

**FY 2002 Strategic Plan  
Georgia Department of Transportation**

**August 2001**

# FY 2002 Strategic Plan of the Georgia Department of Transportation

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# Agency Background

The Georgia DOT is authorized by Title 32 of the Georgia Code to organize, administer and operate an efficient, modern system of public roads, highways and other modes of transportation including public transit, rail, aviation, ports and bicycle and pedestrian facilities. Overseen by an eleven-member Board representing each of Georgia's congressional districts, the Georgia DOT is one of over 80 state agencies that form the State Government of Georgia. Its operations are statewide, with Central offices located in Atlanta, 7 District Offices, 42 Area Offices, 148 Maintenance Facilities, 20 rest areas, 9 welcome centers, and 19 weigh stations. The Department has an operating staff level of just under 6,000 employees. In order to carry out its mission and operations, the Department relies on its diverse workforce of men and women serving in a variety of career fields including engineering, environmental, administration, planning, technical and manual labor skills. They are supported by an integrated network of information systems, administrative and support personnel and over 8,500 pieces of equipment. In addition, the Department supplements its workforce with consultants and contractors to provide project development support including project design and construction. In fiscal year 2001 the Department's budget was close to \$1.4 Billion. Of that amount, 97% is from motor fuel, federal funds and other sources and 3% is State General Funds. Georgia's highway system is considered one of the best maintained in the nation. This system is designed to network Georgia's county roads, city streets, Interstates and State Highway System together to form a system of public roads that efficiently carry travelers and goods to their destinations. Georgia's highway system is made up of:

- 17,983 miles of Interstate and State Routes
- 81,101 miles of county roads

In addition, Georgia DOT provides funding and operating assistance to:

- 425 miles of freight rail lines
- 10 urban transit providers
- 80 rural transit providers
- 103 publicly owned airports
- 2 deep water ports
- 2 barge ports
- 14 bicycle and pedestrian routes across the State

# Overview of Strategic Planning at GDOT

## History

The Georgia Department of Transportation completed its most current cycle of strategic planning in September 2000 with a retreat at George Bagby State Park. The retreat brought together the Department's senior management to evaluate the results of the Oglethorpe Assessment.

Strategic planning has been a part of the Department's process since 1994. In compliance with the Budget Accountability and Planning Act of 1993, the first strategic planning sessions were held. OPB staff facilitated these sessions. The strategic planning process sets direction, develops objectives and action plans to move the Department towards the accomplishment of its mission and vision, and facilitates teamwork.

## Strategic Planning Retreat

As an element of the Strategic Plan update, the Department's Quality Team undertook an organizational self-assessment using the Georgia Oglethorpe Criteria for Performance Excellence.

The criteria are based on the Malcolm Baldrige National Quality Award Criteria for Performance Excellence. Six business areas were examined: leadership, strategic planning, customer and market focus, information and analysis, human resource focus and process management.

A seventh area, business results, links to the other six areas and focuses on direct linkages between the deployed approaches and the results.

The environmental scan considered information from six key areas:

- Customer and market needs / expectations
- Competitive environment and capabilities including the use of new technology
- Financial, societal and other potential risks
- Human resource capabilities and needs
- Operational capabilities and needs, including resource availability
- Supplier and partner capabilities and needs

Information for the scan was supplied by public opinion surveys, review of economic and demographic trends, state and national legislative trends, transportation performance data analysis and a report card of the accomplishments of the strategic plan teams.

## Consultant Assistance

In preparation for the retreat at Fort Gaines, the Department had the assistance of Vic Macias of Bekaert Consulting. Vic is a Senior Examiner and Advisor to the Georgia Oglethorpe Award for

Excellence. His purpose was to facilitate discussion about the results of the GDOT Oglethorpe Assessment.

Jon Long was also a facilitator at the September retreat. Jon is an Internal Business Consultant with Synovus Financial Corporation focusing on Organizational Effectiveness initiatives. Jon has experience with the Malcolm Baldrige National Quality Award criteria and assisted Total Systems Services (a Synovus subsidiary) in writing and winning the Georgia Oglethorpe Award. The retreat set out specific desired outcomes for the two-day session. Expected results included:

- Review and discussion of findings from the organizational self-assessment
- Review and define GDOT mission and vision
- Develop core values and guiding principles
- Agreement on 2-5 focus areas for the next two years and development of a few clear and specific initiatives that support the focus areas with specific performance measures.

# Planning to Plan General Description

**Commissioner of the Georgia Department of Transportation - J. Tom Coleman, Jr.**

**Agency Strategic Planning Coordinator - Marta V. Rosen, State Transportation Planning Administrator, (404) 657-5226, [marta.rosen@dot.state.ga.us](mailto:marta.rosen@dot.state.ga.us)**

## **Quality Council - Michael Cooper, Chair for 2001**

Quality Council guides strategic planning initiatives and approves recommendations for implementation. The Strategic Planning Branch provides support to Quality Council. As a first step in development of the FY 2002 Strategic Plan, the Strategic Planning Branch conferred with Quality Council on the preferred direction for the Department to take. Quality Council approved a general approach that included the creation of three teams. Other Quality Council members are as follows:

Harold Linnenkohl, Deputy Commissioner  
Frank Danchetz, Chief Engineer  
Jim Hullett, Executive Assistant to the Commissioner  
Bill Sharp, Treasurer  
Paul Mullins, Director of Planning and Programming  
Joe Street, Director of Construction  
David Studstill, Director of Operations  
Charles Law, Director of Field Districts  
Tom Turner, Director of Preconstruction  
Earl Mahfuz, Director of Administration  
Vicki Gavalas, Director of Communications  
Marta Rosen, State Transportation Planning Administrator

# GDOT Strategic Planning Team

## **Strategic Planning Team - Facilitator Marta Rosen (404) 657-5226**

The role of the Strategic Planning Team is to develop the umbrella Strategic plan to include validation of the GDOT Mission, Vision, linkage to state strategic directions, identification of goals, objectives, business functions and information subject areas. Other team members are as follows:

