

COMPREHENSIVE LONG-TERM ENVIRONMENTAL ACTION NAVY (CLEAN I)  
Northern and Central California, Nevada, and Utah  
CONTRACT Number N62474-88-D-5086  
Contract Task Order 199

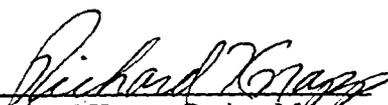
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COMMUNITY RELATIONS PLAN ADDENDUM  
NAVAL STATION TREASURE ISLAND

August 1997

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N60028\_000736  
TREASURE ISLAND  
SSIC NO. 5090.3

REVISED FINAL  
COMMUNITY RELATIONS PLAN

DATED 23 APRIL 1992

IS RECORD NO. N60028\_000084

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## 1.0 INTRODUCTION

As part of Naval Station Treasure Island's (NAVSTA TI) Installation Restoration (IR) program, the Navy completed a community relations plan (CRP) in April 1992. Community interviews for the CRP were conducted in late 1989. In 1990, Congress enacted the Base Realignment and Closure (BRAC) Act which directs military base closures across the country. Under the BRAC Act, NAVSTA TI is scheduled to close on September 30, 1997. The base closure decision creates economic challenges for the City of San Francisco, as well as for neighboring communities within the San Francisco Bay area. Timely reuse of the property depends on timely and effective environmental cleanup of the property. As a result of the closure of NAVSTA TI, community interest in the environmental cleanup program at NAVSTA TI is expected to increase. Therefore, the Navy has conducted a second series of community interviews, with a diverse representation of community members, to identify new interests and concerns regarding the Navy's IR Program. Initially, about ten to fifteen interviews were planned; however, many interview candidates either did not respond to phone calls or declined to be interviewed. As a result, a total of six individuals were interviewed, representing a cross-section of interests within the San Francisco community. Organizations and interest groups participating in the interviews are presented in Appendix A-1; questions posed during the interviews are included in Appendix B-1. The interviews were conducted between May and December 1996.

This addendum presents a summary of the community concerns and interests that were identified during the interviews related to the IR Program at NAVSTA TI. It also presents an update of community outreach activities that have been conducted at NAVSTA TI since the time the CRP was prepared (most notably, the establishment of a restoration advisory board [RAB]), and outlines recommended community outreach activities the future.

Specifically, this addendum provides the following:

- A summary of key points raised during the community interviews (Section 2.0)
- Recommendations for future community outreach activities (Section 3.0)
- An overview of the NAVSTA TI RAB and an update of RAB activities (Section 4.0)

Additionally, this addendum includes three appendices:

- Appendix A-1 provides a list of community organizations whose members were interviewed for the CRP addendum.
- Appendix B-1 includes the interview guide and a handout distributed during the interviews.
- Appendix C-1 contains the DoD/Environmental Protection Agency (EPA) Restoration Advisory Board Procedures.

This CRP addendum was prepared in accordance with the federal Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) of 1980, the Superfund Amendments and Reauthorization Act (SARA) of 1986, and the Department of Defense (DoD) IR Program.

A general description of the Navy's IR program is provided in Section 1.0 of the April 1992 NAVSTA TI CRP. For an updated description of each of the IR sites on NAVSTA TI, you may review the BRAC cleanup plan, dated March 1997, contained in the NAVSTA TI information repositories. The NAVSTA TI information repositories are located at the San Francisco Main Library, Government Documents Division and Building 1, 410 Palm Avenue, NAVSTA TI.

## **2.0 SUMMARY OF KEY POINTS RAISED DURING THE COMMUNITY INTERVIEWS**

The following summary of key points raised during the community interview is separated into five categories of discussion: (1) the interviewees' perception of the general public's interest in the NAVSTA TI environmental cleanup program, (2) the perceptions interviewees have of the Navy, (3) key concerns of the interviewees, (4) suggested information dissemination tools, and (5) the recommended content of outreach materials.

### **2.1 LEVEL OF INTEREST**

Every interviewee observed that, with the exception of a couple of local environmental groups, there appears to be very little interest among the general community in the cleanup of NAVSTA TI, particularly because it is an island with no geographically adjacent community.

Several interviewees noted that the NAVSTA TI RAB should be the Navy's primary target for community outreach since its members represent those community representatives most interested in the cleanup.

## **2.2 PERCEPTIONS OF THE NAVY**

Several interviewees expressed a perception that the Navy cannot be trusted and is not forthright in discussing all the issues and problems associated with the cleanup. However, many of the interviewees also stated a belief that toxic issues on NAVSTA TI are not a significant problem, particularly compared to other Bay-area military installations.

One interviewee stated that the general public believes the Navy focuses too much on the cleanup process and not enough on achieving results. This same interviewee stated that a concern exists within the reuse community that inadequate funds might prevent the Navy from completing cleanup prior to transfer.

One interviewee asserted that most news coverage about the environmental cleanup at NAVSTA TI has been generated by environmental groups; the interviewee has seen no effort by the Navy to inform the community about environmental issues at NAVSTA TI.

## **2.3 KEY CONCERNS**

Only two interviewees, representing environmental groups, raised specific concerns about the migration of contaminants to the San Francisco Bay. The remaining interviewees cited concerns that are largely related to reuse; such as concerns about seismic activity and public access.

Two interviewees stated that cleanup would be a concern if it obstructed future reuse of the island.

## 2.4

### SUGGESTED INFORMATION DISSEMINATION TOOLS

The following information dissemination tools and methods were commonly suggested by interviewees:

- **Direct communication between the Navy and the community.** A couple of interviewees suggested that the Navy conduct joint "road shows" with reuse or RAB representatives to report on progress in the cleanup program and explain how it relates to future reuse of TI. It was also suggested that the Navy interact more directly with community members, for example, by attending local civic organization meetings, breakfasts, or luncheons at which Navy representatives can talk one-on-one with local residents and business representatives.
- **Newspapers.** Local newspapers were the vehicles most often cited as an effective means for communicating with the general public. Specifically, the *San Francisco Chronicle* and *The Independent* were commonly cited.
- **Radio.** KQED National Public Radio (NPR), particularly the "California Report," was often cited as an effective information dissemination tool.
- **Open houses and site tours.** Open houses and site tours were recommended by several interviewees, who stressed that the events should be tied to reuse to attract attendance.
- **Fact Sheets.** Fact sheets were considered somewhat useful; two interviewees suggested placing fact sheets in locations frequented by people with an interest in protecting the San Francisco Bay (for example, Sierra Club bookstores, the Dolphin Club at Aquatic Park, and boatyards were cited).

## 2.5

### CONTENT GUIDELINES FOR OUTREACH MATERIALS

Key points discussed regarding the content of outreach materials are summarized below.

- **Tie cleanup message to reuse.** Every interviewee recommended integrating information regarding the cleanup with information on reuse. Interviewees suggested discussing the timing of cleanup and its relationship to reuse, as well as the anticipated cost to complete the cleanup.
- **Clearly state the message and why the information is important to the reader.**
- **Communicate results rather than the process.** One interviewee asserted that there is a perception among the public that too much time is spent on the cleanup process rather than on achieving results.

- **Use simple language and graphics in written materials.** The public will be more likely to read written materials if the language is simple and the text is broken up with diagrams and graphics to illustrate the message, process, and schedule.

### **3.0 RECOMMENDATIONS FOR FUTURE COMMUNITY RELATIONS ACTIVITIES**

This section recommends future community outreach activities. These recommendations are based largely on feedback obtained during the interviews.

#### **3.1 TARGET THE RAB**

Because NAVSTA TI does not have an immediate community, the NAVSTA TI RAB serves as the primary focal point for obtaining community input on cleanup activities, and communicating information to the general community. As noted above, several interviewees suggested that the Navy focus on the RAB as the key representatives of NAVSTA TI's community. RAB members should be encouraged to help spread information about NAVSTA TI's cleanup program throughout their own organizations. The RAB could also participate more in the Navy's community outreach effort by helping to develop and review selected fact sheets and outreach materials and jointly conduct the "road shows" mentioned above. Greater participation by the RAB in the Navy's outreach effort would help foster trust and a stronger partnership between the RAB and the Navy.

#### **3.2 PREPARE THE TIMELINE OF MILESTONES AND ASSOCIATED COMMUNITY RELATIONS ACTIVITIES**

Preparation of a timeline of upcoming milestones in the cleanup process at NAVSTA TI (including documents and actions) would be a valuable tool for the RAB, reuse representatives, and interested general community members. The schedule should also present required and recommended community relations (CR) activities tied to each cleanup milestone. As the schedule may be subject to change, the timeline would present an approximate time frame rather than specific dates.

