I-295/I-76/Route 42
Direct Connection
Camden and Gloucester Counties

Best Management Practices for a Successful EIS Process

NJDOT Best Practices Forum
August 11, 2011

Dewberry

Agenda

- **Project Overview**
- **Communications Process**
- **Environmental Process**
- **Measures of Success**

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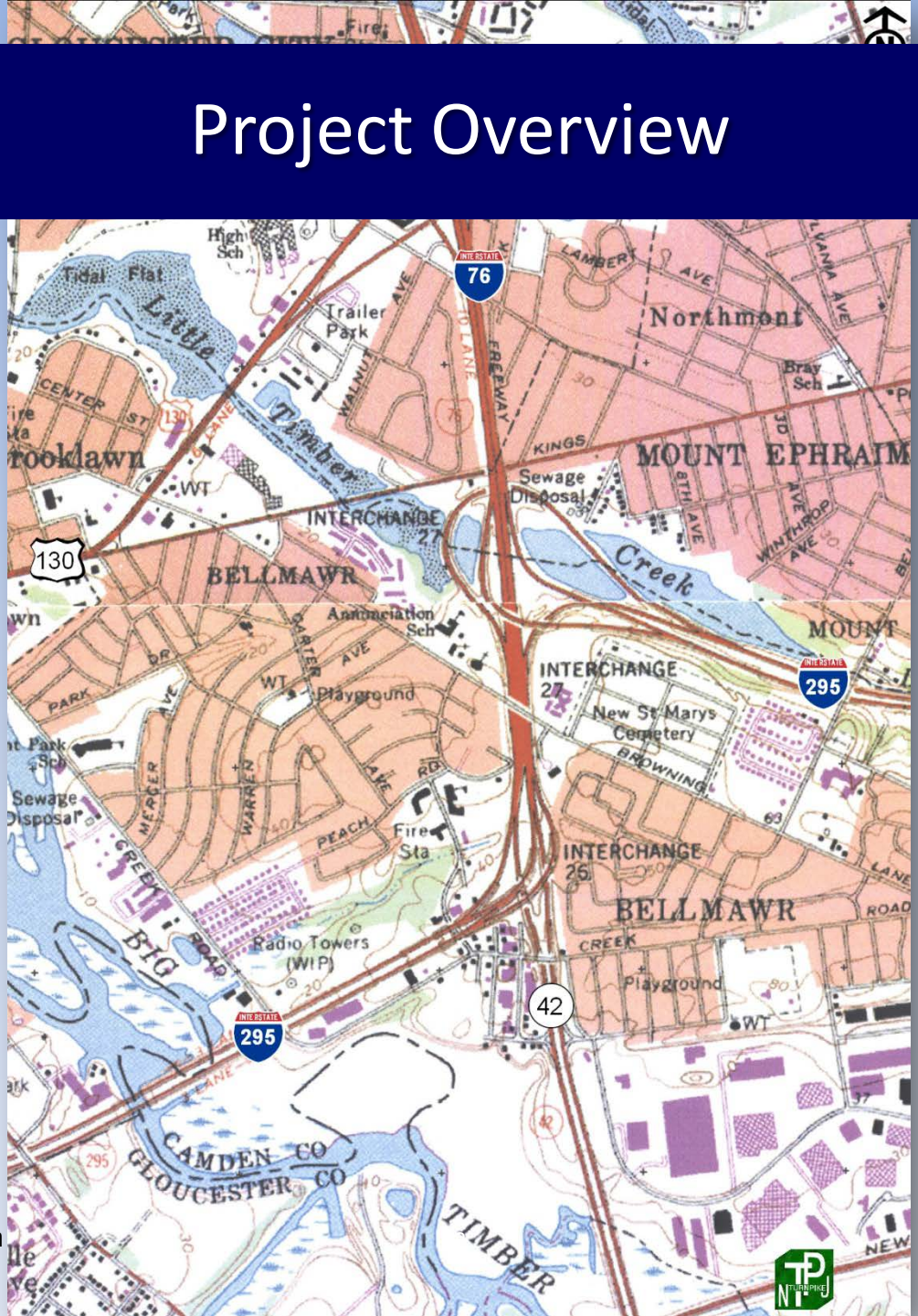
Project Overview

Presented by:
Craig Johnson, Dewberry

Project Overview



Project Overview
Purpose and Need

- **Improve Traffic Safety**
  - **Accident rates four to seven times the statewide average**
- **Reduce Congestion**
  - **An average of 250,000 vehicles use the interchange daily**
- **Meet Driver's Expectations**
  - **No direct connection for I-295 thru-traffic**

Project Overview
Alternatives Screening

OBJECTIVE

Select a shortlist of feasible alternatives that satisfy the project purpose and need with minimal impacts to the natural and built environment to be studied through the EIS process.

