Staffing Strategies- Hybrid Centralized/De-Centralized

Phil Copeland
Right of Way Administrator
Georgia Department of Transportation
Statewide Structure

One General Office (Atlanta)

Support staff for all GDOT Field Districts.
General Office Organization Chart

State R/W Administrator

- Support Assistant

Assistant R/W Administrator

- ROW Program Oversight
- Policies and Procedures
- Budget and Training

Assistant R/W Administrator

- ROW Program Oversight
- Policies and Procedures
- Project Acquisition and Delivery

Relocation
- Establishment of Relocation Benefits
- Approval of claim forms
- Prepares CSS

Appraisal & Review
- Project Scoping
- FMV establishment

Cost Estimates
- Completes Concept (Preliminary) Cost Estimates

Property Management (Demolition)
- Asbestos abatement
- Demolition of improvements
- Clears ROW in preparation of construction

Property Management (Disposal)
- Maintains surplus ROW inventory
- Disposes of surplus ROW

Acquisition Support
- Unit Manager

Plans & Engineering
- Reviews and approves all ROW Plans

Funds & Certification
- Processes ROW Funding requests
- Certifies ROW to Engineering Services

Local Government
- Coordinates all Local Sponsor Project Certifications
- Provides Local Sponsor Training

Condemnation Petition Preparation
- Prepares Condemnation Petitions for all (7) Districts

Acquisition
- Unit Manager

Court Coordinators
- Coordinates with attorneys on all condemnations

Administrative Appeals
- Last attempts for settlement prior to Condemnation

ROW/Railroad Co. Coordination
- Coordination ROW/Utilities Co. Coordination

G.O. central point of contact for Railroad and Utility Company ROW Acquisitions

Accounting Unit
- Processes ROW checks over $300,000
- Final project close out

Records/Files-Microfilm
- Permanent Record Retention
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
- Quality Control/Quality Assurance
Seven Districts
District Composition – Option A

Under District Organizational Chart
NOT General Office
District Composition-Option B

ROW Team 1 – Staff Projects
ROW Team 2 – Oversee Consultant Projects
District ROW Staff Responsibilities

- Responsible for delivery of ROW acquisition projects for their District
- Oversees ROW Acquisition Consultants in their District
- Resource Management-Request Consultant Services when warranted

“GDOT currently employees ± 105 District ROW staff statewide”
Lessons Learned

Uniform Policy and Procedures Statewide
Quick/Easy Policy Change and Implementation
FHWA Coordination and Meetings
Project Compliance Audits
Statewide Training Efforts
Program Management Centralization
Staffing Levels and Qualification Centralization
Project Delivery Ownership in District Offices
Lessons Learned

Cons

Higher level decision making typically deferred to General Office

Program Delivery Pressures and Ownership remains with General Office

Resistance and Pushback to P&P Modifications

Employee Development and Training burden remains with General Office

No Direct Reporting to General Office on Employee Personnel matter and issues

Can be viewed as Dictatorship from District Perspective
• QUESTIONS/COMMENTS?