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**NAS Jacksonville IRP
Program Management Team Meeting**

MINUTES

12 January 1994

Members: James Hudson, Kevin Gartland, Bill Raspet, Jorge Caspary, Phil Georgariou, Miriam Lareau, Peter Redfern, Tom Trainor, Joel Murphy

Tier II Link: James Crane, Joseph Walmeyer, James Malone, Joe McCauley

Facilitators: Gayle Waldron and Dick Handrahan

Consultant: Ann-Marie Weaver

Support: Captain Roy Resavage/C.O.

Visitor: N/A

Roles and Responsibilities - Reviewed and reached consensus. See attached for descriptions.

Problem Resolution Steps - Motioned to have the team review them prior to the next meeting and discuss at that time. Also, review team and project members roles and responsibilities for the next Partnering meeting.

Project Team Ground Rules - Phil to incorporate team rules into the ten basic rules set forth by Tier II, and address team's dislikes about their meetings and list norms.

Goals and Objectives - Motioned to be discussed at the next meeting.

Mission: To structure and implement an effective program that achieves prompt environmental restoration at NAS Jacksonville, that will be a model for similar efforts elsewhere.

Tier II Deliverables - To be discussed at next team meeting.

- 1) Events Schedules (workbook flow chart)
- 2) Tier II Items to Achieve Tier I Goals

Other Action Items:

- Weekly Conference Calls
- Need to work on open communication
- If problems arise (schedules, funding, etc..) that could impact the project-it needs to be communicated to all team members so they can contribute their input

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Tier II Link: James Crane, Joseph Walmeyer, James Malone, Joe McCauley

Facilitators: Gayle Waldron and Dick Handrahan

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Support: Peggy Layne (ABB-ES, THL), Conrad Bernier (ABB-ES, Va), and Paul Ina (NAS JAX)

Visitor: N/A

General

New members need to be brought up to date and orientated; Ann-Marie to send Miriam, Dana, and Bill a copy of the Partnering Workbook.

Partnering meetings should always be started with a check-in of each member (i.e. how you are, frame of mind, share something personal).

Need to set up a weekly or by-weekly conference call to keep in touch.

Items Discussed

OU1 LNAPL IRA - Due on 11 July 1994

The IROD is due 1 August 1994 (fully signed)

- LNAPL and IRA is not on contract, which will put the schedule two months behind.
- In order to meet the deadlines, review times could be reduced if communicated to a members.
- IRA Work Plan comments needed by 22 January 1994.
- RAC contractor will not be delayed.
- LNAPL to be negotiated the week of 17 January or 24 January.

Site Management Plan

- Schedules will be updated, due to the lack of adequate FY94 funding and the implications to the SMP.

Facilitators interrupted - conflicts regarding communication and scheduling problems. Members need to work on Partnering and starting thinking it, feeling it-do not expect failure. Members should be able to solve own problems; have the power to do it.

Funding is an Issue, information is not getting to all members when needed, trust needs to be built.

Ground rules need to be clear, there is some confusion as to what they are. Some main issues are:

- *Not following the ground rules*
- *Lack of communication/information flow*
- *Lack of how Partnering works*

Conrad Bernier started to give an overview on OU3, regarding the Work Plan delivery date (contractual) would not be met if an OU3 technical meeting was not held soon. Suggestion was made to extend the deadline for the WP.

Proposal made to discuss the FFS at OU's 1 and 2; go over the OU3 WP and then spend the rest of the day on Partnering issues.

Tier II and Facilitator interrupted. Facilitator said that Norms were needed and that they could see some starting to emerge.

Broke for lunch.

TECHNICAL DISCUSSION

IRA's OU1 LNAPL/IRA

- Active remediation has not been sought for all of OU1; LNAPL is only focusing to the Product at this time, but will be able to remediate the groundwater at a later date.
- FDEP's responses from 9 September 1993 were incorporated into the document-did not send them a written response.
- Active remediation will be incorporated into the documents
- In the introduction of the document it will state that this system can become an active remediation if warranted. A single page revision will be done to state this.
- The size of the pump/trench had size restraints do to underground utilities.

IRA - OU2

- Consists of two sludge drying beds and the fire training pit.
- Soil excavation at the fire training pit will stop when the soil is below standards (50 ppm in TPH).
- South Div gave the okay for FDEP to talk directly with ABB-ES.
- Field labs can be used if detection limits for the equipment is provided. FDEP to check with their QA to see if this is acceptable.

Facilitator interrupted

- RCRA Closure Plan for PSCs 2, 41, and 43 a closure permit is to be approved.
- EPA and FDEP to review the RI/FS for PSCs 2, 41, and 43; comments to South Div as soon as possible.

PSCs 3 and 42

- PSC 3 - to determine the extent of surface soil and water level contamination for source; same intent for PSC 42.
- Ecological investigation will be done on the river and the polishing pond; piezometers will be placed at the polishing pond and the Timiquana Country Club.

- Right now we are dealing with source control.
- Trying to use the funding in the best/fastest way to get results.
- Field work is tentatively set to commence in late January.

OU3 Chapter 2 and 3 Review

- This the Preliminary Draft Work Plan; will address the full scale in a technical meeting.
- EPA suggested that the tech meeting be held in Atlanta so their ESD could address and resolve their concerns and finalize it at that time.

