APPENDIX C

Tables of Survey Responses

TABLE 1

CURRENT RIGHT-OF-WAY IN PROJECT DEVELOPMENT *(SURVEY QUESTION I)*

No.	When is Right-of-Way First Involved in Project Planning and What is its Role in the Planning Process?	Alabama	Arizona	Arkansas	California	Colorado	Connecticut	Delaware	Florida	Georgia	Idaho	Illinois	Iowa	Kansas	Kentucky	Louisiana	Michigan	Minnesota	Mississippi	Missouri	N. Carolina	N. Dakota	Nebraska	Nevada	New Jersey	New York	Ohio	Oklahoma	Pennsylvania	Rhode Island	S. Dakota	S. Carolina	Tennessee	Utah	Virginia	Washington	Wisconsin
1	Participates in early plan design				X																																
2	Attends public hearings				X																																
3	Utilities requests ROW be set early				X																																
4	Inputs cost and relocation data for alignment selection on larger corridors			X																																	
5	Input minimal on small jobs			X																																	
6	Subj. matter expert at Project Development Team mtgs. At initial development of project					X																															
7	Provide ROW cost & workload est., housing studies, permits to enter for environ.studies					X																															
8	Attend scoping meetings						X																														
9	ROW on research engineer's team and kept advised of scheduling & status						X																														
10	Involved during ROW plan development						X																														
11	Participates at major project planning meetings to provide ROW input & concerns							X																													
12	Small projects; participates in preliminary design meeting							X																													
13	Participates in public workshops allowing pre-project interaction with property owners								X																												
14	ROW participates in ad. date scheduling								X																												
15	*Cradle to grave* team concept								X																												
16	Little ROW involvement in early project planning									X																											
17	Provide cost estimates on preferred alignment									X																											
18	Multidisciplinary teams at which ROW participates in every stage---some districts									X																											
19	Prepares initial concept cost estimates & relocation study for EIS										X																										
20	ROW attends prelim. Field plan reviews										X																										
21	ROW is decentralized. Early involvement varies with district; generally not a major role												X																								
22	ROW involved from project scoping											X																									
23	ROW on Project ManagementTeam formed at early stage													X																							
24	1997 study to reduce development time													X																							
25	Prepares inventory & estimates for preferred alternate													X																							
26	Prepares estimates for alt. Alignments															X	X																				
27	Attends pre-design & plan field inspection																X																				
28	ROW director meets Pre-Design Section bi-wkly. to review status and letting dates																X																				
29	Attends public hearings																	X																			
30	Provides cost and time estimates																	X																			
31	Identify ROW problems at EIS stage																	X																			

TABLE 1 *(Continued)*

No.	When is Right-of-Way First Involved in Project Planning and What is Its Role in the Planning Process?	Alabama	Arizona	Arkansas	California	Colorado	Connecticut	Delaware	Florida	Georgia	Idaho	Illinois	Iowa	Kansas	Kentucky	Louisiana	Michigan	Minnesota	Mississippi	Missouri	N. Carolina	N. Dakota	Nebraska	Nevada	New Jersey	New York	Ohio	Oklahoma	Pennsylvania	Rhode Island	S. Dakota	S. Carolina	Tennessee	Utah	Virginia	Washington	Wisconsin
32	Participates in scoping rev. & layout mtgs.																		X																		
33	Relatively little input at initial planning																			X																	
34	Cost estimate provided at prelim. stage																			X																	
35	ROW is basically service div. after design																			X																	
36	Proj. management team incl. ROW & attends all mtgs. and reviews to identify ROW issues																				X																
37	ROW at project status meetings on large projects and inputs ROW concerns																								X												
38	ROW remains on short lead time (6 months)																								X												
39	ROW input from early scoping through final design																									X											
40	ROW in project mgt. cap prog. del. system																									X											
41	Involved at scoping stage & thruout process																										X										
42	Provides advice on cost estimates, lead time; is aware of impact of engineering decisions on ROW																										X										
43	Involved at NEPA process---estimates & relocation																					X															
44	Attends preliminary field reviews																						X														
45	ROW represented on milestone comm., which sets dates for completion of preconstruction activity																						X														
46	Involvement varies among districts																											X									
47	ROW process rev.---1999 record of early involvement																											X									
48	Review plans on large project at NEPA stage & provide cost est. and relocation																														X						
49	Evaluates 30% plans on small projects and acquisitions to meet design schedule																														X						
50	ROW at scoping, preliminary design, all public hearings, final design inspection																															X					
51	ROW role is to minimize property impacts																															X					
52	Design, proj. development ask for ROW input as-needed on case-by-case basis																							X													
53	Evaluates alternatives as to cost of acquisition																																X				
54	ROW involved early; prepare Adv. Planning Rep. for each alignment considered (all est.)																																	X			
55	ROW involved from inception through all project development																																			X	
56	ROW review & comment on ROW plan prior to completion and submittal to regions																																				X
57	ROW is considered in ROW timetable & resources, but project schedule depends on available funding																																			X	

