

FT. McCLELLAN BCT MEETING MINUTES
 PARTNERING SESSION #5
 ATLANTA, GA
 JANUARY 22 and 23, 1998

AGENDA ITEM	RESPONSIBILITY	NOTES
Check In Guest Introduction and Roles	Host: Bart Reedy Leader: Recorder: Jeanne Yacoub	See Attendees List -- Attachment A. Ted Simon from EPA, John Herbert and Bill Eliot from QST, Agnes Mayila from IT Corporation, Dean Hutchins and Joe King from Army Environmental Center were in attendance at this meeting.
Ground Rules	BCT	BCT read ground rules at the beginning of Day 2 of this meeting. Attachment B provides the ground rules established in October.
Agenda	BCT	The team's first activity was to attend Ron's presentation to the Tier II group on the status of Ft. McClellan's program. The team then reconvened to a conference room to review comments on QST's SI Work Plan, and spent the remainder of the day accomplishing that task. The team began the second day by reading ground rules, finalizing the agenda and minutes, and then diverting to broad group issues of team performance in terms of trust, retribution, power, frustration, and communications. This heated discussion continued until Dean Hutchins and Joe King arrived to discuss Joe's new role with regard to the BCT, whereby the remainder of the discussion was parked pending David Smith's afternoon presentation on The Power Principle. After lunch, the afternoon itinerary was revised to include the EBS discussion and Power Principle presentation, with the group acknowledging that it would not be possible to cover roles and responsibilities in the remaining time frame, and that it would be better to discuss those issues during the February meeting. Attachment C (Item #9) is the draft February agenda. Primary topics for discussion include roles and responsibilities, and goals and metrics. During the December meeting, each BCT member provided (in 25 words or

		less) their own perception of their primary role on the team. These roles were distributed to team members at the Knoxville meeting, and are also provided at Attachment E. These handouts will form the basis for beginning discussions on BCT roles and responsibilities.
Accept Previous Minutes	BCT	Draft December minutes were slightly modified, and accepted. The team discussed the best way to report on Action Items, and decided that another format might be more suitable. David provided Jeanne with an example format from another team that has been incorporated into these minutes for team review and consideration.
Action Items	BCT	As mentioned above, the team decided to explore alternative ways of reporting progress on action items. Attachment D is an alternative format that provides the status on action items covered during the January meeting.
Long-Term Planning (BCP)	BCT with Guests	Agnes Mayila attended the first day of the meeting mainly to listen to the comments on QST's Work Plan with the objective of incorporating applicable concepts to IT's future work at Ft. McClellan. Ellis is in the process of developing an RFP that reflects part of Ft. McClellan's FY98 program. The schedule for this effort is to negotiate a task order with IT by the middle of February, and to begin work planning immediately upon award.
Goals/Metrics Update	BCT	Goals and metrics are on the January agenda (Attachment D). Attachment G provides the DOD Measures of Merit for BRAC projects submitted by Lisa Kingsbury for group consideration in the development of project goals and metrics.
Facilitator Evaluation	David Smith	See Attachment F.

ATTACHMENT A

LIST OF ATTENDEES
PARTNERING SESSION #5
ATLANTA, GA
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Ron Levy, Ft. McClellan

Lisa Kingsbury, Ft. McClellan

Ellis Pope, Mobile District Corps of Engineers

Chris Johnson, Alabama Department of Environmental Management

Bart Reedy, EPA Region IV

Jeanne Yacoub, Project Manager, IT Corporation

David Smith, Team Facilitator, Smith and Associates

Guests:

Agnes Mayila, IT Corporation

John Herbert, QST

Bill Eliot, QST

Dean Hutchins, Army Environmental Center (AEC)

Joe King, AEC

Ted Simon, EPA

ATTACHMENT B
BCT GROUND RULES

1. Start and finish meetings and breaks on time.
2. One person talks at a time.
3. Stay focused on the agenda.
4. Distribute minutes and meeting agenda two weeks in advance of meeting.
5. Avoid interruptions and side conversations.
6. Keep agenda to manageable size.
7. Do homework/come prepared.
8. Consensus decisions.
9. Clarify differences.
10. Rotate meeting locations among BCT representatives.
11. Rotate meeting leader.
12. Be courteous/tactful/honest/respectful.
13. BCT pre-approves all guests.
14. Support BCT decisions.
15. Seek to understand others positions and styles.
16. Identify and agree upon issues/interactions, which are to be retained within the team.