### 3.3

### CONDUCT "ROAD SHOWS"

As noted under Section 2.4, several interviewees suggested that the Navy conduct road shows to present general information about the cleanup process and its significance to future reuse of NAVSTA TI. The road shows could target various groups within the community. During the interviews several groups were cited as potential audiences, such as Sustainable San Francisco, the San Francisco Planning and Urban Research (SPUR) Association, and San Francisco Tomorrow. Although the primary focus of these groups is sustainable development and reuse, these groups, as well as other economic development and business organizations, could serve as an effective vehicle to disseminate information about the environmental cleanup of NAVSTA TI. Direct communication and more personal interaction between community groups and the Navy through the road shows would help to foster a better understanding within the community about the progress made and challenges involved in the environmental cleanup program.

### 3.4

### PREPARE POSTER BOARDS

Poster boards are relatively simple to produce and can be used for many purposes. They can be placed at community events; conferences; and RAB, reuse, and general public meetings. The Navy should consider producing the following poster boards:

- An overview of progress made in the cleanup program at NAVSTA TI.
- An enlargement of the timeline of milestones and associated CR activities discussed under Section 3.2.
- An enlargement of the timeline presented in the updated BRAC cleanup plan. This poster board would be especially useful at RAB and reuse meetings.
- A display of IR sites. The poster board would briefly describe each site, including historical operations and contaminants present within each site; provide a general description of the cleanup process; and summarize the progress made to date and projected completion dates (the schedule would be kept very simple as the timeline poster boards would provide more detailed information). A similar NAVSTA TI IR Program display board was prepared about 6 years ago and is now outdated.
- A "Meet the RAB" poster board. The poster board would describe the mission of the RAB, outline key RAB activities, introduce key RAB members such as the co-chairs and members of the BRAC Cleanup Team, and explain how the general community can get involved in the IR program at NAVSTA TI. The display would consist primarily of

photographs and graphic illustrations. Quotes from individual RAB members on why they participate on the RAB and their goals and interests could also be presented.

Additionally, a "decision tree" poster board has been produced that should be displayed at NAVSTA TI RAB meetings. The poster board illustrates key decision points within all applicable cleanup programs. It is designed to help RAB members and the community understand the "big picture," that is, how the cleanup programs are interrelated and executed. The decision tree poster board is generic so that it can be used across Navy CLEAN installations.

### **3.5 PREPARE PERIODIC FACT SHEETS**

As the general public receive very little information about environmental cleanup activities at NAVSTA TI except what they read in the local newspapers, fact sheets should be prepared periodically and distributed to key locations within the San Francisco Bay area (for example, reuse and economic development organizations, environmental organizations, conferences, and those identified under Section 2.4), as well as to the community mailing list. Copies of the fact sheets could also be provided to the NAVSTA TI RAB members for distribution within their respective organizations.

Suggested contents guidelines for fact sheets are summarized in Section 2.5. Several fact sheet topics are recommended:

- An update of overall environmental cleanup progress at NAVSTA TI. Such a progress report should be prepared and distributed annually.
- A one-page (two-sided) fact sheet for current and future tenants of NAVSTA TI that explains the cleanup program and cleanup activities that they may observe, and present a map of the IR site locations.
- A brief fact sheet that describes each IR site and presents the historical and legal framework for conducting the cleanup. The fact sheet could be updated as needed and attached to outreach materials on specific topics, as well as made available at various community events and locations. It could also supplement the fact sheet provided to tenants on NAVSTA TI.

### **3.6 PREPARE ARTICLES**

The Navy should consider preparing short news articles on the cleanup progress for submittal to local papers and various local organizations' newsletters. The content of the articles should focus on why the cleanup is important and how it impacts reuse. The articles could also describe how cleanup efforts have allowed leasing to occur and how they will support future leasing opportunities at NAVSTA TI.

### **3.7 EXPLORE RADIO OUTREACH OPPORTUNITIES**

The Navy could explore opportunities to speak on National Public Radio (NPR) programs; for example, "The California Report" and "Forum." NPR has conducted talk shows in the past on base closure and reuse issues; however, Navy representatives did not participate. Future programs could discuss reuse and cleanup issues across several Bay-area military bases and include Navy and reuse representatives.

## **4.0 NAVSTA TI RESTORATION ADVISORY BOARD**

A key component of the Navy's IR program community outreach effort for NAVSTA TI is the establishment of the NAVSTA TI RAB. The RAB was expanded from the Technical Review Committee (TRC), which was formed in 1992 and met quarterly through December 1993 (the TRC is described in Section 7.1 of the April 1992 NAVSTA TI CRP). The purpose of the TRC was to provide technical recommendations on the remedial investigation/feasibility study process. In January 1994, the TRC was expanded to form the NAVSTA TI RAB.

This section describes the background, goals, and membership of the NAVSTA TI RAB, and identifies issues associated with the operation of the RAB.

### **4.1 BACKGROUND, MEMBERSHIP, AND GOALS**

DoD has established RABs at all military installations implementing the IR Program. The objective of the RAB is to provide a forum through which local community members, the military, and the regulatory agencies can work together in an atmosphere that encourages discussion and the exchange of information regarding the Navy's environmental activities. RAB members meet on a regular basis to review and discuss

technical documents and activities related to the IR Program. Although RAB members do not make decisions about the cleanup process, their concerns and comments are very important in helping the Navy frame its approach to the cleanup process. It is important to note, however, that the RAB is not a replacement for other community relations activities required by law, regulation, or policy; rather, it is intended to supplement existing community relations requirements. Although RAB members are selected to represent the diverse views of the community, the RAB cannot be expected to communicate all concerns and interests of the general community. Therefore, in order to reach segments of the community outside of the RAB's representation, additional community outreach activities are recommended in Section 3.0. RAB procedures developed by DoD and EPA are included as Appendix C-1.

In March 1994 the Navy solicited applications for NAVSTA TI RAB membership by placing an advertisement in the *San Francisco Chronicle*; in May 1994, another advertisement was placed in the *San Francisco Chronicle/San Francisco Examiner* Sunday edition, the *Bay Guardian*, and the *SF Weekly*. Ninety-three applications were received.

A selection board was established consisting of the Navy's BRAC Environmental Coordinator, community members of the TRC (including a representative from the City of San Francisco), and representatives from the League of Women Voters, the California DTSC, and the EPA. Twenty-three applications were accepted. A kickoff meeting and site tour were held on August 20, 1994.

Due to some attrition of RAB community members over time, another solicitation for new RAB members was conducted in May 1995. An advertisement was placed in the same papers cited above; about 50 new applications were received. A membership subcommittee consisting of RAB community members met to approve 20 new members (in addition to the existing members).

Membership on the RAB includes a representative from the Navy, the DTSC, the California Regional Water Quality Control Board (RWQCB), the EPA, and a cross section of community members, including representatives of environmental and civic organizations, academia, the business community, local government, and other organizations. As of January 1997, the RAB has 21 community members. The primary goal in selecting RAB members is to ensure that the diverse views of the community are

represented and heard. Each member of the RAB has an equal voice. The RAB is co-chaired by one Navy representative and one community representative.

The RAB provides a forum to express and consider a wide variety of community concerns and interests related to the Navy's IR Program. To ensure two-way communication between the RAB and the community, RAB members are expected to (1) communicate with local community members and groups who may have specific interest in base cleanup issues, (2) present those concerns to the RAB, and (3) report feedback from the RAB to the community. RAB members meet regularly to discuss the results of field investigations, review documents, and discuss interim proposals for cleanup activities. Although the RAB does not make decisions on environmental cleanup activities, RAB members provide information, suggestions, and advice that will be considered when decisions on cleanup activities are made.

#### **4.2 RAB ACTIVITIES TO DATE**

NAVSTA TI RAB meetings are held regularly each month. Additionally, monthly interim meetings are held to discuss upcoming agenda items and key issues in a more informal setting. The RAB is involved in all aspects of base cleanup issues: Beyond the regular meetings, the BRAC Cleanup Team (which consists of the Navy, DTSC, EPA, and the RWQCB) have provided the RAB numerous forums for discussing approaches and issues associated with the environmental cleanup of NAVSTA TI. For example, the BRAC Cleanup Team conducted:

- Three workshops, to explain (1) the ecological risk assessment process, (2) the human health risk assessment process, and (3) the second phase of the remedial investigation work plan.
- Two tours of NAVSTA TI IR sites, coupled with open houses to describe the sites and the cleanup process.
- A field demonstration to illustrate the use of the Geoprobe and immunoassay investigation technologies. The Geoprobe is a device used to collect soil and groundwater samples, and immunoassay test kits are a method to analyze contaminants present in the soil samples while in the field (as opposed to sending the sample to an off-site laboratory).
- Numerous meetings with the RAB's technical subcommittee to discuss selected documents and approaches.

