



2012



Georgia Department of Transportation

2012 Annual Report

Our Mission Statement

The Georgia Department of Transportation provides a safe, seamless and sustainable transportation system that supports Georgia's economy and is sensitive to the environment.

Our Goals

Georgia DOT's work is guided by a strategic plan, which reflects the Department's priorities over the next three to five years. The plan serves as a roadmap for the Department's direction; and it identifies goals and objectives that help us better focus dollars, people, equipment and other resources on our greatest needs.

In this Annual Report, you will find a few highlights from Fiscal Year 2012, followed by a Measuring our Goals gauge indicating how we are performing as we work to build on our successes. Our goals are:

- Making GDOT a better place to work will make GDOT a place that works better
- Making safety investments and improvements where the traveling public is most at risk
- Taking care of what we have, in the most efficient way possible
- Planning and constructing the best set of mobility-focused projects we can, on schedule

To learn more about how we are doing and about our commitment to a 21st century transportation network, visit www.dot.ga.gov.

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Cover: Georgia opened its first diverging diamond interchange in DeKalb County in 2012. The project, represented in this photo, opened a month ahead of schedule in FY 2012.

Commissioner's Column



Building and maintaining a 21st century transportation network that meets the diverse needs of our state is a commitment we all have made at Georgia DOT. It is a commitment that is rooted in our mission and driven by a comprehensive strategic plan that serves as a roadmap for our important work. This commitment is shared by our Board and supported by our partners, all of whom recognize our collective role in ensuring that Georgia maintains its excellent quality of life, while also offering the best opportunities to grow our economy.

Over the course of 2012, we have worked to achieve a balance, if you will – of investing our resources in a way that delivers the best results for our dollars and providing the traveling public with a comprehensive and connected system that moves goods and people safely across our state. Additionally, we have invested in our staff and in our processes, to ensure that we deliver our transportation projects and programs as efficiently as possible.

In this report, you will learn more about how we are maintaining that balance as we plan for the future. In Fiscal Year 2012, we opened our first Express Lanes project on Interstate 85 in partnership with the Federal Highway Administration and the State Road and Tollway Authority. In addition, we have invested millions of dollars in projects across the state, including the award of more than \$60 million to widen a combined 16 miles of the Fall Line Freeway in Washington and Baldwin counties and \$42 million to construct 10 new bridges and to widen 5.5 miles of the West Rome Bypass.

We are also looking beyond our interstates and state routes, with investments in airports and plans for the Multi-Modal Passenger Terminal (MMPT) in the gulch area of Downtown Atlanta. These investments are paying off. According to an economic impact study commissioned by our Intermodal Division and released in 2012, Georgia's 104 publicly-owned, public-use airports had a statewide economic impact of \$62.6 million.

The Department celebrates these successes despite declining revenues and reductions in Georgia DOT staff, which is down from 5,895 employees in 2000 to 4,395 in 2012. With fewer resources, the Department has relied on innovation and adopted business practices that have generated solid results.

Finally, as we do our important work, we are focused on our goals – monitoring our progress and making the appropriate adjustments to work toward meeting or exceeding them. To see how we are performing, we have made available to all of our stakeholders a performance dashboard that you may review at www.dot.ga.gov. We encourage you to hold us accountable as we work to deliver on what we promise. After all, our commitment is to you and to a transportation network that meets our diverse needs and keeps us competitive in a 21st century global economy.

Keith Golden, P.E.
Commissioner

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State Transportation Board

The State Transportation Board (STB) determines policy and generally governs the Georgia Department of Transportation. Board members represent each of the state's 13 congressional districts. Each member is elected by state senators and representatives whose legislative districts fall within all or part of the relevant congressional district. Board members serve staggered five-year terms. Due to an increase in congressional districts resulting from the 2010 Census, a 14th board member will be added in January 2013.



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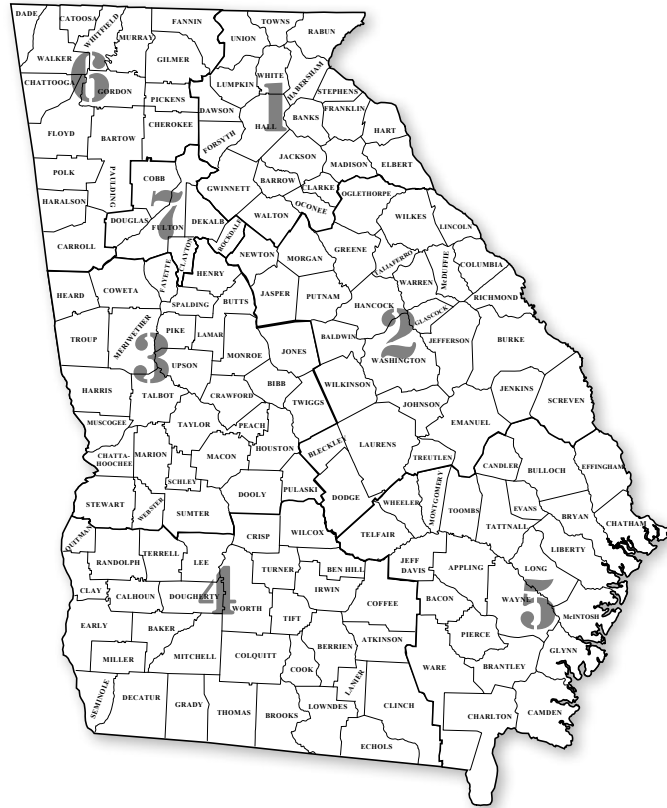


Rudy Bowen
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District Map

Georgia DOT's General Office is located in downtown Atlanta. Seven transportation districts operate and maintain the state transportation system at the local level. Each has a district engineer who plans, organizes and directs the activities of the district. Districts are divided into area offices, each overseen by an area engineer.



GDOT District Offices

District 1 - Gainesville

770.532.5500
Area Offices: Athens, Carnesville, Clarkesville, Cleveland, Gainesville, Lawrenceville

District 2 - Tennille

478.552.4601
Area Offices: Augusta, Dublin, Louisville, Madison, Milledgeville, Sandersville, Swainsboro

District 3 - Thomaston

706.646.6900
Area Offices: Americus, Columbus, Griffin, LaGrange, Macon, Perry, Thomaston

District 4 - Tifton

229.386.3280
Area Offices: Albany, Cuthbert, Donalsonville, Douglas, Fitzgerald, Interstate 75 Reconstruction Office, Moultrie, Valdosta

District 5 - Jesup

912.427.5711
Area Offices: Baxley, Brunswick, Glennville, Savannah, Statesboro, Waycross

District 6 - Cartersville

770.387.3602
Area Offices: Buchanan, Cartersville, Dalton, Ellijay, Rome

District 7 - Chamblee/ Metro Atlanta

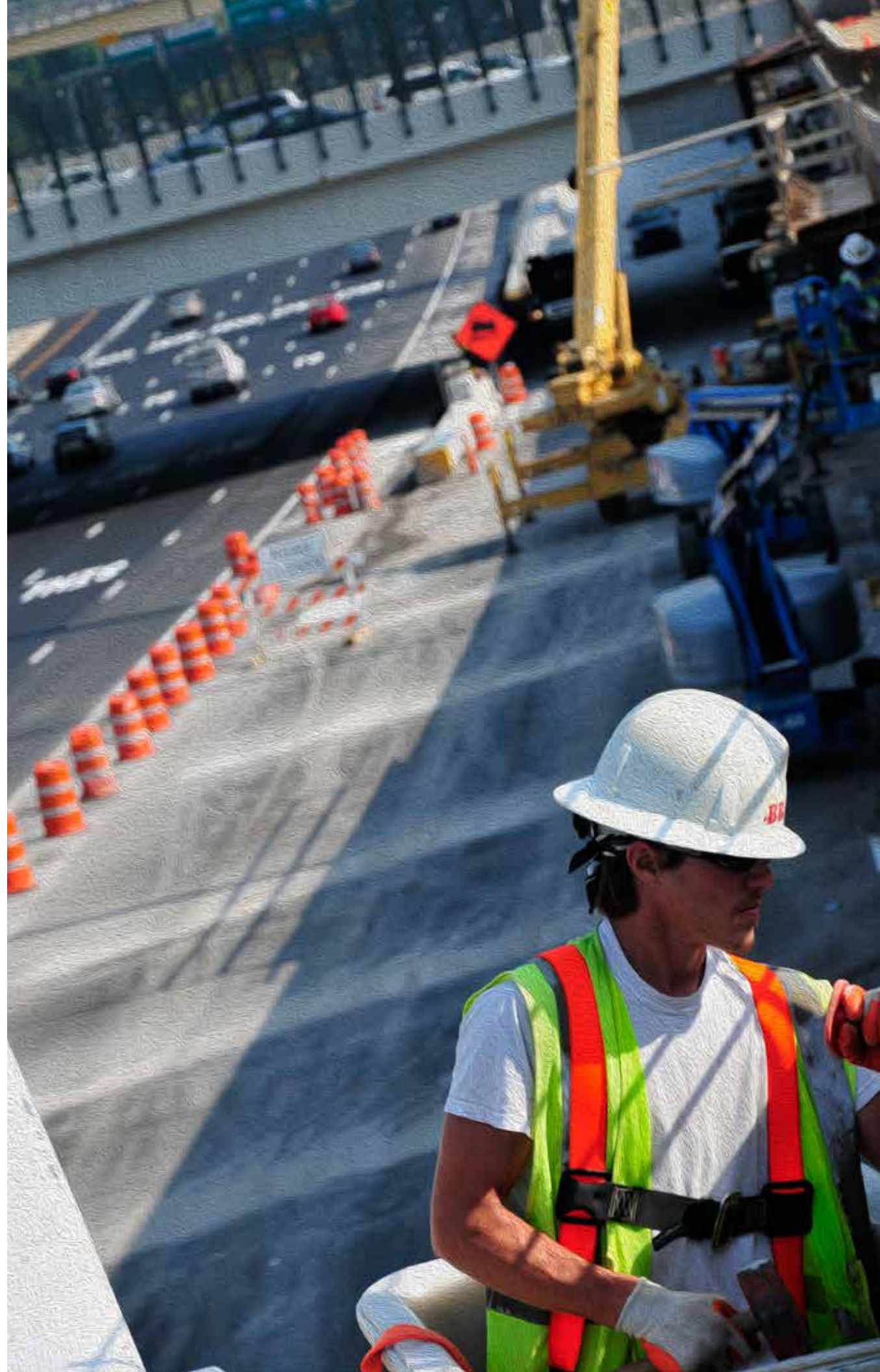
5770.986.1011
Area Offices: Atlanta, Cobb, College Park, DeKalb

