

## BCT Minutes April 13, 1999

The meeting was held on April 13, 1999 at 9:00 a.m., at the WPI office in San Antonio, Texas.

### Members Present and Support Personnel:

Name	Organization	Present	Absent
Banner, Gordon	TNRCC	X	
Brady, Ryan	KAFB		X
Brown, Leslie	KAFB		X
Buelter, Don	KAFB	X	
Callaway, Laurie	BCA (KPMG)	X	
Carrillo, Mike	EPA	X	
De Venoge, Tom	KAFB	X	
Landez, Norma	KAFB	X	
Meshako, Chuck	BCA	X	
Miller, Merle	GKDC (OpTech)		X
Neff, Richelle	UNITEC	X	
Pavlo, Tina	GKDC (OpTech)		X
Power, Abigail	TNRCC	X	
Price, Lisa Marie	EPA	X	
Ryan, William	KAFB	X	
Sassaman, Brian	KAFB	X	
Skrobarcek, Brian	KAFB (WPI)	X	
Stankosky, Laura	EPA	X	
Underwood, Tim	BCA (KPMG)		X
Wolf, Chris	KAFB	X	

Lee Wille (UNITEC) facilitated.

Dates for upcoming meetings.

May 11-12, 1999  
June 8-9, 1999  
July 13-14, 1999  
August 10-11, 1999  
September 14-15, 1999  
October 12-13, 1999  
November 9-10, 1999  
December 14-15, 1999

Item #	Tracking #	Time	Lead	Support	Discussion Topic	Comments	How will we know it's done?	Disposition
1.	518	9:00 am	Landez, N.	BCT Support	Hot Transfer Meeting Update	Provide team with an update regarding the recent Hot Transfer Meeting.	Team receives update.	Open. Moved to June meeting for BCT review and approval of revisions to the hot closure process. BCT established a work group to revise the hot closure process.
2.	513	9:10 am	Wille, L.	BCT Members	Team input to Team	Tracking our mutual performance is important. We can support one another by offering suggestions to improve teamwork.	Team reaches consensus.	Open. We discussed our group dynamics. We re-wrote our mission statement (see attachment 1). We defined areas for improvement of BCT functioning (see attachment 2). Remaining parts of exercise moved to next BCT.
3.	337	12:10 pm	Sassaman, B.	BCT Members	Off-base Risk Assessment	Discuss risk assessment in Zone 4 off base.	Team reaches consensus on process for Zone 4 off base risk assessment.	Closed. BCT heard a report of plans for Zone 4 risk assessment. The plan involves data collection (re: VOCs, selected metals, and general chemistry parameters) and modeling of selected variables using RBCA modeling. This risk assessment is not required by TNRCC or EPA. TNRCC will not review or approve this risk assessment. EPA and TNRCC may provide input to the preliminary framework of the plan at Kelly's request. This risk assessment is viewed as an Air Force requirement.
4.	523	12:25 pm	Underwood, T.	BCT Members	PBA Transition	Each month update the BCT on the Lockheed-Martin transition.	Team is updated.	Open. Moved to 27 April teleconference.
5.	323	12:40 pm	de Venoge, T.	BCT Members	Background Metal Values	Provide BCT Summary of Statistical Data for Existing Soils Background Values	Data provided to BCT.	Open. Moved to May BCT.
6.	514	12:45 pm	de Venoge, T.	BCT Members	Update for RAB Meeting	Provide team with a RAB meeting update.	Team is updated.	Open. Moved to 27 April teleconference.
7.	336	12:50 pm	Wolf, C.	Buelter, D. Banner, G. Power, A. Stankosky, L.	Metals in Groundwater	Establish means of determining if metals have been released to groundwater on Kelly.	BCT consensus on process of determining metals released to groundwater.	Open. Moved to May BCT.
8.	528	1:30 pm	Ryan, W.	BCT Members	Low Flow Sampling	Kelly to provide information on wells to be sampled using low flow in May/June.	Team receives information.	Open. Moved to May BCT.
9.	515	2:00 pm	Stankosky, L.	BCT Members	Split Ground Water Sampling	EPA has requested funding to conduct split ground water sampling at Kelly AFB.	Discussion is completed.	Closed. EPA will offer independent split sampling of 20 to 30 shallow aquifer wells to be coordinated through the RAB, if funding is available.
10.	516	2:10 pm	Ryan, W.	BCT Members	Solicit Comments on the Quick Closure Model	Discuss and receive input/comments on Quick Closure Model.	Comments received.	Open. Moved to 27 April teleconference.
11.	517	2:25 pm	Ryan, W.	BCT Members	Review changes to Full Closure Model	Discuss changes to Full Closure Model and task status.	Team receives update.	Open. Moved to May BCT.

