



DERP FORUM

Achieving Greater Success Through Strong Partnerships

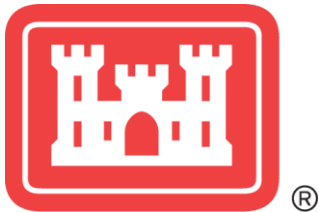
November 14-17, 2023 • Kansas City, MO

Best Management Practices & Success Stories

Amanda Sticker

U.S. Army Corps of Engineers, Engineering and Support Center, Huntsville

Environmental and Munitions Centers of Expertise



November 14-17, 2023 • Kansas City, MO

Project Delivery Business Process (PDBP)



Three complementary
imperatives govern the
successful completion of
projects

Project Delivery Business Process (PDBP)



1

One Team

One Project

**One Project
Manager**

PMP



**Project
Management
Plan (PMP):**
Manage all
Projects with a
PMP

PDT



**Project
Delivery Team
(PDT):**
The PDT is
responsible for
project success

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The heart of PDBP is results-focused teamwork

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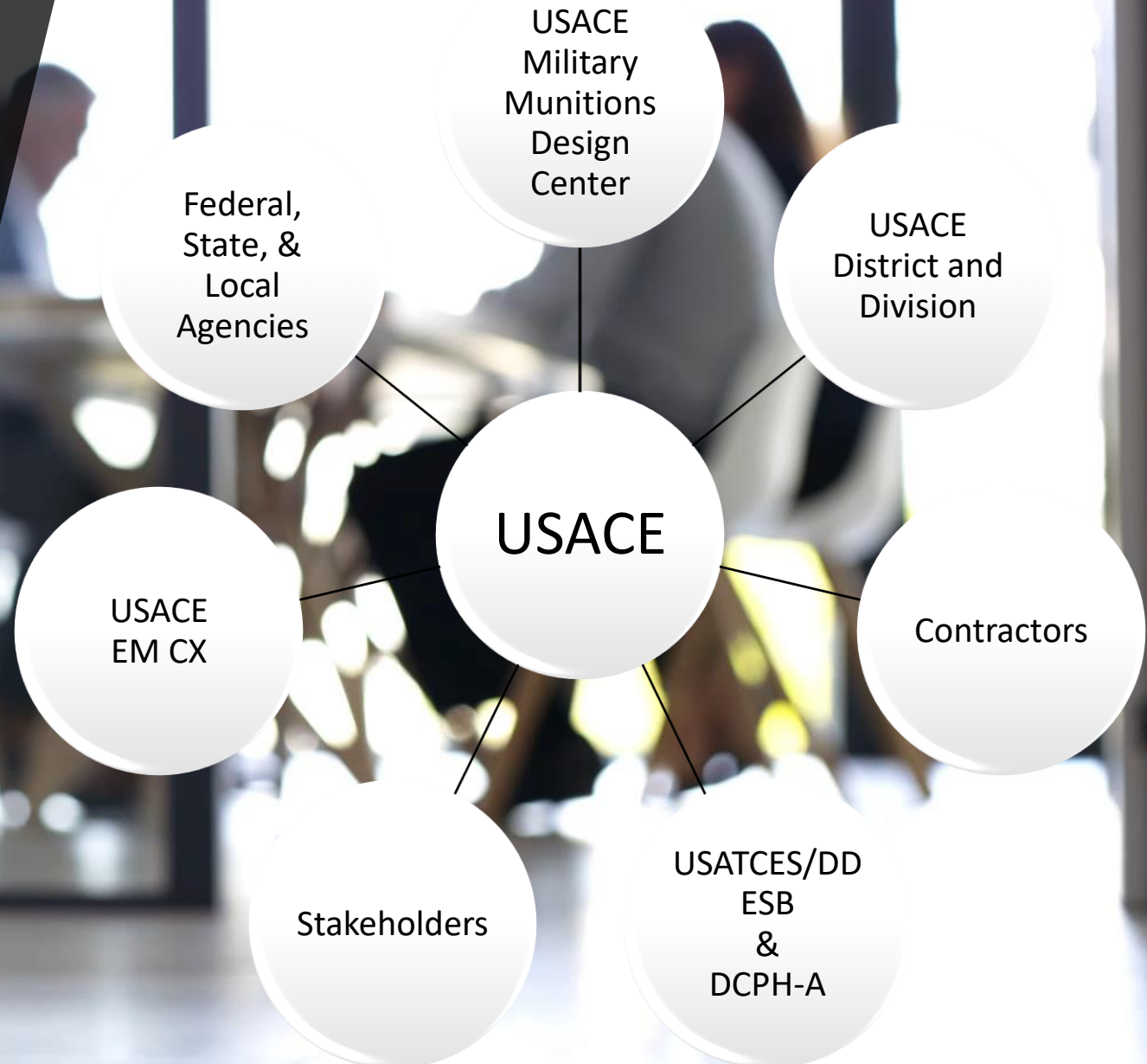
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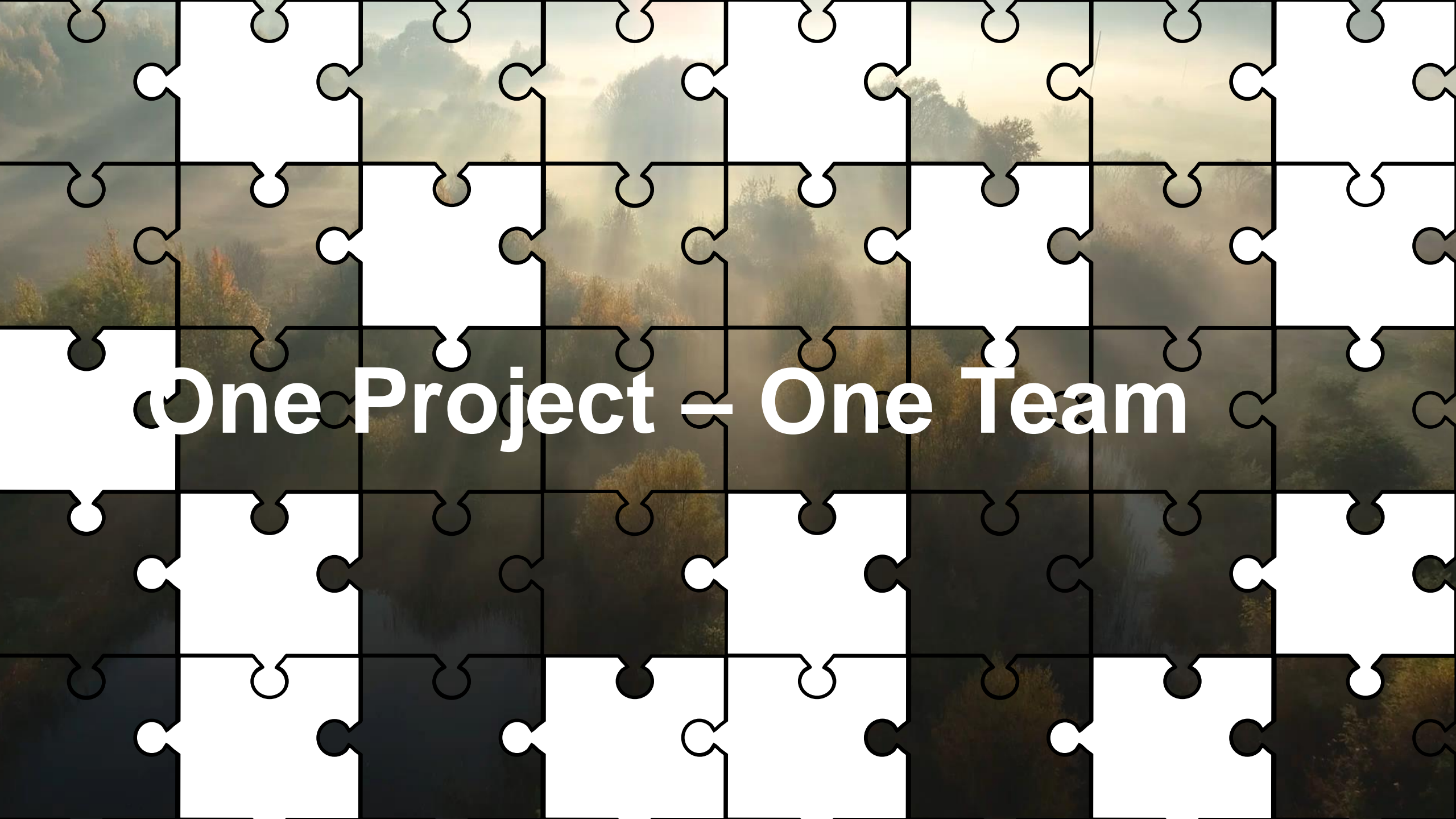
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Project Delivery Team (PDT)

