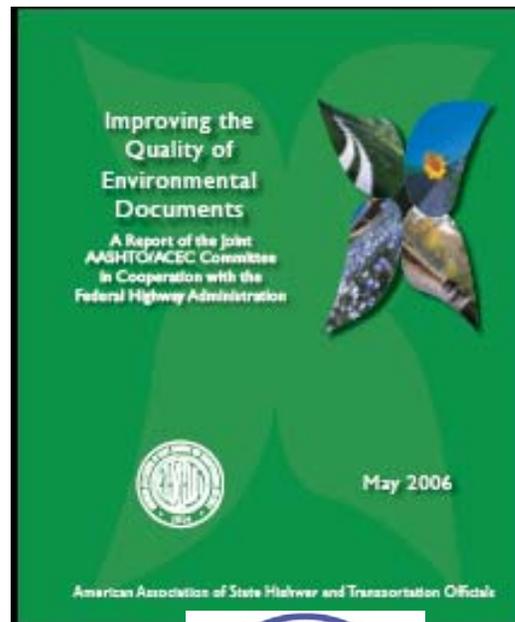


Improving the Quality of Environmental Documents

*Online Seminar hosted by
ACEC and AASHTO*



Goal of this Webinar

- To promote the report *“Improving the Quality of Environmental Documents”*.
- To educate all on Quality Documentation tools and tips to make your Transportation Decisions more successful.



Agenda

- **Introduction/Overview-** Tim Hill
- **How did we get here?-** Tim Hill, Hal Kassoff, and Carol Lee Roalkvam
- **Is this Legal?-** Lamar Smith
- **What is a Quality Document?-** Carol Lee Roalkvam and Hal Kassoff
- **Where do we go from here?-** Lamar Smith
- **Wrap up- Q/A-** Tim Hill

History

- May 2003: AASHTO/ACEC Joint Committee id. and discusses issues.
- April 2003- SCOE identifies Quality of Environmental Documents as #1 issue.
- March – May, 2004: Survey conducted to identify problems.
- June 8, 2004: Workshop -- 43 states, 22 consultants, 12 FHWA represented
 - Quality of environmental documents.
 - Legal Sufficiency.
 - Training and Education.
- April 18, 2005- Chicago Team workshops

Team 1: Environmental Documents

- Quality of documents varies greatly and a recommended process to develop quality documents is not available
- Core principles that make a quality document
 - Clear, concise, consistent and one voice
- Tools should be developed to promote consistency of documents while allowing for creativity and flexibility

The Quality Task Team included:

- Carol Lee- Washington DOT
- Brent Jensen- Utah DOT
- Hal Kassoff- PB
- Don Cote- FHWA
- Lindsay Yamane- Parametri
- Jim Horrocks- Horrocks Eng.
- Frank Danchetz- ARCADIS
- Bob Esenwein- Turner Colliee & Braden
- Amy Phillips- BNA

Team 2: Legal Sufficiency

- Defining legal sufficiency standard--“I know it when I see it”—
- Lack of consistency among State DOT and FHWA Division project development and review practices
- Confusion about the level of analytical detail that should be included in NEPA documents

The Legal Task Team included:

- Lamar Smith- FHWA
- Shannon Eggleston- AASHTO
- Michael Brehm- Brehm Env.
- Bill Malley- Akin Gump Strauss Hauer & Field
- David Mattern- Parametrix
- Bill McCartney- Michael Baker Jr
- Lance Hanf- FHWA
- Megan Stanley- PB Consult
- Jack Gilbert- FHWA
- Robert Downie- Florida DOT
- Harold Aikens- FHWA
- Bill Hauser- New Hampshire DOT
- Michelle Fishburne- LOCHNER

Team 3: Training and Education

- There is no national training program available to AASHTO, FHWA, and ACEC members.
- There are no standards on education and training goals.
- A certification/training program should be considered.

The Education Task Team included:

*Tim Hill- OHDOT,
Andrea Stevenson- OHDOT,
Dianna Noble- TXDOT,
Carolyn Ismart- FLDOT,
John Page- PB,
Susan Killen- PB,
Lisa Zeimer- PB,
Caron Kloser- HNTB,
John Mettille- Wilbur-Smith,
Jerry Stump- Wilbur-Smith,
Pamela Stephenson- FHWA, and
Kimberly Majerus- FHWA*

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NCHRP 25-25 (01)

Research Objectives:

“Synthesis of Data Needs for EA and EIS Documentation...”

“... A Blueprint for NEPA Document Content”

NCHRP 25-25(01)

Research Methodology

- **Survey practitioners – Best examples & frequent problems**
 - Request to US DOT for “exemplary” documents
 - Requests to State DOTs & others for “Best Examples”
- **Identify characteristics of the better documents as well as problems**
- **Provide Recommendations for Improving Environmental Documents**

NCHRP 25-25 (01)

EIS Documents Examined

1. Alaskan Way Viaduct (Washington State DOT)
2. Mon/Fayette Project (Pennsylvania Turnpike)
3. Route Post 13 (I-15) Interchange (Utah DOT)
4. Southern Corridor (I-15) (Utah DOT)
5. Vancouver Rail Project (Washington State DOT)
6. Fulton Street Transit Center (New York MTA)
7. US 93 Somers to Whitefish (Montana DOT)
8. I-69 Evansville to Indianapolis (Indiana DOT)
9. Mid-Currituck Sound Bridge (North Carolina DOT)
10. Reno Railroad Corridor (Nevada DOT)

All were recognized as superior in some respects

None were recognized as exemplary in all aspects

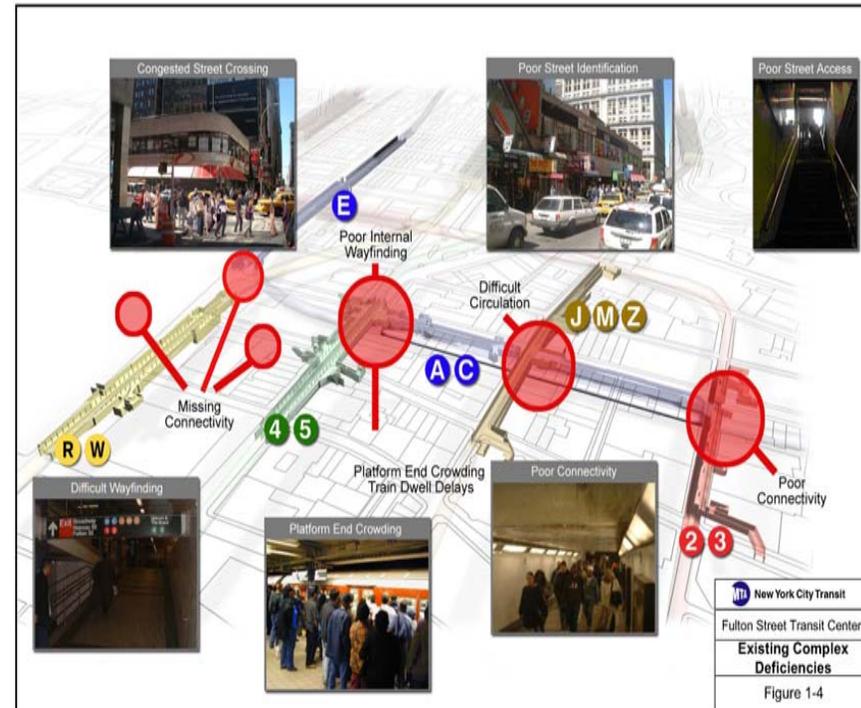
Survey Results:

***What Practitioners Say
(About the Ones Not Listed)***

Survey Results: What Practitioners Say

Documents Lack Coherence

- Multiple authors
- Different styles
- Lack continuity
- Data is shot-gunned
- Lack of good graphics
- Key decisions not well explained
- Light on quality control



Survey Results: What Practitioners Say

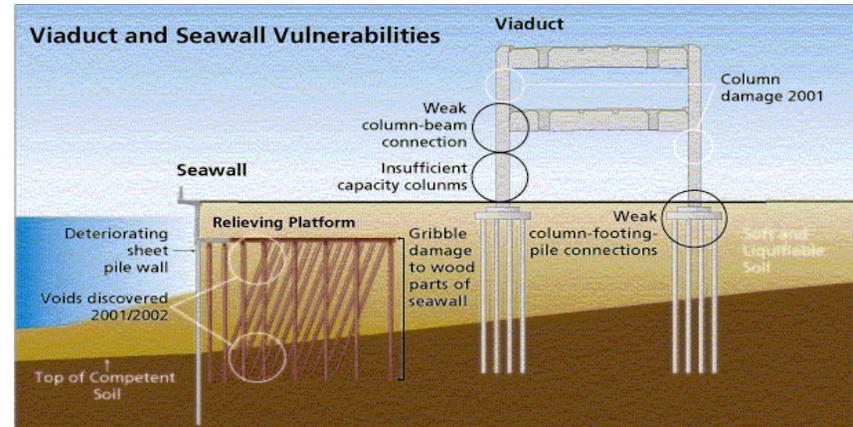
Data: We Collect & Document Rather than Distill & Analyze

- Data collection easier than analysis - tend to collect more & analyze less
- When in doubt, we don't leave it out
- Result: Too much data
 - overloads documents
 - confuses readers

Recycle Material Potential	Asphalt Pavement	Concrete Pavement	Base Course	Fill	Other
Blast Furn Slag	Yes	Yes	Yes	Yes	Snow, Ice Abrasive
Fly Ash	Yes	Yes	Yes	Yes	PCC
Bottom Ash	Yes			Yes	Lt Wt Concrete
Flue Gas		Yes	Yes		
Glass	Yes		Yes		Paint Bead Pipe Backfill
Mill Tailings	Yes	Yes		Yes	
Combustion Ash			Yes	Yes	

Survey Results: What Practitioners Say Background Data Can Be Separate

- Utah DOT's I-15 FEIS is just 160 pages!
- Alaskan Way Appendices: CD contains 320MB of data



Recycle Material Potential	Asphalt Pavement	Concrete Pavement	Base Course	Fill	Other
Plastic	Yes				Fence & Delin. Posts
Concrete Pavement			Yes	Yes	Rip Rap
Asphalt Pavement	Yes		Yes	Yes	Shoulder Material
Roofing Waste					Pothole Patching
Scrap Tires	Yes		Yes		Noise Walls
Steel Slag	Yes			Yes	Snow, Ice Abrasive
Waste Rock	Yes	Yes			

Survey Results: What Practitioners Say Don't Short-Change Summary

- Many will only read summary
- Good summary cannot be an afterthought

Vancouver Rail Project

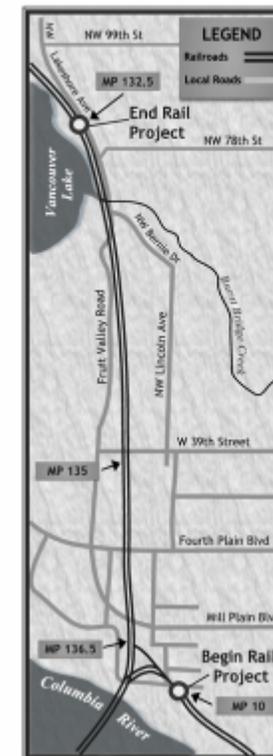
NEPA/SEPA
Final Environmental
Impact Statement

Executive Summary

May 2003


U. S. Department of Transportation
Federal Highway Administration


Washington State
Department of Transportation



Do We Need a “New Blueprint?”

Despite major time & money invested in preparing environmental documents

- NEPA documents have not been very effective in communicating information
- 70% of readers show no better understanding of projects after reading EIS (U. of Illinois study)
- A “New Blueprint” is recommended

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Reader-Friendly Environmental Documents

*Improving the way Washington DOT engages
and informs the public and decision-makers*

Carol Lee Roalkvam
Policy Branch Manager
Environmental Services Office

AASHTO/ACEC on-line seminar
May 17, 2007

What's the problem?

“NEPA documents today are largely written (in unreadable language) for two constituencies: federal district court judges and federal agency permit-writers.”

— Doug MacDonald, WSDOT Secretary of Transportation (2002)

“Documents are much too cumbersome for either the public or decision-makers to identify relevant issues.”

— AASHTO/ACEC 2004 Joint Survey

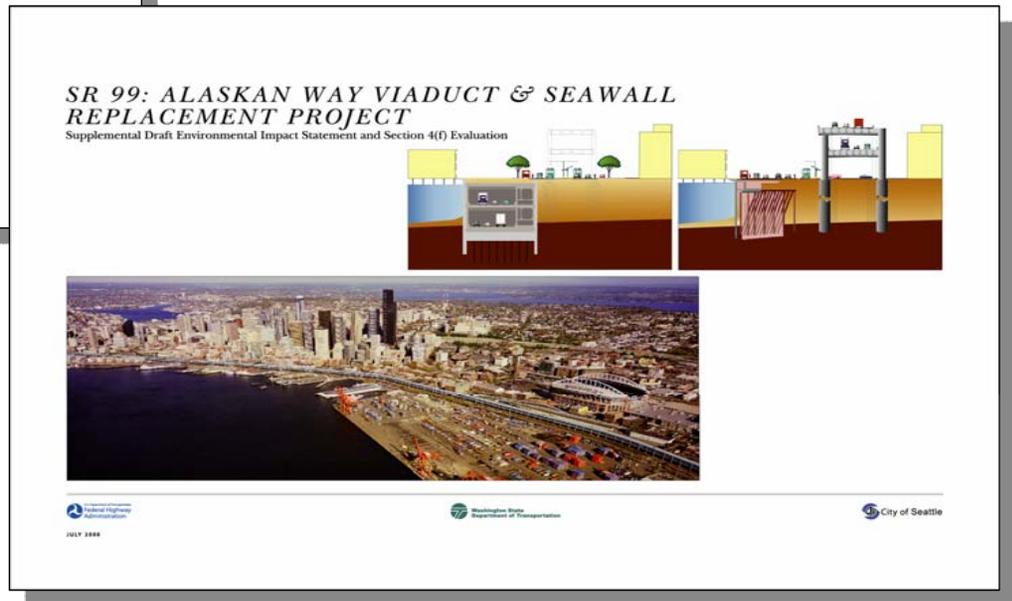
“What is often lacking in EISs is not raw data, but meaning ...expressed in clear, concise language. NEPA is about making choices, not endlessly collecting raw data.”

— Council on Environmental Quality

The Reader-Friendly Approach to Environmental Documents



Why and how we developed it.



