



DANA
MISSION
SUPPORT
TEAM



Umatilla Chemical Depot Redevelopment Plan and Implementation Strategy Support Services Contract

Deliverable Report Contract Task 2.2:
Workshop #1: Plan and conduct a 1-day
workshop that will allow the LRA to refine the
community's future vision of the UMCD and
define a process for identifying priorities for
reuse planning

Attn: Rod Skeen, CTUIR
Contract Manager

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"SOLUTIONS PLANNING
FOR THE CHANGING
ENVIRONMENT OF THE
UMATILLA CHEMICAL
DEPOT"

Prepared by: Dennis Walters
Facilitator, Dana Mission Support Team
August 21, 2009
Final Submittal September 17, 2009

August 2009



September 17, 2009

Attn: LRA Board Members and Interested Parties
From: Dana Mission Support Team

RE: Contract for Professional Services, July 21, 2009
Confederated Tribes of the Umatilla Indian Reservation and Dana Engineering, Inc.

Deliverable Submittal: Contract Task 2.2: Workshop #1: *Plan and conduct a 1-day workshop that will allow the LRA to refine the community's future vision of the UMCD and define a process for identifying priorities for reuse planning.*

The purpose of this letter is to formally transmit a contract deliverable to the UMADRA - LRA.

This document provides a complete report of the Values Mapping Workshop and includes:

1. Suggestions for Using the Values Mapping Results
2. Characteristics of an Outstanding LRA Board
3. Characteristics of Outstanding Land Use for the Umatilla Chemical Depot

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Suggestions for Using the Values Mapping Results

I. Using the Results from the morning session: "Characteristics of an Outstanding LRA Board"

The LRA identified three themes that describe what makes an outstanding LRA Board:

1. We work intelligently to carry out our responsibilities
2. We are nice to each other and the people we represent
3. We have successful results

The detailed results of the Values Mapping session are attached. The results presented in the Values Mapping are based on the notes taken during the meeting and reflect our understanding of what was said in the meeting. They are not assertions made by the Dana Mission Support Team.

The following four suggestions are intended to help you get the most benefit out of the work you did in the morning session.

1. Use the Values Map for staying on track for your Values and Principles

The Values Mapping activity in the morning provided the LRA an opportunity to explore and recommit to the values and principles that will contribute to successful outcomes.

Your participation and insights created a clear and understandable "standard of performance" with respect to how the Board will strive to carry out its functions. The Value Hierarchy you created can be used periodically to help the organization get back on track when the Board finds itself straying from the success principles.

2. How to use the Values Hierarchy

- Keep a copy of the Values Hierarchy for quick reference when things are not going the way the need to go.
- Periodically, the group can do a quick "table top" evaluation of how well the expectations are being met.
- Review expectations immediately prior to any meeting where conflict is expected because of the nature of the meeting. In this way the group can remind itself about how to be successful.

3. Share the Values Hierarchy with those working with you

The results of your values mapping sessions can be provided to the support staff to help them understand what your expectations and values are. This will help them accommodate your needs. It enables an application of the "Platinum Rule."

4. This Value Hierarchy may need to be periodically updated

Work in creating your value hierarchies will serve you well for some time. However, as the project matures you may find that the themes and characteristics need to be updated to better reflect the needs of the group. For example, the LRA may want to determine if these are the necessary and sufficient criteria given the needs of the LRA.

II. Using the results from the afternoon session: “Characteristics of Outstanding Land Use for the UMCD”

The LRA identified three themes that describe outstanding land use:

1. Consider expanding existing National Guard uses
2. Promote Economic Development
3. Protect, restore, and enhance the natural and cultural environment

The detailed results of the Values Mapping session are attached.

The following four suggestions are intended to help you use and understand the land use Values Map.

1. The Values Hierarchy can be used to help select land use alternatives

There are many factors that need to be considered when making the ultimate land use decisions. The Values Hierarchy created in the afternoon session is one of the tools that will be applied to determining optimum land use. It provides a values component to the evaluation criteria. Good land use alternatives will align with the values identified in the values map.

2. The Values Map is unlikely to change over the next few months

It is unlikely that changes to the themes will be necessary during the development of the plan. These criteria will enable Board Members to better understand the source of conflict over land use.

