

TABLE 7

## INNOVATIVE PROJECT SCHEDULING PRACTICES (SURVEY QUESTION IV-3)

State	Outcome	Practice, Experience, Considerations, Expectations
AR	No outcome identified	Innovative scheduling successful if understood & supported by staff. Increase speed of product delivery without sacrificing product quality.
AZ	In infancy appears to work well	Acceleration plan to purchase 10 years of ROW for the regional freeway system in a compressed 5-year time frame. Funding needed advanced & contract services increased.
CA	Learning curve has been difficult	Use XPM, Primavera, & MS Project for scheduling, and WBS, WEN tools for resource & scheduling needs. Expected to plan project resources & schedules better. Efficiency, true cost, realistic scheduling are goals. Workload and priority are main considerations in scheduling.
CO	Good detail provided to ROW & engineers	Status report for all 35 ROW projects. ROW unit meets monthly with 10 staff to review status in detail. ROW manager attends region status meetings. Expected to track status and communicate to engineers and other customers.
CT	Team atmosphere has reduced incidence of competition	Continuous communication with design units, including written reports to assure each project is progressing. Expected fewer misunderstandings and promoted a team environment.
DE	Helped ROW meet 90% of scheduled ad. dates	Team approach used to schedule ad. dates, design, bridge, ROW, project management. Meet to review each project schedule, mapping dates for ROW plans, appraisals, acquisition.
GA	Faster delivery of products to our customers	Concentrate resources at critical phases to avoid time conflicts. Monitor appraisal review & negotiations to reduce wasteful effort or mismanagement. Considerations are project letting dates, funding, and manpower.
IA	No assessment yet	Currently has team developing production scheduling system. No comments on method/practice.
KS	Better communications	Much more communication between sections; work with legal "people, practice."
MN	Approach works. Improved accountability & productivity	Each region RE supervisor is responsible for productivity of appraisals. Reviewers and fee appraisers also held accountable. A preliminary estimate is made to determine amount and complexity of real estate.

TABLE 7 (Continued)

State	Outcome	Practice, Experience, Considerations, Expectations
MS	Benefits offset by agent time required for data entry	Parcel tracking by PC requires extensive data entry. Expected timely/up-to-date information to track project progress, map & deed preparation, fund programming, appraisals, negotiations, relocation, clearance & pty. mgt. Data entry too costly in time and data maintenance to be worth effort.
ND	No assessment provided	Milestone Committee schedules & monitors deadlines. Reports tasks of all DOT functions, with act. and projected complete.
NJ	Did not meet expectations	Primavera software for scheduling. Identifies critical path activities. Expected more realistic schedules, but often not the case.
OK	2--3 months cut in ROW & utility clearance	Law change permits consultant to administer ROW clearance. Issue work orders to utilities based on anticipated legal entry. Project status person advises as to time needed on projects. Expect to improve cost per mile estimates (very preliminary).
PA	No assessment yet	Started using Welcom software to schedule. Considerations: workload; need to track concurrent development of > projects.
RI	Other sections need to be involved	Expect to organize entire ROW process; seamless interface with various components. Plans, titles, appraisal/appraisal review, relocation, & property management involved.
SC	No effect on delivery time	Practice not defined. Helped to some extent on project management but no impact on delivery time.
UT	Quality product delivered on time and in budget	Program management system implemented. Enabled to determine how many projects could be completed in 5 years. Considerations are scope, schedule, and budget. Approach works well.
VA	Verdict not in yet	Expected equal emphasis on all project development stages as to schedule & quality. Develop multidisciplinary activities, rather than linear. Important considerations are scope, complexity of work, funding, public acceptance, or demand. Not sufficient control in early disc. areas.
WA	Not implemented yet	"REACT" report indicates opportunities to run more activities in parallel, instead of sequential.

