

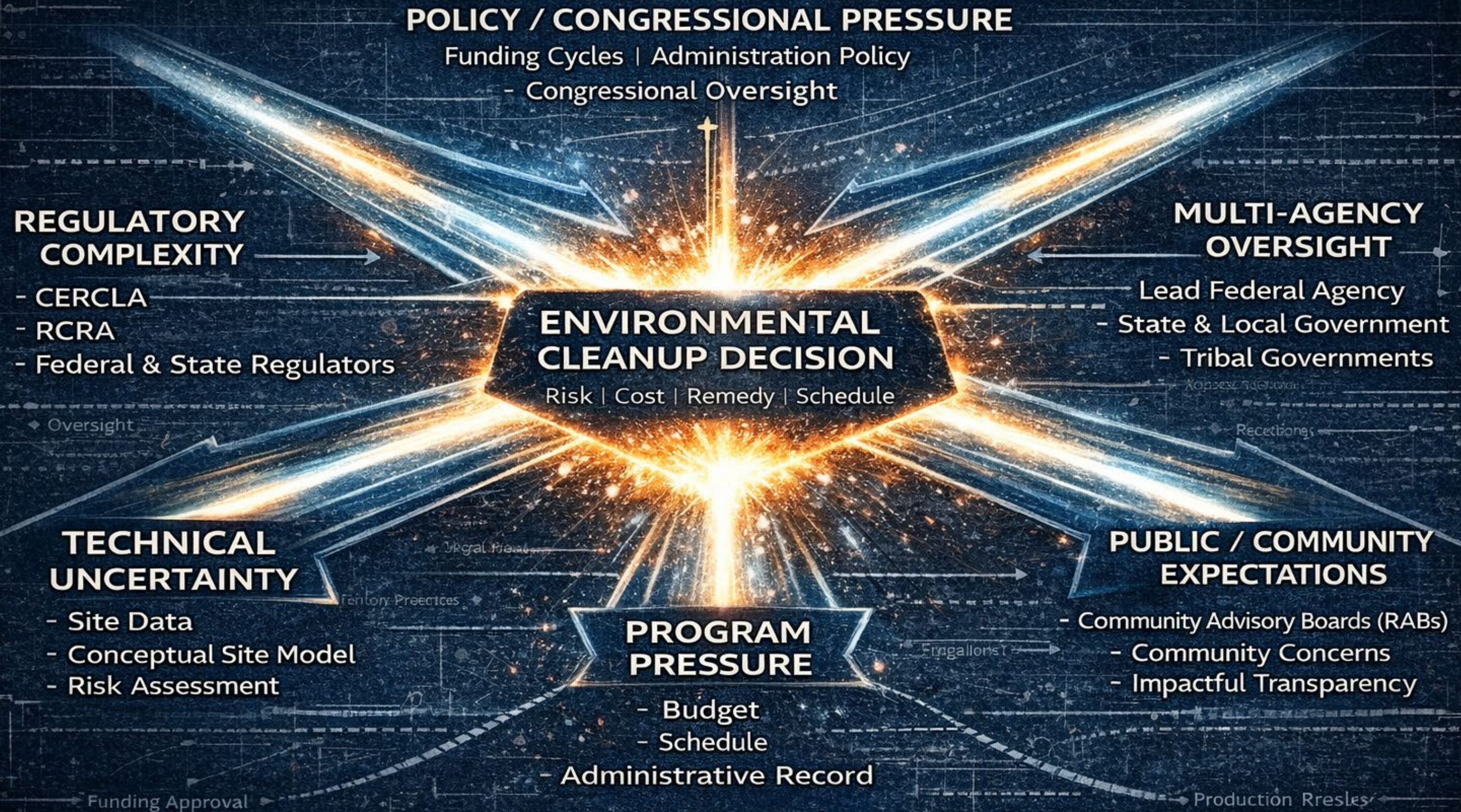
The Hidden Architecture of Environmental Collaboration

