

**Georgia Department
of Transportation**

Organizational
Performance Management
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On the front cover: Transformation of Tom Moreland Interchange

Top: An embryonic Spaghetti Junction: Aerial view over the construction of Interstate 85 and Interstate 285, Atlanta, Georgia, September 27, 1961. *Photo taken by AJC staffer Floyd Jillson.*

Middle: February 1984: I-85 north/I-285 Interchange is about one-third complete on massive improvements, a \$71 million myriad of connector roads scheduled to be finished by June 1986. *Photo taken by AJC staffer Floyd Jillson.*

Bottom: Spaghetti Junction, the icon of Atlanta highway traffic, in 2006. *Photo taken by AJC staffer John Spink.*

Fiscal Year 2016

Investment and Performance Report

Your Dollars Building A Better Georgia

Transformation of Tom Moreland Interchange



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Message from the Commissioner



Thank you for taking the time to review the Fiscal Year 2016 Georgia Department of Transportation Investment Report. This report plays a critical role in informing you of the progress made during the past year and explains the vision for the road ahead while demonstrating our commitment to Georgia's citizens and road users.

Georgia has the 10th largest transportation system serving the 8th largest population in the nation. Georgia DOT's employees work tirelessly to serve the needs of motorists who travel more than 300 million vehicle miles throughout our state each day. We are excited to rise to this challenge and strive for innovation to address today's needs and those of the future.

In the fall of 2014, the Georgia Legislature's Joint Study Committee for Critical Transportation Infrastructure Funding issued a finding that at least an additional \$1 billion annually would be necessary to better maintain our state's existing infrastructure. Governor Deal and the Georgia General Assembly acknowledged the challenges facing Georgia's transportation system and were successful in enacting the Transportation Funding Act of 2015 (TFA 2015) to address current and future needs.

The State Transportation Board and Georgia DOT greatly appreciate the added investment in our system and recognize that with it comes a solemn responsibility to be innovative, transparent and accountable. With the sustainable funding mechanism provided by TFA 2015, Georgians have seen more and more orange cones and construction activity over the past two years as projects to improve our roadways and structures have advanced. Looking ahead, we anticipate a continued increase in the replacement of aging bridge structures and improved pavement conditions as we resurface more and more roads annually.

In 2016, the Department worked with the Governor and the General Assembly to ensure implementation of a comprehensive set of Major Mobility Investment projects to maintain the state's economic competitiveness and allow Georgia to remain the number #1 state for doing business. The initial 11 transportation projects will create additional capacity, improve the movement of freight, provide operational improvements and efficiencies, enhance safety and decrease travel times. The projects target key, critical corridors, which if left unaddressed would negatively impact the movement of freight and people and therefore stymie economic development. The focus on improving conditions within these corridors will positively impact the state's transportation system. A concerted effort was undertaken to identify statewide projects that have established existing needs and ensure meaningful, positive results for all Georgians.

I want to thank Governor Nathan Deal, the Georgia General Assembly, the State Transportation Board, our federal partners and our 4,000 dedicated employees for working together to ensure that we remain one of our nation's leaders in transportation delivery.

As you review the 2016 Investment Report, please provide us with your feedback. We will continue to strive towards our goal of being Simply the Best!

A handwritten signature in black ink that reads "Russell R. McMurry". The signature is written in a cursive, professional style.

Russell R. McMurry, P.E.
Commissioner

Funding



Transportation Funding Act of 2015

With the passage of the Transportation Funding Act (TFA) of 2015, Georgia DOT received sustainable funding to address critical transportation needs. This annual funding – an additional \$757 M in FY 2016 and an estimated additional \$824 M in FY 2017 – addresses both critical infrastructure needs and the backlog of routine and capital maintenance projects that had been deferred. These much needed

revenues will help improve many of Georgia's under-maintained transportation systems, taking them from currently poor condition to fair or better condition.

The influx of state funding has allowed the Department to potentially deliver projects faster, more efficiently and more economically. This is primarily due to reduced oversight practices and less time for federal review and mitigation strategies required by the NEPA process.

Georgia's transportation funding bill provides additional revenue through multiple sources to create and maintain a more reliable funding stream. Primary sources for the increased transportation investment include:

-  **State Motor Fuel Excise Tax Rate** of 26 cents per gallon on gasoline and 29 cents per gallon on diesel (annually indexed for increased vehicle fuel efficiency).
-  **Heavy Vehicle Annual Impact Fee** of \$50 for vehicles that weigh 15,500 to 26,000 pounds. For vehicles greater than 26,001 pounds, the fee is \$100.
-  **Hotel/Motel Nightly Fee** of \$5 per night lodging (excludes extended-stay occupants).
-  **Alternative Fuel Vehicle Fee** of \$200 annually on non-commercial vehicle alternative fuel annual registration fee and a \$300 fee for commercial vehicles. Additionally, eliminates tax credits on low and zero emission vehicles not dedicated to transportation.

In addition to providing more transportation dollars for Georgia, the TFA 2015 has provided an opportunity to expand the Disadvantaged Business Enterprise (DBE) and Small Business programs. In October 2016, a DBE forum was held to share upcoming project forecasts and instructional information with the transportation community. In addition, the Intent to Bid (ITB) process has been initiated for routine maintenance projects. Qualifying suppliers will be able to utilize the Team Georgia Marketplace to submit bids for advertised projects. Instructions and links have been added to the Georgia DOT website to encourage and support DBE and Small Business participation.

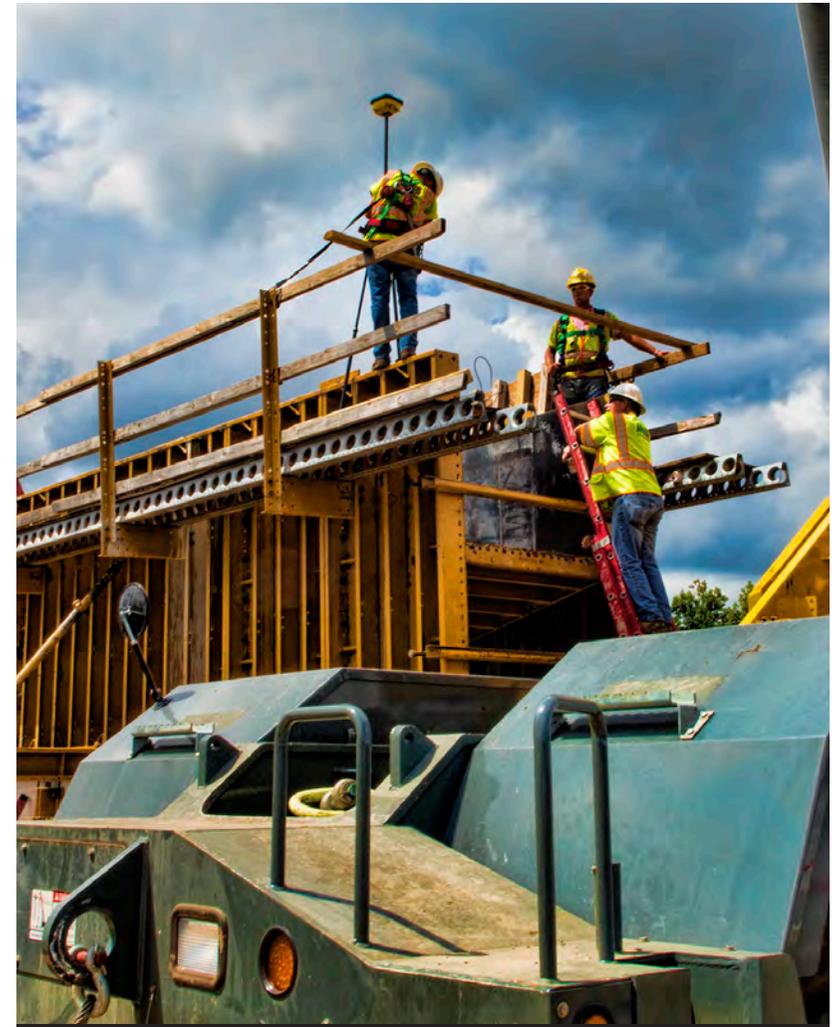
Transportation Funding Act of 2015—Annual 10-Year Plan

O.C.G.A. §32-5-27.1 requires the Georgia Department of Transportation to annually submit to the House and Senate Transportation Committees “a ten-year strategic plan” that establishes “a target percentage of resources to be expended and the respective fund sources” for the following categories: construction of new highways, maintenance of existing infrastructure, bridge repairs and replacements, safety enhancements, and administrative expenses.

The 10-Year Plan for Fiscal Years 2016 to 2025 was presented to the General Assembly at the start of the 2016 session. On January 28, 2016, the House Transportation Committee approved the plan unanimously with the Senate Transportation Committee approving it unanimously on February 24th.

The 10-Year Plan demonstrates the Department's commitment to maintaining our existing infrastructure, from preserving and resurfacing our pavements to repairing and replacing bridges. These investments in our existing infrastructure range between 39 percent and 45 percent of total funds throughout the 10-year period. Georgia DOT's commitment to safety is captured by the steady increase from 7 percent of total funds in FY 2016 to 10 percent by FY 2020 and for the remainder of the 10-year period.

