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NIROP FRIDLEY
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VISION OF THE NIROP FRIDLEY PARTNERING TEAM NIROP FRIDLEY MN
2/27/2002
NIROP FRIDLEY

VISION of the NIROP Fridley Partnering Team

February 27, 2002

Using the Partnering Process to shrink the plume: ***faster, cheaper, and better!***

EXPECTATIONS OF THE NIROP FRIDLEY PARTNERING TEAM

February 27, 2002

- **IMPROVE TEAM PROCESSES.**
- **ACCELERATE PROJECT SCHEDULES.**
- **IMPROVE COMMUNICATIONS (TIER I).**
- **ADHERE TO CONFLICT RESOLUTION PROCESS.**
- **CONSENSUS BUILDING.**
- **FOLLOW GROUND RULES.**
- **DECISION MAKING STRUCTURE:**
  (WHAT, WHO, WIN, CHAIN OF COMMAND, and TIMEFRAME OF DECISIONS).
- **IDENTIFY SIMILAR GOALS AND GOALS OF ORGANIZATIONS,**
- **ROLES AND RESPONSIBILITIES OF TIER I TEAM.**
- **ACT ON ITEMS IN A TIMELY MANNER.**
- **BRING CLOSURE ON OUTSTANDING ISSUES**

TEAM DEFINITION OF PARTNERING
NIROP FRIDLEY
Updated February 27, 2002

- **Means to accomplish common goals.**
- **Use the facilitated method to reach consensus on management decisions to move things forward for clean up.**
- **Resolve conflicts quickly to avoid delays.**
- **Working together to clean up site in the most efficient manner.**
- **Combining diverse needs into a common goal.**
- **Identify separate needs.**
- **Satisfy those needs to reach consensus.**
- **Always strive for open and effective communications.**
- **Be respectful of others' positions.**
- **Open minded.**
- **Trust**
- **Communications.**
- **Patience.**
- **Getting sites closed out.**
- **Implementing remedies.**
- **Managing costs.**
- **Adhere to schedule.**
- **Don't go backwards.**
- **Thinking ahead.**
- **Resolution of issues.**
- **Effective solutions.**

- **Prioritizing.**
- **Two way or multiple way communications.**
- **Innovation.**
- **Creativity.**
- **Get rid of baggage.**
- **Learn from other projects.**
- **Good listener.**
- **Keep it simple.**
- **Learn from mistakes.**
- **Efficient, cohesive team.**
- **Have fun while doing work.**
- **Celebrate successes.**
- **Track successes.**
- **Humor.**
- **No surprises.**
- **Free ice cream.**
- **Flexibility.**
- **Set up goals.**
- **Don't let others fail.**
- **Involved with public.**
- **Be committed.**
- **Be professional.**

NIROP FRIDLEY MISSION STATEMENT
FEBRUARY 27, 2002

TO ACCOMPLISH THE ENVIRONMENTAL RESTORATION OF NIROP THAT IS PROTECTIVE OF HUMAN HEALTH AND THE ENVIRONMENT.

WE ARE COMMITTED TO:

1. **PERFORM WORK BETTER, FASTER, AND CHEAPER.**
2. **CONSENSUS DRIVEN, DECISION MAKING THROUGH PARTNERING.**
3. **MAINTAINING COMMUNITY INVOLVEMENT.**
4. **ACCEPTING RESPONSIBILITY.**
5. **TEAM COMMUNICATIONS.**
6. **SHARE TECHNICAL EXPERTISE TO DEVELOP AND IMPLEMENT INNOVATIVE APPROACHES.**

ROLES AND RESPONSIBILITIES

U.S.E.P.A. – NIROP FRIDLEY SITE
FEBRUARY 27, 2002

1. **ASSIST NAVY WITH MANAGEMENT ASPECTS OF THE SITE.**
2. **PROVIDE FEDERAL APAR'S.**
3. **ENSURE COMPLIANCE WITH CERCLA AND NCP.**
4. **PROVIDE TECHNICAL INPUT ON AREAS OF EXPERTISE.**
5. **COMMITTED TO SUPPORT THE TEAM AND ITS ENDEAVORS.**
6. **SUPPORT, DOCUEMENT AND SCHEDULE DEVELOPMENT OF CLEAN UP ACTIVITY.**
7. **COORDINATE WITH DEPARTMENT OF INTERIOR (DOI) REGARDING NATURAL RESOURCES.**

