

# etdm

Efficient Transportation Decision Making

## Performance Management Program Practitioner's Guide



Efficient Transportation Decision Making  
...While Protecting Florida's Environment



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*Table of Contents*

**Section 1 Introduction ..... 1**  
**Section 2 Performance Management Plan ..... 2**  
**Section 3 Performance Goals and Measures..... 3**  
**Section 4 Performance Monitoring..... 7**  
    4.1 Periodic Performance Reviews ..... 8  
    4.2 Adaptive Monitoring..... 9  
**Section 5 Issue Tracking ..... 9**  
**Section 6 Integration with FDOT Quality Assurance Program..... 11**  
**Section 7 ETDM Performance Management Publications ..... 11**  
**Appendix..... 13**

*List of Figures*

Figure 1 ETDM Performance Monitoring Process ..... 7

*List of Tables*

Table 1 ETDM Performance Goals, Measures and Indicators ..... 3  
Table 2 ETDM Performance Management Publications..... 11

## Section 1 Introduction

The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), adopted August 25, 2005 (23 USC), requires that performance measures be developed for transportation environmental review processes.

To meet SAFETEA-LU requirements for performance monitoring, the Efficient Transportation Decision Making (ETDM) Performance Management Program (PMP) was developed to monitor, evaluate and document the activities of the ETDM participants, and the ETDM process itself, in meeting the established performance goals. The performance goals and measures are used to evaluate the level of efficiency and effectiveness of the ETDM process activities undertaken by the Florida Department of Transportation (FDOT) and the participating agencies. In addition, the PMP helps identify deficiencies within the ETDM Process that can be modified to improve and further streamline environmental review of transportation projects, while enhancing both accountability and transparency.

The PMP helps provide a basis for:

- *Enhancing communication between FDOT and Environmental Technical Advisory Team (ETAT) agencies on meeting Performance targets*
- *Identifying performance quality issues*
- *Continuously monitoring program performance*
- *Identifying performance issues and developing efficient and effective solutions*
- *Improving overall program performance*
- *Recognizing and promoting the successes of the ETDM Process*
- *Investment decisions made in funding the ETDM process*

The ETDM PMP brings together a combination of data collection tools, monitoring reports, means of communication, and information sources. The activities of the ETDM PMP are guided by the operation procedures established in the Planning, Programming and Project Development chapters of the ETDM Manual, part of the Project Development and Environment (PD&E) Manual allotted to environmental documents, and the ETDM Agency Operating Agreements and Funding Agreements. The ETDM PMP monitors and documents the activities of the Planning, Programming, and Project Development Phases and their level of effectiveness and efficiency.

The three main goals for the ETDM Process are as follows:

- *Improve interagency coordination and dispute resolution*
- *Integrate project delivery*
- *Develop environmental stewardship through environmental resources*

Assessing progress toward the achievement of these goals was the impetus for the development of the ETDM PMP. The ETDM PMP assesses the performance of the 19 agencies, FDOT Districts, and the ETDM Process based on the specified performance measures, evaluation criteria, and the period of performance.

A goal of the PMP is to ensure, where possible, that data collected to calculate the performance results are derived from project information and review comments entered into the Environmental Screening Tool (EST) during normal project entry and review procedures. The primary source of data for the ETDM PMP is current project information entered in the EST. Annual surveys supplement this data.

The ETDM PMP communication tools include:

1. EST Reports
2. ETAT and District Surveys

3. Invoice Reports
4. Feedback Reports
5. Teleconferences
6. Face-to-face meetings
7. Survey Summary Reports
8. National Environmental Policy Act (NEPA) Report Tools in EST

These tools are used in a variety of ways to provide feedback on ETDM Process performance, and facilitate communication and interagency coordination between the FDOT and the participating agencies.

Two of the primary performance reports used in the ETDM PMP are the ETDM Scorecard and the Summary Performance Report. The ETDM Scorecard is a performance report which displays the grade for each agency with an ETDM Agreement, the FDOT Districts, and the ETDM Process. The Summary Performance Report uses the performance measures evaluation metrics where applicable (See Table 2). The Report also displays the summary results of each performance measure while providing access to those performance measures that have detailed reports available.

FDOT expects that as time passes and a performance history is collected, FDOT will be able to review the performance data to:

- Adjust program activities as necessary
- Identify problems and develop efficient and effective solutions
- Recognize and promote the success of the ETDM Process
- Evaluate the success of implemented and ongoing projects
- Provide a basis for communicating with decision-makers and the public about past, current, and expected future performance
- Provide a basis for investment decisions made in the transportation planning and project development process
- Implement new performance goals and measures as policy and legislation necessitate

This Practitioner's Guide is intended to document how the PMP operates. **Chapter 7** "Performance Management" of the **ETDM Planning and Programming Manual** describes the Performance Management process.

## Section 2 Performance Management Plan

The FDOT has made the development of the ETDM Performance Management Program a priority. Performance Management was first addressed during the development of the ETDM process. At this time, a Performance Management Plan was formed to outline a series of goals to create an effective Performance Management Program. Some of these goals include:

- Establishing a Performance Measures Task Work Group
- Researching best practices for Environmental Streamlining
- Researching best practices for performance measures and funded positions
- Development of data collection techniques and tools to track and monitor ETDM performance
- Enhancing the EST to monitor program performance

In addition to these goals, the Performance Management Plan formed the Performance Management Task Team (Task Team). The Task Team was established to provide an ongoing group that would focus on maintaining a consistently effective Performance Management Plan. The primary duties of the Task Team are

to guide future development of the ETDM Performance Management Program and provide input regarding data collection techniques, tools, system operations, and ETDM evaluation reports. The Performance Management Plan is an evolving document that will be updated as the ETDM PMP matures.

The Performance Management Task Team consists of the following individuals:

Participant	Company/Agency
Gwen Pipkin	Florida Department of Transportation – District One
Donald Dankert	Florida Department of Transportation – District Two
Peggy Kelley	Florida Department of Transportation – District Three
Richard Young	Florida Department of Transportation – District Four
Richard Fowler	Florida Department of Transportation – District Five
Xavier Pagan	Florida Department of Transportation – District Six
Steve Love	Florida Department of Transportation – District Seven
Imran Ghani	Florida Turnpike Enterprise
George Hadley	Federal Highway Administration
Cathy Kendall	
Peter McGilvray	Florida Department of Transportation – Environmental Management Office
Buddy Cunill	
Mary Harger	
Thu Clark	
Drew Dietrich	URS Corporation
Ruth Roaza	

### Section 3 Performance Goals and Measures

Table 1 summarizes goals, measures and indicators established by the ETDM Performance Management Team for monitoring program performance.

Table 1 ETDM Performance Goals, Measures and Indicators

Goal 1	Improve interagency coordination and dispute resolution		
ID	Performance Measure	Performance Indicator	Evaluation Criteria
1.1	ETAT review for Planning and Programming Screens within the review period (45 days, or 60 days if ETAT member requests a time extension)	Green	100-85 percent of reviews completed within review period (45 days, or 60 days if ETAT members request a time extension)
		Yellow	84-75 percent of reviews completed within review period (45 days, or 60 days if ETAT member requests a time extension)

ID	Performance Measure	Performance Indicator	Evaluation Criteria
		<b>Red</b>	Less than 75 percent of reviews completed within review period (45 days, or 60 days if ETAT member requests a time extension)
1.2	Florida Department of Transportation response to comments, inquiries, and requests for information within 30 calendar days (exclusive of responses provided to ETATs through the summary reports)	<b>Green</b>	100-85 percent of responses provided within 30 days
		<b>Yellow</b>	84-75 percent of responses provided within 30 days
		<b>Red</b>	Less than 75 percent of responses provided within 30 days
1.3	Number of projects in Formal Dispute Resolution	<b>N/A*</b>	<b>N/A*</b>
1.4	Percentage of Dispute Resolutions completed within 120 days (120 days includes Formal Dispute Resolution)	<b>Green</b>	100-85 percent of dispute resolutions completed within 120 days
		<b>Yellow</b>	84-75 percent of dispute resolutions completed within 120 days
		<b>Red</b>	Less than 75 percent of dispute resolutions completed within 120 days
1.5	Review of all environmental documents, technical reports, and permit pre-applications within 30 or 45 calendar days, as appropriate (allowing 45 days for review of Draft Environmental Impact Statements [DEIS] and 30 days for all others).	<b>Green</b>	100-85 percent of reviews completed within 30 days
		<b>Yellow</b>	84-75 percent of reviews completed within 30 days
		<b>Red</b>	Less than 75 percent of reviews completed within 30 days
1.6	Percentage of projects for which ETAT review time extensions are requested.	<b>Green</b>	An extension was requested for 0-10% of projects reviewed.
		<b>Yellow</b>	An extension was requested for 11-15% of projects reviewed.
		<b>Red</b>	An extension was requested for greater than 15% of projects reviewed.
1.7	Assess quality of Agency coordination	<b>Green</b>	Agency coordination is Very Good or Excellent
		<b>Yellow</b>	Agency coordination is Good or Fair
		<b>Red</b>	Agency coordination is Poor
1.8	Assess quality of District coordination	<b>Green</b>	District coordination is Very Good or Excellent
		<b>Yellow</b>	District coordination is Good or Fair
		<b>Red</b>	District coordination is Poor

Goal 2		Integrate ETDM into project delivery	
ID	Performance Measure	Performance Indicator	Evaluation Criteria
2.1	<p>Environmental Impact Statement (EIS) processing time between Notice of Intent (NOI) Date and Record of Decision (ROD) Date per District and Statewide</p> <ul style="list-style-type: none"> <li>• Number of projects processed within 36 months</li> <li>• Number of projects processed within 37-54 months</li> <li>• Number of projects processed in more than 54 months</li> </ul>	<b>Establish Baseline</b>	<b>Determine after two years worth of data</b>
2.2	<p>Environmental Assessment (EA)/Finding of No Significant Impact (FONSI) processing time between Date initiated (Notice to Proceed Date, Project Development kick-off meeting, other date specified by District) and Location Design Concept Acceptance (LDCA)</p> <ul style="list-style-type: none"> <li>• Number of projects processed within 30 months</li> <li>• Number of projects processed within 31-36 months</li> <li>• Number of projects processed in more than 36 months</li> </ul>	<b>Establish Baseline</b>	<b>Determine after two years worth of data</b>
2.3	<p>Type 2 Categorical Exclusion (CE) processing time between Date initiated (Notice to Proceed Date, Project Development kick-off meeting, other date specified by District) and LDCA</p> <ul style="list-style-type: none"> <li>• Number of projects processed within 25 months</li> <li>• Number of projects processed within 25-30 months</li> <li>• Number of projects processed in more than 30 months</li> </ul>	<b>Establish Baseline</b>	<b>Determine after two years worth of data</b>

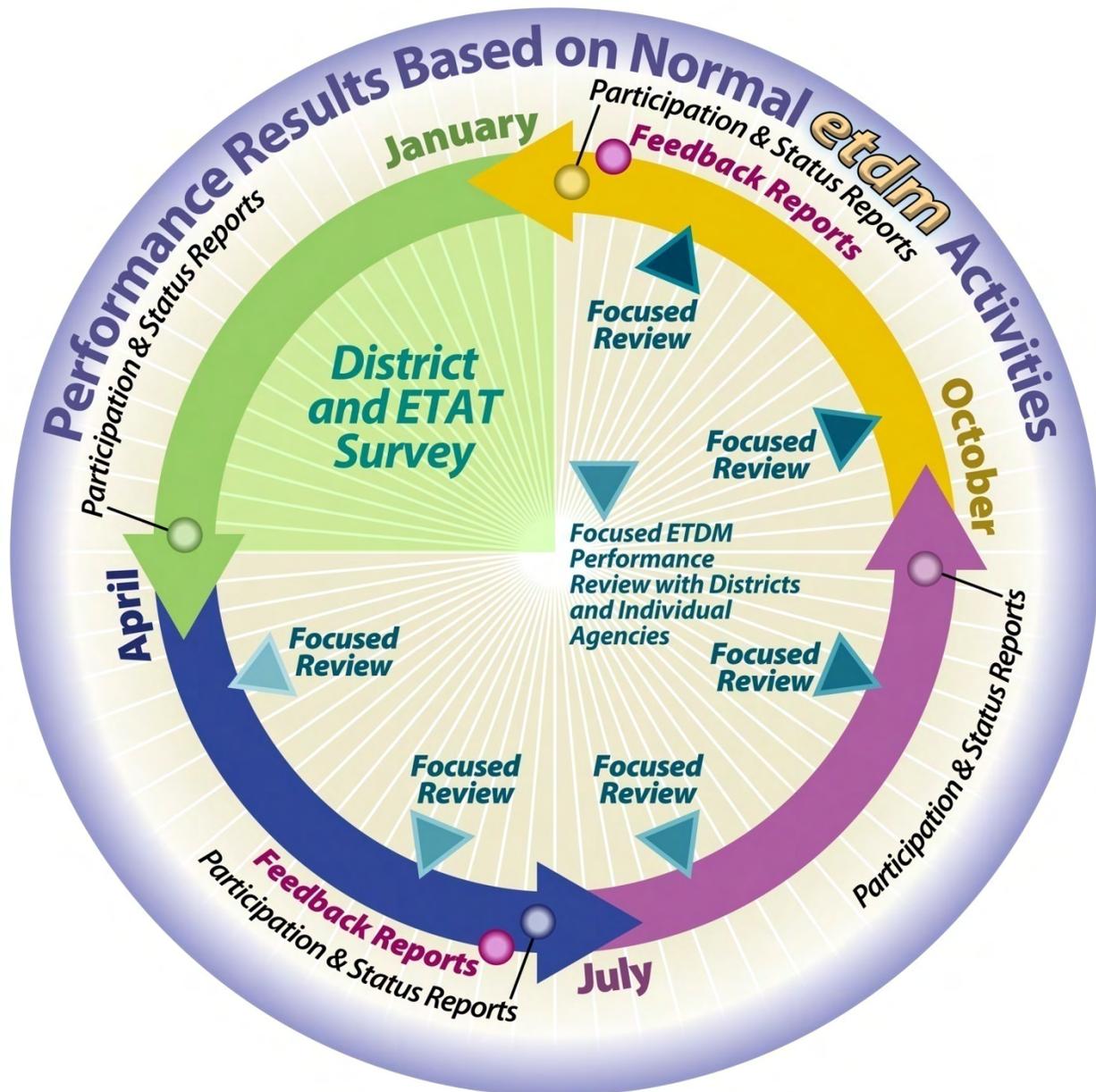
ID	Performance Measure	Performance Indicator	Evaluation Criteria
2.4	Percentage of ETDM projects that have completed the Project Development and Environment (PD&E) phase that meet proposed schedule	<b>Establish Baseline</b>	<b>Determine after two years worth of data</b>
2.5	Percentage of Planning Summary Reports published within 60 days	<b>Green</b>	100-85 percent of Planning Summary Reports published within 60 days
		<b>Yellow</b>	84-75 percent of Planning Summary Reports published within 60 days
		<b>Red</b>	Less than 75 percent of Planning Summary Reports published within 60 days
2.6	Percentage of Programming Summary Reports published within 60 days	<b>Green</b>	100-85 percent of Programming Summary Reports published within 60 days
		<b>Yellow</b>	84-75 percent of Programming Summary Reports published within 60 days
		<b>Red</b>	Less than 75 percent of Programming Summary Reports published within 60 days
<b>Goal 3</b>	<b>Develop environmental stewardship through protection of environmental resources</b>		
ID	Performance Measure	Performance Indicator	Evaluation Criteria
3.1	Number of Class of Actions (COAs) resulting in EIS per District and statewide	<b>Actual Number</b>	<b>Not Applicable</b>
3.2	Number of COAs resulting in EA/FONSI per District and statewide	<b>Actual Number</b>	<b>Not Applicable</b>
3.3	Number of COAs resulting in Type 2 CE per District and statewide	<b>Actual Number</b>	<b>Not Applicable</b>
3.4	Assess quality of ETDM Project Data	<b>Green</b>	ETDM Project Data are Very Useful or Useful
		<b>Yellow</b>	ETDM Project Data are Neutral or Somewhat Useful
		<b>Red</b>	ETDM Project Data are Not Useful
3.5	Assess quality of ETAT Comments	<b>Green</b>	ETAT Comments are Very Useful or Useful
		<b>Yellow</b>	ETAT Comments are Neutral or Somewhat Useful
		<b>Red</b>	ETAT Comments are Not Useful

**\*Note: N/A** refers to those Performance Measures that lack sufficient baseline data to produce a performance indicator. These will be tracked for two years and then re-evaluated for appropriate criteria.

**Section 4 Performance Monitoring**

As part of the Performance Management Program, monitoring the performance of the ETDM process consists of two major elements. The first element is a series of Periodic Performance Reviews that are conducted throughout the year at regular intervals. The second element consists of an Adaptive Monitoring process that takes into account regular business communication and immediate communication needs. These processes, illustrated in Figure 1, help construct the Performance Monitoring element of the Performance Management Program.

Figure 1 ETDM Performance Monitoring Process



## 4.1 Periodic Performance Reviews

A series of reviews are conducted to assess the performance of agencies, FDOT, and the ETDM process as a whole. These periodic reviews consist of regularly scheduled reports and communication about performance management results

### *Quarterly Progress Notifications*

Each quarter, the following reports are generated and emailed directly to ETDM personnel within FDOT and the ETAT agencies to provide status updates on their performance in the ETDM Planning and Programming Screens. This allows for corrective action if poor performance occurs.

- **Quarterly ETAT Participation Report** – Provides a summary of information describing an individual agency's participation in the ETDM Planning and Programming Screens.
- **Quarterly Summary Report Status** – Monitors performance of the District ETDM Coordinators by providing information on how many summary reports were published or republished, as well as how many are not published within 60 days.

### *Semi-Annual Feedback*

CEMO ETDM Program support personnel prepare semi-annual feedback reports which incorporate feedback on ETDM Screens as well as other activities. This activity incorporates the following tools and reports:

- **Semi-Annual Agency Feedback Report** – Provides individual agencies with semi-annual performance information regarding the ETDM activities. These reports summarize performance measures and results. The report includes performance results for participation in ETDM Screens; statistics about participation in other related activities; as well as, the status of issues and action items from the annual reports and invoices.
- **Issue Tracking System** – On-line database used when an issue relating to ETDM cannot be resolved quickly. The issue is recorded and assigned to the appropriate personnel for action. ETDM support personnel maintain the status of the action items in the database. The status of action items is included in the Semi-Annual Agency Feedback Report for the agency that reported the problem.

### *Annual and Bi-Annual Reporting*

At the beginning of each year, the District ETDM Coordinators and agency ETAT members complete a survey to assess the ETDM Program. These results are analyzed and reported each year. Throughout the year, focused performance review meetings are scheduled with agencies and districts to discuss the results and address any issues. During the early years of ETDM Process implementation, these meetings were held annually. Currently, six focused meetings are planned each year in order to complete meetings with all agencies within a 3-year cycle. After the meetings are held, the agency annual reports are updated, if needed. In addition, the ETDM Progress report is published on a bi-annual basis. The following monitoring tools and reports support these activities:

- **Agency Survey Results** – Report produced for each agency that presents the status of agency participation, as well as documenting actions taken to resolve issues presented by the individual agencies and Districts. This report serves as a communication tool between ETDM Management and participating agencies.
- **Agency Annual Survey** – Survey completed once annually by each agency in which the agency assesses both the performance of the FDOT Districts as well as the ETDM process itself.
- **District Annual Survey** – Survey submitted once a year by each FDOT District, in which it assesses the performance of participating agencies as well as the ETDM process itself.
- **District Survey Summary Report** – Report produced for each District that presents the status of District participation, as well as documenting actions taken to resolve issues presented by agencies and the District. This report serves as a communication tool between ETDM Management and the Districts.

- **ETDM Progress Report** – Provides a periodic update about the implementation of the ETDM Progress. The report documents major accomplishments and issues during that period. It also includes a discussion of the path forward for the ETDM Process in Florida.
- **ETDM Scorecard** – Displays a program scorecard chart for select performance measures showing a grade received by each agency. The grade is calculated based on the performance measure results for a user-defined reporting period.
- **Focused Performance Review Meetings** – Meetings held throughout the year between an individual agency and FDOT ETDM personnel to discuss accomplishments and issues that surface during the reporting period.
- **Performance Measures Summary Report** – Provides a summary of the performance measures used to assess FDOT's progress towards meeting the established goals. Currently, 19 performance measures are used to evaluate the ETDM Process and its participants. The report summarizes the performance of the agencies, FDOT Districts, and the ETDM Process based on the specified performance measures, evaluation criteria and period of performance.

## 4.2 Adaptive Monitoring

Adaptive Monitoring consists of an ongoing communication process that provides multiple opportunities for the performance of agencies, districts, and ETDM to be discussed via different channels of communication. These avenues are not restricted to the same schedule as those found in the Periodic Performance Reviews, and reflect a fluid form of monitoring. Regular Business Communication consists of those established meetings and reports that are expected within normal ETDM related business. In addition, the ETDM Process provides Immediate Communication Channels for participants to report and resolve issues as they occur.

### *Regular Business Communication*

- **District ETAT Meetings** – District-level Meetings scheduled to discuss up-coming ETDM projects, and where ETAT can discuss performance of the ETDM process.
- **Statewide ETAT Meetings** – Larger state-wide meetings where ETAT can discuss ETDM related activities and performance.
- **Invoice Submittals** – Performance Monitoring is aided by information found within submitted invoices.
- **Screening Reviews (EST)** – As ETAT members submit project reviews and ETDM Coordinators publish summary reports, data is automatically collected to measure performance.

### *Immediate Communication Channels*

- **Contact with ETDM Coordinator** – District ETDM coordinator can be contacted to answer any questions or concerns raised outside of regular business communication.
- **Contact with CEMO Liaison** – The CEMO liaison can be contacted to answer additional questions or concerns raised outside of regular business communication.
- **Contact with Help Desk** – Problems relating to the EST can be sent to the helpdesk for immediate response.
- **Contact with CEMO Project Management Team**

## Section 5 Issue Tracking

In order to effectively document and track ETDM issues reported by the participating agencies and Districts, the Central Environmental Management Office (CEMO) has developed the on-line Issue Tracking System (Issue Tracker) as part of the Environmental Screening Tool.

### *Sources of Issues*

The issues in the Issue Tracker come from a variety of sources, including:

- “Problems Encountered” section of the agency invoices
- Annual Reports
- Telephone conversations with the Districts and/or agencies
- ETDM meetings

### *Issues to Track*

The issues that need to be tracked are those issues that affect ETDM Process activities related to technology, policy, procedure of an agency or District as it relates to ETDM. For example, an issue that needs to be reported is the resignation of one or more agencies representatives which would result in ETDM projects not being reviewed.

### *How Issues are entered into the Issue Tacking System*

CEMO personnel, Invoice Reviewers, or the Invoice Administrator become aware of an issue from one of the above sources, and then forward the issue information to the Performance Management Coordinator. The Performance Management Coordinator inputs the issue into the Issue Tracker and assigns it to a particular category. Current issue categories include:

- Agency Agreements
- Technology
- Performance Management
- Contract Management
- District Issue

The Performance Management Coordinator then assigns the issue to a CEMO staff member using the Environmental Screening Tool and informs the CEMO Personnel via email or telephone of the issue and assignment.

### *Issue Assignments*

CEMO personnel handle issues based upon their program area and ETDM role. Currently, issues are assigned as follow:

- Technology issues – Technology Resource Manager (Peter McGilvray)
- Programmatic issues – Environmental Program Development Administrator (Buddy Cunill)
- Agency Agreement and Invoicing issues – Invoice Administrator (Mary Harger)
- Performance Management issues – Environmental Program Manager (Thu-Huong Clark)
- District Issues - the District CEMO Liaison

### *Follow-up Process*

Once an issue has been identified, the Performance Management staff member notifies the CEMO staff member about the issue via email or telephone. The CEMO staff member completes the assignment and informs the Performance Management Coordinator of the results via email or telephone. The Performance Management Coordinator updates the issue status in the Issue Tracker based upon the resolution.

### *Issues that cannot be Resolved or Do Not Require an Action*

In the event that an issue cannot be resolved, the Performance Management Coordinator updates the issue status for the issue in the Issue Tracker to No Resolution and lists the reasons the issue could not be resolved. If the issue requires no action, the Performance Management Coordinator updates the issue status to No Action.

### *Documenting Issue Resolutions and Actions*

Issue resolutions are documented in the Issue Tracking Summary and Detail Report by the Performance Management Coordinator and are reported in the semi-annual Agency Feedback Report.

**Section 6 Integration with FDOT Quality Assurance Program**

It is the policy of FDOT to use a systematic but flexible approach to Quality Assurance (QA) and Quality Control (QC) to monitor work processes to implement laws, rules, procedures, policies and standards. Each year, the Environmental Management Office submits an Annual Quality Assurance Monitoring Plan which identifies key processes, customers and regulators' requirements, review teams, measures, performance targets and review schedules. Every three years, this plan addresses the ETDM Program, incorporating elements from the ETDM Performance Management Program. In 2008, the following Quality Measures were included in the plan:

- Percent of Planning Screen Summary Reports published within 60 days of comment deadline (Target – 85%)
- Percent of Preliminary Program Screen Summary Reports published within 60 days (Target – 85%)
- Percent of accurate and complete project information for decision making (Target – 80%)
- Percent of projects with completed summary of public comments (Target – 90%)
- Percent of project stakeholders notified for project review (Target – 90%)
- Percent of project stakeholders notified when summary reports are published (Target – 90%)
- Percent of projects with Class of Action determination obtained from the lead agency is consistent with summary report (Target – 90%)

**Section 7 ETDM Performance Management Publications**

The following documents have been developed to describe and support the ETDM Performance Management Program.

**Table 2 ETDM Performance Management Publications**

<b>Document</b>	<b>Description</b>
2008/09 Quality Assurance Plan	As part of the FDOT Quality Assurance/Quality Control program, CEMO prepares an annual plan to address its core functional areas. Once every 3 years, this plan addresses the ETDM Program, incorporating elements from the ETDM Performance Management Program.
Agency Annual Reports	The Agency Annual Reports are extensive, published reports that are agency specific. They serve as a communication tool between ETDM Management and the agency by providing an annual progress report documenting the accomplishments and performance of the ETDM Process and its participants.
Agency Semi-Annual Feedback Reports	The Agency Semi-Annual Feedback Reports provide a bi-annual progress report on agency performance, as well as documenting actions taken by CEMO managers and support staff to resolve issues presented by the agencies. These reports summarize performance measures and results, and are based on same data as the Quarterly Report, while summarizing issues and action items from the annual reports, as well as what has been reported in invoices.
District Annual Survey	Survey conducted once annually by a specific FDOT District which assesses both the performance of a specific ETAT member as well as the ETDM process itself.

Document	Description
ETAT Annual Survey	Survey conducted once annually by an ETAT member which assesses both the performance of the FDOT Districts as well as the ETDM process itself.
ETDM Performance Management Plan	Published in 2005, the ETDM Performance Management Plan describes the initial approach envisioned by the Performance Management Task Team for developing and monitoring performance of the ETDM process. It includes the data collection needs, collection techniques, performance measures, reporting systems, and other critical mechanisms necessary to evaluate the ETDM Process. The Plan also illustrates the benefits of collecting, monitoring, and reporting on performance measures, such as the ability to continuously monitor program area performance and promote successes.
ETDM Planning and Programming Manual – see Chapter 7 (DRAFT)	This manual provides direction for involvement of environmental and regulatory agencies and the affected community early in the transportation planning and project delivery process. Procedures for obtaining and documenting input from interested parties are described, as well as the methodology for documenting commitments and recommendations made by FDOT for proposed transportation projects. The manual provides transportation planners, project analysts, and project managers with information to plan and develop projects in compliance with all applicable federal and state environmental laws. The manual can be used throughout each phase of major transportation improvement project delivery: Planning, Programming, and Project Development. (Chapter 7, currently in draft, provides an overview of the ETDM Performance Management Program.)
ETDM Progress Report	The current progress report provides an update for Florida's ETDM Process covering the period from April 2002 through September 2006. The report documents major accomplishments and issues during that period. It also includes a discussion of the path forward for the ETDM Process in Florida.
Performance Management User's Guide	Sections of the Environmental Screening Tool Handbook which apply to performance management (In Progress)
Quarterly ETAT Participation Reports	Released Quarterly, the Agency Quarterly Feedback Reports are entirely computer generated, and are produced for the FDOT or a specific agency. The reports reflect responsiveness to ETAT review.
Quarterly Summary Report Status	Monitors performance of the District ETDM Coordinators by providing information on how many summary reports were published or republished, as well as how many are not published within 60 days.

## Appendix

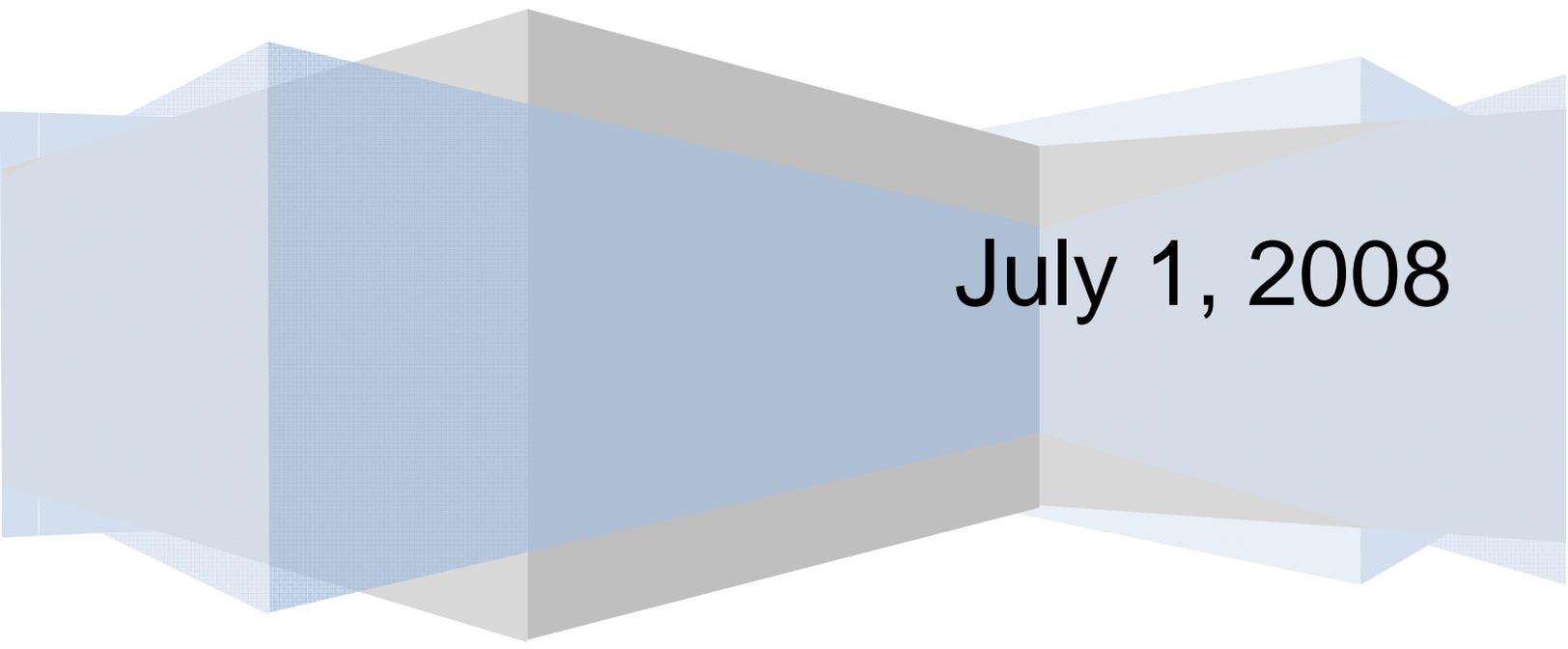
The following Performance Management documents have been attached for reference:

- *2008/09 CEMO Quality Assurance Plan*
- *Sample Agency Annual Report*
- *Sample Agency Semi-Annual Feedback Report*
- *2008 District Annual Survey*
- *2008 ETAT Annual Survey*
- *ETDM Planning and Programming Manual – Chapter 7 (DRAFT)*
- *ETDM Progress Report #3*
- *Sample Quarterly ETAT Participation Report for July 2008*
- *Quarterly Summary Report Status for July 2008*

**Florida Department of Transportation**

# **2008/09 Quality Assurance Plan**

**Central Environmental Management Office**



**July 1, 2008**

## 1. Introduction

As part of its regular business practices, the Florida Department of Transportation (Department) has adopted an integrated performance management system that combines Quality Assurance (QA) and Quality Control (QC) to monitor work processes which implement state and federal laws, rules, procedures, policies and standards. This monitoring is necessary to ensure compliance and quality performance by the Central Office and District units responsible for the delivery of transportation products, services and information.

On July 19, 2007 a *Quality Assurance and Quality Control Policy* (Topic No. 001-260-001-b) became effective for the Department. This Policy requires that appropriate functional area units submit Annual QA Monitoring Plans by July 1 of each year. In accordance with this Policy, the Central Office Environmental Management (CEMO) has developed its QA Plan through a collaborative process with District Environmental Management Offices (Districts). In turn the, District Offices will prepare QC plans to ensure compliance with the CEMO QA Plan. These Plans will also be updated annually to maintain consistency with annual updates to the QA Plan.

This CEMO 2008/09 Quality Assurance Plan has been developed to comply with the above referenced QA/QC Policy and has been fully coordinated with each District so that the QC Plans of each District are also contained in the Appendix C.

### 1.1 What is Quality Assurance?

Consistent with Departmental policy and guidance, the CEMO QA Plan is based on critical core processes, process control system (PCS) maps and monitoring plans developed in conjunction with the Districts. Quality, for the purposes of Department performance management, is defined as meeting valid customer requirements. A Quality Assurance Plan is the tool used to identify an agency's primary functions or processes; detail those processes; and establish a program for measuring and monitoring those processes.

As identified in FDOT's *Managing for Quality* guidebook, the basic steps involved in developing a QA Plan are:

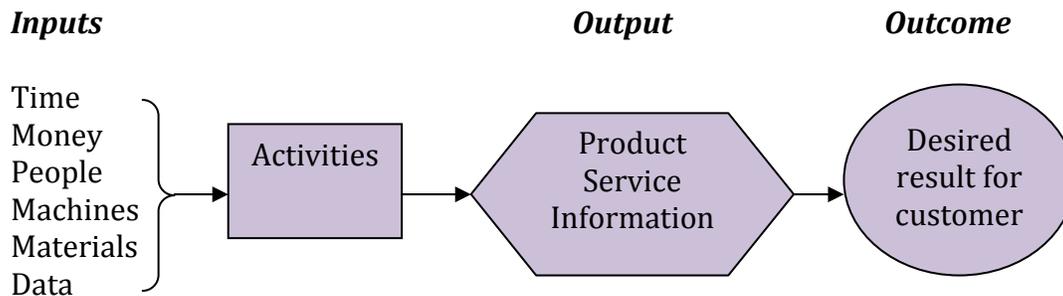
- Identify Processes and Responsible Party for the Processes
- Develop the Process Control Systems
- Build the Measurement System
- Manage the Process and Improve Results

The following text details the core processes, PCS maps, monitoring plans and review schedules defined by CEMO and the Districts to ensure that it complies with customer requirements and continuously delivers quality products, services and information.

## 2. Core Processes

The key to effective QA is process management. A process is defined as a series of tasks or activities that convert input resources into outputs and outcomes for the customer. This concept is illustrated in Figure 1.

**Figure 1**



Source: *Managing for Quality, 2007* Florida Department of Transportation Performance Management Office

Through the identification and mapping of its core processes, an agency can readily define and detail its primary functions and work towards streamlining and monitoring those processes to ensure the delivery of quality products and services.

## 2.1 CEMO Core Processes

To begin the QA process, CEMO identified its core or primary processes consistent with Department defined core processes, which have been identified as:

1. Plan
2. Produce
3. Deliver
4. Maintain and Operate

Four core processes and seven sub-processes were identified for CEMO. These core processes were determined based on federal and state regulations and programs, and are consistent with existing CEMO functional program areas. These processes include:

1. Plan
  - Efficient Transportation Decision Making (ETDM) Screening
  - Scenic Highways
2. Produce
  - Project Development and Environmental (PD&E) Studies
    - Public Involvement
    - Alternatives Evaluation
    - Biological Assessments and Studies
    - Historical and Archaeological Resources

- Socio-cultural Assessment
- Noise Assessment
- Permitting
- Contamination

Because of the numerous processes identified, it was determined that performing annual QA reviews on all of these CEMO processes would be cumbersome for the CEMO and Districts. Therefore, CEMO devised a ten-year plan to focus on one or two process reviews each year. The ETDM process is an on-going, web-based project review program with 45 to 60 day deadlines to obtain early input from resource agencies. Because of these short-term deadlines, it is recommended that this process be evaluated every three years. Its sub-process, Dispute Resolution, would follow a year later.

