

MINUTES OF THE FORTIETH MEETING OF THE METROPOLITAN

ATLANTA RAPID TRANSIT AUTHORITY

MAY 6, 1969

The Board of Directors of the Metropolitan Atlanta Rapid Transit Authority held its regular meeting on May 6, 1969 at 3:30 P.M. in the Conference Room, 619 Glenn Building, Atlanta, Georgia. Mr. Roy A. Blount, Vice Chairman, presided.

MEMBERS PRESENT:

Dr. Sanford S. Atwood (DeKalb County)
M. C. Bishop (Fulton County)
Roy A. Blount (DeKalb County)
S. Truett Cathy (Clayton County)
Rawson Haverty (City of Atlanta)
K. A. McMillon (Gwinnett County)
L. D. Milton (City of Atlanta)
John C. Staton (Fulton County)

MEMBERS ABSENT:

Richard H. Rich (City of Atlanta)
John C. Wilson (City of Atlanta)

OTHERS PRESENT:

Metropolitan Atlanta Rapid Transit Authority

H. L. Stuart, General Manager
E. W. Nelson, Chief Engineer
King Elliott, Public Information Director
Edmund W. Hughes, Authority Secretary
H. N. Johnson, Administrative Assistant

Consultants

W. O. Salter, PBQ&D, San Francisco
J. A. Coil and Ray Gustafson, PBTB, Atlanta
E. E. Gilcrease, PBQ&D, St. Louis
Don Hyde, PBQ&D, New York
W. Stell Huie, Huie and Harland
Robert Keith, Alan M. Voorhees and Associates, Inc., McLean, Va.

Others

Jan Richey, Planning Dept., City of Atlanta
Edgar E. Schukraft, Southwest Atlanta Association
Andy Springer, Greater Atlanta Traffic & Safety Council
Jeff Wingfield, Atlanta Region Metropolitan Planning Commission
Aubrey Couch, Decatur/DeKalb Development Association

The meeting was called to order by the Vice Chairman.

MINUTES

Minutes of the April meeting had been mailed to the members and upon motion by Mr. Bishop, seconded by Mr. Haverty, they were unanimously approved.

FINANCIAL REPORT

Mr. Blount stated that the annual audit prepared by Arthur Andersen & Co. for the year ended December 31, 1968 needed to be approved. It had previously been mailed to the members. Upon motion by Mr. Haverty, seconded by Mr. Bishop, it was unanimously accepted and the General Manager was directed to furnish appropriate officials of the Local Governments with a copy.

The Financial Report as of April 30, 1969 was presented by the General Manager. Staff and administrative costs were running within the budget and were expected to remain so through the duration of the current budget (June 30, 1969). No sums had been expended for technical studies during the period and support of the Atlanta Area Transportation Study was continuing.

The C. & S. General Account reflected a balance of some \$40,000 although this amount had been considerably reduced since preparation of the financial statement due to a number of sizable bills having been received. Interest earnings on investment of excess funds was higher than had been projected.

Appropriations from the Local Governments were up to date for the first six months with the exception of Gwinnett County whose second payment was expected shortly. Upon motion by Mr. Bishop, seconded by Mr. Cathy, the financial statement was unanimously approved and is attached and made a part of these Minutes.

Mr. Stuart stated that the budget adopted for the first six months of 1969 would have to be adjusted in June following further consideration of the Voorhees report and that the Financial Planning Committee would meet soon to discuss budget requirements covering the Authority's future work program.

REPORT OF GENERAL MANAGER

Mr. Stuart had visited Mr. Carlos Villarreal, Administrator, U. S. Department of Transportation, Washington, D. C., on April 23rd, and other members of DOT, and had discussed an approach to the Voorhees recommendations in view of a new application to be submitted for federal funds to implement certain elements of work necessary to accelerate the work program.

REPORT OF CHIEF ENGINEER

Mr. Nelson called on Mr. Coil of PBTB for a report of their work during April. Mr. Coil advised that a written progress report had already been furnished to the Directors. He also introduced Mr. Don Hyde, their transit consultant from New York.

Mr. Nelson stated that Mr. Gilcrease and he had briefed the Board at the previous two Board meetings on the Atlanta Area Transportation Study (AATS), and that on April 10th at a joint meeting of the AATS Policy Committee and Technical Coordinating Committee Messrs. Tom Deen and Bob Keith of Alan M. Voorhees and Associates had presented a recommended transportation plan for the Atlanta area and described their findings and documentation in support of the plan. Because some of the Board members were unable to attend the April 10th meeting held in the offices of the State Highway Department, Mr. Bob Keith of the Voorhees firm was present to make a report on their AATS work and recommendations. Mr. Nelson introduced Mr. Keith who presented their findings with the aid of view-graphs. The recommended transportation plan was identified as Plan D-4 and major features of the plan included:

1. A \$421 million transit program, with construction costs estimated to be \$158 million for rapid rail, \$263 million for busways, and \$54 million for vehicles, for a total cost of \$475 million. The transit system would have 64 miles of private right-of-way routes, of which 10 miles would be for rapid rail and 54 miles for busways, including an expanded local and feeder bus network.
2. A \$1,058 million program of improvement to arterial and collector streets. This would include approximately 732 miles of new and improved arterial streets, 803 miles of new and improved collector streets.
3. A \$508 million program of new and improved freeways, including a second outer loop approximately four to five miles from the present I-285 perimeter route. This would include 91 miles of new freeways and 54 miles of improved existing freeways, in addition to some 176 miles of existing freeways not to be improved. Some 40 miles of additional right of way were recommended for advance acquisition.

Cost estimates were in 1969 levels and did not include inflation, escalation or bond issue costs. A summary report of the highlights of the recommended transportation plan was passed out to the Board members. In closing, Mr. Keith said that work under their present contract was about completed and when finished a bound technical report of their findings and recommendations would be furnished the Authority.

REPORT OF COUNSEL

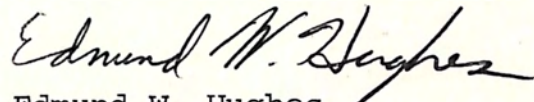
Mr. Huie reported that the Governor had again vetoed the rapid transit technical amendments bill (S. B. 162).

ADJOURNMENT

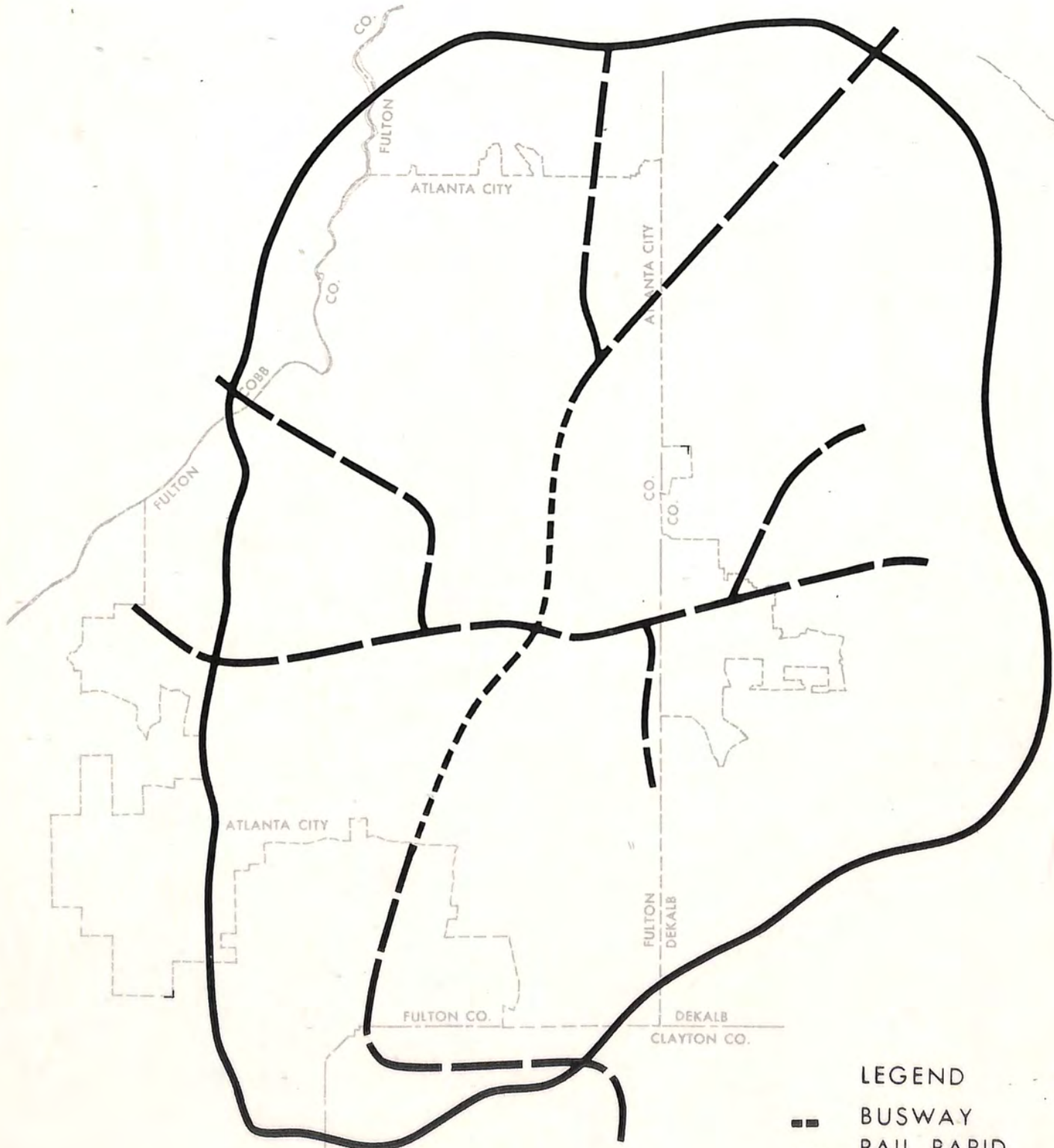
The Vice Chairman adjourned the meeting at 4:45 P.M.

NEXT MEETING

June 3, 1969.


Edmund W. Hughes,
Secretary.

PROPOSED EXPRESS TRANSIT SYSTEM







LEGEND

- BUSWAY
- ... RAIL RAPID
- PERIMETER HIGHWAY

PROPOSED FREEWAY SYSTEM






LEGEND

-  NEW FREEWAYS
-  RIGHT-OF-WAY FOR FUTURE FREEWAY
-  1968 FREEWAY SYSTEM OPEN OR UNDER CONSTRUCTION
-  COMMITTED INTERSTATE PROJECT

