

# THE MEMPHIS DEPOT TENNESSEE

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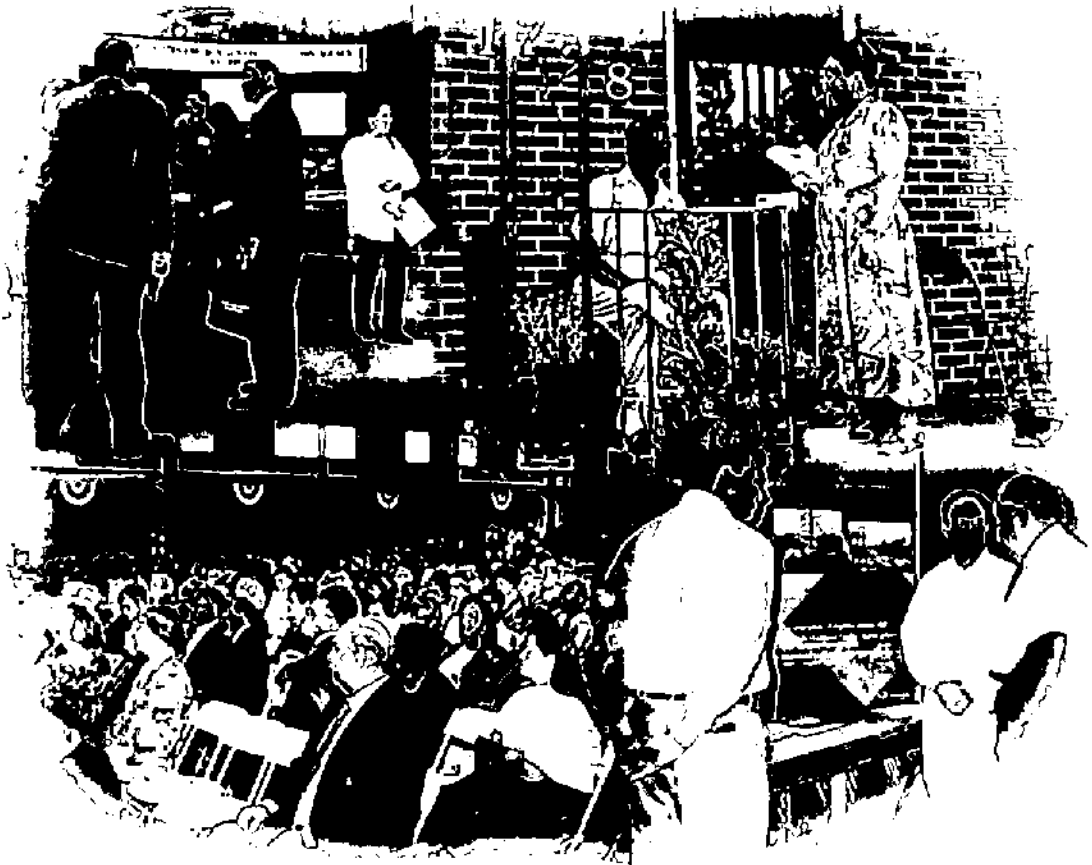
## ADMINISTRATIVE RECORD COVER SHEET

AR File Number 351



## The Memphis Depot

### DRAFT FINAL COMMUNITY RELATIONS PLAN



Submitted to:  
The Memphis Depot  
Environmental Division  
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Memphis, TN 38114

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**1.1 Introduction**

The objective of the Memphis Depot's Community Relations Plan is to establish an ongoing method of communication and interaction with the community in order to share information and involve interested parties in decisions regarding the Depot's environmental cleanup program.

Effective communication and timely information exchanges with the public are essential for establishing and maintaining the community's trust, understanding and support. This plan is intended to provide guidance for community relations activities throughout the continuing environmental investigation and cleanup at the Memphis Depot. Through the activities described in this plan, the Depot staff will respond to community concerns in an appropriate and timely manner, and will ensure that the information is presented clearly, concisely and accurately for the community.

The purpose of the Community Relations Plan (CRP) is to outline community involvement activities designed to establish a greater flow of information between the community and the Depot staff. The goals of the CRP will help to establish a predictable and flexible program for promoting greater communication between the public and the Depot during planned or ongoing remedial activities.

Those goals are:

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- To listen to concerns of neighbors, community groups, church groups, individuals and other interested parties regarding proposed work plans, schedules, remedial activities and health and environmental issues;
- To inform all interested parties about remedial activities, the potential for environmental and health impacts caused by the site, ongoing regulatory activities, and opportunities for ongoing public involvement.
- To address community concerns in a timely manner and incorporate public concerns, to the extent possible, in selecting, designing and implementing remedial actions.
- To increase awareness of and participation in the Depot's environmental cleanup program by the community through the use of traditional community relations procedures.
- To update and revise this plan annually or as needed as a result of new communications tools and information exchange opportunities identified by the Depot or the community.

The CRP includes suggested community relations activities to be conducted during the cleanup program based on interviews, focus groups studies and community-based telephone surveys with members of the Depot community.

The CRP will discuss the public involvement activities related to planned or ongoing activities associated with the Department of Defense (DOD) Base Realignment and Closure (BRAC) environmental activities specially associated with the Installation Restoration Program (IRP) at the Depot. Citizens are encouraged to become involved by attending public meetings

(including those of the Restoration Advisory Board [RAB]), reviewing available information and submitting ideas to either the Depot point of contact or one of the community representatives on the RAB. The address and telephone number of the Depot point of contact and a list of RAB members are presented in Appendix A. Additional community involvement activities are discussed in Section 4.

Most of the background information for this CRP was provided by the RAB; Memphis/Shelby County Health Department; Memphis Light, Gas, and Water Division; Memphis Area Chamber of Commerce; City of Memphis Chief Administrative Office; Memphis Office of Planning and Development; and newspaper articles from the *Commercial Appeal* and the *Tri-State Defender*.

The initial insights for developing a community relations program for the Depot were the result of community interviews conducted by the Depot in May 1993 with local residents and representatives of citizen and environmental groups who expressed interest in the facility, input from the RAB and comments during public comment periods. Additional suggestions and modifications were received during both the focus group study conducted in November 1997 and the community-based telephone survey conducted in February 1998.

Since the CRP is a working document, it will be modified when needed to respond to changing community concerns and/or conditions at or surrounding the Depot.

The Community Relations Plan is organized as follows:

**Section 1** introduces the purpose of the Community Relations Plan and provides information about the site location, history, and environmental setting.

**Section 2** provides an overview of the investigation processes being used at the Depot.

**Section 3** provides information about the community surrounding the Depot, provides a summary of the community involvement history, and presents a brief discussion of community concerns raised during the community interviews, focus groups and telephone survey.

**Section 4** explains the goals of a Community Relations Plan and provides examples of how these goals can be reached. This section also outlines the Community Relations Plan for the Depot, including planned and potential community relations activities as well as a schedule for accomplishment.

**Appendix A** presents a listing of key contacts, including RAB members.

**Appendix B** presents the Studies and Interviews conducted during the development of this Community Relations Plan.

**Appendix C** provides the locations of the Information Repositories.

**Appendix D** discusses the Depot's Community Relations Mailing list.



**Appendix E** describes the Depot's Newsletter Distribution Area. 351 8

**Appendix F** presents the Community Relations Media List.

**Appendix G** provides a listing of all schools, day care centers and churches in the area.

**Appendix H** contains a list of acronyms and a glossary for use when reading this Community Relations Plan.

**Appendix I** contains the Interim Community Relation's Plan that was used from October 1997 to September 1998.

### **1.3 Site Location**

The Depot is located on a 642-acre site in Memphis, Shelby County, Tennessee, approximately five (5) miles east of the Mississippi River and northeast of the junction of Interstate 240 and Interstate 55. The Depot is located four (4) miles southeast of the central business district and one (1) mile northwest of the Memphis International Airport, as shown in Figure 1. The site is bordered on the north, south and west by mostly residential properties and a few industrial facilities and is bordered on the east by commercial property. Some neighboring residences are located within 100 yards of the Depot's boundaries.

### **1.4 Facility Description**

The Depot began operations in 1942 with the mission to receive, store and ship materials for the U.S. Army. In 1964, the Depot's mission was expanded to include a complete range of commodities for the DOD under the auspices of the Defense Supply Agency, now known as the Defense Logistics Agency (DLA). The Depot's most recent mission was to store and distribute supplies such as food, clothing, electronic items, petroleum products, industrial chemicals, and construction, industrial, medical, and general supplies to military bases, including some civil agencies located in the southeastern United States, Puerto Rico and Panama. This mission ended with the official closure of the Depot on September 30, 1997.

Located underneath the Depot are groundwater aquifers. Studies show that the shallow aquifer, known as the Fluvial Aquifer, is contaminated with chlorinated volatile organic and metal compounds. This aquifer is not used for drinking water. Underneath the Fluvial Aquifer is the Memphis Sand Aquifer that is used by the City of Memphis for its municipal water supplies. The potential threat of contaminants reaching the Memphis Sand Aquifer is of most concern to the Depot's BRAC Cleanup Team and the surrounding community.

There are a variety of other contaminants of concern found in the soils at the Depot as a result of past hazardous substances handling and disposal practices. Such contaminants include pesticides, polychlorinated biphenyls (PCBs) and heavy metals. Most of these sites will need to be studied in order to determine proper cleanup processes.

Since 1981, various environmental studies and actions have been initiated at the Depot to identify and characterize the nature and extent of contamination.

These include:

- **March 1981** Installation Assessment report received by the Depot;
- **July 1982** Geohydrologic Evaluation report received by the Depot;
- **July 1985** Environmental Audit report received by the Depot;
- **February 1986** Summary Report of On-Site Remedial Activities (dip vat cleanup) received by the Depot;
- **March 1986** Water Quality Biological Study/Investigation of Fire Reservoir report received by the Depot;
- **December 1986** Groundwater Consultation report received by the Depot;

- April 1988 Fieldwork began on initial Remedial Investigation/Feasibility Study (RI/FS);
- January 1990 Environmental Protection Agency (EPA) conducted a Resource Conservation and Recovery Act (RCRA) Facility Assessment of the Depot;
- September 1990 Final initial RI/FS Report received by the Depot;
- May 1992 DLA entered into Federal Facilities Agreement (FFA) negotiations with regulators;
- September 1992 Groundwater pump test conducted at Dunn Field for Interim Remedial Action design;
- November 1993 Sampled all monitoring wells;
- June 1994 High Resolution Seismic Survey of Dunn Field completed;
- January 1995 Ordnance and Explosive Waste/Chemical Warfare Material Archives Search Report received by the Depot;
- March 6, 1995 FFA among the Depot, EPA, and Tennessee Department of Environment and Conservation (TDEC) went into effect;
- September 1995 Defense Distribution Depot Memphis, Tennessee approved for closure in accordance with the Base Closure and Realignment Act;
- September 1995 Regulators approved RI/FS Workplans;
- October 1995 Background and drainage ditch sediment sampling occurred;
- November 1995 Agency for Toxic Substances and Disease Registry (ATSDR) issued the Public Health Assessment for the Depot;
- December 1995 BRAC Cleanup Team (BCT) formed;
- February 1996 Additional monitoring wells installed and sampled;
- May 1996 EPA concurred with the Record of Decision (ROD) for the Interim Remedial Action for Groundwater at Dunn Field;
- October 1996 BRAC Site sampling occurred at the Main Installation;
- December 1996 Screening Site sampling occurred at the Main Installation;
- January 1997 Remedial Investigation Site sampling occurred at the Main Installation;
- March 1997 EPA replied to the Depot's request for concurrence with category 1 properties;
- February 1998 Seven recovery wells and discharge pipe system installed for Interim Remedial Action (IRA);
- August 1998 Chemical Warfare Materials Field Investigation completed.

## **1.6 National Priorities List**

On October 14, 1992, EPA placed the Depot on the National Priorities List (NPL) based on the Depot's Hazard Ranking System (HRS) score. In response to the Depot's NPL listing, the DLA continued investigative activities at the Depot in accordance with the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA). The EPA and TDEC play a significant role in these activities.

## **1.7 Depot Closure**

In September 1995, the Depot was approved for closure in September 1997 and was placed on President Clinton's Fast-Track Cleanup Program. As part of implementing this program, the DOD created BRAC Cleanup Teams (BCTs) at all closing installations where property would be available for reuse. The goal of the BCT is to speed up cleanup actions needed to prepare for property transfer and reuse. The Local Reuse Authority, originally known as the Memphis Depot Redevelopment Agency (MDRA) now the Depot Redevelopment Corporation, was established to plan and coordinate the reuse of the Depot. Since the announcement of the BRAC closure of the Depot, an Environmental Assessment (EA) for a Master Interim Lease (September 1996), an Environmental Baseline Survey (EBS, November 1996), BRAC Cleanup Plan Version 1 (BCP, November 1996) and an EA for Disposal and Reuse (February 1998) have been completed.

On September 30, 1997 the Depot's mission was completed and is now managed by a small caretaker staff responsible for the maintenance, upkeep and environmental restoration of the Depot.

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## **2.0 The Environmental Investigation Process**

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### **2.1 The Installation Restoration Process (IRP)**

In 1981, the DOD initiated the IRP to evaluate and remediate the effects of past hazardous substance management and disposal practices at its facilities. DOD also initiated the IRP to comply with CERCLA. The Depot's IRP began in March 1981 with the Installation Assessment that identified the potential for groundwater, surface water and soil contamination.

The July 1982 Geohydrologic Evaluation identified the nature of groundwater contamination under Dunn Field by installing and sampling seven monitoring wells. In 1985, the Depot investigated the former hazardous materials repackaging area and the pentachlorophenol (PCP) wood treatment dip vat area. This investigation led to the demolition of the dip vat and removal of soil in the area in November 1985.

The IRP continued in 1986 with the Water Quality Biological Study/Investigation of Fire Reservoir performed by the U.S. Army Environmental Hygiene Agency. In 1988, the Depot and the U.S. Army Corps of Engineers initiated an RI/FS to define the nature and extent of contamination at the Depot. The Depot finalized the RI/FS reports in 1990. However, the RI did not fully define the nature and extent of groundwater contamination under Dunn Field, so the Corps, the Depot, EPA and TDEC began developing workplans to fill in these data gaps.



In January 1990 EPA conducted a RCRA Facility Assessment at the Depot that identified solid waste management units and areas of concern the Depot should address in its IRP. In August 1991, EPA assigned the Depot a Hazard Ranking System score of 58.06. This score prompted EPA to propose the Depot for placement on the National Priorities List (NPL) in February 1992. On October 14, 1992, the Depot was placed on the NPL.

## **2.2 The Comprehensive Environmental Response, Compensation and Liability Act (CERCLA)**

In 1980, the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) was passed to investigate and cleanup problems resulting from past, formerly accepted, hazardous substance management practices. At sites presenting a certain level of risk to human health or to the environment, EPA uses a numerical ranking system called the Hazard Ranking System to determine whether the site should be placed on the National Priorities List (NPL). The NPL identifies sites warranting special consideration for identification and cleanup of hazardous substance contamination. In 1986, Congress passed the Superfund Amendments and Reauthorization Act defining how federal facilities were to comply with CERCLA. Upon the Depot's placement on the NPL, the DLA restructured the Depot's IRP to comply with CERCLA and the Superfund Amendments and Reauthorization Act.

The CERCLA process can be described simply as a set of logical steps for identifying and solving contamination problems. The following is a description of the CERCLA cleanup process and the Depot's progress within this process:

- **Preliminary Assessment (PA)** - conduct a thorough records search to identify locations with the potential for hazardous substance contamination. Potential contamination sites were identified at the Depot during the March 1981 Installation Assessment and the 1990 RCRA Facility Assessment.
- **Site Investigation (SI)** - take information from the PA and conduct limited sampling and analysis to better define potential contamination locations. During this phase, EPA prepares a Hazard Ranking System score. The Depot's SI phase began with the July 1982 Geohydrologic Evaluation and continued through the July 1985 Environmental Audit, March 1986 Water Quality Biological Study/Investigation of Fire Reservoir, and December 1986 Groundwater Consultation.
- **Remedial Investigation (RI)** - determine nature and extent of contamination through sampling and analysis activities. The Depot began to study the nature and extent of contamination in 1988 with fieldwork for the initial RI. The RI report was issued in August 1990. This initial RI did not fully define the nature and extent of contamination, so the Corps, the Depot, EPA and TDEC developed workplans for a follow-on RI. These workplans were approved in September 1995, and fieldwork on the main installation began in December 1996. RI fieldwork will begin at Dunn Field after completion of any chemical warfare materiel burial site removals scheduled for 1999.
- **Feasibility Study (FS)** - develop alternative cleanup scenarios to address findings from the RI. The Depot, EPA, and TDEC will work together to determine the best cleanup

alternatives. An FS was developed as part of the 1990 RI to consider alternative solutions for contamination cleanup. Due to the data gaps in the 1990 RI, more investigation was necessary before choosing a cleanup alternative. The Depot will produce an FS based on the results of the current RI.

- **Remedial Design (RD)** - fully design the chosen cleanup alternative. EPA and TDEC must approve the design. Upon completion of the current RI/FS activities, alternatives will be chosen and designs produced. Once the Depot, EPA and TDEC have approved these designs, they will be presented to the public as Proposed Plans during the Record of Decision public comment period. A public comment period for the proposed plan for the Interim Remedial Action (IRA) for groundwater at Dunn Field was held in December 1994. The design of the chosen IRA alternative was completed and approved by EPA and TDEC in 1997.
- **Remedial Action (RA)** - execute the design, accomplish cleanup and verify through sampling and analysis that the sites have been cleaned up to meet the applicable cleanup standards and to the satisfaction of the EPA and TDEC. To date, no Remedial Actions have occurred at the Depot. EPA and TDEC concurred with a ROD for the Interim Remedial Action for Groundwater at Dunn Field. Fieldwork to install a system of recovery wells along Dunn Field's western fenceline was completed in February 1998. The system should be fully operational in October 1998.

### **2.3 Base Closure and Realignment Act of 1990**

The Base Realignment and Closure (BRAC) legislation and the President's community reinvestment program established new procedures for closing or realigning military installations in the United States. The slow pace of cleanup, conducted under structured regulatory programs, was seen as the most significant impediment to the property's return to productive

use. Fast-Track Cleanup, one of five steps in the President's community reinvestment program, outlines an approach to accelerate environmental cleanup at closing bases to prepare property for community reuse, while ensuring protection of human health and the environment. When a base is slated for closure or realignment, the IRP is accelerated and absorbed into the BRAC process. When acceleration occurs, the need for community involvement also increases.

In order to meet the requirements of the Community Environmental Response Facilitation Act (CERFA) and to identify CERFA-uncontaminated properties for turnover to the community, DOD facilities slated for closure must prepare an Environmental Baseline Survey (EBS). The EBS consists of a detailed record search at the federal, state and local level, personnel interviews and site inspections by environmental specialists. The EBS is used to guide the decision making process for property transfer. DOD policy requires an EBS before property can be sold, leased, transferred or otherwise acquired by the community. The Depot's EBS was issued in November 1996. From the EBS, closure bases prepare a comprehensive, interactive and accelerated plan for base cleanup, the BRAC Cleanup Plan (BCP). The Depot issued a BCP Version 1 in November 1996. This BCP will be updated as necessary to reflect new data from sampling and analysis and any resulting changes in the CERFA category of properties. The BCP Version 2 will be completed in September 1998.

While many of the community relations techniques that the Depot plans to implement are ongoing, several of the required activities are tied to milestones in the BRAC process. To facilitate an understanding of the techniques and timing for the community relations program

outlined in Section 4.0; this section provides a brief description of the BRAC Fast-Track Cleanup Program process and the Depot's progress in it:

- **Establish a BRAC Cleanup Team at every base.** Previous to the Depot's placement on the BRAC closure list, the Depot, EPA and TDEC had established a Remedial Project Manager (RPM) team that worked together to achieve environmental cleanup under CERCLA. The Depot, EPA and TDEC formally converted the RPM team into the BRAC Cleanup Team (BCT) in December 1995.
- **Make clean parcels available.** CERFA requires DOD to identify and make available for immediate transfer or lease properties meeting CERFA's definition of uncontaminated. CERFA requires DOD to seek EPA concurrence on the CERFA-uncontaminated properties within 18 months after the BRAC closure announcement. The Depot's BCT has identified properties that initially met the CERFA definition. On March 17, 1997, EPA provided the Depot concurrence on CERFA-uncontaminated properties. On July 29, 1998 the Depot issued another CERFA letter report requesting EPA concurrence on parcels deemed uncontaminated by the BCT based on sample reports from October 1996. The Depot Redevelopment Corporation and the Army Materiel Command (AMC) have completed an interim lease to accelerate reuse of the Depot property.
- **Accelerate the National Environmental Policy Act (NEPA) Process.** NEPA requires federal agencies to consider all reasonable alternatives associated with federal actions and the environmental consequences of those alternatives. DOD directed closure bases to complete any required NEPA analysis and documentation within a year after the community submits its plan for reuse of available property. The Depot did not wait until approval of the Memphis Depot Redevelopment Agency's Depot Reuse Plan. Preparation of NEPA documentation for the Depot began in January 1996, almost a year prior to the reuse plan being approved by the Memphis Depot Redevelopment

Agency's board of directors, the City of Memphis, and the County of Shelby. By February 1998 all NEPA documentation for the Depot was completed.

- **Provide indemnification.** The 1993 Supplemental Appropriation Act provided perspective lessees or owners indemnity from cleaning up contamination found after DOD leases or transfers the property.
- **Protect human health and the environment.** Under the Fast-Track Cleanup Program, the BRAC Cleanup Team (BCT) cooperates to make decisions while retaining individual agency responsibilities. At the Depot, the BCT continues to move towards identification and cleanup of contaminated properties in order to protect human health and the environment.
- **Make property available for reuse and transfer.** The President's community reinvestment program emphasizes early community redevelopment of property no longer needed by DOD. To accomplish this goal, DOD, working with EPA and state regulators, developed two processes BCTs can use to determine whether BRAC property is environmentally suitable for reuse by lease or transfer by deed:
  - Finding of Suitability to Lease (FOSL) is the process to document the conclusion that property can be leased, even when cleanup is still underway.
  - Finding of Suitability to Transfer (FOST) is the process to document the conclusion that property is environmentally suitable for transfer by deed.

