

**Umiat Landfill Remedial Design and Construction Phase I
Contract No. W911KB23D0021 Task Order 1 (W911KB23F0093)
Umiat Landfill Formerly Used Defense Sites (FUDS) Partnering Workshop Final Summary
21-22 August 2024**

Introduction

This document summarizes a partnering workshop that occurred on 21-22 August 2024 from 0900-1600 Alaska Daylight Time at the Morris Thompson Cultural and Visitor Center in Fairbanks, Alaska. The following individuals participated:

- U.S. Army Corps of Engineers (USACE)
 - Aaron Acena
 - Mel Scully
- Bureau of Land Management (BLM)
 - Melody Debenham
 - Donna Wixon
- Alaska Department of Environmental Conservation (ADEC)
 - Neil Lehner
 - Bill O'Connell
 - Kelly Walker
- Alaska Department of Transportation and Public Facilities (ADOT&PF)
 - Sam Myers
 - Diana Osborne – Day 2 only
 - Jennifer Schatz
 - Kim Swenson – Day 2 only
- Arctic Slope Regional Corporation – David Knutson
- The Inupiat Community of the Arctic Slope – Doreen Fogg-Leavitt
- Kuukpik – Richard Reich
- North Slope Borough
 - Chastity Olemaun
 - Tiffany Larson
- Community Representatives
 - Utqiagvik – James Patkotak
- Project Contractors
 - Paragon Central Joint Venture
 - Matthew French
 - Phillip Stallings
 - Jacobs
 - Cory Hinds
 - John Calanni
 - Galen Driscoll
 - Tasha Michael
 - Jarred Miles
 - Tim Sueltenfuss

A copy of the meeting agenda and meeting presentation will be appended to this meeting summary as Attachment 1 and Attachment 2, respectively.

Day 1

Orientation

Tim Sueltenfuss outlined the purpose of the partnering workshop and provided an overview of partnering to attendees.

Defining Partnering Team

Tim Sueltenfuss and Jarred Miles displayed a list of participating stakeholder organizations and representatives and prompted attendees to conduct a review. In their review, attendees were asked to consider whether the existing stakeholder list would be sufficient for the partnering team to support the Umat Landfill project and if additional partnering team members were required. Consensus was reached among the attendees that the inclusion of representatives from all nearby native villages, cities, and village corporations would bolster the partnering team's ability to support the Umat Landfill project and ensure all voices are heard.

More detail on specific, recommended additions can be found in the action items at the end of this meeting summary.

Assessing Project Partnering Intensity

Attendees determined the level of project partnering intensity required for the Umat Landfill Formerly Used Defense Site (FUDS) project. They employed the Partnering Intensity Assessment Worksheet in Table C-1 of Engineer Pamphlet (EP) 34-1-1. The discussion that followed centered around the varying levels of perceived risk surrounding the project. Attendees recognized that risk assessments differed across organizations and groups with unique priorities and aimed to convey those risks throughout partnering activities.

Engineer Pamphlet 34-1-1 Table C-1 will be appended to this meeting summary as Attachment 3.

Draft Partnering Charter

Attendees began developing a draft partnering charter. A charter is a written document that creates a visual symbolic reminder of stakeholder commitment to partnering and to the mutual vision for the project. The charter is not a contractual agreement and does not change the terms of any contracts that exist between any of the stakeholders. An effective draft charter should comprise the following key elements: project vision, stakeholder roles and responsibilities, mutual goals, and a signed team commitment statement.

Attendees identified the following content for the charter elements is listed below:

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Project vision

Create a strong, collaborative partnership and encourage cooperative working relationships to remediate the Umiat landfill.

Stakeholder roles and responsibilities

- Community representatives from Nuiqsut, Utqiagvik, and Anaktuvuk Pass: Represent community interests. Communicate community priorities and concerns to the partnering team and communicate project updates to community members.
- Tribes, Municipal Governments, Regional and Village Alaska Native Corporations: Represent all interests within their jurisdiction. Provide input on specific considerations for project activities.
- USACE: Lead agency providing project management and oversight.
- BLM: Land manager of federal lands
- AK DOT&PF: Landowner
- ADEC: State regulatory partner
- Alaska DNR: Adjacent land management
- North Slope Borough: Land manager
- PCJV: Execute remedial design in accordance with the contract
 - Jacobs: Support PCJV by providing remedial design.
 - Galen Driscoll: Support PCJV by providing public involvement support.

