New Hampshire Office of Emergency Management

FHWA

Environmental Streamlining PARTNERING AGREEMENT

I-93 Project

FTA

We the I-93 project partners through mutual cooperation, open and honest communication and mutual respect will deliver a safe, effective environmentally sensitive solution for transportation in the I-93 corridor.

We agree to conduct an open process that is accessible to the public.

NHDES

We further commit to:

- timely identification and resolution of issues
- flexible mitigation strategies
- balanced decisions

US Army Corps of Engineers®

EPA United States Environmental Protection Agency

I-93
Partnering Workshop

Professionals from the following organizations met August 1, 2000 in New Hampshire to collectively derive ways to make the complex environmental process more efficient for one project.

Federal Highway Administration
Federal Transit Administration
New Hampshire Department of Transportation
New Hampshire Fish & Game Department
New Hampshire Department of Emergency Management
New Hampshire Department of Environmental Services
New Hampshire Office of State Planning
NH Division of Historical Resources
Senate Environmental Committee
Senator Bob Smith's Office
US Army Corps of Engineers – N.E. District
US Environmental Protection Agency – Region 1
US Fish and Wildlife Service
Vanasse Hangen Brustlin, Inc.

The project enjoying the focus of all this state and federal activity was the I-93 transportation corridor from Manchester to Salem, New Hampshire. The reason for the focus is to make the Environmental Streamlining provisions of TEA 21 work and to determine if Partnering might be a tool for future projects to use up front before the EIS process begins.

The project is the first to consider using the principles of Partnering to facilitate bringing the multiple agencies together to accomplish the environmental requirements required by law. Since Partnering was developed to bring traditionally adversarial parties together around a common interest, it appears that Partnering will facilitate the multitude of diverse interests surrounding a major transportation project in the Northeast.

The idea to use the I-93 project as a model for Partnering came from Senator Bob Smith's Environmental and Public Works committee. Having an interest in the corridor, and an interest in the mix of transportation projects and the environment, Senator Smith facilitated bringing the participants together for a day in Bedford, NH to go through the Partnering process. The goal was to use Partnering to maximize environmental streamlining.

Senior leaders from the resource agencies met the evening before the Partnering session to agree on what the session needed to accomplish and to plan the agenda for the workshop. They also arranged the various teams that were to accomplish the numerous tasks of the session. Senator

Smith, in a letter to the participants suggested that in order to accomplish the goals of the environmental streamlining legislation three topics had to be addressed:

1. The setting of transportation and environmental goals;
2. Establishing timelines and milestones for the project; and
3. Establishing a dispute resolution process.

This booklet is a record of the Partnering workshop and is meant to be a reference and reminder of commitments made by those charged with the successful completion of the environmental considerations required before any improvements to the corridor can be planned.

I-93
Partnering Workshop

INDEX

- Overview i
- Agenda – Day One 1
- Participants 2
- Agenda – Day Two 3
- Participants 4
- Values, Goals & Objectives 8
- The Partnering Process 11
- Key Elements Of Partnering 12
- Problem Exercises 13

  Public Involvement 13

  Timeline Process 14

  Details / Issues (Table 1) 15

  Details / Issues (Table 2) 17

  Escalation 18
- Issue Resolution Process 19
- Process Evaluation Form 20
- Partnering Agreement 21
- Participant Comments 22

I-93 Project

Partnering Workshop
Agenda

July 31, 2000
Wayfarer Inn and Conference Center
121 South River Road
Bedford, New Hampshire

DAY 1

5:30 – 6:00	Social	**Invitation Only**
6:00 – 6:45	Dinner	
6:45 – 7:15	Introductions, Roles, Expectations and Commitment (Ice breaker, Learn mutual interests, Hear conflicts)	**All**
7:15 – 7:30	Goals and Objectives of the Project (Vision) Build a shared vision for the project	**DOT**
7:30 – 9:00	Discuss and refine next day's agenda (Establish teams and seating plan, elements of the charter, who will write the charter, escalation process)	**All**

