

Building a Project Team

Massachusetts River Alliance Dam Busters Webinar Series

March 12, 2025



**AMERICAN
RIVERS**

Project Manager Role:

Project Coordination

Roles of the project manager:

- Dam owner liaison
- Develop partnership team
- Manage fundraising
- Develop scope of work
- Consultant hiring
- Review analysis and design
- Regulatory engagement
- Coordinate community engagement



Project Manager Role:

Project Coordination

The basic steps cover four major categories



Fundraising



Community Engagement

| APPLICATION FOR DEPARTMENT OF THE ARMY PERMIT (33 CFR 325) | | OMB APPROVAL Expires October |
|--|----------------------|---------------------------------|
| <p>Public reporting burden for this collection of information is estimated to average 5 hours per response, including reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of information, including suggestions for reducing this burden, to Department of Defense, Washington Headquarters Directorate of Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0710-0003), Washington, DC 20503. RETURN your form to either of those addresses. Completed applications must be submitted to the District jurisdiction over the location of the proposed activity.</p> | | |
| <p>PRIVACY ACT STATEMENT</p> <p>Authority: 33 USC 401, Section 10: 1413, Section 404. Principal Purpose: These laws require authority affecting, navigable waters of the United States, the discharge or fill material into waters of the United States, the discharge or fill material into waters of the United States, the discharge or fill material into waters of the United States. Routine Uses: Information on this form will be used in evaluating the application for a permit. Disclosure: Disclosure of requested information. If information is not provided, however, the permit application cannot be processed nor can a permit be issued.</p> <p>One set of original drawings or good reproducible copies which show the location and character of the proposed activity must be attached to this application (see sample drawings and instructions) and be submitted to the District jurisdiction over the location of the proposed activity. An application that is not completed in full will be returned.</p> | | |
| (ITEMS 1 through 4 TO BE FILLED BY THE CORPS) | | |
| 1. APPLICATION NO | 2. FIELD OFFICE CODE | 3. DATE RECEIVED |
| 5. APPLICANT'S NAME | | 4. DATE APPLIED |
| 6. APPLICANT'S ADDRESS | | 9. AGENT'S ADDRESS |

Permitting



Design/Construction



Finding and managing contractors for a dam removal project

Scoping the Project and Managing Consultants

See below for resources, links, tips, and a video recording on scoping a dam removal project and managing consultants. Webinar originally held May 1, 2024.



Learn about the importance of creating a proper scope of work and strong multidisciplinary team of consultants to help you manage the complexities of working in a riverine environment.

Presented by: Chris Hirsch, Dam Removal Program Manager, MA Division of Ecological Restoration



Division of Ecological Restoration

Invested in Nature and Community

[Download his presentation slides here](#)

