

**Final**

## **Community Involvement Plan Update**

**Hunters Point Naval Shipyard  
San Francisco, California**

### **NAVFAC Southwest CLEAN IV Program**

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## Executive Summary

*An executive summary gives a brief snapshot of what the full document contains. If you have limited time to read a document, especially a long technical document, try focusing on the executive summary first.*

An important part of the Department of the Navy’s environmental cleanup program at former Hunters Point Naval Shipyard (**HPNS**) includes informing and involving the community in cleanup discussions. This Community Involvement Plan (**CIP**) presents the Navy’s plans to inform and involve the community in the environmental cleanup program moving forward based on feedback obtained from the HPNS community about past communication and community involvement program activities. The activities presented in this CIP for HPNS go beyond the minimum requirements for community involvement set forth in the National Oil and Hazardous Substances Pollution Contingency Plan (known as the National Contingency Plan, or **NCP**). The CIP adheres to the applicable regulatory guidance from the Navy and United States Environmental Protection Agency (**USEPA**). The CIP is also a resource for general information on the Navy’s cleanup and whom to contact for further information.

This CIP Update was prepared based on the Navy’s evaluation of activities conducted from 2010 through 2012. The Navy believes this CIP presents communication and community involvement program activities that will meet the specific needs and desires of the HPNS community.

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*Executive Summary (continued)****Overview of 2010 Community Interviews and Feedback***

During the summer of 2010, the Navy interviewed 73 members of the HPNS community. The Navy went to significant lengths to ensure the most comprehensive survey practicable. The interviews focused on gathering feedback about the community's cleanup interests and concerns, as well as communication needs and preferences to help design this CIP to be more effective for the HPNS community. The following six recurring themes surfaced during the interviews and are still relevant for this CIP Update:

- Theme 1.** The Navy's communication with the HPNS community about the environmental cleanup program has not been effective.
- Theme 2.** General information about the Navy's environmental cleanup program at HPNS is lacking.
- Theme 3.** The HPNS community is diverse, resulting in varied concerns, communication preferences, and needs.
- Theme 4.** The difference between the Navy's HPNS environmental cleanup program and the City of San Francisco's (City's) redevelopment of HPNS has not been made clear.
- Theme 5.** Health is a primary concern for most segments of the community.
- Theme 6.** Coordinating with established community members to conduct involvement may be a good way to reach all sectors of the community.

***Overview of the Navy's Evaluation of the 2011 Community Involvement Program Actions and Activities***

The Navy solicited feedback during community involvement events about whether community members were getting the engagement they need and to assess whether the 2010 interview themes were still relevant to the community. The goals for each activity were evaluated by the Navy's Community Involvement Manager to ensure that they were being met and minor adjustments were made to increase the success of the HPNS community involvement program. The Community Involvement Manager also evaluated the number of people who attended the HPNS community meetings, bus tours,

and events. Other information such as the "number of people reached" by radio shows and community events, or the segment of the population provided with the information (for example, Latino or Asian individuals) was also considered in the evaluation.

Additionally, in January 2013, the Navy conducted a community survey to evaluate the community involvement program. The Navy sent an announcement of the survey to the entire U.S. Postal Service (USPS) mailing list and distributed the survey electronically to the HPNS e-mail list. Other smaller distribution lists were also used. The HPNS community response to the survey was considered high with 90 people providing their input on the HPNS community involvement program.

*Executive Summary (continued)*

In general, the Navy believes the current community involvement program is successful in providing opportunities for the public to participate in the environmental cleanup process at HPNS in a meaningful manner. A variety of communication methods are used to distribute information and with few exceptions, such as not using social media outlets, the 2011 CIP actions and activities will continue to be implemented in subsequent years.

### *Overview of the Navy's 2013 Community Involvement Program Actions and Activities*

Many of the actions and activities presented in this 2013 CIP Update are consistent with the activities presented in the 2011 CIP for improving community involvement in the HPNS cleanup. The following actions and activities are proposed for 2013 and beyond:

- Providing tours of HPNS approximately four times per year for those who are curious about what the property currently looks like and to see any ongoing environmental cleanup work. The Navy plans to change the format of the bus tours to include a short poster session or presentation in addition to touring the site by bus. This will allow for additional questions and answers to be addressed.
- Preparing short fact sheets with general information, such as the status of cleanup, and distributing them by e-mail, providing them at community meetings and events, mailing them (when deemed appropriate), and by having community members give them to their neighbors or post them within the community
- Conducting regularly scheduled community meetings three times per year
- Attending events held in the HPNS community such as Earth Day, Sunday Streets, Visitacion Valley Festival, where the Navy can answer questions from the public, provide the latest print materials, and solicit additions to the e-mail and USPS mailing lists
- Working with established community members to spread information and invite community members to participate in the HPNS environmental cleanup discussions (referred to as "grassroots outreach"). This includes giving presentations at existing group meetings (such as tenant associations and churches) when invited by the groups to participate.
- Publishing a yearly calendar of community involvement program activities so community members can plan ahead to participate
- Providing a telephone hotline with a recorded update of activities and a way for callers to leave a message in multiple languages
- Participating in local radio shows when invited, including multi-lingual shows, and answering questions from call-in listeners

The Navy will continue to solicit feedback on comment cards during community meetings, bus tours, and events. The Navy will also conduct a survey every two years to evaluate the community's interest in the HPNS community involvement program and make adjustments to these activities based on the survey results and Navy's program evaluation.

*Executive Summary (continued)*

If significant changes to the program are identified, then the Navy will prepare another update to this CIP. The survey will also be used to support the requirement in the **Restoration Advisory Board (RAB) Rule Handbook (2007)** that the Navy Installation Commander assess community interest every 24 months to determine (1) if the cause for the RAB dissolution has been resolved, and (2) if there is community interest in reestablishing a RAB.

### *Overview of the Navy's Environmental Cleanup Program at HPNS and Opportunities for Public Involvement*

A general understanding of the Navy's environmental cleanup program is helpful to the HPNS community when providing input on the cleanup. To help the HPNS community understand the Navy's cleanup process, this CIP includes a chapter that discusses the historical operations at HPNS that resulted in contamination. The Navy is actively conducting environmental investigations and cleanup at HPNS to protect human health and the environment and to prepare the property to be transferred to the City's Successor Agency to the San Francisco Redevelopment Agency. The shipyard is divided into parcels that are in various stages of environmental investigation and cleanup (Appendix K provides maps of the parcels and the cleanup status). The cleanup status at these parcels is often discussed during meetings and presented in technical reports.

### *Overview of Environmental Cleanup Roles and Responsibilities*

The Navy is responsible for the environmental cleanup at HPNS; however, government agencies oversee the regulations for the cleanup process. These agencies are collectively referred to as "the regulatory agencies," and are important resources for the HPNS community. The responsibility of the regulatory agencies is to review the Navy's plans and work at HPNS to make sure regulations are followed. The primary regulatory agencies actively involved at HPNS include the following:

- USEPA
- California Environmental Protection Agency, Department of Toxic Substances Control (**DTSC**)
- San Francisco Bay Regional Water Quality Control Board (**Water Board**)

In addition, the City's Successor Agency to the San Francisco Redevelopment Agency is responsible for redeveloping HPNS. The San Francisco Department of Public Health (**SFDPH**) is another agency providing input to the Navy's cleanup of HPNS.

The HPNS community plays an active role in the Navy's environmental cleanup program by providing input to the regulatory agencies and the Navy on cleanup alternatives and selection of remedies. When it comes to concerns and interests related to the current or future redevelopment of the property, the community is responsible for communicating directly with the City's Successor Agency to the San Francisco Redevelopment Agency.

## Chapter 1: Introduction

This updated Community Involvement Plan (**CIP**) presents all relevant information from the 2011 CIP pertaining to the Navy's community involvement program for Hunters Point Naval Shipyard (**HPNS**). In addition, this CIP Update presents an evaluation of the Navy's community involvement activities and actions conducted over the past two years since the 2011 CIP was released. This CIP Update also describes the revised community involvement activities and actions the Navy will implement in 2013 and beyond.

The Department of the Navy and United States Environmental Protection Agency (**USEPA**) recognize that Americans have the right to be involved in government decisions that affect their lives. Public involvement in the cleanup process results in a better outcome and a more robust cleanup.

In addition to meeting the minimum requirements for community involvement set forth in the National Oil and Hazardous Substances Pollution Contingency Plan (known as the National Contingency Plan, or **NCP**), the primary purpose of this CIP includes the following:

- Summarize concerns found through the 2010 community interview process, 2013 community survey, and 2013 community interviews
- Outline the actions that the Navy will use to achieve the community involvement program based on an evaluation of activities and actions conducted since the 2011 CIP
- Incorporate community issues and concerns more effectively into cleanup decisions
- Serve as a resource for general information on the HPNS environmental cleanup and provide guidance on where to obtain more information

“Environmental justice” is the fair treatment and meaningful involvement of all people in the development, implementation, and enforcement of environmental laws, regulations, and policies. Race, economic status and social status should not be barriers to becoming involved. The Navy is mindful of the diverse community representing numerous racial, economic and social groups that immediately surrounds HPNS and takes steps to reach and engage all segments of the community. Demographic information for the HPNS community is provided in Appendix D. At HPNS, the Navy has incorporated the principles of environmental justice into the planning and preparation of this CIP. The Navy is addressing environmental justice through its outreach efforts, public participation process, and by providing access to information in a variety of ways. This includes providing information, as needed, in other languages.

Community members are encouraged to be involved in the cleanup process by providing feedback and information on an ongoing basis. The Navy acknowledges that community members, especially long-time residents, have knowledge about HPNS activities which may assist the cleanup activities. The community has been engaged in the decision-making process for cleanup of the Shipyard through the involvement of the Technical Assistance Grant (TAG) recipient's technical advisor, ArcEcology, providing comments on technical documents, Technical Assistance Services for Communities (TASC) grants, and community feedback provided during community meetings and bus

## Chapter 1: Introduction (continued)

tours directly to the Navy and regulatory agencies.

In December 2009, the Navy, in consultation with the government agencies responsible for overseeing the cleanup process at HPNS (which include the USEPA, the California Department of Toxic Substances Control [DTSC], and the San Francisco Bay Regional Water Quality Control Board [Water Board], referred to in this CIP as “the regulatory agencies”) determined that the **Restoration Advisory Board** was no longer fulfilling its purpose, and the RAB was dissolved (for more information on the dissolution of the RAB, see Appendix E of the 2011 CIP).

The Navy Installation Commander is required by the RAB Rule to assess community interest every 24 months to determine (1) if the cause for dissolution has been resolved, and (2) if there is community interest in reestablishing a RAB per the RAB Rule Handbook (2007). The 2011 CIP met the initial requirement for assessing community interest. In 2013, the Navy conducted a community involvement survey to evaluate the community interests and the HPNS community involvement program. Results from the 2013 community involvement survey are included in Chapter 2 and Appendix C. Every 2 years, the Navy will continue to assess the HPNS community interest and whether the cause of the RAB dissolution has been resolved. (For a list of recent community involvement program actions, see Appendix F).

The findings of the 2013 community involvement survey and future surveys will be documented in a memorandum that is included in the Administrative Record for HPNS to comply with 32 *Code of Federal Regulations* (CFR) 202.10.

The Navy is committed to keeping the community engaged in the environmental cleanup program at HPNS. Part of that commitment includes evaluating the effectiveness of outreach efforts since the 2011 CIP, and preparing this CIP Update to plan the path forward for community involvement at HPNS. This CIP Update presents revised communication and community involvement program activities to meet the specific needs of the HPNS community based on feedback from the 2013 community involvement survey, 2013 community interviews, and the Community Involvement Manager’s evaluation of the effectiveness of outreach activities conducted as a result of the 2011 CIP.

The Navy will continue to seek feedback on an ongoing basis during community involvement events to determine whether community members are getting the engagement they need. The goals for each activity will continue to be evaluated on a yearly basis by the Navy to ensure that they are being met.

The Navy will review this CIP every 2 years and update it, if necessary.

This CIP is organized as follows: **Chapter 2** describes the feedback from the 2013 community survey, and limited interviews conducted in January 2013. **Chapter 3** outlines the Navy’s updated plans for the community involvement program, including specific activities to be conducted. **Chapter 4** provides a brief history and timeline of HPNS and also describes the status of the Navy’s environmental cleanup program. **Chapter 5** describes the roles and responsibilities of the agencies involved in the environmental cleanup at HPNS, including the transfer process. **Chapter 6** presents the references cited in this plan.

## Chapter 1: Introduction (continued)

This CIP also includes the following appendices:

- **Appendix A** provides various resources for health-related concerns.
- **Appendix B** provides contact information so you can directly contact Navy and regulatory agency members working on the HPNS project as well as other government officials.
- **Appendix C** provides a summary of the 2013 community survey participants, questions asked, and selected statements from the survey and limited interviews are also presented.
- **Appendix D** provides census data on the population, race, age, education, average income, employment, and housing for the HPNS community.
- **Appendix E** provides a brief summary of the Navy's former RAB.
- **Appendix F** provides a list of recent community involvement activities conducted by the Navy.
- **Appendix G** provides a list and some details about the regulations and guidance for conducting community involvement.
- **Appendix H** provides a list of media useful to reach the HPNS community, as well as locations for holding meetings and posting flyers about involvement activities.
- **Appendix I** defines the acronyms and abbreviations used in this document.
- **Appendix J** provides the Navy's Community Notification Plan.
- **Appendix K** provides maps and a table of the environmental status of each parcel.
- **Appendix L** provides the Navy's responses to the regulatory agency and public comments received on the draft version of this CIP Update. When applicable, the response will also provide information on how this CIP Update was revised to incorporate the comment.