ROLES AND RESPONSIBILITIES

MPCA – NIROP FRIDLEY SITE
FEBRUARY 27, 2002

1. **PROVIDE STATE APAR'S AND STATE CLEANUP GUIDANCE.**
2. **REPRESENT CITIZENS OF THE STATE OF MINNESOTA.**
3. **COMMITTED TO SUPPORT THE TEAM AND ITS ENDAVORS.**
4. **PROVIDE TECHNICAL INPUT AND ASSISTANCE.**
5. **CO-TRUSTEE OF NATURAL RESOURCES OF THE STATE.**
6. **IDENTIFY BUDGET ISSUES WITH RESPECT TO DSMOA.**
7. **ACT AS COORDINATOR FOR ALL OTHER STATE REGULATORY AGENCIES.**
8. **PERFORM WORK REQUIRED BY THE DSMOA.**
9. **ENSURE COMPLIANCE WITH MERLA.**

ROLES AND RESPONSIBILITIES

NAVY – NIROP FRIDLEY SITE
FEBRUARY 27, 2002

1. **STRIVE TO ACQUIRE FUNDING TO SUPPORT PROJECTS.**
2. **ISSUE CONTRACTS TO PERFORM WORK.**
3. **PROPOSE SMP ANNUALLY.**
4. **COMMITTED TO SUPPORT THE TEAM AND ITS ENDEAVORS.**
5. **NAVY IS RESPONSIBLE FOR ACCOMPLISHING THE ENVIRONMENTAL RESTORATION AT THE SITE.**
6. **ENSURE WORK IS ACCOMPLISHED IN A MOST TIMELY, COST EFFECTIVE MANNER.**
7. **ENSURE OPERATIONAL FUNCTION OF NIROP IS MAINTAINED.**
8. **MAINTAIN COMMUNITY INVOLVEMENT.**

ROLES AND RESPONSIBILITIES

FACILITATOR – NIROP FRIDLEY SITE
FEBRUARY 27, 2002

1. **MAINTAIN OBJECTIVITY.**
2. **HELP TO KEEP TEAM FOCUSED AND ON TRACK.**
3. **PROVIDE TRAINING FOR THE GROWTH AND DEVELOPMENT OF THE TEAM.**
4. **PROVIDE HELPFUL FEEDBACK.**
5. **COMMITTED TO SUPPORT THE TEAM AND ITS ENDEAVORS.**
6. **PROVIDE COPY OF WRITTEN EVALUATIONS.**
7. **RECORD ON FLIP CHART: ACTION ITEMS, PARKING LOT, and DECISIONS MADE AND NEXT MEETING AGENDA ITEMS FOR ALL THE TEAM MEMBERS.**
8. **GUIDE TEAM THROUGH DISPUTE RESOLUTION.**

ROLES AND RESPONSIBILITIES

TIER II LINK – NIROP FRIDLEY SITE
FEBRUARY 27, 2002

1. **PROVIDE FEEDBACK TO NIROP PARTNERING TEAM.**

2. **COMMUNICATION LINK FOR TIER I AND TIER II PROGRESS REPORT. FOR EXAMPLE – TEAMS PERFORMANCE IN TERMS OF "MEASURING SUCCESS".**

3. **COMMITTED TO SUPPORT THE TEAM AND ITS ENDAVORS.**

CONFLICT RESOLUTION MODEL FOR NIROP FRIDLEY
FEBRUARY 27, 2002

1. **RECOGNIZE CONFLICT EXISTS.**

2. **TAKE "TIME OUT" IF NEEDED.**

3. **IDENTIFY CONFLICT, PARAPHRASING THE OPPOSITE POINT OF VIEW.**

4. **DEFINE THE CONFLICT.**

    A. **WHO'S INVOLVED**
    B. **HAS IT HAPPENED BEFORE?**
    C. **EVALUATE PRIOR SOLUTION.**
    D. **IS THERE AN UNDERLYING ISSUE?**