PDT consists of everyone necessary for successful development and execution of all phases of the project.

All PDT members are an integral part of the success of the project.



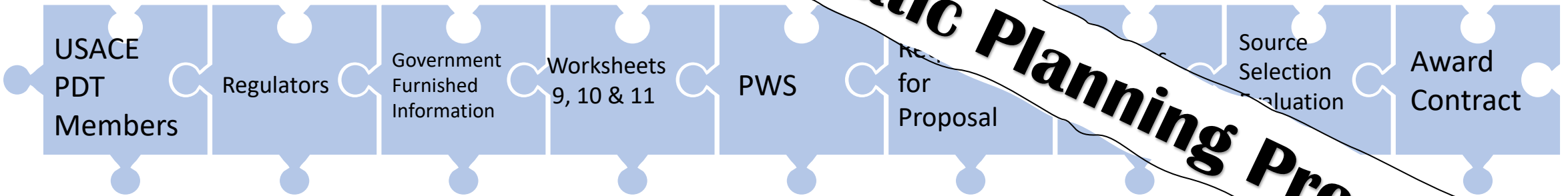
The image features a grid of interlocking puzzle pieces. The background is a soft-focus landscape with trees and a misty atmosphere. The text "One Project – One Team" is centered across the middle of the grid in a white, bold, sans-serif font. The puzzle pieces are arranged in a regular pattern, with some pieces missing or cut out, creating a sense of incompleteness or a work in progress.

One Project – One Team

Identify and Prevent the Data Gaps



It all starts with the Systematic Planning Process



The Systematic Planning Process (SPP)



SPP supports decision making using a weight of evidence (WoE) approach, which is based on multiple lines of evidence in the CSM. The WoE process consists of systematically weighing and evaluating evidence (both quantitative and qualitative), leading to a conclusion that is best supported by all the information in the CSM. It considers the **relevance, strength, and reliability of all data, and promotes informed, defensible decisions on MRSs. SPP ensures the Conceptual Site Model (CSM) is developed through a collaborative effort between the PDT, regulators and major stakeholders. The CSM is a key project-planning and decision-making tool and must be updated regularly as data is acquired throughout the project.** EM 200-1-15 May 2022