The Depot's BCT has prepared six (6) FOSL documents the majority of buildings and some land areas at the Depot. The Army Materiel Command has included these FOSLs in its interim lease documentation to accelerate the reuse of property that is environmentally suitable for lease.

- **Provide effective community involvement.** In order to facilitate community involvement, DOD required all closure bases to establish Restoration Advisory Boards (RABs). The Depot had initiated an active community relations program as part of its IRP by establishing a Technical Review Committee (TRC) in February 1994. The TRC converted to a RAB in July 1994, a year prior to the Depot's placement on the BRAC closure list, in an effort to involve more concerned community members. The RAB meets the third Thursday of every month, and the public is encouraged to attend.

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**3.1 Community Profile**

Memphis was founded in 1819 and became an incorporated city by 1849. By 1900, the city was already a major transportation and distribution center. Today, Memphis still remains one of the nation's largest distribution centers. Such companies as Federal Express Corporation, Autozone, Kroger Company, Northwest Airlines and Cleo Inc. take full advantage of Memphis' strategic location and excellent facilities to handle a wide variety of distribution, warehousing, and transportation needs. In addition to being one of the nation's largest distribution centers, Memphis is one of the South's major medical centers. The medical industry contributes approximately \$2.5 billion to the economy annually.

The City of Memphis is approximately 300 square miles in size and has a recorded 1993 population of 610,275 people. On January 1, 1999 the City will increase its population by 50,000 through the annexation of Hickory Hills and will remain the largest city in Tennessee. The three largest industries in the Memphis metropolitan statistical area are (1) the service industry that employs approximately 134,300 people, (2), the wholesale and retail industry that employs approximately 130,500 people, and (3) the federal, state and city governments that employ approximately 76,800 people. The average per capita and household incomes in Memphis are estimated to be \$12,593 and \$33,432, respectively.

### 3.2 Community Involvement History

During the late 1980s, residents near the Depot became concerned about the environmental impacts of the Depot when Memphis Light, Gas and Water Division (MLGWD) closed three (3) drinking water wells in the Allen Well Field. With the site investigations initiated by the DLA in 1981 came a variety of other activities that further aroused community concern, including the taking of soil samples and the drilling of monitoring wells in and around the Depot properties.

Upon its placement on the National Priorities List (NPL), the Depot conducted a press conference to provide IRP information to the public via the local media. At this time, the Depot began preparing its Community Relations Plan. In order to prepare the Community Relations Plan, the Depot conducted community interviews. During the week of May 17, 1993, the Depot's community interview team talked one-on-one with 16 individuals from the surrounding community and from Memphis environmental/citizen groups. Concerns expressed during the community interviews included the possible relationship between the Depot's past hazardous substances handling and disposal activities and health problems in the community. The health concerns included cancer, kidney problems, skin rashes, blood lead poisoning, miscarriages and still births. Refer to Appendix B for the Community Interview Questionnaire.

On May 24, 1993, at the request of the Memphis Mayor's Office, the Depot delivered a briefing on its environmental cleanup program at Corry Junior High School to a group of about 150 citizens from the surrounding community. The Mayor's Office requested the briefing after

receiving a call from a concerned citizen who lived in the surrounding community. Again, the main concerns voiced during this briefing centered around the Depot's impact on public health.

In June of 1993, the Depot received another letter from a concerned citizen. This letter expressed concerns about potential groundwater contamination and said that the Depot was downplaying the environmental impacts of its past hazardous substances handling and disposal activities. This person also requested that the Depot improve its methods used to convey information to the community, conduct a health survey and conduct interviews with retired employees.

On August 10, 1993, the Depot conducted a Public Exhibition and Discussion at Hamilton High School. Representatives from the U.S. Army Environmental Hygiene Agency, who conducted preliminary investigation and site assessment activities at the Depot; the Agency for Toxic Substances and Disease Registry, who would prepare the Public Health Assessment for the Depot; EPA; TDEC; and the Depot talked one-on-one with concerned community members.

The Depot held its first Technical Review Committee (TRC) meeting on February 17, 1994. Members who attended this first TRC meeting included representatives of the Depot, EPA, TDEC, Shelby County Commission, Memphis City Council, Memphis/Shelby County Health Department, Shelby County and Memphis City Mayor's Offices, and local environmental organizations.

The TRC converted to a Restoration Advisory Board (RAB) in July 1994. The RAB was created to include community members and to act as a forum for discussion and exchange of environmental cleanup information between the public and the government agencies participating in the cleanup. The RAB meets every third Thursday of the month, unless the RAB decides otherwise. The meetings are open to the public, and interested citizens are encouraged to attend. The Depot announces each meeting in local newspapers and via mailings to those on the Depot's mailing list. Refer to Appendix A for the names and addresses of the RAB members.

During 1994, the Depot participated in numerous public meetings including town hall meetings, public hearings and other meetings within the community. On December 20, 1994, the Depot provided a public comment period and conducted a public hearing regarding the Record of Decision (ROD) for the proposed Interim Remedial Action for Groundwater at Dunn Field and regarding the Federal Facilities Agreement. The Depot received final regulator ROD concurrence on May 1, 1996. EPA put the Federal Facilities Act into effect by signing it on March 6, 1995. The Federal Facilities Act provides for the expeditious completion of necessary environmental cleanup actions.

In September 1995, the Depot, EPA and TDEC finalized workplans to conduct Remedial Investigation fieldwork in September 1995. In October 1995, the first stages of fieldwork began with drainage ditch sediment sampling to investigate what may have migrated off the facility and background sampling to establish a baseline for environmental conditions in the Memphis area. The Depot completed the installation of 16 new monitoring wells and the

sampling of all 48 installed monitoring wells. The Depot presented the findings from these sampling activities at RAB meetings and at a June 1996 townhall meeting. At the June 1996 townhall meeting, the Agency for Toxic Substances and Disease Registry also presented the results of their Public Health Assessment of the Depot.

The Army conducted a scoping meeting in July 1996 to receive comments from the community regarding future use of the Depot and to discuss the environmental assessment process underway for the Depot's master interim lease. The Depot hosted the Defense Environmental Response Task Force (DERTF) at the September 1996 RAB meeting. At the meeting, the Depot presented information regarding the cleanup and reuse of the facility as well as information from the MLGWD regarding Memphis drinking water. Having the DERTF present at this meeting provided RAB members an opportunity to express their opinions of the Depot's cleanup activities to those in decision-making positions.

In October 1997, the Depot requested that the U.S. Army's Center for Health Promotion and Preventive Medicine (CHPPM) assess the Depot's community relations activities in light of the closure and recent concerns raised by the community about the state of the overall cleanup program. In addition, the Depot was interested in assessing the community's overall awareness, perceptions and views on the activities of the Depot's proposed community relations program.

On November 25, 1997, Trust Marketing & Communications (Memphis, TN) conducted two focus group studies for Frontline Communications – a community relations firm hired by CHPPM. The objectives of these sessions were to:

- Gauge awareness about the activities underway at the Depot, particularly relating to environmental concerns;
- Explore/identify the most effective community-responsive communication tools or methods; and,
- Identify names of organizations, groups and/or individuals that would represent credible and respected sources of information to community-based residents and leaders.

A total of 20 individuals participated in the sessions. The first group consisted of residents who lived within close proximity of the Depot; the second group consisted of neighborhood and community leaders. The community leaders were randomly selected based on leadership roles and active involvement in the community.

The results of the sessions were used to assess appropriate and effective communication tools and provide a qualitative base for the development of a new community relations strategy.

The overall perception of participants was that the Depot had done an ineffective job in communicating the progress of its environmental cleanup program over the years. In the absence of information, residents indicated that they were uncertain about who or what to believe. As a result, no news was perceived as bad news or a desire not to communicate with the neighborhood.

Based on the insight and information gained from these focus groups, Frontline Communications, in association with CHPPM, developed a comprehensive community-based telephone survey to provide a quantitative measure of the findings. From February 13 – 20, 1998, 250 community residents living within three miles of the Depot were interviewed by Market Development Associates, a Memphis-based full-service market research firm. Forty-six per cent (46%) of respondents lived within one mile of the facility and 54% lived between one and three miles of the Depot.

The objective of this study was to further explore the concerns and issues raised by the focus groups and to provide a statistically based assessment of perceptions, awareness and levels of concern.

The concerns and issues raised by the community during the telephone interviews confirmed the findings of the focus groups and mirrored those identified during the 1993 community interviews. For those interviewed, more information, more frequently and supported by those that have the highest level of trust and credibility in the community was important to the development of a new community relations approach.

In addition, effective communication is critical. As an example, the survey identified a need to have more community members involved in the community relations activities. The outreach, it was suggested, should be done by those that the neighborhood feels most comfortable with, understands their experiences and is empathetic to their concerns.

And finally, in February 1998 a Community Involvement Session, hosted by the Depot and its environmental cleanup team, was held at Corry Junior High. More than 4,000 newsletter/invitations were distributed by the U.S. Postal Service announcing the session and inviting residents and concerned citizens to participate. During the session, participants including the Depot, EPA and TDEC met one-on-one with neighbors and the public to listen to their concerns and to provide information about the ongoing environmental cleanup programs underway.

A second Community Information Session is planned for September 19, 1998 at Corry Junior High.



From the community interviews, focus groups, community telephone surveys and public comment periods at community meetings and at RAB meetings, the community has raised many issues of concern. The primary issues of concern have been groundwater contamination and health impacts from the Depot's past and present hazardous substances handling and disposal practices. Other concerns involve the establishment of more open communications and easier access to information about the process and the future reuse of the Depot. Some community members feel that the Depot is doing everything possible to take care of this situation, but the majority feels that the Depot has failed to keep them informed. The community also indicated that they want to see quarterly progress reports in the form of newsletters or mailers as well as community information programs such as poster sessions or workgroups.

Other concerns identified in the community studies or providing comments included the following:

- Possibility and effectiveness of site cleanup or containment
- Property reuse of the Depot
- Quality of life for people in neighborhoods near Dunn Field
- Length of time necessary to discover true extent and characteristics of contamination and to develop cleanup actions
- Lack of information geared to non-technical readers

Environmental justice is the fair treatment and meaningful involvement of all people, regardless of race, color, national origin or income, with respect to the development, implementation and enforcement of environmental laws, regulations and policies. Fair treatment means no group of people should bear a greater share of the negative environmental effects stemming from industrial, municipal, and commercial operations or the execution of federal, state, local and tribal programs and policies.

The Depot is keenly aware of the importance of environmental justice issues and seeks to ensure IRP actions and activities do not disproportionately impact any segment of the population. The Depot will continue to work closely with members of the community and federal, state and local regulators to foster interactive dialogue that considers the needs, interests and concerns of those most directly impacted by cleanup activities.

The Depot continues to stress community involvement through RAB meetings, community meetings and public hearings because providing information is so essential to the environmental justice policy. The Depot has three (3) information repositories at public facilities and one (1) at the Depot community reading room to make information readily available to the public. Refer to Appendix C for locations and phone numbers of the information repositories.

As the Depot continues through the environmental restoration and BRAC closure processes, documents such as Environmental Assessments, Environmental Baseline Surveys, BRAC

Cleanup Plans and Records of Decision will evaluate potential environmental effects on minorities and low income populations and will be discussed at public hearings.

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4.0

4.1 Highlights of Program

The activities associated with this Community Relations Plan (CRP) are designed to keep area residents informed of cleanup actions and allow them ongoing opportunities to participate in the decision-making process. The Depot will conduct community relations activities that will coincide with technical activities on the Depot to ensure that information is received in a timely manner by the public. Timing of community relations activities is shown in Section 4.2.

The Depot's CRP serves as a planning document for community relations activities designed to inform and involve. As a living document guiding the Depot through the ongoing process of outreach and communication to the community, the Community Relations Plan activities involve several elements including the following:

- **Restoration Advisory Board** - The Depot Restoration Advisory Board (RAB) meets the third Thursday of every month, unless RAB members decide otherwise, in the Depot Commander's Conference Room. The RAB welcomes members of the public to attend these meetings. The Depot converted its Technical Review Committee to a RAB in July 1994 to more fully involve the local community. The RAB serves as a forum for discussion of environmental cleanup and property reuse information between the public and the government agencies involved. RAB members assist the Depot in sharing information with the local community. The community is well represented by leaders of local community groups, citizen representatives and local public officials. Other members of the RAB include EPA, TDEC, Memphis/Shelby County Health Department and Memphis Light, Gas and Water Division.

- **Mailing List** - A mailing list of people interested in the BRAC closure and environmental cleanup activities at the Depot is maintained by the Depot's community relations contractor. The list includes RAB members, local officials and other interested parties. People may be added to the list at any time during the process by contacting the Depot's Community Relations Specialist or the BRAC Environmental Coordinator listed in Appendix A. Individuals on the mailing list will receive general information such as fact sheets outlining the status of the investigation, notices of any community meetings or workshops, copies of news releases, and bi-monthly newsletters [EnviroNews] regarding the Depot's environmental activities.
- **Community Meetings** - Community meetings provide an open forum for information exchange among the Depot, other agencies, the media and the public. During the 1993 community interviews, most participants expressed an interest in attending community meetings. After the meetings, minutes are prepared and made available to the public at future RAB meetings and in the Information Repositories. In February 1998, the Depot hosted it's first "Community Information Session" at Corry Junior High. More than 4,000 area residents were invited to meet with members of the BRAC Cleanup Team, state and federal regulatory agencies, local health officials, environmental restoration contractors and local environmental advocacy groups.
- **Community Relations Information Line** - The Depot has established a Community Relations Information line that enables the public to speak to the Depot's Community Relations Specialist concerning environmental issues. The number is (901) 544 - 0613.
- **Fact Sheets/Newsletters/ Others** - The Depot is committed to providing simple, clear explanations of findings, risk information and remedial technologies in the form of fact sheets, newsletters and progress reports to address the concerns expressed by the community. This information will also be placed in the Information Repositories.

- **Public Outreach** - The Depot will continue to arrange meetings, workshops, and special events to discuss the status of BRAC closure and environmental cleanup on a required or as-needed basis.
- **Public Meetings** - Public meetings will be held during required public comment periods for BRAC closure and environmental cleanup documents. The public will be notified of these public meetings through the local media and through fact sheets that will be distributed to those on the mailing list and throughout the neighborhoods surrounding the Depot. These meetings will be held at a time and place convenient to the general public. Minutes of these meetings will be prepared and made available to the public at RAB meetings and in the Information Repositories.
- **Public Comment Periods** - Following the publication of BRAC closure and environmental cleanup decision documents, the public will have a 30-day period to review and provide comments on the document or selected cleanup method.
- **Information Repositories (IRs)** - An Information Repository for the Depot is a required project file for public use that contains site information, documents on site activities and general information about the cleanup program. Technical summaries, site reports and fact sheets are included. The purpose of the IRs is to allow the public open and convenient access to site related documents so that the public may stay better informed about the cleanup process. Refer to Appendix C for the location of the Depot's IRs.

#### **4.2 Activities and Timing**

The following community relations activities are either ongoing or planned for the Depot:

- **Maintain and update as necessary a mailing list of nearby residents and businesses, local officials, interested groups and other individuals.**
- **Designate a spokesperson/information contact at the Depot.**
- **Continue RAB meetings the third Thursday of every month, unless the RAB decides otherwise.**
- **Maintain Information Repositories (IRs) at the Government and Law Section of the Memphis/Shelby County Public Library Main Branch, the Cherokee Branch Public Library and the Memphis/Shelby County Health Department, Pollution Control Division. The public may also make an appointment with the Depot's Community Relations Specialist to view information at the IR in the Depot's community reading room.**
- **Conduct community information meetings in order to allow the Depot to present information in a less-technical style. These meetings will be held when new information is available. The Depot anticipates a frequency of two (2) meetings per year.**
- **Prepare and distribute to the mailing list and the surrounding neighborhoods, bi-monthly newsletters containing up-to-date information regarding the Depot's progress in the environmental cleanup and BRAC closure process, community involvement opportunities, public comment periods, public meetings, etc.**



- Prepare and distribute to the mailing list fact sheets and technical summaries enhancing community understanding of technical and decision-making issues related to site activities, e.g. the BRAC cleanup process, history of Depot activities, roles and responsibilities of involved parties, community involvement in the process, and other topics as they arise during the process. The Depot anticipates a frequency of six (6) times per year.
- Conduct presentations for interested community groups on an as-needed basis to promote understanding of technical issues through one-on-one communication. Topics might include the BRAC process, the risk assessment process, remediation technologies, or other topics identified by interested community groups or the RAB. The Depot anticipates a frequency of twelve [12] per year.
- Prepare news releases for local newspaper(s) briefly summarizing BRAC closure and environmental cleanup information such as findings of the RI/FS, summaries of the Proposed Plan, announcements of a public comment period, decisions about lease or transfer. The Depot anticipates a frequency of six (6) per year.
- Monitor the Community Relations Information Line (901-544-0613) to respond to public inquiries and comments. The Depot anticipates this to be a daily task.
- Conduct public meetings during public comment periods for BRAC closure and environmental cleanup decision documents as required. The Depot anticipates a frequency of two (2) per year.
- Prepare responsiveness summaries following public comment periods for the proposed plans. The Depot anticipates a frequency of two (2) per year.
- Provide responses to written and oral comments from public comment periods. Comments will be considered and incorporated, as appropriate, and attached to final

documents, such as Records of Decision (RODs) or Environmental Assessments. The Depot anticipates a frequency of two (2) per year.

- Make copies of the RODs available for public review at the local Information Repositories after RODs are approved and signed by the EPA and prior to the commencement of the Remedial Action. A Notice of Availability for the ROD will be published in local newspapers that will also summarize the basis for and purpose of the selected action. The Depot anticipates a frequency of two (2) per year.
- Conduct qualitative (focus groups) and quantitative (telephone survey) research annually to monitor the community's awareness and perceptions concerning the overall cleanup program.
- Revise the Community Relations Plan when actions have occurred that change the Depot's approach to community relations, such as activities appropriate for the Remedial Design/Remedial Action phase. Revisions to the Community Relations Plan should update facts and verify information; assess the community relations program to date and indicate what approach the Depot should take; develop a strategy to prepare the community for a future role in the BRAC closure or environmental cleanup process; and conduct additional community interviews, if necessary.

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Appendices

## APPENDIX A

## APPENDIX A

## Key Contacts List

1. Base Realignment and Closure (BRAC) Cleanup Team
2. Remedial Project Managers and Other Contacts
3. Restorations Advisory Board

1. BRAC Cleanup Team**Shawn Phillips**

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## **2. Remedial Project Managers and Other Contacts**

351 45

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**3. Restoration Advisory Board Members**

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**3. Restoration Advisory Board Members continued**

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## **APPENDIX B**

Community Studies

1. Community Interview Questionnaire

May 1993

2. Report on Focus Group Sessions

November 25, 1997

3. Report on Community Telephone Study

February 1998

1. **Community Interview Questionnaire –May, 1993**

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1. What is your understanding of the history of the site?
2. When did you first become aware of the problems at the site?
3. Have you had any problems on your property that you think are attributable to the site?
4. What contacts have you had with government officials about the site?
5. Do you feel these officials have been responsive to your concerns?
6. What are your current concerns about the site?
7. Have you participated in activities concerning the site?
8. How would you like to be involved in future community relations activities?
9. What kind of information about the site do you need?
10. How do you want to get that information and how frequently?
11. Can you suggest other people or groups who have concerns about the site and should be interviewed?

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**FRONTLINE COMMUNICATIONS  
FOCUS GROUP REPORT  
on the  
MEMPHIS DEFENSE DEPOT**

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*Sessions Conducted:*  
November 25, 1997

*Submitted:*  
December 3, 1997

# Memphis Defense Depot

## Focus Group Report

351 52

### Background

For the past two years, the Army Defense Depot in Memphis, Tennessee has been in the process of planning for the inevitable close of the 5.5 million square foot facility. This closure is a part of a major national cost saving effort launched by the Government Base Realignment and Closure Commission which identified the site in Memphis along with 79 others across the country for closure.

Since the threat of a cold war has been minimized due to strong diplomatic relations, the number of military personnel/soldiers has decreased as well. Thus, the support required by military bases has also declined.

However, since the Memphis Army Depot has officially closed its operations, environmental concerns and how such concerns will be addressed have become paramount issues for those living within close proximity of the facility. While the Memphis Depot Redevelopment Agency, a public-private collaborative, has worked to identify potential facility reuse options, the most pressing, unresolved issue centers around environmental clean-up.

### Objectives

On Tuesday, November 25, 1997, TRUST Marketing & Communications Consortium conducted two focus groups for Frontline Communications. The groups were conducted to:

- gauge awareness about the activities underway at the Depot, particularly relating environmental concerns.
- explore/identify the most effective community-responsive communication tools or methods.
- surface names of entities, groups and/or individuals that would represent credible and respected sources of information to community-based residents and leaders.

Results from the sessions will be used to:

- establish appropriate/effective ongoing communication tools.
- anchor a comprehensive community relations strategy.

To achieve the above objectives, two (2) focus groups were conducted – one (1) group included general residents who lived within close proximity of the Defense Depot; the other group consisted of neighborhood and community leaders (e.g. school principal, political activist, Orange Mound Development Corporation president, Shelby County Government employee, etc.). Community leaders were randomly selected based on leadership roles and active involvement in the community. Residents, however, were screened based on the following:

- Must be a homeowner;
- Must be 25 years of age or older;
- Must reside in one of three (3) zip codes: 38114, 38111, or 38106

A total of twenty (20) people participated in the sessions, ten (10) in each group. An Executive Summary and detailed findings follow.

Focus group methodology is qualitative and intended to provide insight into the thoughts, feelings and perceptions of intended target audiences. It is not projectable to the population at large, but is indicative of general trends.

## **Executive Summary**

**Memphis Defense Depot**  
**Focus Group Report**  
*Executive Summary*

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The summary provides a synopsis of key issues identified by both the resident and community leader groups.

