

FRA – FTA Multimodal Harmonization Work Group

Standard Operating Procedure – Administration of Multimodal-Funded Projects

- 1. PURPOSE. This Standard Operating Procedure (SOP) is applicable to all joint rail and transit projects funded in part by both the Federal Railroad Administration (FRA) and the Federal Transit Administration (FTA) federal assistance programs (Multimodal-Funded Projects). This SOP incorporates provisions of the Infrastructure Investment and Jobs Act of 2021 and relies on the most current regulations and guidance regarding federal railroad and federal public transportation program oversight as of the date of publication.
- 2. AUTHORITY.
- a. Federal Rail Laws, codified at 49 U.S.C. Subtitle V.
- b. Federal Transit Laws, codified at 49 U.S.C. Chapter 53.
- 3. WAIVER. FRA and FTA reserve the right to waive any provision of this SOP to the extent permitted by federal law or regulation.
- 4. AMENDMENTS TO THE SOP. FRA and FTA reserve the right to update this SOP to reflect changes in other revised or new guidance and regulations.
- 5. ACCESSIBLE FORMATS. This document is available in accessible formats upon request. To obtain paper copies of this SOP as well as information regarding these accessible formats, telephone FTA's Administrative Services Help Desk, at 202–366–4865. Individuals with hearing impairments may contact the Federal Relay Service at 1–800–877–8339 for assistance with the call.

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TABLE OF CONTENTS

SECTION 1: Real Property Acquisition Oversight	(1)
Section 1 outlines the process, roles, and responsibilities of FRA and FTA Property acquired for Multimodal-Funded Major Capital Projects to corelocations of displaced persons comply with the Uniform Relocation Assis as amended (Uniform Act), 42 U.S.C. § 4601 et seq., and its implementing	onfirm that Real Property acquisitions and the stance and Real Property Acquisition Act of 1970,
SECTION 2: To Be Determined	(TRD)

Section 1: Real Property Acquisition Oversight

1. Purpose

Section 1 of the Joint Rail and Transit Standard Operating Procedure (SOP) outlines the process, roles, and responsibilities of the Federal Railroad Administration (FRA) and the Federal Transit Administration (FTA) (FRA and FTA may be referred to independently as a Federal Agency) in carrying out reviews of documentation of Real Property¹ acquired by Project Sponsors of Multimodal-Funded Major Capital Projects to confirm that Real Property acquisitions and the relocation of displaced persons comply with the Uniform Relocation Assistance and Real Property Acquisition Act of 1970, as amended (Uniform Act), 42 U.S.C. § 4601 et seq., and its implementing regulations at 49 CFR Part 24.

The FRA and the FTA developed the following standard procedures to provide direction and guidance to agency staff who are managing the Real Property acquisition process for Multimodal-Funded Major Capital Projects. The procedures contained herein are intended to supplement existing resources, such as FRA and FTA regulations, circulars, grant agreements, and other various guidance documents, but do not establish any new requirements for Recipients.² In general, Project Sponsors for Multimodal-Funded Major Capital Projects are currently required to develop Real Property Acquisition and Management Plans (RAMPs) and are subject to reviews of acquisitions undertaken that examine compliance. This SOP harmonizes FTA and FRA reviews of the RAMP as well as reviews of Real Property acquisitions.

2. Applicability/Scope

2.1 This SOP outlines Federal agency staff roles and responsibilities in managing the Real Property acquisition review process, as well as appropriate actions, tasks, and timelines for Recipients of Federal funding. FRA and FTA Recipients will benefit from a coordinated policy regarding Uniform Act compliance oversight for Multimodal-Funded Major Capital Projects to simplify processes and eliminate duplicative agency-specific requirements.

2.2 Either FRA or FTA will conduct a risk-based oversight program of Real Property acquisition file reviews for each Multimodal-Funded Major Capital Project to confirm project compliance with the Uniform Act. This SOP outlines the process by which FRA and FTA will coordinate with Recipients to develop a project RAMP document, to develop a scope and schedule of Real Property acquisition file reviews, to conduct Real Property acquisition file reviews, to share information, to address violations of the Uniform Act, and to provide assurance to each Federal Agency that activities associated with the acquisition of Real Property or the relocation of displaced persons associated with a Multimodal-Funded Major Capital Project comply with

¹ Capitalized terms are defined in Section 3, below.

² All acquisitions are subject to the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR Part 200) and other Federal laws and regulations, and the user of this SOP should consult other resources to determine their applicability. For example, for in-kind contributions of land, consult with 2 CFR Part 200 or other applicable Federal requirements to appropriately value the property.

the Uniform Act.