ATTACHMENT C

AGENDA

BCT MEETING OF FEBRUARY 18-19, 1998

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 (Attachment G to these minutes)
9. Accomplish Agenda Items -- See next page
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
FEBRUARY AGENDA

Tuesday, February 17, 1998

Check-in:
Fairfield Inn

Wednesday, February 18, 1998

0800 - 0820	Check-In at ADEM offices Administrative Information	BCT
0820 - 0900	IT Work Plan Status -Long-Term Monitoring Plan -Installation-Wide Work Plan -Site-Specific Addenda (SOTS, Range K, Former Shell Tapping Area)	Jeanne Yacoub
0900 - 0915	Break	
0915 - 1000	Definitions: Roles and Responsibilities Goals and Metrics	David Smith
1000 - 1130	Roles and Responsibilities	BCT
1130 - 1230	Lunch Break	
1230 - 1300	Team Training	David Smith
1300 - 1700	Continue R/R	

Breaks as Needed

Dinner Plans

Thursday, February 19, 1998

0745 - 0800	Call to Order	Chris Johnson
0800 - 0930	Continue R/R	BCT
0930 - 0945	Break	

0945 - 1130 Goals and Metrics BCT

1130 - 1230 Lunch

1230 - 1700 Goals and Metrics BCT

Breaks as Needed

Adjourn

Parking Lot Items Added to the Agenda

FMDC Participation in the BCT

Tier II Minutes

Fish and Wildlife Service

Peer Review

EBS Letter from EPA

EPA Oversight

UXO

BCT Training

Eco Risk

EPA SW846 Update 3

ATTACHMENT D

MEETING SUMMARY With ACTION ITEMS

Next Meeting: February 18-19
8 am to 5 pm
ADEM Offices in Montgomery, AL

Primary Agenda: Discussion of Roles and Responsibilities, Goals and Metrics

January Meeting Summary:

Presentation to Tier II – Ron Levy provided an overview of the BRAC and DERA programs at Ft. McClellan, and discussed schedule and cost to accomplish closure of the base. Ron also provided information on the LRA's acquisition and reuse goals, and showed maps indicating the Ft. McClellan parcels with their intended reuse. His presentation was followed by a short question and answer period.

Resolution of Comments on QST SI Work Plan – During a day-long session with John Herbert and Bill Eliot of QST, the BCT reviewed, discussed, and resolved all technical comments on QST's SI Work Plan. QST will incorporate the comments into a final version of the document prior to their field mobilization.

Finalize Agenda and Minutes – On the second day during the finalization of minutes and mention of a specific item (the GIS database), the group discussion diverted to broad team issues that included team performance, trust, retribution, decision-making power, authority, frustrations, and communications. This heated discussion served to illustrate many members' feelings that power and influence within the group are not exercised equitably, or in a manner commensurate with respective roles and responsibilities within the team. The group came to the conclusion that agreement on roles and responsibilities would likely help resolve some of these frustrations, and that roles and responsibilities needed to be on the next month's agenda.

Program Oversight by AEC – Dean Hutchins introduced Joe King from Army Environmental Center. Joe will assume AEC's oversight responsibilities at Ft. McClellan. As a former Chemical Corps officer and AEC Executive officer with Technical Escort, who was once stationed at Ft. McClellan, Joe brings knowledge of chemical warfare material issues, and familiarity with Ft. McClellan facilities. Ron observed that Joe could provide a support function to the BCT, particularly in the area of chemical warfare material issues, Army/AEC policies on cleanup, and also bring the benefit of experience on other sites. Joe will be involved (along with Dean) at the Peer Review at Ft. McClellan during the week of February 23. He advised the BCT

to be honest and forthcoming during the upcoming Peer Review; the more information provided, the more informed the report will be.

EBS Discussion – Chris wanted to understand the finalization of the EBS document and what that meant given the fact that he and Bart had raised comments on the document that had not been resolved to their satisfaction. He expressed his opinion that the consensus process had been abandoned in the case of the EBS finalization. Lisa reviewed the EBS chronology and process, indicating the the document had undergone two draft iterations prior to finalization, that most of the parcels had been put into the category 7 status, and that they (the Army) felt they had to finalize the document. Ron and Lisa also explained that Bart and Chris did not have to concur with the document, and that any official notice of nonconurrence would be entered into the administrative record with the EBS document. Ron requested that if Bart and Chris do decide to submit written nonconurrence, that the notice be specific about the areas of nonconurrence. Chris and Bart expressed concerns about Ft. McClellan’s ability to obtain funding for CERCLA issues within ranges that are currently listed as CERCLA Qualified for UXO only. Ron, Lisa, and Ellis explained that a site does not have to be category 7 in the EBS to warrant funding under BRAC, and that the EBS includes a paragraph addressing CERCLA issues on the ranges.

The Power Principle – David Smith presented a brief training session entitled “The Power Principle.” After this session, the team discussed power and control principles, and how those concepts influence team interactions, and progress.

Future Meetings – Future BCT meetings were set for February 18-19 at ADEM’s office in Montgomery, and March 26-27 at Ft. McClellan.

