Fort Ord
Issues and Other Musings
Briefing for ASTSWMO Federal Facilities
Removal Symposium

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Dick Wright
William.wright@mitretek.org
910-295-5994
Outline

- Issue(s) at Fort Ord
- New concept (Strategic Management Analysis Requirements and Technology (SMART))
- Results and other thoughts
Ord Issues

- Complex site
  - 27000 plus acres on Monterey Bay
  - Munitions and Explosives of Concern thought to be in more than 60 discrete areas
  - 1993 BRAC – little progress on MEC
  - Encroachment on all sides
  - Legal intervention
  - Congressional visibility
- No agreement on MEC response policy or procedures
- Endangered species
- Potential federal, private and public land owners
Approach

- Senior level intervention
- Bring in outside leadership/facilitation
  - Senior
  - Technically qualified
- Review process but focus on product
- Solutions oriented
- Not just an “Army Problem”
- Build team from bottom up
  - Education
  - Other external resources
- Public involvement – all meetings in public
- Let BCT do their work
What was different?

- Facilitator had access to all agency chiefs
- Do not think national implications
- Do not consider cost until---
- Not a Restoration Advisory Board
- Keep control
- Consensus to a point – not everyone gets their way

**Agencies must believe that army’s interests are not that different**

- Safe prompt cleanup
- Safe reuse
- Wise use of taxpayers money
Results

- Slow yet steady
- Teamwork established – partners and responsibilities respected
- MEC included in the Federal facility Agreement
- Installation security plan
- Detailed GPO
- Consensus on responses
- State involvement (no vote) in selecting prime contractor
- Took initiative from public – transparency
- TCRAs ceased (after seven years)
My thoughts

- Never too old to learn or listen
- Technology not the main issue – residual risk is!
- No one knows as much as they think they know
- Do not read too much into the Historical Record Review
- Army owes complete responses – regulators owe complete responses
- Good plans can go wrong when executed – success is when you recover as a team
- Flexibility is over-rated but you must be flexible
- Cannot build a conceptual site model after the fact to justify actions
- There are always uncertainties --- but what else is new!
- Make sure you have people at the table who can make decisions outside policy
- Get to know your partners