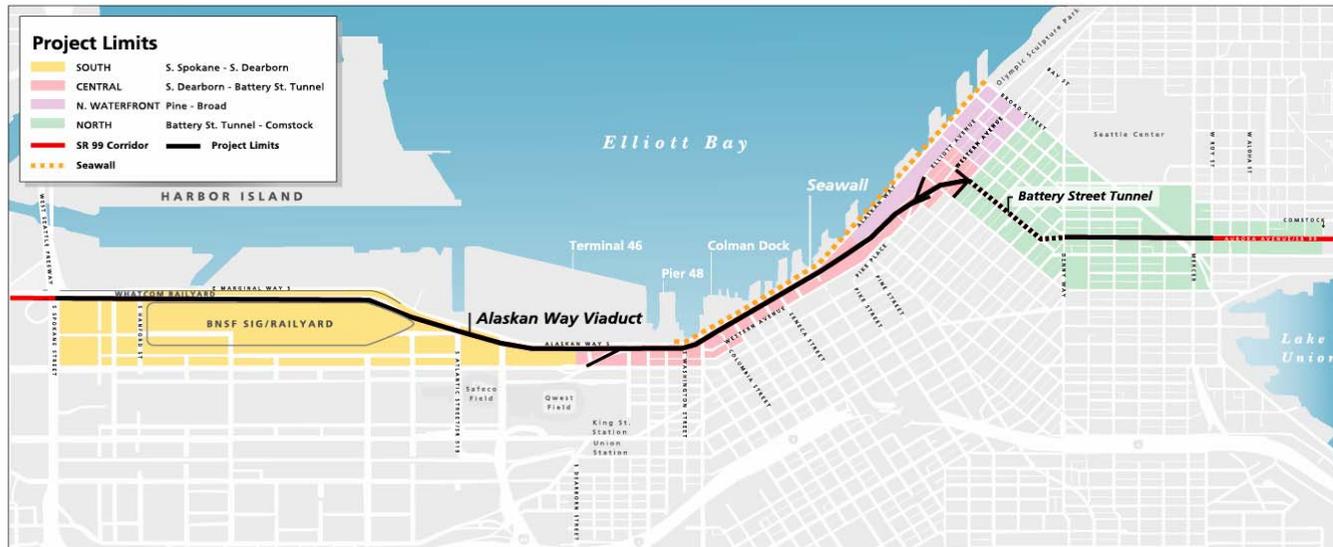
What were the results?

The Story

Our story begins in the heart of downtown Seattle along a 4 mile stretch of SR 99.



The Story



- The project will improve public safety and shape regional transportation and downtown Seattle for the next 100 years.
- Both facilities are critical to the region's infrastructure; no action could be devastating.

A different approach was needed.

Back to Basics of NEPA

40 CFR 1500-1508: Most important, NEPA documents must concentrate on the issues that are truly significant to the action in question, rather than amassing needless detail. Emphasize the portions of the EIS that are useful to decision makers and the public

40 CFR 1502.8: Environmental impact statements shall be written in plain language and may use appropriate graphics so that decision makers and the public can readily understand them.

40 CFR 1502.2: Environmental impact statements shall be analytic rather than encyclopedic.

Guiding lights

- **Joseph Williams** – Clear Writing
Style: Ten Lessons in Clarity and Grace
- www.plainlanguage.gov
- **Edward Tufte** – Robust Graphic Design
The Visual Display of Quantitative Information
- **NEPA regulations**

(Re) Implementing NEPA

- Complete technical analysis contained in appendices to the EIS.
 - Draw conclusions
- The body of the EIS would contain information important to the decision.
 - More than a summary
- This approach creates a concise EIS that people can read and understand.
 - Not a data dump
 - Collect, analyze, and determine significance

Developing the EIS

- Guiding Principles
 - Tell a story
 - Engage the reader
 - Make it visual
 - Make it brief

*These became
WSDOT's four
reader-friendly
concepts.*

Tell a Story

How do you tell a story?

- Write clearly, use simple language
- To write clearly you must think clearly
- Explain the problem and why people should care
- Make the reader a character in the story
- Organize the document to tell a story

Tell a Story

Make the reader a character in the story

Traditional Writing

Intersections that are projected to operate with especially long delays or overcapacity during the PM peak hour are identified as “congested intersections”. These intersections are those that operate under LOS F conditions (average vehicle delay of greater than 80 seconds) or ICU greater than 100 percent. Congested intersections are further identified as “highly congested” if they exceed 110 seconds of average vehicle delay and have an ICU of great than 110 percent.

This paragraph talks about **LOS, PM Peak, and ICU**—meaningless terms to most readers.

Reader-Friendly Writing

What are congested and highly congested intersections?

Congested intersections are intersections that cause drivers considerable delay. A driver might wait between one and two minutes to get through a traffic signal at a congested intersection. At a highly congested intersection, a driver might wait two minutes or more to get through the traffic signal.

This paragraph explains how congested intersections affect drivers.

Engage the Reader

How do you engage readers?

- Use question and answer headings
- Define terms and spell out acronyms
- Avoid jargon
- Use easy to read layouts to keep the reader from being overwhelmed

Engage the Reader

Use question and answer headings

Traditional EIS

Purpose and Need

Project Termini and why they are logical

Social and Community Impacts

WSDOT Reader-Friendly

Why do we need the Project?

Where is the project located?

How would the alternative affect neighborhoods and the people who live there?

Engage the Reader
Design for your reader

Header → **Explain the problem and why people should care.**

Text → The story of your project will be more interesting to the reader if they can immediately understand its purpose and why they should care about it. This is also an engaging way to present the purpose and need of your project. Every project is striving to fix some problem such as a safety issue,

White space
↓

Make It Visual

How do you make it visual?

- Include graphs, charts, and illustrations rich with information.
- Exclude tables unless they are truly helpful.
- Good graphics take time, planning, and thought.
 - Communicate a large amount of data quickly
 - Helps analysis

Make It Visual Tables vs. Maps

Exhibit 5-26. Congested Intersections by Sub-area

Street		2002 Existing	2030 Existing Facility	Rebuild	Aerial	Tunnel	Bypass Tunnel	Surface
South	Moderately Congested	0	0	3	3	3	3	2
	Highly Congested	0	2	0	0	0	0	0
	Congested Intersections	0	2	3	3	3	3	2
Central	Moderately Congested	7	5	5	5	4	3	7
	Highly Congested	0	3	2	2	1	2	7
	Congested Intersections	7	8	7	7	5	5	14
North Waterfront	Moderately Congested	0	0	0	0	1	1	0
	Highly Congested	0	0	0	0	0	0	0
	Congested Intersections	0	0	0	0	1	1	0
North	Moderately Congested	3	5	5	7	7	7	6
	Highly Congested	0	0	0	1	0	0	1
	Congested Intersections	3	5	5	8	7	7	7
Total	Moderately Congested	10	10	13	15	15	14	15
	Highly Congested	0	5	2	3	1	2	8
	Congested Intersections	10	15	15	18	16	16	23

This table lacks spatial context.

