

FT. McCLELLAN BCT MEETING MINUTES
 PARTNERING SESSION #57
 FT. McCLELLAN, AL
 JANUARY 7-8, 2004

AGENDA ITEM	RESPONSIBILITY	NOTES
Check In Guest Introduction and Roles	Host: Ron Levy Leader: Ron Levy Recorder: Jeanne Yacoub	See Attendees List – Attachment A.
Ground Rules	BCT	Attachment B provides the ground rules, as revised in January, 2001.
Agenda	BCT	Attachment C provides the draft February agenda. Attachment D provides the January meeting summary.
Accept Previous Minutes	BCT	The team reviewed the draft September minutes, and accepted the minutes as final.
Action Items	BCT	Action items were reviewed and updated, as indicated in Attachment D.
Long-Term Planning (BCP)	BCT	IT provided a final BCP on December 21, 2001.
Goals/Metrics Update	BCT	The team began brainstorming this topic during the June 1998 meeting, and also began development of preliminary goals for consideration by the group. This topic requires the BCT to set aside schedule time to address.
Facilitator Observations	David Smith	David Smith, the new facilitator, attended his first meeting with the team. His notes and observations are provided at Attachment E.

ATTACHMENT A

LIST OF PARTICIPANTS
BCT SESSION #57
FT. McCLELLAN, AL
JANUARY 7–8, 2004

Participants:

Ron Levy, Ft. McClellan (FTMC)
Lisa Holstein, FTMC
Lee Coker, US Army Corps of Engineers, Mobile District (USACE, Mobile District)
Claude Leake, USACE, Mobile District
Dan Copeland, US Army Engineering and Support Center, Huntsville (CEHNC)
Philip Stroud, Alabama Department of Environmental Management (ADEM)
Doyle Brittain, US Environmental Protection Agency, Region IV (EPA)
Jeanne Yacoub, Shaw Environmental Inc. (Shaw)
Steve Moran, Shaw
Todd Biggs, Tetratech/Foster Wheeler
Greg Sisco, Shaw
Paul Goetchius, Shaw
Karen Thorbjornsen, Shaw
Rich Prann, Shaw
Randy McBride, Shaw
Miki Schneider, JPA
Mike Kelly, AEC
Bill Shanks, FTMC
Shana Decker, ADEM
Linda Balcom, Matrix
David Smith, CorpPsychology, Inc.

ATTACHMENT B

BCT GROUND RULES

General:

1. Leave rank and title at the door, and have a free and open discussion on any subject affecting the BCT.
2. Work smarter, not harder: create ways to simplify and streamline the BCT process.
3. Identify and express individual team members' sensitive issues, and agree to keep them within the team.
4. Alert other team members of any changes in cost or schedules.
5. Rotate meeting leaders.
6. Have fun.

Meeting Behavior:

1. Come prepared; do your homework.
2. Participate fully: offer your perspective and advice for the benefit of the whole team.
3. Listen to others' views and opinions, try to understand their needs, respect them, and work to resolve differences, and support team decisions.
4. Draw out other members: be open to other ideas and different perspectives.
5. Avoid interruptions and side conversations.
6. Call time out when necessary.
7. Make decisions by consensus: all in agreement, all owning the decision.
8. Turn off cell phones.

ATTACHMENT C

BCT MEETING AGENDA

1. Check In
2. Guest Introduction/Role in Meeting
3. Review Ground Rules (Attachment B to these minutes)
4. Finalize Agenda with additions and/or subtractions (Item 9 of this Attachment)
5. Accept Previous Meeting Minutes
6. Review Action Items from Previous Minutes (Attachment D to these minutes)
7. Review Long-Term Planning (BCP)
8. Goals/Metrics Update
9. Accomplish Agenda Items (Item 9 of this Attachment)
10. Meeting Summary Review
 - Set next meeting date
 - Set next meeting agenda
 - Set time and date for conference call
 - Set meeting dates for next six months
 - Review action and consensus items
 - Review and evaluate Partnering Process

ITEM #9
DRAFT FEBRUARY AGENDA
BCT MEETING

Tuesday, February 17, 2004

1300 – 1330	Check-in/Finalize Minutes/Agenda/Action Items	BCT
1330 – 1345	Document Status Tracking	Lisa
1345 – 1400	JPA Update	Miki
1400 – 1415	Soldiers' Chapel Removal Report Status Update	Philip
1415 – 1515	Motor Pool 3100 Comment Resolution	Shaw
1515 – 1700	Ranges West of Iron Mountain Road Responses to Comments	Shaw

