

FT. McCLELLAN BCT MEETING MINUTES  
 PARTNERING SESSION #4  
 KNOXVILLE, TN  
 DECEMBER 18 and 19, 1997

| AGENDA ITEM                                 | RESPONSIBILITY  | NOTES   |
|---|---|---|
| Check In<br>Guest Introduction and<br>Roles | Host: Jeanne Yacoub<br>Leader: Jeanne Yacoub<br>Recorder: Jeanne Yacoub | See Attendees List -- Attachment A.<br>John Herbert from QST, Nick Alino from IT Corporation, and agenda speakers from IT Corporation were in attendance at this meeting.   |
| Ground Rules                                | BCT   | BCT did not explicitly review ground rules during this meeting due to an extremely tight business agenda. Attachment B provides the ground rules established in October.  |
| Agenda                                      | BCT   | Since no comments were received prior to the meeting, the December agenda was followed without <i>significant modification</i> . The team participated in a team-building exercise during the morning of the 18'h, and followed the <i>remaining technical</i> agenda without significant deviation. Attachment C (Item #9) is the draft January 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<br>Minutes                  | BCT   | Draft November minutes were slightly modified, and accepted. The team discussed the best way to report on fiction Items, and decided that another format might be more suitable. David will provide Jeanne with an example format from another team for incorporation 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 December meeting.  |
| Long-Term Planning (BCP) | BCT with Guests | FY98 Program issues consumed the majority of the second day's agenda. In accordance with actions discussed in the November meeting, on December 1 - 4, Ellis Pope, Lisa Kingsbury, Ross McCollum, Nick Alino, Agnes Mayila, and Jeanne Yacoub met at Ft. McClellan to perform site walks and develop a schedule for the EBS parcels discussed during the November meeting. Ellis presented the resulting schedule for the first group of SIs; the team then worked to develop a schedule for the second group of SIs. Ellis provided these groupings and schedules via email and fax to the BCT members in December. These schedules form the basis for the work to be conducted under the TERC vehicle in 1998. John Herbert of QST also presented the master schedule that will be included in the BCP. John will revise this schedule to provide the most up-to-date information, and will collapse the schedule for inclusion in the BCP. He will also provide a full detailed schedule for BCT members. |
| 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 #3  
KNOXVILLE, TN  
DECEMBER 18 and 19, 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

Jeanne Yacoub, Project Manager, IT Corporation

David Smith, Team Facilitator, Smith and Associates

Guests:

John Whiting, Mobile District Corps of Engineers, Ft. McClellan Project Manager

Nick Alino, IT Corporation

Agnes Mayila, IT Corporation

Alan Bradley, IT Corporation

Jim Spurlock, IT Corporation

Adrian Gonzalez, IT Corporation

Rob Zimmer, IT Corporation

Paul Goetchius, IT Corporation

Randy McBride, IT Corporation

John Herbert, QST

## 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 JANUARY 22-23, 1997

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  
JANUARY AGENDA

*Wednesday, January 21, 1998*

Check-in:

Lenox Inn

1-800-241-0200

(404) 261-5500

Omni Hotel at the CNN Center

(404) 659-0000

*Thursday, January 22, 1998*

|             |   |                           |
|-------------|---|---------------------------|
| 0800 - 0820 | Check-In at EPA Region IV<br>Administrative Information | BCT                       |
| 0820 - 0945 | FTMC Presentation to Tier II                            | Ron Levy<br>(BCT sits in) |
| 0945 - 1000 | Break   |                           |
| 1000 - 1015 | EBS Issues  | ADEM/EPA                  |
| 1015 - 1130 | Resolve Comments on QST<br>SI Work Plan                 | BCT                       |
| 1130 - 1230 | Lunch Break   |                           |
| 12300 1*00  | Continue Comment Resolution                             | BCT                       |

Breaks as Needed

Dinner Plans

*Friday, January 23, 1998*

|             |                       |             |
|-------------|-----------------------|-------------|
| 0745 - 0800 | Call to Order         | Bart Reedy  |
| 0800 - 0830 | "The Power Principle" | David Smith |
| 0830 - 0845 | Break                 |             |

|             |   |             |
|-------------|---|-------------|
| 0845 - 0900 | Definitions:<br>Roles and Responsibilities<br>Goals and Metrics | David Smith |
|-------------|---|-------------|

|             |                            |     |
|-------------|----------------------------|-----|
| 0900 - 1130 | Roles and Responsibilities | BCT |
|-------------|----------------------------|-----|

|             |       |  |
|-------------|-------|--|
| 1130 - 1230 | Lunch |  |
|-------------|-------|--|

|             |                   |     |
|-------------|-------------------|-----|
| 1230 - 1700 | Goals and Metrics | BCT |
|-------------|-------------------|-----|