Conversely, completion of PD&E studies can range anywhere from 2 to 6 years and involve a variety of complex environmental, community evaluation and engineering components. Because they extend over a longer period of time, it was determined that the QA review of this process would occur every ten years and each of the sub-processes would be evaluated during the years in between the overall PD&E process reviews. This ten year plan minimizes the QA workload for all Environmental Management Offices, yet still provides for timely process management and monitoring to ensure quality services. Table 1 illustrates the CEMO process QA review schedule.

Each year, the CEMO QA Plan and District QC Plans will be updated to reflect the appropriate core process being evaluated during that QA review cycle.

## **2.2 Process Control System (PCS) Mapping**

The Process Control System (PCS) is a standardized tool which maps out the core process components. It contains a graphic flow chart of the process activities and includes other important process related information such as:

- customers
- customer requirements
- process regulators
- regulator requirements
- resources/inputs/suppliers
- outputs/deliverables/services
- process measurements
- measurement targets
- measured items
- measuring frequency

This tool is used as the basis for the development of the QA Plan and District QC Plans. The 2008 CEMO QA Plan will be used to monitor the ETDM Screening Process. A copy of the ETDM Screening PCS map is included in Appendix A of this document.

**Table 1**  
**CEMO Core Process Review Table**

CEMO Core Processes	Year 1 2008/09	Year 2 2009/10	Year 3 2010/11	Year 4 2011/12	Year 5 2012/13	Year 6 2013/14	Year 7 2014/15	Year 8 2015/16	Year 9 2016/17	Year 10 2017/18
1.5 ETDM Screening Process	<b>X</b>			<b>X</b>			<b>X</b>			<b>X</b>
1.6 Scenic Highways										<b>X</b>
2.4.4 Project Development and Environment Studies		<b>X</b>								
2.4.4.1 Public Involvement			<b>X</b>							
2.4.4.2 Alternatives Evaluation				<b>X</b>						
2.4.4.3 Biological Assessments and Studies					<b>X</b>					
2.4.4.4 Historical and Archaeological Resources						<b>X</b>				
2.4.4.5 Socio-cultural Assessment						<b>X</b>				
2.4.4.6 Noise Assessment							<b>X</b>			
2.4.4.7 Permitting								<b>X</b>		
2.4.4.8 Contamination									<b>X</b>	

### 2.3 Quality Measures

After the processes have been identified and mapped, quality measures are developed to provide a bench mark in determining how well the process is achieving the desired results. The CEMO quality measures were selected based on the availability of information or data to quantify the measure, and a determination that the data can be recorded in a way to provide useful results in addressing customer requirements. Input regarding these measures was provided by the Districts to ensure their ability to comply with the measures. Also, a historical analysis of the data was conducted to determine current progress in meeting the measures. New targets were then established based on these historical trends. The CEMO measures and targets are identified in the PCS Map and Monitoring Plans contained in Appendices A and B, respectively.

### **3. QA Monitoring Plans**

Monitoring plans are developed for each process. The purpose of process monitoring is to:

- Continually improve processes
- Continually improve results

These plans should concisely identify the activities to be monitored, the quality measures, targets and frequency of measuring. The monitoring plans are based on the information contained in the PCS map and should serve as the basis for the development of the District QC Plans. The ETDM Screening Monitoring Plan is contained in Appendix B of this report.

Monitoring may also include a review of District files to verify the accuracy of QC data through sampling. If this option is selected, Districts must be notified of the sampling prior to the site visit.

### **4. District EMO Quality Control Plans**

Upon completion of the QA Plan, the Districts are responsible for creating QC plans. Quality Control Plans serve as a means to monitor and measure operational functions at the District level so that a desired output is obtained. The QC Plans should reflect the processes, PCS Maps and Monitoring Plans contained within the QA Plan. The District QC Plans are a depiction of how, and by whom, data necessary to address the QA measures will be collected, interpreted, stored and reported at the District level. It is important that the QC Plan be developed and agreed to by everyone involved in doing the job and signed off by the District Unit Manager prior to transmittal to the CEMO.

The QC Plans are then incorporated into the QA Plan and submitted to the Performance Management Office by July 30 of each year. Copies of the District Plans are included in Appendix C of this report.

### **5. QA Review Team and Schedule**

After the Plans have been developed and approved, the process of evaluating and monitoring the identified core processes begins with the Quality Assurance Reviews (QAR). A QAR team, comprised of CEMO senior management, coordinates annually with the Districts to review and evaluate the core processes identified in the QA and QC Plans. At least 30 days prior to the actual review, the QAR team reviews the QC plans and contacts the appropriate District personnel to schedule a meeting and/or discuss the type and format of data and analysis necessary to properly evaluate the core process being evaluated that cycle. The proposed 2008 schedule for the CEMO QAR is:

- a. District 2 - September 17, 2008
- b. District 3 - September 18, 2008
- c. District 4 - October 1, 2008
- d. District 6 - October 2, 2008
- e. District 1 - October 15, 2008
- f. District 7 - October 16, 2008
- g. District 5 - October 29, 2008
- h. Turnpike - October 30, 2008

At the initiation of the QA process, the QARs will likely involve a site visit at the individual Districts. As the QAR team and the Districts become more familiar with the QAR process and the data requirements, the QARs may be conducted through electronic transmittal of data reports.

After meeting with the District staff and reviewing the data and analysis, the QAR team forms preliminary findings and conclusions and conducts a closeout meeting with the manager of the functional unit. Additionally, the QAR team conducts an exit interview with the District Secretary or Assistant Secretary and/or Director to present the preliminary results.

If a site visit is not required, the same process of reviewing, analyzing and evaluating District QC data is followed. Preliminary conclusions are developed and shared with the Districts. Within 10 days of the QC Review, the QAR team prepares the final QAR report and follows the process outlined in Section 6 below.

## **6. QA Reporting and Issue Resolution**

Within 10 days of the site visit, the QAR team prepares a final QAR report for review and approval by the CEMO manager and submittal to the District Secretary, Assistant Secretary and/or Director, with copies to the unit manager. Upon receipt of the QAR report, the Districts have 20 days to respond to the report. The final QAR report is then posted on the CEMO Infonet and incorporated into the next update of the QA Plan.

Each QAR report should include the following:

- Identification of QAR team members
- Process or activities reviewed
- Findings of the QAR team
- Recommended corrective actions, where appropriate
- Identification of “Best Practices”, where appropriate

Additional guidance for conducting a QAR is included in FDOT’s *Managing for Quality* guidebook.

The reviewed processes may receive a rating of compliance, noncompliance or best practice depending on whether the District is meeting, not meeting or exceeding the established targets. For those processes or activities that receive a rating of noncompliance, a follow-up Action Plan must be developed by the District and submitted to the CEMO Manager within 20 days from publication of the final report. The CEMO Manager will notify the District within ten (10) days whether the Action Plan is acceptable. Should the Action Plan be deemed unacceptable, the QAR team will coordinate with the District to draft an Action Plan that is acceptable to all parties.

The Action Plan must identify the process changes which will be implemented to resolve the noted issue, a time frame for implementing the changes, and the feedback mechanism to be employed to measure the effectiveness of the solution. CEMO will monitor the implementation of an action plan until all non-compliance activities, tasks or processes have been improved.

All QAR disputes between CEMO and the Districts, including all QAR documentation, will be submitted to executive management for review, discussion and subsequent decision-making to resolve the dispute.

## **7. References**

1. Quality Assurance and Quality Control Policy, 001-260-001-b, Performance Management Office, Effective date: July 19, 2007
2. *Managing For Quality Handbook*, Florida Department of Transportation, Performance Management Office, 2007

**Appendix A**  
**ETDM Screening Process Control System Map**

# Process Control System

<b>Process Number/Name:</b> 1.5 Efficient Transportation Decision Making (ETDM)	<b>Product/Service:</b> Early coordination for transportation projects, final programming summary reports and COA	<b>Primary Customers:</b> Project Development & Environmental (PD&E) Managers, Environmental Technical Advisory Team (ETAT), federally recognized tribes and public  <b>Primary Regulators:</b> Lead Agencies (FHWA and FTA) and State of Florida Clearinghouse	<b>Customers Valid Requirements:</b> timely project reports, early and continuous participation of ETAT, accurate resource data and complete project information, clear and concise documentation of project issues, access to information and ability to provide comment	<b>Regulator's Valid Requirements:</b> compliance with the Safe, Accountable, Flexible, Efficient, Transportation Equity Act - A Legacy for Users (SAFETEA-LU), Title 23, Sections 6002
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<b>Input(s):</b> MPO, SIS and bridge reports, technical support, project information, maps, and stakeholder feedback  <b>Supplier(s):</b> MPOs, FDOT, ETAT Agencies, Lead Agencies, Public and federally recognized tribes	<h2 style="margin: 0;">Flow Chart</h2>	<b>Process and Quality Measures (QC/QA)</b>	<b>Checking / Measurement Monitoring</b>	<b>Miscellaneous Information</b>
--	--	---	--	----------------------------------

Step/Time	Stakeholders/FDOT	Planning / MPO	EMO	ETAT Agencies	Public	Clearinghouse	FDOT	Lead Agency	Process Measures	Control Limits	Checking Item	Timeframe (Frequency)	Responsibility	Contingency Plans	Miscellaneous Information
									And						
									Quality Measures	Specs / Targets	What is to be checked?	When to check?	Who will check?	Actions required for exceptions	
									P1-P11	85%	Project Screening Checklist	End of 1.5.2, 1.5.5 and 1.5.7	Districts		- Abbreviations - Procedure Reference - Notes, etc.  <b>P1-</b> Resource data & metadata available <b>P2-</b> Project Information uploaded into Environmental Screening Tool (EST) <b>P3-</b> Plans and projects identified <b>P4-</b> Purpose & Need statement consistent with FHWA guidance <b>P5-</b> ETAT reviewers identified with the project jurisdiction <b>P6-</b> Comments received within review period <b>P7 -</b> Summary degrees of effect generated <b>P8-</b> Consistency determination obtained <b>P9-</b> Approved purpose and need <b>P10-</b> Commitments and recommendations identified <b>P11-</b> Approved Class of Action (COA) <b>Stakeholders -</b> Resource Agencies, Federal Highway Administration (FHWA), general public, non-governmental organizations, planners, local and state officials and federally recognized tribes <b>Quality data -</b> is accurate and complete <b>Accurate</b> means there is accompanying metadata describing the resource data <b>Complete</b> means best available data provided from all sources
Prepare 30 days									P6		1.5.1 Prepare & Verify Project Information and Support Data				
Conduct 45 to 60 days											1.5.2 Conduct Planning Screen				
Prepare 60 days											1.5.3 Prepare Planning Summary Report and Publish on Website				
											Priority Project?				
Prepare 30 days											1.5.4 Prepare or Update Project Information & Support Data				
Conduct 45 to 60 days											1.5.5 Conduct Advance Notification, Consistency Determination, and Programming Screen				
											Dispute?				
Prepare 60 days											Dispute Resolution Process 1.6				
											Resolved?				
Prepare 60 days											1.5.6 Prepare Preliminary Programming Summary Report				
											WP Candidate?				
Prepare 60 days											1.5.7 Prepare Final Programming Summary Report and publish on				
											Approved?				
											Final Programming Summary Report for COA				
											Class of Action Report	Every 36 months	CEMO		

Process Owner Approval: \_\_\_\_\_ Date: \_\_\_\_\_ Executive Manager Approval: \_\_\_\_\_ Date: \_\_\_\_\_ Rev#: \_\_\_\_\_ Rev Date: \_\_\_\_\_

**Appendix B**  
**ETDM Screening Monitoring Plan**

## Monitoring Plan

Date: 11/6/07 DRAFT

Process Owner: Environmental Management

<b>Process Name:</b> 1.5 ETDM Project Screening	<b>QAR Schedule:</b> D1 _____ D2 _____ D3 _____ D4 _____ D5 _____ D6 _____ D7 _____ TPK _____ CO _____		
<b>Activity(s) for Review</b>	<b>Measures</b>	<b>Target</b>	<b>Frequency</b>
1.5.3 Prepare Planning Summary Report	Q1 - % Planning Screen Summary Reports published within 60 days of comment deadline	85%	Every 36 months
1.5.6 Prepare Preliminary Programming Summary Report	Q2 - % Preliminary Programming Screen Summary Reports published within 60 days of comment deadline	85%	Every 36 months
1.5.1 and 1.5.4 Prepare, Verify or Update Project Information and Support Data	Q3 - % Accurate and complete ETDM project information for decision making	80%	Every 36 months
1.5.3. and 1.5.7 Prepare and publish Summaries on Website	Q4 - % Projects with completed summary of public comments	90%	Every 36 months
1.5.2 and 1.5.5 Conduct planning and programming screens, Advanced Notification, Consistency Determination	Q5 - % of Project stakeholders notified for project review	90%	Every 36 months
1.5.3 and 1.5.6 Prepare Planning Summary Report and Prepare Preliminary Programming Summary Report	Q6- % of Project stakeholders notified when summary reports are published	90%	Every 36 months
1.5.7 Prepare Final Programming Summary and Proposed Class of Action	Q7 - % Projects with Class of Action obtained from Lead Agency consistent with summary report	90%	Every 36 months
<b>Review Team Leader:</b> Carolyn Ismart			
<b>Review Team Members:</b> Larry Barfield, Buddy Cunill, George Ballo and Bob Crim			

**Functional Office:** Environmental Mgmt.    **Manager's Approval:** \_\_\_\_\_    **Date:** \_\_\_\_\_

**Note:** Please attach manager approved (signed) Process Control System referenced for QA functions.

**Appendix C**  
**District Quality Control Plans**

## FINAL

District 1						
Environmental Management Office Quality Control Plan						
Process #	Activity #	Process Measure	Control Limits	Checking Item	Frequency	Responsible Party
1.5 ETDM Project Screening	1.5.3 Prepare Planning Screen Summary Report	Q1 - % Planning Screen Summary Reports published within 60 days of comment deadline	85%	*Summary Report Compliance Report * Unpublished Summary Report	Every April	ETDM Coordinator
	1.5.6 Prepare Preliminary Programming Summary Report	Q2 - % Preliminary Programming Screen Summary Reports published within 60 days of comment deadline Q4 - % Projects with completed	85%	Summary Report Compliance Report * Unpublished Summary Report	Every April	ETDM Coordinator
	1.5.1 and 1.5.4 Prepare, Verify or Update Project Information and Support Data	Q3 - % Accurate and complete ETDM project information for decision making	80%	*Data Quality Assessment * ETAT Agency Surveys	Every April	ETDM Coordinator / EA
	1.5.3 and 1.5.7 Prepare and publish Summaries on Website	Q4 - % Projects with completed summary of public comments	90%	Summary of Public Comments Report	Every April	ETDM Coordinator

## FINAL

District 1						
Environmental Management Office Quality Control Plan						
Process #	Activity #	Process Measure	Control Limits	Checking Item	Frequency	Responsible Party
	1.5.2 and 1.5.5 Conduct planning and programming screens, Advance Notification, Consistency Determination	Q5 - % of Project stakeholders notified for project review	90%	* Notification Logs * Additional request for project information from resource agencies	Every April	ETDM Coordinator
	1.5.3 and 1.5.6 Prepare Planning Summary Report and Prepare Preliminary Programming Summary Report	Q6 - % of Project notified when summary reports are published	90%	* Notification Logs	Every April	ETDM Coordinator
	1.5.7 Prepare Final Programming Summary and Proposed Class of Action	Q7 - % Projects with Class of Action obtained from Lead Agency consistent with summary Report	90%	* Class of Action Report	Every April	ETDM Coordinator / EA

Approved: \_\_\_\_\_

Director of Transportation Development

## FINAL

<b>District 2</b>						
<b>Environmental Management Office Quality Control Plan</b>						
<b>Process #</b>	<b>Activity #</b>	<b>Process Measure</b>	<b>Control Limits</b>	<b>Checking Item</b>	<b>Frequency</b>	<b>Responsible Party</b>
1.5 ETDM Project Screening	1.5.3 Prepare Planning Screen Summary Report	Q1 - % Planning Screen Summary Reports published within 60 days of comment deadline	85%	Summary Report Compliance Report	End of 1.5.2	ETDM Coordinator /MPO
	1.5.6 Prepare Preliminary Programming Summary Report	Q2 - % Preliminary Programming Screen Summary Reports published within 60 days of comment deadline	85%	Summary Report Compliance Report	End of 1.5.5	ETDM Coordinator
	1.5.1 and 1.5.4 Prepare, Verify or Update Project Information and Support Data	Q3 - % Accurate and complete ETDM project information for decision making	80%	Project File	End of 1.5.5	ETDM Coordinator / EA
	1.5.3 and 1.5.7 Prepare and publish Summaries on Website	Q4 - % Projects with completed summary of public comments	90%	Summary of Public Comment	1.5.4	ETDM Coordinator
	1.5.2 and 1.5.5 Conduct planning and programming screens, Advance Notification, Consistency Determination	Q5 - % of Project stakeholders notified for project review	90%	Project Status / Phase Log	1.5.4	ETDM Coordinator
	1.5.3 and 1.5.6 Prepare Planning Summary Report and Prepare Preliminary Programming Summary Report	Q6 - % of Project notified when summary reports are published	90%	Summary Report Compliance Report	End of 1.5.5	ETDM Coordinator
	1.5.7 Prepare Final Programming Summary and Proposed Clas of Action	Q7 - % Projects with Class of Action obtained from Lead Agency consistent with summary Report	90%	Project File	End of 1.5.7	ETDM Coordinator / EA

Approved: \_\_\_\_\_

District Unit Manager

## FINAL

District 3						
Environmental Management Office Quality Control Plan						
Process #	Activity #	Process Measure	Control Limits	Checking Item	Frequency	Responsible Party
1.5 ETDM Project Screening	1.5.3 Prepare Planning Screen Summary Report	Q1 - % Planning Screen Summary Reports published within 60 days of comment deadline	85%	*Summary Report Status Report *UnPublished Summary Report	12 months - July	ETDM Coordinator
	1.5.6 Prepare Preliminary Programming Summary Report	Q2 - % Preliminary Programming Screen Summary Reports published within 60 days of comment deadline	85%	*Summary Report Status Report *UnPublished Summary Report	12 months - July	ETDM Coordinator
	1.5.1 and 1.5.4 Prepare, Verify or Update Project Information and Support Data	Q3 - % Accurate and complete ETDM project information for decision making	80%	*Data Quality Assesments *ETAT Agency Surveys	12 months - July	ETDM Coordinator
	1.5.3 and 1.5.7 Prepare and publish Summaries on Website	Q4 - % Projects with completed summary of public comments	90%	*Summary of Public Comments Report	12 months - July	ETDM Coordinator
	1.5.2 and 1.5.5 Conduct planning and programming screens, Advance Notification, Consistency Determination	Q5 - % of Project stakeholders notified for project review	90%	*Notification logs *Agency Review Matrix *Additional request for project information from resource agencies	12 months - July	ETDM Coordinator
	1.5.3 and 1.5.6 Prepare Planning Summary Report and Prepare Preliminary Programming Summary Report	Q6 - % of Project stakeholders notified when summary reports are published	90%	*Notification logs	12 months - July	ETDM Coordinator

# FINAL

District 3						
Environmental Management Office Quality Control Plan						
Process #	Activity #	Process Measure	Control Limits	Checking Item	Frequency	Responsible Party
	1.5.7 Prepare Final Programming Summary and Proposed Clas of Action	Q7 - % Projects with Class of Action obtained from Lead Agency consistent with summary report	90%	*Class of Action Report	12 months - July	ETDM Coordinator

Approved: \_\_\_\_\_

District Unit Manager

## FINAL

District 4						
Environmental Management Office Quality Control Plan						
Process #	Activity #	Process Measure	Control Limits	Checking Item	Frequency	Responsible Party
1.5 ETDM Project Screening	1.5.3 Prepare Planning Screen Summary Report	Q1 - % Planning Screen Summary Reports published within 60 days of comment deadline	85%	*Summary Report Status Report *UnPublished Summary Report *Project Tracking Report	12 months - July	ETDM Coordinator
	1.5.6 Prepare Preliminary Programming Summary Report	Q2 - % Preliminary Programming Screen Summary Reports published within 60 days of comment deadline	85%	*Summary Report Status Report *UnPublished Summary Report *Project Tracking Report	12 months - July	ETDM Coordinator
	1.5.1 and 1.5.4 Prepare, Verify or Update Project Information and Support Data	Q3 - % Accurate and complete ETDM project information for decision making	80%	*Data Quality Assesments *ETAT Agency Surveys	12 months - July	ETDM Coordinator
	1.5.3 and 1.5.7 Prepare and publish Summaries on Website	Q4 - % Projects with completed summary of public comments	90%	*Summary of Public Comments Report	12 months - July	ETDM Coordinator
	1.5.2 and 1.5.5 Conduct planning and programming screens, Advance Notification, Consistency Determination	Q5 - % of Project stakeholders notified for project review	90%	*Notification logs *Agency Review Matrix *Additional request for project information from resource agencies	12 months - July	ETDM Coordinator

## FINAL

<b>District 4</b>						
<b>Environmental Management Office Quality Control Plan</b>						
<b>Process #</b>	<b>Activity #</b>	<b>Process Measure</b>	<b>Control Limits</b>	<b>Checking Item</b>	<b>Frequency</b>	<b>Responsible Party</b>
	1.5.3 and 1.5.6 Prepare Planning Summary Report and Prepare Preliminary Programming Summary Report	Q6 - % of Project stakeholders notified when summary reports are published	90%	*Notification logs	12 months - July	ETDM Coordinator
	1.5.7 Prepare Final Programming Summary and Proposed Clas of Action	Q7 - % Projects with Class of Action obtained from Lead Agency consistent with summary report	90%	*Class of Action Report	12 months - July	ETDM Coordinator

Approved: \_\_\_\_\_

District Unit Manager

## FINAL

District 5						
Environmental Management Office Quality Control Plan						
Process #	Activity #	Process Measure	Control Limits	Checking Item	Frequency	Responsible Party
1.5 ETDM Project Screening	1.5.3 Prepare Planning Screen Summary Report	Q1 - % Planning Screen Summary Reports published within 60 days of comment deadline	85%	*Summary Report Compliance Report *UnPublished Summary Report	12 months - August	ETDM Coordinator
	1.5.6 Prepare Preliminary Programming Summary Report	Q2 - % Preliminary Programming Screen Summary Reports published within 60 days of comment deadline	85%	*Summary Report Compliance Report *UnPublished Summary Report	12 months - August	ETDM Coordinator
	1.5.1 and 1.5.4 Prepare, Verify or Update Project Information and Support Data	Q3 - % Accurate and complete ETDM project information for decision making	80%	*Data Quality Assesments *ETAT Agency Surveys	12 months - August	ETDM Coordinator
	1.5.3 and 1.5.7 Prepare and publish Summaries on Website	Q4 - % Projects with completed summary of public comments	90%	*Summary of Public Comments Report	12 months - August	Community Liason Coordinator
	1.5.2 and 1.5.5 Conduct planning and programming screens, Advance Notification, Consistency Determination	Q5 - % of Project stakeholders notified for project review	90%	*Notification logs *Additional request for project information from resource agencies	12 months - August	Community Liason Coordinator
	1.5.3 and 1.5.6 Prepare Planning Summary Report and Prepare Preliminary Programming Summary Report	Q6 - % of Project stakeholders notified when summary reports are published	90%	*Notification logs	12 months - August	Community Liason Coordinator

**FINAL**

	1.5.7 Prepare Final Programming Summary and Proposed Clas of Action	Q7 - % Projects with Class of Action obtained from Lead Agency consistent with summary report	90%	*Class of Action Report	12 months - August	ETDM Coordinator

Approved: \_\_\_\_\_

District Unit Manager

## FINAL

District 6						
Planning and Environmental Management Office ETDM Quality Control Plan						
Process #	Activity #	Process Measure	Control Limits	Checking Item	Frequency	Responsible Party
1.5 ETDM Project Screening	1.5.3 Prepare Planning Screen Summary Report	Q1 - % Planning Screen Summary Reports published within 60 days of comment deadline	85%	* District Summary Report Status Log * Un-Published Summary Report * Project Schedule	* Program = 12 months (July) * Quarterly * Per project based on scheduled targets (continuous)	* PLEMO Mgr. * ETDM Coordinator/CLC * PM(s)
	1.5.6 Prepare Preliminary Programming Summary Report	Q2 - % Preliminary Programming Screen Summary Reports published within 60 days of comment deadline	85%	* District Summary Report Status Log * Un-Published Summary Report * Project Schedule	* Program = 12 months (July) * Quarterly * Per project based on scheduled targets (continuous)	* PLEMO Mgr. * ETDM Coordinator/CLC * PM(s)
	1.5.1 and 1.5.4 Prepare, Verify or Update Project Information and Support Data	Q3 - % Accurate and complete ETDM project information for decision making	80%	* ETAT Agency Surveys * Data quality assessments (ground truthing)	* 12 months (July) * Quarterly * Per project	* PLEMO Mgr. * ETDM Coordinator/CLC * PM(s)
	1.5.3 and 1.5.7 Prepare and publish Summaries on Website	Q4 - % Projects with completed summary of public comments	90%	* Summary of Public Comments Report	* 12 months (July) * Quarterly * Per project	* PLEMO Mgr. * ETDM Coordinator/CLC * PM(s)
	1.5.2 and 1.5.5 Conduct planning and programming screens, Advance Notification, Consistency Determination	Q5 - % of Project stakeholders notified for project review	90%	* Track ETAT Notifications Report * Stakeholder Requests for Information Log	* 12 months (July) * Quarterly * Per project based on project log	* PLEMO Mgr. * ETDM Coordinator/CLC * PM(s)
	1.5.3 and 1.5.6 Prepare Planning Summary Report and Prepare Preliminary Programming Summary Report	Q6 - % of Project notified when summary reports are published	90%	* Track ETAT Notifications Report * Verification of Public Website	* 12 months (July) * Quarterly * Per project	* PLEMO Mgr. * ETDM Coordinator/CLC * PM(s)

## FINAL

<b>District 6</b>						
<b>Planning and Environmental Management Office ETDM Quality Control Plan</b>						
	1.5.7 Prepare Final Programming Summary and Proposed Class of Action	Q7 - % Projects with Class of Action obtained from Lead Agency consistent with summary Report	90%	<ul style="list-style-type: none"> <li>* Class of Action Report</li> <li>* District Summary Report Status Log</li> <li>* Un-Published Summary Report (Reports, Reminders)</li> <li>* Project Schedule</li> </ul>	<ul style="list-style-type: none"> <li>* Program = 12 months (July)</li> <li>* Quarterly</li> <li>* Per project based on scheduled targets (continuous)</li> </ul>	<ul style="list-style-type: none"> <li>* PLEMO Mgr.</li> <li>* ETDM Coordinator/CLC</li> <li>* PM(s)</li> </ul>
<b>NOTE: The ETDM Coordinator and CLC review all project materials before they are entered into the EST.</b>						

Approved: \_\_\_\_\_

District Unit Manager

## FINAL

District 7						
Environmental Management Office Quality Control Plan						
Process #	Activity #	Process Measure	Control Limits	Checking Item	Frequency	Responsible Party
1.5 ETDM Project Screening	1.5.3 Prepare Planning Screen Summary Report	Q1 - % Planning Screen Summary Reports published within 60 days of comment deadline	85%	*Summary Report Compliance Report *UnPublished Summary Report *Internal D7 Tracking Spreadsheet	12 months - August	ETDM Coordinator
	1.5.6 Prepare Preliminary Programming Summary Report	Q2 - % Preliminary Programming Screen Summary Reports published within 60 days of comment deadline	85%	*Summary Report Compliance Report *UnPublished Summary Report *Internal D7 Tracking Spreadsheet	12 months - August	ETDM Coordinator
	1.5.1 and 1.5.4 Prepare, Verify or Update Project Information and Support Data	Q3 - % Accurate and complete ETDM project information for decision making	80%	*Data Quality Assesments *ETAT Agency Surveys	12 months - August	ETDM Coordinator
	1.5.3 and 1.5.7 Prepare and publish Summaries on Website	Q4 - % Projects with completed summary of public comments	90%	*Summary of Public Comments Report	12 months - August	Community Liason Coordinator
	1.5.2 and 1.5.5 Conduct planning and programming screens, Advance Notification, Consistency Determination	Q5 - % of Project stakeholders notified for project review	90%	*Notification logs *Additional request for project information from resource agencies	12 months - August	Community Liason Coordinator

## FINAL

<b>District 7</b>						
<b>Environmental Management Office Quality Control Plan</b>						
	1.5.3 and 1.5.6 Prepare Planning Summary Report and Prepare Preliminary Programming Summary Report	Q6 - % of Project stakeholders notified when summary reports are published	90%	*Notification logs	12 months - August	Community Liason Coordinator
	1.5.7 Prepare Final Programming Summary and Proposed Clas of Action	Q7 - % Projects with Class of Action obtained from Lead Agency consistent with summary report	90%	*Class of Action Report	12 months - August	ETDM Coordinator

Approved: \_\_\_\_\_

District Unit Manager

## FINAL

Florida Turnpike Enterprise						
Environmental Management Office Quality Control Plan						
Process #	Activity #	Process Measure	Control Limits	Checking Item	Frequency	Responsible Party
1.5 ETDM Project Screening	1.5.3 Prepare Planning Screen Summary Report	Q1 - % Planning Screen Summary Reports published within 60 days of comment deadline	85%	*Summary Report Status Report *Un-Published Summary Report *Project Tracking Report	12 months	ETDM Coordinator
	1.5.6 Prepare Preliminary Programming Summary Report	Q2 - % Preliminary Programming Screen Summary Reports published within 60 days of comment deadline	85%	*Summary Report Status Report *Un-Published Summary Report *Project Tracking Report	12 months	ETDM Coordinator
	1.5.1 and 1.5.4 Prepare, Verify or Update Project Information and Support Data	Q3 - * % Projects with Completed Purpose and Need and Project Description * % Projects with completed concept report	90% of Turnpike Projects (does not include Developer Projects)	*Data Quality Assessments *ETAT Agency Surveys *Requests from agencies for additional information	12 months	ETDM Coordinator
	1.5.3 and 1.5.7 Prepare and publish Summaries on Website	Q4 - % Projects with completed summary of public comments	90%	*Summary of Public Comments Report	12 months	ETDM Coordinator

## FINAL

	1.5.2 and 1.5.5 Conduct planning and programming screens, Advance Notification, Consistency Determination	Q5 - % of Project stakeholders notified for project review	90%	*Notification logs *Agency Review Matrix *Additional request for project information from resource agencies	12 months	ETDM Coordinator
	1.5.3 and 1.5.6 Prepare Planning Summary Report and Prepare Preliminary Programming Summary Report	Q6 - % of Project stakeholders notified when summary reports are published	90%	*Notification logs	12 months	ETDM Coordinator
	1.5.7 Prepare Final Programming Summary and Proposed Clas of Action	Q7 - % Projects with Class of Action obtained from Lead Agency consistent with summary report	90%	*Class of Action Report	12 months	ETDM Coordinator

Approved: \_\_\_\_\_

District Unit Manager

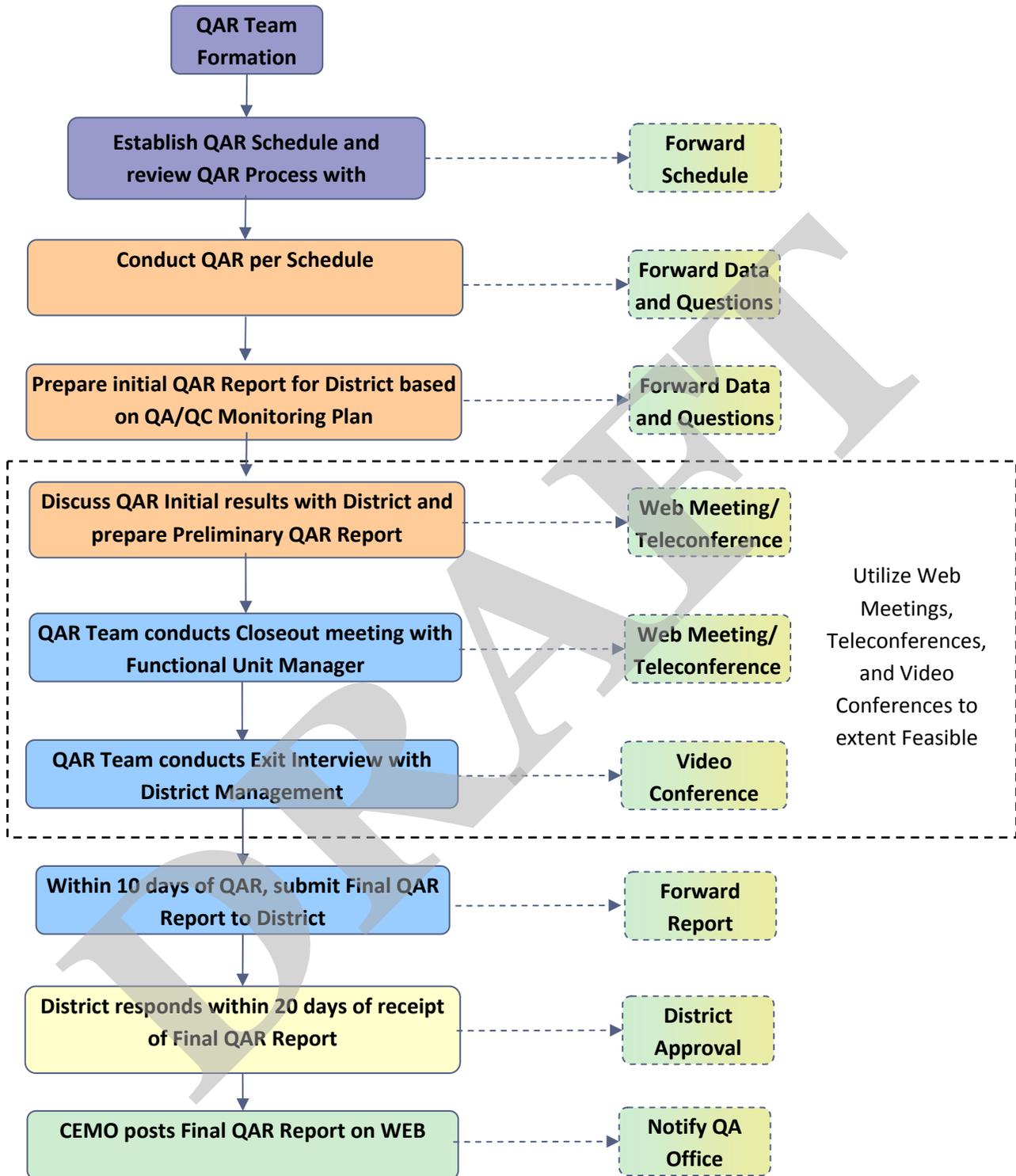
# Addendum

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The following package of information was developed for discussion between Central Environmental Management Office personnel and District personnel prior to beginning the Quality Assurance Reviews. It includes the following:

- Quality Assurance Review Process Chart
- Schedule for 2008 Quality Assurance Reviews
- Agenda of Quality Assurance Review Kick-off Meeting

# ETDM QUALITY ASSURANCE REVIEW PROCESS



## Quality Assurance Plan Schedule

**2008/2009**

District	QAR Team Meeting	State Wide Web conference	Generate District QAR Report with Questions	CEMO/District Web Conference	Preliminary Findings, Action Plan and Functional Unit Meeting	District Management Close Out	District Response to Draft FINAL	Final QAR	Posting of QAR
	1 month from District QAR	2 weeks before District QAR	1 week before District QAR		14 days after District QAR web conference	1 Week after Preliminary Findings	21 days after receipt of QAR	10 days after response	1 day after final report
District 2	04-Aug-08	21-Aug-08	10-Sep-08	17-Sep-08	1-Oct-08	8-Oct-08	22-Oct-08	3-Nov-08	4-Nov-08
District 3			17-Sep-08	24-Sep-08	8-Oct-08	15-Oct-08	29-Oct-08	10-Nov-08	11-Nov-08
District 4			24-Sep-08	1-Oct-08	15-Oct-08	22-Oct-08	5-Nov-08	17-Nov-08	18-Nov-08
District 6			1-Oct-08	8-Oct-08	22-Oct-08	29-Oct-08	12-Nov-08	24-Nov-08	25-Nov-08
District 1			8-Oct-08	15-Oct-08	29-Oct-08	5-Nov-08	19-Nov-08	1-Dec-08	2-Dec-08
District 7			15-Oct-08	22-Oct-08	5-Nov-08	12-Nov-08	26-Nov-08	8-Dec-08	9-Dec-08
District 5			22-Oct-08	29-Oct-08	12-Nov-08	19-Nov-08	3-Dec-08	15-Dec-08	16-Dec-08
Turnpike			29-Oct-08	5-Nov-08	19-Nov-08	26-Nov-08	10-Dec-08	22-Dec-08	23-Dec-08



# MEETING AGENDA

Date: August 21<sup>st</sup>, 2008

Time: 9:00 – 10:30

Location: on-line and teleconference

Meeting called by: CEMO

Type of meeting:

**QAR Kick-Off Meeting Quality Assurance Team Review of ETDM Process**

**Attendees:** Buddy Cunill, Larry Barfield, Pete McGilvray, Vicki Sharpe, Josh Boan, Thu-Huong Clark, Don Dankert, Richard Fowler, Imran Ghani, Steve Love, Blair Martin, Richard Young, Xavier Pagan, Mark Schulz, Wendy Lasher, Carin Watkins, Lawrence Taylor, Roberto Gonzalez, Kirk Bogen, Fred Gaines, Peggy Kelley, and Kathaleen Linger

## AGENDA ITEMS

Topic	Presenter	Time allotted
Welcome and Introduction of QAR Team (Buddy, Thu, Larry, Peter)	Buddy	10 min
Overview of QA Review Process (Chart)	Buddy	10 min
Overview of QA Monitoring Plan (Form)	Pete	10 min
Reporting of Data thru EST	Pete	10 min
Overview of QC Monitoring Plans (Form)	Buddy	5 min
Reporting of Data (Other)		
Discussion of QAR Schedule for each District (Schedule)	Larry	10 min
Questions and Discussion	Open	30 min
Close	Buddy	5 min

## OTHER INFORMATION

Observers:

Resources:

Special notes:

Follow-up Actions:

Person Responsible:

# etdm

Efficient Transportation Decision Making

## Agency Annual Review National Marine Fisheries Services



**Efficient Transportation Decision Making**  
*...While Protecting Florida's Environment*



Florida Department of Transportation  
Environmental Management Office  
Mail Station 37  
605 Suwannee Street  
Tallahassee, FL 32399-0450  
Phone: (850) 414-4447  
[www.dot.state.fl.us/emo](http://www.dot.state.fl.us/emo)

**etdm**  
**performance**  
**management**

May 2006

*Table of Contents*

**Section 1 Final Annual Report**

- 1.1 Purpose of the Report
- 1.2 Before ETDM
- 1.3 After ETDM and MOA
- 1.4 Effects of the ETDM Process
- 1.5 Benefits of ETDM Process to NMFS
- 1.6 Areas of Improvement and Suggestions

**Section 2 Annual ETDM Program Review Meeting Notes**

- 2.1 Purpose and Overview of the Annual Review Meeting
- 2.2 Business Relations and Processes Before ETDM
- 2.3 Business Relations and Processes After ETDM
- 2.4 Discussion of Performance Measures in EST
- 2.5 Contract Management Discussion
- 2.6 Benefits of ETDM
- 2.7 Conclusion

# **FINAL**

**National Oceanic and Atmospheric Administration  
National Marine Fisheries Service  
Southeast Region, Habitat Conservation Division  
Fiscal Year 2005 Annual Report to  
Florida Department of Transportation  
May 8, 2006**

## **I. Purpose of the Report**

In early 2004, the Florida Department of Transportation (FDOT) implemented the Efficient Transportation Decision Making (ETDM) process. During federal fiscal year 2005, through funding from FDOT, NOAA's National Marine Fisheries Service (NMFS), Southeast Regional Office (SERO), hired two full-time term employees. These employees were assigned to the SERO Habitat Conservation Division (HCD) to review FDOT projects under the ETDM process. This report compares the extent and outcomes of the coordination between FDOT and NMFS before and after establishment of the ETDM process with respect to the mission and goals of each agency.