EM 200-1-15 provides SPP activity overview

For each step, it provides

- Inputs
- Activities
- Outputs

Identifies participants needed

Systematic planning process Sessions 1 & 2



Planning Session #1 through Final MEC Remedial Action Report							
Project Phase	Remedial Design RFP-Contract Award Work Plan Preparation			Remedy Implementation		Final Reporting	
Generalized PMP Activity	Pre-Award Systematic Project Planning		Contract RFP, Evaluation & Award Contract	Project QAPP	RA Field Work		RA Report
MR-QAPP Activity	Planning Session #1	Planning Session #2	n/a	Planning Sessions 3&4	Geophysical Mapping & Data Analysis	Source Characterization	Final Data Usability Assessment
Participants:	LEAD-key; REG	LEAD-key; REG	LEAD-key; KO/OC	LEAD-key; REG; CONTR-key	LEAD-key; CONTR-key; CONTR-field; REG (for DUA and other needed tasks)	LEAD-key; CONTR-key; CONTR-field; REG (for DUA and other needed tasks)	LEAD-key; REG; CONTR-rpt.
Inputs	<ul style="list-style-type: none"> All available data from the RI, FS, ROD, ASR, etc. 	<ul style="list-style-type: none"> Planning Session #1 Outputs 	<ul style="list-style-type: none"> Planning Session #2 outputs Draft QASP 	<ul style="list-style-type: none"> Planning Session 2 outputs Contractor's Proposal 	<ul style="list-style-type: none"> Final Project QAPP Final QASP Field Data 	<ul style="list-style-type: none"> Project QAPP Geophysical Mapping & Analysis outputs Cued or One-Pass AGC data 	<ul style="list-style-type: none"> Outputs from Geophysical Mapping and Analysis, Source Characterization and Target of Interest Investigation
Activities	<p>Planning Session #1:</p> <ul style="list-style-type: none"> Define Overall Objectives <p>Other Activities:</p> <ul style="list-style-type: none"> Initiate Contract Action Initiate Right-of-Entry actions 	<p>Planning Session #2:</p> <ul style="list-style-type: none"> Site Visit Determine Data Needs Determine Intended Uses of Data <p>Other Activities:</p> <ul style="list-style-type: none"> EM CX Independent Technical Review of Draft PWS, Evaluation Criteria & Independent Government Estimate 	<ul style="list-style-type: none"> Finalize PWS Finalize Evaluation Criteria Issue RFP Site Visit Finalize Independent Government Estimate Conduct Source Selection and Evaluation Board Finalize Rights-of-Entry 	<ul style="list-style-type: none"> Site Visit Contracting Officer or COR approves Project QAPP Deliverable Worksheet 1 signed EM CX Independent Technical Review 	<ul style="list-style-type: none"> IVS Installation Equipment Assemblies Site Prep Geophysical Mapping Data Analysis & Interpretation QC Activities QA Activities (Field/Data) QA Activities (KO/COR) 	<ul style="list-style-type: none"> Anomaly Classification Intrusive Activities QC Activities QA Activities (Field/Data) QA Activities (KO/COR) 	<ul style="list-style-type: none"> Final Data Usability Assessment Draft RA Report Assemble Appendices Assemble GIS EM CX Independent Technical Review PDT Meeting(s) to discuss decisions
Outputs	<ul style="list-style-type: none"> Worksheet 10 CSM (preliminary) Worksheet 11 DQO Steps #1 & #2 Worksheet 9 updated 	<ul style="list-style-type: none"> Worksheet 11 DQO Steps #3 & #4 Worksheet 9 updated Draft PWS Draft Evaluation Criteria Draft Independent Government Estimate Draft QASP 	<ul style="list-style-type: none"> Contract award 	<ul style="list-style-type: none"> Final Project QAPP Final QASP Final QA Seed Plan(s) for High Density Area Characterization Major Milestone Complete 	<ul style="list-style-type: none"> IVS Technical Memorandum Quality management reports Data Usability Assessment Anomaly Detection Analyses Anomaly Selections Updated CSM QASP Reports Major Milestone Complete 	<ul style="list-style-type: none"> IVS Technical Memorandum Quality management reports Data Usability Assessment Classified and ranked source list Anomaly Resolution Report Major Milestone Complete 	<ul style="list-style-type: none"> Final RA Report Detailed Site Model

Note: Red text indicates an activity that includes contracting (KO or COR)



Systematic Planning Process Participants

Planning Session #1 through Final MEC Remedial Action Report							
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Inputs	<ul style="list-style-type: none"> All available data from the RI, FS, ROD, ASR, etc. 	<ul style="list-style-type: none"> Planning Session #1 Output 	<ul style="list-style-type: none"> Planning Session #2 outputs Draft QASP 	<ul style="list-style-type: none"> Planning Session 2 outputs Contractor's Proposal 	<ul style="list-style-type: none"> Final Project QAPP Final QASP Field Data 	<ul style="list-style-type: none"> Project QAPP Geophysical Mapping & Analysis outputs Cued or One-Pass AGC data 	<ul style="list-style-type: none"> Outputs from Geophysical Mapping and Analysis, Source Characterization and Target of Interest Investigation
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Group #	Lead Agent Key Personnel ⁽³⁾ (LEAD-key)	Contracting/Counsel (KO/OC)	Lead Regulator (REG)	Contractor Key Personnel ⁽³⁾ (CONTR-key)	Contractor Field Personnel (CONTR-field)	Contractor Report Authors (CONTR-rpt.)
Participants	<ul style="list-style-type: none"> Project Manager Contracting Officer Representative Technical Manager (if not Geophysicist) Lead Agent Geophysicist Lead Agent Chemist Lead Agent Risk Assessor Lead Agent OESS Lead Agent EM CX (optional) 	<ul style="list-style-type: none"> Lead Agent Contracting Officer Lead Agent Office of Counsel 	<ul style="list-style-type: none"> Lead Regulator Project Manager Supporting staff (as determined by the Lead Regulator PM) 	<ul style="list-style-type: none"> Contractor Project Manager Contractor Technical Manager (if not Geophysicist) Contractor Project Geophysicist Contractor QC Geophysicist Contractor Chemist Contractor Risk Assessor Contractor SUXOS 	<ul style="list-style-type: none"> Contractor Project Geophysicist Contractor QC Geophysicist Contractor Geophysicist Processor(s) Contractor Geophysicist Team Leader(s) Contractor Geophysicist Team Member(s) Contractor GIS Manager/Member(s) Contractor UXOSO Contractor UXO Team Leader(s) Contractor UXO Team Members Contractor Geodetic Survey Leader Contractor Geodetic Survey Team(s) 	<ul style="list-style-type: none"> Contractor Project Manager Contractor Technical Manager (if not Geophysicist) Contractor Project Geophysicist Contractor Project Chemist Contractor Risk Assessor Contractor MEC Operations Specialist