Mutual goals

- Core project goals:
 - Protect humans, plants, animals, and the environments in which they exist.
 - Meet contractual obligations.
 - Achieve objectives of ROD
 - Comply with state environmental regulations.
 - Deliver the project safely.
 - Assure and control quality.
 - Stay on budget.
 - Deliver on time.
 - Stay committed and engaged.
 - Maintain strong relationships.
 - Maximize/prioritize local resources.
 - Engage in open and honest communication.
 - Proactively and effectively convey project information to manage public expectations.
 - Effective communication of project goals beyond this partnering workshop
 - Identify stakeholder concerns outside of FUDS cleanup operations
- Project-specific goals
 - Remove contents from the Umiat Landfill
 - Off-site disposal of hazardous materials

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- Monofil construction for inert waste
- Prevent contaminants from migrating to the Colville River.
- Satisfaction with process used for cleanup operations.
 - Satisfaction with management of institutional controls post-closure.

Team commitment statement

The Umiat Landfill FUDS partnering team is committed to meeting our mutual goals through collaboration, effective communication, and proactive management of risks and issues.

Draft Communication Plan

Attendees identified the following content for the draft communication plan:

- When issues arise, make every effort to communicate verbally before initiating written communication.
- Attempt to respond to, or acknowledge, verbal requests the same day.
- Use e-mail for coordination and documentation. Address urgent or time-sensitive matters verbally rather than solely via email.
- For any contractually required communication or reporting, use the mechanisms and timeframes specified in the contract. Make every effort to engage in verbal discussion first.
- USACE and PCJV representatives will participate in weekly coordination meetings. USACE, PCJV, and Galen Driscoll representatives will participate in quarterly partnering progress meetings.
- Set ground rules for meetings and review them prior to the start of all meetings.
- Develop a succinct summary of all meetings. Document any AIs and decisions in detail. Share the draft meeting summary with all attendees within three days. Update the AI tracker to modify or add AIs.
- Invite all partnering team members from USACE, PCJV, Galen Driscoll, BLM, ADEC, AK DOT&PF, Alaska DNR, Nuiqsut, Utqiagvik, and Anaktuvuk Pass to participate or contribute to team partnering assessments.
- Introduce new partnering team members to the project partnering charter and consider providing partnering training.

Draft Risk Management Plan/Risk Register

Attendees identified the following content for the draft risk management plan:

- Risk Identification: Risks will be identified and documented in the risk register during partnering workshops, quarterly partnering progress meetings, and weekly coordination meetings.
- Risk Analysis: Risks will be categorized as low, moderate, or high. This rating is determined by assessing the likelihood of occurrence and the impact or consequences of occurrence.
- Response Planning: Partnering team members will collaborate to determine the optimal way to mitigate risks.

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- Risk Mitigation: Mitigation measures will be indicated in the risk register and associated AIs will be listed in the AI tracker.
- Risk Monitoring: A brief “risk review” agenda item will be considered for inclusion in quarterly partnering progress meetings and partnering workshops. This will provide an opportunity to review the risk register, discuss identified risks, and consider any additional or possible risks that have not yet been identified.
- Risks to consider (this is not an exhaustive list):
 - Impact on subsistence activities
 - Wildlife encounters
 - Extent of contamination
 - Excavation rate
 - Erosion exposing more drums/waste
 - Simultaneous operations (SIMOPS) at airstrip
 - Trash/equipment management
 - Disturbing cultural resources
 - Seasonal and climate considerations
 - Ice road traffic/ traffic coordination
 - Communication risks
 - Effective internal and external communications
 - Communication technology
 - Logistical considerations
 - Workplace safety/injury and medivac capabilities
 - Employee turnover/continuity of operations
 - Use of local traditional knowledge

Day 2

The second day of the Umiat Landfill FUDS partnering workshop began with a review of day one actions and an updated reassessment of what project success entails. Attendees engaged in a discussion where unique organizational goals for the project were reemphasized using a more collaborative, comprehensive approach than in previous discussions. An enhanced group understanding of the limitations on FUDS funding, which is limited solely to the Umiat Landfill FUDS cleanup, led attendees to seek and leverage opportunities and synergies between the various organizations in attendance to address overarching environmental issues in Umiat.

Draft Issue Resolution Plan (IRP) and Issue Resolution Ladder (IRL)

Attendees developed a draft IRP/IRL. An IRP is a proactive conflict management tool that brings structure to the collaborative problem-solving process for resolving project issues. An IRL provides a visible structure that assists stakeholders to address issues quickly with appropriate decision-makers at appropriate levels. The purpose of an IRP/IRL is to have agreements and/or a process in place to prevent issues from impacting team relationships or the project. The IRP establishes a process and agreed-upon trigger points and timelines for elevating disagreements through to executive management. The IRL details the resolution chain in resolving contractual and/or working relationship issues that may be encountered on the project. The IRP and IRL are meant for use within the partnering team and do not supersede issue resolution mechanisms under CERCLA or existing MOUs/MOAs.