## **II. Before ETDM**

Prior to establishment of the ETDM process between FDOT and NMFS, two divisions within the NMFS SERO reviewed information on FDOT projects. The HCD consults with Federal action agencies regarding potential adverse effects of their actions on essential fish habitat (EFH) under the Magnuson-Stevens Fishery Conservation and Management Act (Magnuson-Stevens Act); HCD also comments to the action agencies on potential impacts to living marine resources under the Fish and Wildlife Coordination Act. HCD biologists regularly reviewed proposed FDOT projects and provided Federal action agencies, usually the U. S. Army Corps of Engineers (COE), with conservation recommendations to alleviate adverse impacts to EFH or living marine resources that might occur from the proposed projects. The SERO Protected Resource Division (PRD) administers provisions of the Endangered Species Act (ESA) and the Marine Mammal Protection Act (MMPA). Similar to the reviews conducted by HCD, biologists from PRD regularly reviewed information on FDOT projects with ESA and MMPA concerns. As a result of this organizational arrangement, many FDOT projects were reviewed by two or more NMFS biologists (at least one from HCD and one from PRD), triggering separate consultation letters to Federal action agencies.

Information on FDOT projects that had ESA concerns was sent to the SERO PRD office in St. Petersburg, Florida, passed to the ESA Branch Chief, and then to the Section 7 Coordinator to be distributed to the appropriate PRD biologists. Information on FDOT projects that had EFH concerns was sent to HCD's field office in Panama City and given to the Florida Branch Chief, who was responsible for distributing FDOT projects to HCD biologists.

In 2001, HCD divided Florida into two geographic areas to facilitate project reviews. The Atlantic Branch, with area offices in Miami and Jacksonville, addressed projects along the Atlantic coast of Florida. The Gulf Branch, through its Panama City Field Office and St. Petersburg Area Office, examined projects along the Gulf coast of Florida.

As Florida's population grew, workload increased and NMFS needed more biologists to review an increasing number of projects. PRD hired new biologists in St. Petersburg, and PRD biologists prioritized their workload based on the completeness of the information in the section 7 consultation packages and the likely magnitude of the effects to ESA-listed species from the proposed project. HCD biologists similarly prioritized their workload based on the expected magnitude of adverse effects to EFH and managed fishery species. Because funds to hire more biologists were limited, and as the workload continued to increase, greater attention was given to projects expected to have large impacts to NOAA trust resources.

Prior to ETDM, FDOT staff and contractors sent information to NMFS SERO in several forms, including Advanced Notification Letters (AN Packets), Environmental Assessments, Environmental Impact Statements, public hearing letters, public notice letters, requests for agency coordination meetings, technical memoranda, and emails. NMFS SERO also received information on FDOT projects from the U.S. Coast Guard (USCG) and the COE through the Public Notices or letters from the Federal Highway Administration (FHWA).

Due to the limited information provided in AN Packets, reviews of many FDOT projects would conclude with minimal comments from SERO. For example, if the HCD biologist found that the proposed project had minimal impacts on estuarine habitats, comments consisted of the standard language regarding avoidance, minimization, and mitigation. If the proposed project appeared likely to have significantly adverse impacts on estuarine habitat, the HCD biologist requested an EFH assessment, mitigation plan, and continued coordination. PRD biologists would identify the ESA-listed species likely to be affected by the project and provide FDOT with requests for any additional information that was needed to conclude ESA section 7 consultation. In most instances NMFS SERO's level of involvement was minimal during development of the proposed project, and most information regarding FDOT projects was received during the USCG or COE permitting process via a Public Notice. At this stage, it was difficult for FDOT to consider and address NMFS' concerns because the project designs were nearly complete and ready for implementation. Significant issues discovered at this late stage could delay project implementation, possibly leading to loss of funding from FHWA or increased project costs, especially if compensatory mitigation were required to offset adverse effects to EFH or design modifications were needed to achieve compliance with the ESA.

### **III. After ETDM and MOA**

By 2004, PRD and HCD had limited staff and no additional funding to accommodate the increase in the overall workload of the two divisions. HCD had reorganized into two

branches, each with its own supervisor, to more efficiently handle the workload. The Atlantic Coast Branch supervisor oversees biologists located in the Jacksonville and Miami Field Offices, and the Gulf Coast Branch supervisor oversees biologists located in the SERO St. Petersburg office and the Panama City Field Office. PRD prioritized their workload and brought in personnel from other NMFS offices on a time-limited condition to accommodate the workload.

On June 27, 2004, the Memorandum of Agreement (MOA) between FDOT, FHWA, and NMFS was signed. The HCD hired two full-time term employees to exclusively review FDOT projects and meet the requirements listed in the NMFS Agency Operating Agreement of the MOA. These two NMFS biologists are members of the FDOT Environmental Technical Advisory Team (ETAT), which the ETDM process established. FDOT personnel now deal with only these two NMFS biologists for technical assistance, advice, and comments on FDOT projects. These two biologists coordinate as needed with other NMFS personnel to obtain information, guidance or advice needed to complete NMFS review of FDOT projects. The NMFS biologist for the Atlantic Coast handles FDOT Districts 4, 5, 6, and the eastern half of District 2, while the NMFS biologist for the Gulf Coast handles FDOT Districts 1, 3, 7, and the western half of District 2. Each biologist conducts both the EFH and ESA section 7 consultations for their respective FDOT project areas.

A main focus of the ETDM process is early coordination between FDOT and the agencies responsible for reviewing FDOT projects. The goal is for FDOT staff and consultants to interact with NMFS ETAT members as early as possible to assure that adverse impacts to NOAA trust resources are avoided, minimized, or mitigated, and that appropriate conservation measures and other provisions are included when needed. Ideally, coordination begins when the project is in the conceptual stage, allowing FDOT to generate more accurate cost and schedule projections as the project moves into the design phase. Under the ETDM process, FDOT should have a good understanding of each project's EFH and ESA issues well before the design stage is completed and the USCG and COE permit application process begins. At present, the projects reviewed by the two NMFS biologists include projects from both the old and new FDOT processes. However, eventually all major FDOT projects should be developed and reviewed using the ETDM procedure.

Presently, the NMFS ETAT members review all FDOT projects in the state, and all projects are examined for potential impacts to NOAA trust resources. The AN Packets, Environmental Assessments/Environmental Impact Statements, and ETDM project descriptions and resource maps are thoroughly reviewed, and NMFS SERO provides responses via letters, emails, field reviews, or online submissions that use the Environmental Screening Tool (EST).

Since the MOA was implemented and up through September 30, 2005, the two NMFS ETAT members entered the ETDM process, they have reviewed, conducted site visits, attended meetings, and provided comments and recommendations regarding 224 FDOT projects including 119 in the ETDM process, 60 in Project Development and

Environment, and 45 in the permitting stage (Table 1). Each NMFS ETAT member averages nine projects per month; the busiest quarters were April-June and July-September 2005. Unfortunately, these numbers could not be compared to the number of FDOT projects reviewed prior to the ETDM process for this report. However, as a sign of the success of the ETDM process, NMFS ETAT members have not needed to initiate the Dispute Resolution Process because most projects are reviewed in early stages, which allows FDOT staff sufficient time to address NMFS concerns on EFH and ESA issues.

**Table 1: Summary of FDOT Projects Reviewed by NMFS ETAT Members after Implementation of the ETDM Process**

	Oct 2004 – March 2005	April – June 2005	July – September 2005	<b>Total</b>
EST	15	58	46	119
PD&E	-	43	17	60
Permitting	5	31	9	45
<b>Total</b>	20	132	72	224

#### **IV. Effects of the ETDM Process**

The ETDM process brought change to both FDOT and NMFS SERO. The MOA provided funding for two full-time, term NMFS SERO employees to exclusively review FDOT projects. The two new NMFS biologists allowed the ETDM process to work as envisioned, with early and frequent coordination between FDOT and NMFS. NMFS concerns on EFH and ESA issues are addressed and incorporated into the project designs beginning at the conceptual stage and continuing through to the implementation stage. Early coordination avoids disputes and resource issues from being raised too late in the design process to be adequately addressed. Early coordination will result in better cost and schedule estimates, fewer late-stage design modifications, fewer delays on projects that are ready for implementation, and smaller impacts to NOAA trust resources. The ETDM process assures NMFS SERO participation in the avoidance, minimization, and mitigation of impacts to NMFS trust resources, while FDOT staff benefit from having every project reviewed by NMFS and having one NMFS contact person for each project from the conceptual to the implementation stages. In addition, the Environmental Screening Tool developed for ETDM makes pertinent information and project history easily accessible, which makes it easier for NMFS staff to review FDOT projects. ETAT district meetings allow participating agency to share information more readily, further improving the process.

#### **V. Benefits of ETDM Process to NMFS**

The ETDM process has resulted in a number of improvements in NMFS’ business approach to delivering services relative to transportation projects in the state of Florida. These benefits include:

- Early involvement in FDOT projects, making it easier to come to agreement on acceptable project design features for protecting NMFS’ trust resources

- Early coordination in projects enables development of more detailed information on likely impacts
- Continuous consultation enables both agencies to make adjustments over time as project design and construction progress with least impact on budget and/or timelines
- Enhanced funding to participate in a more focused way on project review
- Increased communication and coordination with FDOT
- On going training develops enhanced understanding by both agencies' of the others' roles, responsibilities, statutory authorities, and limitations
- Increased knowledge of FDOT processes and regulations
- Enhanced protection and conservation of fishery habitat through cooperative permit review and design change at an early stage of project development.

## **VI. Areas of Improvement and Suggestions**

The MOA requires NMFS ETAT members to submit quarterly reports. One part of the report requests a list of problems and suggestions. Since FDOT is immediately addressing NMFS concerns on the EST and incorporating suggestions on improving the ETDM process, NMFS does not have additional suggestions at this time, except to continue the coordination, performance review process, summer sessions, and District ETAT meetings. Administratively, NMFS and FDOT may wish to discuss how adjustments to the annual budget may be made over the course of the upcoming five-year renewal of the Funding Agreement. We should also examine proposed reporting requirements and mechanisms to ensure that needed information is provided without imposing unnecessary duplication of effort for both NMFS and FDOT.

# Environmental Program Performance Management

## National Marine Fisheries Service (NMFS)/ FDOT Central Environmental Management Office (CEMO) Annual ETDM Program Review Meeting Notes



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<i>Meeting Date and Location</i>	<i>Meeting Attendees</i>
March 17, 2006 10 AM at URS Tampa 7650 W. Courtney Campbell Causeway Tampa Florida, 33607-1462	Buddy Cunill - FDOT Mary Harger - FDOT Miles Croom - NMFS Peggy Solomon- NMFS David Rydene - NMFS Madelyn Martinez - NMFS Pace Wilber - NMFS (Called in to the meeting) Rickey Ruebsamen - NMFS (Called in to the meeting) Roosevelt Petithomme - URS

### □ **Purpose and Overview of the Annual Review Meeting**

The purpose of the meeting was to discuss how the ETDM process has been proceeding and gain an understanding of how the relationship and coordination efforts between the National Marine Fisheries Service (NMFS), Federal Highway Administration (FHWA) and the Florida Department of Transportation (FDOT) have improved from a before and after perspective since implementation of the Efficient Transportation Decision Making (ETDM) process. The NMFS provided a “draft copy” of the agency’s 2006 Annual Report prior to the meeting. The NMFS Annual Report served as a guide for discussion at the meeting. Pace Wilber and Rickey Ruebsamen participated in the meeting via telephone.

### □ **Business Relations and Processes Before ETDM**

The meeting opened with Mr. Cunill summarizing the meeting agenda (see Attached). Mr. Cunill spoke about the purpose of the meeting and its importance to the coordination efforts between FDOT and NMFS. Mr. Croom and Mr. Ruebsamen spoke about the organizational structure of NMFS prior to ETDM. Mr. Ruebsamen stated that there were two divisions within the NMFS Southeast Regional Office (SERO) that reviewed FDOT projects before ETDM, the Protected Resources Division (PRD) and the Habitat Conservation Division (HCD). The HCD consults with Federal action agencies regarding potential adverse effects of their actions on essential fish habitat (EFH) under the Magnuson-Stevens Fishery Conservation and Management Act (Magnuson-Stevens Act); HCD also comments to the action

## Environmental Program Performance Management



### National Marine Fisheries Service (NMFS)/ FDOT Central Environmental Management Office (CEMO) Annual ETDM Program Review Meeting Notes

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agencies on potential impacts to living marine resources under the Fish and Wildlife Coordination Act. HCD biologists regularly reviewed proposed FDOT projects and provided Federal action agencies, usually the U. S. Army Corps of Engineers (COE), with conservation recommendations to alleviate adverse impacts to EFH or living marine resources that might occur from the proposed projects. Mr. Ruebsamen stated that NMFS responded to Advance Notifications (AN) but that reviews were usually cursory in nature.

The SERO Protected Resource Division (PRD) administers provisions of the Endangered Species Act (ESA) and the Marine Mammal Protection Act (MMPA). As a result of this organizational arrangement, many FDOT projects were reviewed by two or more NMFS biologists (at least one from HCD and one from PRD), triggering separate consultation letters to Federal action agencies. There was limited to no interaction with FDOT. Typically, the NMFS became involved with FDOT projects late in the process, usually at the permit phase. The agency did not have any involvement with the MPOs. The combination of late involvement and multiple biologists reviewing and responding on the same project was problematic. It is estimated that 4 or 5 staff members spent minimal time on FDOT projects, an estimated 50 days per year.

One consequence of this was that the NMFS and FDOT did not develop a good working relationship principally due to the fact of late involvement and because there was no single point of contact to address issues within NMFS. Mr. Ruebsamen described NMFS' involvement with FDOT projects as ad hoc. NMFS and FDOT typically had a short period of time to address any issues that arose because federal permit agencies usually instigated coordination to help in permit issuance. Additionally, Mr. Croom stated that the reviews were further complicated by a lack of coordination between PRD and HCD staff. Mr. Ruebsamen added that there was a lack of coordination between NMFS and FDOT during the National Environmental Policy Act (NEPA) phase.

Mr. Ruebsamen added that the greatest barrier to coordination with FDOT was staff limitations and late involvement. Mr. Croom asked what involvement PRD had with FDOT projects. Mr. Ruebsamen stated that PRD does not review a project until a Federal action and the agency brings the project to them. It was established by Mr. Croom that ESAs are handled in the same manner. Federal agencies must come to them and request consultation. At the AN phase this is illustrated in that FDOT must request a species list each time. Ms. Martinez asserted that PRD has a checklist for each project but will not send the check list out unless it is requested by an agency. These types of inefficiencies needed to be overcome by FDOT and NMFS.

## Environmental Program Performance Management



### National Marine Fisheries Service (NMFS)/ FDOT Central Environmental Management Office (CEMO) Annual ETDM Program Review Meeting Notes

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#### ❑ **Business Relations and Processes After ETDM**

Mr. Croom led the discussion about NMFS and FDOT relations and process after ETDM. Since signing onto the ETDM Memorandum of Understanding (MOU) and associated agreements, NMFS HCD has hired two full-time employees to exclusively review FDOT projects and serve as NMFS ETAT representatives. The two NMFS biologists are Ms. Madelyn Martinez and Mr. David Rydene. FDOT personnel now deal directly with these two NMFS biologists for technical assistance, advice, and comments on FDOT projects. These two biologists coordinate internally, as needed, with other NMFS personnel to obtain information, guidance or advice needed to complete NMFS review of FDOT projects. In addition, these two biologists now provide consultation under ESA as well as EFH, thereby expediting NMFS permit review under these two authorities. Mr. Croom, stated that having the two biologists provided by ETDM funding is a great benefit to the agency. There have been a number of budget cuts and Mr. Croom has lost 4 staff members due to reorganization.

With the ETDM process NMFS and FDOT are able to communicate and coordinate with FDOT on proposed projects from planning through to the construction phase of a project. The ETDM program also allows NMFS to utilize advance Geographic Information Technology (GIS) to review each project. Mr. Rydene stated that the Environmental Screening Tool (EST) is a great benefit of the EDTM program. He stated that the new version of the EST needs to have a few bugs worked out; however, things are moving along smoothly. Ms. Martinez added that Peter McGilvray is very helpful with any issues that arise with the EST. Mr. Cunill stated that in the near future the EST will become the primary method of project notification for major projects and that the Districts are currently working towards this goal. He added that a “drop dead” date had not been established.

Mr. Cunill emphasized that FDOT is working with all of the ETAT agencies to insure that each agency’s resource needs are met and that the ETDM process is moving as smoothly as possible. Ms. Martinez stated that FDOT is very receptive to input. Mr. Croom added that early involvement is a great tool. Ms. Martinez stated that she has been working with District 4 to resolve issues as early as possible. She has requested that any technical reports or mitigation plans needed to move the projects forward be submitted prior to permitting. Ms. Martinez stated that having a project schedule would help to move things ahead. She would like to resolve the major issues upfront prior to permitting. Mr. Rydene stated that Districts 2, 4 and 6 have provided NMFS with a project schedule on a regular basis. He stated that the District ETAT meetings were also helpful for information sharing about projects and meeting other agencies members. The meetings also provide an opportunity to meet Project

## Environmental Program Performance Management



### National Marine Fisheries Service (NMFS)/ FDOT Central Environmental Management Office (CEMO) Annual ETDM Program Review Meeting Notes

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Managers. Both Ms. Martinez and Mr. Rydene stated that they field review all major projects and that consultation with the Districts is continuous

NMFS is realizing the benefits of early involvement. Mr. Rydene and Ms. Martinez cited their involvement in the I-10 Bridge project and the Little Mud Creek project as examples of the benefits of early coordination. Ms. Martinez stated that there were a number of issues related to mangroves and the restoration of smalltooth sawfish habitats and mitigation that needed to be resolved prior to USACOE permitting with the Little Mud Creek project. Both Ms. Martinez and Mr. Rydene indicated that there were not any barriers to coordination with FDOT with the ETDM process. They feel that the process is working well and that the training offered was very helpful. Ms. Martinez stated that the PD&E training was very helpful and allowed the resource agencies to understand the level of involvement and need for coordination that exist on the FDOT side of the project process. She recommended that more ETAT members should take the PD&E training.

#### □ **Discussion of Performance Measures in EST**

Mr. Cunill led the discussion on performance measures. Mr. Cunill presented the Performance measures information included in the NMFS review packet. The packet provides a sample of the forms that will be used to evaluate program activities during Phase II of the Performance Management System. Mr. Petithomme stated that the performance measures system will be an on-line system. Currently, NMFS can view their agency's monthly participation rates in the EST.

Ms. Martinez stated that the EST is not a true reflection of the work done by NMFS. There are a number of projects that are reviewed outside of the tool. This is understood and will be picked up as the performance program becomes established.

#### □ **Contract Management Discussion**

Ms. Solomon led the contract management discussion. She stated that NMFS has developed a five year budget for the new Funding Agreement and provided a copy for FDOT's use. The new budget has a 5 percent inflation rate built into the calculations. Ms. Solomon expressed concerns about having to increase the budget as a result of the NFMS moving to performance based pay.

Mr. Cunill stated that hopefully the five year budget will cover increased costs, but if it didn't FDOT would write an Exhibit A to document the needed budget changes. Mr. Cunill stated the agencies can work through the issues by early coordination and communication.

## Environmental Program Performance Management



### National Marine Fisheries Service (NMFS)/ FDOT Central Environmental Management Office (CEMO) Annual ETDM Program Review Meeting Notes

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There was a brief discussion on the use and tracking of tangible personal property. Ms. Solomon stated that she has been in communication with Peter McGilvray and that she needs to have a tracking number for a computer purchased using ETDM funds. The remainder of the discussion focused on getting the new Funding Agreement reviewed by NMFS legal staff and getting any outstanding invoices submitted.

Mr. Cunill stated that with the new Funding Agreements there is new language that identified the Funding Agreement as the controlling document with regard to the period of performance. In the event that the Master Agreement or the Agency Operating Agreement expired before the Funding Agreement the Funding Agreement's termination date would extend both agreements. Mr. Croom said he would review this to see if it was okay with the NMFS legal staff. The goal is to complete the five year FA review and have the approval by July 31, 2006. Mr. Croom mentioned that they needed to check to see if the June 2006 extension is sufficient time to complete the agency approval process because the new 5-yr FA will require legal and headquarters review.

Mr. Cunill stated that the current NMFS Funding Agreement was extended to July 31, 2006 in order to complete a Closeout and Certification of Completion and resolve any outstanding invoices. It was also noted that the agencies should invoice regularly and submit the necessary documentation along with invoices. Mr. Cunill noted that invoicing was covered in the ETDM Funded Positions Reference Manual. The manual is updated each year as new lessons are learned and program policy changes are made.

#### □ **Benefits of ETDM**

- Early involvement in FDOT projects
- Early coordination in projects
- Continuous Consultation
- Enhanced funding to participate
- Increased communication and coordination with FDOT
- The EST is a very helpful tool
- On going training
- Increased knowledge of FDOT processes and regulations
- Enhanced protection and conservation of fishery habitat through cooperative permit review and design change at an early stage of project development.

# Environmental Program Performance Management



## National Marine Fisheries Service (NMFS)/ FDOT Central Environmental Management Office (CEMO) Annual ETDM Program Review Meeting Notes

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### □ **Conclusion**

Mr. Croom said overall, NMFS has enjoyed their involvement in the ETDM process and views the process as beneficial to all parties. The NMFS is looking forward to continuing their involvement in the ETDM process. FDOT is pleased with the efforts of NMFS and looks forward to the agency's continuance in the ETDM process. ETDM has significantly increased the level of communication and involvement between the two agencies for the betterment of transportation and resource protection. The meeting adjourned at approximately 12:36 pm.

# Agency Feedback Report

FL Fish and Wildlife Conservation Commission: 01/01/2008 to 06/30/2008

## Purpose

The purpose of this Feedback Report is to provide the agency with semi-annual performance information regarding the Efficient Transportation Decision Making (ETDM) activities. Most of the information contained in this report is compiled from the project reviews found in the Environmental Screening Tool (EST). Project review information can be viewed by accessing the EST or by contacting the ETDM help desk at 850-414-5334. The identified opportunities and challenges contained in this feedback report are selected from a variety of sources including agency project reports, Annual Reports, and/or any coordination and communication efforts where issues have been identified by the agency, the Federal Highway Administration (FHWA), and internal coordination within the Florida Department of Transportation (FDOT).

## Project Reviews

This section describes the agency's level of work that occurred during the reporting period, whether or not a screening event was completed.

### Project Notifications

#### Number of Review Notifications Sent to Agency During Reporting Period

Planning	3
Programming	29
Total Notifications	32

#### Number of Planning or Programming Screens Completed During Reporting Period

Planning	3
Programming	22
Total Completions	25

#### Review Comments Submitted During Reporting Period

Planning	4
Programming	37
Total	41

**Number of Extensions Requested** 0

#### Number of Projects Reviewed (at least one review comment submitted for project)

District	Planning	Programming	Total
District 1	1	6	7
District 2	0	2	2
District 3	0	1	1
District 4	0	3	3
District 5	2	2	4
District 6	0	6	6
District 7	0	3	3
Statewide*	3	22	25

#### Number of Review Comments Submitted (includes comments for all issues and alternatives)

District	Planning	Programming	Total
District 1	1	10	11
District 2	0	4	4
District 3	0	2	2
District 4	0	4	4
District 5	3	2	5
District 6	0	11	11
District 7	0	6	6
Statewide*	4	37	41

## Off-line Activities

This section includes accomplishments reported by the agency using the off-line Activity Log contained in the new on-line invoicing system. The on-line invoicing system is currently being implemented using a phased approach. As agencies become active participants on the online invoicing system, off-line activities reported as part of the invoicing system will be included in this feedback report. Each Agency is encouraged to obtain more detailed information on specific agency activities through the Environmental Screening Tool, the Agency Review Report, and the off-line Activity Log

Activity Type	Number of Events during Reporting Period
Administrative Tasks	3
Informal Coordination	26
Meeting	2
Meeting and Review	1
Permitting Activities	3
Symposium	2
Technical Assistance	11

## Performance Tracking

This section reports the Agency Participation in ETDM screening events for projects which meet the following conditions:

- The project completed a Planning or Programming Screen during the reporting period.
- An Email was sent to the agency Environmental Technical Advisory Team (ETAT) members to notify them about the beginning of the Planning or Programming Screen.
- The project is located within the agency geographical jurisdiction

### Projects Tracked for Performance

#### List of Projects Tracked for Performance

ETDM #	Project Name	Notification Date	Review End Date	Comment (Y/N)
3108	SR 54 FROM SUNCOAST PARKWAY TO US 41	3/4/2008	4/18/2008	Y
3333	I-95 from Glades Rd to Linton Blvd.	12/19/2007	2/2/2008	Y
3752	SR 29 Add Lanes	1/7/2008	2/21/2008	Y
7481	SR 247/Branford Highway from CR 242 to SR 10/US 90	12/11/2007	1/25/2008	Y
7619	EAST-WEST PORT CONNECTOR	2/1/2008	3/17/2008	Y
7784	CR 390	4/18/2008	6/2/2008	Y
8487	Central Polk Parkway	12/3/2007	1/17/2008	Y
8707	SW 62nd Blvd.	12/12/2007	2/10/2008	Y
9087	New River CSX Railroad Bascule Bridge	4/8/2008	5/23/2008	Y
9351	Miami International Airport (MIA) Area Traffic Circulation Improvements	12/6/2007	1/25/2008	Y
9351	Miami International Airport (MIA) Area Traffic Circulation Improvements	12/11/2007	1/25/2008	Y
9392	Wilson Boulevard Extension / Benfield Road Corridor Study	11/26/2007	1/10/2008	Y
9412	Grade Separated Flyover at NW 72nd Ave and NW 36th St	4/22/2008	6/6/2008	Y
9451	Lucy Street Interchange	1/7/2008	2/21/2008	Y
9471	SR 76 from CR 711 to Salerno Road	1/16/2008	3/1/2008	Y
9551	Pineda Causeway Railroad Overpass	12/10/2007	1/24/2008	Y
9731	SR 527/Orange Ave.	1/11/2008	2/25/2008	Y
9751	SR 64 - Anna Maria Island Bridge #130054	11/26/2007	1/10/2008	Y
9771	Dunn Avenue Extension	12/17/2007	1/31/2008	Y
9791	SR 31 Caloosahatchee Bridge	1/14/2008	2/28/2008	Y
9811	SR 78 (Babcock Ranch)	1/14/2008	2/28/2008	Y
9852	SR 997 / Krome Avenue Truck By-pass	2/25/2008	4/10/2008	Y
9871	Overpass Road from Old Pasco Road to US 301	2/13/2008	3/29/2008	Y
9892	SR 90/SW 8th Street at SW 87th Avenue - Grade Separation Study	4/22/2008	6/6/2008	Y
10000	SR 434 from SR 436 to Montgomery Road	5/2/2008	6/16/2008	Y
10202	SR 916/NW 138th Street	5/8/2008	6/22/2008	Y

**Number of Projects Tracked for Performance**

District	Planning	Programming	Total
District 1	1	6	7
District 2	0	2	2
District 3	0	1	1
District 4	0	3	3
District 5	2	2	4
District 6	0	6	6
District 7	0	3	3
Statewide*	3	22	25

**Number of Tracked Projects Receiving Comments**

District	Planning	Programming	Total
District 1	1	6	7
District 2	0	2	2
District 3	0	1	1
District 4	0	3	3
District 5	2	2	4
District 6	0	6	6
District 7	0	3	3
Statewide*	3	22	25

**Environmental Technical Advisory Team (ETAT) Participation**

ETAT members are expected to complete Planning and Programming Screen comments within the review period (45 days, or 60 days if an ETAT member receives a time extension). The agency participation percentage is based on the following calculation:  
 Percentage Participation = (total number of Tracked Projects Receiving Comments / Total Tracked projects) X 100

<b>Percentage Participation:</b>	100%
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**Identified Opportunities and Challenges**

This section identifies opportunities and challenges that the agencies have encountered while working with ETDM. These items are derived from a variety of sources including agency project reports, Annual Reports and/or general coordination and communication with the FHWA and the FDOT.

Issues	Action Items
None	

Detailed results of the agency project reviews are found in the Agency Review Report located on the EST under the Reports menu. To access the Agency Review Report, select Performance Management on the Reports menu, then select the Agency Review Report from the drop down list. The Agency Review Report may be queried in a number of ways including by issue or by date.

\*Statewide numbers are not a total of the District numbers. The Statewide number represents the total of each unique project, as a result it may be different from the District total because a project may extend into multiple Districts.

# View Survey

## District ETDM Coordinator Annual Report Survey

1: In the box below, describe how your District is organized to carry out the ETDM Process?

2: In the box below, describe how your District could better organize itself to implement the ETDM Process.

3: Indicate the principal project managers for your District on ETDM projects.

- |   |   |
|---|---|
| <input type="checkbox"/> Leigh Bennett  | <input type="checkbox"/> Stephen Browning |
| <input type="checkbox"/> David H. Evans | <input type="checkbox"/> Travis Humphries |
| <input type="checkbox"/> Kavita Jarecha | <input type="checkbox"/> Jim Knight       |
| <input type="checkbox"/> Dennis Lord    | <input type="checkbox"/> Debrah M. Miller |
| <input type="checkbox"/> Neil Nance     | <input type="checkbox"/> Robert Palmer    |
| <input type="checkbox"/> Byron Russell  | <input type="checkbox"/> Rick Vallier     |
| <input type="checkbox"/> Brandi Vittur  |   |

4: In your District, select the ways that FDOT project information is traditionally provided to the ETAT Agencies.

- |   |  |
|---|--|
| <input type="checkbox"/> Advance Notification                     | <input type="checkbox"/> Public Hearing Notification                   |
| <input type="checkbox"/> Environmental Screening Tool             | <input type="checkbox"/> Technical Memorandum for Review               |
| <input type="checkbox"/> Federal Consistency Review (FCR)         | <input type="checkbox"/> Request for Agency Coordination Meeting       |
| <input type="checkbox"/> Transportation Improvement Program (TIP) | <input type="checkbox"/> Review of Local Transportation Plan           |
| <input type="checkbox"/> Tentative Work Program                   | <input type="checkbox"/> Unified Planning Work Program                 |
| <input type="checkbox"/> Review of Long Range Transportation Plan | <input type="checkbox"/> Review of Local Government Comprehensive Plan |
| <input type="checkbox"/> Request for technical assistance         | <input type="checkbox"/> Other   |

5: Does your District provide supplemental funding to ETAT Agencies for ETDM? If yes, please explain.

**Benefits of ETDM**

6: Please indicate to what extent you agree or disagree with the following statements:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
ETDM has increased the awareness of environmental resources.	<input type="checkbox"/>					
ETDM has established lasting efficiencies to the environmental review process.	<input type="checkbox"/>					
ETDM has shortened project delivery time.	<input type="checkbox"/>					
ETDM has promoted better decision making for transportation projects.	<input type="checkbox"/>					
ETDM has enhanced problem solving on transportation projects.	<input type="checkbox"/>					
ETDM has strengthened interagency coordination and communication.	<input type="checkbox"/>					
ETDM has reduced interagency conflicts.	<input type="checkbox"/>					
ETDM has saved money and reduced project costs.	<input type="checkbox"/>					
ETDM has improved project permitting.	<input type="checkbox"/>					
ETDM has increased the level of trust between FDOT and the ETAT agencies.	<input type="checkbox"/>					
ETDM has increased the protection of environmental resources.	<input type="checkbox"/>					
ETDM has increased public accessibility to project information.	<input type="checkbox"/>					

7: In the box below, please give examples of benefits that the District has realized as a result of its participation in the ETDM Process during the program period.

**Customer Service**

8: To what extent does the following statement reflect your opinion?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
In my opinion, the ETDM technical assistance and customer service provided by CEMO facilitates project delivery.	<input type="checkbox"/>					

9: What recommendations would you make to improve customer service and technical assistance by CEMO to your District?

10: What recommendations would you make to FDOT Management to better support the ETDM Process?

	Very Excellent	Good	Fair	Poor	N/A
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11: How well does the Florida Department of Transportation meet the goal of responding to comments, inquiries, and requests for information within 30 calendar days?

**Quality of Information**

	Excellent	Very Good	Good	Fair	Poor	N/A
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12: In your opinion, how well do the project data provided by FDOT during the Planning Screen reviews support project decision making? Please provide additional comments, if necessary.