RAB meetings are open to the public, and members of the public are encouraged to attend. The NAVSTA TI RAB Charter is presented in Appendix D-1 and the NAVSTA TI RAB Standard Operating Procedures are presented in Appendix E-1. For more information about RAB meetings and the environmental restoration program at NAVSTA TI, you may contact:

James Sullivan  
BRAC Environmental Coordinator  
Naval Station Treasure Island  
410 Palm Avenue, Building 1  
San Francisco, CA 94130-0410  
(415) 395-5454

Or you may visit the NAVSTA TI information repositories, located at the San Francisco Main Library, Government Documents Division and Building 1, NAVSTA TI.

**APPENDIX A-1**

**COMMUNITY INTERVIEWEES FOR CRP ADDENDUM**

**(Note: To maintain privacy, individual's names are not included)**

## **NAVSTA TI COMMUNITY INTERVIEWEES**

**The following organizations were interviewed for the CRP Addendum:**

**ARC Ecology**

**Bay Keeper**

**Citizens Reuse Committee**

**Bay Conservation and Development Commission**

**Office of Mayor Willie Brown, Treasure Island Project**

**Urban Ecology**

**APPENDIX B-1**  
**COMMUNITY INTERVIEW GUIDE AND HANDOUT**

# NAVAL STATION TREASURE ISLAND COMMUNITY RELATIONS PLAN INTERVIEW GUIDE

## INTRODUCTION

Naval Station Treasure Island (NAVSTA TI) has been conducting environmental investigations and cleanup activities under the Navy's environmental restoration program. As part of the Navy's community outreach program, a community relations plan (CRP) was prepared for NAVSTA TI based on discussions with community members in late 1989. The CRP provides a roadmap for involving the community in the environmental program from start to finish. It outlines both the community involvement activities required by law (for example, public notification and public comment on proposed cleanup decisions), as well as recommends additional steps to effectively inform and involve the community (for example, fact sheets, workshops, site tours, etc.)

The CRP is based largely on information obtained through community interviews. The interviews are conducted to identify concerns, issues, and information needs from a cross-section of key community representatives. Since it has been over five years since the first round of interviews were conducted and the base is now scheduled to close, a second round of interviews are being conducted and the CRP will be updated.

## AWARENESS

1. How familiar are you with environmental investigation and cleanup activities underway at NAVSTA TI? When did you become aware of possible environmental contamination at the installation?
2. If you are familiar with environmental programs at NAVSTA TI, do you believe that they are being conducted effectively?
3. Are you familiar with the NAVSTA TI Restoration Advisory Board? (explain and dates)
4. Do residents and workers at the installation appear to be familiar with the environmental investigations and cleanup process underway at NAVSTA TI?

5. How do you feel about the Navy's cleanup efforts at NAVSTA TI? What contacts have you had with government officials about the site?
6. Are Navy officials perceived as credible and responsive to community concerns?

## CONCERNS

What are your major concerns related to NAVSTA TI? For example, do you have specific concerns regarding:

1. Your health or the health of others?
2. Transportation routes for hazardous wastes to off-site disposal facilities?
3. Any particular sites at NAVSTA TI?
4. Chemical contamination to the Bay and its fisheries resource?
5. Decreased property values?
6. Other issues?

Although decisions regarding reuse of the base property will be made by the Citizens' Reuse Committee and the San Francisco Redevelopment Agency, not the Navy, the Navy is working with the reuse planners to ensure that the cleanup is consistent with proposed reuse plans. Toward that end, do you have ideas related to:

7. Whether the Navy should give priority to the most contaminated sites versus the sites with greatest reuse value?
8. How the Navy balances reuse needs against environmental needs (e.g. protection of endangered species)?
9. Are there particular areas that you feel should receive priority attention, for example, groundwater, airborne pollutants, endangered species, wetlands, fisheries?

## **COMMUNITY INVOLVEMENT AND INFORMATION NEEDS**

1. Have you participated in any activities related to the environmental program at NAVSTA TI or other installations in the vicinity?
2. To what extent would you like to be involved in the investigation and cleanup process?
3. How often would you like to receive information (e.g. at milestones only) and how much detail would you like to receive (e.g. technical details vs. overview in layman's terms)?
4. What are some ways you would suggest that the Navy provide you with information regarding hazardous waste cleanup activities?
5. Federal and state law require public comments to be considered before a final decision is made on the how the site will be cleaned up. A formal comment period and public meeting will be conducted to solicit public input on the proposed cleanup plan. Are there other ways the Navy can obtain public input on planned environmental activities? What are your suggestions?
6. Can you suggest individuals or groups the Navy should contact for additional information?
7. Is there anything you wish to mention regarding the cleanup process that we have not yet discussed?

## An Overview of the Navy's Environmental Cleanup Program At Naval Station Treasure Island

The U.S. Navy is currently conducting a comprehensive environmental program to identify, evaluate, and clean up contaminated sites located on Naval Station Treasure Island (NAVSTA TI). NAVSTA TI occupies all of the 403-acre Treasure Island (TI) and the majority of 150-acre Yerba Buena Island (YBI). The Navy has identified 25 sites that require further investigation and cleanup actions.

In the past, industrial operations at NAVSTA TI contaminated some areas of the soil and groundwater, primarily with fuels, oils, and paint products. The contamination occurred before the potential risks associated with hazardous waste disposal were recognized and regulations governing their handling were enacted. Today, these materials are handled and disposed of in compliance with strict regulations. It is important to note that ongoing investigations have shown that there is no immediate threat to public health or the environment at or around NAVSTA TI. The Navy will continue to monitor the sites to ensure that the health of residents and employees at NAVSTA TI and the surrounding Bay community are not at risk.

The Navy has been conducting environmental investigations and cleanup under the Department of Defense national environmental cleanup program, referred to as the Installation Restoration (IR) Program. The IR Program follows the same standards as the U.S. Environmental Protection Agency's parallel program, known as the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) program. Investigation and cleanup at NAVSTA TI is patterned after the IR and CERCLA programs and involves the following steps:

- **Preliminary Assessment/Site Investigation:** Information regarding historical operations that may have involved hazardous substances is collected and reviewed. If the information suggests that contamination may exist at a site, the Navy conducts limited soil and groundwater sampling to confirm the existence of contaminants.
- **Remedial Investigation:** If the presence of contamination is confirmed through the site investigation, a comprehensive study of the site is conducted. During the remedial investigation, groundwater, surface water, and soil samples are collected and analyzed to determine the nature and extent of contamination throughout the site.
- **Feasibility Study:** The feasibility study may be conducted concurrent with the remedial investigation to identify and evaluate possible cleanup alternatives. Each cleanup alternative is evaluated for its effectiveness, cost, and protection of human health and the environment. Following completion of the remedial investigation and feasibility study, a proposed cleanup plan is submitted to the public for review and comment.
- **Remedial Action Plan/Record of Decision:** Once public comments on the proposed cleanup plan are addressed, the cleanup plan is finalized and documented in a remedial action plan/record of decision (RAP/ROD). The RAP/ROD is then announced to the public through a public notice in a local newspaper.

- **Remedial Design:** Following completion of the RAP/ROD, the cleanup plan is designed to engineering specifications.
- **Remedial Action:** The remedial action step involves actual construction and implementation of the selected cleanup plan. Once the cleanup method is in place, it is monitored to ensure that it is working effectively.

The Navy is currently completing the remedial investigation at NAVSTA TI. Throughout the IR process, removal actions may be performed at any time to quickly remove contamination. A removal action may involve activities such as removal of the contaminated soil or groundwater, or measures to prevent or contain the spread of contamination. Because removal actions represent a quick and efficient approach to cleanup, removal actions have either been conducted, or are planned, at many of the IR sites located at NAVSTA TI.