3. The Values Map will help you manage the conflicts of decision making.

Many conflicts occur because values are perceived to be threatened. Being able to pinpoint the violation will help clarify the conflict. When considering the decision to accept or reject a land use alternative it will be beneficial to use the values mapping hierarchy to identify the areas of conflict. Technical information that will be developed during planning assessments will provide the detail needed to help evaluate the value aspects.



4. Values mapping provides documentation of due diligence

When the land use decisions are made, there will be some people external to the LRA who will not agree with the decisions. The Values mapping provides clarity of how the Board prepares to make the difficult decisions.

Characteristics of an outstanding LRA Board

Theme 1

We work intelligently to carry out our responsibilities

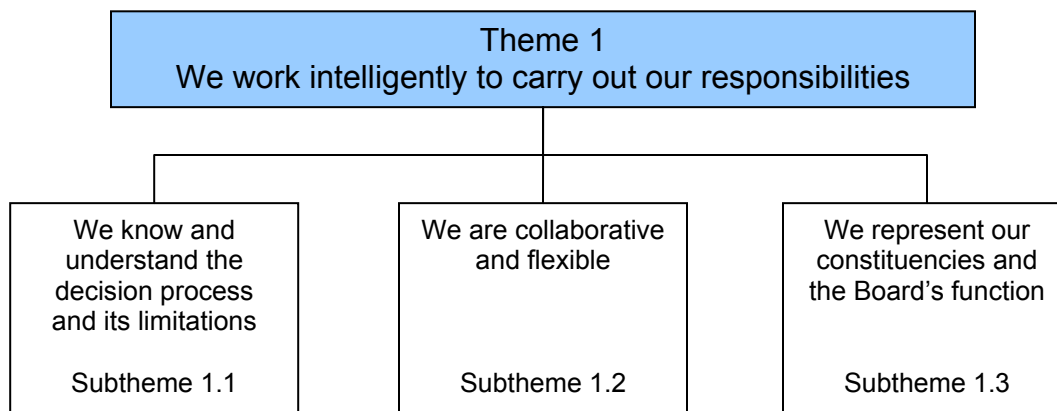
Importance = 30 out of the total of 100

- Working intelligently helps to ensure that we achieve our desired outcomes. We have much to do and little time to do it. We have to work smartly or we will not meet the schedule.
- This is all important. People interaction & understanding each other's interest is most important. It is the single most important thing to do to reach positive outcome. We need to be a learning organization
- The Board must be collaborative and flexible. The rest will happen if we work together and be open-minded.
- Flexibility yes, but being collaborative is not as important. We can be working on separate land use projects.

Summary of current level of performance: Consensus 7 out of possible 10

- The LRA works intelligently. The LRA Organization has stayed alive through great diversity. Its members have learned to work together and survive.
- The cooperation between the team has been accomplished quite well as demonstrated in this meeting. However, many are new to the LRA Board.
- There is much that we need to learn about the Federal BRAC process.
- There is definite room for process improvement and for better communication.

Theme Hierarchy



1. We work intelligently to carry out our responsibilities

1.1. We know and understand the decision process and its limitations

- We understand that without consensus the Army will sell the site on its own
- To achieve consensus we respect others' positions
- Respect is demonstrated by behaving and treating others as you want to be treated
- The consensus decision will be the Best Alternative to No Decision (BATNA)
 - No one will get everything they want
 - Everyone will get something they want
- We follow the process so we can move forward

1.2. We are collaborative and flexible

- We are a learning organization
- We accept each other at face value
- Share and discuss ideas in order to take positions
- We do not take positions until discussions are completed
- We are willing to change our position after discussion is complete
- The process has the ability to adjust as we go
- The process is open at any juncture

1.3. We represent our constituencies and the Board's function "All & All Y'All"

1.3.1. We strive to find the Best Alternative to no Agreement (BATNA)

- The BATNA concept helps us to find a compromise when we are in disagreement
- We able to identify shared interests
- The decisions we make have something everyone can buy into and support
- We get buy in and support because there is a Win in it for everyone (at some level)

1.3.2. We represent the collective of all of our interests

- We know and understand who we represent & why we are here
- As members of our respective organizations (Ports, Counties, Tribes) we represent our interests but as members of the LRA we also represent the collective of interested parties
- We understand what our constituency wants
 - Board gets feedback from constituents
 - We share the feedback we get from our constituencies