General RD-RA Workflow and Planning

Planning Session #1 through Final MEC Remedial Action Report							
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Generalized PMP Activity	Pre-Award Systematic Project Planning		Contract RFP, Evaluation & Award Contract	Project QAPP	RA Field Work		RA Report
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Participants:	LEAD-key; REG	LEAD-key; REG	Site Visits OCC	LEAD-key; REG; CONTR-key	LEAD-key; CONTR-key; CONTR-field; REG (for DUA and other needed tasks)	LEAD-key; CONTR-key; CONTR-field; REG (for DUA and other needed tasks)	LEAD-key; REG; CONTR-rpt.
Inputs	<ul style="list-style-type: none"> All available data from the PLES, ROD, ASP, etc. 	<ul style="list-style-type: none"> Planning Session #1 Outputs 	<ul style="list-style-type: none"> Planning Session #2 outputs Draft QASP 	<ul style="list-style-type: none"> Planning Session 2 outputs Contractor's Proposal 	<ul style="list-style-type: none"> Final Project QAPP Final QASP Field Data 	<ul style="list-style-type: none"> Project QAPP Geophysical Mapping & Analysis outputs Cued or One-Pass AGC data 	<ul style="list-style-type: none"> Outputs from Geophysical Mapping and Analysis, Source Characterization and Target of Interest Investigation
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WS #10 and #11 before RFP

Site Visits

Prepare and Award Contract

WS #9, #10, and #11: Where do you begin?