Project Overview
Selection Criteria

- Constructability
- Maintainability
- Compliance with Standard Design Criteria
- Comparison of Order of Magnitude Construction Cost
- Right-of-way Acquisition
- Wetlands Preservation
- Noise
- Air Quality
- Socioeconomic Conditions
- Environmental Justice
- Archaeological Resources
- Historic Resources
- Potential Hazardous/ Contaminated Sites

Project Overview
Alternatives Screening Matrix

NEW JERSEY DEPARTMENT OF TRANSPORTATION
I-295/I-76/ROUTE 42 DIRECT CONNECTION

Initial Alternatives Screening Matrix

IMPACTS	ALTERNATIVES																									
	A	A1	A2	B	B1	B2	C	C1	C2	D	D1	E	E2	F	F1	F2	G	G1	G2	H	H1	I	I1	J	K	L
Constructability	M	M	M	H	H	M	H	H	H	H	H	L	H	H	H	H	H	H	H	M	M	M	M	H	H	H
Maintain and Operate	L	L	L	L	L	L	M	M	M	M	M	L	H	M	M	M	M	M	M	M	M	L	L	H	H	H
Comparison of Estimated Construction Cost (x100,000)	8.4	7.9	5.9	9.6	9.6	7.1	10.1	9.8	10.5	8.2	8	6.6	24.1	9.9	9.7	7.6	12.6	12.5	12.5	13	12.8	6.2	6.1	14.6	17.4	16.5
Compliance with Design Criteria																										
♦ Undesirable design features	1	1	0	2	2	1	1	1	0	0	0	1	2*	2	2	2	2	2	2	2	2	1	1	1	1*	3*
♦ Number of conflict points	2	2	1	2	2	1	2	2	1	2	2	2	2	2	2	1	2	2	1	2	2	2	2	2	2	2
Right-of-Way																										
♦ Residential	49	49	49	56	58	73	34	36	33	22	24	189	190	24	26	22	22	24	22	26	32	53	55	54	30	32
♦ Commercial	9	9	9	10	10	10	8	8	9	8	9	11	12	9	9	9	10	10	10	10	10	11	11	10	10	10
♦ Community Facilities																										
- Cemetery Plots	0	0	0	0	0	0	0	0	0	0	0	124	124	0	0	0	0	0	0	0	0	3800	3800	0	0	0
- Church	M	M	M	M	M	M	M	M	M	L	L	M	M	L	L	L	L	L	L	M	H	M	M	M	M	M
- School	M	M	M	L	L	L	L	L	L	M	M	M	M	M	M	M	L	L	L	M	M	M	M	H	M	H
- Parks																										
H-	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	1
M-	0	0	0	0	0	0	0	0	0	1	1	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0
L-	0	1	0	0	1	0	1	1	1	0	1	1	2	0	1	0	1	2	1	1	2	1	2	0	0	0
Wetlands																										
♦ Tidal	11.5	15	17	6.5	7	12	7.5	11.5	13	5	8.5	1	5	11	15	17.5	7	7.5	7	5	7.5	1	5.5	10	9	11.5
♦ Non-tidal	5.5	6	3.5	6	6.5	4.5	4	4.5	2	3	3	3.5	3.5	5	5.5	3	3	3.5	2	3.5	4	1.5	1.5	5.5	3	5.5
♦ Total	17	21	20.5	12.5	13.5	16.5	11.5	16	15	8	11.5	4.5	8.5	16	20.5	20.5	10	11	9	8.5	11.5	2.5	7	15.5	12	17
Floodplains	16.5	23.5	20.5	20	22	29	21	28	27.5	6	13.5	3.5	11	16	23	21	5	12.5	7	6.5	12.5	2	10	24	9.5	16.5
Noise	H	H	M	H	H	M	H	H	H	M	M	M	L	H	H	M	H	H	H	H	H	L	M	L	L	L
Air	L	L	L	L	L	L	H	H	H	L	L	L	L	L	L	L	H	H	H	H	H	L	L	L	L	L
Socioeconomics	M	M	M	M	M	M	L	L	L	L	L	H	H	L	L	L	L	L	L	M	L	H	H	M	L	L
Visual/Contextual Impacts	H	M	H	M	M	M	H	M	H	M	M	L	H	M	H	H	H	H	H	H	H	H	H	L	L	L
Archaeological Resources																										
♦ Prehistoric Resources																										
H-	26	30	20	24	23	21	24	29	22	14	19	13	18	24	29	21	16	20	10	16	20	8	14	25	16	26
M-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	1	-	-
L-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
♦ Historic Resources																										
H-	4	4	4	4	4	4	3	2	1	5	5	2	2	4	4	4	4	4	4	5	5	2	2	4	5	4
M-	2	2	2	6	5	7	5	5	4	2	2	4	4	2	2	2	2	2	2	2	2	9	9	7	2	2
L-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Historic Architecture																										
♦ Hugg-Harrison-Glover House	H Visual	H Visual	H Visual	H Direct Visual	H Direct Visual	H Direct Visual	H Visual	H Visual	H Visual	H Direct Visual	H Direct Visual	M Visual	H Visual	H Direct Visual	H Direct Visual	H Direct Visual	H Direct Visual	H Direct Visual	H Direct Visual	H Direct Visual	H Direct Visual	H Direct Visual	H Direct Visual	H Direct Visual	H Direct Visual	M Visual
♦ Camden County RR	L	L	L	L	L	L	L	L	L	L	L	M Direct	M Direct	L	L	L	L	L	L	L	L	L	L	M Direct	L	L

NOTES:

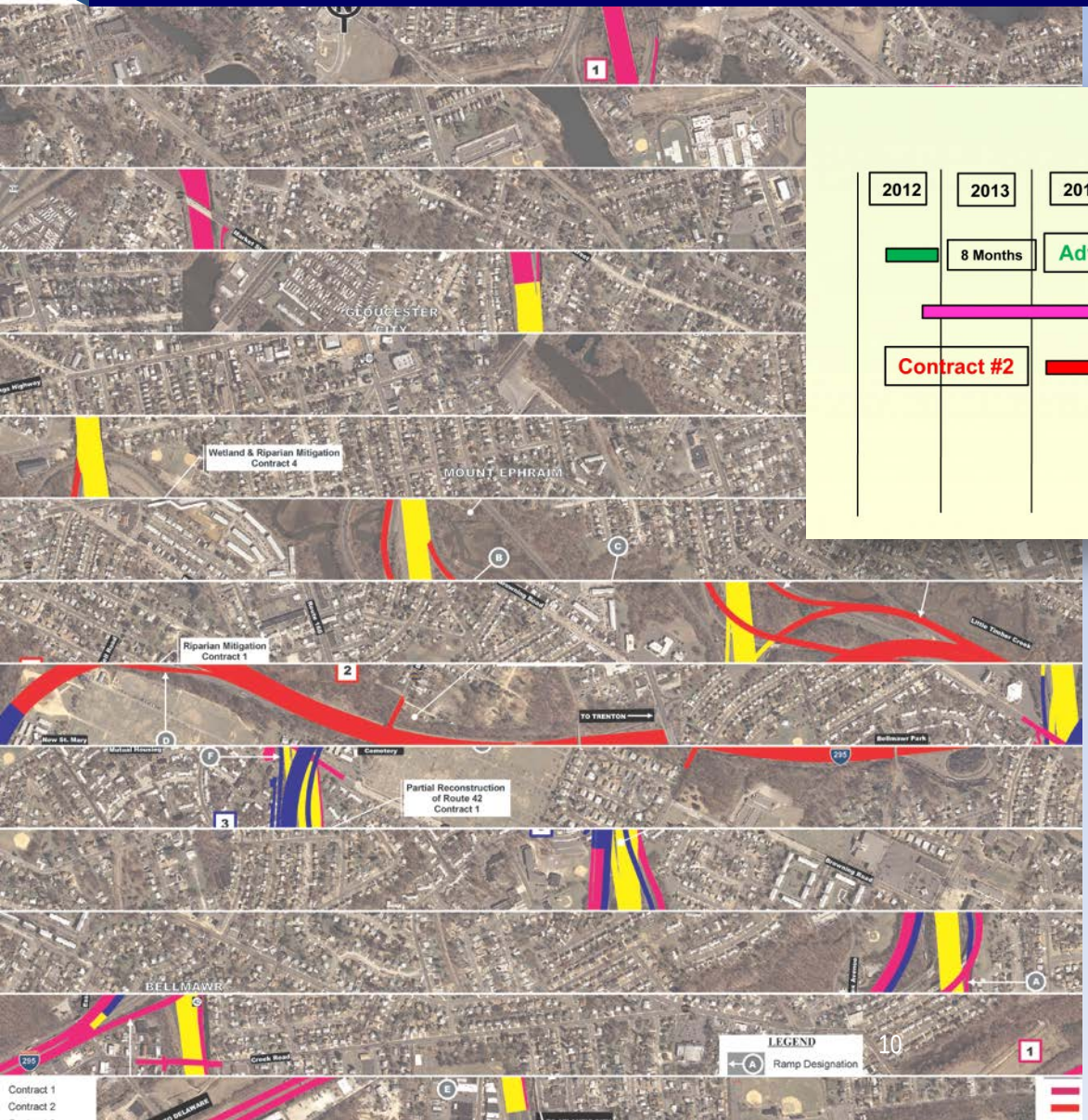
1. *H - High Sensitivity, M - Moderate Sensitivity, L - Low Sensitivity*
2. *The terms High, Moderate, and Low Sensitivity are used relative to the sensitivities of the other alternatives under consideration. An item labeled 'L' means only that the potential impacts are lower than those of alternatives labeled 'M' or 'H'.*
3. *Alternative K is assumed to be a bored tunnel underneath the cemetery.*
4. *Alternatives E and E2 impact both the New St. Mary's Cemetery and the Resurrection Cemetery.*
5. ** Although all alternatives meet current geometric design standards, certain design features applicable to open roadways may not be applicable in a tunnel (shoulders).*

