

FT. McCLELLAN BCT MEETING MINUTES
 PARTNERING SESSION #20
 MONTGOMERY, AL
 SEPTEMBER 14 – 15, 1999

AGENDA ITEM	RESPONSIBILITY	NOTES
Check In Guest Introduction and Roles	Host: Chris Johnson Leader: Recorder: Jeanne Yacoub	See Attendees List – Attachment A.
Ground Rules	BCT	Attachment B provides the ground rules established in October, 1997.
Agenda	BCT	The meeting started late, but proceeded according to the September agenda. Attachment C provides the draft November agenda. Attachment D provides the September meeting summary.
Accept Previous Minutes	BCT	The team reviewed the draft June minutes, and accepted them as final.
Action Items	BCT	Action items were reviewed and updated, as indicated in Attachment D.
Long-Term Planning (BCP)	BCT	One of the main agenda items for the June meeting was BCP discussions. The team has set the BCP aside pending resolution of some policy issues that require resolution prior to completion of the BCP. Attachment E provides the reporting and review schedule for the SI reports that will be part of the BCP master schedule.
Goals/Metrics Update	BCT	Goals and metrics remain on the agenda (Attachment C). The team began brainstorming this topic during the June, 1998 meeting, and also began development of preliminary goals for consideration by the group. 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 Smith also previously provided several handouts for the team to review in preparation for discussions on this topic.
Facilitator Observations	David Sanderson	David Sanderson attended his fourth meeting with the team this month. His notes and observations are provided at Attachment F.

ATTACHMENT A
LIST OF ATTENDEES
BCT SESSION #20
MONTGOMERY, AL
SEPTEMBER 14 – 15, 1999

Ron Levy, Ft. McClellan

Lisa Kingsbury, Ft. McClellan

Ellis Pope, Mobile District Corps of Engineers

Chris Johnson, Alabama Department of Environmental Management

Bart Reedy, Environmental Protection Agency, Region IV

Jeanne Yacoub, The IT Group

David Sanderson, Facilitator

Guests:

Steve Moran, The IT Group

Chris Manikas, SAIC

Mike Barta, SAIC

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 NOVEMBER 16 – 17, 1999

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
DRAFT NOVEMBER AGENDA

Monday, November 15, 1999

Check-in:

Wingate Hotel
Oxford, AL
1.256.831.1921
\$50/night + tax

Hampton Inn
Oxford, AL
1.256.835.1492
\$50/night + tax

Tuesday, November 16, 1999

0800 – 0830	Check-In	BCT
0830 – 0900	Finalize Minutes/Agenda	BCT
0900 – 0930	National Guard MOA	Ron
0930 – 1200	Comment Resolution Bypass EE/CA	BCT w/Huntsville
1200 – 1300	Lunch	
1300 – 1400	Comment Resolution (Cont'd) Bypass EE/CA	BCT w/Huntsville
1400 – 1430	Bldg. 1928/Category 7	BCT
1430 – 1700	SSSLs and MDLs	BCT w/Simon and Goetchius

Breaks as Needed
Dinner Plans

Wednesday, November 17, 1999

0745 – 0800	Check In	BCT
0800 – 1200	SI Template Reports Comment Resolution/Format	BCT w/IT
1200 – 1300	Lunch	

1300 – 1700

Facilitation Exercises

BCT w/David

Breaks as Needed
Adjourn

Parking Lot Items

Landfill Geophysics
NFA Definition
Range Remediation Approach
Goals and Metrics

ATTACHMENT D
MEETING SUMMARY
With
ACTION ITEMS

Next Meeting: November 16 – 17, 8 am to 5:00 pm
Ft. McClellan, AL

Primary Agenda: SI Format and Review, SSSLs vs. MDLs

September Meeting Summary:

Finalize Agenda and Minutes – Draft June minutes were reviewed, revised, and accepted with amendments as final. The BCT also added some items to the agenda parking lot.