1.3.3. There are limits to what we can decide



- Board members are empowered to make decisions
- We are cognizant of limits of our approval authority
 - Know limitations. Each has 10-ft. Leash; 12-ft Decision
- In some cases we will have to go back to our constituencies to get agreement before proceeding
- Board decisions may not be supported by higher ups
- We help other members to carry decisions to their constituents
- Following the BATNA concept, we reach consensus with each other and our leadership

Characteristics of an outstanding LRA Board

Theme 2

We are nice to each other and the people we represent

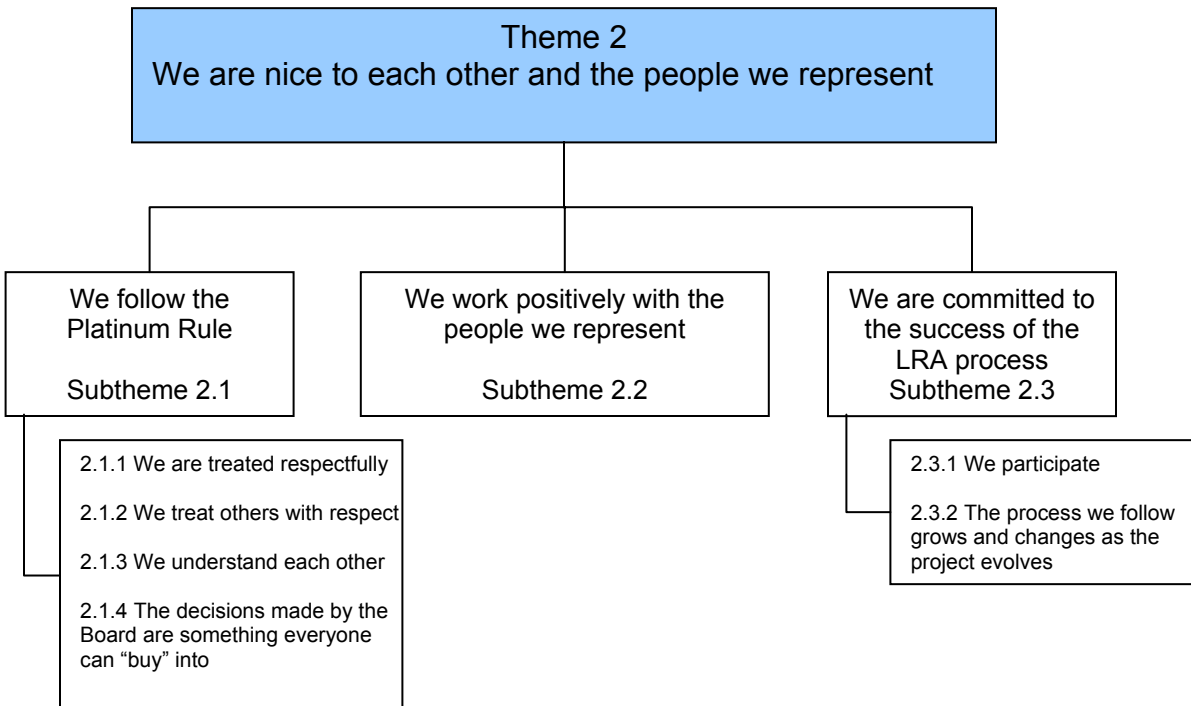
Importance = 20 out of the total of 100

- We treat each other with respect so this is not as important as working smartly.
- We know we have to work well together in order to achieve the end results.

Summary of current level of performance: Consensus 8.5 out of possible 10

- Everyone knows each other and likes these folks.
- We do respect each other, and have demonstrated our respect in past.
- The Board relationships may not have been fully tested.

Theme Hierarchy



2. We are nice to each other and the people we represent

2.1. We follow the Platinum Rule (*"Do unto others as they would like to be done unto."*)

2.1.1. We are treated respectfully

- We all enter the meetings as equal members of the LRA
- Each of us is treated the way we want to be treated
- Our humanity is intact at the end of our sessions
- We can be in conflict without it being personal
- In our discussions and negotiations we separate the issue from the person
- We have open communications - where all feel comfortable - where all can speak

2.1.2. We treat others with respect

- We trust each other
- We respect others' positions and opinions
- We show our respect by listening to each other

2.1.3. We understand each other

- We understand the other Board members' values
- We understand the other Board members' positions
- We strive for clarity in our communications
- We are cognizant of the limitations of the board members
 - We are accountable to our respective decision making leadership
 - Other board members understand and respect members when their constituents approval differs from the LRAs

[Team suggestion: If there is conflict between what is agreed to in the Board meeting and the expectations of the Board Member's leadership, the Board member should notify the Board immediately.]

