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:

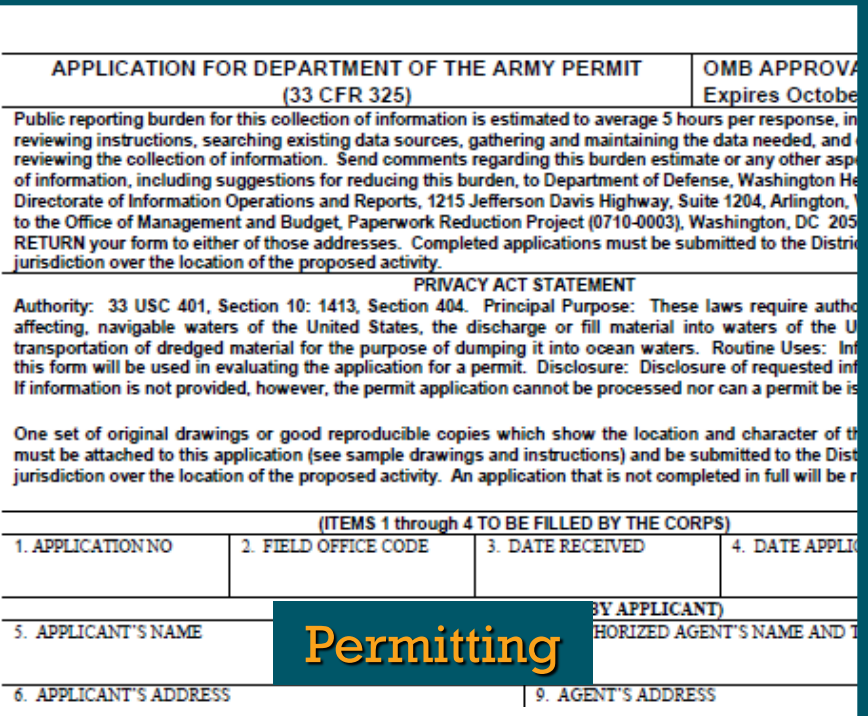
- Dam owner liaison
- Develop partnership team
- Manage fundraising
- Develop scope of work
- Consultant hiring
- Review analysis and design
- Regulatory engagement
- Coordinate community engagement

Project Manager Role:

Project Coordination

Fundraising

Community Engagement



APPLICATION FOR DEPARTMENT OF THE ARMY PERMIT (33 CFR 325) | OMB APPROVA Expires Octobe

Public reporting burden for this collection of information is estimated to average 5 hours per response, in 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 asp of information, including suggestions for reducing this burden, to Department of Defense, Washington He Directorate of Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, to the Office of Management and Budget, Paperwork Reduction Project (0710-0003), Washington, DC 205 RETURN your form to either of those addresses. Completed applications must be submitted to the Distri jurisdiction over the location of the proposed activity.

PRIVACY ACT STATEMENT

Authority: 33 USC 401, Section 10: 1413, Section 404. Principal Purpose: These laws require autho affecting, navigable waters of the United States, the discharge or fill material into waters of the U transportation of dredged material for the purpose of dumping it into ocean waters. Routine Uses: Inf this form will be used in evaluating the application for a permit. Disclosure: Disclosure of requested inf If information is not provided, however, the permit application cannot be processed nor can a permit be is

One set of original drawings or good reproducible copies which show the location and character of th must be attached to this application (see sample drawings and instructions) and be submitted to the Dist jurisdiction over the location of the proposed activity. An application that is not completed in full will be r

(ITEMS 1 through 4 TO BE FILLED BY THE CORPS)

1. APPLICATION NO	2. FIELD OFFICE CODE	3. DATE RECEIVED	4. DATE APPLI

BY APPLICANT)

5. APPLICANT'S NAME | HORIZED AGENT'S NAME AND T

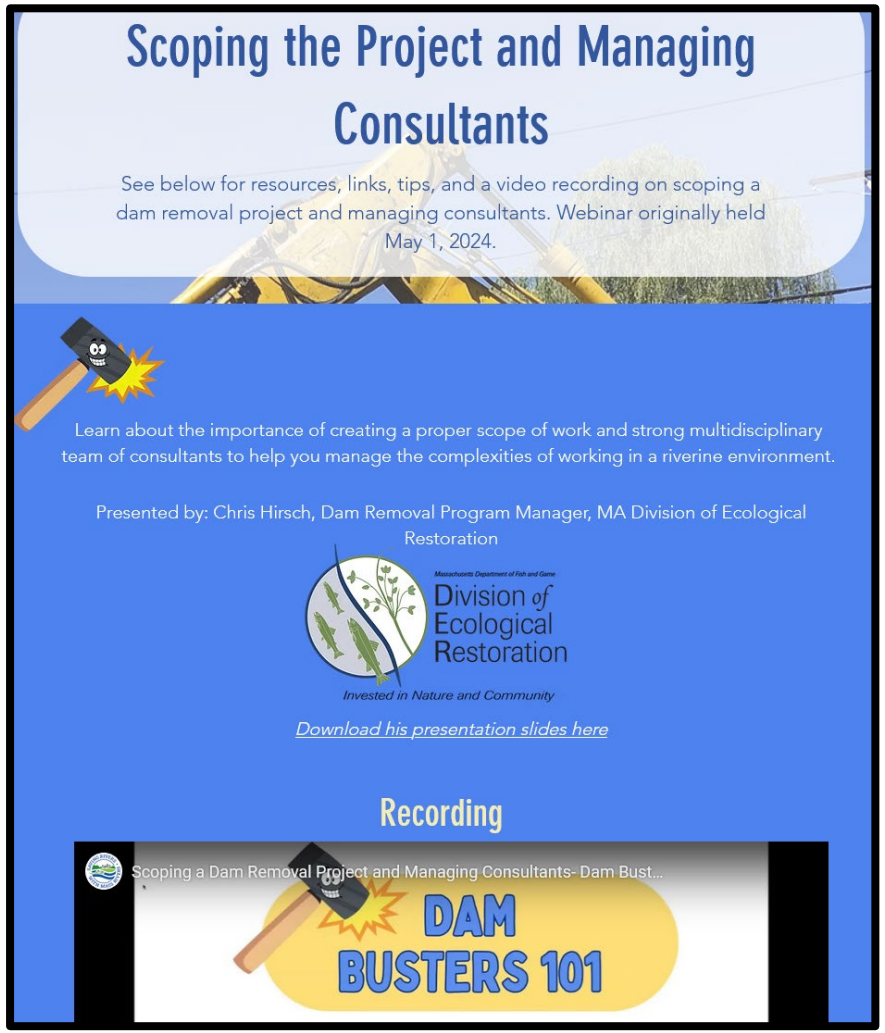
6. APPLICANT'S ADDRESS | 9. AGENT'S ADDRESS