Duties of the Districts:

- Roadway maintenance and operations
- Roadway location and design
- Construction contract administration
- Utility conflicts (permits and acquisitions)
- Environmental review
- Highway beautification
- Coordination of transit systems
- Traffic signals and signs
- Permits
- Park and ride lots
- Public outreach

Duties of the Area Offices:

- Highway construction supervision
- Right-of-way mowing
- Litter removal
- Maintenance: roadway, rest area, sign, drainage
- Utility and driveway permits
- Storm damage repair



MAKING GEORGIA DOT A BETTER PLACE TO WORK WILL MAKE GEORGIA DOT A PLACE THAT WORKS BETTER

Performance Dashboard.
Evaluating progress.
Managing performance.

GDOT uses performance measures as a management tool to evaluate how well we measure up to the goals and objectives in our Strategic Plan. This information is shared with the public and with staff through our internet Performance Dashboard – launched in FY 2012.

The Dashboard consists of metrics represented through gauges that display an at-a-glance status of performance measures addressing safety; maintenance; on-schedule and on-budget construction; and congestion and others areas of focus. The Dashboard helps to identify our strengths and weaknesses, evaluate our progress, and pinpoint where changes are needed to move us in the right direction - with the ultimate goal of providing Georgians with the best possible transportation system.

To view the online Dashboard, visit www.dot.ga.gov/dashboard.



Golden Named Georgia DOT Commissioner

The State Transportation Board unanimously

selected veteran Georgia DOT employee Keith Golden as Commissioner. The Board finalized its decision – as required by state law – on March 1, 2012 after naming Golden the sole candidate two weeks earlier.

A 25-year GDOT employee, Golden served as interim Commissioner for almost six months before being tapped to lead the then 4,500-employee agency. Prior to his selection, he had served in various high-level management positions with the Department, including director of operations and deputy commissioner.

A registered Professional Engineer, Golden holds a bachelor's and a master's degree in civil engineering from the Georgia Institute of Technology.

Workforce Planning Prepares GDOT for Future Success

Department works to improve efficiency and maintain qualified team of professionals

The Department initiated its Workforce Planning initiative in FY 2012, taking a proactive and comprehensive approach to addressing its future budget and staffing needs. The launch of the initiative underscores GDOT's commitment to maximizing its resources and adopting successful business processes – where appropriate – to ensure a qualified and experienced team of professionals is prepared to deliver its 21st century transportation plan.

Led by the Office of Human Resources, staff assigned to Workforce Planning met with leadership in the districts and other GDOT offices to document core functions, identify current staffing levels and develop strategies for future staffing needs. Additionally, HR staff (through its training team) introduced plans for capturing the knowledge of its most experienced employees, building the capacity of the Department's current workforce and offering staff an opportunity to reinvent their workflow for better efficiency and better use of resources.

The Workforce Planning process, which is typically adopted by businesses to ensure future success, comes as the Department is retooling for better efficiency and preparing for the retirements of key staff and leaders. In FY 2012, 206 employees elected to retire. The process, which is driven by budget projections and anticipated skills gaps, seeks to achieve the following:

- Identify and address gaps between the Department's workforce today and its future staffing
- Identify the "right size" for districts and offices; establishing the number of employees needed to function effectively
- Identify opportunities for GDOT to become more efficient with staffing and operations

The Workforce Planning process will undergo continuous review.



Program Recognizes Employees for Excellence in Customer Service

More than 50 GDOT employees were recognized for outstanding customer service in FY 2012, receiving commendations for everything from persistently working with external customers to heroically rescuing a family following a car accident during inclement weather.

Established two years ago, the Customer Service Program salutes employees who consistently perform at a high level and above and beyond their normal job responsibilities. Employees are nominated by managers, peers or customers; and those selected for awards receive commendations from the Commissioner.

The program, which has three components, was created to honor the state's and the Department's commitment to providing helpful, courteous, accessible and knowledgeable service to external and internal customers; to make available customer service training to all employees; and to offer opportunities for employees to engage executive and senior leadership.

In 2012, more than 1,000 employees received 368 hours of customer service training through the program. Additionally, the Department's management team visited district offices throughout the state, underscoring leadership's pledge to improve and encourage two-way communication and to reinforce the Department's goals and mission.

MAKING SAFETY INVESTMENTS AND IMPROVEMENTS WHERE THE TRAVELING PUBLIC IS MOST AT RISK

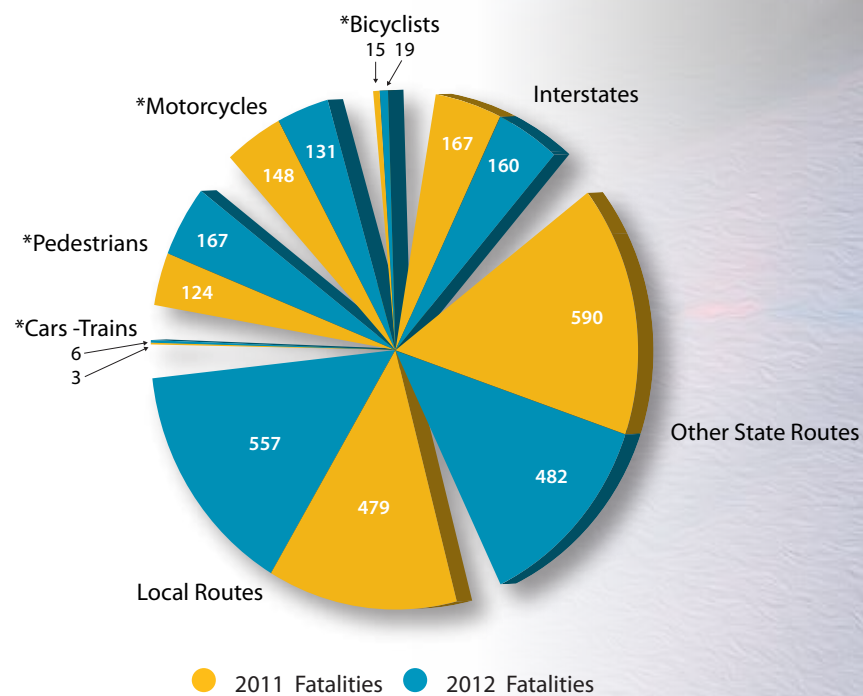
Highway Safety

Fiscal Year 2012 saw highway fatalities down for the seventh consecutive year from a record high of 1,744 in 2005, to 1,199 in 2012. GDOT uses a data-driven approach to direct safety funds toward projects that have the potential to reduce fatalities and serious injuries on interstates and state routes. In fiscal year 2012, nearly \$54 million in safety funds were spent to address critical concerns. Noteworthy safety improvement projects awarded in FY 2012 include:

- **Center median cable barriers** installation on I-20 from Alabama state line in Haralson County to the Douglas County line west of State Route (SR) 5.
- Adding left and right **turn lanes** on both approaches to 44 county road intersections on SR 35 from south of CR 364/Seminole Drive in Colquitt County to SR 520 in Tift County. Project also improves horizontal and vertical curves, upgrades guardrail, and addresses end treatments at cross and side drain pipes.
- **Widening** SR 133 @ CR 238/Industrial Drive and SE 5TH Avenue @ Old Adel Road in Colquitt County. Widens SR 133 to a four-lane roadway with a 14 foot center turn lane, curb, gutter and sidewalk; adds right and left turn lanes as needed throughout the corridor; improves the angle of the intersection of Old Adel Road and SR 133; and realigns and signalizes the intersection of SE Fifth Avenue and Industrial Drive.

Additionally, the Department assists local governments by extending the use of safety funds to county roads and city streets with an aim of reducing fatalities and injury. In FY 2012, more than \$6.5 million was spent on signing and striping along local roads to improve safety in 29 counties.