Attendees identified the following content for the draft IRP:

- Issues will be tracked in meeting minutes/summaries, in the AI tracker, and in the risk register, as appropriate. These issues will not be removed until they are resolved.
- The partners will strive to resolve issues at the lowest level appropriate provided that the issue is within the authority granted each party at the respective level.
- An IRL will be used to elevate issues and the time limits included for each level will be respected.
- Any party can decide it is time to elevate, but the parties at the level will need to collaborate to explain the issue to the next level in writing.
- Inaction is not an alternative.
- Once made, a decision should be understood and owned by all partners.

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Table 1: Issue Resolution Ladder

Level	USACE contractual	USACE non-contractual	PCJV	Jacobs	BLM	ADEC	AK DOT&PF	Time to Elevate
3	USACE KO	POA FUDS PgM	Contract Manager (Dan Graham)	Operations Manager (Katie Bloom)	Arctic District Manager or Acting	Contaminated Sites PgM/Site Cleanup Manager (Stephanie Buss/ Bill O'Connell)	Statewide Aviation Leasing Program Manager (Clark Cox)	4 weeks
2	USACE COR	USACE PM (Aaron Acena)	Contract PM (Phil Stallings)	Senior Projects Manager (John Calanni)	Permitting and Compliance Supervisor (Donna Wixon)	ADEC PM (Kelly Walker)	Environ. Specialist III (Diana Osborn/ Sam Myers)	2 weeks
1 (Field)	USACE COR	USACE QAR	CQCSM (Norm Straub)	Field Lead (Lyndsey Kleppin)	Legacy Wells Supervisor (Melody Debenham)	ADEC PM (Kelly Walker)	Statewide Aviation Leasing (Diana Osborn/ Sam Myers)	1 day

Notes:

BLM – Bureau of Land Management
COR – Contracting Officer Representative
CQCSM – Contractor Quality Control System Manager
FUDS – Formerly Used Defense Sites
KO – Contracting Officer
PgM – Program Manager
PM – Project Manager
POA – Pacific Ocean Division
QAR – Quality Assurance Representative
USACE – United States Army Corps of Engineers

Draft Partnering Maintenance Plan

Attendees identified the following content for the draft partnering maintenance plan:

- Periodic Working Group Meetings – Based on project milestones
 - First session: Federal and state agency representatives engage in dialogue.
 - Follow-on session (30 minutes): Invite other partnering team members to participate, such as community representatives and contractors. Provide recent updates about the project and the partnering effort.
- Project Status Meetings: Monthly meetings including USACE, PCJV, and Jacobs.
- Regular Design Team Meetings: Continue these existing technical meetings to evaluate how the team is meeting partnering goals, evaluate progress, resolve outstanding issues, and watch for emerging issues (Participants: USACE, PCJV, Jacobs).
- Close-Out Partnering Meeting: Hold a close-out internal partnering meeting at the conclusion of this contract to identify and document lessons learned. Share these lessons within USACE Alaska District.
- Maintain partnering team roster.
- Quarterly email update for meeting planning.

- Public-facing one page summary of partnering workshop.

Draft Action Item Tracker

Tim Sueltenfuss walked through the benefits of utilizing an action item tracker across a myriad of project types, citing the efficacy of having a singular location for all action items, decision points, future agenda topics, future meetings, and rosters. Action item trackers can also be helpful when there is partnering team turnover, providing new members with the ability to review past action items and decision points, as well as organizational points of contact. At the conclusion of Tim's presentation, attendees concurred that adding a partnering tab to the existing USACE-maintained action item tracker was beneficial.

Discussing Possible Additional Partnering Workshops

Attendees discussed the possibility of holding additional partnering workshops, which are not currently within the scope of the contract but could be added via a modification. Attendees listed other in-person opportunities for the partnering team to collaborate and encouraged partnering team members to share these opportunities as they are scheduled, including Tri-lateral meetings, North Slope Borough Assembly and planning/permitting meetings, KBRW *Drive to Thrive*, etc.

In the potential absence of additional partnering workshops, regularly scheduled, quarterly email updates will provide the partnering team with project updates and fill information gaps, as required under the partnering maintenance plan.

Public Involvement Planning

To begin the public involvement planning discussion, Tasha Michael outlined the existing plan to interview community members for data collection. Throughout September and October, Galen Driscoll will conduct interviews with individuals having firsthand historical knowledge of the Umiat Landfill and the disposal practices used there. Tasha reviewed prospective interviewees and community attendees indicated that they would follow up with Tasha for more suggested interviews. In-meeting suggestions included an e-blast through the local radio station, KBRW, and visiting the local senior center.

Regarding RAB meetings, attendees discussed potential methods for increasing public involvement and reducing meeting fatigue. Recurring suggestions supported by all included but are not limited to: considering conducting joint RABs with other local projects if feasible; leveraging local media like KBRW, village corporation newsletters, and community fundraising events; continuing Umiat Landfill interviews; and opting for public meeting or open house formats to increase the likelihood of engagement.