*Chapter 1: Introduction (continued)*

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## Chapter 2: Community Interviews and Feedback

Community interviews help the Navy to better understand the community's issues and concerns. For the purposes of the CIP, the HPNS community is defined as individuals who live or work in ZIP codes 94107, 94124, and 94134. Historically, these ZIP codes have been used to define the HPNS community for the purpose of local contracting and community involvement efforts such as establishing a mailing list. These three ZIP codes were used to define the HPNS community because they comprise the majority of District 10 in the City and County of San Francisco and are served by one Supervisor. In addition, the Navy is attempting to reach out to as many people impacted by environmental conditions as possible, and these three ZIP codes are nearest to the shipyard. Appendix C includes a breakdown of the 2010 interviewees and 2013 survey participants by ZIP code.

The Navy went to significant lengths to gather interview candidates for the 2011 CIP. The Navy mailed postcards to residents, and contacted interested stakeholders to ensure that they had the most comprehensive interview list practicable. For the 2013 CIP Update, the Navy conducted an online survey to evaluate the Community Involvement Program that was implemented as a result of the 2011 CIP. A limited number of interviews were conducted to clarify survey responses and gather additional input. The number of interviews was limited because the response to the survey was favorable.

Chapter 2 presents summaries of the 2013 community survey and the limited 2013 in person interviews. Appendix C presents the 2013 survey, and a more detailed summary of the HPNS community's responses.

### *Overview of 2010 Community Interviews*

The Navy conducted 73 interviews in 2010 with people who live in, work in, or serve the HPNS community. Interviewees were asked approximately 29 questions from a questionnaire that was created in advance with input from the regulatory agencies.

**The community wants the cleanup to be completed in a way that protects the current community and all future users and neighbors of HPNS.** The Navy and regulators share this goal with the community and are committed to involving the community in the cleanup process. The team will work with the community to ensure that the cleanup results are protective for current and future inhabitants and neighbors. The following six themes summarize the community concerns and opinions about public participation in the cleanup process that were revealed in the interviews. The Navy's plan to address these themes is discussed in **Chapter 3 – Community Involvement Actions and Activities**.

## Chapter 2: Community Interviews and Feedback (continued)

- Theme 1. The Navy’s communication with the HPNS community about the environmental cleanup program has not been effective.** The majority of interviewees in 2010 said they think the Navy’s communication has not been effective; many people said they do not know what is going on at HPNS.
- Theme 2. General information about the Navy’s environmental cleanup program at HPNS is lacking.** Most interviewees said they would like general information about the cleanup at HPNS but do not know where to find it. General information includes an overview of the program, the responsibilities of the people working on the cleanup, a timeline, and the status of work.
- Theme 3. The HPNS community is diverse, resulting in varied concerns, communication preferences, and needs.** No single involvement method exists to communicate with all of the stakeholders in the HPNS community. Various segments of the community include those who:
- Have Internet access, and those who do not
  - Do not speak English
  - Want general information, and those who want technical details
  - Live right next to the Base, and those who live in the outlying community
  - Prefer discussions and two-way information, and those who just want an update
- Theme 4. The difference between the Navy’s HPNS environmental cleanup program and the City’s redevelopment of HPNS has not been made clear.** Many interviewees did not know that the Navy is still doing work on HPNS; others thought the Navy is conducting the current redevelopment on a transferred parcel (known as Parcel A), when in fact it is the City that now owns and controls development of Parcel A. In addition, confusion exists about the Navy’s role in the selection of the City’s master developer.
- Theme 5. Health is a primary concern for most segments of the community.** Interviewees were concerned that contamination at HPNS is affecting their health, and they noted high rates of cancer and asthma in the area. Interviewees were also concerned that contamination at HPNS will have negative health effects in the future, especially for people who will live on former HPNS property.
- Theme 6. Coordinating with established community members to conduct involvement activities may be a good way to reach all sectors of the community.** Some interviewees felt that the HPNS community distrusts the Navy. It was suggested that the Navy work more closely with members from various sectors of the community who can relay information about the cleanup directly to their neighborhoods. This communication method was identified as the best way to inform members of every part of the community.

## *Chapter 2: Community Interviews and Feedback (continued)*

The 2011 CIP presents a complete summary of the questions asked of the interviewees and the responses given.

The 2010 interviews were successful with gathering feedback about the community's cleanup interests and concerns, as well as communication needs and preferences.

The information obtained during the interviews was used to help design this CIP to be more effective for the HPNS community and continues to focus the Navy's actions and activities, as described in Chapter 3.

### *Overview of 2013 Community Involvement Survey and Community Interviews*

The Community Involvement survey was developed in conjunction with USEPA, DTSC, Water Board, and City representatives to help the Community Involvement Manager evaluate the outreach efforts that were implemented as a result of the 2011 CIP.

During the last quarter of 2012, the Navy began letting the HPNS community know that a survey would be taking place soon. The Navy discussed the survey during the December 6, 2012 Community Meeting. On January 10, 2013, the Navy mailed the Annual Update fact sheet to the entire USPS mailing list for the HPNS community along with an announcement for the upcoming community involvement survey. The announcement indicated that the survey would be an electronic (online) survey; however, hard copies would also be mailed to anyone who requested one.

Information on how to complete the electronic survey, including a direct link to the survey Web site, was distributed by e-mail to 508 individuals on January 7, 2013, which opened the survey period. Appendix C provides additional details about the survey distribution. The survey remained open until January 28, 2013, with a few extensions as noted in Appendix C.

In follow-up to the survey, a total of nine in-person interviews were conducted in February 2013 to obtain additional feedback. The following subsections describe the results of the 2013 survey and in-person interviews.

### *Overview of 2013 Community Involvement Survey*

The survey included a total of 50 questions; however, some questions were only viewed based on the response to another question. For example, if a person responded that he or she would like to receive a fax of the survey instead of participating electronically, then the person would be asked to provide his or her fax number. A complete copy of all survey questions is provided in Appendix C. It was estimated that the survey took most people approximately 15 minutes to complete.

Some questions that were included in the survey were similar to the 2010 interview questions to obtain information for comparison of the responses based on the Navy's implementation of the 2011 CIP actions and activities. The remaining questions evaluated the 2011 CIP actions and activities that have been implemented.

## Chapter 2: Community Interviews and Feedback (continued)

### 2013 Interests and Concerns

The 2013 survey asked whether the person taking the survey had any concerns related to the Navy's cleanup program, and followed up with an open-ended question of what their concerns might be. Of the 90 people who were asked this question, half responded "Yes" they had a concern while the other half responded "no," "I don't know," or did not answer. The following table represents the identified concerns, listed in order of how frequently they were cited.

2013 Concerns Listed by Frequency of Response	Number of Responses
<b>No concern or skipped survey question</b>	<b>43</b>
Health	14
Schedule and general status of the cleanup	10
Lack of information going to the community	7
Air quality/dust	6
Quality or completeness of cleanup	6
Redevelopment	5
Parcel E2 landfill	4
Jobs/economics	3
Shoreline aesthetics or access	3
Protection of the bay and wildlife	3
Radiological concerns	3
Concern that there is no RAB	2
Distrust for the Navy	1
Budget for cleanup	1
Shipyard history or historical cleanup	1
Wetlands construction or protection	1
<b>Notes:</b> Some community members indicated multiple areas of concern in their survey responses. All areas of concern are accounted for in the table above.	

## Chapter 2: Community Interviews and Feedback (continued)

The responses received to this question about concerns in 2013 were similar to 2010 concerns; however, the diversity of concerns varied significantly and new concerns were noted. An apparent shift in general concern from health and jobs was evident in the 2013 survey results although health remained a concern. Although participants in the 2010 interviews cited Health, Redevelopment, and Quality or Completeness of Cleanup most frequently, 2013 respondents expressed more diverse concerns. Health remained the category with the most people responding they had a concern (14 of 90 responses); however, the number and percentage of responses expressing this concern was significantly lower (approximately 75% in 2010 down to 32% in 2013). The schedule for the cleanup was higher ranked than quality and completeness of the cleanup. More specific concerns included general contaminants, nuclear/radiological waste, and 7asbestos.

Participants in the 2013 community interview process were also asked an open-ended question about what interests in information they may have with regard to the Navy's cleanup program on the former Shipyard. Some of the interests in 2013, included Parcel F, disposal of toxic wastes, and specific trucking routes [through the neighborhood].

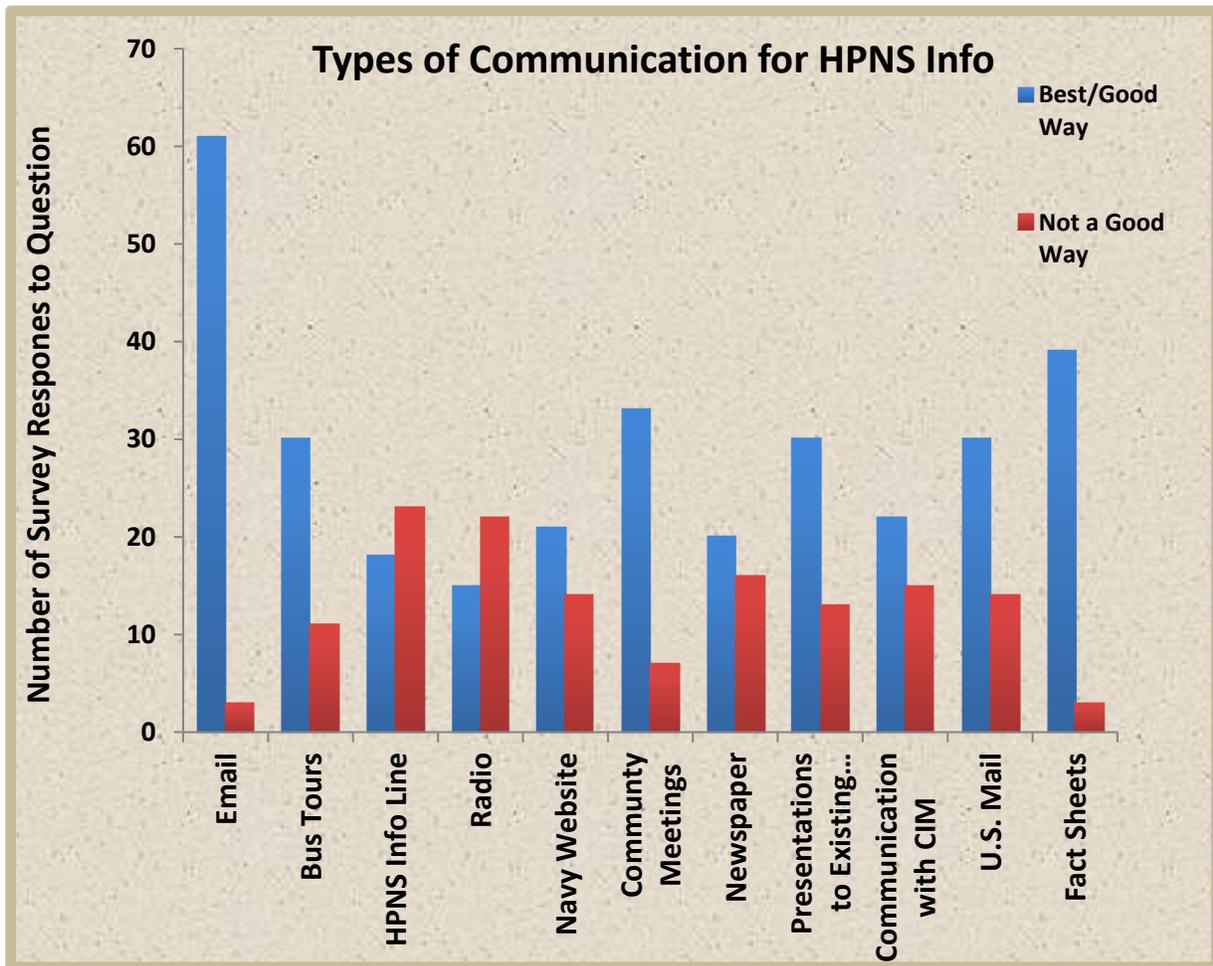
Participants' comments included the following (*Note: some responses have been summarized*):

- Health and quality of life of neighbors and neighborhoods during the cleanup—so many trucks, so much noise, all together very much a burden to people who live in the immediate vicinity of the base. So dirty.
- I hope they can remove all toxic materials, and not reactivate any toxic waste that has sunk or been buried beneath the ground. I also hope they will provide some green space/park areas, rather than just housing developments.
- The landfill site in Parcel E should be completely removed and the Navy continues to oppose that action because of the cost... It is the Navy's responsibility to clean it up.
- Portion(s) of the contracts done in connection with the cleanup program must be awarded or subcontracted to small businesses in the area and/or to small or local business enterprises certified by the City and County of San Francisco.
- There's also the radioactive area. How bad is it and when will it be cleaned?... What are the effects for the long-term uses?
- Ensuring that contaminants are completely removed; if unable to completely remove, that every possible effort is made to get contaminants below safe levels; ensuring that the public is involved in all decisions made regarding cleanup.