Cindy VanDyke, Office of Planning  
Ellis Woodall, Office of Planning  
Susan Carter, Budget Administrator  
Amy Stancil, Accounting  
Jim Davis, Employee Development  
Lee Cash, Information Technology  
Cora Sharp, Information Technology  
Scott Greene, Utilities  
Bryant Poole, Maintenance  
Jim Simpson, Road Design  
Keith Golden Traffic Operations  
Don Brown, Right of Way  
Sheila McArthur, Contract Administration

## **Strategic Workforce Plan Team - Jim Davis, Employee Development**

The role of the Workforce Team is to develop Phase 1 of the Strategic Workforce Plan following the directions developed in the Department's Strategic Plan. The Strategic Workforce Plan Team includes representation from each of the Divisions in the Department and reflects major areas of core business responsibilities.

## **Strategic IT Planning Team - Rick Brunner, Chief Information Officer**

The role of the Strategic IT Planning Team is to update the IT Strategic Plan submitted in December 2000. The Strategic IT Plan was carefully developed to track with the Department's Strategic Plan. Major re-working of this Plan is not anticipated.

## **Mission Statement**

**We, the members of the Transportation Board, the Commissioner and the employees of the Georgia Department of Transportation, are committed to a safe, efficient and sustainable transportation system for all users. Through dedicated teamwork and responsible transportation leadership, we will support economic development, environmental sensitivity and an improved quality of life for all.**

# Critical Success Factors

	<b>Critical Success Factors</b>	<b>Detailed Description</b>
<b>1</b>	Funding	The Department must have the funding to plan, construct, operate and maintain a statewide multimodal transportation program. Every locality in the state depends on GDOT to maintain and improve the transportation network and to assist with local transportation needs. Without adequate funding, transportation needs could not be met, compromising mobility and impacting the economy and the health and safety of the state's population.
<b>2</b>	Human Resources	The Department needs to have an adequate workforce to meet the requirements involved with the planning, programming, project development, construction, operation and maintenance of a high quality multimodal transportation product. The Department's workforce is made up of a multidisciplined workforce that includes a concentration of engineering, construction, and operations personnel. The private sector in recent years has raised the stakes for professional and skilled laborers, increasing the demand for transportation professionals. The Department must have the means to attract and retain employees to public service.
<b>3</b>	Communication & Technology	Communications and technology tools are essential for administration of a statewide multimodal transportation program. Activities that are part of the transportation program require close coordination and communication with internal and external customers in the development, delivery and operation. Technology tools are a key to facilitating communication and coordination as well as making more efficient use of resources and increasing productivity. Keeping pace with changing technology, training personnel to maximize the use of those tools and providing those resources is very important.
<b>4</b>	Quality	Quality is a critical factor in the transportation program. The transportation product is used by citizens, commerce and visitors. The Department has been actively involved with the Georgia Quality Initiative and the American Association of Highway and Transportation Officials in the National Quality Initiative. We have also involved contractors, consultants and local governments in the same process in order to make Quality an integral part of the transportation product. Quality transportation products are essential to the safety of the travelling public.
<b>5</b>	Delivery of core products and services	The delivery of products and services is done within a framework of federal and state regulations and requirements that control the process. The successful completion of requirements is key to the delivery of multimodal transportation projects.
<b>6</b>	Leadership	The Department provides leadership in transportation for the statewide program. The development of improved design, materials, intelligent transportation and other elements that are a part of delivering a quality transportation product that is the model for local governments and for the nation.

	<b>Critical Success Factors</b>	<b>Detailed Description</b>
<b>7</b>	Coordination	The transportation program is a key part of other state initiatives, such as economic development and providing for expanding needs of communities. Coordination of state and local programs is important to the success of these statewide efforts.

# Success Inhibitors

	<b>Success Inhibitors</b>	<b>Detailed Description</b>
<b>1</b>	Insufficient funding	The lack of adequate funds will negatively impact the Department's ability to plan, program, design, build, operate or maintain a multimodal transportation program that includes road and bridge maintenance program, the highway improvement program, the transit program, the airport improvement program and the harbor improvement program, rail passenger, bike and pedestrian program, scenic byways, highway beautification and more; all critical elements of the state economic health.
<b>2</b>	Insufficient human resources	The Department needs to have an adequate, trained workforce to meet the requirements involved with the planning, programming, project development, construction, operation and maintenance of a high quality multimodal transportation product. The Department's workforce is made up of a multidisciplined workforce. The private sector in recent years has raised the stakes for professional and skilled laborers. The Department must have the means to attract and retain employees to public service.
<b>3</b>	Failure to communicate	Failure to communicate effectively or coordinate may result in a major disconnect in addressing regulatory requirements, confusion with schedules, contracting mistakes, and other problems that hamper the Department's ability to deliver transportation products.
<b>4</b>	Lack of equipment/ Lack of technology	The lack of equipment, training and technology advancements results in inadequate information and in some cases the lack of a tool to provide the right kind of information means that information that could help in better decision making is not being utilized fully.
<b>5</b>	Failure to create a Quality environment	A recent Department wide self-assessment revealed some shortcomings in achieving the Georgia Oglethorpe Quality Award Standards. These standards use the attributes of quality organizations as a model for helping other organizations become more quality driven.
<b>6</b>	Lack of clear management direction	The new strategic planning model represents a renewed commitment to strategic planning. The commitment of leadership to the process is critical to the success of the ongoing efforts to improve the Department and the state.
<b>7</b>	Lack of Coordination	A lack of coordination will work against making optimum use of public investments, causing a fractured program.

