

MEETING MINUTES
PARTNERING SESSION #1
FORT McCLELLAN
SEPTEMBER 23 and 24, 1997

The first formal facilitated partnering session of the BRAC Cleanup Team (BCT) convened on September 23 at 8:00 am at Ft. McClellan in the Directorate of Environment Building conference room. Attendees are listed in Attachment A.

Team members checked in between 7:45 and 8:00 am, and began official meeting business at 8:00 am. Chris immediately expressed his concern over Bart's absence and initiated the group's discussion of what impact this would have on the ability of the Team to proceed with business without Bart's participation and buy-in. The Team discussed this issue for approximately an hour and decided to proceed with the meeting, acknowledging that there would be further discussions on items covered when Bart arrived.

David Smith was asked to share his past experience with other teams with the objective of providing insight as to how the Ft. McClellan Team might proceed. David indicated that previous teams usually began with developing a statement of mission, goals, vision, and/or objectives that captured the team's sense of purpose, and inquired if that might be an area where the Team wanted to begin. David also spoke briefly about setting up ground rules, meeting agendas, and other partnering concepts that he felt would be useful in guiding the Team's efforts to accomplish their business. The Team discussed these ideas, and decided to proceed with development of a Mission Statement and Goals that would comprise their Charter, and again recognized that any resulting Charter would need Bart's buy-in prior to Team acceptance.

Ron provided the draft Charter that he, Chris, and Bart had previously developed so that the Team might consider where they had left off in that area. David also provided an example from another Team that had been actively working for several years. After review by the group, Chris expressed his (and he thought Bart's) desire to include words that addressed the Team's commitment to protection of human health and the environment in the mission statement. The Team reached consensus on a draft Mission Statement that incorporated Chris' proposed language, as well as language proposed by Ron, and proceeded to develop goals for inclusion in the Charter. The Team concluded this exercise at approximately 11:00 am, when consensus was obtained on a draft Charter that would be presented to Bart for his participation in further discussions.

The Team then discussed how future meetings might be conducted. David had also provided (in his example handout) a team meeting format that had been adopted by another successful team. The Ft. McClellan Team reviewed that format and decided that with a few minor changes, it would work. Attachment B presents the Team Meeting Format that was accepted.

The Team also discussed meeting leadership for future meetings. David provided insights from other teams which had rotated that responsibility amongst team members so that all team members would share in that responsibility. After discussions, the Team agreed that rotating

meeting leadership was preferable, with the exception that Jeanne Yacoub, who takes meeting minutes for each meeting, would not perform that role. The Team also decided that for the time being, the meeting leader would also assume "gate keeping" responsibilities as well.

The Team adjourned for lunch from 12:00 to 1:00 pm.

The Team reconvened at 1:00 pm, and spent approximately 1-1/2 hours discussing team interrelationships, after which it returned to the set agenda.

Lisa introduced a DERP Questionnaire that she felt required Team assistance for her to respond. The Team spent an hour developing responses to the Questionnaire.

Prior to adjourning for the day, the Team discussed roles and responsibilities, and the Mission Statement that had been developed that morning. The Team took a homework assignment to develop individual roles and responsibilities, examine overall team roles and responsibilities, and review the Mission Statement and goals for the next day's discussion.

The meeting adjourned at 4:45 pm.

The Team reconvened at 8:15 am on September 24. Attendees were the same as on the previous day, shown in Attachment A.

David Smith suggested that the Team set an agenda for the day's discussions along with time allocations for each item. The first item of discussion was the Charter, comprised of Mission Statement and goals, that had been developed the previous morning. Though the Team allocated 1 hour for this agenda item, discussions consumed 3 hours before the Team reached consensus on the Charter.

Discussions began by reviewing changes that Chris Johnson had developed the previous evening. Chris had word changes to the Mission Statement and several goals, and had also developed more potential goals for the group to consider adding to the Charter. The Team discussed the word changes to the Mission Statement, and also discussed the goals and whether or not to add them to the Charter. The final product representing group consensus is shown as Attachment C. David Smith took an action to prepare a camera-ready copy of the Charter for group signature at the next BCT session.

At 11:15, after reaching Charter consensus, the Team adjourned for lunch for an hour.

The Team reconvened at 12:10 pm and began discussions of roles and responsibilities, an agenda item that had been identified that morning. Since the Team had spent more time than planned in finalizing the Charter, David Smith suggested that each Team member assume a homework assignment to develop roles and responsibilities for their individual position, along with an additional 10 Team roles and responsibilities for consideration at the next BCT meeting. Each team member was tasked with providing a draft of those assignments to Jeanne Yacoub by

October 8th for inclusion with the meeting minutes, which Jeanne will distribute for review by the Team prior to the next meeting.

