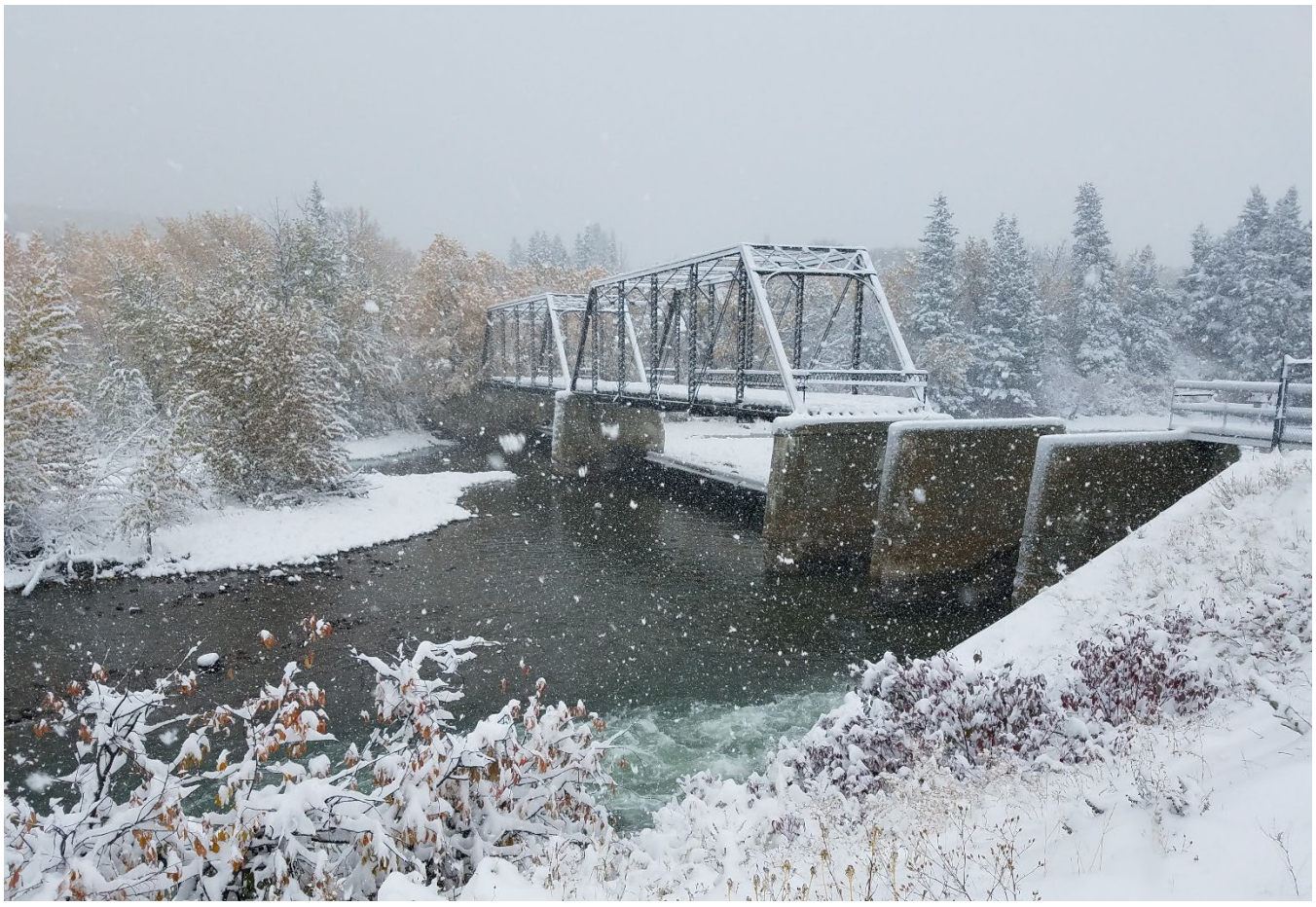
BUREAU OF RECLAMATION

St. Mary Diversion Dam
Project Charter and
Project Management Team Charter

Milk River Project
Missouri Basin Region



U.S. Department of the Interior
Bureau of Reclamation
Billings, Montana

Version 1.0 – February 2022

U.S. Department of the Interior
Mission Statement

The mission of the Department of the Interior is to protect and manage the Nation's natural resources and cultural heritage; to provide scientific and other information about those resources; and to honor its trust responsibilities or special commitments to American Indians, Alaska Natives, and affiliated island communities.

Mission of the
Bureau of Reclamation

The mission of the Bureau of Reclamation is to manage, develop, and protect water and related resources in an environmentally and economically sound manner in the interest of the American public.

Version	Date	Changes
1.0	2/11/22	Original

St. Mary Diversion Dam - Project Charter

The following Project Charter has been prepared in accordance with Reclamation's Project Management Framework and CMP 07-01.

Project Authorization: The proposed action on St. Mary Diversion Dam is authorized by the Reclamation Act of 1902, June 17, 1902, and all acts amendatory thereof or supplementary thereto; Milk River Project Authorization, March 14, 1903; P.L. 85-624, Fish and Wildlife Coordination Act of 1958; P.L. 93-205, Endangered Species Act of 1973, December 28, 1973 as amended; and the Reclamation Reform Act of 1982, as amended. Together, the original Act and these amendments are referred to as the Act.