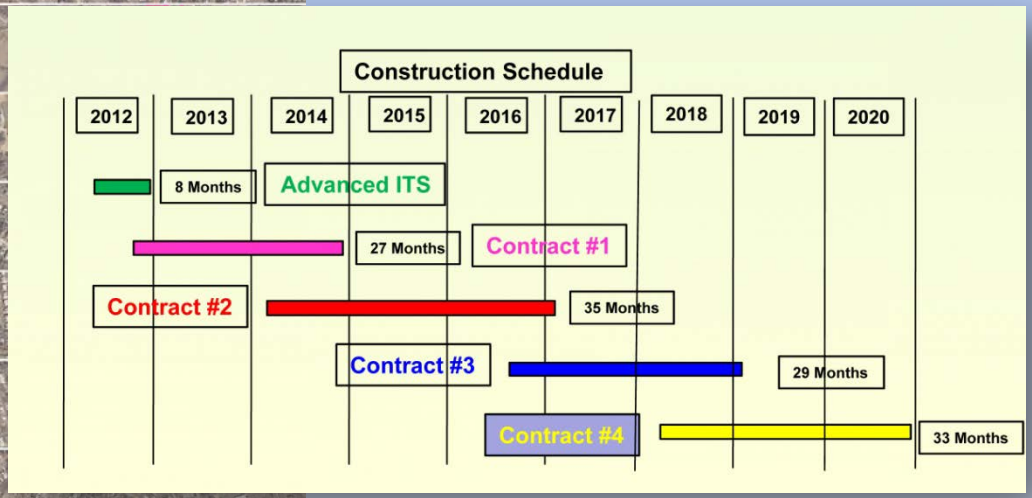
Project Overview
Feasibility Assessment

- **Supplemental Boring Program**
- **Wetlands Delineated**
- **30 Scale Mapping with Supplemental Survey**
- **Level of Design for Five Alternatives**
- **Accelerated Construction Technology Transfer (ACTT) Workshop**

Project Overview

Project Overview
Contract Breakout





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Project Overview
Schedule and Cost Summary

Contract	Schedule	Construction Cost
Advanced ITS	May 2012 to December 2012	$7.0 M
1	September 2012 to December 2014	$176.5 M
2	March 2014 to January 2017	$253.0 M
3	September 2016 to January 2019	$162.1 M
4	March 2018 to November 2020	$222.1 M
	Total	**$820.7 M**

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Communications Process: The Key to Building Stakeholders Trust

Presented by:
Craig Johnson, Dewberry

Communications Process
Project Management and Communication Strategy

- **Project Management Team**
  - **NJDOT PM (Engineering)**
  - **NJDOT Environmental Lead**
  - **Consultant PM (Engineering)**
  - **Consultant DPM (Environmental)**
- **4-Way Communication**
  - **Everyone knew how engineering decisions could impact the environment**

Communications Process
Obstacles to Community Support

- **Community perception**
- **Past Projects**
- **Perception that Regional Benefits Outweigh Local Impacts**

Communications Process
Strategy for Obtaining Public Support

- **Develop Open & Honest Communication and Public Involvement Process**
- **Build Trust with Residents and Local Governments**

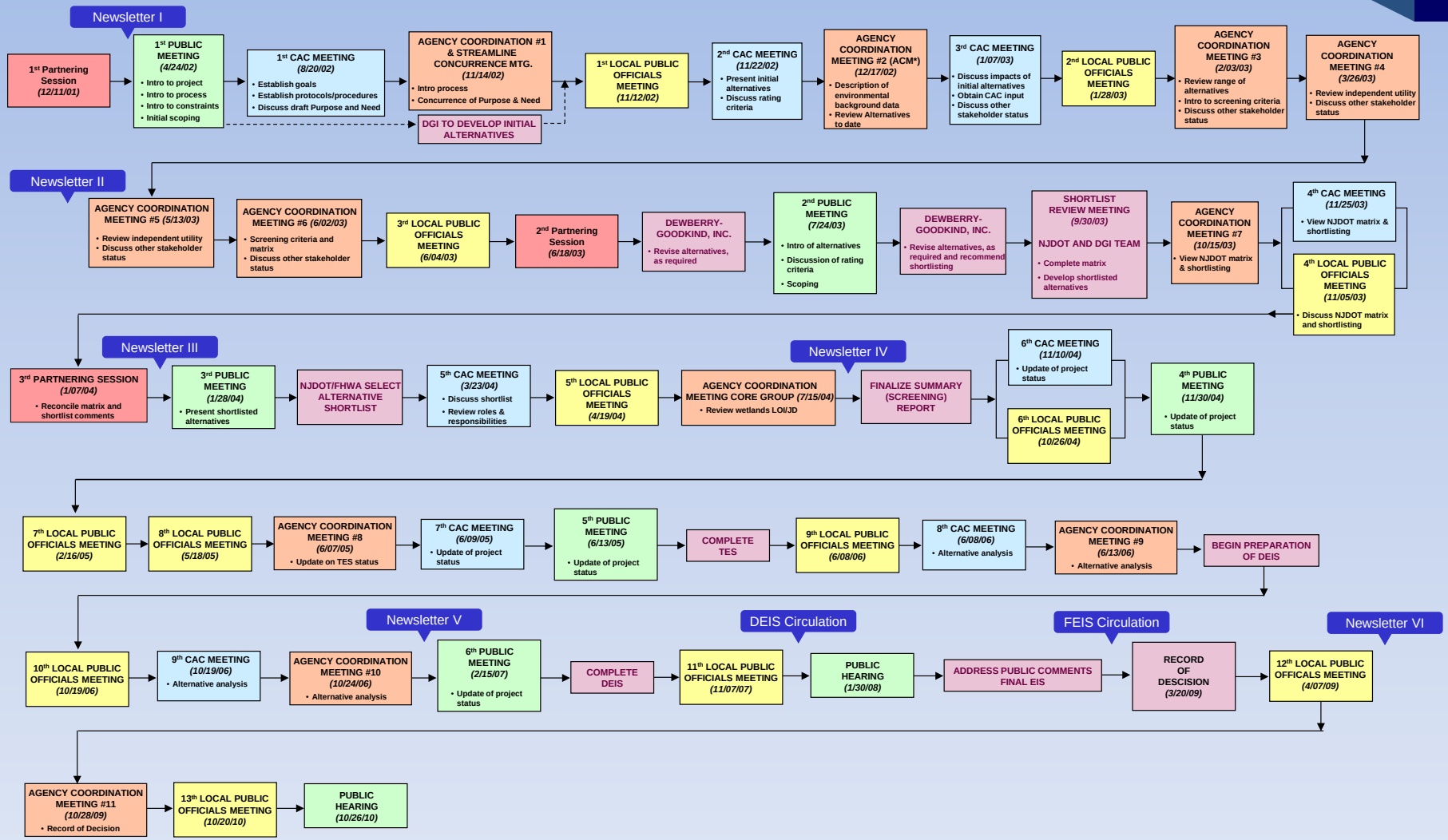
Communications Process
The Right Public Involvement Team