The next agenda item, ground rules for the BCT interaction, was tabled as an agenda item for the next meeting. The Team then began discussions of the Huntsville Division and its role with regard to the BCT cleanup mission and UXO considerations. After much discussion, it was clear that Team members did not have a clear consensus of what role Huntsville Division was to play in the cleanup of Ft. McClellan, nor could the Team come to closure on this issue without input from Huntsville. Bart and Chris discussed their review and comment on Huntsville's proposed UXO clearance of the Eastern Bypass, and the development of the Estimate for that clearance activity. Chris indicated that he would review that estimate, which Ron provided. The discussion concluded with an action item for Ron and Ellis to check with their contacts at the Huntsville Division to ascertain the status of funding for Ft. McClellan and what Huntsville has planned for work at Ft. McClellan. Ron and Ellis were also to inquire about the possibility of having a Huntsville representative attend the next BCT meeting. The Team then determined schedules for upcoming activities, including future BCT meetings and the BCP kickoff meeting. The following dates were established:

- BCT Meeting: October 29, 30, 8 am to 5 pm, at ADEM offices, Montgomery, AL
- BCT Meeting: November 19, 20, 8 am to 5 pm, at EPA offices, Atlanta, GA
- BCT Meeting: December 17, 18, 8 am to 5 pm, at Ft. McClellan, AL
- BCP Kickoff : October 23, 24, 8 am to 5 pm, at ADEM offices, Montgomery, AL

Attachment D provides the facilitator's observations of the Team meeting and interactions, as well as recommendations for future consideration by the Team.

Attachment E provides the draft agenda for the next BCT meeting.

Attachment F provides the draft homework roles and responsibilities that were received as of October 13.

The meetings adjourned at 4:45 pm.

ATTACHMENT A
LIST OF ATTENDEES
PARTNERING SESSION #1
FORT McCLELLAN
SEPTEMBER 23 and 24, 1997

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 (present at 1:00 pm)

Jeanne Yacoub, Project Manager, IT Corporation

David Smith, Team Facilitator, Smith and Associates

ATTACHMENT B
DRAFT
TEAM MEETING FORMAT

1. Check In
2. Guest Introduction/Role in Meeting
3. Review Ground Rules
4. Finalize Agenda (additions and/or subtractions)
5. Accept Previous Meeting Minutes
6. Review Action Items from Previous Minutes
7. Review Long-Term Planning (BCP)
8. Goals/Metrics Update
9. Accomplish Agenda Items
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

ATTACHMENT C

FORT McCLELLAN BCT CHARTER

Fort McClellan Partnering Team

Mission Statement

The Fort McClellan BRAC Cleanup Team is committed to protecting human health and the environment while maintaining stewardship of our resources. In the spirit of teamwork, which is based on interdependence, mutual respect, and trust, the BRAC Cleanup Team will strive to achieve the following goals:

Goals

- Conduct timely, efficient, and effective assessment and cleanup of sites
- Be cost-effective in all our work
- Create a win/win atmosphere within the team
- Resolve all issues on Tier I level
- Identify and utilize innovative technologies and decision-making techniques
- Actively recognize and resolve conflicts to avoid adversarial relationships
- Identify, clarify, and question boundaries that impede success
- Provide open dialogue and education with the public regarding the restoration process
- Provide opportunities for all members to grow professionally and personally through the shared exchange of expertise and lessons learned

ATTACHMENT D

FACILITATOR OBSERVATIONS AND RECOMMENDATIONS

Team Status:

Firmly entrenched in storming (forming) stage with no strategies in place to manage meetings, behaviors, power issues, and individual differences

Stage 2 Storming

Storming includes these feelings:

- Resistance to the task and to quality improvement approaches different from what each individual member is comfortable using - Sharp fluctuations in attitude about the team and the project's chance of success

Storming includes these behaviors:

- Arguing among members even when they agree on the real issue - Defensiveness and competition; factions and "choosing sides" - Questioning the wisdom of those who selected this project and appointed the other members of the team - Establishing unrealistic goals; concern about excessive work - A perceived "pecking order"; disunity, increased tension, and jealousy

Productivity:

Appropriate to stage, but clearly inadequate to task. Will require significant behavioral shifts on the part of Team members

Requirements:

Structure/Direction

Clear Agendas

Focus

Leadership/Involvement

Patience for Process/Impatience for Outcomes

This Team has a history of being unable to get beyond its own issues. The Team needs some successes to build upon, short-term accomplishments are critical

Specific Strategies:

- Meeting Management
 - Tight agendas and time lines
 - Firm ground rules
 - Clear minutes
 - Short-term metrics/objectives

- Increased Accountability - Establish numbered open action item list (with dates and products) to be reviewed at each meeting - Between meeting actions - Work in areas of own expertise

- Acquire New Perspectives/Role Expectations
 - Short-term success/accomplishments commitment

Activities:

See previous strategies Brief training sequences (30 - 45 minutes) within each meeting. Must be directly relevant to current team status/issues Continued reference to Time-Money-Quality tradeoffs and choices Work between meetings -- Use meetings to enhance outcomes

ATTACHMENT E

DRAFT AGENDA

BCT MEETING ON OCTOBER 29 and 30, 1997

Signing of BCT Charter -- BCT

Responsibilities/Accountabilities Training Module -- David Smith

Roles and Responsibilities -- BCT

Ground Rules -- BCT

UXO Update -- Ron and Ellis

FY98 Program Scoping

ADEM letter re: AST removal and soil sampling

Meeting with IT technical associates to review work plan approaches

ATTACHMENT F

BCT TEAM AND INDIVIDUAL ROLES AND RESPONSIBILITIES

Roles and Responsibilities for All BCT Members (front Ellis Pope)

Ensure protection of public health, welfare, and the environment

Help identify stakeholders and consider stakeholder concerns

Use Team partnering process

Establish priorities

Ensure cost-effective remedies

Seek solutions that all team members can accept

Attend team meetings

Identify probable remedies

Participate in preparing decision documents

Maintain flexibility

Roles and Responsibilities for All BCT Members (from Jeanne Yacoub)

Remember the team's ultimate goal of safe, successful closure and transfer of Ft. McClellan to its ultimate end use

Help other team members to achieve success in their roles and responsibilities

Use lessons learned to optimize time and money

Represent each organization's interests with integrity and to the best of our abilities

Continuously improve quality in product and procedure

Attend team meetings, and contribute to meeting purpose

Identify solutions that are acceptable to all team members, and be open to compromise when it helps achieve closure on an issue

Respect team ground rules

Stay on schedule

Incorporate stewardship of resources while protecting human health and the environment

Roles and Responsibilities for All BCT Members (from Chris Johnson)

Prioritize work efforts and allocate resources to priorities

Develop, implement, and enforce project schedules

Communicate openly and effectively with all stakeholders

Develop and implement the BRAC Cleanup Plan

Conduct bottom-up review

Set goals, reach goals, and design ways to measure progress

Attend all meetings, training events, and conferences together

Find solutions to problems

Reach consensus on all issues that arise

Make decisions and ensure those decisions are carried out

Individual Roles and Responsibilities for the Fort McClellan BRAC Environmental Coordinator (BEC) -- Ron Levy

Keep partnering team members informed of the status of all Ft. McClellan closure related activities

Maintain a professional attitude towards all partnering team members; be responsive to each team member's individual needs

Keep partnering team members informed of all new policy developments, which may impact work at Ft. McClellan

Provide a conduit to raise concerns of the Ft. McClellan partnering team to appropriate Army personnel and/or Tier II team members

Plan and execute all environmental activities on Post

Advise partnering team of economic impacts of their recommendations, specifically how decisions will affect current or future funding

Advocate for all necessary funds to accomplish required work

Be the primary go-between for all Army, Ft. McClellan, and LRA staff agencies. Coordinate all actions with these agencies as the BCT sees fit

Ensure Ft. McClellan RPM (Lisa) obtains necessary training to provide quality oversight of program (whether field work or office work)

Review documents in a timely manner to ensure quality control/quality assurance on all deliverables

Implement community relations requirements by:

- Co-chair the Ft. McClellan Restoration Advisory Board (RAB)
- Ensure community involvement in RAB
- Participate in community events that provide information on BCT cleanup activities to the public

*Individual Roles and Responsibilities for the Mobile District Corps of Engineers
Representative -- Ellis Pope*

Prepare contract Scopes of Work

Provide oversight of contractor's work

Ensure all contractor work products are reviewed by appropriate technical staff

Ensure that contractor and installation have coordinated prior to the start of field work