	Excellent	Very Good	Good	Fair	Poor	N/A
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13: In your opinion, how well do the project data provided by FDOT during the Programming Screen reviews support project decision making? Please provide additional comments, if necessary.

	Excellent	Very Good	Good	Fair	Poor	N/A
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14: In your opinion, how well do the project data provided by FDOT during the PD&E Phase support project decision making? Please provide additional comments, if necessary.

	Excellent	Very Good	Good	Fair	Poor	N/A
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15: In your opinion, how well do the project data provided by FDOT during the Pre-Permit Application reviews support project decision making? Please provide additional comments, if necessary.

	Excellent	Very Good	Good	Fair	Poor	N/A
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16: In your opinion, how well do the project data provided by FDOT during the Permitting Phase support project decision making? Please provide additional comments, if necessary.

17: In your opinion, how well do the technical comments and recommendations provided by the Agency during the Planning Screen reviews support project decision making? Provide comments, if applicable.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDACS	<input type="checkbox"/>					
FDCA	<input type="checkbox"/>					
FDEP	<input type="checkbox"/>					
SHPO	<input type="checkbox"/>					
FFWCC	<input type="checkbox"/>					
FHWA	<input type="checkbox"/>					
NMFS	<input type="checkbox"/>					
NPS	<input type="checkbox"/>					
NRCS	<input type="checkbox"/>					
NWFWMD	<input type="checkbox"/>					
SJRWMD	<input type="checkbox"/>					
SFWMD	<input type="checkbox"/>					
SWFWMD	<input type="checkbox"/>					
SRWMD	<input type="checkbox"/>					
USACOE	<input type="checkbox"/>					
USCG	<input type="checkbox"/>					
USEPA	<input type="checkbox"/>					
USFWS	<input type="checkbox"/>					
USFS	<input type="checkbox"/>					

18: In your opinion, how well do the technical comments and recommendations provided by the Agency during the Programming Screen reviews support project decision making? Provide comments, if applicable.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDACS	<input type="checkbox"/>					
FDCA	<input type="checkbox"/>					
FDEP	<input type="checkbox"/>					
SHPO	<input type="checkbox"/>					
FFWCC	<input type="checkbox"/>					
FHWA	<input type="checkbox"/>					
NMFS	<input type="checkbox"/>					
NPS	<input type="checkbox"/>					
NRCS	<input type="checkbox"/>					
NWFWMD	<input type="checkbox"/>					
SJRWMD	<input type="checkbox"/>					
SFWMD	<input type="checkbox"/>					
SWFWMD	<input type="checkbox"/>					
SRWMD	<input type="checkbox"/>					
USACOE	<input type="checkbox"/>					
USCG	<input type="checkbox"/>					
USEPA	<input type="checkbox"/>					
USFWS	<input type="checkbox"/>					
USFS	<input type="checkbox"/>					

19: In your opinion, how well do the technical comments and recommendations provided by the Agency during the PD&E Phase support project decision making? Provide comments, if applicable.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDACS	<input type="checkbox"/>					
FDCA	<input type="checkbox"/>					
FDEP	<input type="checkbox"/>					
SHPO	<input type="checkbox"/>					
FFWCC	<input type="checkbox"/>					
FHWA	<input type="checkbox"/>					
NMFS	<input type="checkbox"/>					
NPS	<input type="checkbox"/>					
NRCS	<input type="checkbox"/>					
NWFWMD	<input type="checkbox"/>					
SJRWMD	<input type="checkbox"/>					
SFWMD	<input type="checkbox"/>					
SWFWMD	<input type="checkbox"/>					
SRWMD	<input type="checkbox"/>					
USACOE	<input type="checkbox"/>					
USCG	<input type="checkbox"/>					
USEPA	<input type="checkbox"/>					
USFWS	<input type="checkbox"/>					
USFS	<input type="checkbox"/>					

20: In your opinion, how well do the technical comments and recommendations provided by the Agency during the Pre-permit Application reviews support project decision making? Provide comments, if applicable.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDACS	<input type="checkbox"/>					
FDCA	<input type="checkbox"/>					
FDEP	<input type="checkbox"/>					
SHPO	<input type="checkbox"/>					
FFWCC	<input type="checkbox"/>					
FHWA	<input type="checkbox"/>					
NMFS	<input type="checkbox"/>					
NPS	<input type="checkbox"/>					
NRCS	<input type="checkbox"/>					
NWFWMD	<input type="checkbox"/>					
SJRWMD	<input type="checkbox"/>					
SFWMD	<input type="checkbox"/>					
SWFWMD	<input type="checkbox"/>					
SRWMD	<input type="checkbox"/>					
USACOE	<input type="checkbox"/>					
USCG	<input type="checkbox"/>					
USEPA	<input type="checkbox"/>					
USFWS	<input type="checkbox"/>					
USFS	<input type="checkbox"/>					

21: In your opinion, how well do the technical comments and recommendations provided by the Agency during the Permitting phase support project decision making? Provide comments, if applicable.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDACS	<input type="checkbox"/>					
FDCA	<input type="checkbox"/>					
FDEP	<input type="checkbox"/>					
SHPO	<input type="checkbox"/>					
FFWCC	<input type="checkbox"/>					
FHWA	<input type="checkbox"/>					
NMFS	<input type="checkbox"/>					
NPS	<input type="checkbox"/>					
NRCS	<input type="checkbox"/>					
NWFWMD	<input type="checkbox"/>					
SJRWMD	<input type="checkbox"/>					
SFWMD	<input type="checkbox"/>					
SWFWMD	<input type="checkbox"/>					
SRWMD	<input type="checkbox"/>					
USACOE	<input type="checkbox"/>					
USCG	<input type="checkbox"/>					
USEPA	<input type="checkbox"/>					
USFWS	<input type="checkbox"/>					
USFS	<input type="checkbox"/>					

Communication and Coordination

Please answer the following questions related to the communication and coordination between your District and the Agency. Provide comments, if applicable.

22: Please Indicate by Agency, the principal point of contact for ETDM?

	Contact
FDACS	<input type="checkbox"/> Dennis Hardin <input type="checkbox"/> Keith Mousel <input type="checkbox"/> Charlie Pedersen <input type="checkbox"/> Michael Weston <input type="checkbox"/> Not Listed
FDCA	<input type="checkbox"/> Gary Donaldson <input type="checkbox"/> Timothy Smith <input type="checkbox"/> Not Listed
FDEP	<input type="checkbox"/> Lauren P. Milligan <input type="checkbox"/> Super D. User <input type="checkbox"/> Not Listed
SHPO	<input type="checkbox"/> Sherry Anderson <input type="checkbox"/> Stephanie A Clemons <input type="checkbox"/> Samantha Earnest <input type="checkbox"/> Brian Yates <input type="checkbox"/> Not Listed
FFWCC	<input type="checkbox"/> Scott Sanders <input type="checkbox"/> Not Listed
FHWA	<input type="checkbox"/> Linda Anderson <input type="checkbox"/> Stephanie A Clemons <input type="checkbox"/> Andrew Detizo <input type="checkbox"/> Greg L Hall <input type="checkbox"/> Cathy Kendall <input type="checkbox"/> Pritesh Mehta <input type="checkbox"/> Marvin Leon Williams <input type="checkbox"/> Gregory E. Williams <input type="checkbox"/> Not Listed
NMFS	<input type="checkbox"/> Brandon Howard <input type="checkbox"/> Madelyn T Martinez <input type="checkbox"/> David A. Rydene <input type="checkbox"/> Mark Sramek <input type="checkbox"/> Mark Thompson <input type="checkbox"/> Not Listed
NPS	<input type="checkbox"/> Anita Barnett <input type="checkbox"/> Not Listed
NRCS	<input type="checkbox"/> Rick Allen Robbins <input type="checkbox"/> Not Listed
NWFWMD	<input type="checkbox"/> Ron Bartel <input type="checkbox"/> Maria Culbertson <input type="checkbox"/> Not Listed
SJRWMD	<input type="checkbox"/> Anthony Miller <input type="checkbox"/> Not Listed

SFWMD	<input type="checkbox"/> Annette Burkett <input type="checkbox"/> Kevin Dickson <input type="checkbox"/> Jewelene Harris <input type="checkbox"/> Nicole Simotes <input type="checkbox"/> Trisha Stone <input type="checkbox"/> Laura Montes de Oca <input type="checkbox"/> Not Listed
SWFWMD	<input type="checkbox"/> Christy McCain <input type="checkbox"/> C. Lynn Miller <input type="checkbox"/> Paul W O'Neil <input type="checkbox"/> Not Listed
SRWMD	<input type="checkbox"/> Jon Michael Dinges <input type="checkbox"/> Patrick Webster <input type="checkbox"/> Not Listed
USACOE	<input type="checkbox"/> Robert B Barron <input type="checkbox"/> John Fellows <input type="checkbox"/> Garrett Lips <input type="checkbox"/> Andrew Phillips <input type="checkbox"/> Alisa Zarbo <input type="checkbox"/> Not Listed
USCG	<input type="checkbox"/> Randy Overton <input type="checkbox"/> Brodie E. Rich <input type="checkbox"/> Evelyn Smart <input type="checkbox"/> Not Listed
USEPA	<input type="checkbox"/> Ted Bisterfeld <input type="checkbox"/> Maher Budeir <input type="checkbox"/> Madolyn Dominy <input type="checkbox"/> Not Listed
USFWS	<input type="checkbox"/> Stephanie A Clemons <input type="checkbox"/> Todd Samuel Mecklenborg <input type="checkbox"/> Mary Mittiga <input type="checkbox"/> John Wrublik <input type="checkbox"/> Not Listed
USFS	<input type="checkbox"/> Stephanie A Clemons <input type="checkbox"/> Rick Lint <input type="checkbox"/> Katherine L. OBryan <input type="checkbox"/> Not Listed

23: Please rank the Agency's responsiveness\* to your District.  
 \*Responsiveness relates to timely and complete answers to inquiries.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDACS	<input type="checkbox"/>					
FDCA	<input type="checkbox"/>					
FDEP	<input type="checkbox"/>					
SHPO	<input type="checkbox"/>					
FFWCC	<input type="checkbox"/>					
FHWA	<input type="checkbox"/>					
NMFS	<input type="checkbox"/>					
NPS	<input type="checkbox"/>					
NRCS	<input type="checkbox"/>					
NWFWMD	<input type="checkbox"/>					
SJRWMD	<input type="checkbox"/>					
SFWMD	<input type="checkbox"/>					
SWFWMD	<input type="checkbox"/>					
SRWMD	<input type="checkbox"/>					
USACOE	<input type="checkbox"/>					
USCG	<input type="checkbox"/>					
USEPA	<input type="checkbox"/>					
USFWS	<input type="checkbox"/>					
USFS	<input type="checkbox"/>					

24: Please rank the Agency's level of participation\* in ETDM.

\*Level of participation relates to attendance at required meetings and percentage of required projects reviewed.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDACS	<input type="checkbox"/>					
FDCA	<input type="checkbox"/>					
FDEP	<input type="checkbox"/>					
SHPO	<input type="checkbox"/>					
FFWCC	<input type="checkbox"/>					
FHWA	<input type="checkbox"/>					
NMFS	<input type="checkbox"/>					
NPS	<input type="checkbox"/>					
NRCS	<input type="checkbox"/>					
NWFWMD	<input type="checkbox"/>					
SJRWMD	<input type="checkbox"/>					
SFWMD	<input type="checkbox"/>					
SWFWMD	<input type="checkbox"/>					
SRWMD	<input type="checkbox"/>					
USACOE	<input type="checkbox"/>					
USCG	<input type="checkbox"/>					
USEPA	<input type="checkbox"/>					
USFWS	<input type="checkbox"/>					
USFS	<input type="checkbox"/>					

25: Please rank the quality of the Agency's consultation and coordination\* in project decision making with your District.  
 \*Consultation and coordination relates to any formal or informal communication and correspondence between the Agency and your District which relates to ETDM project information.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDACS	<input type="checkbox"/>					
FDCA	<input type="checkbox"/>					
FDEP	<input type="checkbox"/>					
SHPO	<input type="checkbox"/>					
FFWCC	<input type="checkbox"/>					
FHWA	<input type="checkbox"/>					
NMFS	<input type="checkbox"/>					
NPS	<input type="checkbox"/>					
NRCS	<input type="checkbox"/>					
NWFWMD	<input type="checkbox"/>					
SJRWMD	<input type="checkbox"/>					
SFWMD	<input type="checkbox"/>					
SWFWMD	<input type="checkbox"/>					
SRWMD	<input type="checkbox"/>					
USACOE	<input type="checkbox"/>					
USCG	<input type="checkbox"/>					
USEPA	<input type="checkbox"/>					
USFWS	<input type="checkbox"/>					
USFS	<input type="checkbox"/>					

26: Please assess the overall quality of the GIS Resource Data available on the EST to support project decision making.

	Excellent	Very Good	Good	Fair	Poor	N/A
Planning Screen	<input type="checkbox"/>					
Programming Screen	<input type="checkbox"/>					
Project Development & Environment (PD&E) Study	<input type="checkbox"/>					
Permit Pre-application	<input type="checkbox"/>					
Permit Phase	<input type="checkbox"/>					

27: Please rank the Agency's working relationship\* with your District.

\*Working relationship relates to the ease and quality of communication, and the level of trust and support between the Agency and your District.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDACS	<input type="checkbox"/>					
FDCA	<input type="checkbox"/>					
FDEP	<input type="checkbox"/>					
SHPO	<input type="checkbox"/>					
FFWCC	<input type="checkbox"/>					
FHWA	<input type="checkbox"/>					
NMFS	<input type="checkbox"/>					
NPS	<input type="checkbox"/>					
NRCS	<input type="checkbox"/>					
NWFWMD	<input type="checkbox"/>					
SJRWMD	<input type="checkbox"/>					
SFWMD	<input type="checkbox"/>					
SWFWMD	<input type="checkbox"/>					
SRWMD	<input type="checkbox"/>					
USACOE	<input type="checkbox"/>					
USCG	<input type="checkbox"/>					
USEPA	<input type="checkbox"/>					
USFWS	<input type="checkbox"/>					
USFS	<input type="checkbox"/>					

28: Please rank the Agency's accessibility and availability\* on projects.

\*Accessibility and availability relates to the presence of avenues of communication, the presence of the Agency at ETDM meetings and Agency participation on applicable teleconferences to discuss ETDM project issues.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDACS	<input type="checkbox"/>					
FDCA	<input type="checkbox"/>					
FDEP	<input type="checkbox"/>					
SHPO	<input type="checkbox"/>					
FFWCC	<input type="checkbox"/>					
FHWA	<input type="checkbox"/>					
NMFS	<input type="checkbox"/>					
NPS	<input type="checkbox"/>					
NRCS	<input type="checkbox"/>					
NWFWMD	<input type="checkbox"/>					
SJRWMD	<input type="checkbox"/>					
SFWMD	<input type="checkbox"/>					
SWFWMD	<input type="checkbox"/>					
SRWMD	<input type="checkbox"/>					
USACOE	<input type="checkbox"/>					
USCG	<input type="checkbox"/>					
USEPA	<input type="checkbox"/>					
USFWS	<input type="checkbox"/>					
USFS	<input type="checkbox"/>					

29: Please rank the Agency's level of assistance\* provided in problem-solving.

\*Assistance in problem solving relates to the Agency's active participation in the dispute resolution process.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDACS	<input type="checkbox"/>					
FDCA	<input type="checkbox"/>					
FDEP	<input type="checkbox"/>					
SHPO	<input type="checkbox"/>					
FFWCC	<input type="checkbox"/>					
FHWA	<input type="checkbox"/>					
NMFS	<input type="checkbox"/>					
NPS	<input type="checkbox"/>					
NRCS	<input type="checkbox"/>					
NWFWMD	<input type="checkbox"/>					
SJRWMD	<input type="checkbox"/>					
SFWMD	<input type="checkbox"/>					
SWFWMD	<input type="checkbox"/>					
SRWMD	<input type="checkbox"/>					
USACOE	<input type="checkbox"/>					
USCG	<input type="checkbox"/>					
USEPA	<input type="checkbox"/>					
USFWS	<input type="checkbox"/>					
USFS	<input type="checkbox"/>					

30: Please rank the Agency's willingness to share information\*.

\*Willingness to share information relates to the free exchange or any known information to move projects forward or improve project decision making.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDACS	<input type="checkbox"/>					
FDCA	<input type="checkbox"/>					
FDEP	<input type="checkbox"/>					
SHPO	<input type="checkbox"/>					
FFWCC	<input type="checkbox"/>					
FHWA	<input type="checkbox"/>					
NMFS	<input type="checkbox"/>					
NPS	<input type="checkbox"/>					
NRCS	<input type="checkbox"/>					
NWFWMD	<input type="checkbox"/>					
SJRWMD	<input type="checkbox"/>					
SFWMD	<input type="checkbox"/>					
SWFWMD	<input type="checkbox"/>					
SRWMD	<input type="checkbox"/>					
USACOE	<input type="checkbox"/>					
USCG	<input type="checkbox"/>					
USEPA	<input type="checkbox"/>					
USFWS	<input type="checkbox"/>					
USFS	<input type="checkbox"/>					

31: Please rank the Agency's concern for meeting project schedules\*.  
 \*This relates to the Agency's concern for helping the District meet its project schedule.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDACS	<input type="checkbox"/>					
FDCA	<input type="checkbox"/>					
FDEP	<input type="checkbox"/>					
SHPO	<input type="checkbox"/>					
FFWCC	<input type="checkbox"/>					
FHWA	<input type="checkbox"/>					
NMFS	<input type="checkbox"/>					
NPS	<input type="checkbox"/>					
NRCS	<input type="checkbox"/>					
NWFWMD	<input type="checkbox"/>					
SJRWMD	<input type="checkbox"/>					
SFWMD	<input type="checkbox"/>					
SWFWMD	<input type="checkbox"/>					
SRWMD	<input type="checkbox"/>					
USACOE	<input type="checkbox"/>					
USCG	<input type="checkbox"/>					
USEPA	<input type="checkbox"/>					
USFWS	<input type="checkbox"/>					
USFS	<input type="checkbox"/>					

32: Please rate the overall quality of information and data provided by the Agency.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDACS	<input type="checkbox"/>					
FDCA	<input type="checkbox"/>					
FDEP	<input type="checkbox"/>					
SHPO	<input type="checkbox"/>					
FFWCC	<input type="checkbox"/>					
FHWA	<input type="checkbox"/>					
NMFS	<input type="checkbox"/>					
NPS	<input type="checkbox"/>					
NRCS	<input type="checkbox"/>					
NWFWMD	<input type="checkbox"/>					
SJRWMD	<input type="checkbox"/>					
SFWMD	<input type="checkbox"/>					
SWFWMD	<input type="checkbox"/>					
SRWMD	<input type="checkbox"/>					
USACOE	<input type="checkbox"/>					
USCG	<input type="checkbox"/>					
USEPA	<input type="checkbox"/>					
USFWS	<input type="checkbox"/>					
USFS	<input type="checkbox"/>					

**Performance Measures**

Please select the response which best represents the ETAT Agency's performance in the following areas:

33: ETAT Review for Planning and Programming Screen is typically within established review periods.

	Within 45 days	46-60 days	Beyond 60 days	N/A
FDACS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FDCA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FDEP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SHPO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FFWCC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FHWA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NMFS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NPS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NRCS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NWFWMD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SJRWMD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SFWMD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SWFWMD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SRWMD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
USACOE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
USCG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

USEPA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
USFWS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
USFS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

34: In your opinion, how would you rank the Agency's overall performance?

	Excellent	Very Good	Good	Fair	Poor	N/A
FDACS	<input type="checkbox"/>					
FDCA	<input type="checkbox"/>					
FDEP	<input type="checkbox"/>					
SHPO	<input type="checkbox"/>					
FFWCC	<input type="checkbox"/>					
FHWA	<input type="checkbox"/>					
NMFS	<input type="checkbox"/>					
NPS	<input type="checkbox"/>					
NRCS	<input type="checkbox"/>					
NWFWMD	<input type="checkbox"/>					
SJRWMD	<input type="checkbox"/>					
SFWMD	<input type="checkbox"/>					
SWFWMD	<input type="checkbox"/>					
SRWMD	<input type="checkbox"/>					
USACOE	<input type="checkbox"/>					
USCG	<input type="checkbox"/>					
USEPA	<input type="checkbox"/>					
USFWS	<input type="checkbox"/>					
USFS	<input type="checkbox"/>					

**ETDM Training**

35: How beneficial are the ETDM Training courses or workshops for your District?

	Very Beneficial	Beneficial	Neutral	Somewhat Beneficial	Not Beneficial	N/A
ETDM	<input type="checkbox"/>					
PD&E	<input type="checkbox"/>					
EST	<input type="checkbox"/>					
Sociocultural Effects	<input type="checkbox"/>					
ETAT Review Screens	<input type="checkbox"/>					
Project Management	<input type="checkbox"/>					
Project Input Utilities	<input type="checkbox"/>					

36: Please list below any training courses, workshops or subject matter that you would recommend be added to the ETDM training curriculum.

Other

37: Select the ETDM program improvements that are most important to your District (select all that apply).

- |  |   |
|--|---|
| <input type="checkbox"/> Reduce duplication of paperwork                       | <input type="checkbox"/> Add new GIS layers to the EST                            |
| <input type="checkbox"/> Provide more feedback to Agencies                     | <input type="checkbox"/> Add local government plans to the EST                    |
| <input type="checkbox"/> Add more information to the EST                       | <input type="checkbox"/> Add regional mitigation planning                         |
| <input type="checkbox"/> Increase communication and coordination with FDOT     | <input type="checkbox"/> Establish uniform tracking by Districts of projects      |
| <input type="checkbox"/> Provide monthly updates on the number of EST projects | <input type="checkbox"/> Protection and conservation of environmental resource(s) |
| <input type="checkbox"/> Add a new performance measure                         | <input type="checkbox"/> Develop a prescreening mechanism                         |
| <input type="checkbox"/> Reduce Conflict                                       | <input type="checkbox"/> Meet project schedules                                   |
| <input type="checkbox"/> Concurrent reviews                                    | <input type="checkbox"/> Proactive partnering with agencies                       |
| <input type="checkbox"/> Advance project permitting                            | <input type="checkbox"/> Other  |

38: Please provide any other information or recommendations you feel will help improve the ETDM Process in Florida.

# View Survey

## ETAT Annual Report Survey

### 1: Method of Compensation

- Advance Payment
- Reimbursement
- No Payment

### 2: Type(s) of Funded Positions

- Service Management
- Part Time Equivalent
- Full Time Equivalent
- Other Personnel Services
- Outsourcing

3: In the box below, describe how your Agency is organized to address ETDM in Florida.

4: Confirm the names of the persons in your Agency that are involved in ETDM and the roles that they serve.

<input type="checkbox"/> Leigh Bennett - Project Manager	<input type="checkbox"/> Marcelo Bosio - Admin
<input type="checkbox"/> Stephen Browning - Project Manager	<input type="checkbox"/> A B C
<input type="checkbox"/> Stephanie A Clemons - Admin - ETAT Member Primary - FDOT ETDM Coordinator Primary	<input type="checkbox"/> Jamie Cochran - ETDM Coordinator Management Team - ETDM Data Entry
<input type="checkbox"/> Jason Cornell - ETDM Coordinator Management Team	<input type="checkbox"/> Stanley Crews - ETDM Data Entry
<input type="checkbox"/> Don Dankert - District Invoice Reviewer - FDOT Community Liaison Coordinator Primary - FDOT ETDM Coordinator Primary	<input type="checkbox"/> David H. Evans - Project Manager
<input type="checkbox"/> Randall Farwell - ETDM Coordinator Management Team	<input type="checkbox"/> Michael Garau - ETDM Coordinator Management Team
<input type="checkbox"/> Jim Green - ETDM Data Entry - MPO Community Liaison Coordinator	<input type="checkbox"/> Michael Haney - ETDM Coordinator Management Team - ETDM Data Entry
<input type="checkbox"/> Scott Hardee - ETDM Data Entry	<input type="checkbox"/> Bill Henderson - ETDM Coordinator Management Team - ETDM Data Entry
<input type="checkbox"/> Thomas Hill - FDOT Community Liaison Coordinator Primary	<input type="checkbox"/> Tom Hoctor - ETAT Member
<input type="checkbox"/> Abra Horne - ETDM Coordinator Management Team	<input type="checkbox"/> Van Humphreys - ETDM Data Entry
<input type="checkbox"/> Travis Humphries - Project Manager	<input type="checkbox"/> Kavita Jarecha - ETDM Data Entry - Project Manager
<input type="checkbox"/> Jim Knight - Project Manager	<input type="checkbox"/> Mike Konikoff - Admin - ETAT Member Primary - ETDM Data Entry - FDOT ETDM Coordinator - FDOT ETDM Coordinator Primary
<input type="checkbox"/> Milton Locklear - ETDM Data Entry - MPO Community Liaison Coordinator	<input type="checkbox"/> Dennis Lord - Project Manager
<input type="checkbox"/> Christy McCain - Admin - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator - FDOT ETDM Coordinator - FIHS Central Office	<input type="checkbox"/> Debrah M. Miller - ETDM Coordinator Management Team - ETDM Data Entry - Project Manager
<input type="checkbox"/> Kimberlee Mortimer - ETAT Member	<input type="checkbox"/> Neil Nance - Project Manager
<input type="checkbox"/> Terri Newman - ETDM Data Entry	<input type="checkbox"/> Pam Nielsen - FDOT Community Liaison Coordinator
<input type="checkbox"/> Robert Palmer - Project Manager	<input type="checkbox"/> Larry Parks
<input type="checkbox"/> Virginia Parnell - ETDM Data Entry	<input type="checkbox"/> Leena L Patil - ETDM Coordinator Management Team
<input type="checkbox"/> Ruth Montgomery Roaza - Admin - ETAT Member Primary - FDOT Community Liaison Coordinator - FDOT ETDM Coordinator - Invoice Reviewer	<input type="checkbox"/> Byron Russell - Project Manager
<input type="checkbox"/> Christopher T Sands	<input type="checkbox"/> Peter D. Southall - FDOT Community Liaison Coordinator - FDOT ETDM Coordinator

<input type="checkbox"/> David Stroud - ETDM Coordinator Management Team - ETDM Data Entry	<input type="checkbox"/> Karen Taulbee - MPO Community Liaison Coordinator
<input type="checkbox"/> Alexis Thomas - Admin - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator - FDOT ETDM Coordinator - FIHS Central Office	<input type="checkbox"/> Super D. User - Admin
<input type="checkbox"/> Rick Vallier - Project Manager	<input type="checkbox"/> Sarah Van Wart - FDOT ETDM Coordinator
<input type="checkbox"/> Brandi Vittur - Project Manager	<input type="checkbox"/> Brady Woods - ETDM Coordinator Management Team
<input type="checkbox"/> geotest8 guest - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator	<input type="checkbox"/> geotest3 guest - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator
<input type="checkbox"/> geotest5 guest - ETAT Member - ETDM Data Entry - FDOT Community Liaison Coordinator	<input type="checkbox"/> geotest9 guest - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator
<input type="checkbox"/> geotest12 guest - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator	<input type="checkbox"/> geotest16 guest - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator
<input type="checkbox"/> geotest24 guest - ETDM Data Entry	<input type="checkbox"/> geotest7 guest - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator
<input type="checkbox"/> geotest1 guest - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator	<input type="checkbox"/> geotest13 guest - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator
<input type="checkbox"/> geotest11 guest - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator	<input type="checkbox"/> geotest19 guest - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator
<input type="checkbox"/> geotest17 guest - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator	<input type="checkbox"/> geotest2 guest - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator
<input type="checkbox"/> geotest18 guest - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator	<input type="checkbox"/> geotest10 guest - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator
<input type="checkbox"/> geotest6 guest - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator	<input type="checkbox"/> geotest4 guest - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator
<input type="checkbox"/> geotest15 guest - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator	<input type="checkbox"/> geotest14 guest - ETAT Member Primary - ETDM Data Entry - FDOT Community Liaison Coordinator
<input type="checkbox"/> doreen.joynerhoward joynerhoward - ETDM Data Entry	<input type="checkbox"/> trainee trainee - ETDM Coordinator Management Team - ETDM Data Entry

5: Select the ways that FDOT project information enters your organization (select all that apply).

- |   |  |
|---|--|
| <input type="checkbox"/> Advance Notification                     | <input type="checkbox"/> Public Hearing Notification                   |
| <input type="checkbox"/> Environmental Screening Tool (EST)       | <input type="checkbox"/> Technical Memorandum or Report for Review     |
| <input type="checkbox"/> Federal Consistency Review (FCR) Process | <input type="checkbox"/> Request for Agency Coordination Meeting       |
| <input type="checkbox"/> Transportation Improvement Program (TIP) | <input type="checkbox"/> Review of Local Transportation Plan           |
| <input type="checkbox"/> Tentative Work Program                   | <input type="checkbox"/> Unified Planning Work Program                 |
| <input type="checkbox"/> Review of Long Range Transportation Plan | <input type="checkbox"/> Review of Local Government Comprehensive Plan |
| <input type="checkbox"/> Request for Technical Assistance         | <input type="checkbox"/> Regulatory Permit Application                 |
| <input type="checkbox"/> FDOT Permit Applications                 | <input type="checkbox"/> FDOT Environmental Impact Inventory           |
| <input type="checkbox"/> Clearinghouse                            |  |

6: In the box below, list any additional ways your Agency receives FDOT project information.

7: Select the ways ETDM funds are being used by your Agency to streamline the transportation review process, provide project reviews, and enhance project delivery (select all that apply).

- |   |   |
|---|---|
| <input type="checkbox"/> Providing 100% Dedicated Staff                     | <input type="checkbox"/> Working with FDOT on Program and Policy Issues |
| <input type="checkbox"/> Hiring OPS   | <input type="checkbox"/> Conducting Field Investigations                |
| <input type="checkbox"/> Outsourcing  | <input type="checkbox"/> Participating in Project Meetings              |
| <input type="checkbox"/> Developing a Mitigation Program                    | <input type="checkbox"/> Providing Technical Assistance                 |
| <input type="checkbox"/> Participating in Planning Phase Reviews            | <input type="checkbox"/> Early Planning Coordination with FDOT          |
| <input type="checkbox"/> Participating in Programming Phase Reviews         | <input type="checkbox"/> Continuous Coordination with FDOT              |
| <input type="checkbox"/> Participating in PD&E Phase Reviews                | <input type="checkbox"/> Reviewing Technical Reports and Studies        |
| <input type="checkbox"/> Reviewing Environmental Documents                  | <input type="checkbox"/> Participating in Permit Phase                  |
| <input type="checkbox"/> Participating in Professional Development Training | <input type="checkbox"/> Permit Pre-application Meetings                |
| <input type="checkbox"/> ETDM Project and Financial Management              | <input type="checkbox"/> Travel   |
| <input type="checkbox"/> Working with FDOT to Identify Process Improvements | <input type="checkbox"/> Office Overhead Expenses                       |
| <input type="checkbox"/> Attending ETAT Meetings                            | <input type="checkbox"/> Meeting Performance Measures in Agreements     |
| <input type="checkbox"/> Participating in ETDM Training                     | <input type="checkbox"/> Participating in PD&E Training                 |
| <input type="checkbox"/> Participating in EST Training                      |   |

8: In the box below please list and explain any additional ways in which your Agency uses ETDM funds and provide any recommendations for how ETDM funds could be used to enhance environmental streamlining.

9: In your opinion, how well do the project data provided by FDOT during the Planning Screen reviews support project decision making? Please provide additional comments, if necessary.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDOT District 1	<input type="checkbox"/>					
FDOT District 2	<input type="checkbox"/>					
FDOT District 3	<input type="checkbox"/>					
FDOT District 4	<input type="checkbox"/>					
FDOT District 5	<input type="checkbox"/>					
FDOT District 6	<input type="checkbox"/>					
FDOT District 7	<input type="checkbox"/>					
Florida's Turnpike Enterprise	<input type="checkbox"/>					

10: In your opinion, how well do the project data provided by FDOT during the Programming Screen reviews support project decision making? Please provide additional comments, if necessary.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDOT District 1	<input type="checkbox"/>					
FDOT District 2	<input type="checkbox"/>					
FDOT District 3	<input type="checkbox"/>					
FDOT District 4	<input type="checkbox"/>					
FDOT District 5	<input type="checkbox"/>					
FDOT District 6	<input type="checkbox"/>					
FDOT District 7	<input type="checkbox"/>					
Florida's Turnpike Enterprise	<input type="checkbox"/>					

11: In your opinion, how well do the project data provided by FDOT during the PD&E Study phase support project decision making? Please provide additional comments, if necessary.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDOT District 1	<input type="checkbox"/>					
FDOT District 2	<input type="checkbox"/>					
FDOT District 3	<input type="checkbox"/>					
FDOT District 4	<input type="checkbox"/>					
FDOT District 5	<input type="checkbox"/>					
FDOT District 6	<input type="checkbox"/>					
FDOT District 7	<input type="checkbox"/>					
Florida's Turnpike Enterprise	<input type="checkbox"/>					

12: In your opinion, how well do the project data provided by FDOT during the Pre-Permit Application reviews support project decision making? Please provide additional comments, if necessary.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDOT District 1	<input type="checkbox"/>					
FDOT District 2	<input type="checkbox"/>					
FDOT District 3	<input type="checkbox"/>					
FDOT District 4	<input type="checkbox"/>					
FDOT District 5	<input type="checkbox"/>					
FDOT District 6	<input type="checkbox"/>					
FDOT District 7	<input type="checkbox"/>					
Florida's Turnpike Enterprise	<input type="checkbox"/>					

13: In your opinion, how well do the project data provided by FDOT during the Permitting Phase support project decision making? Please provide additional comments, if necessary.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDOT District 1	<input type="checkbox"/>					
FDOT District 2	<input type="checkbox"/>					
FDOT District 3	<input type="checkbox"/>					
FDOT District 4	<input type="checkbox"/>					
FDOT District 5	<input type="checkbox"/>					
FDOT District 6	<input type="checkbox"/>					
FDOT District 7	<input type="checkbox"/>					
Florida's Turnpike Enterprise	<input type="checkbox"/>					

14: Please assess the overall quality of the GIS Resource Data available on the EST to support project decision making.

	Excellent	Very Good	Good	Fair	Poor	N/A
Planning Screen	<input type="checkbox"/>					
Programming Screen	<input type="checkbox"/>					
Project Development & Environment (PD&E) Study	<input type="checkbox"/>					
Permit Pre-application	<input type="checkbox"/>					
Permit Phase	<input type="checkbox"/>					

15: In the box below, list ways ETDM has improved the environmental review processes in your Agency.

## ETDM Training

16: How beneficial are the ETDM and EST training courses for your Agency? Include comments, if desired (rank only those training courses that your Agency has taken).

	Very Beneficial	Beneficial	Neutral	Somewhat Beneficial	Not Beneficial	N/A
ETDM	<input type="checkbox"/>					
PD&E	<input type="checkbox"/>					
EST	<input type="checkbox"/>					
Socio-cultural Effects	<input type="checkbox"/>					
ETAT Review Screens	<input type="checkbox"/>					
Project Management	<input type="checkbox"/>					
Project Input Utilities	<input type="checkbox"/>					

17: List below any training courses, workshops or subject matter that you would recommend be added to the ETDM training curriculum.

## Recommendations for Improvements

18: Select the ETDM program improvements that would be most important to your Agency (select all that apply).

- |  |   |
|--|---|
| <input type="checkbox"/> Reduce duplication of paperwork                       | <input type="checkbox"/> Add additional GIS layers to the EST                                     |
| <input type="checkbox"/> Provide more feedback to Agencies                     | <input type="checkbox"/> Add local government plans to the EST                                    |
| <input type="checkbox"/> Add more information to the EST                       | <input type="checkbox"/> Add regional mitigation planning   |
| <input type="checkbox"/> Increase communication and coordination with FDOT     | <input type="checkbox"/> Establish uniform tracking by Districts of projects                      |
| <input type="checkbox"/> Provide monthly updates on the number of EST projects | <input type="checkbox"/> Protection and conservation of environmental resource(s) discussed below |
| <input type="checkbox"/> Add a new performance measure                         | <input type="checkbox"/> Develop a prescreening mechanism   |
| <input type="checkbox"/> Other   |   |

19: In the box below, explain the recommended improvements that you selected. Additionally, describe any "other" improvements that you would like to see incorporated into ETDM and how those improvements could be accomplished.