TABLE 2

CURRENT RIGHT-OF-WAY ROLE IN PROJECT DEVELOPMENT—PARTICIPATION CATEGORY *(SURVEY QUESTION I)*

Participation Category	When is Right-of-Way First Involved in Project Planning and What Is Its Role in the Planning Process?	Alabama	Arizona	Arkansas	California	Colorado	Connecticut	Delaware	Florida	Georgia	Idaho	Illinois	Iowa	Kansas	Kentucky	Louisiana	Michigan	Minnesota	Mississippi	Missouri	N. Carolina	N. Dakota	Nebraska	Nevada	New Jersey	New York	Ohio	Oklahoma	Pennsylvania	Rhode Island	S. Carolina	S. Dakota	Tennessee	Utah	Virginia	Washington	Wisconsin
1	Involvement from project inception in all relevant activities				X		X		X			X			X								X					X	X		X				X	X	X	X		
2	Involvement from project inception in all relevant activities on large projects or in some districts							X		X			X			X														X				X					X
3	Limited early participation		X		X						X		X						X		X				X		X										X	
4	ROW participation at NEPA process to provide cost estimates and relocation data	X																X		X				X										X				
5	Participation in project development is only at request for a limited purpose																X					X				X							X					

Note: Table presents an interpretation of responses shown in Table 1.

TABLE 3

IMPEDIMENTS TO SPEEDY DELIVERY OF RIGHT-OF-WAY *(SURVEY QUESTION II)*

Group Category	Conditions That Impede Speedy Delivery of Right-of-Way	Alabama	Arizona	Arkansas	California	Colorado	Connecticut	Delaware	Florida	Georgia	Idaho	Illinois	Iowa	Kansas	Kentucky	Louisiana	Michigan	Minnesota	Mississippi	Missouri	N. Carolina	N. Dakota	Nebraska	Nevada	New Jersey	New York	Ohio	Oklahoma	Pennsylvania	Rhode Island	S. Carolina	S. Dakota	Tennessee	Utah	Virginia	Washington	Wisconsin
Delayed or Incomplete Plans or Late Design Changes	Design changes and revisions and/or plan changes	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Utility conflicts---inadequate design consideration			X																																	
	Unknown septic lines, wells, etc.			X																																	
	ROW---Design communication disconnect																																				X
	Delays in design scoping meetings						X																														
	Poor quality property maps							X																													
	ROW plans complete in advance of constr. Plans								X																												
Insufficient or Inadequately Trained ROW Staff	Staffing cuts & outsourcing		X																																		
	Understaffing							X																													
	Qualified ROW agents not doing proper research, tech. rev. for ROW & constr. plans								X																												
	ROW not following timeline to assure ad. dates met								X																												
	Staffing turnover											X																									X	
	Inadequate training; new employees					X						X																										
	Insufficient staff																			X											X					X	
	Lack of experienced personnel																X												X				X			X	
Environmental Impediments	Environmental clearances			X	X								X																								
	Waiting or changes in environmental information					X																															X	
	ROW acquired prior to environmental clearances											X											X														
	Acquried for wetland mit. at last minute											X											X														
	Environmental permits & clearances														X			X											X				X		X		
	Early recognition of environmental issues																X					X															
	Acq. of envir.design property, wetland, park, historic																																			X	
Relocation Obstacles	Availability of replacement housing			X																																	
	Large business relocation cannot be accomplished in 90-day time frame		X																																		
	Relocation plan and owner occupied dwellings														X											X											
	Relocation problems																			X							X										
Appraisal Delays	Appraisal delays							X		X																												X	
	Time required for fee appraisals																			X																		
	Appraisals better provide reten., ten.owned imprv.																									X												
	Inadequate appr. review, lack of fee appr.scoping																												X								
	Fee appraisers not meeting deadlines																																		X	X	
Title Problems	Titles delayed---AG coordination											X																										
	Title searches inadequate or late																				X																	
	Inaccurate or incomplete title information			X																														X				