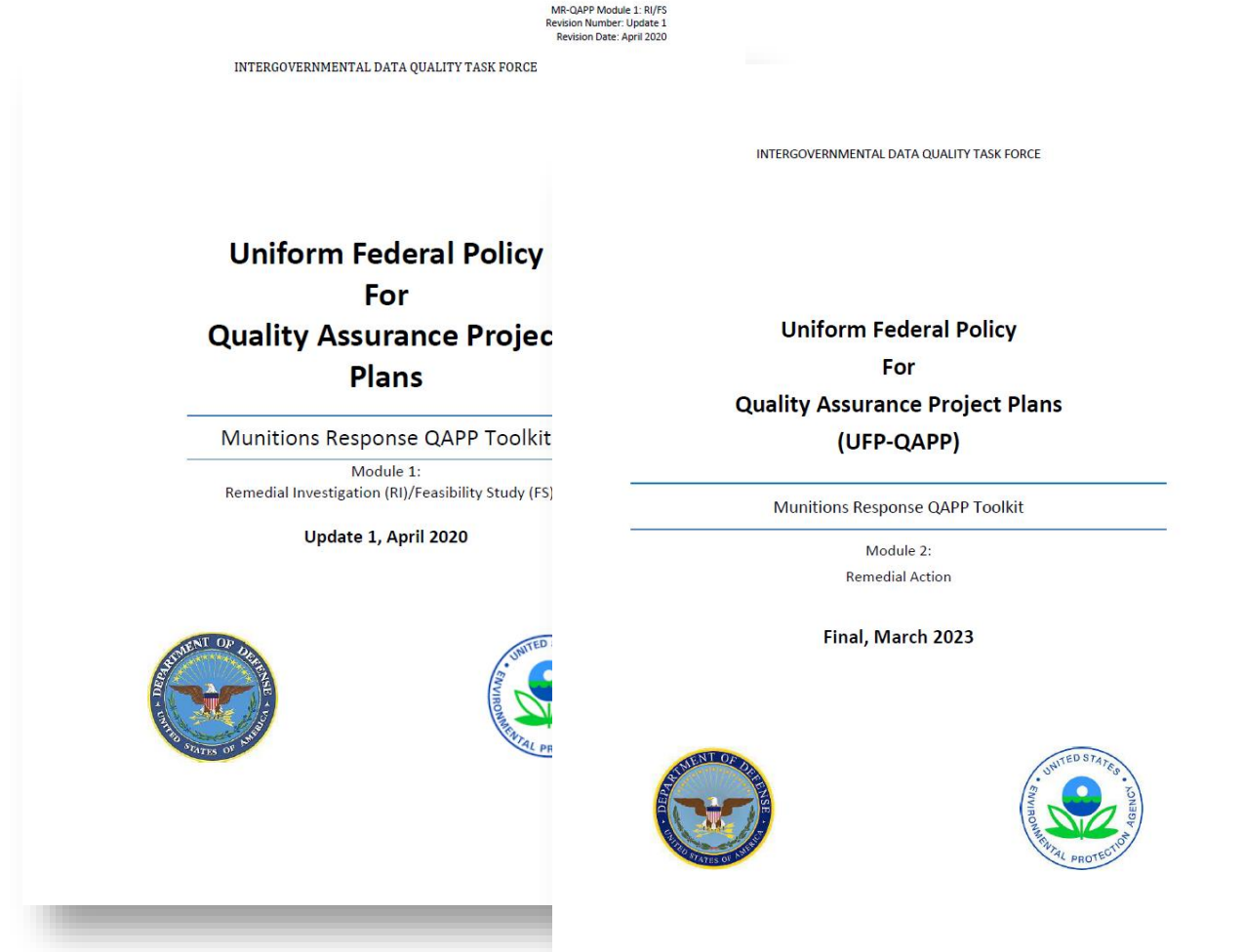


Planning tool for characterization and remediation of MEC at MRSs

- Module 1: RI/FS
- Module 2: RA

Provides guide for completing QAPP

- **Black text** = min. recommended requirements
- **Blue text** = examples
- **Green text** = instructions



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Identifying key questions

Before we start the project, it's essential to answer some key questions –

- What do we know about the site?
- What is the end result of this phase?

To answer these questions, we need to start thinking about –

- The conceptual site model (CSM) – UFP-QAPP WS #10
- The data quality objectives (DQOs) – UFP-QAPP WS #11



“If you don't know where you want to go, *how will you know when you get there?*”



WS #10: Conceptual Site Model (CSM)

Current understanding of site

- Types of MEC/MC and areas where they are located
- Terrain considerations
- Access restrictions

Narrative description supported by:

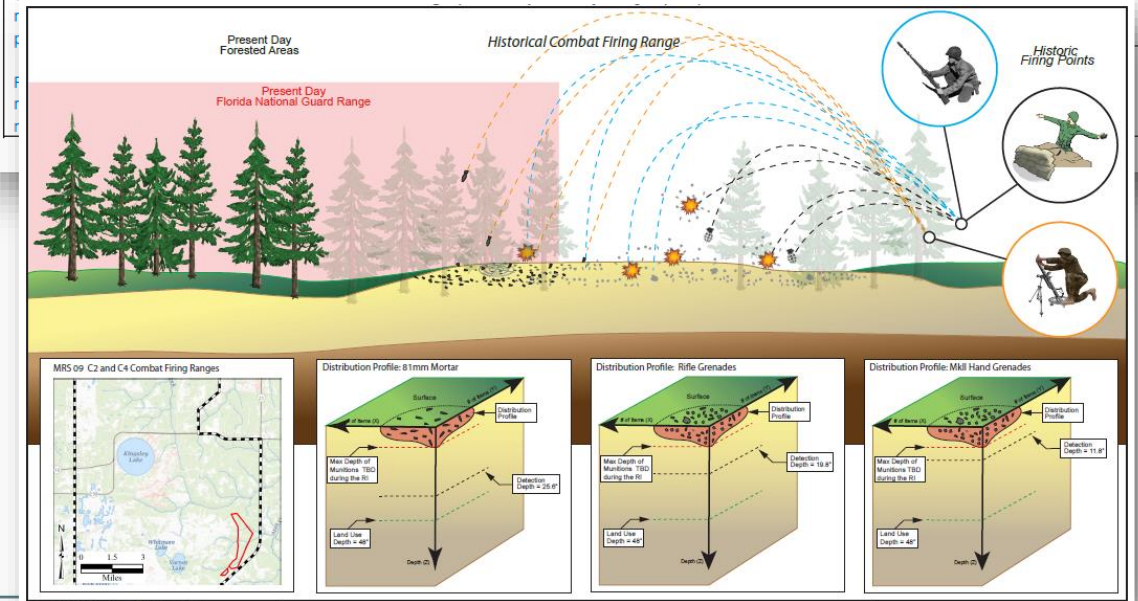
- Tables, maps, figures, and graphics

Assists in developing investigation strategy and DQOs

Should be in good shape at the RA stage!

Table 10-1. Overview of Preliminary Conceptual Site Model, Camp Example – MRS A

Site Details	Potential/Suspected Location and Distribution of MEC	Known/ Suspected Munitions	Exposure Medium	Current and Future Receptors	Exposure Pathways
<p>Camp Example, MRS A</p> <p>Boundaries and acreage: See Figure 10-2</p> <p>Background anomaly density (estimated): 75/acre</p> <p>Known/suspected past DoD activities (release mechanisms): <u>Bombing Target #1</u>: Proposed, but no-evidence-of-use <u>Bombing Target #2</u>: 100-lb practice bombs <u>Bombing Target #3</u>: Proposed but no-evidence-of-use</p> <p>Current land use: Low-density</p>	<p><u>High-use areas (HUA)</u>: -Evidence of munitions handling or use (e.g., target areas) -High likelihood of finding residual MEC, MD, or range-related debris (RRD) -Anomaly density \geq critical density</p> <p><u>Low-use areas (LUA)</u>: -Low likelihood of finding residual MEC, MD, or RRD -Anomaly density $<$ critical density</p>	<p>-Bomb, HE, M30A1 -Bomb, practice, 100-lb, M38A2 -nose fuze, AN-M103 Series -tail fuze, AN-M100 Series M1A1 spotting charges for 100-lb practice bombs</p>	<p>Surface soil and subsurface soil</p>	<p>Ranchers Farmers Hunters Hikers Campers Residents U.S. Forestry Service</p>	<p>HUA: Potentially complete exposure to surface and/or subsurface MEC</p> <p>LUA: Potentially complete exposure to surface and/or subsurface MEC</p>





WS #10: CSM – Elements

Facility, Physical, Release, & Land Use & Exposure Profiles: Consider how these elements relate to the phase.

