

FT. McCLELLAN BCT MEETING MINUTES  
 PARTNERING SESSION #7  
 FT. McCLELLAN, AL  
 MARCH 26 – 27, 1998

AGENDA ITEM	RESPONSIBILITY	NOTES
Check In Guest Introduction and Roles	Host: Ron Levy Leader: Recorder: Jeanne Yacoub	See Attendees List -- Attachment A.
Ground Rules	BCT	Ground rules were read at the beginning of the meeting. Attachment B provides the ground rules established in October.
Agenda	BCT	The team began the meeting by attending to a few administrative items. Lisa passed out the DSERTS database. She also provided 3 CDs containing EBS maps. David handed out copies of the BCT Mission/Charter statement with BCT Ground Rules printed on the reverse side. Chris provided documents on geological and water quality information for the State of Alabama. Several parking lot items were added to the March agenda for discussion, time permitting. The meeting then proceeded according to the March agenda. Attachment C provides the draft June agenda.
Accept Previous Minutes	BCT	The team accepted the draft February minutes.
Action Items	BCT	Action items were reviewed and updated, as indicated in Attachment D.
Long-Term Planning (BCP)	BCT	QST delivered the draft Version I BCP on March 15, 1998. The document is under review, and Ellis has a continuing action item, as described in Attachment D, to clarify contractual arrangements for Version II of the BCP.
Goals/Metrics Update	BCT	Goals and metrics are on the June parking lot (Attachment C). 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. David also previously provided several handouts for the team to review in preparation for discussions on this topic.
Facilitator Evaluation	David Smith	See Attachment F.

ATTACHMENT A

LIST OF ATTENDEES  
PARTNERING SESSION #7  
FT. McCLELLAN, AL  
MARCH 26 and 27, 1998

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:

None at this meeting

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 JUNE 2-5, 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 (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  
JUNE AGENDA

***Tuesday, June 2, 1998***

Check-in:  
Hampton Inn  
Knoxville, TN  
(423) 693-1101

Signature Inn  
Knoxville, TN  
(423) 531-7444

1300 – 1330	Check-In Welcome to Knoxville	BCT
1330 – 1500	Finalize Minutes/Agenda	BCT
1500 – 1530	Peer Review Update	Ron, Lisa
1530 – 1630	IT Work Planning, Project Schedule, Summer Mobilization	Jeanne
1630 – 1700	Procedures for Remainder of Meeting	BCT

Breaks as Needed

Dinner Plans

***Wednesday, June 3, 1998***

0745 – 0800	Check In	BCT
0800 – 1030	Comment Resolution Installation-Wide Work Plan	BCT w/Project Team
1030 – 1100	Background Metals (Outliers)	BCT w/Project Team
1100 – 1200	Combining Data Sets for Main Post and Pelham Range	BCT w/Project Team
1200 – 1300	Lunch (Brought In)	



## ATTACHMENT D

### MEETING SUMMARY With ACTION ITEMS

***Next Meeting:*** June 2, 1 pm to 5 pm  
June 3 – 4, 8 am to 5 pm  
June 5, 8 am to Noon  
IT offices, Knoxville, TN

***Primary Agenda:*** Resolution of Comments on IT Work Plans

#### ***March Meeting Summary:***

Administrative Items – Lisa provided the following handouts to the group:

- DSERTS database
- 3 CDs containing EBS maps (to Agnes Mayila only)

Chris provided the following handouts for Agnes only:

- Water in Alabama, Geologic Survey of Alabama, 1990
- Low Flow and Flow-Duration Characteristics of Alabama Streams, USGS, 1994
- Geohydrology and Susceptibility of Major Aquifers to Surface Contamination in Alabama Area 4, USGS, 1989
- Geohydrology and Susceptibility of Cold Water Spring in Jacksonville Fort Areas to Surface Contamination in Calhoun County, Alabama, USGS, 1987

David also provided laminated copies of the BCT Mission Statement/Charter with BCT Ground Rules printed on the reverse side.

Finalize Agenda and Minutes – Draft February minutes were accepted as final. The BCT also added some items to the agenda parking lot.

Action Items – The BCT reviewed January's action items, updated them, and developed others that are identified in Attachment D.

Peer Review Results – Ron Levy's latest information from the Peer Review Team is that the first draft report will happen during the first week of April. Ron thought the Peer Review went well and that the Peer Review Team felt they had received good cooperation from Ft. McClellan.

Toxic Popcorn – David conducted a team building exercise that engaged the group in a collaborative effort to accomplish safe transfer and containment of toxic popcorn threatening a nearby community. The team worked effectively to develop a workable solution and then to execute the solution. Group discussion revealed that members felt their process had been very effective, even though the popcorn was spilled. Further discussion indicated that success requires good process and task achievement.

Team Roles and Responsibilities – Ron opened this discussion by presenting his idea that the team should consider appointing a team leader who would provide the leadership that he feels he is not providing due to the numerous outside influences and pressures he experiences. The team discussed Ron's idea, and the numerous obligations that influence each individual, and reflected that different team members exert leadership at different times, but there is no one individual who plays the role of leader all the time.