## Chapter 2: Community Interviews and Feedback (continued)

### Community Rating of Navy Communication Methods

Survey participants were asked what the best way would be for the Navy to communicate cleanup program information or updates to them. Participants were provided a grid with options for “Best”, “Good”, and “Not Good” communication methods. E-mail was overwhelmingly cited as the “Best” way to communicate by 83% of the people who answered the question. Fact Sheets and Community Meetings were next popular with Bus Tours, Presentations to Community Groups and Mail following closely. The Information Line and Radio were most often noted as “Not Good” for communicating information. Although social media outlets (such as Facebook and Twitter) were mentioned numerous times during the 2010 interviews, only one person mentioned this type of communication in the 2013 survey.



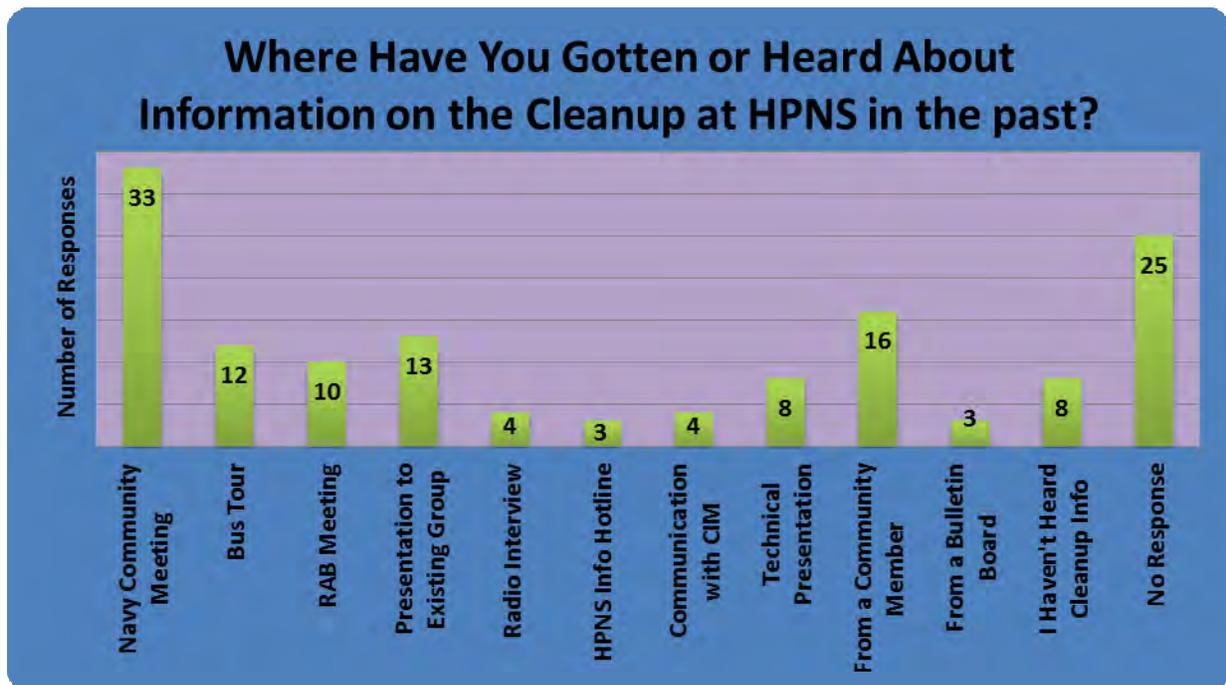
## Chapter 2: Community Interviews and Feedback (continued)

Participants were given the opportunity to provide additional communication options, which included the following responses (*response count noted in parentheses*):

- Bayview Footprints (*4 responses*)
- Smaller meetings focused on one topic (*1 response*)
- Come to Armstrong townhomes (*1 response*)
- Mail and or door to door as not many people read the bigger newspapers, we do read the Bayview Newspaper (*1 response*)
- A diverse group of dedicated paid residents, trilingual (*1 response*)

### Verbal and Written Communication of HPNS Cleanup Information

The 2013 survey asked specific questions about where people have heard and seen information about the Navy’s Environmental Cleanup Program. Feedback indicated that Navy Community or Public Meetings are the most effective way for people to hear about the Navy’s Environmental Cleanup Program as indicated in the chart below.



## Chapter 2: Community Interviews and Feedback (continued)

Of the written materials distributed by the Navy, participants advised that 39 people had seen Fact Sheets (59 percent), 38 people had seen the Community Calendar of Events (58 percent), and 36 people had seen the Quarterly Progress Updates (55 percent). Additionally, 27 people (41 percent) who responded also indicated they have seen the fliers announcing community meetings, bus tours, and events. The current outreach methods for distributing print materials appear to be reaching a significant amount of the general HPNS Community; however, methods could still be improved to reach more people.

With respect to information that is passed out by community groups or community members, a flier, notice or other document from a community group was the most common method noted. Twenty-two people responded they had received information from the Hunters Point Shipyard Citizens Advisory Committee (CAC) on the Navy's HPNS Cleanup Program. The Bayview Footprints was the next most popular response (6 responses).

### *Guided Bus Tours of Cleanup Activities on HPNS*

An attempt was made to offer more bus tours during the summers of 2011 and 2012 based on the 2011 CIP. Of the participants in the 2013 survey, 15 people (23 percent) responded that they had participated in one of the Navy's bus tours.

Survey participants were then asked what type of information they felt would be important to receive on bus tours. Environmental cleanup status for HPNS, followed by the cleanup schedule, and information on health-related issues were considered the "Most Important" types of information 2013 survey participants

wanted to receive. Project personnel contact information was most frequently identified as "Not Important" information to receive on the tours. These types of information are consistent with the types of concerns people identified in response to questions earlier in the 2013 survey.

### *Additional Comments, Concerns, or Suggestions*

Prior to closing the survey, participants were given the opportunity to offer additional feedback with regard to the Navy's cleanup program at HPNS. Sixty-four percent of participants by the end of the survey stated that they had no additional comments, which indicates the survey was successful in providing opportunities for the community to provide feedback. Less than one third of the survey participants provided additional comments and some of those responses are provided below (*Note: some responses have been edited for readability*):

- I liked the bus tour very much and found it very informative. I appreciate the active outreach efforts like this survey. Thank you.
- While I have concerns, I'm generally supportive of Shipyard development and the way it is being rolled out.
- Meetings are helpful until the dialogue is taken over by the anti-Shipyard members.
- The RAB needs to be brought back with the right mix of professionals, residents, technical experts, public interest groups. Force the RAB into a dialogue to talk about what happened on the shipyard.

*Chapter 2: Community Interviews and Feedback (continued)*

- I am new to the community, but my husband was born and raised in the neighborhood. We are very concerned about the compounding environmental health issues in our community.
- It is good for the Navy to send people out to churches, senior centers, HOAs, community sites, recreation centers... to give information and especially to answer questions. They should come to us, out to the community as a presence. Thank you for taking input!
- I would like information on new and existing scientific approaches, used in the cleanup of the area.
- I would like to have sources to figure out how many small businesses in the area are certified by the City of San Francisco as small and local business that benefited from contracts, subcontracts, agreements, grants, etc.
- Keep up the good work!
- Allow for a more extended time for questions after the presentation. The YMCA site has a strict closing time and often people are forced to leave before all their questions are answered. Another half hour would be very helpful.

*Recommendations from 2013 Survey Results*

Although e-mail was considered the best way to communicate information, a large part of the community continues to value face-to-face interactions with the Navy, primarily in the form of Navy Community Meetings and guided bus tours. Bus tours could be enhanced by modifying the format to provide a brief presentation or informational poster boards at the bus loading location prior to boarding the bus. While the community continues to have concerns about the effects on their health and well-being due to contaminants at HPNS and related cleanup activities, some interests have shifted from general concerns to more focused concerns for information on the contaminants of concern and the cleanup schedule for the former Shipyard. With regard to printed informational materials, quarterly updates on cleanup progress and topic-specific fact sheets act as important resources for the greater HPNS community, preferably distributed electronically by e-mail. In response to community feedback, the Navy will continue to adjust its communications and outreach strategies to continue to promote and enhance two-way communications with the greater HPNS community.

*Chapter 2: Community Interviews and Feedback (continued)*

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## Chapter 3: Community Involvement—Actions and Activities

**The most important part of this CIP identifies the Navy’s community involvement program actions and activities.** The Navy used numerous resources to update the community involvement program actions, including community interview feedback from 2010, 2013 survey feedback, community census information, the Community Involvement Manager’s ongoing evaluation of outreach effectiveness, Navy and regulatory agency community involvement guidance, and CIPs from various other environmental cleanup sites, including Fort Ord, McClellan Air Force Base, and Iron King Mine Site. The Navy considered what works well for other similar environmental cleanup programs; however, the Navy has updated this plan of action to specifically address the needs of the HPNS community. The Navy’s objectives in conducting activities include the following:

- Work with the community to communicate information in a way that is transparent and consistent with how the community wants to receive it
- Get information out early, make sure it is easy to understand, and translate it if needed
- Share how community input is used in the cleanup process
- Respond to and show how community members’ concerns, ideas, and information is used in making decisions about the environmental cleanup

### *Evaluation of 2011 CIP Actions and Activities Conducted to Date*

As part of the CIP Update, the Community Involvement Manager evaluated outreach activities that were identified in the 2011 CIP. The majority of the actions presented in the 2011 CIP were implemented as described below. To evaluate the 2011 actions and activities, the Navy solicited feedback during community meetings, bus tours, and events about whether community members were getting the engagement they need during that activity and how the activity might be improved. The goals for each activity were also evaluated by the Navy’s Community Involvement Manager to ensure that they were being met. Minor adjustments were made to increase the potential for success of the HPNS community involvement program and focus resources for the program on actions and activities with the greatest impact. The Community Involvement Manager evaluation included reviewing the number of people who attended the HPNS community meetings, bus tours, and events. Other information such as the “number of people reached” by radio shows and community events, or the segment of the population reached by the activity or action (for example, Latino or Asian individuals) was also considered in the evaluation. Additionally, the 2013 community survey results were used as one part of the evaluation.

In general, the Navy believes the community involvement program identified in the 2011 CIP is successful in providing opportunities for the public to participate in the environmental cleanup process at HPNS in a meaningful manner. A discussion of the Community Involvement Manager’s evaluation is provided

## Chapter 3: Community Involvement—Actions and Activities (continued)

below for each of the activities that were presented in the 2011 CIP.

### *Evaluation of the Calendar of Outreach Events*

An annual Calendar of Outreach Events was developed in February 2012 and 2013. An updated calendar was also distributed in July 2012 as new events were added or locations finalized. The calendars were e-mailed to the community following their development or update. Hard copies of the calendar were provided at each of the community meetings and community events in which the Navy participated. Hard copies were also posted on community boards throughout the HPNS community. The calendar was mailed when a request was made by someone. The Navy also posted the calendar on the Navy's HPNS Web site. In order to reach a larger segment of the community, the calendars were translated into both Spanish and Chinese. The translated versions of the calendar were available at community events and were sent to specific community locations frequented by non-English speakers.

The Navy believes that the development and distribution of the calendar is an effective means of community outreach that helps communicate information about upcoming Navy community meetings and events where the Navy will participate. Distribution of the calendar through the current methods is considered to be successful, as evidenced by input from the 2013 survey participants, who indicated that e-mail and community meetings were some of the best tools for how the Navy should communicate with the HPNS community in the future. The development of the community calendar was well received and has been evaluated to be an effective form of

communication between the Navy and the public. Of the written materials previously distributed by the Navy, the 2013 survey participants identified fact sheets, the community calendar, and quarterly progress reports as the materials most frequently seen.

The calendar reaches over 500 people on e-mail lists (people are encouraged to forward it to other community groups) and an additional 150 people who attend the community meetings and outreach events over the course of a year. Numerous hard copies of the calendar are also distributed during bus tours, small group meetings and community events throughout the year. A minor change for the calendar is proposed based on the Community Involvement Manager's evaluation. In the future, hard copies of the community calendar will only be mailed to people who have requested one rather than sending it by USPS to the entire HPNS mailing list. Furthermore, the calendar will be updated mid-year (approximately July) since some venues and community events for the second half of the year cannot be confirmed by January. The calendar will also be updated prior to community events when hard copies will be distributed to ensure the most up-to-date information is distributed to the community.

## *Chapter 3: Community Involvement—Actions and Activities (continued)*

### ***Evaluation of the Community Involvement Manager***

The Navy hired Mr. Matt Robinson (through a subcontract with a public relations firm) as the Community Involvement Manager to represent the Navy at community meetings, small group presentations, and community events from June 2011 through May 2013. The current Community Involvement Manager is John Scott, who is a local resident in the HPNS community. The Community Involvement Manager serves as an extension to the Navy locally within the HPNS community. The Community Involvement Manager's role is to be a local resource who is familiar with the cleanup at HPNS and whose primary responsibility is to interact with the public and enhance outreach activities in the HPNS community.