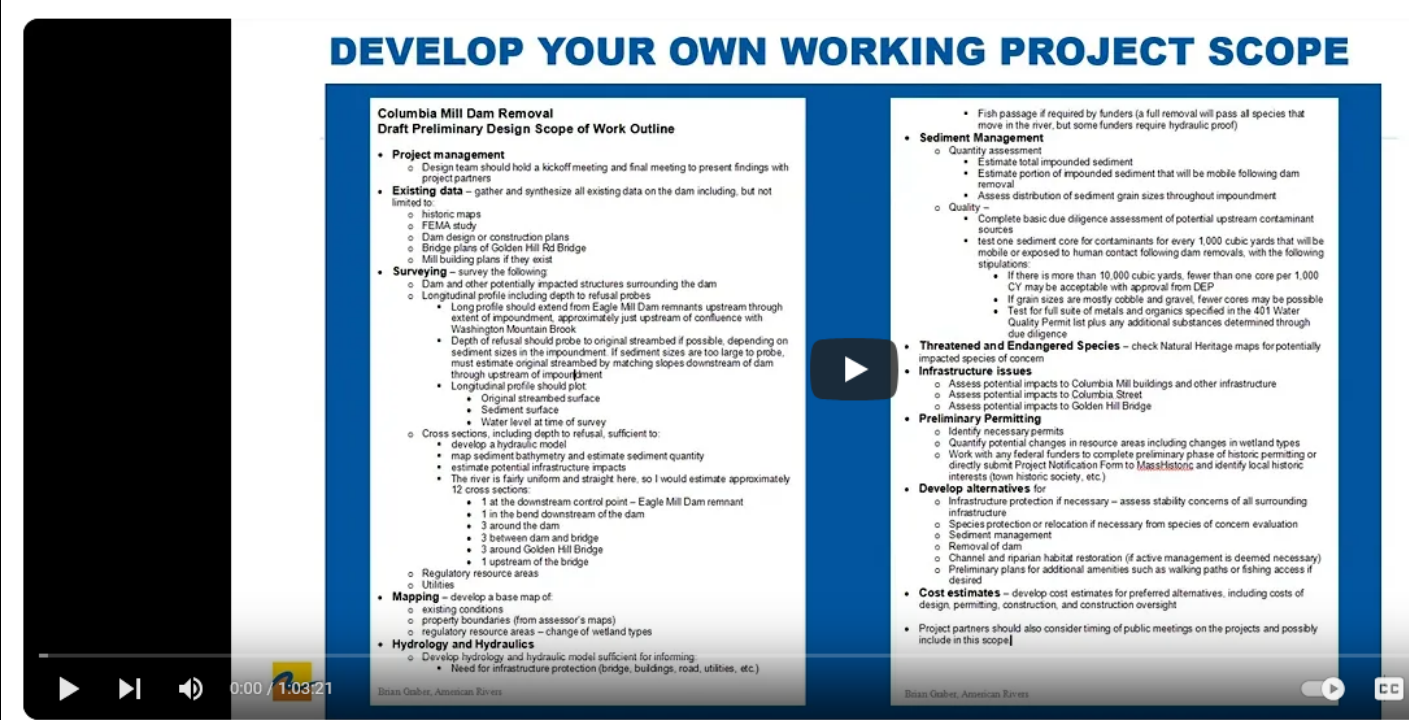
Recording



Scoping a Dam Removal Project and Managing Consultants- Dam Bust...

Dam Busters 101, Massachusetts River Alliance

DEVELOP YOUR OWN WORKING PROJECT SCOPE



Columbia Mill Dam Removal
Draft Preliminary Design Scope of Work Outline

- **Project management**
 - Design team should hold a kickoff meeting and final meeting to present findings with project partners
- **Existing data** – gather and synthesize all existing data on the dam including, but not limited to:
 - historic maps
 - FEMA study
 - Dam design or construction plans
 - Bridge plans of Golden Hill Rd Bridge
 - Mill building plans if they exist
- **Surveying** – survey the following:
 - Dam and other potentially impacted structures surrounding the dam
 - Longitudinal profile including depth to refusal probes
 - Long profile should extend from Eagle Mill Dam remnants upstream through extent of impoundment, approximately just upstream of confluence with Washington Mountain Brook
 - Depth of refusal should probe to original streambed if possible, depending on sediment sizes in the impoundment. If sediment sizes are too large to probe, must estimate original streambed by matching slopes downstream of dam through upstream of impoundment
 - Longitudinal profile should plot
 - Original streambed surface
 - Sediment surface
 - Water level at time of survey
 - Cross sections, including depth to refusal, sufficient to:
 - develop a hydraulic model
 - map sediment bathymetry and estimate sediment quantity
 - estimate potential infrastructure impacts
 - The river is fairly uniform and straight here, so I would estimate approximately 12 cross sections:
 - 1 at the downstream control point – Eagle Mill Dam remnant
 - 1 in the bend downstream of the dam
 - 3 around the dam
 - 3 between dam and bridge
 - 3 around Golden Hill Bridge
 - 1 upstream of the bridge
 - Regulatory resource areas
 - Utilities
- **Mapping** – develop a base map of:
 - existing conditions
 - property boundaries (from assessor's maps)
 - regulatory resource areas – change of wetland types
- **Hydrology and Hydraulics**
 - Develop hydrology and hydraulic model sufficient for informing:
 - Need for infrastructure protection (bridge, buildings, road, utilities, etc.)
- Fish passage if required by funders (a full removal will pass all species that move in the river, but some funders require hydraulic proof)
- **Sediment Management**
 - Quantity assessment
 - Estimate total impounded sediment
 - Estimate portion of impounded sediment that will be mobile following dam removal
 - Assess distribution of sediment grain sizes throughout impoundment
 - Quality
 - Complete basic due diligence assessment of potential upstream contaminant sources
 - Test one sediment core for contaminants for every 1,000 cubic yards that will be mobile or exposed to human contact following dam removals, with the following stipulations:
 - If there is more than 10,000 cubic yards, fewer than one core per 1,000 CY may be acceptable with approval from DEP
 - If grain sizes are mostly cobble and gravel, fewer cores may be possible
 - Test for full suite of metals and organics specified in the 401 Water Quality Permit list plus any additional substances determined through due diligence
- **Threatened and Endangered Species** – check Natural Heritage maps for potentially impacted species of concern
- **Infrastructure Issues**
 - Assess potential impacts to Columbia Mill buildings and other infrastructure
 - Assess potential impacts to Columbia Street
 - Assess potential impacts to Golden Hill Bridge
- **Preliminary Permitting**
 - Identify necessary permits
 - Quantify potential changes in resource areas including changes in wetland types
 - Work with any federal funders to complete preliminary phase of historic permitting or directly submit Project Notification Form to *MassHistoric* and identify local historic interests (town historic society, etc.)
- **Develop alternatives** for:
 - Infrastructure protection if necessary – assess stability concerns of all surrounding infrastructure
 - Species protection or relocation if necessary from species of concern evaluation
 - Sediment management
 - Removal of dam
 - Channel and riparian habitat restoration (if active management is deemed necessary)
 - Preliminary plans for additional amenities such as walking paths or fishing access if desired
- **Cost estimates** – develop cost estimates for preferred alternatives, including costs of design, permitting, construction, and construction oversight
- Project partners should also consider timing of public meetings on the projects and possibly include in this scope