20: In the box below, provide the name of a transportation project that your Agency has been involved in which you feel exemplifies environmental streamlining under ETDM. Explain how the project exemplifies environmental streamlining under ETDM.

21: To what extent do you agree or disagree with each of the following statements?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
ETDM has increased the awareness of environmental resources.	<input type="checkbox"/>					
ETDM has increased the protection of environmental resources.	<input type="checkbox"/>					
ETDM has established efficiencies in the environmental review process.	<input type="checkbox"/>					
ETDM has shortened project delivery time (amount of time to get a road constructed).	<input type="checkbox"/>					
ETDM has promoted better decision making for transportation projects.	<input type="checkbox"/>					
ETDM has enhanced problem solving on transportation projects.	<input type="checkbox"/>					
ETDM has strengthened interagency coordination and communication.	<input type="checkbox"/>					
ETDM has reduced interagency conflicts.	<input type="checkbox"/>					

22: Please rank the quality of the District's consultation and coordination\* in project decision making with your Agency.  
 \*Consultation and coordination relates to any formal or informal communication and correspondence between FDOT and the Agency which relates to ETDM project information.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDOT District 1	<input type="checkbox"/>					
FDOT District 2	<input type="checkbox"/>					
FDOT District 3	<input type="checkbox"/>					
FDOT District 4	<input type="checkbox"/>					
FDOT District 5	<input type="checkbox"/>					
FDOT District 6	<input type="checkbox"/>					
FDOT District 7	<input type="checkbox"/>					
Florida's Turnpike Enterprise	<input type="checkbox"/>					

23: Please rank the quality of the District's working relationship\* with your Agency.  
 \*Working relationship relates to the ease and quality of communication, and the level of trust and support between FDOT and the Agency.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDOT District 1	<input type="checkbox"/>					
FDOT District 2	<input type="checkbox"/>					
FDOT District 3	<input type="checkbox"/>					
FDOT District 4	<input type="checkbox"/>					
FDOT District 5	<input type="checkbox"/>					
FDOT District 6	<input type="checkbox"/>					
FDOT District 7	<input type="checkbox"/>					
Florida's Turnpike Enterprise	<input type="checkbox"/>					

24: Please rank the District's level of assistance in problem solving\*.

\*Assistance in problem solving relates to the District's active participation in the dispute resolution process.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDOT District 1	<input type="checkbox"/>					
FDOT District 2	<input type="checkbox"/>					
FDOT District 3	<input type="checkbox"/>					
FDOT District 4	<input type="checkbox"/>					
FDOT District 5	<input type="checkbox"/>					
FDOT District 6	<input type="checkbox"/>					
FDOT District 7	<input type="checkbox"/>					
Florida's Turnpike Enterprise	<input type="checkbox"/>					

25: Please rank the District's willingness to share information\* with your Agency.

\*Willingness to share information relates to the free exchange of any known information to move projects forward or improve project decision making.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDOT District 1	<input type="checkbox"/>					
FDOT District 2	<input type="checkbox"/>					
FDOT District 3	<input type="checkbox"/>					
FDOT District 4	<input type="checkbox"/>					
FDOT District 5	<input type="checkbox"/>					
FDOT District 6	<input type="checkbox"/>					
FDOT District 7	<input type="checkbox"/>					
Florida's Turnpike Enterprise	<input type="checkbox"/>					

26: Please rank the District's responsiveness\* to your Agency.

\*Responsiveness relates to timely and complete answers to inquiries.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDOT District 1	<input type="checkbox"/>					
FDOT District 2	<input type="checkbox"/>					
FDOT District 3	<input type="checkbox"/>					
FDOT District 4	<input type="checkbox"/>					
FDOT District 5	<input type="checkbox"/>					
FDOT District 6	<input type="checkbox"/>					
FDOT District 7	<input type="checkbox"/>					
Florida's Turnpike Enterprise	<input type="checkbox"/>					

27: Please rank the District's accessibility and availability\* to your Agency.

\*Accessibility and availability relate to the presence of avenues of communication and the presence of the District at meetings and participation on applicable teleconferences to discuss ETDM project issues.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDOT District 1	<input type="checkbox"/>					
FDOT District 2	<input type="checkbox"/>					
FDOT District 3	<input type="checkbox"/>					
FDOT District 4	<input type="checkbox"/>					
FDOT District 5	<input type="checkbox"/>					
FDOT District 6	<input type="checkbox"/>					
FDOT District 7	<input type="checkbox"/>					
Florida's Turnpike Enterprise	<input type="checkbox"/>					

28: Please rank the District's concern for meeting project schedules\*.

\*This relates to the District's concern for helping the Agency meet the Agency's project schedule or review schedule and whether they are taking steps to assist in meeting the Agency's review schedules.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDOT District 1	<input type="checkbox"/>					
FDOT District 2	<input type="checkbox"/>					
FDOT District 3	<input type="checkbox"/>					
FDOT District 4	<input type="checkbox"/>					
FDOT District 5	<input type="checkbox"/>					
FDOT District 6	<input type="checkbox"/>					
FDOT District 7	<input type="checkbox"/>					
Florida's Turnpike Enterprise	<input type="checkbox"/>					

29: Please rank the District's concern for the Agency meeting it's performance measures.

\*Concern for meeting performance measures relates to the District's efforts to help the Agency meet its performance measures for timely reviews, responsiveness, dispute resolution and other ETDM related issues.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDOT District 1	<input type="checkbox"/>					
FDOT District 2	<input type="checkbox"/>					
FDOT District 3	<input type="checkbox"/>					
FDOT District 4	<input type="checkbox"/>					
FDOT District 5	<input type="checkbox"/>					
FDOT District 6	<input type="checkbox"/>					
FDOT District 7	<input type="checkbox"/>					
Florida's Turnpike Enterprise	<input type="checkbox"/>					

30: Please rank the overall quality of the information and data provided by the District.

	Excellent	Very Good	Good	Fair	Poor	N/A
FDOT District 1	<input type="checkbox"/>					
FDOT District 2	<input type="checkbox"/>					
FDOT District 3	<input type="checkbox"/>					
FDOT District 4	<input type="checkbox"/>					
FDOT District 5	<input type="checkbox"/>					
FDOT District 6	<input type="checkbox"/>					
FDOT District 7	<input type="checkbox"/>					
Florida's Turnpike Enterprise	<input type="checkbox"/>					

31: Select the rating that best describes your Agency's performance in the following areas.

	Excellent	Very Good	Good	Fair	Poor	N/A
Coordination	<input type="checkbox"/>					
Working relationship	<input type="checkbox"/>					
Problem-solving	<input type="checkbox"/>					
Information sharing	<input type="checkbox"/>					
Overall quality of technical evaluations	<input type="checkbox"/>					
Responsiveness	<input type="checkbox"/>					
Accessibility and availability	<input type="checkbox"/>					
Meeting performance measures	<input type="checkbox"/>					
Overall quality of information/data	<input type="checkbox"/>					

**ETDM Performance Measures**

32: Select the most difficult performance measures to meet regarding the ETDM Process (select all that apply).

- |  |  |
|--|--|
| <input type="checkbox"/> ETAT review of Planning and Programming Screen within 45 days                             | <input type="checkbox"/> FDOT response to comments and inquiries within 30 calendar days             |
| <input type="checkbox"/> Completion of Dispute Resolution Process within 120 days                                  | <input type="checkbox"/> FDOT response to request for additional information within 30 calendar days |
| <input type="checkbox"/> Review of all environmental documents and permit pre-applications within 30 calendar days | <input type="checkbox"/> None of the above   |

33: In the box below, explain your reasoning for the selection(s) above.

34: In the box below, specify any additional performance measures you recommend be used to monitor the success of the ETDM Program.

35: Please rank the value of the following documents (only rank documents that you have reviewed).

	Excellent	Very Good	Good	Fair	Poor	N/A
Funded Positions Reference Manual	<input type="checkbox"/>					
ETAT Agency Annual Reports	<input type="checkbox"/>					
ETDM Agency Feedback Reports	<input type="checkbox"/>					
ETDM Planning and Programming Manual	<input type="checkbox"/>					
Sociocultural Effects Handbook	<input type="checkbox"/>					
Public Involvement Handbook	<input type="checkbox"/>					
Environmental Screening Tool Handbook	<input type="checkbox"/>					
Cultural Resource Management Handbook	<input type="checkbox"/>					
Performance Management Guidance Handbook	<input type="checkbox"/>					

	Excellent	Very Good	Good	Fair	Poor	N/A
--	-----------	-----------	------	------	------	-----

36: How well does the Florida Department of Transportation meet the goal of responding to comments, inquiries, and requests for information within 30 calendar days?

<input type="checkbox"/>						
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

37: In general, how would you characterize your Agency's experiences with the current ETDM invoicing system (this includes the use of all financial forms such as the Advance Pay Request form or the Reimbursement Invoice form)?

- Completely Satisfied
- Satisfied
- Neutral
- Somewhat Satisfied
- Unsatisfied

38: In the box below, explain the response you selected above and provide any recommendations that you have for improving the current ETDM invoicing system.

39: Please provide any other information or recommendations you feel will help improve the ETDM Process in Florida.

*Table of Contents*

**Chapter 7 ETDM Performance Management Program..... 7-1**

- 7.1 Overview ..... 7-1
- 7.2 Purpose of the ETDM PMP ..... 7-1
- 7.3 Performance Goals and Measures..... 7-4
  - 7.3.1 Performance Goals ..... 7-4
  - 7.3.2 Performance Measures ..... 7-4
  - 7.3.3 Performance Measures Development Process..... 7-4
- 7.4 Performance Management Monitoring Tools and Reports ..... 7-8
  - 7.4.1 Information Sources ..... 7-8
  - 7.4.2 Communication Tools..... 7-9
  - 7.4.3 Performance Reports ..... 7-9

*Tables*

Table 7-1: ETDM Performance Goals and Performance Measures ..... 7-7  
Table 7-2: Performance Measures Evaluation Metrics ..... 7-10

*Figures*

Figure 7-1: ETDM Performance Management Program Process Diagram ..... 7-3  
Figure 7-2: Performance Measures Development Process ..... 7-6

## Chapter 7 ETDM Performance Management Program

### 7.1 Overview

This chapter describes the ETDM Performance Management Program (PMP) and its components. The chapter also contains a discussion of the performance goals and performance measures which are used to evaluate the level of efficiency and effectiveness of the ETDM Process activities undertaken by the Florida Department of Transportation (FDOT) and the participating agencies. Also discussed are the input data, evaluation criteria and reports which are used to measure and present ETDM performance results.

### 7.2 Purpose of the ETDM Performance Management Program

The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) requires that performance measures be developed for transportation environmental review processes. To address this requirement, the ETDM PMP was developed to monitor, evaluate and document the activities of the ETDM participants, and the ETDM Process itself, in meeting the established performance goals. The ETDM PMP data collection tools, monitoring reports, information sources and communication tools are used to evaluate the activities of the participating agencies, FDOT Districts, and general ETDM Process throughout the Planning, Programming, and Project Development Phases of a transportation project. The PMP also serves to identify deficiencies within the ETDM Process that can be modified to improve and further streamline environmental review of transportation projects. An additional benefit of the PMP is that it provides a catalyst for enhanced communication and coordination between FDOT Central Office, FDOT Districts (including the Florida Turnpike Enterprise), and the review agencies. The ETDM PMP provides accountability and transparency in monitoring, evaluating and documenting the efforts of the Federal Highway Administration (FHWA), FDOT, and the regulatory and resource agencies related to their participation in the ETDM Process. Accountability is achieved by establishing goals and performance measures and monitoring program activities to assess whether, or to what degree, the performance goals are being met. Transparency is achieved by documenting program performance and making the information available to decision-makers and the public.

The ETDM PMP provides a basis for:

- Continuously monitoring program performance
- Identifying problems early and developing efficient and effective solutions
- Recognizing and promoting the successes of the ETDM Process
- Evaluating the success of implemented and ongoing projects
- Providing a basis for communicating with decision-makers and the public about past, current and expected future performance
- Providing a basis for investment decisions made in the transportation planning and project development process

The ETDM PMP is diagrammed in **Figure 7-1**.

The ETDM PMP brings together a combination of data collection tools, monitoring reports, means of communication, and information sources. The activities of the ETDM PMP are guided by the policies and procedures established in the Planning, Programming and Project Development chapters of the ETDM Manual, and the ETDM Agency Operating Agreements and Funding Agreements. The ETDM PMP monitors and documents the activities of the Planning, Programming, and Project Development Phases and their level of effectiveness and efficiency.

### ***Agency Agreements***

The ETDM Agency Agreements support the ETDM Process by documenting interagency understandings and listing agency and FDOT District responsibilities for each phase of the ETDM Process. They contribute to the ETDM PMP by specifying some of the performance expectations associated with those responsibilities.

### ***Policies and Procedures***

Policies and procedures for the Planning, Programming and Project Development Phases are included in Chapters Four, Five and Six of the ETDM Manual.

During the Planning Phase, the ETDM PMP is used to evaluate activities associated with the analysis of potential environmental and sociocultural effects of transportation projects identified by the Metropolitan Planning Organizations (MPOs) and FDOT during the development of the Florida Intrastate Highway System (FIHS) Cost-Feasible Plan and Long Range Transportation Plan (LRTP). Chapter Four of the ETDM Manual provides further details on the policies and procedures applicable to the Planning Phase.

During the Programming Phase, the ETDM PMP is used to evaluate activities associated with the development of project-specific technical studies and analyses that are needed to satisfy National Environmental Policy Act (NEPA) and other applicable environmental laws and regulations that are addressed during the Project Development Phase. Chapter Five of the ETDM Manual provides further details on the policies and procedures applicable to the Programming Phase.

During the Project Development Phase, the ETDM PMP is used to evaluate and document activities and milestones associated with the development of the environmental documents (Categorical Exclusions, Environmental Assessments, and Environmental Impact Statements). These documents are produced to comply with NEPA and document engineering decisions and the effects to the natural, cultural and community resources for each project. Chapter Six of the ETDM Manual provides further details on the policies and procedures applicable to the Project Development Phase.

## Information Sources

ETDM Reviews and Summary Reports

Project Schedule (Environmental Document Timeline)

Surveys

## Performance Measures

Goal 1	Improve interagency coordination and dispute resolution
1.1	Environmental Technical Advisory Team (ETAT) review of Planning and Programming Screen within the review period (45 days, or 60 days if an ETAT member requests a time extension)
1.2	Florida Department of Transportation response to comments, inquiries, and requests for information within 30 calendar days (Exclusive of responses provided to ETAT's through the summary reports)
1.3	Number of projects in Formal Dispute Resolution
1.4	Percentage of Dispute Resolutions completed within 120 days (120 days includes formal dispute resolution)
1.5	Review of all environmental documents, technical reports, and permit pre-applications within 30 or 45 calendar days, as appropriate (allowing 45 days for Draft Environmental Impact Statements [DEIS] and 30 days for all others).
1.6	Percentage of projects for which ETAT review time extensions are requested.
1.7	Assess quality of Agency coordination
1.8	Assess quality of District coordination
Goal 2	Integrate ETDM into project delivery
2.1	Environmental Impact Study (EIS) processing time between Date initiated: Notice to Proceed Date /PD kick-off meeting/Other (specify)/Notice of Intent (NOI)/Date and Record of Decision (ROD) Date per District and Statewide <ul style="list-style-type: none"> <li>Number of projects processed within 36 months</li> <li>Number of projects processed within 37-54 months</li> <li>Number of projects processed in more than 54 months</li> </ul>
2.2	Environmental Assessment (EA)/Finding of No Significant Impact (FONSI) processing time between Date initiated: Notice to Proceed Date/PD kick-off meeting/(specify) and Location Design Concept Acceptance (LDCA) <ul style="list-style-type: none"> <li>Number of projects processed within 30 months</li> <li>Number of projects processed within 31-36 months</li> <li>Number of projects processed in more than 36 months</li> </ul>
2.3	Type 2 Categorical Exclusion (CE) processing time between Date initiated: Notice to Proceed Date/PD kick-off meeting/Other (specify) and LDCA <ul style="list-style-type: none"> <li>Number of projects processed within 25 months</li> <li>Number of projects processed within 25-30 months</li> <li>Number of projects processed in more than 30 months</li> </ul>
2.4	Percentage of ETDM projects that have completed the Project Development and Environment (PD&E) phase that meet proposed schedule
2.5	Percentage of Planning Summary Reports published within 60 days
2.6	Percentage of Programming Summary Reports completed within 60 days
Goal 3	Develop environmental stewardship through protection of environmental resources
3.1	Number of Class of Actions (COAs) resulting in EIS per District and statewide
3.2	Number of COAs resulting in EA/FONSI per District and statewide
3.3	Number of COAs resulting in Type 2 CE per District and statewide
3.4	Assess quality of ETDM Project Data
3.5	Assess quality of ETAT Comments

## Monitoring Tools and Reports

The figure displays several key monitoring tools and reports from the ETDM system:

- Agency Feedback Report:** A detailed report showing the number of notifications sent to various districts (1-7) for Planning and Programming screens, along with the number of projects reviewed and comments submitted.
- Performance Measure Summary:** A dashboard providing a high-level overview of performance against goals, such as the percentage of reviews completed within the review period (e.g., 100% for Goal 1.1).
- Agency Annual Report:** A comprehensive report for the year, featuring a map of Florida, project statistics, and contact information for the Florida Department of Transportation's Environmental Management Office.

Figure 7-1 Performance Management Program



## 7.3 Performance Goals and Measures

This section describes the ETDM performance goals and performance measures and documents how they were developed.

### 7.3.1 Performance Goals

The ETDM Process performance goals were established to provide accountability in FDOT's pursuit towards meeting the objectives established by Congress's Environmental Streamlining initiatives. As a part of the Transportation Equity Act for the 21<sup>st</sup> Century (TEA-21), Environmental Streamlining called for an improved and more efficient transportation planning and environmental review process. Based upon this objective, FDOT, in cooperation with participating agencies, developed the following three goals for the ETDM Process:

- Improve interagency coordination and dispute resolution
- Integrate project delivery
- Develop environmental stewardship through environmental resources

Assessing progress toward the achievement of these goals was the impetus for the development of the ETDM PMP.

### 7.3.2 Performance Measures

Once the performance goals were established, the FDOT assembled a Performance Management Task Team which identified performance measures that would assess FDOT's progress towards meeting the established goals. Currently, 19 performance measures are used to evaluate the ETDM Process and its participants. The ETDM PMP assesses the performance of the agencies, FDOT Districts, and the ETDM Process based on the specified performance measures, evaluation criteria, and the period of performance, using the data collected from the information sources described in **Section 7.4.1**. Each performance measure evaluates effectiveness or efficiency in achieving one of the three performance goals, or is used to track a particular program activity.

### 7.3.3 Performance Measures Development Process

The development of performance measures for the ETDM Process was an iterative effort. The ETDM Task Team followed the development process illustrated in **Figure 7-2** to develop and refine the current performance measures. The same process will be used to develop additional or different performance measures.

The first step involved the establishment of performance goals. The goals were established based upon federal and state policy and program objectives, as identified in **Section 7.3.1**. Next, performance measures were developed based upon the effectiveness and efficiency requirements of the program activity for attainment of the performance goals.

The third step involved the development of evaluation criteria and performance indicators. The evaluation criteria were based upon the historical performance trends and future performance targets. Those trends and targets were then assessed to determine what level of performance meets expectations, needs improvement, or is below expectations.

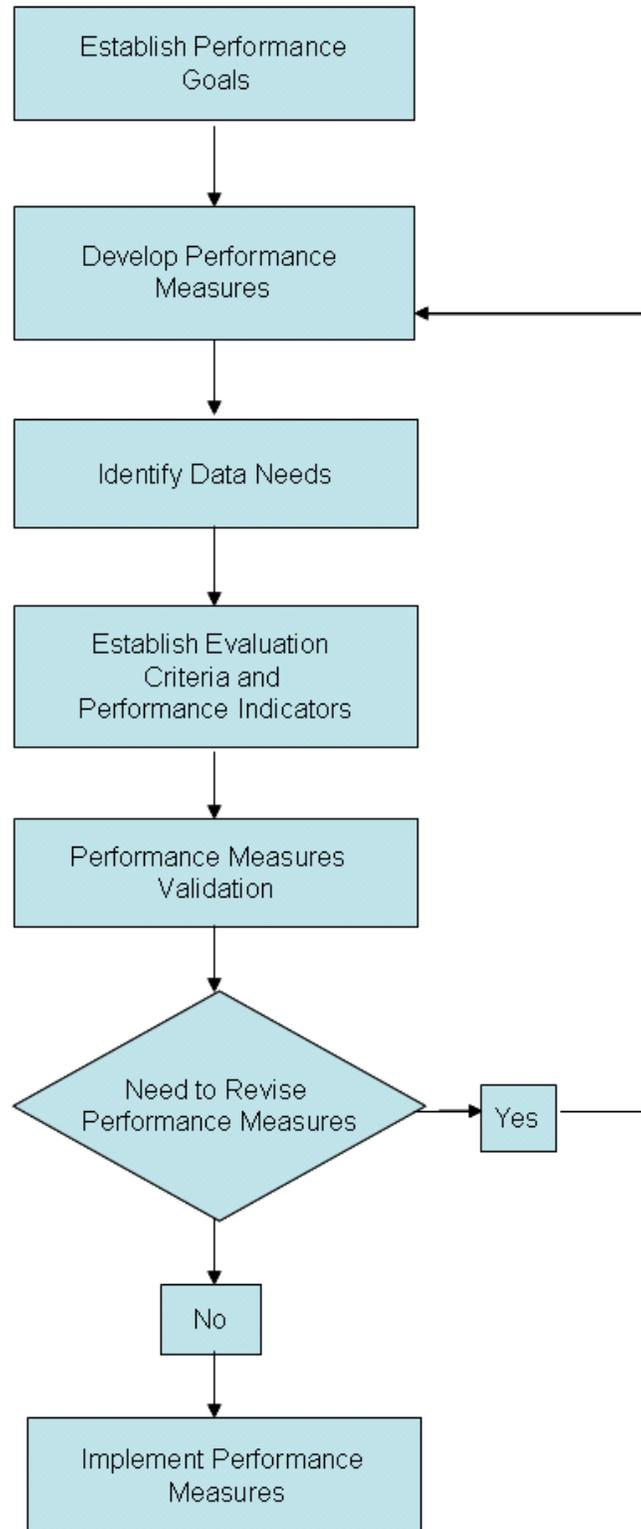
After this step was completed, data needs were determined. The Task Team identified what data were required to assess performance relative to each performance measure and determined how those data were going to be collected. A goal of the PMP was to ensure, where possible, that data collected to calculate the performance results were derived from project information and review comments entered into the Environmental Screening Tool (EST) during normal project entry and review procedures.

The fifth step entailed the validation of performance measures. During the validation process, the performance measures were assessed against available information sources and monitoring reports to ensure that the performance measures were reliable and valid. A performance measure is considered reliable if the results of the performance measure can be replicated using the same type of data. A performance measure is considered valid if it assesses the specific activity or program area that it was designated to measure.

Lastly, the performance measures were reviewed for effectiveness. This determination was made by the Performance Measures Task Team. In order to make this determination, the following factors were considered:

- Is the performance measure meaningful?
- Is the performance measure reliable?
- Are the performance measure evaluation criteria valid?
- Are the required data readily available?

If the answer to any of these questions was “no,” then the performance measure was revised; otherwise, the performance measure was implemented.



**Figure 7-2: Performance Measures Development Process**

**Table 7-1** lists the 19 priority performance measures that are being implemented in the first phase of the ETDM PMP. The FDOT plans to implement additional performance measures in subsequent phases of the ETDM PMP, as the ETDM Process evolves and matures. FDOT expects that as time passes and a performance history is collected, FDOT will be able to review the performance data to:

- Adjust program activities as necessary
- Identify problems and develop efficient and effective solutions
- Recognize and promote the success of the ETDM Process
- Evaluate the success of implemented and ongoing projects
- Provide a basis for communicating with decision-makers and the public about past, current, and expected future performance
- Provide a basis for investment decisions made in the transportation planning and project development process
- Implement new performance goals and measures as policy and legislation necessitate

**Table 7-1: ETDM Performance Goals and Performance Measures**

<b>Goal 1 Improve interagency coordination and dispute resolution</b>	
<b>ID</b>	<b>Performance Measure</b>
1.1	Agency review of Planning and Programming Screen within the review period (45 days, or 60 days if an ETAT member requests a time extension)
1.2	FDOT's response to comments, inquiries, and requests for information within 30 calendar days (exclusive of responses provided to ETATs through the summary reports)
1.3	Number of projects in Formal Dispute Resolution
1.4	Percentage of Dispute Resolutions completed within 120 days (120 days includes Formal Dispute Resolution)
1.5	Review of all environmental documents, technical reports, and permit pre-applications within 30 or 45 calendar days, as appropriate (allowing 45 days for Draft Environmental Impact Statements [DEIS] and 30 days for all others)
1.6	Percentage of projects for which ETAT review time extensions are requested.
1.7	Assess quality of Agency coordination
1.8	Assess quality of District coordination
<b>Goal 2 Integrate ETDM into project delivery</b>	
<b>ID</b>	<b>Performance Measure</b>
2.1	Environmental Impact Statement (EIS) processing time between Notice of Intent (NOI) Date and Record of Decision (ROD) Date per District and Statewide <ul style="list-style-type: none"> <li>• Number of projects processed within 36 months</li> <li>• Number of projects processed within 37-54 months</li> <li>• Number of projects processed in more than 54 months</li> </ul>
2.2	Environmental Assessment (EA)/Finding of No Significant Impact (FONSI) processing time between Date initiated (Notice to Proceed Date, Project Development kick-off meeting, other date specified by District) and Location Design Concept Acceptance (LDCA) <ul style="list-style-type: none"> <li>• Number of projects processed within 30 months</li> <li>• Number of projects processed within 31-36 months</li> <li>• Number of projects processed in more than 36 months</li> </ul>

**Table 7-1: ETDM Performance Goals and Performance Measures (continued)**

<b>Goal 2 Integrate ETDM into project delivery</b>	
<b>ID</b>	<b>Performance Measure</b>
2.3	Type 2 Categorical Exclusion (CE) processing time between Date initiated (Notice to Proceed Date, Project Development kick-off meeting, other date specified by District) and LDCA <ul style="list-style-type: none"> <li>• Number of projects processed within 25 months</li> <li>• Number of projects processed within 25-30 months</li> <li>• Number of projects processed in more than 30 months</li> </ul>
2.4	Percentage of ETDM projects that have completed the Project Development and Environment (PD&E) phase that meet proposed schedule
2.5	Percentage of Planning Summary Reports published within 60 days
2.6	Percentage of Final Programming Summary Reports published within 60 days
<b>Goal 3 Develop environmental stewardship through protection of environmental resources</b>	
<b>ID</b>	<b>Performance Measure</b>
3.1	Number of Class of Actions (COAs) resulting in EIS per District and statewide
3.2	Number of COAs resulting in EA/FONSI per District and statewide
3.3	Number of COAs resulting in Type 2 CE per District and statewide
3.4	Assess quality of ETDM Project Data
3.5	Assess quality of Agency Comments

## 7.4 Performance Management Monitoring Tools and Reports

The primary source of data for the ETDM PMP is current project information entered in the EST. The ETDM PMP monitoring reports are based on these data, and are generated in the EST. The monitoring reports are used to provide feedback and display performance results. The results are displayed as summaries and as details. When applicable, details for a specific performance measure are displayed in a separate report. The EST user has the option to view results by district, agency, ETDM project number, or project name, and for a specified reporting period for both the summary reports and the detail reports.

### 7.4.1 Information Sources

The ETDM PMP uses a number of information sources related to activities conducted during each phase of the ETDM Process. For the Planning and Programming Phases, those activities include the ETAT reviews and the summarizing of the results of those reviews in the Planning and Programming Summary Reports, as well as the percentage of summary reports completed and published within a specified period of time. For example, performance data about the duration of ETAT reviews during the screening events and the percentage of ETAT reviews for which time extensions are requested are collected. The summary reports provide performance data about the number of environmental document types resulting from each district and statewide. For the Project Development Phase, those activities include the number of projects with each environmental document type. For example, performance data about the number and processing time for each environmental document type are collected. As these activities are completed, performance data are stored in the EST for use in the ETDM PMP.

Additional information sources used in the ETDM PMP include:

- Project Schedules
- ETAT and District Surveys
- Data Quality Forms

- Dispute Resolution Logs

During the development of the ETDM PMP, these additional forms or fields were created in the EST to capture data for subsequent use in the PMP.

## 7.4.2 Communication Tools

The ETDM PMP communication tools include ETAT and District Surveys, feedback reports, teleconferences, face-to-face meetings, and Annual Reports. These tools are used in a variety of ways to provide feedback on ETDM Process performance, and facilitate communication and interagency coordination between the FDOT and the participating agencies. For example ETAT and District Surveys are completed annually to provide feedback on how the FDOT Districts and participating agencies view the management and administration of the ETDM Process, the quality of the working relationship between the agencies and FDOT, and recommended improvements or changes. Feedback Reports are used in the ETDM PMP to provide a bi-annual progress report on agency performance and document actions taken by the CEMO Managers and support staff to resolve issues presented by the agencies. Depending on the issue, teleconferences and face-to-face meetings are used in the ETDM PMP to discuss performance issues and build consensus. Annual Reports serve as a communication tool between ETDM Management, participating agencies, FDOT Districts, and ETDM stakeholders and the public by providing an annual progress report documenting the accomplishments and performance of the ETDM Process and its participants.

## 7.4.3 Performance Reports

Two of the primary performance reports used in the ETDM PMP are the ETDM Scorecard and the Summary Performance Report.

### *ETDM Scorecard*

The ETDM Scorecard is a performance report which displays the grade for each agency with an ETDM Agreement, the FDOT Districts, and the ETDM Process. The scorecard uses a grade to indicate the level of performance. The color-coded grade, or performance indicator, is based upon the particular performance measure, the associated evaluation criteria, and the specified period of performance.

The ETDM Scorecard only includes performance measures for which evaluation criteria have been established. The evaluation criteria serve as a benchmark for evaluating the performance, and vary by performance measure. The performance indicators are represented by three colors, as follows:

- Green indicates that performance consistently meets expectations
- Yellow indicates that performance needs improvement
- Red indicates performance is below expectations

The performance measures not currently included in the ETDM Scorecard (Performance Measures 1.3, 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, and 3.3) will be tracked and monitored for a period of two years to establish baseline data. After two years, these performance measures will be considered for inclusion in the ETDM Scorecard.

**Table 7-2** presents the Performance Measures Evaluation Metrics, which include the 11 performance measures, evaluation criteria, and performance indicators currently used in the ETDM Scorecard.

**Table 7-2: Performance Measures Evaluation Metrics**

Goal 1		Improve interagency coordination and dispute resolution	
ID	Performance Measure	Performance Indicator	Evaluation Criteria
1.1	ETAT review for Planning and Programming Screens within the review period (45 days, or 60 days if ETAT member requests a time extension)	Green	100-85 percent of reviews completed within review period (45 days, or 60 days if ETAT members request a time extension)
		Yellow	84-75 percent of reviews completed within review period (45 days, or 60 days if ETAT member requests a time extension)
		Red	Less than 75 percent of reviews completed within review period (45 days, or 60 days if ETAT member requests a time extension)
1.2	Florida Department of Transportation response to comments, inquiries, and requests for information within 30 calendar days (exclusive of responses provided to ETATs through the summary reports)	Green	100-85 percent of responses provided within 30 days
		Yellow	84-75 percent of responses provided within 30 days
		Red	Less than 75 percent of responses provided within 30 days
1.4	Percentage of Dispute Resolutions completed within 120 days (120 days includes Formal Dispute Resolution)	Green	100-85 percent of dispute resolutions completed within 120 days
		Yellow	84-75 percent of dispute resolutions completed within 120 days
		Red	Less than 75 percent of dispute resolutions completed within 120 days
1.5	Review of all environmental documents, technical reports, and permit pre-applications within 30 or 45 calendar days, as appropriate (allowing 45 days for review of Draft Environmental Impact Statements [DEIS] and 30 days for all others).	Green	100-85 percent of reviews completed within 30 days
		Yellow	84-75 percent of reviews completed within 30 days
		Red	Less than 75 percent of reviews completed within 30 days
1.6	Percentage of projects for which ETAT review time extensions are requested.	Green	An extension was requested for 0-10% of projects reviewed.
		Yellow	An extension was requested for 11-15% of projects reviewed.
		Red	An extension was requested for greater than 15% of projects reviewed.
1.7	Assess quality of Agency coordination	Green	Agency coordination is Very Good or Excellent
		Yellow	Agency coordination is Good or Fair
		Red	Agency coordination is Poor

**Table 7-2: Performance Measures Evaluation Metrics (continued)**

<b>Goal 1</b>			
<b>Improve interagency coordination and dispute resolution</b>			
<b>ID</b>	<b>Performance Measure</b>	<b>Performance Indicator</b>	<b>Evaluation Criteria</b>
1.8	Assess quality of District coordination	<b>Green</b>	District coordination is Very Good or Excellent
		<b>Yellow</b>	District coordination is Good or Fair
		<b>Red</b>	District coordination is Poor
<b>Goal 2</b>			
<b>Integrate ETDM into project delivery</b>			
<b>ID</b>	<b>Performance Measure</b>	<b>Performance Indicator</b>	<b>Evaluation Criteria</b>
2.5	Percentage of Planning Summary Reports published within 60 days	<b>Green</b>	100-85 percent of Planning Summary Reports published within 60 days
		<b>Yellow</b>	84-75 percent of Planning Summary Reports published within 60 days
		<b>Red</b>	Less than 75 percent of Planning Summary Reports published within 60 days
2.6	Percentage of Programming Summary Reports published within 60 days	<b>Green</b>	100-85 percent of Programming Summary Reports published within 60 days
		<b>Yellow</b>	84-75 percent of Programming Summary Reports published within 60 days
		<b>Red</b>	Less than 75 percent of Programming Summary Reports published within 60 days
<b>Goal 3</b>			
<b>Develop environmental stewardship through protection of environmental resources</b>			
<b>ID</b>	<b>Performance Measure</b>	<b>Performance Indicator</b>	<b>Evaluation Criteria</b>
3.4	Assess quality of ETDM Project Data	<b>Green</b>	ETDM Project Data are Very Useful or Useful
		<b>Yellow</b>	ETDM Project Data are Neutral or Somewhat Useful
		<b>Red</b>	ETDM Project Data are Not Useful
3.5	Assess quality of ETAT Comments	<b>Green</b>	ETAT Comments are Very Useful or Useful
		<b>Yellow</b>	ETAT Comments are Neutral or Somewhat Useful
		<b>Red</b>	ETAT Comments are Not Useful

### **Performance Measures Summary Report**

The Performance Measures Summary Report contains the performance measures listed on the ETDM Scorecard and those performance measures being monitored for baseline data (Performance Measures 1.3, 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, and 3.3). The report uses the performance measures evaluation metrics where applicable, and displays the summary results of each performance measure and provides access to those performance measures that have detailed reports available.

