Charter and Project Plan
Permit Readiness Review Definition and Scope

Purpose: To authorize the project, specify resources, and assist the project manager and team to organize, execute, and maintain oversight of project work. This document replaces a charter and a project plan.

Project Manager: Jeffrey Navarro	**Sponsor**: Keith Andersen
Version: V1.1	**Date**: Jan. 1, 2017 thr~~ough August 31,~~ 2017 Sept. 22, 2018 (Phase I and II)

Description and goals	
Initial problem statement:	In March 2016, DEQ, at the direction of the legislature, hired consultants MWH, now a part of Stantec, to evaluate the NPDES permitting program to improve the quality and timeliness of permits. MWH delivered their final report to DEQ in November 2016. Various recommendations and actions capture the need to evaluate permit readiness and develop a permit issuance plan.
	Individual NPDES Permit inventory is significantly backlogged regarding the issuance of new and renewed permits. Issuance of permits is consistently delayed due to various internal and external factors. Permit issuance planning does not consider a detailed evaluation of each permits readiness for issuance.

Description and goals	
Project scope	Develop and utilize a permit readiness review process so that DEQ staff can quickly assess and semi-quantitatively rank which Individual NPDES Permits are ready for issuance. In addition, the readiness tool will provide insight into the key factors that can potentially delay issuance and development of an Individual NPDES Permit. The process should clearly identify three categories of readiness: 1. Application and data completion 2. Community readiness (stakeholder and community capacity to provide required permit data and technical information) 3. Regulated readiness (internal and external influences) Readiness reviews are completed in three phases: • Phase I: Assessment of all individual NPDES permits on the FFY2017 issuance plan • Phase II: Assessment of all administratively extended individual permits as well as any individual permits expiring in 2017 • Phase III: Assessment of all remaining NPDES individual permits

Deliverables:
1. Semi-quantitative ranking of all administratively extended permits[1] based assessment of the technical and regulatory difficulty of developing the permit   2. A ranked list of the technical and regulatory issues that present challenges to permit development and issuance   3. FFY2018 Permit Issuance Plan based on the semi-quantitative ranking of permits and accounting for additional priorities or factors specific to individual permits   4. Documented procedures for a detailed assessment (or gap analysis) for incoming permit applications as well as administratively extended permits scheduled for issuance on the permit issuance plan

Roles and responsibilities			
Name	**Role in project**	**Responsibilities**	**Expected time commitment & dates of involvement**
Keith Andersen	Project Sponsor	• Provide guidance to team and project manager • Review and approve team work products • Sustain support of decision makers at their level, all stakeholders	Project (Phase I and II) completed by ~~August 31, 2017~~ Sept. 22, 2018

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[1] Readiness reviews do not include 21 individual Municipal Separate Storm Sewer Systems (MS4) permits or ten individual irrigation system permits that are proposed for coverage under a renewed pesticide general permit.

Roles and responsibilities			
Name	**Role in project**	**Responsibilities**	**Expected time commitment & dates of involvement**
		• Remove roadblocks • Control project scope • Approve changes to project • Communicate progress to managers, the leadership team and the Permitting Process Improvement Steering Team • Hold team accountable for results • Review project status • Manage resistance from staff and leadership • Communicate with employees affected by changes.	
Jeff Navarro	Project Manager	• Develop project plan (including major tasks, milestones, project schedule, communication plan, risk analysis, etc.) • Develop draft agendas for team meetings • Meeting decisions and notes (very brief), keep track of team ideas • Assist with validation team • Develop draft documents for team • Ensure team's work drives towards outcomes and deliverables • Coordinate team communication: Emails, SharePoint, shared drives, etc • Approve all completed readiness reviews	Project (Phase I and II) completed by ~~August 31, 2017~~ Sept. 22, 2018
David Feldman and others as necessary	Project Team	• Participate in all readiness reviews • Approve readiness reviews completed by project manager • Assist in implementation of project plan, agenda and reporting or readiness reviews • Assist with acquisition of readiness review documents	Project (Phase I and II) completed by ~~August 31, 2017~~ Sept. 22, 2018