The 2013 community survey indicated that the majority of the survey participants did not have a reason to contact the Community Involvement Manager; those that did usually approached him at a community meeting or contacted him via telephone or e-mail. The use of a Community Involvement Manager was an effective means of communicating with the public about environmental issues at HPNS; however, the need for this role has diminished as the cleanup process progresses. Although the Community Involvement Manager was able to meet with interested community members locally and more quickly, the public still preferred to meet directly with the Navy. The Community Involvement Manager was able to participate in all of the 2013 community interviews and had the opportunity to meet and interact with hundreds of people from the community during his attendance at community meetings, bus tours, and community events; however, very few people contacted him to set

up meetings. Minor changes are currently proposed for the role of the Community Involvement Manager. The level of involvement of the Community Involvement Manager will continue to fluctuate as the cleanup process progresses. As a result, the primary responsibility of the Community Involvement Manager will be to facilitate community meetings and bus tours and respond to community questions such as those received on the information line or by e-mail. Additionally, this CIP Update has been revised to note that the Community Involvement Manager is not a Navy staff member, but rather a Navy representative.

### ***Evaluation of the General Fact Sheet***

The Navy developed a brief one page general HPNS fact sheets in March 2012 that was used for distribution with other general program information and at community events. The fact sheet was available at community meetings. This one-page fact sheet was also translated into Spanish and Chinese for specific community events such as the Visitacion Valley Festival and for background prior to radio interviews. Additionally, this one-page fact sheet was provided in letters to the churches in the HPNS community to provide them with background on the Navy's HPNS cleanup program when requesting a time to meet with the congregations.

In addition, the Navy developed a four-page general fact sheet in December 2012 based on the year's accomplishments. The general fact sheet was mailed to the entire USPS mailing list in January 2013 and also e-mailed to the HPNS community via the e-mail list. Copies of the general fact sheet were posted on community boards throughout the Hunters Point

*Chapter 3: Community Involvement—Actions and Activities (continued)*

neighborhood. The Navy also posted the general fact sheet on the Navy's Web site and provided hard copies at community meetings and events. The Navy believes that development and distribution of the general fact sheet is an effective means of community outreach to help the community understand some of the technical aspects of the HPNS cleanup program.

Distribution of the fact sheet through the current methods is deemed appropriate because the 2013 survey participants indicated that fact sheets was one of the three best tools for how the Navy should communicate with the HPNS community in the future. Of the written materials previously distributed by the Navy, the 2013 survey participants identified, fact sheets, the community calendar, and quarterly progress reports as the materials most frequently seen.

The general fact sheets reach over 500 people on the HPNS e-mail list and an additional 150 people who attend the community meetings and outreach events over the course of a year. No change is proposed for the creation or distribution of the general fact sheet for the 2013 CIP update; however, the fact sheet will only be translated to Spanish and Chinese if a need exists.

### *Evaluation of the Regularly Scheduled Community Meetings*

During 2012, the Navy held community meetings within the HPNS neighborhood every other month. Representatives from the Navy, the Community Involvement Manager, and the regulatory agencies were present to answer questions and comments from the community members. During many of the meetings, the format included break-out tables where the

community was given the chance to discuss issues with the Navy or regulatory agency representatives face-to-face instead of during the open forum in front of all of the meeting participants. Appendix F presents a list of the community meetings held from 2011 through 2013 and the meeting topics that were discussed. At least one technical presentation was given by the Navy at each meeting to describe the cleanup efforts proposed or underway at HPNS. The presentations at the December 2011 and 2012 meetings summarized all the work accomplished by the Navy at HPNS in the given year and the work that was planned for the subsequent year.

The 2013 survey participants indicated that community meetings were the third best tool for how the Navy should communicate with the HPNS community in the future. Also, the community meetings were identified as the most frequent way community members had received or heard about cleanup activities at HPNS in the past.

The community meetings had good attendance with an average of approximately 16 community members per meeting in 2011, and 22 community members per meeting in 2012. Appendix E presents graphs showing the number of community members present at each meeting. It is speculated that turnout was better in 2012 because the meeting dates and locations were included on the calendar of events distributed early in the year and meeting announcements were distributed regularly in the newspapers (see discussion of newspaper notices below), by e-mail and within the HPNS community using grassroots efforts. In 2012, e-mail announcements for the meetings were standardized to be sent to the mailing list at regular intervals of 2 weeks ahead, 1 week

## Chapter 3: Community Involvement—Actions and Activities (continued)

ahead, and a final reminder two days prior to the meeting.

The Navy continued to hold meetings at a variety of locations in 2011 and 2012 to try to accommodate as many people within the HPNS community as possible. Community meeting locations included:

- Bayview Hunters Point YMCA
- Bayview Opera House
- Southeast Community Facility  
Commission Building, Alex L. Pitcher,  
Jr. Community Room
- HPNS Building 101 Auditorium
- Portola Family Connections
- Asian Pacific American Community  
Center (APACC)

Based on the Community Involvement Manager's evaluation of the community meetings, future community meetings will continue to be held at various locations within the HPNS community; however, because meetings in the Visitacion Valley and Portola communities had very low attendance and required additional costs for providing translators, these meeting venues will not be used in the future unless a specific need or topic of interest is identified by the HPNS community. The Navy will continue to hold breakout sessions during the community meetings when possible, as feedback from the 2013 survey and interviews indicated this format is effective in providing a dialogue between the HPNS community and Navy or regulatory agency representatives.

Furthermore, the Navy is proposing to hold Community Meetings three times a year or as

necessary in the future. The Navy is proposing to hold only three community meetings per year because eleven of the twelve parcels at HPNS will have Final Record of Decisions (RODs) by the end of 2013. Once a ROD is final, the next step in the cleanup process is to plan and conduct the cleanup solution (as outlined in the ROD). As a result, the amount of information to share with the community during the post-ROD phase of the cleanup process is less than during the earlier investigation phases when new data and results are being shared with the community.

### *Evaluation of the Progress Reports*

The Navy developed quarterly fact sheets for the second half of 2011, all of 2012, and so far in 2013. The quarterly fact sheets were e-mailed to the community mailing list, typically during the months when no community meetings were held. The Navy also posted the progress reports on the Navy's Web site and provided hard copies at community meetings and public events.

Distribution of the progress reports through the current methods is deemed appropriate because the 2013 survey participants indicated that e-mail, fact sheets, and public meetings were the three best tools for how the Navy should communicate with the HPNS community in the future. The development of the quarterly progress reports was well received and evaluated to be an effective form of communication between the Navy and the public. Of the written materials previously distributed by the Navy, the 2013 survey participants identified fact sheets, the community calendar, and quarterly progress reports as the materials most frequently seen.

## *Chapter 3: Community Involvement—Actions and Activities (continued)*

The progress reports reach over 500 people on the HPNS e-mail list and an additional 150 people who attend the community meetings and outreach events over the course of a year. Based on the Community Involvement Manager's evaluation, the 2013 CIP Update will clarify that hard copy progress updates will only be mailed to people who request it.

### *Evaluation of the HPNS Project Web Site*

Due to the security risks associated with the Navy operating a non-government owned Web site, the 2011 action of creating a new HPNS Web site that was more user-friendly than the current Navy's Web site was not completed. In lieu of creating a new Web site, the Navy revised the existing Web site by adding current environmental documents and fact sheets in an effort to make the site more user-friendly.

Individual comments collected during the 2013 survey indicated that the Web site is still difficult to use; however, the survey participants indicated that using the internet is a good way for people to receive information about the HPNS cleanup. Based on the security issues and reduced military budget it is not anticipated that the Navy will be able to make significant changes to the existing Web site; however, new documents and fact sheets will continue to be posted on a regular basis.

The 2013 CIP Update will remove development of a HPNS project-specific Web site from the list of proposed outreach actions and activities.

### *Evaluation of the Facebook Page*

Similar to the project specific Web site, due to the security risks, Navy management does not support creating a Navy HPNS Facebook page.

As a result, this action identified in the 2011 CIP was not able to be accomplished.

While social networking was mentioned several times during the 2010 CIP interview process, the 2013 community survey participants and 2013 interviewees did not provide the same level of interest. Based on the security issues and reduced military budget, it is not anticipated that the Navy will be able to manage and operate a Facebook page for HPNS. The 2013 CIP Update will remove development of a HPNS Facebook page from the list of proposed outreach actions and activities.

### *Evaluation of the Mailing List Update*

In July 2012, a list of addresses for the HPNS community (ZIP codes 94107, 94124, and 94134) was purchased. A postcard was then sent to the entire address list (13,024 business and residential addresses) to solicit people and businesses that wanted to be added to the Navy's USPS or e-mail mailing lists for HPNS. A copy of the postcard is provided in Appendix H. The Navy estimates that this mailing increased the USPS mailing list by approximately 35 people and the e-mail list by approximately 65 people; however, the cost to obtain these mailing list additions was significant. The Community Involvement Manager's evaluation concluded that based on the cost of purchasing a new mailing list and the lack of substantial responses to the postcard mailing, the need for this type of mailing list update should be evaluated by the Navy no more than once every 5 years.

*Chapter 3: Community Involvement—Actions and Activities (continued)*

Both the USPS and e-mail mailing lists are periodically revised and updated based on returned mail or e-mails and to account for changes in staff in government offices, regulatory agencies, and local community organizations. The Community Involvement Manager recommended no changes to this action in the 2013 CIP Update.

*Evaluation of the Newspaper Notices and Editorial Column*

The Navy advertised the upcoming community meetings in at least two newspapers prior to each meeting. The two newspapers commonly advertised in include the Bayview Footprints (online newspaper) and the San Francisco Examiner (hard copy) newspapers. Certain meetings also had advertisements placed in the San Francisco Chronicle (hard copy).

About half of the survey participants noted that they saw Navy meeting or public notices either in hardcopy or online newspapers; however, survey participants thought newspapers were one of the three worst methods of communicating with the HPNS community about the Navy's cleanup program. The Navy did not identify an appropriate opportunity for submitting an editorial column to a local newspaper during the last 2 years.

A minor change for newspaper notices and editorial columns is proposed based on the Community Involvement Manager's evaluation. Navy-purchased editorial columns will not be included as 2013 activity; however, the Navy will continue to publish newspaper notices with meetings announcements and official public notices. If an opportunity for an editorial column is identified in the future, the Navy will evaluate whether sufficient resources exist to pursue the opportunity.

*Evaluation of the Bus Tours*

In August 2011, the Navy conducted two days of bus/van tours. In 2012, the Navy conducted bus tours in July and September. On both 2012 bus tour dates, the Navy offered two bus tour times to the public, one in the morning and one in the afternoon. Bus tour participants were solicited by e-mail, using posted flyers, at community events and meetings, by mailing flyers to churches, and making personal phone calls. The Navy also conducted two smaller van tours in April 2012 for small community groups who had previously expressed interest in doing a tour but were unable to participate.

The July 2012 tour had 18 community members on the morning tour and 15 on the afternoon tour. Of the 18 community members on the morning tour, 13 had not previously been to a community meeting and two attended their first meeting following the bus tour. Of the 15 community members on the afternoon tour, 14 had not previously been to a community meeting. The September 2012 tour had 15 community members on the morning tour and 12 community members on the afternoon tour. Of the people on the morning tour, 12 of 15 had not previously been to a community meeting and one attended their first community meeting following the bus tour. On the afternoon tour, 11 of the 12 community members had never been to a community meeting and two people attended their first community meeting following the bus tour.

Participants in the 2013 community survey and interviews indicated that they were slightly more interested in having a Saturday bus tour rather than a normal Wednesday night community meeting; however, the community was pretty evenly split on this preference.

*Chapter 3: Community Involvement—Actions and Activities (continued)*

The bus tours were deemed successful by the participants; however, the Navy expended a considerable amount of effort to confirm reservations of community members for a specific bus tour and time (multiple phone calls and e-mails to each interested person and follow-up reminder calls closer to the tour dates). When bus tours were filled to capacity, waiting lists were tracked and available seats from cancellations were offered to the waiting list when possible. Despite the Navy's efforts, numerous people did not show up to participate in the actual tours. The bus tours seem to be reaching people who either cannot attend nighttime meetings or who would prefer to see firsthand the actual cleanup activities.

In an effort to enhance community understanding of the cleanup at HPNS and to increase participation in bus tours, the 2013 interviewees were asked about their opinion on possible changes to the current bus tour format. The first bus tour format question asked was "If the Navy was to change the bus tour format and have a brief presentation and/or have poster boards available before the tour, do you think this would help people better understand the cleanup activities at HPNS?" In response to the question, two thirds of the interviewees answered "yes" and one third said they did not know. One interviewee indicated that "the tour would be better utilized with quick presentation."

Based on the Community Involvement Manager's evaluation of the 2011 and 2012 bus tours, minor changes are recommended for this activity in the 2013 actions and activities.

The Navy is planning to revise the format of the bus tours to include a short presentation or poster board session prior to boarding the bus for the tour. This format would allow for an improved question and answer session and provide visual aids for the enhanced understanding of the cleanup progress.