- **Participants, for the most part, consisted of long term, loyal residents and leaders of the communities around the Defense Depot.** The average length of residency was approximately twenty-six (26) years. Most residents have raised their children, remodeled and paid for their homes, mostly retired and are living their "golden years" comfortably in their homes.
- **These leaders and loyal residents have for years viewed the Defense Depot as a positive community asset.** Their memories of the Defense Depot are largely fond ones, based on the jobs and the economic impact that the facility had on the community. Their fondness is also based on the relationships that were formed and the closeness that developed among people who were pioneer residents of one of Memphis' few middle and upper-middle class African American neighborhoods.
- **The government's lethargic and ineffective response to community-based environmental concerns has eroded credibility and is destroying public confidence.** Clearly, the image of the Defense Depot has become clouded and tainted due to a lack of responsiveness to health and environmental concerns voiced by residents. This is exacerbated by the very real cancer-related deaths of friends, neighbors and loved ones. It is perceived that, the incidence of cancer-related deaths among residents in the Defense Depot area is higher than normal.
- **Limited and infrequent communication is further diminishing community confidence.** Respondents perceive a drastically reduced level of communication from the Depot within the last nine (9) months to a year. Since then, information communicated has largely been via word of mouth or the DDT-Concerned Citizens Committee led by Mrs. Doris Bradshaw. The government is not considered as being forthright and forthcoming with environmental and health-related information.
- **In the absence of information, residents are uncertain about "who" or "what" to believe.** The lack of credible information is particularly troublesome to these community residents and leaders because by and large, they are informed, well-read, well-educated people with the time, desire and ability to absorb information on issues of concern to them. Their skepticism and distrust of the federal government is exacerbated by the dearth of information or communication from the government



regarding these issues, with nothing to temper or balance the correspondence received from DDT - Concerned Citizens Committee.

- **"No news is bad news," as perceived by these groups.** Since information has not been forthcoming from the government, participants assume the government is silent because there is something to hide. Therefore, there exists very little confidence in government-sponsored studies.
- **Health and environmental surveys should be conducted by an independent third party.** Information produced by the government or governmental entities will be discounted or at least, viewed with skepticism and distrust. Thus, data generated by a third party, will be viewed as more objective and believable by community residents.
- **Ethnicity and demography are perceived to have very definite bearings on the government's inadequate response to community concerns.** The unanimous consensus of both groups is the expectation that they will not receive fair, equitable or expedient attention because the affected communities are predominantly African American. There was absolutely no deviation on this point, to the extent that there was an expressed belief that had these environmental problems occurred in a white community they would have been communicated, addressed and alleviated by now. One respondent poignantly mused that she would like to take the problem to the Sierra Club because "it's national and mostly non-black people so they would get more attention."
- **There was a great deal of ambiguity around the meaning of "environmental justice."** The definitions of "environmental justice" given were generally literal, including; "the perpetrators of environmental problems being made to right their wrongs." Community residents and leaders represented in these focus groups will not be moving out and are resolved to stay and ensure that justice is done.

# **Resident Group Detailed Report**

## Resident Group Detailed Report

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Ten (10) residents participated in this focus group session. The majority of residents had lived in the area an average of thirty (30) years; only two (2) had lived in their homes less than ten years. Highlights from this session follow.

### *General Awareness*

- When asked about environmental issues in Memphis, respondents talked about the air, soil and landfills bearing hazardous and toxic waste. After one individual, on an unaided basis, mentioned the Army Depot, the general conversation of Memphis environmental issues was turned exclusively to the depot.

*"I was thinking about why the Army Depot has to add toxic waste to the whole situation."*

### *Defense Depot*

- There was a high level of awareness about the Defense Depot. All participants had some knowledge about efforts underway at the Depot. Some mentioned the recent closing of the facility while others shared their concerns about contamination of the site, the lack of communication between the government and the community and the efforts of Doris Bradshaw's Concerned Citizens Committee to hire chemists to evaluate the soil and water.

*"I'm very concerned about the contamination in the landfill area - as related closely to Dunn Elementary School. We've gotten reports and heard that everything is safe, but not actually getting something from the government that can really verify the fact there is no contamination - it still leaves doubt."*

*"We've been in meetings in our community quite a bit about the Army Depot and Doris Bradshaw was leading those. She called in various chemists and biologists and she's saying it is contaminated. One chemist said we should not plant any food over there because of contamination. We are getting two different reports here."*

- When asked about the image of the Depot, some residents referenced the past. Initially, the Depot had a positive image, based on jobs and the Depot's economic contribution to the area. Now, the image is tainted and questionable due to the closing and a general lack of responsiveness to health and environmental concerns.

*"I thought it was a great thing, most of us think that way until it affects you personally."*

Question: Why?

*"Some people expressed that more people in our community was dying of cancer than in other areas."*

### *Communication*

- In identifying specific sites for meetings, some suggested the Depot, while others believed schools, libraries and churches represented preferable meeting sites. A recommendation was also made that representatives communicate efforts at Block Club meetings in the area.

*"Since we have block club meetings, is it possible to bring some of these people that would be communicating with you about the Defense Depot to the block club meetings?"*

*"Near where we live.." "Schools are always a good place." "Churches"*

*"The Army Depot" "Library"*

- The most appealing time for community meetings was debated at length. One young lady felt that some meetings should be held at midday to accommodate the vast majority of the community who are older and perhaps fearful about being out at night. Others thought 6 PM or 7 PM would be an ideal time. Flexibility seems to be important.

*"As far as timing was concerned it was kind of inconvenient, most people don't get off from work until 6 p.m."*

*"People who work 9 - 5, like 7 p.m. or 7:30 p.m."*

*"The majority of the people living in the area are elderly, 7 o'clock at night, they're not coming out. You've got to be flexible."*

*"Elderly people could come at mid-day."*

- Similarly, no singular approach should be used in keeping the community updated about the status of the Depot activities. Consideration should be given to a newsletter (mentioned by several participants), flyers, TV, radio, etc. In written communication, caution must be exercised to ensure that the information is simple and easy to understand.

*"Flyers." "If something could be put in plain English and direct mailed."*

*"News on television"*

*"Radio in you car"*

- There is a great deal of skepticism and distrust for the federal government. Consequently, the participants seemed to feel that studies conducted by an independent third party or the Health Department would have more credibility.

*"I have my reservations about the government and it would have to be an independent group."*

*"Green Peace comes to mind"*

*"Memphis and Shelby County Health Department"*

- Participants likewise felt that someone from the community would likely be the most credible in communicating health or environmental information.

*"Somebody that lives over there, because people trust them"*

*"It needs to be an unbiased, non-politically aligned source."*

- Most respondents believe that since they are in a minority community they will not get fair treatment and had these environmental problems occurred in a white community, they would have been addressed by now.

*"Being that we are a minority neighborhood, I feel we will not get fair treatment or more expedient treatment."*

*"I guarantee you if this was a white neighborhood and this contamination was going on, they (the government) would be up in arms."*

*"If it was in a white neighborhood, it wouldn't have gone this far."*

*"I would take my problems to the Sierra Club because it's national and mostly non-black people so they would get more attention."*

# **Community Leader Group Detailed Report**

## Community Leader Detailed Report

The (10) ten community leaders participated in this group. Included were; a school principal, teachers, block club and neighborhood association presidents, a representative from county government and a political hopeful. The following report is a summary of information garnered from this group.

### *General Awareness*

- Health issues were the overriding response and concern identified when the group was asked to think about environmental issues in Memphis.

### *Defense Depot*

- The majority of participants were familiar with some aspect of efforts underway at the Defense Depot.

*"They (employees) vacated the premises, they are trying to figure out what to do with it. They want suggestions as to how the project is best suited. I don't know what they plan to do with it."*

*"There are some environmental questions; something that was stored there is politically sensitive."*

- A number of issues were identified as important, including concerns about health, cancer-related deaths in the area, fear that chemicals may have seeped into the water table, reduced home values, etc.

*"We asked the Center for Disease Control to do a door-to-door investigation to look into the cancer in the community."*

- Participants also expressed critical concern and lack of confidence centered around the government's ability to investigate, police itself and issue credible reports.

*"The bone of contention is who sanctions these people to go out and find this information. If it's the government, then it's the government reporting on the government."*

When asked if that was a problem, the overwhelming response was, "yes."

*"It's not a question of getting the information, it's a question of trusting the source."*

- In terms of defining "environmental justice," several respondents offered the following definitions:

*"Correct data on the environment from reliable sources." "People having a right to know about their environment." "The perpetrators of the environmental problems being made to right their wrongs."*

#### **Communication**

- There was a general concern expressed about low attendance at the meetings. This, in part, seemed due to poor communication. Since no one approach alone is highly successful, a number of different approaches that should be used in reaching residents. These included, conducting meetings where people live (e.g. churches, schools, community centers), distributing information in high traffic locations, utilizing broadcast media announcements and utilizing direct mail targeted to each home in the area.

*"Hire an independent contractor to conduct individual residential mailing."*

*"People are not getting the newsletter. I don't know if it's the government's responsibility but, someone has got to be accountable for the job of communicating with residents."*

*"In reference to where meetings should be held: they need to go where people are, church meetings or after-school meetings. Place announcements on the radio, too."*

- A participant suggested several ways to ensure greater participation, including; adjusting meeting times to particularly suit retired residents, ensure meeting consistency and format (a regular meeting at the same place at the same scheduled time). A suggestion was also made to ensure format consistency in written correspondence as well. With this type of consistency, residents can become more familiar, better plan to get involved and ultimately begin to expect and rely on the information.

*"Perhaps the message could be an issue. One of the issues probably is a consistent place where people can get it. Do it at the same place at the same time."*



### *Credible Resources*

- Although City Councilwoman Janet Hooks and County Commissioner Cleo Kirk's names were mentioned as having participated in meetings, they were not widely accepted by the group as credible resources. The most credible resource was thought to be an independent group which would coordinate and review information and issue a report on the environment at the Depot to the community.

*"Janet is very involved, Kirk is too. Ms. Hooks does attend meetings. Frankly, her ability to disseminate information is going to be limited. It would be a high priority to tell the community what's going on at the Defense Depot."*

*"The government should give the money to an independent source. Put the money in the hands of the community."*

- Participants did however, identify organizations that they would look to, to provide information on environmental and health issues. These groups included; the Emergency Management Office (City of Memphis), the Memphis-Shelby County Health Department, the library, hospitals and the Internet.
- There was also a strong feeling that someone should be responsible for on-going communication to the community. Based on the responses, the community is more likely to listen to someone who is from the community.
- DDMT-Concerned Citizens Committee is by far the group with the greatest top-of-mind awareness. Mrs. Bradshaw's name surfaced several times. A few participants had heard about the Mid-South Peace & Justice Center, but most were unsure about the purpose of the organization.
- The group overwhelmingly endorsed the notion that demographics (predominantly African-American population) has had a tremendous affect on how this issue has been handled by the government.

*"I think if they were white people in the area it wouldn't take this long to do nothing. If they see a problem, they will fix the problem."*

## **Recommendations**

**Recommendations  
to the  
Memphis Defense Depot**

351 66

- **Design informative, appealing (non-governmental looking), reader-friendly newsletter similar to the Depot Conversion News.** This newsletter could be developed in alternate-monthly issues (Jan/Feb, Mar/Apr, etc.) and distributed via direct mail or marriage mail covering designated zip codes of surrounding areas (38114, 38106, 38111).
- **Identify and hire an African-American Community Relations Manager, ideally someone with community ties and is reasonably familiar with the people and the issues.** This person would become the persona and the conscience of the depot/government, helping to assure residents that there is someone on the case and working in their best interest. Their attendance at community and block club meetings is critical.
- **Identify and secure the services of a local PR/marketing firm to assist Community Relations Manager and implement media relations; design/layout functions, meeting coordination, activities, newsletter production and other efforts as required.**
- **Establish and promote a hotline number to which residents can call anytime and get updated about the status of depot activities, meetings, resource information sources/people, etc.** This number can be promoted in the newsletter, on posters in area schools, churches, community centers, barber and beauty shops, retail establishments, radio and TV public service announcements, etc.
- **Establish a regular meeting day (i.e. every second Saturday) at a regular time and preferably at the depot, since it is more centrally located.** Meeting at the depot itself also promotes a more cooperative, less adversarial rapport. Other meetings may be scheduled, as needed, around the regular meeting time at other sites.
- **Establish and/or promote the existence of an independent community council to review and assess information on environmental and health issues on behalf of the community.** It is recommended that Doris Bradshaw be a member of this group. This council can serve as an information resource seeking pertinent information from the Health Department, Emergency Management Office (City of Memphis) and the Internet. Space at the depot could be provided from which the council could work.

## **Attachments**

- **Resident & Leader Participants**
- **Discussion Guide**
- **Focus Group Screening Document**

## Resident Participants - 6:00 p.m. Session

351 68

Melvin Brooks  
Andre Dean  
Brenda Dotson  
Gwendolyn Gholston  
Doris Hall  
Gloria Hudson  
Janie Lewis  
Matthew Nichols, Jr.  
Ulysses Truitt  
Maurice Young

**Community Leader Participants - 8:00 p.m.  
Session**

351 69

Eugene Brayon  
Elaine Campbell  
Kevin Clay  
Troy Gresham  
Ernie Gunn  
Eddie Haynes  
Joyce Kelly  
Lucille Littlejohn  
Mayme Tuggle  
Hattie Wooten

Good evening, I'm Beverly Robertson and I will be facilitating the focus group this evening. How many of you have participated in focus groups before?

A focus group is simply a way for a company to solicit feedback and input regarding a particular product or service.

In a focus group, there are no right or wrong answers. Everyone's opinion is valued. If you feel differently from your neighbor please feel free to express it.

This session is also being taped because there is no way I can write as fast as you will be speaking. You, nor your comments, will appear on TV or in the paper. This information is not for public distribution.

**For Residents:**

Now before we start, I'd like for you to give us your name and tell me how long you've lived in the community.

**For Community Leaders:**

Now before we start, I'd like for you to give us your name and tell us something about you that no one else knows.

**General**

1. When you think of environmental issues in Memphis, what comes to your mind?
2. How knowledgeable are you of these issues? What is most important to you regarding that particular issue?

**Defense Depot**

3. How familiar are you with the Defense Depot or the Army Depot?

4. What is your image of the Depot?
5. How aware are you of the environmental conditions at the Depot?
6. What concerns you most about those conditions?
7. Are you aware of any efforts currently underway to address environmental concerns at the Depot?
8. How aware are you of the term, "environmental justice"? What does it mean to you?
9. Is "environmental justice" relevant to the work at the Depot? If so, how?
10. What Groups within Memphis are actively involved in "environmental justice"?

#### **Communication**

11. How would you like to be kept informed about the environmental restoration program at the Depot?
12. Where would you most likely go to get information about the Depot program?
13. Should you have a concern about environmental or health issues, who would you go to get information?

#### **Credible Resources**

14. In your opinion, who or what group is the most credible source of information on health and environmental issues - in general and specifically as it relates to the Depot?



15. How aware are you of the following groups:

- The Sierra Club
- The Memphis Greens
- Mid-South Peace and Justice Center
- The DDMT - Concerned Citizens Committee
- The Tennessee Environmental Council
- The Ground Water Institute
- The Committee To Improve Our Environment

November 25, 1997

Circle one:

6:00 PM

8:00 PM

## SCREENER for Memphis Depot Community Leader FG

Respondant Name: \_\_\_\_\_

Address: \_\_\_\_\_

City, ST zip: \_\_\_\_\_

Ph (Day): \_\_\_\_\_

Ph (Evening): \_\_\_\_\_

Hello, my name is \_\_\_\_\_, from Market Development Associates, a full service market research firm. My firm is working with Trust Marketing and The Memphis Depot in the development of a paid research project about the future use of the Depot.

Today I am seeking community leaders' participation in a paid research study scheduled for Tuesday, November 25. We are not selling anything. May I ask you a few questions?

1. What age category best describes your age?

18-24 \_\_\_\_\_ (Thank and Terminate)

25-30 \_\_\_\_\_

31-45 \_\_\_\_\_

46-55 \_\_\_\_\_

56-65 \_\_\_\_\_

65+ \_\_\_\_\_

2. Please rate on a scale of 1-4 with (1 being unfamiliar and 4 being highly aware) How familiar are you with the areas and residents around the Memphis Depot?

1 \_\_\_\_\_ (Thank and Terminate)

2 \_\_\_\_\_ (Thank and Terminate)

3 \_\_\_\_\_

4 \_\_\_\_\_

3. Please rate on a scale of 1-4 with (1 being not active and 4 being highly active) How active of an interest you take part in the area and with the resident/community around the Memphis Depot?

1 \_\_\_\_\_ (Thank and Terminate)

2 \_\_\_\_\_ (Thank and Terminate)

3 \_\_\_\_\_

4 \_\_\_\_\_

4. Do you currently live in one of the following Zip Codes?

38114 [ ]

38111 [ ]

38106 [ ]

Other \_\_\_\_\_ (Which one do you live in?)

We will be conducting a Focus Group on November 25th at (Time - CIRCLE ONE) The purpose of this discussion group is to learn what opinions you have about the future of your area. We would like to invite you to participate. There will be no sales pitch, and you will receive \$50.00 for your participation. The group discussion will last about an hour and a half and light dinner will be served in the 8:00 PM group.

We will send you a letter and a map to confirm your appointment. Somebody will call you before the group as a reminder. Thank you.

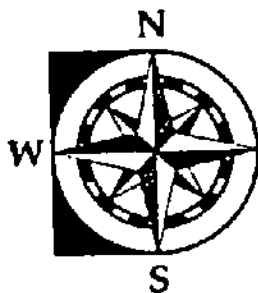
Indicate sex (Do not Ask)

\_\_\_\_\_ Male

\_\_\_\_\_ Female

# *Army Depot Community Study*

Prepared for:  
Trust Marketing



**MARKET DEVELOPMENT ASSOCIATES, INC.**

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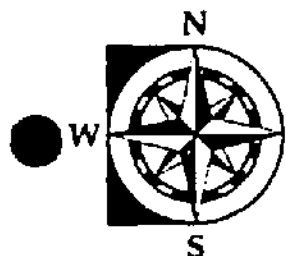
DIRECTION THROUGH RESEARCH SINCE 1975

**Memphis      Dallas      Atlanta**

Phone: 800.480.8334

Fax: 800.480.0861

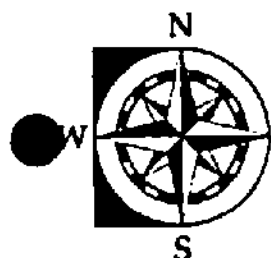
[www.MDARESEARCH.com](http://www.MDARESEARCH.com)



## *Background*

351 75

- The Army Defense Depot in Memphis, Tennessee has been a landmark in south Memphis for over 50 years. The 600+ acre, 5.5 million square foot facility has been an ominous and mysterious neighbor to the residents on all sides.
- Now that the Depot has officially closed and ceased operations, exactly what kind of neighbor the Depot has really been is the question at hand. There are serious environmental issues and health concerns for those living within close proximity of the facility.
- The Depot is now faced with the challenge of effectively communicating sensitive and controversial messages in communities with which it has had little to no relationships. It is a classic high concern, low trust scenario.
- Clearly, before identifying with and addressing the community concerns, the priority and importance of those concerns must first be recognized. The purpose of this research was to explore and gauge the health and environmental concerns of residents living within one mile of the facility and residents living between one to three miles of the facility.



## ■ Research Plan

- Pilot interviews were conducted on February 12, 1998.
  - Several modifications were made to the questionnaire as a result of these pilot interviews.
- CATI interviews were conducted from February 13-20, 1998.

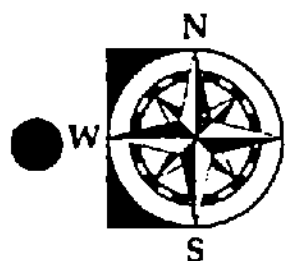
The average length of interview was 19 minutes.
- Two hundred fifty interviews were conducted with Memphis residents living within three miles of the Memphis Army Depot.
  - 46% of respondents lived within one mile of the facility
  - 54% lived between one and three miles of the facility

## ■ Ethnic Dispersion

- The Memphis DMA consists of:
  - 60% Caucasian
  - 39% African American
- The zip code in which the Memphis Army Depot is located (38114) consists of the following:
  - 94% African American
  - 5% Caucasian
- The survey instrument yielded:
  - 84% African American
  - 13% Caucasian

## ■ Statistical Analysis

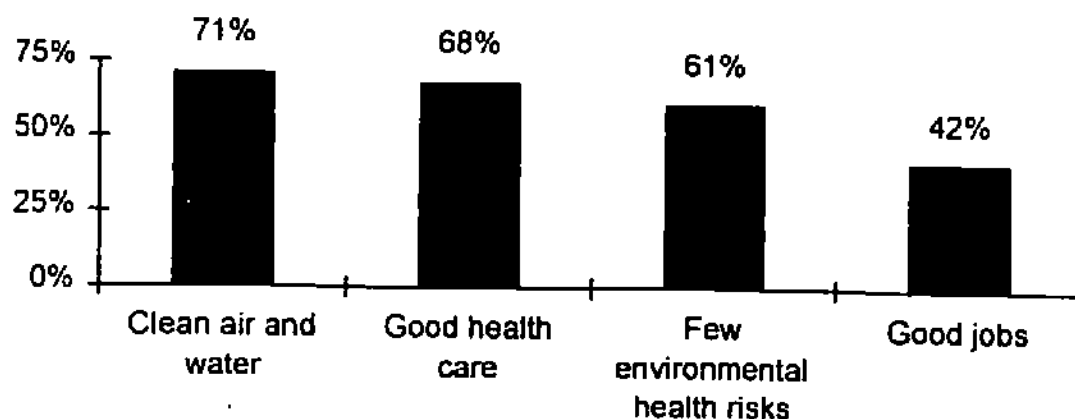
- Cross tabulations of the data were generated using independent z-tests to identify significant differences between groups.
- Attempts to identify segments or factors were conducted through factor analysis. After many passes with different rotations and modified Eigen value levels, these attempts showed no identifiable segments based on the questions asked in this survey.



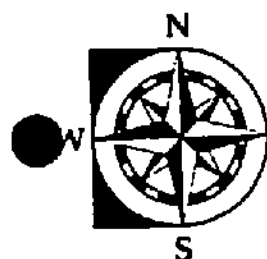
## Findings

351 77

- Overall, most respondents felt that the quality of life in the community around them was positive, as evidenced by their opinion of the air and water supply, health care, lack of environmental risks and good job availability.
  - Those who were positive about these four issues were the most positive about other issues surrounding the Depot and the environment. Conversely, those who were negative toward these four issues were also the ones who were the most negative regarding questions about the Army Depot and its effects on the community.