5. **DEFINE RELATIVE IMPORTANCE OF THE PROBLEM AND WHAT ARE CONSEQUENCES OF NON RESOLUTION.**

6. **BRAINSTORM POSSIBLE ALTERNATIVES / OPTIONS.**

    A. **FOCUS ON GOALS AND MISSION.**

7. **ARRIVE AT CONSENSUS DRIVEN SOLUTION.**

8. **IMPLEMENT THE SOLUTION.**

9. **FOCUS ON THE FUTURE - MOVE FORWARD.**

STANDARDIZED AGENDA FORMAT
NIROP FRIDLEY
February 27, 2002

1. DATE
2. TIME
3. LOCATION
4. TEAM NAME
5. ATTENDEES: VISITORS/SPEAKERS
6. TEAMLEADER, SCRIBE, TIMEKEEPER
7. MEETING INTRO
8. INTRODUCTIONS: AUXILIARY MEMBERS / TIERII LINK
9. HI-DE-HO
10. ATTENDANCE SHEET
11. REVIEW AND ADOPT AGENDA
12. MEETING TOPIC, SPEAKER, TIMEFRAME
13. "OTHER BUSINESS"
14. LIST DECISIONS THAT NEED TO BE REACHED PER AGENDA ITEM
15. READ GROUND RULES
16. READ MEETING PROCESS RULES
17. REVIEW PREVIOUS MINUTES AND CORRECTIONS
18. REVIEW PROGRESS OF PAST MEETING ACTION ITEMS
    A-I-R (ACTION, ITEM, REPORT)
19. SCHEDULE UPDATE
20. SCHEDULE REVIEW
21. WORK AGENDA ITEMS
22. BREAK/LUNCH
23. RAB REVIEW AND AGENDA SETTING (RAB MEETING)
24. LIST NEW ACTION ITEMS
25. DETERMINE WHEN, HOW UNDETERMINED ACTION ITEMS WILL BE RESOLVED
26. SET NEXT AGENDA
27. REVISIT: MISSION, VISION, GOALS, MEETING PROCESSES, CONFLICT
    RESOLUTION MODEL, GROUND RULES AND OTHER PARTNERING PROFILES
28. FACILITATOR TRAINING (1 TO 2 HOURS DEPENDING ON NEEDS AND WANTS)
29. SET NEXT MEETING LOCATION, DATE, AND TIME
30. LIST TEAM LEADER, GATE KEEPER, NOTE TAKER AND TIME KEEPER
31. ASSESS SUCCESS OF MEETING SPECIFIC GOALS
32. WRAP UP SUMMARY
33. MILLER TIME
34. TECHNICAL ISSUES SHOULD BE GROUPED TOGETHER SO THAT ADJUNCT
    MEMBERS KNOW WHEN TO BE PRESENT
35. TIER II LINK AND FACILITATOR PROVIDE FEEDBACK AND EVALUATION

HOW TIER II SHOULD MONITOR NIROP FRIDLEY SUCCESS

(MEASUREMENTS OF SUCCESS)

February 27, 2002

1. **COMPARE PERFORMANCE AGAINST SMP.**
2. **LENGTH OF REVIEW / APPROVAL OF DOCUMENTS.**
3. **PERCENT OF GOALS MET.**
4. **ADHERENCE TO GROUND RULES.**
5. **ARE WE FULFILING MISSION, VISION, AND GOALS?**
6. **RESPONDING TO MONTHLY TIER II FEEDBACK (REQUEST TIER II LINK AND FACILITATOR EVALUATION, PROVIDE COPIES TO THE TEAM).**
7. **CLOSE OUT OF SITE (S).**

