

Fort Ord

Issues and Other Musings

Briefing for ASTSWMO Federal Facilities

Removal Symposium

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Outline

- **Issue(s) at Fort Ord**
- **New concept (Strategic Mangement 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**