- **NJDOT OCR**
- **NJDOT PM**
- **NJDOT SMEs**
- **Consultant Community Relations Specialist**
- **Consultant Engineering and Environmental Staff**

Communications Process
The Right Strategy

- **Local Officials Briefing**
- **Community Advisory Committee**
- **Partnering Sessions**
- **Tailored Outreach and Communication Approaches**
  - **bus tour**
  - **publicized balloon study**
  - **photo simulations**

Communications Process
Process Flow Chart



Communications Process
Communication Tools

Balloon Study

Bellmawr Baseball League Fields

Communications Process
Communication Tools

Balloon Study

New St. Mary's Cemetery

Communications Process
Communication Tools

Existing conditions
Browning Road looking west

Communications Process
Communication Tools

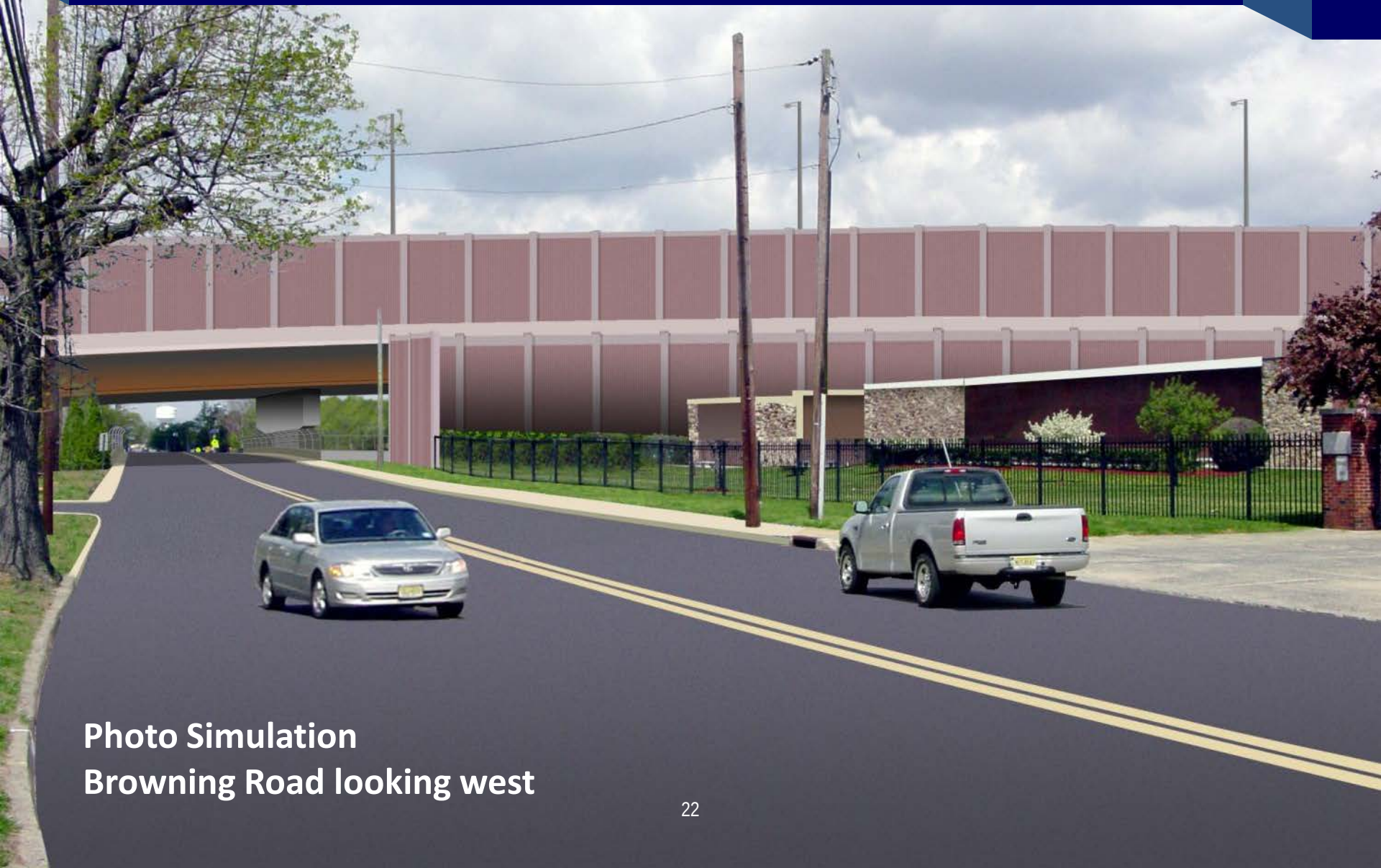


Photo Simulation
Browning Road looking west

Communications Process
Communication Tools

Photo Simulation
Browning Road looking west
Alternative G2, H1 with noise walls

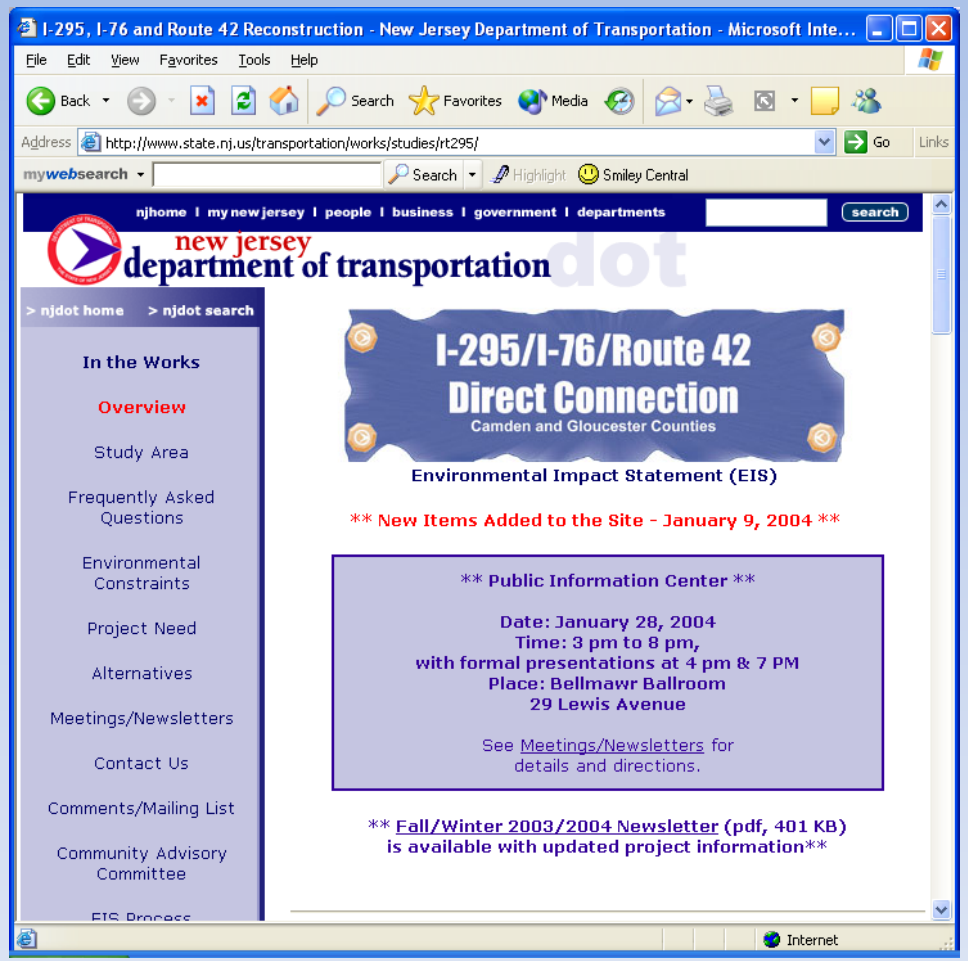
Communications Process
Additional Communication Tools

- **Proactive Public Relations Campaign**
  - **Publicize Detailed PIAP and Process Flow Chart**
  - **Website**
  - **Links to other Web Sites & News Letters AAA, DVRPC**
  - **Local Newspaper Articles/Interviews**
  - **Press Releases**
  - **Newsletters**
  - **Personalized Responses to Stakeholders Inquiries**

Communications Process
Additional Communication Tools

- **Well Publicized Public Involvement Activities**