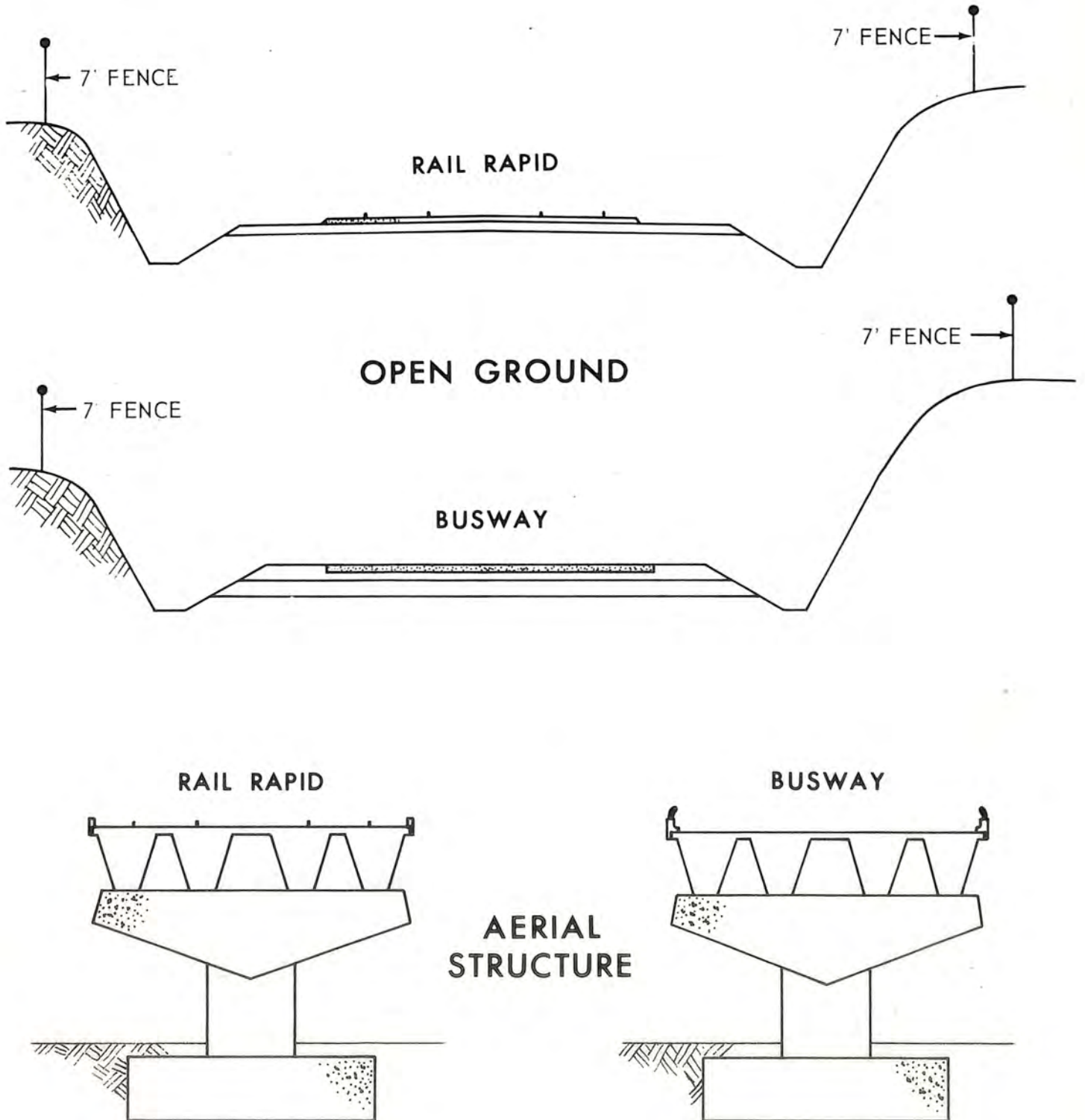
PROPOSED IMPROVEMENTS FOR EXISTING FREEWAYS



LEGEND

-  IMPROVEMENTS
-  1968 FREEWAY SYSTEM OPEN OR UNDER CONSTRUCTION
-  COMMITTED INTERSTATE PROJECT

EXAMPLES OF PRIVATE RIGHTS-OF-WAY FOR PROPOSED TRANSIT SYSTEM



**PROJECTS BY MILES
PROPOSED HIGHWAY SYSTEM**

Type	Miles
FREEWAYS, TOTAL SYSTEM	321
NEW, OUTSIDE I-285	47
NEW, INSIDE I-285	44
IMPROVED EXISTING	54
EXISTING, NOT IMPROVED	176
<hr/> <hr/>	
ARTERIALS, NEW AND IMPROVED	732
COLLECTORS, NEW AND IMPROVED	803
RIGHTS-OF-WAY, FUTURE FREEWAYS	40

ESTIMATED CAPITAL COST
FOR
PROPOSED 1983 TRANSPORTATION PROGRAM

HIGHWAY

(New routes and improved existing)

FREEWAYS

508

ARTERIALS AND COLLECTORS

1,058

TOTAL

\$ 1,566

TRANSIT

(Excludes rolling stock/vehicles)

RAPID RAIL

158

BUSWAYS

263

TOTAL

\$ 421

TOTAL PROGRAM

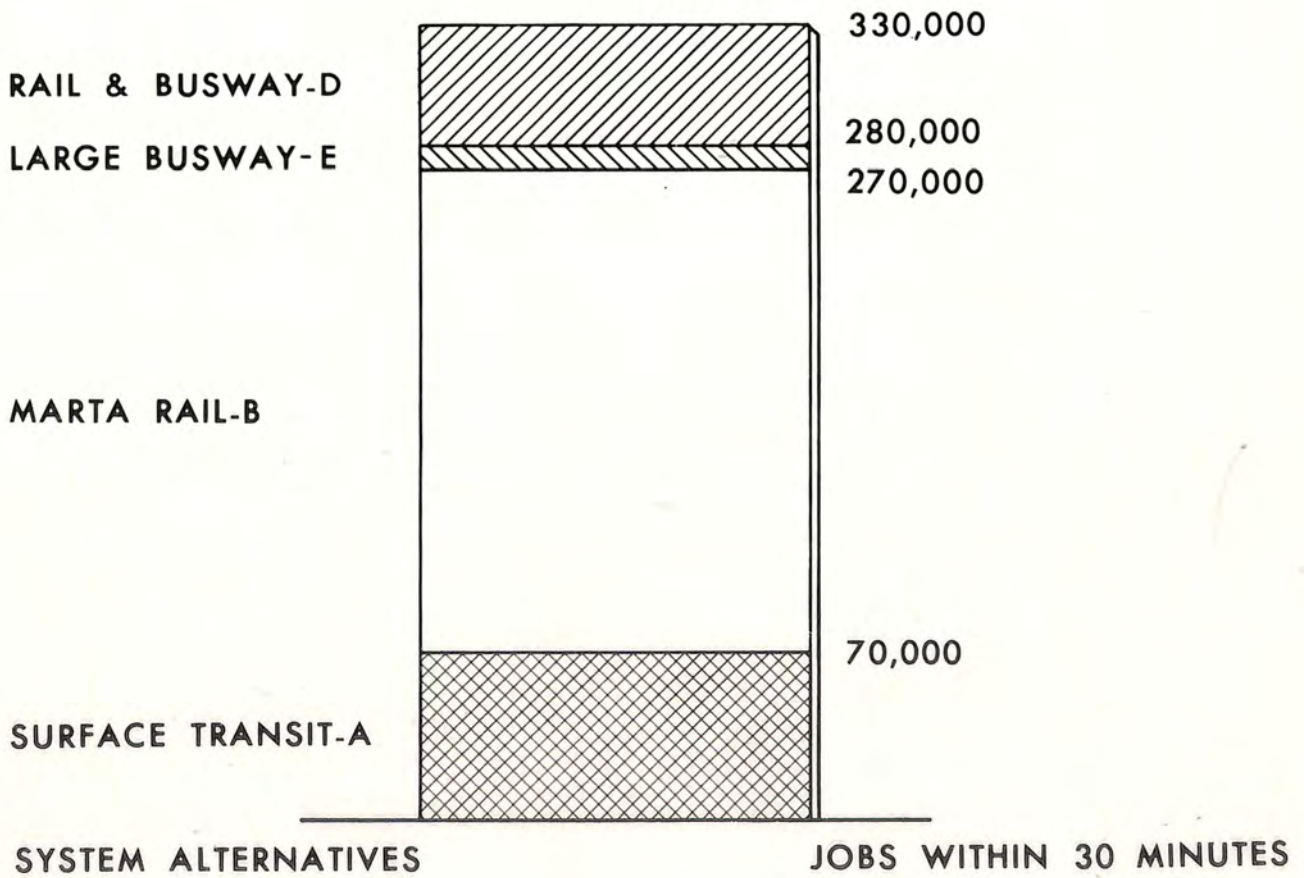
\$ 1,987

Millions of Dollars

INNER CITY JOB ACCESSIBILITY WITH ALTERNATIVE TRANSIT SYSTEMS

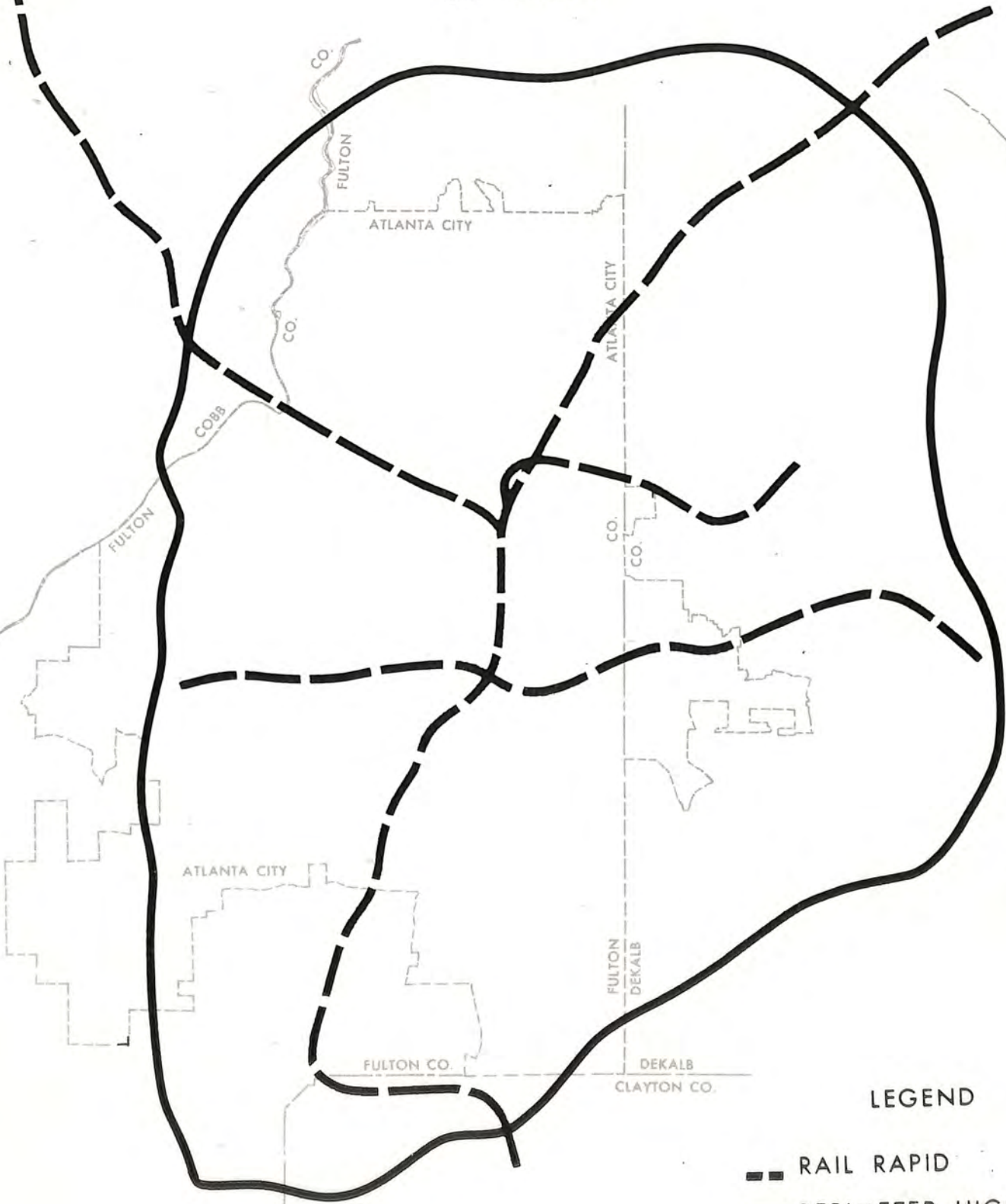
JOBS WITHIN 30 MINUTES OF
EAGAN HOMES RESIDENTS
BY TRANSIT

AN EXAMPLE FOR
A CLOSE-IN NEIGHBORHOOD
SERVED WELL BY EXPRESS TRANSIT



PLAN B (MARTA SYSTEM)