Facility Profile

- Site location, size and ownership
- Identification of munitions and hazardous substances known or suspected to be present
- Concise summary of relevant findings from previous investigations
- ROE status

Physical Profile

- Accessibility
- Topography and vegetation
- Geologic and hydrogeologic setting
- Climate
- Endangered species, sensitive habitats, and cultural resources
- Areas that are or might be inaccessible to investigation

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WS #10: CSM – Elements



Facility Profile

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Physical Profile

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Release Profile

- Location and distribution of munitions and hazardous substances
 - *Horizontal AND vertical*
 - *Affected environmental media*
 - *Anomaly densities?*
- The areas being addressed by the selected remedy

L
Ex

- Current anticipated
- Neighboring
- Current remedial actions received expected
- Access to
- Technical
- Liability



WS #10: CSM – Elements

Physical Profile

- Accessibility
- Topography and vegetation
- Geologic and hydrogeologic setting
- Climate
- Endangered species, sensitive habitats, and cultural resources
- Areas that are or might be inaccessible to investigation

Release Profile

- Location and distribution of munitions and hazardous substances
 - *Horizontal AND vertical*
 - *Affected environmental media*
 - *Anomaly densities?*
- The areas being addressed by the selected remedy

Land Use and Exposure Profile

- Current and reasonably anticipated land uses
- Neighboring land uses
- Current and reasonably anticipated future receptors and exposure pathways
- Access conditions
 - *Temporal restrictions?*
 - *Limitations on ROE?*



WS #10: CSM – Elements

Release Profile

- Location and distribution of munitions and hazardous substances
 - *Horizontal AND vertical*
 - *Affected environmental media*
 - *Anomaly densities?*
- The areas being addressed by the selected remedy

Land Use and Exposure Profile

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WS #10: CSM – Elements

Land Use and Exposure Profile

- Current and reasonably anticipated land uses
- Neighboring land uses
- Current and reasonably anticipated future receptors and exposure pathways
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 - *Temporal restrictions?*
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WS #10: CSM – Elements



Land Use and Exposure Profile

- Current and reasonably anticipated land uses
- Neighboring land uses
- Current and reasonably anticipated future receptors and exposure pathways
- Access conditions
 - *Temporal restrictions?*
 - *Limitations on ROE?*

Each of these profile elements relate to the phase with input from all the PDT.



Data Quality Objective?

DQOs let us know WHEN THE PROJECT IS DONE

Or, more specifically, when we have project data of

- *The right type(s)*
- *Sufficient quantity*
- *Adequate quality*

... to confirm CSM and demonstrate the selected remedy has been implemented
DQOs **HAVE** to be measurable!



Remember! If the CSM changes, DQOs may need to change

WS #11: How the DQO Process “Flows”



Step 1 – State the Problem

Step 2 – Identify the decision to be made

Step 3 – Identify the inputs to the decision

What data do we need to answer those questions?

Step 4 – Define the study boundaries

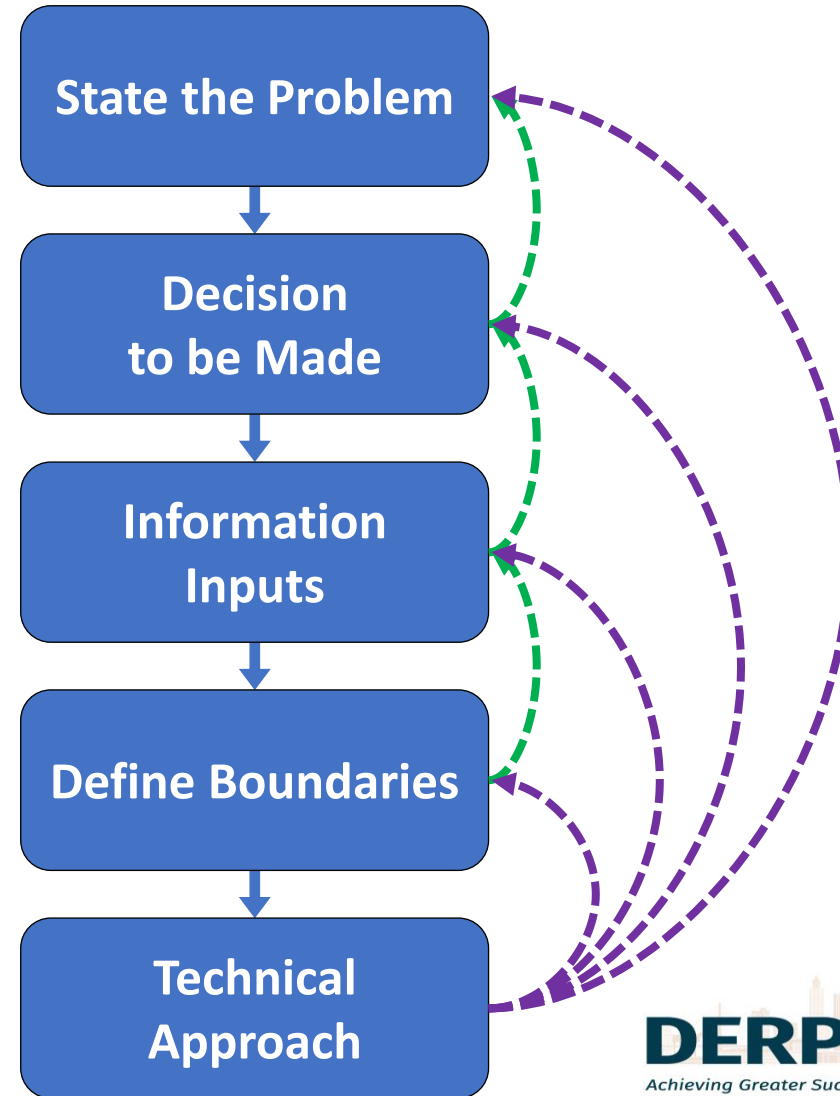
What are the limits on data collection?