Georgia Fatalities



Safety Designs Now Standard Practice

Historically, roadway departures account for over half of fatal crashes nationwide. In FY 2012, Georgia DOT made several safety designs—rumble strips and Safety Edge—standard practice for all resurfacing and new paving projects.

Rumble strips are raised or grooved patterns on the roadway shoulder that provide a rumbling sound and a vibration to alert drivers who are about to drive off the road. They are a proven, cost effective way to help prevent roadway departure crashes.

Safety Edge addresses the vertical pavement edge drop-off on highways that contributes to many serious or fatal collisions. The Safety Edge is an inexpensive treatment that shapes the outside edge of the uncurbed pavement—the travel lane or the shoulder—to 30 degrees. This technology allows a driver who drifts off the highway to return to the pavement safely.

The Department also fast-tracked the Pavement Marking Performance Specification initiative to include **long-life pavement markings** in Georgia DOT's program.



Innovative Interchange Initiative

Georgia Opens First Diverging Diamond Interchange

Redesigned Interchange serves one of largest office markets in Metro Atlanta



Georgia's first diverging diamond interchange (DDI) opened to traffic in 2012 – one month ahead of schedule.

The I-285 and Ashford Dunwoody Road DDI in DeKalb County represented a fast, low-cost way to improve safety and provide relief for extreme congestion at the gateway to the Central Perimeter Market, one of the region's largest employment centers.

The DDI also is one of several innovative tools GDOT has identified as part of a comprehensive effort to keep traffic moving on major corridors and highways across the metro area. Additionally, crash data at the partial cloverleaf interchange for three years prior to the DDI design showed increasingly higher collision and injury rates compared to average rates for similar facilities statewide, underscoring the need for safety improvements.

A relatively new concept in the U.S., the DDI shifts traffic flow to the opposite side of the road to reduce points of traffic conflict. The design originated in France and was first used in the U.S. in 2009 in Springfield, Mo., where in its first year of operation, total crashes were down 46 percent, left turn type crashes were eliminated, and left turn right angle type crashes were down 72 percent.

Immediately following the opening of the DDI, the Department noted major benefits to the project. The DDI has created better flow and driving conditions on the interchange and on Ashford Dunwoody Road, particularly during rush hour. Project construction cost \$4.6 million and was implemented in partnership with GDOT, the Perimeter Community Improvement District and consultant Moreland Altobelli Associates.



Measuring Our Goals

Number of Fatalities Annually on Georgia's Roadways



Strategic Objective

Reduce the number of fatalities by **41** each year.

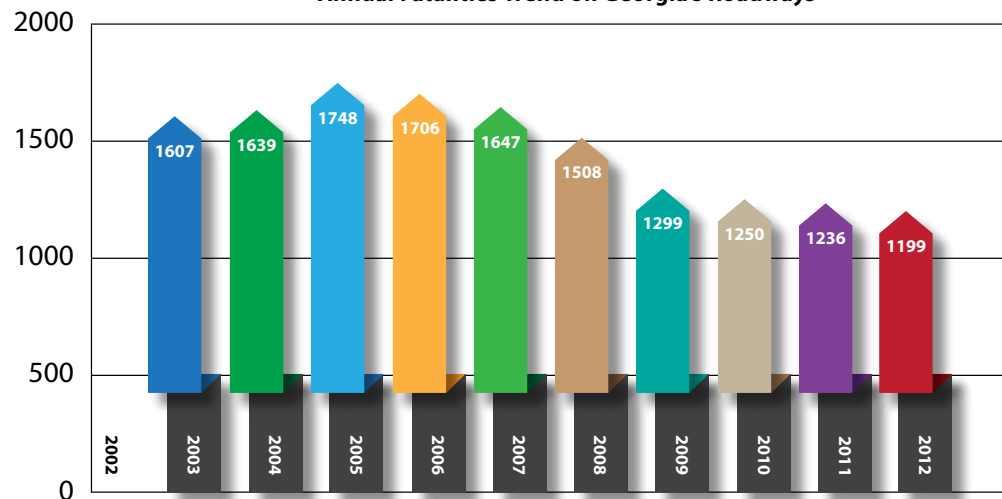
Achieving the Goal

Georgia DOT did not meet its goal for the period between Calendar Year 2011 and 2012, having reduced fatalities by 37, instead of the required 41. However, the Department showed an improvement from the previous period (2010 to 2011), in which fatalities were reduced by 14, an indication that the trend is heading in the right direction. Several initiatives, such as the Strategic Highway Safety Plan, the Off-System Safety Program, the Intersection Safety Implementation Plan and the Road Safety Audits have been implemented, underscoring the Department's commitment to meeting this goal in 2013.

Description

GDOT considers safety in every stage of a project and in every investment decision we make. 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 is based on our roadway types, as well as the number of cars and trucks using our roadway system. This measure evaluates GDOT's efforts to reduce fatalities on Georgia's roads.

Annual Fatalities Trend on Georgia's Roadways



TAKING CARE OF WHAT WE HAVE IN THE MOST EFFICIENT WAY POSSIBLE

Privatized Maintenance Demonstration Project on Interstate 95

Georgia DOT launched a three-year privatized maintenance demonstration program for Interstate-95 in 2012, taking a major step in examining new ways to maintain the state's highways. The decision allows GDOT to evaluate cost effectiveness; determine whether standards could be maintained; and free employees to perform other critical work.

Georgia DOT had recently widened I-95 to three lanes in each direction. The heavily traveled corridor—stretching 113 miles along Georgia's coast from South Carolina to Florida—is vital for freight movement to and from the state's port facilities in Brunswick and Savannah.

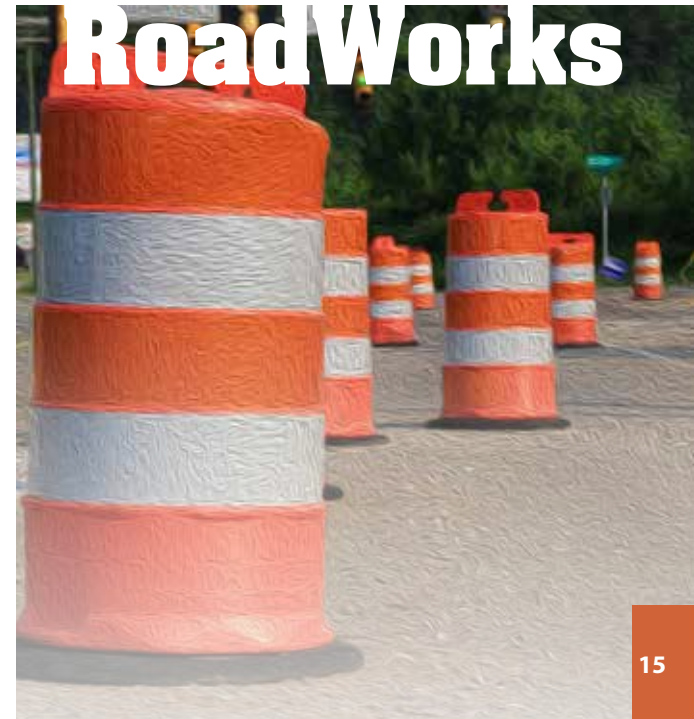
Roy Jorgensen Associates, Inc., a Maryland firm that has performed similar services on Florida's portion of I-95, was awarded the three-year \$6.8 million contract, which includes a three-year renewal option. Jorgensen is responsible for all normal maintenance activities 24-hours a day, every day of the year. This includes litter and roadway debris removal; mowing; guardrail repair; routine bridge repair; pothole repair; tree trimming; maintenance of drainage features, signage and other traffic control devices; and emergency incident response and clearance assistance.



GDOT Spends \$400 million Statewide for Summer Resurfacing and Maintenance Program in 2012

The best way to stretch roadway budgets is to extend the service life of roads – by strengthening foundations, managing pavement cracking, and achieving proper drainage. The goal of Roadworks 2012—Georgia DOT's massive resurfacing and maintenance program—was to achieve just that, aggressively tackling deteriorating highway and bridge infrastructure. RoadWorks included repaving, resurfacing, bridge rehabilitation, road-widening and safety improvements. Statewide there were 33 major projects, costing \$403 million.

To inform the public about affected routes, work schedules and lane closures, the Department launched an information campaign with a dedicated website, media and community outreach, and paid and public service advertising.



Sponsor-A-Highway



Georgia DOT's Sponsor-A-Highway litter removal program offers a chance to make roads cleaner at no cost to the Department or to taxpayers - a vital concern

in economic times with shrinking budgets for transportation programs.

The program, unveiled in FY 2012, provides businesses the opportunity to financially sponsor litter removal by professional crews on state highways. Georgia is the first Southeastern state to institute the Sponsor-A-Highway concept. For each mile sponsored, a recognition Clean Georgia sign with the sponsor's logo is placed on the roadway

shoulder. Sponsorship builds brand awareness, and demonstrates environmental responsibility and community commitment. While the initial focus is Metro Atlanta, the program is expected to expand statewide as sponsorships grow.

To bring the Sponsor-A-Highway Program to Georgia, the Department partnered with

Adopt-A-Highway Maintenance Corporation, a national company with experience facilitating the sponsorship of thousands of miles of highway cleanup in 20 other states.