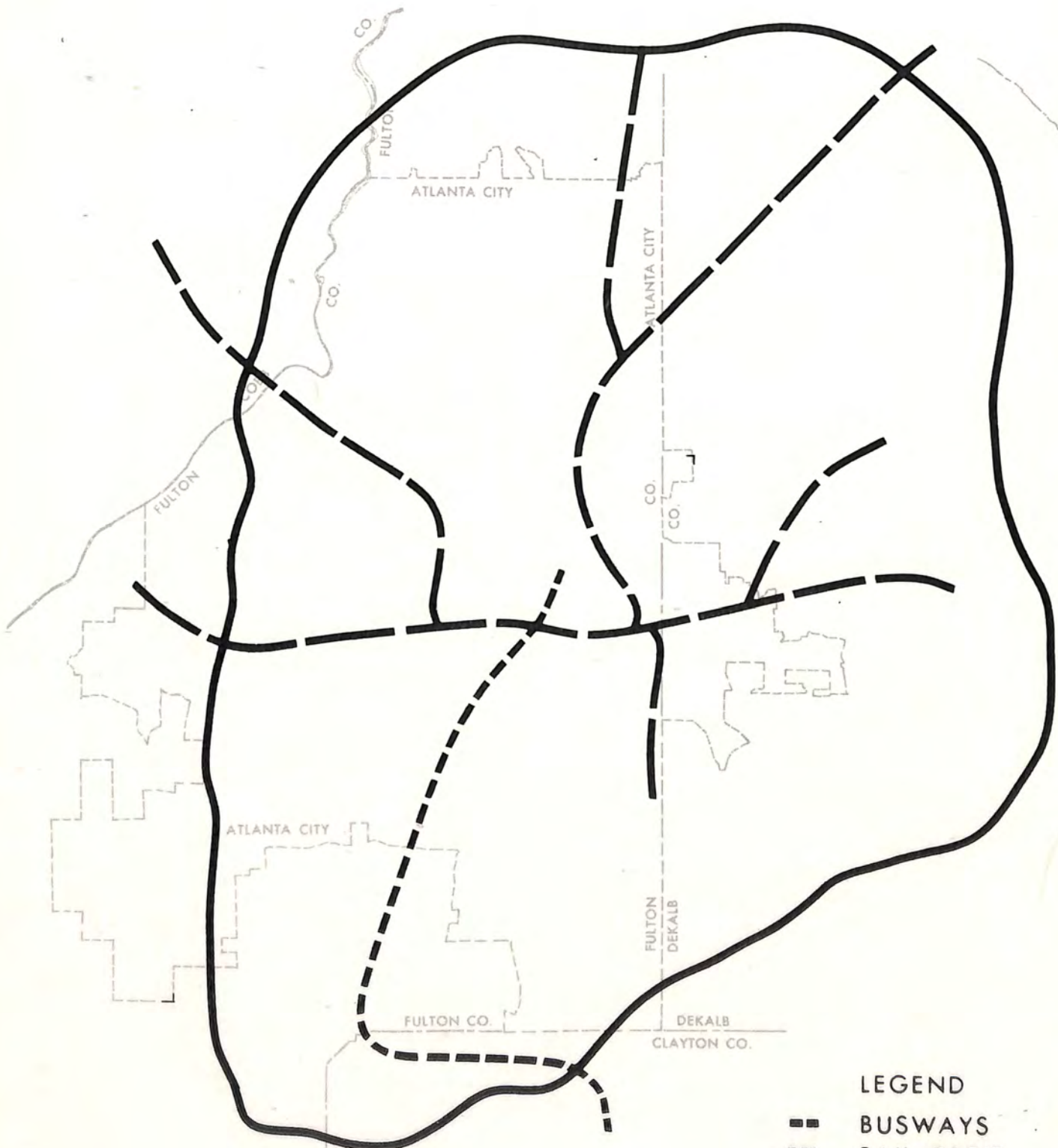
66 MILES



LEGEND

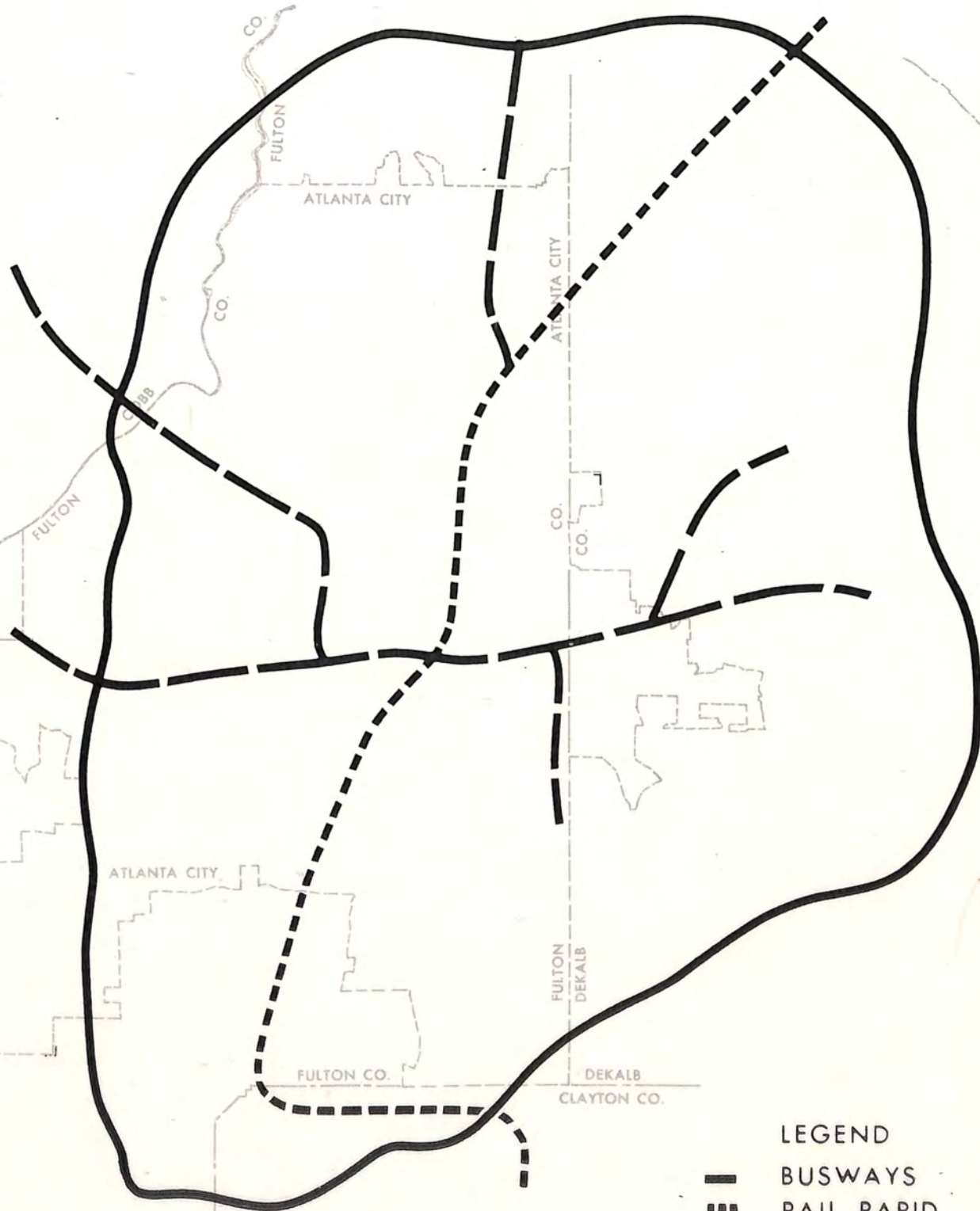
- RAIL RAPID
- PERIMETER HIGHWAY

TRANSIT TEST SYSTEM D-1 70 MILES



- LEGEND
- BUSWAYS
 - ... RAIL RAPID
 - PERIMETER HIGHWAY

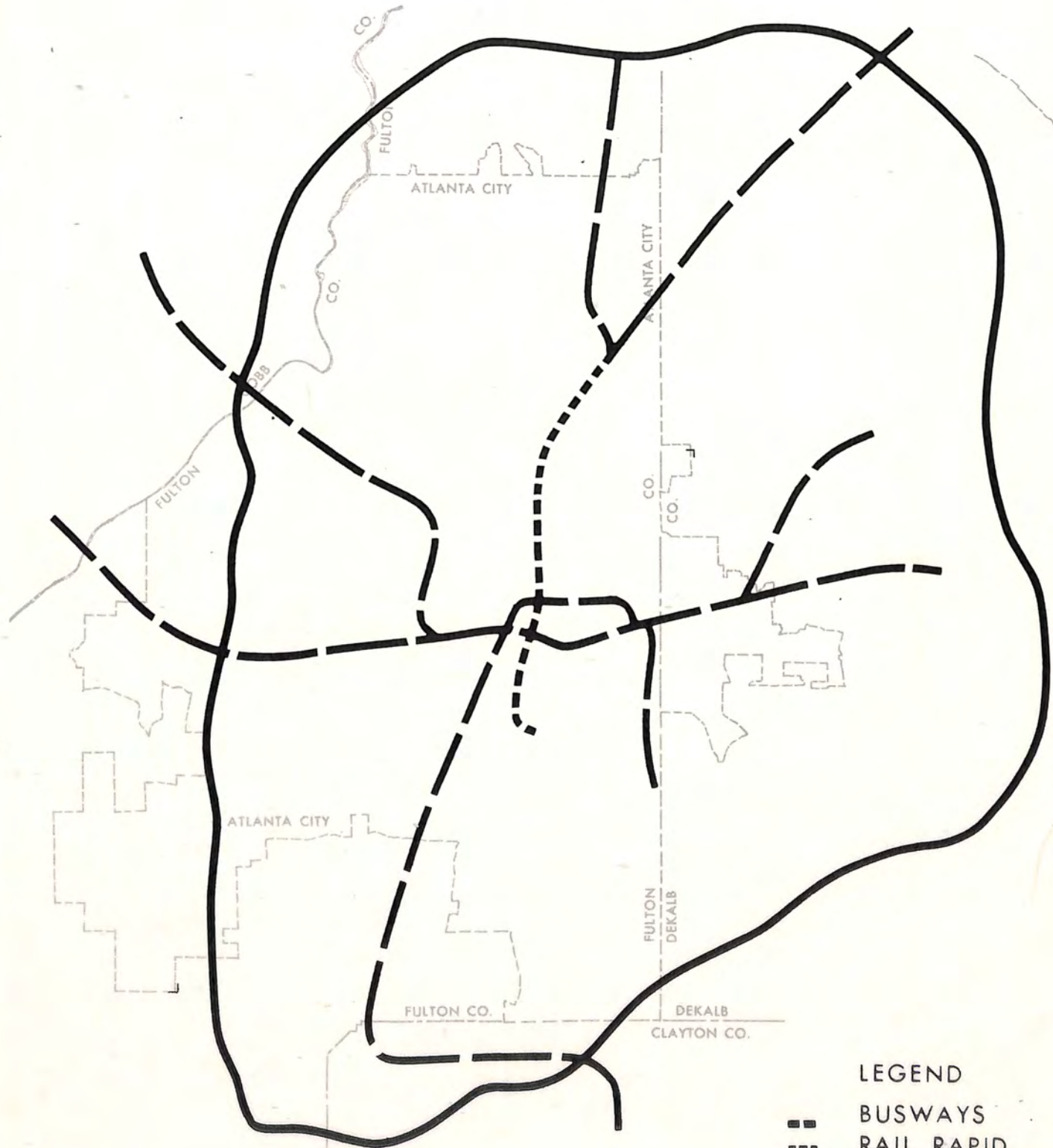
TRANSIT TEST SYSTEM D-3 70 MILES






LEGEND

- BUSWAYS
- ... RAIL RAPID
- - - PERIMETER HIGHWAY

TRANSIT TEST SYSTEM E-2 72 MILES



LEGEND

-  RAIL RAPID
-  BUSWAYS
-  PERIMETER HIGHWAY.

MARTA

**SUMMARY OF HIGHLIGHTS
RECOMMENDED TRANSPORTATION PROGRAM**

The attached papers provide brief statements and exhibits that summarize the findings and proposals from the past fourteen months of investigation of Atlanta's transportation needs. While technically sound, the papers are in draft form and are now presented only for the convenience of the Policy and Technical Coordinating Committee in its near-future work. This material, together with all prior work of the study project, is being developed into a complete Technical Report for the Committees.

*A Part of the Presentation to the
Policy and Technical Coordinating Committees
of the
Atlanta Area Transportation Study*

by



ALAN M. VOORHEES & ASSOCIATES, INC.
Westgate Research Park
McLean, Virginia

April 10, 1969

FEATURES OF THE PROPOSED PROGRAM

1. A \$421 million transit program of rapid rail and busway construction is proposed to permit the Atlanta region to grow to its full potential and to provide the means for its people to enjoy the social and economic opportunities that Atlanta can provide. An additional \$54 million is tentatively estimated as required for transit vehicles, for a total program cost of \$475 million.
2. A major highway program is needed to complete the freeway system already underway for the inner region, and to set a framework of highways for the outer portion of the region. A \$508 million program of freeways is proposed.
3. In addition, a major expansion of past efforts for improving arterial and collector streets is needed for the freeway and transit programs to function effectively and to create a modern system of local street service. A \$1,058 million program is proposed to accomplish this by the early 1980's.
4. The transit program provides for that system which, among all major alternatives analyzed which provide Uptown express service, gives the most service per dollar of invested capital, the lowest cost per ride, scores well on other measures and may be built in stages if required. The small additional cost per ride to provide Uptown rail service is proposed as acceptable in view of other benefits that will result.
5. The transit system has 64 miles of private right-of-way routes, of which 10 miles are for rapid rail and 54 miles are for busways, and an expanded local and feeder bus network that includes operation on certain outer area freeways. This system will carry twice as many passengers as the present Atlanta Transit System service and it will carry them further, faster and in more comfort.
6. The proposed transit system will have a construction cost 17 percent less than MARTA'S 66-mile rail rapid transit proposal of 1968, yet will have about the same total mileage. The system will carry 10-15,000 more passengers per day than would have been carried by that system. There will be no significant change in annual transit system operating costs, between all-rail and the proposed system.
7. The proposed transit system will provide more service for most areas inside the Perimeter Highway than the all-rail proposal, and only in Marietta will direct express service be less, in any significant measure, than the all-rail proposal. Accessibility for inner city residents will be improved—many will be able to reach four or five times as many jobs by transit in 30 minutes of door-to-door travel as they could if local, surface transit were all that was available.

