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MINUTES FROM PROJECT TEAM MEETING ON 27 JULY 1994 NS MAYPORT FL
7/27/1994
NS MAYPORT

Naval Station **MAYPORT**



PROJECT TEAM
MEMORANDUM

DATE: August 30, 1994
TO: Naval Station Mayport Partnering Team
FROM: Peggy Layne *PL*
SUBJECT: Meeting Minutes
July 27-29, 1994
Mayport, Florida

Attendees

- Cheryl Mitchell Naval Station Mayport
- David Driggers Southern Division NavFacEngCom
- Frank Lesesne ABB Environmental Services
- Peggy Layne ABB Environmental Services
- Bruce Arnett Florida Department of Environmental Protection
- Jay Bassett US Environmental Protection Agency, Region IV
- Tim Bahr Florida Department of Environmental Protection
- Gayle Waldron Management Edge (Facilitator)
- Jerry Walmeyer Regional Environmental Coordinator (Tier II link) (28 July only)
- Greg Brown ABB Environmental Services (28 July afternoon only)

Agenda

- | | | |
|---------------|-----------|---|
| 27 July 1994: | 1100 | Meet at Staff Civil Engineer Office, Naval Station Mayport |
| | 1200-1300 | Lunch |
| | 1300-1700 | Overview/Tour of Base and SWMUs/AOCs |
| 28 July 1994: | 0800-1200 | Partnering
Finalize Ground Rules
Roles & Responsibilities
Team Membership Rules
Schedule for Progress |
| | 1200-1300 | Lunch |
| | 1300-1700 | Technical
IMs - SWMUs 2, 19, 6/7
Group III Workplans
Review Dredge Spoils Issue |
| 29 July 1994: | 0800-1000 | As Required
Natural Resource Trustee Issue
RAC Contractor
Review/Confirm Decisions Made |
| | 1000-1200 | Partnering
EPA/FDEP up to speed
Evaluate Meeting
Set Next Agenda |
| | 1200 | Adjourn
Set Next Three Meetings |

MINUTES

Partnering Discussion

- Finalize Ground Rules

Team norms/ground rules were discussed and finalized. Jay volunteered to type up and distribute.

Action Item: Jay to type up team norms for distribution at next meeting.

- Roles and responsibilities

Responsibilities of the host, meeting leader, and scribe were discussed. Cheryl Mitchell volunteered to write up description of host role. Meeting leader role was incorporated into team ground rules. Each team member will serve as the meeting leader in alphabetical order, and the meeting leader will serve as the scribe for the following meeting.

Action Item: Cheryl to write up host role for distribution at next meeting.

Responsibilities of activity, contractor, EIC, and EPA/FDEP were discussed and revised. Each team member is responsible for typing up their own responsibilities for distribution at the next meeting. Peggy volunteered to type and distribute the responsibilities of "All Team Members".

Action Item: Each to type up responsibilities. Peggy to type up "All" responsibilities.

- Team Membership Rules

Participation of Remedial Action Contractor (RAC), Public Affairs Officer (PAO), and Natural Resource Trustees (NRT) on the team was discussed.

- **RAC:** David Driggers agreed to get more information from Southern Division regarding how other teams are working with the RAC.

Action Item: David get info on RAC interaction with teams

- **PAO:** The Jax team has added the base deputy PAO for environmental to the team. Mayport does not currently have a PAO whose primary responsibility is environmental programs.

- **NRT:** Bruce Arnett and Jay Bassett agreed to identify the appropriate state and federal NRTs and discuss with them how they would like to participate in the cleanup process at Mayport. The team members agreed that the NRTs have specific areas of responsibility, some of which may not coincide with those of the cleanup program,

and thus should not be members of the core "team". We may need to invite them to participate in specific meetings to discuss items of interest to them.

Action Item: Jay and Bruce to follow up with NRTs

Technical Discussion

● Interim Measures

- **SWMU 2, PCB Area:** Bruce Arnett would like additional assurance that we have identified the extents of the PCB contamination in soils in this area so that this "Interim Action" has a good chance of actually being the final action for this site. Peggy Layne agreed to extend the sampling grid in order to verify that the extent of contamination has been defined.

Bruce and Jay indicated that 1 ppm PCBs is currently being used as the target cleanup level for Department of Defense sites in Florida. The IM Workplan proposed 25 ppm as the cleanup goal. The team agreed that if changing the cleanup level from 25 to 1 ppm would result in a major (order of magnitude) cost increase, then we should discuss it further, otherwise we should revise the cleanup level to 1 ppm. Greg Brown indicated that reducing the cleanup level should not result in a major increase in cost, and agreed to reassess the limits of excavation required for a cleanup level of 1 ppm.

