

Chapter 1

ORGANIZATION

MDT ENVIRONMENTAL MANUAL

October 2010

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Chapter 1

ORGANIZATION

1.1 GENERAL

Chapter 1 discusses:

- the overall organization of the Montana Department of Transportation,
- the organization and authority of the Environmental Services Bureau (ESB), and
- the functional responsibilities of those units in the ESB.

[Figure 1-1](#) presents the organization of MDT as of April 2009.

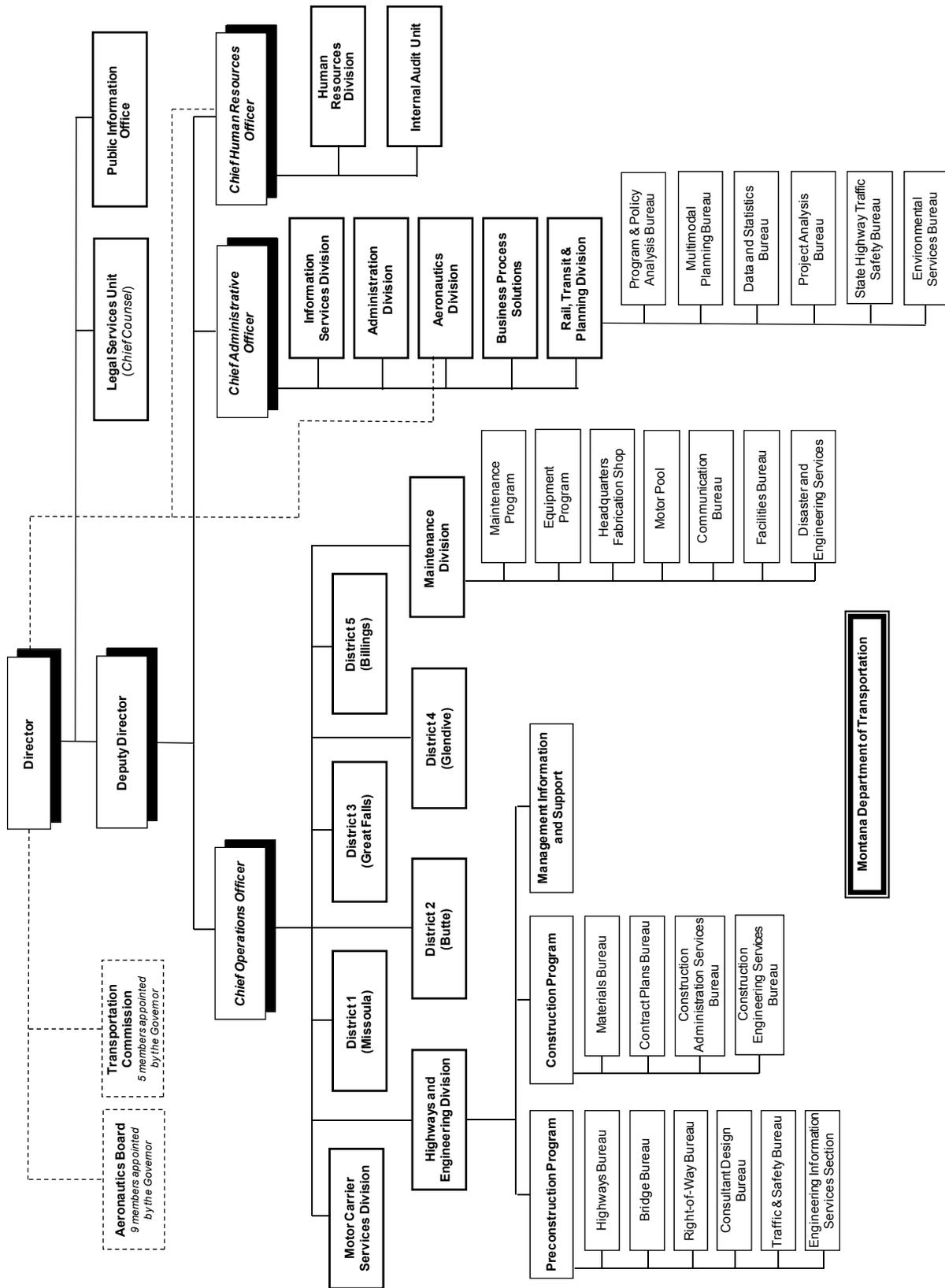


Figure 1-1 — MDT ORGANIZATION

1.2 EXECUTIVE MANAGEMENT

1.2.1 Transportation Commission

The Transportation Commission is a quasi-judicial board consisting of five members, each of whom is appointed by the Governor for a four-year term. The Commission's major duties are as follows:

- selection/prioritization of projects for construction, maintenance, etc.;
- award of monthly contracts;
- allocation of Federal-aid highway funds;
- designation of highways by system;
- designation of special speed zones and maximum speeds on bridges and overpasses;
- designation of access control highways or facilities;
- resolution of outdoor advertising appeals; and
- abandonment of highway right-of-way.

1.2.2 Executive Management Team

The Executive Management Team coordinates upper level administrative and management activities; supports the Director in planning, budgeting, administrative management, policy development, personnel management, communications management and coordination; and provides leadership and direction for activities of the Department.

1.2.2.1 Director

The Director is appointed by the Governor to lead the Montana Department of Transportation. The primary responsibility of the Director is to set statewide transportation policy for MDT and be responsible for all activities and services of the Department.

1.2.2.2 Deputy Director

The Deputy Director serves as the principal advisor to the Director and provides leadership and overall policy direction to MDT.

1.2.2.3 Chief Operations Officer

The Chief Operations Officer reports to the Director/Deputy Director and supervises the following MDT units:

- all District Offices,
- Highways and Engineering Division,
- Maintenance Division, and
- Motor Carrier Services Division.

1.2.2.4 Chief Administrative Officer

