



The Center for Transportation and the Environment  
North Carolina State University

**NATIONAL TELECONFERENCE SERIES**

Program No. TC-35:

Environmental Stewardship  
and Streamlining:  
How Are We Doing?

*Results of the First National Survey*

May 12, 2005

2:00 - 4:00 p.m., EDT

Broadcast Live From  
Agency for Public Telecommunications  
Raleigh, North Carolina

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Environmental Stewardship and Streamlining in Transportation.....9

## AGENDA

### CTE National Broadcast on *Environmental Stewardship and Streamlining: How Are We Doing?*

| TIME        | TOPICS  | PRESENTERS  |
|-------------|---|---|
| 2:00 - 2:05 | <b>Welcome &amp; Introduction of Moderator</b>  | Katie McDermott, CTE  |
| 2:05 - 2:10 | <b>Panel Introduction &amp; Program Overview</b>  | Hal Kassoff, Parsons<br>Brinckerhoff (Moderator)  |
| 2:10 - 2:15 | <b>Overview of the Gallup Survey on Performance/Communication Between Transportation and Resource Agencies</b>  | Lucy Garliauskas, FHWA  |
| 2:15 – 2:25 | <b>Gallup Survey Results – Part 1: Perceptions of Agency Staff</b>  | Alison Simon, The Gallup Organization   |
| 2:25 – 2:35 | <b>Panel Discussion:<br/><i>Response to Survey Results</i></b>  | Carlos Mendoza, USFWS<br>Anne Miller, USEPA<br>Carol Murray, New Hampshire DOT<br>Brian Smith, Caltrans |
| 2:35 – 2:45 | <b>Gallup Survey Results – Part 2: Perceptions of Agency Management</b>   | Alison Simon, The Gallup Organization   |
| 2:45 – 3:00 | <b>Panel Discussion:<br/><i>Response to Survey Results</i></b>  | Carlos Mendoza, USFWS<br>Anne Miller, USEPA<br>Carol Murray, New Hampshire DOT<br>Brian Smith, Caltrans |
| 3:00 – 3:10 | <b>Break</b>  |   |
| 3:10 – 3:30 | <b>Q&amp;A w/National Audience</b>  | Entire Panel & Audience   |
| 3:30 – 3:50 | <b>Panel Discussion w/Audience Input:<br/><i>What kind of outcome-driven performance management approach is your agency using to assess environmental stewardship and streamlining?</i></b> | Entire Panel & Audience   |
| 3:50 – 3:55 | <b>Where Do We Go From Here?</b>  | Shari Schaftlein, FHWA<br>(by phone)  |
| 3:55 – 3:57 | <b>Closing Summary</b>  | Hal Kassoff, PB   |
| 3:57 - 4:00 | <b>Wrap-Up</b>  | Katie McDermott, CTE  |

The supplemental handout containing the presenters' PowerPoint slides can be downloaded from CTE's Web site at:  
<http://www.itre.ncsu.edu/CTE/TechTransfer/Teleconferences/2005schedule.asp>

Also, check out CTE's new "After The Program" discussion forum!  
<http://www.itre.ncsu.edu/CTE/TechTransfer/Teleconferences/forum.asp>

## PANELIST PROFILES

Mr. Hal Kassoff (Moderator)

*Senior Vice President and Highway Practice Area Director, Parsons Brinckerhoff (Washington, DC)*

Hal Kassoff is a senior vice president with Parsons Brinckerhoff where he serves as director of the Highway Practice Area. Mr. Kassoff has been active at the national level in the advancement of Environmental Stewardship. As project leader for a task-order contract serving AASHTO's Standing Committee on the Environment, he has had oversight responsibility for the recent development of a guide to *Environmental Stewardship Practices in Construction and Maintenance*. He also recently collaborated on a blueprint for improving the quality of environmental documents. Mr. Kassoff developed a seminar entitled "Sustainable Highways: Oxymoron or Opportunity," and has presented it in more than 30 locations worldwide over the past 18 months. He capped a 30-year career in the public sector with 12 years as Maryland's State Highway Administrator, where he established the Environmental Design Division and led the transformation of SHA's culture in the direction of a customer-driven, environmentally responsive organization – a philosophy which continues to this day. Mr. Kassoff has received an Outstanding Public Service Award from the American Society for Public Administration and the ASCE Wilbur Smith Award for significant contributions to the field of highways.