- Only 30% of respondents felt that there were facilities or locations in their area that posed a threat to the safety of human health or the environment. Among these people, their biggest concerns were:
  - Army Depot (39%)
  - Chemical manufacturing plant (8%)
  - Landfill/garbage collection facility/dump (4%)
  - Military installation (4%)
- Among those who felt there was a threat, roughly half were bothered "a great deal" and one-third were bothered "somewhat".



# Findings

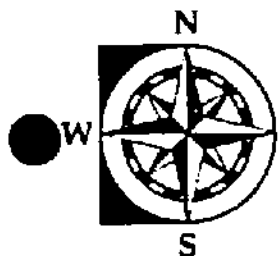
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- Respondents surveyed were an informed group to discuss the issues studied, as more than nine out of ten respondents said they were familiar with the Army Depot. In fact, on an unaided basis, 12% said they were concerned that the Army Depot posed a threat to the safety of human health or the environment.
  - Those that named the Army Depot as a threat were primarily:
    - » 50 years or older; African-American; live within a mile of the Army Depot; own their homes (and for more than 15 years); and do not feel there are any environmental issues too small to be concerned about.
- When asked specifically about the Army Depot (only those who said they were familiar with the Depot) and its various effects to the community, roughly half were either bothered a great deal or were bothered somewhat. Roughly one-third said they were not bothered at all.
- Those who were bothered the most by the Army Depot (said "a great deal") were:
  - Typically older; better educated and more affluent. They also did not have a good opinion of how different agencies are keeping Memphis safe. These respondents also feel that things at the Depot have worsened over the past two years and that there has not been much progress made toward addressing the environmental problems at the Depot. Further, these respondents do not feel that there are some risks too small to worry about.
    - » Communications from the Depot targeted toward this subgroup of people should concentrate heavily on facts and solutions.
- As shown in the chart below, toxic substances in the air and water pose the largest concern among those surveyed, followed by health dangers, long term environmental damage and a decrease in property values.

Thinking about the Army Depot, are you bothered a great deal, some, not too much or not at all by . . .

	<u>Total Bothered*</u>	<u>Great Deal</u>	<u>Some</u>	<u>Not At All</u>
Toxic substances that go into the air or water	61%	41%	20%	24%
The danger it poses to health	55%	31%	24%	31%
Long term damage to the environment	55%	35%	20%	30%
A decrease in property values	51%	32%	19%	35%
<i>Average</i>	56%	35%	21%	30%

\*Total Bothered = Good Deal + Some



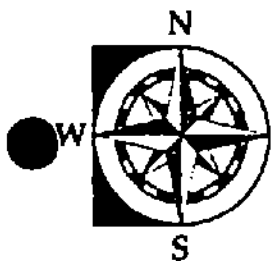
## Findings

351 79

- At this time, it is not so critical to know where people are currently getting information as it is to determine if they believe the sources and if they feel the sources are knowledgeable.
- Respondents are not completely trusting of each source of information regarding the risks that chemical or hazardous waste pose to their community. Further, the sources they say they trust the most are not necessarily the most knowledgeable on the subject.
  - Although friends/relatives, news reporters and ministers top the list as current sources, not all rate high in believability or in being knowledgeable about the subject at hand.
    - According to the results from this study, the Shelby County Health Department would be the best venue for the Army Depot to dispense information, followed by the US EPA. This finding is supported by the relationship between the trust scores and the knowledgeable scores.
    - Friends/relatives, doctors and ministers are held in high regard as to the trustworthiness factor, but they are not thought of as the best sources of information on the subject.
- The Army Depot should find the one or two sources which have the highest combination of trust and knowledge rankings to deliver future news releases. It will be more difficult to change a respondent's view of trustworthiness of an individual or agency than it will to convince them of that individual or agency's knowledge.

*The charts on the following page show the percentages of respondents who replied "a lot" to these issues as well as the place rankings for each category.*





# Findings

351 80

Thinking about the possible risk of chemicals or hazardous waste from facilities in the Memphis area . . . please respond a lot, a little, not too much or not at all to . . .

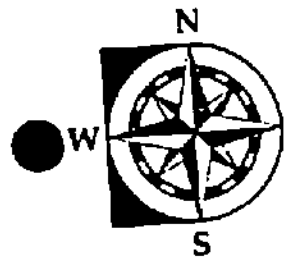
Where do you get the most information from?  
How much do you trust each of these sources?  
How knowledgeable is each of these sources?

## % of "A Lot" Responses

	Get Information	Knowledgeable	Trust
Friends/Relatives	8%	16%	40%
News Reporters	8%	26%	21%
Shelby County Health Department	8%	53%	31%
Ministers	8%	18%	29%
State Government Officials	5%	55%	14%
US EPA	5%	57%	19%
Doctors	4%	37%	31%
Local Environmental Groups	4%	34%	19%
Corps of Engineers	3%	46%	13%
Army Depot Managers	2%	53%	10%
City of Memphis Officials	2%	39%	14%

## Place Rankings

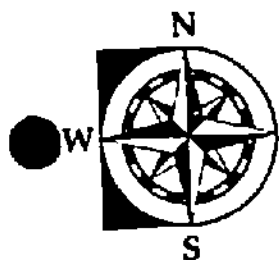
	Get Information	Knowledgeable	Trust
Friends/Relatives	1	11	1
Shelby County Health Department	2	4	2
Ministers	3	10	4
News Reporters	4	9	5
US EPA	5	1	6
State Government Officials	6	2	8
Doctors	7	7	3
Local Environmental Groups	8	8	7
Corps of Engineers	9	5	10
City of Memphis Officials	10	6	9
Army Depot Managers	11	3	11



## Findings

- There is a relatively high concern about exposure to known cancer-causing chemicals. Nearly nine out of ten respondents (87%) say that exposure leads to a high risk of getting cancer later in life.
  - Those who have the highest agreement of cause and effect ("strongly agree" that exposure leads to cancer) were more likely to be: African-American; unemployed and in the lower income/lower education brackets.
- Roughly half of the respondents feel that officials are interested in public opinion of the environmental condition at the Depot. This mirrors the results of previous questions involving the trustworthiness of Depot Managers (only 10% said they trust them "a lot"). Overall, in society today there is a general distrust of big business and government.
  - Those who said they were in strong agreement that the officials were not interested (25%) tended to be: more educated (completed high school or better); younger (under 50); earn over \$20,000; moved into the Depot area less than 5 years ago; and have a negative opinion as to the job performance of agencies in keeping Memphis safe from the risks of hazardous chemicals.
    - Further, more than half (55%) of these respondents did not feel that a solution to the problems at the Depot would be found by working together, indicating a general distrust as well as closed minds on the issue. Fewer than 20% of these respondents felt that things have gotten better at the Depot over the past two years.
  - Those who are in agreement that officials are interested (52% strongly + somewhat agree) believe a community spirit could help solve some problems and generally are positive about Depot issues (don't think things have gotten worse and feel progress is being made).
- Forty-one percent disagreed strongly that there are some environmental risks too small to worry about and an additional 16% disagreed somewhat.

	Agree		Disagree		Don't Know
	Strongly	Somewhat	Somewhat	Strongly	
Exposure to a cancer-causing chemical brings likelihood of an individual's getting cancer later in life	67%	20%	5%	3%	5%
Army Depot officials are interested in what the public has to say about environmental conditions at the Depot	24%	28%	14%	25%	9%
There are some environmental risks that are too small to worry about	20%	19%	16%	41%	4%



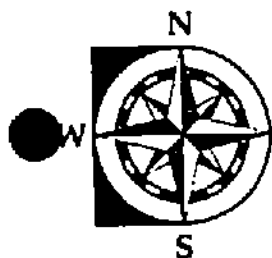
# Findings

351 82

- When asked about various entities on their job performance in relation to keeping Memphis safe from the risks of hazardous chemicals, reaction was generally negative. Ten percent or fewer felt that any of the entities did an "excellent" job and roughly half felt that the job performance was fair to poor.

	Positive			Negative		
	Positive	Excellent	Good	Negative	Fair	Poor
Shelby County Health Department	43%	10%	33%	47%	34%	13%
Local Environmental Groups	33%	9%	24%	49%	35%	14%
Army Corps of Engineers	31%	6%	25%	46%	30%	16%
US EPA	29%	8%	21%	50%	36%	14%
TN Dept. of Environmental Conservation	25%	7%	18%	52%	25%	27%
City of Memphis	24%	8%	16%	65%	39%	26%
Average	31%	8%	23%	52%	33%	18%

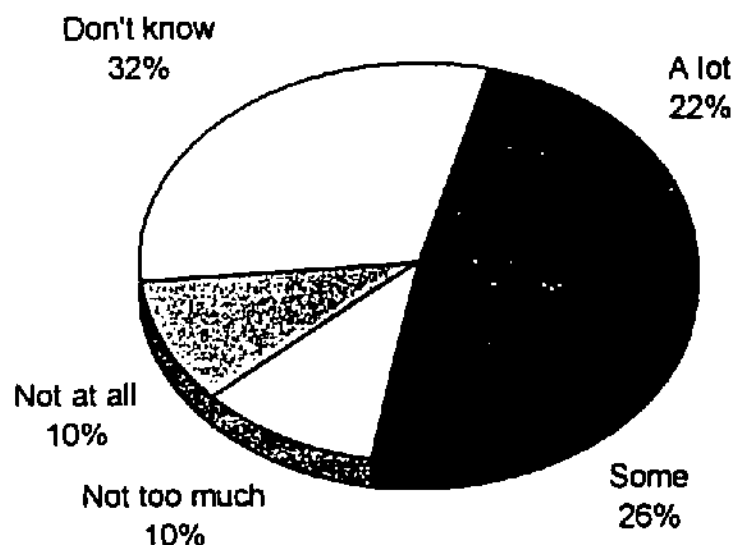
- About one-quarter of respondents have heard any news surrounding the Army Depot in the past three months. Information heard by at least 5% of these respondents were:
  - Reuse (28%)
  - Information about meetings (20%)
  - Hazardous chemicals stored/left on site (17%)
  - Clean up (16%)
  - Chemical contamination (8%)
  - Health concerns (8%)
  - Employment (5%)

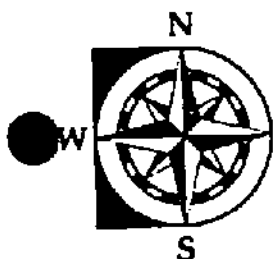


## Findings

351 83

- The primary sources for the heard information were: news media, friends and family, community/activist groups, mail, attending meetings, personal experience and by Depot workers.
  - The majority of respondents (94%) have not been proactive in seeking information about the environmental conditions at the Depot. Homeowners were more proactive, which makes sense because they have more at risk.
  - Likewise, only 83% said they have attended a community meeting about the Depot. Those who are most likely to have attended a meeting were more likely to:
    - » Live within a mile of the Depot; own a home in the area; feel the Depot poses some threats and that it affects minorities and do not think that any progress has been made to address the problems at the Depot.
- More than half (58%) feel that the Depot poses some threat to the environment.





# Findings

351 84

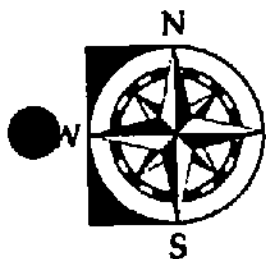
- Even though respondents don't feel that much progress has been made in the past in solving the Depot's environmental problems and things in the past two years have not gotten better, respondents were still generally in agreement in feeling their opinion can count in future dealings with the Depot. This is evidenced by the fact that 87% said they agreed either strongly or somewhat that working together, residents and the Depot can find solutions.

	<u>Progress</u>		<u>Situation</u>
A lot	6%	Better	14%
Some	28%	Worse	14%
Not too much	22%	Same	50%
None	13%	Don't know	22%
Don't know	32%		

	<u>Agree</u>		<u>Disagree</u>		<u>Don't Know</u>
	<u>Strongly</u>	<u>Somewhat</u>	<u>Somewhat</u>	<u>Strongly</u>	
By working together, community residents and the Army Depot can find a solution to the problems at the Depot	65%	22%	5%	3%	6%
The Depot is still a problem because it mostly affects the African American community	43%	17%	6%	13%	20%

- Respondents gave a high level of importance in having more information targeted toward the community as well as having African-Americans more involved in Army Depot discussions. Of least importance was having more African-Americans on staff at the Depot.

	<u>Important</u>		<u>Not Important</u>		<u>Don't Know</u>
	<u>Very</u>	<u>Somewhat</u>	<u>Not too much</u>	<u>Not At All</u>	
More information targeted toward the community	85%	7%	3%	3%	2%
Involvement of African-American community members in discussions about the Depot	81%	9%	3%	3%	4%
More African-American staff at the Depot	59%	19%	7%	9%	6%



## Findings

351 85

- Half of those surveyed don't feel that much has changed toward having more information available about the Depot over the past year, but 4 out of 5 said they would like to receive information. The best venues for receiving information among this sample (those who said "yes") would be updates as things occur, a periodic newsletter and an 800 number to call with questions.
- Only 46 respondents (18%) could recall receiving information about the Depot from the environmental groups prompted. The DDMT - Concerned Citizens Committee and The Depot Restoration Advisory Board were mentioned the most often (9% and 6%, respectively). Most people said that the information from these sources was useful or very useful.

### Personal Interest

#### (% Very)

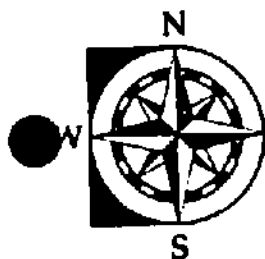
Updates as things occur	80%
Periodic newsletter	77%
800 number to answer questions	77%
Community meetings	54%
Monthly meetings at the Depot	43%

- Results of health and environmental risk evaluations as well as plans for clean up activities were the most mentioned topics that area respondents felt would be the most useful to them. Shown below are the percent of respondents who replied "very" useful.

### Usefulness

#### (% Very)

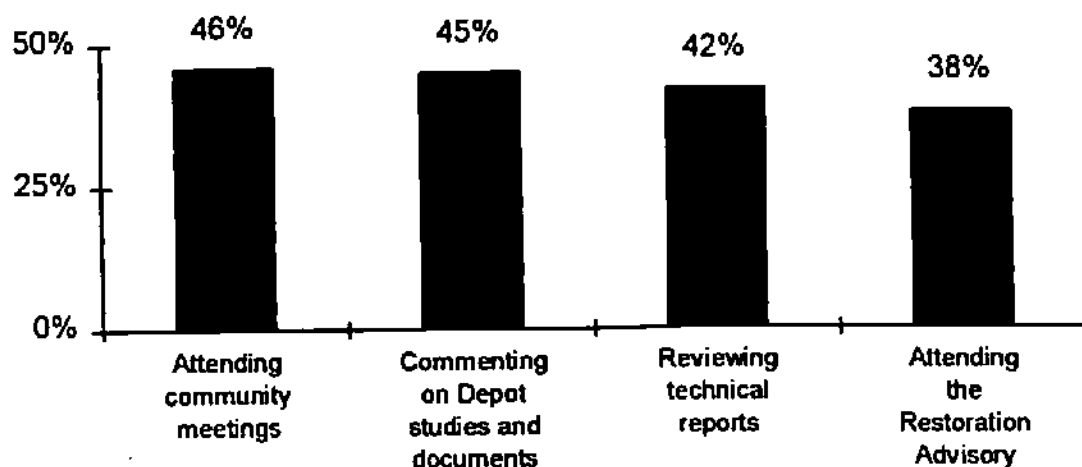
Results of health risk evaluations	88%
Results of environmental risk evaluation	80%
Plans for clean up activities	80%
Results of environmental sampling	76%
Possible future uses of the Depot	65%



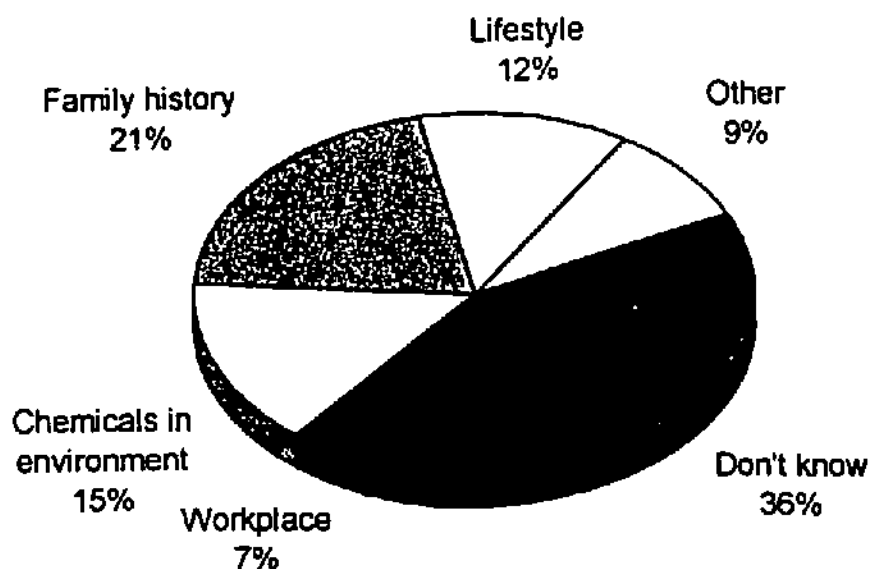
## Findings

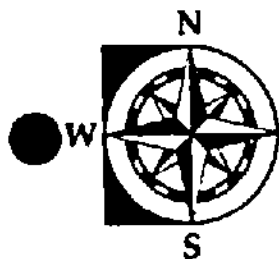
351 86

- There was very little difference in the perceived usefulness of each of the four activities measured. Community meetings and the opportunity to comment on Depot studies and documents topped the list of usefulness to respondents.



- Twenty-seven percent of all respondents said that they or a member of their family suffered one of the illnesses read to them. The share of mentioned causes are shown in the graph below.



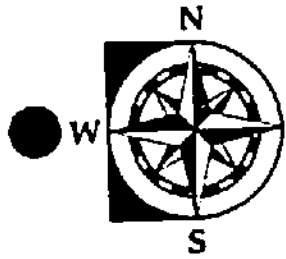


## *Findings*

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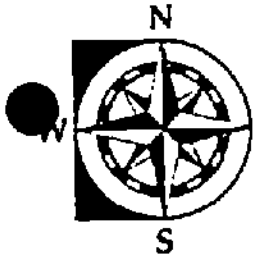
- Forty percent of the respondents who mentioned an illness said they didn't know the cause of it, while family history and environmental chemicals also were factors.
- The largest concerns among the residents living near the Depot were crime (40%), drug use (14%), environmental/chemical pollution (9%) and air pollution (8%).
  - Those in the upper income and education brackets and homeowners were more concerned than others about environmental and chemical pollution (15%, 16% and 12%, respectively).





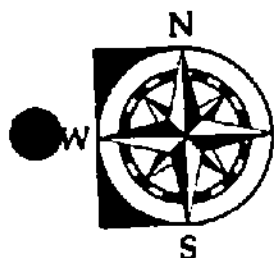
## *Recommendations*

- The results of this survey mostly represent good news and opportunity. Generally, over two-thirds of the respondents surveyed believe their community has clean air and water, good health care and few environmental risks.
  
- The nearly one third of respondents who named the Army Depot as a threat are African-American homeowners, 50 years or older, living within a mile of the Depot. They are generally better educated and more affluent than the average community resident. In light of this, communications from the Depot should be succinct, direct, concise, factual and solution-oriented. Whereas the communications should be written in "laymen's terms" as opposed to heavy technical language, the Depot must be careful not to "dummy down" its correspondence to "6th grade writing" so as not to insult this group.
  
- Sources and conduits of information in the community are extremely important in terms of how information is transmitted as well as how it is received. The following represents the top three rankings of respondent response in the areas of information sources, trustworthiness and knowledgeability.
  - Information Sources
    - 1. Friends/Relatives
    - 2. Shelby County Health Department
    - 3. Ministers
  
  - Trustworthy Sources
    - 1. Friends/Relatives
    - 2. Shelby County Health Department
    - 3. Doctors
  
  - Knowledgeable Sources
    - 1. EPA
    - 2. State Government Officials
    - 3. Army Depot Managers



## Recommendations

- Broad and frequent dissemination of information is required in order to reach and affect friends/relatives and ministers. The Shelby County Health Department and doctors who may have some vested interest in the area should be recruited as communication partners, spokespersons and references for the Depot's communication to the community. This inclusion will help increase trust based solely on the source of the information. This will also increase the level of feeling that Army Depot officials are interested in public input about environmental conditions at the Depot.
- Since only 25% of respondents had heard news from the Depot within the past three months, it is essential that new, innovative and ongoing efforts by the Depot be made to "spread the news".
- Those most likely to have attended a meeting are again, those homeowners living within a mile of the Depot who are more affluent and better educated. Their perceptions are essentially evenly divided between those who believe some progress has been made and those believing not too much progress has been made. These respondents represent the "bulls-eye" of the target audience. They are active, anxious articulate, influential and not yet adversarial. Effective communication with them is critical.
- Finally, the involvement of more African-Americans in discussions about the Depot and on staff at the Depot was very important to respondents. This is a common expression of preference among African Americans to be able to interact and communicate with people who are understanding, experienced and/or empathetic to their plight.