I-93 Project

PARTICIPANT ROSTER
July 31, 2000

US EPA – Region 1

Deloi, Carl

US Army Corps of Engineers – N.E. District

Lawless, William
Rovers, John

US Fish & Wildlife Service

Bartlett, Mike

Federal Highway Administration

Downs, Fred
Laffey, Kathleen
Waidelich, Walter "Butch"
Wilken, **Dale**

Federal Transit Administration

Doyle, Richard

NH Department of Environmental Services

Pelletier, Rene

Senator Smith's Office

Rose, Jeff

Senate Environmental Committee

Stanley, Megan

NH Fish & Game Department

Vetter, Wayne

NH Office of Emergency Management

Kimball, Lee

NH Department of Transportation

Kenison, Leon S.
Murray, Carol A.

I-93 Project

Partnering Workshop
Agenda

August 1, 2000
Wayfarer Inn and Conference Center
121 South River Road
Bedford, New Hampshire

DAY 2

7:30 – 8:00	Continental Breakfast and Networking	**(All)**
8:00 – 9:00	Call to Action, Introductions and Roles	**(All)**
9:00 – 9:10	The Decision to Partner *What is Partnering and how will it work in Environmental Streamlining?*	**(PLG)**
9:10 – 9:20	Break	
9:20 – 9:45	Partnering Success *Mutual gain, Listening to the other's concerns, Working together*	**(PLG)**
9:45 – 10:00	Team Values and Objectives	**(All)**
10:00 – 10:15	Round Table Topics	**(All)**
10:15 – 12:00	Participants at each table discuss various topics and explore issues	**(All)**
12:00 – 1:00	Lunch	
1:00 – 1:45	Issues (continued) Report to group at large	**(All)**
1:45 – 2:15	Project Charter and Escalation Ladder	**(Exec. Team)**
2:15 – 3:15	Establishing Measurements *Interest Groups Tell What's Important and How to Measure Status*	**(Teams)**
3:15 – 4:15	Keeping Partnering on Track *Future Meetings and Project Reviews*	**(All)**
4:15 – 4:45	Review, Evaluation and Closing Remarks	**(PLG)**

I-93 Project

PARTICIPANT ROSTER

August 1, 2000

Name Title	Address	Phone Email
US EPA – Region 1		
Deloi, Carl R. Director, NH Office of Ecosystem Protection	1 Congress Street Suite 1100 (CNH) Boston, MA 02114-2023	617-918-1581 deloi.carl@epa.gov
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US Army Corps of Engineers – N.E. District		
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Federal Transit Administration		
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New Hampshire Department of Environmental Services		
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New Hampshire Department of Emergency Management		
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New Hampshire Office of State Planning		
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Senator Smith's Office		
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Name Title	Address	Phone Email
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Hume, Gary W. State Archaeologist		603-271-3483

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Grande, Anthony Project Manager		603-644-0888

VALUES, GOALS & OBJECTIVES

Round table groups were asked to state the values, goals & objectives that were important to them on this job. This is an accumulated list of the values, goals & objectives given by all participants.

ESCALATION / EVALUATION

Goals & Values

Trust	Safe ✓✓✓✓
Good communication	Effective ✓✓✓✓
Respect for each other	Environmentally Sensitive ✓✓✓✓✓✓
Responsible government	Socially Compatible
Commitment	Multi Modal ✓✓
Proactive	Forward thinking 20T ✓✓
Openness	Realistic – economically feasible ✓
Flexible	Land use compatibility
Receptive	ID stakeholder interests & decision-making process
Honesty	ITS Showcase
Regional solution	Recognize limits
Compatible (locals, economy)	Timely ✓

ISSUES

(Table 1)

Values

Open mindedness	Communication
Teamwork	**Good understanding of issues**
Access to information	**Timeline/Schedule/Reality**
Discussion of alternatives	**Flexibility**
Realistic	Forgiveness – long-term effects
Resolution	Public Involvement
Compromise	Discussion/understanding of tradeoffs
Negotiation	Understanding of project "big picture"
:	