Project schedule						
Task or milestone	**Delivery date**	**Notes/Status**	**Lead staff**	**Accountable**	**Inform**	**Date complete**

DEQ EZ combined charter and project plan

Phase I: Assessment of all individual NPDES permits on the FFY2017 issuance plan	3-31-17	Complete	Jeff Navarro	Keith Anderson		3-31-17
Phase II: Assessment of all administratively extended individual permits as well as any individual permits expiring in 2017	8-31-17 Revised date: 9/22/2017	Ongoing	Jeff Navarro	Keith Anderson		TBD
Phase III: Assessment of all remaining NPDES individual permits	TBD	Not Started	Jeff Navarro	Keith Anderson		TBD
Overall (minus 30 MS4 or Irrigation District Permits)	TBD	Not Started	Jeff Navarro	Keith Anderson		TBD

Constraints and assumptions	
Project constraints:	The work of this project needs to align with the implementation of various recommendations and actions MWH's recommendations report. Availability of project team and permit files.
Project assumptions:	

Communication schedule			
Target audience	**Task**	**Communication tool** (news release, Facebook, Twitter, email, web, GovDelivery, message map, newspaper ad)	**Frequency or date**
Project Sponsor			
Project Team			
Managers and Staff			
Leadership Team and Steering Team			
Regulated Community/Permittees			

[*How will team members communicate with each other? (website, Sharepoint, email group, webinars, conference calls, in-person meetings?) Who outside of the team needs to be informed about what, and when? E.g. managers and internal and external stakeholders.*]

Risk analysis

Risk	Probability of risk occurring (High, Med, Low)	What is the severity of impact of the risk? (High, Med, Low)	How can we mitigate, avoid, or accept the risk?	Risk owner
Not completing the work of this project	Low	High	Prioritize the project as a high level need and properly resource the project.	Sponsor
Resource availability	Med	High	Prioritize the project and ensure proper resources are available.	Sponsor
Political	Low	High	Prioritize the project as a high level need. Leadership involvement and support.	Sponsor
User acceptance (DEQ staff and managers and regulated community/permittees)	Med	High	Communicate early and often with DEQ staff and managers and with the regulated community. DEQ support should come from the top down.	Sponsor

[Risk examples – political, environmental (of doing or not doing), economic consequences (of taking or not taking action), health costs, doing project now or later, environmental justice, user acceptance, scope creep, delivery commitment, and team member availability.]

Resources/Budget:

NPDES Permitting Program Review- Implementation
Q-time number 45179, task readiness review

Staff time 8-32 hours per week

[Consider: grants and other funding sources, contracts, travel and training costs, staff time, and Qtime number]

Change in project scope, resources or schedule:

Changes to this project scope, resources or schedule shall be documented in writing and approved by the project sponsor.

Aug. 8, 2017: Change in project schedule.

End date for project changed from Aug. 31, 2017 to Sept. 22, 2017. The changed end date of Sept. 22 will afford us a more manageable weekly goal of 15 permits per week in between now and then. This extension is being made due to multiple competing priorities and staff availability; Jeff was acting manager for 4 weeks which limited the amount of reviews that could be completed, multiple high priority projects (900J permit renewal, Cu BLM procedure, Mass Loads IMD, Permit template update, digitizing), litigation and staff leave (vacations and holidays).

[Who approves changes to project scope, resources, or schedule? How will changes be authorized?]

Decision rights
The project manager will provide recommendations to the sponsor who will give final approval on the following: • Project charter and project plan • Measures of success • Communications • Changes to project scope of work, resources or schedule • Final work products The project team has decision rights on the method in which activities are conducted in order to produce the work products.
[The sponsor needs to spell out what level of decision freedom the team has – and the sponsor can specify different freedom levels for different work products and decisions as needed. Address who needs to be informed, consulted, and who has approval/final decision rights]

Approval	
Sponsor Approval: Keith Andersen	**Approval date:** Aug. 8, 2017