# Description of Sample

351 90

	Total %		Total %
<b><u>Age</u></b>		<b><u>Employment Status</u></b>	
Under 30	16	Full-time	41
30-39	11	Retired	32
40-49	18	Unemployed	17
50-59	18	Part-time	9
60-69	17		
70 and over	18	<b><u>Income</u></b>	
		Less than \$20,000	35
<b><u>Education Level Completed</u></b>		\$20,000 - \$35,000	26
Less than high school	28	\$35,000 - \$50,000	14
High school graduate	30	More than \$50,000	7
Higher level than high school	42	OK/Refused	18
<b><u>Marital Status</u></b>		<b><u>Ethnic Origin</u></b>	
Married	36	Black	84
Never Married	25	White	12
Divorced	18	Asian	1
Widowed	14	Other/Refused	3
Separated	6		
		<b><u>Gender</u></b>	
<b><u>Years Lived in Area</u></b>		Female	68
Less than 1	4	Male	32
1-5	12		
6-10	11	<b><u>Distance from Depot</u></b>	
11-15	10	Within 1 mile	47
15 or more	62	1-3 miles	53
<b><u>Home Ownership</u></b>			
Own	64		
Rent	32		
Other/Refused	4		

## APPENDIX C

# APPENDIX C

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## Information Repositories

<p><b>The Memphis Depot Community Reading Room Environmental Division 2163 Airways Blvd., Building 144 Memphis, TN 38114 - 5210 (901) 544-0613</b></p> <p><b>Hours:</b> Call for an appointment</p>	<p><b>Memphis/Shelby County Public Library Main Branch Government and Law Section 1850 Peabody Avenue Memphis, TN 38104-4025 (901) 725-8877</b></p> <p><b>Hours:</b> Monday - Thursday 9 a.m. to 9 p.m. Saturday 9 a.m. to 6 p.m. Sunday 1 p.m. to 5 p.m.</p>
<p><b>Memphis/Shelby County Health Dept. Pollution Control Division 814 Jefferson Avenue Memphis, TN 38106 (901) 576-7775</b></p> <p><b>Hours:</b> Monday to Friday 7:30 a.m. to 4:30 p.m.</p>	<p><b>Cherokee Branch Public Library 3300 Sharpe Avenue Memphis, TN 38111-3758 (901) 743-3655</b></p> <p><b>Hours:</b> Monday to Wed. 10 a.m. to 6:30 p.m. Thursday Noon to 6:30 p.m. Saturday Noon to 6 p.m.</p>

## APPENDIX D

**Community Relations Mailing List**

The Depot Community Relations Specialist maintains an active mailing list of more than 950 names. Individuals or organizations that would like to have their names added to the mailing list are asked to contact:

Ms. Alma Black Moore

Community Relations Specialist

The Memphis Depot

2163 Airways Blvd., Building 144

Memphis TN 38114

Tel: (901) 544-0613

Fax: (901) 544-0639

e-mail: [comrel@dmz3.ddmt.dla.mil](mailto:comrel@dmz3.ddmt.dla.mil)

Newsletters, fact sheets, public notices and other Depot-related information are mailed to the mailing list on a regular basis.

## **APPENDIX E**



**Newsletter Distribution Area**

The Depot's bi-monthly newsletter, EnviroNews, is distributed through the U.S. Postal Service to more than 4,100 households in the neighborhoods surrounding the Depot. The area encompasses the following Zip Codes:

38114	1,731 households
38106	2,466 households



## HOLIDAY GREETINGS!

On behalf of the staff at the Depot, I would like to thank you for your continued interest in the environmental restoration activities at the site. The Environmental Division has enjoyed an active and productive year, and 1998 looks to be the time when we will finally see the first active step in the

process of improving the environmental quality of the soil and groundwater at the Depot.

With the publication and delivery of this newsletter, we have also begun to take a more active role in the community. Throughout the year, we will be meeting with our neighbors, local community groups and the media to update you on our progress. In fact, our Restoration Advisory Board (RAB) has recommended that we hold at least two of our monthly meetings off-site. Watch for the date and location of these meetings in the next newsletter.

In addition, we are working with our RAB, our project managers and our contractors to plan for a community information session during our February Board meeting -- February 19, 1998. The announcement and advertising of this session will begin in January, so please mark that date on your calendars.

One of the most significant accomplishments this year was the completion of the design of the groundwater control system that will be installed in Dunn Field. We anticipate that the installation of the first wells should begin by the end of the year with the system up and running by next summer. Notices will be delivered to our Dunn Field neighbors advising them of the drilling and installation of the wells.

As we approach the Holiday season, I would like to take this opportunity, on behalf of our entire team at the Depot, to wish you and your family much happiness and peace during this festive time.

I look forward to talking with you in the New Year.

Glenn L. Kaden  
 BRAC Environmental Coordinator  
 Installation Co-Chair

Depot Environmental Team:  
 (L to R) Shawn Phillips,  
 Denise Cooper, Glenn Kaden,  
 Carolyn Gains,  
 Jack Kallal,  
 Mike Lee



## RAB MEETINGS

IN '98

## PLAN TO ATTEND

Restoration Advisory Board (RAB)

meetings are open to all community members. You are invited to attend and participate in the discussions about the environmental remediation program and to raise issues of interest or concern with members of the Board.

Presentations of the technical aspects of the program are made each month. As well, this is an opportunity to discuss your interests or questions about the environmental restoration and reuse of this site.

**RAB**  
 meetings  
 are scheduled  
 on the 3rd  
 Thursday of  
 each month

## Winter/Spring Schedule (January to May)

Mark these dates on your calendar and plan to attend:

**January 15, 1998, 6:00 p.m.**  
 at the Depot

February 19, 1998

March 19, 1998

April 16, 1998

May 21, 1998

## THERE'S A SPOT FOR YOU ON THE RAB

Are you interested in participating on the Restoration Advisory Board (RAB)? There is one vacant position on the RAB that is available for a representative of an environmental group to fill.

The Memphis RAB consists of 20 citizens and regulatory members who actively participate and attend our monthly meetings. From time to time, positions on the Board do become available, and the RAB has asked that a file of interested individuals be kept current from which nominations can be drawn.

Nominations are to be returned to the Depot by Monday, January 12, 1998 for consideration. If there are multiple nominations, a vote by the existing RAB members will take place at the January RAB meeting.

It is important to note that substantial time will be required of RAB members. Meetings will be held whenever the members feel it is necessary. At this point, the RAB feels that it is worthwhile to hold one evening meeting a month. It is very important for anyone interested in serving on the RAB to give careful consideration to whether he or she has adequate time to devote to membership.

If you are interested in being considered for a position on the RAB, we would encourage you to call: Mr. Mondell Williams, Community Co-Chair, at (901) 946-9751 or Mr. Glenn Kaden, Facility Co-Chair, at (901) 544-0618. They would be happy to send you a nomination form. Better yet, we invite you to visit the Depot environmental division in person to pick up a nomination.

## HATS OFF TO LARRY SMITH

Mr. Larry Smith stepped down from his position on the RAB earlier this year. Mr. Smith was an active member of the Board and served as our first community co-chair. The Board would like to extend its gratitude to Larry for his work with us and his interest and involvement in the restoration project.

## WHAT'S UP AT THE DEPOT?

Now that the front sign to the Depot has been removed, many people have been asking if the Depot is closed. While the official duties and distribution activities were concluded on September 30, 1997, a staff of 56 remains to coordinate and manage the transfer of the lands and the environmental remediation activities.

So, while we are closed to distribution activities for the Department of Defense, we are open to you and the job of preparing this site for its eventual reuse and revitalization within our community!



More than 800 employees, past employees and neighbors attended the September 30, 1997 Depot Closure Ceremony



John Rosenthal

community decision making.

RAB members and community guests were introduced to this newest form of public participation at the October RAB meeting. John Rosenthal, Director of the Urban Environment Institute, Howard University, Washington D.C., demonstrated how computers and the Internet can help community groups better participate in environmental dialogue and decision making to protect their interests.

The Urban Environment Institute (UEI) is a non-profit center, created to benefit community groups that traditionally do not participate in environmental decision-making.

In a cooperative agreement with Environmental Protection Agency's (EPA) Federal Facilities Restoration and Reuse Office (FFRRO), the Institute has examined various base closure issues. It has developed a workshop program for use by RAB groups to educate its members and other community stakeholders on access to information through computers and the Internet.

The Internet can be a helpful tool in facilitating communication among various RAB groups around the country. It allows people to link up with each other and share experiences and data. The FFRRO/Howard University Partnership works with RABs and other community stakeholders to increase public participation in Federal facilities cleanup and reuse decision-making.

According to Mr. Rosenthal, access to information now available via the Internet

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## ACCESS TO INFORMATION HOW THE INTERNET CAN GET YOU STARTED

Love 'em or leave 'em, computers might be your best way to get information on governmental and

will, to a great degree, define those who will have access to economic development and power in the shaping of public policies, and those who will not. Having access to a wide variety of information helps community members participate more actively in the restoration process.



During the October RAB meeting, Mr. Rosenthal donated a 486 computer, loaded with communications software, to the Memphis RAB. He then used America OnLine (AOL) to demonstrate how environmental Internet websites are accessed and the extent of information offered for public use. He entered the term BRAC into the

search engine (like a telephone book of listings all containing the same key phrase) and found websites relating to base closure documentation, regulation, policy and workshop.

Another tool is the Right-To-Know (RTK) Network, a free database, that is accessible by the Internet or direct dial-up with a modem. The RTK Network was designed to provide advocacy and community groups with information relating

to restoration and clean-up programs in their own neighborhoods. The network is also linked to government sites including the Environmental Protection Agency, the Toxics Release Inventory, the Department of Defense and other Federal agencies.

What Can You Find Via the Internet? The list is virtually endless, but here are just a few examples:

- Pump and treat data from the other remediation sites;
- Emissions data by region, community and company;
- Status of Superfund sites;
- Medical databases/bulletin boards.

## WHAT IF YOU DON'T HAVE A COMPUTER?

What if you don't have access to the Internet...or even a computer?

While many people have the opportunities to browse the World Wide Web through computers at work or at home, many others do not.

That's why the staff at the Depot have prepared a community reading room, equipped with three computers -- all soon to have access to the Internet. You're welcome to visit the Depot to review reports about the Memphis Depot, or use these computers to research and connect with other groups around the country that are dealing with restoration projects in their own community.

## GROUNDWATER CONTROL SYSTEM

A team of environmental specialists is working together at the Memphis Depot to improve groundwater conditions at Dunn Field.

"The purpose of the groundwater pumping system is to stop the chemicals in the groundwater from moving off Dunn Field," said Greg Underberg, a hydrogeologist with CH2M HILL, who is managing his company's work at The Depot. "By placing a series of pumping wells

around the perimeter  
of Dunn Field and

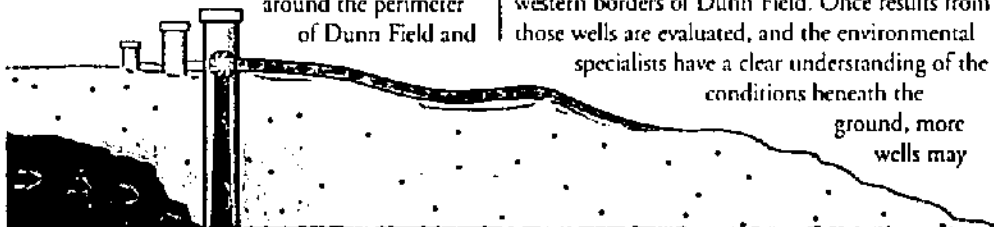
removing the water, we're preventing the compounds from leaving the area. The water that is removed is then transported through a piping system to the City of Memphis sanitary sewer system."

According to Mr. Underberg, work is currently underway on the first phase of the groundwater remediation plan. Seven pumping wells will soon be installed - by contractors OHM Remediation Services of Norcross, Georgia - in the most impacted areas around the western and north-western borders of Dunn Field. Once results from those wells are evaluated, and the environmental specialists have a clear understanding of the conditions beneath the ground, more wells may

be installed to complete the containment system.

"Initially, we'll be monitoring the groundwater weekly and eventually monthly to make sure it continues to meet the City of Memphis criteria for discharge to the sanitary sewer system," said Underberg. "The water we send into the sanitary sewer system will then be treated as normal industrial waste water at the city's sewage treatment plants."

Along with the groundwater pumping remediation work, CH2M Hill is also currently evaluating soil, sediment, and surface water samples from various waste management sites across the installation. This data will be used to determine where future remediation efforts will be necessary and will help pinpoint which areas of the Depot can be leased or transferred for other uses in the near future.



## COMMUNITY READING ROOM

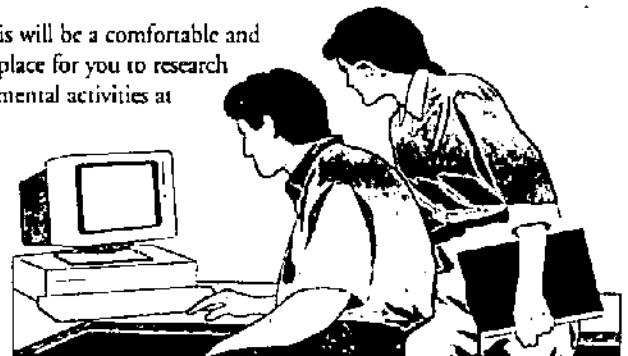
The Depot environmental staff wants to provide all community members with as much information about the base remediation activities as possible. All technical reports and environmental data are accessible in a variety of locations throughout the community, but a room at the Depot has been converted into a reading and research room specifically for use by you.

Three computers have been set up to allow you the opportunity to access Internet sites and other RAB groups across the country. Like an on-site library, all remediation reports will be filed in this room. Extra copies of this newsletter and others can be found here.

Please call ahead (901-544-0618) when planning to visit the Depot. Our staff is available to assist you in reviewing the environmental reports and

studies and to answer any questions or concerns that you may have regarding the site.

We hope this will be a comfortable and convenient place for you to research the environmental activities at the Depot.



## PROFILE: DOROTHY RICHARDS

As the project manager for the restoration project at the Memphis Depot, Dorothy Richards has a very busy schedule.

An engineer with the U.S. Army Corps of Engineers in Huntsville, Alabama, Ms. Richards is responsible for coordinating the contractors who are currently working on the different phases involved in investigating and remediating the site.

"I am the point of contact for the different groups involved - The Depot, the BRAC Clean-up Team (BCT), the Corps of Engineers, and the contractors who have been hired to carry out the various phases of the work," said Ms. Richards. "My role is to communicate with all of these groups about what needs to be done to restore this site, and to ensure that it all gets done according to all of the regulations."

Ms. Richards, who joined the Memphis team in October, brings a wealth of experience to this project. Before joining the Huntsville Corps of Engineers, Ms. Richards was Chief of the Environmental Programs Management Branch of the Environmental Management Division at Fort

Benning, Georgia. Her work there earned her the Achievement Medal for Civilian Service - the Army's highest honor for federal civilian employees.

Before assuming the project manager's role at DDMT, she performed the same role at the Seneca Army Depot in upstate New York where she conducted several remedial investigations and feasibility studies, and developed the remedial design cleanups.

"At Seneca, we were dealing with many of the same issues we're facing here in Memphis," said Ms. Richards. "The two sites have a very similar profile. They're both on the National Priorities List (NPL) and are Base Realignment and Closure (BRAC) sites."

Ms. Richards also has experience as a project manager overseeing the development of environmental policies for the Office of the Deputy Under Secretary of Defense for Environmental Security in Washington.

In Memphis, Ms. Richards is in almost daily contact with Mr. Greg Underberg, the project manager for the environmental consultant, CH2M Hill, who is currently investigating the

site. She also participates in a weekly conference call with the consultant, attends monthly project manager meetings and BCT meetings, and will participate at RAB meetings that involve technical presentations about the site to the community.

"Our first priority is the remedial investigation and risk assessment - we are quantifying what it is we're dealing with so we can be sure actions we take will reduce the health risks created by the Depot," said Ms. Richards. "Once that work is complete, we'll be working with the EPA to determine the appropriate action."

When she's not in Memphis, Ms. Richards is at home with her husband and two children in Madison, Alabama. She's active in her church where she's a member of the choir and a frequent soloist, and she loves to play piano.

"As a mother myself, I understand how people feel who live near these sites. People are concerned because they don't know what's there and how it might affect their lives and their children," said Ms. Richards. "My job is to find that out, and to do whatever is required to remediate this site. This community can be assured that I take my job very seriously."

# INTERVIEW WITH MONDELL WILLIAMS, RAB CO-CHAIRMAN

Mondell Williams has been a member of the Restoration Advisory Board (RAB) since 1995. He became Community Co-Chair of the RAB in January 1997. He shares his insights into the progress of the remedial activities at the Depot.

**Why were you selected as RAB Co-Chairman?**

This Co-Chairman position was voted on by the RAB members at the beginning of the year. I believe I was selected because the other members knew of my concerns for our community and my interest in the restoration of the Defense Depot. The RAB members also recognized that I would be dedicated to this position and serious about the work we need to do on behalf of our community. I value that.

**In your opinion, how does the RAB benefit the environmental restoration program at the Depot?**

I am interested in the RAB process because genuine concerns about the environmental, economic, and social well-being of our community can be brought to the table and shared with the government. The community members who sit on the RAB, including myself, fill the role of the watchful eyes of the community, to monitor the process that we have a vested interest in.

**How is the RAB group functioning? What is its value to the community?**

In my opinion, the RAB group is functioning well. The RAB committee acts as a liaison between the Federal Government and the community to provide information concerning studies, tests, and results, and to pass this on to the community to keep them informed of the process and procedures of the Restoration team of the Defense Depot.

**What is your opinion on the progress to date of the Depot remediation?**

I feel that the remediation process is going relatively slowly. But I understand that the technical people need to do many studies and test samples to understand the condition before they proceed with the work to restore this site. Sometimes, as a community, we want things to 'hurry up and happen,' but we still don't know the bottom line conditions.

**With one seat vacant now on the RAB, for what type of individual is the RAB looking to fill the position?**

We are really looking for someone who shares a genuine concern, a vested interest, for the future of this property, and that the remediation work is completed to the best of everyone's abilities. This person should be skillful in working with other community members to reach a community goal, rather than individual, or personal goals -- only because we represent so many different community interests and we need to be mindful of those. Lastly, a RAB member should be committed to regular participation -- to be present at the monthly meetings, so we can have the benefit of the best possible representation for our decision-making.

**What concerns you the most about the environmental issues at the site?**

The biggest concern that I have with the site is Dunn Field. To be honest, I am skeptical that even with the advanced technology that we have today, we'll be able to remove all the chemicals buried in the field. I am very interested in ensuring that the impacted soils do not leach contaminants into our groundwater. With these concerns in mind, I wonder what level of reuse will be possible for this site.

**If you could send a message to others in the community, what would it be?**



I want to let the residents of Memphis know that we, as a community, cannot be lackadaisical about the decisions that are being made for us. I want people to recognize that there is power in numbers. If there is a public hearing in our community on these issues, we must come out in large numbers to find out what is going on. Absence brings silence. If you're not there, then your silence could be a vote in favor of a position you don't agree with.

**What are the top three things that you would like the RAB to accomplish this year?**

First, we need to hold the Corps of Engineers to a time frame on this project that is in line with the objectives we have set before them, is relevant to the site conditions, and is practical to achieve.

Secondly, I would like to see more opportunities to make the community aware of the site issues and for further public comment. The more we can engage the community, the better we will respond to their needs.

Lastly, training or workshop opportunities for RAB members would assist us in gaining a better understanding of the technical nature of the remedial work and our role as community liaisons.



Environews is published by The Depot, Memphis, TN, to update the public on the Memphis Environmental Restoration Program. If you have comments or questions, suggestions for future articles, or if you would like to be added to our mailing list, please call Mr. Glenn Kaden at (901) 544-0618.





## FOSL - ON THE ROAD TO REUSE

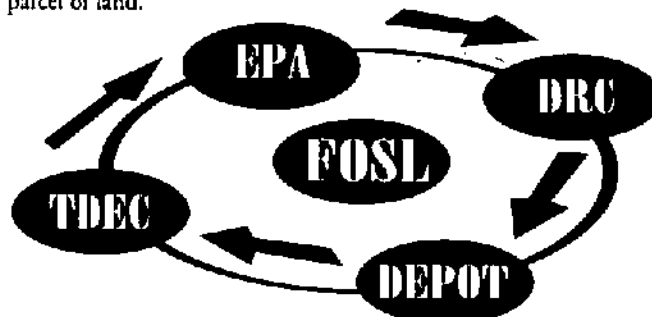
The goal of the Depot's Environmental Restoration Program is to eventually turn over the Depot's 642 acres of property and more than 100 buildings to the community, in accordance with the Base Realignment and Closure (BRAC) process.

Before any of the parcels can be leased, however, the Depot's Environmental Team must complete a Finding of Suitability to Lease (FOSL) document.

Working with the BRAC Cleanup Team (BCT), the Depot Redevelopment Corporation (DRC) has divided the site into 36 separate parcels and 187 sub-parcels - comprised of buildings and/or land - that may be leased and eventually transferred to various community organizations and businesses.

A FOSL documents the historic uses of a parcel, identifies any potential hazards that could endanger human health or the environment, and details what, if any, cleanup has taken place. This information comes from existing Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) studies, the Environmental Baseline Survey (EBS) and asbestos identification surveys.

In the end, the information in a FOSL will be evaluated in a step-by-step process by the BRAC Cleanup Team - the Department of Defense, the Environmental Protection Agency (EPA), and the Tennessee Department of Environment and Conservation (TDEC) - who will determine if, in fact, the parcel is suitable for lease under all of the appropriate legislation. One FOSL may include more than one parcel of land.



The BCT may place various limitations and restrictions on each parcel to regulate future use and ensure the intended use does not interfere with any continuing investigations and cleanup on the surrounding parcels.

The Depot BCT has already completed several FOSLs, and a local business has signed a lease and is currently operating on site. If you would like to know more about the FOSL process, or view a copy of a FOSL, the members of our Environmental Team would be pleased to meet with you. This information is also available in the Depot's Community Outreach Room.

## UPCOMING RAB MEETINGS

Restoration Advisory Board (RAB) meetings are open to all community members. You are invited to attend and learn about the environmental remediation program and to raise issues of interest or concern with members of the Board.

**RAB meetings are scheduled on the 3rd Thursday of each month**

Meetings are held in the Commander's Conference Room, Building 144 at the Depot, 2163 Airways Blvd., Memphis, TN. Park at Gate 1 and enter through the side doors.

Please mark these dates on your calendar and plan to attend:

**March 19, 1998**  
**April 16, 1998**  
**May 21, 1998**

## INTERVIEW WITH:

**ELIZABETH YOUNG, RAB MEMBER**



Mrs. Elizabeth Young has been a member of the Restoration Advisory Board (RAB) for two years. In a recent interview, Mrs. Young discussed her reasons for joining the RAB and her thoughts on the restoration activities at the Depot.