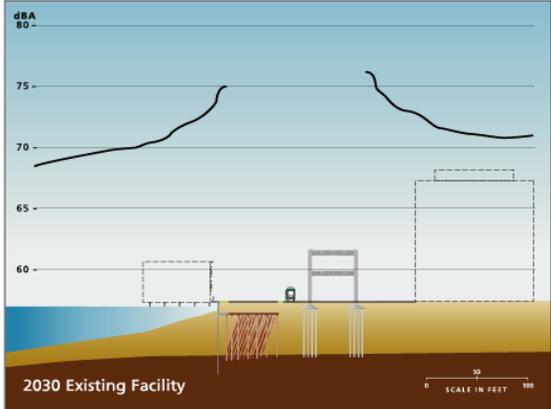
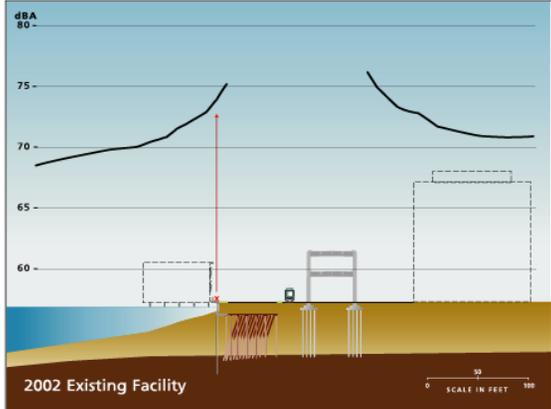
Congested Intersections
During the PM Peak (4:00 - 5:00)
2002 Existing Facility



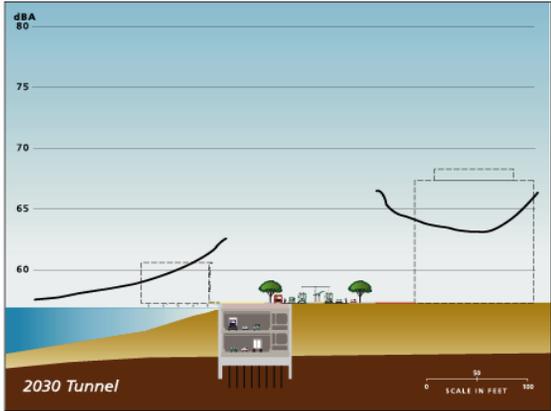
This map shows the spatial pattern in the data.

Make It Visual Illustrated Graphs

Noise Levels for Each Alternative



These graphs are showing how loud traffic would be at various distances from Alaskan Way. If you were standing where the X is, the noise level would be about 72 dBA. This is similar to the noise you would hear standing 3 feet from a blender.



Tunnel Noise Calculations at Spring Street

Location	distance	tunnel
10 feet East of AWW	340	66.5
20' East of AWW	350	65.4
30' East of AWW	360	64.7
40' East of AWW	370	64.4
50' East of AWW	380	64.1
60' East of AWW	390	63.8
70' East of AWW	400	63.6
80' East of AWW	410	63.5
90' East of AWW	420	63.3
100' East of AWW	430	63.2
125' East of AWW	455	63.3
150' East of AWW	480	64.6
175' East of AWW	505	66.7
10' West of AWW	190	62.6
20' West of AWW	180	61.9
30' West of AWW	170	61.3
40' West of AWW	160	60.7
50' West of AWW	150	60.3
60' West of AWW	140	60.0
70' West of AWW	130	59.7
80' West of AWW	120	59.4
90' West of AWW	110	59.1
100' West of AWW	100	58.9
125' West of AWW	75	58.5
150' West of AWW	50	58.2
175' West of AWW	25	57.8
200' West of AWW	0	57.6

Exhibit 3-9

Make It Brief

How do you make it brief?

- Lead agencies must focus on **relevant** information
- Summarize information and conclusions
- Include detailed analyses with the EIS as appendices
 - Reference throughout the EIS
 - CDs for background information



Make It Brief Initial text describing Construction Sequencing

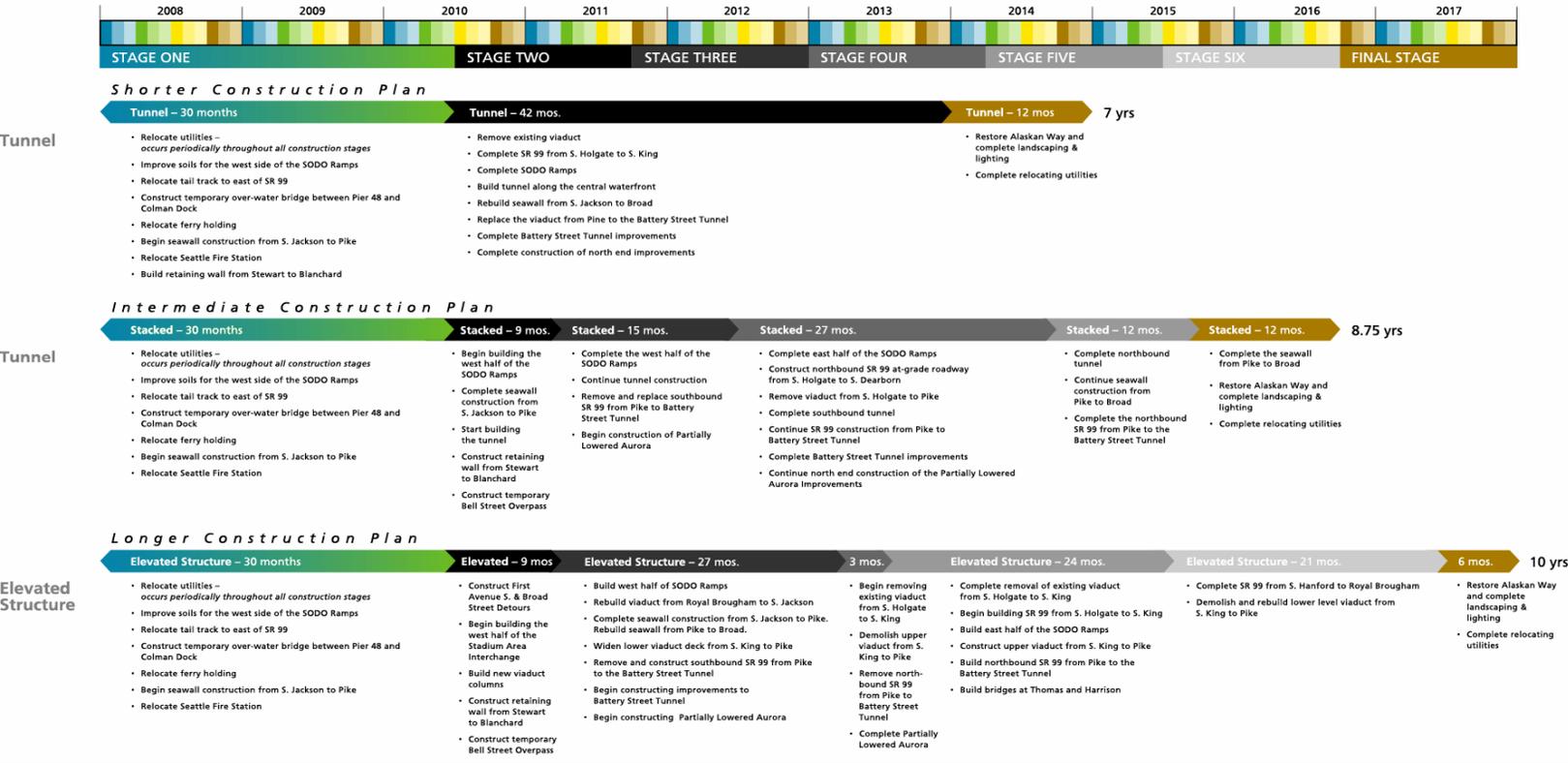


Make It Brief

Construction text summarized in a chart

Construction Activities Chart

Timeline Assumes Full Project Funding



Quality and brevity require translation and citation

- Tools for the technical and legal reader
- Don't forget NEPA audiences.
 - Legal requirements must be met.
- Develop tools for technical and legal reviewers.
 - Technical analysis
 - NEPA index
 - Annotated outline

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Is This Legal ?