Project Background: The St. Mary Diversion Dam and Canal were completed in 1915 as part of the Milk River Project (Project) in north-central Montana. The dam is located near Babb, MT and approximately 0.75 miles downstream from Lower Saint Mary Lake. The existing dam consists of a 198-foot long and 6-foot high concrete weir and sluiceway. It diverts water from the Saint Mary River into the St. Mary Canal through the canal headworks structure that contains 6 slide gates. Much of the dams existing structural components are dilapidated and in need of replacement.

In 1999, the U.S. Fish and Wildlife Service (Service) listed bull trout (native to the Saint Mary River) as a threatened species. The Service concluded that bull trout are negatively impacted by the Project by acting as an upstream and downstream passage barrier and entrainment in the canal. The current dilapidated condition of the structural components of the dam and the lack of fish passage and screening are the primary reasons for the dam and headworks replacement project.

Project ESA History: The Montana Area Office (MTAO) has been conducting bull trout research since 1999 and has extensive data on this bull trout population. Modifications to the facilities are needed to provide for effective fish passage, reduce entrainment into the canal, and address aging infrastructure.

Reclamation entered formal consultation with the Service through submittal of a Biological Assessment (BA) on April 24, 2020 on current O&M. The BA action area includes the entire St. Mary Unit from Lake Sherburne to the terminus of the St. Mary Canal at the North Fork Milk River. The Service issued a Biological Opinion (BO) and an Incidental Take Statement on September 4, 2020. The BO included three Reasonable and Prudent Measures (RPMs) that are nondiscretionary:

- RPM #1: Implement measures to reduce the direct loss of bull trout due to entrainment into the canal.
- RPM #2: Implement measures to reduce the likelihood of bull trout stranding in Swiftcurrent Creek.

- RPM #3: Continue assessing, developing, and implementing measures designed to reduce the direct loss of bull trout associated with the operations of the St. Mary Unit, Milk River Project.

Project Category: In accordance with the Business Practices for Project Management issued on May 29, 2020, the St. Mary Diversion Dam and Headworks Replacement project is categorized as a Complex project.

Project Objective: The project objective is the continued delivery of St. Mary River for use by the Milk River Project in accordance with the Boundary Waters Treaty division of waters between the U.S. and Canada assuring water supply and viability of irrigated agriculture on the Milk River Project while also providing bull trout protection by modernizing and replacing the existing infrastructure.

Project Description and Requirements: The project would replace the current dilapidated diversion dam and headworks structures while providing for fish passage and screening using the National Marine Fisheries Service's Anadromous Salmonid Passage Facility Design Framework. The main features in this project will be a low head diversion dam and rock ramp for passage, a new headworks structure, a canal fish screen, a check structure downstream of fish screen, a fish bypass to return the fish to the river, a new control building, a new operation and maintenance building and yard, and other auxiliary features.

Project will require coordination with the Blackfeet Nation for land use, TERO, and permitting. It will also require coordination with the Service to ensure compliance with the Endangered Species Act.

Project Risks and Constraints: Project risks and response strategies will be identified during the preparation of the Project Management Plan (PMP) and will be monitored and updated continually during the project planning and execution phases. Inherently, a project of this nature will have numerous risks, most will be related to schedule and budget.

Stakeholders: The primary stakeholders on the Project are the Blackfeet Nation, the Service, and the eight irrigation districts that make up the Milk River Irrigation Project Joint Board of Control (Joint Board). Other stakeholders include over 150 pumpers along the river and six municipal entities. The Joint Board will be a member of the PMT. Reclamation will coordinate all aspects of the Project with the Blackfeet Nation and the Service as affiliated members and will encourage their participation.

The MTAO will serve as the focal point for communication between various Reclamation Offices, project stakeholders, and the public, including coordinating requests for assistance/information, site visits, and media statements. The MTAO will respond to all communications with the general public, and direct them appropriately.

St. Mary Diversion Dam - Project Management Team Charter

The following Project Management Team (PMT) Charter has been prepared in accordance with the Project Management Framework and CMP 07-01.

Project Management Team: A PMT has been assembled to manage the project for the Decision-Making Management Team (DMMT) to ensure program accomplishment.

1. **Roles and Responsibilities:** The PMT is responsible for the execution of an efficient and cost-effective project using various teams and individuals to accomplish the tasks identified in the PMP. The PMT will monitor the progress of the project, including the schedule and budget, utilizing the PMP, and periodically report status to the DMMT. The PMT will determine the need for and ensure that periodic peer and independent reviews deemed necessary are conducted throughout the project.

2. **PMT Vision:** To ensure development and implementation of actions that ensure the continued delivery of water for use by the Milk River Project and allow the passage and protection of entrainment for Bull Trout.

3. **PMT Mission:** The mission of the PMT is to foster an environment of cooperation and partnership between Reclamation, the Water Users, and others in order to maximize resources, avoid duplication, meet budgets and schedules, and fulfill the vision.