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Conclusion

The partnering workshop concluded with a review of discussed topics, decision points, and action items.

Table 2: Action items

Action Number	Action	Action Owner	Action Status
From Defining the Partnering Team Discussion			
1	Connect Native Village of Nuiqsut leadership with partnering team	Doreen Fogg-Leavitt	
2	Connect Anaktuvuk Pass leadership with partnering team	David Knutson	
3	Reach out to The Voice as a non-profit community member	Tasha Michael	
4	Kuukpik to engage with the Tri-lateral Committee for engagement in partnering activities	Richard Reich	
5	Send meeting summary and materials to community representative, James Patkotak via mail	Jarred Miles and Tasha Michael	
6	Provide Richard Reich with a point of contact for non-Umiat Landfill FUDS subcontracting opportunities	Phillip Stallings	
7	Contact the Kuukpik Subsistence Oversight Panel (KSOP) for observed input on project impacts on environment and wildlife	Richard Reich	
From Draft Partnering Charter Discussion			
8	USACE to share a 5-year CERCLA timeline with the partnering team in meeting summary and materials.	USACE and Jarred Miles	Closed – submitted with MTG Summary
9	Distribute a contact sheet that details organizational structure information for each agency. Partnering agencies to provide organizational structure documents and distribute with meeting summary and materials	Partnering agencies and Jarred Miles	
From Day 2 project success discussion			
10	James Patkotak suggested hiring translator for October RAB	Paragon	Closed – Paragon is contracted to provide a translator RABs
11	Galen Driscoll to continue KBRW radio ads broadcasting RAB meetings	Jarred Miles and Tasha Michael	Ongoing
From Draft Partnering Maintenance Plan Discussion			
12	Provide quarterly updates to the partnering team on the status of the Umiat Landfill FUDS project	Jarred Miles and Tasha Michael	
13	Maintain a partnering team roster and send amendment updates to the partnering team	Jarred Miles and Tasha Michael	
14	Draft a one-page, public-facing meeting summary outlining partnering workshop outcomes	Jarred Miles	Closed
15	Draft partnering charter document and distribute to partnering team	Jarred Miles	Ongoing
16	Consider participation in the KBRW-sponsored Drive to Thrive event	Partnering agencies	

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17	Consider engaging Conoco Phillips call-in service for hunters in the Colville River area for insight on activity in the area	USACE, PCJV	
From Discussing Additional Partnering Workshops Discussion			
18	Consider North Slope Borough monthly permitting planning meeting as an opportunity for the partnering team to meet in person and send meeting schedule to Tasha Michael	Chastity Olemaun	
From Public Involvement Planning Discussion			
19	Follow up on interviewees and interview locations suggested by David Knutson and Doreen Fogg-Leavitt	Jarred Miles and Tasha Michael	Ongoing
From Discussing Possible Additional Partnering Workshops Discussion			
20	Connect partnering team and the Trilateral Committee before the Trilateral Committee Meeting on 12 SEP to brief them on partnering workshop	Richard Reich and David Knutson	
21	Consider participation in the North Slope Borough Assembly Meetings (first Tuesday of every month)	USACE, PCJV, Galen Driscoll	

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UMIAT LANDFILL FUDS PARTNERING WORKSHOP

DAY 1

DATE/TIME: Wednesday, 21 August 2024 0900-1600 Alaska Daylight Time

LOCATION: Morris Thompson Cultural and Visitors Center (101 Dunkel St, Fairbanks, Alaska 99701) [Conoco Phillips Alaska Classroom]

Topic	Purpose	Display Documents	Presenter	Time
Attendees: U.S. Army Corps of Engineers (Aaron Acena, Mel Scully); Bureau of Land Management (Melody Debenham); Alaska Department of Environmental Conservation (Neil Lehner, Bill O’Connell, Kelly Walker); Alaska Department of Transportation and Public Facilities (Sam Myers, Diana Osborne, Jennifer Schatz, Kim Swenson); Arctic Slope Regional Corporation (David Knutson); Kuukpik (Richard Reich, Mark Wiggin); The Inupiat Community of the Arctic Slope (Doreen Fogg-Leavitt); The Native Village of Nuiqsut; Community Representatives (Nuiqsut: Mayor Lilian Kaigelak; Utqiagvik: James Patkotak; North Slope Burrough: Tiffany Larson, Chastity Olemaun); Paragon Central Joint Venture (Matthew French, Phil Stallings, Tiara Turner); Jacobs (John Calanni, Cory Hinds); Galen Driscoll (Tasha Michael, Jarred Miles, Tim Sueltenfuss)				
Invocation	<ul style="list-style-type: none">Provide invocation to begin the meeting.			0900-0915
Introduction	<ul style="list-style-type: none">Provide welcoming remarks.Introduce participants.		Aaron Acena All	0915-1000
Orientation	<ul style="list-style-type: none">Review purpose of this partnering workshop.Provide partnering overview.Review reference materials.	Partnering overview presentation	Tim Sueltenfuss Jarred Miles	1000-1020
Team Building Session #1	<ul style="list-style-type: none">Participate in team building activity.		Tasha Michael Jarred Miles	1020-1040
BREAK				1040-1100
Define Partnering Team	<ul style="list-style-type: none">Review participating stakeholder organizations and representatives.Consider whether additional partnering team members should be invited.		All	1100-1130
Assess Project Partnering Intensity	<ul style="list-style-type: none">Discuss partnering intensity assessment.Consider appropriate partnering activities.	Engineer Pamphlet 34-1-1 Table C-1	All	1130-1200