Ms. Lucy Garliauskas

*Division Administrator, FHWA-Rhode Island Division (Providence, RI)*

Lucy Garliauskas is the Federal Highway Division Administrator for Rhode Island. She serves as the senior executive and principal representative of FHWA at the state level and is responsible for overseeing Rhode Island's Federal aid program that currently includes accelerated construction of five major projects and a capital budget of around \$400 million. In 1994 Ms. Garliauskas joined FHWA's Office of Planning, Environment and Realty in Washington, D.C. She managed environmental programs in the areas of air quality conformity and project development and environmental reviews. Most notably she coordinated efforts among seven Federal cabinet agencies to advance streamlined interagency coordination and was instrumental in developing the President's Executive Order on Environmental Streamlining and Stewardship. She began her transportation career at the Maryland State Highway Administration in the Office of Planning and Preliminary Engineering in 1986. Her experience there spanned a broad range of federal aid program areas.

Dr. Alison Simon

*Senior Researcher, The Gallup Organization (Washington, DC)*

Dr. Alison Simon is a senior researcher with Gallup's Government Division in Washington, D.C. She has been conducting local, state, and federal transportation research for over 10 years. She was the project manager for FHWA's environmental streamlining project and has been working with FHWA on this project since 2002.

Mr. Carlos H. Mendoza

*Acting Chief, Division of Federal Program Activities, U.S. Fish and Wildlife Service (Washington, DC)*

Mr. Mendoza began his Fish and Wildlife Service career in 1977 as a journey-level staff biologist in the Galveston/Clear Lake Ecological Service Field Office. In 1989 he accepted a senior staff position within the Branch of Special Projects in the Washington D.C. office. Mr. Mendoza was promoted to assistant state supervisor in the Olympia, Washington, Ecological Services Field Office in November, 1991. In 1995, he was asked to lead the Ecological Services and the Fisheries Division as State Supervisor in Reno, Nevada. Mr. Mendoza returned to his roots in the

Clear Lake ES Field Office as the office supervisor in June of 1997. Over the last few years, Mr. Mendoza has been actively engaged on Texas Department of Transportation's I-69 project, which has been designated a Presidential Executive Order 13274 priority project. Mr. Mendoza has a B.S. degree in education (double major in math and biology) and an M.S. degree in biology (minor in education supervision) from Texas A&I University.

Ms. Anne Miller

*U.S. Environmental Protection Agency (Washington, DC)*

Anne Miller is the director of the Environmental Protection Agency's (EPA) Office of Federal Activities. This office is responsible for working with other federal agencies and coordinating EPA's reviews of major federal actions for their potential environmental impact under the National Environmental Policy Act (NEPA) and Section 309 of the Clean Air Act. OFA also oversees EPA's own compliance with NEPA and related cross-cutting laws such as the National Historic Preservation Act and the Endangered Species Act, administers the official NEPA filing system for the Council on Environmental Quality, and coordinates the agency's international enforcement and compliance program. In her years with EPA, Ms. Miller has been involved with a number of programs at the field, regional and headquarters levels, including EPA NEPA compliance; EPA review of other agencies' EISs; international initiatives including capacity building in the fields of environmental impact assessment; enforcement and compliance assurance; EPA's implementation of its 1984 Indian Policy; wetlands protection, clean lakes, non-point source, and federal facility compliance programs; and water quality standards development, sole source aquifer designation, laboratory analysis, and field investigations. Ms. Miller is a graduate of Earlham College with an A.B. in biology, and she graduated from The Ohio State University with an M.Sc. in microbiology.

