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NAS Jacksonville IRP
Program Management Team Meeting

MINUTES

16 and 17 March 1994

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.

Chairperson: Miriam Lareau/NAS Jax
Joel Murphy/SoDiv

Members: James Hudson, Bill Raspet, Jorge Caspary, Peter Redfern, Tom Trainor, Joel Murphy, Dana Gaskins

Absent: N/A

Tier II Link: Mickey Hartnett

Facilitator: Dick Handrahan, Gayle Waldron

Consultant: Ann-Marie Weaver

Support: Miriam Lareau, Kevin Gartland

Visitor: N/A

DECISIONS/COMPLETIONS

- Team reduced its size to "core members" only. Each of the five entities will possess one "vote" for a total of 5 and seven members must be at each partnering meeting.

1-EPA	James Hudson
1-FDEP	Jorge Caspary
1-NAS Jax	Bill Raspet
2-SoDiv	Joel Murphy
	Dana Gaskins
2-ABB-ES	Tom Trainor
	Peter Redfern

Kevin Gartland

1 ^{core} member from each entity must be present @ every mtg.

- The Chairperson of each meeting will be decided by alphabetical order:

Jorge Caspary
Dana Gaskins
James Hudson
Joel Murphy
Bill Raspet
Peter Redfern
Tom Trainor

Kevin Gartland

DECISIONS/COMPLETIONS Continued

- Minutes will state decision, action items, and discussions; all members will agree to the basis of them before meeting is adjourned.
- Finalized the Team Ground Rules (Attachment A) place a copy in your Partnering notebook.
- Completed Tier I's "Expectations of the Tier II" (Attachment B). Team will submit them formally.
- Always bring your Partnering notebook to all meetings.
- Reviewed Roles and Responsibilities set forth by team (Attachment C).
- Reviewed each entities list of responsibilities set forth by Tier II.
 - Activity (Bill Raspet) - Agrees
 - FDEP (Jorge Caspary) - Agrees
 - EPA (James Hudson) - Deleted item #14, agrees with everything else.
 - EFD (Joel Murphy/Dana Gaskins) - Changed item #19 to read "Submit the yearly SMP", agrees with everything else.
 - Contractor (Peter/Tom) - Needs clarification from Tier II - moved to an action item for Mickey Hartnett (potential conflicts of interest).
- Reviewed the team responsibilities set forth by Tier II, updated them and can be found as Attachment D.
- Conference call to be held on 5 April 1994, at 2:00 p.m. Members need to contact Ann-Marie with the phone number that they can be reached at no later than 12:00 noon of said day.
- Possible meeting on the 13th of April in Atlanta. One day trip, time is 10:00 - 5:00 p.m., to discuss the SMP schedules if needed. (Teleconference held instead)
- Next Partnering Meeting is May 31st and June 1st and 2nd in Atlanta. James to reserve the meeting room at the Summit building and confirm with Ann-Marie. Meeting time is 8:00 to 5:00 each day.

ACTION ITEMS

- | | |
|-------------|------------------------------------------------------------------------------------------------------------------|
| Team | Review the Charter developed by Tier II. Be ready to define/critique the Charter at the next Partnering meeting. |
| Mickey | Clarify the Responsibilities of the Contractor, and possible conflicts of interests at stake. |
| Bill/Miriam | Take Tom, Dick, Dana, and anyone else who would like to go on a detailed tour of the Station. |
| Ann-Marie | Include fax numbers for each member in the minutes. (Attachment E) |
| Team | Start implementing an information sharing pool of resources. |
| Jorge | Bring Florida Statutes and other valuable information to the |
| Bill | Ask the C.O. what his interests are and set dialogue for a meeting. |

ACTION ITEMS Continued

- Team To become more familiar with the budget process.
- Team To review the measure of success' for each entity, as stated in notebook prior to next meeting.
- Joel To distribute/discuss DERA execution for NAS Jacksonville at every Team meeting. This will be a **constant agenda item**.
- Team Have comments regarding the SMP schedules to Joel by 1 April 1994.
- Team Bring up the fact of emergency breaks/business breaks.