The Navy also conducts a community outreach program to solicit community input and encourage community involvement throughout the IR process. A community Restoration Advisory Board (RAB) has been established to facilitate greater community involvement in the cleanup program at NAVSTA TI. The RAB consists of community representatives from a cross-section of community groups and interests, as well as representatives from the Navy and environmental regulatory agencies. RAB meetings are held monthly, usually, the fourth Tuesday of every month, and are open to the public. The next RAB meeting is scheduled for May 21, 1996, at the Fleet Admiral Nimitz Conference Center, located on Treasure Island, from 7:00 to 9:30 p.m.

For more information regarding the Navy's environmental program and future RAB activities, you may contact **Jim Sullivan, the Navy's Base Realignment and Closure Environmental Coordinator** at: **(415) 395-5454**. You may also visit the Navy's information repository which contains documents related to environmental investigations and cleanup underway at NAVSTA TI. The information repository is located at:

San Francisco Public Library  
Government Information Center  
100 Larkin Street (Corner of Larkin and Fulton)  
San Francisco, CA 94102  
415/557-4500

**APPENDIX C-1**

**DOD/EPA RESTORATION ADVISORY BOARD PROCEDURES**



THE DEPARTMENT OF DEFENSE  
AND  
THE UNITED STATES ENVIRONMENTAL  
PROTECTION AGENCY



WASHINGTON, DC

SEP 27 1994

SUBJECT: Restoration Advisory Board (RAB) Implementation Guidelines

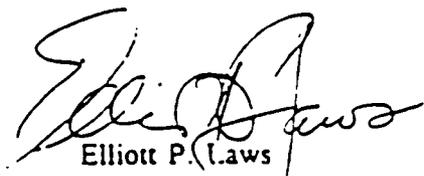
The Department of Defense (DoD) is taking steps to increase public participation in its cleanup program. New DoD policy, which resulted from DoD's participation in the Federal Facilities Environmental Restoration Dialogue Committee, calls for Restoration Advisory Boards (RABs) to be formed at all closing installations and at non-closing installations where the local community expresses interest.

RABs are an expansion of DoD's Technical Review Committee (TRC) concept. The boards are a forum for exchange of information and partnership among citizens, the installation, EPA, and State. Most importantly, they offer an opportunity for communities to provide input to the cleanup process. It is our view that RABs will improve DoD's cleanup program by increasing community understanding and support for cleanup efforts, improving the soundness of government decisions, and ensuring cleanups are responsive to community needs.

The attached document entitled "Restoration Advisory Board Implementation Guidelines" provides recommended procedures for establishing and operating RABs. It is intended to be a resource for installation, EPA, and State personnel and citizens who participate in RABs. The guidelines were developed by a joint DoD/EPA working group which is a model for interagency cooperation.

The agency points of contact on RABs are, for DoD, Ms. Marcia Read, 703-697-9793; for EPA, Ms. Marilyn Null 202-260-5686.

  
Sherri W. Goodman  
Deputy Under Secretary of Defense  
(Environmental Security)  
Department of Defense

  
Elliott P. Laws  
Assistant Administrator  
Office of Solid Waste and Emergency  
Response  
U.S. Environmental Protection Agency

Attachment



DEPARTMENT OF DEFENSE  
AND  
UNITED STATES ENVIRONMENTAL  
PROTECTION AGENCY



**Restoration Advisory Board  
Implementation Guidelines**

**September 1994**

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*These guidelines are based on the "Interim Guidance for Implementing Restoration Advisory Boards", November 1993, drafted by California Environmental Protection Agency, Department of Toxic Substances Control.*

U.S. ENVIRONMENTAL PROTECTION AGENCY  
AND DEPARTMENT OF DEFENSE  
RESTORATION ADVISORY BOARD IMPLEMENTATION GUIDELINES

I. BACKGROUND

The United States Environmental Protection Agency (EPA) and the Department of Defense (DoD) recognize the importance of public involvement at military installations that require environmental restoration. Therefore, EPA and DoD have developed joint Restoration Advisory Board (RAB) guidelines. DoD policies on community involvement can be found in the *"Management Guidance for Execution of the FY94/95 and Development of the FY96 Defense Environmental Restoration Program,"* April 14, 1994.

RABs bring together people who reflect the diverse interests within the local community, enabling the early and continued flow of information between the affected community, DoD and environmental oversight agencies. DOD is creating RABs to ensure that all stakeholders have a voice and can actively participate in a timely and thorough manner in the review of restoration documents. RAB community members will provide advice as individuals to the decision-makers on restoration issues. It is a forum to be used for the expression and careful consideration of diverse points of view. The RAB complements other community involvement efforts, but does not replace them. The DoD installation will continue to be responsible for fulfilling all statutorily mandated public involvement requirements.

This document provides guidelines to assist DoD installations on how to develop and implement a RAB and the role of environmental oversight agencies in this process. It is intended to be flexible so the DoD installation can adapt the RAB to meet the individual needs of the community.

The guidelines are based on recommendations contained in the February 1993, "Interim Report of the Federal Facilities Environmental Restoration Dialogue Committee." While not identical, they are generally consistent with the Committee's recommendations.

Although these guidelines are intended to apply at all military installations, EPA's involvement on a RAB will vary based on the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) National Priorities List (NPL) status of the installation. EPA is committed to full involvement on RABs as the Federal regulatory agency for all DoD installations on the NPL or at base closure sites where EPA has received resources from DoD. EPA's involvement will be at the discretion of EPA's regional office for non-NPL, non-base closure or base closure installations where EPA has not been given resources from DoD.

For this document, the term "stakeholder" is defined as parties that are actually or potentially affected by restoration activities at an installation.

## II. RAB DEVELOPMENT

Most DoD installations have already established Technical Review Committees (TRCs) to provide interested parties with a forum to discuss and provide input into site restoration activities as required by 10 USC 2705(c) and Executive Order 12580, "Superfund Implementation." The DoD RAB policy calls for existing TRCs or similar groups to be expanded or modified to become RABs rather than create a separate committee, as long as the RABs meet the statutory requirements for TRCs. RABs provide an expanded opportunity for ongoing community input and participation in all phases of installation restoration activities and decision-making.

The RAB is not a replacement for other types of community outreach and participation activities required by law, regulation, or policy. Therefore, all existing public involvement requirements must still be completed, including the community relations requirements of CERCLA as amended by the Superfund Amendments and Reauthorization Act (SARA); and public involvement requirements of the Resource Conservation and Recovery Act (RCRA), National Environmental Policy Act (NEPA), and any state environmental regulations.

Although the DoD installation has the lead responsibility for the formulation and implementation of the RABs, the state and EPA, as appropriate, should be involved in all phases of RAB planning and operation.

### Preparing for the Initial RAB Information Meeting

Before the initial RAB information meeting, the DoD installation should begin the process of informing and educating the community about the purpose of the RAB and opportunities for membership and participation. This is especially important at installations where a TRC has not been formed or where the community has had limited participation in the TRC. This can be accomplished by completing the following suggested activities.

#### Fact Sheet

The DoD installation should prepare and distribute a brief, one-page fact sheet describing the RAB prior to the initial RAB information meeting. This should be done in consultation with the existing TRC, the state, and EPA, as appropriate. It may be advisable to distribute the fact sheet using any existing public participation mailing lists unless a wider distribution is deemed desirable. The fact sheet should describe the purpose of the RAB, membership opportunities, the membership selection process, and state the responsibilities of RAB members. Copies of the fact sheet should be made available to the public in

information repositories established by the installation and widely accessible to the community. If a significant segment of the community is non-English speaking or visually impaired, the fact sheet should be translated. A sample RAB fact sheet is included as Enclosure 1.

### Public Notice

A paid public notice should be issued to advertise the initial RAB information meeting in at least one newspaper of general circulation serving the affected communities around the installation, as well as in the installation newspaper. The public notice should be published in advance of the meeting and include the following information:

- time and location of the meeting
- notice of the intent to establish a RAB or transition the TRC to become a RAB, if applicable
- RAB purpose
- membership opportunities
- meeting is open for public attendance and participation
- name and phone number of contact person(s) for more information
- topics for consideration at the initial RAB information meeting

The public notice should be placed in a prominent section of the newspaper likely to be read by the majority of community members. A sample public notice is included as Enclosure 2.

### Agenda

An agenda for the meeting should be developed by the DoD installation in consultation with the state and EPA, as appropriate. The agenda should reflect community restoration concerns as identified by existing community involvement activities (i.e., interview with key community leaders, review of correspondence, review of media coverage, etc.).

### Press Release

The DoD installation's public affairs office should prepare and distribute a press release to explain the purpose of the RAB and the time and location of the meeting. Depending on local media coverage of installation environmental issues, it may be appropriate to prepare a more extensive media packet of information to update the local media regarding installation restoration issues and activities.