TABLE 8

EARLY PROJECT DEVELOPMENT PRACTICES BY RIGHT-OF-WAY (SURVEY QUESTIONS IV 3f, 3g, 3h)

State	Existing Land-Use Considerations	Preliminary Evaluation of Corridors by ROW	Use of Corridor Preservation
AL	None	None	None
AZ	None	None	Red letter process developed bet. Local agencies and ADOT are successful for corridor preservation
AK	1. Identify potential tracts for early handling. 2. Residential relocation identified for early acquisition. 3. Potential environmental problems identified	1. ROW attends field inspections & early design mtgs. 2. Evaluate existing land uses, identify potential displacees, locate utility problem areas and investigate environ. concerns, such as USTs	None
CA	None	None	ROW works with Planning to preserve corridors: donations, dedications, transportation impact mitigation, & advance purchase
CO	None	None	Use advance purchase when can
CT	None	None	Legislative act authorized preservation of one specific corridor
DE	None	None	Planning function. May be done under corridor management (approved corridor), or advance acquisition (pending project)
FL	Heavily developed comm. or res. areas requiring relocation must be considered in the ROW project schedule	Project areas evaluated during project development for community impacts, environmental impacts, and cost	Maps of Reservation, filed in public records, establish mandatory building setback. State Supreme Court found this unconstitutional. Now exclusively use advance acquisition. Local governments can use comprehensive planning, but FDOT must not recommend action that could constitute an unlawful regulatory taking
GA	None	Cost studies on project alignment mostly for cost estimates rather than project development	Protective purchase when development affects corridors
ID	None	None	None

TABLE 8 (Continued)

State	Existing Land-Use Considerations	Preliminary Evaluation of Corridors by ROW	Use of Corridor Preservation
IL	None	None	None
IA	None	"Can Do" project development process provides relocation planning during evaluation of alignments	Hardship and protective buying
KS	Yes , in relation to access corridor management	Design, Legal, Access	Contact with local government for specialized purchase
KY	None	None	Advance protective acquisition of parcels
MI			ROW fund specifically used for corridor preservation activities
MN	Existing land uses and highest and best use are evaluated to develop project schedules	The valuation section <i>could</i> provide valuable input prior to conceptual project	MnDot has been involved on a department level
MS	Land use is prioritized for project development: industrial develop, disaster escape, gaming, bridges	Land use is prioritized for project development, disaster evacuation, gaming access, bridges	Corridor preservation not used now due to management decision based on cost
MO	None	None	Hardship and protective purchase
NC	None	None	Corridor Map Protection law. Once corridor map is filed, NCDOT has 3 years after a building permit request to purchase property
ND	None	Try to avoid historic sites & buildings and contaminated properties	None - ND has no need to preserve corridors for pending projects
NE	None	None	None
NV	Now proceeding with acq. of mobile home park before design is complete. Property is a total take in all alignments considered. Department is renting vacated units to prevent subsequent displacements and protect owner income	Most developed area attempted for acquisition due to relocation strategy, then developing commercial sites	Advance acquisition. ROW corridors shown on planning maps

TABLE 8 (Continued)

State	Existing Land-Use Considerations	Preliminary Evaluation of Corridors by ROW	Use of Corridor Preservation
NJ	Absolutely. Design has become more and more sensitive to ROW impacts and effect on scheduling	None	Not aggressively pursued. Advance acq. are undertaken sporadically based on circumstances
NY	None	None	None
OH	None	Relocation & environmental studies evaluate project areas. In some districts ROW & utility staffs do field reviews at preliminary development prescoping	Journalize centerline and do advance acquisition if environmental documents far enough advanced
OK	Tribal land---get an acquisition commitment, then design within corridor	None	Recently purchased corridor, new rural alignment, prior to plan submittal, to forestall housing development
PA	None	None	None
RI	None	Drive-by inspection, preliminary field work for effects on properties and businesses	Access management program is being developed within department
SC	None--except that urban projects require longer acquisition times	None	Advance acquisition
SD	None	None	None
TN	None	None	None
UT	None	Involve the entire project management team including ROW, environment, engineering, planning, PR	UDOT has developed a comprehensive corridor preservation program and is developing an access management program
VA	None	Corridor studies on major projects, existing land use, comprehensive development plan for area, historic, cultural , environmental properties	Protective purchases in limited situations.
WA	Acquire parcels to preclude development	Preliminary appraiser's cost estimates share wealth of information with project team	Protective purchases using dedicated fund
WI	None	None	Advance acquisition, parcel-by-parcel basis