Action Items – The BCT reviewed June’s action items, and updated them. The updates are presented in Attachment D.

SAIC RI Report Comment Resolution – The BCT decided to postpone resolution of EPA’s comments to SAIC, since most of those comments pertain to still-unresolved ecological risk assessment questions. The BCT further decided that SAIC should also attend the October meeting at EPA to understand how to proceed with ecological risk assessment in their report. The BCT then proceeded to review and resolve ADEM’s comments on the report.

IT Work Plans Comment Resolution – The BCT reviewed and resolved all ADEM, Army, and EPA comments on IT Work Plans. When discussions addressed the sampling of buildings at the Ammunition Supply Point, Bart pointed out that IT work plan activities alone would not result in a change of the buildings’ Category 7 status, since this work plan addresses only CERCLA issues outside the buildings. There are other explosives, CWM, and radiological concerns that will be addressed through subsequent efforts after operations cease. The group acknowledged this point since the buildings are still being used. Lisa will check with Huntsville to see if CWM in buildings is included in the EE/CA. Radiological concerns will be addressed in closeout of the facility according to Army closeout procedures.

MDLs vs. SSSLs – The group discussed the fact that in some cases, Minimum Detection Limits (MDLs) are higher than calculated Site-Specific Screening Levels (SSSLs). IT is in the process of producing a table listing all SSSLs, MDLs, and RLs so that the BCT can ascertain where differences and potential problems exist. This topic is an agenda item for the November BCT meeting.

Range 20 Soils – The BCT reviewed the results from the sampling effort that took place on the Range 20 soils that were removed to 6 Calhoun County storage locations. Though the sampling results indicated no contamination in those soils, both Bart and Chris pointed out that institutional controls would have prevented the soils from being removed. IT will provide a site map for Range 20 to indicate where on the range the

removal took place, and will finalize the report.

Bart indicated EPA's position on Range 20 soils issue to be:

- The non-detects do not impact analytical requirements at other firing lines
- Non-detects may indicate dilution
- Fact that it happened points out the need for an IC Plan
- Responsible parties are Ron and Colonel Treuting, again indicating the need for an IC Plan

Ron indicated the Army position to be:

- The event was an internal Army foul-up
- Would not have been prevented by an IC Plan
- People who need to be at the meeting on the 20th of September will be there
- To prevent reoccurrence, Ft. McClellan wants an MOA with the Corps that requires coordination with the BEC whenever intrusive work is planned

Facilitator Interviews – David Sanderson conducted phone interviews with most members of the BCT and selected project personnel in late July/early August. He provided feedback on those interviews to the group, and solicited group input. His discussions are summarized in Attachment F.

Parking Lot Items – The BCT identified other topics that require discussion, but were not addressed at the September meeting due to time constraints. Those topics are:

- NFA Definition
- Status of Iron
- What does it take for the Army to believe/acknowledge regulator flexibility

Future Meetings – October 6 (ecological risk) in EPA offices in Atlanta, November 16 – 17 at Ft. McClellan, December 14 – 15 in Mobile.

Status of Action Items

Action Item No.	Responsible Team Member	Due Date	Status	Action Item
98/03/8 II. Consider how to publicize the information.	Ron	May 98	SNR	Write up draft BCT Success Stories for Tier
98/08/4 Background Metals Report to Lisa and Ellis.	Bart	Aug 98	SNR	Write concurrence letter on final
99/5/3 meet all Army document review schedule requirements.	Bart	June 99	Dropped	Send Ron a letter expressing inability to
99/9/1 or not the EE/CA includes CWM in buildings at the ASP.	Lisa	Oct 99	SNR	Check with Huntsville to ascertain whether