### Initial RAB Information Meeting

The initial RAB information meeting should be sponsored by the DoD installation as

soon as possible to ensure the expeditious execution of the RAB. This can be accomplished at the next regularly scheduled TRC meeting, as long as sufficient public notice is given, or at a community meeting held specifically for this purpose. Where a TRC currently exists, the TRC must evaluate its member composition and operation using the RAB criteria and modify, as appropriate. The DoD installation should consult with the state and the EPA, as appropriate, well in advance of the initial RAB information meeting on all matters related to the meeting.

The initial RAB information meeting may be facilitated by the DoD installation. If appropriate, the meeting could be facilitated by a professional facilitator with meeting facilitation skills and experience. A professional facilitator should be considered where a controversial situation is anticipated and a sense of independence will avoid, minimize, or even diffuse acrimonious deliberations.

The focus of the meeting should be to introduce the RAB concept to the community and begin the membership solicitation process. Some of the suggested topics to address include:

- overview and purpose of the RAB
- goal of representing diverse community interests
- difference between the RAB and the TRC
- membership opportunities
- member selection process and time table
- member responsibilities and what is expected of members
- overview of installation restoration and/or conversion activities and plans (as appropriate)
- open discussion/question and answer period
- co-chair opportunities
- potential conflict of interest concerns

The date and location of the meeting should be chosen with the goal of making it convenient for a majority of community members to attend and participate. The meeting, as with all RAB meetings, should be held in a central location. Input from the community should be strongly considered regarding convenient meeting locations and times. The DoD, the state, and EPA should ensure that a representative and/or designee is in attendance at all RAB meetings.

The DoD installation should prepare meeting minutes summarizing the topics discussed at the meeting. The minutes should be a concise summary of the meeting rather than verbatim transcripts. Translation of meeting minutes should be provided if a large segment of the local community speaks a language other than English or members of the community are visually impaired. The minutes should be made available to the public at the information repositories and/or other places within two weeks of the meeting. The DoD installation may want to consider mailing copies of the minutes to all community members

who attended the meeting, existing TRC members and/or to people identified on the installation's community relations mailing list.

### **Converting a TRC to a RAB**

If an installation already has a functioning TRC, it should be converted into a RAB instead of establishing a separate committee. Some of the tasks that need to be done to accomplish the conversion are: adding a community co-chair; increasing community representation; and making all meetings open to the public. The ultimate goal of the RAB is to improve communications among stakeholders and solicit input to be used in the decision process.

As a part of the initial member selection process, the DoD installation, with input from the EPA, as appropriate, and the state, should evaluate diversity of the current membership of the TRC. DoD membership should consist of 1 to 2 members. As a general rule, TRC members should be given preference for a seat on the RAB to preserve continuity and the "institutional history" of the restoration process. This should be balanced against the preeminent need to form a RAB truly representative of the community's diverse interests.

### **Formulating the RAB**

#### **Ensuring Membership Diversity and Balance**

RAB members should be identified by a selection panel, see "Selecting Community Members." The RAB should be comprised of members from the local community and representatives from DoD, the state, and EPA, as appropriate. Community members selected for RAB membership should reflect the diverse interests within the local community. RAB members should live/work in the affected community or be impacted by the restoration program. The following list of potential interests should be considered for representation on the RAB. This list is illustrative and not all inclusive. Each RAB should be developed to reflect the unique mix of interests and concerns within the local community.

- local residents/community members (including minorities and low income)
- local reuse committees
- Technical Assistance Grant (TAG) recipient
- current TRC members
- local government officials/agencies
- business community
- school districts
- installation employees/residents
- local environmental groups/activists
- civic/public interest organizations
- religious community
- other regulatory agencies

- local homeowners organizations
- medical community
- Native American tribes

DoD, the state, and EPA, as appropriate, will generally have one member each on the RAB. While it is anticipated that other members of the installation and regulatory agencies will regularly attend and participate in RAB meetings as resources, the majority of RAB members should be from the local community.

#### Soliciting Community Members

For an effective RAB to be established quickly, the DoD installation, in coordination with the EPA, as appropriate, and the state, needs to inform and educate the local community about the formulation of the RAB, its purpose, and the opportunities for membership. The public outreach effort should be tailored to the individual community at each installation and may include letters to local government officials and community members. This is especially important at installations where there has been limited community involvement opportunities or where there has been minimal community and media interest in the installation.

Every effort should be made to ensure that all individuals or groups representing the community's interests are informed about the RAB and given the opportunity for RAB participation. Based on the results of member recruitment efforts, it may be necessary to directly solicit some groups or organizations. A sample RAB member recruiting letter is included as Enclosure 3 and may be useful in such efforts. For ease in tracking community interest, a community interest form, Enclosure 4, can be developed and distributed at the initial meeting, made available at local information repositories or other suitable locations, and mailed to persons who write or call.

#### Determining the Size of RAB

The initial size of the RAB will be determined by the RAB selection panel. Once the RAB is operational, procedures should be developed to address the addition and removal of RAB members. The RAB may want to re-evaluate the current RAB size, diversity and balance, and add members. To facilitate constructive dialogue, the RAB should generally be no larger than 20 individuals but no smaller than is necessary to adequately reflect the diversity of community interests regarding installation restoration. If RAB membership significantly exceeds 20, efforts should be made to consolidate and eliminate any duplicate representation of similar view points. If the RAB is larger than 20, the use of sub-committees should be considered.

#### Selecting RAB Members

The transition period between the meeting to initiate RAB formulation and the

implementation of a fully functioning RAB will likely be a busy, challenging period. Although the length of time required to complete the transition to a RAB will vary from installation to installation, most RABs should set a goal to be in full operation within six months from the meeting to initiate RAB formulation. During this period of time the following key activities should be completed to ensure successful development and implementation of the RAB.

*Selecting Community Members:*

*Selection Panel.* The installation Commanding Officer (CO) in consultation with the state and EPA, as appropriate, should identify community interests and solicit names of individuals who can represent these interests on the selection panel. Once the selection panel nominees have been provided, the CO in consultation with the state and EPA, as appropriate, should review the selection panel nominations to ensure balance and diversity. If nominations represent the diversity of the community, they will become the selection panel. The panel should establish and announce the following items:

- procedures for nominating community RAB members
- process for reviewing community interest forms
- criteria for selecting community RAB members
- list of RAB nominees

*Final Selection:* RAB membership selection should be in an open and fair manner using the panel. The panel will evaluate interest forms and develop a nomination list for the CO. The CO, in consultation with the state and EPA, as appropriate, should review the list to ensure that nominees represent the diversity of the community. If the list lacks diversity, the CO will ask the selection panel to provide a revised list. A lack of diversity or balance is the only reason a list can be rejected.

The selection panel may want to contact those who expressed interest but not selected for RAB membership to thank them for their interest and willingness to participate in the RAB. A letter to them should explain selection criteria, why they were not chosen and should encourage them to attend and participate at the RAB meetings as members of the general public. Their interest forms should be kept on file for consideration when future membership openings occur.

Additions to and removals from the RAB can be made at any time the RAB deems necessary. Procedures for additions and resignations should be outlined in the operating procedures.

**NOTE:** DOD contractor personnel should not be RAB members. However, for community RAB members who have business interests, membership on the RAB should not limit ability to compete for contracts. All information provided the RAB members should also be made available to the general public.

### *Selecting Government Members:*

The DoD installation, state and local governments, and EPA, as appropriate, should be represented on the RAB. Members may include the Remedial Project Manager (RPM) from the service, state, and EPA, as appropriate, and representatives from local agencies. Representatives should dedicate the time necessary and have sufficient authority to fulfill RAB responsibilities. Whenever, possible, each entity should be represented by one individual. Other government officials such as public health officials from the Agency for Toxic Substances and Disease Registry (ATSDR) may attend RAB meetings as their expertise may be needed.

In the case of closing military installations, the Base Realignment and Closure (BRAC) Cleanup Team (BCT) will be a member of the RAB. The BCT consists of representatives from the DoD service, EPA, and the state.

### III. RAB OPERATIONS

This section presents some important issues related to RAB operations. Once the RAB is officially formed, the RAB should develop and implement its operating procedures.

#### Selecting Co-Chairs

Co-chairs' responsibilities should be jointly held between the installation and community and they will serve as equal partners. Selection of the DoD installation co-chair is by the installation's CO. The community co-chair should be selected by the community members of the RAB. The co-chairs should have sufficient authority and ability to fully undertake RAB chairperson responsibilities.