TABLE 9

RIGHT-OF-WAY DELIVERY TECHNIQUES—MOST AND LEAST EFFECTIVE (SURVEY QUESTIONS IV-4, IV-5, IV-6, and IV-7)

State	Practices <b>Most Effective</b> in Reducing ROW Acquisition Delivery Time	Three Techniques <b>Most Effective</b> in Reducing ROW Acquisition	Three Techniques <b>Most Effective</b> in Reducing ROW Delivery Time	Three Techniques <b>Least Effective</b> in Reducing ROW Delivery Time
AL	None	None	None	None
AR	1. Design determines ROW at earliest possible time; 2. Appraisal waivers; 3. Expanded admin. settlements; 4. Acq. relocatees early	1. Single agent for appraisal/acquisition on low-value tracts; 2. Early involvement in project design; 3. Appraisal waiver	1. Reduce relocatees in design; 2. Use abbreviated plans & easement deeds on arterials. Single agent appraise/acquire	1. Accelerating ROW out of sequence with other project activities; 2. ROW set without all design elements; 3. Reliance of preliminary plans and ownership information
AZ	Project coordinators that monitor and orchestrate all ROW activities	1. Design set ROW limits early and don't change; 2. Acquisition total takes prior to design completion; 3. Employ knowledgeable proactive project coordinators	1. Prompt acquisition to avoid project-enhanced values; 2. Use admin. settlements; 3. Recognize special benefits before and after legislation	1. Consultant usage; 2. ROW process starts after design finished; 3. Mediation
CA	1. Single agent appraisal/acquisition; 2. One call agent; 3. ROW project delivery team	None (see right)	Interdisciplinary multiskilled teams empowered with authority and responsibility to deliver ROW project at the right time	Implementing a ROW database system
CO	1. Communicate across organizational boundaries; 2. Proactive in developing ROW schedules	1. Communication within ROW unit; 2. Setting up systems (filing, processes, etc.); 3. Tracking?	(See left)	Listening to how it used to be done
CT	1. Monthly meetings in ROW to solidify schedules; 2. Offers by mail; 3. Effective schedule management	1. Participation in project planning; 2. Design/ROW meetings that identify project impacts	1. Reduction of appraisal reviews; 2. Offers by mail; 3. Effective schedule management	1. Allowing LPAs to acquire ROW; 2. Use of consultants
DE	None	1. Project work teams; 2. Field scoping meetings; 3. ROW plan research & technical review included as ROW responsibility	None	1. Insufficient lead time; 2. Bad plans; 3. Plan research and technical review outside ROW
FL	None	1. Early ROW input into alignment selection & conceptual design; 2. Close coordination between ROW & design; 3. Coordination with LPAs to provide waivers to land-use requirements on remainders	1. Aggressive schedule management; 2. Appraisal waivers on low-value parcels; 3. Coordination with courts to assure docket scheduling on Orders of Taking	1. Beginning ROW acquisition too early in design process; 2. Overly aggressive schedules do not allow time to properly complete ROW activity
GA	1. Closing without releases on parcels <\$5,000; 2. Reducing paperwork, such as not requiring inventories of every item moved	1. Negotiations based on estimates for low value; 2. Negotiation for services on parcels <\$10,000; 3. Waiver of appraisal experience and consultants	1. ROW managers attend design final plan review; 2. Waiver of releases; 3. Consultant reviews appraisers	1. Consultant turnkey acquisition contracts did not work for us; 2. Administrative settlements too close to project deadline causes delays in letting dates for rescheduled closings
IA	1. Early acquisition of relocation parcels; 2. Up-to-date manuals; 3. Early identifying sensitive, personal, & emotional issues of owners; 3. Not using federal funds in ROW	ROW involvement in early project development	1. Administrative settlements; 2. Value estimates raised from \$2,500 to \$10,000; 3. Hardship & protective buying	None