8. Properly encouraged and coordinated, real estate development near transit stations and busway access points will give a new structural framework to the region, around which many other beneficial policies and practices can be based. Well executed, the transit program can be a catalyst for a better region.
9. The busway elements of the plan can provide even greater benefits than have been estimated if a comprehensive research and development program is established immediately, in cooperation with industry and the Federal government. Research into vehicle design, automation in various components, propulsion systems and operating techniques all offer potential benefits.
10. The highway program is designed to provide a rational communication network for people who will use automobiles to do business, shop and carry out the many social activities of tomorrow's society. The system is not designed to eliminate congestion, for this is not viewed as a practical goal. In the 1980's, in peak periods, the proposed system will be much like today. However, in the off-peak periods—which represent nearly 90 percent of the hours in the year—there will be substantial benefits to travelers.
11. The proposed highway system will provide a substantial time saving for motorists compared with the initial highway system concept with which the study began a year ago. Principal new features are the central area tunnel to the northwest and the outer beltway north of but close to I-285. While specific data on savings cannot be quoted—the proposed system is a composite selected from two alternatives—the difference in the two tested alternatives was a 10 percent time saving over the initial system tested. Most elements of the second alternative are in the proposed system.
12. The cost of the proposed highway program is about the same as for the initial system that was studied. The system has 91 miles of new freeway and 54 miles of improvements to existing freeways and will result in a total freeway network of approximately 321 miles within the six-county area.
13. Most of the new freeway routes are “corridor” locations only, that is, they are approximate as to location and general design. The next step is to identify the best way to build the highway into the existing development, especially in a way to assist the community in gaining the facilities it needs at the same time the transportation facility is provided. A number of corridors also call for transit routes and stations to be designed jointly with the highway- community development effort.
14. The arterial and collector street system included in the highway recommendations is fundamentally that developed by the AATS staff following analysis of earlier forecasts of highway travel and review with area planning and traffic engineering staffs. This system represents a general plan indicating the approximate locations and scope of the arterial-collector system. It

will require further study and refinement as the final freeway and transit routes are determined and as future development occurs. The traffic operations study procedures advocated by the U.S. Department of Transportation (TOPICS) will be useful in this work. A development and improvement program of major proportions is required and it will require a major financial undertaking.

15. In the Central Business District of Atlanta the proposed program will mean 10,000 fewer parking spaces than if only a local, surface transit system were available. The benefit for peak hour motorists on CBD streets and on the CBD approaches to the freeway ramps will be enormous, for a large portion of those 10,000 parking spaces would have been used by peak hour motorists.

TRANSIT SYSTEM ALTERNATIVES

This section provides highlights and a selected list of comments on the findings resulting from a comprehensive search for the right transit system for the Atlanta region. Because there are no existing fixed facilities for transit service that can limit development of a new system and because of Atlanta's kind of land development and community patterns, there is a wide range of possibilities to be evaluated. At the same time, as will be seen below, the selection of the "best system," after all the evaluation work, is not a simple task.

The selection process depends upon rather clear-cut agreement as to Atlanta's transit objectives, and on this there is not a single opinion. The proposed transit system is believed to be the best for Atlanta yet there are options available that could make a good choice under certain conditions.

Atlanta, as any other city, must consider a number of factors in deciding what is best. To demonstrate this the ten most relevant system alternatives have been compared on an Evaluation Summary Chart. The Chart must be interpreted and used with great care because many significant bits of information are omitted on a single chart. In addition, the ranking system used for each factor can produce a distorted summary, or net, ranking figure. Nevertheless, the Chart is a useful tool for systematic appraisal of the many choices.

Major Findings

The alternative systems shown on the Chart have been developed from the testing of five basic systems known as A, B, C, D, and E. The results from these five tests have been previously reported and one system, A, consisting entirely of local, surface transit, has been rejected. From these five tests, however, a long list of possible refinements and new configurations were considered, and the ten most meaningful alternatives selected for comparison here.

The "best" plan—the one proposed for development—is Test System D-4. While not ranking as "best" on any individual item, its composite ranking does indicate its leading position.

If emphasis is placed on particular objectives, it would be reasonable to consider three other alternatives as acceptable—these three are D-3, E-2 and D-1. In summary, the following alternatives stand out above all the others:

Best

D-4, 10 miles of rapid rail and a large busway network.

Acceptable

- D-3, 27 miles of rapid rail and a large busway network.
- E-2, 6 miles of rapid rail and a large busway network.
- D-1, 15 miles of rapid rail plus a large busway network.

One major issue that was recognized early in the study work was whether to serve the developing "Uptown" area of Central Atlanta with grade-separated, express transit in view of the need for underground transit construction. The Evaluation Summary Chart shows the difference in capital cost per ride for the "best" system without Uptown express service and the "best" system with Uptown express service. Because Uptown service will cost only one cent per ride more than Non-Uptown service, 22 cents versus 21 cents, it is proposed that Uptown express service be provided. Among other benefits, the inducement to development here should more than offset the added capital cost. Among the "best" and "acceptable" plans listed above, only Test System D-1 does not provide Uptown service.

Evaluation Factors Review

1. Lowest Total Cost and Cost per Ride.

The lowest cost per ride system is provided by the small busway system Plan C, but this system does little for Atlanta's transportation problems. It would give much better service to the present transit riders, would attract a small number of auto users, and could be expanded to a larger system, but a policy of aiming now for this little a transit improvement would be ineffective and would likely have a negative impact on potential urban developments. If a least-cost per ride system is preferred over other community objectives, the one that should be first considered in Plan C-1. In this alternative, the Plan C busway routes are expanded by 11 miles and a 2-mile rail distributor is added from the Stadium to North Avenue but Uptown express service is not provided. It would provide a 44-mile system which could be expanded later although not into exactly the system that is recommended. An ultimately expanded system would have a higher capital cost in the long run, but there would be an offsetting saving because some costs would have been deferred for a number of years.

2. Traffic Impact.

The system that attracts the most riders and, therefore, makes the largest impact on traffic, is Plan E-2. The cost per ride is higher than for the recommended plan—10 percent higher on capital cost per ride, 3 percent higher on total annual cost per ride—but it is less costly per ride than the all-rail plan considered last year by MARTA. Its construction cannot be staged over time as readily as the other acceptable plans but if it were built as a single program, it would be a good system. Further, it is the only plan, among the major alternatives considered to be acceptable, that provides direct express service into the Model Cities-Stadium area.

3. Operational/Physical Feasibility.

For technical feasibility, Plan B, the all-rail plan, rates high because its general performance as an operating system is well established. In contrast, busway systems have not been built. Even though the assumptions involved in the Atlanta busway concepts require no technological breakthroughs, or complex or unproven mechanical equipment, prudence requires recognition of the lack of operating experience with this innovative system. The more miles of busway in the proposal, the more care is required not to over-extend initial busway construction commitments. Plan B is not ranked best on the Chart because its present design has capacity limitations that would be approached by the forecasted demand.

4. Staging Possibilities.

The best systems to develop from a staging and flexibility point are small busway plans. The least desirable is an all-rail plan principally because for any given amount of initial capital it buys the least amount of express service mileage. Except for the "Non-Uptown" systems, Plans E-1, D-4 (the proposed plan) and D-3 are best for staging because substantial mileage can be obtained in an initial stage, and the ultimate system can vary from present thinking if future information suggests it should.

5. Community Objectives.

The fundamental objectives of the individual communities and the region are believed best met by Plan E-2 with one exception: it has a higher cost and cannot be staged as readily as other alternatives. It will attract the most riders in nearly all parts of the region, it gives more accessibility to all of Atlanta's present Central Business District, it serves Atlanta's inner city residents as well as or better than other alternatives, and it serves the Uptown area with rail subway. Plan E-1 might appear second best for community objectives but potential congestion in the Transit Center station rules this out, if the central area is assumed to grow to its forecasted number of jobs in the 1980's. Plans D-3 and D-4 (the proposed plan) are next best.

6. Citizen/Transportation Advisors.

The attitudes of citizens, political leaders and transportation people are basic to a system decision. No ratings are given to the alternatives on the Evaluation Chart, but it is expected that each person will, in one way or another, make his own judgement and see how this affects the overall evaluation summary.

7. Summary.

The net ranking of each alternative helps to identify the better solutions, but the result should be considered only a gross approximation not to be followed too rigorously. From the findings shown on this Chart and all the tangible and intangible information gathered in the past year of study, it is proposed that Plan D-4 be selected as the best basis for meeting the transit needs of Atlanta.

8. Note on D-4 Refinement.

In evaluating the highway needs, it was concluded that the new northwest freeway in the South Cobb Drive corridor between I-285 and the proposed outer beltway near Marietta could be used by buses in the early 1980's. Therefore, Plan D-4 was shortened along its NW busway following the comparison of the systems evaluated on the Evaluation Summary Chart.

EVALUATION OF HIGHWAY ALTERNATIVES

The proposed highway system has been selected after analysis of two alternative systems. Prior highway analysis by the Atlanta Area Transportation Study has also been recognized in this process.

Four essential points have been identified in these studies. First, the traffic problems in and near the Atlanta Central Area will worsen substantially if the region grows in the way it is expected to grow. Second, more freeways will be needed inside the Perimeter Highway to achieve a reasonable degree of traffic service in off-peak periods and to keep peak hour traffic at tolerable levels of congestion. Third, there are only a small number of major alternatives to consider, in contrast to the very large number of transit possibilities available, because of the number of existing freeways. Fourth, careful design of added freeway sections to create a more rational network can produce substantial and meaningful time savings for motorists compared with lesser network designs.

The first of the two highway system concepts was analyzed in the first phase of the present study project. From that analysis, the second highway system alternative was developed for a new series of traffic tests, now completed. The second alternative included, by design, several extreme features to demonstrate how far certain new ideas could be carried. For example, no widening of the 4-lane sections of I-285 was provided in the traffic tests, but a 6-lane outer beltway relatively close to I-285 was included.

The objectives agreed to by the Policy Committee for designing the second highway alternative were:

1. provide a more logical spacing and network arrangement of routes
2. complement possible express transit service
3. encourage less growth in travel demand by altering the location of certain freeways.

The growth anticipated for the Atlanta Central Area will produce travel demands that must be met, in part, by development of a major transit program. Compared with most cities, Atlanta has already developed substantial freeway access for its Central Area and only limited additions can be considered. It is proposed that freeway service be added in areas west and northwest of the Central Area, partly to improve access into the business area but mainly to provide a means for keeping traffic not destined for the business area from the Central Business District streets. These added facilities based on traffic forecasts, will mean a three to five percent reduction in transit use in the 1980's. This is proposed to be an acceptable impact on transit in order to provide the accessibility benefits to highway users.

Other freeways are proposed inside I-285 because it is believed that they will be a better solution than forcing excess traffic over the arterial street system. While the freeways will

generate travel demands that would not exist otherwise, the arterial streets of the Atlanta region present a very poor circulation system, and even with a major improvement program would not serve regional travel as well as the development of several new freeways. Also, the studies indicate that inclusion of F-56 South and a new northwest freeway will reduce in a significant way the need for rebuilding of existing freeways—I-75 North and I-75 South—although some improvements are proposed. These new facilities will not have a major impact on transit use. It is to be noted, however, that this evaluation has not had the benefit of preliminary route engineering nor of community development studies and it is imperative that such studies be made as soon as possible to be certain that the proposed network inside I-285 can be achieved.

In the area of I-285 and beyond, the highway plan will have a major impact on the structure, the pattern and intensity of land development. The initial highway studies indicated much more travel would be generated here than previously had been expected, and this led to seeking a highway network that would re-orient future travel patterns. The second phase of highway studies showed that some success could be achieved by locating a new outer beltway (or outer Perimeter Highway) close to the present Perimeter Highway. The impact on travel accessibility from the two nearly-parallel high-speed circumferential roads did shift travel patterns. By 1983, or more accurately, perhaps, the year in which 2 million persons will live in the six-county area, the new road will be needed between Marietta and Stone Mountain. Thereafter, this new route should be extended around the region on a schedule that can be determined later, especially after an updated regional development plan is adopted that recognizes the impact and the opportunities from this freeway. The proposed system indicates the sections that will most likely be required next by proposing establishment of the rights-of-way before 1983 in the northwest, southwest and east areas.