# etdm

Efficient Transportation Decision Making

## Florida's ETDM Process Progress Report #3



Efficient Transportation Decision Making  
*...While Protecting Florida's Environment*



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**Executive Summary ..... 1**

**Chapter 1 Introduction ..... 1-1**

1.1 Purpose ..... 1-1

1.2 Background..... 1-1

1.3 Summary of Accomplishments ..... 1-7

**Chapter 2 ETDM Process Management ..... 2-1**

2.1 Policies and Procedures ..... 2-1

2.2 Training Program ..... 2-1

2.3 Task Work Groups for Process Improvement ..... 2-3

2.3.1 Sociocultural Effects ..... 2-3

2.3.2 Cultural Resources ..... 2-4

2.3.3 Public Involvement ..... 2-5

2.3.4 Indirect and Cumulative Effects..... 2-5

2.3.5 Performance Management ..... 2-6

2.4 Ongoing Process Management Activities ..... 2-7

**Chapter 3 Agency Participation..... 3-1**

3.1 Agency Agreements ..... 3-1

3.1.1 Master Agreement ..... 3-3

3.1.2 Agency Operating Agreement ..... 3-3

3.1.3 Funding Agreement ..... 3-3

3.1.4 Lessons Learned ..... 3-4

3.2 Project Reviews ..... 3-4

3.3 Invoicing and Reporting ..... 3-6

**Chapter 4 Technology Implementation ..... 4-1**

4.1 EST Maintenance ..... 4-2

4.2 EST Support ..... 4-3

**Chapter 5 Benefits Realized..... 5-1**

5.1 Improved Agency Coordination and Consultation ..... 5-1

5.2 Improved Long Range Transportation Planning..... 5-1

5.3 Focused Evaluations during Project Development..... 5-2

5.4 Improved Dispute Resolution Process ..... 5-2

5.5 Less Costly Environmental Studies and Documentation..... 5-2

5.6 Shortened Project Delivery ..... 5-2

5.7 Better Access to Information ..... 5-3

5.8 Enhanced Coordination within FDOT ..... 5-3

**Chapter 6 Path Forward ..... 6-1**

6.1 Indirect and Cumulative Effects Evaluations ..... 6-1

6.2 Agency On-line Invoicing and Reporting ..... 6-1

6.3 Advance Notification/Federal Consistency Reviews ..... 6-1

6.4 Performance Monitoring ..... 6-1

6.5 Permitting Guidance ..... 6-3

6.6 Paperless NEPA Documentation..... 6-3

6.7 Public Involvement..... 6-3

6.8 EST Map Viewer and Map Editor Improvements ..... 6-3

6.9 Commitment Compliance ..... 6-4

**Chapter 7 Conclusion..... 7-1**

**Tables**

Table 2-1 ETDM Process Performance Measures .....2-6  
Table 3-1 Agreements between Agencies and FDOT .....3-1

**Figures**

Figure 1-1 ETDM Process Flow Diagram .....1-5  
Figure 1-2 Dispute Resolution Process .....1-6  
Figure 2-1 CEMO Course Schedule .....2-3  
Figure 3-1 2005-2006 Project Release Schedule .....3-5  
Figure 6-1 Performance Monitoring Work Flow Diagram .....6-2

**Appendices**

Appendix A - ETDM Reference Documents ..... 1

## Executive Summary

This report provides an update for Florida's Efficient Transportation Decision Making (ETDM) Process covering the period from April 2002 through September 2006. The report documents major accomplishments and issues during that period. It also includes a discussion of the path forward for the ETDM Process in Florida.

The ETDM Process affords resource agencies and the public the opportunity to provide early input to the Florida Department of Transportation (FDOT) and Metropolitan Planning Organization (MPO) Boards on a project's potential impacts to the natural, cultural and built environments through a series of "screening" events. These screening events occur at the Long Range Transportation Plan development stage and just prior to a project entering the FDOT Five-Year Work Program. Agency and public involvement continues throughout project development and delivery.

The ETDM Process began as a joint effort among FDOT, Federal Highway Administration (FHWA), and other state, federal, and local governments to reexamine the entire transportation planning and project development processes in response to Congress's environmental streamlining initiative. Ultimately, 23 federal, state and regional agencies helped to develop this process and supporting technology system from 2000 through 2003. The ETDM Process became operational in 2003 with training opportunities offered in each FDOT District Office. Since implementation, FDOT has continued to work with its partners to refine and improve the process. Significant accomplishments during the reporting period (April 2002 – September 2006) include the following:

- ETDM Planning and Programming Manual was adopted as FDOT policy in March 2006. Supporting technical handbooks provide further guidance to participants.
- ETDM training has been given to more than 600 participants.
- Performance monitoring has been initiated with the development of a Performance Management Plan. Planning and design for technology enhancements are underway, including a guidance handbook.
- Agency agreements provided the catalyst for participation in the ETDM Process and have been renewed continually. Environmental Technical Advisory Teams (ETATs) are operational in each of the seven geographic FDOT Districts. A total of 265 projects have been reviewed by ETAT participants during Planning and/or Programming Screens since ETDM implementation began.
- FHWA demonstrated its commitment to environmental streamlining through proactive partnering, support, and funding for the development of the process, technology, and ETAT participation.
- Implementing technology via the Environmental Screening Tool (EST), has led to improved interagency communication, efficiency and a reduction in paper work. During the reporting period, significant enhancements have been made to the EST to integrate tasks, improve work flow, and support process refinements.

Each of the seven Districts within FDOT and Florida's Turnpike Enterprise have reported improvements in planning transportation projects, conducting environmental reviews, and developing projects for National Environmental Policy Act (NEPA) and permitting compliance. In general these improvements include the following:

- Improved Agency Coordination and Problem-solving
- Improved Long Range Transportation Planning
- Focused Evaluations during Project Development
- Improved Dispute Resolution Process
- Less Costly Environmental Studies and Documentation
- Shortened Project Delivery
- Better Access to Information
- Enhanced Coordination within FDOT

## **Chapter 1 Introduction**

### **1.1 Purpose**

This report provides an update for Florida's Efficient Transportation Decision Making (ETDM) Process since the last progress report (Florida's ETDM Process Progress Report No. 2 dated April 2002). This ETDM Progress Report No. 3 covers the period from April 2002 through September 2006, and documents major accomplishments and issues during that period. This report also includes a discussion of the path forward for the ETDM Process in Florida. Previous ETDM Progress Reports are available on the ETDM Public Access Web Site (<http://etdmpub.fla-etat.org>).

### **1.2 Background**

Florida's ETDM Process, developed in response to Congress's "Environmental Streamlining" initiative, is a new way of accomplishing transportation planning and project development to achieve early agency participation, efficient environmental review and meaningful dispute resolution. As part of Section 1309 of the Transportation Equity Act for the 21st Century (TEA-21), Environmental Streamlining called for improved and more efficient transportation planning and environmental review process. In response to this initiative, Florida developed a new way of accomplishing transportation planning and project development called Efficient Transportation Decision Making, or the ETDM Process. The new ETDM Process adopted the objectives outlined by the Congress in Section 1309 of TEA-21:

- Effective/timely decision making without compromising environmental quality
- Integrating review and permitting processes
- Early NEPA reviews/approvals
- Full and early participation
- Meaningful dispute resolution mechanisms

When Congress passed TEA-21, the Central Environmental Management Office (CEMO) of the Florida Department of Transportation (FDOT) decided to reexamine FDOT's entire process from the very early stages of planning through project development and permitting. Working jointly with the Federal Highway Administration (FHWA), FDOT invited federal and state agency heads together to a summit meeting in February 2000 to request their agency support in reexamining the entire transportation planning process. Each agency designated one point of contact to participate in a multi-agency working group to redefine how projects would be planned, reviewed and subsequently permitted. Ultimately, 23 federal, state and regional agencies helped to develop a new process and the supporting technology system, from 2000 through 2003. Participants requested the following key features in the new process:

- Early and continuous agency involvement
- Good data upon which to base decisions
- Feedback about how agency participation resulted in better transportation decisions

In response to the agencies' request for earlier and improved agency interaction in the planning and environmental review processes, FDOT expressed its interest in receiving earlier agency approvals to expedite project delivery. This translates to earlier issuance of agency permits.

Through this working group, the State of Florida completely revamped its procedures for planning transportation projects, conducting environmental reviews, and developing and permitting projects. Following the development of the new process, FHWA subsequently approved it as meeting the statutory requirements

of Section 6002 of the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), the new highway and transit law.

### **ETDM Process Overview**

The fundamental goal of the ETDM Process is to improve transportation decision-making in a way that protects the natural, cultural (historic and archeological resources) and sociocultural (community resources) environments, while expediting project delivery. FDOT follows the ETDM Process for major capacity improvement highway and transit projects in the FDOT Work Program. "Major capacity" for highways as defined in the ETDM Process includes these types of projects:

- Capacity is being added to an existing road in the form of additional through lanes
- New roadways
- New interchanges or major interchange modifications
- New bridges, bridge replacements, or bridge projects involving additional lanes
- Major transit projects

Any major capacity project in MPO long-range transportation plans is included. In addition, any project being added to the FDOT Work Program that requires a Type 2 Categorical Exclusion (CE), Environmental Assessment (EA), or Environmental Impact Study (EIS) goes through the ETDM Process if it meets any of the following criteria:

- It will be funded with Federal funds
- It is on the Strategic Intermodal System (SIS) and will be State funded with FDOT as the Lead Agency
- It is on the State Highway System (SHS) (regardless of funding)
- It is a regionally significant project off the SHS, receiving State funds, and FDOT is expected to be the Lead Agency
- It is a major public transit project (such as Intermodal Passenger Center, rail passenger service, transit center) where FDOT is expected to be the Lead Agency

The ETDM Process comprises three phases, as shown on **Figure 1-1** (Planning, Programming, and Project Development & Environment). The ETDM Process brings agency and community interaction forward into the early stages of transportation planning. Efficient interaction with agencies and the affected community is gained by two screening events that are integrated into the transportation planning process. The screening events, known as the Planning Screen and the Programming Screen, engage agencies and the affected community earlier than in the traditional planning process. Environmental reviews and communication among the participants and the public are assisted by the technology system developed to support the ETDM Process. This system is an interactive Internet-accessible computer application, known as the Environmental Screening Tool (EST). The EST integrates resource and project data from multiple sources into one standard format and provides quick and standardized analyses of the effects of the proposed project on natural, cultural and sociocultural resources. It provides utilities to input and update information about transportation projects and community characteristics, perform standardized analyses, report comments by the Environmental Technical Advisory Team (ETAT) representatives, and provide read-only information to the public. The EST enables users to view reports and maps describing the projects and resources in the project vicinity. Information and recommendations from the agencies and the public as a result of the screening events are summarized in the EST and provide the basis for technical studies, if recommended, and preliminary engineering designs performed during Project Development. The EST database also maintains the project record throughout the life cycle of the project.

The Planning Screen occurs in conjunction with the development of long-range transportation plans. All major capacity projects in the MPO Long Range Plans are expected to be screened. This initial screening allows participants to review project Purpose and Need Statements and any applicable alternative alignments, and comment on the potential effects of projects to environmental and community resources very early in the planning process. Direct and indirect effects of proposed projects are evaluated and documented in the EST. This opportunity enables planners to adjust project concepts to avoid or minimize adverse effects, consider mitigation alternatives, and improve project cost estimates. Cumulative effects to resources are evaluated on a system-wide basis in connection with the Planning Screen. The interrelationships between land use, ecosystem management, community values, and mobility plans are considered through integrated agency planning. Key recommendations and conclusions regarding potential project effects are provided in the Planning Summary Report. This report provides information that helps planners to determine transportation priorities in long-range transportation plans. The Summary Report is available electronically to resource agencies and the public. It is also available in hardcopy, upon request.

The Programming Screen occurs before projects are funded in the FDOT Five-Year Work Program. Input about the potential effects to environmental and community resources is the basis for “agency scoping” to facilitate compliance with federal and state environmental laws. If dispute issues are identified, FDOT may initiate the Dispute Resolution Process before the project is programmed into the FDOT Five-Year Work Program. Disputes may also be identified through the public involvement process and require resolution prior to the project being advanced into the design phase of the Work Program. Lead agencies decide on a Class of Action Determination for each priority project, which is summarized along with potential project effects, preliminary project concepts, reasonable project alternatives, and scoping recommendations in the Final Programming Summary Report.

Agency interaction occurs throughout the life of a project to ensure that transportation decisions are balanced with effects on natural, cultural and community resources; land use decisions; and other agency goals or objectives. This is accomplished through an ETAT. An ETAT, consisting of planning, regulatory and resource agencies, has been established for each of the seven geographic FDOT Districts. Recent participation has included two federally recognized Native American Tribes. Each agency or tribe appoints a representative or representatives that are responsible for coordinating and performing all actions to satisfy their responsibility with respect to the planning and development of transportation projects. The ETAT representatives have authority and responsibility to coordinate internally and represent their agency's positions. The role of the ETAT representatives changes from advisory during the Planning Phase, to scoping during the Programming Phase, and

#### ETDM Participants

- Advisory Council on Historic Preservation
- Federal Highway Administration
- Federal Transit Administration
- Florida Department of Agriculture and Consumer Services
- Florida Department of Community Affairs
- Florida Department of Environmental Protection
- Florida Department of State
- Florida Department of Transportation
- Florida Fish and Wildlife Conservation Commission
- Florida Metropolitan Planning Organization Advisory Council
- The Miccosukee Tribe of Indians of Florida
- National Marine Fisheries Service
- National Park Service
- Natural Resources Conservation Service
- Northwest Florida Water Management District
- The Seminole Tribe of Florida
- South Florida Water Management District
- Southwest Florida Water Management District
- St. Johns River Water Management District
- Suwannee River Water Management District
- U.S. Army Corps of Engineers
- U.S. Coast Guard
- U.S. Environmental Protection Agency
- U.S. Fish and Wildlife Service
- U.S. Forest Service

coordination and consultation during the Project Development & Environment (PD&E) Phase and environmental permitting. Roles and responsibilities of FDOT and the agencies have been documented in a series of agreements. The initial agreement was the Memorandum of Understanding (MOU), executed in December 2001, in which 23 agencies documented their commitment to the concept of the ETDM Process and continuing efforts to further refine and develop the process and the EST. Individual Master, Agency Operating, and Funding Agreements were then signed to document the commitments between agencies, FDOT, and FHWA to implement ETDM.

Public involvement also occurs throughout the life of a project. The public involvement strategy uses various techniques such as mailings, Internet postings, and formal public workshops. At the beginning of both the Planning Screen and Programming Screen, the Community Liaison Coordinators (CLCs) notify the public that the projects are in the review period. At this time, the public may review project data, results of GIS analyses, and corresponding resource mapping, using the EST or through the MPO or FDOT District office. During the review period, the public provides input to MPOs, FDOT, and the resource agencies through normal public involvement channels (workshops, correspondence, telephone communication, etc.). Summary reports and ETAT comments are made available to the public as soon as the ETDM Coordinator posts the finalized summary report. Following the screening events, the project information, Geographic Information System (GIS) results, mapping, ETAT reviews, and summary reports continue to be available to the public through the Web site. At the beginning of subsequent ETDM phases, any updates to project information are posted to the public access site. A history record of the project is maintained and made available as well. Throughout project development, project managers upload technical studies and environmental documents into the EST. They can also provide links to any project-specific Web sites. Information is also available in hard-copy format at workshops, hearings, and upon request.

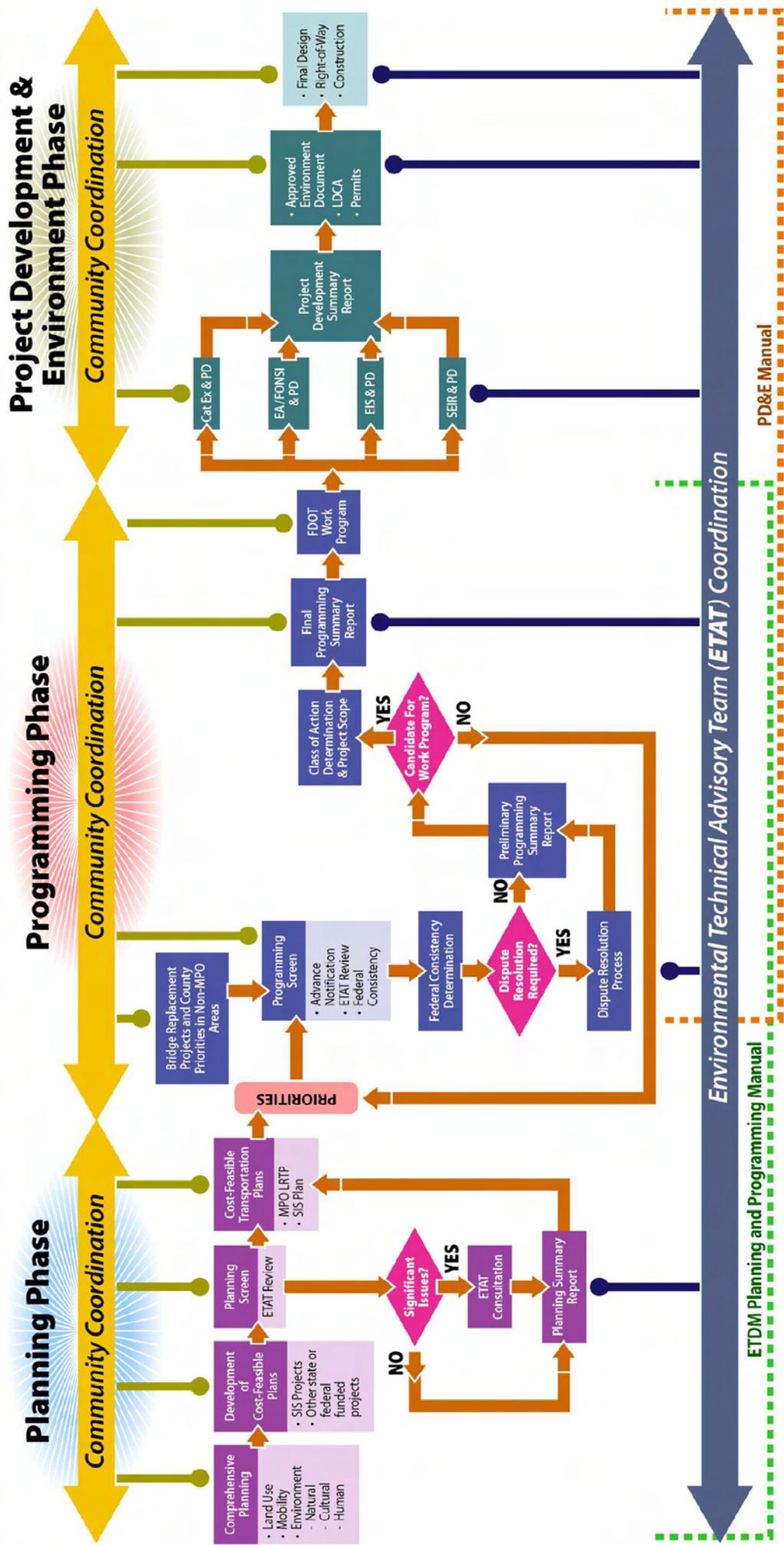


Figure 1-1 ETDM Process Flow Diagram

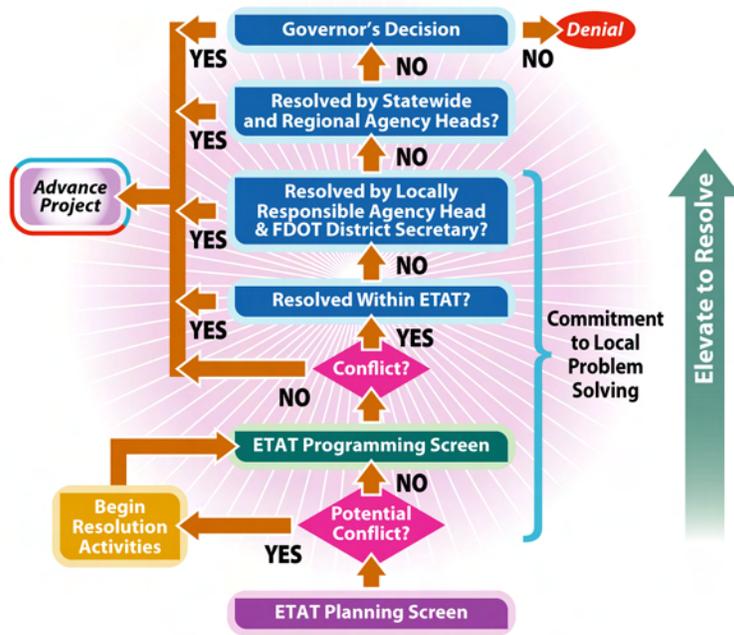
**Dispute Resolution**

The intent of the ETDM Process is that through early agency input and continuing involvement, an acceptable project will be developed – a project that improves the transportation system while simultaneously protecting Florida’s unique community and environmental resources. If agreement cannot be reached on that acceptability, the project will not move into final design. The ETDM Process includes a Dispute Resolution Process that responds to these challenges by focusing on the following three goals:

**In the ETDM Memorandum of Understanding signed in October 2001, MOU signatories agreed to “Implement effective dispute resolution with the goal of developing mutually agreeable solutions at meaningful points within the ETDM Process to avoid programming projects with significant unresolved disputes.”**

- Identify and address disputes at the earliest possible phase of project planning
- Fund technical studies, if needed to resolve significant issues before a project is advanced to final design
- Seek dispute resolution at the local level, within the ETAT, before advancing to higher levels of authority

The ETDM Dispute Resolution Process is illustrated in **Figure 1-2**.



**Figure 1-2 Dispute Resolution Process**

A recent example of the ETDM Dispute Resolution Process at work is the US 41 project that was planned to partially traverse the Collier-Seminole State Park in Collier County. Through an ETDM Process review of the proposed project, the US Fish and Wildlife Service (USFWS) alerted the FDOT to potential impacts to Florida panther habitat, as well as other park features. Based on these potential impacts, the USFWS disputed the need for four lanes through the park. The Dispute Resolution Process involved the USFWS, the Collier County MPO, and FDOT District One. Early consultation allowed these interests to identify an alternative project concept that resulted in less environmental impacts than the original project proposal. The resulting

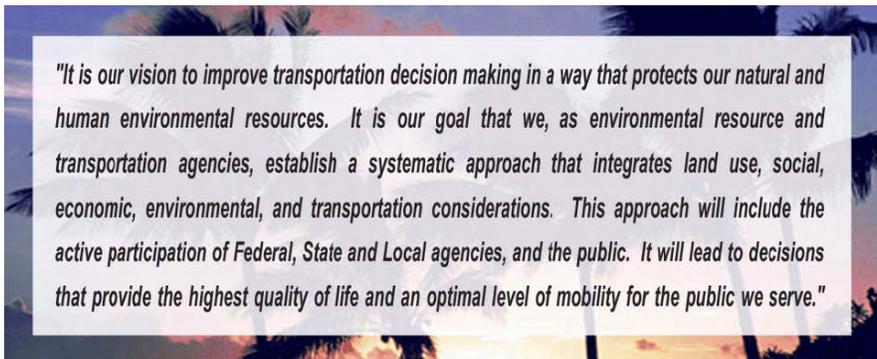
project concept included a two-lane roadway through the park and operational improvements that achieved mobility goals while also responding to environmental conservation goals. The conflict was resolved in advance of the PD&E Phase, and the coordination and consultation facilitated by the ETDM Process succeeded in developing a balanced project alternative that was satisfactory to all participating interests.

Another example of a project dispute being successfully resolved is the Pembroke Road project in Broward County. During the ETDM Planning Screen review, the Florida Department of Environmental Protection (FDEP) indicated that the agency had a potential dispute with the project, stating that the project extension would bisect portions of the East Coast Buffer Conservation Area, which are public conservation lands. The FDOT District Four consulted with the South Florida Water Management District (SFWMD) Governing Board to determine whether these properties were still needed for conservation purposes. Detailed field reviews and right-of-way analyses were conducted, and it was determined that the project was not within the East Coast Buffer Conservation Area. Due to this consultation, the potential dispute rating was removed from the project.

### 1.3 Summary of Accomplishments

In early 2003, the phased implementation of Florida's ETDM Process was initiated. ETDM Coordinators were appointed in each of the FDOT Districts and MPOs throughout the state to guide and manage Florida's new process. District and MPO CLCs were appointed to carry out responsibilities related to public outreach and sociocultural effects evaluations. In each FDOT District, an ETAT was formed, and ETAT Coordinators were appointed for each of the federal and state agencies with statutory responsibility for consultation and approval on transportation projects. Draft guidelines on the ETDM Process and the EST were created, and became the basis for training that began in the early months of 2003. Over 400 agency and FDOT personnel were trained in the ETDM Process during the initial training program, which was completed in May 2003. At that time, ETDM Coordinators began identifying and prioritizing projects eligible for the first Planning Screen evaluations. The ETDM Coordinators developed project descriptions and Purpose and Need Statements for candidate projects, and projects were released to the ETATs for review. Major transportation projects were selected and entered into the EST for review by the ETATs beginning in the fall of 2003.

Since that time, the ETDM Process has achieved its original objectives and continues to be integrated into transportation project planning, development, and delivery. Use of the ETDM Process has resulted in streamlined procedures for planning transportation projects, conducting environmental reviews, and developing and permitting projects. Early agency participation, efficient environmental review, and meaningful dispute resolution have been achieved.



On August 10, 2005, President Bush signed SAFTETEA-LU into law. This legislation included a new process for conducting "Efficient Environmental Reviews for Project Decision Making." In response to this legislation, FDOT petitioned FHWA to consider whether Florida's ETDM Process met the conditions of the new legislation. Subsequently, FHWA agreed that the conditions were met, and approved Florida's ETDM Process for use in all major highway or transit capacity improvement projects in the FDOT Work Program.

The success of Florida's ETDM Process has been further recognized with the following awards:

- Florida's Davis Productivity Award (2005)

- American Council of Engineering Companies Engineering Excellence, National Finalist (March 2006)
- Federal Highway Administration Award (July 19, 2006)
- Florida Institute of Consulting Engineers (FICE) 2006 Excellence in Engineering Award

Specific accomplishments for this reporting period are summarized below. They are discussed in more detail in subsequent chapters of this report.

### ***Process Management***

CEMO leads the ETDM Process management by supporting process improvements, policy development, training, and performance monitoring. Process refinements have been ongoing since the ETDM Process began. Regularly scheduled ETDM Coordinator meetings are conducted to identify and address issues that arise during ETDM implementation. If necessary, special task teams are formed to address these issues. The ETDM Process is part of FDOT's Tier 1, Tier 2, and Tier 3 Plans and CEMO's Strategic Plan. FDOT maintains and adopts policies and procedures to support and monitor the ETDM Process. The ETDM Planning and Programming Manual was adopted as FDOT policy in March 2006. A number of handbooks have been published to provide further guidance in ETDM Process implementation. CEMO has also developed an annual training program to support the ETDM Process. The ETDM Overview course and EST hands-on workshops are conducted annually. The EST training is supplemented by monthly Web-based presentations and demonstrations. Performance monitoring has begun with the development of the Performance Management Plan. Performance measures have been identified and prioritized. Annual agency reviews are underway. A number of reports are provided via the EST, which summarize issues and agency progress. Requirements analysis for automated reporting of the prioritized performance measures has been completed. Planning and design work to incorporate these enhancements into the EST is underway.

### ***Agency Participation***

Improved agency participation in the environmental review process has been realized, including early and continuous involvement, partnering, and the achievement of common goals among agencies. Agency spending under funding agreements reflects good management, commitment, and efficiency. Communication among the ETAT members, enhanced by the EST, has led to increased trust among the participants, as evidenced by improved accessibility, interaction, and willingness among participants to work together. FHWA has demonstrated its commitment by supporting and funding the development of Florida's ETDM Process, with the understanding that processes developed in Florida may be used in other states. Improved agency coordination and consultation have led to more efficient environmental review.

### ***Technology Implementation***

Use of the EST has led to improved interagency communication, efficiency, and a reduction in paperwork. As the ETDM Process is refined, the EST is enhanced to support these improvements. The Web site was developed incrementally in a series of modules, starting with the basic requirements, and adding complexity as the process was refined. As ETDM practitioners learned more about the new process and discovered new ways of doing their tasks, they provided ideas for improving the EST. Based on this feedback, a new integrated design of the EST was developed in 2005 to improve the graphical user interface, code maintainability, and user work flow. The EST users are supported by information systems experts working the ETDM Help Desk. These specialists respond to user requests, offer training, monitor the system, fix identified errors/omissions, and develop enhancements to the EST.

## Chapter 2 ETDM Process Management

During the reporting period, CEMO led a number of initiatives to support the management of the ETDM Process. These activities provide standards, training, coordination, and process improvements to ensure that the program meets its goals.

### 2.1 Policies and Procedures

In order to ensure that the ETDM Process is carried out consistently, a variety of detailed manuals and handbooks have been developed, and are being used by the FDOT Districts, Central Office units, and participating agencies. The ETDM Planning and Programming Manual includes an overview of the process and detailed chapters indicating step-by-step how the process is performed, as well as descriptions of roles and responsibilities for all those involved in the process. This manual was adopted as policy by the FDOT Executive Board on March 16, 2006. FDOT's PD&E Manual is currently being updated to reflect the ETDM Process, as well as other changes related to recent legislation. These manuals are supported by a number of handbooks and technical documents, including:

- Sociocultural Effects Handbook, November 2005
- Environmental Screening Tool Handbook, March 2003 (most recent update, September 2006)
- Public Involvement Handbook, October 2003
- Cultural Resource Management Handbook, November 2004
- ETDM Funded Positions Reference Manual, December 2005
- Preliminary Performance Management Guidance Handbook, June 2006
- Measuring the Effectiveness of Community Impact Assessment, October 2005

CEMO is continuing work to develop handbooks to address indirect and cumulative effects evaluation and permitting within the ETDM Process. In addition, FDOT District One is developing an ETDM Quick Start Handbook to provide guidance and samples for use by the ETATs in evaluating potential project effects.

Many of these manuals, handbooks, and technical documents are available on the Internet at Web sites specified in **Appendix A**.

### 2.2 Training Program

Training for ETDM participants has been integral to the successful implementation of the ETDM Process. Through regular training events, ETDM participants are taught about the ETDM Process, use of the EST, and how to accomplish various reviews and tasks within the ETDM Process. These training opportunities are also used to inform participants of best practices used throughout Florida. The ETDM training program includes the following courses: ETDM Process Overview, Overview of Sociocultural Effects Evaluations and Public Involvement, the PD&E Process, and Using the Environmental Screening Tool. Training is provided through a number of innovative mediums, including hands-on workshops, Web-based conferences, a staffed ETDM Help Desk, and training conferences. On-line materials, including documents in the ETDM Library, are accessible from the Help menu on the EST. The ETDM Library includes manuals, handouts, and other documentation supporting the ETDM Process.

Initial statewide training for the ETDM Process was completed in May 2003, followed by training for the EST. The EST training program consists of two delivery methods: 1) Hands-on training presented in a lab setting where the participants actively use the EST to perform sample tasks; and 2) Online Web-based training

courses. The Web-based training supplements the hands-on training to provide more numerous training opportunities. The Web-based classes consist of a set of users logging on to a Web site and calling into a teleconference line. The training class is conducted with the ability for users to see the instructor's presentation from their office computers, as well as interact with the instructor and work through examples. The first round of hands-on EST training included Project Input and ETDM Project Manager Tools. It coincided with the initial upload, update, and management of the proposed projects in the MPO Long Range Transportation Plans and FDOT Cost-Feasible Plans, which took place in 2003. This training was followed by hands-on training for the ETAT Review Screens and Sociocultural Effects functions.

Through June 2006, over 600 ETDM practitioners have participated in training for the ETDM Process and/or the EST. ETDM Process training continues to be offered on an annual basis, as part of the CEMO Training Plan. The 2005-2006 Course Schedule is shown in **Figure 2-1**. Web-based EST training classes are scheduled on a monthly basis. Follow-up hands-on EST training is scheduled on an annual basis in the FDOT District offices. Participants register for EST training through the on-line training calendar available on the EST Web site. In November and December 2005, on-line demonstrations introduced existing users to the EST Version 3 user interface.

<b>CEMO TRAINING SCHEDULE 2005/2006</b>		
<b>DATE</b>	<b>COURSE NUMBER</b>	<b>COURSE TITLE</b>
<b>2005</b>		
January 25-27	BT-19-0040	Efficient Transportation Decision Making
February 10	BT-19-0014	Erosion & Sediment Control
February 10	BT-19-0008	Environmental Impacts of Highway Construction and Maintenance
February 16	BT-19-0002	Environmental Contamination Problem ID
February 22-24	BT-19-0044	Overview of Sociocultural Effects and Public Involvement
March 22	BT-19-0045	Efficient Transportation Decision Making Overview
April 13	BT-19-0008	Environmental Impacts of Highway Construction and Maintenance
April 19-21	BT-19-0034	PD&E Manual Process
April 19-21	BT-19-0044	Overview of Sociocultural Effects and Public Involvement
April 27	BT-19-0020	Wetland Vegetation Identification
April 28	BT-19-0023	Threatened and Endangered Species
May 17-18	BT-19-0045	Efficient Transportation Decision Making Overview
July 12-13		ETDM Screens Training
July 26-27	BT-19-0029	Section 4(f) Training
August 23-25	BT-19-0044	Overview of Sociocultural Effects and Public Involvement

<b>CEMO TRAINING SCHEDULE 2005/2006</b>		
<b>DATE</b>	<b>COURSE NUMBER</b>	<b>COURSE TITLE</b>
September 1	BT-19-0020	Wetland Plant Identification
September 7-8	BT-19-0029	Section 4(f) Training
November 8-9	BT-19-0045	Efficient Transportation Decision Making Overview
Nov. 14-18	BT-19-0038	Introduction to Florida Geographic Data Library
<b>2006</b>		
January 4-5	BT-19-0018	Cultural Resource Management
January 10-12	BT-19-0034	PD&E Manual Process Training
February 7-19		HNI/EMO Pilot Training Noise Workshop
February 21-22	BT-19-0045	Efficient Transportation Decision Making Overview
March 8-9		Traffic Noise for Designers
March 22-23		Traffic Noise for Designers
April 11-13	BT-19-0034	PD&E Manual Training
May 24-25		Traffic Noise for Designers

**Figure 2-1 CEMO Course Schedule**

## **2.3 Task Work Groups for Process Improvement**

As part of the development and continued refinement of the ETDM Process, task work groups have been formed to address specific components of the ETDM Process. The implementation of task work group recommendations has improved the effectiveness of project evaluations. The following work groups have been active during the reporting period, and are described in more detail below:

- Sociocultural Effects
- Cultural Resources
- Public Involvement
- Indirect and Cumulative Effects
- Performance Management

### **2.3.1 Sociocultural Effects**

The Sociocultural Effects (SCE) Task Work Group was formed to address how sociocultural effects evaluations are conducted in the ETDM Process and to recommend specific actions for improving the SCE evaluation process. This task was undertaken in response to comments received from participants in the 2003

statewide ETDM training, requesting that CEMO provide more clarity in the process for evaluating potential sociocultural effects. The work group subsequently published a white paper in 2003, which included their recommendations.

As a result of the efforts of the SCE Task Work Group, CEMO published the Sociocultural Effects Handbook in November 2005. In addition, EST enhancements to support community inventories and improved SCE evaluations were implemented during 2004 and 2005. Additional enhancements to support input of community inventories are scheduled for completion by the end of 2006.

### 2.3.2 Cultural Resources

The Cultural Resources Task Work Group was established in June 2001 to better define how FDOT will satisfy the requirements of Section 106 of the 1966 National Historic Preservation Act (NHPA) (as amended) and Chapter 267, Florida Statutes, as well as other federal and state laws, rules, and regulations, under the new ETDM Process. The Cultural Resources Task Work Group was charged with investigating and documenting how to complete archaeological and historical assessments for transportation projects more efficiently and earlier in the project development process while ensuring proper identification of cultural resources and impact avoidance, minimization, and mitigation measures. The Cultural Resources Task Work Group was also charged with developing a process to comply with the revised public involvement requirements of Section 106 of the NHPA, especially as they concern local government and Native American coordination.

Following implementation of the ETDM Process, the Cultural Resources Task Work Group reconvened in 2003 to explore ways to more fully integrate cultural resources assessment into the ETDM Process and the EST. Their final report, published as a white paper in March 2004, identified five categories of recommendations:

1. Recommendations that can be implemented immediately and require no modifications to the EST
2. Recommended modifications to the existing EST
3. Critical data needs
4. Future modifications to the EST data layers
5. Future process enhancements

Subsequently, the Cultural Resource Management Handbook was published in November 2004, and enhancements to the EST began. In 2006, a subset of the Cultural Resources Task Work Group evaluated the status and current applicability of the recommendations that applied to the EST, developing a work plan to complete outstanding recommendations. The Task Work Group made six recommendations for modifications to the existing EST, which would assist with cultural resource evaluations. These recommendations are:

1. Coordinate with the Florida Division of Historic Resources (FDHR) and the Florida Geographic Data Library (FGDL) to revise the fields included in each of the data sets specified in the March 2004 white paper.
2. Coordinate with FDHR and FGDL to convert and incorporate the actual field and data names instead of codes into the EST, particularly for any output tables.
3. Standardize the cultural resource terminology used in the EST to reflect that used in the Cultural Resource Management Handbook and PD&E Manual.
4. Delete the "Historical and Archaeological Sites" check box in the EST Summary Report. Add a separate check box for each resource type: archaeological sites, historic buildings, resource groups (includes districts, multiple property listings, and building complexes), historic bridges, and historic cemeteries.

5. Develop text for and incorporate a “pop-up” box into the EST box to briefly explain limitations associated with each of the specific cultural resource data layers as they are brought up for use.
6. Add a jurisdictional data layer.