TABLE 9 (Continued)

State	Practices <u>Most</u> Effective in Reducing ROW Acquisition Delivery Time	Three Techniques <u>Most</u> Effective in Reducing ROW Acquisition	Three Techniques <u>Most</u> Effective in Reducing ROW Delivery Time	Three Techniques <u>Least</u> Effective in Reducing ROW Delivery Time
ID	None	Early ROW involvement during initial project development	Notification and scheduling	None
IL	1. Appraisal waiver; 2. No meeting releases for parcels <\$2,500; 3. Develop ROW project timeline; 4. Raise limit for AG title appr. to \$10,000	(See items at left)	Offers by mail	None
KS	1. Close out meetings on parcels not settled before to legal; 2. Increase admin. settlement authority to agents to \$5,000; 3. Waive meeting releases; 3. Info. letter to owners before agent calls	Group approach rather than individual approach (used once)	(See items at left)	Use of consultants
KY	None	None	None	None
MI	Multifunctional team	1. Appraisal waivers; 2. Liberal advance acquisitions	Acquisition without plans	None
MN	1. Effective use of appraiser consultants; 2. Use of MDA procedure by staff; 3. Work map process will benefit compensation and efficiency	Minimum damage assessment process to \$10,000; less complex appraisal	1. Effective staff training & consultants; 2. Risk assessment in lieu of design study; 3. Good communications with owners; 4. Hire staff attorneys (40 to do title search rather than contracting out title opinions)	1. Design changes; 2. Political decisions; 3. Too many meetings without goals, decisions; 4. Use of fee appraisers
MO	Increased use of ROW consultants to offset workloads of MODOT staff	None	None	None
MS	Contract map and deed production phase to an engineer/survey company. Select project design firm when possible---they have data	Contracting the acquisition phase of ROW function	(See at right)	1. Parcel tracking; 2. Relocations; 3. Eminent domain proceedings lack use of PC for title abstracting and GIS; 4. Lack of balanced effort among disciplines
NC	Advance acquisition of total takes prior to ROW authorization	ROW field inspection with design and construction staff prior to ROW authorization	1. Expanded admin. authority to field staff; 2. ROW claim report use to \$10,000; 3. Waiver of title opinions to \$25,000; 4. Waiver of deed of trust release to \$10,000	None
ND	1. Use ROW agents to get last owner title info on temp. parcels; 2. Solicit donations or minimal values; 3. Pay referencing costs based on schedule; 4. Use single agent appraisal/acquisition for <\$5,000	1. Work with design early on ROW impacts & costs; 2. ROW represented at preliminary location & field reviews to minimize or eliminate some acquisition; 3. Establish early rapport with owners & other agencies	1. Donations; 2. Minimum payments; 3. Single agent appraisal/negotiation under \$5,000	Use of consultants

TABLE 9 (Continued)