*SNR=Status Next Report

ATTACHMENT E

SITE INVESTIGATION REPORT SCHEDULE
FT. McCLELLAN

	Site Name	Parcel No.	Document	Start Date	To Client	Regulatory Comments	Response to Comments	Final SI
	CK005 WAD 1							
	11 th Chem Motor Pool & UST	29(7)	SI	2/10/00	3/31/00	4/28/00	5/10/00	6/2/00
Package 1	UST Building 3298 Motor Pool 11th Chem	30 (7)						
	Washrack Building 3262	74(7)						
	Old Hospital	95(7)	SI	1/17/00	2/15/00	3/15/00	3/27/00	4/14/00
	Former Motor Pool Area 2000	144(7)	SI	2/24/00	4/7/00	5/5/00	5/12/00	6/9/00
	Former Gas Station Area	137(7)						
	GSA Area and Surrounding Warehouses	151(7)	SI	2/24/00	4/7/00	5/5/00	5/12/00	6/9/00
	UST GSA Motor Pool Building 238	2(7)						
Package 2	UST POL Point GSA Area	4(7)						
	Former Battery Maintenance Building 234 GSA Area	67(7)						
	Washrack Building 232	69(7)						
	UST Former Gas Station near Building 234	238(7)						
	Washrack near Building T-222	129(7)						
	Multicraft Shop Building 245 (Demolished)	111(7)						
	Former Dry Cleaning Area Building T-233	91(7)						
	Washrack at Nielsen St	128(7)						
	Former Motor Pool Area 3100	146(7)	SI	2/10/00	3/31/00	4/28/00	5/10/00	6/2/00
	UST Building 3138 Area 3100 Motor Pool	212(7)						
	UST Building 3138 Area 3100 Motor Pool	24(7)						
	UST Building 3138 Area 3100 Motor Pool	25(7)						
Package 3	Washrack Building 3142	73(7)						
	Autocraft Shop/Former DPDO Building 1800	100(7)	SI	1/27/00	2/24/00	3/24/00	4/3/00	4/28/00
	UST Autocraft Shop (assoc. w/100)	20(7)						
	UST Autocraft Shop (assoc. w/100)	47(7)						
	Former Motor Pool Area 1800/1900	145(7)	SI	1/27/00	2/24/00	3/24/00	4/3/00	4/28/00
	UST Building 1997 1800/1900 Motor Pool	52(7)						
	Former Decontamination Complex Building 1271	93(7)	SI	2/24/00	4/7/00	5/5/00	5/12/00	6/9/00
	UST Decon Fac Building 1271 Assoc. w/ 93(7)	46(7)						
	Former Gas Station @ Building 1294	140(7)						
	Washrack Building 1298	70(7)						
	Former Motor Pool Area Building 1398 4th Ave	148(7)	SI	2/10/00	3/31/00	4/28/00	5/10/00	6/2/00
	Former Gas Station @ Area 13 Building 1394	16(7)						
	Former Motor Pool Area 600 GMO	149(7)	SI	2/10/00	3/31/00	4/28/00	5/10/00	6/2/00
Package 4	UST Former Gas Station Building 694	136(7)						
	Quarter Master's Gas Storage	130(7)	SI	1/17/00	2/15/00	3/15/00	3/27/00	4/14/00
	Former Fuel Yard	131(7)	SI	1/17/00	2/15/00	3/15/00	3/27/00	4/14/00
	Motor Pool Area 800	164(7)	SI	3/8/00	4/5/00	5/5/00	5/19/00	6/23/00
	UST Building 888 Motor Pool	11(7)						
	Washrack Building 866	68(7)						
	UST Building 894 Motor Pool	12(7)						
	Former Gas Mask Test Chambers Building 439	196(7)	SI	1/27/00	2/24/00	3/24/00	4/3/00	4/28/00
	Former CS Training Area	198(7)						
	Gas Mask Test Chamber Building T-401 & 402	195(7)						