Partnering as engineered infrastructure for environmental cleanup progress

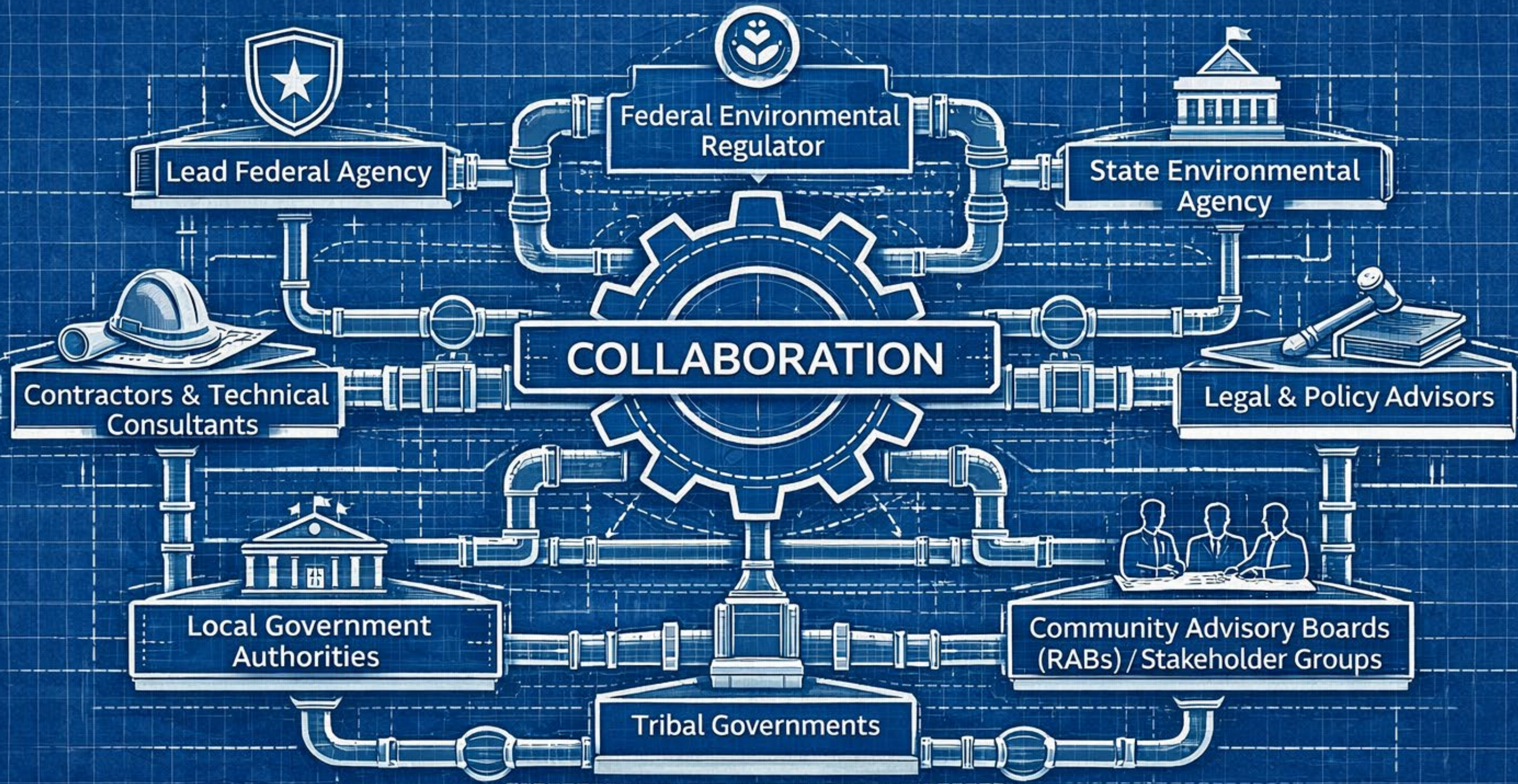


Clarity. Collaboration. Results.