Construction on the NW Corridor Project in Cobb and Cherokee counties



Capital Maintenance Investment

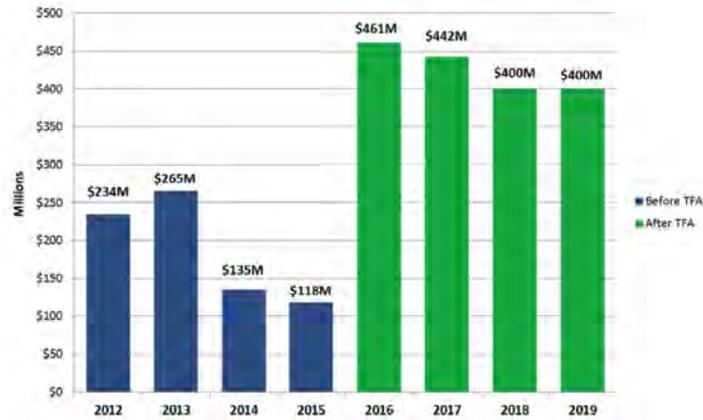


Table A

Routine Maintenance Investments

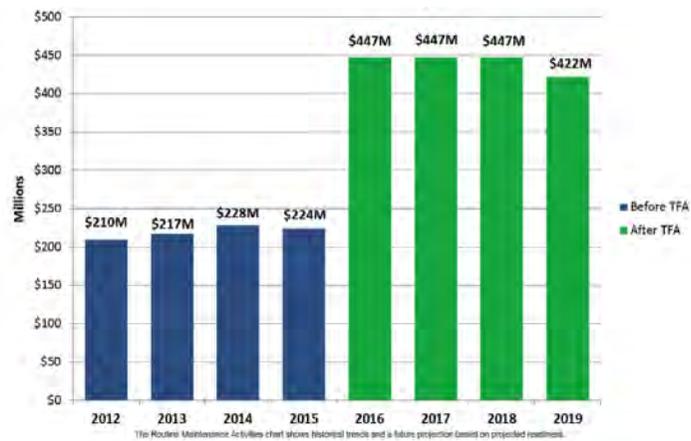


Table B

Bridge Investment

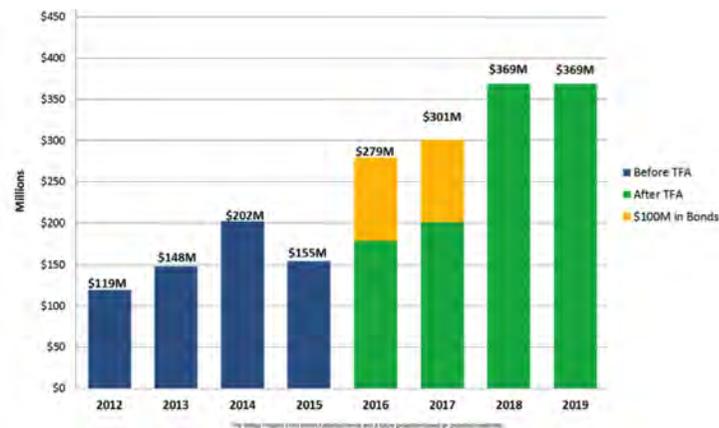


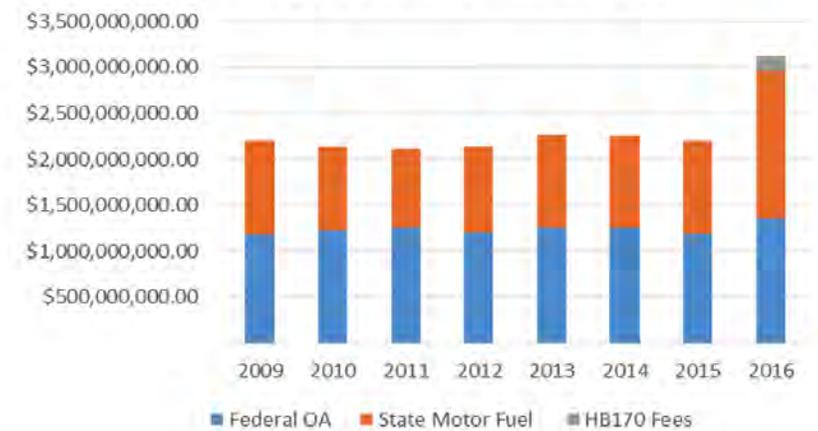
Table C

*NOTE: Tables A, B and C represent a combination of both state and federal funds

Funding Resources and Requirements

Georgia DOT's total Amended Fiscal Year (AFY) 2016 budget along with the general obligation debt was approximately \$3.4 billion. Revenue sources included state motor fuel taxes, as well as federal, agency and state general funds that included the recent transportation fees. Approximately 99 percent of the funding was derived from motor fuel taxes, federal funds and other sources; less than one percent came from state general funds.

GDOT Appropriations FY2009 - 2016



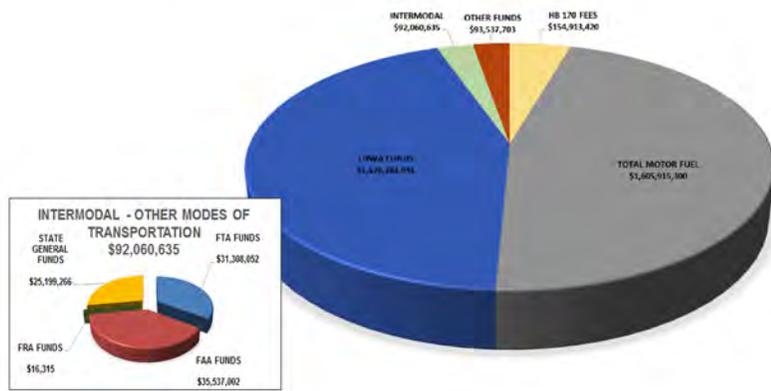
On December 4, 2015, President Obama signed into law the Fixing America's Surface Transportation Act, or "FAST Act." It is the first law enacted in more than 10 years that provides long-term funding certainty for surface transportation, allowing states and local governments to move forward with critical transportation projects.

The enacted Amended Fiscal Year (AFY) 2016 Budget is the first Georgia DOT budget to reflect additional revenues resulting from the Transportation Funding Act of 2015. These additional revenues are approximately \$758 million for a total state fund appropriation of \$1.7 billion. With federal funds, the total AFY 2016 appropriation was approximately \$3.4 billion.

Crews perform a pavement preservation technique called strip sealing



AFY 2016 Budget by Fund Source

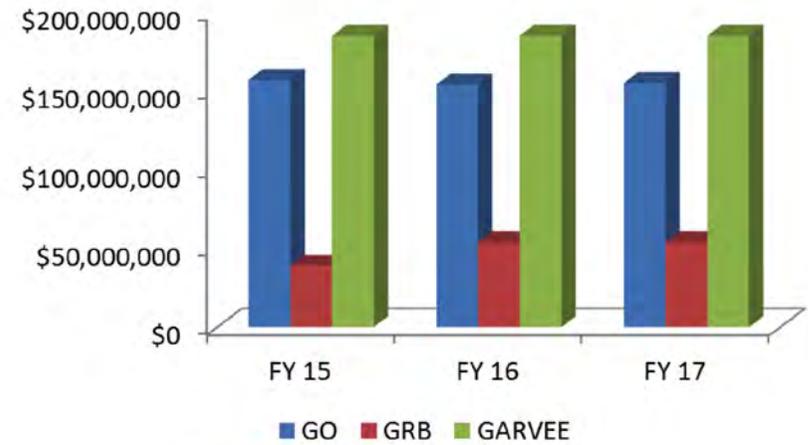


The Department's overall available funds are first used to repay debt services. General Obligation (GO) Bonds and Guaranteed Revenue Bonds (GRB) must be repaid using state motor fuel dollars or fees generated as a result of HB170, while Grant Anticipation Revenue Vehicle (GARVEE) Bonds are repaid using both federal obligation funds and state funds. In fiscal year 2016, \$394 million of the \$3.4 billion was allocated to debt service, leaving approximately \$3.0 billion to allocate towards improving Georgia's transportation system.

Construction crews working on bridge deck reconstruction



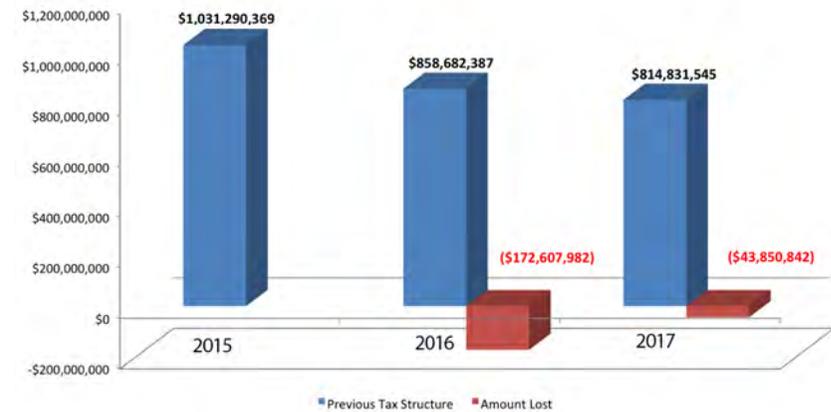
Georgia DOT Debt Service Payments



**GO Bond Debt Service appropriated directly to GSFIC
 ***GRB and GARVEE Debt Service appropriated to GDOT
 Debt Service information provided by GSFIC and SRTA

In FY 2016, the general assembly authorized \$100M in general obligation bonds for repair and replacement of bridges in the state. They authorized another \$100M in FY 2017 as well.