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DAY 1

DATE/TIME: Wednesday, 21 August 2024 0900-1600 Alaska Daylight Time

LOCATION: Morris Thompson Cultural and Visitors Center (101 Dunkel St, Fairbanks, Alaska 99701) [Conoco Phillips Alaska Classroom]

Topic	Purpose	Display Documents	Presenter	Time
LUNCH				1200-1330
Draft Partnering Charter	<ul style="list-style-type: none"> Draft project vision, stakeholder roles and responsibilities, mutual goals, and team commitment statement. 	Draft partnering charter	All	1330-1430
Team Building Session #2	<ul style="list-style-type: none"> Participate in team building activity. 		Tasha Michael Jarred Miles	1430-1450
BREAK				1450-1510
Draft Communication Plan	<ul style="list-style-type: none"> Draft communication plan. 	Draft communication plan	All	1510-1530
Draft Risk Management Plan/Risk Register	<ul style="list-style-type: none"> Provide overview of risk management plan and risk register. Draft risk management plan. Discuss employing the risk register. 	Draft risk management plan	Tim Sueltenfuss Jarred Miles	1530-1550
Day 1 Wrap-Up	<ul style="list-style-type: none"> Review day 1 sessions and lessons learned. Review action items. Offer closing remarks. 		Tim Sueltenfuss Jarred Miles Aaron Acena	1550-1600
ADJOURN DAY 1 DISCUSSIONS				1600

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DAY 2

DATE/TIME: Thursday, 22 August 2024 0900-1600 Alaska Daylight Time

LOCATION: Morris Thompson Cultural and Visitors Center (101 Dunkel St, Fairbanks, Alaska 99701) [Conoco Phillips Alaska Classroom]

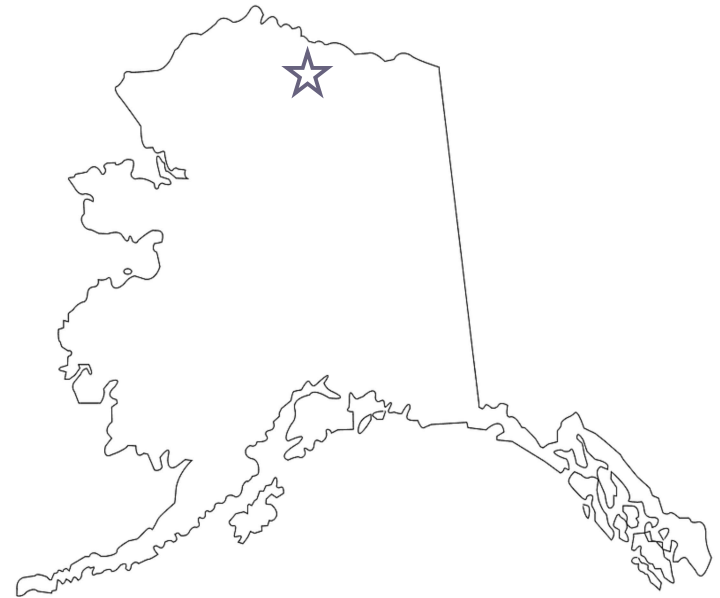
Topic	Purpose	Display Documents	Presenter	Time
Invocation	<ul style="list-style-type: none"> Provide invocation to begin the meeting. 			0900-0915
Introduction	<ul style="list-style-type: none"> Recap Day 1 and provide an overview of Day 2 agenda topics. 		Tim Sueltenfuss Jarred Miles	0915-0930
Draft Issue Resolution Plan (IRP) and Issue Resolution Ladder (IRL)	<ul style="list-style-type: none"> Provide overview of IRP and IRL. Draft IRP and IRL. 	IRP and IRL	Tim Sueltenfuss Jarred Miles All	0930-1030
Team Building Session #3	Participate in team building activity.		Tasha Michael Jarred Miles	1030-1050
BREAK				1050-1110
Draft Partnering Maintenance Plan	<ul style="list-style-type: none"> Draft partnering maintenance plan. 	Draft partnering maintenance plan	All	1110-1140
Draft Action Item Tracker	<ul style="list-style-type: none"> Provide overview of Action Item Tracker. Discuss employing the Action Item Tracker. 		Tim Sueltenfuss Jarred Miles All	1140-1200
LUNCH				1200-1330
Open Discussion	<ul style="list-style-type: none"> Provide opportunity for open discussion. 		All	1330-1500
BREAK				1500-1520
Discuss Possible Additional Partnering Workshops	<ul style="list-style-type: none"> Consider whether to conduct additional partnering workshops and discuss timing/logistics. 		All	1520-1535
Public Involvement Planning	<ul style="list-style-type: none"> Discuss with participants: <ul style="list-style-type: none"> How RABs can be improved 		All	1535-1550