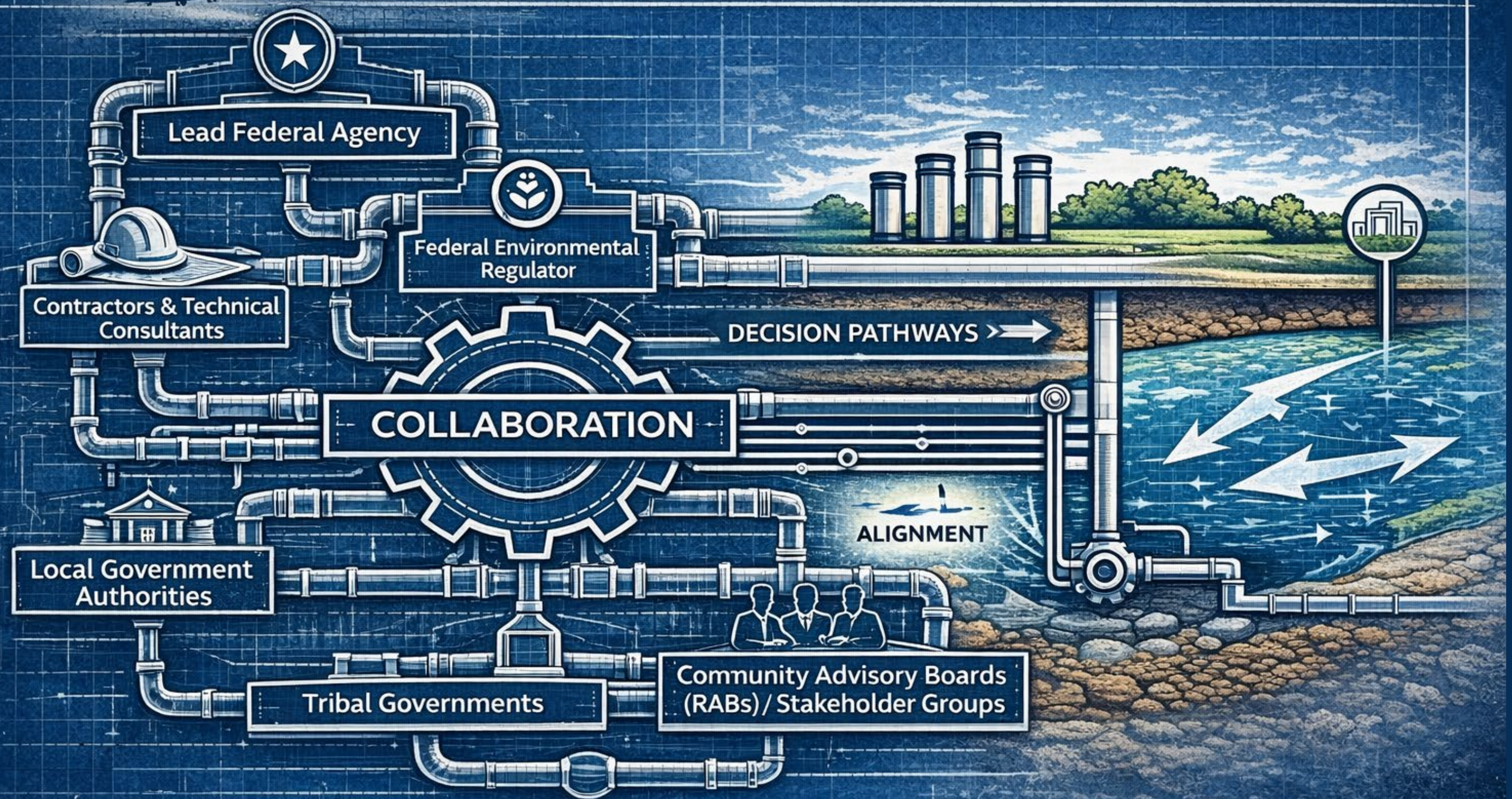
ENVIRONMENTAL CLEANUP: WHERE GOVERNING SYSTEMS COLLIDE



Collaboration = Infrastructure



COLLABORATION = INFRASTRUCTURE



© GALEN DRISCOL

If Collaboration is Infrastructure, What Does it Look Like?

Environmental cleanup succeeds when the collaboration system includes:

- Clear leadership and authorities
- Regulatory alignment and oversight
- Technical expertise and remediation systems
- Site-specific data and evolving science
- Community and stakeholder engagement
- Trust built through consistent interaction



The Evolution of Partnering — From Ad-Hoc to Infrastructure

Ad-Hoc
Collaboration

TEAMWORK

FORMALIZED
Partnering

Today
Partnering as
INFRASTRUCTURE



FRAGMENTED

TRUST +
RELATIONSHIPS

PROCESSES +
TOOLS

Partnering is not a soft skill — it is operational infrastructure.



