

One Project, One Team: Lessons Learned in Military Munitions Response Program (MMRP) Contracting and Systematic Project Planning

A Regulator Perspective

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Regulatory Engagement

- Long time challenge for MMRP
- Seeing significant improvement
- QAPP Toolkit and Accreditation have been game changers

Finding, ITRC UXO Team December 2000

State regulators should participate in the decision-making process more effectively through early and consistent involvement at the project level, with activities such as the selection and use of innovative technologies resulting in greater confidence and concurrence on key decision points.

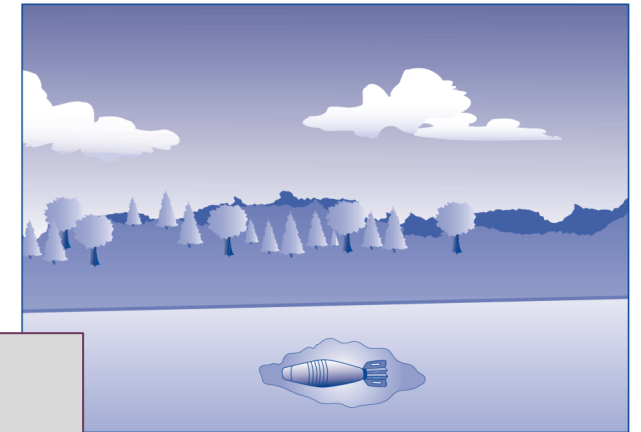
Recommendation, ITRC UXO Team December 2000

“Develop a guidance document to apply the data quality objectives (DQO) process to UXO characterization/ investigation.”



Case Study

Breaking Barriers to the Use of Innovative Technologies:
State Regulatory Role in Unexploded Ordnance Detection and
Characterization Technology Selection



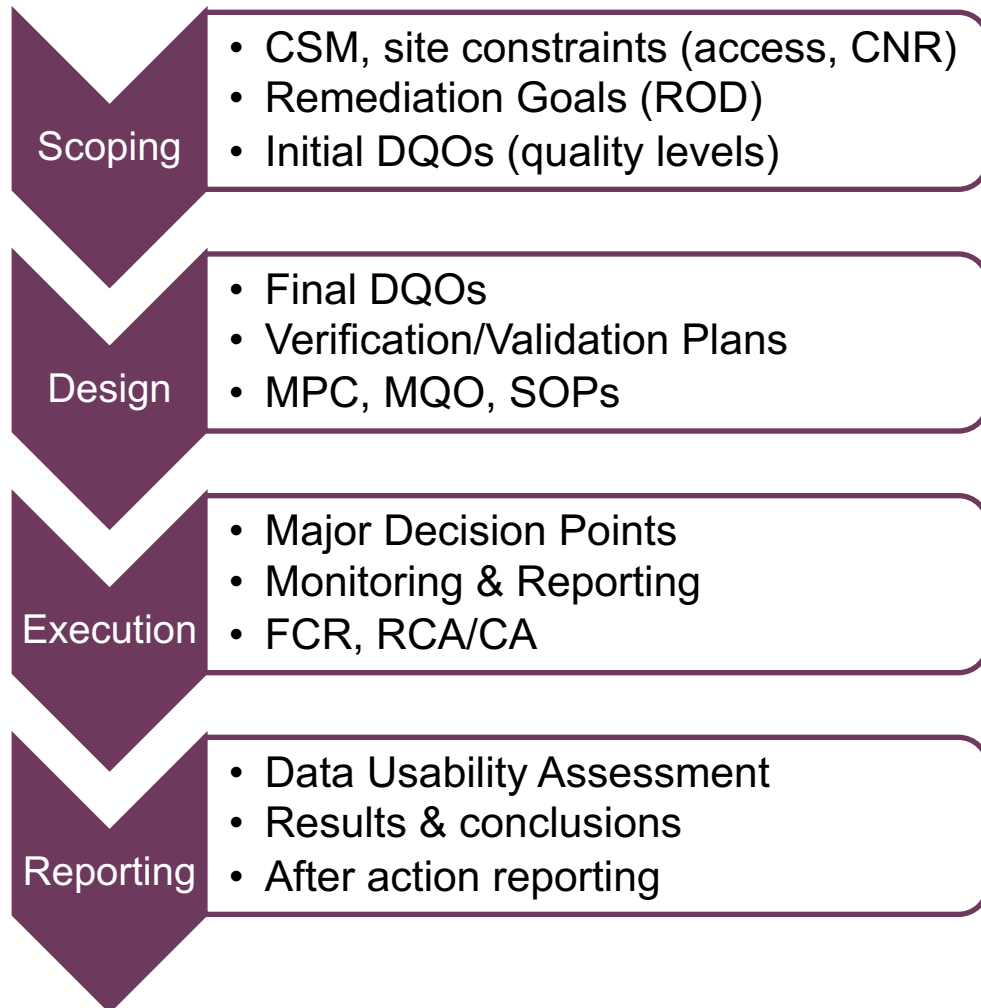
December 2000

Prepared by
Interstate Technology and Regulatory Cooperation Work Group
Unexploded Ordnance Work Team



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Regulatory Engagement Opportunities



- Stakeholder engagement throughout project lifecycle
- More than SPP meetings
- Regular communication
- Decision points & approvals
- Data & information flow
- Address issue as they arise

Project Delivery Team (PDT) Members

Why include local government and landowners

- Local knowledge can be invaluable
- Minimize issues with site access, impacts and restoration
- It's their land and their community, we are just visiting

When to engage local government and landowners

- Now - they should already be engaged
- Early in project planning, to ensure local requirements addressed and avoid surprises later

PDT Coordination

- **How much coordination is enough?**
 - 4 SPP meetings (per contract scope)
 - PDT meetings at critical decision points (per QAPP)
 - Community involvement forums (per Community Outreach Plan)
 - Regular project update calls (monthly)
 - Periodic field reports (weekly)
 - MPC and MQO issues (as needed)
 - Corrective Action (RCA/CA) and Field Change Requests (FCR)
- **How much is too much?**

PDT & SPP What Works Well

- **Project Delivery Team**
 - Leadership and commitment and trust
 - Clearly defined roles and expectations
 - Full engagement through project life-cycle
 - Formal buyoff at critical steps (memorialize decisions)
- **SPP Meeting**
 - Right people at the table, prepared, engaged
 - Goals and expectations
 - Trust the process - don't short cut
 - Open dialogue on critical issues

PDT & SPP What Doesn't Work

- **Product Delivery Team**
 - Regulators and stakeholders as second tier members
 - Segregated communication channels (telephone game)
 - Not involving full PDT in planning and decision making
 - Limiting communication with regulators to just SPP meetings
- **SPP Meeting**
 - Confusing SPP with public information sessions
 - Treating SPP as contract required “check the box”
 - Failure to reach agreement on critical issues
 - Failing to address local government and landowner concerns

Some Recent Lessons Learned

- The Cultural & Natural Resources Trap
 - Agreement on process to survey for and requirement to mitigate impacts to cultural and natural resources
 - Working directly with local open space staff provided solutions
- What does it mean to be “inaccessible”
 - Not a number (i.e., 30% slope)
 - Allowable access - roads, off-road, vehicle types
 - Vegetation barrier or vegetation removal
- QASP versus QA Seed Plan
 - Seriously, this was an issue
- PDT signoff on QAPP before doing field work
 - Complete brake down in PDT communication

Thank you

More questions?

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