ARROW*  
*Achieving Results in Right Of Way

Bob Cunningham
DeIDOT
WHY ARROW*

• 20+ years of controversy
20 YEARS AGO

A NEWS JOURNAL INVESTIGATION

DeIDOT wastes millions on land

For more than three decades, Delaware’s highway department has been on a buying spree. With almost no oversight, it has quietly amassed an array of surplus property that costs state taxpayers tens of millions of dollars.

DeIDOT has been criticized for buying land at inflated prices, running out of money, and then selling it at below-market rates.

Land Lords

DeIDOT has amassed a fortune in property that has left the agency with a large cache of valuable properties. The inventory includes:

1. A sprawling complex of warehouses and offices that could be used for a variety of purposes.
2. A former airport terminal that could be repurposed for commercial use.
3. A tract of land that could be developed for industrial use.

Specialists have evaluated the properties and found that they could bring in millions of dollars if sold at the right price.

Panel Calls for Probe of DeIDOT

Lawmakers want an investigation into the agency's financial practices.

Clean sweep needed to straighten DeIDOT real estate dealings

A recent audit found that the agency had spent millions on land that was not needed or was not being used efficiently.

Clean up the mess and provide transparency, lawmakers said.

2017 ROWUOAC Conference
8 YEARS AGO

Report to Governor Jack A. Markell
Regarding the U.S. 113 North-South
Project and Property Reservation
Agreements Entered Into By The
Delaware Department of Transportation

The
Chief of Staff
Office of the Governor

January 7, 2010
• News report of a May 2012 real estate deal

• News article implies DelDOT ripped off one owner and paid off big developer. Repeated previous issues.
END RESULT

• NO PERMANENT LEADERSHIP FOR OVER 2 YEARS
• TOTAL MORALE DECLINE
• LACK OF INITIATIVE
• JUSTIFIABLE PARANOIA
• TAKE NO CHANCES
MAYBE NOT
REAL PROBLEMS

- NEED TO ADAPT TO A CHANGING WORLD
- NEED TO RAPIDLY RESPOND TO CHALLENGES
- NEED TO MEMORIALIZE WORK PROCEDURES
- NEED TO INCLUDE A DIVERSE AND CHANGING WORK FORCE WITH DIFFERING MOTIVATIONS
- NEED TO WORK AS A TEAM ACROSS SECTION AND DIVISION LINES
POSSIBLE SOLUTIONS
OR MAYBE

KUMBAYA
HOW ABOUT?
ENTER PROJECT ARROW

• CREATE DETAILED WORK GUIDES CHAMPIONED BY NON-SUPERVISORY STAFF
• INVOLVE ALL STAFF IN CHANGE
• REVISE JOB STANDARDS TO THE RIGHT LEVEL
• CELEBRATE SUCCESS, LEARN FROM FAILURES
• REACH ACROSS SECTION/DIVISION LINES FOR SOLUTIONS
• NEVER STOP CREATING
PHASE ONE

CREATE A DETAILED REAL ESTATE WORK GUIDE

1. 6 ARROW TEAMS OF 3-5 STAFF MEMBERS
2. LED BY SENIOR AGENTS
3. MANAGER IS NOT A MEMBER OF THE TEAM AND DOES NOT ATTEND TEAM MEETINGS
4. ESTABLISH A FORMAL MEETING SCHEDULE OF A MINIMUM OF TWICE PER MONTH
5. LEAD AGENT MEETS WITH SECTION MANAGER MONTHLY TO REPORT PROGRESS
AIMING COMMITTEE

• MADE UP OF ALL TEAM LEADS, PLUS 5 MANAGERS AND CHIEF OF ROW

• COMMITTEE REVIEWS ALL WORK GUIDES AND HAS FINAL APPROVAL

• MONTHLY MEETINGS

• CONSENSUS REQUIRED FOR ALL CHANGES

• CONTINUE TO MEET AFTER THE GUIDE IS PUBLISHED
IMPLEMENTATION

1. First meeting by October 2016
2. Written report due November 10
3. Minimum of 6 meetings should be scheduled
4. First Draft report to the Aiming Committee by February 3, 2017
5. Final Draft from Aiming Committee to Chief of ROW by February 15, 2017

ROW will “publish” the Guide by March 1, 2017
PHASE 2 and 3

**Internal Change**
- Formal cross training for all new hires.
- Monthly Team Building Events
- Involve more staff in decision making
- Start work on Engineering Guides

**External Change**
- Recommend changes to job Specifications in RE
- New database for RE
- Kickoff meetings for all large projects
- More involvement in AASHTO, IRWA, ASHE, TRB
INITIAL RESULTS

• **3.1.F.2 - Condemnation action to invoke eminent domain – Negotiations at an impasse**

A. A recommendation to condemn a parcel shall be initiated by the negotiating Real Estate Representative by submitting, in writing, a recommendation to his or her District Real Estate Manager when in the opinion of the negotiating Real Estate Representative that negotiations to acquire a property interest needed for an active transportation project are at an impasse.

B. The District Real Estate Manager shall review the recommendation, make a personal contact with the property owner to try and resolve the matter. If the matter cannot be resolved, the District Real Estate Manager shall initiate the condemnation approval process as described in **3.1.F.2(a)**.
INITIAL RESULTS

• **Impasse with Property Owner – Condemnation**

• When at an impasse with the property owner, the Right-of-Way Agent shall:
  - Explain to the property owner his or her rights under the law of Eminent Domain.
  - Notify the SARM in writing when you have reached an impasse with the property owner has occurred.

• **NOTE:** Document the impasse in the negotiation records.
ARROW* GOALS

1. CREATE A DYNAMIC, ENGAGED AND RESPONSIVE ROW WORKFORCE

2. DEVELOP SECTION WORK GUIDES WHICH REFLECTS THE ACTUAL WAY WE DO BUSINESS

3. USE INNOVATION TO CONTINUALLY IMPROVE

4. FULLY INTEGRATE ALL SECTIONS OF ROW INTO A COHESIVE UNIT

5. ESTABLISH SYNERGISTIC RELATIONSHIPS WITH OTHER DELDOT UNITS

2017 ROWUOAC Conference