TABLE 3 *(Continued)*

Group Category	Conditions That Impede Speedy Delivery of Right-of-Way	Alabama	Arizona	Arkansas	California	Colorado	Connecticut	Delaware	Florida	Georgia	Idaho	Illinois	Iowa	Kansas	Kentucky	Louisiana	Michigan	Minnesota	Mississippi	Missouri	N. Carolina	N. Dakota	Nebraska	Nevada	New Jersey	New York	Ohio	Oklahoma	Pennsylvania	Rhode Island	S. Carolina	S. Dakota	Tennessee	Utah	Virginia	Washington	Wisconsin
Unrealistic Project Schedule	Other functions do not understand complexity & time required by ROW			X																																	X
	Politically driven schedules difficult to achieve			X																																X	
	ROW process not considered in delivery dates						X																														
	Unrealistic project schedules								X																												
	ROW process time is driven by legal requirements										X																										
	Schedule slippage in other functions impacts ROW					X					X	X																									
	Tight delivery schedule met by increased cost										X																										
	Changing construction schedule priorities											X																	X							X	
	Inadequate scheduled ROW lead time												X													X											
	Unrealistic letting dates																		X																		
	Project scheduling																			X																	
	ROW needs not fully considered by management																								X												
	Lead time for appraisal, negotiations, relocation																								X												
	Unrealistic ad. schedule																																			X	
State, Local or Federal Law, or Political Impediments	Public hearing time constraints				X																														X		
	State procurement code			X																																	
	Negotiated settlement process too long								X																												
	Extensive statutory review process								X																												
	Appraisal value differences; cause of litigation										X																										
	Long waits for checks over $100k											X																									
	Political interference in business process																	X																			
	Political pressures to assign for trnbks., hdshps., recvces.																		X																		
	Failure to recognize legal constraints																									X											
	"Bone fide negotiations---lengthens process																									X											
	State law---tax withholding for out-of-state owners																														X						
	Bid process for consultants on large jobs																														X			X			
	Low bid process																																				
Releases Title Certs	Obtaining mortgage releases				X																						X										
	Delays in certifying titles																										X										
	Obtaining mortgage releases																														X						
Consultant Problems	Late delivery of product by contract service providers			X																																	
	Poor prep. by consultant causes project delays											X																										
	Lack of quality consultants																	X																			
	Consultants not trained in state processes, policies																		X																		X	
	Appraisal and engineering consultants not on time																									X	X										
	Outsourcing																							X													
	Complex contracting process															X																					
Courts & Condemnation	Obtain prompt possible hearing dates with courts			X																																	
	Many challenges to right to take															X																					
	Eminent domain proceedings cause delays																			X																	
	Coordination with legal div. on condemn. issues																				X																

TABLE 3 *(Continued)*

Group Category	Conditions That Impede Speedy Delivery of Right-of-Way	Alabama	Arizona	Arkansas	California	Colorado	Connecticut	Delaware	Florida	Georgia	Idaho	Illinois	Iowa	Kansas	Kentucky	Louisiana	Michigan	Minnesota	Mississippi	Missouri	N. Carolina	N. Dakota	Nebraska	Nevada	New Jersey	New York	Ohio	Oklahoma	Pennsylvania	Rhode Island	S. Carolina	S. Dakota	Tennessee	Utah	Virginia	Washington	Wisconsin
Tech-nology	Computers down---losing data						X																														
	Inadequate computerization of maps & deeds																				X																
	Adopted technology																										X										
Coordination Problems	Inadequate internal communications					X	X									X																				X	X
	Delays in executing intergovernmental agreements						X																														
	Separation of tech. plan review & ROW sections								X																												
	Completion of utility agreements													X																							
	Utility and RR coordination														X															X							
	Securing staff, commission, & FHWA approvals														X																						
	Different priorities---central vs. districts																		X																		
	Information is not adequately shared																				X																
	Coordination between divisions																									X											
	Coordination breakdowns																										X										
Funding	Undefended municipal design projects							X																													
	Funding delays																X										X				X		X				
	Budget shifts					X																							X								
Other	Lack of right-of-way staking				X																																
	Timely negotiations and payments				X																																

