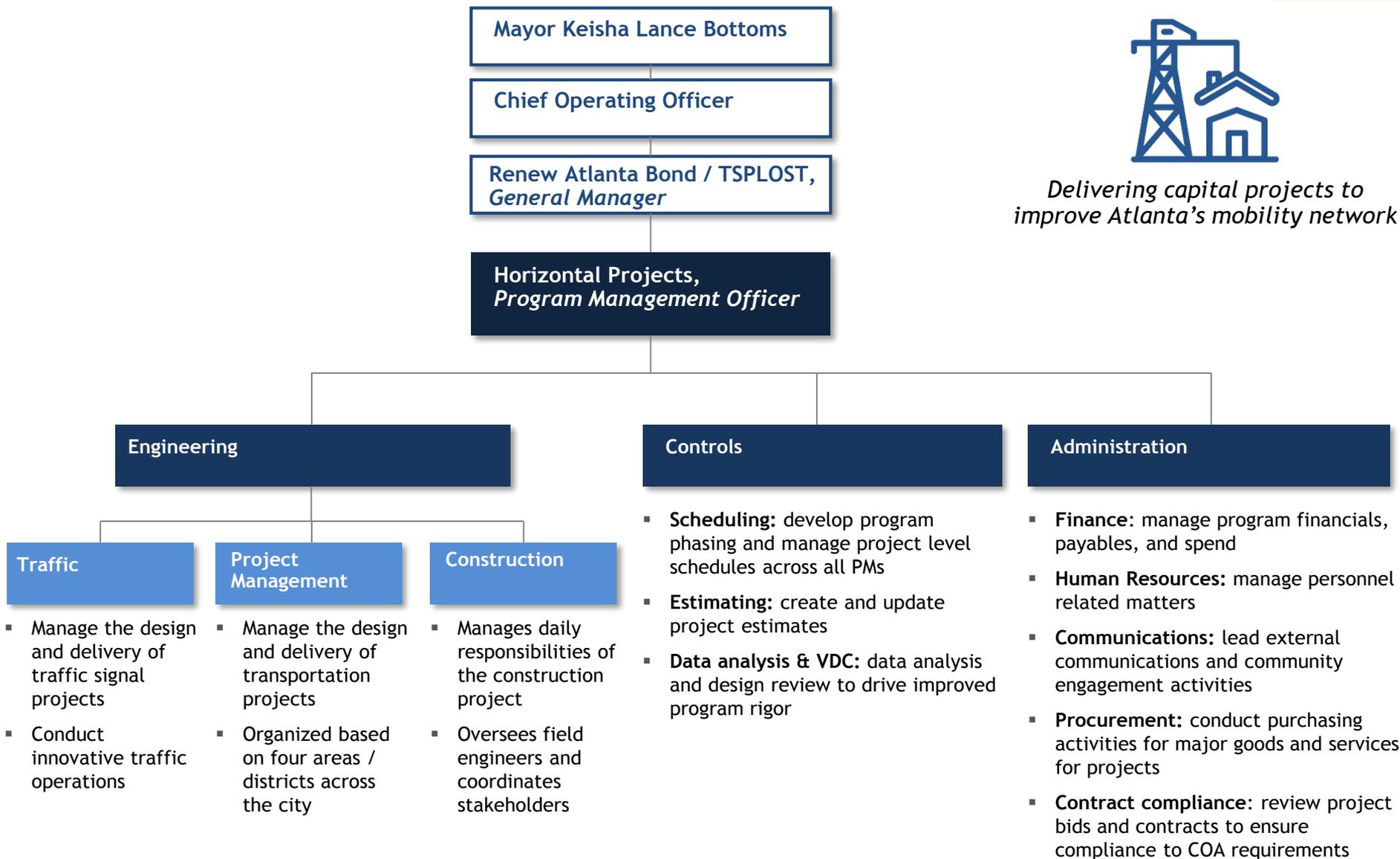
- Coordinating with local, regional, and state transportation partners
- Managing federal transportation funding opportunities across departments
- Developing and promoting the City's TOD strategy to promote the creation of mixed use environments and sustainable affordable living spaces