Decision
Protocols



Meeting
Architecture



Issue
Elevation Pathways



Structured
Stakeholder Engagement

Engineered Collaboration Drives Progress



01

Decision Protocols

02

Meeting Architecture

03

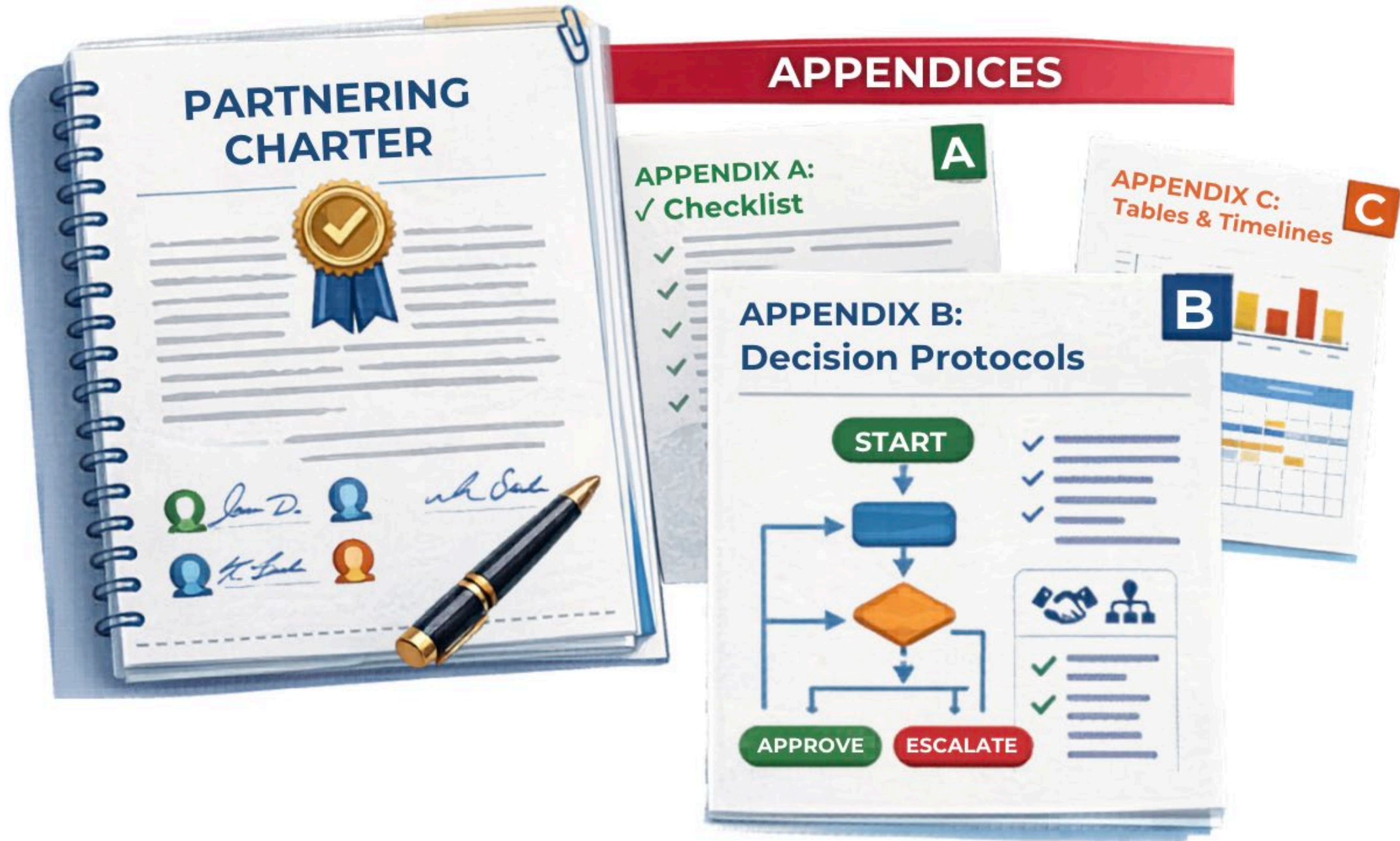
Issue Elevation Pathways

04

Structured Stakeholder Engagement

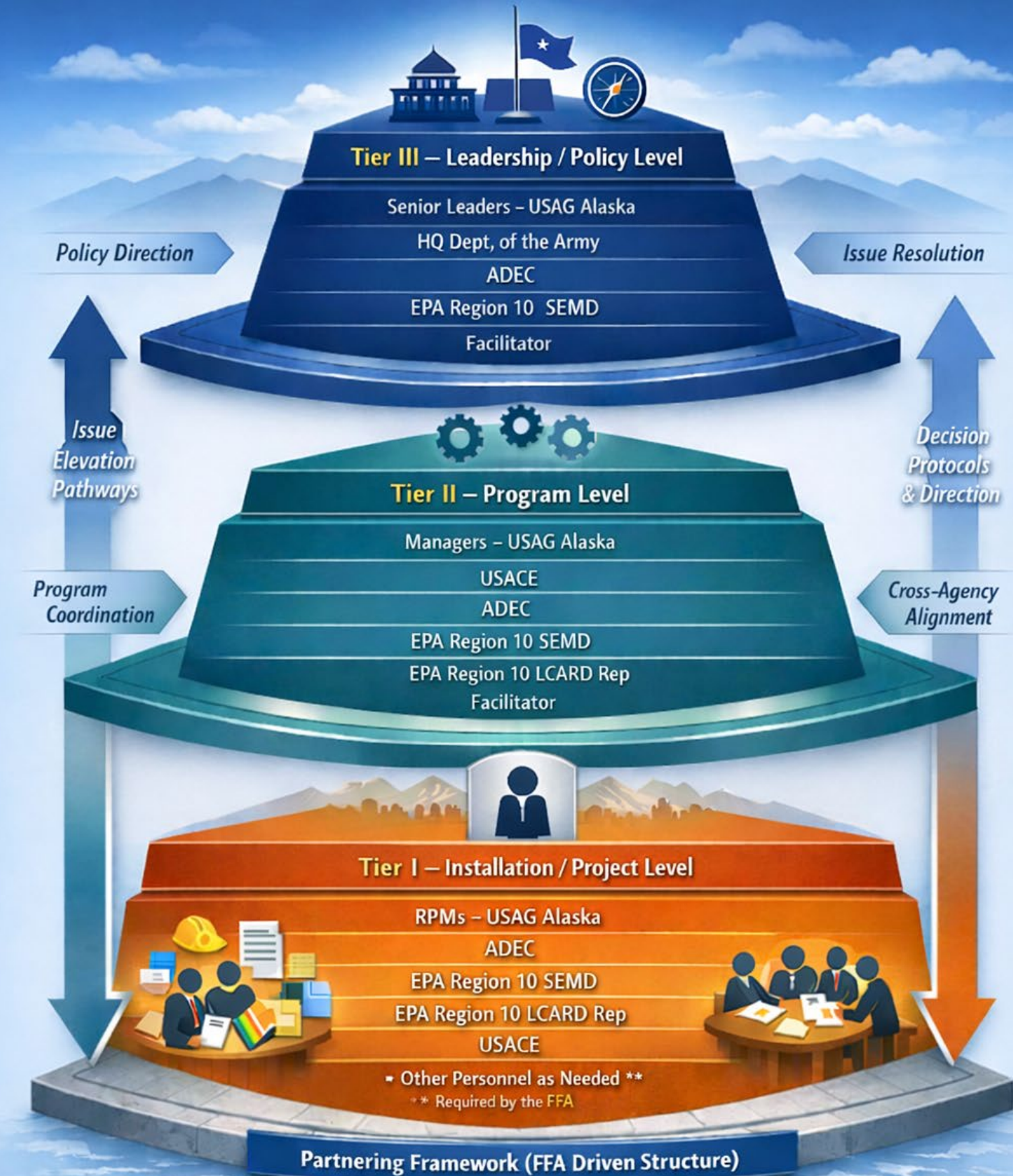