# **GDOT's Vision**

**Georgia's transportation system will always be a vital component of the State's future success and ability to compete in a global economy.**

**Our team of motivated professionals and quality driven management will maintain and improve mobility by providing a safe, seamless, intermodal, environmentally sensitive transportation system.**

**Through transportation leadership and wise use of human and financial resources, innovative technology, public/private partnerships and citizen input, we will ensure a balance of transportation options so that people and goods arrive at their destination in a timely and efficient manner.**

# State Strategic Directions

	Policy Area	Description of Governor's Policy Areas
1	<b>Education for Georgia's Future</b>	<p>Georgia must focus upon the results that we want our education programs to produce and have the will to accept and implement the bold changes that are needed.</p> <p>We must focus our efforts upon two keystone elements: responsibility and accountability. School boards, administrators, and teachers must have the tools they need to do the very best jobs possible. That is the state's responsibility. We also must develop a system of accountability for all components of the education system. The education system in Georgia plays a vital role in the development of our future workforce. We must strive to improve this system by providing seamless academic and technical services that are cooperative and available from birth through lifelong learning opportunities.</p>
2	<b>Statewide Economic Prosperity</b>	<p>While Georgia has enjoyed prosperous economic growth over the past several years, we must continue to enhance the state's business environment to compete in the global economy. We must capitalize on existing resources and infrastructure and position Georgia and its citizens to take advantage of all the new and emerging economic opportunities.</p> <p>Our economic development goals of statewide prosperity, attracting new and expanding existing businesses must include strengthening workforce initiatives and investing in rural Georgia.</p> <p>Continued economic prosperity will require a multi-faceted strategy that includes not only attracting and supporting existing business but encourages partnerships between all levels of government and the private sector, leverages all technological resources and provides the infrastructure for businesses of the future to thrive.</p>
3	<b>Protection of People and Property</b>	<p>All Georgians have a right to live in a safe and secure environment. The state must provide a variety of services that ensure individual rights while protecting all citizens.</p> <p>Georgia's public safety and law enforcement system must be effective at the state and local levels. The focus should be to provide the most prompt and effective services from prevention and protection to the apprehension and proper judicial resolution of those that threaten the safety of our citizens.</p> <p>Our state and local governments, along with communities should seek to create partnerships and develop coordinated strategies to solve Georgia's crime problems.</p>

	<b>Policy Area</b>	<b>Description of Governor's Policy Areas</b>
<b>4</b>	<b>Transportation and Land Use</b>	<p>Georgia is home to the major transportation hub in the southeastern United States. This very important asset has allowed us to thrive on the ability to move people, goods and services. Balanced with an abundance of green space, we have enjoyed natural beauty and a sustained, healthy quality of life second to none.</p> <p>Areas of Georgia are threatened by sprawl, traffic congestion and unplanned growth. The land, air and water that all Georgians value are the topics of neglect. We must work vigorously to stop these unintended and unpleasant consequences of poorly managed growth and an erosion of our quality of life.</p> <p>We must broaden our focus from roads as the only method of transportation and invest in the development of a multi-modal system, regional where appropriate, that incorporates environmentally friendly mass transit systems such as buses, vanpools, and commuter rail lines as major means of transporting Georgia citizens and visitors throughout the state.</p>
<b>5</b>	<b>Clean Water and Environmental Stewardship</b>	<p>Georgia is committed to protection and management of our natural resources for our citizens today and for future generations. We must never reduce our commitment to keeping our air clean, protecting our water resources and quality and safeguarding our land.</p> <p>We must be mindful of the environment when making decisions about the future growth of our communities and state. We must invest in environmental systems and infrastructure that are modern and safe and can sustain future growth.</p>
<b>6</b>	<b>Community Health</b>	<p>All Georgians, whether they reside inner cities or rural areas should have access to and receive high quality, affordable healthcare. State government must be an example to the private sector in offering cost-effective healthcare.</p> <p>We should strive to ensure that preventable illnesses and injuries do not rob our citizens of meaningful, productive futures.</p> <p>Georgia must care for its children and elderly and no longer tolerate the maltreatment of children and dependent adults.</p>
<b>7</b>	<b>Accountable Government</b>	<p>State government must honor its constitutional responsibilities and be accountable to the people.</p> <p>The public should be allowed to have access to information and participate to their satisfaction in the administration of public policy and state funded programs.</p> <p>Taxpayer funded, government programs should be delivered effectively and fairly and demonstrate that they make a positive difference in the lives of citizens.</p>
<b>8</b>	<b>Technology</b>	<p>Today's citizens and communities expect government services to meet industry standards in terms of responsiveness, accuracy, and timeliness of business interactions. The efficient, effective use of technology will enable the State to keep pace with these expectations by allowing government to meet citizens' needs, create financial value, and support innovation. Technology will serve as the interactive link between citizens' demands and policy outcomes and the engine of statewide economic growth.</p>

# GDOT's Relationship to State Strategic Directions

	<b>State Policy Area</b>	<b>Description of Agency's Support of State Policy Areas</b>
<b>1</b>	<b>Education for Georgia's Future</b>	<ul style="list-style-type: none"> <li>• Provide access to schools</li> <li>• Sidewalks and Pedestrian Education Programs</li> <li>• Continuous Public Involvement</li> <li>• Pedestrian Safety Programs</li> </ul>
<b>2</b>	<b>Statewide Economic Prosperity</b>	<ul style="list-style-type: none"> <li>• Construction of the Governor's Road Improvement Program System</li> <li>• Improve intermodal access</li> <li>• Provide information to business on transportation operations, maps of the transportation system, and other data important to business planning</li> <li>• Transportation improvements to support trade</li> <li>• Maintenance of the existing system</li> <li>• Airport Assistance Program</li> <li>• Railroad Assistance Program</li> <li>• Ports Program to maintain dredge areas</li> <li>• Intelligent Transportation System Program to improve traffic operations for commerce and the general public</li> <li>• Programs to support tourism – i.e. Scenic Byways Program, Bicycle Program, Transportation Enhancement Program</li> </ul>
<b>3</b>	<b>Protection of People and Property</b>	<ul style="list-style-type: none"> <li>• Maintenance of the transportation system for safer driving</li> <li>• Licensing of movements of oversized / overweight truck loads</li> <li>• Program on construction work safety zones</li> </ul>
<b>4</b>	<b>Transportation and Land Use</b>	<ul style="list-style-type: none"> <li>• Develop, construct, maintain and operate the State Highway Road and Bridge Network</li> <li>• Develop Rail Passenger service in coordination with GRTA and GRPA</li> <li>• Participate and support the transportation planning process</li> <li>• Construct a system of HOV lanes</li> <li>• Manage a program to support Rural Transit Systems operations statewide</li> <li>• Manage a program to support Urban Transit operations statewide</li> <li>• Assist in Port Maintenance and Intermodal Transfer Facilities</li> </ul>