The Chief Administrative Officer reports to the Director/Deputy Director and supervises the following MDT units:

- Information Services Division,
- Administration Division,
- Aeronautics Division,*
- Business Process Solutions Unit, and
- Rail, Transit and Planning Division.

*The Director supervises the Aeronautics Division in coordination with the Chief Administrative Officer.

1.2.2.5 Chief Human Resources Officer

The Chief Human Resources Officer, in coordination with the Director, supervises Human Resources Division and Internal Audit Unit.

1.2.3 Tribal Liaison

The MDT Tribal Liaison functions are coordinated through the Director. They include coordinating with tribal attorneys, tribal chair persons, Tribal Employment Rights Officers (TEROs) and Tribal planners regarding MDT projects that impact tribal governments.

1.2.4 Legal Services Unit

The Legal Services Unit reports to the Director/Deputy Director and is responsible for handling legal issues for the Department.

1.2.5 Public Information Office

The Public Information Office, which reports to the Director/Deputy Director, works to increase public awareness of MDT activities. The Public Information Officer acts as the Director's spokesperson and coordinates marketing activities, manages media contacts, writes speeches and press releases and assists staff with media issues.

1.3 CHIEF OPERATIONS OFFICER

1.3.1 Highways and Engineering Division

The Highways and Engineering Division has the primary responsibility for the design and construction of the projects in the MDT Capital Improvement Program. The Division performs the work in the Headquarters Office, as is predominantly true for the Preconstruction Program, and sets Department-wide policies and procedures for the operations of the MDT District Offices (e.g., for the Construction Program).

1.3.1.1 Highways and Engineering Administrator

The Administrator is in charge of the Highways and Engineering Division, which includes the Preconstruction Program, Construction Program and Management Information and Support. The Administrator reports directly to the Chief Operations Officer.

1.3.1.2 Preconstruction Program

1.3.1.2.1 Highways Bureau

The Highways Bureau is responsible for all engineering activities for in-house highway design projects. The Highways Bureau includes the Road Design Section, Hydraulics Section and Photogrammetry and Survey Section.