Facilitator interrupts

- Conrad Bernier gave a briefing on the OU3 field scoping activities done in 1993.
- The dry cleaners is now part of OU3.
- The radiological survey area will be incorporated into the Final Work Plan when the report is received and there is concurrence.
- Question raised if the sewer drain could be leaking. The storm drain is new; the industrial waste lines from OU3 to the industrial waste plant will be cleaned and checked for leaks. Also need to consider if the industrial sewer lines need to be checked.
- Need to define what "free product" is in the Work Plan.
- Statement was made that the water was good; need to supply back-up data for that.
- Other subcontractors have broken well locks - Kevin Gartland will address this and ABB-ES will be informed of all subcontractors accessing the wells.
- Concurred about other chemicals in the groundwater; will go back and evaluate data to include other chemicals other than the MCLs.

Facilitator interrupts and members do a team building exercise regarding rules and responsibilities.

- FDEP adopted the State preliminary and secondary drinking water standards for groundwater (also will provide ABB-ES with other standards as applicable). ABB-ES should incorporate the detection limits into the Work Plan; should be sure that WP meets the minimal limits.
- Members agreed that the Target Compound List/Target Analyte List (TCL/TAL) is used for analyzing samples. Will also incorporate the list of new chemicals other than the preliminary and secondary for drinking water. FDEP will compare the TCL/TAL.

Facilitator interrupts

AGENDA FOR NEXT MEETING

- First day will be Partnering issues
- Finalized ground rules (1)
- Partnership problem resolutions (3)
- Address the 3 top priority issues (4)
- Review Tier II schedules and flowcharts
- Roles and Responsibilities (2)
- Chair selection to be alphabetical
- Phil Georgariou to handle the meeting arrangements for the next meeting.

Full consensus from Team Members

- Second day will be dedicated to the OU3 technical meeting

ATTACHMENT A

ROLES AND RESPONSIBILITIES

CHAIR: Appointment will be rotational. Decision of how that will be determined will be decided by close of meeting on 13 January 1994

- Meeting schedule compliance
- Maintains adherence to agenda
- Focuses group efforts toward consensus
- Opens and closes meetings

RECORDER: Ann-Marie Weaver

- Take minutes
- Transcribes and distributes minutes and agenda for the next meeting

FACILITATOR: Dick Handrahan and Gayle Waldron

- Keeps meeting moving
- Motivator/instructor for partnering, communication and meeting skills
- Feedback to group
- Concentrates on people not technical issues
- Draws out non-participating members
- Norm watcher
- Facilitates conflict resolution

MEMBER: Tier I Individuals

- Develops agenda for next meeting
- Attends **all** meetings
- Actively participates
- Follow team rules
- Treat all as equals
- WANT to achieve consensus
- Bring open mind, be flexible, and be willing to compromise
- Enforces team rules
- Comes prepared and on time
- Make Jax IR project #1 priority in meeting
- No hidden agendas
- Remember there is no hierarchy of organizations
- Represent your agency
- Follow Tier II objectives for partnering
- Don't get stuck in own paradigm
- Share **all** information
- Seek alternatives
- Seek solutions which meet consensus of team member's needs/issues
- Take direction from chair or facilitator
- Share information on issues not individuals
- Be willing to take risks

Tier II Link: Mickey Hartnet

- Coordinate Tier I and II information flow
- Will take Tier I's unresolvable issues to Tier II for resolution

Tier II Link Cont:

- Provide feedback on group effectiveness and partnering
- Articulate Tier II perspective on methodology regarding conflict
- Norm watchers regarding partnering
- Help facilitate informal resolution of conflict/problem/impasse
- Resource provider: Money, special information, training
- Information to and from other Tier I groups

Host: The member where the next meeting is to be held

- Makes arrangements for site of meeting: location, room, refreshments, directions, etc...

**Consultant,
Support,
and Visitor:** Provide information requested by team

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ATTACHMENT B

NAS JACKSONVILLE INSTALLATION RESTORATION PROGRAM

PROJECT TEAM

TEAM GROUND RULES

Team rules, not just meeting rules.

1. Leave positions and uniforms at the door, everyone is equal.
2. Respect other members of the team - no personal attacks. (Corollary - share information on issues, not individuals.)
3. Use "I" statements.
4. Come to the meeting prepared. *What is your value to the meeting?*
5. Start the meeting on time and adhere to the agenda.
6. Achieve consensus.
7. Prepare the next meeting's agenda before hand. *(Completed) minutes for review upon at end of meeting by the team*
- * 8. Keep accurate team records.
- * 9. Stay through the hard parts. *Training to give something about you and your team*
10. Follow through on action items.
11. No hidden agendas. *a) Review agenda upon arrival of meeting*
12. Don't dominate the meeting. *b) Review previous meeting minutes, prepare statement to follow time*
13. No kibbutzing/side conversations. (Corollary - pay attention) *c) Review minutes of this meeting*
14. Plan agenda toward ~~available time~~ *2.5 hr. equipment*
15. Have meetings only when entire team needs to be involved.
16. Attend all meetings.
17. Summarize at end of meeting.
18. The Chairman for the next meeting is the next person, alphabetically, after the current meeting's chairman.
19. Be open-minded, flexible, and want to achieve consensus - eschew conflict.
20. Follow all team rules.

21. Actively participate.

22. Enforce team rules.

23. Share all information.

24. Don't get stuck in own paradigms.