Department Awards Funding for More than 200 Projects Across Georgia in Fiscal Year 2012

GDOT Makes \$1 billion investment in state's transportation network

The Department continued its focus on maximizing its resources to address congestion-relief, safety and maintenance with its award of \$861.9 million to fund 225 projects across the state in 2012. Additionally, through its Local Maintenance and Improvement Grants (LMIG) program, the Department invested another \$100 million in projects. The amount does not include funds for engineering, right-of-way acquisition and other costs associated with projects, which would bring the total spent to over \$1 billion. The funding priorities are aligned with the Department's goals and represent a major step in ensuring that Georgia invests in a comprehensive, data-driven plan that addresses our transportation needs and keeps the state economically-competitive.

In addition to investing in projects for roadways, the Department made significant investments in transit, airport, rail and other intermodal programs and projects.

On time. On budget.

As the Department works to invest its resources to meet the state's diverse transportation needs, it is equally committed to meeting budget and schedule deadlines. In FY 2012, GDOT exceeded its goal with 90 percent of projects completed on budget; and the Department neared its 80 percent goal of projects completed on schedule, with 78.1 percent.

Among the projects the Department opened to traffic in 2012 were a \$54 million project to widen and reconstruct 5.48 miles of US 27/State Route 1 (including six bridges and approaches) in Floyd County; a \$19 million project to construct 5.98 miles of the South LaGrange Loop, including the construction of a railroad bridge and approaches and the installation of a closed circuit television system in Troup County; and an \$11 million project to construct an interchange on Interstate 95/State Route 405

at Horsestamp Church Road (CR 138) in Camden County.

Other major projects to open in 2012 included the following:

Baker County

- 15.435 miles of resurfacing and shoulder rehabilitation on SR 91.
- The contractor for the project was Reeves Construction Company.
- The cost of the project was \$2.7 million

Bibb County

- 4.679 miles of interchange reconstruction on I-75/SR 401 at Sardis Church Road, including construction of a bridge and approaches, relocation of Nowell Road and installation of closed circuit television (CCTV) and video detection systems (VDS).
- The contractor for the project was C.W. Matthews Contracting Company, Inc.
- The cost of the project was \$32.8 million.

Candler County

- 0.827 mile of widening for additional lanes on SR 23/State Route 121.
- The contractor for the project was Reeves Construction Company.
- The cost of the project was \$2.7 million.

Chatham County

- Construction of a bridge and approaches on SR 25 (Ocean Highway) over Norfolk Southern Railroad.
- The contractor for the project was Rogers Bridge Company, Inc.
- The cost of the project was \$3.8 million.

Colquitt County

- 0.237 mile of construction of a bridge and approaches on SR 37 over Okapilco Creek.
- The contractor for the project was Reeves Construction Company.
- The cost of the project was \$3.3 million.

Coweta County

- 7.39 miles of resurfacing of SR 34 to 0.21 miles of SR 154
- The contractor for the project was C.W. Matthews Contracting Company, Inc.
- The cost of the project was \$4.1 million.

DeKalb County

- 2.004 miles of widening for additional lanes and reconstruction on Snapfinger Road. This project also included bridge reconstruction over Snapfinger Creek and the installation of an intersection video detection system (VDS).
- The contractor for the project was Pittman Construction Company.
- The cost of the project was \$13.8 million.

Dougherty County

- 2.064 miles of widening for additional lanes and reconstruction on Gillionville Road (SR 234).
- The contractor completing the project was Oxford Construction Company.
- The cost of the project was \$7.2 million

Forsyth and Fulton Counties

- 5.243 miles of widening and reconstruction of McGinnis Ferry Road beginning west of Sergeant Road and extending to the Chattahoochee River.
- The contractor for the project was C.W. Matthews Contracting Company, Inc.
- The cost of the project was \$43.8 million.

Fulton County

- Design Build project consisting of 0.885 miles of interchange reconstruction and bridge construction on SR 400 at Hammond Drive.
- The contractor for the project was C.W. Matthews Contracting Company, Inc.
- The cost of the project was \$18.6 million.

Gwinnett County

- Two (2) bridges and approaches and installation of video surveillance on McGinnis Ferry Road beginning at Satellite Boulevard and extending to Lawrenceville-Suwanee Road.
- The contractor for the project was E.R. Snell Contractor, Inc.
- The cost of the project was \$21.9 million.

Hall County

- 1.330 miles of widening for turn lane construction on CR 139 (Thurmon Tanner Parkway).
- The contractor for the project was Gary's Grading and Pipeline Company Inc.
- The cost of the project was \$8.2 million.

Henry County

- 5.08 mile of milling and resurfacing on SR 42 from SR 138 to the Clayton County line.
- The contractor for the project was C.W. Matthews Contracting Company, Inc.
- The cost of the project was \$1.6 million.

Oconee County

- 1.488 miles of widening and reconstruction on Jennings Mill Parkway. This project also included construction of a bridge and approaches over SR 10 Loop and installation of an intersection Video Detection System.
- The contractor for the project was G.P. Enterprises, Inc.
- The cost of the project was \$16.2 million.

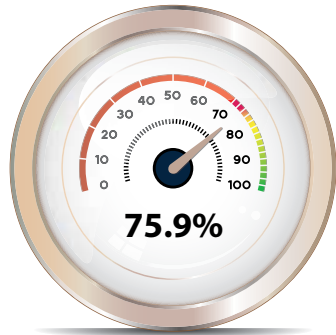
Wayne County

- 5.178 miles of widening and roadway reconstruction on US 84/SR 38 beginning at SR 203 and extending to CR 392 (Sunset Boulevard).
- The contractor completing the project was R.B. Baker Construction, Inc.
- The cost of the project was \$21.3 million.



Measuring Our Goals

Percentage of Interstates Meeting Maintenance Standards



Strategic Objective

Maintain Georgia's Interstates such that **90%** 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.

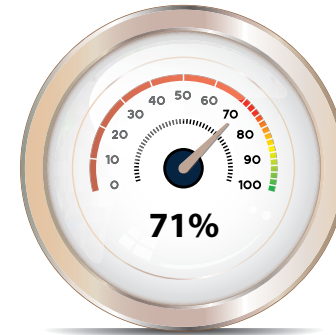
Road to Improvement

Reduced resources have made this target difficult to achieve. Through its Asset Management efforts, GDOT is exploring ways to cost effectively maintain its interstate system.

Description

Georgia is noted for its top rated roadways. By maintaining Interstates at a high level, more costly reconstruction can be avoided; extending the life of our pavements. This measure evaluates the health of pavements on Georgia's Interstates. This is not a rating of ride quality or smoothness, but rather of how well the interstate pavement structure is maintained.

Percentage of State-Owned Non-Interstate Roads Meeting Maintenance Standards



Strategic Objective

Maintain Georgia's Non-Interstate roads such that **90%** 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. The COPACES rating evaluates rutting, cracks and other surface deficiencies on a scale of 1 to 100.

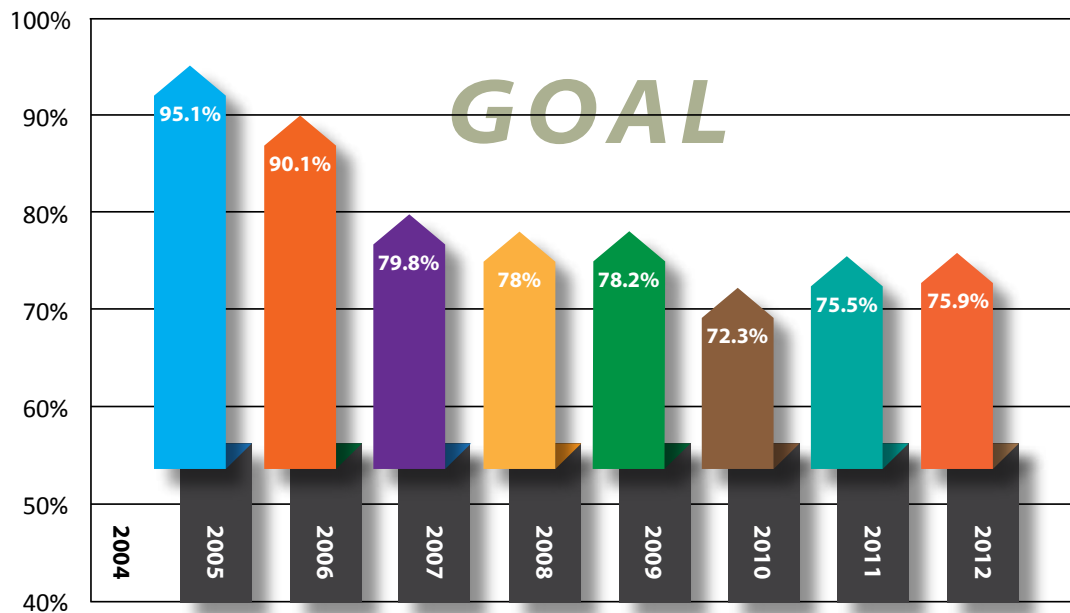
Road to Improvement

Reduced resources have made this target difficult to achieve. Through its Asset Management efforts, GDOT is exploring ways to cost effectively maintain its non-Interstate system.