1.3.1.2.2 Bridge Bureau

The Bridge Bureau is responsible for the design and operation of bridges and other structures on Montana's highway system. The Bridge Bureau includes the Design Section and Bridge Management Section.

1.3.1.2.3 Right-of-Way Bureau

The Right-of-Way Bureau is responsible for designing right-of-way, acquiring land for highway facilities, managing acquired land and providing assistance and payments to individuals, businesses and utilities that are relocated as a result of highway construction. The Right-of-Way Bureau includes the following Sections:

- Appraisal Section,
- Acquisition Section,
- Design/Plans Section,
- Real Estate Services Section,
- Outdoor Advertising Unit,
- Access Management Section, and
- Utilities Section.

1.3.1.2.4 Consultant Design Bureau

The Consultant Design Bureau is within the Preconstruction Program of the Engineering Division. The Bureau has the overall responsibility for the administration and management of the MDT Consultant program and the MDT CTEP program.

1.3.1.2.5 Traffic and Safety Bureau

The Traffic and Safety Bureau is responsible for all MDT traffic engineering activities and for the MDT highway safety programs. The Bureau includes the Traffic Engineering Section, Safety Management Section and Rail/Highway Safety Section.

1.3.1.2.6 Engineering Information Services Section

The Engineering Information Services Section (EISS) provides support to the Bureaus within the Preconstruction Program.

1.3.1.3 Construction Program

1.3.1.3.1 Materials Bureau

The Materials Bureau is responsible for ensuring the quality of all materials, through testing and certification, pavement and geotechnical design incorporated into the State highway system. The following Sections are within the Materials Bureau:

- Physical Testing Section,
- Materials Services Section,
- Pavement Management Section, and
- Geotechnical Section.

1.3.1.3.2 Contract Plans Bureau

The Contract Plans Bureau lets to contract all highway projects in Montana.

1.3.1.3.3 Construction Administration Services Bureau

The Construction Administration Services Bureau is responsible for planning and administering construction program operations and contract administration activities.

1.3.1.3.4 Construction Engineering Services Bureau

The Construction Engineering Services Bureau is responsible for:

- issuing direction on technical construction issues;
- general construction issue resolution;

- construction oversight and uniformity;
- construction project review findings;
- implementation and follow-up of constructability and post construction review findings;
- change orders;
- non-uniformity compliant resolution; and
- implementation of new construction processes, procedures and specifications.

1.3.1.4 Management Information and Support

Management Information and Support provides a variety of support functions and services to the Division Administrator, Preconstruction Program and Construction Program. These include:

- Fiscal Officer,
- Management Analyst,
- Human Resources Specialist,
- Training and Development Specialist, and
- Research.

1.3.2 Maintenance Division

The Maintenance Division is responsible for the development and monitoring of the Maintenance, Equipment and Motor Pool Programs; all State-maintained roadways; State Motor Pool and equipment; all Department facilities; and a Statewide communications system. The Maintenance Division includes the following Units:

- Maintenance Program,
- Equipment Program,
- Headquarters Fabrication Shop,
- Motor Pool Program,
- Communications Bureau,
- Facilities Bureau, and
- Disaster and Emergency Services.

1.3.3 Motor Carrier Services Division

The Motor Carrier Services Division protects Montana's and the Federal government's investment in Montana's highway system and ensures the safety of the traveling public through uniform regulation of the commercial motor carrier industry and enforcement of all State and Federal commercial motor carrier laws, rules and regulations.

1.3.4 District Offices

The Department maintains five District Offices based on geographic areas in the cities of Missoula, Butte, Great Falls, Glendive and Billings. The basic function of each District Office is to provide the necessary field services for the Department within their geographic boundaries.