Goals & Objectives

- **Streamline the process**
- Mobility
- Accessibility
- To Boston w/o traffic/parking hassles
- Complete transportation improvements as quickly as possible

ISSUES, cont
(Table 1)

- **Investigate all alternatives possible and select one that provides economic, environmentally sensitive and publicly acceptable solution**
- Insure that all issues are properly addressed
- **Develop a solution we will be proud of from all aspects**
- Enhance the area's economic opportunities
- Avoid urban sprawl
- Preserve the environment (human and natural)
- Provide range of transportation alternatives (modes)

ISSUES
(Table 2)

Goals & Objectives

- Protection of fish and wildlife resources
- Improve transportation system
- Protect human environment / cultural resources
- Take into account resources
- To be in budget and schedule
- To provide model for future transportation projects via environmental streamlining
- Balance short term and long term needs of State and communities
- Conduct open and understandable process

Interpersonal

- Trust (straight forward/forthright/respect)
- Understanding (balanced/flexible/inclusive)
- Cooperative (accountable)

Process

- Partnering
- Public Involvement
- Meeting project objectives (schedule/budget)

Project

- Improve transportation system (efficiency and safety)
- Address environmental (altered and natural) impacts and community concerns
- Provide means to minimize secondary impacts to enhance environment & quality of life

TIMELINE PROCESS

Goals & Objectives

Groundbreaking by 2002
Streamlined process
Timely ID/resolution of issues
General public acceptance
Flexible mitigation strategies
Balanced decision
Early ID of problems/issues
Effective/efficient conflict resolution
Shared ownership of process/outcome
Integrated environmental/transportation process
Focused process (stick to agreements)
Consensus on process

Effectiveness

- Efficiency, timeliness, practicality

Trust

- Respect, honesty, commitment, motivation, sincerity, no hidden or personal agendas

Cooperation

- Communication, partnership, shared goals, understanding, flexibility

PUBLIC INVOLVEMENT

Values, Goals & Objectives

Functional
Comprehensive ✓
Aesthetics
Meaningful ✓✓
Mobility
Public Involvement
Timely
Sensitive (to all) ✓
Approachable
Satisfaction ✓
Open
Inclusive ✓✓✓✓✓
Proactive
Quality of life ✓
Understandable and educated ✓✓✓✓
Safety
Long-term solutions
Successful
Affordable
Local needs ✓
Multi-modal
Communication ✓
Trust ✓✓✓✓✓✓
Buy-in
Accessible

- A proactive, accessible and inclusive process with understandable and educated participants which leads to trust

THE PARTNERING PROCESS

Common Focus

Establish a common focus by developing specific objectives and a formal Mission Statement.

Issue Resolution

Define issues of barriers and develop a Resolution Process tailored to this specific project.

Problem Escalation

Define a specific Problem Escalation Process.

Joint Evaluation

Define a Joint Evaluation Process showing how our objectives will be measured.

KEY ELEMENTS OF PARTNERING

- Commitment
- Thinking Win/Win
- Implementation
- Trust
- Mutual Goals and Objectives
- Continuous Evaluation
- Timely Responsiveness

Public Involvement

- **Newsletters**

- **Project Fact Summary Sheets**
  - -- What's the problem
  - -- Purpose & need
  - -- Stakeholder involvements
  - -- Timeline (where we are in the process/schedule)
  - -- What is process
  - -- What has been done / feedback to date
  - -- How people can get involved (opportunity to tweak the process)
  - -- Visuals / text
  - -- Service organizations
  - -- How you can learn more

- **Dissemination**
  - -- Cable TV
  - -- Newsletter
  - -- Web page
  - -- Mailing list
  - -- Rest area
  - -- Concord trailways
  - -- Advocacy & environmental groups (unions/truckers, etc.)
  - -- Local groups (church)
  - -- DOT transit bureau
  - -- Flyer inserts
    - Union leader
    - Shopper newspapers
    - Laurence Eagle Tribune
    - Derry newspaper