  - **5,000-person mailing list**
  - **Large Ads in local papers**
  - **Fliers distributed in local stores, libraries, community centers, etc.**
- **Relevant Information Posted in Public Areas**
  - **Local Libraries**
  - **Municipal Buildings**

Communications Process
Additional Communication Tools



Communications Process
Additional Communication Tools

- **Website**
  - **Well Designed, Easy to Navigate**
  - **Detailed Project Information Database**
  - **Photo Simulation**
  - **Public Meeting Minutes**
  - **FEIS and TES**
  - **Updated Regularly**
  - **Easy To Remember E-mail Address (FIX295.COM)**

Communications Process
Additional Communication Tools

- **Meetings with Impacted Stakeholders**
  - **Bellmawr Park Mutual Housing Corporation**
  - **Annunciation Church**
  - **Mt. Ephraim Senior Housing**
  - **New St. Mary's Cemetery**
  - **Bellmawr Baseball**
  - **Bellmawr Board of Education**
  - **Private Property Owners**

Communications Process
Additional Communication Tools

- **Bellmawr Mutual Housing Corporation**
  - **Explained 106 Process in detail**
  - **Conducted Site Search for Replacement Housing Units**
  - **Explained ROW Process**
  - **Resolved Replacement Parking/Modified Access**

Communications Process
Additional Communication Tools

- **New St. Mary's Cemetery Coordination**
  - **New Grave Sites Altered Alignment**
  - **295 Bridge 20' from Mausoleums**
  - **Early ROW Acquisition**
  - **Meetings with Family Members**