	Site Name	Parcel No.	Document	Start Date	To Client	Regulatory Comments	Response to Comments	Final SI
	Former PCP Dip Tank DEH Compound	64(7)	SI	2/24/00	4/7/00	5/5/00	5/12/00	6/9/00
	UST Building 202/215 DEH Compound	1(7)						
	Washrack Building 214 DEH Compound	64(7)						
Package 5	Pesticide Mix/Storage Facility Building 211	64(7)						
	Herbicide Storage Facility Building 208	64(7)						
	Post Garbage Dump North of Reilly Airfield	126(7)	SI	4/19/00	5/31/00	6/28/00	7/12/00	8/30/00
	Former Motor Pool Area 3100 S of 23rd St	147(7)	SI	2/10/00	3/31/00	4/28/00	5/10/00	6/2/00
	Washrack Building 3146/3147	72(7)						
	UST Building 3196/3148 Motor Pool	27(7)	SI	2/24/00	4/7/00	5/5/00	5/12/00	6/9/00
	UST Building 3196/3148 Motor Pool	28(7)						
	Training Aids Building 267	166(7)	SI	3/8/00	4/5/00	5/5/00	5/19/00	6/23/00
	Former Chem Laundry and Motor Pool Area 1500	94(7)	SI	3/8/00	4/5/00	5/5/00	5/19/00	6/23/00
	UST Former Gas Station Building 15 Motor Pool	132(7)						
	UST Former Gas Station Building 1494 Area 14	133(7)						
	Former Gas Station Building 1594 Area 15	134(7)						
	Range 24A Fog Oil drum Storage	88(6)	SI	TBD	TBD	TBD	TBD	TBD
	Range 24A Multi-Purpose Range	108(7)	SI	TBD	TBD	TBD	TBD	TBD
	Smoke Area BVZ	124(7)	SI	3/15/00	4/12/00	5/12/00	5/26/00	6/30/00
Package 6	Smoke Area S	106(6)	SI	3/15/00	4/12/00	5/12/00	5/26/00	6/30/00
	Smoke Area R	105(6)	SI	1/27/00	2/24/00	3/24/00	4/3/00	4/28/00
	Stump Dump	82(7)	SI	2/24/00	4/7/00	5/5/00	5/12/00	6/9/00
	Old Incinerator Building 5710	125(7)	SI	3/15/00	4/12/00	5/12/00	5/26/00	6/30/00
	Former Smoke Area Choccolocco Corridor	107(7)	SI	3/15/00	4/12/00	5/12/00	5/26/00	6/30/00
	Former Smoke Area South Slope Morgan Mountain	159(7)	SI	1/27/00	2/24/00	3/24/00	4/3/00	4/28/00
	WAD 03							
	Waste Chemical Storage Area	87(7) & 10(7)	SI	1/17/00	2/1/00	3/1/00	3/10/00	4/1/00
	WAD 05							
	Former Fire Training Pit	77(7)	SI	1/17/00	2/1/00	3/1/00	3/10/00	4/1/00
	WAD 11							
	Range J	202(7)	RI	2/24/00	4/7/00	5/5/00	5/12/00	6/9/00
	CK004							
	Range 12	70Q	Act Memo	11/3/99	11/19/99	12/14/99	12/15/99	1/30/00
CK004	Range 13	71Q	Act Memo	11/3/99	11/19/99	12/14/99	12/15/99	1/30/99
	Range 19	75Q	Act Memo	11/3/99	11/19/99	12/14/99	12/15/99	1/30/00
	Skeet Range	69Q	Act Memo	11/3/99	11/19/99	12/14/99	12/15/99	1/30/00
	Former Transformer near Building 3798	57Q	SI	2/24/00	4/7/00	5/5/00	5/12/00	6/9/00
	Area 45/Weapons Demonstration Area	232Q/194 Q	SFSP/SSHP	TBD	TBD			
	CK003							
CK003	Range K: Former Agent Training Area	203(7)	REL RISK EVAL	TBD	TBD			
	Former Shell Tapping Area	201(7)	REL RISK EVAL	TBD	TBD			
	SOTS Site	102(7)	REL RISK EVAL	TBD	TBD			
Package 7	Fill Area West of Range 19	233(7)	SI	TBD	TBD	TBD	TBD	TBD
	Fill Area East End Reilly Air Field	227(7)	SI	4/19/00	5/31/00	6/28/00	7/12/00	8/30/00
	Fill Area Northwest of Reilly Air Field	229(7)	SI	4/19/00	5/31/00	6/28/00	7/12/00	8/30/00
Package 8	Drain Field	236(Q)	SI	4/19/00	5/31/00	6/28/00	7/12/00	8/30/00
	Probable Fill Area at Range 30	231(7)	SI	4/19/00	5/31/00	6/28/00	7/12/00	8/30/00