NIROP FRIDLEY
COMMUNICATION MODEL
February 27, 2002

1. **BE SENSITIVE. PUT YOURSELF IN THE OTHERS' SHOES.**

2. **SOFTEN TONE IN WRITING / TECHNICAL VERIBAGE.**

3. **RECOGNIZE STRESS LEVELS.**

4. **FACT-FINDING.**

5. **PHONE VS. E-MAIL (AVOID ONE-SIDED CONVERSATIONS).**

6. **STEP BACK:**
   1) **HOLD TEMPER,**
   2) **ATTACK PROBLEM - NOT PERSON, and**
   3) **NO SWEARING OR NAME-CALLING.**

8. **COMMUNICATE:**
   1) **ITEMIZE,**
   2) **BE SPECIFIC / DIRECT WITH QUESTIONS, and**
   3) **PROVIDE TIMELY RESPONSE.**

9. **FACE TO FACE / E-MAIL (FOLLOW-UP WITH PHONE CALL).**

10. **TIMELY.**

11. **SHARE EXPECTATIONS:**
    1) **EXIT AND ENTRANCE and**
    2) **PARAPHRASE USING "I" STATEMENTS.**

12. **SAY PLEASE AND THANK YOU.**

13. **APOLOGIZE.**

14. **SEEK TO UNDERSTAND AND FORGIVE.**

15. **RECOGNIZE PERSONALITY TYPES.**

16. **IF ESCALATED TO NEXT LEVEL, NOTIFY FIRLD TIER II OF ACTIONS, BUT TRY TO RESOLVE.**

17. **ASK YOURSELF: WHO CAN I TALK TO DIRECTLY and NOTIFY MEMBERS OF TEMPORARY ABSENCE/PROXIES.**

NIROP FRIDLEY GROUND RULES

FEBRUARY 27, 2002

CODE OF CONDUCT:

- **Be committed to the partnering process,**
- **Be professional,**
- **Listen and respect views of all team members,**
- **Be open to new ideas,**
- **Attendance or proxies at team activities is expected,**
- **It's ok to question ideas but no personal attacks,**
- **Listen with an open mind to other team members,**
- **Leave old baggage at the door and don't let old issues hinder team progress; if you have old baggage put it on the table,**
- **Be honest and open in all discussions,**
- **Respect other's feelings,**
- **You are expected to come to meetings prepared,**
- **Communicate in a positive manner,**
- **Focus on the goals,**
- **No surprises,**
- **Ask for clarification of jargon and acronyms,**
- **Identify and eliminate hidden agendas and put them on the table, and**
- **Don't be afraid to ask for help, clarification, or question when help is needed.**

MEETING PROCESS RULES:

- **No side bar conversations during the meeting,**
- **Focus on the agenda and no digression,**

- **One person speaks at a time,**
- **Base decisions on facts and not on emotions,**
- **All members will be active participants in team processes,**
- **Strive toward a win–win situation in every situation,**
- **Meetings will start and end on time,**
- **Team members are expected to make decisions,**
- **All team members will recognize that all solutions may not be the ideal solution but will achieve the desired results,**
- **All team members will work toward achieving common goals,**
- **Build on the thoughts of others,**
- **Consensus is not majority rule,**
- **Consensus means everyone can support or live with the decision,**
- **Team will operate by consensus,**
- **Team will documents their activities and decisions,**
- **All organizations that will be affected by the decision will be present or represented at the team meetings or send proxy who can speak on their behave,**
- **Team will have a process to select a rotating Team Leader and Gate Keeper for all meetings (Permanent Scribe: Mark Sladic),**
- **Teams must create and follow through on action items and reword at each meeting if necessary,**
- **Team will use the facilitated process,**
- **Hold phone calls until before the meeting, after the meeting and lunch time, unless it's an emergency,**
- **Delivery of meeting minutes two weeks prior to next meeting,**

GOALS OF THE FRIDLEY TEAM

Updated on April 15, 2004.