1.4 CHIEF ADMINISTRATIVE OFFICER

1.4.1 Information Services Division

The Information Services Division assists MDT customers with their Information Technology (IT) needs, which enables them to conduct their business as efficiently and effectively as possible.

1.4.2 Administration Division

The Administration Division provides support services for MDT, which includes accounting, financial management, purchasing and mail services. The Division includes the following Bureaus and Units:

- Accounting Controls Bureau,
- Fiscal Operation Bureau,
- Office Management Unit,
- Budget and Planning Bureau,
- Fuel Tax Management and Analysis Bureau, and
- Purchasing/Mailroom Bureau.

1.4.3 Aeronautics Division

The Aeronautics Division includes the Airports and Airways Bureau and Safety and Education Bureau. The Division is responsible for fostering and promoting aviation in the State of Montana.

1.4.4 Business Process Solutions

This Unit is responsible for transitioning the Department from its legacy financial systems, defining and documenting the Department's related business processes, and improving and integrating those financial systems and business processes.

1.4.5 Rail, Transit and Planning Division

The Rail, Transit and Planning Division is responsible for the development and implementation of the processes, systems and planning programs necessary for informed programming decisions for the MDT program of transportation projects. The Division includes the following Bureaus:

- Program and Policy Analysis Bureau,
- Multimodal Planning Bureau,
- Data and Statistics Bureau,
- Project Analysis Bureau,
- State Highway Traffic Safety Bureau, and
- Environmental Services Bureau.

1.5 CHIEF HUMAN RESOURCES OFFICER

1.5.1 Human Resources Division

The Human Resources Division is committed to protecting the civil rights of MDT employees and applicants for employment, eliminating unlawful discrimination on the basis of protected class and ensuring that all beneficiaries and potential beneficiaries of MDT programs are offered an equal participation opportunity. The Human Resources Division includes four units:

- Civil Rights Bureau,
- Office of Occupational Health and Safety,
- Operations Bureau, and
- Workforce Planning Bureau.

1.5.2 Internal Audit Unit

The Internal Audit Unit provides and maintains an effective and professional internal and external audit function for MDT. The Unit administers a comprehensive program of audits and investigations to ensure conformity with laws, regulations and Departmental policies.

1.6 ENVIRONMENTAL SERVICES BUREAU

The basic function of the Environmental Services Bureau is to provide guidance for all units within the Department on all environmental issues. Environmental issues normally include Federal, State and Tribal environmental laws and the Bureau represents the Department on these laws with other agencies, States and private entities. [Figure 1-2](#) presents the organization of the ESB.

In general, the ESB's responsibilities include, but are not limited to:

- Environmental Resources,
- Hazardous Waste, and
- Environmental Engineering.

1.6.1 Environmental Services Bureau Chief

The Environmental Services Bureau Chief is responsible for planning and administering the operations and activities of diverse environmental programs. The Environmental Services Bureau Chief works closely with other Department personnel to identify common priorities, solve common problems and attain common goals. The Environmental Services Bureau Chief's role is to:

- develop and promote a particular philosophy through the establishment of long-range planning regarding goals and objectives; and
- to provide leadership and direction regarding all Department functions pertaining to environmental issues.

The position reports to the Rail, Transit and Planning Division Administrator and provides oversight and management supervision of approximately 30 full time professional staff within the Bureau.

1.6.2 Administrative Support

The Administrative Assistant provides on-going office management and specialized program support services, including information and data management, technical system troubleshooting, and presentation design. The Administrative Assistant coordinates, develops, and monitors bureau projects, practices, and administrative operations to ensure effective contract management, and accurate and efficient accounts processing. The Administrative Assistant reports to the Environmental Services Bureau Chief.