*Evaluation of the Topic-Specific Fact Sheets*

A list of the topic-specific fact sheets produced by the Navy in 2011 and 2012 is provided in Appendix F. Six topic-specific fact sheets were produced in 2011 and 2012. This count does not include the additional six quarterly progress updates that were prepared in 2012 and early 2013. The fact sheets were e-mailed to the HPNS community mailing list, posted on the Navy Web site, and hard copies were provided at community meetings and events.

Distribution of the fact sheets through the current methods is deemed appropriate because the 2013 survey participants indicated that fact sheets was one of the three best tools for communicating with the HPNS community in the future. The development of the topic specific fact sheets was well received and evaluated to be an effective form of communication between the Navy and the public. Of the written materials previously distributed by the Navy, the 2013 survey participants identified fact sheets, the community calendar, and quarterly progress reports as the materials most frequently seen.

The topic specific fact sheets reach over 500 people on the HPNS e-mail list and an additional 20 to 30 people who attend the community meeting where the hard copies are provided. Proposed plan and record of decision fact sheets have been mailed in hard copy to

*Chapter 3: Community Involvement—Actions and Activities (continued)*

the entire HPNS mailing list. Additional copies were also made available at the information repositories and other locations within the HPNS community.

The Community Involvement Manager recommended no changes to the production or distribution of the topic specific fact sheets in the 2013 CIP Update. Fact sheets will continue to be produced on an as-needed basis.

*Evaluation of the Presentations to Existing Groups*

The Community Involvement Manager gave general presentations to the Morgan Heights Home Owner's Association and the Bayview Tabernacle Group in February 2012, the True Hope Church congregation in July 2012, and the Malcolm X Academy Elementary School Parent Teacher Association in January 2013. Although the Navy reached out to many community groups during the past two years, scheduling presentations even when groups showed an initial interest, was difficult. The presentations to existing groups reached a limited number of people in 2012 and 2013 estimated to be less than 100 total in 2012; however, resources required to participate in these types of meetings are significantly less than the resources required for the Navy's community meetings.

The Navy indicated their availability to present to existing groups in e-mail communications and on fact sheets. The Community Involvement Manager also discussed his availability for presentations with community members who he met during community events.

The 2013 survey participants indicated that they heard information about the Navy cleanup at HPNS most often during the Navy sponsored community meetings, but existing community group presentations was the second most popular venue.

There is no change proposed for presentations to existing groups for the 2013 CIP update.

*Evaluation of the Specific Outreach to Churches*

Participants in the 2010 CIP interviews suggested additional methods to reach members of the greater HPNS community. One outreach activity that resulted from this feedback was connecting with churches in the HPNS community. Sixteen (16) churches in the community were identified, and letters were mailed to each church leader requesting the opportunity for a Navy representative to attend a service and present an overview of the cleanup status at HPNS. The letters also indicated the Navy would like to provide the opportunity for congregation members to ask questions on HPNS cleanup activities. The 16 church leaders were also mailed flyers announcing the July 2012 Bus Tour. In the letters, the Navy asked if it would be possible to distribute future HPNS flyers in church bulletins, place notices at the church announcing upcoming community meetings, and/or provide information to church members on how to join the Navy's HPNS mailing list. Follow-up calls were made to church leaders to determine their interest and availability for a Navy presentation, resulting in one invitation to speak after a church service. In addition to a brief overview of cleanup activities at HPNS, congregation members who attended the service had the opportunity to ask questions, pick up hard copies of cleanup program materials, and sign

*Chapter 3: Community Involvement—Actions and Activities (continued)*

up for the HPNS mailing lists and the July 2012 bus tour. The Navy will continue to reach out to the church leaders on a yearly or as needed basis to assess their interest in the Navy's HPNS cleanup program.

***Evaluation of the Grassroots Outreach***

The Navy has contracted with a local organization that disseminates outreach materials to the public prior to each public meeting. The local organization works to identify new locations where outreach might be more effective and how the Navy can reach certain demographics within the HPNS community. The local organization also provided input for the CIP Update based on their outreach activities and suggestions gathered from community members.

The grassroots outreach connects with approximately 20 local businesses prior to each community meeting and hundreds of community members over the course of a year, many of whom live and work closest to the former Shipyard.

The list of locations where announcements were posted using grass roots efforts is presented in Appendix H. Grassroots efforts included going door-to-door to distribute meeting announcements in the housing communities closest to the Shipyard. Although, these efforts did not result in many additional community members attending the community meetings, the community is receiving information through these efforts. These efforts may be more effective for distributing specific information such as fact sheets, rather than general meeting announcements.

There is no change proposed for using grassroots outreach as part of the 2013 CIP update.

***Evaluation of the Outreach to the Asian Community***

The Asian community in the vicinity of HPNS was identified as a stakeholder group to which the Navy could enhance outreach efforts. An outreach plan was developed for the Asian segment of the HPNS community, which focused on connecting with seven leaders through a diverse approach, including distribution of materials through mail and e-mail, personal contact through telephone calls and site tours, personal invitations to the July bus tour, translation of selected print materials into Chinese, Navy participation in local Asian festivals, and interviews with Asian media outlets. Results of the focused outreach efforts to the Asian community included participation in two radio interviews with Asian media outlets (one bi-lingual); two van tours requested by individual members of the Asian community; and the distribution of Cantonese translations of the HPNS Calendar of Community Events and the HPNS Overview fact sheet to local Asian community centers, as well as the seven identified Asian leaders' organizations. One individual reserved a seat on the July bus tour as a direct result of the focused efforts. In addition, the Navy participated in the September 2012 and October 2013 Visitation Valley Festival, providing bilingual (English/Cantonese) program materials (referenced above) and comment cards, as well as on-site translators to facilitate discussions and translate questions and answers between the public and Navy representatives. The booth at the Visitation Valley Festival resulted in one addition to the

*Chapter 3: Community Involvement—Actions and Activities (continued)*

HPNS mailing list. The Navy will continue to reach out to the Asian community leaders, organizations, and media contacts on a yearly basis to determine interest in the Navy's cleanup program at HPNS. The Navy will also continue to participate in the Visitation Valley Festival since this is the largest community event for the Asian segment of the HPNS community.

*Evaluation of the Local Radio Shows*

The Navy participated in six radio station interviews in 2011. These interviews included KEST in February, March and April, station KIQI in March and April and station KPOO in April, 2011. Station KEST was broadcast in Chinese while station KIQI was broadcast in Spanish. The Navy participated in three radio station interviews in 2012. Two of the radio interviews were directed towards the Chinese segment of the HPNS community and were broadcast in May (KEST) and June (KSJO). The third interview aired in August on KQED public radio. The radio programs are available on the internet via live streaming.

Only a small segment of the 2013 survey participants had heard the Navy on the radio although radio was rated as an average way of disseminating information to the public in the future.

The Spanish and Chinese radio stations reach thousands of listeners and are an effective outreach tool to these segments of the HPNS community; however, the Navy did not have an increase in community participation or meeting attendance from these segments of the HPNS community after the radio interviews.

There is no change proposed for radio shows for the 2013 CIP update; however, opportunities may be limited due to the Navy's limited travel budget. The Navy will attempt to do one or two radio interviews per year based upon the availability of the radio programs and cleanup achievements that may be considered by interviewers and listeners as newsworthy for a radio show.

*Evaluation of the Telephone Hotline*

The Navy developed a dedicated community information line for the public to obtain information about upcoming meetings or community events related to the Navy's HPNS community involvement program. The information line is typically updated in English, Spanish, and Cantonese on a monthly basis or as needed to provide updated information to the HPNS community. The information line is checked daily for messages from community members.

The survey participants indicated that most of them had not called the information line; however, the Navy feels that the telephone line is an effective means of communicating information to the public in all three languages and allows community members a means for contacting the Navy directly should the need exist. In review of the demographic data for the HPNS community, the Community Involvement Manager believes that the telephone information line provides a resource for individuals who do not have access to, or training in, technology-related resources, such as e-mail and the Internet. As an additional benefit, should a natural disaster or a cleanup-related incident occur at the former Shipyard, the telephone information line will serve as a valuable resource for the Navy to communicate

### *Chapter 3: Community Involvement—Actions and Activities (continued)*

information to and receive information from the HPNS community. There is no change proposed for the telephone information line for the 2013 CIP update.

#### ***Evaluation of the General Environmental Presentation***

The general environmental presentation included in the list of 2011 CIP actions and activities was not completed by the Navy. The Community Involvement Manager identified that each community group he visited in 2011

and 2012 had time specific constraints on the length of the presentation and asked for the presentation to cover specific topics that would not otherwise be included in a general presentation. The general presentation was deemed an ineffective outreach tool because of the time constraints and specific topics of interest required to cater to each existing community group presentation. As a result, the general environmental presentation will be removed from the 2013 CIP Update.

## Chapter 3: Community Involvement—Actions and Activities (continued)

### Summary of Community Involvement Manager's Recommendations for Changes to the 2011 CIP Actions and Activities

2011 CIP Actions and Activities	Delivered By	Proposed Change for 2013 CIP Update
<b>Calendar of Outreach Events, multi lingual:</b> Publish in January for calendar year ahead	Mail, e-mail, post hardcopy, Web site	<b>Minor change.</b> The community calendar will only be mailed in hard copy to people who have requested one. The calendar will be updated mid-year (approximately July) because some venues and community events for the second half of the year cannot be confirmed by January.
<b>Community Involvement Manager:</b> Use a Navy staff member to focus solely on community involvement program activities	N/A	<b>Minor change.</b> This 2013 CIP Update was revised to note that the Community Involvement Manager's involvement will continue to fluctuate as the cleanup process progresses. The primary responsibilities of the Community Involvement Manager will be to facilitate community meetings and bus tours and respond to community questions such as those received on the information line or by e-mail. Additionally, the 2013 CIP Update was revised to indicate the Community Involvement Manager is not a Navy staff member but rather a Navy representative.
<b>General Fact Sheet, multi-lingual:</b> Overview of environmental cleanup program, roles and responsibilities, and schedule formatted into brief fact sheet	Mail, e-mail, post hardcopy, Web site	<b>Minor change.</b> The fact sheet will only be translated to Spanish and Chinese if a need exists.
<b>Regularly Scheduled Community Meetings:</b> Held every other month, technical presentations and updates from Navy and regulatory agencies (held at various locations)	In person at Navy-coordinated venue	<b>Minor change.</b> The Navy is proposing to hold three Community Meetings per year in the future because eleven of the twelve parcels at HPNS will have Final RODs by the end of 2013. Instead of holding additional meetings, the Navy will hold bus tours in some months when there is no regularly scheduled community meeting.
<b>Progress Reports:</b> Quarterly update on recent activities and upcoming opportunities to comment	Mail, e-mail, post hardcopy, post on Web site	<b>Minor change.</b> The progress updates will only be mailed in hard copy to people who have requested one.
<b>HPNS Project Web Site:</b> Create a new, searchable, more user-friendly Web site with answers to frequently asked questions	Online	<b>Remove.</b> A non-government owned Web site is currently not permitted by Navy management. The Navy will continue to make improvements and post information to the Navy Web site.
<b>Facebook Page:</b> Public relations firm creates and manages HPNS Facebook page with regular updates on activities, cleanup photos, meetings, and answers to frequently asked questions	Web site, put links on fact sheets	<b>Remove.</b> Navy management does not currently allow for a Facebook page to be created. Additionally, community interest in social media was not expressed during the 2013 community survey.

*Chapter 3: Community Involvement—Actions and Activities (continued)*

2011 CIP Actions and Activities	Delivered By	Proposed Change for 2013 CIP Update
<b>Mailing List Update:</b> Current hardcopy mail and e-mail distribution lists will be reviewed for accuracy	E-mail, hardcopy	<b>No change.</b>
<b>Newspaper Notices and Editorial Column:</b> Public notices will be created to meet regulatory requirements and to announce community meetings; editorial columns will educate diverse community groups about the environmental cleanup progress	Hardcopy and online newspapers	<b>Minor change.</b> Due to the high costs of submitting an editorial column to a newspaper, this action will be removed from the 2013 actions and activities; however, the Navy will continue to post meeting notices in both print and online newspapers.
<b>Bus Tours:</b> Community-wide on a larger bus and for smaller groups with a van	In person at HPNS	<b>Minor Change.</b> The Navy is planning to revise the format of the bus tours to include a short presentation or poster board session prior to boarding the bus for the tour. This format would allow for an improved question and answer session and visual aids for the enhanced understanding of cleanup progress. The bus tour would allow the community an opportunity to visit HPNS, observe fieldwork, and engage the Navy and regulators.
<b>Topic-Specific Fact Sheets, multi-lingual:</b> Brief update on a technical topic, meant to reach those who already know the basics about the project and want specific details	E-mail, hardcopy handout, not mailed to full list	<b>No change.</b>
<b>Presentations to Existing Groups:</b> Attend an established group meeting and give an update relevant to their members (could include a church, homeowners association, civic group, school, etc.)	Face-to-face presentation	<b>No change.</b>
<b>Grassroots Outreach:</b> Work with community members to hand out outreach materials, post flyers, and give basic information	Face-to-face interaction to promote trust between the community and Navy	<b>No change.</b>
<b>Local Radio Shows, multi-lingual:</b> Give a presentation and/or answer questions during call-in shows	Radio, internet via podcast if available	<b>No change.</b> The Navy will attempt to do one or two radio interviews per year based upon the availability of the radio programs and cleanup achievements that may be considered by interviewers and listeners as newsworthy for a radio show.
<b>Telephone Information line:</b> Give a recorded update of activities, and allow callers to leave a message	Telephone	<b>No change.</b>

*Chapter 3: Community Involvement—Actions and Activities (continued)*

2011 CIP Actions and Activities	Delivered By	Proposed Change for 2013 CIP Update
<b>General Environmental Presentation, multi-lingual:</b> Overview of environmental cleanup program in a 20-minute PowerPoint® presentation with time for questions and answers; appropriate for established community groups (this will also include a frequently asked questions handout)	In person at group meetings	<b>Remove.</b> Due to the specific time constraints and topic preferences of each community group, a general presentation is not considered an effective tool for the Navy.