David then presented consolidated results of the team's effort during the previous BCT meeting to identify primary and secondary roles for each other member on the team. This matrix (shown in Attachment E) served to illustrate the team's overlapping perceptions of each member's primary roles, and helped the team understand why there are frequent differences and conflicts among each other about authority and control issues. The meeting focus then turned to finalizing individual roles and responsibilities, with much discussion and rationalizing of individual positions. This discussion did not reach conclusion before lunch and afternoon activities.

Range J Site Walk – After lunch, the BCT drove out to Range J to discuss the technical approach to the Remedial Investigation planned for that site. The technical approach consists of the installation of several wells and field screening, probably using mobile laboratory technology, to place soil samples and try to locate the source of high volatile concentrations in one well.

More Roles and Responsibilities – After the Range J visit, team discussion returned to roles and responsibilities, with related topics on the EBS and comment/review process surfacing as examples to illustrate various positions on appropriate roles and responsibilities. This discussion again did not reach conclusion or consensus, but David took an action item to consolidate all team roles and responsibilities into a single list (Attachment E), and Bart and David will develop a "strawman" process roles and responsibilities. The meeting concluded for the day.

Still More Roles and Responsibilities – On day 2, in an effort to conclude discussion on roles and responsibilities, David passed out the matrix shown in Attachment E. He then asked each team member to eliminate the tasks they felt they could "live without" with the end objective resulting in two primary tasks per individual. In performing this task to clarify roles and responsibilities, most of the group achieved two primary roles that didn't overlap, with an exception that resulted once again in much controversy and discussion. The major focus of this controversy was on who has primary risk management authority and responsibility for Ft. McClellan; the Army or the State of Alabama. Without reaching consensus, this discussion led into an expanded discussion of the EBS document.

EBS – Lisa presented a chronology of events leading up to finalization of the EBS document, and the subsequent issuance of Bart's January letter of nonconurrence. After much discussion

about what letters and documents were issued and when, and the comment response process, the group reached consensus on a course of action. **CONSENSUS:** Bart and Chris will send a letter to replace the January letter of nonconurrence currently on record. The new letter will state their concurrence with the EBS document, and any nonconurrence on an exception basis. Additionally, Lisa will reissue the EBS transmittal letter. Any CERCLA parcels identified on the ranges in the future will be reflected in updated versions of the BCP on the CERFA map therein. **CONSENSUS:** Ron, Bart, and Chris will review existing range data to identify potential CERCLA parcels including the firing lines and impact areas. Ft. McClellan will take a few samples from select “typical” ranges with the intention of using that data in the decision-making process for all like ranges.

Background Metals Report – Chris will respond to the Army by April 3. Bart did not know when he would respond.

Installation-Wide Work Plan – Bart will coordinate a conference call with Chris and Ted to strategize the risk approach in the IWWP. Bart is not sure that EPA will accept Chris’ screening approach to human health risk. The call is tentatively scheduled for the week of April 6, and will include Paul Goetchius and Adrian Gonzalez of IT.

Tier II Link – If information transfer is the topic, Ron is the link. If a technical or strategic issue is the topic, then Ron may call in other support as appropriate. Ron needs to respond to Tier II’s request for BCT success stories, and solicited help from the team in identifying appropriate material. Ron will prepare a draft, email/fax it for review, and coordinate a conference call to review any comments.

Chocolocco Corridor – Chris wants Army assurance that Army will address corridor issues. Army legal opinions indicate that Army is not responsible for cleanup of the corridor. Chris would like ADEM and EPA letters stating the Army is responsible for Chocolocco cleanup (regulatory position).

DERA Sites – Lisa indicated that DERA sites are identified and tracked in the DSERTS database. This is conveyed to the National Guard Bureau. Chris will write a letter to the National Guard Bureau ensuring DERA sites are picked up in the licensing of property to the ANG.

FMDC Participation in BCT – Bart will draft a response from the BCT to FMDC for consideration by the BCT.

UXO – Huntsville is developing a plan. They flew over Ft. McClellan and should have GIS maps in approximately one month. Ellis will ask Dave Scradulis (Huntsville) to be prepared to brief the BCT on concept and provide a time line for their activities.

Human Health/Rad Issues – Bart will coordinate a conference call with Rick Buttons (EPA) to review hot cell rad issues/compliance on March 31. Both ADEM and EPA are concerned about aerial flyover, mound removal, and well installation at Rideout Mound/Field.

Future Meetings – The next BCT meeting will take place May 11-14 at IT's Knoxville, TN offices.