The chart below represents the revenue trend had HB170 not passed.



Major Mobility Investment Program (MMIP)

Georgia has seen significant population and economic growth resulting in mobility challenges, particularly throughout the Metro Atlanta region. As a result, a set of major projects were identified to address mobility challenges. These projects were identified through planning studies as well as cooperative and collaborative efforts with Metropolitan Planning Organizations and local governments. Passage of the Transportation Funding Act of 2015 yielded the flexibility and funding to begin addressing these major investments in Georgia's transportation network.

These 11 initial significant transportation projects will create additional capacity, improve the movement of freight, provide operational improvements and efficiencies, enhance safety and decrease travel times. Projects of this magnitude can be challenging to fit into an already robust transportation program, so the use of the right financial and delivery tools for each project is critical to ensure the overall success. The engagement of the private sector to design, construct and partially finance a project (aka the Design-Build-Finance or DBF model) enables accelerated delivery and a financial structure that is right for the State, without undue constraint on the overall program. Other financial structures and delivery models available to the Department are contemplated as well, such as using longer term availability payments in a Design-Build-Finance-Operate-Maintain (DBFOM) or specialized Design-Build approaches that capitalize on the investment levels and innovations that are desired, to get the best possible value for the transportation dollar.

The Gross State Product (GSP), a measure of the size of the state's economy, is projected to grow by about \$2,466 million more with the projects than without them. The expansion in GSP translates into an additional 13,660 permanent jobs and \$1,081 million of additional personal income for residents throughout the state, allowing Georgia to maintain its economic competitiveness. These major mobility projects will be under contract over the next 10 years.

Traffic modeling tools used to analyze the proposed corridor projects show that, once complete, some of the projects will yield a daily reduction in delay of:

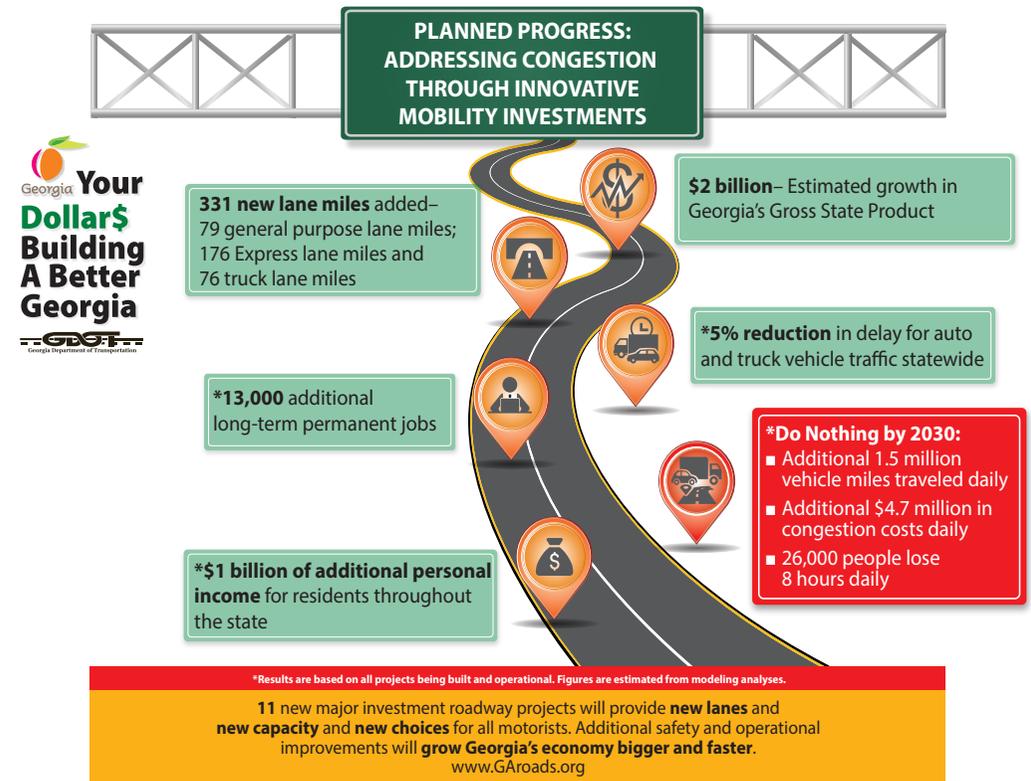
- 19,000 hours on the SR 400 corridor
- 6,000 hours on the top end of I-285
- 69 percent on I-85 from SR 211 to US 129 and
- 32 percent on I-16 from I-516 to I-95

The projects target key, critical corridors, which if left unaddressed, would negatively impact the movement of freight and people.

Projects comprising the MMIP initiative include:

- I-285/I-20 East Interchange
- I-285/I-20 West Interchange
- I-285 West Wall Express Lanes
- I-285 East Wall Express Lanes
- SR 400 Express Lanes
- Revive 285 Top End (Express Lane Only)
- I-85 North Widening from Hamilton Mill Road to SR 211
- I-85 North Widening from SR 211 to U.S. 129
- I-75 Truck Lanes from SR 155 (McDonough) to I-475
- I-16 Widening from I-516 to I-95
- I-16/95 Interchange Improvement

For additional information regarding the MMIP initiative, please visit www.GAroads.org



Planning

Each project is carefully planned and analyzed prior to moving forward. This effort includes development of tools, leveraging agency knowledge and coordination with the Federal Highway Administration (FHWA), 15 Metropolitan Planning Organizations (MPOs) and local governments. National statistics are also taken into consideration. For example, the Texas Transportation Institute 2015 Urban Mobility Scorecard focused much of its 2015 report on congestion where Atlanta ranked 12th in the nation among very large areas for yearly delay and 22nd in congestion cost per auto commuter. Likewise, the 2015 TRIP (a national transportation research group) Report, issued by a national transportation research group, found that highways are vitally important to continued economic development in Georgia. Specifically, 84 percent of the goods shipped annually from sites in Georgia are carried by trucks and another 10 percent are carried by courier services or multiple-mode deliveries, which include trucking. The American Society of Civil Engineers 2014 Report Card stated that Georgia still ranks 49th in per capita transportation funding and stressed the need to invest in Georgia's future by funding needed road improvements. The Department considers each of these factors when making transportation decisions.

Data Driven Decision Making

One of the primary tasks for the Georgia DOT Planning Division is to set the Department's work program. The cornerstone for identifying the needs in Georgia begins with the Statewide Transportation Plan (SWTP) and the Statewide Strategic Transportation Plan (SSTP). This document combines the traditional transportation analysis of a long-range transportation plan (SWTP) with the strategic business case for transportation investment (SSTP). This plan provides a comprehensive look at all transportation issues facing Georgia now and through the year 2040.

The Department is responsible for the development of the Statewide Transportation Improvement Program (STIP), which is a four year program, as well as identifying projects beyond the STIP time frame. The work program must adhere to federal and state requirements and be financially constrained to ensure deliverables reach a successful outcome. As a result, the Planning Division regularly revisits best practices and looks for new tools that can be used in the process.

The Planning Division identifies projects and programs through the consideration of multiple comprehensive planning studies, county and regional studies, analyses and state requirements. Included in these efforts are the Managed Lane Implementation Plan, Georgia Statewide Freight & Logistics Action plan, corridor plans, countywide studies and requirements in Georgia Code such as the need to balance transportation funding by Congressional District and the delivery of the Governor's Road Improvement Program (GRIP).

Included in the analysis and review of transportation needs is safety (crashes), which is a major factor for consideration, in addition to pavement condition and capacity of the facility.

State Route Prioritization Network

Georgia's State Highway System consists of a diverse mixture of roadways, including multi-lane Interstates, US Highways, State Routes, city streets and county roads. The State Highway System ensures a well-connected network of high quality roads that comply with Georgia State Code and federal law. In FY 2016, Georgia DOT undertook an assessment of the State's 18,000 centerline miles to establish a State Route Prioritization Network.

Prioritization of the state network was no small feat, requiring internal workshops, generation of graphical displays using Geospatial Information System (GIS) technology and coordination with the Georgia DOT management team. Through the coordinating effort of the Department's Office of Transportation Data, the state system was prioritized in four categories: Critical, High, Medium, and Low. A sampling of the criteria established for each of the four categories includes:

Critical State Routes

- Interstates
- National and State Freight Corridors
- Strategic Highway Network (STRAHNET)/STRAHNET Connectors/ Intermodal Connectors

High Priority State Routes

- National Highway System (NHS)
- Georgia Road Improvement Program (GRIP)

Medium Priority State Routes

- Annual Average Daily Traffic Volumes
- Georgia Emergency Management Agency Evacuation Routes

Low Priority State Routes

- All Other Unclassified Routes

Georgia DOT's Office of Maintenance has begun using the established priorities to assist in the allocation of funding for road maintenance responsibilities; and by doing so has aligned with Georgia DOT's strategic asset management plan. Georgia DOT will focus its resources on the components of the transportation system that have significance to Georgia's economy; specifically, those that serve a primary role in freight movement, intrastate travel, tourism and business travel.

