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NTC ORLANDO
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LETTER REGARDING ATTACHED MATERIAL FOR PARTNERING TEAM DEVELOPMENT
NTC ORLANDO FL
8/2/1996
ORLANDO PARTNERING TEAM



ORLANDO PARTNERIN

NAVAL TRAINING CENTER
1350 GRACE HOPPER AVE.
ORLANDO, FL 32813-8405

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NTC 010
August 2, 1996

Mr. Thomas R. Kohler
Community Redevelopment Agency
City of Orlando
400 South Orange Avenue
Orlando, FL 32801

Dear Mr. Kohler:

On July 23, 1996, Mr. Herb Smetheram expressed the need to improve communications between the City of Orlando and the Orlando Partnering Team (OPT). The OPT is a six-member team responsible for the oversight of restoration activities conducted by the Navy for rapid clean-up and transfer of NTC Orlando. We appreciate the City's concern and spent several hours discussing various alternatives. We identified two problem areas:

- the distribution of environmental documents;
- the representatives of the Environmental Services Department attend some OPT meetings, while the LRA regularly receives a separate briefing on the 3rd Tuesday of the month.

To improve communication between our organizations, we propose:

1. Dual-tracked submission of documents to both the LRA and the Environmental Services Department. Currently, we only provide a copy to the LRA which must then copy and distribute the documents to the Environmental Services Department. We hope to eliminate any delay in disseminating the information by providing copies to both simultaneously.
2. Establishment of a standing agenda item in the monthly OPT meetings for the team to brief both the LRA and the Environmental Services Department regarding current status of our environmental activities. These briefings may also include site visits to further familiarize your representatives with the issues at hand. The OPT holds every other meeting out of town; you are welcome to attend a briefing off-site; however, for your convenience, we can brief you in Orlando the week following the meeting.

NTC 0101 OFFICIAL FILE

We believe these proposed actions are a positive means to improve communications with your staff, and we plan to implement these changes beginning with the August OPT meeting scheduled for August 22-23, 1996 in Charleston, South Carolina. If this proposal is acceptable to you, please let us know if you plan to send representatives to Charleston for a briefing or if you would prefer for us to brief you the week of August 26, 1996. If however, you feel this proposal does not fully meet your needs, we are willing to discuss alternatives with you at our August OPT meeting, or at our next scheduled meeting in Orlando, September 12-13, 1996.

We would like you to know, though, that we hold facilitated partnering meetings and have enclosed a copy of our Charter which shows our mission-vision statements and ground rules for your review. We ask that all guests attending OPT meetings abide by our ground rules.

An opportunity the City of Orlando has to assist us in improving communication is to have its Environmental Service Department representatives regularly attend the bi-monthly Restoration Advisory Board (RAB) meetings. The RAB is the forum established by the Department of Defense to enhance communication between all members of the community. These meetings are normally held in the Commissioners Chambers, Winter Park City Hall and the next one is scheduled for Thursday, September 12, 1996 at 7 p.m.

Please call me if you have any questions regarding this proposal or if you want to discuss alternatives with the OPT during our August meeting. I can be reached at 646-4735.

Sincerely,


Catherine A. Ballinger
LCDR, CEC, USN
Naval Training Center, Orlando

Enclosure

cc: Mr. Thomas L. Lothrop

Ms. Nancy Rodriguez
U.S. Environmental Protection
Environmental Agency, Region IV

Mr. Oscar MacNeil
Bechtel Environmental, Inc.

Mr. John P. Kaiser
ABB-Environmental Services

Mr. John Mitchell
Florida Department of
Protection

Mr. Wayne Hansel
Southern Division, Naval
Facilities Engineering
Command

TEAM CHARTER

Mission: To environmentally restore NTC Orlando for transfer in an expeditious and cost effective manner.

Vision: We strive to be the best by creatively using our complimentary skills with trust and collaboration to achieve our mission.

Wayne Howard

OBJECTIVES

- Maintain good communication and flow of information both internally and externally.
- Use creative/innovative technology and approaches as needed to support the mission.
- Consider needs of stakeholders.
- Resolve conflicts to avoid adversarial relations.
- Develop short as well as long range goals.
- Identify, clarify and test the boundaries of authority.
- Emphasize site remediation and closure.
- Ensure that all regulations are met.
- Share responsibility for all team problems and successes.
- Not afraid to ask questions, take risks - DARE to be different.
- Foster harmony and commitment to the team process.
- Provide team training and professional growth and team building.