2.1.4. The decisions made by the Board are something everyone can "buy" into

- There is some level of WIN for everyone
- We help each other sell our recommendations to our respective leaders so that we get a favorable decision and buy-in from our leadership.
- We reach consensus with each other and our organizations' leadership

2.2. We work positively with the people we are representing

- The public knows the Board exists
- The Board informs constituencies and the public at large
- The Board gets feedback from its constituents



- At the end of the process, we have a product that can be bought into by all stakeholders

2.3. We are committed to the success of the LRA process

2.3.1. We participate

- We attend at least 80% of the meetings
- We are open and honest in our communications
- We provide for timely discussion points to occur so that everyone is heard before moving forward

2.3.2. The process we follow grows and changes as the project evolves

Characteristics of an outstanding LRA Board

Theme 3

We have successful end results

Importance = 50 out of the total of 100

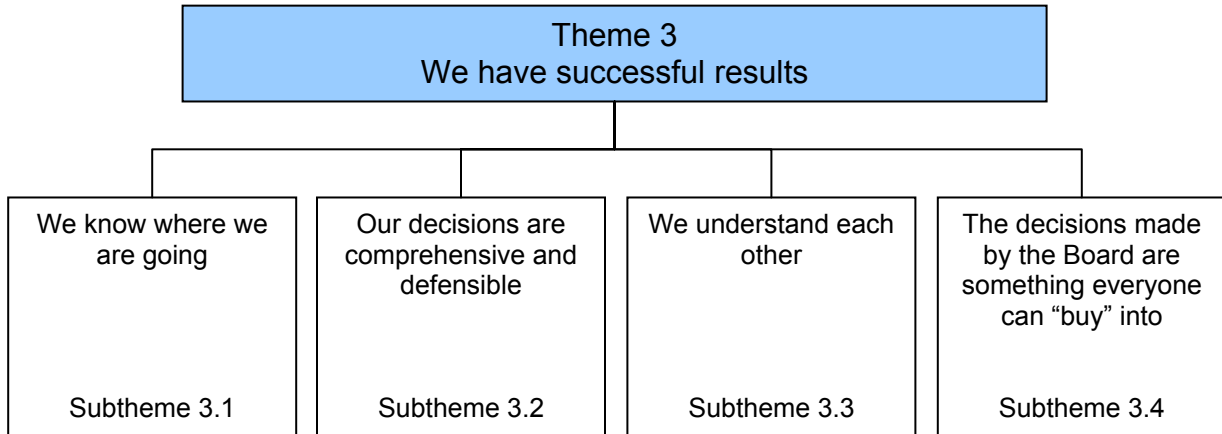
What is important is that we produce the right product for the entire community. The product is the most important thing. Everything else is process.

- Although the outcomes are important, the process has to be in place to get there.
- We need the process to get to the end of the project successfully.
- We won't get to the end if we don't have a good process.
- A good process gets you there.

Summary of current level of performance: Consensus 7 out of possible 10

- The hard part is in front of us. There are a lot of things to be done yet.
- We have the pieces. We can face the challenges ahead.
- We have the right team to get the job done. We have the people who know how.
- We have a reasonable confidence level that we are moving in a successful direction. The performance might be higher but there are so many unknowns, we cannot be as confident as we would like to be.
- Dealing with the Federal requirements has been difficult. Although there are many obstacles in the way, we appear to be heading in the right direction.
- We are on the right track but there is a long ways to go

Theme Hierarchy



3. We have successful end results

3.1. We know where we are going and how to get there

- We have found our common interests
- We have made decisions that everyone can buy into and support
- Know when mission is achieved
- Comply with Oregon Land Use Planning and federal requirements
- We actively work with federal and state regulators for compliance
- We seek community involvement in the process