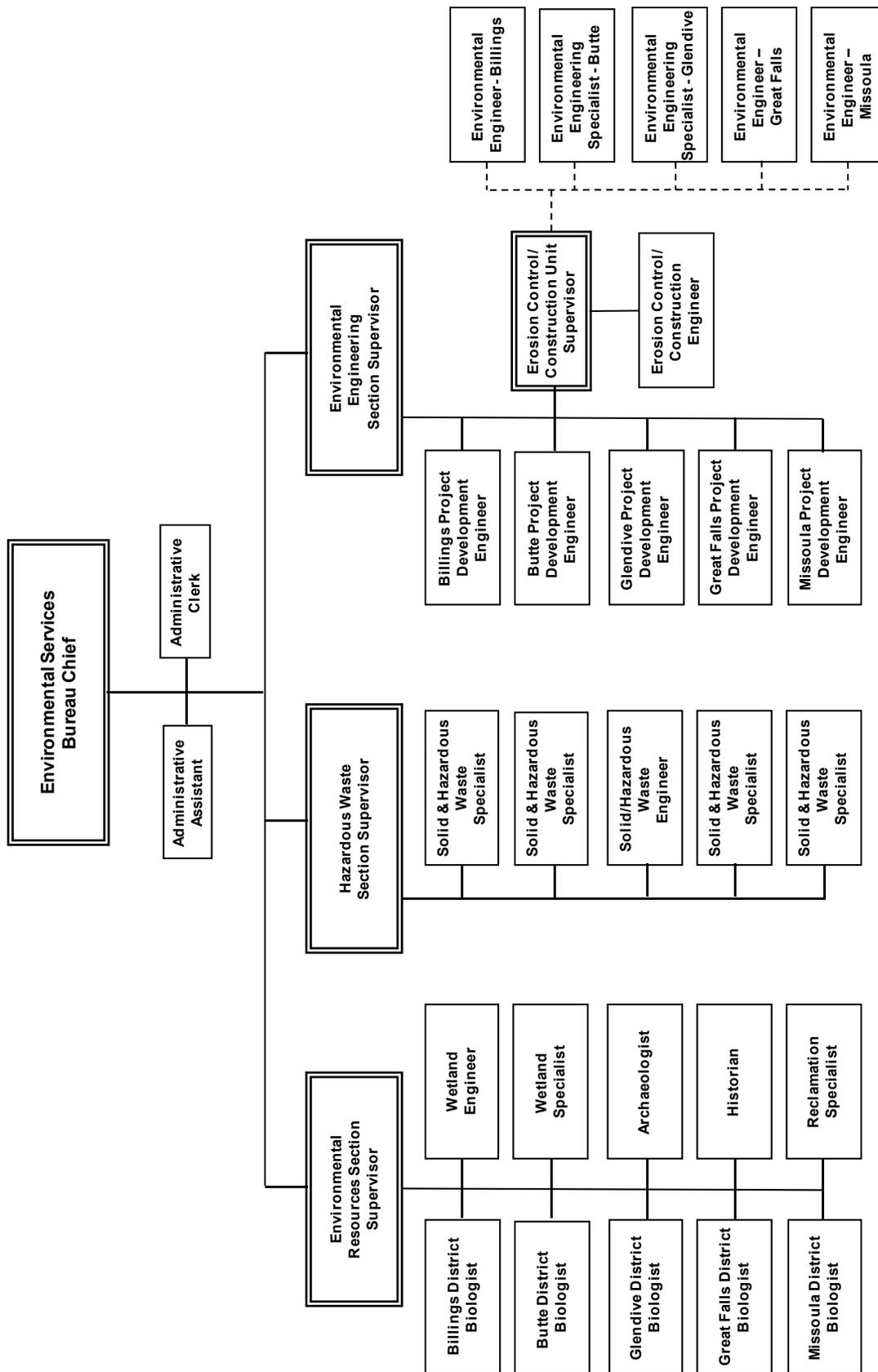


Figure 1-2 — ENVIRONMENTAL SERVICES BUREAU

1.6.3 Environmental Resources Section

The Environmental Resources Section is responsible for identifying environmental resources within the proposed project limits and for evaluating the potential project impacts on these resources and potential avoidance and minimization measures. The Section's responsibilities include:

- conducting environmental surveys and inventories or supervising contractor's surveys and inventories;
- evaluating potential project impacts on biological resources, including:
 - + wetlands, rivers/streams, other aquatic resources,
 - + threatened and endangered species,
 - + fish and aquatic organisms and their habitat,
 - + general wildlife and their habitat, and
 - + water quality.
- evaluating potential project impacts on cultural resources, including:
 - + historical, and
 - + archaeological.
- reviewing those portions of environmental documents that address biological and cultural resources; and
- coordinating with the applicable State, Tribal or Federal agency to secure selected project permits/approvals.

1.6.3.1 Wetland Specialist

The Wetland Specialist serves as Wetland Mitigation/Environmental Impact Specialist for the Wetland and Natural Resource Mitigation Program. The position performs a variety of duties on a statewide basis related to the following:

- wetland mitigation,
- environmental analysis and development,
- project implementation and oversight,
- regulatory compliance and coordination,
- contract administration,
- consultant review/oversight,
- mitigation program management, and
- fiscal planning.

1.6.3.2 Wetland Engineer

The Wetland Engineer performs liaison and coordination functions for the Wetland and Natural Resources Mitigation Program with local governments, State and Federal agencies and private

landowners. This position performs complex technical analysis of wetland project proposals involving the following:

- planning,
- cost estimating,
- regulatory involvement,
- construction oversight,
- design development, and
- contract preparation.

This position also provides engineering analysis and technical support to the Resources and Permitting Staff for the Department's Wetland and Natural Resources Mitigation Program and other professionals committed to achieving Montana's mitigation needs by balancing environmental requirements with engineering requirements.

1.6.3.3 Reclamation Specialist

The Reclamation Specialist oversees Department activities and monitors compliance with various Federal, State, Tribal and local laws and regulations related to reclamation, sediment discharge (e.g., erosion control) and noxious weed control. The Reclamation Specialist is responsible for reclamation design specifications, adherence to State weed laws, development of new material/technology specifications, minimization of disturbance, special material needs and handling, utility company reclamation requirements and, for project involving water crossings, special stream bank mitigation.

The Reclamation Specialist performs the following construction-stage functions:

- conducting on-site field review to ensure adherence to reclamation/planting specifications;
- assisting construction staff with goals and objectives of design specifications;
- monitoring compliance with plant survival (contract) guarantee specifications;
- conducting field review of wetland mitigation site completion, if applicable; and
- coordinating with seeding contractors to accomplish objectives.

The Reclamation Specialist performs the following post-construction functions:

- Statewide monitoring of reclamation success on grading projects; and
- identifying sites requiring remedial treatment, which may include:
 - + developing a plan to repair erosion damage and augment seeding success, and
 - + coordinating with Maintenance staff on completion of follow-up work.

1.6.3.4 Archeologist

The Archeologist serves as the Department's technical authority in historic and archaeological resource compliance requirements, including requirements pertaining to treatment of paleontological sites, human remains and burial sites, and sites/objects associated with Indian tribes. The position is responsible for the following:

- planning and implementing comprehensive resource evaluations and site investigations,
- managing and implementing various projects and program services,
- providing advanced technical assistance and research services,
- coordination with Tribal staff for project specific issues, and
- administering contracts and overseeing contracted services.

1.6.3.5 Historian

The Historian serves as the Department's technical authority in historical aspects of cultural resource management, evaluation and regulatory compliance issues affecting major transportation projects. The position is responsible for the following:

- planning and implementing comprehensive resource evaluations and site investigations;
- managing and implementing various projects and program services (e.g., Historical/ Interpretive Marker Program, Roads and Bridges Historic Preservation, etc.);
- providing advanced technical assistance and research services; and
- administering contracts and overseeing contracted services.