01

Decision Protocols



Tiered Partnering Structure – Environmental Restoration (USAG Alaska)

Structured decision-making, issue elevation pathways, and coordinated engagement across levels



Meeting Architecture

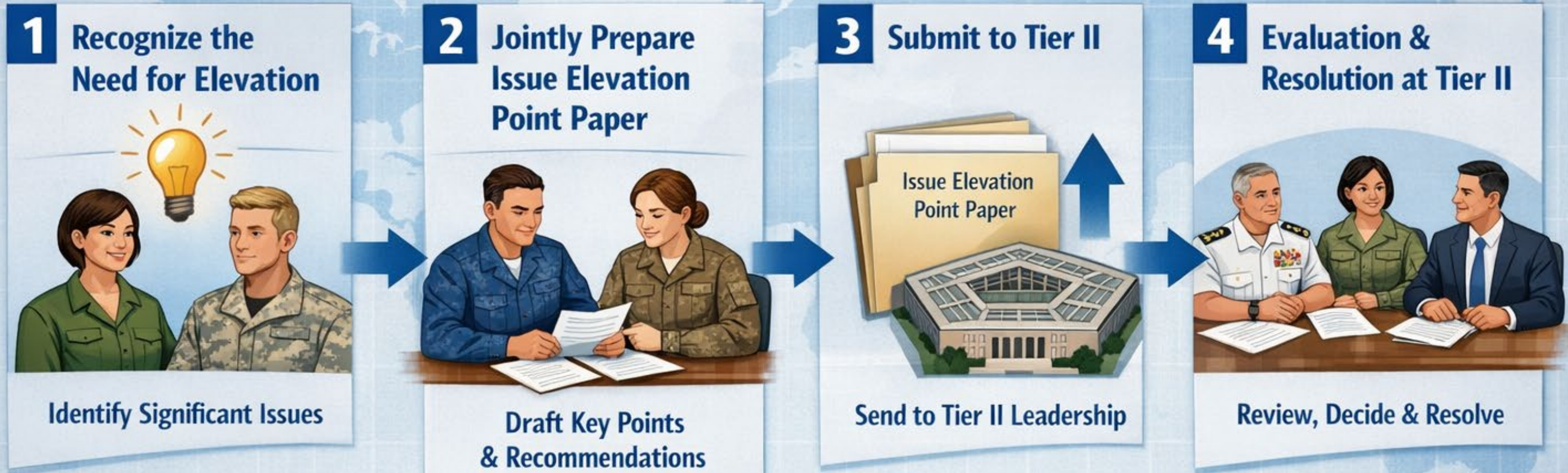
The screenshot shows a Microsoft Excel spreadsheet with the following data:

| Task | Assigned To | Due Date | Status | Notes |
|--------------------------------|-------------|-----------|-------------|--|
| Prepare draft cleanup report | John Doe | 5/15/2024 | In Progress | Initial draft circulated |
| Review site monitoring data | Jane Smith | 4/29/2024 | Completed | Data for Q1-2024 |
| Confirm next meeting date | Mike Brown | 5/3/2024 | Pending | Based on availability of key personnel |
| Schedule risk assessment study | S. Adams | 5/20/2024 | Not Started | Consult contractor for availability. |
| Update community outreach plan | Sue Lee | 5/10/2024 | Not Started | Pending ADEC guidance |

The spreadsheet interface includes a ribbon with tabs for File, Home, Insert, Draw, Page Layout, Formulas, Data, Review, and View. The status bar at the bottom shows navigation arrows and four tabs: Action Items (selected), Decision Points, Future Agenda Items, and Future Meeting Dates.

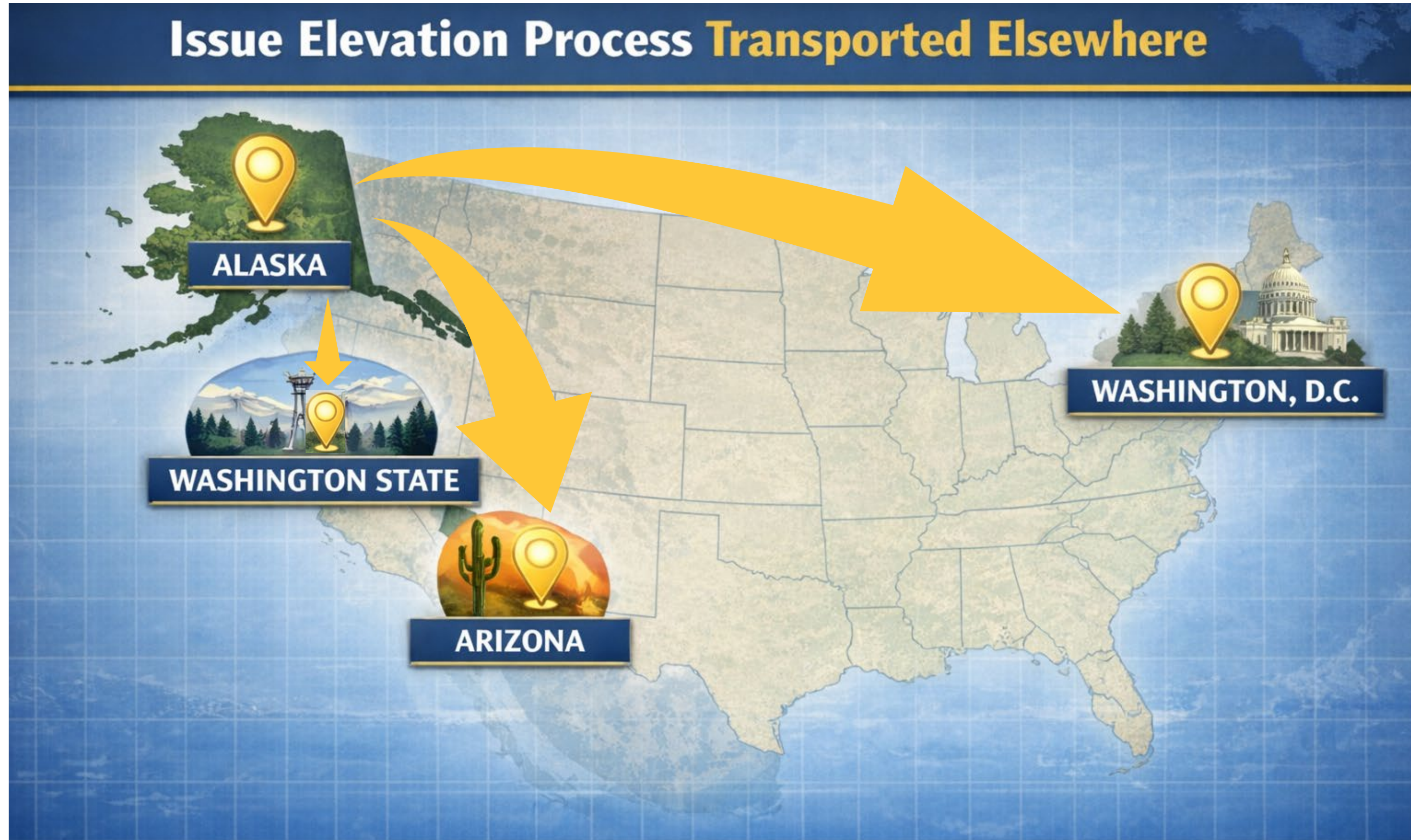
Issue Elevation Pathways

Appendix 1: Issue Elevation Process

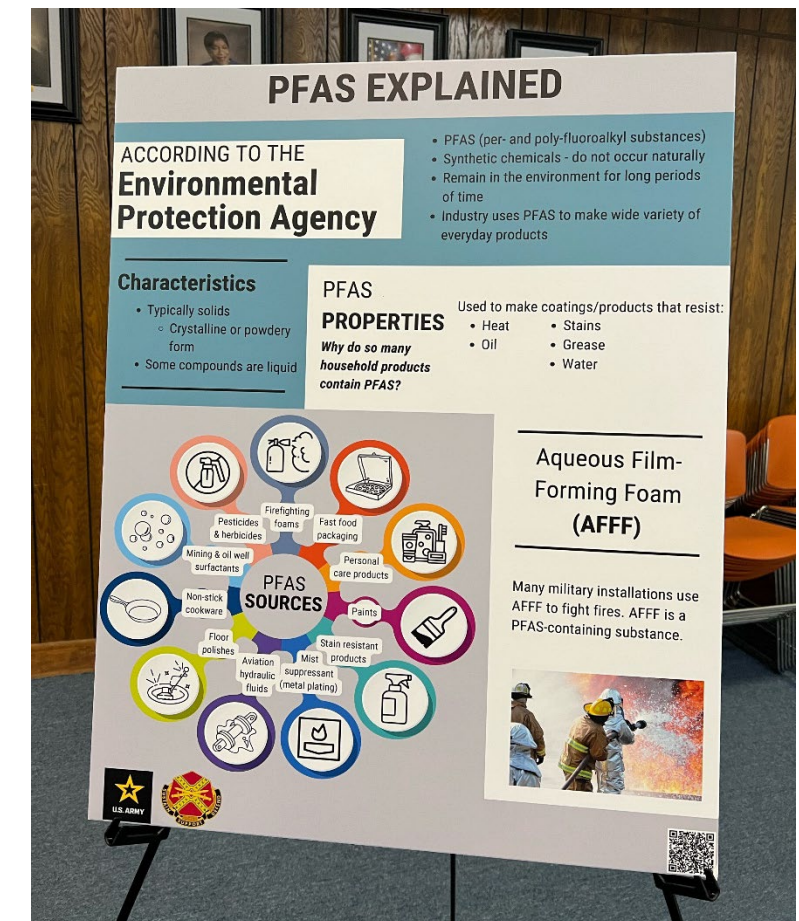
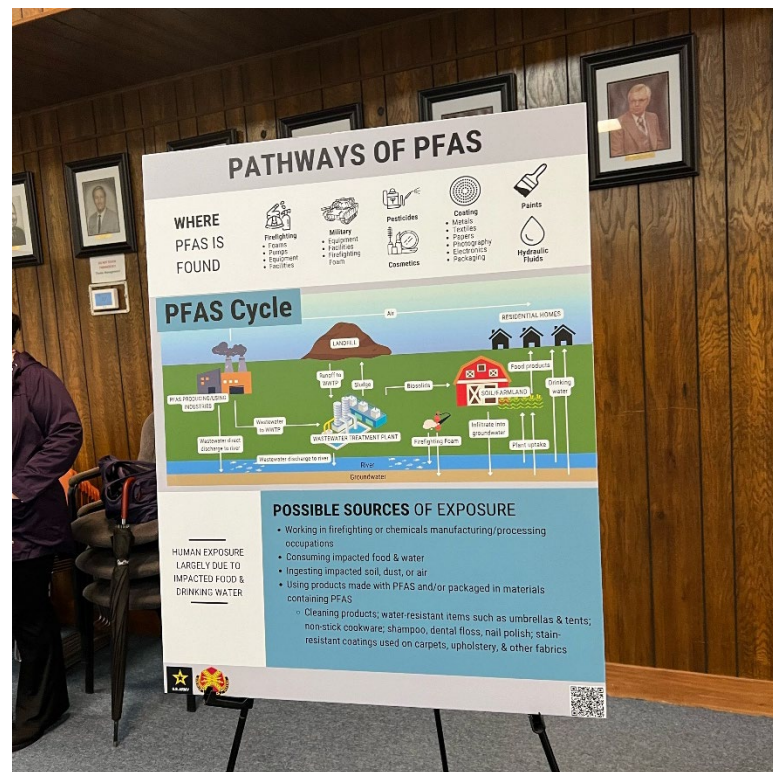