State Route Prioritization is not intended to be static; it is the beginning of an evolving effort. Annually, Georgia DOT will evaluate routes and assign or remove priority ratings to State Routes as needed. Biennially, Georgia DOT will also review the prioritization criteria and further refine them.

Noteworthy planning studies in FY 2016 include:

Downtown Connector Study:

This study, initiated in FY 2016, explores a range of options to improve mobility on Atlanta’s Downtown Connector. Significant activities include data collection and traffic forecasting, initial scoping of key improvement evaluations and one-on-one interviews with numerous key stakeholders. A key component of the study identified which traffic moved through the Connector and which was local to the area. This is determined by obtaining and validating origin-destination data on the Connector as well as ramp location volumes. The information gleaned will form a foundation for subsequent analyses and will be used throughout the course of the study. The first planning level analysis will be complete by mid-year of 2018.

Tara Boulevard Study:

About 10 years ago, the Atlanta Regional Commission (ARC) completed a study that explored the conversion of the northern portion of Tara Boulevard to a limited-access highway and the widening of the southern portion of the route. During the 2010-2012 TIA project list development, Clayton County requested that a shortened version of the ARC recommendation for a limited access highway (referred to as a “super arterial”) be placed on the TIA list. This study further evaluates the merits of converting Tara Boulevard to a limited-access highway. In addition, other projects such as a traditional widening, intersection improvements and similar projects will be considered. In FY 2016, the study was initiated, with the start of data collection including traffic volumes, future traffic and incident locations.

Crews perform milling and inlay work



Design

The Division of Engineering is responsible for design policy, bridge design, in-house roadway design, environmental clearance and acquisition of right-of-way (ROW) for improvements across Georgia’s transportation system. Consisting of five offices, this division delivered the following:

- 64 sets of final ROW and roadway design plans
- 32 sets of final bridge design plans
- 1,105 real estate parcels purchased (including assisting local governments)
- \$355 million authorized for ROW acquisitions
- \$9.4 million reimbursed to local sponsors for ROW acquisitions
- 485 projects environmentally cleared to progress to the next phase

The offices of Roadway Design, District Roadway Design and Bridge Design delivered construction plan sets totaling more than \$248 million in construction fund authorizations in FY 2016.

Delivery

The Georgia DOT Division of P3/Program Delivery is responsible for delivering the Department’s Construction Work Program (CWP) through a combination of traditional low-bid methods and innovative design-finance methods. Through the use of in-house and consultant design services the division’s primary focus is to deliver projects on schedule within scope and budget.

The following projects were delivered in FY 2016 using a traditional low bid process:

- 462 projects valued at \$1,524 million – Georgia DOT Let
- 96 projects valued at \$125 million – Local Let

Fiscal Year	No. of Projects	Low Bid - Contractors
FY 2012	225	\$861,931,139
FY 2013	347	\$1,246,770,883
FY 2014	424	\$1,130,753,879
FY 2015	195	\$782,596,046
FY 2016	582	\$1,648,676,323
Grand Total	1773	\$5,670,728,270

Notable projects were also delivered using innovative finance and contracting methods. Significant projects include:

- FY 2016 Bridge Replacement Program
This project replaces 25 structurally deficient off-system bridges in 25 different counties. This is the first time a large group of bridge replacements were solicited as Design-Build contracts. This program is valued at \$40 million.

- I-285 and State Route (SR) 400 Improvements

This Design-Build-Finance (DBF) project will rebuild the I-285/SR 400 Interchange and make improvements along I-285 from west of Roswell Road in Fulton County to east of Ashford-Dunwoody Road in DeKalb County (4.3 miles), as well as along SR 400 from the Glenridge Connector to Spalding Drive (6.2 miles) for a total project length of 10.5 miles. The completed project is expected to save the average commuter 8 hours a year and reduce delay by over 20,000 hours a day. The bid amount was \$460 million and the total project cost is currently \$803 million. The selected team will finance a portion of the project cost during the construction period and will be paid back over a period of years after construction is complete.

Construction

The Construction Division is responsible for review and approval of contract modifications, communication with the construction industry, project field inspections and on-time/on-budget completion of roadway projects. In FY 2016 the following was accomplished:

- 173 projects were completed or open to traffic at contract value of more than \$606.4 million
- 15 of these projects had a value greater than \$10 million each for a combined total of more than \$280 million

In addition, Georgia DOT has several major projects under construction that will significantly improve the traveling experience of Georgia citizens as well as those moving through the state. The following highlight the continued progress of these important projects during FY 2016.

I-75 South Managed Lanes – Design-Build

The I-75 South Express Lanes project adds two reversible toll lanes along I-75 south of Atlanta. The project corridor extends 12 miles, from SR 155/ McDonough Road to SR 138/ Stockbridge Hwy. These new lanes will be built within the median of the existing roadways. During this fiscal year the Mount Carmel Bridge over I-75 was removed, replaced and re-opened to traffic three days early, meeting a major milestone. The project is on schedule to open in early 2017.

The Northwest Corridor – Design-Build-Finance

The Northwest Corridor project will improve travel in the I-75/I-575 corridor by adding 29.7 miles of toll lanes along I-75 from Akers Mill Rd to Hickory Grove Road and along I-575 from I-75 to Sixes Road. In FY 2016, 95 percent of the design activities and 27 percent of the construction activities were completed. Two environmental re-evaluations were done allowing acquisition of all 86 needed parcels and construction to proceed on all 29 miles of the project. Eleven of the proposed 39 bridges began construction in addition to construction of the new managed lanes on I-575. Approximately \$166 million in design and construction funds were expended in FY 2016 and the project remains on schedule to open in the summer of 2018.

I-85 Express Lanes Extension – Design-Build

This project includes the addition of 10 miles of newly constructed toll lanes north of the existing I-85 Express Lanes at a cost of \$149 million. These lanes are designed to improve traffic flow; increase options for motorists, transit and registered vanpool customers; provide reliable trip times; create jobs and bring economic benefits to the residents of the region. Major activities occurring in FY 2016 include completion of 90 percent of the design plans, submission of the environmental re-evaluation and conducting the Final Field Plan Review. The anticipated completion date is fall of 2018.

SR 400 Widening – Design-Build

The SR 400 widening project in Forsyth County provides one inside lane along SR 400 in the northbound and southbound directions. The scope of the entire project begins at McFarland Parkway and extends north to SR 369 in Forsyth County. The project also includes bridge widening over Big Creek and Lake Lanier. The construction start milestone was met in October 2015. This was accomplished about one year after the citizens of Forsyth County approved a bond referendum for transportation funding. The project is tentatively scheduled for completion in October 2018.

Jimmy DeLoach Connector – Design-Build

The \$72.8 million, 3.1-mile Jimmy DeLoach Connector extends the Jimmy DeLoach Parkway to State Route 307/Bourne Avenue near the Port of Savannah's main gate. The estimated 8,000 trucks using this roadway daily now have a limited-access, four-lane route directly to and from the port and I-95. The project built in collaboration with the Georgia Ports Authority, includes six new bridges, new interchanges and approximately 25 acres of wetlands mitigation. The project opened to traffic in May 2016, marking the achievement of a major milestone.

Maintenance crews performing vegetation management work.



Maintenance and Operations

Georgia DOT maintains a State Highway System of approximately 17,967 centerline miles, 48,334 lane miles of roadway and 6,671 bridges. In FY 2016, nearly \$108 million was authorized in major Interstate maintenance resurfacing projects, covering 63 miles on I-20, I-75 and I-75/I-85. This resurfacing work improves riding surfaces for Georgians, freight, and those traveling through our state.

Routine maintenance activities include such activities as mowing, short-line striping, slab repair, paving repair, fencing repair and other pertinent functions needed to keep state highways in proper and safe operating condition. Georgia DOT utilizes contract assistance to address routine maintenance needs and posts contracting opportunities on its TFA website (www.GARoads.org) to guide and instruct new vendors through the qualification process.

In FY 2016, funding nearly doubled in contract Routine Maintenance Activities with an additional \$200 million as a result of the TFA 2015. Projects implemented with this additional funding include:

- Crack filling, pot hole repair, concrete slab repair
- Roadway and guardrail repair
- Clearing right-of-way and roadway of vegetation obstruction to improve safety

Capital Maintenance funding nearly quadrupled in FY 2016. This investment allows for a sustainable 15-year major resurfacing cycle, with preventable (routine) maintenance in between.

Winter Weather Update

Following an intense storm season in 2014, Georgia DOT, along with the Governor's Winter Weather Task Force, set out to evaluate the state's inclement weather roadway preparations, response plans, processes and resources. The

Snow plowing in North Georgia



goal was to assess where the Department performed well and to evaluate areas for improvements.