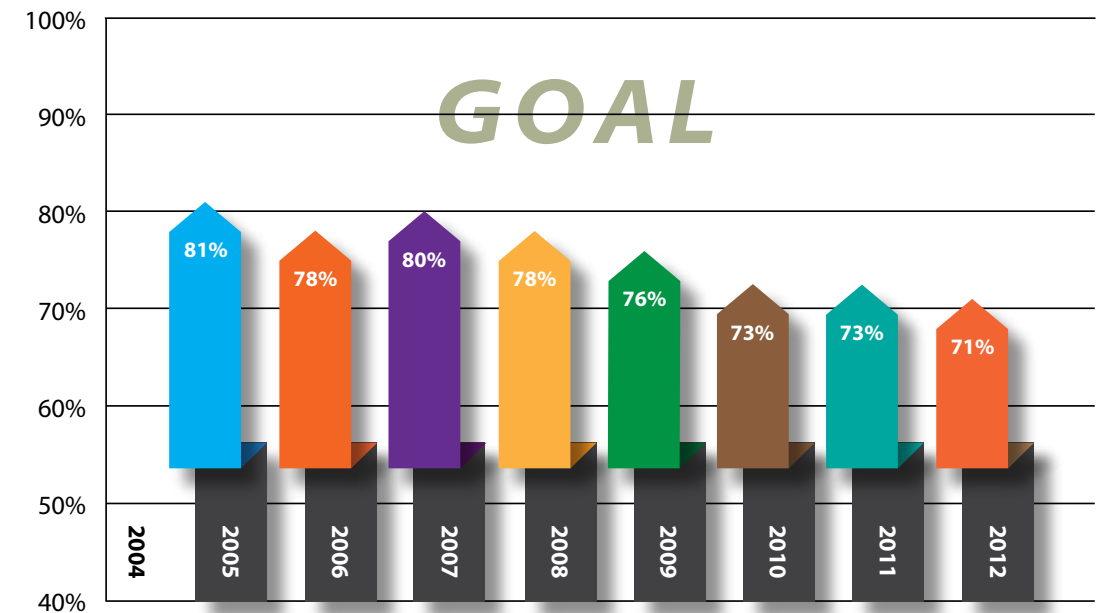
Description

Georgia is noted for its top rated roadways. By maintaining non-Interstates at a high level, more costly reconstruction can be avoided; extending the life of our pavements. This measure evaluates the health of pavements on Georgia's non-Interstates. This is not a rating of ride quality or smoothness, but rather of how well the non-Interstate pavement structure is maintained.

Interstate Maintenance Trend



State-Owned Non-Interstate Road Maintenance Trend



PLANNING AND CONSTRUCTING THE BEST SET OF MOBILITY-FOCUSED PROJECTS WE CAN, ON SCHEDULE

Northwest Corridor Reaches Environmental Milestone

The proposed Northwest Corridor Project (NWCP) – a barrier separated reversible lane system on interstates 75 and 575 – reached a major milestone in FY 2012, with the completion of its Final Environmental Impact Statement (FEIS). Completion of the FEIS moved the project closer to compliance with the federal environmental process. Georgia DOT staff worked with the Federal Highway Administration for 10 months to develop the FEIS, which documents the project’s technical analyses, agency consultation and public involvement activities.

News about the FEIS followed a decision by the State Transportation Board to move forward with the project and to optimize both public and private sector resources. As proposed, it is a design, build, finance project which spans from Akers Mill Road to Hickory Grove Road on I-75 in Cobb County and

from the I-75/I-575 interchange to Sixes Road in Cherokee County. It consists of two managed lanes along the west side of I-75 between its interchanges with I-285 and I-575. The lanes will be separated from the existing interstate and will be reversible so that both will carry traffic southbound during morning commute hours and northbound in the evenings. Above the I-575 interchange, one new reversible lane will be added in the I-75 center median to Hickory Grove Road and a similar new I-575 lane will extend to Sixes Road. A variable-rate toll, based on traffic volume, will be assessed for access to the lanes. In addition to completing the FEIS, the proposed project was selected from 34 applications to submit full documentation for a \$270 million federal TIFIA Transportation Infrastructure Finance and Innovation Act (TIFIA) loan. The TIFIA program offers a source of funding – including loans and loan guarantees – for surface transportation projects of regional and national significance.

For more information on the project, visit www.nwcproject.com.



State Board Votes to Move Forward on MMPT

The proposed Multi-Modal Passenger Terminal (MMPT) inched a few steps closer to reality in FY 2012, with the State Transportation Board’s approval of the execution of a master development contract.

To mark the signing of the agreement, U.S. Congressman John Lewis, Board members, Commissioner Keith Golden and Atlanta Mayor Kasim Reed joined Forest City Enterprises, Atlanta-based Cousins Properties, Inc. and The Integral Group, (Forest City/Cousins/Integral), a consortium of private firms, in a celebration near the MMPT site.

The team will develop the proposed transportation and commercial center to be located in the long under-utilized “Gulch” area near Phillips Arena, the Georgia Dome and the Georgia World Congress Center. Georgia DOT signed a \$12.2 million, two year agreement with the consortium for conceptual designs of the proposed project and potential funding options.

The proposed transportation and commercial center would serve as the hub for existing and proposed transportation networks serving metro Atlanta and beyond, including MARTA rail and bus, regional express buses and the state’s passenger rail networks. It also may be home to other transportation modes, including high-speed rail, light rail and streetcar services, as well as serve as a catalyst for expected commercial, recreational and residential mixed use development.



Interstate 85 Express Lanes Open for Traffic



High Occupancy Toll Lanes, or HOT Lanes, opened on Interstate 85 in 2012, offering “choice” to motorists traveling a 16-mile stretch of interstate highway in DeKalb and Gwinnett counties. The introduction of Express Lanes between Chamblee Tucker Road and Old Peachtree Road represents a major investment by the Department to offer solutions for one of metro Atlanta’s most congested corridors.

The project, which was built using a \$110 million U.S. DOT Congestion Reduction Demonstration (CRD) grant, included the conversion of existing High Occupancy Vehicle (HOV) lanes to HOT lanes, along with new barriers, new entrance and exit points, restriped lanes and signage. It was completed in partnership with the U.S. Department of Transportation, Georgia Regional Transportation Authority (GRTA) and the State Road and Tollway Authority (SRTA).

The lanes, developed as part of a comprehensive Managed Lanes System Plan (MLSP) adopted by the State Transportation Board, was the state’s first Congestion Relief Project. The grant was used for implementation of an express lane, enhanced transit service and innovative technology and specifically targeted conversion of existing HOV lanes into express lanes utilizing tolls, which are dynamically-priced based on the usage demand for the lane. The lanes help manage traffic flow, offer motorists another commuting option and provide more reliable trip times on crowded interstate highways.

An extension of the project is planned just north of Old Peachtree Road in to Hamilton Mill Road, all in Gwinnett County. Other Express Lane projects are planned on sections of Interstate 75/575 in Cobb and Cherokee counties (Northwest Corridor) and on the Southside of metro Atlanta on Interstate 75 in Clayton and Henry counties.

Transportation Investment Act (TIA)

Georgia DOT Plays Key Role in Compiling Project Lists



Georgia DOT played a key role in an unprecedented effort to encourage additional investment

in the state’s transportation future with its fulfillment of a critical provision of the Transportation Investment Act (TIA) – the development of fiscally -constrained proposed project lists approved by the leadership for 12 regional tax districts. The lists were developed by the GDOT planning director, following

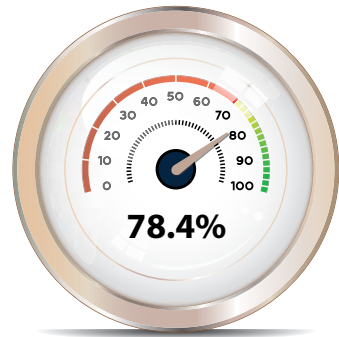
the submission of more than 4,000 proposed projects from across the state.

The lists were keys to the process of implementing the TIA, which allowed for a 1 percent sales tax to be levied for 10 years in the 12 regional districts. The districts, headed by a Regional Transportation Roundtable (RTR) composed of two representatives from each county in the region (a county commissioner and one mayor representing cities in the county), was responsible for approving final lists.



Measuring Our Goals

Percentage of Projects Completed on Schedule



Strategic Objective

Complete the construction of **80%** or more of all projects within the agreed upon contract time.

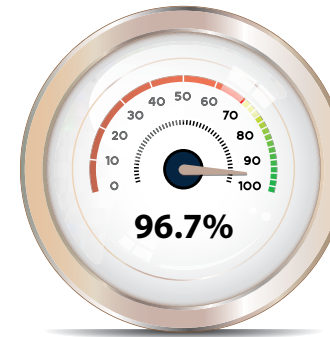
Road to Improvement

GDOT is working towards improvement in this area. We will explore ways to continue to improve the quality of our plans; coordination with existing utilities, and communication with our contractors to further exceed our target in this area. Currently, GDOT is meeting its target for the percentage of projects constructed on schedule.