Regarding disposal of the excavated soil, Greg pointed out that the concentration of PCBs may be below 50 ppm following excavation and consolidation, so the material could be disposed of in a Subtitle D facility at a reduced cost to the government. Cheryl indicated that Mayport would be more comfortable disposing of the material in a TSCA facility. The team agreed to direct the RAC to assume disposal of soil according to TSCA, but to investigate the option of disposal in a Subtitle D landfill.

Bruce requested more details on precautions to be taken when the excavated soil is stockpiled onsite in order to avoid spreading contamination. Stockpiling precautions can be addressed during review and approval of the RAC workplan for implementation of the IM. Bruce also requested that soil samples be collected and analyzed at 1 foot intervals during replacement of the monitoring wells at the site. ABB and the Navy agreed to perform such sampling using test kits during well construction.

Jay pointed out that a risk assessment is still needed following the Interim Measure in order to close out the site, and the team agreed that a risk assessment will be performed as part of the RFI.

In order to close the "paper trail" on the IM Workplan, the team agreed that ABB will prepare a letter addressing the comments discussed at this meeting and distribute with "Final" covers for the IM Workplan, rather than revising and resubmitting the entire document.

In order to commit cleanup funds this fiscal year for implementation of the IM, negotiations between Southern Division and the RAC must be complete by September 15. A draft workplan is due from the RAC to Southern Division on August 22. Team members will review the draft workplan and come prepared to discuss with Bechtel (the RAC) at our next team meeting on August 31.

- SWMU 6 & 7, OWTP Area: The purpose of this interim measure is to remove free product on the water table, intercept contamination migrating towards the St Johns River, and collect performance data. Jay asked for more details on sampling type and frequency during startup and operation of the system and additional direction on handling and disposal of contaminated soils during construction. The team discussed the relative merits of trenches vs sumps vs wells for free product recovery. Greg advocated the use of large diameter sumps as a compromise between wells and trenches for the purpose of an interim measure. The data collected during operation of the system will aid in design of a final remedy for the site.

Additional data collected since preparation of the IM Workplan indicates that contamination may be more widespread than indicated in the workplan. ABB agreed to review the most recent data regarding extent of contamination to determine whether the placement of the recovery sumps should be modified or an additional sump added, and will come to the next team meeting prepared to discuss these issues with the RAC.

- SWMU 19, NADEP Blasting Area: The purpose of the IM is to remove piles of "Black Beauty" blasting media. Samples were collected for TCLP analysis last month in order to determine disposal requirements. Bruce indicated that in order to close out the site, FDEP would like a groundwater sample. The team agreed to discuss the need for a monitoring well after completion of the IM and evaluation of the analytical data.

Action Items:

SWMU 2 -

- **ABB to extend sampling grid outside boundaries of excavation;**
- **ABB to revise extent of removal for a TCL of 1 ppm;**
- **ABB to provide additional guidance to the RAC regarding stockpiling of material onsite;**
- **Navy to direct RAC to assume TSCA disposal, but evaluate Subtitle D alternative;**
- **ABB to sample during construction of replacement well;**

SWMU 6/7 -

- **ABB to provide additional guidance on sampling & analysis during startup and operation and management of soils during construction;**
- **ABB to evaluate new data on extent of contamination re sump placement and share info with team;**

- Cheryl to verify concurrence of PWC on disposal of recovered product to OWTP;

All IMs -

- Team members will participate in conference call to discuss responses to comments on IM workplans prior to Aug 31 meeting;
- Team members will review draft RAC workplan;
- David to investigate the flexibility of the RAC SOW and invite RAC to Aug 31 meeting to discuss IMs;
- Bruce to clarify the review process at FDEP and if appropriate invite FDEP's engineering reviewer to attend Aug 31 meeting;
- Peggy to investigate conference call capabilities (*we can link up to 6 lines from ABB without using ATT operator*)

- Public Involvement in IMs: Even though RCRA does not require public notification and comment on IMs, Navy policy is to follow CERCLA community relations process for all Installation Restoration Program actions. Jay suggested use of public service announcements on radio and TV and a news release as well as a paid announcement and request for comment.

Action Item: ABB to draft paid announcement for newspaper, to run Sunday, August 14, in Jacksonville Times-Union. Should also run in Beaches Weekly. Draft to team for review by August 5.

- Dredge Spoils Issue

Cheryl referred to the letter of 04 May 1994 discussing SWMU 50, the Dredge Spoil Disposal Areas, why they were identified as SWMUs and why the Corps of Engineers believes that they should not be regulated under RCRA. Jay noted that there are two possible approaches to the issue: 1) to determine that the SWMUs were incorrectly identified and should not have been in the permit and should therefore be removed; or 2) conduct a risk assessment showing that they pose no risk to human health or the environment and therefore no further action is required under RCRA.

Action Item: Jay to review the data presented in the 04 May 1994 letter and clarify EPA's position

Action Item: ABB to compile data and evaluate worst case risk scenario

- Group III Workplans

Frank Lesesne lead an overview of the RFI and RFA workplans for the Group III SWMUs. The team agreed to become more familiar with the documents and spend half a day during the next meeting walking the sites and reviewing the sampling plan in more detail.