The length of the term to be served by the co-chairs should be decided upon by the RAB and outlined in the RAB's operating procedures, one- or two-year terms should be considered. This will allow for continuity, but also timely change if necessary. Co-chair termination procedures should be articulated in the RAB's operating procedures.

#### Distributing a Fact Sheet

After the RAB is established, the RAB should consider preparing and distributing another brief fact sheet to announce that the RAB has been formed and publish the names of RAB members. The fact sheet could also announce the RAB meeting schedule, publicly thank all community members who expressed interest in RAB participation, and encourage ongoing community attendance and participation at future RAB meetings.

## **Developing a RAB Mission Statement**

Each RAB should develop a mission statement that articulates the overall purpose of the RAB. The statement can be brief. For example, "The RAB mission should be to establish and maintain a forum with all stakeholders for the exchange of information in an open and interactive dialogue concerning the installation's restoration program."

## **Developing RAB Operating Procedures**

The RAB should develop a set of operating procedures. The operating procedures should include policies on attendance, meeting frequency, procedures for removing, replacing co-chairs and replacing/adding other members, membership and co-chair length of service, methods for resolving member disputes, process for reviewing and responding to public comments, and procedures for public participation.

## **Training for RAB Community Members**

Once selected, RAB members may need some initial orientation to enable them to perform their duties. The DoD installation should work with the state, EPA and environmental groups to develop methods to quickly inform and educate the RAB members to promote the rapid formation of a fully functioning RAB. This may be accomplished at initial RAB meetings or at special orientation sessions and may include the following:

- formal training sessions
- workshops
- informal briefings
- briefing booklets, past fact sheets, maps
- site tours

Technical support staff from state, federal, and local agencies that have involvement with restoration and reuse issues may be asked to attend RAB meetings to provide information in their areas of expertise and will be available to provide information and explanation to RAB members.

## **Providing Administrative Support to the RAB**

The DoD installation needs to ensure that adequate administrative support is made available to establish and operate the RAB. It is especially important to provide for ongoing administrative support for closing or closed installations. Administrative support will usually include the following:

- meeting facilities
- preparation of meeting minutes and other routine word processing tasks
- copying/printing of RAB documents, notices, fact sheets

- conduct mailings
- distribution of public notices in local newspapers
- management of RAB mailing lists
- translation and distribution of outreach and other RAB materials
- meeting facilitation

### **Funding for RABs**

Administrative and logistical support to meet the RAB's mission should be provided by the DOD installation, using the Defense Environmental Restoration Account at non-BRAC installations, and BRAC funds at closing installations.

### **Technical Assistance**

Community members of the RAB at NPL installations may establish an organization and apply for a Technical Assistance Grant from EPA, provided that a TAG has not already been awarded to another community group at the installation.

### **Scheduling Meetings**

RAB meetings should be scheduled on a regular basis. The individual RAB members should decide the scheduling and frequency of RAB meetings. The frequency of RAB meetings should be to ensure timely and effective communication. Closing installations may require more frequent meetings.

### **Location**

The RAB meetings should be held in a location agreed upon by the RAB members and in a location that is accessible to the physically impaired. The development of the RAB concept was meant to ensure and enhance community involvement in the process; providing the community with the opportunity to suggest meeting locations should assure this.

### **Special Focus Meetings**

When necessary, the RAB may meet for special focus meetings. These are meetings where a single topic or specific document may be reviewed, discussed, and commented on. This may occur when the RAB determines the need for input on specific issues in order to move ahead or the co-chairs agree that a special meeting is necessary.

### **Attending Meetings**

Ongoing and consistent involvement of all board members is essential to the success of the RAB. Regular attendance by all members or designated alternates is expected. Early in the process, the group should jointly establish groundrules for participation, including

meeting attendance. Representatives from the DoD, environmental regulatory agencies, and the community should attend all RAB meetings. This will aid in the operation of the RAB as a team.

If after selection, a RAB member is unable to fully participate, the RAB, using pre-established rules, should ask the member to submit his/her resignation in writing to either of the RAB co-chairpersons. Procedures for replacing/adding members should be decided by the RAB.

### **Conducting the Meeting**

Each meeting should have a purpose and an agenda. Because these meetings are open to the public, a translator should be provided where a large portion of the community is non-English speaking or hearing impaired. If the RAB deems that an outside facilitator is necessary, arrangements should be made accordingly.

### **Nature of Discussions**

DOD will consider all advice provided by the RAB whether consensus in nature or provided on an individual basis, including advice given that represents the minority view of members. However, because DOD does not intend for Federal Advisory Committee Act (FACA) requirements to apply to RABs, consensus is not a prerequisite for RAB recommendations. Each individual should provide advice as an individual, not as a group. At the same time, while consensus is not required or asked of the board members, in the natural course of discussions consensus may evolve.

### **Format**

The meeting format of the RAB will vary. The format will be dictated by the needs of the RAB. Generally, a basic format should include:

- review of "old" business
- presentation or update by project technical staff and RAB member discussions
- question/answer/input/discussion period for non-RAB community participants
- list of action items for the RAB members
- discussion of the next meeting's agenda

### **Meeting Minutes**

The RAB should prepare meeting minutes summarizing the topics discussed at RAB meetings. The minutes should be concise summaries of RAB meetings rather than verbatim transcripts to facilitate effective communication with the local communities. Before copies of the meeting minutes are distributed to existing members of the RAB and made available for public review, the co-chairs should review and approve them. These minutes should be

made available to the public within two weeks of the meeting. A public notice should be prepared to announce the availability of the meeting minutes and the next meeting. The DoD installation may want to consider mailing copies of the minutes to all community members who attend the RAB meetings and to those on the community relations mailing list.

The meeting minutes should be translated if a large segment of the local community speaks a language other than English or members of the community are visually impaired. The DoD installation is responsible for distributing copies of the meeting minutes and all documents to the RAB for review and comment and that this same information is consistently available for public review in the information repositories.

### **Responding to Comments**

The RAB should regularly review, discuss, and provide comments on a wide variety of technical documents and plans. This information should simultaneously be made available for public review and comments at the local information repositories. Public comments should be seriously considered before these documents or plans are finalized.

### **Public Comment Periods Required by Regulation**

The DoD installation should solicit and respond to comments from the public as specified in applicable regulations. In some cases, e.g. RCRA, the regulatory agency is required to obtain public input on corrective actions. Accordingly, it may not be necessary for the DOD installation to seek public comment.

The public is the community at large, not only the RAB.

### **Other Comments**

As a general rule, all draft and final documents deliverable to regulators should be distributed to the RAB and the public for review and comment when they are given to the regulators and should be made available for at least 30 days for review. For documents where a review period shorter than 30 days applies to regulatory staff, this same shorter review period would also apply to the review by the RAB and community members. Every effort should be made to provide the RAB and community members with an adequate review period based on the length and complexity of the document. Where necessary, special focus meetings of the RAB may be called to review and comment on key documents.

To demonstrate commitment to meaningful consideration of comments, the DoD installation should prepare formal written responses to all substantive comments received from the RAB and the general public. In some cases, RAB meeting minutes may suffice to document responses to specific comments.

### Addressing Non-restoration Issues

Because RABs provides a direct channel for communication to the installation, community members may raise some non-restoration issues during RAB discussions. Although these issues may not be appropriate for discussion within the context of the RAB, DOD should be responsive to these concerns by referring them to the appropriate offices at the installation or to alternative forums more appropriate for the issue (i.e., at closing installations, non-restoration issues should be referred to the local Reuse Committee, the Base Transition Coordinator, or the BRAC Cleanup Team).

## **IV. ROLES AND RESPONSIBILITIES**

### **Department of Defense Installation Co-Chair**

1. The DoD installation co-chair should coordinate with the community co-chair to prepare and distribute an agenda prior to each RAB meeting. If the RAB will address restoration related to base closure activities, the DoD and community co-chair should coordinate with the BRAC Cleanup Team, the Base Transition Coordinator, and the reuse committee.
2. The DoD installation co-chair should ensure that DoD participates in an open and constructive manner.
3. The DoD installation co-chair should attend all meetings and ensure that the RAB has the opportunity to participate in the restoration decision process.
4. The DoD installation co-chair should ensure that community issues and concerns related to restoration are addressed when raised.
5. The DoD installation co-chair should ensure documents distributed to the RAB are also made available to the general public.
6. The DoD installation co-chair with assistance from the RAB should ensure that an accurate list of interested/affected parties is developed and maintained.
7. The DoD installation co-chair should provide relevant policies and guidance documents to the RAB in order to enhance the RAB's operation.
8. The DoD installation co-chair should ensure that adequate administrative support to the RAB is provided.
9. The DoD installation co-chair should refer issues not related to restoration to appropriate installation official for them to address.