	<b>State Policy Area</b>	<b>Description of Agency's Support of State Policy Areas</b>
<b>5</b>	<b>Clean Water and Environmental Stewardship</b>	<ul style="list-style-type: none"> <li>• Develop transportation projects in compliance with environmental laws and regulations</li> <li>• Construct roads in compliance with laws and regulations that protect the environment and limit impact on water resources</li> <li>• Identify and support the implementation of public/ private partnerships that operate programs to reduce congestion and improve air quality</li> <li>• Actively work to identify and preserve mitigation sites that encourage wildlife refuge</li> </ul>
<b>6</b>	<b>Community Health</b>	<ul style="list-style-type: none"> <li>• Facilitate access to health, education, employment and social assistance services</li> <li>• Evaluate the impact of projects on environmental justice communities</li> </ul>
<b>7</b>	<b>Accountable Government</b>	<ul style="list-style-type: none"> <li>• Share information with citizens by publishing maps, annual programs, the Transportation Data Fact Book yearly, maintain a web site, newsletters, press releases, etc.</li> <li>• Actively implement the DOT's public involvement policy and plan for planning and for project development</li> <li>• Develop and submit annual reports to the federal agencies on the operations of the transportation system</li> <li>• Update the Statewide Transportation Improvement Program annually</li> <li>• Update the Statewide Transportation Plan (long range plan) every five years</li> <li>• Respond to citizen comments, requests and complaints and consider appropriate improvements to the transportation system</li> <li>• Respond to the Legislature annually with an accounting of the operations of the transportation system</li> <li>• Invite / Meet with local governments, other state agencies, local development authorities to discuss and evaluate how the transportation program can support their goals</li> <li>• Assure that taxpayer dollars are maximized for transportation projects</li> </ul>
<b>8</b>	<b>Technology</b>	<ul style="list-style-type: none"> <li>• Collect data on transportation operations</li> <li>• Develop / maintain / improve data bases with information on transportation facilities, operations and program management</li> <li>• Collect data on new roads using GPS technology</li> <li>• Use state-of-the-art technology for data collection and for data distribution</li> <li>• ITS Program to improve traffic operations for commerce and the general public</li> </ul>

	<b>State Policy Area</b>	<b>Description of Agency's Support of State Policy Areas</b>
		<ul style="list-style-type: none"><li>• Use state-of-the-art technology for the development of construction plans for the most efficient means of designing and constructing a project</li><li>• Electronic bidding system that allows for the most efficient means of getting a project to construction (the only state to use electronic bidding)</li></ul>

State Strategic Directions / Agency Strategic Goals Matrix	Education for Georgia's Future	Statewide Economic Prosperity	Protection of People and Property	Transportation and Land Use	Clean Water and Environmental Stewardship	Community Health	Accountable Government	Technology
Georgia Department of Transportation	1	2	3	4	5	6	7	8
Sustain a multimodal Transportation Network that delivers safe mobility and access to goods and services	M	H	H	H	H	M	H	H
Develop and implement multimodal transportation improvements that enhance the safety, efficiency and effectiveness of transportation	L	H	H	H	H	M	H	H
Improve the interaction of transportation modes to facilitate the movement of people, freight, and the delivery of goods to support economic development	L	H	M	H	M	M	H	H
Enhance the use of technology to facilitate and increase the efficiency of transportation operations and program management	M	M	M	H	H	M	M	H
Develop transportation program initiatives within the context of environmental stewardship and quality of life	M	H	H	H	H	H	H	M
Recruit, hire, train, develop and retain a quality workforce necessary to carry out the mission of the Department	H	M	M	H	H	M	H	M

<b>Legend</b>
H = Highly Supports Governor's Direction
M = Medium Support to Governor's Direction
L = Low or little Support to Governor's Direction

# GDOT Strategic Goals

Enter Goal #	Strategic Goal	Strategic Objective	
1	<b>Sustain a multimodal Transportation Network that delivers safe mobility and access to goods and services</b>	1	In FY 2002, perform scheduled maintenance and repairs on the identified roads and bridges of the State Highway System to preserve the existing integrity of the network and maintain and improve quality of pavement and bridges as measured by Pavement Smoothness Ratings (PSR) and Bridge Inventory Maintenance System (BIMS) ratings of "85."
1	<b>Sustain a multimodal Transportation Network that delivers safe mobility and access to goods and services</b>	2	Enhance safety of the transportation network with improvements to traffic operations so that annual State Highway System accident rates are decreased 5% in FY 2002.
1	<b>Sustain a multimodal Transportation Network that delivers safe mobility and access to goods and services</b>	3	Provide contract funding assistance for capital and operating programs for 12 urban transit operations and 80 rural transit programs that combined serve 180 million passenger trips annually to fully utilize available funds in FY 2002. Provide technical support to the rural and 5 of the urban transit operations that request assistance with initiating or expanding transit services, drug and alcohol testing or other federally mandated operating requirements in FY 2002.
2	<b>Develop and implement multimodal transportation improvements that enhance the safety, efficiency and effectiveness of transportation</b>	4	Develop and implement the Statewide Transportation Improvement Program for FY 2002 – 2004 following all federal rules and requirements and receive FHWA / FTA approval by October 2001.
2	<b>Develop and implement multimodal transportation improvements that enhance the safety, efficiency and effectiveness of transportation</b>	5	Complete development of the Statewide Transportation Plan following all federal rules and requirements, especially linkage to STIP plan, before the end of 2001.
3	<b>Improve the interaction of transportation modes to facilitate the movement of people, freight, and the delivery of goods to support economic development</b>	6	In FY 2002, plan, program and contract to maintain 42 miles of dikes surrounding 6,000 acres of dredge material disposal areas, used to accept dredged spoils annually in support of waterborne shipping using Georgia Ports.