Renew Atlanta Bond / TSPLOST



Delivering capital projects to improve Atlanta's mobility network





Dept of Public Works: Office of Transportation



Operating and maintaining Atlanta's mobility network



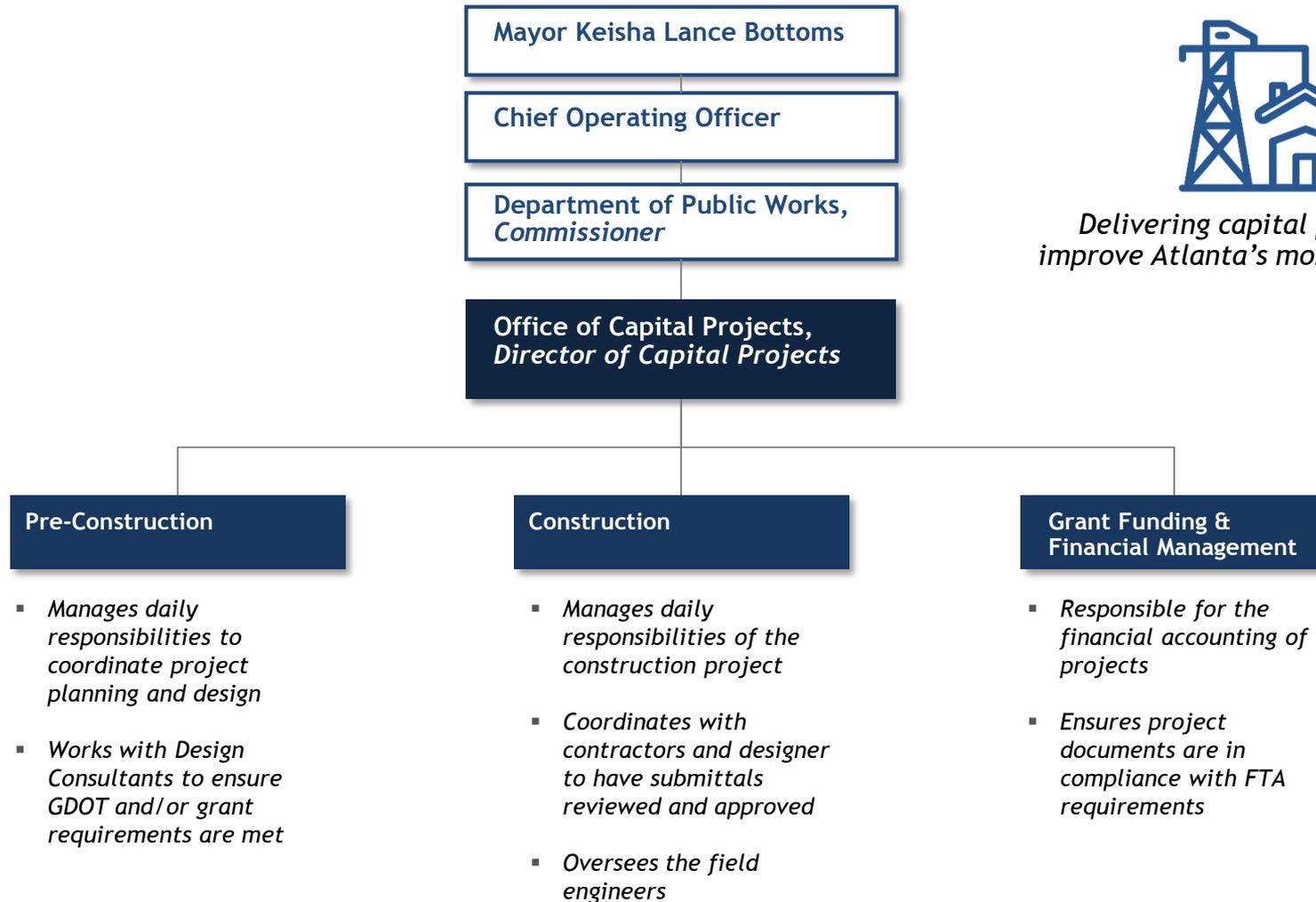
- | Studies, Signs & Markings | Signals & Street Lights | Public Parking | Right of Way (ROW) Maintenance | ROW Agreements & Inspection | Asset Mgmt. GIS & Grant Funding |
|--|---|--|--|---|---|
| <ul style="list-style-type: none"> Conduct traffic control analysis and monitor traffic control permits Recommend traffic calming solutions Oversee right of way signs & markings | <ul style="list-style-type: none"> Maintain Atlanta traffic control center Monitor street signals, street light timing and communications | <ul style="list-style-type: none"> Manage existing parking contract with ATL+ Enforce parking laws and regulations | <ul style="list-style-type: none"> Maintain the city's right of way transportation infrastructure, to include bridges, roads, and sidewalks | <ul style="list-style-type: none"> Manage encroachment, abandonment, and dedication Utility permitting and inspection | <ul style="list-style-type: none"> Provides mapping services and spatial analysis utilizing GPS and GIS technologies Conducts inspections for construction within the public right-of-way Reviews and approves plans that impact the public right-of-way |