Ms. Carol Murray

*Commissioner, New Hampshire DOT (xxx, NH)*

Carol Murray became the tenth commissioner of the New Hampshire Department of Transportation in 2001. She has a 20-year career in the department that has included positions in construction, highway design, right of way, and transportation planning. Ms. Murray served as the director of administration and the assistant commissioner and chief engineer before being appointed to her position as commissioner. She is a Professional Engineer and an honorary member of the NH Chapter of the American Institute of Architects, which she was named to for "her vision and determination to ensure a cooperative planning and design process, and to foster well-designed projects." Ms. Murray serves on the Executive Board of TRB and chairs the AASHTO Council on Project Delivery.

Mr. Brian Smith

*Deputy Director, Planning and Multimodal Programs, Caltrans (Sacramento, CA)*

Brian Smith is the deputy director for Planning and Modal Programs for the California Department of Transportation. He is responsible for overseeing the activities of six divisions with over 350 staff and an annual budget of about \$1.3 billion: Transportation Planning, Local Assistance, Rail, Mass Transportation, Aeronautics and Transportation System Information. He previously served as manager of both Caltrans' statewide Environmental and Transportation Planning Programs, and as a deputy district director for Planning and Public Transportation. Mr. Smith is a member of the American Institute of Certified Planners. He serves on several Transportation Research Board committees and project panels. He is also a member of the Caltrans Research and Deployment Steering Committee.

## ADDRESS INFORMATION

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# QUESTION / COMMENT SHEET

Phone: 1-888-228-6736 (Toll Free)

Fax: 1-919-715-3569

Or you can email your questions/comments to: [cte\\_email@ncsu.edu](mailto:cte_email@ncsu.edu) (please type "TC-35" in subject header)

*Please check whether this is a comment or a question for the panelist(s).*

Comment

Question for: \_\_\_\_\_

Would you like to state your question or comment on the air? \_\_\_YES \_\_\_NO

(If "YES," please write your phone number below and CTE will attempt to include you in the broadcast.)

*Provide the following information.*

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Agency: \_\_\_\_\_

Site (City/State): \_\_\_\_\_ Phone (Current Location): \_\_\_\_\_

Fax: \_\_\_\_\_ Email: \_\_\_\_\_

*Please write your question or comment in **bold, legible print** in the box below.*

Trouble Line for C-Band Sites:  
**(919) 850-4565 or (919) 850-4563**  
(Please reference "CTE Teleconference" for proper assistance.)

# CTE TELECONFERENCE EVALUATION

Please take a moment to complete this evaluation and return it to your downlink site coordinator. Your comments and suggestions are important to us. [NOTE: If you participated in this program *via the Internet*, please use the electronic evaluation form located on the CTE Web site at <http://www.itre.ncsu.edu/cte/TechTransfer/Teleconferences/evaluation.asp>] Thank you for your cooperation!

**Downlink Site Location:** (City) \_\_\_\_\_ (State) \_\_\_\_\_

**Select the category which best describes your current place of work:**

- a. Federal      b. State      c. Local/MPO      d. University      e. Private      f. Other

*Circle the letter(s) that apply and provide additional comments when possible.*

**1. Did the program content meet your expectations? (If you select C or D, please explain.)**

- a. Excellent      b. Good      c. Fair      d. Poor

**2. Was the information presented well organized? (If you select C or D, please explain.)**

- a. Excellent      b. Good      c. Fair      d. Poor

**3. The information I received from the teleconference will be:**

- a. Extremely useful in my current job      b. Somewhat useful      c. Not useful at all

**4. The best part(s) of this teleconference was:**

- a. Panelist(s)' knowledge, experience, delivery  
b. Printed materials and handouts  
c. Visual aids  
d. Interaction between panel and national audience  
e. Use of real-world examples, case studies

**5. The most needed improvement(s) to this teleconference are:**

- a. Panelist(s)' knowledge, experience, delivery  
b. Printed materials and handouts (Explain: \_\_\_\_\_)  
c. Visual aids  
d. Interaction between panel and national audience  
e. Use of real-world examples, case studies