Description

Each contract executed to build a project includes an agreed upon time frame by GDOT and the Contractor to complete construction. However, sometimes necessary extensions occur. This measure tracks how well GDOT is doing at constructing projects within the agreed upon contract time.

Percentage of Projects Completed on Budget



Strategic Objective

Complete the construction of **90%** of all projects within 10% of their budgeted award amount.

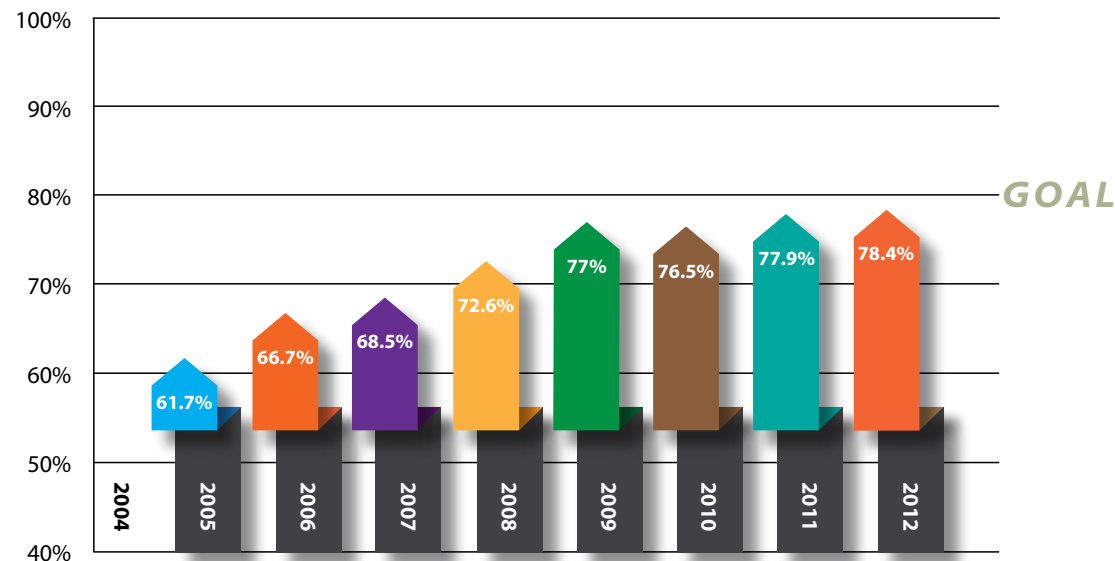
Achieving the Goal

GDOT is currently performing very well in this area. We will continue to make improvements to our project cost estimates and to monitor construction overruns to continue an upward trend in this area.

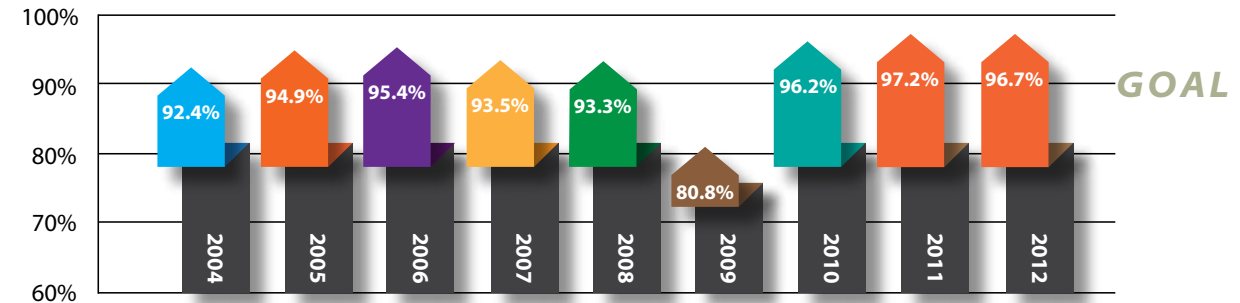
Description

Each contract executed to build a project includes a dollar amount agreed upon by GDOT and the Contractor to complete construction. However, sometimes projects are completed over or under the award amount. This measure tracks how well GDOT is doing at constructing projects within the agreed upon dollar amount.

Percentage of Projects Completed on Schedule



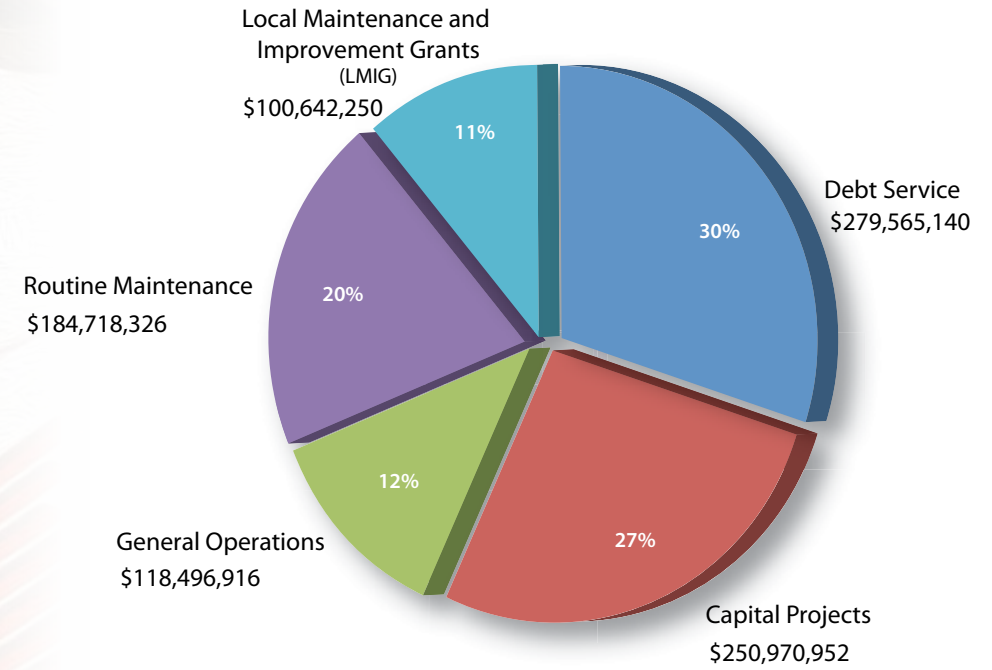
Percentage of Projects Completed on Budget



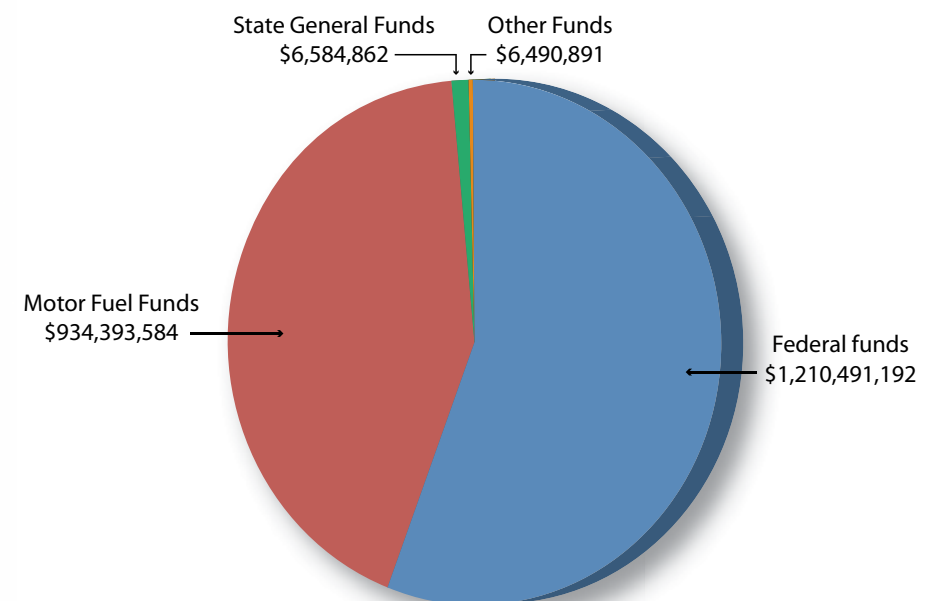
26.

27.