Breaks as Needed

Adjourn

## ATTACHMENT D

### MEETING SAY With ACTION ITEMS

*Next Meeting:* January 22-23

8 am to 5 pm

EPA Offices in Atlanta, GA

*Primary Agenda:* Tier II Presentation, Resolution of Comments on QST SI Workplan,  
Discussion of Roles and Responsibilities, Goals and Metrics

#### *December Meeting Summary:*

Team Building Exercise - BCT Members reviewed, refined, and accepted a description of their team as being made up of "bright, energetic, high potential individuals who, as a team, were being less productive than desired." Members then identified factors that support the present circumstance or continue to block productivity.

The above information was used as a basis for discussion of behaviors and behavior styles that impact team endeavors. An activity structured around "MBTI" profiles was used to assist participants in understanding their own behavior and in adjusting their behaviors to enhance communication with their teammates. David Smith provided quadrant lenses, individual profiles, and temperament groups of members to aid in discussions of behaviors and styles. Team members reviewed and reported the salient characteristics of their own styles and received team feedback on other aspects. Team members recognized that team diversity and polarities presented potential difficulties that could be related to previously identified "roadblocks" to team effectiveness.

In preparation for future work, team members developed a "25 words or less" description of their primary role on the BCT.

IT Work Planning - Agnes Mayila provided an overview of the work scopes currently in place under the TERC vehicle, with details on numbers of samples, locations, and planned analyses. BCT members discussed this information and suggested adding an upstream sediment/surface water sample wherever downstream samples were to be collected, as well as adding TOC and grain size analyses to sediment analyses to accommodate risk assessment requirements. Chris clarified ADEM's position on surface and subsurface sampling by defining surface for metals as 0 - 6", surface for volatiles as 0 -12", and subsurface as 1 - 4' (or deeper if needed). Ron indicated that some (approximately 3?) monitoring wells at landfills 1, 2, and 3 were not in use.

IT subsequently verified that OLF-G06 and -G17 at Landfill 3 are dry, and that OLF-G14 at Landfill 1 has a broken screen. IT will field-verify the condition of these three wells, and take samples if possible. For Range K, pesticides, PCBs, and herbicides will be dropped from the analytical suite. Also, the background metals survey will be available in January, and IT will obtain this report.

XRF Technology - Randy McBride discussed the technical working aspects of X-ray Fluorescence (XRF) technology and how this technology had been applied at small arms ranges at another BRAC installation (Myrtle Beach Air Force Base) to accomplish cost effective remediation. There was much discussion about the efficacy and cost-effectiveness of the proposed plan to employ XRF to locate samples for collection at Ft. McClellan sites. Bart suggested that funds to implement XRF and subsequent sampling could be applied to scraping the entire site, disposing of the soil, and being done with the site, rather than sampling and characterizing the site for subsequent further remedial action. Chris, on the other hand, indicated that this approach was not consistent with the tiered ecological risk approach he prefers. The BCT will need to resolve this issue before work on these sites progresses.

Ecological Risk Assessment - Adrian Gonzalez and Rob Zimmer presented the ecological risk assessment process planned for sites at Ft. McClellan. Chris verified that the approach to ecological risk assessment was tiered and consistent with ADEM's preferred technical approach to evaluation of ecological risk. Rob and Adrian reiterated the need for TOC and grain size analyses in the sampling analytical suite. A site visit to Ft. McClellan to perform an ecological site walk on Cane Creek was tentatively scheduled for March 2 -6, 1998. Since Chris will attend this site walk to represent ADEM, Bart is to identify the EPA counterpart for this visit.

Human Health Risk Assessment - Paul Goetchius described IT's approach to human health risk assessment for sites at Ft. McClellan. He indicated that the planned approach was considered to be very conservative in its assumptions, and that his recommendations would be formulated based on balancing those assumptions with end use criteria for the sites. He also indicated that he has worked closely with EPA Region IV's human health risk assessor on other sites, and that the approach planned for Ft. McClellan is consistent with that employed at other sites within EPA Region IV.