**6. Was the downlink facility appropriate/comfortable for the teleconference?**

- a. Excellent      b. Good      c. Fair      d. Poor

**7. What topics would you like to see developed for future teleconferences?**

**8. What overall suggestion(s) or comment(s) can you provide about this teleconference?**

**BIBLIOGRAPHY:**  
**CTE National Teleconference (TC-35):**  
**Environmental Stewardship and Streamlining: How Are We Doing?**  
**Results of the First National Survey**

*The following bibliography represents a sampling of the published literature and web sites relating to the program topic. The bibliographic references and abstracts were identified through a keyword search of several online databases and through a survey of the panelists. We hope you find these resources helpful. Publication source and ordering information are provided where available.*

American Association of State Highway and Transportation Officials (AASHTO) Standing Committee on Environment/Center for Environmental Excellence

***Environmental Stewardship Practices, Procedures, and Policies for Highway Construction and Maintenance (NCHRP 25-25-04)***

This document describes and categorizes approximately 7,000 environmental stewardship practices being used by state Departments of Transportation (DOTs) across the country and includes practices from every state. Main chapters include:

- Organizational approaches, such as environmental policies, strategic planning, management systems, staffing, and training
- Designing for environmental stewardship
- Construction stewardship practices
- Pavement, Materials, and Recycling
- Maintenance chapters on Facilities Management, Bridges, Roadsides, Vegetation Management, and Winter Operations

This document was developed as a tool to assist DOTs in meeting the public's demand for mobility while ensuring that transportation projects protect and enhance natural and cultural resources. The Compendium is a menu of practices from which DOTs can determine what practices are appropriate for their state. The Compendium can be used in developing and updating DOT manuals, procedures, policies, performance standards, bulletins, specifications, and in formal training as well as tailgate discussions. The Compendium will be updated and maintained regularly by the Center for Environmental Excellence.

[www.environment.transportation.org](http://www.environment.transportation.org).

American Association of State Highway and Transportation Officials (AASHTO) Center for Environmental Excellence

***Environmental Management System Implementation Guide***

***EMS Handy Guide #1: Making the Case for an EMS***

***EMS Handy Guide #2: EMS, a Bridge for Organizational Coordination and Communications***

The Center for Environmental Excellence has actively been promoting the benefits of environmental management systems to state departments of transportation. The Center created an EMS implementation guide tailored to the functions of state DOTs. The Center provided training to DOT personnel on this manual and the concepts and philosophy behind an EMS. In addition, the Center developed user-friendly Handy Guides addressing the various functions of an EMS.

[www.environment.transportation.org](http://www.environment.transportation.org).

American Association of State Highway and Transportation Officials (AASHTO) Center for Environmental Excellence

***Programmatic Agreement Tool Kit***

Programmatic agreements can be critically important in streamlining the environmental review process. They are an effective tool for forming partnerships, particularly with resource agencies, and have served to save several DOTs significant time in delivering transportation projects. The Center produced a successful Tool Kit focusing on how to negotiate programmatic agreements. This guide provides a resource to agencies trying to establish their own agreements.

[www.environment.transportation.org](http://www.environment.transportation.org).

California Transportation Plan Draft 2025: Performance Measures (Web Site)

<http://www.dot.ca.gov/hq/tpp/ctp/2025/performance.htm>

Environmental Defense

***Do Faster Federal Transportation Project Reviews Deliver Better Stewardship?***

An Analysis of Experience with Expedited Reviews under Executive Order 13274

[http://www.environmentaldefense.org/documents/3644\\_ExecOrderReport2004.pdf](http://www.environmentaldefense.org/documents/3644_ExecOrderReport2004.pdf)

The Gallup Organization for the U.S. Department of Transportation / Federal Highway Administration (FHWA)

FHWA Study - Results

Project Overview

***Implementing Performance Measurement in Environmental Streamlining***

January 2004

[http://environment.fhwa.dot.gov/strmlng/Gallup\\_overview.htm](http://environment.fhwa.dot.gov/strmlng/Gallup_overview.htm)

Kober, WW. 2004. ***Strategies to integrate environmental stewardship into ADOT's business.*** Final Report FHWA-AZ-04-543.

