Strategic Look, Beyond Partnering: Generating Efficiencies in Environmental Program Management

Mr. David C. Van Gasbeck
Transformation Advisor, NGB/A7
(301) 836-8989
David.VanGasbeck@ang.af.mil

Mr. Aaron D. Etnyre
Partner, BB&E Consulting Engineers
(248) 489-9636, x303
aetnyre@bbande.com
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**Abstract**

Presented at the NDIA Environment, Energy Security & Sustainability (E2S2) Symposium & Exhibition held 4-7 May 2009 in Denver, CO.
Organizational Background

- 170 Air National Guard Installations in 54 states and territories
- $50M Environmental Program
- HQ Environmental Division of 75 program managers
- 100+- Environmental Managers at ANG installations
- 7 Full Scope National Contractors – 10 year IDIQ
What is Strategic Look?

- Program was created with the intent of improving efficiencies and external partnerships.
- Provides a holistic approach to solving programmatic environmental issues.
- Fosters open and honest communication between stakeholders
- Uses regular partnering sessions to discuss issues, collaboratively develop solutions, and present challenges and goals for the coming year.
Why Strategic Look?

Long Term Challenges

• Resource Limitations
  • Reduced Funding
  • Increased Workload with no increase in staff

• Internal Efficiencies
  • Need to do more with less

• Increasingly Restrictive Contracting Environment

• Not keeping pace with technological advances

• External Requirements (Congressional, HQAF, State/Fed Regulatory)
2003 Strategic Look Goal

To identify impediments to efficiency and develop strategies to meet short and long term challenges

• Developed a plan of action for moving the Environmental Program forward

• Process was equivalent to a Strategic Business Planning Process - used the 1999 ANG Environmental Division SBP as a springboard.
Phase I - Baseline Internal Operations

Analyzed Internal Division Operations

• Examine Branch level business processes
• Evaluated Acquisition Models
• Determine impediments to efficiencies/effectiveness
• Focused on External impacts to program effectiveness (Contracting, Regulatory, Contractors, Installation/Mission
• Identified PM Turnover/Transition Issues
Phase II - Baseline External Operations

Evaluate External Division Operations

• Contractor Direction Vs. Collaborative Approach
  • “Best Solution to the Problem Approach”
  • No cooperation b/w contractors
  • Competitive Environment became an impediment to progress
• Excessive marketing
• Contractor Quality/Scheduling Issues
• Contracting Issues
  • Invoicing
  • RFP/SOW/SOO language
• Regulatory Issues
  • Schedule delays
  • Conflict on technical issues
  • Contractors not engaged in process
Phase III – Stakeholder Engagement

Stakeholder Engagement

• Regulator Input
  • Through Air Force Regional Environmental Offices (REOs)

• Base Environmental Manager (EM) Input
  • Environmental Management Integrated Product Team (IPT)

• Contractor, Contracting Officer Input - Through Strategic Look Sessions
Phase IV - Roundtable Sessions

Strategic Look Roundtable Sessions

- **Design of Sessions**
  - 2 to 3 days in duration
  - Off-site location

- **Participants**
  - NGB Staff (Environmental, Contracting, Legal), and Contractors

- **Components**
  - ANG to Contractor Briefs
  - Contractor Capability Briefs
  - Problem Solving/Issue Working Session
  - Networking/Team Building Opportunities
Roundtable Sessions

ANG to Contractor Briefs

- State of the Environmental Division
  - Corporate Environment
  - New requirements/legislation, etc.
- Upcoming Procurement Actions
- “Good, Bad, and Ugly”
  - FY program reviews
  - Contractor performance feedback (report cards)
  - “Opening the books”
- Reviewed program metrics
- Other
Contractor Capability Briefs

- Focused on ANG needs
- Capabilities/Focus Areas
  - Katrina Response
  - MMRP
  - One Clean
  - Mission Capability Assessment
  - Energy
- Use presentation to pre-qualify firms for streamlined contracting actions
- Focused “Marketing” time
Roundtable Sessions

Problem Solving/Issue Working Sessions

- PBC Issues
- Scope Creep Breakouts
- SOW/SOO Templates
- Communication Breakouts
Networking/Team Building Opportunities

• Group Lunches
• Group Dinners
• Session Breaks to discuss issues off-line
• Voluntary team building opportunities
Challenge Area- Resource Limitations

• Achievement of 20-25% cost reduction in the execution of the ANG Environmental Program

• Creating Functional Mailboxes to Improve Responsiveness
Challenge Area - Internal Efficiencies

- Auditing of internal inefficiencies allowed for increased productivity and staff buy-in
- Effective roll-out of new Division protocols and procedures to Contractors, allowed for seamless integration of new procedures into the existing environmental program
Results/Accomplishments

Challenge Area - Contracting

• Development of an effective and efficient performance based contracting program without the necessity of cost cap insurance
• Development of SOO/SOW templates allow for streamlined risk review on Contractor side and increased competition
• Through partnering with contracting agencies, the ANG was able to streamline the procurement process by pre-qualifying firms through technical presentations delivered at the partnering sessions
• Development of an efficient and effective invoicing policy
Results/Accomplishments

Challenge Area - Technical

• Fostering a sense of partnering between environmental contractors, while promoting technical, solution-based competition

• Developing alternative technical approaches to solve complex environmental issues such as Munitions Response, Streamlining the Environmental Assessment Process, and Enhancing Base Master Planning
Challenge Area - External Requirements (Congressional, HQAF, State/Fed Regulatory)

- Full integration of the ANG Environmental Division’s Strategic Business Plan across all external stakeholders
- Development of interpersonal relationships that benefited overall teaming effort
Before You Start…

• Culture Change/Shock- Change the paradigm- FROM “We’re the government, you’re the contractor- we tell you what to do.” TO Open teaming and collaboration on solutions

• Equitable not Equal Distribution-
  • Everyone gets fair opportunity to play, not necessarily an equal amount of work.
  • Performance matters.

• Get away from the office
  • Minimizes distractions
  • Promotes networking between attendees

• “No Retribution Environment”- Open and honest feedback

• Cost- Minimal investment, maximum return
  • $20-$25K/year- plus travel
  • Estimated Return- 20-25% of Program Budget
Questions?