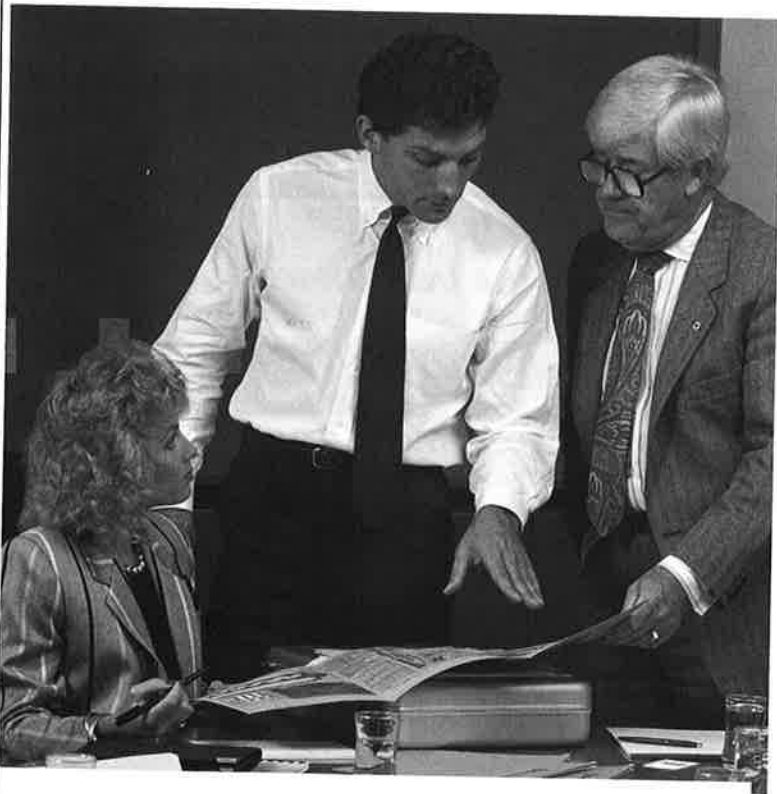


# TEAMING FOR SUCCESS



Program Management

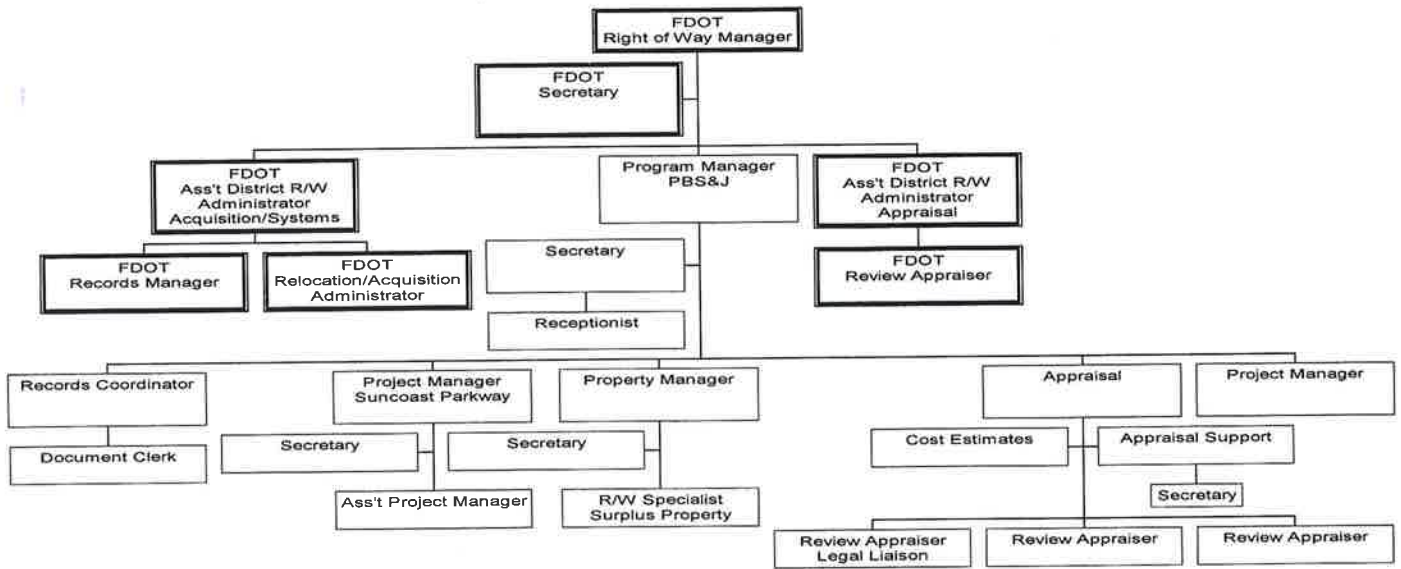
Consultants Offer

Many Advantages

**By Richard Hurst, SR/WA**

**I**n an era characterized by downsized staffs, where every dollar spent undergoes careful scrutiny, many governments and agencies are finding that program management consultants offer unique advantages. With the ability to draw from extensive and diverse resources, the program management consultant can quickly assemble the team needed for peak

