

## Program and Project Management

“The Atlantic Coast Pipeline Project required Federal permit approvals from 12 offices within the Corps of Engineers and US Fish and Wildlife Service. Dawson’s successful program and project management operations used our knowledge of these offices’ culture, personnel and requirements to help the client produce successful applications months ahead of schedule.”

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

### CLIENT

Atlantic Coast Pipeline, LLC, which proposed 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, the Atlantic Coast pipeline needed approval from the U.S. Army Corps of Engineers and U.S. Fish and Wildlife Service. This process, which can be complex with even small projects, was particularly complicated since the proposed pipeline would pass through 4 Corps Districts, 3 Corps Divisions, 5 Field Offices of the U.S. Fish and Wildlife Service, and 2,000+ water and wetland areas. Dominion and Duke Energy, partners in the Atlantic Coast Pipeline Project, hired Dawson & Associates to help create an effective communication project management process with the Corps and Fish and Wildlife Service offices.

### RESPONSE

Dawson assembled a team of former Federal officials with extensive first-hand experience with multi-Division permitting. Our team included the Corps’ former Acting Commander; a former Division Commander; and the immediate past Commander, Portland District. Also heavily involved were 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, we enhanced Atlantic Coast Pipeline’s internal efficiency and execution in addressing concerns raised by the Corps. This efficiency helped Atlantic Coast move faster in 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 allowed the 4 Districts and 3 Divisions to work as a single team. This project management approach allowed Atlantic Coast to draft its multiple Section 10 and 404 permit application packages on an accelerated timeframe.

As a result, Atlantic Coast obtained the necessary Federal pipeline permits and approvals within a 24 month process. Without the project management efficiencies, Federal approvals would have taken months if not years longer.