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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Tables

Figures

Appendices

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.

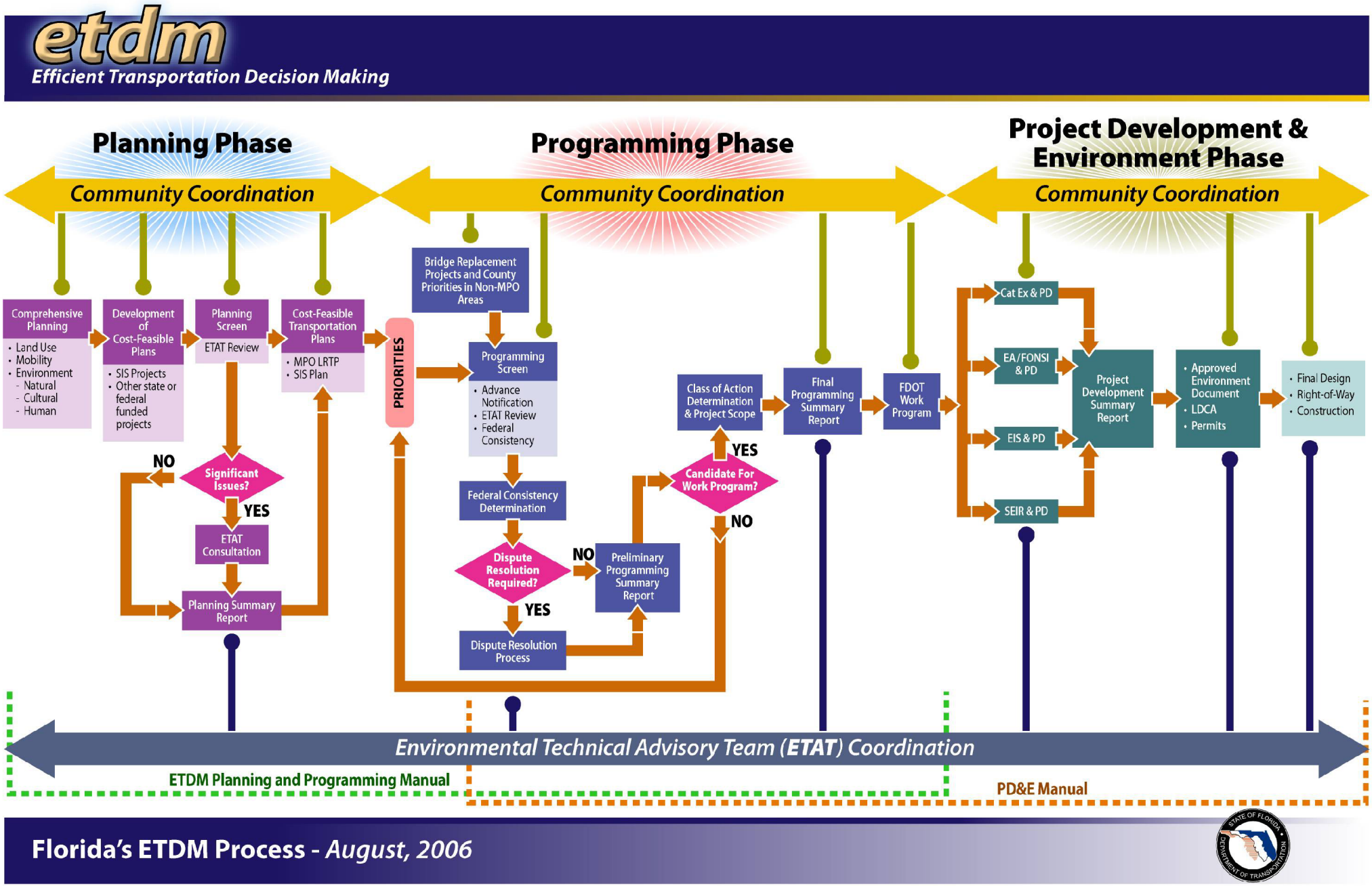


Figure 1-1 ETDM Process Flow Diagram

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**.

