

2/6/03 - 02243

Committee for the Rescue and Development of Vieques

List of Demands from the Vieques Community to the Environmental Protection Agency Regarding the Decontamination of the Military Zone

February 6, 2003

1. Genuine and comprehensive community participation in all discussions, meetings and decision-making processes relating to the decontamination and other related issues of the lands in Vieques.
2. The transfer to Puerto Ricans/Viequenses of the technology to be used in the decontamination process.
3. The employment of people from Vieques in jobs related with the decontamination in addition to the provision of training to open employment opportunities in all levels – laborers, technicians, management.
4. Translation into Spanish of all documentation relating to the decontamination in Vieques.
5. The periodic transfer to Vieques of EPA personnel responsible for the decontamination process to engage in community dialogue during the different phases of the process and to offer information and education to the community on the jurisdiction of the agency, the pertinent federal laws and the rights of the community.
6. The participation of the advisors, scientific, legal and environmental experts who for years have worked in the Vieques community in all meetings, discussions and decision-making relating to the decontamination.
7. The creation of employment for our people in a Vieques conservation and decontamination corps to protect the historical and natural resources in the zones formerly controlled by the Navy.
8. The total and deep cleaning of the live impact area as well as the other zones used for decades by the US military forces in step with the future vision of our community for sustainable development which includes the Eastern end of Vieques for projects such as recreation, ecotourism, agriculture, housing and other social uses.
9. The total cleanup and restoration of the coastal zones in Vieques affected during the 60 years of occupation and military activity in step with the ecotourism, fishing, recreational and other future activities in these zones.
10. Clear language in the agreements between EPA and other federal and Puerto Rican agencies that prohibits any future military use of Vieques for military purposes.
11. Ensure the availability of the necessary funds for the cleanup and total restoration of the Vieques zones affected for decades from military use, in harmony with the community plans of future socio-economic development:--

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Team: Is a highly communicative group with different backgrounds, skills and abilities, that share a sense of common purpose (mission) with clearly defined goals.

Internal and External Assessments

External Assessment

- The project is very complex with several stake holders involved
- **Highly** visible (political, and public) and hence high risk project
- Long project history and diverse aspects of the projects
- High public interest and participation – little room for mistakes (sensitive)
- Uncommitted regulatory agency/stake holder participation – No (strong) Team yet

Internal Assessment

- A multi-year commitment to deliver the project
- Provides opportunity to deliver UXO projects – most of which are unique and cutting edge technology with little guidance from reg. agencies
- A combination of UXO-Environmental for project delivery both of which are designed based on same basic principles of human health and ecological protection – thus present a new and exciting challenge
- Long-term project with opportunities to build long-term professional relationships across Navy and CH2M HILL
- Constant challenge for high performance due to high visibility/risk.
- Large size of the firm with wide-variety of resources is an asset to deliver this type of project

Internal and External Threats

External Threats

- Public unrest/legal pursuits - potential to earn negative reputation (as a group or as a firm) etc
- Lack of public trust – attempts to block/impede project progress
- Political decisions dictated by public concerns from vocal groups
- Creating a perception of unresponsiveness to public and agency concerns
- Individual agency/group interests directing decision making on investigation, report review, and approval process of documents
- Non-cooperation/non-participation of important decision making party (agency)
- Constant change of the participants/personnel – losing continuity of project understanding – losing accountability – particularly agency representatives
- In effective communication among regulators and their contractors (e.g., NFA report was not reviewed by EQB within the scheduled time)

Internal Threats

- Project staffing – loss of continuity, and appropriate staff for the task
- Project funding – sudden change in task thus having to change staff or close tasks etc
- Communication with senior management for effective guidance – direction setting for the project
- Team ‘chemistry,’
- communication barriers/break down
- Staff roles are not clearly defined

Internal and External Opportunities

External Opportunities

- Opportunity to work on a complex and challenging relatively long-term project
- Opportunities to attend workshops and conferences to further technical skills and knowledge while presenting/sharing our experience
- Build relationships with agencies and their consultants, opportunity to build trust and come to quicker closures on issues, documents and ultimately site closures.
- Potential opportunity to gain trust and good reputation if the project is delivered effectively – thus referred to by navy and the agencies for future work
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Internal Opportunities

- Opportunity to get involved with challenging work
- Opportunity to attend internal and external training/workshops
- Get recognized for doing good/challenging work
- Stay within project delivery goals – meet PEP goals

