

# “Issues During Challenging Economic Times”



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Colorado Department of Transportation (CDOT)  
Acquisitions and Program Management – Issues During Challenging Economic Times



2012 AASHTO Subcommittee on Right of Way and Utilities Conference

Marriott Waterfront Hotel – Portland, Oregon  
April 29 to May 3, 2012



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# Lean – Colorado Governor's Initiative

The Governor of Colorado promotes delivery of government services in an Effective, Efficient and Elegant manner. All Colorado State agencies are encouraged to use Lean practices:

- Lean is the alignment of value-creating actions in the best sequence, conducting these activities effectively, without interruption.
- Lean focuses on improvements relate to best safety, highest quality, shortest lead time, lowest cost and highest employee morale.
- Lean seeks to eliminate waste and the proper allocation of resources.
- As training and use of Lean is being rolled out, many areas have been found that would benefit from Lean, as well as areas with Lean concepts previously or actively, but informally, in use.



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# Funding

While experiencing general funding decreases, CDOT seeks to right-size the project priorities to available funds, by quickly shifting priorities to effectively utilize available funds within appropriate timeframes.

- American Recovery & Reinvestment Act (ARRA) stimulus funds have driven a good volume of fast paced projects at both the State and Local levels.
- Concentration on effective efficient use of available funds, “the best bang for the buck”.
- Bridge Enterprise / FASTER – Funding stream to address aging bridge infrastructure.
- Acquiring ROW, placing the project “on the shelf” then quickly moving forward with construction upon availability, or allocation, of funds.
- Every Day Counts (EDC) initiatives have been utilized in effort to deliver ROW clearance to meet the demands of project timelines.



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# Hiring Freeze / Staffing

CDOT has been under a hiring freeze for about the last four years, while having experienced a number of retirements and general employment terminations.

- At the time that the hiring freeze began, ROW was understaffed, considering project demands
- As funding decreased, project demands better matched the level of staffing, although CDOT remains to be understaffed
- Workload balancing –Workload varies in all of the Region offices so the Regions share resources as necessary to match project demands.
- Outsourcing Acquisition and/or Relocation Services has been minimal, this is a result of maximizing the appropriate allocation of internal resources
- Despite a loss of institutional knowledge through attrition, current staff are becoming subject matter experts.



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# Every Day Counts (EDC)

CDOT has actively pursued increased program flexibility through the use of the Six ROW Initiatives in FHWA's EDC initiative.



- Functional Replacement
- Conflict of Interests (Appraiser-Negotiator)
- Waiver Valuations
- Conditional Right of Way Certification
- Incentive Payment
- Right of Entry for Federal Land Transfer



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# Legislative

CDOT initiated a Bill in State Legislature to increase the State statutory limit for reimbursement of business reestablishment costs.

The proposal was to increase the Reestablishment limit in Colorado from \$10,000 to \$50,000



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# CDOT Residential Loan

CDOT recently experienced, for the first time in its known history, the need to consider and extend agency financing to a residential displacee.



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# Utilization of Technology

In an environment of reduced staffing and encouraged reduction in travel, CDOT Right of Way is taking action in the utilization of technology to maintain integrity and increase efficiencies.

- Electronic Archiving and Indexed Retrieval of Records using ProjectWise
- Google Email/Docs/Calendar for Statewide Consistency and Portability
- Collaborative Document Editing/Review using Track Changes and/or SharePoint
- Video/Phone/Network Conferencing
- Electronic Transfer of Materials for Review, Approval and Processing Requests
- Use of Internal and External mapping and imaging Software/Resources



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# Outreach Efforts

CDOT continues to develop materials and staff abilities to reach out to the Local Public Agency and Consultant communities with the focus on how to do business with CDOT, with the goal of providing information that will result in effective communications and operations. Some efforts include, but are not limited to the following:

- NHI/FHWA/CDOT LPA Training
- Appraisal Outreach, Reference Materials and Training
- Appraiser Qualification/Approval Process Enhancements
- Acquisition/Relocation Consultant Outreach, Reference Materials and Training
- Acquisition/Relocation Consultant Qualification/Approval Process Enhancements



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# CDOT ROW Tracking, Performance and Trends

See Handout, reference and discussion of the FHWA Annual ROW Audit Report for CDOT Fiscal Year 2011.

- ROW Plan Authorization
- ROW Customer Service Survey
- ROW Clearances / Conditional Clearances
- Condemnations
- Relocation Appeals



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# Thank You



# Questions?



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