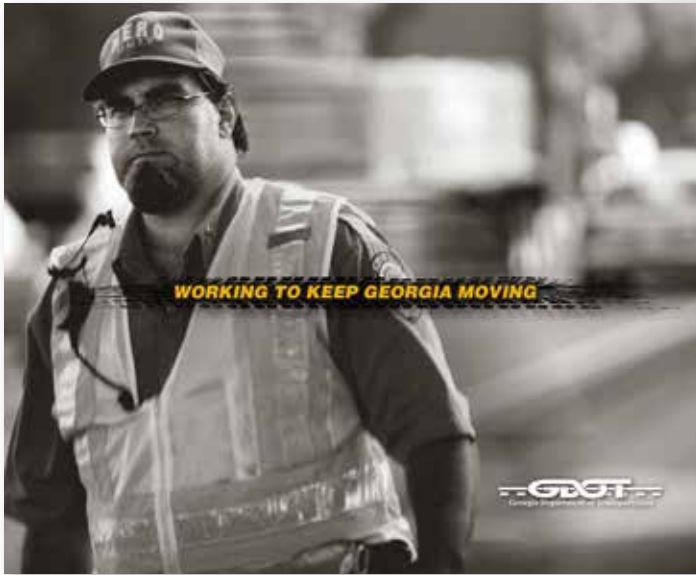
**Fiscal Year 2012 Amended State Motor Fuel Budget
\$934,393,584**



Georgia Department of Transportation Fiscal Year 2012 Fund Sources



Fast Facts



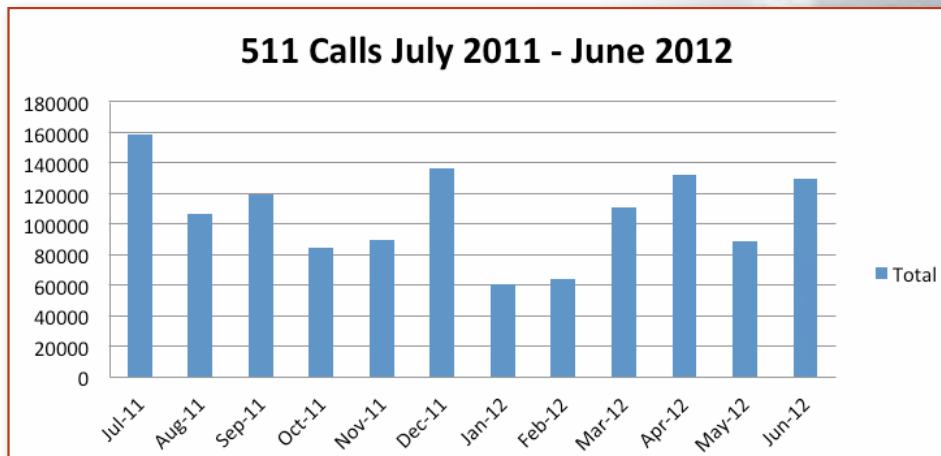
511 is a free, real-time phone service that provides traffic and travel information 24 hours a day, seven days a week. The service launched in FY 2008 and reached its one millionth caller milestone within 10 months.

HEROs (Highway Emergency Response Operators)

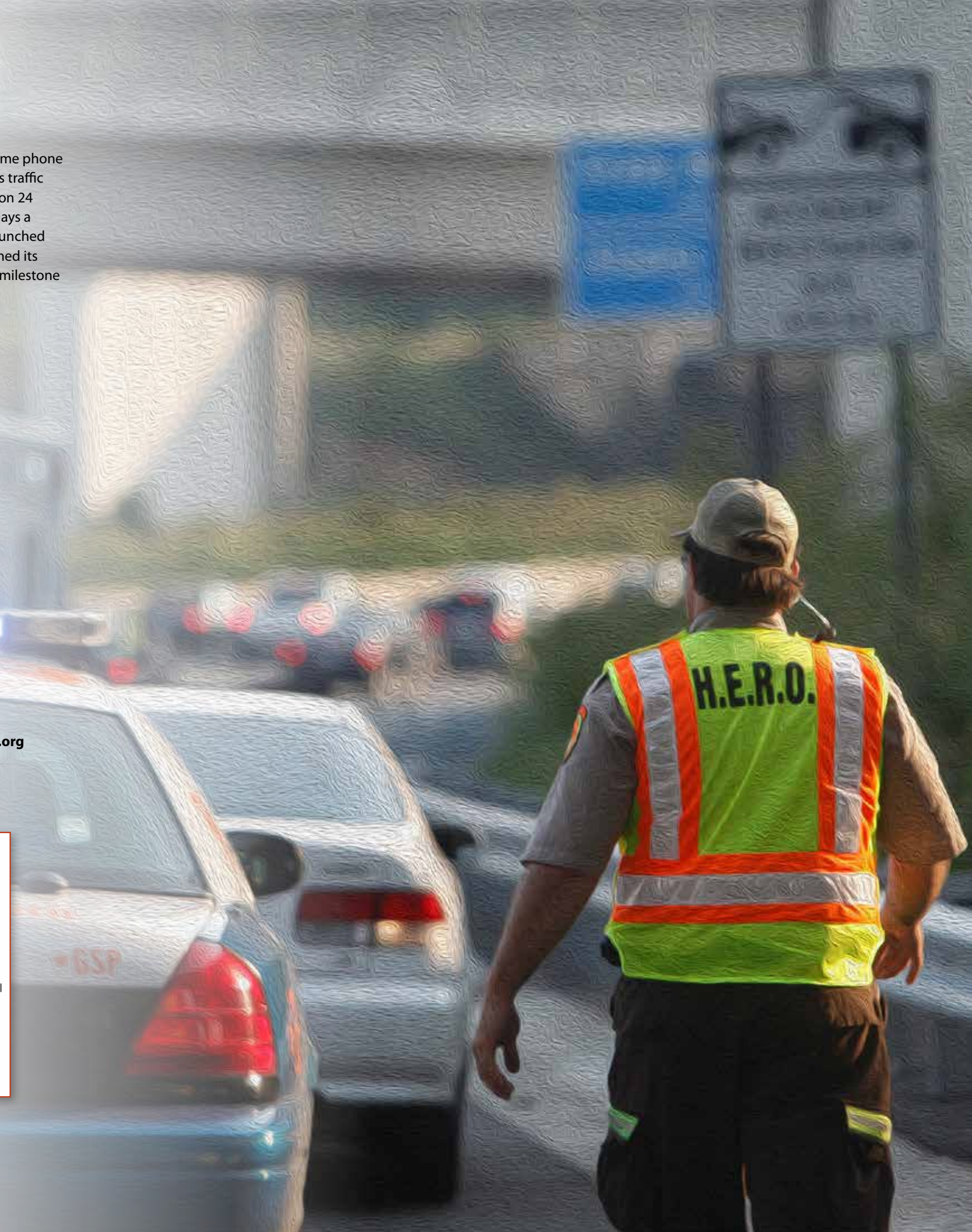
- Incidents managed: 120,380
- Certified operators: 89 (including 6 women)
- Shift supervisors: 11
- Automobile incident average response time: 13 minutes
- Tractor-trailer incident average response time: 12 minutes
- Automobile incident average roadway clearance time: 23 minutes
- Tractor-trailer incident average roadway clearance time: 37 minutes

Georgia-NaviGator 511 calls

- Real-time traffic and travel information by phone at 511 or on the Web at www.511ga.org



Grand Total 128,0786



30.

Employee Fast Facts

Department Prepares for Future With Leaner Workforce

The number of employees declined by 1,500 between 2000 and 2012, representing a 25 percent drop over a 12-year period.

The Department's Workforce Planning initiative will help to build capacity of GDOT's leaner workforce and offer staff an opportunity to reinvent their workflow for better efficiency and better use of resources.

Date	Number Of Employees (Excluding Temps)	Difference In Number of Employees From Prior Year (Excluding Temps)	Percentage Difference In Number of Employees From Prior Year (Excluding Temps)
July 2000	5895	N/A	N/A
July 2001	5949	54	0.92%
July 2002	5819	-130	-2.19%
July 2003	5898	79	1.36%
July 2004	5783	-115	-1.95%
July 2005	5807	24	0.42%
July 2006	5696	-111	-1.91%
July 2007	5818	122	2.14%
July 2008	5699	-119	-2.05%
July 2009	5338	-361	-6.33%
July 2010	4949	-389	-7.29%
July 2011	4610	-339	-6.85%
July 2012	4395	-215	-4.66%



Especially Noteworthy

Public Airports Generate Millions in Tax Revenue



Georgia's public-use airports support more than 470,000 jobs with a combined annual payroll of \$17.8 billion, a statewide analysis released in FY 2012 showed. According to the 2011

Georgia Statewide Airport Economic Impact Study, the state's 104 public airports also generate more than \$62 million in aviation-related tax revenue for the state's general fund.

The study, conducted by the Department's Intermodal Division, also showed that Georgia's \$2 million annual investment in its airports is among the lowest of any Southeastern state. The top 10 states invest \$20 million or more in their aviation programs. For more information on how public airports support the state's economy, visit www.dot.ga.gov/local-government/intermodalprograms/aviation/.

Design-build

Design-Build is a streamlined and cost-effective method of program delivery where pre-construction and construction phases are combined in one contract. Since activities may occur concurrently, design-build can dramatically accelerate project completion compared with the traditional design-bid-build process where pre-construction and construction occur sequentially.

FY 2012 saw GDOT award several design-build contracts with a total bid award of \$84.7 million. Projects included interchange lighting design and construction of four lane limited-access roadway on new alignment from Jimmy DeLoach Parkway to SR 307 in Richmond County; design and construct 1.2-mile widening for auxiliary lane along I-75 NB and bridge replacement in Henry County; design and construct NB Abernathy Road ramp extension at SR 400 in Fulton County; and design and construct a NB SR 400 travel lane extension from McFarland Parkway to Big Creek Bridge in Fulton and Forsyth counties.

GeoTRAQS

Georgia DOT launched the Geographic Transportation Reporting Analysis and Query System (GeoTRAQS) online mapping application in March 2012 to better track and gather information in order to improve the transportation decision-making process.