	Site Name	Parcel No.	Document	Start Date	To Client	Regulatory Comments	Response to Comments	Final SI
Package 9	Motor Pool Area 1300	143(7)	SI	5/1/00	6/2/00	6/30/00	7/14/00	8/11/00
	Washrack Building 1294	168(7)	SI	5/1/00	6/2/00	6/30/00	7/14/00	8/11/00
	Small Weapons Cleaning and Storage Compound - Bldg 1378	174(7)	SI	5/1/00	6/2/00	6/30/00	7/14/00	8/11/00
	Former Motor Pool Area 1000	150(7)	SI	5/1/00	6/2/00	6/30/00	7/14/00	8/11/00
	UST Gym Pool Building 1012	13(7)						
	Former Gas Station Area 1000	139(7)						
Package 10	Golf Course	178(7)	SI	5/1/00	6/2/00	6/30/00	7/14/00	8/11/00
	Former Printing Plant Building 1060	172(7)	SI	5/11/00	6/16/00	7/14/00	7/28/00	8/25/00
	Bulk Storage Area Building 296	60(6)	SI	5/11/00	6/16/00	7/14/00	7/28/00	8/25/00
Package 11	Trench Near Range 20 Firing Line	239(7)	SI	5/11/00	6/16/00	7/14/00	7/28/00	8/25/00
	Trench Near Range 20 Firing Line	240(7)	SI	5/11/00	6/16/00	7/14/00	7/28/00	8/25/00
	Ground Scar with Probable Trenches at Driving Course	200(7)	SI	5/11/00	6/16/00	7/14/00	7/28/00	8/25/00
Package 12	Former Printing Plant Building 144	171(7)	SI	5/22/00	6/23/00	7/21/00	8/4/00	8/31/00
	Printing Plant Building 143 Basement	138(7)	SI	5/22/00	6/23/00	7/21/00	8/4/00	8/31/00
	Printing Plant Building 3183	162(7)	SI	5/22/00	6/23/00	7/21/00	8/4/00	8/31/00
	Personnel Decontamination Station Building 3185	179(7)	SI	5/22/00	6/23/00	7/21/00	8/4/00	8/31/00
	Former Fog Oil Storage Area West of Skeet Range	122(7)	SI	TBD	TBD	TBD	TBD	TBD
	Trenches West of Remount	228(7)	SI	6/1/00	7/13/00	8/11/00	8/25/00	9/22/00
Package 13	Printing Plant Building 151	173(7)	SI	6/1/00	7/13/00	8/11/00	8/25/00	9/22/00
	Washrack Building 1740 Soldiers Chapel	127(7)	SI	6/1/00	7/13/00	8/11/00	8/25/00	9/22/00
	AST at Range 16	177(7)	SI	6/1/00	7/13/00	8/11/00	8/25/00	9/22/00
	Former Ordnance Motor Repair Area	75(7)	SI	6/1/00	7/13/00	8/11/00	8/25/00	9/22/00
	General Purpose Building 303	41(7)						
Package 14	Recycling Center Building 338	42(7)						
	Building 326 (former OMRA)	5(7)						
	Recycling Center Building 338	6(7)						
	Former Small Weapons Repair shop Building 335	66(7)						
Package 15	DRMO Area	85(7)	SI	6/12/00	7/17/00	8/14/00	8/31/00	9/28/00
	Fill Area North of Landfill No. 2	230(7)	SI	6/12/00	7/17/00	8/14/00	8/31/00	9/28/00
	Cleared Area with Mound Choccolocco Corridor	237(7)	SI	6/12/00	7/17/00	8/14/00	8/31/00	9/28/00
Eco	Ecological Screening Chapter		IWWP	11/15/99	11/30/99	12/30/99	1/14/00	1/28/00
	Ecological Screening of Creeks and Tribs /IW Watershed		SI	6/12/00	7/17/00	8/14/00	8/31/00	9/28/00
Removal	Indoor Pistol Ranges Removal (4 - Ranges)	16Q,217Q	RA	6/23/99	9/3/00	11/30/00	12/7/00	12/31/00
Mod 7 to CK005	ASP	197(7)	SSFP/SSHP	3/15/99	4/30/99	9/7/99	9/15/99	9/24/99
	Building 4416 at ASP	199(7)	SSFP/SSHP	3/15/99	4/30/99	9/7/99	9/15/99	9/24/99
	Washrack at Building 351	170(7)	SSFP/SSHP	3/15/99	4/30/99	9/7/99	9/15/99	9/24/99
	Area 1600 Motor Pool, Loading Dock, Vehicle Maintenance Bldg., Open Storage Area	163(7)	SSFP/SSHP	4/5/99	5/17/99	9/7/99	9/15/99	9/30/99
	Wash Area, O/W Separator, Grease Racks	71(7)						
	Vehicle Maintenance Shop	17(7)						
	Storage Building	18(7)						
	Former Gas Station Building	19(7)						
	Vehicle Maintenance Building	503(7)						
	Storage Building	504(7)						
	Trenches West of Iron Mountain Road	500(7)	SSFP/SSHP	4/5/99	5/17/99	9/7/99	9/15/99	10/5/99