Similarly, the proposal calls for right-of-way acquisition before 1983 for F-56 South between I-285 and I-75 South. This road will be needed ultimately, and the means of financing—for example, through a system of urban toll roads—could justify its earlier construction. The best location between the Lakewood Freeway Extension and I-75 South would pass close to Forest Park and offer this area of Clayton County more traffic service than the previously discussed location. However, it is recognized that more ideal location will be more difficult to achieve.

The new northwest freeway should be located as close to South Cobb Drive as conditions permit to bring it within the area of influence of the Smyrna-Marietta urban corridor.

PROGRAM FOR ACTION

The next step forward in Atlanta's transportation work is for the Policy and Technical Coordinating Committees to review and act on the proposals presented here. Adoption of a transportation plan by the Policy Committee is the fundamental, immediate objective. This general plan will be recommended to the individual area governments and the major agencies involved for their approvals. It will then become a meaningful policy statement for undertaking the program.

Establishment of an orderly and effective program will require entering into an implementation phase of activity. Essentially, it will be a phase of further project definition, coordination, financial planning, scheduling and control to assure that the program as ultimately implemented attains the objectives of the adopted general plan. The work will include those engineering, operations planning and community planning steps which Federal programs specify and which good financial and planning judgement would require, including the participation of the new citizen advisory group. These particular steps will occupy the large part of Atlanta's transportation planning energies for the next year. Certain steps will continue into the 1970's, in coordination with an organized process that will provide periodic review and refinement of the adopted general plan. There will be need for a continuous planning procedure.

The highway program will need to establish a schedule of early project actions, make preliminary engineering and joint community-transit-highway development studies and determine the means of financing the new freeway and arterial projects. A large-scale traffic operations planning task will be useful in developing the arterial road network. The Highway Department may wish to determine if it can and should participate in financing transit projects which contribute to reducing highway demands, in accordance with evolving Federal policy which permits use of highway funds under prescribed conditions.

Transit will need the same kinds of implementation steps as highways, and other kinds as well. Major areas needing attention are advanced operations planning for busways, the restructuring of local bus services, new approaches to vehicle design, and marketing efforts to build a more positive attitude toward use of the new system. Inclusion of busways in the program provides an opportunity, and establishes an obligation, to apply innovative thinking in general as well as in the development of several specific components of the system. Atlanta will find the Federal government anxious to cooperate in financing vehicle design and system control research, passenger service demonstrations and experiments, and construction of test facilities in order to advance its own commitment to find improved urban transportation systems.

There will be need for city and regional planning steps to exploit the transportation plans. Zoning and land use near transit stations can be altered where economic and environmental impact studies support it. Development incentives can be considered as one means of accomplishing coordinated, joint projects.

There are a number of locations in the region where development will be different from that in the official development plans and transportation forecast data—Sandy Springs, East Lake, parts of Atlanta's central business district, etc.—and this will need to be reflected in the advanced transportation planning work. The latest regional development plan work, now underway for a 1988 plan, will need to be adjusted to reflect the transportation policies. After its adoption, it, in turn, will be fed back into future refinements of the transportation plan and program, as a part of the continuing planning process.

A means for financing the transit, freeway, and arterial program will be needed and this could require new legislation. Toll highways and bridges, central area parking fees, bond issues and other means warrant investigation. Limiting the use of automobiles in the central area in peak periods may become a required step in the 1970's. All such programs should be consistent with the adopted general plan and be reviewed by the Policy Committee.

The U.S. Department of Transportation has initiated a nation-wide, 15-month project that seeks major improvements in the implementation process. It will be concerned, for example, with institutional arrangements and citizen involvement. While oriented toward central city transportation problems, it will be meaningful to Atlanta's overall regional task. Atlanta has been selected as one of the cities to be included in the study project, and the Policy Committee will want to work closely with the project to be certain that it contributes timely assistance to the implementation work of the Committee.

Substantial progress on the above tasks will be needed before the major elements of the highway and transit programs can be brought into the final construction design and land acquisition stage. It is clear that there are strong arguments for early action to implement these steps so that Atlanta's transportation program can move forward with speed and confidence.

FREDERICK J. WALTERS
4418 DAVIDSON AVENUE
ATLANTA, GEORGIA 30318

AK

May 21, 1969

Mr. Everett Millican, City Alderman
City Hall
56 Mitchell Street, S. W.
Atlanta, Georgia

Dear Sir:

Each time I am involved in one of Atlanta's now famous traffic jams on the expressway, I remember your vigorous battle to defeat the Rapid Transit program in the elections last fall. When I further contemplate the tens of thousands of hours that are lost daily by irate motorists in Atlanta, I wonder how in clear conscience you could have opposed the means of alleviating these frustrating traffic situations.

At the time of your opposition you promised an alternative, but I have seen no alternative and I think the people of Atlanta, from everything that I can judge in conversation, are fed up with the procrastinating, do-nothing policy which you have pursued. You may be sure that the memories of these people will be long at the next election.

Perhaps I have misjudged you - perhaps you have presented a workable alternative. If so, I would certainly be glad to know about it or any other plans that you may have as an elected representative of the people of Atlanta to try to save the one thing that can stifle Atlanta's growth and progress toward a brilliant future.

Yours very truly,



FJW:eh

Dear Mr. Mayor:

In view of your lively interest and superb efforts toward making Atlanta one of the greatest of American cities, I thought you should have a copy of this letter which I have addressed to Mr. Millican.

Best regards
Fred Walters

August 14, 1969

*Rapid Transit
Hold
for
Mayor*

Mr. Roy A. Blount
Vice Chairman
Metropolitan Atlanta Rapid Transit Authority
Glenn Building
Atlanta, Georgia 30303

Dear Mr. Blount:

As Mayor Allen is out of the city, this will acknowledge your letter of August 11th, regarding a meeting to describe the transit program.

I will bring this matter to Mr. Allen's attention upon his return to the city.

Sincerely,

Mrs. Ann M. Moses
Executive Secretary

AMM:lrd

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

GLENN BUILDING / ATLANTA, GEORGIA 30303 / AREA CODE 404 524-5711

OFFICERS:

Richard H. Rich, Chairman
Roy A. Blount, Vice Chairman
Edmund W. Hughes, Secretary
Henry L. Stuart, General Manager

August 11, 1969

Mayor Ivan Allen, Jr.
City of Atlanta
City Hall
Atlanta, Ga. 30303

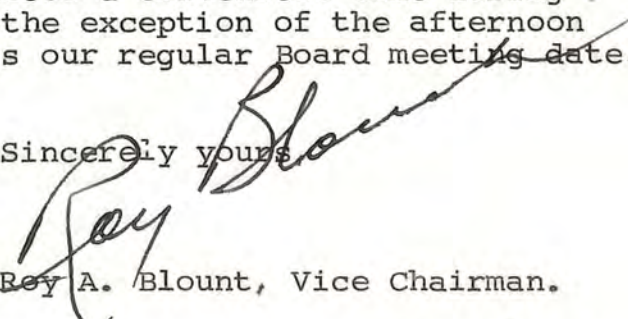
Dear Mayor Allen:

At its regular meeting August 5th the Transit Authority Board adopted a two-year program designed to be responsive to the request of the Atlanta Area Transportation Study Policy Committee to develop a new transit proposal using as a guide the Voorhees recommendations. Obviously, the Transit Authority's two-year program is meaningless unless it has the enthusiastic support of the Local Governments involved.

We feel that this proposed program is in good form now, including its budget, and I would like an opportunity for some detailed, informal discussion of it with you and such Aldermen, officials and staff members as you think appropriate.

May I suggest that you select a convenient time during the first week of September, with the exception of the afternoon of Tuesday, September 2nd, which is our regular Board meeting date.

Sincerely yours


Roy A. Blount, Vice Chairman.

RAB:JJ

cc: Mr. Charles L. Davis
Director of Finance
City of Atlanta

Mr. Milton Farris

MARTA Board of Directors

Mr. W. Stell Huie
Counsel, MARTA

*ack receipt
Mayor out of city
bring to his
attn upon return
(give to ASE)*

9/18/69

July 16, 1969

Mr. Lonnie C. King, Jr.
President
Atlanta Branch, NAACP
859-1/2 Hunter Street, N. W.
Atlanta, Georgia

Dear Lonnie:

I appreciate your note, and I am giving careful consideration to the one vacancy which occurs through the city on the Metropolitan Atlanta Rapid Transit Authority. It is my understanding that the other vacancy occurs through the county.

Sincerely,

Ivan Allen, Jr.

IAJr:am

NATIONAL ASSOCIATION FOR THE ADVANCEMENT OF COLORED PEOPLE
ATLANTA BRANCH

859½ HUNTER STREET, N.W., SUITE 105, ATLANTA, GEORGIA 30314
524-8054

July 15, 1969

LONNIE C. KING, JR.
PRESIDENT
REBA GREENWOOD
1ST VICE PRESIDENT
REV. SAMUEL WILLIAMS
2ND VICE PRESIDENT
MAYNARD JACKSON
3RD VICE PRESIDENT
EUNICE COOPER
SECRETARY
PEGGY CHURCH
ASST. SECRETARY
IRA JACKSON
TREASURER

The Honorable Ivan Allen, Jr.
Mayor, City of Atlanta
68 Mitchell Street, S. W.
Atlanta, Georgia 30300

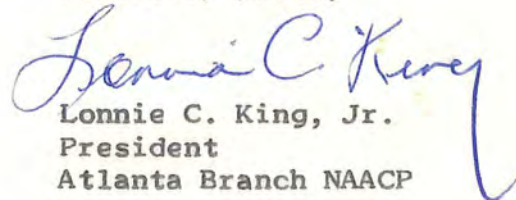
Dear Mr. Mayor:

The Atlanta NAACP takes note of the fact that there will soon be two vacancies on the Metropolitan Rapid Transit Authority. It is our feeling that many of the problems that the Authority has had in generating support in the black community can be traced to inadequate representation of the black community in the process of formulating the plans for a much needed Rapid Transit System in the Atlanta area.

It is our hope that you will take advantage of the upcoming vacancies to increase the participation of the black community at the policy-making and plan-making level.

As always the NAACP stands ready to assist you in your efforts to assure continued growth of the city of Atlanta.

Sincerely yours,


Lonnie C. King, Jr.
President
Atlanta Branch NAACP

LCK/h



ALLEN J. ELLENDER, LA., CHAIRMAN

SPESSARD L. HOLLAND, FLA.
JAMES O. EASTLAND, MISS.
HERMAN E. TALMADGE, GA.
B. EVERETT JORDAN, N.C.
GEORGE MCGOVERN, S. DAK.
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GEORGE D. AIKEN, VT.
MILTON R. YOUNG, N. DAK.
JACK MILLER, IOWA
CARL T. CURTIS, NEBR.
MARLOW W. COOK, KY.
ROBERT DOLE, KANS.

COTYS M. MOUSER, CHIEF CLERK

United States Senate

COMMITTEE ON
AGRICULTURE AND FORESTRY
WASHINGTON, D.C. 20510

September 18, 1969

Honorable Ivan Allen, Jr.
Mayor
City of Atlanta
Atlanta, Georgia

Dear Ivan:

Thank you very much for sending me a copy of your recent letter to the Administrator of the Urban Mass Transportation Administration.

Your courtesy is indeed appreciated, and in an effort to be of assistance on the matter outlined in your correspondence, I, too, have contacted Mr. Villarreal.

When I have received a reply, you will certainly hear from me again.

With kindest personal regards, I am

Sincerely,



MARTA

OPERATION INTERCEPT -- A PROGRAM MEMORANDUM

This memorandum describes an action process for improving the transportation serving Atlanta Center City which has been developed jointly by Atlanta agencies and the Center Cities Transportation Project Team. The process is called OPERATION INTERCEPT and will have a number of steps, starting with initiation of a new shuttle bus service on December 1, 1969, which will lead in successive steps to the eventual development of a complete transportation system for the center city as part of the region's basic transportation system.

This process has been developed in response to concern of the Secretary of Transportation and the Urban Mass Transportation Administrator for action to help solve problems brought on by the growth and expansion of center city. This memorandum is the beginning of a program which we hope will combine the energy and resources of Atlanta and the Urban Mass Transit Administration to achieve a series of specific action goals over time.

CENTER CITY GROWTH: ATLANTA, THE CENTER OF THE SOUTHEAST

Since 1960, Atlanta's Center City has grown beyond all predictions. source?