The new Web-based application (replacing TRES) brings data together from a variety of sources for use by staff, consultants and the public. GeoTRAQS allows users to view geographically-referenced data in ways that reveal relationships, patterns, and trends. Based on the Department's existing Geographic Information System (GIS), GeoTRAQS finds and consolidates data to improve visualization and spatial analysis. The new features of the program—especially the improved online mapping—enhance communications efforts with stakeholders.

Rubber modified asphalt testing

The Department in FY 2012 expanded on previous studies with rubber modified asphalt (RMA)—made from recycled tires—by testing the material's performance on State Route 247 in Bibb County. The test was overseen by Georgia DOT and supported by NCAT (National Center for Asphalt Technology). The results, along with a major study by NCAT, will provide objective, controlled data of different asphalt rubber composites and is expected to be a catalyst for amending the state's road construction specifications to include recycled tire rubber as an alternative to conventional oil-based polymers for asphalt production.

The benefits of rubberized asphalt include longer lasting road surfaces; reduced road maintenance; long term cost effectiveness; lower road noise; and shorter breaking distance.

Wildfire containment

In the summer 2011, firefighters in South Georgia were trying to suppress another surge of major wildfires that had already burned more than 250,000 acres of the Okefenokee Swamp. Georgia DOT answered the Georgia Forestry Commission's plea for support with eight dozers, six motor graders, an excavator, a fuel truck, a lube truck and seven support trucks from Districts Four and Five. The Department also established a 16-employee District Five "Strike Team" to work as operators, plowing new fire breaks and widening existing ones to provide access for firefighting equipment into inaccessible areas. Georgia DOT worked with other agencies for eight months to fight the fires and notify communities of road closures and detours.

Women and Minorities Participate in DBE Public Hearings



Women and minorities seeking business opportunities with Georgia DOT met across the state at three public hearings, all as part of a comprehensive analysis of the Department's Disadvantaged Business Enterprise (DBE) goal. Participants in the public hearings gathered in Atlanta, Thomaston and Savannah to offer comments on the Department's program.

In addition to the public hearings, the Department hosted a public consultation meeting in Atlanta to seek information on the availability of disadvantaged and non-disadvantaged businesses, the effects of discrimination on opportunities for DBE's and Georgia DOT's efforts to establish a level playing field of DBEs in Department contracts and projects. Georgia DOT staff used information from participants as part of its review and recommendation of a DBE goal.

Quick incident response



The Traffic Incident Management Enhancement (TIME) Task Force develops and sustains a region-wide incident management program for safe and fast roadway clearance.

While most traffic incidents are cleared by HEROs (Highway Emergency Response Operators) within 90 minutes, those that involve fires, spills, and fatalities can result in extended clearance times that tie up traffic. In FY 2012, Georgia DOT and the Georgia State Patrol (GSP) launched an initiative to expedite removal of damaged or stalled vehicles from travel lanes of Metro Atlanta interstate highways and freeways. The goal of the Open Roads program is to clear any incident—no matter how severe or complicated—from roadways within 90 minutes of occurrence.

The Towing and Recovery Incentive Program (TRIP) reduces the impact of large commercial vehicle incidents on Metro Atlanta interstates. The program pays heavy-duty recovery companies a monetary bonus for clearing commercial vehicle wrecks quickly. TRIP helps to reduce the impact of major traffic incidents in Metro Atlanta while meeting TIME's aggressive clearance goal of 90 minutes or less.

Traffic signal upgrades



GDOT has long recognized the need to reduce the delays resulting from inefficient traffic signals. In 2005 the Department initiated programs to upgrade

traffic signal hardware and improve signal timing operations and maintenance across the state. While these investments have been positive, congestion continued on many of Atlanta's major arterials.

In 2010 the Department implemented the Regional Traffic Operations Program (RTOP)—a multi-jurisdictional, cutting-edge signal timing program—to improve traffic flow and reduce emissions in Metro Atlanta. (With more than half of the state's traffic signals, the region accounts for 50% of the lane miles traveled in Georgia and 75% of the congestion). While 15 corridors were initially established, in FY 2012, RTOP was increased to 17 corridors.

A RTOP corridor manager actively monitors, manages and maintains traffic signals throughout each corridor by making field visits to observe and fine-tune timing operations. The manager also works with local jurisdictions to make signal timing seamless as motorists traverse through multiple jurisdictions. As the program progresses, technology enhancements will enable remote monitoring from the GDOT Transportation Management Center.

Utility relocation program reduces construction delays, saves money

While a project's scope can make for a long delivery and some delays—like weather—cannot be controlled, Georgia DOT's Office of Utilities—through their Utility Coordination Program—continues to reduce project construction delays. In 2009, utility issues accounted for 39 percent of GDOT project construction delays. By 2012, that number was down to 13.9 percent.

Utility companies jointly use the right-of-way of public roads. Building new roads or widening existing ones almost always begin with relocating utility lines. Until the pipes, conduit and wires for gas, water, sewer, electric, phone and cable are moved out of the construction area, little work can be started.

The improvement is a result of better coordination, communication and cooperation between GDOT, roadway contractors and utility companies. By establishing uniform procedures; adding an incentive mechanism to pay for utility relocation; holding parties responsible for delay costs; and training project managers and designers to reduce unnecessary utility relocations, there are less issues and less delays - which equates to lower costs and less inconvenience for the public.

GDOT Honors And the Award goes to...

Transit Programs and Fiscal Services earns three regional FTA awards



Georgia DOT's Transit Programs and Fiscal Services received three USDOT Federal Transit Administration (FTA)

Region IV Achievement awards for FY 2011. GDOT was recognized as FTA's Most Improved Grantee; for Outstanding Achievement in Grant Closeouts; and for Outstanding Achievement in FTA Reviews.

Freight and Logistics Plan garners national award



Georgia's Statewide Freight and Logistics Plan 2010-2050 received the Federal Highway Administration (FHWA) 2012

Transportation Planning Excellence Award. The plan—a collaboration between GDOT's Office of Planning and public and private forces—provides vital strategic direction for future investment in transportation infrastructure that serves Georgia's freight and logistics industries. The award was given by the FHWA in conjunction with the Federal Transit Administration and the non-profit Transportation Research Board.

Office of Research project deemed high value by AASHTO

The AASHTO Research Advisory Committee (RAC) selected GDOT-sponsored research project Assessment of the Impact of Future External Factors on Road Revenues as a 2012 "Sweet Sixteen High Value Research Project." The project is deemed as one of 16 high value research projects by state DOTs.

I-95 widening judged best concrete paving project

Georgia DOT's widening of Interstate Highway 95 in Glynn and McIntosh counties was judged 2010's best rural interstate or divided highway concrete project in the nation by American Concrete Pavement Association (ACPA). The \$119 million project received the prestigious "National Gold Award for Excellence in Concrete Paving." (The awards are given annually for projects completed in the previous calendar year.) The project—added a third lane to nine miles of I-95, both north and southbound, and reconstructed two large bridges and ten roadway ramps. The work was one of the final segments of the Department's widening to six lanes of all 113 miles of I-95 along Georgia's coast.

Utilities and IT offices recognized

The Federal Highway Administration's (FHWA) 2011 Excellence in Utility Relocation and Accommodation Awards Program recognized Georgia DOT with two awards for excellence in program leadership and innovation. The Office of Utilities received the Program Leadership Award for developing a utility coordination program to accelerate completion of multi-year construction projects.

The Office of Utilities and Office of Information Technology both received the Innovation Award for designing the Georgia Utility Permitting System (GUPS), a web-based system that reduces time and costs associated with permitting facilities on public rights-of-way.

The Office of Utilities also received the Georgia Utility Coordinating Council leadership award for improving the utility relocation process in Georgia.

Office of Engineering receives AASHTO value engineering awards

GDOT received two 2011 American Association of Highway and Transportation Officials (AASHTO) Value Engineering awards. The Office of Engineering placed first in National VE in Preconstruction Engineering (less than \$25 million category) for the SR 36 passing lanes project in Talbot and Upson counties. They also received honorable mention in the \$75 million or greater category for the Northwest Corridor project in Cobb and Cherokee counties.

HERO Program receives FHWA award



The Highway Emergency Response Operators (HERO) program received the 2011-2012 "National Roadway Safety

Award" from USDOT, FHWA and the Roadway Safety Foundation. The award, in the Operational Improvements Category, recognizes Safety Patrol Sponsorship and Outstanding Contribution to Roadway Safety. The HERO program is 80 percent federally funded, with the balance funded through a sponsorship with State Farm.

Office of Communications wins national awards



GDOT won "Best Use of Social Media" from the 2011 National Transportation Public Affairs Workshop (NTPAW) for the successful 2010 launch of its Facebook page.

The 2010-2011 Fact Book received two awards for graphic design, editorial content and overall communications effectiveness. It received a second place 2012 "Blue Pencil & Gold Screen" award for special purpose publications from the National Association of Government Communicators (NAGC). The book also received an "Award of Excellence" in the international APEX (Annual Print & Electronic Awards for Publication Excellence) 2012 competition.

Office of Environmental Services manuscript honored for historical insight

The Georgia Historical Records Advisory Board recognized GDOT with a 2011 Award of Excellence for the manuscript Lincoln County Lost, a compilation of photographs and records about the 1947 Clark Hill Reservoir project that displaced a lost farming community of 450 people.



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