2.3 Nothing in this SOP should be interpreted to abrogate the obligations or responsibilities of FRA, FTA, or any Recipient. Compliance with provisions of this SOP will always be subordinate to federal law and regulations. The contents of this SOP do not have the force and effect of law and are not meant to bind recipients. Should the Lead Project Sponsor not proceed with real property acquisition under the requirements of the SOP, then the Multimodal-Funded Major Capital Project will comply with all FRA and FTA real property acquisition requirements independent and exclusive of this SOP.

3. Definitions

The following terms are defined for the implementation of this SOP.

- **3.1 Cognizant Federal Agency**: Consistent with 49 CFR 24.6, the Federal Agency responsible for coordinating and establishing expectations with the Project Sponsor, conducting various real property acquisition planning and real property acquisition parcel file reviews, and ensuring overall project compliance with the Uniform Act.
- **3.2 Multimodal-Funded Major Capital Project**: A single project that involves the construction, expansion, rehabilitation, or modernization of a transportation system: (1) that has a total project cost of \$300 million or more;³ (2) in which the Project Sponsor anticipates receiving Federal funds of \$100 million or more; and (3) towards which both FRA and FTA will provide or potentially will provide assistance.⁴ A project can also be considered a Multimodal-Funded Major Capital Project if either the FRA or FTA Administrator determines it to be a Multimodal-Funded Major Capital Project.
- 3.3 Contributing Federal Agency. The Federal Agency that is not the Cognizant Federal Agency. The

FTA defines Major Capital Projects as: A project that involves the construction, expansion, rehabilitation, or modernization of a transportation system that has a total project cost of \$300 million or more, and in which the project sponsor anticipates receiving Federal funds of \$100 million or more. A major capital project is a project that is not exclusively for the acquisition, maintenance, or rehabilitation of vehicles or other rolling stock. A project can also be considered a major capital project if either the FRA or FTA Administrator determines it to be a major capital project because project management oversight under 49 CFR Part 633 will benefit the Federal government or the recipient, and the project is not exclusively for the acquisition, maintenance, or rehabilitation of rolling stock or other vehicles.

For purposes of this SOP, FTA and FRA have adopted a broader definition that encompasses FRA's definition of Major Projects and FTA's definition of Major Capital Projects.

³ FRA defines Major Projects as: A capital project with a Capital Cost Estimate equal to or greater than \$500 million and with at least \$100 million in federal assistance to improve railroad safety, efficiency, or reliability; improve capacity and mitigate passenger or freight rail congestion; enhance multi-modal connections; or improve or establish intercity passenger or freight rail transportation; or a capital project that FRA determines to be a Major Project. FRA considers the complexity of a project and how additional procedures for project development and management will benefit the agency or the Project Sponsor.

⁴ FRA and FTA potentially will provide financial assistance when project sponsors have indicated via communication or other documentation (e.g., project agreement or financial plan) that they would seek funding from FRA and FTA or when there is otherwise a reasonable expectation of funding by FRA and FTA.

Contributing Federal Agency will be involved throughout the process and may provide supporting reviews and recommendations. The Contributing Federal Agency will monitor findings of reviews undertaken by the Cognizant Federal Agency to provide input consistent with this SOP.

- **3.4 Project Partner**: A state or local agency, or private entity, that is not the Project Sponsor, but will contribute or has contributed resources to the project. Resources include financial, force account, materials, in-kind contributions, or any other contributions that further the project.
- **3.5 Recipient**: A direct recipient of Federal financial assistance.
- **3.6 Project Sponsor**: The entity responsible for developing, planning, and constructing a Major Capital Project, and that may also be seeking or receiving Federal financial assistance.
- **3.7** Real Property: Any interest in land, including anything permanently affixed to the land, such as buildings, fences, and those things attached to the buildings that, if removed, would deface the structure or integrality of the building, such as plumbing, heating fixtures, etc. Real Property includes less-than-full-fee interests covered by 49 CFR 24.101(c).
- **3.8 Real Property Acquisition and Management Plan (RAMP)**: A RAMP is a real property acquisition planning document. The purpose of a RAMP is to guide the assessment of real property acquisition goals and prescribe the methodology for real property acquisition and relocation assistance activities for Major Capital Projects. A RAMP includes, but is not limited to, a description of real property to be acquired for the project; real property planning, budgeting, scheduling, tracking, and reporting documents; discussion of any existing contaminated property; and a summary of potential third-party agreements necessary for the acquisition of Real Property. See Appendix 1: Model for Development of a RAMP.