Internal and External Weaknesses

External Weaknesses

- Constantly changing teams, and non-participation or inconsistent participation of core team members (e.g., EPA RPM at last meeting)
- No clear leadership among regulatory bodies
- Commitment to the team and objectives/goals (i.e., chartering)
- Non-participation on routine communication (EQB – not on calls)
- Large team of participants/stake holders with no clear commitment to a common goal/purpose

Internal Weaknesses

- Continuity and transfer of institutional knowledge and history of the project – with effective communication
- Site is physically far removed from where most of the project team is located (this could be a strength, as it ensures safety)
- Unclear team structure and information communication – routine conference calls should help
- Processes are not well established – e.g., scheduling, review, delivery of reports, and distribution of meeting minutes within schedule, follow-up on action items etc.
- Lack of consensus/ team approach to issues/problem solving

Internal and External Strengths

External Strengths

- Some level of participation from all interested parties, i.e., stake holders
- Diverse interests presented – participatory
- ...

Internal Strengths

- Diverse team – with varied technical specialties and experience
- Team approach to work (company culture/value system) and problem solving attitude
- Large pool of talent/resources to tap into as need arises, due to large size of the firm with qualified staff
- Quick to change course, as needed

Draft Internal and External SWOT Analysis for OE/UXO Work in Vieques

This document presents draft results of an internal and external strength, weaknesses, opportunities, and threats (SWOT) analysis for OE/UXO projects in Vieques. The intent of this exercise is to evaluate CH2M HILL's and LANTRDIV's position relative to potential OE/UXO opportunities in Vieques and how a strategic management plan can be developed to address this issue. For each component of the SWOT analysis five items are presented as a starting point for this exercise and designed to illustrate where our team stands moving forward. The SWOT analysis should be supplemented by a situational analysis at a later time if warranted building on results of the more detailed and focused final SWOT analysis.

It should be noted that this exercise was developed only for OE/UXO projects in Vieques under a team of CH2M HILL/LANTRDIV and is not meant to define the overall capabilities of the Global Practice Team for OE at CH2M HILL which is quite encompassing with over 100 OE projects delivered successfully over the past three years making CH2M HILL one of the industry leaders. CH2M HILL has unmatched capabilities for managing and integrating (M&I) difficult, complex, high hazard projects like Rock Flats, Charleston Navy Complex, and Mare Island.

Internal SWOT Analysis

The internal SWOT analysis provides a look at internal strengths, weaknesses, opportunities and threats and how they will and can influence how the OE/UXO core team at CH2M HILL and LANTRDIV position ourselves to continue as the OE/UXO contractor and service center of choice for OE/UXO projects in Vieques

Strengths

- 1.** CH2M HILL has a strong OE team consisting of technical experts in project delivery, safety, quality control, risk analysis, and geophysics
- 2.** Institutional knowledge of Vieques command histories and EOD deck history at NSRR [B. Redmond and G. Webb]
- 3.** OE team relationships with EOD commands, NOSSA, NAVSEA, OSEO, and Navy policy makers
- 4.** Strong working relationship developed between HILL and local contractors, police, fire, and civil defense response providers

5. HILL's management team has already met and overcome many of the technical and logistical challenges of working in Vieques
6. The UXO, geophysical, and brush cutting subcontractors we utilize in Vieques have excellent reputations in the OE/UXO marketplace
7. Core team knowledge of emerging **OE/UXO** technologies and their potential use in the marketplace

Weaknesses

1. Core OE/UXO team for Vieques work somewhat small although the HILL OE team has reached maturity ahead of schedule and has the necessary expertise to provide integration and oversight for all functional OE areas
2. Limited knowledge of OE/UXO market at LANTDIV beyond C. Penny [beyond LANTDIV OESO/NOSSA, CNO Code 45, and ASN are involved in OE work]
3. CH2M HILL's OE/UXO project manager's experience is right now primarily limited to projects in Vieques and at a few other project locations
4. No OE/UXO "service center" exists at either HILL or LANTDIV that could act as a center of excellence for this type of work. The OE team at CH2M HILL was established to serve as a full service center for all aspects of project delivery for OE services. While LANTDIV does not have any in-house expertise their philosophy has been to depend on their contractors to provide that expertise. Within the Navy the responsibility for a " OE Service Center" to provide oversight on OE projects is the responsibility of OSEO within NOSSA and with additional support from the Naval EOD Technology Division.
5. The political landscape regarding Vieques continues to change making strategic planning for this type work in this location somewhat tenuous.

