FISH SCREEN
OVERSIGHT
COMMITTEE
SEPT. 2026

Fish Screen Implementation

COORDINATING WITH PARTNERS FOR SUCCESS



McMillen

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FOUNDED IN 2004

Water-Focused Expertise. PNW-Ready Delivery.



Office Locations

BOISE, IDAHO - HEADQUARTERS
KIRKLAND, WASHINGTON
SPOKANE, WASHINGTON
PORTLAND, OREGON
SACRAMENTO, CALIFORNIA
LOS ANGELES, CALIFORNIA
NEWPORT BEACH, CALIFORNIA
DALLAS, TEXAS
DENVER, COLORADO
VANCOUVER, BC

390+ EMPLOYEES

The *responsiveness* of a *dedicated* local team with the depth of nearly four-hundred professionals behind it.

CONTACT

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Agenda

01 Introduction

02 Why Coordination Matters

03 Identifying Your Partners

04 Best Practices for Coordination

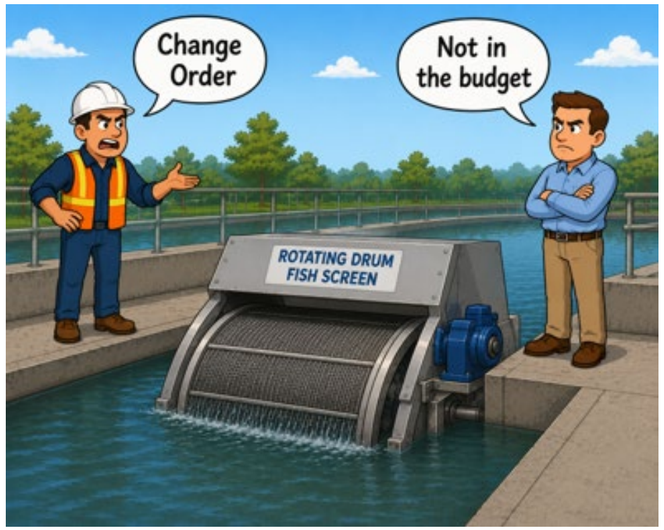
05 Common Pitfalls

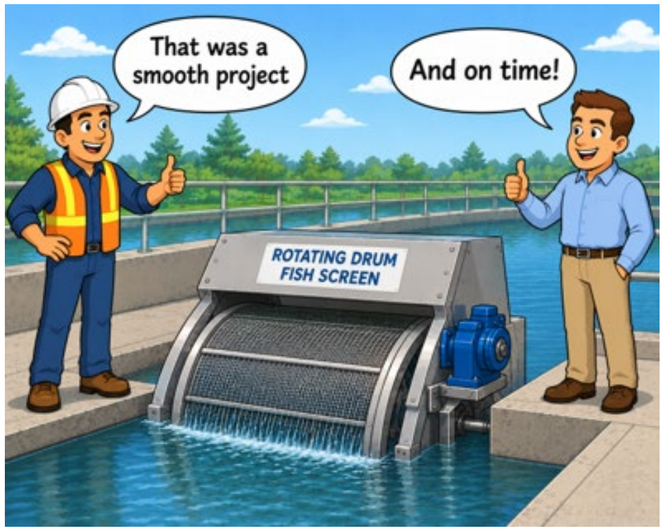
06 Takeaways



Two Projects | Two Outcomes

Project A | Partners Engaged Late in Design	Project B | Partners Mapped & Engaged from Day One
Permits delayed	Permits issued on schedule
Landowner disputes mid -construction	Landowner co -invested in O&M plan
Strained relationship with agency	Timely agency review





Coordination Is A Cost Driver In Both Directions





Cost of Poor Coordination	Value of Good Coordination
Permit delays from late -stage agency surprises	Smoother permitting, closer to original schedule
Redesign costs when constructability wasn’t vetted early	Constructability feedback folded in before it’s costly
Damaged agency trust that follows you to the next project	Agency trust that carries into future projects
Landowner disputes over access or disruption	Landowners who are invested partners, not obstacles
Maintenance headaches when O&M wasn’t discussed up front	Screens that get maintained and keep passing fish

Map Partners Before Finalizing Design



Regulatory Agencies

State agencies
NMFS
USFWS
Local county or city

Landowners & Districts

Access
O&M buy-in
Private
Public
Tribes

Funders

Cost-share programs
Rate payers
Fed/State funding

Contractors & Fabricators

Constructability
Local access
Lead times

Regulatory Agencies

State Agencies

- Fish screening criteria
- State permitting
- Site-specific design review

NMFS

- ESA consultation for listed species
- Biological opinion requirements

USFWS

- ESA consultation where applicable
- Refuge and habitat coordination

Bring agencies in during concept-level design, not after drawings are locked. Early input on siting, sizing criteria, and by-pass requirements avoids the redesign cycle that drives most permit delays.







Landowners & Irrigation Districts

Their Priorities

- Minimal disruption to operations
- Clear construction access windows
- Confidence in long -term O&M

Where Projects Go Wrong

- Access assumptions never confirmed in writing
- Construction timing conflicts with irrigation season
- No plan for who maintains the screen

What Works

- Written access agreements, early
- Construction scheduled around their calendar
- Dig deep to understand how ID’s operate
- O&M roles defined before design is final







Funders & Cost-Share Partners

Realistic Schedules

Align design and construction milestones with the funder's disbursement schedule, not just your own.