*2013 Community Involvement Program Actions and Activities*

The following community involvement program activities are designed to meet the communication needs, concerns, and preferences of the various HPNS stakeholders in the HPNS community. The actions are designed to link with the 2010 CIP Community Interview Themes 1 through 6. The 2013 survey results and feedback collected over the past two years indicate that the community's concerns and needs identified in the 2010 community interviews remain relevant and will continue to be addressed as described in the following tables. The purpose of the actions and activities is to inform the community and engage them in the cleanup decisions for HPNS. The Navy will continue the practice of surveying the community and evaluating this program every two years per CFR Title 32, Section 202.10. If the results of the evaluation indicate substantial revisions to the program are necessary, then the Navy will update the CIP; however, minor revisions to the actions and activities due to funding resources or lack of community interest may not require a revised CIP.

*Chapter 3: Community Involvement—Actions and Activities (continued)***Linking Interview Feedback Themes With Community Involvement Program Actions****THEME 1: THE NAVY'S COMMUNICATION WITH THE HPNS COMMUNITY ABOUT THE ENVIRONMENTAL CLEANUP PROGRAM HAS NOT BEEN EFFECTIVE.**

*The goal for these actions is to make the Navy's communication with the community more effective. This goal will be measured based on feedback from the community and the regulatory agencies.*

**Actions to address this theme:****1. Distribute the 2013 CIP Update**

- The Draft 2013 CIP Update was made available for public comment in March 2014. Comments received on the Draft 2013 CIP Update and the Navy's responses will be included in Appendix L.
- The Final 2013 CIP Update will be posted on the Navy's Web site, located in the information repositories, and available upon request. The Final 2013 CIP Update will include responses indicating how the Navy addressed comments received during the review and comment period for draft document.

**2. Prepare a Calendar of Outreach Events**

- The event calendar will be created annually and distributed by February of each year.
- It will be prominently displayed on the Navy's Web site.
- The calendar will be designed to show forethought and commitment to activities and to help the public plan community involvement program activities into their schedules.
- The calendar is intended for wide distribution by e-mail; distribution at community meetings and on the Navy Web site; and posted in select neighborhood locations, including churches.
- The calendar will be updated mid-year (approximately July).

**3. Prepare Topic-Specific Fact Sheets**

- Prepare and distribute fact sheets on specific topics as requested by the community, including topics to address the top interests and concerns identified in the 2013 community survey and interviews.

**4. Provide a Community Information Telephone Line**

- The Navy maintains a local, dedicated telephone line, (415) 295-4742, that the community can call for information or to leave a message for further assistance.
- This information line is maintained and checked daily by the Navy's community involvement team. The Community Involvement Manager or Navy responds to any questions or concerns, as appropriate.

**5. Use a Community Involvement Manager**

- The Navy will continue to provide a Community Involvement Manager to assist the Base Realignment and Closure (BRAC) Environmental Coordinator with the implementation of this CIP Update.
- The primary responsibilities of the Community Involvement Manager will be to facilitate community meetings and bus tours and respond to community questions such as those received on the information line or by e-mail.
- The Community Involvement Manager will assist the Navy and regulatory agencies with gathering feedback to assess the success of this community involvement program. This could include encouraging the community to fill out comment cards at meetings, bus tours, or events; assisting with the community survey every two years; and gathering anecdotal feedback.

*Chapter 3: Community Involvement—Actions and Activities (continued)***Linking Interview Feedback Themes With Community Involvement Program Actions****THEME 2: GENERAL INFORMATION ABOUT THE NAVY'S ENVIRONMENTAL CLEANUP PROGRAM AT HPNS IS LACKING.**

*The goal for these actions is to make general information about HPNS more available to the community. This goal will be measured by obtaining feedback from the community and the regulatory agencies.*

**Actions to address this theme:****1. Prepare a General Fact Sheet**

- The fact sheet will include HPNS history, basic overview of cleanup activities and timeline, agency roles and responsibilities, contact information, and information repository locations (places where the Navy's technical documents are available for review). In addition, it may also include how human health is evaluated and addressed and frequently asked questions.
- The fact sheet will be updated annually.
- The fact sheet will be distributed at community meetings, posted on the Navy's Web site, and posted in select neighborhood locations (community centers, churches, and local businesses).
- If a need exists, the fact sheet into Chinese (Cantonese) and/or Spanish. Based on information provided by the Chinese-American community, Cantonese is the primary Chinese dialect spoken in San Francisco.

**2. Hold Regularly Scheduled Community Meetings**

- Meetings will be held regularly at various locations so people who live in different parts of the HPNS community can attend.
- Meetings will be facilitated by the Community Involvement Manager (if possible) and in general, the agenda will consist of Navy technical presentations, regulatory agency updates, discussion of action items from previous meetings, and a public question-and-answer period. The Navy will solicit community input for future agenda items during meetings and through requests to the e-mail list.
- Meetings summaries will be prepared and posted on the Navy Web site.
- Translation services will provided, if needed. Based on information provided by the Chinese-American community, Cantonese is the primary Chinese dialect spoken in San Francisco.
- Meetings will be an opportunity for two-way communication between the Navy, regulatory agencies, and the community.

**3. Prepare Progress Updates**

- Progress updates will be created quarterly, and will be distributed via e-mail, at community meetings, posted on the Navy Web site, and posted in select neighborhood locations.
- The reports will be approximately two pages long, with an update on recent activities and future public comment opportunities.
- If a need exists, the progress updates will be translated into Chinese and/or Spanish.

*Chapter 3: Community Involvement—Actions and Activities (continued)***Linking Interview Feedback Themes With Community Involvement Program Actions****THEME 3: THE HPNS COMMUNITY IS DIVERSE, RESULTING IN VARIED CONCERNS, COMMUNICATION PREFERENCES, AND NEEDS.**

*The goal for these actions is to communicate with broader segments of the community, include those with and without computer access, those who do not speak English, those who prefer meetings, and those who prefer written materials. This goal will be measured by obtaining feedback from the community and the regulatory agencies.*

**Actions to address this theme:****1. Participate in Local Radio Shows – multi-lingual**

- Give a presentation and/or answer questions during call-in shows; translation will be provided as necessary.

**2. Provide a Community Information Telephone Line**

- A recorded message will provide an update of monthly HPNS activities such as meeting times and locations. Additional information on specific cleanup actions may also be provided, if timely.
- Callers will be able to hear the message in English, Spanish, or Cantonese.
- Callers will also be able to leave a message in English, Spanish, or Cantonese if they have a specific question and their call will be returned by the Community Involvement Manager. A translator may assist with non-English responses.

**3. Update USPS and E-mail Mailing Lists**

- Multiple opportunities exist for adding new people to the mailing lists. Anyone can sign up at meetings, via e-mail, or by leaving a message on the HPNS Information Line to be added to the mailing lists.
- The mailing list will be updated after each mailing with any returns; addresses for elected officials and businesses will be checked annually.
- An e-mail distribution list will be maintained and updated similar to the mailing list.
- Every five years, or when deemed necessary, the Navy will evaluate the need to purchase a current mailing list of the HPNS community.

**4. Use Grassroots Outreach**

- Activities will include having residents in the HPNS community and other interested community members hand out flyers, post meeting notices on community bulletin boards and at businesses, help improve the site mailing list, and share community feedback with the Navy and regulatory agencies.
- Grassroots outreach will be timed to coincide with distribution of flyers, fact sheets, or quarterly progress reports and/or the community meetings or bus tours.
- Specialists within the Spanish and Chinese communities will continue to be utilized to implement outreach actions and develop future strategies tailored towards the Spanish and Chinese communities near HPNS.

**5. Attend Local Community Events**

- Attend community events within the HPNS community to provide informational materials and encourage community members to participate in the Navy's cleanup program, as appropriate.
- A Navy representative such as the Community Involvement Manager or member of the HPNS community will attend to interact with the community and answer questions about the Navy's cleanup program for HPNS.
- Examples of community events include Sunday Streets, Earth Day, and the Visitacion Valley Festival. These and other events will be evaluated annually to determine the effectiveness of achieving outreach objectives.
- The Navy may provide interpreters and/or translated print materials at events where majority significant portion of participants are anticipated to be members of the Spanish or Chinese segments of the HPNS community.

*Chapter 3: Community Involvement—Actions and Activities (continued)***Linking Interview Feedback Themes With Community Involvement Program Actions****THEME 4: THE DIFFERENCE BETWEEN THE NAVY’S HPNS ENVIRONMENTAL****CLEANUP PROGRAM AND THE CITY’S REDEVELOPMENT OF HPNS HAS NOT BEEN MADE CLEAR.**

*The goal for these actions is to explain the transfer process and clarify who community members can talk with about cleanup concerns versus redevelopment concerns.*

**Actions to address this theme:****1. Hold Bus Tours**

- Navy guided bus tours will be held for the HPNS community approximately four times a year (multiple tours may be held on the same day). Tours will show participants the environmental cleanup progress, provide an understanding of what belongs to the Navy and what belongs to the City’s Successor Agency to the San Francisco Redevelopment Agency, and provide an opportunity for dialogue.
- Tours may be advertised using various methods, including communications with active community members, announcements at meetings and events, postings on the calendar and at select neighborhood locations, and in print and online newspapers. The Navy will also consider focused outreach efforts to community leaders or church congregations, amongst other small groups.

**2. Distribute Topic-specific Fact Sheets**

- Created as-needed, these fact sheets will focus on one specific technical topic. The topic of the fact sheet will often coincide with current community meeting topics.
- Technical fact sheets will not be mailed to the full mailing list. They will be distributed at community meetings, posted on the Navy Web site, e-mailed, and made available by request.
- If needed, the fact sheets may be translated into Chinese and/or Spanish. Based on information provided by the Chinese-American community, Cantonese is the primary Chinese dialect spoken in San Francisco.

**THEME 5: HEALTH IS A PRIMARY CONCERN FOR MOST SEGMENTS OF THE COMMUNITY.**

*The goal for these actions is to provide the community with the resources to have their health concerns addressed. It is also to communicate the ways the environmental cleanup is intended to be protective of human health.*

**Actions to address this theme:****1. Provide Health Contact Information in this CIP Update**

- This CIP includes information regarding how health is addressed during a cleanup, a summary of the common health concerns, how the Navy protects the workers and community during active cleanup work, and health officials to contact for more information and assistance. See Appendix A, Health-Related Information, Resources and Contacts.

**2. Use the Navy’s HPNS Web site**

- Include health information in the frequently asked question fact sheet

**3. Hold Regularly Scheduled Community Meetings**

- The Navy will schedule time during community meetings for presentations by professional health organizations, such as the Asthma Task Force for asthma education, when such presentations are deemed necessary and relevant to current cleanup activities or actions.

**4. Distribute Topic-specific Fact Sheets**

- Include health information in the general or topic-specific fact sheets that will be posted on the Navy Web site and available at Navy events.

*Chapter 3: Community Involvement—Actions and Activities (continued)***Linking Interview Feedback Themes With Community Involvement Program Actions****THEME 6: COORDINATING WITH ESTABLISHED COMMUNITY MEMBERS TO CONDUCT INVOLVEMENT MAY BE A GOOD WAY TO REACH ALL SECTORS OF THE COMMUNITY.**

*The goal for these actions is to use community expertise and work together to communicate with the HPNS community.*

**Actions to address this theme:****1. Use Grassroots Outreach**

- Activities will include having residents in the HPNS community and other interested community members hand out flyers, post meeting notices on community bulletin boards and at businesses, help improve the site mailing list, and share community feedback with the Navy and regulatory agencies.
- Grassroots outreach may be timed to coincide with distribution of flyers for meetings or bus tours, fact sheets, or quarterly progress reports and/or the community meetings.
- Specialists within the Spanish and Chinese communities will continue to be utilized to implement current outreach actions and develop future strategies tailored towards the Spanish and Chinese communities near HPNS.

**2. Navy Presentations at Established Community Organized Meetings**

- As invited, the Navy will give presentations or other updates at an established group's meetings. Based upon the community group, meeting topic, and availability, regulators may participate in the presentation. Advertisements for the meeting and the agenda would be the responsibility of the community group.
- The Navy's presentation will most likely consist of general information on cleanup activities at HPNS, with time for questions and answers. The Navy will make every effort to focus the presentation to the interests of the specific group being addressed.
- The purpose of these presentations is to reach specific audiences that can then disseminate information through expanded group resources. Examples of such groups may include parent-teacher associations, homeowners or tenant associations, Board of Supervisors, and business associations.
- The Navy will provide updates to the Hunters Point Shipyard Citizens Advisory Committee (CAC) if the group expresses an interest.