The Cultural Resources Task Work Group’s March 2004 white paper, and the Cultural Resource Management Handbook are available on the CEMO Web site at [www.dot.state.fl.us/emo](http://www.dot.state.fl.us/emo).

### **2.3.3 Public Involvement**

The Public Involvement Handbook was published in October 2003 to provide public involvement practitioners with techniques and methods to encourage meaningful public participation in the development of a transportation system that meets the needs of Florida residents and visitors. The intent is to use various techniques to engage the public throughout the ETDM Process. The Public Involvement Task Work Group convened in March 2004 to discuss issues related to improving public awareness in the ETDM Process. Recommendations for enhancing the EST Public Access Site were also gathered. The goal of the ETDM Public Access Site is to provide an easy-to-use interface where people can easily find information about proposed transportation projects. The site is available on the CEMO Internet Web site at [www.dot.state.fl.us/emo](http://www.dot.state.fl.us/emo). An upgrade to the site is currently underway to incorporate recommendations from the Public Involvement Task Work Group.

### **2.3.4 Indirect and Cumulative Effects**

The Council of Environmental Quality (CEQ) regulations for implementing the procedural provisions of the National Environmental Policy Act of 1969 (NEPA) require that indirect and cumulative effects be evaluated for proposed transportation and other federal projects. In their environmental analyses, federal and state agencies have successfully evaluated and determined potential direct and indirect effects of proposed transportation actions. However, evaluating the cumulative effects of past, present, and foreseeable actions has been difficult to accomplish within existing planning processes.

The Indirect and Cumulative Effects Task Work Group consists of representatives from FDOT, FHWA, federal and state resource agencies, and MPOs tasked with determining a method for evaluating indirect and cumulative effects within Florida’s ETDM Process. The initial Indirect and Cumulative Effects Task Work Group was formed in March 2001 to define a process for evaluating indirect and cumulative effects, with a structure that could presumably be incorporated into ETAT reviews utilizing the EST, which was under development at that time. The Indirect and Cumulative Effects Task Work Group determined that indirect and cumulative effects were best evaluated at the system-wide level during the development of long-range transportation plans and local government comprehensive plans. Standard analyses and an input review form were developed in the EST so that reviewing agencies could provide commentary about potential indirect and cumulative effects. The results of the Indirect and Cumulative Effects Task Work Group’s efforts were presented in a white paper dated October 2001.

A second Indirect and Cumulative Effects Task Work Group convened in January 2004 to further evaluate methods for conducting indirect and cumulative effects evaluations in response to comments received from participants in the statewide ETDM training classes. The training class participants requested that CEMO provide clarity for the process of evaluating potential indirect and cumulative effects. The second Indirect and Cumulative Effects Task Work Group determined that indirect effects and cumulative effects are two different evaluations. Indirect effects are project specific and should be assessed concurrently with direct effects. Cumulative effects are associated with one or more transportation and land use actions, and should be evaluated from the perspective of each affected resource at the system level during the ETDM Planning Screen. The second Indirect and Cumulative Effects Task Work Group defined data needs, a timeframe for conducting cumulative effects evaluations, and the geographic extent of analysis. A white paper, published in June 2004, detailed the work completed by the second Indirect and Cumulative Effects Task Work Group.

The 2006 Indirect and Cumulative Effects Task Work Group was formed to further detail how indirect and cumulative effects evaluations would be accomplished within the ETDM Process. The 2006 Indirect and Cumulative Effects Task Work Group used the recommendations made by the two previous task work groups as the basis for beginning their discussions. The 2006 Indirect and Cumulative Effects Task Work Group reviewed and agreed with the conclusions from the second Indirect and Cumulative Effects Task Work Group that indirect effects evaluations can and should be conducted for individual transportation projects. Since the implementation of the ETDM Process, several resource agencies have provided useful commentary within the EST about potential indirect effects resulting from proposed transportation improvements. The resource agencies suggested that the current process for evaluating potential indirect effects works well and does not need much refinement. However, the 2006 Indirect and Cumulative Effects Task Work Group, like the second Indirect and Cumulative Effects Task Work Group, recognized that cumulative effects needed to be evaluated separately from indirect effects, and made a number of recommendations about how to conduct these evaluations. They discussed process modifications, data needs, and modifications to the standard analyses provided by the EST. These recommendations are currently being drafted in a white paper, which is expected to be published in fall 2006.

### 2.3.5 Performance Management

Performance management for the ETDM Process involves determining what components are working well and where improvements are needed. CEMO is responsible for reviewing and reporting on the performance of the ETAT and FDOT representatives and how well specific components of the ETDM Process are operating.

The ETDM Performance Management Plan was published in April 2005. It contained a series of recommendations for implementing a Performance Management System. As part of this effort, a Performance Measures Implementation Group composed of representatives from each FDOT District was assembled to help direct and implement performance management for the ETDM Process, including the PD&E Phase. The purpose of the work group was to identify performance measures, the associated data needs and collection requirements, and other critical mechanisms necessary to evaluate and monitor the effectiveness of the ETDM Process. Twenty-seven priority performance measures were identified, as indicated in **Table 2-1**. The next step in implementing performance management for the ETDM Process is to enhance the EST to support the data collection, analysis, and reporting associated with the performance measures.

**Table 2-1 ETDM Process Performance Measures**

<b>Performance Measures</b>	
1	ETAT review of Planning and Programming Screens within 45 days
2	FDOT response to comments, inquiries, and requests for additional information within 30 calendar days
3	Completion of Dispute Resolution Process within 120 days
4	Review of all environmental documents and permit pre-applications within 30 or 45 calendar days, as appropriate
5	Average length of time between Work Program Date and Location Design Concept Acceptance (LDCA) and/or Record of Decision (ROD) Date per FDOT District/statewide
6	Average EIS processing time with and without key issue
7	Average EIS processing time per FDOT District/statewide

<b>Performance Measures</b>	
8	Average EIS length of time between Advance Notification Date and ROD Date per FDOT District/statewide
9	Number of EIS entries per FDOT District/statewide
10	Average EA/FONSI processing time with and without key issue
11	Number of EA/FONSI entries per FDOT District/statewide
12	Average length of time between Advance Notification and LDCA per FDOT District/statewide (Type 2 CE, EA/FONSI, EIS)
13	Average Type 2 CE processing time with and without key issues
14	Average EA/FONSI processing time per FDOT District/statewide
15	Number of Type 2 CE entries per FDOT District/statewide
16	Average Type 2 CE processing time per FDOT District/statewide
17	Percentage of EST screened PD&Es that meet proposed schedule
18	Percentage of Planning Summary Reports published within 60 days
19	Percentage and number of projects in Formal Dispute
20	Quality of the interactive ETDM database information
21	Percentage of Final Programming Summary Reports completed within 60 days
22	Percentage of ETAT reviewers requesting time extensions
23	Environmental issues that initiated dispute
24	Percentage of ETAT reviews (Planning and Programming Screens) completed within 45 days
25	Percentage of Formal Dispute Resolutions completed within 120 days
26	Quality of ETAT Coordination
27	Average length of time between LDCA and 100% permit issuance

## **2.4 Ongoing Process Management Activities**

A number of regularly scheduled meetings support the coordination and integration of the ETDM Process into project delivery.

### ***FDOT Coordination Meetings***

Semiannual meetings are held with the District ETDM Coordinators, Environmental Administrators, and CLCs to discuss issues encountered in integrating and implementing ETDM into the ongoing processes of project development and delivery, and to discuss solutions. If necessary, special task teams are formed to address issues in more detail and develop recommendations for implementation. In addition, in order to track progress made and issues encountered by the FDOT Districts as they implement the ETDM Process, each District prepares a quarterly District ETDM status report.

### ***District ETAT Meetings***

The FDOT Districts conduct quarterly or semiannual meetings with their ETAT members. At these meetings, information about District-specific initiatives, overviews of upcoming projects, and updates to ETDM activities are provided.

### ***ETDM Activities Meetings***

CEMO managers, legal counsel, and FHWA representatives meet as needed to discuss progress and provide direction regarding issues encountered in ETDM Process implementation. This Steering Committee is responsible for implementing changes to the ETDM Process.

### ***ETDM Program Team Meetings***

The ETDM Program Manager, staff, and consultant team meet monthly to discuss all agreements, funding, invoicing, reporting, ongoing program support Task Work Orders (TWOs), and anticipated program needs.

### ***FHWA Meetings***

CEMO managers meet periodically with FHWA representatives to discuss program issues and future direction. FHWA is invited to attend other meetings with FDOT or the agencies.

### ***Annual Review Meetings and Reports***

Meetings are conducted every 12 to 24 months with each participating agency to discuss how the ETDM program is working for their agency and any outstanding issues. A question and answer format is used to direct the discussion, but the meeting is an open forum. Each agency issues a report, which is posted in the ETDM Library portion of the EST. Action items are prioritized for completion by FDOT.

### ***FDOT Annual Reports***

Each year beginning in 2006, FDOT will issue an Annual Report on the ETDM program.

### ***ETDM Coordinator Quarterly Reports***

Each quarter, ETDM Coordinators provide an updated report to CEMO on their ongoing activities, issues, successes, and benefits, for program monitoring purposes. Their report findings are posted, and any issues are discussed with the FDOT District and at subsequent ETDM Coordinator meetings.

### ***Agency Dash Board Reports***

Each month, as part of the Performance Management program, the EST publishes a Dash Board of critical items that the respective agencies are monitoring for performance management purposes.

**Chapter 3 Agency Participation**

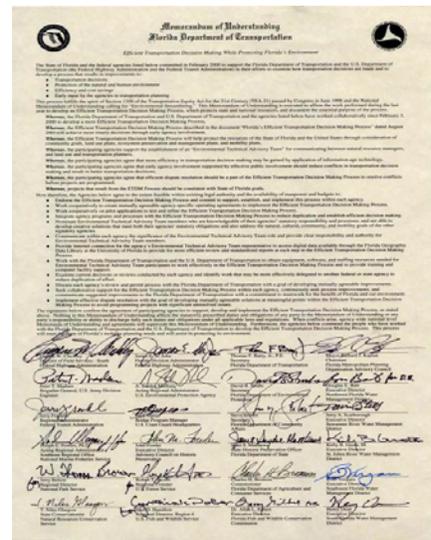
Early and continuous agency involvement is a key component to the success of the ETDM Process. Through the ETAT, the ETDM Process fosters a team approach to identifying transportation solutions that are responsive to environmental and cultural preservation goals and to community livability objectives. Early coordination and consultation among the FDOT, MPOs, and resource agencies improve the mutual awareness and understanding of mobility needs and environmental protection, which continues through each phase of the ETDM Process.

It is important to note that every agency, as well as FDOT, adjusted their business practices to accommodate the new ETDM Process and the workload requirements to support the new process. FDOT reorganized staff and management positions to accommodate the responsibilities, while other agencies opted to create new positions or sections within their existing structure.

The roles, responsibilities, and expectations for agency participation throughout the ETDM Process are codified in agency agreements. The types of agreements and agency participation in project reviews are discussed below.

**3.1 Agency Agreements**

The ETDM agreements between FHWA, FDOT, and the resource agencies serve as a catalyst for the ETDM Process. To begin implementation of the ETDM Process in Florida, the FDOT entered into an MOU with 23 federal and state resource agencies involved in reviewing, approving, and/or permitting major capacity transportation projects. The MOU outlines the goals and principles of the process. The agencies signed the ETDM MOU, confirming their commitment to support, develop, and implement the ETDM Process in Florida. The signing of the MOU was the first step in achieving environmental streamlining.



Implementation of the ETDM Process is supported by three types of agency agreements: the Master Agreement, which describes the overall ETDM Process; the Agency Operating Agreement, which documents agency-specific requirements; and the Funding Agreement, which documents interagency funding by the FDOT to assist in an agency's participation in the ETDM Process. Each agreement contributes to the success of the program by delineating roles and priorities, establishing dispute resolution procedures, and establishing performance measures. **Table 3-1** details the agreements between the agencies and FDOT and the status of those agreements.

**Table 3-1 Agreements between Agencies and FDOT**

<b>Agency Name</b>	<b>Agency Operating Agreement</b>	<b>Master Agreement</b>	<b>First Generation Funding Agreement</b>	<b>Second Generation Funding Agreement</b>
Federal Highway Administration	02/12/03 - 02/12/08	02/12/03 - 02/12/08	Not Required	Not Required

Agency Name	Agency Operating Agreement	Master Agreement	First Generation Funding Agreement	Second Generation Funding Agreement
Florida Department of State	10/20/03 - 10/20/08	10/20/03 - 10/20/08	Effective 10/20/03	Effective 11/21/05
Florida Department of Environmental Protection	11/17/04 - 11/17/09	11/17/04 - 11/17/09	Effective 01/01/05	Due 12/31/06
Florida Department of Community Affairs	12/18/03 - 12/18/08	12/18/03 - 12/18/08	Effective 12/18/03	Effective 12/27/05
Florida Department of Agriculture and Consumer Services	05/14/04 - 05/14/09	05/14/04 - 5/14/09	Effective 05/14/04	Due 05/13/06
Florida Fish and Wildlife Conservation Commission	03/10/03 - 03/10/08	03/10/03 - 03/10/08	Effective 03/10/03	Effective 07/5/05
National Marine Fisheries Service	06/28/04 - 06/28/09	06/28/04 - 06/28/09	Effective 06/28/04	Effective 6/25/06
National Park Service	07/11/05 - 07/11/10	07/11/05 - 07/11/10	No Agreement	Effective 08/11/05
Natural Resources Conservation Service	1/15/03-1/14/08	1/15/03-1/14/08	Not Required	Not Required
Northwest Florida Water Management District	07/11/03 - 07/11/08	07/11/03 - 07/11/08	Effective 07/11/03	Effective 07/8/05
Southwest Florida Water Management District	09/29/04 - 10/1/09	09/29/04 - 10/1/09	Effective 09/29/04	Due 10/1/06
South Florida Water Management District	09/29/04 - 10/1/09	09/29/04 - 10/1/09	Effective 10/01/04	Due 10/1/06
St. Johns River Water Management District	09/29/04 - 10/1/09	09/29/04 - 10/1/09	Effective 10/01/04	Due 10/1/06
Suwannee River Water Management District	9/29/04 - 10/1/09	9/29/04 - 10/1/09	Effective 10/01/04	Due 10/1/06
US Army Corps of Engineers	12/9/04 - 12/9/09	12/9/04 - 12/9/09	Effective 12/09/04	Due 12/8/06
US Fish and Wildlife Service	04/18/03 - 04/18/08	4/18/03 - 4/18/08	Effective 04/18/03 Extended to 09/30/05	Effective 10/01/05
US Environmental Protection Agency	10/20/03 - 10/20/08	10/20/03 - 10/20/08	Effective 10/20/03 Extended to 03/30/06	Effective 01/23/06

Agency Name	Agency Operating Agreement	Master Agreement	First Generation Funding Agreement	Second Generation Funding Agreement
US Forest Services	05/24/04 - 05/24/09	05/24/04 - 05/24/09	Effective 05/24/04	Effective 8/08/06
US Coast Guard	Under Development	Under Development	No Agreement	Under Development

### 3.1.1 Master Agreement

The Master Agreement establishes the framework for an agency's participation in the ETDM Process. It documents agency acceptance of the ETDM Process, performance standards, the Dispute Resolution Process, and the statement of regulatory authority. The Master Agreement defines the ETDM Process from the statewide and local planning phase through project production by the FDOT. The Master Agreement outlines the elements contained in the MOU and describes the major elements of the ETDM Process.

FDOT, FHWA, and the participating agencies originally executed two- or five-year Master Agreements. As these Master Agreements come due for renewal, the parties to the original agreements are agreeing to continue their participation in the ETDM Process. Enhancements to the agreements include:

- Five-year duration
- Address provisions of SAFTEA-LU

### 3.1.2 Agency Operating Agreement

The Agency Operating Agreements address an agency's specific statutory and regulatory responsibilities and authorities. They document the agency's specific reviews, concurrence, and required permits during the Planning, Programming, and PD&E Phases. It is the intent of the Agency Operating Agreements that the agencies act as participating agencies and partners throughout the project life cycle.

The original Agency Operating Agreements were executed for a period of two or five years. The new agreements extend the original agreements for an additional five years, and establish that the termination date of an agency's Funding Agreement, if applicable, is the controlling date for the Agency Operating Agreement and/or Master Agreement, in the event their expiration date occurs prior to the Funding Agreement.

### 3.1.3 Funding Agreement

Since 2003, FDOT has used federal transportation funds to support focused and accelerated project review by regional, state, and federal agencies. The Funding Agreements document how the funding is to be used to assist in an agency's participation in the ETDM Process. There are two types of agency Funding Agreements. The first type of Funding Agreement was created for agencies that do not need funded positions, only travel, training, and equipment. The second type of Funding Agreement included full-time equivalent (FTE) positions within the agencies, or funds to hire consultants, and necessitated additional contract language. The second type of Funding Agreement includes language that requires the agency's supplemental staff to give priority to review of FDOT projects, to work exclusively (100%) on FDOT projects, and to provide expedited project coordination, technical assistance, and documentation review as described in the Funding Agreement. The Funding Agreements also identify the work to be performed and the resource issues used in the ETDM Process for which the agency is required to perform reviews. FDOT and FHWA currently fund 35 full-time-equivalent positions at state, regional, and federal resource agencies to provide early comment, review, and coordination as part of the ETDM Process.

The FDOT, FHWA, and the agencies originally executed two-year Funding Agreements, and the parties to the original agreements have agreed to continue participation in the ETDM Process. The second generation Funding Agreements include the following notable enhancements:

- Three-year and/or five-year duration and three-year and/or five-year budget
- Quarterly status reports and program review forms, which by the end of 2006 will be completed electronically via a Web site and entered into the FDOT Performance Management System, which is currently under development
- Annual Reports submitted by the agencies and periodic Program Review meetings
- Six-month Feedback Reports provided by FDOT for each agency as part of the Performance Management program

Additionally, CEMO has developed an ETDM Funded Positions Reference Manual, which is updated annually, to document and assist with program policy and management.

### **3.1.4 Lessons Learned**

Over the last several years, the FDOT has acquired experience in identifying techniques and strategies for the development of the agency agreements in Florida. One of the lessons learned was to address program issues immediately and document them through the EST or program reference manuals so that these issues would not reoccur. FDOT has worked hard to establish a relationship built on trust and based on the mutual benefits of all parties. To accomplish this, communication is of paramount importance; and the agreements are coordinated with agency program managers, who internally coordinate with specialists, legal counsel, and agency management. FDOT involves their legal counsel, comptroller, and Inspector General, as well as FHWA, for review of the agreements from the very beginning to avoid pitfalls and schedule slippage. Another early lesson learned was that mutually working on the language in the agreements through the use of a Web site for agreement display and communication, emails, and teleconferences was the most efficient way to reach consensus on the agreements. This constant communication with the agencies has provided the forum for the agencies to remain engaged in the process and to promote efficiencies and problem-solving.

These lessons have allowed FDOT, FHWA, and the participating resource agencies to transition smoothly into the second generation of funding agreements. Additionally, resource agencies that did not participate in the early stages of the program are beginning to actively participate and should be fully engaged by the end of 2006.

## **3.2 Project Reviews**

Agency participation in project reviews has been ongoing since 2003. Through June 2006, Planning and/or Programming Screens have been conducted on 264 projects, and interagency cooperation has been reported as excellent by District ETDM Coordinators. Summary reports documenting the results of the screening events have been prepared for 196 projects.

Coordination of project reviews is supported by a Project Release Schedule. CEMO works with the ETDM Coordinators to develop this statewide schedule of anticipated dates for screening events. This coordination ensures that screening events are distributed throughout the year so as not to overwhelm the ETAT with an unachievable workload. The 2005-2006 Project Release Schedule is shown in **Figure 3-1**.

### 2005 Estimated Project Release Schedule to ETAT

	District 1		District 2		District 3		District 4		District 5		District 6		District 7		Turnpike		State Totals
	Plan	Prog	Plan	Prog	Plan	Prog	Plan	Prog	Plan	Prog	Plan	Prog	Plan	Prog	Plan	Prog	
January	0	0	0	1	0	0	0	4	1	0	0	0	0	0	0	2	8
February	0	5	3	0	0	0	2	0	3	0	0	1	7	0	0	1	22
March	1	3	5	0	1	0	2	1	2	2	0	0	4	0	3	0	24
April	2	2	5	0	1	0	2	0	2	2	1	1	4	0	3	0	25
May	4	0	5	0	1	0	4	0	2	0	0	0	1	1	0	1	19
June	4	0	5	0	0	0	5	0	0	0	0	0	0	0	0	0	14
July	0	0	5	0	0	0	5	0	0	0	2	0	0	0	2	0	14
August	0	0	4	0	0	0	5	0	0	0	0	0	0	0	2	0	11
September	0	0	4	0	0	0	0	0	0	0	0	0	0	0	1	0	5
October	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	4
November	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	4
December	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	3
<b>Subtotal</b>	<b>11</b>	<b>10</b>	<b>47</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>25</b>	<b>5</b>	<b>10</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>16</b>	<b>1</b>	<b>11</b>	<b>4</b>	
<b>Total</b>		<b>21</b>		<b>48</b>		<b>3</b>		<b>30</b>		<b>14</b>		<b>5</b>		<b>17</b>		<b>15</b>	<b>153</b>

Total Planning Screening Projects 126

Total Programming Screening Projects 27

### 2006 Estimated Project Release Schedule to ETAT

	District 1		District 2		District 3		District 4		District 5		District 6		District 7		Turnpike		State Totals
	Plan	Prog	Plan	Prog	Plan	Prog	Plan	Prog									
January	0	0	2	2	0	0	0	2	0	1	0	0	0	0	0	0	7
February	2	2	0	2	0	0	1	1	1	2	0	1	1	0	0	0	13
March	2	2	0	3	10	0	0	1	1	2	0	0	1	0	3	0	25
April	2	2	3	0	11	0	0	1	1	2	0	0	0	1	0	0	23
May	2	2	0	2	11	0	0	1	0	2	0	0	0	1	0	0	21
June	2	2	0	0	10	0	0	0	1	1	0	0	0	0	0	0	16
July	2	0	0	0	0	0	0	1	1	1	0	0	0	0	0	0	5
August	2	0	0	0	0	0	1	1	1	0	0	1	0	0	0	0	6
September	2	0	0	0	0	0	1	0	1	0	1	0	0	0	0	0	5
October	2	0	0	0	0	0	1	0	1	0	1	0	0	0	0	0	5
November	0	0	0	0	0	0	1	0	1	0	1	0	0	0	0	0	3
December	0	0	0	0	0	0	1	0	1	0	1	0	0	0	0	0	3
<b>Subtotal</b>	<b>18</b>	<b>10</b>	<b>5</b>	<b>9</b>	<b>42</b>	<b>0</b>	<b>6</b>	<b>8</b>	<b>10</b>	<b>11</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>0</b>	
<b>Total</b>		<b>28</b>		<b>14</b>		<b>42</b>		<b>14</b>		<b>21</b>		<b>6</b>		<b>4</b>		<b>3</b>	<b>132</b>

Total Planning Screening Projects 90

Total Programming Screening Projects 42

Figure 3-1 2005-2006 Project Release Schedule

Early coordination and consultation among Florida's environmental resource and planning agencies have resulted in the development of projects and plans that more effectively respond to environmental and community objectives. Agency scoping recommendations have reduced project development scopes for NEPA studies and have focused financial resources on the issues that warrant further study. Furthermore,

potential project disputes that previously would have led to significant project delays are being identified and resolved early in the planning process, resulting in time and cost savings. (See **Chapter 5** for more details about the realized benefits of the ETDM Process.)

### 3.3 Invoicing and Reporting

There are two types of payment terms authorized by the ETDM Funding Agreements: Advance Pay and Reimbursement. For agreements with Advance Pay terms, the agency requests the money to be paid up front and then subsequently submits invoices showing how the money has been spent. These agencies do not request additional money until their current funding is used. Agencies with Reimbursement agreements perform the ETDM tasks and then submit invoices to be reimbursed for time and materials used.

Invoices are submitted monthly or quarterly, as specified in the Funding Agreement. Each invoice package includes details about personnel, travel, training, and other expenses, including copies of any related receipts; a summary of agency activities for the reporting period, including accomplishments made during the reporting period, a summary of ETDM screening activities, and anticipated accomplishments for the next reporting period; and a summary of any activities that were not conducted using the EST. Currently, the agencies prepare invoices and submit them in hardcopy. Within the 2006-2007 state fiscal year, agencies will be able to prepare and submit invoice packages using the EST.

With each invoice, the agencies include information about any issues encountered during the reporting period. CEMO tracks and responds to these issues as they arise. CEMO also monitors activities by reviewing ETAT responses recorded in the EST. Semiannually, CEMO provides a feedback report to each agency with performance review results and actions that addressed any identified issues. Each year, a meeting is scheduled between CEMO and each agency to review performance and further address issues that arose. The results of this meeting are documented in an agency annual report and placed in the ETDM Library portion of the EST.

## Chapter 4 Technology Implementation

The EST is a fundamental component of the ETDM Process. It provides tools to input and update information about transportation projects, perform standardized analyses, gather and report comments about potential project effects, and provide information to the public. It brings together information about a project and provides analytical and visualization tools that help synthesize and communicate that information. It is used throughout the ETDM Process to:

- Integrate data from multiple sources into an easy to use, standard format
- Analyze the effects of proposed projects on the natural, cultural, and sociocultural environments
- Communicate information effectively among ETAT representatives and to the public
- Store and report results of ETAT reviews effectively and efficiently
- Maintain project records, including commitments and responses, throughout the project life cycle

The EST integrates Internet mapping technology, relational database management systems, and GIS. This integration was implemented using industry-standard platform-independent development tools such as Hyper Text Markup Language (HTML), Hibernate, Velocity, Javascript, and Extensible Markup Language (XML). The EST is deployed as a Web-based application in order to minimize system requirements on the users' desktop computers. The application is deployed at the University of Florida in conjunction with the FGDL. FGDL is a repository of GIS data gathered from federal, state, and local governments.

The EST has been used throughout the state of Florida to support the ETDM Process since March 2003. The user community includes staff from seven FDOT Districts and Florida's Turnpike Enterprise, 26 MPOs, 24 resource agencies, 2 tribal governments, and the public. There are two production Web sites: a read-only public information site and a secure data-entry site. The secure site alone has more than 500 active users. By September 2006, 265 projects have completed Planning and/or Programming Screens. The EST is also used by the FDOT and MPOs for other planning activities such as feasibility studies, and to support PD&E activities for non-ETDM projects, bringing the total number of projects in the database to 1,158.

MPO and FDOT planners use the EST to enter information about proposed transportation projects into the database. Resource agencies provide information about their priority resources to the FGDL. This information is loaded into the EST database and is accessed through Internet map services. After projects are loaded in the database, standard GIS analyses are automatically performed to identify potential environmental effects. These analyses were prescribed by the resource agencies, and include concerns such as identifying National Register sites within a mile of proposed projects, describing wetland characteristics within the potential right-of-way, or locating critical species habitat within a half mile of the project. The results are stored in the database along with the project information. Agency representatives and the public review project details, resource maps of the project location, and the results of the GIS analyses. They supplement their review with additional information and local knowledge of the area. Agency representatives coordinate internally to resolve agency positions. When the internal position is formulated, they enter the agency comments into the database. The public provides input directly to the MPO and FDOT CLCs through existing public involvement techniques, such as workshops and surveys. The summarized public input is entered in the database by the MPO or FDOT CLCs. After the review period, coordinators in the MPOs and FDOT summarize the information, and it becomes available to the ETAT and the public. The recommendations and findings become the basis for project modifications and advancement.

Since implementation, EST maintenance and support have been instrumental to the success of the ETDM Process. Help Desk staff provide user support during business hours. Enhancements have been made to the application in response to user feedback and refinements to the ETDM Process. These activities are described in detail below.

## 4.1 EST Maintenance

Development of the EST occurred while the new business process was being defined. This produced a very flexible environment in which the process could be refined to take advantage of technology, and the technology could be easily adjusted as process details were defined. It also presented the team with the challenge of developing a complex application while the work process requirements were still evolving. The team addressed this challenge by designing for change and developing the application incrementally in a series of modules, using an evolving prototype model for the development methodology. This is a life-cycle model in which a system is developed in increments so that it can be modified in response to customer feedback. Unlike other types of prototyping, the prototype code is not discarded; instead, it evolves into the code that is ultimately delivered. In the EST, the database design emphasizes flexibility so that the application can be easily adapted as the process is adjusted. The initial EST modules contained functions to support a general task, such as ETAT Review or Project Input. Each module was developed by starting with the basic requirements and adding complexity as the process was refined. This allowed frequent opportunities for the Steering Committee and potential users to review and respond to the application as it was being developed. The end result is a toolbox of customized applications that support the ETDM Process.

The initial release of the EST was well received, but it was anticipated that enhancements would be identified by users during the first year as ETDM practitioners learned more about the new process and discovered new ways of doing their tasks. Additionally, integrating the modules into a single user interface became a priority as more people began using multiple modules. Integration was planned to help users locate various functions more easily, and to facilitate future upgrades. Based on feedback from users, a new integrated design of the EST was developed in 2005 to improve the graphical user interface, code maintainability, and user work flow. The new design also took advantage of technology advancements and upgrades made available since the conception of the project. This new version of the EST went into production in December 2005. Some of the enhancements incorporated into the new graphical interface are highlighted below:

### *Integrated Functionality*

- All reports and forms are found in the Left Navigation Menu. Users no longer need to search through multiple modules and menus to find desired features.
- Everything opens within the EST frames. Instead of opening multiple pop-up windows, users right-click on a menu option to open a page in a new Tab window.
- To help users adjust to the new organization, cross-reference tables and site maps are available for easy access to functions that used to be available by module.

### *User Profiles*

- Users can set up their account to open favorite reports or forms when they log on, or choose to open to the last pages viewed.
- They can select reports to make a custom “dashboard” of mini-reports.
- Each user may identify a default map and visible data layers to display when the map viewer opens.
- Users can set up email notification preferences.
- Individuals may update their own contact information.

### *Improved Project Search*

- A new project look-up tool enables users to search for a project and use it with multiple reports and forms.
- Users can save a list of selected projects for quick access to frequently used projects and groups of projects.

- A list of recently selected projects allows the user to switch between recent project selections using the History menu.

### **Miscellaneous Enhancements**

- All reports are available in PDF format.
- On-line Help is available on every page.
- An on-line ETDM Library allows users to easily find documents associated with the ETDM Process.
- Users can “Bookmark” pages to quickly navigate to frequently needed pages.
- The GIS Analysis Results report is more interactive so that users can specify which analysis results they want to view.
- Summary reports can be found by using additional selection criteria, such as project number. (Previously, summary reports were identified only by County and Planning Year.)
- A short Degree-of-Effect form is available for ETAT members to apply the same degree of effect and commentary to multiple issues (when the degree of effect is minimal or none).
- The ETAT reviewers can provide more specific degrees of effect. For example, “Minimum to None” was changed to two options (“Minimum” or “None”) instead of one.

## **4.2 EST Support**

The ETDM Help Desk provides technical support staff to respond to user requests, offer training, monitor the system to fix identified errors/omissions, and develop enhancements. User requests are received via the ETDM Help Desk telephone line or the ETDM Help Desk email address. The most common request is for user accounts and passwords. Help Desk staff also helps users who are having problems performing their tasks on the application. Sometimes this involves one-on-one training; other times an error in the program needs to be corrected. The Help Desk staff works with the user until the problem is resolved.

Hands-on training was provided to all users when the system first became operational. The Help Desk staff has subsequently provided regularly scheduled training for various groups of users. There are four online courses offered each month. Users register for these classes as needed. Each course focuses on tasks necessary to perform a job function, including project data entry, ETAT review tasks, sociocultural effects evaluations, and project management tasks. Hands-on training is scheduled annually in the FDOT District offices. Additional training classes are also provided when major enhancements are released.

While working the Help Desk, the staff ensures that the application is up and running correctly. When not directly helping or training users, they work on programming tasks to enhance the EST by incorporating new efficiencies, and by correcting errors/omissions discovered through input from users. Priority is given to requests received through the Help Desk.

## Chapter 5 Benefits Realized

Florida has realized many benefits from the implementation of the ETDM Process. Many of these benefits were anticipated during the development of the ETDM Process. Other benefits were not initially anticipated, but all have resulted in time and cost savings to Florida's transportation project planning and delivery process.

### 5.1 Improved Agency Coordination and Consultation

The ETDM Process has fostered a team approach to identifying transportation solutions that are responsive to environmental and cultural preservation goals and to community livability objectives. Early coordination among the FDOT, MPOs, and environmental resource agencies has improved the mutual awareness and understanding of mobility needs and environmental preservation.

**“Early coordination has proven to be a success for USFWS and has helped to resolve fish and wildlife issues.”**

**John Wrublik, United States Fish and Wildlife Service  
March 16, 2005**

The clear definition of transportation project Purpose and Need Statements early in the planning process has facilitated understanding by non-transportation professionals. More attention is given to fully describing transportation projects, including their context within the natural, cultural, and sociocultural environment, so that the ETAT, with its diverse disciplines, missions, and perspectives, can be more effective in assessing potential project effects. This improved understanding has led to early acknowledgement of project Purpose and Need Statements and has minimized contention about the need for transportation projects that occurred before the ETDM Process was implemented.

**“Earlier involvement by SHPO in the planning stages allows for more thorough understanding of the project needs, alternative selection, technical study requirements, and the best course of action to avoid, minimize, and mitigate adverse effects to significant historic resources. Overall, the ETDM Process leads to a smarter review by SHPO.”**

**Brian Yates, State Historic Preservation Office  
March 9, 2005**

### 5.2 Improved Long Range Transportation Planning

The ETDM Process has provided improved information about potential effects of proposed transportation projects included in MPO Long Range Transportation Plans to environmental, cultural, and community resources, and has subsequently improved transportation decision-making during the plan development process. This awareness of potential project effects to important environmental, cultural, and community resources has resulted in modification of project proposals or removal of projects from consideration. It has also resulted in improved long-range cost estimates for transportation projects that respond to potential environmental mitigation requirements.

The Willoughby Boulevard project in Martin County is an example of how awareness of potential project effects to important environmental and community resources has resulted in project proposals being modified or removed from consideration for implementation. During the Planning Screen for this project, ETAT reviewers identified so many problems that the MPO withdrew the project from consideration for their Long Range Transportation Plan.

### 5.3 Focused Evaluations during Project Development

Project screening events conducted in the ETDM Process have facilitated the identification of key project issues early in the planning process. This has allowed the FDOT to develop more focused scopes of services and allocate staff and consultant resources on the issues that warrant further evaluation during project development. Time and cost savings have been realized from eliminating or reducing the scope of technical

**“The ETDM Process has allowed us to be more resourceful by focusing our efforts on the most important issues in project development. By identifying and resolving issues prior to the production phase, we are improving project delivery and realizing cost and time savings.”**

**Stan Cann, FDOT District One Secretary  
October 4, 2005**

studies where ETAT members have indicated there are minimal or no potential effects to resources. For example, ETAT review of the SR 70 from Florida's Turnpike to Jenkins Road project and coordination with the ETAT members allowed elimination of the Wetlands Evaluation Report and a reduced Endangered

Species study, saving time and money in the PD&E study. In another example, FDOT was able to minimize the scope of work required for a Cultural Resource Assessment Survey on the Sandlake Road project based on the detailed State Historic Preservation Officer (SHPO) review and comment.

### 5.4 Improved Dispute Resolution Process

Through the ETDM Dispute Resolution Process, the FDOT, MPOs, and resource agencies have successfully identified solutions to potential disputes early in the transportation planning process. This has eliminated unnecessary study of project alternatives during project development that are not consistent with resource protection plans. In one case, an ETAT meeting for the I-595 project facilitated resolution of several permitting issues with the U.S. Army Corps of Engineers (ACOE), South Florida Water Management District (SFWMD) and the U. S. Coast Guard (USCG). These successes have resulted in time and cost savings during project development.

### 5.5 Less Costly Environmental Studies and Documentation

In District 4, ETDM screening of the Blue Heron Tidal Relief Bridge replacement project showed that no USCG permit was required, and the environmental class of action was reduced to a Non-Major State Action instead of a CE, thereby reducing the time and money needed for project development. In addition, early coordination was begun with ACOE and National Marine Fisheries Service (NMFS) based on their comments during the screening events.