3.2. Our decisions are comprehensive and defensible

- We are visionary using our hindsight, insight, and foresight Our process captures what this looked like before, what it looks like now, what it should look like in the future
- We consider all factors when reaching our decisions
- At end of process a product that can be bought in by stakeholders
- There is a well defined process for trading-off environmental and economic development conflicts
- There is a governance process that optimize benefits to all LRA participants

3.3. Our decisions represent our region

- Our regional interests encompass North Eastern Oregon
- Our decisions are based on common interests, something everyone can buy into and support
- We do not negatively affect other land use in the area



- We are in harmony with regional culture & and values
- We have the trust of the people we represent

3.4. Our decisions are acceptable to our constituencies

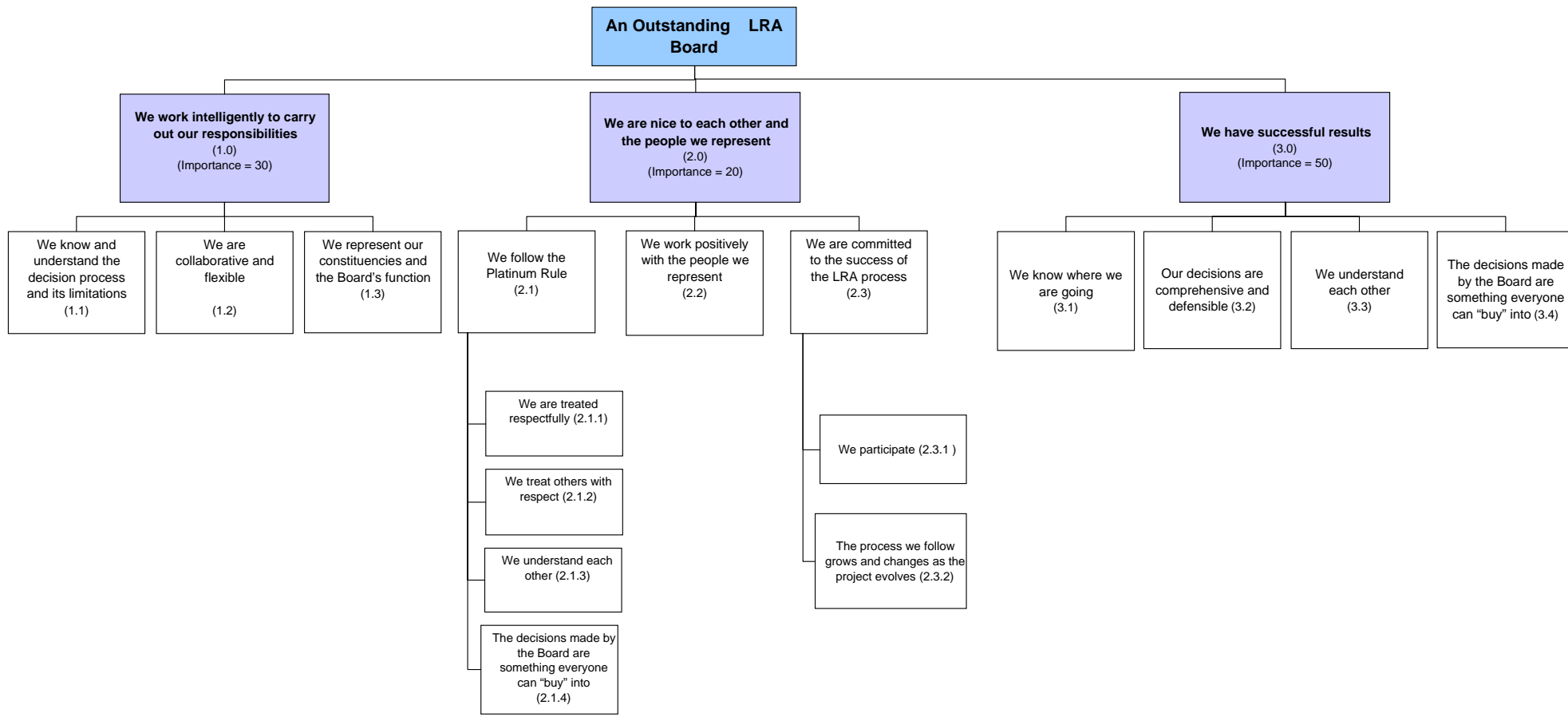
- The land use plan will be something that can be adopted and implemented locally
- Land use has support in community
- We build advocacy for the plan and do not initiate or galvanize adversaries or opposition