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Brian Oehler, American Rivers

Brian Oehler, American Rivers

Finding or Being an Ideal Dam Removal Contractor

American Rivers for the New Jersey State Dam Removal Partnership





Partnership and collaboration are the bee's knees.



Understand who your key partners and collaborators are

| Information Recipient | Recipient Requirements (format, delivery method) | Information to be Communicated (content, level of detail, reason) | Communication Constraints | Time Frame/ Frequency | Responsible for Communication |
|-----------------------|---|--|---------------------------|--------------------------|-------------------------------|
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| Ground Rules: | | | | | |

Understand the decision process

Establishing roles, responsibilities, and expectations



- Who makes the decision?
- How do key stakeholders factor in?
- How do you think this differs from the public process?



Example Team Structures:

- Leadership team
- Technical advisory team
- Outreach committee



Leadership Team

Sample tasks

1. Communicate each partner's desired outcomes for the project.
2. Assist in the selection of a “preferred alternative” for the project.
3. Assist or lead efforts to secure the additional funding needed for the project.
4. Assist or lead efforts to secure the permits needed for the project.
5. Exchange information and ideas with other committee members and the project core team.
6. Disseminate information and promote the project to their membership and peers.
7. Provide a public voice to help guide the project toward implementation.



Sample Leadership Team Chart

- Participation by at least one entity representative in team meetings is needed to ensure coordination with this many “leading” sponsors or entities coordinating to manage and deliver the project.
- Collaboration is essential to ensure issues, constraints and disagreements are addressed and resolved in good faith between the Leadership Team entities.
- Procurement process and decision-making outlined.

| Leadership Team Entity | Leadership Team Member | Org Title |
|------------------------|------------------------|--|
| American Rivers | | NW Dam Removal Program Director, Project Manager |
| City of Milwaukie | | Project Manager |
| ODOT | | Project Delivery Manager, Region 1 |
| ODOT | | Region 1 Resident Engineer – Consultant Projects |
| ODOT | | Project Lead, Region 1 |
| NCWC | | Executive Director |
| NCWC | | Watershed Restoration Manager |
| NCWC (consultant rep) | | Principal Watershed Ecologist, Cascade Environmental Group |



Technical Advisory Team (Design Review Team)

Sample tasks

1. Review project documents and reply in a timely manner.
2. Communicate your agency/organization's perspective to the project and design team and identify needs and concerns early in the planning process to the extent feasible.
3. Identify your entity's desired outcomes and technical and regulatory constraints to support the collaborative development of the project goals, SMARTIE objectives (Specific Measurable, Achievable, Timebound, Inclusive, Equitable), and assist in identifying design, regulatory, and socio-political constraints on project development.
4. Raise concerns and issues early so the core project team can address them in iterative design refinement.
5. Perform technical review of engineering plans and technical documents (e.g., basis of design memo, permitting pathway, etc.) at the 30-, 60-, and 90-percent design levels. Provide design criteria, regulatory best management practices, guidance, and design criteria.
6. Coordinate other internal staff or organizational support needed. For example, technical document review by multiple relevant internal departments or disciplinary experts (e.g., biological, engineering, cultural), executive approvals, organizational letters of support, etc.
7. Proactively identify opportunities and solutions needed to resolve issues and barriers to project planning and create efficiencies across fundraising, design, and permitting technical workflows.