**3. Attend Local Community Events**

- Attend community events within the HPNS community to provide informational materials and encourage community members to participate in the Navy's cleanup program, as appropriate.
- A Navy representative such as the Community Involvement Manager or member of the HPNS community will attend to interact with the community and answer questions about the Navy's cleanup program for HPNS.
- Examples of community events include Sunday Streets, Earth Day, and the Visitacion Valley Festival. These and other events will be evaluated annually to determine the effectiveness of achieving outreach objectives.
- The Navy may provide interpreters and/or translated print materials at events where a significant portion of participants are anticipated to be members of the Spanish or Chinese segments of the HPNS

**Note:** Many actions address more than one theme. See the following table for a complete listing of all themes that an action is designed to address.

Chapter 3: Community Involvement—Actions and Activities (continued)

Table of Navy’s Updated Community Involvement Actions and Activities for 2013 and Beyond and How They Address the 2010 Interview Themes

2013 Proposed Actions and Activities (to Address 2010 Interview Themes)	Delivered By	2010 Interview Theme To Be Addressed by the Proposed Action or Activity					
		1 Communication Not Effective	2 Available General Information about the Environmental Cleanup Program Lacking	3 Varied Concerns, Communication Preferences, and Needs among Diverse Community	4 Difference between the Navy’s Environmental Cleanup Program and the City’s Redevelopment has Not Been Made Clear	5 Health is a Primary Concern	6 Coordination with Established Community Members to Conduct Involvement May be A Good Way To Reach All Sectors of the Community
<b>Calendar of Outreach Events, multi lingual:</b> Publish by February for calendar year and update mid-year, as appropriate.	E-mail, hard copies distributed at meetings and events, post hard copies in HPNS community, Navy Web site	✓	✓	✓			
<b>General Fact Sheet, multi-lingual (as needed):</b> Prepare an overview of the HPNS environmental cleanup program, roles and responsibilities, and schedule formatted into brief fact sheet.	Mail, e-mail, hardcopy, Web site	✓	✓	✓	✓		
<b>Regularly Scheduled Community Meetings:</b> Hold three per year or as needed, technical presentations and updates from Navy and regulatory agencies (held at various locations).	In person at Navy-coordinated venue	✓	✓	✓	✓	✓	
<b>Community Involvement Manager:</b> Provide a local Navy representative who acts as a contact for the HPNS community involvement program.	In person during meetings and bus tours. E-mail and phone to respond to comments or concerns.	✓	✓	✓	✓		✓
<b>Community Events:</b> Participate in community events sponsored in the HPNS community such as Earth Day, Sunday Streets, and the Visitacion Valley Festival. The need for translators and/or translated print materials will be evaluated for each event.	In person at public venue	✓	✓	✓	✓	✓	
<b>Progress Reports:</b> Develop a quarterly update on recent community involvement activities and upcoming opportunities to comment on cleanup documents at HPNS.	E-mail, hardcopy, post on Web site	✓	✓	✓	✓		
<b>Mailing List Update:</b> Update regularly, based on requests to be added, returned e-mails and returned USPS mail. Conduct an annual review of the agency representatives, government officials, and other contacts for accuracy. Evaluate purchasing a new mailing list for the HPNS community every five years, or as deemed necessary.	E-mail, hardcopy	✓	✓	✓			✓
<b>Newspaper Notices:</b> Publish public notices utilizing print and/or online newspapers to meet regulatory requirements and to announce community meetings, bus tours, or events.	Hardcopy and online newspapers		✓	✓			
<b>Bus Tours:</b> Offer approximately four community-wide tours on a bus or smaller group tours with a van, if appropriate.	In person at HPNS	✓	✓	✓	✓		✓
<b>Topic-Specific Fact Sheets, multi-lingual (as needed):</b> Provide a brief update on a technical topic, meant to reach those who already know the basics about the project and want specific details.	E-mail, hardcopy handout, post on Web site			✓	✓	✓	
<b>Presentations to Existing Groups:</b> When invited, attend established group meetings and give an update relevant to their members (could include a church, homeowners association, civic group, school, etc.).	Face-to-face presentation	✓	✓	✓	✓		✓
<b>Grassroots Outreach:</b> Work with community members to hand out outreach materials, post flyers, and give basic information about the HPNS cleanup or upcoming Navy events to the HPNS community.	Face-to-face interaction to promote trust between the community and Navy	✓	✓	✓	✓		✓
<b>Local Radio Shows, multi-lingual:</b> Attempt to participate in a talk show and/or answer questions during call-in shows. Radio shows may be translated based on the program’s format.	Radio, internet via taped shows if available	✓	✓	✓	✓		✓
<b>Telephone Hotline, multi-lingual:</b> Provide a recorded update of activities, and allow callers to leave a message.	Telephone	✓	✓	✓			

*Chapter 3: Community Involvement—Actions and Activities (continued)*

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## Chapter 4: Navy's Cleanup Program at Hunters Point Shipyard

To help the community understand the cleanup process at HPNS better, this chapter discusses historical operations at HPNS that resulted in contamination, presents a timeline of these past activities, and describes the current status of the Navy's environmental cleanup program at HPNS. Maps of HPNS and its various parcels are also provided. The Navy will take requests for presentations about documents and cleanup actions. Providing these presentations will educate the community about topics of their interest, and will help the community to comment on the related documents.

### HPNS Timeline

HPNS is located in southeastern San Francisco on a peninsula that extends east into the San Francisco Bay. The timeline to the right and paragraphs that follow provide an overview of the history of HPNS since the mid-1800s.

From the mid-1800s until 1938, HPNS was used as a commercial dry dock. In 1939, the Navy purchased the property. From 1945 to 1974, the Navy was one of the largest employers of the HPNS community. HPNS was mostly used as a repair facility for Navy ships and submarines, and was partially occupied by the Naval Radiological Defense Laboratory (NRDL) from 1948 to 1969. In 1974, the Navy ceased shipyard operations at HPNS.

From 1976 until 1986, Triple A Machine Shop, Inc. leased 98 percent of HPNS. Triple A Machine Shop was a private ship repair company that used the facility to repair commercial and naval vessels. It also subleased portions of the property to various other businesses for warehousing distribution centers and light industry.

HPNS entered the BRAC Program in 1988 (which is the Navy's program for cleaning up and transferring Navy properties that are no longer needed). The 934 acres at HPNS were subsequently divided into parcels (see map on Page 46) as a way to organize the environmental investigation and cleanup. In 1989, HPNS was evaluated by USEPA and placed on its National Priorities List (NPL) based on the presence of hazardous materials from past Navy and private operations at the shipyard. NPL sites, also known as Superfund sites, are sites with hazardous contamination that are prioritized for long-term environmental study and cleanup supervised by USEPA.

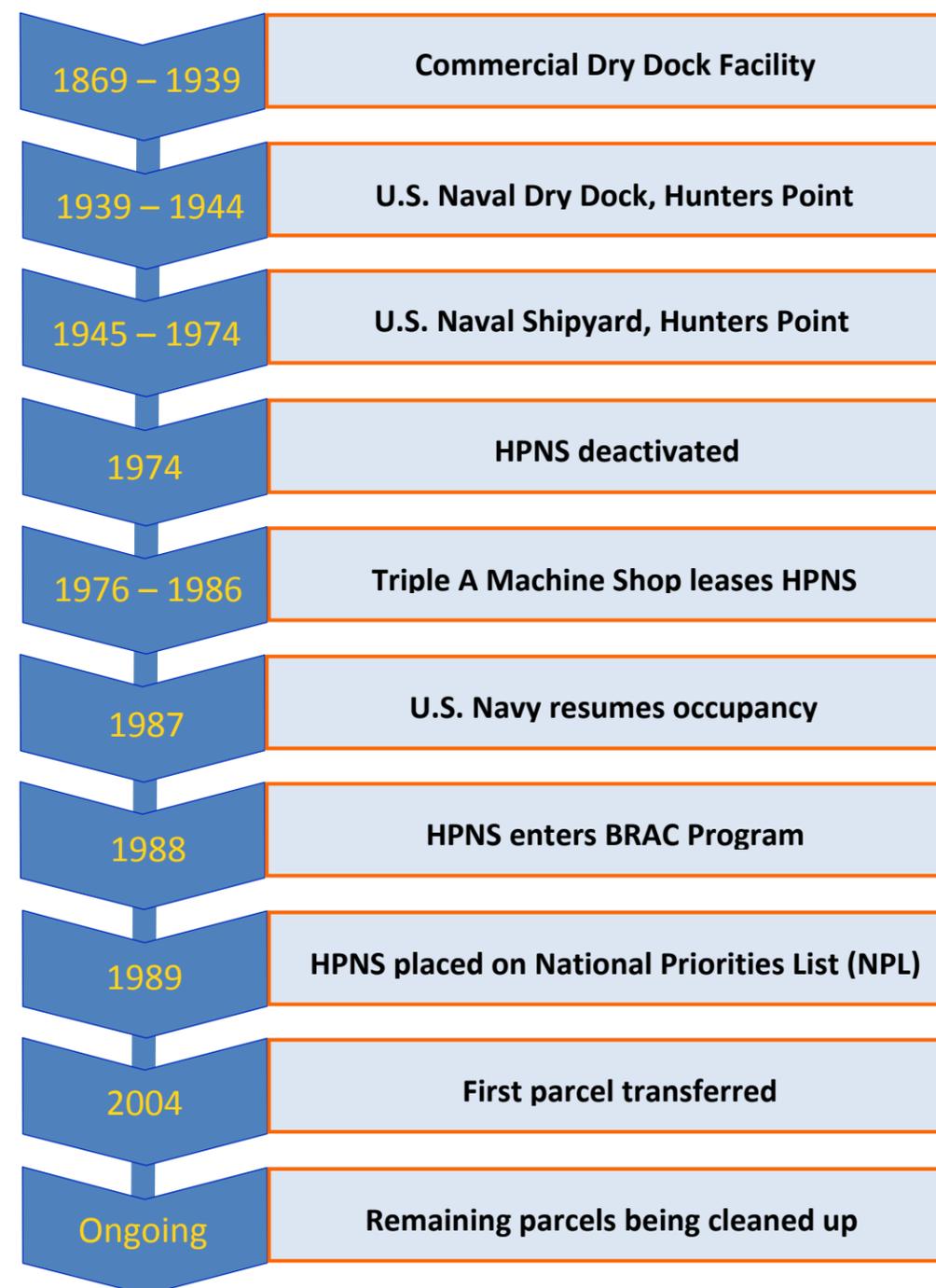
In 2004, environmental cleanup on one of the parcels, known as Parcel A, met all the necessary cleanup requirements for residential use and was successfully transferred to the former San Francisco Redevelopment Agency. Since the transfer was completed, the City's Successor Agency to the San Francisco Redevelopment Agency has been responsible for redevelopment of Parcel A.

More information on the current status of other individual parcels and of the overall status of the environmental cleanup program at HPNS is presented on the following pages.

USS Providence at HPNS, June 24, 1965



### Hunters Point Naval Shipyard Timeline



*Chapter 4: Navy's Cleanup Program at Hunters Point Shipyard (continued)*

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## Chapter 4: Navy's Cleanup Program at Hunters Point Shipyard (continued)

### *Status of the Environmental Cleanup at HPNS*

The parcels at HPNS are in various stages of environmental cleanup. During community interviews, several interviewees asked why HPNS is being cleaned up in various stages instead of cleaning up the entire shipyard and then transferring it all at once. The HPNS property, some of which is offshore (underwater), has various types and levels of contamination at various locations. The Navy has taken this large cleanup project and divided it into smaller, more manageable tasks. This helps the Navy set priorities and focus on cleanup of sites when timing, regulatory approval, and funding are available to move forward. The Navy is working to prepare land for transfer as soon as possible to allow the City's Successor Agency to the San Francisco Redevelopment Agency to reuse the property for the benefit of the community (land is ready for transfer when it has been through the required environmental studies and cleanup activities, and has been approved by the Navy and the regulatory agencies as suitable for transfer). By completing the cleanup in stages, the Navy can transfer parts of HPNS sooner than waiting for all areas to be done.

The environmental investigation and cleanup underway at HPNS on the remaining parcels is grouped into the following three programs:

1. Residual Fuels Program: Focuses on spills and leaks of fuels (diesel and gasoline) and motor oil from former fuel distribution lines and storage tanks.
2. Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA)<sup>1</sup> Program-regulated Chemicals: The chemicals regulated under CERCLA include solvents, pesticides, metals (such as mercury and lead), and other chemicals listed on the table on the following page.
3. Radiological Program: Addresses a variety of low-level residual radiological (meaning radioactive) materials, including areas that contain buried World War II-era luminescent (glow-in-the-dark) dials and buttons, sewer and storm drain lines from buildings used for radiological research or maintenance, and these buildings themselves.

A site is placed in a particular environmental cleanup program based on the contaminants found at that location. Following is a table of some common contaminants and uses found at HPNS. For more health-related information about these contaminants, go to [www.atsdr.cdc.gov/toxfaqs/index.asp](http://www.atsdr.cdc.gov/toxfaqs/index.asp) or call 1-800-CDC-INFO (232-4636). The link and number are the contacts for the Agency for Toxic Substances and Disease Registry (ATSDR), which is a federal government public health agency. Additional information on contaminants is also available from the USEPA at [www.epa.gov/wastes/topics.htm](http://www.epa.gov/wastes/topics.htm).