Continued inside

**INTERVIEW WITH: ELIZABETH YOUNG,  
RAB MEMBER** Continued from cover

**Q: Why did you decide to join the RAB?**

A: I've lived in the community around the Depot all my life - more than 60 years - and what really interested me was the willingness of the Depot to incorporate the concerns of the community into the cleanup process. They're willing to listen to all of our concerns and answer our questions. When the Orange Mound Civic Organization was looking for someone to represent them, I knew I wanted to be a part of the process.

**Q: In your opinion, what concerns the community most about the environmental issues at the site?**

A: Many of the men in my community worked at the Depot, and most of their concerns are whether or not there are risks to their long-term health because they worked there. I'd say the majority of the community is satisfied with the information the Depot and all of the other agencies involved have been giving us, and they feel their concerns have been addressed.

**Q: How is the RAB functioning? What is its value to the community?**

A: I think the group is working well together - we're being given all of the information and being advised of all of the work that is being done and any problems that arise. With my health background - I was a registered nurse for 35 years - I'm particularly interested in the technical information the group is able to provide to the public in order to answer their questions. The health survey is a good example. I also like the fact that RAB members are taking this information back to their communities and that there are scientists and environmentalists involved in the cleanup program who are always available to talk to groups whenever there are questions.

**Q: There has been some criticism about the process of involving the public in RAB meetings. How do you think the problem can be solved?**

A: I'd like to tell the public that we always appreciate their involvement in our meetings, but that I wish many who come out could express themselves without anger, because that would be more productive. I know people are frustrated sometimes having to sit

through the business at hand at the RAB meetings, but we're working on a way to involve the public more, and I would ask them to be patient.

**Q: What are the top three things that you would like the RAB to accomplish this year?**

A: I'd like to see more public meetings, like the open house and information session, where people from the community can come out and ask all their questions.

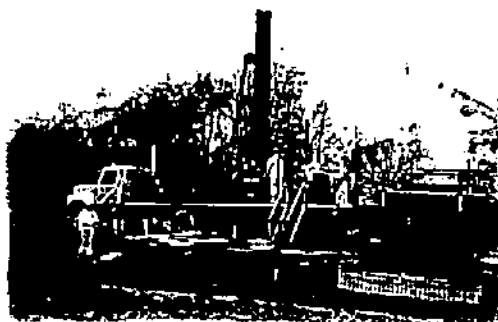
I'd also like to make sure the RAB members are involved when the different parts of the Depot are ready to be leased or sold, because I know the community is very concerned about what will be put there. They'd like input into any decisions that might affect their community.

And I'd really like to see some training for the RAB members, especially in the technical areas, because I think that would go a long way in helping everyone better understand what's happening. I think some of the breakdowns that do happen at the RAB meetings are because those of us who don't have technical backgrounds don't always understand all of the scientific information.

## FREQUENTLY ASKED QUESTIONS ABOUT DUNN FIELD

### What's happening at Dunn Field?

After months of preliminary investigation and analysis, work began January 5, 1998 on the installation of the Groundwater Control System at Dunn Field, a parcel of land located at the



Staff with OHM Remediation Services assemble drilling equipment and water collection barrels on Dunn Field during the installation of the Groundwater Control System.

northern perimeter of the Depot that is separated from the main installation by Dunn Road. The system has been designed to pump groundwater from beneath the site to the City of Memphis sanitary sewer where there are facilities to clean and treat it.

### Who's doing the work?

OHM Remediation Services Corp., located in Norcross, Georgia, has been contracted to install the Groundwater Control System. OHM is one

of the leading environmental restoration companies in the nation, with a highly qualified and professional staff who specialize in handling a variety of complex environmental cleanup projects.

### What has been done so far?

OHM staff have already set up temporary working facilities on Dunn Field and have secured the work area

with fencing. They have also developed an environmental protection plan and health and safety plan that establishes the control measures OHM will use to ensure the health and safety of the community and employees working on site.

### What's next?

Working with the Army Corps of Engineers, OHM staff are currently installing the seven groundwater extraction wells and will soon begin digging trenches in order to install the 2,500

linear feet of plastic pipe that will transport the water from Dunn Field to the sanitary sewer system. Fencing and other protective measures have been installed to make sure there is no soil or water runoff from the site. OHM will also install all of the instruments and controls needed for each well, as well as all of the electrical equipment needed to run the wells and connect them to the master control building - a protected building that will be built on site.

### How do we know it's safe?

Throughout all of these stages OHM will be conducting soil and water tests and will be monitoring the amount and characteristics of water that is being pumped. They will also be working closely with staff from the City of Memphis and Memphis Light, Gas and Water while connecting the Groundwater Control System to the city sanitary sewer system to ensure it meets all of the safety guidelines and regulations.

If you would like more information about the installation of the Groundwater Control System, please call the Depot at (901) 544-0618.

## IN THEIR OWN WORDS

## RAMON TORRES,

UNITED STATES  
ENVIRONMENTAL  
PROTECTION  
AGENCY

The Environmental Protection Agency (EPA) and the Defense Logistic Agency (DLA) see the closure and realignment of the Depot in Memphis, Tennessee as both a challenge and an opportunity to work with the state of Tennessee, local communities, and citizens groups.

BRAC's efforts are designed to achieve a balance between the need to ensure the protection of human health and the environment and the need to minimize the effect on the Memphis community through the timely reuse of the Depot.

One of the EPA's roles is coordinating cleanup and reuse efforts. Information about the nature and extent of contamination at the Depot must be made available to the community as soon as possible in order to support the reuse planning process.

The closure of the Depot is an opportunity for EPA and state regulators (Tennessee Department of Environment and Conservation - TDEC) to work cooperatively with the Depot to resolve the conflict that sometimes arises because of tension between economic interests and environmental protection. All three agencies will work together to help affected communities ensure a healthy economy without sacrificing a healthy environment.

EPA is working with the Depot to identify those portions of the installation that are environmentally suitable for transfer to the community once all necessary clean-up has been accomplished. Leasing the property has also been acknowledged as an effective means of facilitating reuse before the completion of the cleanup.

EPA is also working closely with the Depot and TDEC to increase community participation in the cleanup of the facility through the Depot Restoration Advisory Board (RAB). The RAB is one of several mechanisms for public involvement and offers an opportunity for community members to learn about the restoration program and advise the RAB about community issues related to the cleanup.

## SCANNING DUNN FIELD

As the Depot is a former military storage facility, part of the Environmental Restoration Program is verifying possible disposal locations of chemical warfare materials and explosive ordnance on Dunn Field.

Parsons Engineering Science, an environmental engineering company based in Atlanta, Georgia, is working with the Army Corps of Engineers to conduct the Dunn Field Site Characterization.

The Parsons team is comprised of geologists, geophysicists, engineers, and health and safety specialists. In the first phase of the Site Characterization, which began at the end of January, the team uses existing maps and surveys of Dunn Field to pinpoint historic disposal sites.

The Parsons team is conducting geophysical surveys with electromagnetic instruments that scan over the surface, much like a metal detector, in order to identify the possible location of any metal objects or areas of disturbed soil.

Once the disposal locations are verified, the second phase of the Site Characterization will involve soil and water sampling around the suspected disposal sites in order to identify the possible presence and nature of any chemical warfare or explosive material.

Parsons expects to complete the Dunn Field Site Characterization by August 1998. Once the field investigation is complete, the engineers will then recommend removal and cleanup options, if required.

PHIL AMIDO,  
DEPOT SITE MANAGER

His official title is Site Manager, and that means Phil Amido is responsible for making sure everything at the Depot runs smoothly.

Originally from California, Amido is now proud to call Memphis home. He's lived here on and off over the years, and has been working at the Depot in one capacity or another since he first arrived for a military posting in 1976.

"After my military posting, I left Memphis for a while, but I came back in 1982 as a civilian and started working at the Depot as a Distribution Specialist," said Amido. "Since then, I've been in Memphis and working at or near the Depot for all but a year and a half when I left for an internship at the Defense Logistic Agency (DLA) headquarters."

Amido was promoted to the position of Distribution Manager for the Depot in 1986, responsible for all of the logistics and supply operations for the entire facility. He also did double duty as the Distribution Manager for the DLA's Memphis regional office.

When the Depot officially closed on September 30, 1997, he took over the role of Site Manager and has been given the responsibility of ensuring a smooth transition during the cleanup and turnover of the facility to the community.

"Even though the Depot is officially closed, there's still a lot going on here," said Amido. "Essentially, I'm responsible for overseeing three different managers who are responsible for the day-to-day operational areas: the environmental restoration program, overall program and project

## PROFILE:



management, and basic maintenance of the facility."

One of his roles is to act as the liaison between all of the groups and agencies involved in the cleanup and closure procedure, such as the Defense Logistics Agency (DLA), the Depot Redevelopment Corporation (DRC), the Environmental Protection Agency (EPA), the Tennessee Department of Environment and Conservation (TDEC),

and the community.

"So far, most of my work has been on the logistics side," said Amido. "However, I'm looking forward to getting more involved in working with the public and the DRC by helping them determine appropriate future uses for the Depot. With my background in logistics, I know how everything was used in the past, and I think that information could be helpful in determining how it might be used in the future."

Amido, 47, lives with his wife Evelin and his two children, Angela and Christopher, in a neighborhood six miles away from the Depot. Having worked at the Depot for so long, he's eager to share his knowledge about the site and the Depot's overall restoration efforts with the community.

"Knowledge is power, and I want to make sure that everyone in this community has all of the information they need about what's happening here so that they don't have to wonder and perhaps worry," said Amido. "I've worked and lived nearby here a long time, and I'm absolutely confident about the safety of our staff. I'm looking forward to getting out into the community and talking with people, giving them the information they need so that they can feel the same level of confidence I feel. We have a great opportunity here to work together in order to ensure the best possible future for this site."



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## FOR YOUR INFORMATION.....

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Memphis, TN (901) 544-0618

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Memphis/Shelby County Health  
Department, Pollution Control Division  
814 Jefferson Ave., Memphis, TN  
(901) 576-7775

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to Friday from 7:30 a.m. to 4:30 p.m.

Memphis/Shelby County Public Library,  
Cherokee Branch, 3300 Sharpe Ave.,  
Memphis, TN (901) 743-3655

The Cherokee Branch is open Monday to Wednesday  
from 10 a.m. to 6:30 p.m., Thursday from noon to  
6:30 p.m., and Saturday from noon to 6 p.m.

Memphis/Shelby County Public Library,  
Main Branch, 1850 Peabody, Memphis,  
TN (901) 725-8877

The Main Branch is open Monday to Thursday from  
9 a.m. to 9 p.m., Friday and Saturday from 9 a.m.  
to 5 p.m., and Sunday from 1 to 5 p.m.

## HOW TO REACH US....

The Depot's Environmental Restoration Program is being coordinated through the Base Realignment and Closure (BRAC) process. Guiding the program is the BRAC Cleanup Team (BCT) that is comprised of representatives from the Department of Defense, the United States Environmental Protection Agency, and the Tennessee Department of Environment and Conservation (TDEC).

If you have any questions or comments about the Depot's Environmental Restoration Program, please feel free to contact any one of the following BCT members:

Ramon Torres  
United States Environmental  
Protection Agency (EPA)  
61 Forsyth St.  
Atlanta, GA 30303  
(404) 562-8513

Jordan English  
Tennessee Department of  
Environment and Conservation  
(TDEC)  
2510 Mt. Moriah, Suite E-645  
Memphis, TN 38115  
(901) 368-7953

Glenn Kaden  
BRAC Environmental  
Coordinator  
2163 Airways Blvd.  
Memphis, TN 38114  
(901) 544-0618



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to update the public on the Environmental  
Restoration Program. If you have comments,  
questions, or suggestions for future articles,  
please call Mr. Glenn Kaden at (901) 544-0618.

FOR THE DEPOT

# EnviroNews

May 1998

## INTERVIEW WITH EUGENE BRAYON - RAB MEMBER



Eugene Brayon has been a member of the Restoration Advisory Board (RAB) for more than a year. He has lived in the Depot neighborhood for more than 31 years. He divides his time between his community and church activities and enjoying the company of his active young grandson. In a recent interview he shared his thoughts on the restoration activities at the Depot.

**Q:** How did you come to be involved on the RAB?

**A:** I was approached by my neighbors and fellow members of the Ruzelle Community Club after our original representative stepped down from the RAB. We all believed our neighborhood should continue to be represented on the Board to discuss the Depot's environmental activities, and since I had been a chemistry and physics teacher as well as a school administrator, I believed I could assess and evaluate some of the work that was being done for others in my community. It is a duty and privilege to serve on this important community advisory group.

**Q:** In your opinion, what concerns the community most about the environmental issues at the site?

**A:** We worry about the number of people who have developed cancer in our community and if there is any possible link to the materials stored at the Depot. Some people think there is, no matter what the environmental testing shows. There has been such a distrust of government over the years that until an independent company performs the same tests, some members of the community will not believe the restoration work is being done well.

**Q:** What methods of communicating with the community do you believe work effectively? What other methods should we explore?

**A:** I have asked my neighbors if they are receiving and reading the Depot newsletter and update notices—they tell me they are. I think it is a good way for the Depot to stay in contact with the community and report on the environmental cleanup.

Another good way to provide information is through the radio stations. Many people get their community news over the radio. The Depot should ensure that community updates are delivered to the radio stations for airing.

Lastly, the community around the Depot is tightly connected by their churches. The Depot should correspond with the leaders of the various congregations and offer to be available to update the parishioners. The congregation will decide on the opportunity that is appropriate to each church.

**Q:** How do you think the RAB is operating? Is there anything you would like to change?

**A:** Recent presentations made at RAB meetings have been very informative and well-suited to the community interest. However, I believe there could be an appropriate role for the RAB in monitoring the decisions of the BRAC Cleanup Team. When ever possible the RAB members should be a major participant in the BRAC decision making process—there is progress made each month that I would like to hear reported at each RAB meeting.

I would also like to know the results of the community's recent telephone health survey. Perhaps there will be an opportunity for the coordinators of that survey to speak about the results at a future RAB meeting. □



## UPCOMING RAB MEETINGS

Restoration Advisory Board (RAB) meetings are open to all community members. You are invited to attend and learn about the environmental remediation program and to raise issues of interest or concern with members of the Board.

**RAB  
meetings  
are scheduled  
on the 3rd  
Thursday of  
each month**

Meetings are held in the Commander's Conference Room, Building 144 at the Depot, 2163 Airways Blvd., Memphis, TN. Park at Gate 1 and enter through the side doors. The next meeting will be held on:

**May 21, 1998**

**It will include a tour of Dunn Field.  
Please wear appropriate footwear.**

## TDEC: PART OF OUR TEAM

The Tennessee Department of Environment and Conservation (TDEC), Division of Superfund (DSF) office is located at TDEC's Memphis Environmental Assistance Center, 2510 Mt. Moriah, Suite E-645 in the Perimeter Park office complex.

The State of Tennessee has been involved with the Defense Depot Memphis, Tennessee (DDMT) since 1984 beginning with the division of Solid Waste Management within the former Tennessee Department of Health and Environment. DDMT was declared a Tennessee Superfund site on May 23, 1985. Although DDMT was removed from the

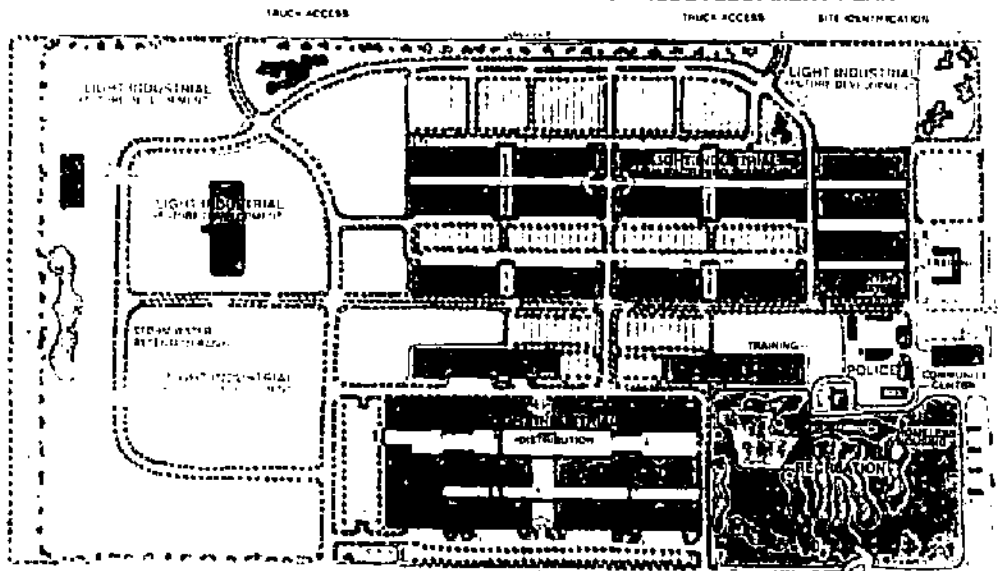
*continued inside*

# Depot Redevelopment Corporation DEVELOPING A VITAL BUSINESS AREA

In February, Executive Director Jim Covington and Project Manager Gene Burr of the Depot Redevelopment Corporation (DRC) updated the Restoration Advisory Board (RAB) on the accomplishments and the future activities of the

expecting to add another 50-100 production line jobs in the near future. The Police Department intends to occupy the site within two months, operating a full precinct with approximately 100 officers on staff.

## Recommended Alternative MEMPHIS DEPOT REDEVELOPMENT PLAN



DRC. Their plans to bring new jobs and business expansion to the community are beginning to take form.

The Depot Redevelopment Corporation (DRC) is a joint creation of the City of Memphis and Shelby County. Redevelopment of the Depot property is undertaken on behalf of the two local governments.

The fundamental goal of all DRC activities is to bring new businesses and jobs into the community. Throughout the past year, there has been significant interest in the Depot property by many organizations. The DRC staff has been working steadily to balance the interests of the local neighborhoods with that of the new industries who are prospective tenants.

### Public Agencies

The DRC has involved local public agencies in the redevelopment. One of the most significant additions to the site is the new southeast precinct of the Memphis Police Department, operating at the Airways Boulevard entrance to the Depot. Interest in the site has also been expressed by the Memphis Park Commission and State Technical Institute.

### New Jobs

The DRC anticipates between 3,000-3,500 jobs will be generated at the site within the first five years. A total of 4,500 future employment positions are expected for the site.

McAuley's Potpourri, the first company to sublease, moved onto the site with 300 jobs and is

### Existing Buildings

The challenge of redeveloping the Depot property is to effectively reuse the buildings that remain on site. Some structures were built specifically for rail access in 1942 and now pose certain limitations for access by truck traffic. Some buildings are now obsolete and are deteriorating due to the nature of their construction. Other structures, built after the 1950s, are more marketable for today's industrial standards and offer a great potential for new business to this community.

The first major construction project on the Depot property will be the establishment of an entrance off Airways Boulevard through the middle of the installation. This will result in the elimination of some warehouses for better truck access and closer parking for employees of new businesses. This construction project is expected to be completed within two years and will dramatically improve the appearance of the facility.

### Landscaping

As an industrial complex, the Depot does not provide the most pleasant view for the residential neighborhoods that have developed on the north, west and south sides of the facility since 1942.

The DRC proposes to treat the edges of the complex with substantial landscaping for an immediate visual improvement. Some landscaping will be completed in the first two years, while other improvements will be made over the course of the next five years.

In response to neighbors' concerns about heavy truck traffic, the DRC Board has required this type of traffic be restricted from entering or leaving the facility by either Perry Road and Ball, where most of the residences face the property. Access will be provided from Airways Boulevard and Dunn Avenue.

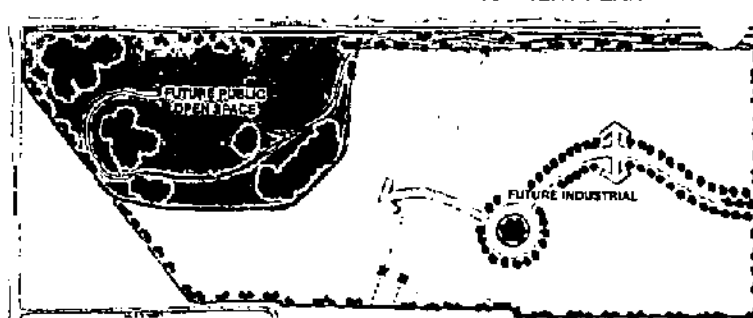
### Facilities for the Homeless Service Agencies

The Depot has accepted proposals from local homeless service agencies for the use of the houses on site. Four duplex units at the east end of the Depot will be transferred directly to the Memphis Inter-Faith Association (MIFA) for use by the agency. Another building will be leased to the Memphis Leadership Foundation so that it can expand its pallet factory operation and hire homeless adults for jobs to which they may not otherwise have access.

### Dunn Field

The environmental cleanup of Dunn Field will be a more lengthy process than the main installation. The Park Commission is interested in

## Dunn Field MEMPHIS DEPOT REDEVELOPMENT PLAN



a small area of Dunn Field without environmental impacts. The DRC has requested that, as part of the public benefit transfer for community park space, the remainder of Dunn Field be retained by the Army until it is remediated. When it is cleaned to acceptable standards, the Army will make it available through a competitive public sale.

### Next Phase

Marketing activities will continue throughout the site improvement activities. In the next phase of marketing, the DRC will be in contact with companies that desire business property on industrial-zoned property with easy access to the airport and Interstate 240.

The original projection for leasing was to fill or building with new tenants during the first year. The DRC is pleased to be ahead of their estimates for 1998, with McAuley's Potpourri already occupying two buildings. □

## COMMUNITY INFORMATION SESSION

The Depot hosted a Community Information Session at Corry Junior High School on Thursday, February 19, 1998. The Depot Environmental Division was joined by representatives of a number of federal, state and local government agencies, along with our environmental contractors, to update the community on the overall progress of our

In 1991, the EPA completed a Hazard Ranking System (HRS) survey of the Depot. The groundwater migration pathway score, the surface water over land/flood migration component and the surface water migration pathway score resulted in an overall HRS score sufficient for EPA to propose the Depot for placement on the National Priorities List (NPL).

In October 1992, the EPA added the Depot to the NPL to ensure that the Depot would receive the assistance and guidance needed to conduct a thorough cleanup.