Reporting Expectations

Clarify what documentation is required and when —before you need it retroactively.

Scope Changes

Loop funders in early if design deviations affect eligible costs or match requirements.

> **Funders bring their own timelines, reporting requirements, and expectations —treat them as a coordination partner, not a line item.**



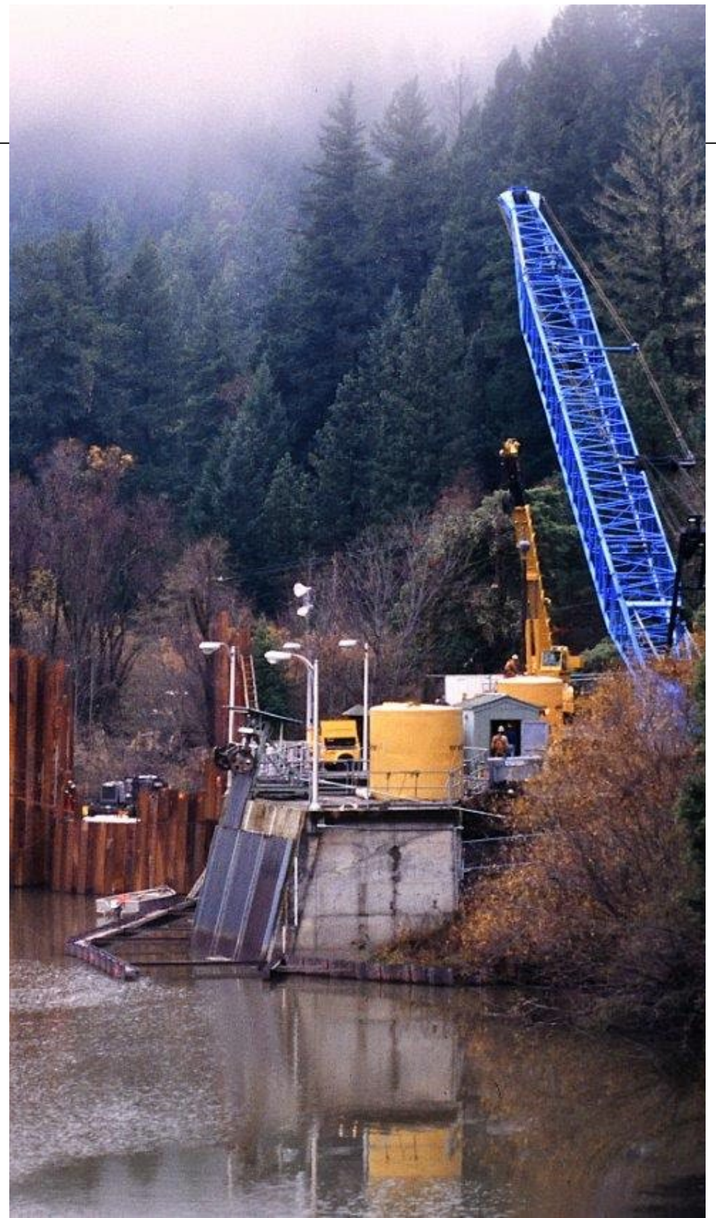




Contractors & Fabricators

- Site access and staging constraints
- Fabrication tolerances and lead times
- Material and equipment availability
- Sequencing around fish passage windows
- Realistic maintenance access for O&M crews
- Field conditions that don’t match the plan set

The people who build and fabricate the screens see constructability issues that designers often miss. Bring them in before drawings are final, not during bidding.







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EARLY ENGAGEMENT & SEQUENCING

THE MORE RIGHT SIZED AND RIGHT TIMED THE ENGAGEMENT; THE CHEAPER IT IS TO ACT ON.

SEQUENCE CONVERSATIONS TO MATCH WHEN EACH PARTNER'S INPUT ACTUALLY CHANGES THE DESIGN.



Concept

- Map partners, initial agency contact



Early Design

- Agency and contractor input on design criteria and siting



Permitting

- Formal submittals, landowner agreements



Construction

- Confirmed access, funder milestones



O&M Handoff

- Roles and maintenance plan finalized

Communication Practices & Clear Roles

Communication	Roles & Handoffs
Set expectations for response times and decision points up front	Name who owns each partner relationship on your team
Document agreements —don't rely on verbal understandings	Define the design-to-construction handoff explicitly
Avoid assuming a timeline; confirm it with each agency	Clarify who has authority to approve field changes
Share design updates proactively, not only at milestones	Plan the O&M handoff before construction closeout

Where Coordination Breaks Down

Late-Stage Agency Surprises

Forces changes and delays after designs are already in review

Unclear Roles And Responsibilities

Gaps between design and construction teams go unnoticed until they are expensive

Underestimated Landowner Concerns

Access and O&M assumptions that were never understood or confirmed in writing



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TAKEAWAYS

- Map your partners -agencies, landowners, funders, contractors -early in the design process.
- Sequence conversations so partner input arrives while it is still cheap to act on.
- Document agreements and name clear ownership for each partnership.



Questions?

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“Trout Unlimited has worked with McMillen to design and install innovative fish screens and fish ladders to restore fish passage...In working with McMillen we have been extremely successful in achieving our mission of improving coldwater fisheries while at the same time providing a benefit for local agricultural communities and irrigation companies. We look forward to continuing this productive partnership.”

Warren Colyer
National Restoration Director
Trout Unlimited