THE TEAM WILL:

1. **PLAN FOR THE ONGOING SHARING OF RESPONSIBILITIES IN THE DEVELOPMENT OF PROJECT DOCUMENTS.**

2. **CONTINUE IDENTIFYING AND RESOLVING FUNDING ISSUES.**

3. **CONTINUE TO BETTER UTILIZE COMMUNITY MEMBERS IN THE RAB.**

4. **CONTINUE TO REFINE THE SITE CONCEPTUAL MODEL AS NEW INFORMATION IS OBTAINED.**

5. **CONTINUE TO RESOLVE GROUNDWATER CONTAINMENT, RESIDUAL CONTAMINATION IN ANOKA PARK, AND DISCHARGE OF CONTAMINANTS TO THE RIVER.**

6. **CONTINUE TO ATTEMPT TO ELIMINATE SIDE BAR DISCUSSIONS AT TEAM MEETINGS.**

7. **CONTINUE TO HAVE OPEN AND HONEST COMMUNICATIONS.**

8. **CONTINUE TO COMMIT TO EDUCATING TEAM MEMBERS ON POLICY OBSTACLES.**

9. **CONTINUE TO FACILITATE PROPERTY TRANSFER.**

10. **CONTINUE TO MAINTAIN THE GEOGRAPHIC INFORMATION SYSTEM (GIS).**

11. **FIND A NEW MEETING ROOM IF AND WHEN REQUIRED BY NIROP PROPERTY SALE ACTIVITIES.**

12. **CONTINUE WITH TECHNICAL SUBCOMMITTEE MEETINGS AS REQUIRED.**

13. **CONTINUE TO REVIEW GOALS ANNUALLY.**

14. **CONTINUE THE ONGOING MONITORING OF THE GROUND WATER TREATMENT FACILITY FOR EFFECTIVENESS.**

15. IDENTIFY AND PROVIDE REMEDY (IES) FOR GOAL SLIPPAGE.

16. EVALUATE OPTIMIZATION STRATEGY FOR OU1 BY SEPTEMBER 2004.

17. HAVE A NEW OPERATION AND MAINTENANCE MANUAL FOR GW TREATMENT FACILITY BY JULY 2004.

ACCOMPLISHMENTS OF THE NIROP PARTNERING TEAM

Updated April 15, 2004

1. THE TEAM AGREED ON SOIL CLEAN UP NUMBERS FOR SOIL LEACHING IN JANUARY 1997.

2. THE TEAM RESOLVED THE CONTRACT VEHICLE FOR DESIGN/ CONSTRUCTION OF WATER TREATMENT PLANT IN JANUARY 1997.

3. THE TEAM DEVELOPED HBV'S IN JANUARY 1997.

4. THE TEAM AGREED ON OU3 RISK ASSESSMENT METHODOLOGY IN FEBRUARY 1997.

5. THE TEAM FINALIZED THE INITIAL SITE MANAGEMENT PLAN IN MARCH 1997. FOLLOW-UP SMPS ARE PREPARED ANNUALLY.

6. THE TEAM DOCUMENTED REASONABLE LAND USE IN MARCH 1997.

7. THE TEAM COMPLETED TIER II DELIVERABLES IN MARCH 1997.

8. THE TEAM SUBMITTED DRAFT FINAL OU3 WORK PLAN IN APRIL 1997.

9. THE TEAM INITIATED NIROP OU3's RI CONCURRENT WITH UDLP's RI IN AUGUST 1997.

10. THE TEAM STARTED OU3 FIELDWORK IN AUGUST 1997. THE DRAFT RI REPORT WAS COMPLETED IN AUGUST 1998, AND WAS MOST RECENTLY REVISED IN AUGUST 1999.

11. THE TEAM WORKED THROUGH OU1 FUNDING ISSUES BY SEPTEMBER 1997.

12. THE TEAM FINALIZED RAB OPERATING PROCEDURES IN SEPTEMBER 1997.

13. THE TEAM HAD PUT TOGETHER AN INITIAL COMPREHENSIVE SITE GIS DATABASE BY OCTOBER 1997, AND UPDATES IT ROUTINELY.

14. THE NTP TREATMENT PLAN WAS COMPLETED BY NOVEMBER 1997.

15. THE TEAM RESOLVED ALL TREATMENT PLANT ISSUES WITHIN BUDGETARY CONSTRAINTS DURING 1997.
16. THE TEAM WORKED WITH THE MINNEAPOLIS HEALTH DEPARTMENT TO COMPLETE A PUBLIC HEALTH ASSESSMENT DRAFT REPORT THROUGH MARCH 1998. THE FINALIZED HEALTH ASSESSMENT WAS COMPLETED IN SEPTEMBER 1999.