Environmental Process

Presented by:
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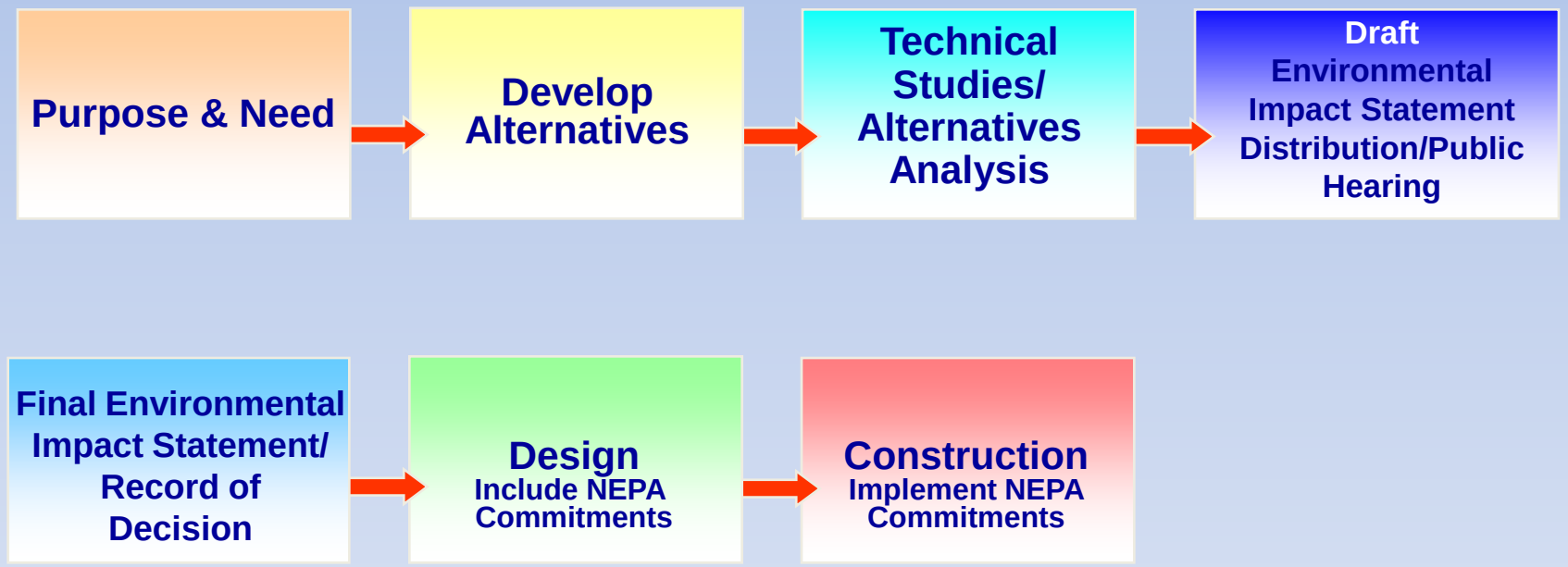
Environmental Process
Constraints

Environmental Process
NEPA Process



Environmental Process
Agencies Involved

- **NJDEP**
- **EPA**
- **US Army Corps of Engineers**
- **US Fish and Wildlife Service**
- **Delaware Valley Regional Planning Commission**
- **Delaware River Basin Commission**

Environmental Process
Permits Required

- **NJDEP**
  - **Freshwater Wetlands**
  - **Flood Hazard Area**
  - **Waterfront Development**
- **USACE Section 404 and Section 10 Permits**

Environmental Process
Team Goals

- **Select Best Alternative to Avoid, Minimize and Mitigate Impacts to the Greatest Extent Possible**
- **Minimize Environmental Review Time**
- **Minimize Change at the FEIS and Permitting Stage**

Environmental Process
Streamlining the Environmental Process

- **Typical Strategies**
  - **Early Agency Involvement**
  - **Partnering**
- **Our Approach**
  - **Develop a Streamlined Environmental Review Process**
  - **Active and Consistent Agency Participation**
  - **NEPA/404 Merger**

Environmental Process
Streamlining the Environmental Process

- **Review of Streamlining Process in other States**
- **Mid-Atlantic Transportation and Environment (MATE)**
- **USACE, EPA and FHWA Meeting**

Environmental Process
Team Strategies

- **Adopt Common Guiding Principles**
- **Develop Process with Buy-in from All Participants**
- **Consensus-Based Approach**
- **Build Trust and Respect with All Parties**
- **Deliver on Commitments**

Environmental Process
Streamlining Principles

- **Scoping is ongoing and continuous**
- **Agencies will define their roles early and come to the table with open mind**
- **Each agency will be respected for its role and responsibility**
- **Work together to find acceptable, though not necessarily perfect, solutions compatible with agency mission and with project purpose and need**