Breaks As Needed

Wednesday, February 18, 2004

0800 – 1100	Ranges West of Iron Mountain Road Responses to Comments (cont'd)	Shaw
1100 – 1130	30-60-90% Updates	Shaw

Breaks As Needed

Parking Lot

Baby Bains Gap Road SLERA

ATTACHMENT D

MEETING SUMMARY With ACTION ITEMS

Next BCT Meeting: February 2-3, 2004

Primary Agenda: See Item #9

January Meeting Summary:

Check-In – Participants introduced themselves and are listed on Attachment A.

Finalize Agenda and Minutes – The team reviewed the September conference call minutes and accepted them as final with some minor editorial fixes.

Action Items – The BCT reviewed action items; the updates are presented in Attachment D at the end of this text.

Document Status Tracking – Lisa provided the team with the latest version of the document status tracking spreadsheet. She pointed out the items needing BCT priority attention.

UXO Update – Todd Biggs provided a UXO Update for the team. The team is still waiting on their meeting with ADEM regarding the Bravo Area EE/CA. They have tentatively identified January 28-29th for the meeting.

Tetrattech/FW is currently evaluating comments from the USFWS (U. S. Fish and Wildlife Service) on the draft Charlie Area EE/CA.

Tetrattech/FW has submitted responses to ADEM comments on the draft final Eastern By-Pass Removal Report.

The draft Removal Report for the Y-Area was submitted in December.

The clearance of the roads and firebreaks in the USFWS parcel in the Charlie Area is currently ongoing.

Tetrattech/FW has also started the field work for the 3 small Anniston Water Board sites.

JPA Update – Miki indicated that ESCA work, the Project Management Team, and redevelopment are all being pursued. The Cost Study for the Bravo Area will kick off in March. Execution of the transfer probably won't happen til 05 for funding reasons. The Army will only receive \$2-3M in 04.

Matrix was selected as the Project Management contractor in December. Matrix is currently working on planning documents, site-specific sampling and analysis plans, and decision documents. They have also prepared solicitations for laboratory and survey services.

Redevelopment is actively underway on the installation. The Community Arts Center will open in May. The McClellan Lodge is open. Hunjan is also building and hiring. The Old MP School renovation is underway. USTs will be pulled by the end of January. New home construction is also underway.

Ranges West of Iron Mountain Road – Doyle indicated that he was not prepared to participate in technical discussions or decisions without having his technical personnel at the meeting, but he reviewed his comments with the team. He highlighted two key issues for EPA; adequacy of sampling and impacts resulting from aggregation of data. Philip agreed with Doyle's assessment, and also indicated that perchlorates were an important issue for ADEM. Ron and Lisa pointed out that the Army wants to FOST the By-Pass Area, so it is important to work issues on these parcels, since they are part of the area to be transferred. Ron suggested a meeting between all the risk assessors to discuss and resolve the key issues on the RWIMR. EPA and ADEM should bring the resources they need to resolve any residual technical issues on these parcels, as will the Army. The team agreed to check tentative dates of 2-3 February with their respective organizations (alternate dates of 17-18 February).

Shaw will review technical data for the sites including the site conceptual model, project chronology, data, previous discussions and decisions, and current risk assessment issues. The meeting will be held in ADEM offices in Montgomery.

Baby Bains Gap Road Ranges SLERA – Shaw provided responses to comments on the SLERA and recommended that EPA and ADEM include those responses in their technical review, since many of the same issues arise on the SLERA as are mentioned in the comments on the RWIMR report. If comments on the RWIMR are resolved in the February meeting, then many of the same issues should be resolved for Baby Bains Gap Road SLERA as well.

Doyle requested one extra paper copy of both reports be sent to him. Mike Kelly asked for the same reports on CD. Shaw will provide the documentation to Doyle and Mike.

30-60-90% Updates – Steve Moran provided the update on Shaw's activities for the project team. Shaw is completing field work at all sites, and expects to be done at Choccolocco Corridor by the end of February.

Work is underway on several documents including Report of Findings for T-6, T-38, and LF 3. Shaw is also working on RI for the IMR ranges, BBGR ranges, BGR ranges, and Range K.