Throughout FY 2016, Georgia DOT continued its planning and resource allocation efforts to prepare for the winter weather season by assuring access to needed materials and equipment and increasing efficiencies throughout the state. Special attention was also given to improving Intelligent Transportation Systems (ITS) and Geographic Intelligent Systems (GIS) during winter weather events. In FY 2016 the following activities were completed in preparation for the winter weather season:

- **10** additional 5,000-gallon tankers purchased to apply brine treatment to the Interstates for a total of **30**
- **28** additional Road Weather Information System (RWIS) sensors installed, bringing the total to 55 across the state. These sensors help to more confidently predict weather conditions on roads, including ice, temperature, precipitation and wind
- **18** Interstate teams available with three to five tandem dump trucks each
- **40** Special Response teams available to respond to "hot spots"
- **401** snow plows remain available for statewide use
- **40,000** tons of salt made available statewide
- **44,000** tons of gravel made available statewide

Reversible Access Control System

In addition to maintaining the roadway system, Georgia DOT also operates the transportation system to retain its efficiency and use. The Office of Traffic Operations led a sizeable effort to prepare for the soon-to-open Express Lanes on I-75 South and the Northwest Corridor. These key mobility projects will have a significant impact on reducing congestion in metro Atlanta, using innovative technologies that are new to the region. The I-75 South Express Lanes and the I-75 Northwest Corridor Express Lanes will both be reversible. This means that motorists using the newly constructed lanes will travel in one direction in the morning hours and use those same lanes to travel in the opposite direction in the evening. Operation of this reversible lane system requires that lane access will be controlled by electronic signs and gates. The NaviGator system is being enhanced with a new module to control these systems called "RACS" (Reversible Access Control System).

Much of FY 2016 was spent developing the RACS software and documenting detailed standard operating procedures for the reversal operations that will take place twice each day. HEROs will be positioned according to detailed staging plans during each reversal to monitor the opening and closing of gates, and provide visual verification as well as manual control to address any challenges. Operators at the Transportation Management Center (TMC) will sit side-by-side with State Road and Toll Authority operators, co-located at the TMC, to perform the step-by-step software actions required to open and close the access points.

Intermodal

Transit Programs in Georgia

The Governor has designated Georgia DOT as the agency responsible for administering the Federal Transit Administration (FTA) small urban and rural transit programs as well as the State's capital investments in transit systems. Georgia DOT's Intermodal Office works closely with local governments, regional commissions, Metropolitan Planning Organizations (MPOs) and transit authorities in planning, developing, and implementing transit system improvements and services across Georgia. During FY 2016, the Department awarded over \$3.1 million dollars in Federal Transit Administration (FTA) funds for statewide transit planning (Section 5303 funds) and metropolitan transit planning (Section 5304 funds).

More specifically, Georgia DOT's Office of Intermodal Programs is responsible for:

- Administering federal transit capital and operating funds for approximately 90 small urban and rural transit systems across Georgia.
- Working with regional commissions and metropolitan planning organizations on transit planning in locations across the state.
- Providing training and technical assistance in transit planning, procurement, and systems operations for transit systems in small urban areas and rural communities.
- Monitoring and compliance reviews of all agencies receiving federal and/or state funding for transit programs.

The public transit programs offer many benefits to local communities across Georgia, including providing travel options for those who cannot or choose not to drive a vehicle, supporting environmentally-friendly modes of travel, supporting community growth and revitalization and strengthening access to jobs across the state.

Of the 159 counties in Georgia, 77 percent operate public transit services. There are six large urban systems and six small urban systems in the state. There are 111 rural transit systems operating in Georgia, with only 36 counties having no public transit service at this time.

In 2016, the Department successfully provided regional commissions with the opportunity to receive FTA funds to support rural transit planning initiatives outside of the metropolitan planning areas. These funds were utilized by regional commissions to update regional and county-level transit development plans, educate community leaders and members on the benefits of transit, inform citizens about the availability of transit services, promote economic development and encourage the coordination of services across multiple jurisdictions.

Urban Transit Projects

In FY 2016, Georgia DOT's Transit Program provided oversight for the implementation of two major transit projects in the cities of Albany and Savannah. The Department spearheaded discussions with federal and local partners to assist in the construction of a multimillion dollar Transportation Center in the City of Albany. The facility is proposed to house a bus transfer

center, an intercity bus transfer point, private auto services, administrative offices for the City's transit department and potential space for transit-oriented commercial uses. The project is currently undergoing an environmental review and the groundbreaking ceremony is scheduled for late 2017.

In Savannah, the Department worked closely with the Chatham Area Transit (CAT) system and the Hutchinson Island Trade Center Authority to advance the improvement of a ferry system that serves residents, employees, and visitors to the area who need to cross the Savannah River in the downtown area. The project provides for improvements to the dock as well as for the rehabilitation of several ferry vessels that are part of the Savannah Belles Ferry System. The service transports approximately 700,000 passengers annually and plays a vital role in the economic sustainability of the Savannah region.

In addition to transit, Georgia DOT oversees robust waterway, aviation and rail programs. In FY 2016, the following were accomplished:

- An additional \$62.6 million was invested in Georgia's airports to support 80 projects including construction, design/planning, land acquisition and navigational aids. Funding for these projects included \$44 million of federal funds, \$13 million in state funds and \$5.6 million in local funds.
- The rail program continued the advancement of the Atlanta to Chattanooga Tier I Environmental Impact Statement (EIS) and the Atlanta to Charlotte Tier I EIS. Both studies continue to move forward according to schedule, with Record of Decision (ROD) expected in calendar year 2017.
- The Savannah Harbor Expansion Project (SHEP) continues with numerous projects underway. The Tide Gate Removal project has been awarded and work is expected to begin by the end of November. Georgia has approved \$266 million in bonds to cover the state's projected share of construction costs.

Passengers board MERTA in Columbus



Partnerships and Programs

Local Maintenance and Improvement Grant (LMIG) Program

There are approximately 125,000 centerline miles of federal, state and local roads in Georgia that carry our commuters from their homes to employment centers and support our thriving industry and interstate commerce. Approximately 108,000 centerline miles of this road network consist of county roads and city streets, which fall under the responsibility of the 159 counties and 531 cities in Georgia.

The Local Maintenance and Improvement Grant (LMIG) program provides a mechanism to administer state motor fuel tax funds to local governments to help with infrastructure improvements to their local road and bridge systems. The Georgia DOT Local Grants Office distributes LMIG funds to local governments, which provides them with more flexibility in managing their programs. Funds are distributed annually by a formula that accounts for census population and maintained roadway miles. Types of projects funded through LMIG include patching and resurfacing, new location roadways, turn lanes, safety upgrades and others.

Following the review and approval of 560 applications and project lists submitted for the FY 2016 LMIG program, \$117.5 million in funds were distributed. LMIG funding has increased over the past five years per the table.

FY 2016 Value Engineering Studies

YEAR	LMIG
FY 2013	\$110,642,250.00
FY 2014	\$122,470,000.00
FY 2015	\$122,470,000.00
FY 2016	\$160,591,530.00
FY 2017	\$165,562,234.00

Quick Response (QR) Program

Quick Response Projects are operational improvement projects valued at \$200 thousand or less, submitted by each Georgia DOT District based on an annual call for projects. Funding for this program varies by each fiscal year and projects include, but are not limited to, passing lanes, turn lanes, pedestrian accommodations, median removal, intersection improvements and striping. All Quick Response bid solicitations must include a response from at least one Disadvantaged Business Enterprise (DBE). QR projects are typically completed within 45-60 days of notice to proceed (NTP) and the contractor is paid when work is completed.

In FY 2016, Quick Response programmed 103 projects valued at approximately \$12 million in funds distributed statewide.

Off-System Safety (OSS) Program

In FY 2016, crashes on county roads and city streets, also known as off-system roads, accounted for more than 40 percent of the fatalities in Georgia. Georgia DOT is taking an active role in reducing the number of fatalities on Georgia's off-system roads. This requires a significant investment in improving safety on these routes by both local governments and Georgia DOT. To reduce the severity and frequency of crashes on off-system routes, Georgia DOT implemented the OSS program in 2005.

As part of this OSS program, federal safety and LMIG funds are disbursed to local governments to enhance safety on local routes, using low-cost countermeasures such as striping and sign replacement, rumble strips, raised pavement marker installations, flashing beacons for intersections or school zones and others. All work must be completed within existing rights-of-way; no additional pavement may be added.

Projects are selected using a data-driven approach. To determine where the greatest need for safety improvements exists, each district's State Aid Coordinator reviews crash data updated annually by each county within their district.

In FY 2016 there were 27 federally funded off-system safety projects programmed statewide, at a value of \$6.7 million. Likewise, the LMIG OSS Program distributed \$12.8 million for a total 126 projects.

Transportation Investment Act - TIA

In 2012, voters in three middle-Georgia regions – River Valley, Central Savannah River Area (CSRA) and the Heart of Georgia Altamaha (HOGA) — approved a 10-year one percent sales tax to fund regional and local transportation improvements. Over a decade, a projected \$1.5 billion in new revenue is expected to be generated and dedicated to transportation improvements in these regions. Of the total revenue collected in each region, 75 percent is used for construction of these projects. The remaining 25 percent is disbursed monthly to the regions' governments for discretionary use on local transportation-related efforts.