03

Issue Elevation Pathways



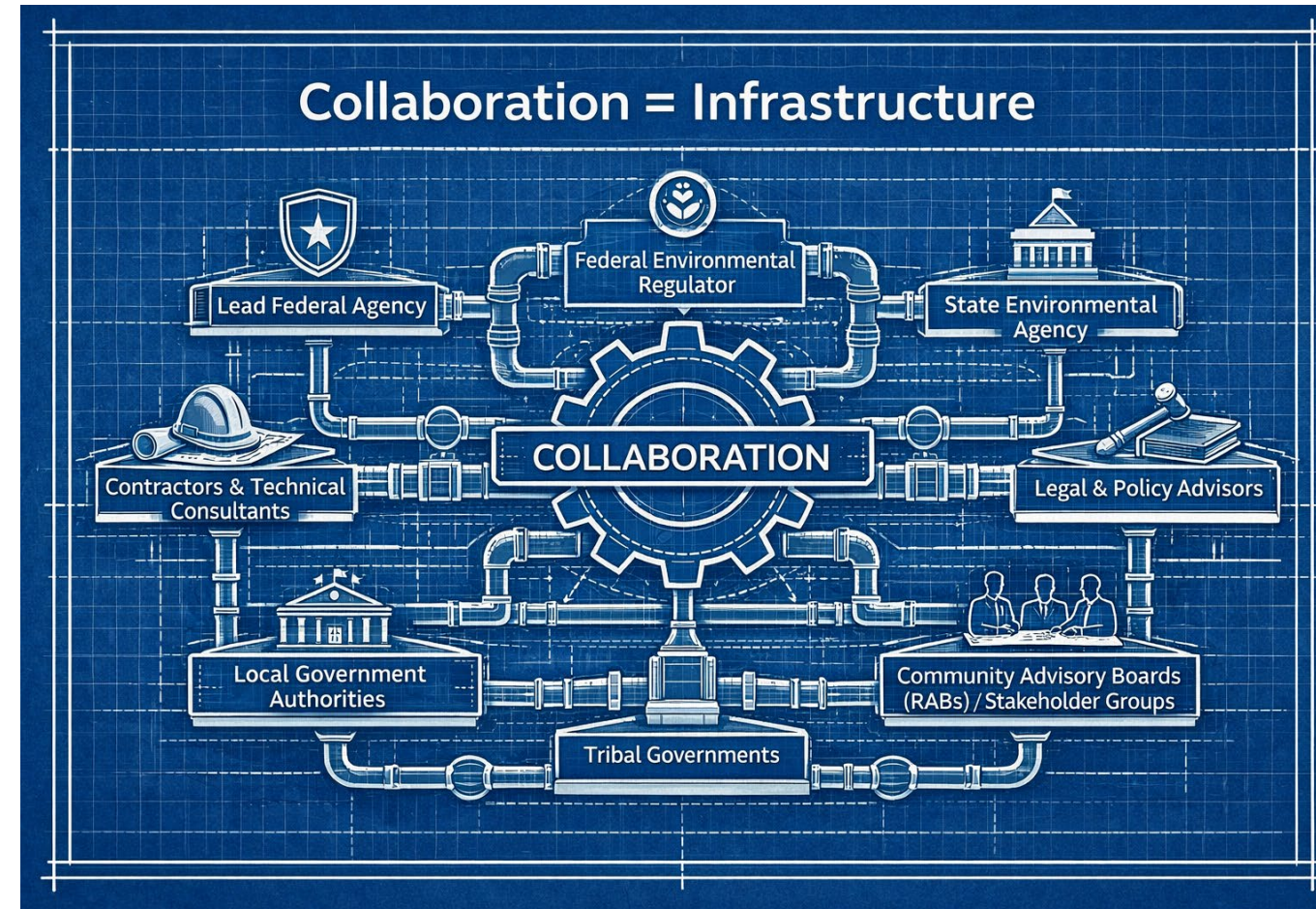
Structured Stakeholder Engagement



Key Takeaways



Progress is a systems problem, not a science problem.



Collaboration must be engineered.
Design the way you work. Structure
removes bottlenecks.



This approach is transferable.