Enter Goal #	Strategic Goal	Strategic Objective
3	<b>Improve the interaction of transportation modes to facilitate the movement of people, freight, and the delivery of goods to support economic development</b>	<b>7</b> In FY 2002, utilize 100% of available funding to contract to improve general aviation airports to provide for prioritized needs which may include new construction, resurfacing, extensions or widening of runways, taxiways or aircraft parking aprons, sealing of joints and cracks, repair of lighting systems and navigational approach aids.
4	<b>Enhance the use of technology to facilitate and increase the efficiency of transportation operations and program management</b>	<b>8</b> In FY 2002, maintain and enhance the capabilities of the web based bidding to increase by 5% the total percentage of web-based electronic bids received during the monthly lettings of construction contracts.
4	<b>Enhance the use of technology to facilitate and increase the efficiency of transportation operations and program management</b>	<b>9</b> In FY 2002-3, identify and enhance existing technical systems used for data collection, transportation modeling, contract plan development, contracting and operation of the transportation system to integrate advances in technology and industry standards and produce cohesive ODBC- compliant database structure among at least 10% of the legacy GDOT applications.
5	<b>Develop transportation program initiatives within the context of environmental stewardship and quality of life</b>	<b>10</b> Complete all development of Environmental Impact Statements / Environmental Assessments / Army Corps of Engineers 404 Permits and other necessary approvals prior to award of transportation projects in FY 2002.
5	<b>Develop transportation program initiatives within the context of environmental stewardship and quality of life</b>	<b>11</b> In FY 2002, develop and implement environmental protection measures on transportation construction projects in an effort to (1) create additional wetlands mitigation sites (2) reduce impacts on streams and to (3) secure permits in compliance with the NPDES (National Pollutant Discharge Elimination System) of the Clean Water Act.
6	<b>Recruit, hire, train, develop and retain a quality workforce necessary to carry out the mission of the Department</b>	<b>12</b> The Department will identify and describe all its major career areas, to encompass at least 90% of its employees, and will specify a training and development program for each area during FY 2002.
6	<b>Recruit, hire, train, develop and retain a quality workforce necessary to carry out the mission of the Department</b>	<b>13</b> The Department will proactively recruit personnel both in the General Office by attending College job fairs statewide and by Districts personnel recruitment at job fairs in their areas. The Department will attend 22 college fairs, have 10 recruitment sessions and 10 interview days during 2001 - 2002.



# GDOT Business Functions

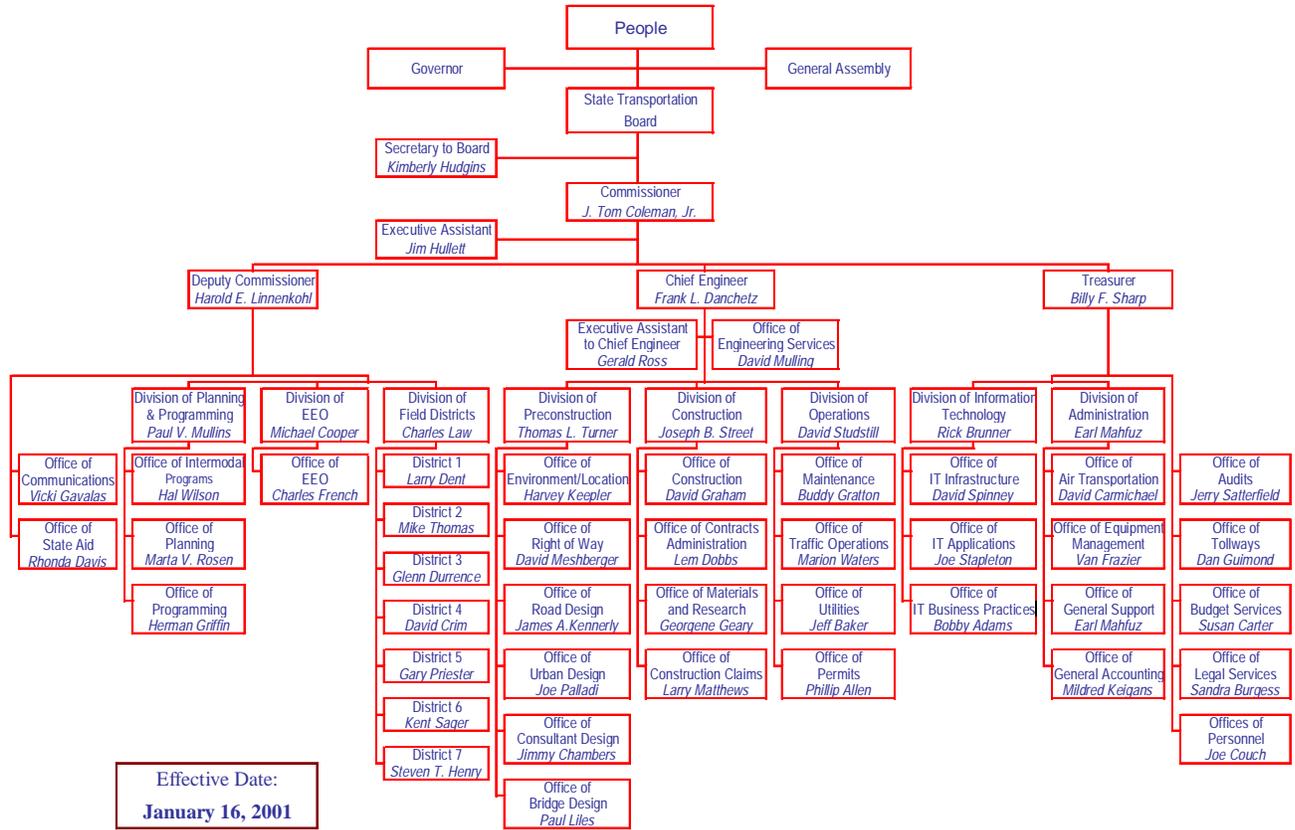
	<b>Business Functions and Sub-Functions</b>	<b>Detailed Business Function Description</b>
<b>1</b>	<b>Planning</b>	Gathering public involvement, performing studies, developing and prioritizing project concepts, and defining GDOT future directions
<b>2</b>	· Public Communication/Community Involvement	
<b>3</b>	· Data Collection/Technical Studies	
<b>4</b>	· Project Conceptualization & Prioritization	
	· Setting Directions/Strategic Planning & Business Process Analysis	
<b>6</b>	· Long Term Infrastructure Plans	
<b>7</b>	<b>Transportation Project Development</b>	Activities geared toward bringing transportation improvements from concept to final design
<b>8</b>	· Project Design Plan Development	
<b>9</b>	· Public and Community Involvement	
<b>10</b>	· Location Studies	
<b>11</b>	· Environmental Assessment	
<b>12</b>	<b>Property Acquisition</b>	Acquisition and management of land parcels needed for transportation improvements
<b>13</b>	· Appraisal	
<b>14</b>	· Negotiation	
<b>15</b>	· Relocation	
<b>16</b>	· Acquisition Management	
<b>17</b>	· Property Management	
<b>18</b>	<b>Construction Management</b>	Manage the construction of the transportation infrastructure
<b>19</b>	· Contract Administration	
<b>20</b>	· Inspection of Work	
<b>21</b>	· Materials Acceptance Testing	
<b>22</b>	· Environmental Compliance Management	
<b>23</b>	· Research	
<b>24</b>	<b>Maintaining the System</b>	Maintain, repair, and/or rehabilitate the existing physical transportation infrastructure
<b>25</b>	· Roadway and Bridge Infrastructure Maintenance	
<b>26</b>	· Harbor/Waterway Maintenance	
<b>27</b>	· Railway Maintenance	