Recommendations for improving the Board's Performance

1. The LRA members need to become more familiar with the BRAC Process and the Dana Proposal
2. Give the process time to mature
3. Dana needs to probe the federal and state process requirements to see what hoops need to be jumped through for land use



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Characteristics of outstanding land use for the UMCD

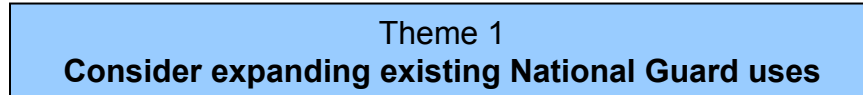
Theme 1

Consider expanding existing National Guard uses

Importance = 20 out of the total of 100

- Considers expanding existing Oregon National Guard military mission
- Training is critical to the readiness of the Oregon Army National Guard
- Unique existing use, there are no reasonable alternatives for the Army
- The value of the Oregon Army National Guard's contribution is not fully known by the LRA members so evaluation of value is not possible (Similar thoughts were expressed by several members)
- The Army has been a good steward
- They can have a high degree of compatibility with others
- Would like to see the Army become a "good neighbor" to the Morrow community
- Morrow has about 55k acres currently being used by the military

Theme Hierarchy



1. Consider expanding existing National Guard uses

- 1.1. Consider expanding existing National Guard uses
- 1.2. The land is used to promote national defense and homeland security
- 1.3. Some of the property and facilities are used to train soldiers
- 1.4. The Army's interests are fully considered in making decisions
- 1.5. The public receives some benefit from uses

Characteristics of outstanding land use for the UMCD

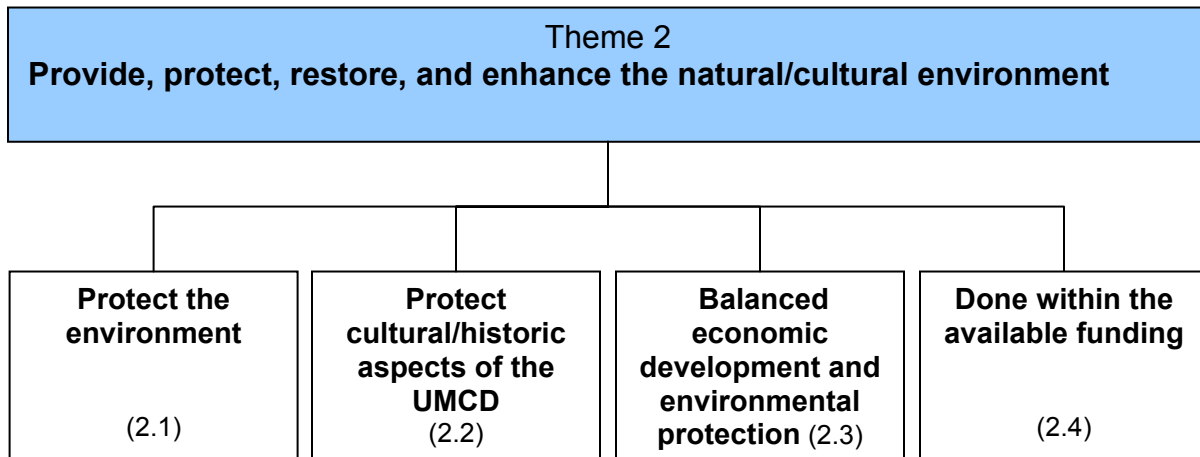
Theme 2

Provide, protect, restore, and enhance the natural and cultural environment

Importance = 40 out of the total of 100

- Choices made without environmental concerns may cripple economic development
- Economic development is the driver but it should be done in an ecologically sound manner
- Environmental should not stop all development
- One participant concluded that he is not as confident about the uniqueness of the Shrub Steppe as the rest of the team
- There needs to be balance. It can't be all economic development
- The treaty has not been used to the extent it could. We need a balance approach.
- We need to listen and be an ally with the tribe
- The army is closely tied to the environmental protection process that is budgeted

Theme Hierarchy



2. Provide, protect, restore, and enhance the natural and cultural environment

2.1. Protect the environment

- The use protects the environment
- The land is environmentally clean
- Preserve unique characteristics of depot land
- Clean site to pristine condition, long term clean-up, then reuse land
- Complete restoration to pre - 1940 condition
- There is an absence of residual environmental liability