Action Item: ABB to prepare large maps of Group III area for next meeting

- Schedule for 1994 meetings:

<u>Date</u>	<u>Place</u>	<u>Host</u>	<u>Leader</u>	<u>Scribe</u>
August 31 - September 1	Mayport	Cheryl	Bruce	Cheryl
October 4 - 5	Tallahassee	Peggy	Jay	Bruce
November 1 - 2	Atlanta	Jay	David	Jay
December 6 - 7 (?)	Charleston	David	Peggy	David

- Preliminary Agenda for next meeting:

- Action Item Review 0800-0830 Wed
 - a. Roles - NRTs, FDEP eng review
 - b. Revised partner roles - all
 - c. Notes format - Gayle
 - d. Ground rules - Jay
 - e. RAC interaction - David
 - f. Dredge issues - EPA/FDEP
 - g. IM comments - conference call
 - h. Public notice - review prior to meeting
- Interim Measures/RAC 0830-1200 Wed
- Partnering 1300-1700 Wed
 - Finalize roles & responsibilities
 - Review process flow/develop schedule
 - Mission statement/charter
 - "Eating issues"
- Group III Workplans 0800-1200 Thu
- Other technical issues 1300-1700 Thu
 - Petroleum briefing/770 issues
 - Dredge materials issue
 - RAB implementation
 - Process improvement discussion (documents)

RESPONSIBILITIES OF ALL TEAM MEMBERS

1. Identify probable remedies
2. Orient new team members
3. Help identify stakeholders
4. Budget formulation
5. Identify sites and SWMUs
6. Identify no-win situations and proceed
7. Maintain corporate knowledge of process
8. Listen and attempt to understand other parties' goals
9. Represent the concerns of your organization
10. Provide a dedicated core project team member
11. Attend RPM meetings
12. Host meetings as assigned
13. Actively participate in team/partnering
14. Provide approval and concurrence where required
15. Review work products
16. Share all existing information
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
23. Resolve informal disputes
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)

RESPONSIBILITIES OF THE CONTRACTOR

1. Conduct field work and prepare work products as directed by EFD in a cost-effective timely manner
2. Suggest technical ways to meet customer and regulatory requirements
3. Advise of ways to do work cheaper/better/faster
4. Maintain cost control
5. Advise EFD RPM of schedule slippage with recommendation to get back on target, or adjust the baseline, as well as changed conditions or when assigned tasks will not meet goals
6. Ensure qualified people are on-site at all times
7. Focus work to support decision-making
8. Be responsive to EFD
9. Ensure QA/QC on all products
10. Keep activity informed of conditions that affect the activity
11. Maintain access to adequate technical expertise
12. Keep team members informed of status of field work
13. Provide adequate quantity and quality of field equipment
14. Maximize use of all existing data and information
15. Be knowledgeable and willing to use latest techniques
16. Respond to changes rapidly with minimum disruption
17. Coordinate with their sub-contractors and PM's
18. Assist in planning and execution of program
19. Implement team decisions as directed by the EFD
20. Maintain site safety
21. Be knowledgeable of regulations and guidance
22. Cooperate with regulatory agencies
23. Fully coordinate field work with activity prior to entering base
24. Monitor sub-contractors
25. Advise team of economic and technical impact of their recommendations
26. Coordinate implementation of corrective actions with RAC

TEAM NORMS/GROUND RULES

- Start on time.
- Clarify and challenge positions/data.
Decisions are made by consensus.
Support team decisions.
- If new data comes in after a decision has been made, bring new data to the team.
Evaluate and modify decisions if necessary.
- Discussion:
 - Don't digress.
 - All members participate actively.
 - Use "I" statements - no accusatory language.
 - One member speak at a time - no interruptions.
 - Speaker seeks out differences.
- Team values:
 - We will be open and candid.
 - We will show mutual respect.
 - We will treat everyone and their opinions equally.
 - We will have no hidden agendas.
 - We will be open to new ideas.
 - We will be flexible and willing to take risks.
 - We will take responsibility to implement action items.
 - We will monitor adherence to team norms.
- Meeting process:
 - Minimize interruptions - "100 mile rule"
 - Finalize and distribute agenda one week prior to meeting.
 - Come prepared to have ideas, present solutions, and to reach resolution within limits of authority.
 - "Time-out" honored
 - Don't drop out.
- Meeting leader role:
 - Rotates alphabetically
 - Prepares agenda and distributes
 - Facilitates meeting process
 - Serve as scribe for next meeting
- Conflict resolution:
 - Identify, define and clarify
 - Understand differences
 - Deal with issues, not people
 - Reach consensus
- Closure activities:
 - Review and record decisions and action items
 - Evaluate meeting process
 - Draft next meeting agenda
 - "Check out"