Data Management - Alan Bradley described the approach to management of analytical data from the field sampling effort. His discussion included the steps he will take to ensure that data meets the data quality objectives of the projects. Those steps include integral planning with technical and field staff to ensure proper collection, documentation, storage, shipment, tracking, validation, and reporting of field analytical data. Alan emphasized the need to do as much preplanning as possible, and recommended the use of preprinted labels that are keyed to sample locations within the electronic database to facilitate mapping and reporting.

GIS Database - Jim Spurlock spoke at length about IT's capabilities in this area, and demonstrated an existing program that IT has developed and customized for another DOD client. There was a high level of interest in how data on Ft. McClellan should be reported, accessed, and demonstrated within an electronic database format. The Army indicated that ARCVIEW is their

preferred format. IT will need to meet or discuss with Ft. McClellan the specifics of what is required and desired to formulate a realistic proposal for creation of this system. Specifically, IT will need to gather existing historical data, collate it, and enter it into the database, along with new data as it is collected. IT will also need to develop the presentation modules that Ft. McClellan desires for use. Jim Spurlock will work with Ron Levy (who is the major end user of this data) to identify (and subsequently quantify) these requirements. He will also coordinate these requirements with EPA and ADEM as appropriate to facilitate their access to and use of the database.

FY98 Program - Ellis Pope led this discussion and presented his initial draft of SI sites and schedule for accomplishment for FY98. He presented the first grouping of SI sites and reviewed schedule with the BCT. He also worked with the team to develop a schedule for the second group of SI sites. Chris was to provide Ellis with comments on the first SI grouping by January 5, 1998.

13CP Master Schedule - John Herbert presented and reviewed the latest version of the BCP Master Schedule. He will update the schedule to reflect the latest information and provide the updated schedule to the BCT prior to the January meeting and inclusion in the draft BCP.

Action Items:

1. BCT to provide Jeanne with goals and metrics information for future distribution with minutes (Carried from October meeting; Lisa has provided information, included as Attachment G, on DOD Measures of Merit for use in the development of project goals and metrics).
2. David to 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).
3. Ellis to provide hotel information for February 19-20 meeting in Mobile (carried from October meeting).
4. John Herbert to provide updated BCP Master Schedule to BCT prior to January meeting.
5. Chris to provide comments to Ellis on the first SI grouping by January 5.
6. Bart will identify an EPA representative to accompany technical representatives on an ecological risk site walk of Cane Creek and SI sites at Ft. McClellan scheduled for the week of March 2-6 (Chris Johnson will represent ADEM, Adrian Gonzalez will represent IT Corporation).
7. David will provide Jeanne with an alternative format for action items.

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.

*Elks 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*

D Emotional cheerleader for team building  
D Less of a team leader  
D 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:*

This meeting was composed of three phases: Team Building, IT Work Planning and Technology Presentations/Discussions, and FY98 Program Planning. The Team Building segment focused on Team M13TI makeup with emphasis on applicability to work with and between team meetings. The IT segment covered topics as diverse as XRF Technology, Ecological and Human Health Risk Assessment, GIS Databases, and Data Management. The FY98 Program component reviewed and detailed program components prior to final submission.

Interest and participation ran high throughout, with significant conflicts played out in the finalization of meeting minutes, and inrole-taking processes impacting the agenda. Enthusiasm for technological/data possibilities and challenges to proposed work formats were expressed.

*Team Development Issues:*

Agreement upon team member roles and responsibilities will be a significant milestone for this team. Old issues and revenge/retribution comments surface frequently with little trust among the members. Movement toward team development is rapidly quashed as defensive actions slow/halt progress. Continuing difficulties remain likely as the task of meeting FY98 projections/plans is addressed.

*Degree to Which Partnering Objectives Were Met:*

See above. The team is divided with unanimous verbal support for partnering expressed, but **significant blockage to partnering behavior exhibited by** some members. This team, as composed, may not be able to resolve its issues.

*Recommendations for Future Team Buffding/Maintenance.*

Trust/commitment issues remain along with responsibility/accountability. Follow previous recommendations as role/responsibility clarification is addressed.

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)