Steps 5 through 7 - Technical Approach

How do we use the data?

What are the standards for data usability?

How do we collect the data?



The DATA needs and limitations WE define drive the approach we get!

WS#9: PROJECT PLANNING SESSION

SUMMARY



For each planning session (*inc. pre-award*)

Meeting purpose, dates, and locations

Attendees, roles, and contact information

Meeting summary

Consensus decisions made

Action items

Regulator and stakeholder concerns

Other notes/comments



Name	Title	Affiliation	Phone	E-mail	Project Role

Document, Document, Document !

Other SPP Discussions Prior to Solicitation



Anomaly detection/classification issues

Anomaly density estimates

Anomaly reduction (saturated areas)

Production rates

Depth of classification considerations

Coverage exclusions (ROD/ROE or other)

Specific technology limitations or expectations

Did government (ROD) say analog anywhere?

Does an Item of Concern (IOC) require unique approaches?

Explosives safety considerations Biological and Cultural Resource Considerations

Pre-solicitation, determine biological and cultural resource needs

Include in planning and in PWS

Draft Quality Assurance Surveillance Plan (QASP)

Required for service contracts

Alerts contractor who is doing what and when

Should really reference project QAPP in many places



Lessons learned

When you're buying a car, do you...

Just ask the salesman for "a car"? **OR** Tell them your preferences and expectations?

Use Systematic Planning Process (SPP)

It helps us organize our thinking about the project.

Gets the government and the regulators on the same page before award.

Allows our regulators and stakeholders buy in before the award.

Assemble the RIGHT team.

Provides a consistent outline for communication!

BENEFITS: It helps outline potential roadblocks with:

Confusion and later disagreement on the CSM

Cultural and ecological concerns at the site

Vegetation cutting restrictions

Potential schedule delays

Stakeholder issues/concerns



Lessons learned continued

Conduct SPP meetings BEFORE we finalize PWS & QAPP Worksheets 9 - 11

SPP Meetings 1 & 2 Outputs help outline the project

What we currently know about the site

What needs to be done

Our key expectations for the project regarding data collection

Stakeholder issues/concerns

Sets up a better project for our contractors to bid and understand

Contractors aren't psychic! We can't expect them to know everything we want or need.

If we don't clearly outline Worksheets 10 & 11, it's likely we'll be disappointed by the result.

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Still more lessons!

Ensure PWS & QAPP WS#s

Use the ROD

Conduct pre-proposal site

Pre-RFP and pre-award

Discuss and document the

Anomaly density estimates and

Depth of classification considerations

Access limitations

Coverage exclusions

Specific technology expectations

Explosives safety considerations

Biological and Cultural Resources

Draft QASP

Use the Project Management Plan (PM) to guide the QAPP

Outline the communication and schedule

“Regulator X has noticed at other FUDS sites even meeting the deadlines set by the Corps documents have been finalized without any possibility considering time involved of the Corps considering Regulator X comments. It is like the decision has been made even before Regulator X comments have arrived much less reviewed. As mentioned above, Regulator X expects due consideration on comments concerning FUDS site issues.”



SPP 1 & 2 feeds into The RFP & Evaluation



- Worksheet 10 CSM (preliminary)
- Worksheet 11 DQO Steps #1 & #2
- Worksheet 9 updated

- Worksheet 11 DQO Steps #3 & #4
- Worksheet 9 updated
- Draft PWS
- Draft Evaluation Criteria
- Draft Independent Government Estimate
- Draft QASP



It's a package deal

1.0 OBJECTIVE
The overall acceptance, compensation, and regulatory requirements for munitions.

2.0 BACKGROUND
2.1 Work under this contract (MMRP) for the contractor under FAR Part 31.101 shall be full compliance with the contract terms.

2.2 Availability of resources via either direct or indirect means should be sufficient to complete the work.

3.0 GOALS
3.0.1 The contractor shall include in the proposal a plan to achieve task order milestones throughout the life of the contract, and to submit to the government a performance evaluation report at least a satisfactory level of performance.

3.0.2 Quality assurance task order milestones, DIDs, and other requirements shall be met. This program shall be per Task 4.1 or submitted to at least a satisfactory level of performance.

3.0.3 Performance Requirements. Performance Requirements Summary (PRS)

Evaluation Rating must be achieved for or 'Neutral Confidence' CLINs will be evaluated for fairness, reasonableness, and accuracy.

Technical Approach enclosed PWS. The contractor used to accomplish the contract should be concise, professional, and should will a clear and concise technical approach. The Contractor should be developing their technical approach of contents and cite Government will locate detailed basis of estimates to be in sufficient detail.