### Q: What is being done to clean up the groundwater contamination at Dunn Field?

The groundwater pump and cleanup project is in progress. Environmental field workers have been installing a system at Dunn Field that will pump the affected water in the affected area so that the impacted water can be collected and removed for treatment. There will be seven pumping wells (also called recovery wells). The City of Memphis has agreed to pipe this water through the sanitary sewer lines to the water treatment facility, where it will be cleaned through the facility's normal waste water treatment procedures.

### Q: I am concerned about the use of pesticides on the golf course area when it was in use. Was my family exposed to something dangerous?

A: The pesticides formerly sprayed on the grass at the golf course included a compound called Dieldrin. Soil sampling revealed low concentrations of Dieldrin in the top soil on the east side of the Depot that are above the EPA's allowable levels for residential areas. The BRAC Cleanup Team and the Tennessee Department of Health are reviewing the testing procedures and results to determine the appropriate follow-up activities.

Dieldrin is a compound that attaches to soil and grass. It is not expected to have spread off the Depot because the property is well-sodded with little erosion. The Depot Environmental Team are



Visitors at the Community Information Session discuss Depot activities.

interested in any information that neighbors can provide about their memories of the spraying – what people saw, experienced or heard about from others – to help them understand how it was applied and determine if the cleanup efforts should be expanded in this area.

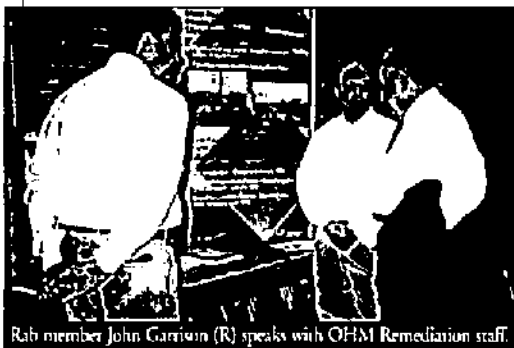
### Q: How can residents help the Depot, when they don't know what to look for?

A: The Depot environmental staff are asking area residents to consider what they remember about activities on or near the Depot. There are stories about dumping of materials off-site, but no one has been able to confirm where this activity may have taken place so the Depot staff could begin to investigate. Residents could assist by informing the Depot staff of anything they witnessed or heard in the past about bad environmental practices. Residents could also contact ATSDR, EPA or TDEC with information or questions.

### Q: Are any companies offering employment to former Depot employees? Are incentives offered to these companies to re-hire former employees?

A: According to Gene Burr, Program Manager of the Depot Redevelopment Corporation (DRC), the Private Industry Council received a federal grant for retraining former Depot employees. It was a significant incentive to help redirect federal employees into new jobs which will become available. The Private Industry Council will continue to work with the new industries as they come onsite to consider and contact former Depot employees for new jobs. □

Denise Cooper, Depot Environmental Team Member, discusses the site cleanup process.



Rab member John Garrison (R) speaks with OHM Remediation staff.

environmental restoration program and to invite you to give us your candid feedback on our activities.

Here are some of the questions that your neighbors asked about the environmental and redevelopment activities.

### Q: Why did the government identify the Memphis Depot as a site for environmental cleanup activities?

A: At the same time that American's were becoming aware of the need to protect the environment, so was the government. In 1981, the Department of Defense (DOD) began the Installation Restoration Program in response to the Environmental Protection Agency's (EPA) Superfund Program. The Federal government was required to conduct an initial environmental assessment of each Defense facility in the country. Their initial investigation of the Memphis Depot showed there were areas of concern that needed further attention.

Scientists from the U.S. Army Toxic and Hazardous Materials Agency (USATHMA) conducted an investigation to identify the locations where waste may have been disposed, buried or spilled. They interviewed employees, reviewed site records, and examined aerial photographs for clues about the extent of the impacts to the soil, groundwater and air.

## TDEC: PART OF OUR TEAM

continued from cover

Tennessee List of Inactive Hazardous Substance Sites (the Superfund list) on November 10, 1996 (because of the RCRA Part B Permit exclusion rule), TDEC/DSF continues to actively participate in the environmental cleanup and reuse project underway at DDMT.

The Division of Superfund reviewed two previous phases of the Remedial Investigation at DDMT, in 1990 and 1993. The third phase of the Remedial Investigation is currently underway. TDEC provides oversight to the DDMT cleanup project through a Federal Facilities Agreement (FFA) among the Defense

Logistics Agency, EPA and TDEC, which was implemented on March 6, 1995.

- Jordan English serves as the TDEC representative on the BRAC Cleanup Team (BCT). Mr. English is also a member of the Restoration Advisory Board (RAB).
- Terry Templeton assists the BCT by serving as the State's Project Manager for the Depot project.

Mr. English and Mr. Templeton ensure the Depot complies with relevant laws and procedures by providing state regulatory oversight. Their responsibilities include review and comment on all types of investigation and cleanup related documents. They also visit the Depot to observe field activities, to take

photographs and to collect duplicate samples to verify procedures and laboratory determinations. Both Mr. Templeton and Mr. English participate in BCT meetings. TDEC also provides oversight and assistance for non-Superfund issues and activities such as asbestos, lead-based paint, and petroleum, oil and lubricant contamination and cleanup. TDEC also provides assistance with BRAC issues such as Depot reuse and parcel categorization. TDEC is committed to the proper cleanup of DDMT to ensure the community and the environment will be protected and the facility can progress towards productive and expeditious reuse. □

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Tennessee Department of  
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Envirenews is published by the Memphis Depot to update the public on the Environmental Restoration Program. If you have comments, questions, or suggestions for future articles, please call Ms. Denise Cooper at (901) 544-0610.





## INTERVIEW WITH

### Ms. Johnnie Mae Peters

- RAB MEMBER



Ms. Johnnie Mae Peters has been a member of the Depot's Restoration Advisory Board (RAB) since 1994. She also spends her time as an advisory committee member of the South Memphis Planning District Committee, the Mayor's Clean Memphis Task Force, The Walker Homes Neighborhood Association and the National Association for the Advancement of Colored People (NAACP). In her free time she enjoys visits from her five children, 13 grandchildren, and four great-grandchildren. Recently, she shared her thoughts about restoration activities at the Depot.

**Q: How did you become involved with the RAB?**

A: The T.E. Maxson Wastewater Treatment Plant is near my home and wastewater that leaves the Depot passes through my neighborhood. I am also concerned about waste from the factories between South Parkway and the Mississippi state line that surround the area where I live and worship. Shelby County Commissioner Dr. Cleo Kirk - who is also a member of the RAB - asked me to serve on the RAB board because he knows that I am concerned about my community.

**Q: What would you like to see the community doing towards the cleanup efforts at the Depot?**

A: The community needs to attend more meetings, tour various facilities and become more educated about environmental issues that affect all of us. I distribute newsletters and other information to people all of the time. I would like to see more ministers involved with environmental cleanup efforts. Ministers can reach a lot of people if they would provide information to their members and neighboring homes.

**Q: In your opinion, how will the community benefit from the restoration activities at the Depot?**

A: People want good paying jobs with good benefits from companies that will move to the Depot. New jobs will help ease some fears in the community. People want to know what types of companies will be coming into the Depot. My first husband worked at the Depot for 32 years, and my daughter retired in 1997 after 26 years of service at the Depot.

**Q: What concerns you most about the environmental activities at the site?**

A: I am concerned about Dunn Field. There is a lot of distrust and concern in the community about what is in the mounds at Dunn Field, how and if that site has affected the neighborhood, and what tests are being done to find out how Dunn Field has affected the neighborhood. □

## UPCOMING RAB MEETINGS

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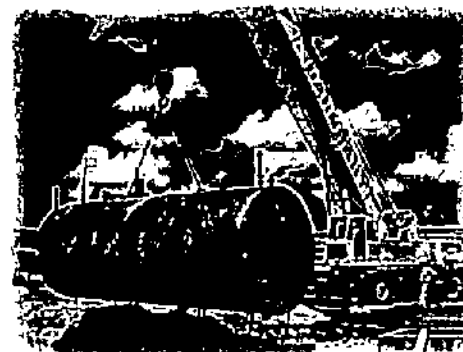
**RAB meetings are scheduled for the 3rd Thursday of each month**

Meetings are held in the Commander's Conference Room, Building 144 at the Depot, 2163 Airways Blvd., Memphis, TN. Park at Gate 1 and enter through the side doors. The next meetings are scheduled for:

**July 16, 1998 at 6:00 pm**

**and Aug. 20, 1998 at 6:00 pm.**

## TANK REMOVAL



An underground storage tank at the Depot's former filling station was recently removed from the area where the Memphis Police have opened a new precinct. The tank did not meet 1998 environmental standards and was removed as part of the on-going cleanup work. Samples taken from soil around the tank showed the tank had remained intact. □

# DUNN FIELD UPDATE

The small metal canisters unearthed at Dunn Field have been identified as a component of a detector kit soldiers used in the field to test for chemical warfare agents. The canisters do not contain any chemical warfare agents; they contain a chemical, sodium pyrophosphate peroxide, commonly found in denture cleansers as well as household and laundry detergents.



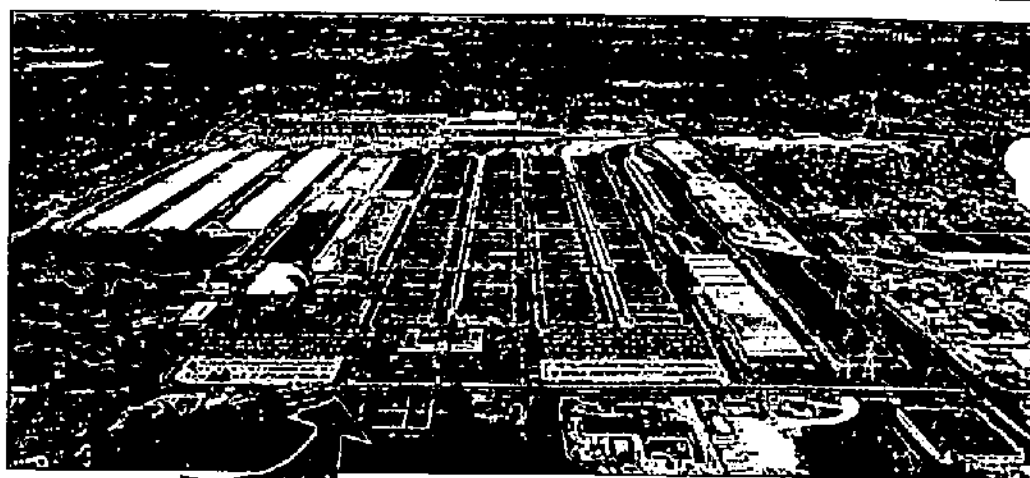
*Samples from the detector kits that were removed from Dunn Field.*

Dorothy Richards, the US Army Corps of Engineers Project Manager who is overseeing the Depot cleanup project, told the Restoration Advisory Board at the June meeting that the US Army's Center for Health Promotion and Preventive Medicine identified the canisters as replacement parts for detector kits. She demonstrated how one of the kits would be used by soldiers in a battlefield situation to determine if chemical warfare agents were present and it was safe to remove their gas masks.

The canisters, slightly larger than a 35 mm film canister and containing four small glass bottles, were stored at the Depot before being shipped to troops in the field. Chemical agents were not tested at the Memphis Depot.

Ms. Richards told RAB members that a representative of the Corps' Ordinance Group viewed the canisters when they were unearthed and determined they did not contain chemical agents. Chemists and chemical engineers at the Corps also reviewed photographs and technical information on the kits and determined that the substances contained in the canisters are not harmful. □

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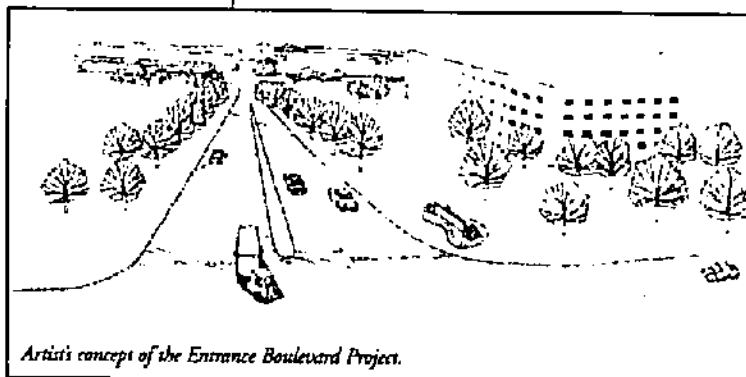
## Entering the Future

The Memphis Depot Redevelopment Corporation (DRC) has unveiled plans for the Entrance Boulevard Project — a \$3.7-million road construction project that will be the traffic "spine" for new development on the property.

The boulevard project initiates the planned 15-year capital improvement program to Depot roads, utilities and buildings. The improvement program will cost \$42.6 million and will make the facilities useful, code-compliant and marketable. "One of the redevelopment challenges for this property is that many of the buildings and warehouses were designed for rail access only," said Gene Burr, Project Manager for the DRC. "This poses certain limitations on access to the buildings by vehicles such as trucks."

The boulevard project will address this problem while improving general traffic circulation and overall property appearance. The new road will

enter the property from Airways Boulevard and run east to west. Obsolete and deteriorating buildings will be removed to make way for the new road, which will serve as the central traffic circulation and utility distribution spine of the redeveloped property.



*Artist's concept of the Entrance Boulevard Project.*

The DRC expects the boulevard project to be completed within two years. The Economic Development Administration's Defense Adjustment Program will contribute \$1.5 million toward the cost. The DRC anticipates the balance of this cost to be generated by revenue bonds sold by the city that will be reimbursed from leasing revenue. □

**You Asked!** In the May issue of *EnviroNews*, we answered several questions that were asked by your neighbors who attended the Depot's Community Information Session in February. Here are more of those questions and answers.

**Q:** What guarantees do we have that the City water pipes will not burst, allowing contaminated water to spill out onto the streets?

**A:** The city pipes are made to last for more than 100 years of use. According to Jerry Collins of the Memphis Public Works Department, the city carries out a comprehensive maintenance program designed to monitor the condition of the sewer line. The line flows downhill assisted by gravity. The sewage does not go through the line under pressure. Should a pipe crack, it is more likely

that soil debris will enter the pipe than it is for sewage to flow out. New pipe connecting the wells to the city's line will be plastic, selected for this project because of its strength and resistance to breaks or leaks. The Depot's pump system must meet the city's strict safety and engineering codes.

**Q:** There are houses that will be used by MIFA in the area of the dieldrin. What do you propose to do to cleanup this area for the residents who will move into the homes?

**A:** Four duplex houses will be transferred to the Memphis Inter-Faith Association (MIFA). The organization is very eager to have these homes prepared for tenants as soon as possible. The need for low-cost housing is urgent, so the BRAC Cleanup Team (BCT) approved this area as an early removal site.

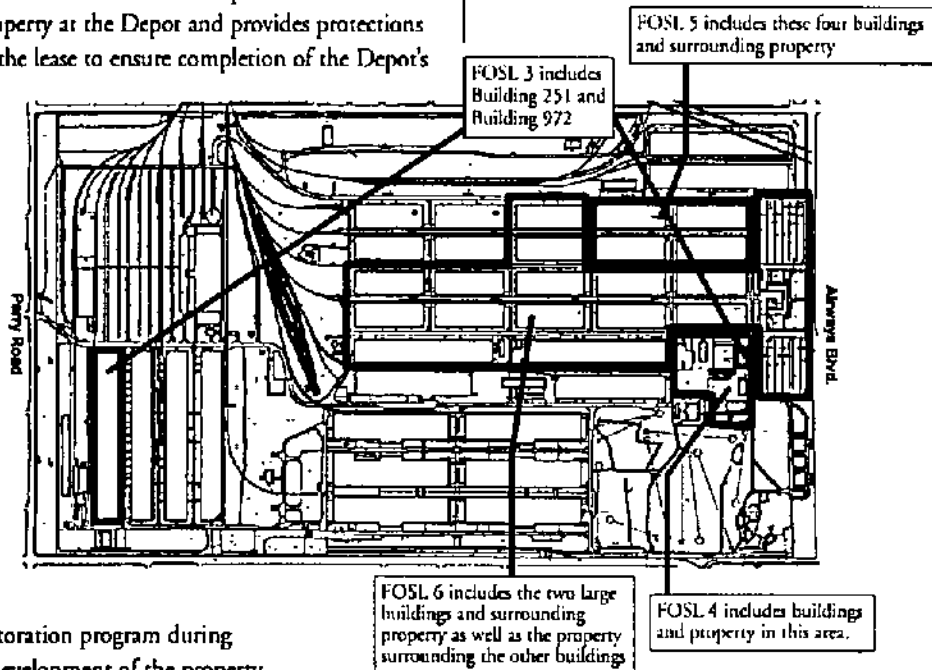
# ON THE ROAD TO REUSE

## FOSLs Open Gate to Reuse

Work continues on the remaining Finding of Suitability to Lease (FOSL) documents. Once completed, the Memphis Depot Redevelopment Corporation (DRC) can begin improving property and leasing buildings to attract businesses and create new jobs.

A FOSL documents the past uses of the property at the Depot and provides protections in the lease to ensure completion of the Depot's

area of the Depot for reuse. It covers 16 of the 20 World War II-era buildings (20 Typicals), the former hazardous materials warehouse, the former vehicle maintenance building and the land around the former military family housing units. Prospects are hot for leasing the 20 Typicals.



restoration program during redevelopment of the property.

Recent FOSL documents 3, 4, 5 and 6 resulted in the creation of several hundred jobs. With these FOSLs, the Memphis Leadership Foundation leased Building 972 and the Memphis Police Department opened the new precinct July 1, 1998. Because of these FOSLs, work will begin soon on the Entrance Boulevard Project.

The latest FOSL document 7, which is currently undergoing review by the BRAC Cleanup Team (BCT), will open up a substantial

Next, the Depot will begin developing Finding of Suitability to Transfer (FOST) documents as the base closure process continues. The Depot will provide a 30-day public comment period on draft FOST documents. Notices announcing public comment periods, or announcing the availability of signed FOSLs for public review, will be placed in the Tri-State Defender, the Silver Star News and the Depot EnviroNews. The BCT will also update the Restoration Advisory Board (RAB) on FOSL and FOST documents. □

On the advice of EPA and State of Tennessee toxicologists and the Depot's environmental engineering consultants, CH2M Hill, the top 12 inches of soil and vegetation around the houses will be removed. The BCT expects the dieldrin to be in this top layer of soil. Sampling will be conducted to ensure enough soil was removed. Clean topsoil will be added, and final landscaping will complete the project. The removed soil will be sampled and sent to the appropriate disposal facility.

**Why are public questions limited to the end of the Restoration Advisory Board (RAB) meetings?**

**A:** The RAB voted in February to review the meeting procedures. Questions and comments used to be taken throughout the meeting. However, questions and

comments moved beyond meeting topics extending the meeting late into the evening. At that point, the RAB agreed to hold public comments to the end of the meeting in an effort to have as much information presented as possible.

Recent changes to the RAB charter will allow public comments immediately after presentations. The RAB community co-chair will ensure that public questions and comments relate to the presentation and remain brief. The RAB may vote to continue the meeting until no more community questions are put forward for public discussion. Representatives of all levels of government remain after the meeting to continue one-on-one discussions with community members. □

## Meet Alma Black Moore: The Community's bridge to the Depot



"In the neighborhood - that's where you'll find me, not behind a desk," says a cheery Alma Black Moore, the new full-time Community Relations Specialist for the Memphis Depot's community outreach program.

Alma Jo Black Moore, who grew up on Sparks Street near Ball and Perry, has a deep concern for what happens to the neighborhood. She wants to make sure the community she grew up in has input on the future of the Depot.

Alma's role is to be a bridge between the Depot and the community.

"I'm here for the people," said Alma. "I'm here for my parents, my daughter, nieces, nephews, friends, parents' friends. I drink the same water, and breathe the same air. Providing factual information to all in a timely concise manner - that is my top priority. My moral values would let me do no less."

When asked about growing up in the neighborhood, a warm smile spread across her face. "Friendship, a real sense of community, everyone played with everyone," said Alma. "We would walk from Holiday Heights to Elliston, to Nobhill, to Orkin Homes, all around the Depot. My parents and many of my friends' parents are still here."

Alma, who is also involved with the Memphis Black Business Association, said she has two immediate goals. "We've got to take what the experts say and put it in plain language," she said. "If people understand what is being said, they may be more inclined to get involved. Next, we need more numbers, more involvement at the meetings."

Alma's eagerness to get involved in the community shines through. "If you have any questions about what is going on, when the next meeting is, you're having a meeting and would like me to attend or you just have a suggestion, please call me at 544-0613."

Come meet Alma at the next Restoration Advisory Board meeting on July 16, 6 p.m., at the Depot. □



The Memphis Depot  
2163 Airways Blvd.  
Memphis, TN 38114

351 112

Bulk Rate  
US Postage  
PAID  
Memphis TN  
Permit 1665

## FOR YOUR INFORMATION.....

The Information Repositories are at the following locations:

The Depot, 2163 Airways Blvd.,  
Memphis, TN (901) 544-0613

The Community Outreach Room is located in Building 144 within the Environmental Division offices. Park at Gate 1 and enter through the front door. Hours are from 8 a.m. to 4:00 p.m. Please call ahead to ensure we are available to help you.

Memphis/Shelby County Health  
Department, Pollution Control Division  
814 Jefferson Ave., Memphis, TN  
(901) 576-7775

The Pollution Control Division is open Monday  
to Friday from 7:30 a.m. to 4:30 p.m.

Memphis/Shelby County Public Library;  
Cherokee Branch, 3300 Sharpe Ave.,  
Memphis, TN (901) 743-3655

The Cherokee Branch is open Monday to Wednesday  
from 10 a.m. to 6:30 p.m., Thursday from noon to  
6:30 p.m., and Saturday from noon to 6 p.m.

Memphis/Shelby County Public Library,  
Main Branch, 1850 Peabody, Memphis,  
TN (901) 725-8877

The Main Branch is open Monday to Thursday from  
9 a.m. to 9 p.m., Friday and Saturday from 9 a.m.  
to 6 p.m., and Sunday from 1 to 5 p.m.