## Right of Way Administration



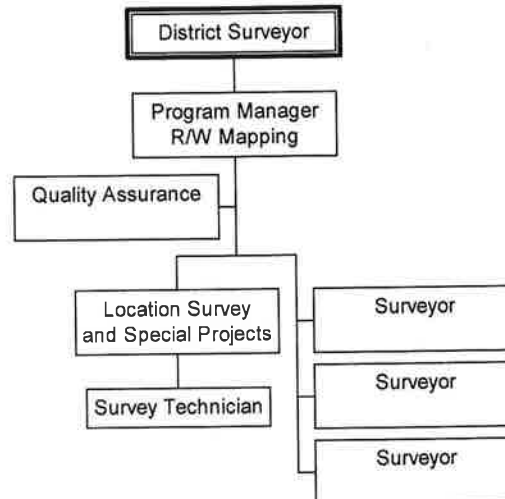
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workloads, programs or projects, and then disband the team or change its members as requirements change. Specialized expertise is available, but solely on an as needed basis. Fresh ideas, based on experiences with other clients about similar issues are frequently brought to the table, often leading to innovative or more cost effective solutions. Moreover, the client pays only for the type and level of services required and used.

The right-of-way program management consultant acts as an extension of the agency's regular staff. They work closely with the client's right-of-way manager in planning the work program, establishing budgets and identifying the staffing required to meet the work program. The primary advantage of using a program management team is their ability to supplement existing staff as needed in a timely manner. It leaves the client with more time to devote toward meeting goals and less time to managing large staffs and associated administrative tasks.

As an example of how this works, the Florida Department of Transportation Turnpike District has contracted with PBS&J to provide program management staff to assist their existing right-of-way and survey and mapping staff. This enables the District to maintain a small professional in-house staff. The right-of-way manager has a district staff consisting of an assistant district administrator for appraisal, an assistant district administrator for production, a senior review appraiser, an

## Surveying and Mapping



acquisition/relocation assistance administrator and a secretary. The district surveyor is fully supported by the program management consultant staff.

As a requirement of the contract, consultant staff has been integrated seamlessly with Turnpike District staff. They provide project management and technical support to the District in the areas of acquisition and relocation assistance.

This program management team provides staff to the Appraisal and Appraisal Review section. They assist in managing the fee appraisers employed by the District on their acquisition projects. In addition to reviewing appraisals done by the District, they review property owner appraisal reports and

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provide assistance to the attorneys handling condemnation suits.

They also manage the property management office. They oversee the demolition and removal of structures on production projects as well as asbestos surveys and abatement. In addition, they coordinate the sale and leasing of surplus property.

They provide support to Records Management. The program management team assisted in developing a new filing system for right-of-way records and in developing computer programs for scheduling and tracking right-of-way projects.

**The program manager  
can initiate procedures  
that help keep the  
client's operations  
running smoothly.**

In the area of survey and mapping, they perform quality assurance on all right-of-way maps prior to their acceptance by the district surveyor. They also participate in the statewide graphic users group in developing policies and processes for survey and mapping. They manage monumentation contracts and inventory and log all field data books. They review title, control surveys and construction plans, and prepare legal descriptions and right-of-way sketches.

Program management is a comprehensive approach requiring diplomatic finesse, finely honed management skills and broad-based technical expertise. In addressing peak workloads or in implementing new programs, the program management is asked to provide

creative strategies for funding, scheduling and maneuvering through the complexities of regulatory and political issues to meet the client's work program objectives.

An agency using a program management consultant can frequently draw from the consultant's staff resources needed for temporary assignments. From environmental assessments, to project forecasting and scheduling, to asset management and hazardous waste removal, a program manager can provide numerous specialized services on an on-call basis. This ability to handle a mixed bag of assignments that requires technical diversity from the consultant staff has been useful to the Turnpike on project-specific and non project-related right-of-way activities.

- Survey and Mapping
- Asset Management
- Project scheduling
- Demolition Contracting
- R/W Action Plans

In addition to structuring a team to match the client's organization, the program manager can initiate procedures that help keep the client's operations running smoothly. At the beginning of the Turnpike contract, the right-of-way team was asked to assist in developing right-of-way project plans for several expansion projects in the work program. These plans identified critical concerns, provided alternatives for addressing these concerns and were used as the basis for the scope of service used to hire project specific acquisition consultants. PBS&J also provided a project management team to oversee the acquisition consultants and to provide quality assurance and schedule management.

There are five essential steps for achieving success when using a program manager:

1. Clearly define and communicate your goals to the consultant.
2. Specify responsibilities, tasks and goals for the consultant.
3. Encourage a partnership between your staff and the consultant. Ensure that

your staff understands that the role of the program management consultant is to serve as an extension of staff - not become their replacement.

4. Provide a channel of communication between your top management and the consultant's top management.

5. Limit the hiring of client staff by the consultant.

A program manager must embrace

the client's goals and have the ability to organize for quick responses to the clients questions and needs. An open door policy between the program manager and the client allows the two parties to resolve concerns and problem issues quickly.

The ability to focus on broader-based program issues rather than just the detailed concerns of an individual

[ RIGHT OF WAY ACQUISITION  
SHOULD NOT BE



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