DISCUSSIONS/OBSERVATIONS

- Reviewed the Process a Project Team Uses to Begin Partnering flowchart and found three areas that needed discussion:
 - Develop Schedule for Progress: The schedules were distributed to the team today (3-16-94). They will be reviewed at the next Partnering meeting.
 - Establish information Sharing Pool Resource: This was transferred to an action item for all team members.
 - Identify Barriers & Remove Them: Conducted a brainstorming session and addressed eight (8) problem areas. Team decided to discuss the areas tomorrow morning (3-17-94) because of insufficient time.
 - Navy contracting process - SouthDiv to set up discussion/explanation at next meeting (process in state of flux).
 - Funding and Budget Process
 - Availability of qualified personnel
 - Document review process (time required)
 - Current time process for schedule revisions/modifications
 - Data quality
 - Current decision making process, regarding which remediation process to take
 - Public perception
- Budget formulation - Tier II states Contractor is a stakeholder and needs to be in on the discussions of budgets/develop working estimates on construction efforts.
 - Make a prioritized list of what team wants to accomplish at NAS Jacksonville.
 - Contractor and SouthDiv do cost estimates and negotiate.
- Identify PSCs - Clarification was made that new sites can be added if the problem existed prior to January 1981.
- To become more sensitive to one another's success requirements.
- Team is prone to make STATEMENTS!

FACILITATOR COMMENTS

- Gave an overview of meeting.
 - Cliques are disarming
 - Moving towards Partnering
 - Not acknowledging Dana

TIER II COMMENTS

- Will try to keep Tier I's informed of success/fails of all the teams.
- Stated everyone should have an input into the scope of works for the Contractor so every players needs are met upfront.
- Joe feels good about what he has observed at this Jax team meeting. He feels the team is working and making efforts towards Partnering.
- Tier II will desensitize their minutes and Tier I will start receiving them.

CONCERNS

- Raised concerns about skipping/not having a public comment period.
 - Worried that we are making decisions and implementing before the public is given consideration on the matter.
 - Team has not deviated from the public's view.
 - Draft Proposed Plan for LNAPL would give the public time to comment.
 - Do not want to set NAS Jacksonville up for failure with the public.
- Joel has made extreme efforts towards Partnering.
- Too many side conversations within the team.
- Ask Dana for comments, draw him into discussions.

CLOSING COMMENTS PRO/CON

Pro Comments

Next meeting will be better
 Almost there - on our way
 Good meeting
 Getting to know everyone
 Joel - a good Chairperson
 Working through things
 Gained/reminded of insights
 Try to pick up the feeler end of the group
 Feels great about Partnering
 Group working together much better

Con Comments

Side conversations distracting at times
 Beating things to death
 Apprehension about becoming Tier II Links for new Teams
 Hesitant about all technical people, no feelers
 To much digression
 Getting side tracked
 Waste to much time

- Agenda suggestions for the Next Meeting
 - Review the SMP schedules that Joel gave everyone
 - Critique Charter for Team from TIER II's Charter
 - SouthDiv Contracts Discussion

- Future Agenda Items: Bio Venting, Florida Statues, Jax FACTS

TIER II's PARTNERING CHARTER

Goal: To characterized and respond as appropriate to additional risk posed by release of hazardous substances on public health and welfare and the environment at Navy and Marine Corps Installations.

Mission: To structure an effective program for prompt environmental restoration that will be a model for similar efforts elsewhere.

Vision: Teams are empowered and operate cohesively to achieve our environmental restoration goal.

We, the partners, commit to teamwork to achieve these objectives:

- *Develop ways to determine acceptable program risk in fostering progress*
- *Eliminate barriers to a faster more cost-effective program*
- *Clarify roles and responsibilities of each party*
- *Make our processes more efficient*
- *Create organizational cultures able to accommodate change*
- *Provide for a greater exchange of lessons learned*
- *Obtain consensus on short and long-term budget and implementation plans*
- *Promote success and cooperation*
- *Develop innovative ways to acquire and administer contracts*
- *Demonstrate and use innovative technologies*
- *Foster community participation*
- *Resolve conflicts through a coordinated work effort to avoid adversarial relations*
- *Maintain professionalism and enthusiasm and encourage communication to make the partnership educational and enjoyable*
- *Reinforce the partnered relationship with honest feedback and continual improvement*