### *Status of Action Items*

<b>Action Item No.</b>	<b>Responsible Team Member</b>	<b>Due Date</b>	<b>Status</b>	<b>Action Item</b>
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).
98/02/1	Ellis	Feb 98	Done	Call Bill Eliot to confirm that draft BCP will be available by March 15, 1998
98/02/2	Ellis	Feb 98	SNR	QST has been verbally informed that they will not be finalizing the Version I BCP. Ellis will work the contractual requirements with Joe King/Dean Hutchins of AEC regarding descoping this work from QST.
98/02/3	Jeanne	Mar 98	Done	Prepare a list of completed action items.
98/02/4	BCT	Mar 98	SNR	Comments on IT work plans.
98/02/5	Ellis	May 98	SNR	Ellis will schedule a conference call with Don Byars to coordinate with Corps' and Ft. McClellan's Safety offices to ensure IT's Safety Plan is compliant with Army requirements regarding UXO/CWM sites.
98/02/6	Ellis	Mar 98	Dropped	Notify BCT of hotel reservations for Mobile meeting in April. (Meeting changed to Knoxville in May).
98/02/7	Chris	Mar 98	Done	Provide details on UXO conference via email.
98/03/1	David	May 98	Underway	Consolidate team roles and responsibilities.
98/03/2	Bart/David	May 98	Underway	Develop a "strawman" of process roles and responsibilities.
98/03/3	Bart/Chris	April 98	Underway	Issue a letter of concurrence with the EBS, stating nonconcurrence as exceptions.

98/03/4	Lisa	April 98	Underway	Reissue EBS transmittal letter.
98/03/5	Chris	April 3	Underway	Respond to Background Metals Report.
98/03/6	Bart	??	SNR	Respond to Background Metals Report.
98/03/7	Bart	April 98	Underway	Coordinate risk strategy conference call with Chris, Ted, Adrian, and Paul.
98/03/8	Ron	May 98	Underway	Draft BCT Success Stories for Tier II, conference call with BCT.
98/03/9	Chris	May 98	SNR	ADEM/EPA letters explicitly addressing Army liability for Choccolocco Corridor.
98/03/10	Chris	May 98	SNR	ADEM letter to National Guard Bureau to ensure DERA sites are picked up by ANG license of property.
98/03/11	Bart	May 98	Underway	Draft letter to FMDC for consideration by BCT.
98/03/12	Ellis	May 98	SNR	Coordinate brief by Dave Scradulis (Huntsville) on UXO plan and strategy.
98/03/13	Bart	April	Underway	Coordinate conference call with Rick Buttons (EPA) to review hot cell/Rideout Field rad issues and compliance.

\*SNR=Status Next Report

ATTACHMENT E

BCT TEAM ROLES AND RESPONSIBILITIES

Primary Task Roles

<i>Roles</i>	<b>Ellis</b>	<b>Jeanne</b>	<b>Ron</b>	<b>Bart</b>	<b>Lisa</b>	<b>Chris</b>	<b>BCT</b>
Financial Management			X		X		
Risk Management			X			X	
Regulation				X		X	
Environmental Advocate							X
Environmental Policy Expert							
Contract Management	X	X					
Coordination					X		X
Community Relations							
Information Resource							X
Process Improvement							
Reviewer	X			X		X	
Technical Expert		X					

## ATTACHMENT E

### BCT TEAM ROLES AND RESPONSIBILITIES

- Attend and participate in BCT meetings.
- Respond to public information requests.
- Maintain open lines of communication with team members.
- Help prepare and maintain the BRAC Cleanup Plan.
- Provide input to BCT agendas.
- Provide presentations to the BCT when applicable.
- Assist BCT in resolution of issues.
- Meet commitments that are agreed to.
- Maintain a professional attitude towards all partnering team members; be responsive to each team member's individual needs.
- Participate in team partnering and decisions.
- Suggest ways to meet all partnering team member requirements.
- Assist with project scoping.
- Implement team decisions.
- Adhere to team ground rules.
- Keep work on schedule.

## ATTACHMENT F

### FACILITATOR OBSERVATIONS AND RECOMMENDATIONS

#### **MEETING SUMMARY:**

Meeting kickoff activities were marked by a late start, external distractions, and tension. Little to report on Peer Review activities. Following the training activity, the meeting focus was on finalizing individual roles and responsibilities with an emphasis on primary roles. The afternoon included Range J sitewalk/scoping and return to roles/responsibilities conversation/clarification. The need to explicate and settle issues surrounding “the EBS letter” surfaced frequently and that discussion/negotiation compromise was completed.

#### **TEAM DEVELOPMENT ISSUES:**

The BCT members evidence continuing frustration with their struggles to finally complete process and projects. No satisfactory procedure for conflict resolution has been established, and issues of control/norming are evident. Between meeting strategies and “unofficial” communications disrupt teamwork. Leadership questions emerge as the need for continuing productivity increases.

This BCT is still divided into at least two camps. The “bridge personnel” necessary to unification are in place, but the “need” to unify is apparently not yet strong enough to move the team from “positional bargaining to principled negotiation”.

#### **RECOMMENDATIONS FOR FUTURE TEAM BUILDING/MAINTENANCE:**

- Emphasize “Check In”.
- Focus on developing a conflict resolution process that team members will accept/utilize.
- Continued need for successes and “sales”.
- Build team focus through successes and “sales”.

## 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)

## ATTACHMENT G

### REFERENCES FOR CONSIDERATION IN THE DEVELOPMENT OF GOALS AND METRICS

- Region 4 Partnering Success Stories
- Hurlburt AFB Metric No. 1, Summary of IRP Site Status
- Compilation of Metrics Input