	Site Name	Parcel No.	Document	Start Date	To Client	Regulatory Comments	Response to Comments	Final SI
CK007 CDTF	Environmental Baseline at Chemical Defense Training Facility	126Q	Env. Baseline	10/16/99	12/29/99	1/21/00	2/1/00	2/12/00

ATTACHMENT F

FACILITATOR NOTES AND OBSERVATIONS

Meeting Summary

The BCT met on September 14-15 at the ADEM building in Montgomery. The agenda included resolving comments on the SAIC plan and many IT work plans. On the afternoon of the second day I reported on my phone interviews with members over the summer, and several issues including institutional controls and team members' relationships came up and were discussed at length. I have summarized the results of my phone interview at the end of this report.

Observations

The first day was fragmented because some members arrived late for a variety of reasons, and it was difficult for the team to focus. However, in the morning team members agreed on a strategy for a proposed meeting in early October about procedures for ecological risk assessment, which would allow the opportunity for EPA, IT, and others to discuss their viewpoints and clarify how best to complete the site investigations. In the afternoon, with the full team there, the team made progress on the SAIC comments.

The next morning, the team showed itself at its best, resolving differences about the SAIC report and the IT plans. At several points all members were involved in helping to clarify and resolve issues, and they displayed how well they can collaborate when they have a common purpose and a defined task.

In the afternoon, after a report on the interviews I had done (see below), Chris raised the issue of institutional controls, and he and Bart expressed their continuing frustration about others' lack of interest. The discussion heated up as Ron and Chris discussed a recent phone call they had had, and at one point Chris and Bart almost left the meeting. They stayed, however, and I believe that Chris and Ron got past their immediate difficulty. I think that Chris's and Bart's decision to stay past the crisis in the meeting was very important, as was Ron's willingness to let things cool down a bit.

Generally, the team finished the day with some optimism that the two meetings scheduled with other people (one about IC's on September 20, the other about eco-risk on October 5-6) would go a long way to resolve these two issues and let the team get on with its work.