During these past nine years, almost eight million square feet of office space has been added to the Atlanta Center City, an increase of 175 per- cent. The trend is expected to continue, with both planners and developers foreseeing rapid urban expansion -- perhaps at a rate leading all other cities of comparable size. Planners anticipate that employment in the central city will double within the next two decades, and with redevelopment space contiguous to the already highly developed core, builders are actively keeping pace with their ~~operations.~~ ^{EXPECTATIONS}

Several reasons for recent growth also insure its continuation. Atlanta is the pre-eminent city in the Southeast region -- often considered ~~X~~ the nation's next frontier for accelerated development and economic growth. The city has become the gateway to this region of vast potential, and retains a position unparalleled, in fact unchallenged, by other areas of source? urbanization. More than four-fifths of the nation's 500 largest corporations have established bases in Atlanta for operations in the Southeast, and are expected to increase their demands for space as the region develops. As in the past, location within the region has a positive effect on growth. The city is nearly mid-center in the Southeast Region, and with the exception of water, enjoys excellent service by all forms of transportation. As a center for the distribution of services and products, Atlanta serves the region. Unless unforeseeable events occur, its location will become increasingly significant in location decisions for both business and government growth programs.

A most significant growth catalyst is the relationship of local business and government and how they work together in directing continued center city development. In abstraction this is often stated as the "business spirit of Atlanta" based on ~~an~~ optimism stemming from a proud and spectacular growth record -- a sense of certainty that Atlanta holds a key to the future of the Southeast. In reality this means a strong and articulate business community working with ^{and} government to provide direction and coordination for anticipated levels of growth. Nowhere is the business-government relationship more evident or viable than in the center city, for all acknowledge that if this area is to absorb a doubling in size of the already highly developed core, such a partnership is requisite for its proper guidance.

There is no doubt that Atlanta's center city will remain the economic focus of its metropolitan region. Planning efforts accept this as a given and work for its continuation with an avowed distaste for a vastly decentralized city. The "Regional Development Plan" (1962) calls for a strong central area, with the City of Atlanta's "1963 Land Use Plan" specifically citing the central area as ". . . so complex it requires a well conceived, well developed, and well executed plan of its own." Special transportation studies have also acknowledged the center city as unique and requiring specific detailed analysis of its own. To fulfill these special needs for center city planning, an elaborate study design (the central area study) has been developed as a joint city-business community attempt to chart the course and needs of center city growth.

PROBLEM OF CONGESTION AND ACCESS

Center city growth has not, of course, evolved without creating problems. With few exceptions development has taken place upon a little changed and

now antiquated street network. After an initial setback on a rapid transit referendum, agencies are busy at revising a plan which should win enthusiastic approval. Mayor Allen perhaps best sums up such concerns in his statement that, "We cannot accommodate any more traffic on our existing street patterns. And there is not enough money on God's green earth to change street patterns in Atlanta." Current long range planning programs will help solve such problems. Yet until now, near-term planning efforts have not included coordinated interim steps for relief of center city congestion. Such steps are critically needed, and this program, along with the Central Area Study, are designed for just that purpose.

Problems of congestion and access are not just anticipated; there are severe problems now. A good example ^{WAS CONVEYED} ~~is revealed~~ in the Atlanta Journal-Constitution article following the mid-day traffic tie-up last July 3.

"Downtown Atlanta traffic ground to a halt for hours in rippling heat Thursday, choking intersections and clogging main arteries in and out of the city . . . many public transit schedules were wrecked as some buses marked time for as long as an hour in motionless lines of simmering cars and trucks . . ."

Freeway proximity, then, and improved outer area arterial streets have vastly increased the propensity for usage of the automobile as a means of transportation to the central city. Center city parking facilities have been growing to accommodate the demand, yet street patterns remain fixed, often unable to pass the high volumes of both vehicles and pedestrians. Over-capacity is ~~not~~ a fact and measurable in hours per day. Given the expected growth in the center city with no improvement in access ~~congestion~~, ^{vehicles?} ~~all-day~~ over-capacity could be a reality. ^{come}

Continued all-day Congestion

Of special concern are access problems of center city residential neighborhoods, particularly those in model city and NDP project areas. Although public transit is available, most residents are considered captive riders with special needs and demands on center city transportation. A technical grant application is now pending (EOA-MARTA) for study of neighborhood access problems not only within the center city but to suburban employment centers as well. It is anticipated that this program of interim steps could be instrumental in resolving these problems.

The rapid transit program will of course relieve problems of center city access, yet an operational status is years away. Until then, congestion continues to mount, and interim programs for improvement ~~are~~ ^{must not be} overshadowed by the desire to see the primary rapid transit system approved and operational.

OPERATION INTERCEPT

As previously stated, Atlanta is currently experiencing severe center city access and congestion problems. The rapid transit program has yet to be approved by the voters, and is at least eight to ten years away from an operational status. Planning has been strongly oriented towards the long range rapid transit program, and with meeting everyday demands, ~~has unfortunately~~ ^{seriously} ~~been unable to seriously consider~~ ^{must now be given to} a large scale interim program of relieving center city congestion problems.

An answer to this need for an interim program has been found through the DOT CCTP. Uncoordinated and unarticulated ideas and concepts for interim solutions found in various planning and transit agencies have with the direct help and inspiration of the center cities consortium been developed into programmatic form, the total concept being called ~~Operation Intercept~~ ^{OPERATION INTERCEPT}.

The program simply involves taking a series of interim steps towards improving center city access and alleviating congestion problems. The first step employs existing transit technology, local equipment, and local financing, ^{and later} ~~the last~~ an application of new technology and hardware as a permanent center city distribution system complementing the proposed primary rapid transit system. Intermediate steps employ improvements on technology, hardware, and application, with various arrangements of local-federal financial support. A key element, nearly requisite for the success for ~~Operation Intercept~~ ^{OPERATION INTERCEPT}, will be the development of a monitoring process for each step along the way. In this way the particular characteristics of each step can help determine the program for the next.

OPERATION INTERCEPT

~~Operation Intercept~~ is divided into three general steps, each building upon the success of the one(s) before. By maintaining the monitoring system in each step, large quantities of information will be available for planning the next. Thus, continuous feedback will shape and direct service characteristics from initial steps.

The initial step is divided into two phases. The first, a 100% local effort, is sponsored by both City and business community. This phase will see into service by December 1 a high frequency shuttle bus operation routed through the center city and terminating at existing North and South parking facilities located just outside the center city. The service results from a joint effort between the City of Atlanta, Atlanta Transit Company, and the business community to provide immediate relief for center city congestion. The service is aimed primarily at the driver commuter, with hopes of intercepting him at the periphery parking facilities (both located on the expressway system) and bussing him to center city employment. The shuttle service

is not without precedent. Currently, two shuttle services are in operation and have proved most successful -- one, a special application, is nearly an identical service concept as this first phase of Step I. The service is being operated between Georgia State University, a downtown school with very limited parking facilities, and the same south parking facility as proposed in this first phase of Step I. The other shuttle operation is the "Shoppers Special" routed within the center city, serving major retail outlets.

Phase two of Step I will hopefully begin in early spring with Federal participation in the form of a Demo. Grant. At this time service improvements will be made in whatever form the monitoring of the first phase suggests. This may include ^{decreased?} increased headway, revised fare schedules, altered or additional routes, and the use of more parking facilities.

Step II of Operation Intercept will be based on the monitoring implications of Step I, and is expected to require considerable capital investment. It is in this step that new technology will be employed and a large expansion of services put into effect. The new technology will more than likely be a surface application, but special routing on exclusive lanes, special traffic signalling, additional parking terminals, improved terminal facilities, and center city street stations are anticipated as the kind of improvements to be developed.

Several applications for federal assistance will be forthcoming in this step, and will include not only Capital grants for construction, but technical study grants as well.

Step II can also see the initiation of specific access-link-ups to the Model Cities and NDP project areas, if their studies find it desirable. Already in operation is a Model Cities shuttle bus program, which can even in Step I become a part of the Operation Intercept process.

The monitoring program as developed by the CCT team will in Step II be given over to local agencies for operation; where it will not only be maintained, but revised in anticipation of and preparation for Step III.

Step III will become a part of the longer range transit planning and

development program. This does not mean however a loss of center city orientation. In fact, the ultimate goal is to see into operation a permanent secondary distribution system within the center city in full complement of the regional rapid transit system, and embodying those successful service applications of Steps I and II. The Step II monitoring operation will be oriented towards this Step III system concept, and the Step III planning time frame compatible with the long range primary system program such that complimentary systems can be insured.

ORGANIZATION

Operation Intercept will involve a number of the Atlanta agencies in its different facets.

1. Basic Policy Making and Coordination

Operation Intercept has been considered as part of the basic transportation program of the Atlanta area. It is being discussed and reviewed by the policy making and coordinating organizations in Atlanta, including the Policy Committee and Technical Coordinating Committee of the Atlanta Area Transportation Study, and the Planning and Development Committee of the City of Atlanta's Board of Alderman, and the Board of Directors of Central Atlanta Progress. The technical planning work will be coordinated with the regional planning operations of the Atlanta Region Metropolitan Planning Commission.

2. Long Range Planning - The Central Area Study, an operation jointly sponsored by the City of Atlanta and Central Atlanta Progress and the Metropolitan Atlanta Rapid Transit Authority, and the State Highway Dept. are the agencies which have primary responsibility, under this overall policy framework, for the specific long range planning of public transportation facilities and services as they affect center city. Operation Intercept will be tied into ^{THE} ~~an~~ going planning programs of these agencies.

3. Monitoring - During Step 3 of Operation Intercept, the CCT Team will be responsible for the technical work required to monitor operation under the direction of a Working Committee consisting of the City of Atlanta, MARTA, Central Atlanta Progress, and the Atlanta Transit Company. In subsequent steps, this technical work will be absorbed by local agencies, mostly ~~by~~ likely ~~to~~ the Central Area Study team.

4. Federal Applications - Initially the City of Atlanta will be the applicant for federal applications coming directly out of Operation Intercept.

5. Operations - The Atlanta Transit System will operate the service in the first step of Operation Intercept. The operation of subsequent services will depend on the responsibilities assigned to various of the operating agencies coming out of the basic transportation planning process.

OPERATION & TIMETABLE

I. ACTIVITIES TO DATE

A. The idea for this project was generated out of the interaction between the Center City's Project Team and various groups in Atlanta during Phase I of the CCT Project. Officials of the Atlanta Transit Systems, the Central Atlanta Progress, the City Planning Department, and ~~ATSS~~^{OTHERS} began to develop ideas on quick action projects to help solve some of the center city's immediate transportation problems.

B. When Phase II of the CCTP was announced by Secretary Volpe in September 1969, Atlanta was ready to make a specific proposal for an immediate action program to provide an all-day shuttle bus service connecting major peripheral parking facilities at Atlanta Stadium and the Civic Center to drivers off the expressway connector and downtown arterials before they reached the most congested areas. The CCT Core Team met in Atlanta on September 24, were presented with the project concept, made field inspections of the proposed route, and generally endorsed the project as a suitable experiment for Phase II of the CCTP.

C. A working team from the Atlanta Transit Company, the City of Atlanta (Planning Department), Central Atlanta Progress, and the CCTP began to put together a complete program for this operation. This included:

1. Preparation of an operational plan by ATS for a five-bus, all-day shuttle service, operating at 10-minute headways from the two parking lots through the heart of the downtown area, including plans for

parking lot operations, operating costs, fares, and revenue estimates.

2. Clearance by the city for use of the two publically owned parking facilities.

3. The downtown business community, through their organization Central Atlanta Progress, have agreed to support the project financially in the interim between the time service will start on December 1 and the time UMTA will be able to support the project through demonstration and capital grants.

4. Preparation of this OPERATION INTERCEPT memorandum by the working group which is designed to obtain UMTA support and guidance for this whole program.

D. The meeting with Administrator Vaillarreal on November __, 1969, is expected to be the last of the initial phases of the operation. We are now ready to roll.

II. IMMEDIATE ACTION

A. On December 1, Atlanta Transit will begin the new shuttle bus through central city from the Stadium and Civic Center parking lots. A fifty cent fare will be charged for this service. Included in this will be the cost of all-day parking and round trip bus fare. Those passengers who use the bus service without parking will be charged 15¢ per ride.

Funds to provide for the difference between operating costs and revenues during the initial months of the service will be provided by the local business community who, in addition, will pick up the costs of promotion. Parking will be provided by the city. Buses and operations will be provided by Atlanta Transit. The costs of publicity are expected to run about \$_____. The net costs of operation are expected to be about \$¹²~~2~~,000 per month initially.

B. Just prior to beginning the service, the CCT team, working with the Atlanta agencies, will develop a program of monitoring the shuttle bus service. This program will include:

1. Studies of the operations of the service, including O-D and passenger counts, speed and delay analysis, counts on the expressways and arterials to determine impacts.

2. Studies of the current and potential market for the service, including analysis of the characteristics of the current riders.

