

# Example Project Management Plan

## MEPA/NEPA Projects

The Project Management Plan is a roadmap for the MEPA project manager. It sets direction and a timeline for the work for the agency, contractor, and cooperating agencies. It defines work priorities and team roles and responsibilities. It is flexible to new issues and budgetary constraints. Expect to modify it throughout the project.

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## Project

Summarize proposed action, applicant, lead agency, general location, status of project.

## Project Purpose and Need

- Statement of purpose and need
- Scope of analysis (geographic extent, is the project site specific, statewide, programmatic, a supplemental, etc.?)
- General scope statement: evaluation of the effects of the proposed action and alternatives on elements of the natural and human environment.

## Roles, Responsibilities, and Authorities

Describe who is involved in the state agency and other cooperating agencies, their role and authority.

### Lead Agency

#### Project Manager (PM)

*Example Description:* (1) provides input and representation for budget development and funding allocations; (2) sets EIS Core Team and ID Team priorities and provides overall direction and management guidance to these teams; (3) helps develop issues and questions; (4) updates the agency IDT and contractor contact up-to-date on EIS progress and recommends solutions to keeping the EIS on schedule; and (5) may serve as the hearings officer in the event formal hearings are held. Carries out all

day-to-day oversight activities to ensure that the EIS is developed according to schedules and priorities and within established budgets. Develops the initial Project Management Plan, statement of work, and contract specifications, and responsible for contract oversight and performance.

Agency Resource Specialists:

*Example Description:* The PM assigns Resource Specialists from the lead agency to the resource areas likely to be analyzed in the EIS. These specialists: (1) review existing data and determine data needs for the EIS; (2) submit input for various components of the EIS in an interdisciplinary and coordinated manner; (3) prepare technical portions of the EIS and supporting documents; (4) coordinate and communicate with staff specialists to ensure that the EIS contains complete and accurate information; (5) consult with the PM in advance of deadlines in the event that delays are anticipated or questions arise; and (6) assure an interdisciplinary approach is used by consulting with other resource specialists and support personnel within the agency, and other federal, state, local, and private agencies and groups.

Decision Makers: identify decision maker for you agency, and how agency managers give the PM authority to require adherence to project schedule and other process decisions.

Permitters: identify the contact person for every local, state and federal permit necessary to complete the project.

**Contractor and Other Agency IDT Members**

Contractor

*Example Description:* Contractor will be responsible for all aspects of preparation of the EIS document. Manage the public participation aspects of the NEPA process and be responsible for scheduling and managing all public scoping meetings, workshops, and public hearings. Responsible for collecting and organizing data, ensuring all data are compliant with federal metadata and other data standards, and ensuring that all GIS products, maps and tables are in suitable formats for displaying in text and in electronic format on the Internet. Responsible for the analysis of impacts, the analysis of public comments, and the responses to public comments. Refer to appendix describing the contractor project team with contact information.

Interdisciplinary Team (ID Team) Members:

*Example Description:* (1) participate in ID Team meetings and conference calls; (2) submit input for various components of the EIS in an interdisciplinary and coordinated manner; (3) submit accurate and properly formatted information to the contractor in a timely manner; (4) coordinate and communicate with staff specialists in lead agency to ensure that the EIS contains complete and accurate information; (5) consult with Core Team Members in advance of deadlines in the event that delays are anticipated or questions arise; (6) assure an interdisciplinary approach is used by consulting with other resource specialists and support personnel; and (7) provide maps and data at the appropriate scale and standards for publication and for use during the analysis.

Geographic Information System (GIS) and Internet Coordinators

Cooperating Agencies

## Proposed Action and Permitting Requirements

Can refer to an appendix or additional documents

Identify needed permits and status of permit process

Identify requirements from cooperating agencies such as management plan compliance

## Issues and Alternatives

Identify potential issues of concerns

Describe alternatives that are under consideration and why

## Data Gaps

Identify, in general, incomplete or unavailable information. Identify existing baseline data sources and potential gaps for project and alts. Look at GIS needs. This information may need to be fleshed out after the IDT looks at existing information.