This report documents the results of State Planning and Research (SPR) 543 "Strategies to Integrate Environmental Stewardship into ADOT's Business." The primary objectives of this research were to qualitatively evaluate the environmental performance of the Arizona Department of Transportation (ADOT) and to identify opportunity areas and strategies/actions for improving environmental performance.

The Morris K. Udall Foundation

U.S. Institute for Environmental Conflict Resolution

***Working through conflicts related to the environment, natural resources, and public lands involves using a range of methods of alternative dispute resolution***

<http://www.ecr.gov/>

U.S. Department of Transportation

***Environmental Stewardship and Transportation Infrastructure Project Reviews***

Executive Order 13274 Indirect and Cumulative Impacts

Work Group; Draft Baseline Report; March 15, 2005

<http://www.fhwa.dot.gov/stewardshipeo/icireporticf031405.pdf>

U.S. Department of Transportation / Federal Highway Administration (FHWA)

***Collaborative Problem Solving: Better and Streamlined Outcomes for All***

Guidance on Managing Conflict and Resolving Disputes between State and Federal Agencies During the Transportation Project Development and Environmental Review Process

<http://environment.fhwa.dot.gov/strmlng/adrguide/adr1.htm>

U.S. Department of Transportation / Federal Highway Administration (FHWA)

***State Environmental Streamlining and Stewardship Practices Database***

States use a number of streamlining and stewardship practices to efficiently and effectively fulfill their NEPA obligations. This page provides access to an inventory of many streamlining practices.

<http://environment.fhwa.dot.gov/strmlng/es6stateprac.asp>

U.S. Department of Transportation / Federal Highway Administration (FHWA)

***Gallup Survey Results from Resource and Transportation Agencies***

[http://environment.fhwa.dot.gov/strmlng/Gallup\\_survey.htm](http://environment.fhwa.dot.gov/strmlng/Gallup_survey.htm)

U.S. Department of Transportation / Federal Highway Administration (FHWA)

***What's New in Environmental Streamlining and Stewardship and links to the Successes in Streamlining***  
Newsletter

<http://environment.fhwa.dot.gov/strmlng/es2whatsnew.htm>

U.S. Department of Transportation / Federal Highway Administration (FHWA)  
***Evaluating the Performance of Environmental Streamlining: Development of a NEPA baseline for Measuring Continuous Performance***  
<http://environment.fhwa.dot.gov/strmlng/baseline/index.htm>

U.S. Department of Transportation / Federal Highway Administration (FHWA)  
Successes in Streamlining  
Monthly Newsletter  
May 2004  
***How Well Do We Work Together? Results from the Gallup Study***  
<http://environment.fhwa.dot.gov/strmlng/newsletters/may04nl.htm>

Venner Consulting, June 2003;  
***Measuring Environmental Performance at State Transportation Agencies***  
Measuring environmental performance presents a new set of challenges for state transportation agencies, many of which have been utilizing measures for years to track transportation-related characteristics of the system. This paper reviews challenges associated with environmental performance measures and the roles of performance measurement in the environmental area, highlighting the key role of stakeholder satisfaction. The paper examines some of the attempts to measure environmental performance at state transportation agencies around the country, the different areas of focus, and actual environmental performance measures in use.

Venner Consulting and Parsons Brinckerhoff. September, 2004;  
***Environmental Stewardship Practices, Procedures, and Policies for Highway Construction and Maintenance***  
Requested by: American Association of State Highway and Transportation Officials (AASHTO) Standing Committee on the Environment  
[http://www4.trb.org/trb/crp.nsf/reference/boilerplate/Attachments/\\$file/25-25\(4\)\\_FR.pdf](http://www4.trb.org/trb/crp.nsf/reference/boilerplate/Attachments/$file/25-25(4)_FR.pdf)

Visions of Governance in the 21<sup>st</sup> Century Project (Web Site)  
***Getting Results Through Performance Management***  
Kennedy School of Government  
<http://www.ksg.harvard.edu/visions/index.htm>