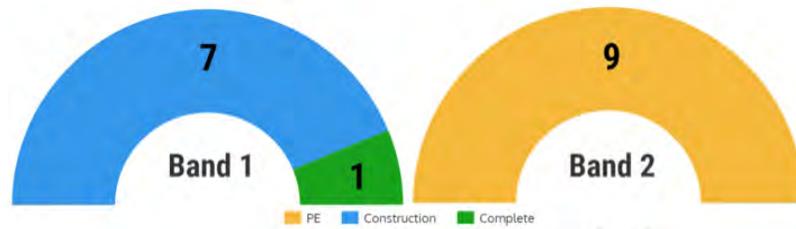
FY 2016 saw the end of Band 1 (2013-2015), the first of three TIA project delivery bands. During that time 150 projects were let for a total project value of \$215,993,629. In each of the three TIA regions, all Band 1 projects have been completed or are in a phase of construction, and many Band 2 (2016-2019) projects have begun Preliminary Engineering (PE). In FY 2016, \$167,477,525 was contracted for TIA projects, with \$375,747,534 contracted to date.

Revenue Projections

	Original Projected Revenue	Current Projected Revenue(August 2016)	Percent Behind Original Projection
CSRA	\$841,044,916	\$724,006,919	13.9%
HOGA	\$398,870,417	\$316,272,005	20.7%
River Valley	\$594,061,269	\$500,581,598	15.7%

Regional Summaries

River Valley Project Status by Band



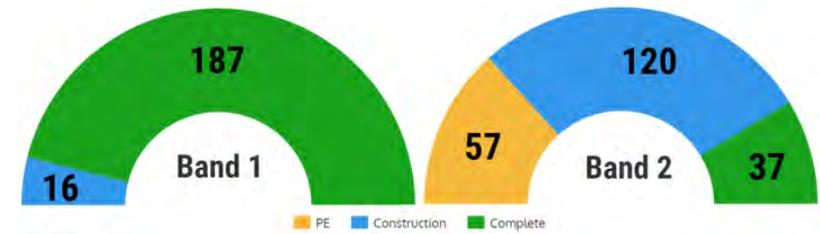
Featured RV Project: METRA Transit System

A \$22.4 million TIA project is well underway in Columbus to support the operations of the METRA Transit System. The project is adding routes and park and ride facilities, purchasing new hybrid buses, expanding the Dial-A-Ride service for disabled riders and extending the current daily operations from 4:30 a.m. to midnight. METRA will also increase the number of fixed routes from 10 to 12, paratransit routes from six to nine, and will add approximately 26 positions (drivers and maintenance combined) to handle the expansion.

METRA Transit System



HOGA Project Status by Band



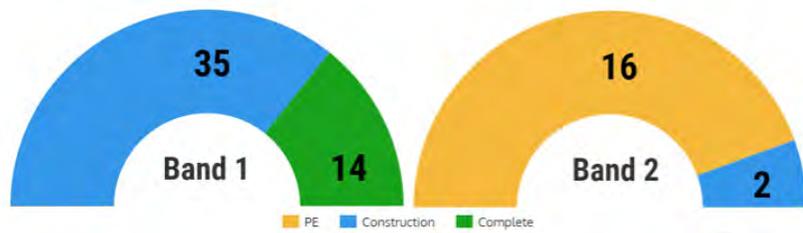
Featured HOGA Project: Oconee River Bridge

A new bridge is under construction across the Oconee River Bridge in Dublin. The \$15.2 million project is creating a new crossing that will tie-in Buckeye Road to County Club Road. With only a few existing places to cross the Oconee, accidents once significantly blocked the flow of traffic and jeopardized the ability of first responders to quickly get to emergencies and medical facilities on opposite sides of the river. The new bridge will help prevent emergency personnel from being forced to travel to other towns when the current passage across the river is blocked.

Construction in full-swing on the new Oconee River Bridge at Blackshear Ferry.



CSRA Project Status by Band



Featured CRSA Project: River Watch Parkway

TIA is funding major improvements to River Watch Parkway in Augusta. The five projects, totaling \$25.8 million, are providing a less congested and better lit ride through one of Richmond County's most well-traveled routes. Project highlights include intersection improvements at Stevens Creek Road and Fury's Ferry Road, the replacement of a metal median barrier with a concrete barrier from Jones Street to I-20, resurfacing and restriping Columbia County Line to 15th Street, and interchange improvements at River Watch and SR 104. Additionally, safety and decorative lighting has been installed in key parts of the corridor.

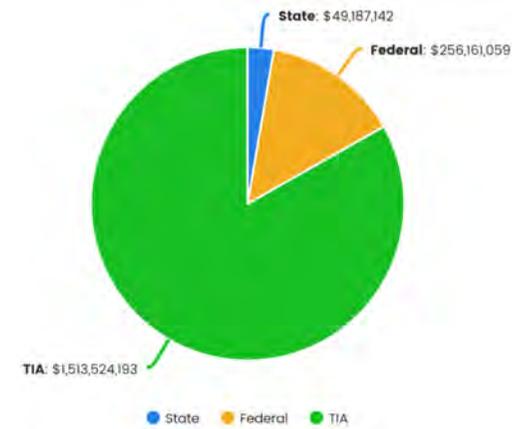
River Watch Parkway



Tax Revenue Collection (July 2016)



Total Project Funding



Value Engineering

Value Engineering (VE) is a formal process used in many business sectors, including transportation, to add value by improving quality and constructability while lowering life-cycle costs. This is done by recommending creative alternatives during the early stages of project development. Historically, the VE program at Georgia DOT has been ranked in the top five nationally and has outperformed many states by identifying potential cost savings totaling more than \$1 billion.

This initiative has resulted in an average return on investment of approximately \$200 for every dollar spent conducting VE studies in Georgia.

Both federal and state law have established a \$50 million estimated total project cost threshold for conducting VE studies. In FY 2016 VE studies were conducted for three projects representing a savings of at least \$2 million.

FY 2016 Value Engineering Studies

Projects Studied	Estimated Implemented Savings
PI 122900- Towns & Union Counties	\$2,000,000.00
PI 621490- Pickens County	Results Pending
PI 0006700 Chatham & Effingham Counties	Results Pending

GEORGIA DOT PERFORMANCE DASHBOARD

The mission, vision and goals for the Department relate to and support the State's strategic priorities. The Department has established agency performance measures to help evaluate progress, guide decisions and achieve the ultimate goal of providing Georgians with the best possible transportation system. The following details Georgia DOT's performance in its agency goal areas.

Safety Investments and Improvements

Fatalities

Georgia DOT considers safety in every stage of a project and in every investment decision. The American Association of State Highway and Transportation Officials (AASHTO) has adopted a national goal of reducing fatalities by 1,000 each year. To assist in achieving this national goal, Georgia has set a target of reducing fatalities by 41 or more each year. This goal is based on roadway types as well as the number of cars and trucks using the roadway system. This measure evaluates Georgia DOT's efforts to reduce fatalities on Georgia's roads.

While Georgia DOT made significant strides during the five calendar years between 2009 and 2014 by reducing annual fatalities from 1,299 to 1,170, fatalities rose sharply in calendar year 2015, reaching 1,432.



Fatalities



In response to Georgia's increased fatalities, a partnership between Georgia Department of Transportation, the Governor's Office of Highway Safety (GOHS) and the Georgia Department of Public Safety (DPS) resulted in the Drive Alert Arrive Alive (DAAA) campaign. The initiative focuses on educating drivers about how simple changes in their driving behaviors can prevent crashes and save lives. It will take all of us to keep Georgians alive on our roadways. In FY 2016, 210 events were held to promote and educate the public on Drive Alert Arrive Alive including public outreach events, school presentations and social media activity.

Average HERO Response Time

A roadway incident can delay traffic and present a hazard to travelers. By clearing a blocked lane one minute sooner, our traveling public can save four to six minutes of delay. This measure tracks the time it takes a HERO unit to reach the scene from the time of notification.

Georgia DOT is exploring options to add HEROs to corridors with the highest incident rates. In addition, implementation of the Automated Location and Dispatch System (ALADS) will enable operators at the TMC to see the exact HERO truck locations on a map. This helps ensure that the closest HERO is dispatched to an incident, further reducing response times. The average response time for FY 2016 clocked in at just 11 minutes.

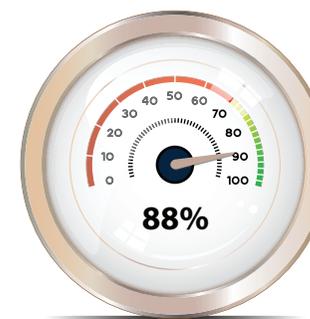


Average HERO Response Time

Bridges

The goal of the Georgia DOT bridge maintenance program is to maintain state-owned bridges such that 85 percent meet or exceed the Georgia DOT standard. The Department makes every effort to ensure the safety of Georgia's citizens.

In FY 2016 Georgia DOT met the target, maintaining 88 percent of its state-owned bridges at or above the Georgia DOT standard.