4. Standard Procedures

- **4.1 Cognizant Federal Agency Identification.** FRA and FTA will select a Cognizant Federal Agency for each Multimodal-Funded Major Capital Project and will initiate and conduct a program of parcel file reviews consistent with this SOP.
 - 4.1.1 FRA and FTA will select a Cognizant Federal Agency based on the following considerations: FRA and FTA's relative funding levels; whether the Multimodal-Funded Major Capital Project is funded, or likely to be funded, through the Capital Investment Grants Program; ownership and operations of infrastructure; which entity manages the major contracts of a project; relationship the project has with other FRA or FTA projects; applicability of the FRA mortgage to the parcel(s) acquired; the lead Federal Agency for the environmental review process; and other relevant factor(s). This selection will be made on behalf of FRA and FTA by Director-level staff members.
 - 4.1.2 In the event FRA and FTA cannot agree on a Cognizant Federal Agency, then FRA and FTA will calculate the funding split using the supporting documentation (e.g., financial plan and detailed budget) contained in the first application for Federal funding received by either Federal Agency. The Federal Agency with the most funding in the Multimodal-Funded Major Capital Project's application will be the Cognizant Federal Agency.

- 4.1.3 FRA and FTA will document the identification of the Cognizant Federal Agency in writing.⁵
- 4.1.4 FRA and FTA will identify the Cognizant Federal Agency as expeditiously as possible. This should occur as soon as possible after the Lead Federal Agency (as that term is defined in 23 U.S.C. § 139) receives a Project Sponsor's request to initiate an environmental review pursuant to the National Environmental Policy Act (NEPA), and prior to the completion of the NEPA decision or finding for the Multimodal-Funded Major Capital Project.
- **4.2 Lead Project Sponsor Identification.** If there is more than one Project Sponsor, and if the Project Sponsors have not identified a Lead Project Sponsor, then the Project Sponsor that is, or is likely to be, the Recipient of the most Federal funds from FRA and FTA will be the Lead Project Sponsor.
 - 4.2.1 The Lead Project Sponsor is required by current guidance to develop, issue, and update the project RAMP in coordination with other Project Partners.
 - 4.2.2 The Lead Project Sponsor is required by current guidance to coordinate with other Recipients and relevant Project Partners to maintain and ensure that the Cognizant Federal Agency and the Contributing Federal Agency receive all the information, documents, and correspondence necessary to demonstrate compliance with the Uniform Act and all requirements in this SOP.
- **4.3 Real Property Acquisition and Management Plan (RAMP).** The Cognizant Federal Agency will direct the Lead Project Sponsor to develop a draft RAMP as expeditiously as possible. The RAMP will be consistent with the minimum requirements contained in Appendix 1, unless otherwise directed by the Cognizant Federal Agency. The RAMP will guide Real Property acquisition for the Multimodal-Funded Major Capital Project, and it will inform decisions related to the scope and schedule of the Cognizant Federal Agency's program of post-acquisition file reviews. Though a RAMP may be developed in advance of a NEPA decision, the draft RAMP will not be approved until the Lead Federal Agency (as that term is defined in 23 U.S.C. § 139) has issued a NEPA finding or decision document.
 - 4.3.1 The Cognizant Federal Agency will provide the Contributing Federal Agency with a reasonable opportunity to review the draft RAMP and provide comments and suggested improvements. The Contributing Federal Agency may provide relevant advice or support to the Cognizant Federal Agency with respect to RAMP development or requirements identification. The Cognizant Federal Agency will transmit comments submitted by the Contributing Federal Agency to the Lead Project Sponsor to address.
 - 4.3.2 The Cognizant Federal Agency will ensure that the Lead Project Sponsor clearly documents and details the technical capacity and prior experience of the real property acquisition team tasked with undertaking a program of Federally-assisted Real Property acquisition identified in the project RAMP.
 - 4.3.3 The Cognizant Federal Agency will require the Lead Project Sponsor to address any comments or recommendations on the RAMP received from the Cognizant Federal Agency, or require delivery of any additional documentation needed to aid in its assessment of the RAMP.

⁵ Unless otherwise specified, email is sufficient to satisfy writing and other notification requirements in this SOP.

⁶ For acquisitions prior to RAMP approval, the Lead Project Sponsor should consult with the Cognizant Federal Agency for additional instruction.