Lamar S. Smith, CEP
FHWA

Essentials Elements of NEPA

- Proposal – purpose and need
 - Consideration and analysis of alternatives
 - Impact analysis
 - Avoidance, minimization of harm (mitigation)
 - Public involvement
 - Interagency coordination
 - Decision
 - **Documentation**
-

Essentials Elements of NEPA

- Proposal – purpose and need
 - Consideration and analysis of alternatives
 - Impact analysis
 - Avoidance, minimization of harm (mitigation)
 - **Documentation**
 - Public involvement
 - Interagency coordination
 - Decision
-

Essentials Elements of NEPA

- Proposal – purpose and need
 - **Documentation**
 - Consideration and analysis of alternatives
 - Impact analysis
 - Avoidance, minimization of harm (mitigation)
 - Public involvement
 - Interagency coordination
 - Decision
-

Result

- Unwieldy documents... “voluminous, wordy, repetitive, complex and cumbersome”
 - Over emphasis on “information” rather than analysis and decisionmaking
 - Focus on an “air tight” legally defensible documents
 - Not public friendly
 - Not decision-maker friendly
-

CEQ Regulation 1502.10

Agencies shall use a format for environmental impact statements which will encourage good analysis and clear presentation of the alternatives including the proposed action.

The following standard format for environmental impact statements should be followed unless the agency determines that there is a compelling reason to do otherwise:

“Standard” CEQ Format

- a) Cover sheet
 - b) Summary
 - c) Table of contents
 - d) Purpose of and need for action
 - e) Alternatives including proposed action
 - f) Affected environment
 - g) Environmental consequences
 - h) List of preparers
 - i) List of Agencies, Organizations, and persons to whom copies of the statement are sent
 - j) Index
 - k) Appendices (if any)
-

However,

If a different format is used, it shall include paragraphs (a), (b), (c), (h), (i), and (j), of this section and

the substance of paragraphs (d), (e), (f), (g), and (k) ...

...Purpose and Need

...Alternatives

...Affected Environment

...Environmental Consequences

Which Looks Something Like ...

- Cover Sheet
 - Summary
 - Table of Contents
 - ***The essence of Purpose of and Need for Action, Alternatives, Affected Environment, Environmental Consequences***
 - List of Preparers
 - List of Agencies, Organizations and Persons to Whom Copies of the Statement are Sent
 - Index
 - Appendices
-

And Includes

- Plain language – respect your audiences
 - Analytic not encyclopedic – concise as possible
 - No longer than necessary to evidence compliance of NEPA and other applicable requirements
 - Analysis that is commensurate with significance or degree the issue influences the decision
 - Brief discussion of other non major issues - only enough to explain why more study is not warranted
 - Rely on appendices and the administrative record
 - Good graphics and other means of communication
-

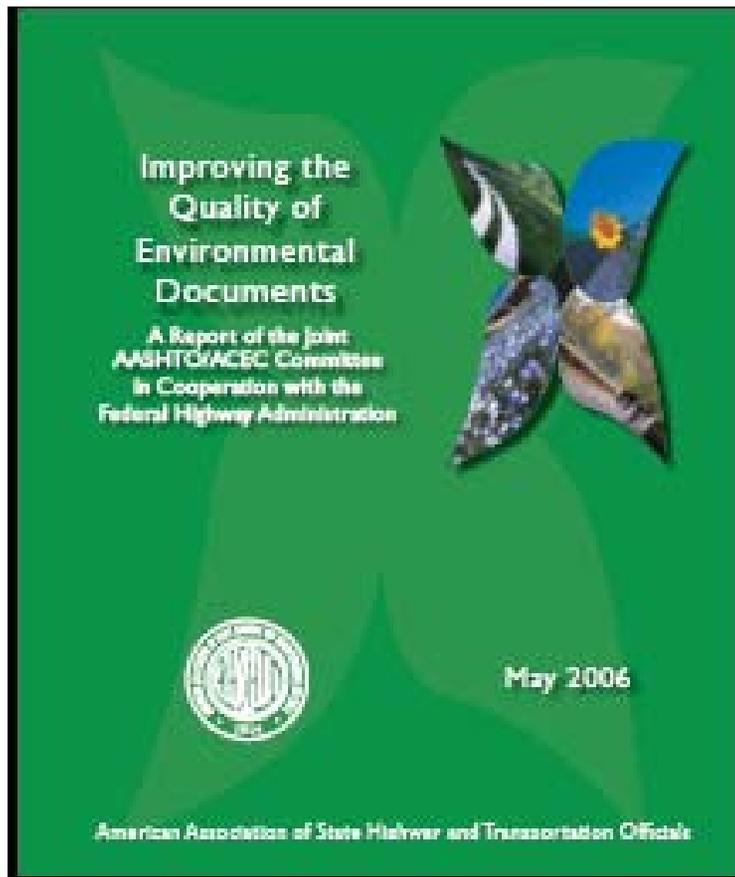
Simple Answer

YES

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-

“Improving the Quality of Environmental Documents”



A Report of the AASHTO/ACEC
Joint Committee in cooperation
with FHWA

What is in the report?

Intro:

- Brief history on the joint AASHTO/ACEC/FHWA Initiative
- Why do we need to improve NEPA documents?
- What is a quality NEPA document?



What went into the joint report?

Key ingredients:

- Results of survey & two joint workshops
- Team review of works from many DOTs
 - ✓ Washington DOT's Toolkit
 - ✓ Caltran's Style Guide
 - ✓ NCHRP 25-25 (01) Blueprint



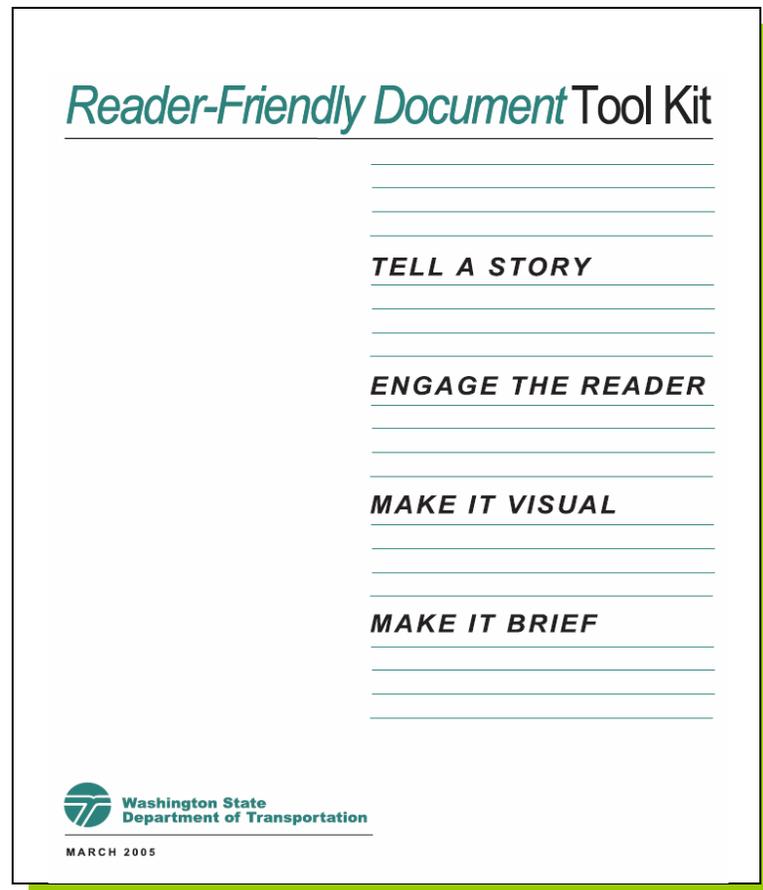
AASHTO & ACEC Task Force Survey

NEPA Documents:

- Are large, repetitive, complex, cumbersome
- Are often inconsistent among different authors
- Lack a coherent story and logical progression
- Focus on being legally “air tight” vs. readable
- Not particularly useful for decision making



Another resource: Washington State's Reader-Friendly Document Toolkit



Guidance on how to:

- Create consistent look and feel
- Build clear, concise and relevant documents
- Customize to meet your project's needs

Recommendations for improving quality

- Follow core principles (next slide)
- Use the scoping process to focus on key issues and to help tailor level of detail
- Do a summary for circulation if the document is long
- Incorporate data by reference



Core principles for improving quality

- **Principle 1: Tell the story of the project** so that the reader can easily understand the purpose and need for the project, how each alternative would meet the project goals, and the strengths and weaknesses associated with each alternative.
- **Principle 2: Keep the document brief**, using clear, concise writing; an easy-to-use format; effective graphics and visual elements; and discussion of issues and impacts in proportion to their significance.
- **Principle 3: Ensure that the document meets all legal requirements** in a way that is easy to follow for regulators and technical reviewers.



Content and process

- Endorses the blueprint
- Improved organization of NEPA documents
- Tips for improving the production process
- Advanced and specialized techniques



Recommended Process

- **Designate “document team” early – PM, technical experts, production staff**
- **Appoint an “Editor-in-chief” - Early**
 - **Manages the document – roles, schedules, quality**
 - **Decide up front on format**
 - **Storyboard the content**
 - **Single voice - communicates well**
 - **Quality Control**



Recommended Process

Quality Control – Do not skimp or skip!

- **Assure technical validity**
- **Meet legal sufficiency**
- **Provide editorial quality**
- **Ensure overall effectiveness – the story is told well & messages come through**
- **Eliminate typos, misspellings, etc.**

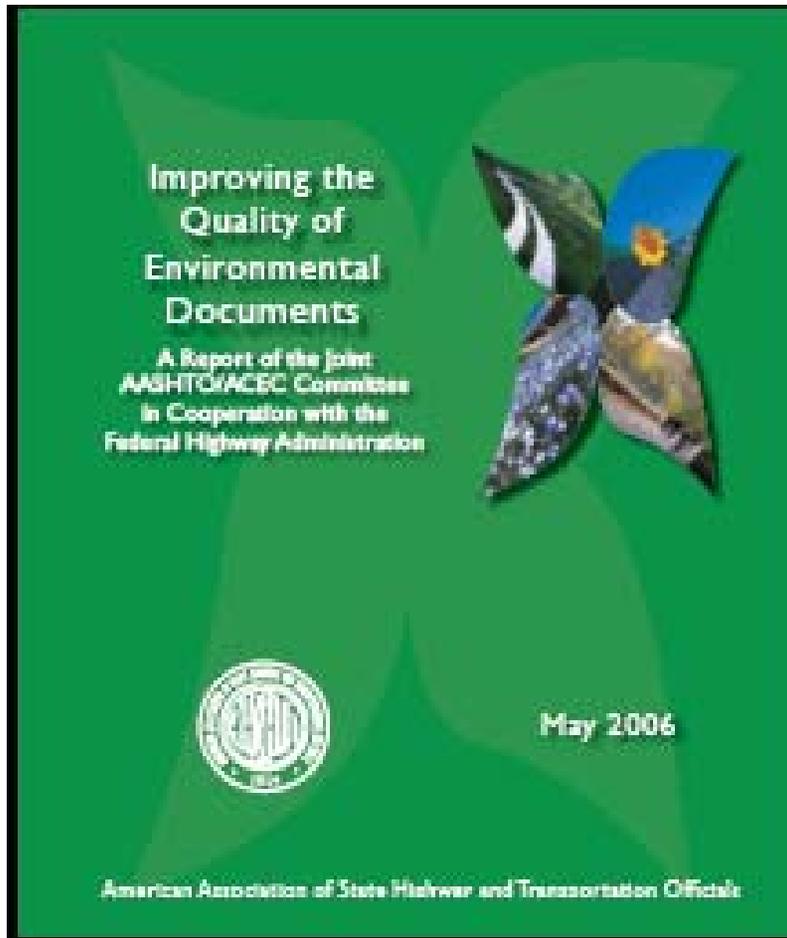


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Task Force Concludes:

- ***Current Practice Reflects Neither CEQ Nor FHWA Guidance***
- ***We Need a New Blueprint For NEPA Documents***
- ***NCHRP 25-25(01) Offers Good Option***



Chapter 3: Presents The “Blueprint”



Blueprint Components

(Adopted from NCHRP 25-25 (01))

**Document
Summary**

Main Body

**Appendices
& Technical
Reports**

Blueprint Components

(All 3 are part of the environmental document)

**Document
Summary**

Main Body

**Appendices
& Technical
Reports**

Blueprint Components

(Flexible starting point – not a prescription)