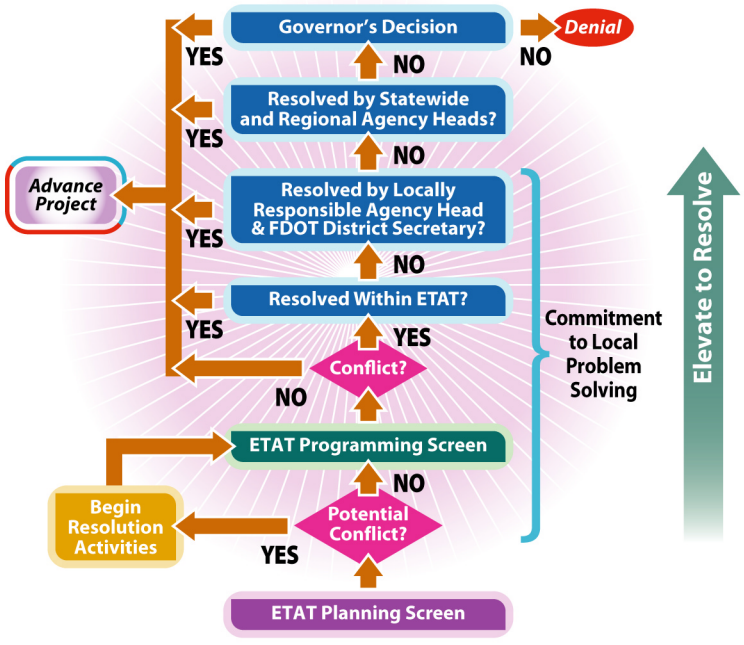


Figure 1-2 Dispute Resolution Process

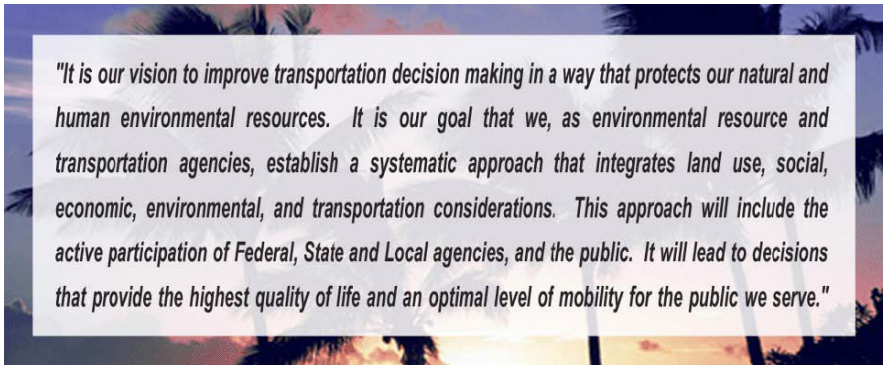
A recent example of the ETDM Dispute Resolution Process at work is the US 41 project that was planned to partially traverse the Collier-Seminole State Park in Collier County. Through an ETDM Process review of the proposed project, the US Fish and Wildlife Service (USFWS) alerted the FDOT to potential 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.

CEMO TRAINING SCHEDULE 2005/2006		
DATE	**COURSE NUMBER**	**COURSE TITLE**
2005		
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

CEMO TRAINING SCHEDULE 2005/2006		
DATE	**COURSE NUMBER**	**COURSE TITLE**
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
2006		
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.

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. 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

	Performance Measures
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

Performance Measures	
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.

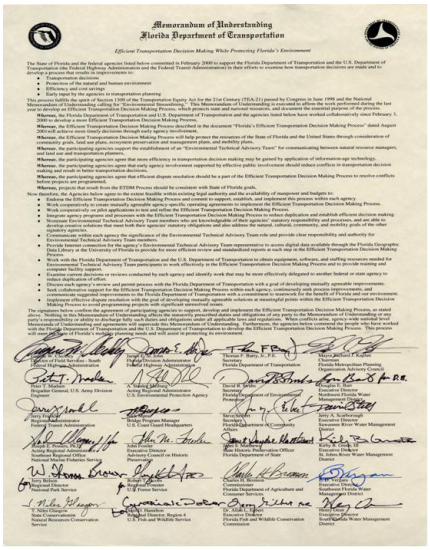
Chapter 3 Agency Participation

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


Memorandum of Understanding
Florida Department of Transportation

Efficient Transportation Decision Making While Protecting Florida's Environment

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

Agency Name	Agency Operating Agreement	Master Agreement	First Generation Funding Agreement	Second Generation Funding Agreement
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		Distict 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
Subtotal	11	10	47	1	3	0	25	5	10	4	3	2	16	1	11	4	
Total		21		48		3		30		14		5		17		15	153

Total Planning Screening Projects 126

Total Programming Screening Projects 27

2006 Estimated Project Release Schedule to ETAT

	District 1		District 2		District 3		Distict 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	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
Subtotal	18	10	5	9	42	0	6	8	10	11	4	2	2	2	3	0	
Total		28		14		42		14		21		6		4		3	132

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 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.

"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

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.

"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

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.

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.