- 4.3.4 The Cognizant Federal Agency will make a written determination that the project RAMP is sufficiently documented and meets the minimum requirements contained in Appendix 1 and, if necessary to ensure compliance with the Uniform Act, additional requirements imposed by the Cognizant Federal Agency.⁷
- 4.3.5. In coordination with the Cognizant Federal Agency, the Lead Project Sponsor will update the RAMP throughout the acquisition process as necessary to accommodate relevant new information due to project changes or further study, or as may be requested by the Cognizant Federal Agency.
- **4.4 Real Property File Reviews in General.** To confirm compliance with the Uniform Act, the Cognizant Federal Agency will review the Lead Project Sponsor's Real Property post-acquisition documentation files, including files related to the relocation of displaced persons, in accordance with the scope and schedule of review developed pursuant to this SOP. The scope of documentation and schedule of review may vary based on the volume and complexity of the Real Property acquisition needs of a particular Multimodal-Funded Major Capital Project and the technical capacity of a Project Sponsor.
- **4.5 Schedule of Real Property File Reviews.** After development of the RAMP, the Cognizant Federal Agency, in consultation with the Lead Project Sponsor and the Contributing Federal Agency, will develop a schedule for the scope of review developed pursuant to Section 4.6. At the discretion of the Cognizant Federal Agency in meeting its oversight responsibilities, the timeline, total number, and frequency of post-acquisition file reviews may vary depending on the complexity and number of acquisitions or displacements.
 - 4.5.1 The schedule should account for: a Project Sponsor's acquisition schedule identified in a RAMP; a Project Sponsor's technical capacity to complete the acquisition process in accordance with the Uniform Act; prior violations of the Uniform Act; the Federal Government's efficient use of oversight resources; the quantity of Real Property records the Cognizant Federal Agency must review to confirm conformance with the Uniform Act; the quantity and type of Real Property to be acquired; the complexity of the transactions; and unique circumstances that might delay acquisition of Real Property or necessitate review of a particular Real Property acquisition.
 - 4.5.2 The Cognizant Federal Agency may schedule reviews at certain milestones in the Real Property acquisition process (e.g., on a parcel-by-parcel basis or at particular acquisition thresholds) depending on the volume of Real Property acquisitions and other factors outlined above.
 - 4.5.3 The Cognizant Federal Agency will provide the Contributing Federal Agency a reasonable opportunity to review and comment on the proposed schedule.
 - 4.5.4 The Cognizant Federal Agency will conduct reviews consistent with the final schedule and the scope of review discussed in Section 4.6
- **4.6 Scope of Real Property File Reviews.** After development of the RAMP, and prior to the commencement of Real Property acquisition activities, the Cognizant Federal Agency, in consultation with the Contributing Federal Agency, will identify the scope of the documentation to be reviewed on a project-by-project basis consistent with the RAMP. The scope will inform and establish documentation expectations with the Lead Project Sponsor.

⁷ In general, FTA will follow the procedures of its Oversight Procedure 23 – Real Estate Acquisition and Management Plan Review (available on FTA's website) in determining sufficiency.

- 4.6.1 The Cognizant Federal Agency will conduct its review consistent with the final scope and consistent with the review schedule set forth in Section 4.5. The scope of review will include necessary materials relevant to the Project Sponsors' compliance with the Uniform Act, including, but not limited to: real property conveyance documents, negotiation logs, negotiated agreements, required notices, administrative settlements, relocation plans, relocation claims, appraisals, opinions of legal counsel, and all other documents, correspondence, and attachments relevant to compliance with the Uniform Act and the requirements established in its implementing regulations at 49 CFR Part 24.
- 4.6.2 The Cognizant Federal Agency will provide the Contributing Federal Agency a reasonable opportunity to review and comment on the proposed scope of review.
- 4.6.3 The number of parcel files examined will vary on a project-by-project basis and may change during a project based on results of previous reviews. The Cognizant Federal Agency will undertake its reviews so that areas of non-compliance can be identified, addressed, and corrected as soon as possible in the project life-cycle to improve the acquisition process.
- **4.7 Conducting File Reviews.** The Cognizant Federal Agency will conduct its review consistent with the final schedule and scope of review set forth in Sections 4.5 and 4.6.
 - 4.7.1 The Cognizant Federal Agency will request the Lead Project Sponsor to coordinate with all Project Partners to maintain all documentation related to Real Property acquisition or relocation assistance activities necessary for the Cognizant Federal Agency to perform individual parcel file reviews.
 - 4.7.2 The Cognizant Federal Agency will request from the Lead Project Sponsor the documentation consistent with the schedule and review scope established under Sections 4.5 and 4.6, respectively. Upon receipt of the documentation, the Cognizant Federal Agency will notify the Contributing Federal Agency. The Cognizant Federal Agency may request additional documentation of the Lead Project Sponsor as may be necessary to confirm compliance with the Uniform Act.
 - 4.7.3 The Cognizant Federal Agency will review the documentation to confirm that Real Property acquisitions and the relocation of residential and non-residential displaced persons comply with the Uniform Act.
 - 4.7.4 The Cognizant Federal Agency will notify the Contributing Federal Agency when it has completed a review milestone, as defined in the schedule of review. The Cognizant Federal Agency will offer the Contributing Federal Agency a reasonable opportunity to consult with the Cognizant Federal Agency and provide recommendations on remedial measures or program improvement.
 - 4.7.5 The Cognizant Federal Agency will provide to the Contributing Federal Agency final review documentation for each parcel acquisition or displacement, which may include review checklists, forms, recommendations, and/or reports developed by the Cognizant Federal Agency relevant to Uniform Act compliance. The Cognizant Federal Agency may provide said documentation via email or access to an electronic file-sharing system or similar database.
 - 4.7.6 The Cognizant Federal Agency will provide an explanation of identified compliance deficiencies,