Recommendations

1. At the next opportunity, review the ground rules, especially those about meeting management, and ask every team member to recommit to them or suggest changes they can live with. Decide on starting and ending times. Consider adding a ground rule about exploring assumptions.
2. Agree about commitments and accountability to the team: Who wants to continue on the team, and how can the team hold members responsible?
3. If the institutional controls issue is not resolved elsewhere, follow Chris's suggestion that the team can

explore it by identifying what it means in detail (rather than responding on the basis of what we think it might mean).

Interview Data

This is a synthesis of team members' responses (excepting Bart) to nine questions I asked them over the phone in late June and early July 1999.

Where the BCT is now:

Stagnated and fragmented; stalled, non-functional; disrupted, unmanageable; haphazard, going in circles; no partnering – individual entities and agendas

On a scale of 1-10, 10 high, rank the team's recent performance as you see it:

1	2	3	4	5	6	7	8	9	10
X	X	X X		X	X	X*		X*	
				X					
				X*					

(*Ranking given by members about BCT performance in the past.)

What is not working?

- We're not working as a team:
 - Not walking in each others' shoes
 - Not listening or compromising
 - Little interest in resolving issues creatively
 - Selfish, childish behavior
- Hung up around policy – above our level
- Not resolving policy differences as we said we would

What the BCT has going for it:

Bright, capable, great brainpower; belief in our mission; great work on technical issues, high tech and political know-how; high funding support with minimal red tape

Wishes for the BCT:

- Someone to have vision, guide us, coordinate our work
- Focus on cleanup and transfer in a competent, defensible way
- Put aside global issues, ask "What do we need to do on this parcel so regulators are satisfied and the Army has a clear conscience?"
- Army: Empower the BEC

What we need to do:

- Let go of policy issues: focus on properties
- Come to an issue without an initial position
- Focus on agenda, do homework as we said we would
- Develop a team concept
- New team members
- Get guidance from higher level
- Army needs to work out the policy issues
- Have a very frank discussion: "Who wants to be on the BCT and will be accountable to it?"

Team members' place and role on the BCT:

- Adjunct, support, advisor, guest, working behind-scenes
- Bring recommendations for faster-cheaper-better cleanup
- Represent my agency

What I as individual member can do:

- Nothing
- Stay calm; don't inflame things
- Persuade
- Help keep focused and positive

Role I want to see David play:

- Be blunt, challenging; critical; stop us when we act out or get stuck in long wrangling discussions;
- Bring discipline, lead with iron fist;
- Make us accountable, take charge, ask tough questions;
- Make sure we're treating each other with respect, kindness, understanding

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

ATTACHMENT G
RESULTS OF BRAINSTORMING ON GOALS AND METRICS
JUNE 6, 1998

Success Stories

Outcomes

Goals/metrics

SSSLs
Background Metals
Partnering Innovations
Real Time Reviews
Synergistic Scoping

Cost Avoidance
Documents Reviewed
Decision Documents
-- RODs
-- NFAs
-- Action Memos
-- ETC (?)
Time Savings
Scope Savings

SIs Completed
RAs
Remedy in Place
Acres Transferred
Acres Investigated
Site Closures
\$ Saved
“Walk Away” Cleanups
(minimal deed restrictions)
Document Review Time

Time

Money

Property (for transfer)

Doc Review – Lisa
-- Baseline

Document Submittals

Acres – Lisa
-- Transferable
-- Investigated
-- Remediated

Contracts in Place – Ellis
Meetings – Ron/Lisa
Investigations – Chris
Identify Opportunities
for Early Remediation
SOW – Ellis

Generic Work Plan – Jeanne
SOW – Ellis
Background Metals – Chris
GIS/GPS – Ron
SSSL – Jeanne

Parcels – Lisa
Buildings – Lisa
Decision Documents – Lisa
FOST/FOSL – Ron
SI
Reuse Phases Available