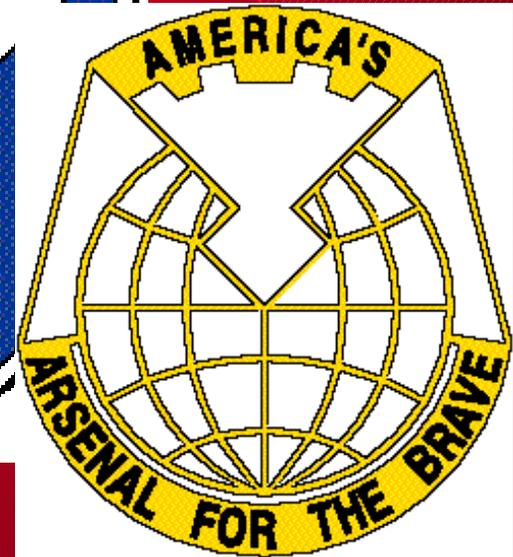


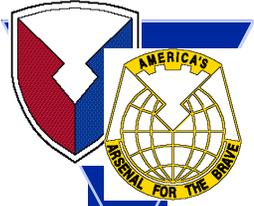
# ARMY MATRIEL COMMAND

## Environmental Partnering Initiative

Stan Citron  
21 March 1997



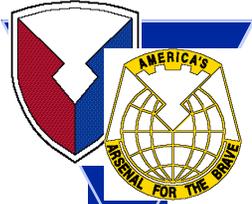
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# Introduction

- **Goals of Partnering -**
  - Increase communication and trust
  - Decrease adversarial nature, paper work, and litigation
- **Partnering was originally "invented" by Corps of Engineers.**

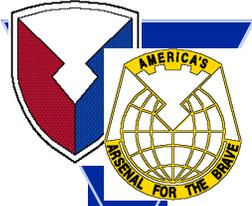
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# Environmental Partnering - Background

- **Env Partnering - to encourage teamwork in DoD environmental cleanups.**
  - **EPA Region 4** - approximately 15 Navy, 25 Air Force, and 4 Army sites
  - **EPA Region 5** - pilot partnering program with six DoD installations
  - **EPA Region 3** - partnering at several Navy and Air Force sites

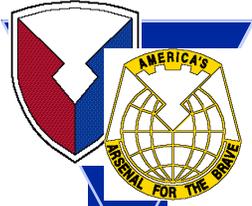
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# AMC Environmental Partnering

- **EPA Region 4** -
  - Anniston Army Depot
  - Redstone Arsenal
- **EPA Region 5** -
  - Jefferson Proving Ground
  - Badger AAP (proposed)
- **EPA Region 3**
  - Letterkenny Army Depot (proposed)

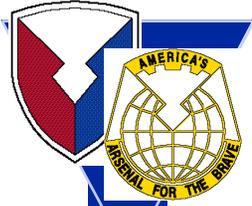
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# Reasons for Partnering

- **Partnering improves env cleanups-**
  - Cost savings
  - Reduces delay
  - Encourages innovative solutions
- **Partnering has high level support-**
  - AMC Commanding General
  - Department of Army
  - Regulators (especially Regions 3, 4, & 5)

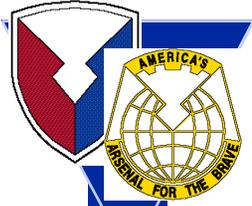
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# Environmental Partnering - Overview

- **Env Partnering Process -**
  - Partnering Workshop
  - Facilitated Partnering Meetings
  - Upper Management Support

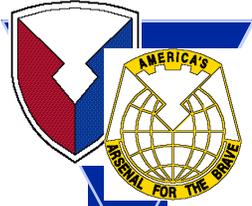
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# Environmental Partnering - Players

- **Tier 1 (Project Officers) -**
  - Installation project manager
  - State Representative
  - EPA Representative
  - Others?
  
- **Tier 2 (Supervisor/Management) -**
  - Installation Environmental Coordinator
  - State Supervisor
  - EPA Supervisor
  - Others?

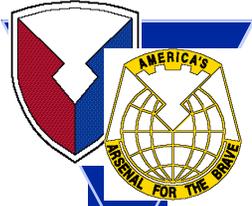
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# Environmental Partnering - Workshop

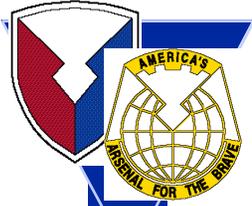
- Partnering "Kickoff" Workshop -
  - Explain Partnering Principles
  - Establish Partnering Teams
    - Ground rules
    - Dispute resolution procedures
    - Prioritize projects

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# Facilitated Meeting

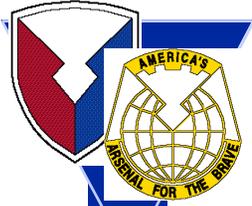
- **Meetings -**
  - Tier 1 - monthly
  - Tier 2 - quarterly
- **Role of the Facilitator -**
  - Reinforce partnering principles
  - Keep meetings on track
  - Help minimize conflicts
- **Golden Rule - concensus decision making**



# Environmental Partnering - Upper Management

- **Upper Management Support -**
  - Monitor Tier I Meetings
  - Support Partnering Process
  - Resolve Tier I Disputes
- **Other benefits -**
  - Establish rapport with regulators
  - Increase visibility/commitment to projects
  - Lead by example

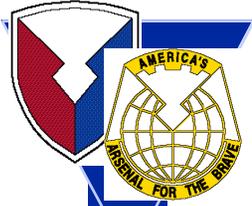
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# Environmental Partnering - Keys to Success

- **Env Partnering requires -**
  - Commitment to process
  - Open communication between partners
  - Upfront investment in time
  - Facilitator costs - approximately \$2,000 per meeting

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# Conclusion

- **Facilitated partnering -**
  - Successful at Navy and Air Force installations
  - Strong support from Army leadership
  - Strong support from regulators
- **Trust the process!**

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