recommendations, corrective actions, and enforcement actions, including recommendations suggested by the Contributing Federal Agency, to the Lead Project Sponsor related to program and process improvements or other best practices that should be considered by the Lead Project Sponsor.

- 4.7.7. The Cognizant Federal Agency will notify the Contributing Federal Agency in writing within ten business days upon discovering a potential violation of the Uniform Act.
 - 4.7.7.1 The Contributing Federal Agency will have an opportunity to review relevant documentation related to the violation and provide comment.
 - 4.7.7.2 In consultation with the Contributing Federal Agency, the Cognizant Federal Agency will take appropriate remedial measures (i.e., corrective actions or enforcement).
 - 4.7.7.3 In the event the Cognizant Federal Agency and Contributing Federal Agency disagree whether a Recipient's action or failure to act constitutes a violation of the Uniform Act, either Federal Agency, after a good faith effort to resolve the dispute, may elevate the issue to the FRA and FTA Senior Executive Service leadership to resolve the disagreement.
- 4.7.8 The Cognizant Federal Agency will monitor the Lead Project Sponsor's implementation of any process improvements and program recommendations provided by the Cognizant Federal Agency including any remedial measures (i.e., corrective actions or other enforcement measures) required by the Cognizant Federal Agency to bring the Multimodal-Funded Major Capital Project into compliance with Uniform Act requirements.
- 4.7.9 The Cognizant Federal Agency will require the Lead Project Sponsor to update the project RAMP to reflect any changes in policies or procedures resulting from any potential Uniform Act violations or other program improvements identified by the Cognizant Federal Agency.
- **4.8 Communication and Information Sharing.** Upon written request by the Contributing Federal Agency, the Cognizant Federal Agency and Project Sponsors will provide any information or documentation relevant to Uniform Act compliance and within their possession to the Contributing Federal Agency throughout the scheduled review period determined in Section 4.5.
 - 4.8.1 The Cognizant Federal Agency will also provide reasonable written notice to the Contributing Federal Agency of meetings or discussions relevant to acquisition of Real Property. The Contributing Federal Agency may have a representative attend such discussions.

5. References

- 5.1 2 CFR Part 200
- 5.2 49 CFR 1.89
- 5.3 49 CFR 1.91
- 5.4 49 CFR Part 24
- 5.5 49 U.S.C. Subtitle V
- 5.6 42 U.S.C. § 4601-4655; The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended (Uniform Act).

- 5.7 Oversight Procedure 23 FTA Real Property Acquisition and Management Plan Review
- 5.8 FTA Circular 5010 Award Management Requirements Circular

6. SOP Execution

THE FEDERAL TRANSIT ADMINISTRATION

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Ву:			
	FRA Authorized Agent	Date	

- 5.7 Oversight Procedure 23 FTA Real Property Acquisition and Management Plan Review
- 5.8 FTA Circular 5010 Award Management Requirements Circular

6. SOP Execution

THE FEDERAL TRANSIT ADMINISTRATION	
By:FTA Authorized Agent	Date
THE FEDERAL RAILROAD ADMINISTRATION	
By:	October 04, 2023
FRA Authorized Agent	Date