Dept of Public Works: Capital Projects



Delivering capital projects to improve Atlanta's mobility network

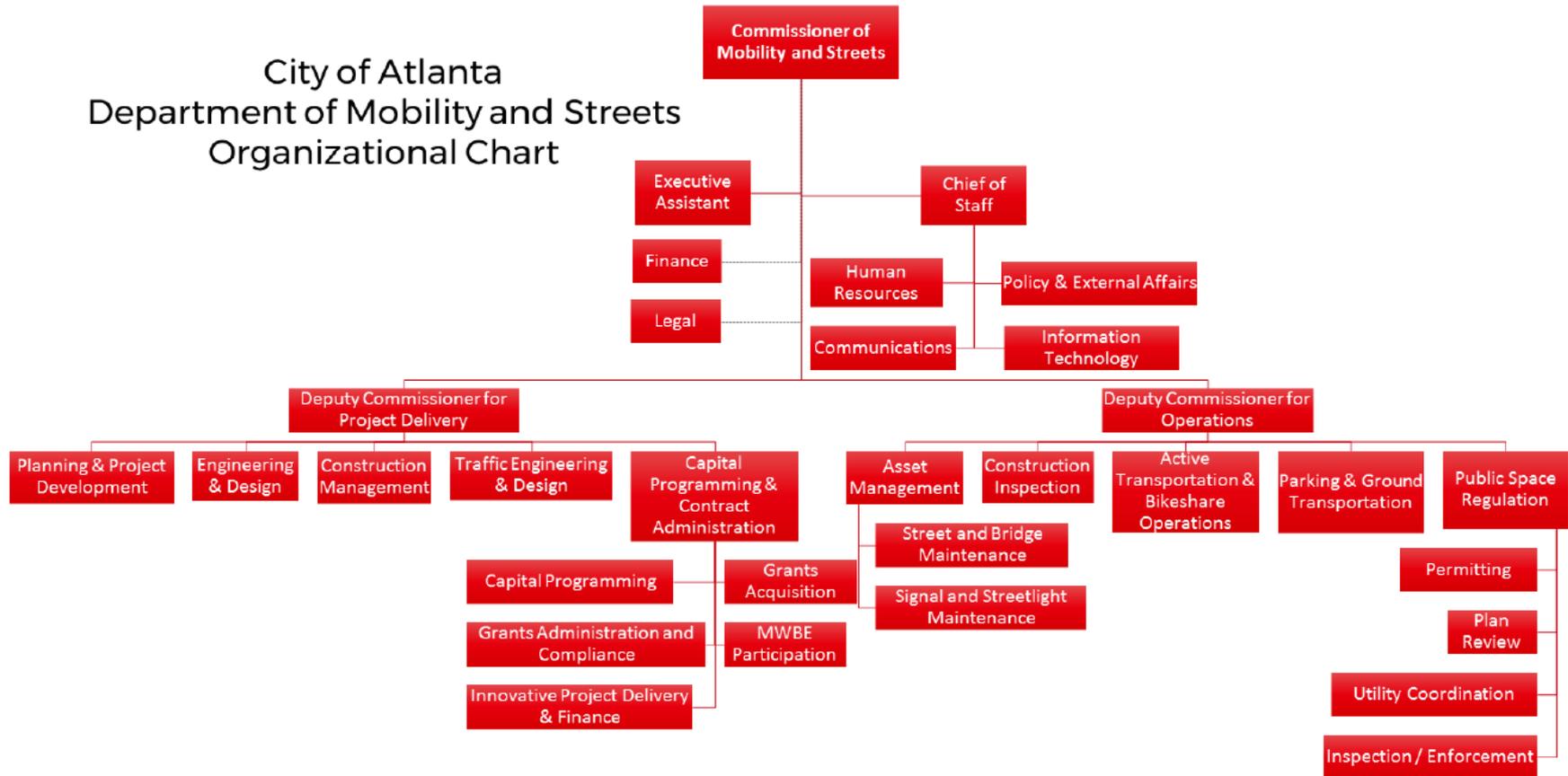


Consultant recommendation (Spring 2018)



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City of Atlanta Department of Mobility and Streets Organizational Chart



Source: Spring 2018 study by WSP