Comparison of Leadership Team VS Technical Advisory Committee

| Leadership Team Entity | Leadership Team Member | Org Title |
|------------------------|------------------------|--|
| American Rivers | | Senior Director, Dam Removal, Project Manager |
| Maryland DNR | | Fish Passage Coordinator, Fish & Boating Services |
| Maryland DNR | | Central Region Engineer, Engineering & Construction |
| Maryland DNR | | Patapsco Valley State Park |
| NOAA | | Environmental Engineer, NOAA Restoration Center |
| USFWS | | Fisheries Biologist, Maryland Fish & Wildlife Conservation |
| Interfluve | | Contractor |
| NCWC | | Executive Director |
| NCWC | | Watershed Restoration Manager |
| NCWC (consultant rep) | | Principal Watershed Ecologist, Cascade Environmental Group |

| Project Partner Organization | Project Role/Technical Area of Expertise |
|---|--|
| American Rivers | Project Delivery/Project Manager and Interdisciplinary River Scientist |
| City of Milwaukie | City Representative, Community Development Director |
| Clackamas Water Environment Services | Senior Civil Engineer |
| Clackamas Water Environment Services | Environmental Policy Specialist |
| Confederated Tribes of Grand Ronde | Aquatic Biologist |
| Confederated Tribes of the Warm Springs Reservation of Oregon | Willamette Basin Wildlife Biologist |
| Lower Columbia Estuary Partnership | Restoration Project Manager |
| Native Fish Society | Fisheries Biology |
| North Clackamas Parks & | Parks Planner |

| Project Partner Organization | Role/Area of Technical Expertise |
|--|---|
| American Rivers | Project Manager/Environmental Policy Specialist |
| NOAA | Environmental Engineer |
| Maryland DNR | Technical Dam/Structural Engineer |
| Maryland DNR/USFWS | Fisheries Biologist/Regulatory Review |
| Baltimore Co. Public Works Department | Sanitary Sewer Design |
| Howard Co. Public Works Department | Sanitary Sewer Design |
| Interfluve | Restoration Design Engineer |
| Hazen & Sawyer | Sanitary Sewer Design Engineer |
| Army Corps | Regulatory Review |
| Maryland Department of the Environment | Regulatory Review |

| | |
|--|--|
| NOAA Fisheries | Regulatory Review – ESA Approval / Fish Biologist, ESA Section 7 |
| Oregon Department of Environmental Quality | Manager, NW Region Cleanup Program / Sediment, Water Quality |



Don't forget the “community” aspect of team

Now Recruiting for the Kellogg Community Advisory Team!

We are looking for community members to join the Kellogg Community Advisory Team, providing input and feedback on the design of the Kellogg Creek Restoration and Community Enhancement Project. We are asking members of the Community Team to commit to attending 6 meetings, held monthly between March and August 2025. Meetings will be scheduled on weeknights, from 6 - 8pm, meals and a stipend will be provided to team members.

If interested, please email: Jay@uniteoregon.org. Apply by March 10th.

For more information on the Kellogg Project, go to:
<https://tinyurl.com/kelloggproject>
OR Scan Here



Estamos reclutando para el Equipo de Asesoramiento Comunitario de Kellogg

Estamos buscando miembros de la comunidad para unirse al Equipo de Asesoramiento Comunitario de Kellogg, quienes darán sus sugerencias y observaciones sobre el diseño del Proyecto de Restauración del Arroyo Kellogg y el Programa de Mejoramiento de la Comunidad del Arroyo Kellogg. Les pedimos a los miembros del Equipo Comunitario unido compromiso de asistir a 6 juntas, que se llevarán a cabo mensualmente entre marzo y agosto de 2025. Las juntas serán programadas entre semana, de 6 a 8 pm. Se proporcionará una cena y estipendio para los miembros del equipo.

Si está interesado, favor de enviar correo electrónico a: Jay@uniteoregon.org. Escríbase antes del 10 de marzo.

Para más información sobre el Proyecto Kellogg, visite la página web:
<https://tinyurl.com/kelloggproject>
O escanee aquí



Đang Tuyển Thành Viên Cho Nhóm Cố Vấn Cộng Đồng Kellogg!

Chúng tôi đang tìm kiếm các thành viên trong cộng đồng để tham gia Nhóm Cố Vấn Cộng Đồng Kellogg, để cung cấp ý kiến và phản hồi về thiết kế của Dự Án Phục Hồi Arroyo Kellogg và Cải Thiện Cộng Đồng. Chúng tôi yêu cầu các thành viên trong nhóm cam kết tham gia 6 cuộc họp được tổ chức hàng tháng từ tháng 3 đến tháng 8 năm 2025. Các cuộc họp sẽ diễn ra vào các buổi tối trong tuần, từ 6 - 8 giờ tối. Bữa ăn và chi phí sẽ được cung cấp cho các thành viên.

Nếu bạn muốn tham gia, vui lòng gửi email: Jay@uniteoregon.org. Vui lòng nộp đơn trước ngày 10 tháng 3.

Để biết thêm thông tin về Dự án Kellogg, truy cập:
<https://tinyurl.com/kelloggproject>
HOẶC quét mã tại đây.



Have fun!



Life Depends on RiversSM



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