<b>28</b>	<b>Operating the System</b>	Operation of existing physical infrastructure, including safety management, utility coordination, and traffic flow management
<b>29</b>	· Safety Analysis and Management	
<b>30</b>	· Traffic Design	
<b>31</b>	· Access and Permit Management	
<b>32</b>	· Utilities Coordination	
<b>33</b>	· Traffic Management	
<b>34</b>	· Regulatory Development	
<b>35</b>	<b>Information System Management</b>	Develop, operate, maintain information system infrastructure and applications
<b>36</b>	· Asset Configuration and Inventory	
<b>37</b>	· IT Project Management	
<b>38</b>	· Application Development/Management	
<b>39</b>	· Database Management	
<b>40</b>	· Infrastructure Operations and Management	
<b>41</b>	· Client Support	
<b>42</b>	· Capacity Planning	
<b>43</b>	<b>Human Resources Management</b>	Recruit, develop, support, and retain a high quality and diverse workforce
<b>44</b>	· Recruitment, Selection and Retention	
<b>45</b>	· Training & Development	
<b>46</b>	· Performance Management	
<b>47</b>	· Classification and Compensation	
<b>48</b>	· Equal Employment Opportunity	
<b>49</b>	· Benefits Administration	
<b>50</b>	· Personnel Action Transaction	

<b>51</b>	<b>Administration &amp; Funds Management</b>	Financial and support services necessary to carry out the functions of the Department
<b>52</b>	· Payroll	
<b>53</b>	· Accounting	
<b>54</b>	· Procurement	
<b>55</b>	· Audits	
<b>56</b>	· Asset Management (Fleet, equipment)	
<b>57</b>	· Facility Management (buildings)	
<b>58</b>	· Legal Services	
<b>59</b>	· Project Funding	
<b>60</b>	· Records Management	
<b>61</b>	· Air Transportation Services	
<b>62</b>	· Communication/Public Involvement	
<b>63</b>	· Consultant Management	
<b>64</b>	· Funds Allocation, Administration and Tracking	
<b>65</b>	· Budget Development (including forecasting)	

# GDOT Organization Chart Information

## Georgia Department of Transportation ORGANIZATIONAL CHART



	<b>Organization Unit Name</b>	<b>Name of Unit Owner</b>	<b>Title of Unit Owner</b>	<b>Organization Unit Description</b>
<b>1</b>	State Transportation Board	Emory McClinton	Chairman	Board members are elected by a majority of a General Assembly caucus from each of Georgia's eleven congressional districts. Each Board member serves a five-year term. Terms alternate to ensure two members are elected each year.
<b>2</b>	Commissioner	Tom Coleman	Commissioner	Room 102 (404) 656-5206 Oversees the operation of the Georgia Department of Transportation. Has the authority to employ, discharge, promote and supervise the personnel needed for the effective operation and administration of the Department.
<b>3</b>	Deputy Commissioner	Harold Linnenkohl	Executive Officer	Room 108 (404) 656-5212 Assists the Commissioner in maintaining and operating the activities of the Georgia DOT. Oversees: <ul style="list-style-type: none"> <li>• Division of Equal Employment Opportunity</li> <li>• Office of Communications</li> <li>• Office of State Aid</li> <li>• Field Districts Division</li> <li>• Division of Planning and Programming Division</li> </ul>
<b>4</b>	Communications	Vicki Gavalas	Office Head	Room 114 (404) 656-5267 Serves as the Department's external communications liaison with the public and the media. Prepares presentations and speeches for board members, the Commissioner, division directors and office heads. Serves as the internal communications liaison within the Georgia DOT. Develops the Department's annual report, fact book, personnel newsletter, quarterly construction status map, quarterly magazine and web page.
<b>5</b>	State Aid	Rhonda Davis	Office Head	Room 201 (404) 656-5185 Provides assistance to local governments for various types of roadway projects including county/city contracts and the Local Assistance Road Program (LARP).

