Succession Planning
GDOT Agency ROW Staff / Evolution of ROW Consultant Utilization in Georgia
One General Office (Atlanta)

Support staff for all GDOT Field Districts.
General Office – Right of Way Services

- ROW Acquisition Oversight
- Administrative Review
- Appraisal/Appraisal Review
- Condemnation Court Coordination
- Condemnation Petition Preparations
- Funding & Certification
- Local Sponsor Program
- Property Management
- Relocation
- ROW Plans Review and Deed Research
- ROW Consultant Services Procurement
CURRENT DISTRICT COMPOSITION

District Office

(ROW TEAM 1)
- District ROW Team Mgr
- Asst District ROW Team Mgr
- ROW Specialist
- ROW Specialist
- ROW Specialist
- ROW Specialist
- ROW Specialist

(ROW TEAM 2)
- District ROW Team Mgr
- Asst District ROW Team Mgr
- ROW Specialist
- ROW Specialist
- ROW Specialist
- ROW Specialist
- ROW Specialist

(LOCAL GOV’T)
- Local Gov’t Coordinator
DISTRICT ROW STAFF RESPONSIBILITIES

- Responsible for delivery of ROW acquisition projects for their District
- Oversees ROW Acquisition Consultants in their District

“GDOT currently employees ± 105 District ROW staff statewide”
Like some other States and Local Sponsor Agencies and Municipalities, Georgia moved into a ROW Consultant Program to assist with increasing demands on overall ROW program delivery:

- Supplement staff shortages
- Help decrease project delivery time
EVOLUTION OF CONSULTANT UTILIZATION

Prior to 2006

- GDOT used **General Office ROW Staff** to procure and oversee ROW consultant program
- Used a very segmented approach to outsourcing
- ROW consultant disciplines were very limited and included:
  - Pre-ROW Plans Agent
  - Neg. - Closing Agent
  - Relocation Agent
  - Pre-acquisition Agent
  - Acquisition Manager
  - Appeals Officer
  - Interpreter
EVOLUTION OF CONSULTANT UTILIZATION

PRE-ACQUISITION AGENT – RESPONSIBILITIES:

- Property Owners Meetings
- Detailed ROW Cost Estimate
- Appraisal pre-bid meetings
- Relocation Interviews
- Property Management identifications
- Receipt of Appraisals to and from Review Appraisers
- All other pre-acquisition activities until Offer is ready to be made
EVOLUTION OF CONSULTANT UTILIZATION

ACQUISITION MANAGER – RESPONSIBILITIES:

- Obtain copy of environmental assessment
- Verifying funding authorization
- Receive released appraisals
- Oversee negotiations of project
- Perform last contacts
- Assure all property management is clear for ROW certification
- Assure relocation is performed for ROW certification
EVOLUTION OF CONSULTANT UTILIZATION

NEGOTIATION-CLOSING AGENT - RESPONSIBILITIES:

- Negotiate with owners, tenants, or others with property right interests to obtain clear title
- Coordinate of condemnation efforts of a parcel when an amicable settlement can not be reached
RELOCATION AGENT – RESPONSIBILITIES:

- Provide relocation assistance to owners, tenants, or others including processing moving payment and rent or housing supplement claim payments.

- Insure parcels are clear for ROW certification
EVOLUTION OF CONSULTANT UTILIZATION

ADMINISTRATIVE REVIEW OFFICER—RESPONSIBILITIES:

- Provides administrative reviews and higher level negotiations in a last attempt to settle owners or others with property interests to avoid a condemnation.

INTERPRETER—RESPONSIBILITIES:

- Provides language interpretations
EVOLUTION OF CONSULTANT UTILIZATION

(63) ROW Acquisition Consultants approved for the various ROW disciplines and scopes of services

47 of 63 approved for Pre-acquisition Agent services
31 of 63 approved for Acquisition Manager services
41 of 63 approved for Negotiation – Closing Agent services
33 of 63 approved for Relocation Agent services
10 of 63 approved for Administrative Review Officer services
2 of 63 approved for Interpreter services
EVOLUTION OF CONSULTANT UTILIZATION

after 2006 thru 2010

- GDOT changed senior leadership
- GDOT went through extensive internal and external audits
- The economy changed
EVOLUTION OF CONSULTANT UTILIZATION

by late 2010

GDOT used District ROW Office staff to procure and oversee ROW consultant program and ROW consultant deliverables

