

## Program and Project Management

“The Atlantic Coast Pipeline Project requires Federal permit approval from 7 offices within the Corps of Engineers. The only way to produce the required permit applications in a timely manner is through a keen understanding of these offices’ culture, personnel and requirements. This knowledge is the basis of Dawson’s successful program and project management operations.”

– Rob Vining  
Dawson Team Leader, Atlantic Coast Pipeline  
Former Army Chief of Civil Works Programs, Management Division

### CLIENT

Atlantic Coast Pipeline, LLC, which proposes construction of a 600+-mile natural gas pipeline from West Virginia to southeast Virginia and eastern North Carolina

### BACKGROUND

As required by Sections 10 and 404 of the U.S. Clean Water Act, before pipeline construction may begin, the pipeline must have approval from the U.S. Army Corps of Engineers. This process, which can be complex with even small projects, is particularly complicated since the proposed pipeline passes through four Corps Districts, three Corps Divisions and more than 2,000 water and wetland areas. In 2015, Atlantic Coast Pipeline brought in Dawson & Associates to create a more effective and responsive management support process to communicate with the seven Corps offices.

### RESPONSE

Dawson has assembled a team of former Federal officials with extensive first-hand experience with multi-Division permitting. Our team includes the Corps’ former Acting Commander; a former Division Commander; and the immediate past Commander, Portland District. Also heavily involved are civilian experts including a former Chief of Army Civil Works, Management and the Chief of the National Wildlife Refuge, U.S. Fish & Wildlife Service,

As part of Dawson’s Program and Project Management Support, the company enhanced Atlantic Coast Pipeline’s internal efficiency and execution, particularly when addressing concerns raised by the Corps. This enhanced efficiency has allowed the Atlantic Coast team to move faster in such areas as evaluating alternative construction routes and mitigating concerns.

Dawson’s program and project management support also extended to the Corps’ internal operations. Dawson successfully encouraged the Corps to create an integrated Section 404 evaluation process that allows the four Districts and three Divisions to work as a single team. The process also involves two affected Regional Offices of the U.S. Fish & Wildlife Service.

As a result of the efficiencies created on both sides, Atlantic Coast Pipeline was able to draft its multiple Section 10 and 404 permit application packages on an accelerated timeframe. These permit application packages are currently under review.