Status of Action Items

Action Item No.	Responsible Team Member	Due Date	Status	Action Item
97/10/1	BCT	Nov 97	Underway	Provide Jeanne with goals and metrics information for future distribution with minutes; Lisa has provided information, included as Attachment G, on DOD Measures of Merit for use in the development of project goals and metrics).
97/10/2	David	Nov 97	Underway	Provide example roles/responsibilities for meeting leader and gatekeeper (David accomplished this action on time in November, but the BCT has not yet addressed this topic, therefore it continues to be carried from the October meeting).
97/12/3	John Herbert	Jan 98	Underway	Provide updated BCP Master Schedule to BCT prior to January meeting.
98/01/4	Bart	Feb 98	Underway	Coordinate EPA's participation (Gannett-Fleming's Emily Olds and Athens ESD) in ecological risk site walk of the Cane Creek watershed and the second group of SI sites at Ft. McClellan scheduled for the week of March 2-6 (Chris Johnson will represent ADEM, Adrian Gonzalez will represent IT Corporation).
98/01/5	David	Feb 98	Done	Provide Jeanne with an alternative format for action items.
98/01/6	Bart, Chris	Jan 98	Underway	Bart will provide Chris with Gannett-Fleming's comments on OB/OD issues, and Chris will incorporate as appropriate.
98/01/7	Ellis	Feb 98	Underway	Arrange conference call with Chris, Radian, and the Army on OB/OD issues.

ATTACHMENT E

BCT ROLES AND RESPONSIBILITIES IN 25 WORDS OR LESS

Ron Levy

To act as the focal point for all BRAC activity and information coming from Ft. McClellan and Department of Army/DOD to all the BCT. All policies, procedures, and ongoing BRAC issues from the installation and our higher HQ should be focused through me.

Lisa Kingsbury

Work details with Ellis to keep the group informed in regard to funds requested for projects, funds received for projects, funds that will be lost if projects are not implemented.

Ellis Pope

My primary role as a team member is to provide technical assistance and contract management for the TERC contract as we work through the cleanup process.

John Whiting

To provide support for any funding, scheduling, or contracting issues that may occur.

Chris Johnson

To provide regulatory oversight of the Army in a manner that focuses on the mission and objectives that the BCT established.

Bart Reedy

- Emotional cheerleader for team building
- Less of a team leader
- Demand tolerance

David Smith

My primary role as McClellan BCT facilitator is to support and influence team members and processes in a manner which enhances team operation and improves execution of the cleanup effort.

Jeanne Yacoub

- Keep work focused on ultimate goals of team – i.e., Ft. McClellan closure
- Provide team with access to IT corporate resources for information on technologies, team processes, innovative approaches to work

ATTACHMENT F

FACILITATOR OBSERVATIONS AND RECOMMENDATIONS

Meeting Summary:

Meeting task activities for day one centered around finalization of previously initiated clean-up plans. Contractor presentations/plans were eventually “accepted” after much discussion. Day two activities, while designed to focus on “roles and responsibilities”, instead surfaced trust and power issues (reflecting the team training topic).

High level of interest and participation continued throughout the meeting with base-regulator differences evident. Significant questions concerning the review – comment process were raised. Emotional levels fluctuated and team communication, while difficult, was particularly productive.

Team Development Issues:

The most recent facilitator’s report reflected the concern that this Tier I Team, as composed, might have difficulty in resolving its issues. The team made significant strides in that direction during this meeting. They began to consider alternate work patterns requiring trust and teamwork and established initial movement in that direction. Upcoming roles and responsibilities discussions will both test and support this progress, as will finalization of generic work processes.

The individual team members did an outstanding job of applying continually productive team behaviors in what might have been a very difficult circumstance. Maintenance of and building upon these successful behaviors will allow continued positive team development.

Recommendations for Future Team Building/Maintenance:

See above. Continued focus on roles/responsibilities will provide clarification review successes and support progress.

ATTACHMENT G

DOD MEASURES OF MERIT FOR CONSIDERATION IN THE DEVELOPMENT OF PROJECT GOALS AND METRICS

The following DOD Measures of Merit under the BRAC Program (provided by Lisa Kingsbury) may provide a starting point for consideration in the development of goals and metrics for the Ft. McClellan project. Lisa's Email of 12/10/97 listed numerous Measures of Merit for various programs; the BRAC Program Measures of Merit are listed below:

MoM1: Relative Risk Reduction

The number of sites that are classified as high, medium, and low relative risk, and as RC or NFA

MoM2: Restoration

The number of acres that are transferable from DOD's control according to the requirements of CERCLA

MoM3: Compliance

The number of acres for which closure-related compliance projects have been completed

MoM4: Planning

The number of acres that have completed the environmental analysis and decision documents for disposal and reuse of property that are required under the National Environmental Policy Act (NEPA)