Partnering Process for the Future – Ron indicated that there is work still to be done on the installation, but it is much less in volume than the team has experienced in the past. Ron suggested that the BCT consider meeting quarterly instead of monthly, and have monthly conference calls during the months where there is no meeting. The team identified dates for future meetings and conference calls.

Future Meetings and Conference Calls – BCT Meetings May 27-28, July 27-28, and October 26-27. Conference calls will be at 10am CST on March 30, May 25, June 29, August 24, September 28, and November 30.

Status of Action Items

Action Item No.	Responsible Team Member	Due Date	Status	Action Item
03/1/7	Philip	Feb 03	SNR	Review Soldiers' Chapel Removal Report in light of written comments on the SI report for discussion during February BCT meeting.
03/7/3	Ron/Philip/Doyle	August	Done	Have conference call with Mike Kelly of AEC to discuss ecological risk issues associated with the small arms ranges.
03/9/1	Ron	October	Done	Update Forestry Commission on Choccolocco Corridor activities.
03/9/2	Ron	October	Done	Set up conference call with BCT members to review ecological risk assessment issues.
04/1/1	Jeanne	January	SNR	Send team email to coordinate February meeting in Montgomery on RWIMR and BBGR SLERA.
04/1/2	Steve	January	SNR	Provide Doyle and Mike with copies of RWIMR report and BBGR SLERA (paper copy to Doyle; CD to Mike).

SNR=Status Next Report

ATTACHMENT E
FACILITATOR NOTES AND OBSERVATIONS

1. **Meeting Location:** Fort McClellan , AL

2. **Dates:** January 7-8, 2004

3. **Purpose of the visit:** Partnering Workshop Partnering Meeting Planning Session
 Coaching Initial Interview Session Conflict Resolution Other

4. **Facilitator:** David G. Smith

5. **Number of attendees and organizations**

20 attendees representing:

Fort McClellan	(3)	Shaw Env.	(7)
USACE-Mobile	(2)	Tetrattech/FW	(1)
ADEM	(2)	Matrix	(1)
USEPA	(1)	AEC	(1)
JPA	(1)	US Army ESC	(1)

6. **Guests and Link and their organizational affiliations:**

N/A

7. **Stage of Team Development:**

Forming: Storming: and Norming: Performing:
 High Performing

8. **Significant issues and/or events:**

Goals and Successes: The team reviewed and updated its meeting schedule. Agreed to meet quarterly, agreed to facilitation.

Technical Site Issues:

- UXO---Meeting with ADEM regarding Bravo Area EE/CA pending. Tentatively scheduled Jan. 28-29
- JPA Update---ESCA work, Project Management Team, and redevelopment being pursued. Bravo Area cost study will begin in March, anticipate 05 transfer. MATRIX selected as Project Mgt contractor.
- Ranges West of Iron Mountain Road---EPA and ADEM review of comments focused on two issues; adequacy of sampling and impacts resulting from adequacy of data, ADEM also concerned about perchlorates. Army wants to FOST the By-Pass Area so encouraged a February meeting with all risk assessors to discuss and resolve technical issues.
- Baby Baines Gap Road Ranges SLERA---Above noted meeting will also address these issues.

9. **Partnering Performance and Training**

No training scheduled. This BCT is clearly showing the signs of infrequent meetings, little or no facilitation, conflict, absolute distrust, and pressure to complete. Extra-meeting conversations and issues delayed and impacted the meeting schedule and process.

10. Summary

See 9 above. Cooperation and teamwork limited at best. Time pressures, difficult deliberations and decisions, new players, and old animosities will exacerbate the situation. This is a very important time period and this BCT/Tier I may not be able to resolve their own issues within the time left to operate. Appear to be running out of time, money, energy and patience. Outcomes of the above noted February meetings will be critical in determining next steps.

11. Recommendations

The quarterly meetings planned for this team are unlikely to improve team functioning, especially if little headway is made on resolving outstanding technical issues. The agendas will be necessarily full, and trust rebuilding will require a level of commitment which appears to be unavailable.

This BCT, likely with Tier II and III involvement, will need to develop vehicles for working its way through the next several months. It will be difficult to rebuild a traditional partnering effort and meet transfer goals at the same time. Some modified strategies and top-down encouragement may be required.

12. Goals/Plans/Actions for Next Meeting

These plans should be developed following the February technical meetings which will dramatically impact the agenda and tone of the next Tier I meeting.

13. Next meeting dates:

2004

- May 27-28,
- July 27-28,
- October 26-27
- Monthly conference calls in non-meeting months.