TABLE 4

INNOVATIVE PROJECT PLANNING OR IMPLEMENTATION PRACTICES OR ACTIVITIES THAT REDUCED RIGHT-OF-WAY DELIVERY TIME *(SURVEY QUESTION IV)*

Innovative Practice or Activity	Alabama	Arizona	Arkansas	California	Colorado	Connecticut	Delaware	Florida	Georgia	Idaho	Illinois	Iowa	Kansas	Kentucky	Louisiana	Michigan	Minnesota	Mississippi	Missouri	N. Carolina	N. Dakota	Nebraska	Nevada	New Jersey	New York	Ohio	Oklahoma	Pennsylvania	Rhode Island	S. Carolina	S. Dakota	Tennessee	Utah	Virginia	Washington	Wisconsin	TOTAL - Y
Multidisciplinary team with special responsibilities to determine best methods of project delivery?	N	N	Y	N	Y	N	N	Y	N	N	N	N	Y	N	N	Y	Y	N	N	N	N	N	N	N	N	N	Y	Y	Y	N	N	N	N	N	Y	Y	N	11
Comprehensive management organization on projects---Delivery delegated to a specific group from various departments or functions?	N	Y	N	Y	Y	N	N	Y	Y	N	N	N	Y	N	N	Y	Y	Y	Y	N	N	N	Y	N	N	N	Y	N	Y	Y	N	Y	Y	N	N	Y	17
Use any new or innovative scheduling techniques?	N	Y	Y	Y	Y	Y	Y	N	Y	N	N	N	Y	N	N	N	Y	Y	N	N	N	N	N	Y	N	Y	Y	N	Y	Y	N	N	Y	Y	N	N	17
Considered existing land use to develop project schedules?	N	Y	Y	N	Y	Y	Y	Y	N	N	N	N	Y	N	N	N	N	Y	N	N	N	N	N	Y	N	N	Y	N	N	N	N	N	N	N	Y	N	11
Evaluate project areas prior to conceptual project development?	N	Y	Y	Y	Y	Y	Y	N	Y	N	N	N	Y	N	N	N	Y	Y	N	N	N	N	N	N	N	Y	N	N	Y	N	N	N	Y	Y	N	N	14
Techniques to preserve corridors on pending projects?	N	Y	N	Y	Y	Y	Y	Y*	Y	N	N	N	Y	N	N	Y	Y	Y	Y	N	N	N	N	Y	N	Y	Y	N	Y	Y	N	N	Y	Y	N	N	19
Any other practices or innovations effective in reducing ROW delivery time?	N	Y	Y	Y	Y	Y	N	N	Y	N	Y	N	Y	N	N	Y	Y	Y	Y	Y	Y	N	N	Y	N	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	N	24

Note: Data as reported from survey responses. N = no; Y = yes.

TABLE 5

MULTIDISCIPLINARY TEAM OR COMPREHENSIVE MANAGEMENT ORGANIZATION ON PROJECTS *(SURVEY QUESTIONS IV-1 AND IV-2)*

No.	Category of Response	Alabama	Arizona	Arkansas	California	Colorado	Connecticut	Delaware	Florida	Georgia	Idaho	Illinois	Iowa	Kansas	Kentucky	Louisiana	Michigan	Minnesota	Mississippi	Missouri	N. Carolina	N. Dakota	Nebraska	Nevada	New Jersey	New York	Ohio	Oklahoma	Pennsylvania	Rhode Island	S. Carolina	S. Dakota	Tennessee	Utah	Virginia	Washington	Wisconsin
1	No, or no response to Q. IV-1 & IV-2	X						X	X				X	X			X	X			X		X	X	X	X		X		X				X			X	X
2	Multidisciplinary ROW team enabled with independent authority to deliver ROW		X			X						X				X			X	X								X							X	X		
3	Multidisciplinary DOT team, including ROW that performs project development activities					X				X	X											X					X				X	X	X		X	X		
4	DOT multi-task team to determine best methods of project delivery														X																			X				
5	Performed a management review that addressed ROW role in project development					X									X																							

Note: Data interpreted from survey responses.