Moved from a more Segmented approach to outsourcing to a more Project approach to outsourcing ROW services

Added a ROW Project Manager (ROW P.M.) discipline to our ROW consultant scopes of services to run entire ROW projects
EVOLUTION OF CONSULTANT UTILIZATION

- **FY 2006**
  - Parcels acquired by Consultants: 698
  - Parcels acquired by Staff: 1793
  - Total Parcels: 2491

- **FY 2012**
  - Parcels acquired by Consultants: 855
  - Parcels acquired by Staff: 1702
  - Total Parcels: 2557
Increase to (111) ROW Acquisition Consultants approved for the following ROW discipline scopes of services:

- 23 of 111 approved for ROW Project Manager
- 54 of 111 approved for Pre-acquisition Agent
- 52 of 111 approved for Acquisition Manager
- 83 of 111 approved for Negotiation Agent
- 56 of 111 approved for Relocation Agent
- 17 of 111 approved for Administrative Review Officer
- 12 of 111 approved for Interpreter
EVOLUTION OF CONSULTANT UTILIZATION

Where is GDOT heading now?
GDOT Agency Staff (Proposed) FY 2014

REMAIN THE SAME:

One (1) General Office (Atlanta, Georgia) – responsible for Administrative (Policies, Procedures, Oversight) as well as Deliverables.

±55 General Office ROW staff employees:

- ROW Acquisition Oversight Services
- Administrative Review Officer Services
- Relocation Services
- Appraisal/Appraisal Review Services
- Property Management Services
- ROW Consultant Procurement Services
- Condemnation Court Coordination Services
- Condemnation Petition Preparations Services
- Funding & Certification Services
- Local Sponsor Program Services
- ROW Plans Review and Deed Research Services
EVOLUTION OF CONSULTANT UTILIZATION

- District ROW Team Manager can now elect to fee out an entire ROW project to a ROW Project Manager when additional resources are needed.

- Consultant ROW Project Manager can hire their own team...Pre-acquisition Agent, Acquisition Manager, Negotiation Agents, Relocation Agent, Administrative Review Officer, and Interpreter services as needed.

- District ROW Team Manager can elect to fee out a single ROW phase or multiple phases (i.e. Pre-acquisition, Acquisition, or some Negotiations, etc.) as needed.
PROPOSED DISTRICT ROW CHANGES FOR 2014:

- Seven (7) District ROW Offices (statewide) – responsible for delivery of ROW acquisition projects for that District:

- District ROW Offices will continue to have two (2) District ROW Teams per each of our (7) Districts

“GDOT Proposed ± 95 District ROW staff employees statewide”
PROPOSED CHANGES FOR 2014:

- **District Office**
  - **(ROW TEAM 1):**
    - District ROW Team Mgr
    - Asst District ROW Team Mgr
    - ROW Specialist
    - ROW Specialist
    - ROW Specialist
    - ROW Specialist
    - ROW Specialist

  - **(ROW TEAM 2):**
    - District ROW Team Mgr
    - Asst District ROW Team Mgr
    - ROW Specialist
    - ROW Specialist
    - ROW Specialist

  - **(LOCAL GOV'T):**
    - Local Gov’t Coordinator

- **ROW Team 1** - Staff Projects
- **ROW Team 2** - Oversee Consultant Projects
LESSONS LEARNED

Pros

ROW PM can run an entire ROW project through ROW certification; therefore, less ROW contracts to manage if use one ROW PM

ROW consultants can be used when staff shortages exist

ROW consultants can be used when tight delivery schedules are established and staff can not make them

can use ROW PMs for projects at large OR specific ROW consultants in any phase(s) if desired (i.e. Pre-acquisition, Acquisition, Negotiations, etc.) as needed in order to supplement staff yet keep the staff at their highest productive levels
LESSONS LEARNED

ROW consultants will still need some oversight and coordination efforts provided by staff

sometimes difficult to get a ROW consultant to come back on a project and complete items missed or overlooked, especially once paid and off a project

risk of higher condemnation rates with some ROW consultants if they become eager to rush negotiations to get paid sooner

prescreening, interviewing, and approving ROW consultants then maintaining an approved and updated list is very time consuming

difficult to get ROW consultant ratings from staff for disciplinary actions and purposes when needed

Risk of giving ROW consultants too much work/staff suffering from no longer producing at maximal levels
QUESTIONS/COMMENTS?