10. The DoD installation co-chair should report back to the installation.

#### **Community Co-Chair**

1. The community co-chair should coordinate with the DoD installation co-chair and RAB community members to prepare an agenda prior to each RAB meeting.
2. The community co-chair should ensure that community members participate in an open and constructive manner.
3. The community co-chair should ensure that community issues and concerns related to restoration are raised.
4. The community co-chair should assist with the dissemination of information to the general public.
5. The community co-chair should report back to the community.
6. The community co-chair is expected to serve without compensation.

#### **RAB Community Members**

1. The RAB community members are expected to attend meetings.
2. The RAB community members are expected to provide advice and comment on restoration issues to the decision makers.
3. The RAB community members should represent and communicate community interests and concerns to the RAB.
4. The RAB community members should act as a conduit for the exchange of information between the community, DoD installation, and environmental oversight agencies regarding the installation's restoration and reuse programs.
5. The RAB community members should review, evaluate, and comment on documents and other such materials related to installation restoration and closure, where applicable.
6. The RAB community members are expected to serve without compensation on the RAB.

#### **State Regulatory Agency Member**

1. The state member should attend RAB meetings.

2. The state member should serve as an information, referral and resource bank for communities, installations and agencies regarding installation restoration.
3. The state member should review documents and other materials related to restoration.
4. The state member should ensure that state environmental standards and regulations are identified and addressed by the DoD installation.
5. The state member should facilitate flexible and innovative resolutions of environmental issues and concerns.
6. The state member should assist in education and training for the RAB members.

#### **U.S. Environmental Protection Agency (EPA) Member**

1. The EPA member should attend RAB meetings.
2. The EPA member should serve as an information, referral and resource bank for communities, installations and agencies regarding installation restoration.
3. The EPA member should facilitate flexible and innovative resolutions of environmental issues and concerns.
4. The EPA member should ensure that federal environmental standards and regulations are identified and addressed by the DoD installation.
5. The EPA member should assist in education and training for the RAB members.

#### **BRAC Cleanup Team (BCT) at Closing Installations**

1. The BCT should maintain a close working relationship with other members of the RAB.
2. The BCT should provide timely and accurate information to the RAB.

ENCLOSURES

**RESTORATION ADVISORY BOARD (RAB)**  
*(name and location of installation)*  
*(add site-specific logo if available)*

**Background**

At *(name of installation)* the *(name of service)* will be pursuing installation restoration activities as part of the Department of Defense's Installation Restoration Program (IRP). *(Provide a brief description of the restoration activities projected at the installation.)*

**What is a RAB?**

The RAB is an advisory body designed to act as a focal point for the exchange of information between *(name of installation)* and the local community regarding restoration activities. The RAB is intended to bring together community members who reflect the diverse interests within the local community, enabling the early and continued two-way flow of information, concerns, values, and needs between the affected community and the installation.

RAB members will be asked to meet regularly and review and comment on technical documents and plans relating to the ongoing environmental studies and restoration activities at *(name of installation)*. Members will be expected to serve as a liaison with the community and be available to meet with community members and groups. Membership terms will be decided by the RAB. All RAB meetings will be open to the public. Technical support staff will be available to provide informational support and explanation to RAB members.

**How to Become a RAB Member**

Community members interested in finding out more about the RAB are invited and encouraged to attend a community meeting that *(name of installation)* will conduct on *(date and time)*. At the meeting, you will learn about the purpose of the RAB, membership opportunities and responsibilities, and hear an update on the status of installation restoration activities and future plans. RAB membership applications will be available at the community meeting. The community meeting will be held at the following address:

*(List location, address, date, and time of meeting)*

If you have questions about the RAB or are interested in applying for RAB membership, community interest forms may also be obtained by contacting:

*(List name, title, address, and telephone number of contact)*

All Community Interest Forms must be received by *(deadline for forms)*. Forms will be reviewed and approved by the selection panel. The selection panel is organized by the Commanding Officer of *(name of installation)*. The selection panel members are representatives from the DoD installation, state, community and EPA, as appropriate.

**Community Expectations**

Community members are expected to serve as volunteers on RABs to provide advice to the decision makers about restoration plans for the *(name of installation)*.

**PUBLIC NOTICE**  
*(name of installation)*  
**Formation of Restoration Advisory Board**  
**Membership Solicitation**

The Department of Defense recognizes the importance of stakeholder participation for Installation Restoration Programs (IRP). Therefore, *(name of installation)* is announcing the establishment of a Restoration Advisory Board (RAB). The RAB is intended to improve public participation by involving the community in the restoration decision-making process.

The existing Technical Review Committee (TRC) will be modified to become a RAB. The RAB will include community members who reflect the diverse interests of the local community. RAB members will be asked to review and comment on plans and activities relating to the ongoing environmental studies and restoration activities at *(name of installation)*. RAB members will have the opportunity to provide input on activities that will accelerate the restoration. Members will also be expected to serve as a voluntary liaison between the community and the RAB and be available to meet with community members and/or groups. RAB meetings will be open to the public.

Community interest forms can be obtained by contacting:

*(List name, title, address, and telephone number of contact(s))*

Members will be expected to serve a one- to two-year term and attend RAB meetings regularly. Forms will be reviewed and approved by the selection panel. The selection panel members will be representatives from the *(name of installation)*, *(name of state environmental agency)*, the community, and the U.S. Environmental Protection Agency, as appropriate. To qualify, interested parties must be local residents of *(name of cities or counties)* that are impacted/affected by *(name of installation)*.

The initial RAB information meeting will be held:

*(list location, date, and time of meeting)*

For additional information, please contact *(name, address, and telephone number of contact)*.

ENCLOSURE 3 – SAMPLE RESTORATION ADVISORY BOARD  
RECRUITING LETTER  
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**APPENDIX D-1**

**NAVAL STATION TREASURE ISLAND RESTORATION ADVISORY BOARD  
STANDARD OPERATING PROCEDURES**

NAVAL STATION TREASURE ISLAND  
RESTORATION ADVISORY BOARD

Operating Procedure Guidelines

I. Mission Statement

- A. The purpose of the Naval Station Treasure Island Restoration Advisory Board (NSTIRAB) is to promote community awareness and obtain constructive community comment and advice on all environmental restoration actions to achieve the cleanup and conversion of Naval Station Treasure Island. It is used to disseminate information about the Installation Restoration Program and to ensure opinions about environmental restoration reflect diverse interests within the community. The RAB serves in an advisory capacity to the Naval Station Treasure Island, U.S. EPA, Department of Toxic Substances Control (DTSC), and Regional Water Quality Control Board (RWQCB) Remedial Project Managers.
- B. The NSTIRAB is not for the purpose of recommending alternative uses for the island, or for making recommendations other than for environmental issues.

II. Organization

- A. The NSTIRAB will be composed of a Navy Co-Chair, a Community Co-Chair, Community Members, the Base Realignment and Closure (BRAC) Cleanup Team (BCT) and other Government Agencies. The BCT consists of the BRAC Environmental Coordinator (who is also the Navy Co-Chair), the U.S. Environmental Protection Agency Representative and the California Environmental Protection Agency Representative.
- B. The Community Co-Chair will be nominated and selected by the RAB Community Members, and will serve for a minimum of one year. The Co-Chair can be replaced or re-elected by a simple majority of the Community Members.
- C. Neither the Navy Co-Chair nor any member of the BRAC Cleanup Team or other Government Agencies participates in the selection of the Community Co-Chair.
- D. The RAB Community Members may comprise a group of individuals and organizations that convene to achieve the objectives of the Mission Statement. Individuals, (whether representing themselves or an organization), and organizations comprising the RAB Community Members will clearly be defined in a RAB community roster. In the event a RAB Community Member is aware that an

alternate will need to be appointed to substitute for that member's participation, an alternate member may be considered by the RAB Community Members, by consent.