### 5.6 Shortened Project Delivery

The ETDM Process has enabled FDOT Districts to move projects forward more quickly. For example, for the SR 70 project, PD&E funds were moved to the design phase and the PD&E work was conducted with a District-wide contract in interim years, advancing the project in the work program by two years. Another example occurred in the aftermath of Hurricane Ivan, when the I-10 bridges crossing Escambia Bay in Santa Rosa County needed to be replaced. The EST helped the FDOT District Three ETDM Coordinator to distribute information about the project quickly and easily, and provided an avenue for agency responses. Additionally, FDOT was able to coordinate an early agency meeting and review through the District ETAT representatives. The PD&E process, which is traditionally an 18- to 24-month endeavor, was completed within 15 weeks. In another case, FDOT District Five accelerated by six months the production schedule for the US 17/92 project by overlapping the PD&E and Design schedules and moving survey work into the PD&E Phase.

## 5.7 Better Access to Information

As planners and environmental scientists have become proficient in the use of the Environmental Screening Tool to conduct project evaluations, they have also discovered other useful applications of the EST. Some agencies in Florida are using the data sets and GIS analyses conducted within the EST for corridor studies, community plans, and other planning initiatives. The point-and-click simplicity of the EST allows powerful GIS analyses to be performed without each user needing costly technology systems or technical specialists.

An added benefit of the EST was realized during the 2004 hurricane season. The EST was adapted to support the Federal Emergency Management Agency (FEMA) in post-hurricane work to locate and evaluate temporary recovery sites for debris removal, and housing and staging facilities. The EST was directly attributed with reducing FEMA response times by 500 percent; and the application was recently awarded the Davis Productivity Award in 2005 for this accomplishment.

**“The EST is a great tool that allows for quality reviews and efficiency in information management and communication.”**

**Ron Bartell, Northwest Florida Water Management District  
December 16, 2004**

## 5.8 Enhanced Coordination within FDOT

A number of ETDM Coordinators have noted that the ETDM Process has improved coordination between organizational units within FDOT. In particular, it has enhanced project-related communication between the PD&E and Planning units. The EST also provides a tool for coordinating across FDOT District boundaries. For example, District Six coordinated with District Four to provide comments on a multi-county transit project.

## Chapter 6 Path Forward

The ETDM Process is based on teamwork and close coordination between transportation planning agencies, environmental resource agencies, and affected communities. To ensure that the ETDM Process continues to effectively support agency and public involvement in project reviews, refinements to the process are continually identified and implemented. These refinements are identified by ETDM Process participants, the ETDM technology team, and by Task Work Groups formed to discuss and recommend improvements to a specific issue. Anticipated future enhancements to the ETDM Process include implementation of recommendations derived from the Indirect and Cumulative Effects Task Work Group, implementation of the Performance Management Plan, and enhancements to the EST that include Agency On-line Invoicing and automated Advance Notification/Federal Consistency Reviews.

### 6.1 Indirect and Cumulative Effects Evaluations

The recommendations of the Indirect and Cumulative Effects Task Work Group are currently being drafted in a white paper, which is expected to be published in fall 2006. The recommendations and conceptual process developed by the Indirect and Cumulative Effects Task Work Group will be tested in a pilot study and refined for inclusion in the ETDM Process. A handbook providing guidance on how to conduct indirect and cumulative effects evaluations within the ETDM Process will also be developed, along with enhancements within the EST. The guidance and technology enhancements will improve cumulative effects evaluation, providing a working model for other states.

### 6.2 Agency On-line Invoicing and Reporting

The FDOT provides financial assistance to participating agencies to perform their responsibilities within the ETDM Process. Agencies submit invoices to receive their funding. Currently, the invoices are created manually and submitted in hard copy. CEMO is currently developing an enhancement of the EST that will enable the agencies to submit their invoices digitally. Information recorded in the EST during the Planning and Programming Screens will automatically be extracted from the database to document ETDM activities within a reporting period. Agency representatives will be able to add information about off-line activities and expenditures, and submit forms on-line. CEMO representatives will be able to review the invoices and process them on-line. This enhancement will reduce paperwork and streamline the invoicing process.

### 6.3 Advance Notification/Federal Consistency Reviews

The Advance Notification and Federal Consistency Review processes are being integrated into the ETDM Process. When complete, the Programming Screen notice sent via the EST will constitute the Advance Notification and initiate the Federal Consistency Review as well as the ETAT Review. The notification and record-keeping process for Advance Notification/Federal Consistency Reviews will be automated by using the EST to forward notifications and allowing commenting agencies to record their comments regarding consistency with the Florida Coastal Management Program.

### 6.4 Performance Monitoring

Performance monitoring is planned to occur throughout the ETDM Process (see **Figure 6-1**). The Performance Monitoring Task Work Group has proposed a comprehensive Performance Management System that includes data collection, analysis, and reporting. Currently, performance reporting is performed manually. The next step in implementing the Performance Management System for the ETDM Process is to enhance the EST to support data collection, analysis, and reporting needed to evaluate performance

throughout the Planning, Programming, and PD&E Phases. Enhancements will include data entry forms and reports to monitor performance measures identified by the Performance Measures Implementation Group.

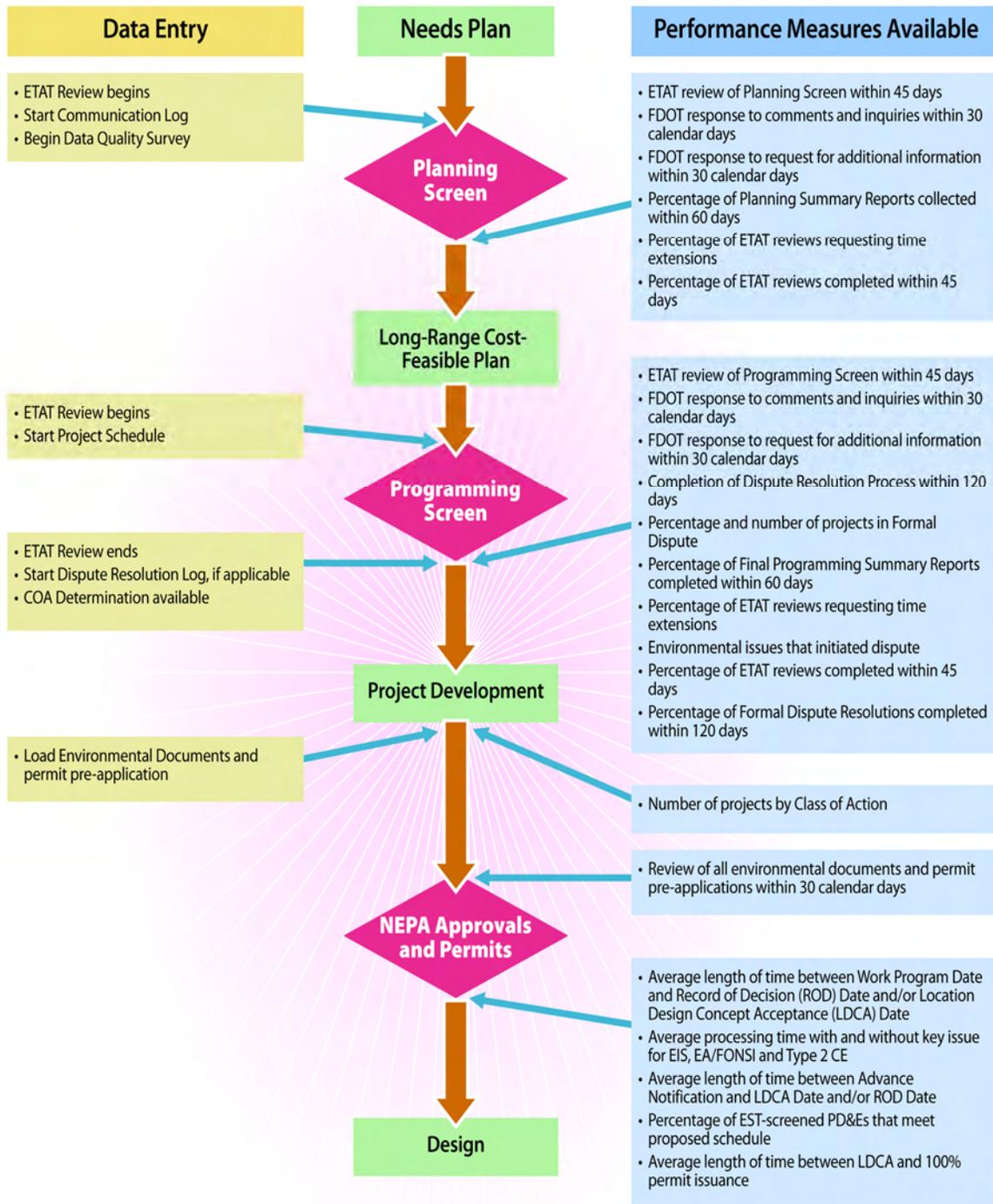


Figure 6-1 Performance Monitoring Work Flow Diagram

## **6.5 Permitting Guidance**

CEMO will develop a Permitting Handbook to provide guidance to FDOT District ETDM Coordinators and the ETATs for processing permits within the ETDM Process. The handbook will document the level of detail needed for resource agencies to issue permits in the PD&E Phase and the expected agency coordination leading up to the issuance of those permits. Recently, the state's Water Management Districts (WMDs) have expressed an interest in issuing project permits electronically using the EST. This enhancement will be further explored with all the participating permitting agencies.

## **6.6 Paperless NEPA Documentation**

CEMO plans to research the feasibility of using e-documents for the NEPA process, including all supporting data and technical reports. The documents could be made available through the EST, linked to the applicable project record. This will lead to better record-keeping and improved access to NEPA documents, and could potentially improve the quality and currency of resource data available on the EST.

## **6.7 Public Involvement**

A newly designed ETDM Public Access Site will be available on the Internet by the end of 2006. The ETDM Public Access Web Site provides information to the general public about the ETDM Process and about projects currently in the ETDM Process. Information about a project is copied to the Public Access Web Site when the project is released for ETAT review. Summary reports are provided on the site as they are published. Project updates are released after the draft information has been reviewed by the ETDM Coordinator and re-released for the next review cycle. When the project moves beyond the Programming Screen, the project information is updated at the end of subsequent phases.

A prototype public information site has been available since the EST has been in use. Based on feedback received through public workshops and from the Public Involvement Task Work Group, the Web site is being updated to improve navigation and organization. The Web site will also be compliant with the Americans with Disabilities Act (ADA) to the extent practical and feasible. After it is released, CLCs and ETDM Coordinators will be trained on its use and content so that they can begin reaching out to the community, informing the public about the new site. A flier describing the site will also be produced. These activities will lead to improved access to information, and provide an improved mechanism for the public to become involved in transportation decision-making.

In addition, FDOT has been assessing the practice of public involvement activities in the ETDM Process and will be developing public involvement performance measures. The CLCs will continue to develop and incorporate outreach activities that do not depend on Internet access.

## **6.8 EST Map Viewer and Map Editor Improvements**

Work is underway to improve the on-line mapping features of the EST. A need was identified to simplify the on-line map viewer for the ETDM Public Access Site and to integrate the Community Characteristics Inventory (CCI) map editor with the project map editor. Additional functions will be added to the Map Viewer, including linking photographs to map features and accessing the FDOT roadway video logs for specified locations. These enhancements will improve the use and maintenance of the EST. It will also enable more flexibility by allowing projects to be represented in the resource maps as polygons and points, in addition to lines. For example, planning corridors may be better represented as a polygon, and project features in multi-modal systems, such as bus stations, may be mapped as points.

## 6.9 Commitment Compliance

FDOT plans to track commitments coming from ETAT reviews, NEPA compliance, and permitting. Through tracking and monitoring, FDOT personnel will ensure that the commitments are fulfilled. Currently, ETDM Coordinators and Project Managers may use the EST to track commitments made in response to the ETAT Reviews. Enhancements to the EST are needed to include more robust tracking and monitoring functions that can be used throughout the life of the project.

## Chapter 7 Conclusion

The State of Florida has completely revamped its procedures for planning transportation projects, conducting environmental reviews, and developing and permitting projects, with the goal of making more timely transportation decisions without sacrificing the quality of the natural, cultural, and sociocultural environments. Efficient environmental review is accomplished through streamlined procedures and the use of the EST. FDOT has trained over 600 people in the process; 265 projects have been reviewed; 1,158 projects have been entered into the EST; and interagency participation has continued to increase. Each of the seven Districts within FDOT and Florida's Turnpike Enterprise have reported improvements in planning transportation projects, conducting environmental reviews, and developing projects.

The ETDM Process provides an earlier recognition of the potential effects a project under consideration might have on the natural, cultural, and sociocultural environments, and what the costs of those effects might be. This early information helps inform and streamline the transportation decision-making process. Through the interaction that occurs from planning through the project delivery, a better project can be developed, designed, and delivered – one that improves mobility and provides a better “fit” within fragile natural, cultural, and sociocultural environments. Through early recognition of the major issues that must be addressed, and a better understanding of those things that are “non-issues,” technical studies can be focused, earlier consensus on design concept can be achieved, and “surprises” at the permitting stage are eliminated. All of these outcomes will facilitate maintenance of project schedule and cost reductions.

As we look toward the future, the State of Florida will continue to work in partnerships with resource agencies and communities to develop and refine the ETDM Process and its supporting technology in order to deliver transportation projects that are responsive to the needs and concerns of the people of Florida. Florida will also continue to serve in the forefront of environmental streamlining and Efficient Transportation Decision Making, and serve as a role model for other states.

Since 2000, the development and implementation of the ETDM Process has been a concerted effort among FDOT staff, FHWA, and agencies that represents a significant investment of time and money. The new process has increased coordination among agencies, forging new relationships and identifying new funding mechanisms to ensure timely and meaningful review of projects, with increased options for getting information to the public. In the future, we see continuing opportunities to work together. FDOT appreciates the efforts of everyone who has contributed to the success of the ETDM Process, in particular FHWA, ETAT participants, and the ETDM Coordinators.

**Appendix A - ETDM Reference Documents**

A number of documents have been developed to describe and support the ETDM Process. Those available on the Internet are listed below, along with their respective web address. Where the EST Library is indicated in the web address, these documents are currently only available on the Internet through the secure EST site and upon request. The EST Library will be available when the updated Public Site is released.

<b>Document</b>	<b>Web Address</b>
Agency Agreements	EST Library
Community Impact Assessment Handbook	<a href="http://www.dot.state.fl.us/emo/pubs/Phys_Soc/Phys_Soc_Sci.htm">http://www.dot.state.fl.us/emo/pubs/Phys_Soc/Phys_Soc_Sci.htm</a>
Cultural Resource Management Handbook	<a href="http://www.dot.state.fl.us/emo/pubs/cultmgmt/Handbook_11-04.pdf">http://www.dot.state.fl.us/emo/pubs/cultmgmt/Handbook_11-04.pdf</a>
Environmental Screening Tool (EST) Handbook	<a href="http://www.dot.state.fl.us/emo/tier2/Combined_EST_Handbook_2006.pdf">http://www.dot.state.fl.us/emo/tier2/Combined_EST_Handbook_2006.pdf</a>
ETDM Funded Positions Reference Manual	<a href="http://www.dot.state.fl.us/emo/pubs/fdot_funded_positions_reference_manual.pdf">http://www.dot.state.fl.us/emo/pubs/fdot_funded_positions_reference_manual.pdf</a>
ETDM Planning and Programming Manual	<a href="http://www.dot.state.fl.us/emo/pubs/etdm/etdmman.htm">www.dot.state.fl.us/emo/pubs/etdm/etdmman.htm</a>
ETDM Progress Report No. 1	EST Library
ETDM Progress Report No. 2	EST Library
FDOT 2005 Strategic Plan	<a href="http://www.dot.state.fl.us/emo/tier2/Final%202005%20Strategic%20Plan%20Quarterly%20Reports.doc">http://www.dot.state.fl.us/emo/tier2/Final%202005%20Strategic%20Plan%20Quarterly%20Reports.doc</a>
Performance Measures Report	<a href="http://www.dot.state.fl.us/emo/pubs/Final%20PMP%20Report_April%202005.pdf">http://www.dot.state.fl.us/emo/pubs/Final%20PMP%20Report_April%202005.pdf</a>
Preliminary Performance Management Guidance Handbook (DRAFT)	<a href="http://www.dot.state.fl.us/emo/tier2/EST_Requirements_Performance_Measures_08062006.doc">http://www.dot.state.fl.us/emo/tier2/EST_Requirements_Performance_Measures_08062006.doc</a>
Project Development and Environment (PD&E) Manual	<a href="http://www.dot.state.fl.us/emo/pubs/pdeman/pdeman.htm">www.dot.state.fl.us/emo/pubs/pdeman/pdeman.htm</a>
Public Involvement Handbook	<a href="http://www.dot.state.fl.us/emo/pubs/public_involvement/pubinvolve.htm">www.dot.state.fl.us/emo/pubs/public_involvement/pubinvolve.htm</a>
Sociocultural Effects Evaluation Handbook	<a href="http://www.dot.state.fl.us/emo/pubs/sce/sce.htm">www.dot.state.fl.us/emo/pubs/sce/sce.htm</a>

# Quarterly ETAT Participation Report

## Review Summary

<b>Organization:</b>	FL Fish and Wildlife Conservation Commission
<b>Start Date:</b>	04/01/2008
<b>End Date:</b>	06/30/2008

### Review Summary for FL Fish and Wildlife Conservation Commission

<b>Number of Projects Reviewed:</b>	8  Based on total number of projects reviewed by FL Fish and Wildlife Conservation Commission from 04/01/2008 to 06/30/2008. This count may include projects that have not yet completed an ETAT Review period.
<b>Number of Alternatives Reviewed:</b>	12  Based on total number of alternatives reviewed by FL Fish and Wildlife Conservation Commission from 04/01/2008 to 06/30/2008. This count may include alternatives that have not yet completed an ETAT Review period.
<b>Number of Reviews Found:</b>	16  Based on total number of reviews found by FL Fish and Wildlife Conservation Commission from 04/01/2008 to 06/30/2008. This count may include reviews for issues on projects and alternatives that have not yet completed an ETAT Review period.

### Participation for FL Fish and Wildlife Conservation Commission

Issue Name	Expected	Submitted
Secondary and Cumulative Effects	0	4
Wildlife and Habitat	12	12
<b>Total:</b>	<b>12</b>	<b>16</b>

**Responses by Issue:** Note: "Expected" column based on number of Alternatives that have completed a Screening Event (based on the date range specified). In addition, (1) the Alternative must fall within FL Fish and Wildlife Conservation Commission's jurisdiction, and (2) FL Fish and Wildlife Conservation Commission must have been notified of the Screening Event.

Issue names in *Italics* are optional issues for FL Fish and Wildlife Conservation Commission

**Extensions Requested:** Note: Extension requests have only been tracked since 6/30/2006.

No extensions were requested.

#### Assessed Alternatives:

These are the project alternatives used to calculate the 'Responses by Issue' section.

**Note:** For an Alternative to be assessed, it must have completed a Screening Event during the reporting period. In addition, (1) the Alternative must fall within FL Fish and Wildlife Conservation Commission's jurisdiction, and (2) FL Fish and Wildlife Conservation Commission must have been notified of the Screening Event.

- 3108 - SR 54 FROM SUNCOAST PARKWAY TO US 41, Alternative #1
- 7784 - CR 390, Alternative #1
- 9087 - New River CSX Railroad Bascule Bridge , Alternative #1
- 9412 - Grade Separated Flyover at NW 72nd Ave and NW 36th St, Alternative #1
- 9852 - SR 997 / Krome Avenue Truck By-pass, Alternative #1
- 9852 - SR 997 / Krome Avenue Truck By-pass, Alternative #2
- 9852 - SR 997 / Krome Avenue Truck By-pass, Alternative #3
- 9852 - SR 997 / Krome Avenue Truck By-pass, Alternative #4
- 9852 - SR 997 / Krome Avenue Truck By-pass, Alternative #5
- 9892 - SR 90/SW 8th Street at SW 87th Avenue - Grade Separation Study, Alternative #1
- 10000 - SR 434 from SR 436 to Montgomery Road, Alternative #1
- 10202 - SR 916/NW 138th Street, Alternative #1

**Notifications for Assessed Alternatives for FL Fish and Wildlife Conservation Commission:**

These are the notifications tied to the 'Assessed Alternatives'.

*Notifications for Assessed Alternatives do not need to be sent during the reporting period. They may have been sent prior to the reporting period.*

**Notifications for Assessed Alternatives**

Notification Date	Alternative
2/25/2008	9852 - SR 997 / Krome Avenue Truck By-pass, Alternative #1
2/25/2008	9852 - SR 997 / Krome Avenue Truck By-pass, Alternative #2
2/25/2008	9852 - SR 997 / Krome Avenue Truck By-pass, Alternative #3
2/25/2008	9852 - SR 997 / Krome Avenue Truck By-pass, Alternative #4
2/25/2008	9852 - SR 997 / Krome Avenue Truck By-pass, Alternative #5
3/4/2008	3108 - SR 54 FROM SUNCOAST PARKWAY TO US 41, Alternative #1
4/8/2008	9087 - New River CSX Railroad Bascule Bridge , Alternative #1
4/18/2008	7784 - CR 390, Alternative #1
4/22/2008	9412 - Grade Separated Flyover at NW 72nd Ave and NW 36th St, Alternative #1
4/22/2008	9892 - SR 90/SW 8th Street at SW 87th Avenue - Grade Separation Study, Alternative #1
5/2/2008	10000 - SR 434 from SR 436 to Montgomery Road, Alternative #1
5/8/2008	10202 - SR 916/NW 138th Street, Alternative #1

**Other Notifications Received between 04/01/2008 and 06/30/2008 and NOT used as part of the assessment for FL Fish and Wildlife Conservation Commission:**  
*Other Notifications NOT Included in 'Notifications for Assessed Alternatives' are notices that were sent to the agency during the reporting period.*

There were no other notifications that matched the specified criteria.

# Summary Report Status Report

## Selected Criteria Summary

<b>Phase:</b>	Planning and Programming
<b>Counties:</b>	All Counties
<b>Start Date:</b>	04/01/2008
<b>End Date:</b>	06/30/2008

## Combined Planning / Programming Summary Reports Generated During (04/01/2008 to 06/30/2008)

<b>Total Projects Published / Republished:</b>	42 (53 Alternatives)
<b>Total Projects Published:</b>	18 (22 Alternatives)
<b>Total Projects Republished:</b>	24 (31 Alternatives)

## Summary Report Matrix (04/01/2008 to 06/30/2008)

Combined (Planning/Programming)	District 1	District 2	District 3	District 4	District 5	District 6	District 7	State	Total %	Turnpike*
<b>Total Projects Published</b>	5	0	1	2	4	4	3	19	6%	1
<b>Total Projects Published (Due Date w/in Timeframe)</b>	3	0	0	2	3	1	3	12	43%	1
<b>Total Projects Republished</b>	4	2	1	10	3	1	3	24	-	0
<b>Total Projects Published / Republished</b>	9	2	2	12	7	5	6	43	-	1
Planning (Only)	District 1	District 2	District 3	District 4	District 5	District 6	District 7	State	Total %	Turnpike*
<b>Published First Time / On-Time</b>	1	0	0	0	1	0	0	2	7%	0
Programming (Only)	District 1	District 2	District 3	District 4	District 5	District 6	District 7	State	Total %	Turnpike*
<b>Published First Time / On-Time</b>	3	0	0	2	2	3	1	11	39%	1

\*Turnpike projects are released by geographic district and counties in that district. They're broke out here so you can see how many are Turnpike projects. (Do not add these to state totals because they are already included.)

## Planning Phase Summary Report Details

<b>Total Projects Published for First Time / Republished:</b>	6 (6 Alternatives) <i>Based on total of all summary reports for the Planning Phase from 04/01/2008 to 06/30/2008. This count includes summary reports that were published for the first time or summary reports that were republished.</i>																				
<b>List of projects that were published for the first time from 04/01/2008 to 06/30/2008.</b>	3 (3 Alternatives) <table border="1"> <thead> <tr> <th>District</th> <th>Alternative</th> <th>Review Ended</th> <th>Date Due</th> <th>Date Published</th> </tr> </thead> <tbody> <tr> <td>District 5</td> <td>9731 - SR 527/Orange Ave., Alt #1</td> <td>02/25/2008</td> <td>05/12/2008 **</td> <td>04/18/2008</td> </tr> <tr> <td>District 3</td> <td>6218 - CR293 (Bauer Rd), Alt #1</td> <td>10/14/2005</td> <td>12/12/2005</td> <td>05/08/2008</td> </tr> <tr> <td>District 1</td> <td>9392 - Wilson Boulevard Extension / Benfield Road Corridor Study, Alt #1</td> <td>01/10/2008</td> <td>05/20/2008 **</td> <td>05/13/2008</td> </tr> </tbody> </table> <p>** Indicates that the Summary Report due date was extended because a reviewer was granted an individual extension by the Coordinator.</p>	District	Alternative	Review Ended	Date Due	Date Published	District 5	9731 - SR 527/Orange Ave., Alt #1	02/25/2008	05/12/2008 **	04/18/2008	District 3	6218 - CR293 (Bauer Rd), Alt #1	10/14/2005	12/12/2005	05/08/2008	District 1	9392 - Wilson Boulevard Extension / Benfield Road Corridor Study, Alt #1	01/10/2008	05/20/2008 **	05/13/2008
District	Alternative	Review Ended	Date Due	Date Published																	
District 5	9731 - SR 527/Orange Ave., Alt #1	02/25/2008	05/12/2008 **	04/18/2008																	
District 3	6218 - CR293 (Bauer Rd), Alt #1	10/14/2005	12/12/2005	05/08/2008																	
District 1	9392 - Wilson Boulevard Extension / Benfield Road Corridor Study, Alt #1	01/10/2008	05/20/2008 **	05/13/2008																	
<b>Published First Time / On-Time:</b> <i>Based on total of Planning</i>	2 (2 Alternatives)																				

Phase summary reports that were published from 04/01/2008 to 06/30/2008. This count includes summary reports that were published for the first time and they were on time (within 60 days of the ETAT Review date).

District	Alternative	Review Ended	Date Due	Date Published
District 5	9731 - SR 527/Orange Ave., Alt #1	02/25/2008	05/12/2008 **	04/18/2008
District 1	9392 - Wilson Boulevard Extension / Benfield Road Corridor Study, Alt #1	01/10/2008	05/20/2008 **	05/13/2008

\*\* Indicates that the Summary Report due date was extended because a reviewer was granted an individual extension by the Coordinator.

**Total Projects Republished:**  
Based on total of Planning Phase summary reports that were republished from 04/01/2008 to 06/30/2008.

3 (3 Alternatives)

District	Alternative	Date Re-Published
District 3	7784 - CR 390, Alt #1	04/10/2008
District 1	9067 - Schumacher Extension, Alt #1	05/15/2008
District 5	9731 - SR 527/Orange Ave., Alt #1	05/16/2008

## Programming Phase Summary Report Details

**Total Projects Published for First Time / Republished:**

36 (47 Alternatives)

*Based on total of all summary reports for the Programming Phase from 04/01/2008 to 06/30/2008. This count includes summary reports that were published for the first time or summary reports that were republished.*

**List of projects that were published for the first time from 04/01/2008 to 06/30/2008.**

15 (19 Alternatives)

District	Alternative	Review Ended	Date Due	Date Published
District 5	9551 - Pineda Causeway Railroad Overpass, Alt #1	01/24/2008	04/08/2008 **	04/01/2008
District 4	3333 - I-95 from Glades Rd to Linton Blvd., Alt #1	02/02/2008	04/08/2008 **	04/07/2008
District 5	9771 - Dunn Avenue Extension, Alt #1	01/31/2008	05/10/2008 **	04/10/2008
District 1	3752 - SR 29 Add Lanes, Alt #5	02/21/2008	04/21/2008	04/18/2008
District 6	9451 - Lucy Street Interchange, Alt #1	02/21/2008	04/21/2008	04/21/2008
District 6	9351 - Miami International Airport (MIA) Area Traffic Circulation Improvements, Alt #1	01/25/2008	03/30/2008 **	04/22/2008
District 5	3151 - Palm Coast Parkway, Alt #1	08/06/2004	10/05/2004	05/02/2008
District 1	9791 - SR 31 Caloosahatchee Bridge, Alt #1	02/28/2008	09/23/2008 **	05/05/2008
District 1	9811 - SR 78 (Babcock Ranch), Alt #1	02/28/2008	09/23/2008 **	05/05/2008
District 4	9471 - SR 76 from CR 711 to Salerno Road, Alt #1	03/01/2008	06/27/2008 **	05/08/2008
District 6	9331 - SR 836 PD&E Study, Alt #1	08/24/2007	07/21/2008 **	05/14/2008
District 7	3108 - SR 54 FROM SUNCOAST PARKWAY TO US 41, Alt #1	04/18/2008	06/17/2008	05/29/2008
District 1, District 7	7619 - EAST-WEST PORT CONNECTOR, Alt #10	03/17/2008	05/24/2008 **	06/04/2008
District 7	9871 - Overpass Road from Old Pasco Road to US 301, Alt #1	03/29/2008	05/28/2008	06/04/2008
District 6	9852 - SR 997 / Krome Avenue Truck By-pass, Alt #1	04/10/2008	08/23/2008 **	06/24/2008
District 6	9852 - SR 997 / Krome Avenue Truck By-pass, Alt #2	04/10/2008	08/23/2008 **	06/24/2008
District 6	9852 - SR 997 / Krome Avenue Truck By-pass, Alt #3	04/10/2008	08/23/2008 **	06/24/2008
District 6	9852 - SR 997 / Krome Avenue Truck By-pass, Alt #4	04/10/2008	08/23/2008 **	06/24/2008
District 6	9852 - SR 997 / Krome Avenue Truck By-pass, Alt #5	04/10/2008	08/23/2008 **	06/24/2008

**\*\*** Indicates that the Summary Report due date was extended because a reviewer was granted an individual extension by the Coordinator.

**Published First Time / On-Time:**

*Based on total of Programming Phase summary reports that were published from 04/01/2008 to 06/30/2008. This count includes summary reports that were published for the first time and they were on time (within 60 days of the ETAT Review date).*

11 (15 Alternatives)

District	Alternative	Review Ended	Date Due	Date Published
District 5	9551 - Pineda Causeway Railroad Overpass, Alt #1	01/24/2008	04/08/2008 **	04/01/2008
District 4	3333 - I-95 from Glades Rd to Linton Blvd., Alt #1	02/02/2008	04/08/2008 **	04/07/2008
District 5	9771 - Dunn Avenue Extension, Alt #1	01/31/2008	05/10/2008 **	04/10/2008
District 1	3752 - SR 29 Add Lanes, Alt #5	02/21/2008	04/21/2008	04/18/2008
District 6	9451 - Lucy Street Interchange, Alt #1	02/21/2008	04/21/2008	04/21/2008
District 1	9791 - SR 31 Caloosahatchee Bridge, Alt #1	02/28/2008	09/23/2008 **	05/05/2008
District 1	9811 - SR 78 (Babcock Ranch), Alt #1	02/28/2008	09/23/2008 **	05/05/2008
District 4	9471 - SR 76 from CR 711 to Salerno Road, Alt #1	03/01/2008	06/27/2008 **	05/08/2008
District 6	9331 - SR 836 PD&E Study, Alt #1	08/24/2007	07/21/2008 **	05/14/2008
District 7	3108 - SR 54 FROM SUNCOAST PARKWAY TO US 41, Alt	04/18/2008	06/17/2008	05/29/2008

	#1			
District 6	9852 - SR 997 / Krome Avenue Truck By-pass, Alt #1	04/10/2008	08/23/2008 **	06/24/2008
District 6	9852 - SR 997 / Krome Avenue Truck By-pass, Alt #2	04/10/2008	08/23/2008 **	06/24/2008
District 6	9852 - SR 997 / Krome Avenue Truck By-pass, Alt #3	04/10/2008	08/23/2008 **	06/24/2008
District 6	9852 - SR 997 / Krome Avenue Truck By-pass, Alt #4	04/10/2008	08/23/2008 **	06/24/2008
District 6	9852 - SR 997 / Krome Avenue Truck By-pass, Alt #5	04/10/2008	08/23/2008 **	06/24/2008

\*\* Indicates that the Summary Report due date was extended because a reviewer was granted an individual extension by the Coordinator.

**Total Projects Republished:**  
Based on total of Programming Phase summary reports that were republished from 04/01/2008 to 06/30/2008.

21 (28 Alternatives)

District	Alternative	Date Re-Published
District 5	9551 - Pineda Causeway Railroad Overpass, Alt #1	04/02/2008
District 4	8567 - Little Lake Worth Bridge Replacement , Alt #1	04/03/2008
District 4	8247 - Third East-West River Crossing(Crosstown Parkway Extension), Alt #1	04/03/2008
District 4	8247 - Third East-West River Crossing(Crosstown Parkway Extension), Alt #2	04/03/2008
District 4	8247 - Third East-West River Crossing(Crosstown Parkway Extension), Alt #3	04/03/2008
District 4	8247 - Third East-West River Crossing(Crosstown Parkway Extension), Alt #4	04/03/2008
District 4	9673 - Isle of Venice Bridge Replacement, Alt #1	04/07/2008
District 4	9675 - Nurmi Drive Bridge Replacement, Alt #1	04/07/2008
District 4	9674 - Royal Palm Drive Bridge Replacement, Alt #1	04/07/2008
District 4	9691 - Sunrise Key Blvd. Bridge Replacement, Alt #1	04/07/2008
District 7	8728 - Lithia Pinecrest Road (CR 640), Alt #1	04/14/2008
District 4	8247 - Third East-West River Crossing(Crosstown Parkway Extension), Alt #1	04/14/2008
District 4	8247 - Third East-West River Crossing(Crosstown Parkway Extension), Alt #2	04/14/2008
District 4	8247 - Third East-West River Crossing(Crosstown Parkway Extension), Alt #3	04/14/2008
District 4	8247 - Third East-West River Crossing(Crosstown Parkway Extension), Alt #4	04/14/2008
District 1	3204 - US 41 Add Lanes, Alt #1	04/14/2008
District 1	3053 - SR 70 Add Lanes, Alt #1	04/18/2008
District 5	9771 - Dunn Avenue Extension, Alt #1	04/30/2008
District 1	5531 - SR 29 (Hendry/Glades), Alt #1	05/01/2008
District 4	3333 - I-95 from Glades Rd to Linton Blvd., Alt #1	05/02/2008
District 4	9471 - SR 76 from CR 711 to Salerno Road, Alt #1	05/08/2008
District 7	9047 - US 19 (SR 55) from south of Alternate US 19 to north of County Line Road, Alt #1	05/13/2008
District 7	9047 - US 19 (SR 55) from south of Alternate US 19 to north of County Line Road, Alt #1	05/14/2008
District 6	9331 - SR 836 PD&E Study, Alt #1	05/22/2008
District 7	3108 - SR 54 FROM SUNCOAST PARKWAY TO US 41, Alt #1	05/29/2008
District 4	7152 - SR 710 Segment 2- Bridge Replacement, Alt #1	06/06/2008
District 2	9027 - SE 144th Avenue Extension, Alt #1	06/09/2008
District 2	9027 - SE 144th Avenue Extension, Alt #2	06/09/2008
District 4	8667 - SR 713 / Kings Highway Widening from two to six lanes, Alt #1	06/20/2008
District 2	7920 - St Johns River Crossing, Alt #1	06/20/2008
District 2	7920 - St Johns River Crossing, Alt #2	06/20/2008
District 2	7920 - St Johns River Crossing, Alt #3	06/20/2008
District 2	7920 - St Johns River Crossing, Alt #4	06/20/2008

Unpublished Summary Reports							
District	County	Project Phase	Planning Org	ETDM Project	ETAT Review End	Due Date	Days Remaining
District 2	Alachua County	Programming Screen	Gainesville MTPO	8707 - SW 62nd Blvd., Alt #1	2/10/2008	4/10/2008	0
District 2	Alachua County	Programming Screen	Gainesville MTPO	8707 - SW 62nd Blvd., Alt #2	2/10/2008	4/10/2008	0
District 2	Alachua County	Programming Screen	Gainesville MTPO	8707 - SW 62nd Blvd., Alt #3	2/10/2008	4/10/2008	0
District 3	Escambia County	Programming Screen	Florida - Alabama TPO	9207 - State Road (SR) 292 (Perdido Key Drive) on Perdido Key, from the Alabama state line to the Theo Baars Bridge , Alt #1	11/11/2007	4/29/2008 **	0
District 6	Miami-Dade County	Programming Screen	FDOT District 6	9711 - NW 7th Ave (SR 7/US 441) Reversible Flow Lanes, Alt #1	12/24/2007	5/5/2008 **	0

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