RFP No.
Evaluator's Name:
Evaluation Factor:
Factor Rating: (Place X in Column)
Rating
The Of
Strength
1.) R
P
E
Weakness
1.) R
Proposal:
Evaluation:
Deficiencies:
1.) RFP FACTOR
Proposal:
Evaluation:
Uncertainties:
1.) RFP FACTOR
Proposal:
Evaluation:

Section C - Descriptions and Specifications

PERFORMANCE WORK STATEMENT

DESCRIPTION
CHEMICAL, ENVIRONMENTAL AND MULTIPLE AWARD TASK ORDERS AT SITES IN CONTOUR

1.0 OBJECTIVE.

1.1 The objective of this Chemical, Environmental (ChEM-RU) Multiple Award Task Order Contract is to provide remedial and environmental services to enable the Alaska and Department of Defense Commands and In

1.2 This contract is Alaska and FAR 2.101. The services provided under this Department of Defense Commands and In

1.3 The Contractor shall safely locate; identify; manage; and make final disposition, as required (MEC), CWM and Hazardous, Toxic and formerly used defense sites, property adjacent to federally controlled/owned sites. Work performance planning; assessments; inspections; survey; prioritization; cost analyses; remedial or removal evaluation of risks and hazards to human health and filtration; recovery; storage; transport; investigation derived waste (IDW), MEC, monitoring; data management; training; personnel and security support. In addition, for O&M construction support, and range clearance, innovative technology where feasible and

1.4 Specific services and task activities are herein provides a general understanding of Task Orders will contain the specific performance

2.0 GENERAL.

2.1 The Contractor shall perform Environmental

DECISION



Government Funding Information

MR-QAPP Module 1: RI/FS
Revision Number: Final
Revision Date: December 2018

INTERGOVERNMENTAL DATA QUALITY TASK FORCE

Uniform Federal Policy
For
Quality Assurance Project

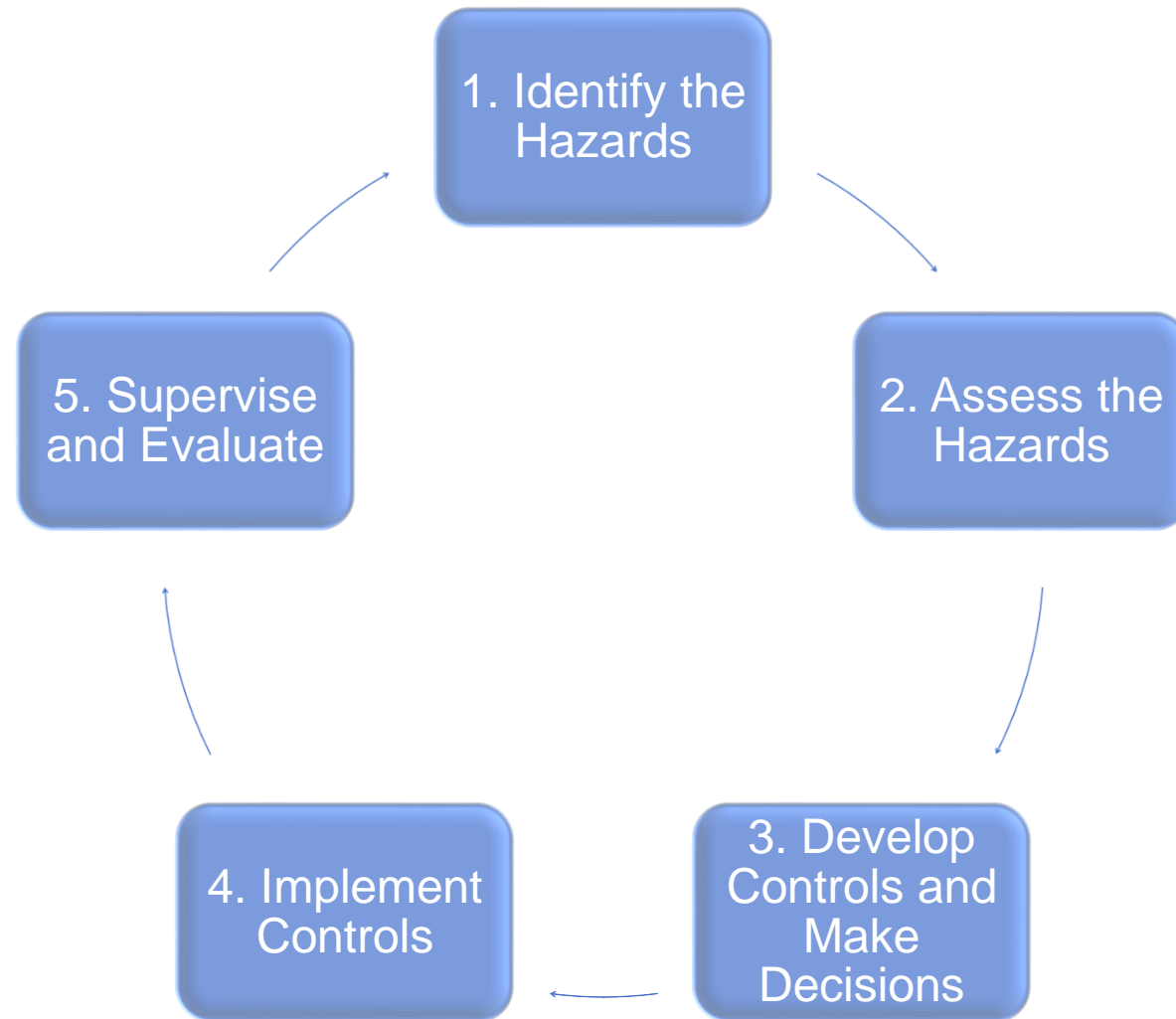
Worksheets
9, 10 and 11

RUM
Strong Partnerships



Risk management process





Lessons learned - AWARD

OUTPUTS from SPPs 1 & 2 are crucial to develop the PWS and set up the project for success.

NEED Worksheets 9-11 before award.

NEED critical issues identified before award to ensure contractors can include in their proposal, decrease assumptions and develop a robust schedule.

The better the communication to develop Worksheets 10 & 11, the better the PWS is outlined.

The better the PWS and WS 9 from SPP 1 & 2, the better the Final UFP-QAPP.

The better the UFP-QAPP, the better the field work.

The better the field work, the better data and analysis.

WHICH RESULTS IS A HAPPY TEAM.

Questions