Item #	Tracking #	Time	Lead	Support	Discussion Topic	Comments	How will we know it's done?	Disposition
12.	519/527	2:55 pm	Power, A. Carrillo, M.	BCT Members	Hot Issues Report and Status Report Feedback	Provide feedback on the Hot Issues Report and Status Report. For example, organize Hot Issues Report by Zone first, then date. Provide better descriptors (do not rely on "buzz words"). Include regulator correspondence and needed response times.	Discussion is completed.	Open. Moved to May BCT.
13.	520	3:25 pm	Ryan, W.	BCT Members	List of Future Deliverables (Regulators/RAB)	Each month provide a list of upcoming documents for review.	Team receives list of upcoming documents for review.	Closed. BCT informed of documents being forwarded. List of documents due to EPA/TNRCC for the rest of the calendar year were also distributed.
14.	524	3:35 pm	Ryan, W.	BCT Members	BCT Teleconference Scheduling	Each month we will establish the coming schedule of teleconferences.	Teleconference schedule adopted by the team.	Closed. BCT teleconference scheduled for April 27 at 9:00 am.
15.	526	3:45 pm	Ryan, W.	BCT Members	Begin May Agenda	Each month we will begin to establish the next month's agenda at the end of the BCT meeting.	Team approves agenda items.	Closed. Agenda written.
16.	518	4:00 pm	Wolf, C.	BCT Members	Zone 1 Update	Each month provide team with current activities in Zone 1.	Discussion is completed.	Closed. Handouts distributed. Discussion concluded.
17.	519/520	4:10 pm	Buelter, D.	BCT Members	Zone 2 and 3 Update	Each month provide team with current activities in Zone 2 and 3.	Discussion is completed.	Closed. Handouts distributed. Discussion concluded.
18.	521	4:20 pm	Sassaman, B.	BCT Members	Zone 4 Update	Each month provide team with activities in Zone 4.	Discussion is completed.	Closed. Handouts distributed. Discussion concluded.
19.	522	4:30 pm	Wolf, C.	BCT Members	Zone 5 Update	Each month provide team with current activities in Zone 5.	Discussion is completed.	Closed. Handouts distributed. Discussion concluded.

**MISSION STATEMENT**

The Kelly Air Force Base BCT will support the expeditious redevelopment, clean-up and transfer of Kelly AFB, in accordance with federal and state requirements, while protecting human health and the environment.

Revised 4-13-99

**“One problem that keeps the Kelly BCT from performing at its best is...”**

A. Public Relations Perceptions

- i. The influence of outside forces
- ii. Over concern for public relations
- iii. Technical process sometimes impeded by community concerns
- iv. Too much attention to RAB/TRS perceptions and not issues

B. Tier II

- i. Lack of Tier II involvement
- ii. There is/has been no clear expectations defined or direction provided by Tier II for Tier I
- iii. Upper management communication problems
- iv. The command hierarchy does not apply directly to all
- v. Empowerment of BCT personnel by their superiors

C. Communication

- i. Clearly worded concerns
- ii. Timely interruptions on issues (i.e. festering and oozing)
- iii. Less than adequate communication
- iv. The stage of communication that the team is at
- v. We tend to state positions rather than needs
- vi. Lack of clear objectives and how to get there
- vii. Agenda items are not always accurately defined
- viii. Unclear/incorrect descriptions for agenda “Comments” and “How will we know it’s done” fields
- ix. Technical decisions not being made by BCT, only updates of issues

D. Membership

- i. Not all decision makers attend meetings
- ii. Too many people participate in consensus (a core group needs to be defined)
- iii. BCT members can’t always commit for respective agencies
- iv. The ability to accept the roles of other members

E. Attitude

- i. Lack of “Team” mindset
- ii. Negative statements (i.e. sniping)
- iii. Dynamics of current BCT members
- iv. Lack of trust
- v. Lack of candor
- vi. The sense of urgency that is warranted per project

F. Resources

- i. Resource limitations
- ii. Ability to recognize that solutions are not all concrete
- iii. The ability to prepare adequately due to resource constraints

G. Norms

- i. Not following the “BCT” process
- ii. People not expressing concerns at meetings
- iii. All opinions or positions are not brought to the table but wait until after meeting
- iv. Not enough people are reading the BCT norms
- v. No review of team norms
- vi. Not enough results oriented discussions
- vii. No accountability for actions within the team
- viii. Do not have 100% commitment to the BCT mission, norms and processes
- ix. No method for measuring success
- x. No goals for conference calls except updates/flow of projects
- xi. Original goal of database is not meeting BCT goals
- xii. No pressure for adhering to set schedules
- xiii. Frequency of meetings