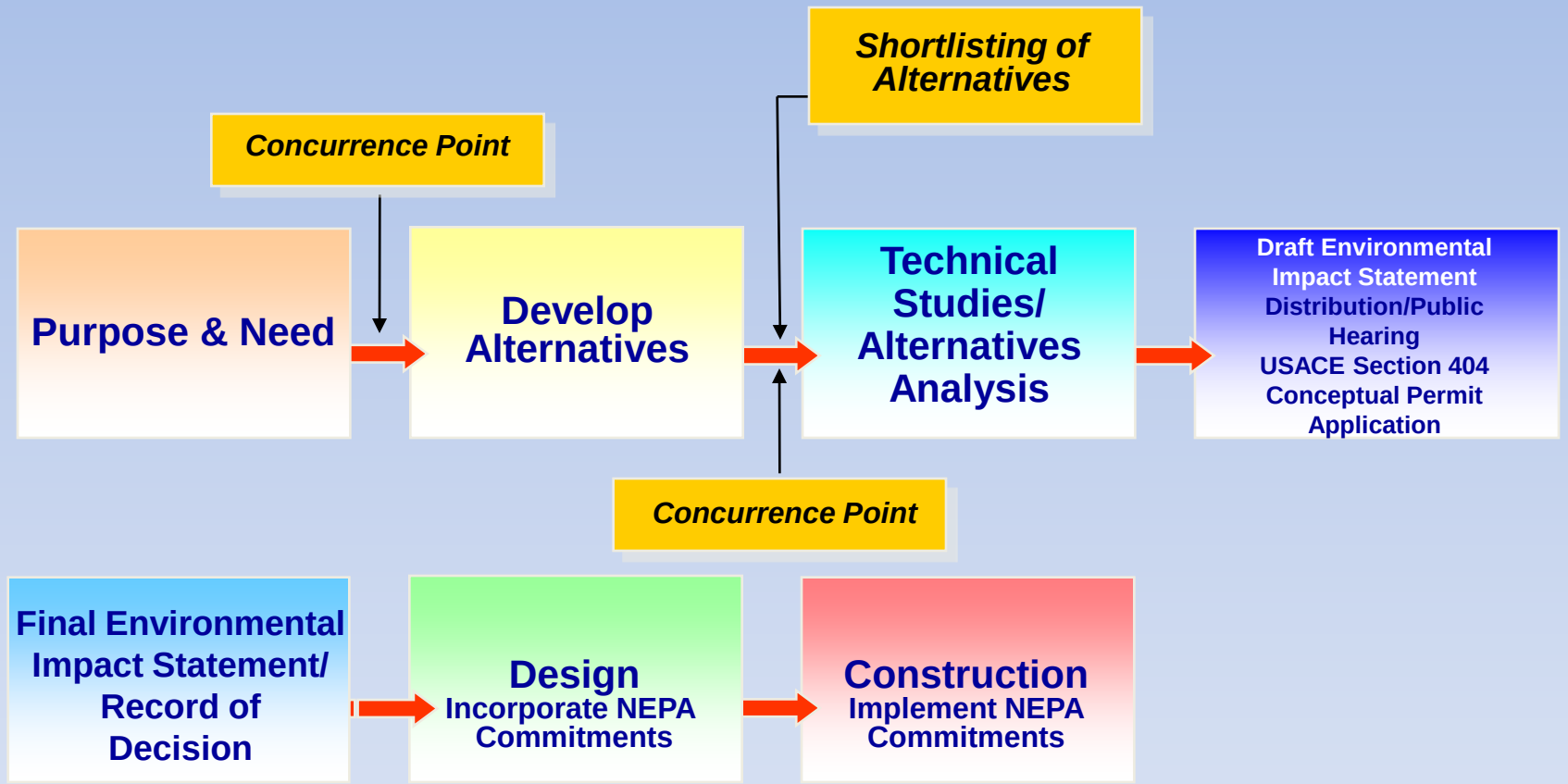
Environmental Process
Streamlining Principles

- **Agencies will strive to provide sufficient staffing to be an effective player**
- **Conflict resolution can be initiated by any agency at any stage to resolve any concerns**
- **Agencies will work together to seek an equitable balance of impacts to all resources**

Environmental Process
Streamlining Principles

- **At major milestones, agencies will participate in a formal concurrence process**
- **After formal concurrence, agencies agree to not revisit a milestone unless there is substantive new information that warrants reconsideration**
- **Each agency recognizes that success is directly related to the level of ownership, effort and resources provided by the agency itself**

Environmental Process
NEPA/404 Merger



Summary of Approach
Optimize Collaboration

- **Strategies for Effective Meetings**
- **Multiple Design Workshops**
- **Stakeholder Consensus**
- **Iterative Alternatives Screening/Alternatives Analysis Process**
- **Informed Qualitative Decision-Making Approach**

Project Overview
Benefits of Environmental Streamlining

- **Better Define Project Scope**
- **Identify Issues and Address Agency Concerns Early**
- **Eliminate Posturing and Last Minute Surprises**
- **Team Spirit**
- **Trust, Mutual Respect**

Project Overview
Benefits of Environmental Streamlining

- **Time Savings**
  - **Address Issues Up-front to Minimize Typical End of Process Rework When Most Time-consuming Delays Occur**
- **Cost Savings**
  - **Minimize Re-engineering**
  - **Escalation Costs are over $20M/year**
- **A Better Project that Not Only Addresses Transportation Needs but also Protects Community Interests and Local Environment**

Measures of Success

- **FHWA Approved Independent Utility Statement**
- **Concurrence on Project Purpose and Need**
- **Concurrence on Long List of Alternatives**
- **Concurrence on Alternatives Recommended for Further Study AND Preferred Alternative**
- **ROD with Minimum Comments**
- **Conceptual Section 404 Permit along with ROD**