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<sup>1</sup> See the diagram in Appendix G for an explanation of how the CERCLA process, which is also known as the Superfund process, works.

*Chapter 4: Navy's Cleanup Program at Hunters Point Shipyard (continued)**Common Contaminants in Soil and Groundwater at HPNS*

Contaminant	Description
Metals	Includes arsenic, chromium, copper, lead, manganese, zinc, and others. These metals can occur naturally in the soil and rock at HPNS. Metals are also often present because of the ships that were repaired or cleaned at HPNS.
Pesticides	Chemicals designed to kill pests (rodents, insects, or unwanted plants). They may have been sprayed to control pests or weeds on the site.
Polychlorinated Biphenyls (PCBs)	A liquid used to cool or lubricate in electrical equipment because it does not burn easily and is a good insulator. The manufacture of PCBs was stopped in the U.S. in 1977 because of evidence they build up in the environment and can cause harmful health effects. Electrical equipment (such as transformers) used before 1977 may have used PCBs.
Polycyclic Aromatic Hydrocarbons (PAHs)	Chemicals that are formed when items are burned, such as oil, gasoline, garbage, wood, or coal. Tar and asphalt also contain PAHs.
Radionuclides	A radioactive element, human-made or from natural sources, including radium, cesium, and strontium. Often occurring naturally in the soil in some areas, at HPNS they may be present from paint that contained radionuclides so it would glow.
Semi-volatile Organic Compounds (SVOCs)	Organic chemicals that do not evaporate as easily as VOCs (see below) and become liquid or solid at low temperatures. Kerosene is an example of an SVOC.
Total Petroleum Hydrocarbons (TPH)	TPH is a mixture of chemicals, but they are all made mainly from hydrogen and carbon, called hydrocarbons. These chemicals originally come from crude oil and can be found in gasoline, kerosene, fuel oil, mineral oil, and asphalt.
Volatile Organic Compounds (VOCs)	Organic chemicals that easily evaporate into the air and are often easy to smell. Common VOCs are paint thinners and automotive gasoline.

Chapter 4: Navy's Cleanup Program at Hunters Point Shipyard (continued)

Following is a map of the region, followed by a map of the entire HPNS showing its various parcel boundaries. The following pages provide an overview of the historical use, contamination, and current environmental investigations at each parcel.

Regional Map



Chapter 4: Navy's Cleanup Program at Hunters Point Shipyard (continued)

Hunters Point Naval Shipyard Map



## *Chapter 4: Navy's Cleanup Program at Hunters Point Shipyard (continued)*

### ***Opportunities for Public Involvement at HPNS***

In order to manage the multi-year environmental cleanup for the parcels at HPNS, the Navy created a schedule of activities that includes the environmental investigations, remediation, and the delivery of technical documents. Opportunities for community involvement throughout these investigations will be announced through community meetings, fact sheets, public notices, and/or the Navy's Web site. Note that some documents have a required formal public review period during which the public can provide comments and input on the document, as per NCP requirements. Others are not required by the NCP to have a public comment period, but the Navy will provide that opportunity upon request. A description of typical CERCLA reports is provided in Appendix G. The upcoming documents that are available for review are presented in the Quarterly Progress Reports that are sent to the e-mail list and brought in hard copy to community meetings and bus tours.

*Chapter 4: Navy's Cleanup Program at Hunters Point Shipyard (continued)*

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## Chapter 5: Cleanup Roles and Responsibilities

The environmental cleanup of HPNS is a complex process involving several key state and federal agencies. The state and federal regulatory agencies provide oversight to make sure the Navy's cleanup complies with existing laws and regulations (for more information on the laws and regulations, see Appendix G). This section describes the roles and responsibilities of the Navy, the regulatory agencies, and the key stakeholders involved with the environmental cleanup at HPNS. To contact the Navy or any of the regulatory agencies for more information, see the contact list in Appendix B.

### *Roles and Responsibilities of the Navy*



**Navy**

- Lead federal agency
- Responsible for environmental cleanup
- Primary decision maker

The Navy is the lead federal agency responsible for the environmental cleanup and community involvement program at HPNS and is therefore the primary decision maker. The regulatory agencies oversee all key decisions about cleanup and community involvement to ensure that the activities are meeting cleanup laws and regulations.

The Navy's environmental cleanup program at HPNS is ongoing. The Navy's ultimate goal of the HPNS environmental cleanup program is to make property available for reuse by the City's Successor Agency to the San Francisco Redevelopment Agency. Once the Navy has completed cleanup at a parcel and the regulatory agencies have decided that cleanup meets the requirements to protect human health and the environment, the Navy can transfer the land to another landowner, such as the City's Successor Agency to the San Francisco Redevelopment Agency. The Navy's cleanup program is implemented in accordance with the City's redevelopment plan for HPNS (available at <http://sfocii.org/index.aspx?page=160>). That plan designates the type of reuse planned – areas of residential, commercial, or recreational use – and the cleanup levels meet that reuse plan.

***Once land transfer is complete, the Navy is no longer in control of activities on that property. Redevelopment of transferred land, including hiring a land developer, is the responsibility of the new landowner, the City's Successor Agency to the San Francisco Redevelopment Agency.***

For example, in 2004, the Navy transferred Parcel A to City's former San Francisco Redevelopment Agency. After the land was transferred, the Navy was no longer in control of activities on that property. Redevelopment of transferred land, including hiring a land developer, is then the responsibility of the new landowner; for Parcel A, it is the responsibility of the City's Successor Agency to the San Francisco Redevelopment Agency.

## Chapter 5: Cleanup Roles and Responsibilities (continued)

### Roles and Responsibilities of the Regulatory Agencies



#### BRAC Cleanup Team (BCT)

- Composed of representatives from the Navy and regulatory agencies
- Responsible for reviewing specific cleanup activities
- Oversees the Federal Facility Agreement (FFA) for HPNS
- Can recommend additional actions for cleanup

Several regulatory agencies provide oversight of the Navy's environmental cleanup at HPNS. In 1988, HPNS entered the BRAC Program, which designated HPNS for environmental cleanup and closure. The BCT is made up of Navy staff and several regulatory agencies. The BCT oversees specific environmental cleanup program activities and the environmental closeout process at HPNS, which includes meeting legal requirements and regulations designed to protect human health and the environment. In addition to overseeing the environmental cleanup, the BCT ensures that the cleanup meets the legal requirements for public participation.

The primary regulatory agencies (and members of the BCT) actively involved at HPNS, as well as their primary responsibilities, are as follows:

- USEPA is the lead regulator agency and provides federal oversight for the environmental cleanup at HPNS.
- DTSC is the lead state agency and provides oversight for the environmental cleanup at HPNS.
- The Water Board supports DTSC and provides oversight for cleanup activities that affect water and the petroleum program.

The BCT signed a legal document, called the Federal Facility Agreement (**FFA**), with the Navy that provides the enforcement mechanisms to do the following:

1. Ensure that the Navy has thoroughly investigated environmental impacts from past and current site activities.
2. Ensure that the Navy takes appropriate response action (such as cleanup activities) needed to protect public health, welfare, and the environment.
3. Ensure that the response actions comply with applicable laws and regulations.
4. Set up a framework and schedule for response actions.
5. Facilitate cooperation, exchange of information, and participation between the Navy and the regulatory agencies.

## Chapter 5: Cleanup Roles and Responsibilities (continued)

Other agencies are involved in the environmental cleanup process when cleanup affects resources they regulate. Those agencies include the California Department of Public Health, the California Department of Fish and Wildlife, the U.S. Fish and Wildlife Service, the San Francisco Department of Public Health (SFDPH), and the San Francisco Bay Conservation and Development Commission.

### *Roles and Responsibilities of the City's Successor Agency to the San Francisco Redevelopment Agency*



#### City's Successor Agency to the San Francisco Redevelopment Agency

- Becomes landowner once cleanup is complete
- Is responsible for redevelopment

The City's former San Francisco Redevelopment Agency was dissolved in 2012. As a result, oversight of the shipyard's redevelopment is being implemented by the City's Office of Community Investment and Infrastructure as the Successor Agency to the San Francisco Redevelopment Agency, referred to as the Successor Agency to the San Francisco Redevelopment Agency. In 1997, after an extensive multi-year community planning effort, the former San Francisco Redevelopment Agency adopted the Hunters Point Shipyard Redevelopment Plan. An amendment to the plan was adopted in August 2010 (available at <http://sfocii.org/index.aspx?page=160>).

According to the Successor Agency to the San Francisco Redevelopment Agency Web site, the City selected Lennar as the master developer for HPNS in March of 1999 ([www.sfocii.org](http://www.sfocii.org)).

Once a parcel meets the cleanup requirements, or an agreement for Early Transfer has been reached, it is transferred from the Navy to the City's redevelopment agency (refer to the Navy's responsibilities on Pages 49–50 for more details about Early Transfer). After the piece of property has been transferred, the Successor Agency to the San Francisco Redevelopment Agency is fully responsible for redevelopment of the site, including selecting a developer and deciding how the land will be developed.

*Chapter 5: Cleanup Roles and Responsibilities (continued)**Roles and Responsibilities of the City and County of San Francisco***City and County of San Francisco**

- Provides input during cleanup as needed

SFDPH is one of the agencies providing input to the Navy's environmental cleanup of HPNS. The City is also able to provide input during the cleanup process if it determines that the cleanup activities will be detrimental to the property or in violation of City laws and codes. The City has several mechanisms in place that will require anyone who disturbs soil or other ground cover at HPNS to comply with requirements in the San Francisco Municipal Codes, specifically Health, Building and Public Works Codes. The City also will regulate the construction of new development through its Subdivision Code, which will require construction of public improvements in conjunction with subdivision of land for private development. The City and the City's Successor Agency to the San Francisco Redevelopment Agency have a formal process to confirm that the improvements were constructed as required by the permits. The City also has a process in its Building Code to confirm that structures are constructed to code. Permitted activities involving the disturbance of soil require the permit applicant to go through a special process set out under Article 31 of the Health Code. The Applicant is required to obtain approval of various plans under Article 31 from SFDPH to assure that environmental restrictions and conditions are appropriately taken into account during the permitted activities. Once the Applicant receives approval of the required plans and meets all other permit requirements the Applicant will receive approval for the building, grading or other permit and can begin grading or construction.

## Chapter 5: Cleanup Roles and Responsibilities (continued)

### Roles and Responsibilities of the Community



#### HPNS Community

- Active participant in HPS cleanup process
- Provides input regarding human health and environmental concerns
- Provides input into preparation and revision of the CIP

One of the ways the HPNS community plays an active role in the Navy's environmental cleanup program is by providing input to the BCT on cleanup alternatives and selection of the remedy. The community fulfills these roles by doing the following:

- Reviewing documents
- Providing comments
- Participating in meetings and other community involvement program activities
- Providing advice and solutions that can be incorporated into the cleanup process and decisions

In addition to any interested stakeholders being involved in the cleanup process through the various community involvement activities, USEPA also offers a Technical Assistance Grant (**TAG**) Program. The USEPA TAG Program awards one grant per site to an eligible citizen group that lives near a Superfund site. This group contracts with an independent technical advisor to help the community interpret and comment on site-related information. In August 2009, a 3-year, \$50,000 TAG was awarded to the India Basin Neighborhood Association (**IBNA**) who then contracted with Arc Ecology, Inc. as its technical advisor. The USEPA TAG project officer was Jackie Lane at (415) 972-3236 or e-mail [lane.jackie@epa.gov](mailto:lane.jackie@epa.gov).

The Navy's community involvement program activities, designed to engage the community, are described in Chapter 3 of this document. The Navy involved the TAG recipient and its technical advisor in the cleanup process in the following ways:

- Technical advisors, when directed by IBNA, participated in Navy cleanup meetings with the regulators.
- The Navy responded to technical advisor comments on Navy documents.
- The Navy provided time on community meeting agendas for TAG updates and announcements.

When it comes to concerns and interests related to the current or future redevelopment of property, the community can communicate directly with the City's Successor Agency to the San Francisco Redevelopment Agency. The City has set up several methods for doing this, including the Hunters Point Shipyard Citizens Advisory Committee (CAC), which is made up of community members selected by the mayor to provide input to the redevelopment process. For contact information, see Appendix B.

## *Chapter 5: Cleanup Roles and Responsibilities (continued)*

### ***Conclusion***

The Navy is committed to providing information and listening to community concerns about the environmental cleanup plans and activities at HPNS. Community review comments are incorporated into HPNS cleanup-related documents and have had an impact on cleanup activities, such as looking into alternate technologies, increasing air monitoring, adjusting work hours, and varying truck routes.

This CIP is a resource for enabling the Navy to engage with the community better, as well as a tool for the community to use to get information on the environmental cleanup program and get involved in the process. The CIP contains resources for the community, including more detailed information listed in the appendices that follow. Every two years, the Navy will evaluate its community involvement program, and the need for a RAB, including distributing a survey to the community, to ensure that the actions that are implemented continue to meet the needs of the HPNS community.

## Chapter 6: References

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*Chapter 6: References (continued)*

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