- **Meetings**
  - -- Reassert the need each time!
  - -- Perceived impacts with project
  - -- Develop a workshop format (breakout into areas/groups)
  - -- Graphics / visualizations (show presentation on web page)
  - -- Identify what the feedback has been (sort out information)

- **Continuous Updates**

- **Kiosk / Display / Passive – Active**

- **Community Feedback**
  - -- Measure of success (how)

- **Scoping Meeting Update**

- **Possible workshop type P.H. – like NH 106**

Timeline Process

I. Scoping — **5/31/00-1/15/01**

- Purpose and need — 2 months
- Advance mitigation
- Public involvement process — 2 months
- Milestones timeline
- Dispute res. Process
- Commitment of resources
- **Agreement process**
- Alts NOT considered
- Level of detail
- Measurement criteria

II. Rationale Report — **1/15/01**

- Alternatives considered
- Level of detail
- Screening process
- Alts. Retained for detailed study
- Commitment of resources (people, time, info)

III. Draft EIS — **9/01/01**

Corps 404 Application

Public Notice

- Level of detail (scope)
- Screening process??
- Time periods for review/comment

IV. Joint Hearing — **11/01/01**

- State & Federal jointly

V. Final EIS — **3/01/02**

- Mitigation package
- Comments addressed
- Agency issues resolved

VI. Record of Decision — **6/01/02**

- Celebration

VII. US Army Corps / DES Permit — **6/01/02**

Agreement / Decision

- **Letter with signature blocks**
- Letter from each agency (Region 3)
- Responsible signatories (staff)
- **Board of Directors (milestone & time)**
- Decision points (*quarterly *milestone & time *interagency meeting)
- Report → Meeting → Time → Decision → Escalation

Details / Issues

(Table 1)

- Alternatives analysis for rail/bus/parking should be included **now** and not at some future date ---③
- **Streamline** process for early identification of mitigation package and early acceptance of the mitigation package ---⑤
- Wildlife corridor crossings – think of some different/unique solutions ---④
- Prime wetlands in Derry and Salem ---④
  (separate mitigation package)
  (no net loss to functions)
- Noise (consideration of barriers) ---④
- Air Quality (define issues) ---④
- Secondary Impacts (sprawl, parking) ---④
- Wetlands (general) streamline permitting process, alternatives analysis/mitigation ---④
- Local cooperation, coordination, involvement ---②
- Process for public input ---①
- Drainage/water quality (water supply, recreation & resources) ---④
- Floodplains (Salem) ---④
- Open development of transportation alternatives, models and projections, at the beginning, leading to an early buy-in of the results ---①
  (allow issues/opposition to surface early on)
- Access to and understanding of project information ---①
  (published on the internet – interactive)
- Staged/Phased summary of understanding of issues to date with potential solutions by each involved party at specific milestones ---②
  (agencies, public, officials, NHDOT, etc.)
- Bike path ---③
  (alternative mode)
- Establish evaluation criteria for public input ---①
- Effect on wildlife habitat-properly addressed ---④
- Permit/Process requirements ---⑤
  * Early identification
  * Joint public hearing
- Streamline the Public Information Process ---①
  * Output/input
  * Internet utilization
- Early identification of issues, process for resolution of issue, process for continual update of new issues ---②

Details / Issues

(Table 1)

SUMMARY

1) **Open Communication/Process**
   * Public Input (interactive web site) / output
   * Early on, all the way through

2) **Staged understanding of issues**
   * Early identification/resolution
   *Summary of understanding for each stakeholder at specific milestones with issues for discussion/resolution

3) **Transportation Alternatives**
   * Rail, bus
   * Bike
   * Widening existing highway

4) **Environmental Issues**
   * Wetlands/flood plains
   * Drainage/water quality
   * Wildlife habitat
   * Secondary impacts (sprawl)
   * Air quality
   * Noise

5) **Streamline Permit/Process Requirements**
   * Joint public hearing
   * Early mitigation agreement
   * Recognition of special conditions (prime wetlands)

Details / Issues

(Table 2)

Major Issues

1) Is the train a future option or a real alternative?