### III. Responsibilities

#### A. Navy Co-Chair

1. Provide location for meetings.
2. Produce agenda with input from RAB.
3. Produce the minutes for approval by RAB.
4. Communicate with RAB members.
5. Advertise meetings at least 10 days prior to meeting date.
6. Ensure that RAB is informed of documents for review. Allow for appropriate review time. Ensure that RAB members have access to documents, or are supplied documents, if requested.
7. Respond to community issues, concerns, questions and comments in an appropriate and timely manner.
8. Maintain a mailing list of people interested in cleanup activities on Naval Station Treasure Island.
9. Ensure that adequate administrative support to the RAB is provided.
10. Ensure that the RAB has opportunities to participate in the restoration process.
11. Provide guidance documents, etc., to the RAB to enhance the operation of the RAB.
12. To maintain an active and productive RAB, the Navy Co-Chair, at the request of the Community Co-Chair, shall solicit and advertise for new RAB Community Members in accordance with the Navy guidelines.

**B. Community Co-Chair**

1. Provide input to the Navy and the BRAC Cleanup Team (BCT) on concerns of the community members.
2. Suggest agenda items after consultation with the Navy Co-Chair, RAB Community Members and the BCT as appropriate.
3. Coordinate as required with the BCT and Navy to ensure RAB questions and concerns are answered in an appropriate and timely manner.
4. Ensure that community members participate in an open and constructive manner.
5. Serve without compensation.
6. Calls to vote by simple majority any procedural or RAB operational issues.
7. Ensures that both the majority and minority viewpoints are summarized and included in the minutes.
8. To maintain an active and productive RAB, the Community Co-Chair shall request the Navy Co-Chair to solicit and advertise for new RAB Community Members, upon receipt of information generated by the Navy Co-Chair following procedures in Section IV Meeting Attendance that would require such an action.

**C. RAB Community Members**

1. Provide input to the Navy Co-Chair, Community Co-Chair, and BCT on community concerns, representing and communicating community concerns and interests regarding environmental issues, responses and activities, functioning in the best interest of the community they represent.
2. All RAB community members will attend meetings regularly and will make every effort to arrive for meetings on time.
3. RAB community members may provide presentations and explanations of cleanup activities to community groups as appropriate. Reports of such presentations to the community will be made to the RAB.

4. Community members act as a conduit for the exchange of information between the community, Naval Station Treasure Island, and the Regulatory Agencies regarding NSTI's installation restoration program.
5. Community members serve without compensation.

D. BRAC Cleanup Team (BCT) and Other Government Agencies

1. Provide input to the RAB concerning compliance with applicable regulations, and other procedures as appropriate for installation restoration projects.
2. Communicate with RAB members, providing professional advice and input.
3. Provide information, referrals and resources for communities, installations and agencies regarding installation restoration.
4. Facilitate innovative resolutions of environmental issues and concerns.

IV. Meeting Attendance

- A. Regular attendance is required for continued membership. Whenever possible, if a RAB Community Member cannot attend a regular scheduled meeting, the Navy Co-Chair will be advised by that member.
- B. After two consecutive missed meetings for which there is no explanation given, the Navy Co-Chair or representative will contact the member to inquire whether continued membership is appropriate.
- C. After three consecutive missed meetings for which there is no explanation given, and/or if the Navy is unable to contact the member, written notification will be sent to the member. This notification will state that, unless the Navy is informed otherwise within 14 days, the Navy will assume that the member is no longer interested in participating in the RAB. Upon the elapse of the 14 days, the member will be removed from the RAB.
- D. The Navy Co-Chair will advise the Community Co-Chair and RAB if, based on the information generated from following Sections B and C above, new Community Members ought to be recruited to maintain and active and productive RAB.
- E. The public, including friends and associates of the RAB Community Members are encouraged to attend as members of the general audience, and are encouraged to participate in that capacity.

## V. Participation

- A. Comments will be voiced during the appropriate sections of the agenda, and comments will be limited to a maximum of two minutes per speaker.
- B. General comments, or comments unrelated to discussion at hand will be held until an appropriate time, generally at the end of the meeting reserved for such comments.
- C. Suggestions for workshops and/or presentations will be given to the Navy Co-Chair, the Community Co-Chair and/or the BCT members as appropriate.
- D. Suggestions pertaining to the RAB procedures, public relations actions, and/or document review procedures may be given to the appropriate committee chair, the Navy Co-Chair, the Community Co-Chair, and /or BCT members as appropriate.

## VI. Standards of Conduct

- A. RAB members will describe, discuss and present information concerning environmental cleanup as accurately as possible, recognizing that people who are unfamiliar with terminology and processes involved in cleanup may require additional explanations. RAB members understand that accurate information may prevent needless fear and worry on the part of the public.
- B. When speaking to the media and other organizations, RAB members will identify themselves as representing the NSTIRAB only if selected to do so by the RAB.
- C. RAB members, recognizing that views on a given issue may differ, will present information and comments in an open and constructive manner. In addition, comments will be as brief and as complete as possible, allowing opportunity for others to voice comments as is necessary to maintain an open forum for discussion.

## VII. RAB Procedures

### A. Meetings

- 1. Meetings will normally be held monthly to ensure membership is sufficiently informed of the cleanup process.
- 2. Meetings will normally be held the 4th Tuesday of each month, at 7 p.m.
- 3. Meeting location will normally be at the Nimitz Conference Center, Naval Station Treasure Island.

4. Additional meetings and alternative meetings, locations and times will be scheduled with the approval of the RAB .
5. Each meeting will include at a minimum, approval of minutes of previous meeting, committee reports, technical report, general comments, and approval of next meeting time and location.
6. RAB meetings will not be held in place of public presentations required by CERCLA, but may be combined with such presentations as appropriate.
7. Proceedings of each meeting will be recorded. The transcript will be used to produce the minutes of the meeting, which will be the official record. The minutes will be amended or approved at the next meeting. The Navy Co-is responsible for producing the minutes.

#### B. Workshops

1. Workshops are designed to supplement technical information presented at meetings.
2. Workshops may be held in addition to scheduled meetings.
3. Workshop presentations will include written materials appropriate for the presentation to allow participants to better understand and retain the material.
4. Workshop presentations may be videotaped for the use of members and others who are unable to attend the presentation in person.

#### C. Document Review

1. The Navy will inform RAB Community Members of availability of draft documents for review.
2. The Navy will place draft documents in the information repositories and in the Administrative Record and make documents available to RAB members and designated Committee members.
3. RAB Members may designate a "Document Review Committee" to oversee, collect, and study pertinent documents relating to the environmental cleanup of Naval Station Treasure Island.

#### D. Committees

1. The RAB Community Members may organize themselves into committees (e.g., Technical and Membership Committees) for the purpose of addressing the Navy's environmental work products and NSTI activities as may be needed to keep such work reviewed and on-schedule.
2. Standing Committees consist of those committees dedicated to meeting RAB requirements that exist throughout the existence of the RAB. Such requirements include communicating with the public, reviewing environmental documents, and reviewing RAB organizational procedures. Standing committees may be proposed by the Navy Co-Chair, the Community Co-Chair, the BCT and/or members and/or members of the RAB.
3. Ad Hoc Committees consist of those committees dedicated to reviewing specific documents, procedures or technologies. Ad Hoc Committees are created for a specific purpose and are dissolved upon the completion of that purpose. Ad Hoc Committees may be proposed by the Navy Co-Chair, the Community Co-Chair, the BCT and/or members of the RAB.
4. RAB members are encouraged to volunteer for committee membership.
5. The committee will consist of three people at a minimum, one member of which will serve as committee chairman. The chairman will be chosen by the committee, unless that is found to be not possible. In that case, the Community Co-Chair will choose the Chairman. If insufficient numbers of RAB members can be found to serve on any specific committee, the RAB shall consider eliminating that committee for lack of interest.
6. Committees will meet as necessary to accomplish the purpose of the committee. Meeting locations are the choice of the members of the committee. The Committee Chairman will inform the Community Co-Chair or the Navy Co-Chair of time and location of meetings, to allow the Co-Chairs to inform the RAB membership. Such notification will be done before or during the RAB meeting prior to the Committee meeting. Notification of the RAB allows the RAB members who are not members of a specific committee to have an opportunity to provide input to the committee prior to or during its meeting.
7. Committee meetings are open to all members of the RAB.
8. A report of the actions taken by the Committee will be made to the RAB. Committee reports will be made verbally at each RAB meeting and will become part of the minutes of that meeting. Committee reports may be made by the chairman or another member of the committee, as appropriate.

Should viewpoints of members of the committee differ, the committee report will reflect that difference of opinion as accurately as possible.

End of NSTIRAB Operating Procedure Guidelines-