17. THE TEAM COMPLETED THE INITIAL OU1 5-YEAR REVIEW IN OCTOBER 1998.

18. THE TEAM FACILITATED AN OPERATIONAL GROUND WATER TREATMENT PLANT STARTUP IN DECEMBER 1998.

19. THE TEAM IMPLEMENTED AN EFFECTIVE COMMUNITY RELATIONS PLAN AND DISTRIBUTED IT TO THE RAB IN AUGUST 1999.

20. THE TEAM FACILITATED A SIGNED COVENANT DEFERRAL REQUEST IN AUGUST 1999.

21. TO THE TEAM DEVELOPED FACT SHEETS FOR THE COMMUNITY PRIOR FIELDWORK FOR ANOKA COUNTY PARK IN SEPTEMBER 1999.

22. THE TEAM FINALIZED THE ANOKA COUNTY PARK FIELDWORK PLAN IN AUGUST 1999. ANOKA COUNTY PARK FIELDWORK WAS COMPLETED IN DECEMBER 1999.

23. THE TEAM SUCCEEDED IN MORE EFFECTIVE TIME MANAGEMENT, RESULTING IN MEETING FOR 2 DAYS VERSUS 3 DAYS THROUGHOUT 1999, AND EVENTUALLY TO MEETING FOR A SINGLE DAY PER MEETING STARTING IN 2000.

24. THE NAVY AWARDED A CONTRACT FOR LONG TERM OPERATIONS AND MAINTENANCE TO A LOCAL CONTRACTOR IN 1999.

25. THE TEAM REACHED CONSENSUS ON ACP PILOT SCALE STUDY IN FEBRUARY 2000.

26. THE TEAM AGREED TO REDUCING SITE GROUNDWATER MONITORING TO ANNUAL SAMPLING IN JUNE 2000.

27. THE TEAM AGREED TO ELIMINATION OF CARBON DISULFIDE MONITORING IN THE GWTF DISCHARGE IN JUNE 2000.

28. THE TEAM REALIZED COST SAVINGS BY CHANGING NPDES SAMPLING METHODS TO 624 VERSUS 601 FOR VOCS IN JUNE 2000.

29. THE TEAM AGREED ON MODIFICATION TO PUMP OUT SYSTEM IN AUGUST 2000.

30. THE TEAM IMPLEMENTED DIFFUSION SAMPLING STUDY IN SEPTEMBER 2000.

31. THE USGS PERFORMED AND INTERPRETED PUMP TESTS ON AT5A, AT5B, AT3A, AND AT4. COMPLETED IN SEPTEMBER 2000.

32. THE TEAM REACHED CONSENSUS ON ELIMINATING THE NEED FOR AN ALTERNATIVE ARRAY REPORT AND FEASIBILITY STUDY FOR OU3 IN OCTOBER 2000.

53. SIGNED THE RAWP, MARCH 2003.

54. REVIEWED AND UPDATED THE DQOS FOR LTM, MARCH 2003.

55. EVALUATED THE DECISION RULE FOR ANOKA COUNTY PARK (ACP), SEPTEMBER 2003.

56. ROD SIGNED FOR OU2 AND OU3, SEPTEMBER 2003.

57. FIVE –YEAR REVIEW APPROVED, OCTOBER 2003.

58. PRELIMENARY CLOSE OUT COMPLETION REPORT SIGNED, SEPTEMBER 2003.

59. SITE IN LONG TERM OPERATION (LTO) WITH LAND USE CONTROL REMEDIAL DESIGN (LUC RD) COMPLETE, MARCH 2004.

18)