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	<ul style="list-style-type: none"> ○ What public engagement interactions should be occurring ○ Which stakeholders should be interviewed 			
Day 2 Wrap-Up	<ul style="list-style-type: none"> • Review action items and decision points. • Offer closing remarks. 		Tim Sueltenfuss Jarred Miles Aaron Acena	1550-1600
ADJOURN PARTNERING WORKSHOP				1600

Umiat Landfill FUDS Partnering Workshop

Day 1: Wednesday, 21 August 2024



Please join our community
representative for today's
invocation.

Introductions

Orientation

The purpose of this partnering workshop is to increase trust and collaboration between all involved stakeholders to facilitate the environmental investigation and response at Umiat Landfill Formerly Used Defense Site (FUDS).

Team Building Session #1

Session Time: 1020-1040
(20 mins)

BREAK

Defining the Partnering Team

Session Goals:

- Review participating stakeholder organizations and representatives.
- Consider whether additional partnering team members should be invited.

Considerations:

- Is existing participating stakeholder organization and representative list sufficient for project completion?
- Are all relevant governmental and non-governmental/community interests represented?

Assessing Project Partnering Intensity

Session Goals:

- Discuss partnering intensity assessment.
- Consider appropriate partnering activities.

Partnering Intensity Level Calculation:

- Partnering intensity is assessed by assigning a risk score to 8 risk factors.
- Risks scores are compiled to determine a partnering intensity level on a scale of 1-5.

			Add score of each factor to determine Total Risk Score:	25
Total Risk Score	Partnering Intensity Level		Partnering Intensity Level (use to determine required partnering elements):	3
8-14	1			
15-20	2			
21-26	3			
27-33	4			
34-40	5			

LUNCH BREAK

Draft Partnering Charter

Session goal: Draft the partnering charter, which serves to guide interactions among all parties involved in the environmental investigation and response at Umiat Landfill FUDS.

Partnering charters typically include the following baseline elements:

- Project vision
- Stakeholder R&Rs
- Mutual goals
- Team commitment statement

The partnering charter is not a contractual agreement and does not change the terms of any contracts that exist between any of the stakeholders.

Team Building Session #2

BREAK

Draft Communication Plan

Session goal: To draft a communication plan for the project.

The communication plan details how the team will interface with one another and defines key guiding principles. It addresses:

- Information and document distribution
- Communication and elevation of issues
- How meetings will be conducted
- How stakeholders will be onboarded

Draft Risk Management Plan/Risk Register

Session Goals:

- Provide overview of risk management plan and risk register.
- Draft risk management plan.
- Discuss employing the risk register.

Risk management plans support risk-informed decision-making throughout the duration and throughout the duration of the project.

Risk registers are utilized to assess, manage, and view project risks in a consistent and integrated manner across project lifecycles.

Risk Identification and Mitigation

Session Goals:

- Identify risks to effective completion of the project.
- Assess likelihood of occurrence and consequences.
- Discuss how to mitigate these risks.

Day 1 Wrap-Up

Covered Topics:

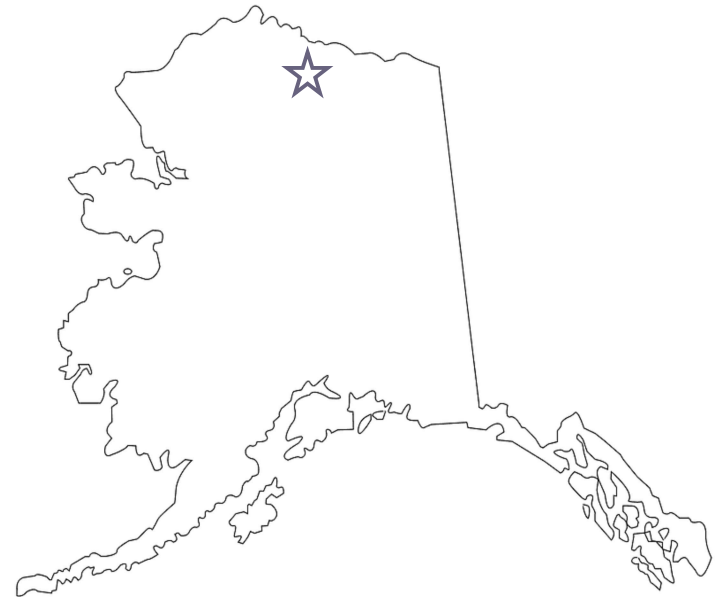
- Partnering Workshop Orientation and partnering overview
- Defining the Partnering Team
- Assessing Partnering Project Intensity
- Drafted
 - Partnering Charter
 - Communication Plan
 - Risk Management Plan/Risk register

Partnering Workshop Day 1 Adjourned



Umiat Landfill FUDS Partnering Workshop

Day 2: Thursday, 22 August 2024



Please join our community
representative for today's
invocation.

Day 1 Recap

Covered Topics:

- Partnering Workshop Orientation and partnering overview
- Defining the Partnering Team
- Assessing Partnering Project Intensity
- Drafted
 - Partnering Charter
 - Communication Plan
 - Risk Management Plan/Risk register

Day 2 Agenda Overview

Covered Topics:

- Draft Issue Resolution Plan (IRP) and Issue Resolution Ladder (IRL)
- Draft Partnering Maintenance Plan
- Draft Action Item Tracker
- Open Discussion
- Discussion on Possible Additional Workshops
- Public Involvement Planning
- Day 2 Wrap-Up

Draft Issue Resolution Plan (IRP) and Issue Resolution Ladder (IRL)

Session Goals:

- Provide an overview of IRP and IRL.
- Draft IRP and IRL.

An IRP is a proactive conflict management tool that brings structure to the collaborative problem-solving process for resolving project issues.

An IRL provides a visible structure that assists stakeholders to address issues quickly with appropriate decision-makers at appropriate levels.

Team Building Session #3

Session Time: 1030-1050
(20 mins)

BREAK

Draft Partnering Maintenance Plan

Session Goal: Draft a partnering maintenance plan for the partnering team.

The partnering maintenance plan helps maintain the partnering effort throughout the course of the project. It addresses the following questions:

- How often will progress meetings be conducted?
- What are the team's collective goals and how are they assessed?
- What team-building activities can be conducted?

Draft Action Item Tracker

Session Goals:

- Describe action item tracker.
- Discuss how the action item tracker is used.

Action item trackers are utilized to document, assign, and manage action items and decision points throughout the duration of a project or partnering team.

LUNCH BREAK

Open Discussion

BREAK

Discuss Possible Additional Partnering Workshops

Session Goal: To consider whether to conduct additional partnering workshops and discuss timing and logistics.

Considerations:

- Location
- Format (hybrid or virtual)
- Duration
- Frequency (if holding multiple workshops)
- Agenda topics

Public Involvement Planning

How can Restoration Advisory Board meetings be improved?

What other public engagement interactions should be occurring?

Which stakeholders should be interviewed?

Day 2 Wrap-Up

Covered Topics:

- Drafted Issue Resolution Plan (IRP) and Issue Resolution Ladder (IRL)
 - Partnering Maintenance Plan
- Reviewed action item tracking process
- Open Discussion
- Discussion on Possible Additional Partnering Workshops
- Discussed Public Involvement Planning

Closing Comments

- US Army Corps of Engineers
- Bureau of Land Management
- Alaska Department of Environmental Conservation
- Alaska Department of Transportation & Public Facilities
- Paragon Central JV
 - Jacobs
- Arctic Slope Regional Corporation
- Kuukpik
- Inupiat Community of the Arctic Slope
- Community Representatives:
 - Nuiqsut
 - Utqiagvik
 - Anaktuvuk Pass

Partnering Workshop Adjourned



Appendix C

Assessing Project Partnering Intensity

C-1. Partnering Intensity Assessment Worksheet.

a. The Partnering Intensity Assessment Worksheet shown in Table C-1 provides a guide for project teams to use as a framework for determining the appropriate project partnering intensity level during both pre- and post-award partnering planning. Each project is unique; therefore, the project team should conduct a partnering intensity assessment specific to the needs of that project.

b. To determine the appropriate partnering intensity level, the project team should assess the level of risk associated with each of the factors listed below. When assessing the level of risk, the project team should consider both the likelihood of the risk occurring and the potential impact to the project if that risk should come to fruition.