APPENDIX 1

A Model for the Development of a Real Property Acquisition and Management Plan

Introduction

- Short history of pertinent elements of project
- List control agreements; intergovernmental contracts, pending solicitations, etc.
- Outline the legal environment and requirements: Uniform Act, various state laws, local requirements, etc.
- Provide a geographical description of project
- List the physical description of proposed acquisitions; number of parcels, total acquisitions, partial acquisitions, anticipated number of relocations; etc.
- Provide a general outline of process and authority to condemn

Organizational Structure

- Identification of the real estate acquisition and appraisal staff structure and personnel functions. Clearly state
 and document project sponsor's prior project experience with relevant federally-assisted programs of real
 property acquisition and the qualifications of all real estate project management staff, appraisal staff and field
 acquisition and/or relocation agents (both agency and contractor staff).
- Identify contractual functions
- Identify project plan source, the process for plan changes, corrections, or modifications resulting from negotiations, etc.
- Identify the party who can establish offer of just compensation
- Identify the party who can authorize condemnation

Acquisition Schedule

- Set out the timeframe and schedule for acquisition and relocation assistance to include the total length of time needed to complete all property acquisition and relocation activities
- Identify the anticipated date for initiation of negotiations for the project
- Identify potential difficulties that could result in potential delays and an identification of potential mitigation measures
- Identify how progress reporting will be handled and who will receive this information
- Identification of a critical path for right of way acquisition

Real Estate Cost Estimate

- Identify the source and background of the real estate acquisition cost estimate including when it was done and on what basis
- Identify timing and need for cost estimate updates
- Show how cost estimates will be compared to actual costs as the project progresses

Acquisition Process

- Plans Who prepares? Who can modify? What is process for considering a property owners' request to modify?
- Ownership and title information How is this gathered? What are the contractual requirements? Are those contracts in place? What is the process to update and correct errors and omissions? Etc.
- Appraisal Who will do appraisals? What are the contracting requirements if necessary? What is the estimate
 duration of this task? How many copies of appraisals will be obtained? Will appraisals be shared with property
 owners? Etc.

Appraisal Review Process – Who will do this task? What is the scope of the task in general? What is the turnaround time for this work? Will the reviewer handle updates of appraisals? Will reviewer handle modification of appraisals based on owner claims? Will reviewer be used to support administrative settlements?

- Establishment of offer of Just Compensation Who specifically does this? What is the basis of the offer?
- Negotiations Who will negotiate and what is their authority? Who must approve administrative settlements
 and other concessions to property owners? What is the documentation required of the negotiations process,
 who signs offer letters, will negotiator also handle relocation payments, how is the interface between
 negotiations and condemnation handled, what documents will negotiator be expected to provide to legal for
 settlement and condemnation, will negotiator be present at closing?
- Closing / Escrows Who will provide this service and how will it function? What is the estimated length of time to deposit funds to escrow for closing, what documents will be necessary, how will closings be conducted, what form of deeds will be used, how will property taxes be paid and exempted?
- Condemnation Who will authorize suits and who will file? What is relationship between grantee and its legal personnel, what authority does attorney have for settlement, what are progress reporting requirements?

Relocation

- Planning Who is responsible for the development of the relocation plan? What is the plan to minimize the
 potential negative impacts of displacement? What potential barriers exist to obtaining replacement housing
 and/or nonresidential replacement sites?
- Staffing and Administration How will the relocation function be staffed, who is authorized to compute payments, who will approve payments, what is the relocation process to be utilized on the project, what level of advisory services will be needed, who will provide advisory services, what is the claims payment process, what is the time to pay a relocation claim, what authority and controls will be needed for advanced payments and claims, what documentation will be retained in the files, what forms will be used?
- Appeals What is the legal requirements for administrative appeals, how will the agency establish and staff an appeal function, who is the recipient of appeal requests, what is the appeal process?

Document Control

- How are documents filed and for what length of time will original paper documents be maintained? What is the organization of parcel files, condemnation files, etc.? What are the contents of a typical parcel file?
- Property Management Who will perform property management and what is included in the scope of work for property management? Who contracts for demolition, what are contracting requirements, what are reporting requirements What is the policy regarding rental property for extended possession by displaced tenants and/or owners?
- Excess property inventory and utilization plan Who will prepare and track excess parcels, what is the process to evaluate these tracts, who will determine when to sell excess, what is the disposition of proceeds, what are agency, state, or local restrictions on the sale of public property?