2) How will secondary impacts be addressed?
   - How can resources we all have be used to help make this project acceptable?

Other Issues

1) Minimize wetland impacts

2) Address wildlife corridor issue and needs

3) Flood plain issue

4) Cultural resource impacts

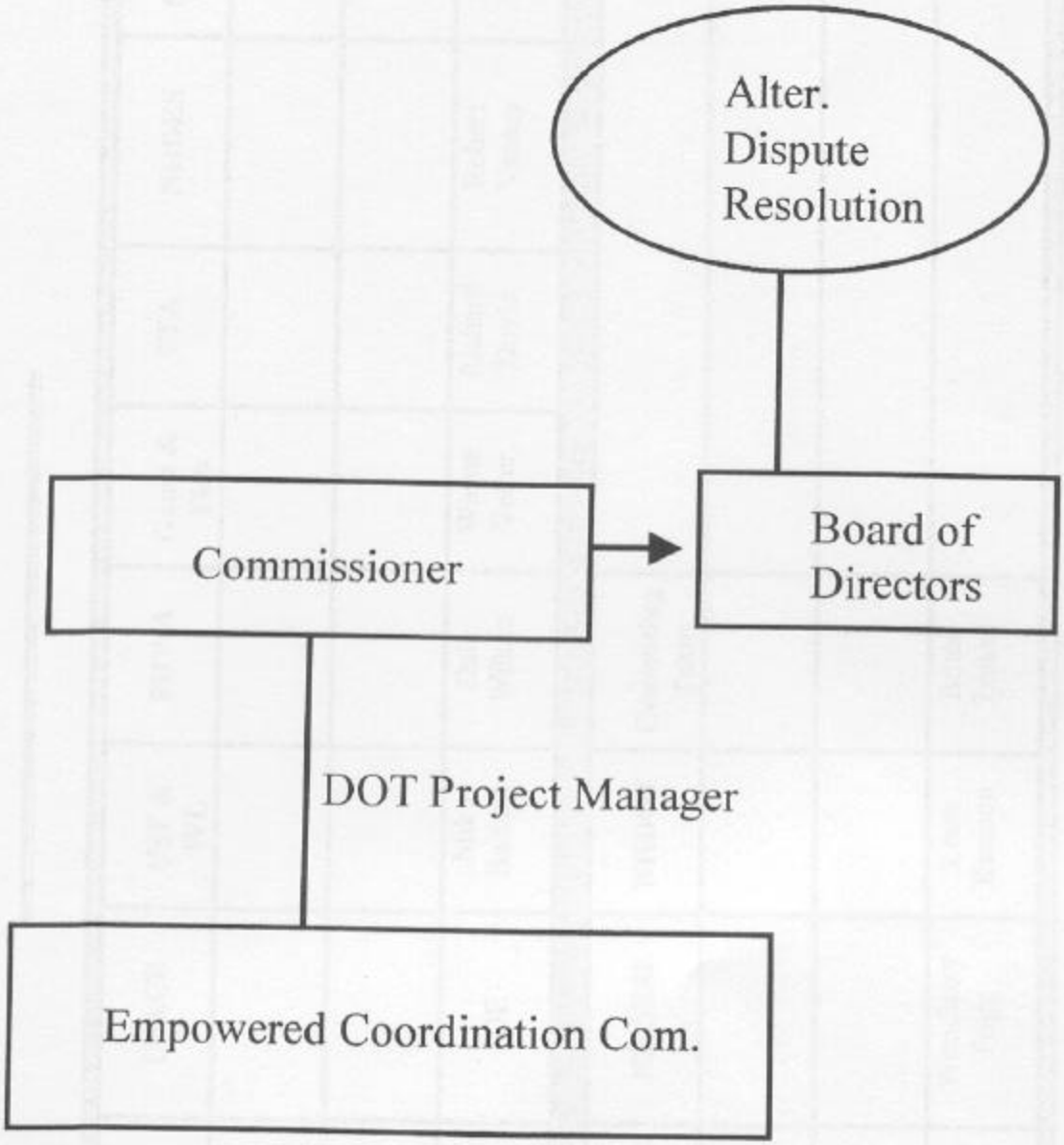
5) Water quality (Canobie Lake)