4. **PMT Goals:**
   a. Ensure that decisions are brought before the DMMT as outlined in the PMP.
   b. Create open channels of communication for free-flow exchange of information within and across the various offices represented on the PMT.
   c. Coordinate programs and activities to enhance effectiveness.
   d. Coordinate resources (funds and personnel).
   e. Discuss and resolve key program issues.
   f. Keep programs properly focused and on track, noting programmatic milestones.
   g. Identify and secure funding for activities related to the mission of the PMT.

5. **PMT Membership:**
   Core Team: The core team consists of the Resource Division Manager for the MTAO (Jeff Baumberger); Regional Construction Engineer from the MB Region (Kurt Anderson); Manager for the Milk River Irrigation Project Joint Board of Control (Jennifer Patrick); Civil Structures Group

Manager from the Denver Technical Services Center (Chou Cha); and Facility Operations and Maintenance (O&M) Division Manager for the MTAO (Chris Gomer).

Project Manager: The following Project Manager will be assigned to the Project:

Project Manager: Steven Darlinton
Office: Facility O&M Division, Montana Area Office
Phone: 406-247-7322
E-mail: sdarlinton@usbr.gov

Affiliated Team: The affiliated members include the Technical Team Lead from the TSC, environmental coordination team lead from the MTAO, Contracting Officer from the MB Regional Office, design team leaders from the TSC, the COR, the Blackfeet representative, the Service's representative, and other key personnel from the TSC, MB Region and MTAO. Additional personnel may be identified as PMT affiliated members at a later date.

6. **PMT Decision-making Method:** Decisions will be made by consensus of the Core Team membership in coordination meetings. A consensus is a position reflecting the collective thinking of the Core Team with input of the Affiliated Team membership. All Core and Affiliated Team members will participate in developing, fully understanding, and actively supporting any decision that the Core team believes to be in the best interest of the project. The PMT will revisit decisions if significant changes occur or circumstances warrant.
   a. **Dispute Resolution**: Should disputes arise that cannot be resolved by the PMT Core membership, the dispute will be elevated to the DMMT for resolution and final ruling. The DMMT shall consist of:
      (i) Montana Area Office Manager
      (ii) Missouri Basin Regional Director
      If a final ruling is not achieved and further dispute resolution is required, the issue can be elevated at the discretion of the DMMT.

Project Management Plan: A Project Management Plan (PMP) will be prepared in accordance with the Project Management Framework. The PMP will:

- Document the objectives and scope of the project.
- Develop and maintain the project schedule.
- Develop a budget and financial plan: Ensure that the work and budgets required for the project have been thoroughly developed and appropriately assigned to responsible parties before significant funds are expended,
- Identify application periods and timelines for receipt of funding through the Aging Infrastructure Account.
- Serve as the baseline scope, schedule and costs for the project.

- Establish the change management process and the responsible charge for any project changes.
- Establish methods for scope, schedule and costs monitoring and control such as status reports (or other tracking methods).
- Serve as the basis for estimating the total project costs for the Federal and non-Federal cost share.
- Document the Roles and Responsibilities for all the offices involved.
- Identify potential risks which might affect the Project, assesses the impact, assigns responsibility for risk, and plans risk responses.
- Develop and document a communications plan for internal communications as well as communications with the stakeholders and the public.
- Provide for a systematic approach to ensure responsibility, authority, coordination, documentation, and appropriate staffing levels are achieved throughout the project process.
- Document the need for timely completion of as-built documentation.
- Ensure that transfer inspections and project closeout activities are performed in a timely manner following completion of the project.

Summary Milestone Schedule:

Activity Name	Start	Finish
NEPA	1/2022	1/2023
Final Design	12/2020	3/2023
ESA	1/2022	4/2023
Procurement	6/2022	12/2023
Construction	1/2024	12/2026
Close Out	1/2027	6/2027

Summary Budget:

Cost Category	Cost Estimate	Cost Level
Project Management	$500k	Feasibility
NEPA/NHPA/ESA	$150k	Feasibility
Final Design	$2.6M	Feasibility
Field Explorations	$500k	Feasibility
Procurement	$150k	Appraisal
Construction	$65M	30% Design
Construction Management	$16M	Appraisal
Close Out	$100k	Appraisal
Total	**$85M**	

Project Approval: The adoption of this Charter will act as approval for the PMT to continue requesting funding through Section 40904(a) of the Bipartisan Infrastructure Law.

Project Substantial Completion:
The Project substantial completion will be defined in the PMP for transfer from Asset Under Construction to Reclamation in accordance with Directive & Standard FAC 01-05.

Project and PMT Charter Revisions: This Charter may be revised and amended as recommended by the PMT and approved by the DMMT.

Adopted: This Charter is hereby adopted by the members of the Decision-Making Management Team.

BRENT ESPLIN Digitally signed by BRENT ESPLIN
Date: 2022.02.11 07:31:28 -07'00'

Brent Esplin, Regional Director
Great Plains Region

Date

RYAN NEWMAN Digitally signed by RYAN NEWMAN
Date: 2022.02.09 07:08:54 -07'00'

Ryan Newman, Area Manager
Montana Area Office

Date