1.6.3.6 District Biologist

The District Biologist serves as the Department's technical authority in natural resource management, evaluation, impact analysis, mitigation, and regulatory compliance related to all construction and maintenance projects and activities. The position acts as a liaison and negotiator between regulatory agencies and various MDT bureaus and involves highly complex, controversial and precedent-setting environmental issues. The position is involved in all phases of project development (preconstruction) and post-construction. Each project is unique in scope and involves constantly changing environmental factors, regulations and project designs that require the position to apply innovation and judgment to develop original approaches to resolving environmental concerns while ensuring the success of major transportation projects.

The position is responsible for developing, planning and implementing comprehensive resource evaluations, impact assessments and mitigation measures unique to each project, including the following:

- site investigations,
- sampling,
- testing and analysis,
- wetland delineations and functional assessments,
- agency coordination,
- developing and implementing innovative mitigation measures,
- providing advanced technical assistance and research services, and
- overseeing contracted services.

1.6.4 Hazardous Waste Section

The Hazardous Waste Section is responsible for identifying and evaluating various potential project impacts, including:

- evaluating the potential project impacts on air quality (during and after construction) and determining the project's consistency with State and Federal laws on air quality;
- evaluating the potential noise impacts (during and after construction) precipitated by the project and determining the project's consistency with State and Federal laws on noise impacts;
- identifying hazardous waste sites and determining the needed mitigation measures;
- reviewing the Comprehensive Environmental Response, Compensation and Liability Information System (CERCLIS) site listing for Montana; and
- implementing the Montana clean-up program for underground storage tanks.

1.6.4.1 Solid/Hazardous Waste Specialist

The Solid/Hazardous Waste Specialist serves as the Department's technical authority in solid and hazardous waste management, evaluation, analysis, remediation and regulatory compliance related to all construction and maintenance projects as well as managing environmental compliance-related issues for MDT maintenance facilities. The position acts as liaison between regulatory agencies and various MDT Sections and divisions and involves highly complex and controversial environmental issues including the following:

- solid and hazardous wastes,
- air quality,
- water quality,
- asbestos,
- leaking underground storage tanks, and
- traffic noise.

The position is responsible for developing, planning and implementing technical research, initial site assessments, intrusive site investigations, sampling and analytical plans, remediation of solid and hazardous waste, administering contracted services, providing technical assistance and training and performing a variety of other complex and technical. This position also provides supervision and management of the performance of contractors and consultants who perform a wide variety of tasks for the Department, including solid and hazardous waste remediation and cleanup, work plans, cost estimates, Source Water Protection Reports, traffic noise evaluations and modeling, groundwater quality testing and monitoring and report preparation.

1.6.4.2 Solid/Hazardous Waste Engineer

The Solid/Hazardous Waste Engineer serves as the Department's technical authority in solid and hazardous waste management, evaluation, analysis, remediation and regulatory compliance related to all construction and maintenance projects as well as managing environmental compliance-related issues for MDT maintenance facilities. The position acts as liaison between regulatory agencies and various MDT Sections and divisions and involves highly complex and controversial environmental issues including the following:

- solid and hazardous wastes,
- air quality,
- water quality,
- asbestos,
- leaking underground storage tanks, and
- traffic noise.

The position is responsible for developing, planning and implementing technical research, initial site assessments, intrusive site investigations, sampling and analytical plans, remediation of solid and hazardous waste, administering contracted services, providing technical assistance and training and performing a variety of other complex and technical duties. This position also provides supervision and management of the performance of contractors and consultants who perform a wide variety of tasks for the Department, including solid and hazardous waste remediation and cleanup, work plans, cost estimates, Source Water Protection Reports, traffic noise evaluations and modeling, groundwater quality testing and monitoring and report preparation.