6) Process – end Environmental Advocacy Groups in process

7) Coordinate with MA

8) Set up mitigation committee to look at options

Escalation Process



Escalation / Evaluation

Issue Resolution Process

Action Levels ↓	US EPA	USACE	USF & WL	FHWA	Game & Fish	FTA	NHDES	NHOSP
1								
2								
3	Mindy Luber	DE	Mike Bartiett	Dale Wilken	Wayne Vetter	Richard Doyle	Robert Varney	Jeffrey Taylor

	NHDOHR	NHOEM	NHDOT	Consulting Team	
1					
2					
3	Nancy Dutton	Woodbury Fogg	Leon Kenison	Bruce Tasker	

Other levels to be appointed at Board of Directors' meeting.

Process Evaluation

Project Title: _____

Project Description: _____

Period Being Evaluated: _____

Standard Evaluation Goals	Evaluation Criteria and Scores				
	1 Significant Problems	2 Performed Below Expectations	3 Met Expectations	4 Exceeded Expectations	5 N
(1) Communication The process of timely, accurate information flow is:	☐	☐	☐	☐	☐
	Not Functioning	Functioning, but Untimely	Established and Functioning	Exceeding Expectations	N
(2) Decision Making Process The process to make timely decisions:	☐	☐	☐	☐	☐
	Not Yet Been Achieved	Occurred in Most Cases	Met Expectations	Exceeded Expectations	N
(3) Team Work & Relationship Interrelationships of team members are understood and an open and coordinated effort by all members has:	☐	☐	☐	☐	☐
	Unresponsive	Marginally Successful	Meeting Expectations	Exceeded Expectations	N
(4) Schedules for Agency Review The process to monitor and assure the timelines are met is:	☐	☐	☐	☐	☐
	Needs more emphasis	Sometimes	Most of the Time	Every Day and in every exchange	N
(5) Cooperation/Respect Participants treat each other in a professional and cooperative manner:	☐	☐	☐	☐	☐
	Never	Sometimes and when it suits them	Usually	Their word is their bond	N
(6) Keeping Commitments People on this project do what they say they will do	☐	☐	☐	☐	☐
	Lip service only	Sometimes followed	Usually followed	Always followed	N
(7) Dispute Resolution The ladder for resolving disputes is:	☐	☐	☐	☐	☐
	Lack of Trust	Marginal	Meets Expectations	Exceeds Expectations	N

Specific Comments: *(Please indicate the number/goal you are commenting on – required if rated 1 or 2 above)*

_____

_____

_____

_____

Organization: _____

Your Name: _____
(Optional)

New Hampshire Office of EMERGENCY MANAGEMENT

FHWA

Environmental Streamlining PARTNERING AGREEMENT

I-93 Project

We the I-93 project partners through mutual cooperation, open and honest communication and mutual respect will deliver a safe, effective environmentally sensitive solution for transportation in the I-93 corridor.

We agree to conduct an open process that is accessible to the public.

We further commit to:

- timely identification and resolution of issues
- flexible mitigation strategies
- balanced decisions

FTA

NHDES

US Army Corps of Engineers®

EPA United States Environmental Protection Agency

Participant Comments

1. Breakouts by topic
2. Mix of people, agencies – excellent representation
3. Excellent (neutral) facilitator – Larry's presentations
4. Skill/style of meeting – Definition of purpose/goals and objectives
5. Good stories
6. Liked empowerment
7. Open discussion – roundtable – all members participating
8. Interaction with resource and regulatory agencies
9. Stakeholders very committed
10. Report out sessions, discussion of alternatives from brainstorming

1. Limited direction
2. More timely notice of meeting
3. Never got the answer to "Environmental Streamlining"
4. Brainstorm on possible problem areas
5. Identify specific next steps, include advocacy groups