Carl Spall

John McNeil

John Kaiser

Nancy Rodriguez

Mac McNeil

CONFLICT RESOLUTION

- Speak up if there is a problem
- Define and clarify the problem, everyone has a chance to be heard
- Identify similarities as well as differences. Everyone has an opportunity to express his rationale.
- Deal with the issue, not personality; withhold judgment,
- Revisit Mission/Vision and Objective Statement.
- Identify options and alternatives.
- Reach consensus

TEAM DECISION MAKING MODEL

- Identify and define the issues.
- Clarify the objectives
- Identify what you know and don't know
- Fill in information gaps
- Develop options and alternatives
- Select by consensus the preferred option
- Ensure the preferred option meets the objectives

GROUND RULES

Code of Conduct	Process
<ul style="list-style-type: none"> • Allow speakers to complete their thought. 	<ul style="list-style-type: none"> • Draft agenda for next meeting is made at current meeting.
<ul style="list-style-type: none"> • Be forthright. (no hidden agendas) 	<ul style="list-style-type: none"> • Distribute draft of minutes and Agenda within 7 days of concluding the meeting. A master copy of the minutes will be maintained and rotated with the recorded.
<ul style="list-style-type: none"> • Be on time (10 cents per minute to be given to person who purchased refreshments). 	<ul style="list-style-type: none"> • Comments or acknowledgment of receipt due back to scribe 7 days after receipt of draft.
<ul style="list-style-type: none"> • Invoke the 100 mile rule. 	<ul style="list-style-type: none"> • Final minutes and agenda distributed 7 days before next meeting.
<ul style="list-style-type: none"> • Be open and honest. 	<ul style="list-style-type: none"> • Team leader, Timekeeper and recorder rotate alphabetically progressing in this order : timekeeper, recorder, team leader, participant.
<ul style="list-style-type: none"> • Be professional. 	<ul style="list-style-type: none"> • Proxy: Absent members have the discretion of designating a proxy to represent his views at the meeting. The OPT will not deliberately make a decision contrary to an absent member's known views or interests.
<ul style="list-style-type: none"> • Bring Teammates up to speed. 	<ul style="list-style-type: none"> • Guests: All guests must be invited by the OPT. The sponsor is responsible to brief guest on the OPT meeting process.
<ul style="list-style-type: none"> • Leave your ego and "business Coats" at the door. 	<ul style="list-style-type: none"> • Use "I" statements.
<ul style="list-style-type: none"> • Stay for hard parts. 	<ul style="list-style-type: none"> • The OPT and guests shall recite the Ground Rule immediately after the Team Leader calls the meeting to order.
<ul style="list-style-type: none"> • Fix the problem not the blame. 	

ROLES AND RESPONSIBILITIES

Team Leader:

- Set the agenda.
- Ensure those responsibility for items on the agenda are prepared.
- Determine meeting location.
- Chair the meeting.
- Assign action items as required.

Gatekeeper/timekeeper:

- Assist in keeping meeting on track and on time.

Recorder:

- Take minutes.
- Submit draft minutes to team members.
- Make corrects requested by team members.
- Submit final minutes.

Participant:

- Participate actively
- Prepared for meeting (understand issues; complete homework)
- Listen
- Attend all meetings
- Actively share ideas
- Abide by rules
- Honor deadlines and commitments

Sponsor:

- Brief guest on group norms and the guest's role.
- Inform Team of purpose for guests attendance and obtain concurrence for attendance.
- Give guest a copy of the agenda (time limits, expectations).
- Introduce guest to team.
- Debrief guest following meeting, obtain feedback.
- Inform Team at earliest opportunity of surprise guests.

TIER II ISSUES

- Funding as it pertains to meeting the redevelopment authorities objectives.
- Funding for the RAC Contractor to participation in the OPT meetings separate from Project funding

TEAM TRAINING SCHEDULE

We commit to set aside time at each OPT Meeting for training on either team building skills or technical topics. Example topics include:

Communicating effectively
tools for decision making
use of GC in soil gas testing
chemical characteristics of NTC ORL Contaminates
DOT transportation rules
Task Order development and execution
Real Estate Issues : Beyond The EBS
Self directed work teams
Team maturation process improvement
Risk Assessment

SCHEDULE

November 15, 1995 - Wayne Hansel - Orlando

January 10, 11, 12, 1996 - John Kaiser - Orlando

January 24, 25, 1996 - DERTF

February 15, 16, 1996 - Mac - Charleston

March 14, 15, - John M. - Orlando

April 11-12, 1996 - Nancy - Tallassee

May 14-15, 1996 - Catherine - Orlando