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<b>6</b>	Equal Employment Opportunity (E.E.O.) Division	Micheal Cooper	Division Director	Room 262 (404) 656-5323 Enables the Georgia DOT to comply with federal and state guidelines as they relate to fair and equitable hiring and employee practices.
<b>7</b>	Office of Equal Employment Opportunity	Charles French	Office Head	Room 261 (404) 656-1710 Adheres to state and federal regulations as it pertains to civil rights issues concerning Title VI and Title VII of the U.S. code of federal regulations. Also monitors the Disadvantaged Business Enterprise (DBE) Program for compliance.
<b>8</b>	Field Districts Division	Charles Law	Division Director	Room 128, (404) 656-5214 Responsible for the operation and maintenance of the transportation system in each of Georgia DOT's seven Districts to ensure proper utilization of resources and adherence to prevailing policies.
<b>9</b>	Georgia DOT Districts	Larry Dent, Mike Thomas, Glenn Durrence, David Crim, Gary Priester, Kent Sager, Stephen T. Henry	District Engineer	Georgia DOT is made up of seven districts that manage and operate the transportation system at the local level.
<b>10</b>	Planning and Programming Division	Paul V. Mullins	Division Director	Room 127 (404) 656-0610 Responsible for the transportation planning process, which includes overseeing, planning and the operational activities of GDOT in Airports, Ports, Transit, Freight and Passenger Rail.
<b>11</b>	Intermodal Programs	Hal Wilson	Office Head	(404) 651-9201 Manages Georgia's planning and operations programs in support of the transit, rail, ports, waterways and aviation systems.

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<b>12</b>	Planning	Marta V. Rosen	Office Head	Room 372 (404) 656-5411 Manages Georgia's transportation planning program, in addition to developing the Statewide Transportation Plan (SWTP), the Statewide Transportation Improvement Program (STIP) and the Department's Strategic Planning Process. Also manages the Department's Transportation Enhancement Activity Program that is designed to improve the quality of the transportation experience.
<b>13</b>	Programming	Herman Griffin	Office Head	Room 370 (404) 656-5320 Prepares and manages the Department's six-year Construction Work Program (CWP), project pre-construction schedules and project status reporting system. Also prepares documents and requests for authorization for federal aid funds.
<b>14</b>	Chief Engineer	Frank Danchetz	Executive Officer	Room 122 (404) 656-5277 Supervises and directs all engineering-related activities within the Department to ensure the effective and efficient planning, design, construction, operation and maintenance of transportation systems statewide. Also, oversees the Office of Engineering Services and the Construction, Preconstruction and Operations Divisions
<b>15</b>	Engineering Services	David Mulling	Office Head	Room 266 (404) 656-6843 Provides oversight of federally funded projects. Directs project review process, manages standard specifications, and provides project cost estimates.
<b>16</b>	Construction Division	Joe Street	Division Director	Room 134 (404) 656-5207 Responsible for advertisement, letting and awarding of projects, oversight of construction projects, transportation research, testing of materials, contract payments and contract claims.

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<b>17</b>	Construction	David Graham	Office Head	Room 237 (404) 656-5306 Investigates citizens' concerns on projects and assists in timely problem resolution. Reviews and approves contract modifications and communicates with construction industry. Prequalification and registration of contractors.
<b>18</b>	Construction Claims	Larry Matthews	Office Head	Room 209 (404) 656-4130 Responsible for construction claims prevention and resolution of major construction claims.
<b>19</b>	Contract Administration	Alex L. (Lem) Dobbs	Office Head	Room 223 (404) 656-5325 Prepares and insures proper execution of bid proposals, letting process and contracts. Audits contract payment process and insures timely payments.
<b>20</b>	Materials and Research	Georgene Geary	Office Head	15 Kennedy Drive, Forest Park (404) 363-7512 Tests materials used in construction and maintenance activities, maintains qualified products lists and provides expertise in construction materials. Also specifies material requirements, provides geotechnical services, and manages Department's research effort
<b>21</b>	Operations Division	David Studstill	Division Director	TMC (404) 635-8043 Ensures a safe and efficient transportation system by controlling operational features, addressing maintenance needs, setting policies, and regulating the proper use of Georgia highway facilities.
<b>22</b>	Maintenance	Buddy Gratton	Office Head	Room 270 (404) 656-5314 Coordinates all statewide maintenance activities such as bridge and sign maintenance, landscaping, roadway striping and the Adopt-a-Highway Program. Develops contract documents for letting maintenance projects.

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<b>23</b>	Permits	Phillip Allen	Office Head	TMC (404) 635-8529 Issues permits for oversize and overweight vehicles. Enforces state laws regarding the size and weight of commercial vehicles and High Occupancy Vehicle (HOV) Lane use
<b>24</b>	Traffic Operations	Marion Waters	Office Head	TMC (404) 635-8038 Responsible for traffic engineering polices and the design of roadway signals, signs and markings. Oversees the Georgia NAVIGATOR system, which includes Highway Emergency Response Operators (HEROs), interstate video cameras and advisory radio to help control and monitor traffic flow
<b>25</b>	Utilities	Jeff Baker	Office Head	Room 321 (404) 656-5450 Coordinates utility and railroad matters between the Department and utility owners and railroads. Develops and administers policies, procedures and regulations related to highway-utility matters in conformance with current law. Writes all utility and railroad agreements and provides for payment of the work performed. Gives functional guidance to all Department offices and districts relating to railroad and utility encroachments, adjustments, relocations, agreements and billings.
<b>26</b>	Preconstruction Division	Thomas L. Turner	Division Director	Room 129 (404) 656-5187 Develops right-of-way plans, construction plans, and bid documents through a cooperative effort that results in project design and implementation.
<b>27</b>	Bridge Design	Paul Liles	Office Head	Room 258 (404) 656-5280 Responsible for structural design of highway bridges, culverts, and retaining walls. Also controls the hydraulic design of bridge structures