TABLE 6

COMPREHENSIVE MANAGEMENT ORGANIZATION PRACTICES *(SURVEY QUESTION IV-2)*

State	Successful	Summary of State Practices - Comprehensive Management Organization
AZ	Yes	Specifics of practice not described. Successful in that all parties were closer to project specific problems, resulting in better communication and quicker resolution of issues.
CA	Yes	Incl. ROW, design, environment, surveys, construction. Knowledge required to deliver a completed project to customer was in team. Numerous hand-offs to other functions were virtually eliminated, saving time & increasing quality through improved communications. The responsibility to deliver product did not leave the team, increasing accountability for quality & timeliness. It actually saved ROW work from being done, i.e., ROW agent, designer, and surveyor performed design changes in field, eliminating property acquisition and redoing survey work after design set in office. Team was empowered to make decisions relating to development and delivery of project. Ownership and responsibility for decisions was within team rather than elsewhere in the organization.
FL	Yes	In some districts multifunctional project teams meet at project milestones, conduct field reviews, resolve project problems, discuss impact of plan changes. In at least one district a multifunctional team is empowered to make all project decisions. Teams include ROW, design, drainage, environment, management, survey, construction, etc. Benefits are in quality, cost, & service, rather than delivery times because in state most ROW processes take a determinable time to complete because of strict statutory requirements.
GA	Yes	Managers from all sections meet monthly to discuss schedules with project and consultant team managers to review progress. Overall objectives are reviewed and problem areas are identified earlier than previously. Also, strategy to attack problems is formulated.
KS	Yes	Used project time plotting; Project Control sped up time for design.
MI	TBD	A transportation service center approach is used. Success is yet to be determined.
MN	Yes	Project manager teams are used. One project manager assumes total responsibility of each project for delivery on time and under budget. The PM assembles team with ROW representatives at project initiation. The ROW team member can attend all team meetings and is responsible for recognizing ROW issues and bringing solutions to the team. The process is still in its infancy.

TABLE 6 *(Continued)*

State	Successful	Summary of State Practices - Comprehensive Management Organization
MO	TBD	Five engineering project manager positions are established on very large-scale projects. These managers interface with consultants and staff in various divisions. Too early to evaluate success because these projects are not yet in ROW stage.
NV	TBD	Multidisciplinary teams are comprised of ROW, access, and engineering functions to achieve preferred alternative that has the best chance of maturing to development. Not enough experience yet to evaluate success.
NJ	TBD	Hires consultants by function or modified turnkey. They can work more hours, pay more, and have more control over table of organization.
OK	Yes	Using management organization plan for first time. Project is not complete.
RI	Yes	Overall responsibility for all aspects of project. Unable to determine benefits at this time.
SC	TBD	Project management team is responsible for certain projects, with a manager for project and team. Membership on team from each division. Currently in proof-of-concept stage, with results expected this fall.
TN	Yes	Comprehensive, coordinated body responsible for timely delivery of project. Very successful. It establishes responsibility and gives authority to achieve success.
UT	Yes	Legal, goodwill, relocation, appraisal, and negotiations. Successful on projects staffed by consultants. Project manager knows scope of work, schedule, and resources resulting in better planning, operations, and reduced time.
WA	Yes	Multidisciplinary team within ROW. See "REACT" report.
WI	Mixed	A design consultant took lead for a specific highway corridor. ROW was subcontracted. Successful in delivering on time, but real estimated costs were higher. However, there were also more appeals, requiring staff work on policy and litigation, delaying other projects.

Note: TBD = To be determined.