



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
REGION IX
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San Francisco, CA 94105

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May 17, 1995

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Camille Garibaldi
Manager, Lead RPM Alameda (Code 1831)
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Dave Ryan
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Dear Cdr. Petouhoff, Mr. Ryan, and Ms. Garibaldi:

I recently learned that on May 30 and 31, the Alameda project team will meet at DTSC's offices in Berkeley to discuss the schedule for upcoming deliverables and agency review times. I was very encouraged to hear of this planned meeting. As I have mentioned to you during informal conversations in the past, I have been concerned about the apparent absence of a comprehensive schedule of documents being produced, and related activities, to support base cleanup and reuse. The absence of a schedule with agreed upon regulatory review times has created an environment of uncertainty and frequent reprioritizing. I believe that more progress would be made on the Alameda project if a framework existed for the Navy and regulatory agencies to more efficiently reach consensus decisions.

At times, documents we have expected to receive were not delivered and we only later found out that the contractor had been directed to stop working on them. In other cases, documents which we were not expecting at all were delivered, with very short review times requested. In addition, internal and external meetings are sometimes scheduled without sufficient notice, and without clarity as to the agenda and desired outcomes. All of these factors create inefficiencies in our teams, result in unwarranted demands on our staff, and hinder overall progress.

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It is my intention for EPA to make valuable contributions to the successful cleanup and reuse of the Alameda Naval facilities and to be fully responsive to the demands of the project, however I feel that our ability to do so is compromised at this time by difficulties in planning our workload. As this is a very complex project, with Installation Restoration, compliance and reuse-related documents being prepared by a multitude of personnel, and with many interactions with affected stakeholders, I feel it is our responsibility as managers to do as much as possible to structure the basic elements of the project to minimize time spent managing crises, and ensure that the energy devoted to this project furthers our mutual goals of expedited cleanup and reuse.

To maximize use of the limited resources EPA has available to support this effort, I am eager to see the upcoming meeting produce a clear set of priorities for EPA. I suggest that it should also serve to establish a framework for reaching consensus decisions so this project can move ahead. DTSC and U.S. EPA have volunteered to draft the agenda for the meeting.

I believe all of the participants would also benefit from having a detailed list of the deliverables which the Navy expects to produce, for at least the next three to six months, with desired review times, and expected deliverable finalization dates; this list should be provided several working days in advance of the meeting to allow all participants to consider it fully before the meeting. In addition, it would be helpful to know what special meetings are anticipated to be needed to discuss these deliverables, or to support other aspects of the project, such as the RAB focus groups, UC Berkeley contract, etc.

I suggest the meeting partially serve to set schedules for the next three to six months, establish the mechanisms by which changes in priorities will be communicated among the team and agreed upon, and establish a process for setting longer term priorities for the project and preparing periodic schedule updates.

Although I am currently unavailable on May 30 and 31 to participate personally in this meeting, I would be happy to discuss my thoughts with you at any time. Please call me at 415/744-2384.

Sincerely,



Jane Diamond, Chief
Navy Section
Federal Facilities Cleanup Office

cc: Daniel E. Murphy, DTSC
Tom Lanphar, DTSC
Ron Gervason, RWQCB, S.F. Bay
Hank Gee, EFA-West