ATTACHMENT A

TEAM GROUND RULES

1. Leave positions and uniforms at the door; everyone is equal.
2. Respect others. Listen; everyone owns part of the process, everyone needs to be heard; actively participate.
3. Use "I" statements.
 - Doesn't work: "But you said . . ."
 - Does work: "I understood you to say that . . ."
4. Come to the meeting prepared; think about the meeting before hand.
5. Start the meeting on time and adhere to the agenda.
6. Achieve consensus. Bring the team to unity; you may not get unanimity.
 - Consensus: "I will agree to support the decision"
 - Agreement: "I agree with every part of the decision"
 - There is no "majority rule" in consensus
7. Prepare the next meetings agenda before hand. Decide the date/time/location before close of meeting. Location will depend upon issues to be discussed.
8. Evaluate near the end of the meeting.
 - What did you feel great about/improve
9. Keep accurate team records; Ann-Marie to keep notebook up to date.
10. Stay through the hard parts (mentally and physically).
11. Briefly review ground rules at the start of every meeting.
12. Review the minutes of the previous meeting.
 - Objections/misunderstandings
 - Review action items
 - Review Agenda
13. No hidden agendas.
14. Do not dominate the meeting.
15. No kibitzing/side conversations; pay attention.
16. Plan meetings with "real time" requirements.
17. Have team meetings only when entire team needs to be involved.
18. Attend all team meetings.
19. The Chairperson is designated by alphabetical order of the team members.

TEAM GROUND RULES Continued

20. Host provides/assists in the logistics for team meeting (Host is not necessarily the Chairperson); Contract to make arrangements for conference room, overhead projector, flipcharts, markers.
21. Be open-minded, flexible, and **want** to achieve consensus.
22. Team members shall enforce/follow team rules.
23. Share all information; disseminate all pertinent data in a timely manner.
24. Don't get stuck in personal paradigms.

ATTACHMENT B

EXPECTATIONS OF THE TIER II

1. Facilitate conflict/problem/impasse resolution informally
2. Resource provider: funding and training
3. Give judicial advice, but allow Tier I to fail and learn
4. Automatically accept the risk we have accepted by consensus or provide risk acceptance in writing
5. Kudos
6. Knowledge/provider of current regulation, guidance policies, and future changes with impacts
7. To provide information on other Tier I Teams: success/failures/innovations
8. Provide a Tier II Link for communication and guidance with Tier I when requested
9. Be available to join meetings on an as needed basis

ATTACHMENT C

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

CONSULTANT: Ann-Marie Weaver

- Take minutes
- Transcribes and distributes minutes and agenda for the next meeting
- Arranges the conference room for the Partnering meetings (to include: flipcharts, markers, overhead projector)

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

ROLES AND RESPONSIBILITIES Continued

Tier II Link: Mickey Hartnet

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

ATTACHMENT D

RESPONSIBILITIES OF ALL TEAM MEMBERS:

1. Identify probable remedies
2. Orient new team members - entrance ritual
3. Help identify stakeholders - people who have/need to be informed
4. Budget formulation team to help - contractor able to discuss general ball park figures
5. Identify PSC's - anything prior to 1981 - can be funded
6. identify no-win situations and drop them
7. Maintain corporate knowledge of process - bring knowledge from your own area
8. Listen and attempt to understand other parties goals - advocacy and inquiry, statements and questions
9. Represent the concerns of your organization
10. Provide a dedicated core project team member - pioneers
11. Attend Jax IR Team meetings
12. Host meetings as assigned
13. Actively participate in team/partnering
14. Provide approval and concurrence where required or appropriate in a process
15. Review work products - anything
16. Share all existing information in a timely manner
17. Identify salary support requirements
18. Establish priorities
19. Consider stakeholder concerns
20. Be knowledgeable of innovative clean-up technologies and incorporate into plan
21. Find ways to keep work on schedule
22. Maintain regular contact with team members - weekly teleconference
23. Resolve informal disputes via guidelines for Problem Resolutions
24. Be knowledgeable and maintain compliance with regulations
25. Ensure cost-effective remedies
26. Ensure protection of public health, welfare and the environment
27. Incorporate risk management and fiscal prudence
28. Participate in preparing decision documents
29. Advise team of agency guidance and SOP's
30. Foster consistency of remediation process
31. Promote technology transfer
32. Transfer and document lessons learned
33. Continuously improve quality
34. Ensure sampling and analysis is in line with data and needs (i.e., value-added)
35. Exit procedures - leaving ritual

ATTACHMENT E

TEAM MEMBERS TELEPHONE AND FAX NUMBERS

ENTITY	TELEPHONE	FAX
ABB-ES Peter Redfern Tom Trainor Ann-Marie Weaver Catherine Perry	904-269-7012	904-264-5632
EPA James Hudson Mickey Hartnett	404-347-3016	404-347-5205
FDEP Jorge Caspary	904-488-0190	904-922-4939
Management Edge Dick Handrahan Gayle Waldron	813-397-6155	813-397-6255
NAS JAX Kevin Gartland Mariam Lareau Bill Raspet	904-772-2717 904-772-4033 904-772-2717	904-772-3858 904-772-4009 904-772-3858
SouthDiv Dana Gaskins Joel Murphy	803-743-0628 803-743-0628	803-743-0465 803-743-0465