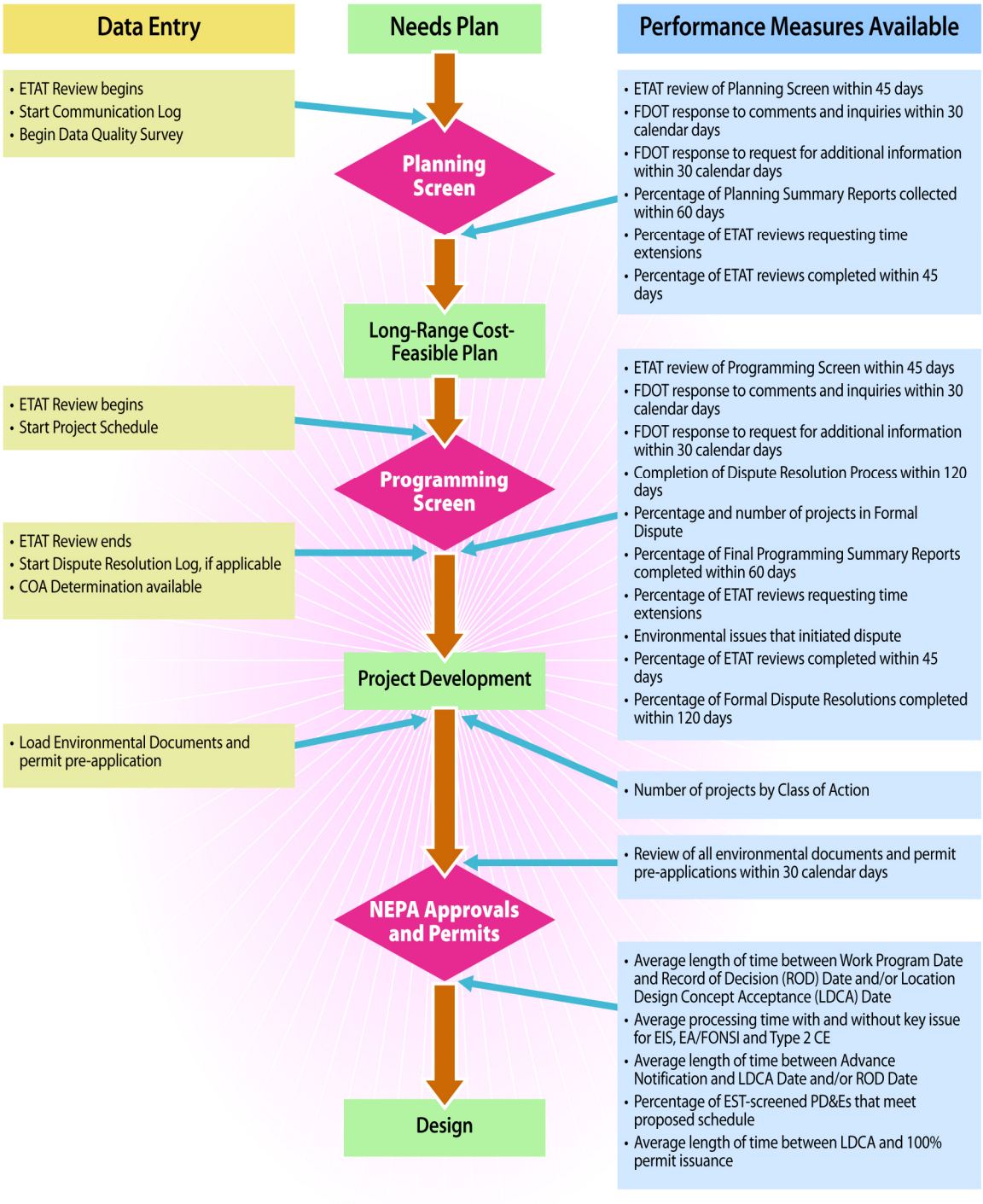


Figure 6-1 Performance Monitoring Work Flow Diagram

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.

Document	Web Address
Agency Agreements	EST Library
Community Impact Assessment Handbook	http://www.dot.state.fl.us/emo/pubs/Phys_Soc/Phys_Soc_Sci.htm
Cultural Resource Management Handbook	http://www.dot.state.fl.us/emo/pubs/cultmgmt/Handbook_11-04.pdf
Environmental Screening Tool (EST) Handbook	http://www.dot.state.fl.us/emo/tier2/Combined_EST_Handbook_2006.pdf
ETDM Funded Positions Reference Manual	http://www.dot.state.fl.us/emo/pubs/fdot_funded_positions_reference_manual.pdf
ETDM Planning and Programming Manual	www.dot.state.fl.us/emo/pubs/etdm/etdmman.htm
ETDM Progress Report No. 1	EST Library
ETDM Progress Report No. 2	EST Library
FDOT 2005 Strategic Plan	http://www.dot.state.fl.us/emo/tier2/Final%202005%20Strategic%20Plan%20Quarterly%20Reports.doc
Performance Measures Report	http://www.dot.state.fl.us/emo/pubs/Final%20PMP%20Report_April%202005.pdf
Preliminary Performance Management Guidance Handbook (DRAFT)	http://www.dot.state.fl.us/emo/tier2/EST_Requirements_Perfomance_Measures_08062006.doc
Project Development and Environment (PD&E) Manual	www.dot.state.fl.us/emo/pubs/pdeman/pdeman.htm
Public Involvement Handbook	www.dot.state.fl.us/emo/pubs/public_involvement/pubinvolve.htm
Sociocultural Effects Evaluation Handbook	www.dot.state.fl.us/emo/pubs/sce/sce.htm