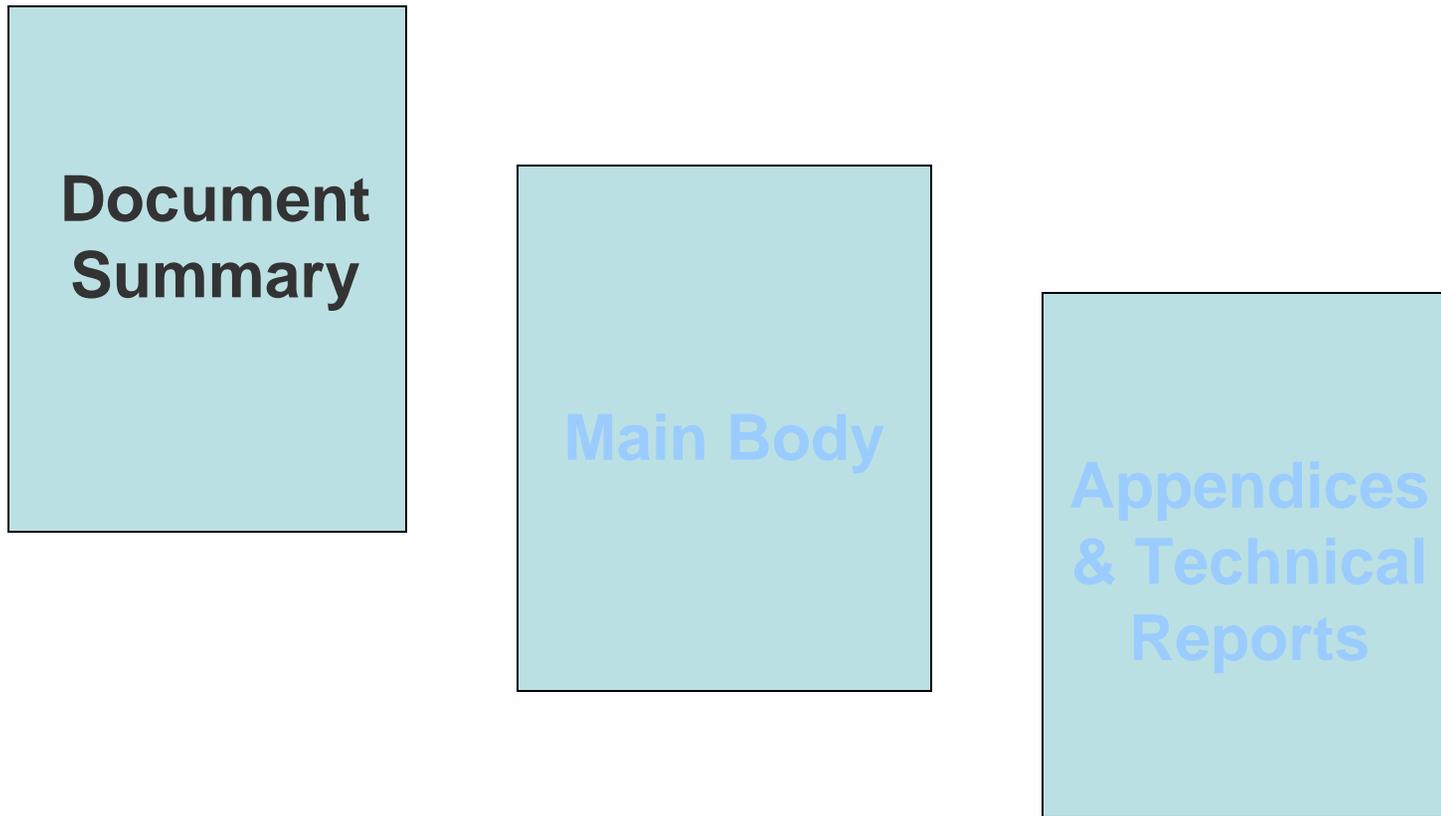
**Document
Summary**

Main Body

**Appendices
& Technical
Reports**

Blueprint Components

1) *Document Summary*



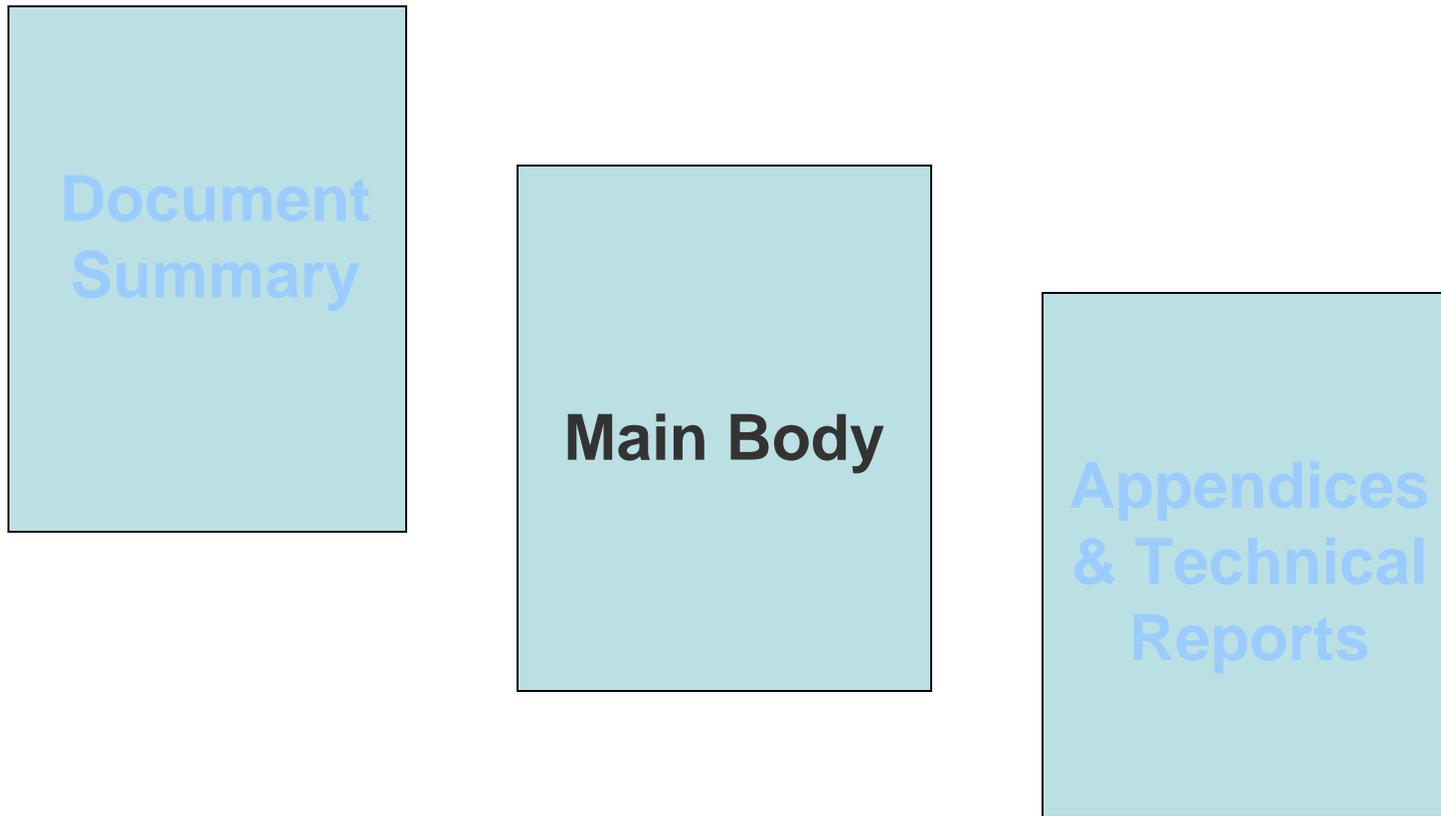
Document Summary

- **Part of the environmental document**
- **May be only part that many read**
- **Synopsis of main body**
- **Cover all key issues**
- **Can stand alone**
- **Tells the story**



Blueprint Components

2) Main Body



Main Body

A Logical Sequence

- Purpose and need
- Alternatives – Development & Initial Screening
- Environmental resources affected: avoidance, minimization, impacts, & mitigation
- Public comments and agency coordination
- Section 4(f) chapter?
 - include in main body or appendix
 - decide which is most appropriate
- Comparison and selection of alternatives
 - Evaluating, reasoning, deciding, explaining



Main Body Differs in Two Key Ways

- **Combines Affected Environment and Environmental Consequences**
 - *Integrated Picture*
- **Divides Alternatives Chapter into:**
 - *Development & Initial Screening*
 - *Evaluation & Selection*



Main Body of EIS

Current Approach

Purpose & Need

Alternatives

Affected Environment

Environmental
Consequences

(Section 4f)