Coordinate and prepare comments on documents and provide timely document reviews

Respond to project scope changes rapidly and with minimal disruption

Maintain schedule and control costs

Advise team of schedule and financial impact of decisions

Advise BCT of schedule slippages with recommendations to get back on schedule, or make proper adjustments when project scope changes

Assist in planning and execution of the program by providing information for A106 updates

Keep adjunct members informed on status of projects

Ensure that the team is fully informed on project scope and contractual obligations, and provide timely updates of contract modification requirements

Ensure that USACE and contractor personnel maintain site safety

Assist with community relations activities

Be knowledgeable of and willing to use most current information/guidance/technology

Individual Roles and Responsibilities for the Ft. McClellan Project Manager -- Lisa Kingsbury

Assist in setting priorities within available funding

Prepare and submit annual and projected outyear Environmental Program Requirements (EPR)

Review and update cost-to-complete data for BRAC and DERA sites

Review and update the Defense Sites Environmental Restoration Tracking System (DSERTS) database for the annual report to Congress

Review and update the BCP Abstract

Coordinate RAB activities

Ensure currency, accuracy, and completeness of the Administrative Record and information repositories

Provide contractor assistance/advance coordination for onsite activities

Ensure contractor work products are distributed to appropriate individuals for review and comment

Communicate with the Fort McClellan Reuse and Redevelopment Authority to project future land use priorities

Assist in keeping team members informed of status of projects

Assist with project scoping

Implement team decisions

Adhere to team ground rules

Individual Roles and Responsibilities for the USEPA RPM -- Bart Reedy

Ensure that all Public Laws relating to hazardous waste and public health are followed by the DOD component

Ensure that public health and environment are protected

Review and approve documents relating to site investigation and cleanup and provide value adding suggestions for incorporation

Assist DOD contractors by providing programmatic and scientific input

Assist DOD component by suggesting elimination of unneeded effort and expenditures during all phases of base closure

Assist the State of Alabama in implementing Alabama laws and regulations during all phases of base cleanup and closure

Ensure that the public is thoroughly involved with all aspects of base cleanup and closure

Assist the Base Closure Team in meeting EPA requirements as required by CERCLIS database

Assist DOD component in resolution of contentious issues at team level and avoid legal conflicts

Individual Roles and Responsibilities for the State of Alabama Representative -- Chris Johnson

Represent the State of Alabama as a member of the BRAC Cleanup Team

Attend and participate in RAB meetings

Attend and participate in BCT meetings

Respond to public information request

Maintain open lines of communication with team members

Help prepare the BRAC Cleanup Plan

Identify and notify the BCT of regulatory hurdles that may impede progress

Identify and implement fast-track initiatives to investigation and cleanup

Identify resources to implement the BCP

Expediently review and provide comment and/or approval of all technical documents

Provide input during the contract scoping process

Provide oversight of fieldwork

Implement enforcement actions, when applicable

Coordinate the review of documents with other state agencies

Coordinate the review of documents to the necessary reviewers within ADEM

Help establish, oversee, and enforce the master restoration schedule

Assist in preparing decision documents such as RODS, Proposed Plans, FOSTs, and FOSLs

Prepare agendas for BCT meetings

Provide presentations to the BCT when applicable

Prepare monthly progress reports to the Tier II

Prepare quarterly progress reports for the DSMOA Coordinator

Provide monthly progress reports to the RCRIS Coordinator

Conduct site inspections, surveys, and visits

Provide community relations

Identify and share innovative technologies and processes with the team

Establish and maintain the Administrative Record within ADEM

Provide program and technical training to the BCT, RAB, LRA, and community

Individual Roles and Responsibilities for the Team Facilitator -- David Smith

Helps with kickoff meeting

Assures that partnering deliverables are completed

Monitors and enforces team norms

Coach/train team in partnering processes

Integrate new team members/help ease out old team members

Provide feedback as appropriate

Help intervene when team is stuck

Encourage participation of all members

Individual Roles and Responsibilities for the TERC Contractor --Jeanne Yacoub

Assist with project scoping

Focus work products to support BCT decision-making

Provide team with technical and management resources (at all levels) to assure progress

Make use of all existing data and information, including lessons learned at other similar bases

Participate in team partnering and decisions

Advise team of technical, cost, and schedule impacts of their recommendations

Maintain cost and schedule control

Keep team advised of the status of activities

Fully coordinate work tasks with the appropriate team members; be responsive to each member

Suggest ways to meet all partnering team member requirements

Be knowledgeable of, and willing to employ, innovative technologies and procedures

Be knowledgeable of pertinent regulations/guidance