Permitting

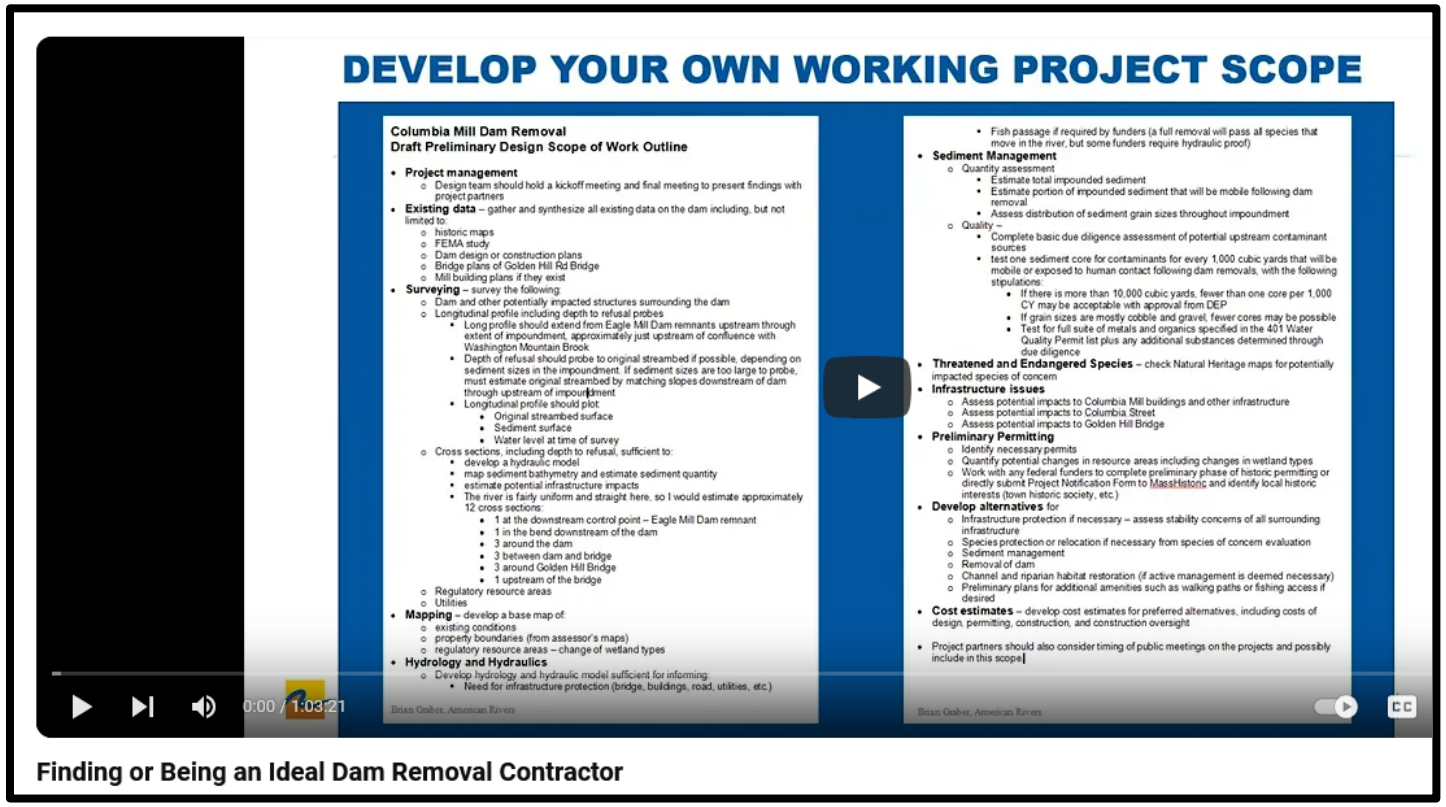
Design/Construction

The basic steps cover four major categories

Finding and managing contractors for a dam removal project



Dam Busters 101, Massachusetts River Alliance



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**
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 Cons
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


Have fun!

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