Opportunities

1. OE/UXO projects in Vieques come with high public/marketplace visibility and scrutiny and as such can illustrate to marketplace that CH2M HILL and LANTDIV are the contractor and servicecenter of choice for this type work
2. OE/UXO work on Vieques is a resume and SOQ builder for both Ch2M HILL and LANTDIV
3. Potential for significant OE/UXO investigation work exists in Vieques due to historical use and the likelihood of public and regulatory pressure to act on this issue

4. Potential for CH2M HILL/LANTDIV team to be involved in a quality assurance/quality control (QNQC) role during any OE/UXO remedial actions that may occur in Vieques by the RAC contractor
5. Potential also exists for CH2M HILL/LANTDIV team to manage and conduct follow-on investigation work during and following remedial actions if warranted
6. Potential for CH2M HILL to provide MEC consulting services for LANTDIV to manage and oversee all aspects of work to include safety, QNQC, risk analysis, geophysics, GIS, data management, and regulatory compliance.
7. Career growth opportunities exist for all OE/UXO team members particularly for those new to the market since this skill set will differentiate team from others

Threats

1. Site security
2. Low bid contractors being awarded the work ,making CH2M HILL and LANTDIV liable
3. Poor performance by subcontractors from schedule, quality, cost over runs etc. due to the lack of management
4. Unqualified consultants reporting to regulators
5. Not developing and identifying a stakeholder team to oversee, review, and agree upon the process
6. LANTDIV currently lacks a QA program for OE/UXO investigations
7. Field NTR role is somewhat unclear during oversight of OE/UXO activities in Vieques and may, at some point in time, be questioned by interested parties
8. Inadequate communication between site management and senior management. **This** issue is a threat to the team and needs to be improved so that all team members are on the "same page" when discussing the status of OE/UXO work to interested parties

External SWOT Analysis

This portion of the SWOT analysis takes a look at external factors that will influence OE/UXO projects in Vieques and is designed to force the team to look at it's strengths, weaknesses, opportunities, and threats from outside looking in. The external analysis is useful because it

clearly can identify marketplace issues and perceptions that ~~are~~ not always clearly evident from an internal analysis only.

Strengths

1. Reputation of B. Redmond, G. Webb, G. Overby, and W. Morgan in the OE/UXO marketplace
2. Growing strength of CH2M HILL OE/UXO project management team by way of OE Management Awareness Training and successful execution of OE/UXO projects
3. Marketplace understanding of difficulties executing this type work in a politically hot location like Vieques
4. Demil International provides CH2M HILL with a valuable internal resource to assist firm in market penetration for other components of the market
5. Internal knowledge [intellectual capital] of completed or on-going projects [Adak, Koalavee etc] that are similar to work in Vieques

Weaknesses

1. Other firms and service centers have more experience in the management and execution of OE/UXO projects than the CH2M HILL/LANTDIV team
2. CH2M HILL/LANTDIV team has little say on future of OE/UXO work in Vieques based on decisions made in Washington DC
3. Our preferred vendors [and reputations that come with them] may not always be available for future OE/UXO projects which could raise questions from interested parties as to the validity of collected data
4. Staffing issues could be a problem as CH2M HILL's OE/PM are often working on other assignments
5. Political connections within the marketplace may be somewhat limited, definite weakness that must be addressed by aligning the proper constituencies

Opportunities

1. Burgeoning marketplace beyond investigation phases both in Vieques and in the general marketplace

2. Opportunity to build upon reputation in the marketplace as the "go to" team for OE/UXO support and management beyond work in Vieques
3. Potential to help LANTDIV create an internal OE/UXO Excellence Service Center
4. Potential for possibly using the Vieques model of executing OE/UXO work on other facilities that may have similar issues
5. With EQB and others now actively involved in the process, this may be an opportunity to illustrate to all the "naysayers" that this is the ~~team~~ that should be managing this ~~type~~ of work on Vieques

Threats

1. Various protest groups that can and do impact ability to implement work in Vieques
2. Political groups and regulatory agencies that have a say in the future of OE/UXO work in Vieques
3. External "consultants" working for special interest groups that are and may be involved in the execution of work
4. OE/UXO knowledge and QA program for OE/UXO investigation work that PACDW possesses
5. Other OE/UXO consultants and service centers that may ~~try~~ to "muscle in" to all or portions of OE/UXO work on Vieques