1.6.5 Environmental Engineering Section

The Environmental Engineering Section is directly involved with many aspects of the Department including planning, design, construction and maintenance to ensure that the project complies with Federal, State and Tribal environmental laws and regulations. The Section's responsibilities include:

- determining applicability of and demonstrating compliance with the *National* and *Montana Environmental Policy Acts* (NEPA/MEPA) on all Department projects and permits;
- determining the need for early coordination with other State, Tribal and Federal agencies and initiating contacts;
- identifying and coordinating with various agencies and government entities;
- coordinating with Statewide and Urban Planning Section on corridor studies;
- coordinating with Planning and Policy Analysis Bureau on systems impacts;
- coordinating with Motor Carrier Services Division on 32-J Permit applications;

- coordinating with the Community Transportation Enhancement Program (CTEP) Section on environmental documentation for CTEP projects
- coordinating with the Design Team on project scoping;
- coordinating with the Design Team in the identification and evaluation of project alternatives;
- preparing or reviewing the environmental document or documentation;
- preparing Section 4(f) and Section 6(f) Statements;
- coordinating with the applicable State or Federal agency to secure the necessary road construction or maintenance project permits/approvals, including:
 - + Section 404 permit,
 - + Section 10 permit,
 - + Section 401 certification,
 - + Section 402 (NPDES) permit,
 - + farmland preservation impacts (NRCS), and
 - + Tribal Environmental Permits (ALPO and ALCO);
- coordinating with the Design Team, to avoid, minimize, and/or mitigate environmental impacts;
- reviewing and commenting on the plan for permanent erosion control;
- determining Department compliance with the public involvement process; and
- providing assistance, oversight and environmental policy direction to the District Environmental Engineering Specialists in carrying out the following duties:
 - + assisting the Engineering Project Manager (EPM) and/or the contractor with ensuring construction projects adhere to applicable environmental laws and commitments made in the design process;
 - + assisting the EPM and/or the contractor with ensuring compliance with MPDES and NPDES requirements;
 - + preparing erosion control plans for compliance with NPDES requirements;
 - + preparing “blank” erosion control plans to assist the contractor with complying with MPDES requirements;
 - + reviewing the contractor’s temporary facilities permit applications for completeness and appropriateness and suggesting modifications to those applications that will facilitate timely permit issuance;
 - + reviewing the contractor’s MPDES or NPDES compliance records in preparation for a stormwater permit transfer to MDT or the county;

- + reviewing MDT or contractor compliance records in preparation for a stormwater permit termination;
- + reviewing proposed maintenance activities to identify necessary permits and make suggestion for modifying proposed activities to avoid impacts and eliminate the need for permitting;
- + preparing permit applications for proposed maintenance activities; and
- + ensuring MDT compliance with the various MS4 permits across the State.

1.6.5.1 District Project Development Engineer

The District Project Development Engineer (PDE) is responsible for conducting in-depth engineering and environmental analysis to determine effective methods of minimizing or avoiding environmental impacts of department construction projects. The position performs a variety of duties related to the following:

- conducts various reviews,
- participates in meetings,
- develops reports,
- recommends design features,
- evaluates design alternatives,
- proposes avoidance, minimization and mitigation strategies,
- determines, prepares and negotiates necessary environmental permits and documentation,
- provides technical assistance and training,
- administers projects,
- manages the work of consultants,
- prepares special provisions for inclusion in contract plans,
- acts as the document champion to coordinate comments from ESB reviewers from all ESB sections, and
- performs various other duties.

1.6.5.2 Civil Engineering Specialist

The Civil Engineering Specialist assists with various erosion control efforts by:

- preparing blank erosion control plans for projects where the contractor will be the sole MPDES permittee;
- reviewing erosion control plans where MDT and the contractor will be NPDES co-permittees; and
- reviewing blue sheet plans and specifications and preparing a review memorandum to identify:
 - + the likely need for a stormwater permit,

- + the type of permit that will likely be needed, if appropriate,
- + which standard stormwater permit special provision will need to be included in the contract documents,
- + an estimate for the expected cost of the permit application fee and annual fee, if applicable,
- + if the proposed project will occur within an MS4 permitted area, and
- + which standard MS4 permit special provision will need to be included in the contract documents.