Comments Coordination &
Public Involvement

New Blueprint

Purpose & Need

Alternatives Considered



Environmental Resources,
Impacts, and Mitigation

Public Comments and
Agency Coordination

Section 4(f) Chapter*

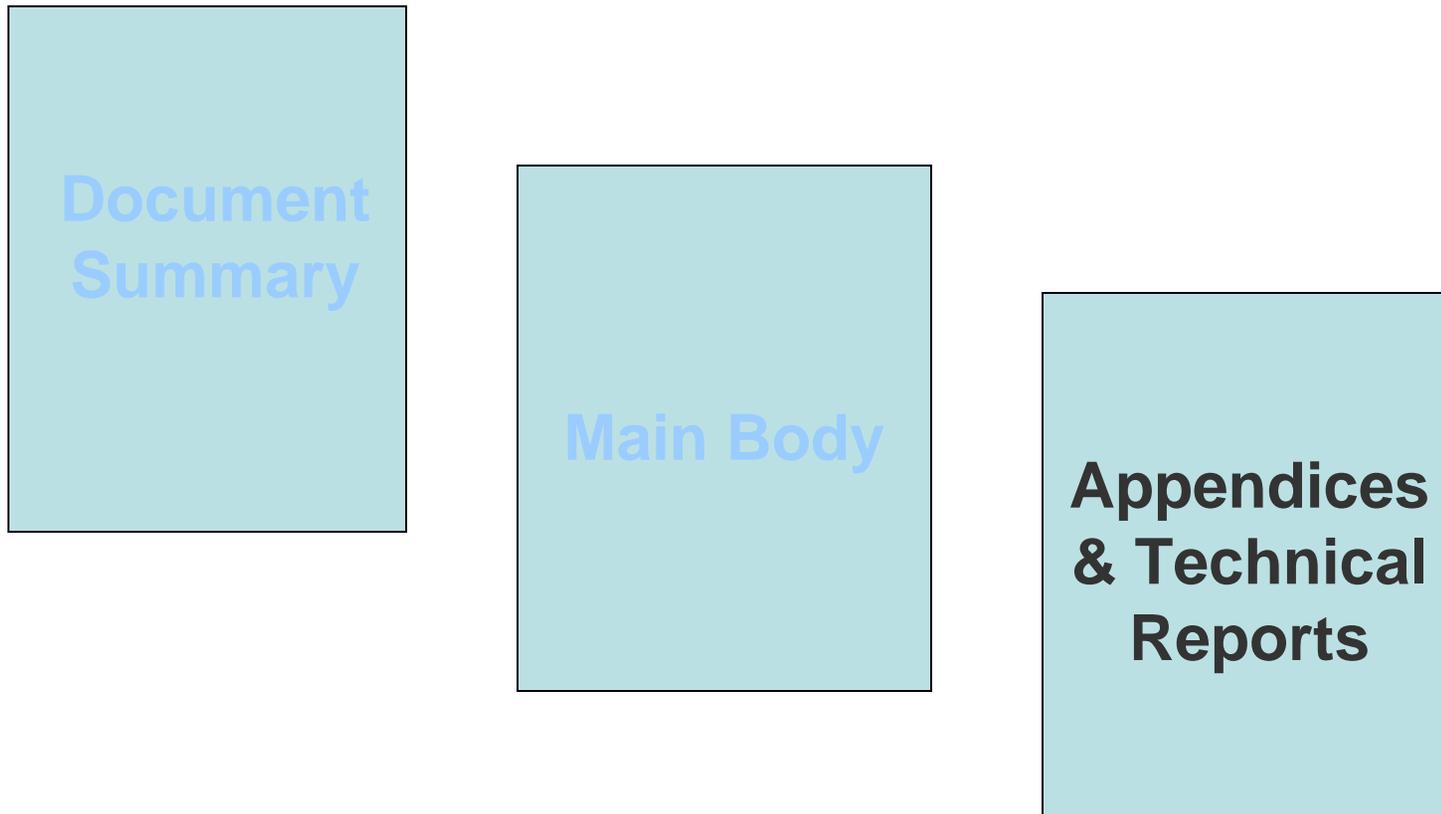


Comparison and Selection
of Alternatives

** Include 4(f) in main body if issues are significant*

Blueprint Components

3) Appendices & Technical Reports



Appendices and Technical Reports

- **Best Opportunity to de-clutter Main Body**
- **Data in support of information and analyses in Main Body**
- **Place for voluminous material providing context & relevant reference material**



New Blueprint = Improved Quality?

Benefits can be significant:

- Improve communication 360 degrees
- Greater thought & planning - better engagement of issues
- Building trust & confidence - - possibly support
- Possibly save time & money
 - Less data management
 - Cost of NEPA – less rework
 - Cost of project – less delay
- Offers greater professional growth & satisfaction

BUT

- Will require major efforts to change from established “production line” practices to more tailored approach



Blueprint Components

(Cannot be NEPA “Light” – Must Meet Legal Sufficiency)

**Document
Summary**

Main Body

**Appendices
& Technical
Reports**

Agenda

- **Introduction/Overview-** Tim Hill
- **How did we get here?-** Tim Hill, Hal Kassoff, and Carol Lee Roalkvam
- **Is this Legal?-** Lamar Smith
- **What is a Quality Document?-** Carol Lee Roalkvam and Hal Kassoff
- **Where do we go from here?-** Lamar Smith
- **Wrap up- Q/A-** Tim Hill

Where Do We Go From Here?

Lamar S. Smith, CEP
FHWA

FHWA Position

- “FHWA subscribes to the philosophy that the goal of the NEPA process is better decisions and not more documentation.”
 - Supports findings and recommendations in the report, *Improving the Quality of Environmental Documents*
 - Recommended approach is consistent with TA
 - Focus on substance rather than format or organization of the NEPA document
 - Encourage improvements in the effectiveness of NEPA documents
-

Legal Sufficiency

- Final EISs (and final Section 4(f) evaluations) are reviewed for legal sufficiency
 - FHWA is responsible as the lead Federal Agency
 - NEPA process (and other substantive requirements) and documents are defensible
 - Recognition that there is a degree of litigation risk with every EIS
 - degree and type of controversy, objection, sensitivity of resources, what and where the project is ...
 - Where risk is relatively small, base line level of legal sufficiency is expected
-

Legal Sufficiency

- Project and document developed properly
 - Answers substantive questions that reasonably could be asked
 - Provides evidence of compliance with substantive requirements
 - Adequate and reasonable discussion of
 - purpose and need
 - alternatives development and analysis (including logical termini and independent utility)
 - scope of analysis and boundaries
 - compliance with procedural and substantive requirements
 - interagency coordination, public involvement
 - Evidence of hard look and reasoned decisionmaking
-

Preparing Legally Sufficient Documents

- Know when to seek legal advice and/or involve an attorney
 - Know and look for the warning signs
 - Consider earlier attorney review
 - The right time to involve legal counsel will vary and depend on the situation ...
 - ... Scoping for some projects, later for others but always at key stages in the project development process
-

Considering Something Like ...

- Cover Sheet
 - Summary
 - Table of Contents
 - ***The essence of Purpose of and Need for Action, Alternatives, Affected Environment, Environmental Consequences***
 - List of Preparers
 - List of Agencies, Organizations and Persons to Whom Copies of the Statement are Sent
 - Index
 - Appendices
-

A Good Place To Start

**Document
Summary**

Main Body

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Performance Measures

- Can the public read it and make sense of it?
 - Are participating agencies in agreement?
 - Will cooperating agencies be able to use it?
 - Does it address the umbrella issues?
 - Will it be useful and effective?
 - Is the record legally sufficient?
-

Go With This ...

Ultimately, of course, it is not better documents but better decisions that count. NEPA's purpose is not to generate paperwork--even excellent paperwork--but to foster excellent action. The NEPA process is intended to help public officials make decisions that are based on understanding of environmental consequences, and take actions that protect, restore, and enhance the environment.

Our Presenters

- Tim Hill, Administrator, Ohio Department of Transportation - Tim.Hill@dot.state.oh.us
 - Hal Kassoff, Highway Market Leader, Parsons Brinckerhoff - Kassoff@pbworld.com
 - Carol Lee Roalkvam, Washington State DOT - RoalkvC@WSDOT.WA.GOV
 - Lamar Smith, CEP Team Leader, Federal Highway Administration - Lamar.Smith@dot.gov
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