State	Practices <b>Most Effective</b> in Reducing ROW Acquisition Delivery Time	Three Techniques <b>Most Effective</b> in Reducing ROW Acquisition	Three Techniques <b>Most Effective</b> in Reducing ROW Delivery Time	Three Techniques <b>Least Effective</b> in Reducing ROW Delivery Time
NE	None	1. Appropriate public involvement; 2. Proper design; 3. Good appraisals	(See right)	1. Last minute design changes; 2. Poor appraisals
NJ	1. Appraisal waiver to \$10,000; 2. Admin. settlements; 3. Eliminate unnecessary oversight in appraisal/negotiations	1. Early ROW involvement in scoping process; 2. Flexibility to design around complex properties	Implementation of a team concept in ROW	1. Failure to secure cost to cure reports when need is unclear; 2. Attempt to streamline relocation procedures
NV	None	1. Provide retention walls rather than slopes; 2. Reduce noise contours; 3. Value engineering	1. Empowering management; 2. Work with consultants that have one mission and not multitasking at office	None
NY	None	1. Take line meetings; 2. Feedback from owners; 3. Good coordination with design and planning; 4. Use of email and fax where applicable; 5. Use one agent concept	1. Mail offers; 2. Pre-approve appraisers; 3. Deposit procedure	1. Central office reviews and approvals; 2. Continual design and mapping changes; 3. Closing requirements for minimum claims
OH	1. Use ROW consultants to augment staff; 2. Use administrative review process to effect settlements and keep out of court	1. Appraisal waiver; 2. Authorize field staff to make admin. settlement; 3. Early acquisition of total takes	1. Early utility involvement; 2. Public awareness activity. We hold public impact meetings in districts; 3. Gain company pre-approval of all legal descriptions	Attempting to advance the ROW clear date on complex projects
OK	Buying total takes in advance of final plan submittal to meet deadline on job where plans did not yet show the total take redesign	1. Value engineering; 2. Scoping; 3. Identification of environmental problems	1. Consultant contract facilitators in each area of ROW Division; 2. Total takes; 3. Rights of entry; 4. Liberal admin. settlements	1. Late plan submittal to ROW; 2. Incomplete submittals; 3. Outdated surveys
PA	1. Use of ROW acquisition consultants; 2. Use of appraisal waiver option; 3. Control of ROW clearance statements allowed by exemption agreement	None	(See first column)	1. Requirement to have ROD prior to starting ROW acquisition; 2. Inability to effectively preserve corridors
RI	1. Review of plans prior to ?; 2. Appraisal waiver; 3. Offers by mail	(See right)	(See right)	Receipt of plans too early in process
SC	Use of ROW consultants to handle additional duties beyond the typical acquisition, relocation, and appraisal functions	None	1. Appraisal waiver; 2. Waiver of appraisal review; 3. Acceptance of business risks of not clearing all interests in property; 3. One agent for acquisition and relocation	1. Scheduling new accounting system; 2. Revise procedure for ROW payments
SD	None	None	1. Owner meetings prior to final design to consider concerns in final plan development; 2. Hold close out conference with legal, design, ROW prior to agent making final negotiated contact	None



TABLE 9 (Continued)

State	Practices <u>Most</u> Effective in Reducing ROW Acquisition Delivery Time	Three Techniques <u>Most</u> Effective in Reducing ROW Acquisition	Three Techniques <u>Most</u> Effective in Reducing ROW Delivery Time	Three Techniques <u>Least</u> Effective in Reducing ROW Delivery Time
TN	1. Centralize state, federal, and railroad acquisitions; 2. Reduction in appraisal guidelines	None	1. Utilizing consultants; 2. Authorize regional offices to approve admin. settlements; 3. Raise appraisal waiver to \$5,000	Utility adjustments, low bid
UT	1. UDOT has completed time motion studies for each element of ROW acquisition; 2. Use contractors extensively (but not turnkey)	1. Use of contract employees; 2. Binding appraisal contracts, mediation, arbitration, administrative settlements	1. Project management system; 2. Program management system	Public involvement---trade-off between time and customer satisfaction
VA	Less demanding appraisal reports and more flexibility in negotiations	ROW involvement in project location and design studies to assess property impacts	1. Team concept with consultant contracts; 2. Appraisal contracts for more complex projects; 3. ROW involvement in preliminary design and project development	None
WA	REACT report contains nine recommendations to simplify process and apply risk management to expedite decisions	1. Early involvement of ROW staff, to reduce acquisitions of sliver tracts; 2. Total takes where remainders are heavily damaged	1. Appraisal waivers to \$10,000 (about 50% of parcels acquired); 2. Have used joint statewide staff meetings for a couple of disciplines at a time to share approaches and concerns. This has broadened understanding and made staff more effective	None
WI	None	ROW information carefully collected in the project scoping phase of the process	"Blitz" procedure on nominal or simple projects (group presentation of acquisition process followed by individual meetings with negotiators)	Design performed before RE issues have been at least partially addressed