3. Analysis of the economics of the operation including ~~costs~~ and revenues, user attitude toward fares, ability to pay, break-even costs for service, etc.

4. Studies of other areas and routings where similar shuttle service could be applied including an inventory of fringe parking sites, route locations, new central city developments, etc.

5. Analysis of the opportunities for new technological innovation at subsequent stages of the project, including new vehicles, separate

rights of way, people movers, station and platform handling, joint development, etc.

6. Assistance to Atlanta in preparing applications for federal grants for subsequent stages of OPERATION INTERCEPT.

For this monitoring operation, the CCT Atlanta team has requested a budget of \$75,000 from the funds available to the CCT Project for city projects.

C. Along with this monitoring effort, Atlanta hopes to have the Central Area Study planning program in full operation during December. The start-up of this program is dependent on the approval of the technical studies grant application for \$300,000 (\$200,000 from the federal government) that UMTA now has under consideration. The city and the business community through Central Atlanta Progress are co-sponsoring this program which is expected, along with the planning activities of AMRPC, AATS, and MARTA, to provide the overall planning framework for subsequent stages of OPERATION INTERCEPT. The CCT team expects to work along with the CAS program to help formulate the basic planning framework for transportation improvements in Central Atlanta and to develop systems to obtain base data about the conditions affecting its present and future development. The CCT Atlanta team is requesting a total of \$87,000 from the CCTP budget for city projects for this purpose.

D. Assuming the general endorsement of UMTA for OPERATION INTERCEPT, the working group in Atlanta will begin ^{to} ~~the~~ prepare applications for funds to carry the operation past the initial three month start-up period into the continuation of the Step I and the development of Steps II and III. We expect these applications to be of two kinds initially:

1. A capital grant application to provide for the purchase of 11 new buses that can be used to expand the shuttle service in the latter stages of Step I to supplement or replace the existing equipment that will be put into operation immediately. We now estimate the cost of the buses and other equipment to be approximately \$500,000.

2. A demonstration grant application to provide the funds required to test out new and improved shuttle service to allow for experimentation with fares and charges to provide additional inducements for patrons to permit promotion for expanded services, to provide whatever reimbursement is required to the Atlanta Transit Company for unrecovered costs of operating the service, and to begin the process of designing new equipment, vehicles, stations, rights of way that will be needed for Step II of the operation. We expect that this initial demonstration will cost approximately \$280,000.

It is possible that other applications may be forthcoming from this process. In any case, we would like to request that UMTA allow our working team to keep in very close touch with various of the UMTA staff, to seek their advice and guidance on the proper and most suitable way to develop applications. We also anticipate that UMTA itself may want to use the first phase of OPERATION INTERCEPT to try out some new types of vehicles that are currently available and suitable for this service. We feel that close working relations with UMTA staff will be essential during this process.

E. During this same period we expect that MARTA will begin the technical work required to detail the regional rapid transit system plan, including the portion of the system within or affecting Central Atlanta.

79

UMTA now has under consideration an application for a technical studies grant of \$_____ for this purpose. Just as with the CAS planning program, the MARTA program will be developed under the aegis and support of the regional transportation planning body in Atlanta, the Atlanta Area Transportation Study, and will be reliant on and supported by the Atlanta Metropolitan Regional Planning Commission, which will insure coordination of key inputs to both processes. The CCT team will help these agencies, as requested, to develop and systematize various elements of these work programs and outputs.

III. THE LATTER STAGES OF STEP I

A. By the first of March 1970 we would hope to have the demonstration grant application approved which will allow for continuation and improvement of the service. As soon as possible we would hope to have the capital grant application approved in order to permit the earliest possible delivery of new buses.

B. The CCT team will continue its monitoring operations on this improved and expanded service. Prior to the end of its contractual obligations in June 1970 it will prepare a report evaluating the results of Step I of OPERATIONS INTERCEPT for Atlanta and UMTA. This report will contain recommendations for Step II and III of the OPERATION, and if feasible will provide a basis for supplementary or additional applications to UMTA for demonstrations and capital grants. These might cover:

1. Specification and tests for new vehicles which may be more adaptable to the needs of this particular service than conventional buses.

2. Development of exclusive rights of way in central city along with specially designed station stops and other facilities.

3. Expansion of service to parking facilities in other locations outside the central city bus adjacent to expressways or major arterials.

4. Relation of this service to central city residential neighborhoods, particularly the model cities neighborhoods.

At this point in the operation, we should be able to determine whether a modest level of capital investment in parking facilities, vehicles, exclusive lanes, and stations will provide a system to handle the near-term growth in commuter traffic to downtown expected as a result of continued center city development. We should be able to determine how a final form of this service can become a basic part of the transportation system for downtown. The CCT team will also set up procedures to transfer its monitoring operations to local organizations before it is terminated.

C. As a result of this effort, we expect to have additional applications for Step II of OPERATION INTERCEPT which is anticipated to last about two years. While it is too early to estimate costs for these, their magnitude might be as follows:

- | | |
|----------------------|-------------------------|
| 1. Technical Studies | \$100,000 |
| 2. Demonstrations | \$800,000 - \$1,500,000 |
| 3. Capital grants | \$2-4 million |

IV. STEP II OF OPERATION INTERCEPT

A. Step II would begin with the acceptance by UMTA of these supplementary or additional grant requests. This would start the process of designing and developing new vehicles, ~~Setting up~~ exclusive rights of way (if this proves desirable), putting in stations, ~~platforms~~, and other facilities in the terminal parking areas and along the downtown streets. We anticipate Step II will involve more construction and investment in facilities than Step I which will operate with a minimum of new capital investment. The principal feature of Step II may be the development of new vehicles especially designed for this service -- with lower platforms, more doors, and different seating arrangements than conventional buses. Tests might be made on non-polluting propulsion systems, articulated vehicles, etc., in order to develop the kind of service that fits in the best with downtown traffic and development patterns. In addition, we anticipate that changes might be made in sidewalks and streets to provide special turnouts, channels, shelters, and other facilities that may prove necessary.

B. During the development and operation of Phase II, a monitoring program similar to that conducted in Phase I will go on. This could be the responsibility of the CAS program which will have been working with the CCT team during Step I.

C. During this same period, AATS and MARTA will be firming up the basic plan and program for the regional rapid transit system. The CAS sub-area planning process will be developing the specifics of the center city system required to supplement the basic regional system. This work will provide the basis for a specific long term plan and program for

center city circulation, which will include the basic subway-busway system, people mover systems to distribute travelers within the downtown area to and from rapid transit stations, major peripheral parking facilities, and key downtown centers; and pedestrian, goods, vehicular movement, and off-street parking facilities. This system plan will also include a specific time phase action program for implementation and specific plans for organizational responsibility.

D. This planning will result in about two-three years in requests to UNTA for the implementation of various parts of Atlanta's basic plan. This might include:

1. Technical study grants to do detailed design of specific facilities.
2. Capital grants for construction of these facilities.
3. Demonstration grants for testing out new "people mover" facilities required as part of the basic plan.

This package of improvements for a center city system (exclusive of the subway and busway system) will probably cost in the neighborhood of \$40 million (which should be checked with MARTA).

V. PHASE III OF OPERATION INTERCEPT

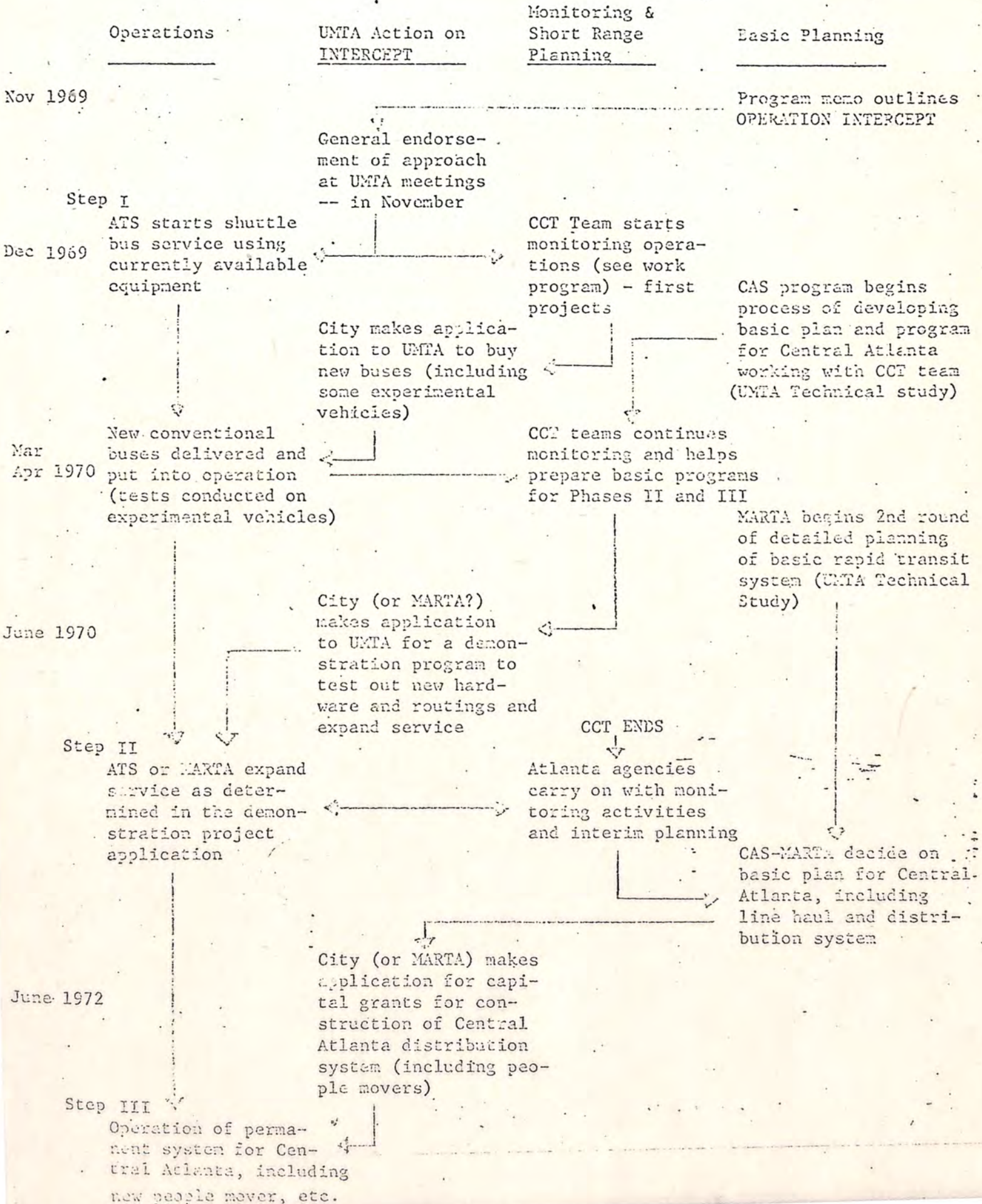
During Phase III, OPERATION INTERCEPT will merge into the development program for implementing the basic plan. We expect the plan to be implemented

in a specific time-phased sequence so that there will be a continuous program of phasing in new elements to the basic downtown distribution system and phasing out others, including services established earlier in OPERATION INTERCEPT that will no longer be needed. Based on the plan, we expect that new technologies for center city circulation will be developed and tested in this phase, including possible moving belts or conveyers to perform or supplement the functions of the shuttle bus of Phase I and the more exotic facilities operation in Phase II.

VI. SUMMARY

OPERATION INTERCEPT is viewed as a new dynamic action-planning-development process which ties together in a sensible way many pieces of circulation system development for central Atlanta. We see this as a unique approach, blending action and planning into a mutually compatible and supporting process which is able to respond to the needs of a growing central Atlanta over time. UMTA's support for this whole operation will be key to its success. Atlanta's agencies have already begun the tooling up process for this operation. Service will indeed be operating by December 1. From now on, we would like to remain in close contact with the UMTA staff to insure a high level of coordination in preparing and executing the subsequent steps in the process.

OPERATION INTERCEPT -- WORK FLOWS



Operations

UMTA Action on INTERCEPT

Monitoring & Short Range Planning

Basic Planning

Nov 1969

Program memo outlines OPERATION INTERCEPT

Step I

General endorsement of approach at UMTA meetings -- in November

Dec 1969

ATTS starts shuttle bus service using currently available equipment

CCT Team starts monitoring operations (see work program) - first projects

CAS program begins process of developing basic plan and program for Central Atlanta working with CCT team (UMTA Technical study)

Mar/Apr 1970

New conventional buses delivered and put into operation (tests conducted on experimental vehicles)

CCT teams continues monitoring and helps prepare basic programs for Phases II and III

MARTA begins 2nd round of detailed planning of basic rapid transit system (UMTA Technical Study)

June 1970

City (or MARTA?) makes application to UMTA for a demonstration program to test out new hardware and routings and expand service

Step II

ATTS or MARTA expand service as determined in the demonstration project application

CCT ENDS Atlanta agencies carry on with monitoring activities and interim planning

CAS-MARTA decide on basic plan for Central Atlanta, including line haul and distribution system

June 1972

City (or MARTA) makes application for capital grants for construction of Central Atlanta distribution system (including people movers)

Step III

Operation of permanent system for Central Atlanta, including new people mover, etc.

