Short Course ESM 298-2F
Enterprise Approach to Ecosystem Restoration Projects (1 unit)

Course Description: You will learn how to deliver a complex ecosystem restoration project on time and budget. This short course will cover best practices for establishing project objectives, team organization, project delivery method (contracting with a general contractor), and risk management. The instructor will draw upon the Klamath dam removal, the largest such project in history, for illustration.

Background: Beginning in 1954, PacifiCorp operated the Lower Klamath Project for power generation. In 2000 it began relicensing the project under the Federal Power Act. However, in 2016, it signed the Amended Klamath Hydroelectric Settlement Agreement (2016) (KHSA), joined by the United States, States of California and Oregon, federally recognized tribes, and conservation groups. The KHSA provided a pathway for dam removal. The agreement had a goal to restore the salmon, steelhead, and other native fisheries of the Klamath Basin, once among the largest on the West Coast.

In 2016 Klamath River Renewal Corporation was formed to implement the KHSA, as the "dam removal entity." It is a nonprofit 501(c)(3) corporation. It applied for and secured the 70 regulatory approvals necessary for dam removal, including the license surrender order from the Federal Energy Regulatory Commission. Upon accepting license transfer in December 2022, it became owner of the Lower Klamath Project, including 8,000 acres of land. It engaged and supervised general contractors to remove the dams. That work is almost complete. The Renewal Corporation was funded by PacifiCorp rate surcharges and California bond funds from Proposition 1 (2013).

Every ecosystem restoration project, whatever the scale, is an enterprise. There is no guaranteed outcome. This course will teach you how to plan, organize, and manage such an enterprise for success.

Instructor: Richard Roos-Collins is co-founder and Principal of the Water and Power Law Group PC based in Berkeley, California. He represents water districts and other public agencies, tribes, conservation groups, and renewable power generators. He specializes in complex settlements. He is general counsel for the Klamath River Renewal Corporation. He was trial counsel for California Trout in the Mono Lake Cases. He serves on the Council of Legal Advisors for Bren School. He is an Adjunct Professor at University of San Francisco Law School.

His contact info is: rrcollins@waterpowerlaw.com, (510) 296-5589.

Reading Materials (posted in Canvas, assignments in the Syllabus below):

- Federal Acquisition Institute (FAI), *Project Manager's Guidebook* (2015). Note: we will use this as a guidebook to the fundamentals of the enterprise approach. We will not study the particulars of federal acquisition.

- Design-Build Institute of American (DBIA), *Project Delivery* (2023)

- Klamath River Renewal Corporation (KRRC), *Risk Management Program* (2018)

- Aon, *Revised Risk and Insurance Due Diligence Report – Klamath River Renewal Project* (2020)

Syllabus

Monday, 10/14, 5 – 6:30 pm:	Establishing project objectives, performance metrics, and team organization. *Reading: FAI, pp. 9-40.*
Tuesday, 10/15, 8:30 – 10:30 am:	Budget and project delivery method. *Reading: FAI 47-59, DBIA.*
Thursday, 10/17, 8:30 – 10:30 am:	Risk management. *Reading: KRRC, pp. 11-38; Aon, pp. 7-13*
Friday 10/18, 9-11:30 am:	Application of enterprise approach to ecosystem restoration, whoever your future employer may be. Each of you will prepare a short essay on lessons learned.