



DERP FORUM

Achieving Greater Success Through Strong Partnerships

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Cleanup Program Best Practices: Partnering

DoD, EPA and State representatives presenting on collaboration techniques

Region 3

Brett Fisher and Cecelia Landin

Partnering

- Work that people and organizations do to build and maintain effective relationships with departments and organizations outside of their immediate group.
- Enhances long-term relationships among participants, improves the quality of products and services and assists in meeting cost objectives. Based on mutual understanding, these relationships produce tangible results.
- Four most important elements of partnering: open discussion of ideas, clear and fully accepted shared goals, detailed procedures for key information exchanges and interpersonal understanding and trust.

(GALEN DRISCOL)

Region 3 Tiered Partnering

Focus: Facets and Benefits of Effective Teams

Organization	# NPL Sites	# States	Frequency/year
Navy/MC	13	4	4X plus
Army	9	3	3X
Air Force/ANG	5	3	3X
SE PA NPL* (Navy, AF, ANG)	3	1	3X
NASA*	2	2	6X (short meetings)
Nansemond (NPL FUDs)	1	1	12X

Tier 1 -Technical staff (DOD installation/State/EPA)

Tier 2 – First Line supervisors (DOD branch/States/EPA)

Tier 3 – Multi-Agency managers (DOD/States/EPA)

What Makes an Effective Team?

- Management buy-in
- Focus on relationship building
- Support of partnering principles
- Meeting management structure
- Open communication within and across Tiers

Partnering Benefits

- Improves alignment of Agencies' goals and priorities
- Empowers people to make decisions at the lowest level
- Promotes support and transparency across management levels
- Optimizes efficiencies and resources through enhanced communication
- Increases productivity through positive working relationships

Bottom Line – Shorter Durations & Cost Savings

Example Outcomes

- Improved target projections
- Collective recognition of Tier 1 Team Successes
- Integration of Tech Support representatives into meetings (Tier 1 and 2 teams)
- Products to assist Tier 1 Teams
- Program implementation consistency

Region 2

Doug Pocze and Amanda Sherman

Partnering in Region 2

- Ongoing for many years in one form or another
- In Region 2 Amanda Sherman (AFCEC) is our DoD Regional Environmental Coordinator (REC)
- Established workgroups in NY & NJ

Partnering in New Jersey

- Quarterly Meetings
- Focuses on NPL Sites in New Jersey
- Includes: Air Force, Army, Navy, USACE, FAA, EPA, NJDEP but is expanding to other agencies (DOT, Pinelands Commission)
- No one size fits all and tailored to each site
- Tends to focus upon site specific issues

Partnering in New York

- Quarterly Meetings
- Focusing on NPL Sites in New York
- Includes: Air Force, Army, Navy, USACE, EPA, NYSDEC, DOE, but expanding to other agencies
- No one site fits all and tailored to each site
- Tends to focus upon site specific issues

Partnering in Puerto Rico

- No Quarterly Meetings
- Partner at the only two sites which EPA Region 2 is involved (Naval Activity Puerto Rico and Atlantic Fleet Weapons Training Facility)
- Participants: Navy, EPA, PRDNER, FWS, NOAA
- Tier 2 & 3 Level
- Focuses upon site specific issues

Successful Factors for Partnering

- Open communication
- Clear understanding of everyone's position & goals
- Realistic goals and schedules (Site Management Plans)
- Follow the process with some flexibility
- Check ins - monthly meetings
- No one size fits all and tailored to each site

Region 10

Laura Buelow, Kevin Thomas, and John Tesner

Air Force Partnering

- Partnering has been in place between Air Force, EPA R10, and States (AK, WA, OR, ID) for over 10 years
- Meet quarterly, generally at first line supervisor level. Two per year virtually and two per year in person.
- Started rotating location of one in person to AF Site
- Easy to step into manager role and learn my counterparts and site issues

Navy Partnering

- Started formal Tiered partnering in 2021 between Navy, EPA R10 and Washington State
- Tier II meet monthly and Tier II/III meet quarterly
- Meet in person one time per year
- Time intensive to set up the partnering, figure out how to structure it, especially between the Tiers.
- Helpful to build new relationships with fellow Tier II, learn about site issues, and track personal changes in other organizations