2.2. Protect cultural aspects of the UMCD

- Protect cultural resources
- Culturally important to protect food and medicinal plants
- Preserves for the exercise of Treaty Reserved Rights (gathering, hunting, grazing, fishing)

2.3. Balanced economic development and environmental protection

- The land use is compatible with mitigation land use banking principles
- The trade-offs are managed at a regional level not just within the UMCD
- The use fits in with development opportunities to offset habitats on and off UMCD
- Use of property optimizes both economic development and environmental/cultural benefit

2.4. Done within the available funding

- We are within remediation budget
- Balance remediation dollars and land use
- Reuse and remediation cost must be balanced (cost versus benefit value)

Characteristics of outstanding land use for the UMCD

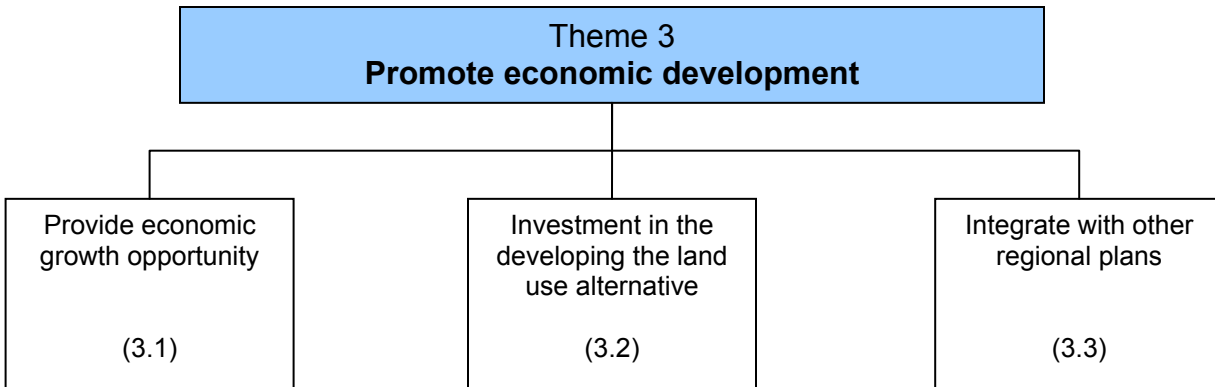
Theme 3

Promote economic development

Importance = 40 out of the total of 100

- The economic development must take into consideration what the Army wants and expects from the site
- This is of equal importance because environment and economic development go hand in hand
- My constituents will get the most out of increased tax base
- We need to balance this with cultural and environmental
- It is important to increase livability for current citizens and create job opportunities

Theme Hierarchy



3. Promote economic development

3.1. Provide economic growth opportunity

- Contributes to regional economic development
- Takes advantage of new uses of existing resources
- Land uses increase the tax base
- Long term sources of well paying jobs gives more opportunities
- Reduce negative impacts of the closure
- Replace jobs lost from base closure

3.2. Investment in the development of the land use alternative

- The land use proposal includes restoration and enhancement of infrastructure
- It brings in new investment
- Brings the facility up to code

3.3. Integrate with regional plans

- Easy Freeway access
- Community transportation access
- Enhanced transportation network throughout the base
- Transportation plan to connect resource to community: road & rail
- Development of utility hub: gas, rail, electrical - upgrade, optimized for utilities
- Encourage development of energy resources
- Develop agricultural opportunities (don't shut door - options open on land use)
- We're not negatively impacting business development
- Positively impact business: new jobs; diversification of business
- Restoration to its original condition for jobs and future flexibility
- Fire/Protective services utilities are clearly defined



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Outstanding Land Use for UMCD

Consider expanding existing National Guard uses
(1.0)
(Importance = 20)

Provide protect, restore, and enhance the natural and cultural environment
(2.0)
(Importance = 40)

Promote economic development
(3.0)
(Importance = 40)

Protect the environment
(2.1)

Protect cultural/historic aspects of the UMCD
(2.2)

Balanced economic development and environmental protection
(2.3)

Done within the available funding
(2.4)

Provide economic growth opportunity
(3.1)

Investment in the developing the land use alternative
(3.2)

Integrate with other regional plans
(3.3)