Table C-1
Partnering Intensity Assessment Worksheet

Partnering Intensity Assessment Worksheet						
Project Name:						
	<<<<Less Risk Score More Risk>>>>					Risk Score
Risk Factors	1	2	3	4	5	(1-5)
Value	Micro under \$5M	Small \$5M-\$50M	Medium \$50M-\$250M	Large \$250M-\$500M	Very Large/Mega over \$500M	4
Complexity – Duration	Under 1 year	1-2 years	2-3 years	3-5 years	Over 5 years	5

Partnering Intensity Assessment Worksheet

Project Name:

	<<<<Less Risk Score More Risk>>>>					Risk Score
Risk Factors	1	2	3	4	5	(1-5)
Complexity – Risks, Dependencies and External Constraints	Technical Risk: Very low, standard complexity design and construction; Funding Risk: Very low (fully funded, one type of funds, contingency sufficient and accessible); External Constraints: No external influences; Integration: No integration issues; Potential Damages: No punitive exposure Uniqueness: routine, standard project features	Technical Risk: Low, moderate complexity; Funding risk: Low; External Constraints: No external influences; Integration: No integration issues; Potential Damages: No punitive exposure	Technical Risk: Moderate, increased complexity; Funding risk: Moderate; External Constraints: some external influences; Integration: Challenging integration issues; Potential Damages: Acceptable exposure	Technical Risk: High with high complexity; Funding Risk: High; External Constraints: Key objectives depend on external factors; Integration: Significant integration required; Potential Damages: Significant exposure	Technical Risk: Very high technical and complex design and construction; Funding Risk: Very high cost-shared, incrementally funded, several types of funds, no/limited access to/availability of contingency); External Constraints: Project success depends largely on multiple external organizations, states and/or countries, regulators; Integration: Unprecedented integration effort, includes multiple phases; Potential Damages: Unacceptable exposure Uniqueness: distinctive and exceptional project features, no existing standards/criteria	2
Complexity – Number of Stakeholders	Less than 3	3-4	5-7	8-9	More than 9	4
Complexity – Schedule Risks	Constraints: None anticipated; Liquidated Damages: Very low; Potential Incentive: Very low	Constraints: Few anticipated; Liquidated Damages: Low; Potential Incentive: Low	Constraints: Limited anticipated; Liquidated Damages: Average; Potential Incentive: Average; Real Estate: Limited requirements anticipated (new land tract needed)	Constraints: Some anticipated; Liquidated Damages: High; Potential Incentive: High; Real Estate: Some requirements anticipated (new land tract needed, single facility/utility relocation)	Constraints: Many anticipated; Liquidated Damages: Very high; Potential Incentive: Very high; Real Estate: Significant requirements anticipated (multiple tracts of new land needed, multiple facility/utility relocations)	3

Partnering Intensity Assessment Worksheet

Project Name:						
	<div style="display: flex; justify-content: space-between;"> <<<<Less Risk Score More Risk>>>> </div>					Risk Score
Risk Factors	1	2	3	4	5	(1-5)
Significance – Strategic Importance, Political Implications, Stakeholders	Executive/Congressional Support: Very strong; National/International Visibility: None; Political Implications: None; Communications: Straight-forward; Stakeholder Management: Straight-forward	Executive/Congressional Support: Strong; National/International Visibility: Low; Political Implications: Low; Communications: Straight-forward; Stakeholder Management: Straight-forward	Executive/Congressional Support: Adequate; National/International Visibility: Moderate; Political Implications: Minor/moderate; Communications: Challenging; Stakeholder Management: 2-3 stakeholder groups	Executive/Congressional Support: Inadequate; National/International Visibility: High; Political Implications: Major, impacts core mission; Communications: complex; Stakeholder Management: Multiple stakeholder groups with conflicting expectations; visibility at high levels of the organization	Executive/Congressional Support: Unknown or Weak; National/International Visibility: Extremely High; Political Implications: Extremely High, impacts core mission of multiple programs, organizations, states and/or countries; success is critical for competitive or physical survival; Communications: Arduous; Stakeholder Management: Multiple organizations, states and/or countries, regulatory groups, high media attention	1
Relationships – Team Relationships	PM, RE, and PCO/ACO: Competent, experienced; Team: Strong internal and external team history, solid partnering relationships, high level of commitment/active participation	PM, RE and PCO/ACO: Competent, experienced; Team: Good internal & external team history, some partnering relationships, most stakeholders committed and actively participating	PM, RE, and PCO/ACO: Competent, inexperienced; Team: Internal and external team history, some stakeholders committed and actively participating	PM, RE, and RE/ACO: Competent, poor/no experience with complex projects; Team: No internal and external team history, some new project relationships, unknown stakeholder commitment	PM, RE, and PCO/ACO: Competent, poor/no experience with large/mega projects; Team: Complex structure of varying competencies and performance records (includes contractor, virtual, outsourced), many new project relationships, low level of commitment/ participation	2