Army Partnering

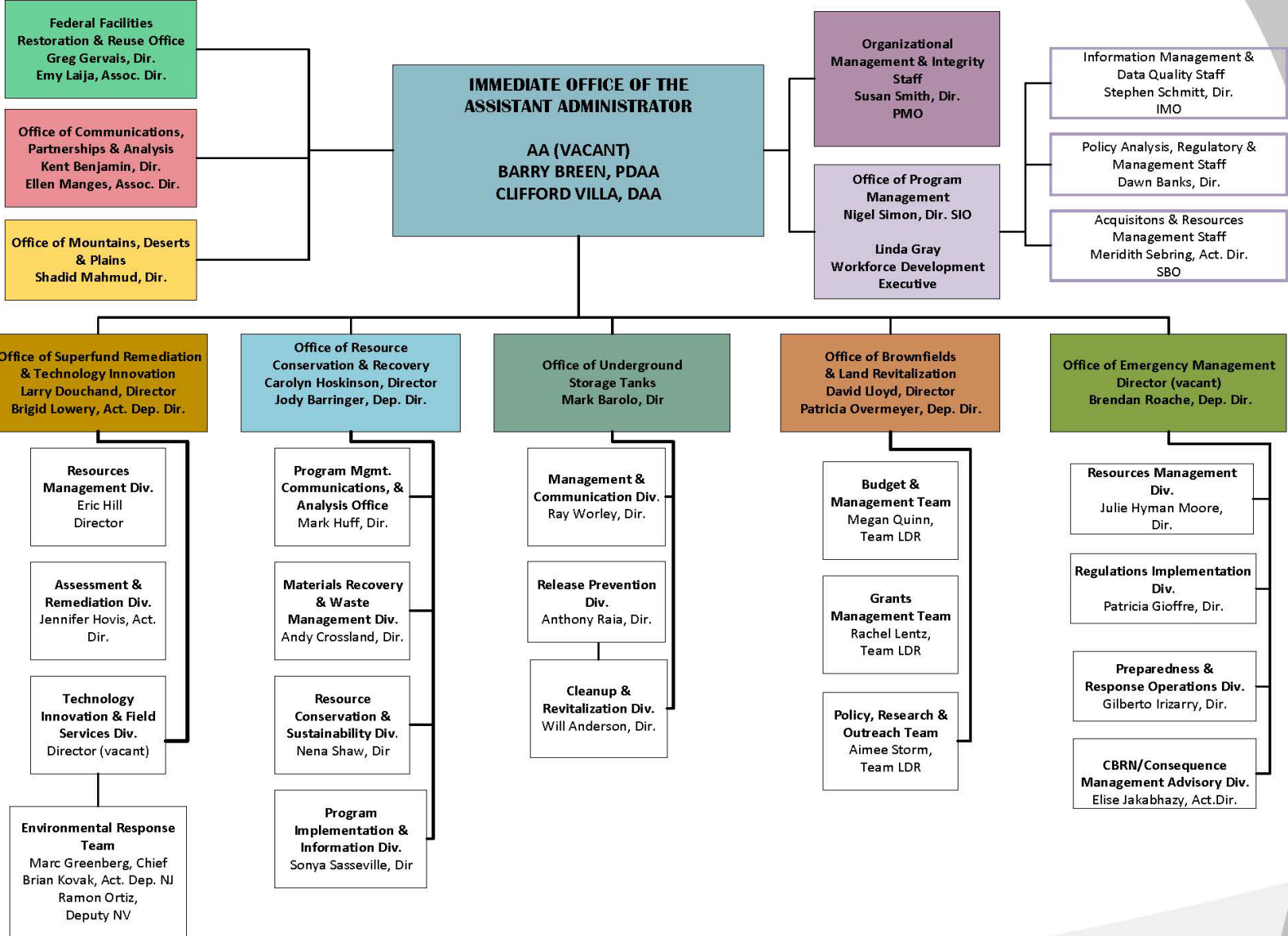
- In October 2023, commitment for formal partnering between Army, EPA and Alaska on Fort Wainwright
- As a new manager, figuring out who counterparts were was less clear and had fewer opportunities to learn about issues across the sites

Takeaway

- Established partnering between DoD, EPA, and States significantly helps new people learn their counterparts and issues across the sites.
- It provides a structure for clear elevation of issues to reduce frequency of teams getting “stuck”.
- This results in better relationships and quicker decisions being made at lower levels.

Headquarters

Doug Maddox and Brian Jordan



OFFICE OF LAND & EMERGENCY MANAGEMENT
August 8, 2023

EPA HQ Coordination

- FFRRO Federal Agency and Regional Coordinators
- “Quarterly” meetings with Federal Agency Partners
 - Discuss ongoing site issues and trends across cleanup program
 - Discuss national policy issues and effects on site cleanups
 - Provide updates on priorities and initiatives
- EPA Federal Facilities Leadership Council (FFLC) coordination with DoD
- Ongoing senior management communication
- Allows for direct lines of communication to resolve issues quickly

What is Partnering?

A mutual commitment by all parties

Key Elements: shared goals; open dialogue; procedures for information exchange; trust

Results in mutually acceptable solutions

Regional Partnering

- A collaborative process for EPA, OFAs, and the state regulatory agencies to work together on the cleanup of contaminated DOD sites
 - Focuses on open communication at all levels
 - Facilitates better understanding of each agency's (and landowners) processes, goals, and constraints
 - Involve entire site team early and throughout the cleanup process
 - Results in mutually beneficial path forward & quicker cleanup timelines
- Tier approach:
 - Tier 1 – the project teams
 - Tier 2 – first level managers
 - Tier 3 – second and third level managers
 - **Resolve problems at the lowest level; elevate as needed**