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<b>28</b>	Environment/Location	Harvey Keepler	Office Head	(404) 699-4401 Responsible for the environmental analysis of every project let to construction by the Department, location and feasibility studies for new projects, traffic projection, performing and processing aerial photography, and providing the surveys, mapping, and cross-sections needed for construction plans and earthwork payment of contractors
<b>29</b>	Right-of-Way	Harvey Booker	Office Head	Room 409 (404) 656-5372 Responsible for the acquisition of properties necessary for transportation projects. This task includes appraisal, relocation assistance, condemnation and property management. Also administers the outdoor advertising control laws and regulations.
<b>30</b>	Road Design	James A. Kennerly	Office Head	Room 444 (404) 656-5386 Responsible for the conceptual development and design of roadways, including the preparation of preliminary construction plans, right-of-way plans and final construction plans. Primarily develops and designs roadways outside of the urban area boundaries, including the Governor's Road Improvement Program (GRIP) and the rural interstate system
<b>31</b>	Urban Design	Joe Palladi	Office Head	Room 356 (404) 656-5436 Responsible for the engineering and development of conceptual, preliminary, right of way, and final plans and contract documents for projects in urban areas. Actively coordinates in house and consultant designs including environmental analysis with local, state, and federal agencies, utilities, and the general public.

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<b>32</b>	Consultant Design	Jimmy Chambers	Office Head	(404) 463-6133 Manages consultant contracts for highway and bridge design. Manages work order ("on-call") consultant contracts. Responsible for design-build projects. Responsible for consultant prequalification.
<b>33</b>	Treasurer	Billy F. Sharp	Executive Officer	Room 148 (404) 656-5224 Manages all financial matters for the Georgia DOT. Responsible for acquiring and accounting all funds the Department is entitled to receive. Also develops policies for administering funds for the Department. Oversees the Offices of Audits, Tollway, Budget Services, Legal Services, Personnel and Maintenance Personnel and the Administration and Information Technology Divisions.
<b>34</b>	Audits	Jerry Satterfield	Office Head	Room 301 (404) 656-5247 Audits division offices, as well as contractors and consultants who do work for the Department
<b>35</b>	Budget Services	Susan Carter	Office Head	Room 150 (404) 656-5237 Develops and manages the \$1.6 billion budget of the Department. Serves as an advisor to the Treasurer and upper management in funding matters. Also serves as liaison to the Office of Planning & Budget and the Legislative Budget Office.
<b>36</b>	Legal Services	Sandra Burgess	Office Head	Room 329 (404) 657-5808 Provides legal research and other general legal assistance services concerning recurring issues of interest to the Department. Provides analysis of federal and state legislation. Reviews consultant, local government and personal services contracts for legal accuracy. Liaison with the Office of State Administrative Hearings and the State Department of Law.

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<b>37</b>	Personnel	Joe Couch	Office Head	Room 142 (404) 656-5260 Responsible for developing, implementing and administering all personnel related functions and programs for the Department, including benefits, recruiting, training, personnel classification and compensation, employee relations, performance management and personnel transaction processing.
<b>39</b>	Administration Division	Earl Mahfuz	Division Director	Room 170 (404) 656-5239 Maintains Georgia DOT payroll, accounting records and payments to contractors and consultants. Responsible for the management of departmental equipment and office supplies. Also oversees the operation of Georgia DOT's airplanes
<b>40</b>	General Accounting	Mildred Keigans	Office Head	Room 169 (404) 656-5566 Handles the payroll for all Georgia DOT employees. Provides payment to contractors, consultants and all vendors doing business with the Department. Maintains all accounting records and prepares financial statements for the Department
<b>41</b>	Air Transportation	David Carmicheal	Office Head	(404) 699-4483 Operates and maintains the Georgia DOT's airplanes (located at the Fulton County Airport).
<b>42</b>	Equipment Management	Van Frazier	Office Head	(770) 785-6947 Responsible for Department's fleet management policy. Also responsible for purchasing and monitoring the Department's vehicles and equipment until final sale disposition.
<b>43</b>	General Support Services	Earl Mahfuz	Office Head	Room 170 (404) 656-5239 Provides all offices with office equipment and supplies

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<b>44</b>	Information Technology Division	Rick Brunner	Division Director	Manages Department's new and existing computer applications and computer network. Oversees Department's electronic processing budget, configuration and asset management. Also develops information technology policy, standards and strategic planning function
<b>45</b>	Application Support	Joe Stapleton	Office Head	West Annex (404) 463-2860 This Office is composed of an Applications Development Section and an Applications Support Section. The Development Section manages the development of new applications for the Department. Its also home of the Geographic Information System (GIS) coordination for the Department. The Support Section supports and maintains the Department's computer applications including Computer-Aided Design (CAD), web, COTS (off-the-shelf) and enterprise-wide shared resources.
<b>46</b>	I.T. Infrastructure	David Spinney	Office Head	Room 183 (404) 656-6034 Responsible for the operation and management of the Department's computer hardware and software. Maintains the Department's central servers and computer operating system
<b>47</b>	I.T. Business Practices	Bobby Adams	Office Head	Room 17 (404) 657-9662 Develop and maintain I.T. Business Practices and Standards, Policies, Strategic Planning (I.T.) , Capacity Planning, Configuration Management, Asset Management (I.T.), Process Management, Budget, and I.T. Division Personnel Administration

