Maryland’s ICC Project – Elements of Success

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Joint TRB Summer Meeting
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A Different Process?

Old Process = Volleyball:
DOT and resource agencies occupy different sides of the net and send the ball back and forth.
- Outcome: Win-Lose or Game Delay

New Process = Sailing:
DOT and resource agencies each have a distinct task to sail the boat safely but must work as a team to identify and resolve issues early while fulfilling their agency mission.
- Outcome: Finish Fastest or Change Course
Maryland ICC Project Facts

- Proposed action: 19 mile toll road on new alignment
- Maryland suburbs north of Washington metro area
- Crossing several stream valley parks with high quality resources
- Sophisticated local planning and land use control
- 2 previous studies (1980s and 90s)
- Executive Order Priority Project
Maryland’s ICC Challenge

- Complete an EIS for one of the most complex, controversial highway projects in the country – in 2 years.
- Use a Fair Process and Leave the Environment Better Than Before
- Be a National Role Model
Maryland’s Progress Toward a New Process

- ICC of the ’90’s
- “Maryland’s Streamlined Process”
- SHA’s SCEA Guidelines

The teams are better and the game is fairer, but will this project sail?
Adapted Streamlined Process

- Streamlined Process in 2000
  - NEPA/404 Merger Process
  - Agency Concurrence Points
  - Joint Hearings
  - Monthly Interagency Meetings

- ICC Adaptations:
  - Concurring Agencies
  - Shortened Time Periods
Key Elements Of Success:

- Interagency Scoping Workshop
- Shared Schedule
- Established Time Periods for Reviews
- Facilitated Interagency Meetings
- Executive Level Involvement
- Early Issue Resolution
ICC Interagency Workshop – June, 2003

- Early Involvement
- Establish Process
  - Dispute Resolution – Executive Level
  - Review Detailed Schedule
  - Interagency Coordination
- Identify Issues
  - Legal or Policy
  - Technical
  - Procedural
- Communicate Objectives
ICC Process Objectives

- Build trust, communication and cooperation
- Identify and resolve issues early and quickly
- Recognize and respect agency roles and responsibilities
- Work in partnership with agency experts on methodologies, analyses, evaluations, decisions, etc.
Interagency Workshop

Elements of Success:

- Attendance by invitees
  - Over 120 agency officials
  - Executives, managers, regulatory and field staff
  - Local, state and federal agencies
- Political but not public
- Met expectations
- Charted the course
- Established credibility and trust
Schedule Milestone Dates

06.03 – Scoping Workshop
08.03 – P&N Consensus
12.03 – Public Workshop
03.04 – ARDS Consensus
06.04 – Public Workshop
08.04 – PDEIS Reviews
11.04 – DEIS Publication
01.05 – Public Hearings
02.05 – Close of Comment Period
08.05 – State’s Preferred Alternative
Fall/Winter 05 – FEIS Publication/ROD
Time Periods for Review

- Early Notice and Commitment
- Priority Project in Each Agency
- Genuine Interest
- Concurrent Reviews Completed during 6 months in 2004:
  - Draft Tech Reports – 4 weeks
  - Final Tech Reports – 2 weeks
  - Preliminary DEIS – 4 weeks
  - Revised DEIS – 4 weeks
Interagency Working Group

- Monthly Meetings, 9am – 3pm
- Broad Purposes:
  - Information and data sharing
  - Issue identification and resolution
  - Schedule technical and field review meetings
- Expert Facilitator
- Detailed Agenda
- For example:
  - 08.03 – Schedule, process, approach
  - 10.03 – Gap analysis and methodologies
  - 12.03 – Env. Stewardship ranking criteria
  - 05.04 – Large drainage crossings
Executive Level Involvement in Early Issue Resolution

- Principals + 1
  - Conceived at Interagency Workshop
  - Regular briefings and process checks
  - Major policy decisions
Other Elements of Success

- **Process Elements:**
  - Good relationships and communication
  - Policy Oversight Group (legal advisors)
  - Reliance on Federal policies
  - Established Mitigation Guidelines

- **Substantive Elements:**
  - Environmental Stewardship
  - Context Sensitive Design
  - Criteria and ranking for environmental mitigation needs/opportunities
How do you successfully balance transportation and environmental goals in a more efficient process?

- Know interests of other parties
- Produce good documentation
- Focus on resources
- Mitigate impacts

Happy Sailing!!!