OPERATION INTERCEPT

for 12
 This would be
 better shown in
 a bar chart

1. Program Memo outlines whole strategy for OPERATION INTERCEPT Nov. 7, 1969
2. UMTA endorses basic program Nov. 10-20, 1969
3. ATS starts shuttle bus service with currently available equipment Dec. 1, 1969
4. CCT team starts monitoring operations (first projects in work program) Nov. 24-Dec 1, 1969
5. CAS program process of developing basic plan and program for Central Atlanta working with CCT team (ASSUMES UMTA TECHNICAL STUDIES GRANT) Nov-Dec 1969
6. City makes application for capital and demonstration for Phase I to UMTA to buy new buses (including experimental vehicles, if UMTA so desires) Dec. 1969
7. MARTA begins 2nd round of detailed technical studies required to plan and decide on basic rapid transit system (ASSUMES UMTA TECHNICAL STUDIES GRANT) Jan-Mar 1970
8. As result of 6, ATS gets delivery of new buses and puts them into operation on shuttle service (including testing experimental vehicles) Mar-Apr 1970
9. CCT team continues monitoring and helps prepare basic program for Phases II and III of OPERATION INTERCEPT Mar-Apr 1970
10. City (or MARTA) makes application to UMTA for a demonstration project for Phase II of INTERCEPT -- program involves tests of new hardware, routings, service expansion, if feasible June 1970
11. CCT project ends June 1970
12. ATS (or MARTA) expands shuttle service upon receipt of demonstration grant, begins operations with new features June 1970 to June 1972
13. Appropriate Atlanta agencies (CAS) continue monitoring activities as part of the demonstration project grant June 1970 to June 1972
14. CAS-MARTA complete work on basic plan, including system for Central Atlanta with line haul and distribution features (subway, people movers, Jan-June 1972

malls, street, pedestrian goods movement systems, parking, etc.), including TIME PHASE PROGRAM (approval by local authorities)

- 15. City -- MARTA make application for capital grants for construction of basic Central Atlanta distribution system, based on TIME PHASE PROGRAM

June 1972

- 16. Operations begin on construction and operation of parts of system, including people movers, etc.

1973-1975

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United States Senate

COMMITTEE ON APPROPRIATIONS

WASHINGTON, D.C. 20510

THOMAS J. SCOTT, CHIEF CLERK
WM. W. WOODRUFF, COUNSEL

September 17, 1969

Honorable Ivan Allen, Jr., Mayor
City of Atlanta
Atlanta, Georgia

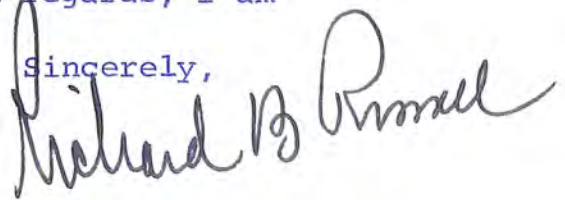
Dear Ivan:

Permit me to acknowledge and thank you for sending me a copy of your letter to the Administrator of the Urban Mass Transportation Administration relative to Atlanta's application for Department of Transportation assistance in developing a Sub-Area Transportation Study for Central Atlanta.

Needless to say, I am anxious to be of any possible assistance and I have been glad to get in touch with the Urban Mass Transportation Administration on this matter. I shall, of course, send you any reply received.

With best wishes and cordial regards, I am

Sincerely,



Aid on Transit Seen by Volpe

Atlanta in 'Excellent Position' For Federal Funds, He Says

By BILL COLLINS

The U.S. secretary of transportation says Atlanta will be in "an excellent position" to get two-thirds of the money for a rapid transit system from the federal government.

John Volpe, former governor of Massachusetts and one of the front-runners for the vice presidential nod at the 1968 Republican presidential convention was in Atlanta Saturday night to address the 11th annual meeting of the National Conference of State Legislative Leaders.



John Volpe

The secretary, at a news conference before his speech, explained the Nixon administration's \$10 billion, 12-year public transportation bill and said Atlanta "may get the jump on other cities" for funds under the bill, if the measure is approved by Congress.

He said the bill would authorize him to make \$3.1 billion available immediately upon its being signed into law. The federal money would be spent over five years.

He also said Atlanta would be "in an excellent position" to get a federal grant totaling two-thirds of the cost of a rapid transit system because of the planning it has done and also because it is one of five "center cities."

VOLPE POINTED OUT, however, that under the proposed bill no one state could get more than 12½ per cent of the total appropriation.

He also told newsmen the Vietnam war is not draining funds he has requested for his department and added, "The administration and the director of the Bureau of the Budget have approved the two transportation bills I have requested."

Volpe says the two measures he would like to see enacted include the \$10.1-billion public transportation bill and the airport-airways bill which would provide \$2.5 billion for air-traffic control and \$2.5 billion for construction of new airports and expansion of existing facilities.

He said the administration is concerned about in-flight crashes and feels the airport-airways bill would help diminish the possibility of future collisions.

With \$2.5 billion of the airport-airways bill, Volpe explained, the federal government would work towards development of a fully automated system of air-traffic control system.

"THE OTHER \$2.5 billion would be used to help build 900 airports and expand 2,700 airfields around the country," Volpe said.

The secretary said the Nixon administration hopes to restrict the number of incoming flights at five of the nation's busiest airports and to better control the flights at 22 other airports, including Atlanta's.

In his remarks to the 800 legislative leaders attending the four-day conference, Volpe talked about the need for federal-state-local government coop-

eration in solving the nation's problems.

"Much of the glamour, power and prestige that once surrounded state Capitols shifted to Washington in the past 25 years," he said.

"And when the power went to Washington, many of the talented young men went also. Washington has been the mecca for young Americans who wanted to dedicate their lives to fulfillment of the American dream," he added.

VOLPE SAID there has been a trend towards reversing the growing dependence on the federal government in the past few years.

"This new trend first became strongly evident under President Johnson," he added.

"But President Nixon has gone a step further. He has proposed a program of revenue sharing between the states and Washington. And, although it is a modest beginning, it will be stepped up," Volpe said.

Rapid Transit

September 12, 1969

Mr. C. C. Villarreal, Administrator
Department of Transportation
Urban Mass Transportation Administration
Washington, D. C. 20590

Dear Mr. Villarreal:

On June 27, 1969, we submitted to your Office an application for D. O. T. assistance in developing a Sub-Area Transportation Study for Central Atlanta, through a team effort of the City of Atlanta and Central Atlanta Progress, representing our downtown business community.

Under our present circumstances of rapid downtown growth, the threat of strangulation from traffic, a time delay in our rapid transit program, the status of highway building and traffic improvements, and your Center City Team Phase II effort just announced, we feel that the Central Atlanta Program is urgently needed and can help accelerate the other programs.

The Center City Project and the Central Area Study were designed to be mutually supportive. Concurrent implementation of these two programs is essential if either is to achieve maximum desired results.

If you have any questions, our Planning Directors, Collier B. Gladin and Donald G. Ingram of Central Atlanta Progress can meet with you at any time.

Sincerely,



Ivan Allen, Jr.
Mayor

IAJR:ja

cc: Congressman Fletcher Thompson
Senator Richard B. Russell
Senator Herman Talmadge

CITY OF ATLANTA



June 23, 1969

CITY HALL ATLANTA, GA. 30303

Tel. 522-4463 Area Code 404

IVAN ALLEN, JR., MAYOR

R. EARL LANDERS, Administrative Assistant
MRS. ANN M. MOSES, Executive Secretary
DAN E. SWEAT, JR., Director of Governmental Liaison

Rapid Transit

Mr. John A. Volpe
Secretary of Transportation
Washington, D. C.

Mr. C. C. Villarreal, Administrator
Department of Transportation
Urban Mass Transportation Administration
Washington, D. C. 20590

Gentlemen:

Atlanta's Central Area has and will continue to experience a growth rate that only a handful of cities in the world have ever experienced. Employment, travel and other Central City activities will double between 1961 and 1983. Obviously, this growth will impose many transportation and development problems.

Over the years, the cooperative efforts of public agencies and private groups, working toward mutually agreed-upon goals, have resulted in the development of Atlanta as the Southeast's premier metropolis. Although we take pride in our generation's accomplishments, we cannot afford to rest on our laurels. We must instead redouble our efforts in the future to assure that the dynamic growth which lies immediately ahead will be relevantly planned and developed for the citizens of tomorrow.

The Atlanta Area Transportation Policy Committee through its respective staffs and consultants has worked closely with the Urban Mass Transit Administration staff and its consultants in the development of a series of logical decisions on procedures to be followed relative to a transportation program for technical study. The transportation program for technical study is characterized by:

Messrs. Volpe and Villarreal

Page Two

June 23, 1969

1. The continuation of the Atlanta Area Transportation Study (AATS) Plan, approved in principle and adopted as a guide to be followed by the Atlanta Area Transportation Study Policy Committee and the City of Atlanta.
2. Synchronization of the Metropolitan Atlanta Rapid Transit Authority's (MARTA) proposed application for technical studies with Item 1 above.
3. Synchronization of the Central Area Study, a sub-area transportation study for the Central Area of Atlanta with Item 1 above. This is a unique team effort between the City of Atlanta and Atlanta's business community.

As mentioned earlier, the Atlanta Area Transportation Study has been adopted as a guide to be followed for further transportation studies. This action provides an important step in Atlanta's history and link with the Central City Transportation Project. Though we have talked in the past in theory and fact about our urban transportation problems and solutions, we have never had the resources or opportunity to follow through with them. The Central City Transportation Project would afford us an opportunity and the necessary resources to test transportation approaches and solutions, such as our "busways proposal", and further to detail improvements to our transportation network.

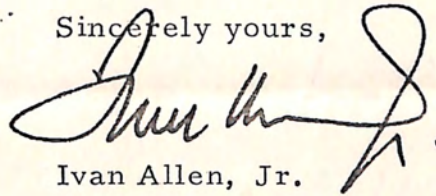
The CCT team of consultants headed by Arthur D. Little; Skidmore, Owens and Merrill; Wilbur Smith and Associates; and the Real Estate Research Corporation has worked very well with our local public and private agencies in the development of Phase 1 of this undertaking. We would like to take this opportunity to thank you and your staff for allowing the City of Atlanta to participate along with the above consultants in Phase 1 of the Central City Transportation Project. It has proven to be most meaningful to us.

The Department of Transportation is also to be commended for its keen awareness and willingness to tackle the transportation problems of urban cities. The CCT project can be most helpful to the City of Atlanta in the development of local transportation and related programs. In addition, the experience gained here can be of great help to you and your department in developing subsequent transportation policies which will lead toward meeting our national transportation goals.

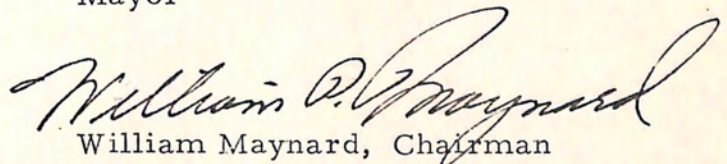
Messrs. Volpe and Villarreal
Page Three
June 23, 1969

We are very proud of the comprehensive, broad based transportation planning efforts being conducted here in Atlanta. We would earnestly request that Atlanta be included as one of those cities to be studied under Phase II of the Central Cities Transportation project. In our view, this project serves to compliment the planning effort now being put forth in the Atlanta region.

Sincerely yours,



Ivan Allen, Jr.
Mayor



William Maynard, Chairman
AATS Policy Committee

IAJr. /WM:fy

January 13, 1966

Mr. Glenn E. Bennett, Secretary
The Interim Study Commission
of the Metropolitan Atlanta Rapid
Transit Authority
Glenn Building
Atlanta, Georgia 30303

Dear Glenn:

In connection with your letter of January 11th asking for my appointment to the Finance Committee of the Metropolitan Atlanta Rapid Transit Authority, this is to advise that Mr. R. Earl Landers, my Administrative Assistant, will serve in this capacity.

Sincerely yours,

Ivan Allen, Jr.
Mayor

IAJr/br

CC: Mr. Landers ✓