

## TOTAL ENVIRONMENTAL RESTORATION CONTRACTS

A SUCCESS STORY



*Partnering in the field  
during remediation.*

# PARTNERING

**T**ERC, with its flexibility and responsiveness, is a significant catalyst to partnering. Partnering reduces the adversarial aspects inherent in the environmental cleanup process by encouraging key stakeholders to recognize and accept the importance of focusing, not on each other, but on their mutual goal—the protection of human health and the environment through timely and effective remediation.

Partnering team members typically include:

- federal, state, and local regulators,
- an installation Remedial Project Manager, lawyer, and public affairs specialist,
- USACE project and technical managers, and
- the TERC contractor.

Partnering is best achieved through cooperation and open communication by all concerned parties meeting regularly from the outset of a project to discuss key project issues. When team members meet frequently to discuss issues such as work scopes, field work, analytical results, planned land use, risk-based cleanup levels, milestones, deliverables, and report review comments, misunderstand-

ings or opposition during later phases of the cleanup are minimized. And as a result, the number of report revisions is reduced, document review periods are often shortened, and dialogue is more open and constructive during remediation.

A partnering relationship between the installation and the local community also is important. This dimension of partnering is accomplished through a local Restoration Advisory Board (RAB) whose primary goal is to increase the local community's involvement in the restora-

### TERC WORKS



tion decision-making process by serving as a forum for discussion and exchange of information between partnering team members and the community. This forum gives community stakeholders the opportunity to review project progress and become knowledgeable about potential remedial technologies.

Reduce cost, time,  
and stress through  
partnering.

Effective partnering has paid dividends at Ellsworth, Holloman, and Shaw AFBs. From the beginning, both the TERC contractor and the Corps have participated in partnering conferences and in regular RAB meetings. At Ellsworth and Holloman AFBs, for example, the TERC contractor participates regularly in scoping meetings and conference calls to clarify scope and to minimize

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work scope revisions, field rework, and misinterpretations. Similarly, at Shaw AFB, team partners routinely discuss work scope, Installation Restoration Program progress, and report review comments.

TERC’s cradle-to-grave strategy is the approach most customers and the regulators expect. They do not understand, nor do they accept, the need for breaks in project progress while a new contractor is procured for the next phase or while a change in work scope is negotiated with the contractor. These delays not only add to the cost of a project but often result in missed milestones, leading to probable stipulated fines and penalties. Work stoppages, missed deadlines, and fines create a credibility gap with the public, media, and members of Congress. Delays, and their consequences, can be avoided by using TERC, in conjunction with partnering. Because partnering success is essential to project success, all team members, including the TERC contractor’s project manager and the USACE project and technical managers, must be well versed in the psychology, tenets, methodology, and benefits of team building and partnering.

“Take advantage of the partnership—not the partner!”



**OMAHA DISTRICT**

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