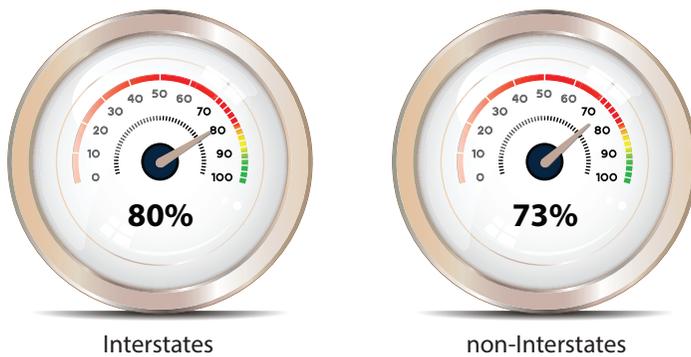
Bridges

Interstates and non-Interstates

The passage of the Transportation Funding Act of 2015 (TFA) by the state legislature provided additional funds for maintenance of roads and bridges, in addition to other needed improvements. Georgia DOT consistently explores asset management principles and procedures that will cost effectively maintain its Interstate and non-Interstate systems.

Georgia DOT's goal is to maintain Georgia's Interstates such that 90 percent or more are in fair or better condition. "Fair" condition for Interstates is defined as an average COPACES (Computerized Pavement Condition Evaluation System) rating of 75 to 80. The COPACES rating evaluates rutting, cracks and other surface deficiencies on a scale of 1 to 100. In FY 2016, Georgia DOT maintained 80 percent of Georgia's Interstates in fair or better condition.

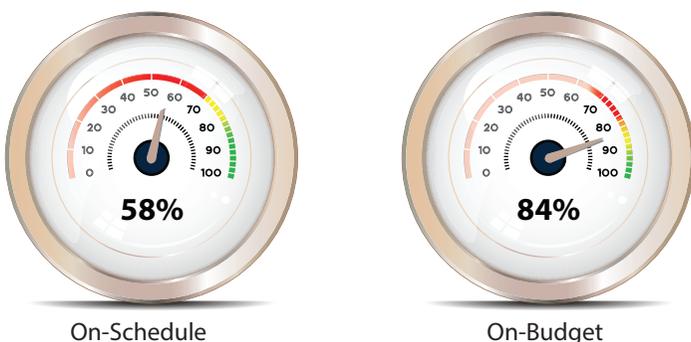
The goal for Georgia's non-Interstate roads is to maintain roadways such that 90 percent or more are in fair or better condition. "Fair" condition for non-Interstate roads is defined as an average COPACES (Computerized Pavement Condition Evaluation System) Rating of 70 to 80. In FY 2016, Georgia DOT maintained 73 percent of non-Interstates in fair or better condition.



On-Schedule and On-Budget Construction

Each contract executed to build a project includes an agreed-upon time frame and dollar amount between Georgia DOT and the contractor to complete construction. However, sometimes necessary time extensions or cost modifications occur. These measures track how well Georgia DOT constructs projects within the agreed upon contract time and dollar amount.

Georgia DOT's target is to complete the construction of 80 percent or more of all projects within the agreed upon contract time.



Georgia DOT fell short of its FY 2016 target, completing only 58 percent of projects on schedule. Georgia DOT continues to explore ways to improve coordination with relocation of existing utilities, communication with contractors and the quality of plans to meet the target in this area.

Georgia DOT's target is to complete the construction of 90 percent of all projects within 10 percent of their budgeted award amount. In FY 2016, Georgia DOT fell short of its target, completing 84 percent of construction projects within budget. The Department continues to make improvements to project cost estimates and to monitor construction overruns to maintain the upward trend.

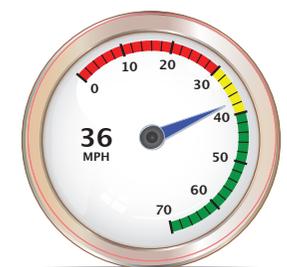
Highway Peak Hour Speeds

Congestion in metro Atlanta causes travelers to anticipate delays and allow for additional time when traveling during peak morning hours (6 am – 10 am) and peak evening hours (3 pm – 7 pm). The target is to reduce congestion so that a 30 minute trip during non-peak traveling hours would take no more than 40 minutes during peak hours. Likewise, a speed of 55 mph during non-peak hours would be reduced to no less than 40 mph during peak hours.

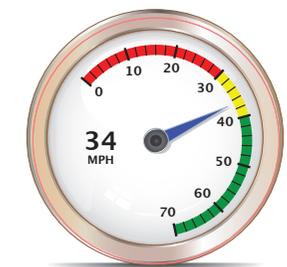
This measure tracks average speeds across the most congested freeways in the Metro Atlanta region:

- I-75 from I-285 to Wade Green Road
- I-75/I-85N from Brookwood Interchange to Langford Parkway
- I-75 from I-285 to Hudson Bridge Road
- I-85 from I-285 to Old Norcross Road
- GA-400 from I-285 to Windward Pkwy
- I-285 from I-20W to I-20E
- I-20 WB from I-285 to I-75/I-85
- US 78 from I-285 to W Park Pl
- I-575 from I-75 to SR 92
- SR 141 SB from Peachtree Pkwy split to I-285
- I-20 EB from I-285 to Evans Mill Rd
- I-20 WB from I-285 to Thornton Rd

Interstates General Purpose Lanes



AM Peak-Hour Speeds



PM Peak-Hour Speeds

By focusing on these key roadways, Georgia DOT can identify and address the biggest challenges to congestion in our region.

In FY 2016, the average peak hour speed for the morning period was 36 mph. The average peak hour speed for the evening period was 34 mph. Passage of the Transportation Funding Act of 2015 has provided flexibility and funding to begin addressing 11 initial transportation projects that will ensure meaningful, positive congestion results. These major mobility investments will create additional capacity, improve the movement of freight, provide operational improvements and efficiencies, enhance safety and decrease travel times.

2016 Honors

The Department was honored to receive a variety of recognition and awards for its innovative and effective work, as we continue to be **a leader across the nation.**

★ American Association of State Highway Transportation Officials (AASHTO) awarded Georgia DOT's Research Office with the **High Value Research Award** for the project entitled Corrosion-Free Precast Prestressed Concrete Piles Made with Stainless Steel Reinforcement: Construction, Test, and Evaluation. The project was identified by states as containing information of great value and impact on the transportation community.

★ The Back River Bridge replacement received the **Pile Driving Contractors Association Project of the Year** award in the marine category. The 60-year-old bridge, a major means of access into the city of Savannah, was replaced with a pre-stressed concrete bridge with expanded shoulders, greater vertical clearance and a dedicated exit lane for safer travel. While the bridge joins the states of Georgia and South Carolina, Georgia DOT provided project administration and the majority of the project funding.

★ The Office of Environmental Services received a **resolution from Thlopthlocco Tribal Town** in recognition of Georgia DOT's cultural commitment to tribal consultation, education and cultural preservation. To ensure the proper treatment and consideration of American Indian archaeological sites discovered during the environmental screening process, Georgia DOT consults with federally-recognized tribal governments on federally-funded road projects as required by Section 106 of the National Historic Preservation Act.

★ The city of Winder's SR 11/North Broad Street Reconstruction and Enhancement project continues to reap accolades. Engineering News Report named it the **Southeast's Best Project** under \$10 million. The Georgia Chapter of the American Public Works Association chose the project for two awards representing the best achievements in public works: **Small Cities Transportation Project of the Year**; and **Technical Innovation Project of the Year** for use of precast concrete panels to expedite work and minimize impacts.

★ Georgia DOT was recognized by **Georgia Partnership for Transportation Quality (GPTQ)** winning several pre-construction design awards:

- The Office of Environmental Services Archaeology Team - Archaeological Assessment of the Atlanta MultiModal Passenger Terminal.
Category: NEPA, Environmental Protection, Preservation, Restoration and/or Enhancement
- Georgia DOT District 5 Design - Airways Avenue at I-95 North Off and On Ramp.
Category: Traffic Safety and/or Intersection Design
- Georgia DOT District 1- Cleveland Bypass – Phase 2.
Category: Highway Design – Rural
- State Route 138/Charlotte Rowell Blvd. from SR 10/US 78 to SR 11 - Smoothest Roadway Statewide.

★ The I-475 Rejuvenating Fog Seal pavement preservation project in Bibb County received the **Asphalt Emulsion Manufacturers Association 2016 Past Presidents' Award** for Emulsion Excellence. It was recognized as a project that utilizes asphalt emulsion technology, which is environmentally sound, energy efficient and cost effective. The Office of Maintenance, Georgia DOT District 3 Maintenance and Ergon Asphalt and Emulsions, Inc. received the award.

★ Georgia DOT's NaviGator Comprehensive ITS Maintenance System won a **2016 Best of ITS Award** in the Show Me the Money category. The award focuses on innovation and what the future of back-end ITS (Intelligent Transportation Systems) will look like. Through constant monitoring and preventative and responsive maintenance, costs were reduced and over 99 percent device operational availability was maintained for the 3,000 ITS devices on the system. The award was won in collaboration with SERCO.