## Communication and Progress Reporting

Recommend establishing a schedule for communication, You need, at a minimum, weekly communication between the PM and contractor and between the PM and the agency IDT, also regular updates to the decision-maker which should include any problems with agency IDT adherence to PM directives . Written progress reports from the contractor that could include information such as:

- Progress attained during the reporting period.
- Summary of project meetings for the reporting period and communication between the lead agency and the contractor.
- Activities planned for the next reporting period.
- Identification of problem areas or scope changes and action taken during the weekly conference call.
- Project financial status compared to the project budget.

## EIS Development Process

Most of the information in this section will be based on Department-specific protocol.

### General Format

- Describe EIS format and outline - your agency requirements, cooperating agencies requirements
- General guidelines such as page limits, acronym policy, etc.
- Example of required contents: The EIS will include an Executive Summary of Impacts and Alternatives, Table of Contents, List of Preparers, Agencies and Sources Consulted, Glossary, List of Acronyms, References Section, and Index. The EIS will address and discuss cumulative impacts, unavoidable adverse effects, energy requirements, irreversible and irretrievable commitment of resources, and short-term uses versus long-term productivity. Include a copy of the expected table of contents.

## **Alternatives Formulation**

State rationale behind alternative formation: such as “each alternative will provide solutions to the issues and concerns brought out through internal and public scoping. “

## **Impacts Analysis**

How will the Department determine impact significance? How will cooperating agencies participate in the impacts analysis? Where do you expect to have potentially significant impacts? Requirements for cumulative effects analysis. These tend to be Department-specific guidelines.

## **Internal Review of the EIS**

How does the agency want to review progress on the EIS? identify reviewers and format (written, electronic, review periods) for contractor and team deliverables. Internal review expectations. Establish review focus (eg content and substance of analysis, and accuracy of information.) How will review comments be conveyed from resource specialist to the editor or consultant. Project manager role with review comments.

# **Public Participation Process**

### *Some Examples:*

Prescoping activities

Scoping and Issues and Alternatives Identification

Notification requirements (such as Federal Register Notice of Intent for cooperating agencies)

Media articles and website information

schedule scoping meetings

Contacts with stakeholders - letters and electronic mail.

Who sets up and facilitates the meetings

Record keeping

Role of contractor/agency

Draft EIS comments (length of comment period, notices, comment documentation and response policy, public meetings).

Final EIS (availability notices, distribute copies)

Publish the Record of Decision

# **External Cooperation and Consultation**

### *Some Examples:*

General Public

Identify stakeholders such as special interest groups, local elected officials and governments, land owners, etc.

Other State agencies

Advisory Committees (such as School Trust Land Board or BLM Resource Advisory Committee)

Federal Agency Coordination

Consultation requirements (such as under Section 7 of the Endangered Species Act and Migratory Bird Treaty Act with the U. S. Fish and Wildlife Service).

Tribal Involvement

Partnerships (co-lead agencies)

Cooperating Agencies

Identify Federal and state regulatory agencies at the beginning of the NEPA process to determine their interest in participating as a cooperating agency.

## **Schedule**

Develop a detailed timeline. This will change.

## **Sharing information and the Administrative Record**

File and Data Management and Support (sometimes a password-protected website is needed for a large team).

Deliverables expected from the contractor and agency members of the IDT (describe in terms of format –hard copy, Word, electronic-how many copies, set a schedule).

Schedule for agency review turn around.

Maintain a record of the location of all reference material used in the EIS, including GIS data. Record all events of public and agency cooperation, public comments and agency responses, IDT meeting minutes and other agency meeting minutes. If the project is potentially contentious, have resource specialists make a copy of every referenced source or book pages to keep in the Administrative Record.