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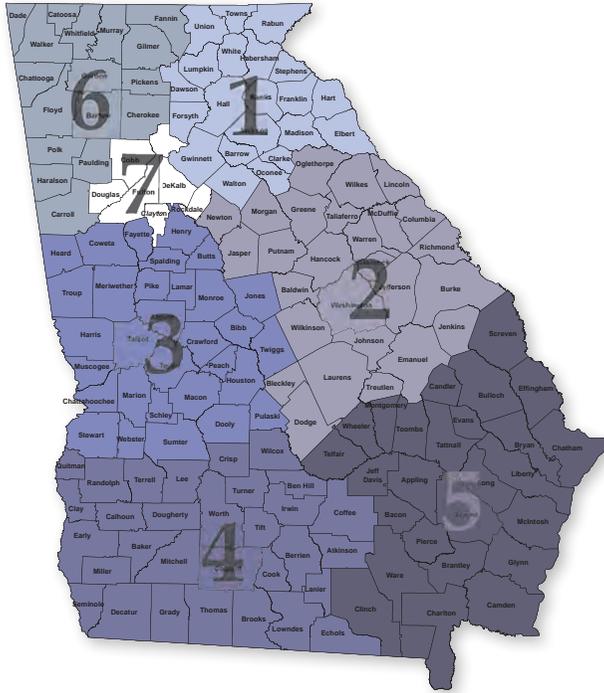
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Georgia
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 seven

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 maintaining the
 transportation
 system at the
 local level.



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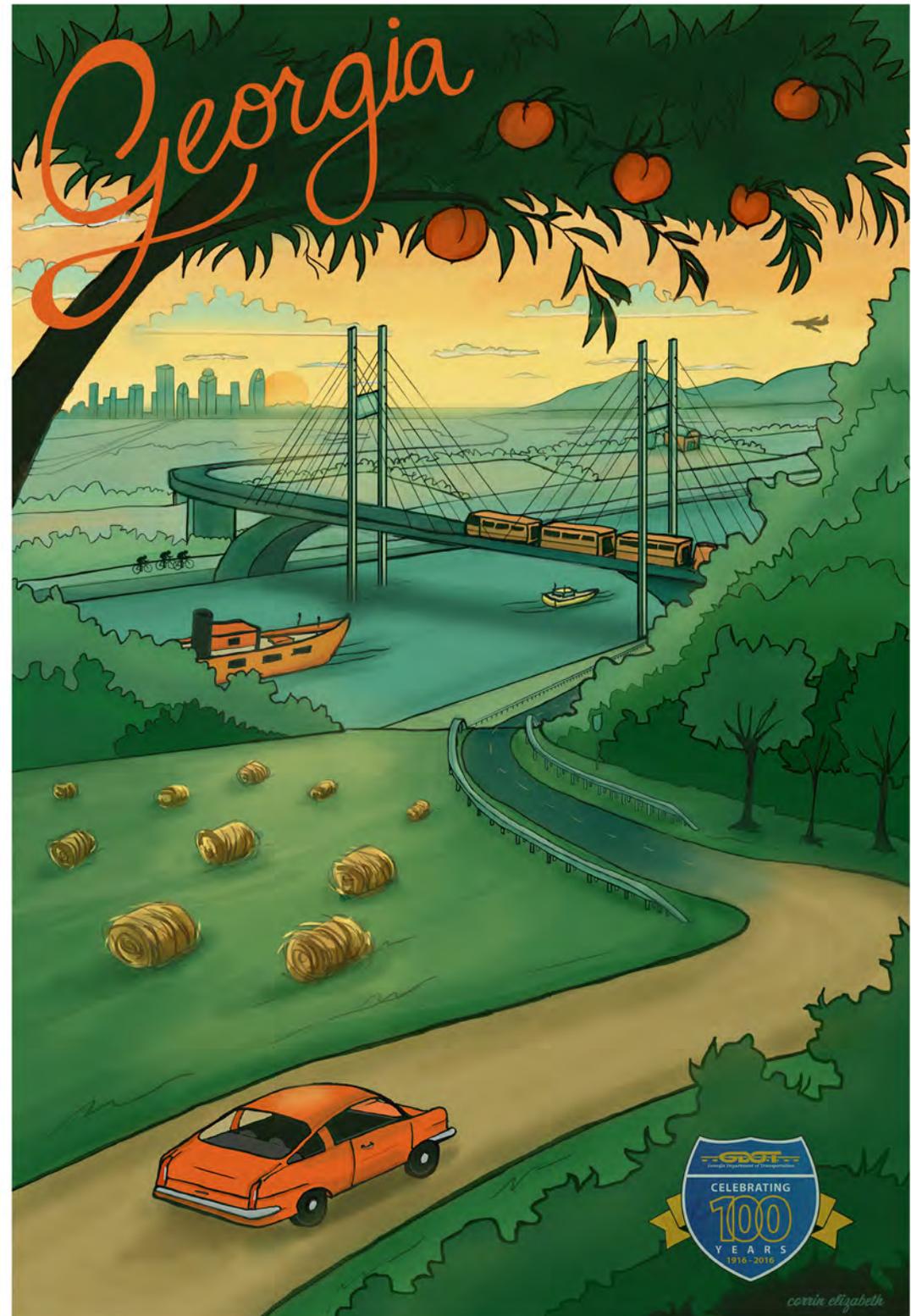
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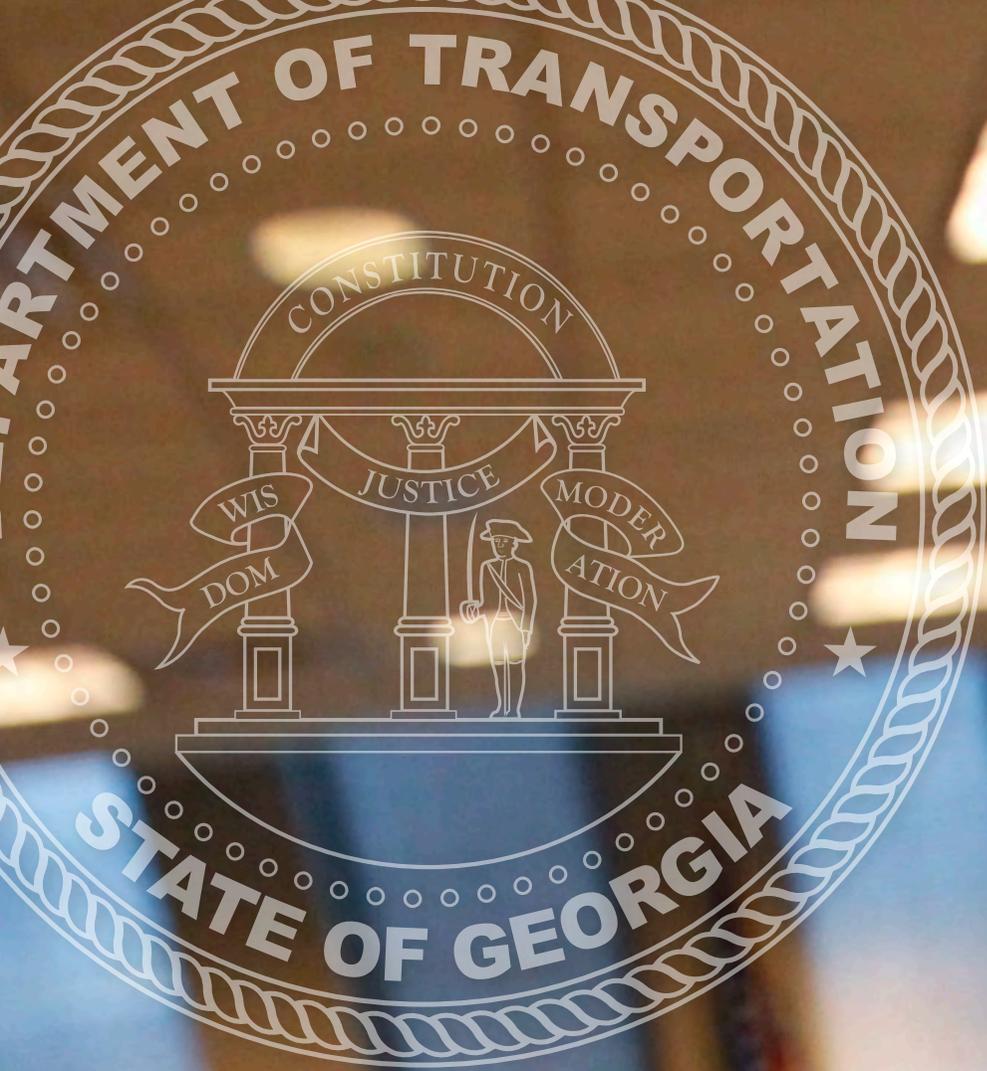
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Georgia DOT celebrates a century of safety, service and innovation





State Transportation Board

Georgia DOT is governed by a 14-member State Transportation Board which exercises general control and supervision of the Department. The Board is entrusted with powers which include, but are not limited to: appointing the Commissioner; designating which public roads are encompassed within the state highway system; and approving long-range transportation plans. Board members are elected by a majority of a General Assembly caucus from each of Georgia's 14 Congressional Districts. Each board member serves a five-year term.



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