## HOW TO REACH US....

If you have any questions or comments about the Depot's Environmental Restoration Program, please feel free to contact any one of the following representatives from the Department of Defense,

the United States Environmental Protection Agency (EPA), the Tennessee Department of Environment and Conservation (TDEC) and the Restoration Advisory Board (RAB):

Shawn Phillips  
BRAC Environmental  
Coordinator  
2163 Airways Blvd.  
Memphis, TN 38114  
(901) 544-0611

Jordan English  
Tennessee Department  
of Environment and  
Conservation (TDEC)  
2510 Mt. Moriah,  
Suite E-645  
Memphis, TN 38115  
(901) 368-7953

Dann Spariosu  
United States  
Environmental  
Protection Agency (EPA)  
61 Forsyth St.  
Atlanta, GA 30303  
(901) 562-8552

Mondell Williams  
RAB Community  
Co-Chair  
667 Mallory Rd.  
Memphis, TN 38106  
(901) 946-9751



Envirenews is published by the Memphis Depot to update the public on the Environmental Restoration Program. If you have comments, questions, or suggestions for future articles, please call Ms. Alma Black Moore at (901) 544-0613.

## **APPENDIX F**

**Memphis-Area Media List**

In order to promote Restoration Advisory Board meetings, Community Information Sessions and other newsworthy events, a Memphis-Area Media List has been developed by the Community Relations team in order foster a positive and ongoing dialogue with the media. At least once-a-month, news releases, public service announcements, fact sheets and media advisories are forwarded to each media outlet in an effort to encourage coverage by of Depot issues by the media.

**1. Newspapers:**

Richard Vandergrift Editor Covington Leader PO Box 529 Covington TN 38019	901-476-7116 p 901-476-0373f	Jeff Stumb Publisher Millington Star 5107 Easy Street Millington TN 38053	901-872-2286p 901-872-2965f
Dennis Freeland Editor Memphis Flyer 460 Tennessee Street Memphis TN 38103	901-521-9000p 901-521-0129f	Angie Craig The Commercial Appeal 495 Union Avenue 38103	901-529-6498p 901-529-2522f
Barr Nobles Managing Editor Memphis Business Journal 88 Union Avenue, Suite 102 Memphis TN 38103	901-523-1000p 901-523-0440f	Kathleen Bark Editor The Daily News 193 Jefferson Avenue Memphis TN 38103	901-523-1561p 901-526-5813f
Bob Hetherington Business News Editor Commercial Appeal 495 Union Avenue Memphis TN 38103	901-529-2211p 901-529-2384f	Charles Bersen Metro Editor Commercial Appeal 495 Union Avenue Memphis TN 38103	901-529-2322p 901-529-2522f
Arelva Mitchell Publisher/Editor The Mid-South Tribune 1188 Minna Place Suite 104 Memphis TN 38104	901-728-5001p 901-728-5006f	Marjorie Riepe Editor Germantown News 7545 North Street Germantown TN 38138	901-754-0337p 901-754-2961f
Wally Wellman Editor Shelby Sun Times 7508 Capital Drive Germantown TN 38138	901-755-7386p 901-755-0827f	Jimmy Williams Publisher Memphis Silver Star News 3144 Park Ave Memphis TN 38111	901-452-8828p 901-452-1656f
Van Pritchard Owner/Editor Collierville Harold 148 N. Main St Collierville TN 38017	901-853-224p 901-853-8507f	Sharonda Smith Managing Editor Commercial Appeal 495 Union Avenue 38103	901-527-7434p 901-527-5841f

Pat Rogers  
Public Relations Director  
Metro Memphis  
937 Peabody Avenue  
Memphis TN 38104

901-529-9987p  
901-522-8833f

Andrey McGhee  
General Manager  
Tri-State Defender  
124 E. Calhoun Avenue  
Memphis TN 38103

901-523-1818p  
901-523-1820f

Vivian Berryhill  
Editor  
North Mississippi Herald  
PO Box 354  
Hernando MS 38632

601-429-1122p  
601-429-1110f

Chip Turner  
Publisher  
Bartlett Express/Cordova Beacon  
6187 Stage Rd  
Memphis TN 38134

901-388-1500p  
901-386-3157f

## 2. Television:

John Koski  
Program Manager  
WHBQ / Fox 13  
485 south Highland Street  
Memphis TN 38111

901-320-1340p  
901-323-0092f

Nicole Fields  
Producer  
WREG - TV Channel 3  
803 Channel 3 Drive  
Memphis TN 38103

901-543-2333p  
901-543-2116f

Jo Potter  
Production Manager  
WKNO-TV Channel 10  
900 Getwell Road  
Memphis TN 38111

901-458-2521p  
901-325-6505f

Creighton Armour  
Production Manager  
WMC-TV Channel 5  
1960 Union Avenue  
Memphis TN 38104

901-726-0555p  
901-722-8105f

Burt Kelly  
Assignment Editor  
WMC-TV Channel 5  
1960 Union Avenue  
Memphis TN 38104

901-726-0555p  
901-278-7633f

Chris Stovall  
Community Affairs  
WLMT-TV/WPTY-TV  
2701 Union Avenue Ext.  
Memphis TN 38112

901-321-7696p  
901-323-9503f

## 3. Radio

Scott Blakely Program Director KSUD-AM 730 102 N.5 West Memphis AR 72301	870-735-6622p 870-735-6646f	Leonard Blakely WREC AM 203 Beale Street Memphis TN 38103	901-578-1132p 901-525-8054f
Program Director WHBQ-AM Sports 56 6080 Mt. Moriah Road Ext. Memphis TN 38115	901-375-9324p	Wes Yohala WEGR FM Rock 103 203 Beale Street Memphis TN 38103	901-578-1160p 901-525-8054f
James Chambers Program Director WBBP-AM 1480 2272 Central Avenue Memphis TN 38104	901-278-7878p 901-276-9229f	Elvis Wiley WMC AM 1960 Union Avenue Memphis TN 38104	901-722-5643p 901-726-5847f
Rhonda Cloud News Director WJCE 680 AM 5904 Ridgeway Center Pkwy Memphis TN 38120	901-683-9400p 901-767-0582f	Bruce Demps General Manager Clear Channel Radio 112 Union Avenue Memphis TN 38103	901-529-9300p 901-529-9557f
Andy Horton WMC FM 100 1960 Union Avenue Memphis TN 38104	901-272-9186p 901-726-5847f	Art Gillian General Manager WLOK AM 1340 363 S. Second St Memphis TN 38103	901-527-9565p 901-528-0335f
Beverly Johnson News/Public Affairs Director WDIA/WHRK/KJMS/KWAM 112 Union Avenue Memphis TN 38103	901-529-4300p 901-527-3455f	Tom Gurley Production Manager WNWZ-AM/ Radio AAHS 1430 6080 Mt. Moriah Ext. Memphis TN 38115	901-365-1430p 901-767-0582f
Sonnie Caldwell General Manager WCRV - AM 640 555 Perkins Rd Ext. Memphis TN 38117	901-763-4640p 901-763-4920f	Bev Johnson News Director KJMS-Smooth 101 FM 112 Union Avenue Memphis TN 38103	901-527-0101p 901-527-1393f
Maureen McCormicks Public Service Director WKNO TV 91.1 900 Getwell Road Memphis TN 38111	901-325-6544p 901-325-6506f	Curt Peterson General Manager WJCE, WOGY, WRVR 5904 Ridgeway Center Pky Memphis TN 38120	901-767-0104p 901-767-0582f

## APPENDIX G

**Area Schools and Churches**

In discussions with community members and civic leaders, it was recommended that the Depot initiate an active dialogue with local schools and churches within the Depot's Community Outreach area. As part of our Community Relations Plan, community relations staff conduct regular meetings with both churches and schools in the area in order to create a greater understanding of the ongoing cleanup program. These institutions have also allowed the Depot's Community Relations Specialist to distribute newsletters, fact sheets and information updates through their congregations and students.

1. Schools
2. Day Care Centers/Private Schools
3. Churches in the Depot Area

**1 Memphis City Schools in Depot Area**

Airways Middle (Gr. 6-8)

Alcy Elementary (K-5)

2601 Ketchum Road

1750 Alcy Road

Memphis TN 38114

Memphis TN 38114

Attention: Dr. Charlie Folsom

Attention: Mrs. Christine Johnson



**1. Memphis City Schools (Continued)**

351 120

**Dunn Elementary (K-5)**

1500 Dunn Avenue

Memphis TN 38106

Attention: Mrs. Willie Mae Willett

**Norris Elementary (K-6)**

1490 Norris Road

Memphis TN 38106

Attention: Mrs. Yolanda Jordan

**Hamilton Elementary (K-5)**

1378 Ethlyn Avenue

Memphis TN 38106

Attention: Mr. Michael Hawkins

**Hamilton Middle (Gr. 6-8)**

1478 Wilson Street

Memphis TN 38106

Attention: Mr. Raybon Hawkins

**Hamilton High (Gr. 9-12)**

1363 Person Avenue

Memphis TN 38106

Attention: Mr. O. "Sonny" Hicks

**Corry Jr. High**

2230 Corry Road

Memphis TN 38106

Attention: Ms. Joyce Kelly

**Bethel Grove Elementary**

2459 Arlington Avenue

Memphis TN 38114

**Charjean Elementary**

2140 Charjean Road

Memphis TN 38114

**Sharpe Elementary**

3431 Sharpe Avenue

Memphis TN 38111

**2. Day Care Centers / Private Schools**

351 121

**Leake's Learning Center**

**Alcy SDA Jr. Academy**

**2179 Perry Road**

**1325 Alcy Road**

**Memphis TN 38106**

**Memphis TN 38106**

**Bethel Outreach Daycare**

**Genesis for Pre-Schoolers**

**1350 Alcy Road**

**1831 Castalia Road**

**Memphis TN 38106**

**Memphis TN 38106**

**Kiddie Kollege Child Care Center**

**Just Us Kids Day Care**

**1980 Person Avenue**

**2244 Alcy Road**

**Memphis TN 38106**

**Memphis TN 38114**

**Tanglewood Child Care Center**

**1574 Ethlyn Avenue**

**Memphis TN 38106**

**Cultural Connection Children's Academy**

**2288 Dunn Avenue**

**Memphis TN 38106**

**3. Churches in the Depot Area**

351 122

**Penecostal MBC**

**1538 Norris Road**

**Memphis TN 38106**

**Attention: Rev. Leon Knowles**

**Rock of Ages COGIC**

**2153 Perry Road**

**Memphis TN 38106**

**Attention: Elder J.O. Rodgers**

**Macedonia MBC**

**2093 Perry Road**

**Memphis TN 38106**

**Attention: Dr. John W. Crittle**

**New Little Rock MBC**

**1499 Norris Road**

**Memphis TN 38106**

**Attention: Rev. Anthony L. Morris**

**Norris Ave. Baptist Church**

**1437 Norris Road**

**Memphis TN 38106**

**Attention: Rev. R. L. Dugger**

**Apostolic Deliverance Temple**

**1369 Norris Road**

**Memphis TN 38106**

**Apostle Perry Maples**

**Powerhouse Ministries Revival Center**

**1350 Norris Road**

**Memphis TN 38106**

**Attention: Elder Harold Vann**

**Christ Independent Church**

**1789 Cincinnati Road**

**Memphis TN 38106**

**Attention: Rev. J. Carter**

**G.3 Churches (continued)**

351 123

**God's Amazing Grace MBC**

**560 Person Avenue**

**Memphis TN 38106**

**Attention: Rev. S. Jones**

**Oak Hill MBC**

**1725 Rayner Street**

**Memphis TN 38106**

**Attention: Rev. A. Mayes Jr.**

**Freedom MBC**

**1665 Rayner Street**

**Memphis TN 38106**

**Attention: Rev. Leo Patton**

**New Bethel Baptist**

**2225 Ball Road**

**Memphis TN 38106**

**Attention: Rev. Melvin Rodgers**

**St. Peter MBC**

**1410 Pillow Street**

**Memphis TN 38106**

**Pillow Street CME**

**1590 Pillow Street**

**Memphis TN 38106**

**Attention: Rev. R.C. George**

**Jesus Christian Evangelist Outreach Ministry**

**1765 Castalia Road**

**Memphis TN 38106**

**Love Temple COGIC**

**1801 Ball Road**

**Memphis TN 38106**

**Attention: Rev. Jesse Briggs**

**G.3 Churches (continued)**

351 124

New Friendship MBC

1497 Gold Avenue

Memphis TN 38106

Attention: Rev. I.A. Wright

Bethel AME

2011 Alcy Road

Memphis TN 38106

Attention: Rev. C.E. Ware

Evangelist MBC

1903 Ball Road

Memphis TN 38106

Attention: Rev. Donald Gray

New Hope MBC

1581 Ball Road

Memphis TN 38106

Attention: Rev. Robert Matthews

Ketchum Church of Christ

2711 Ketchum Road

Memphis TN 38106

Attention: Rev. John Deberry Jr.

Gateway COGIC

2201 Ketchum Road

Memphis TN 38106

Attention: Rev. J.E. Chandler

## APPENDIX H

## APPENDIX H

### List of Acronyms and Glossary

351 126

#### Acronyms

<b>BCT</b>	BRAC Cleanup Team
<b>BRAC</b>	Base Realignment and Closure
<b>CERCLA</b>	Comprehensive Environmental Response, Compensation and Liability Act
<b>CHPPM</b>	Center for Health Promotion and Preventive Medicine
<b>CRP</b>	Community Relations Plan
<b>DDMT</b>	Defense Distribution Depot Memphis, Tennessee
<b>DLA</b>	Defense Logistics Agency
<b>DOD</b>	Department of Defense
<b>DRC</b>	Depot Redevelopment Corporation
<b>EPA</b>	United States Environmental Protection Agency
<b>IRA</b>	Interim Remedial Action
<b>NPL</b>	National Priorities List
<b>RAB</b>	Restoration Advisory Board
<b>RI/FS</b>	Remedial Investigation/Feasibility Study
<b>ROD</b>	Record of Decision
<b>TDEC</b>	Tennessee Department of Environment and Conservation
<b>TRC</b>	Technical Review Committee

**Glossary**

**Information Repository:** A required file of documents made available to the public that contains the information used to make cleanup site management decisions.

**Aquifer:** An underground formation composed of materials such as sand, soil, or gravel that can store and supply groundwater to wells and springs. Most aquifers used as a drinking water source in the United States are within a thousand feet of the earth's surface.

**Background Sample:** Samples taken outside the area of interest in order to determine normal local conditions.

**Cleanup:** Actions taken to deal with a release or threatened release of hazardous substances that could affect public health and/or the environment. The term "cleanup" is often used broadly to describe various responses such as a Remedial Investigation/Feasibility Study.

**Community Relations Plan:** A formal strategy and outline of community relations and public involvement activities at an installation.

**Comprehensive Environmental Response, Compensation and Liability Act:** A federal law passed in 1980 and amended by the Superfund Amendments and Reauthorization Act of 1986. CERCLA requires and regulates the investigation and cleanup of abandoned or uncontrolled hazardous substance sites.

**Contaminant:** Any substance that degrades an environmental resource or makes it unfit or unsafe for typical use.



**Groundwater:** Water found beneath the earth's surface that fills pores between materials such as sand, oil, soil or gravel.

**Hazard Ranking System:** A scoring system used to evaluate potential relative risks to public health and the environment from releases or threatened releases of hazardous substances. This score is the primary factor used to decide if a hazardous substance site should be placed on the National Priorities List.

**Hazardous Substance:** Any material that poses a threat to human health and/or the environment. Typical hazardous substances are toxic, corrosive, ignitable, explosive or chemically reactive.

**Monitoring Wells:** Special wells drilled at specific locations on or off a site so groundwater can be sampled at selected depths and studied to determine the direction of groundwater flow and the types and amounts of contaminants present.

**National Priorities List:** The list compiled by EPA, pursuant to CERCLA Section 105, of uncontrolled hazardous substances releases in the United States that are priorities for long-term remedial evaluation and response.

**Preliminary Assessment:** The process of collecting and viewing available information about a known or suspected hazardous waste site or release.

**Release:** The emission of contaminants into the environment.

**Restoration:** The application of contaminant or decontaminant technologies to eliminate existing public hazards or to render the property acceptable for conditional or unconditional reuse.

**Risk Assessment:** The calculation of the degree of risk posed to human health or the environment by specific contaminants in specific amounts at a particular location.

**Record of Decision:** A public document that explains which cleanup alternative will be used at NPL sites. The Record of Decision is based on information and technical analysis generated during the Remedial Investigation/Feasibility Study and takes into consideration public comments and community concerns.

**Remedial Action:** The actual construction or implementation phase that follows the Remedial Design of the selected cleanup alternative at an NPL site.

**Remedial Design:** An engineering phase that follows the Record of Decision when technical drawings and specifications are developed for the subsequent Remedial Action at an NPL site.

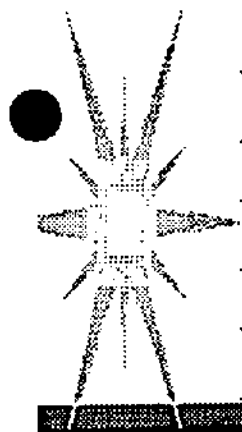
**Removal Action:** An immediate action taken over the short-term to address a release or threatened release of hazardous substances.

**Surface Water:** Bodies of water that are above ground, such as rivers, lakes and streams.

## APPENDIX I

**Interim Community Relations Plan**

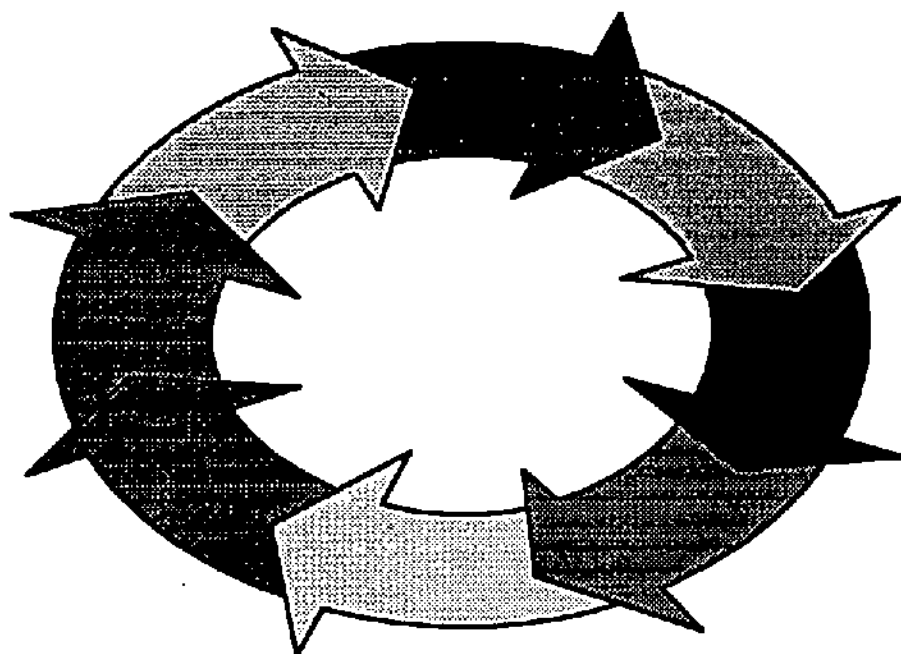
**I.1 Interim Community Relations Plan** -- Developed by Frontline Corporate  
Communications [September, 1997]



# DEFENSE DISTRIBUTION DEPOT MEMPHIS

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351 132



## Interim Community Relations Plan

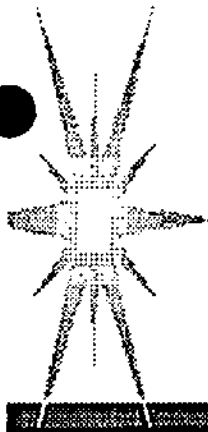
October 1, 1997 -September, 1998

Prepared by:

U.S. Army Center for Health Promotion and  
Preventive Medicine

and

Frontline Corporate Communications Inc.



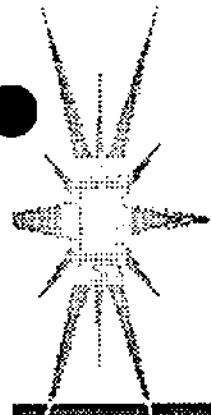
# Background

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As the flag was lowered at DDMT on September 30, 1997, a new era in the Depot's history began. No longer was it to be a large-scale employer and contributor in Memphis. In fact, as the active operations at the 50-year old site come to an end, the foundation of community and political support that sustained the Depot's existence in Memphis, has now fundamentally changed.

With this important change in how the Depot operates within the community, it is apparent that we must also change how we communicate with our stakeholders. In fact, while our outreach activities have been minimal over the last 2-3 years, it is apparent that a dramatic change in direction, objectives and strategies is required to once again establish a broad-base of trust and credibility with the public.

It is now the time to begin this proactive, community-based outreach program, as the Government's commitment to return the site to productive use remains at the forefront of the base realignment and closure strategy. Indeed, the work that has been going on at the site for some ten years, understanding the potential environmental impacts and developing an action-oriented environmental improvement program, is just now moving into full-swing.



# Community Outreach

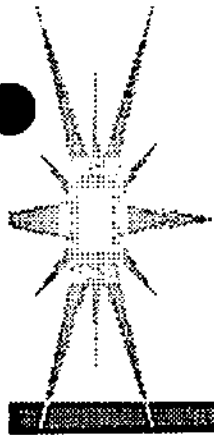
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There has been much written about the development and implementation of community relations programs for BRAC sites. However from our perspective, we believe that a credible and effective outreach program must be built around the accepted principles of risk communications theory.

Those principles are:

- Accept and involve the public as a legitimate partner;
- Plan carefully and evaluate your efforts;
- Listen to your audience;
- Be honest, candid and open;
- Co-ordinate and collaborate with other credible sources;
- Meet the needs of the media; and,
- Speak clearly and with compassion.

Therefore, to achieve success and overcome the lack of credibility that currently exists, it is imperative that all internal DDMT team members (the eleven organizations that will be represented at the partnering session) accept and institutionalize these principles as a means of implementing a more proactive and meaningful community relations program.



# Our Observations

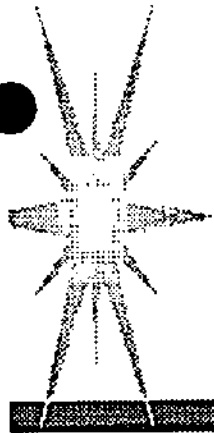
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Over the last three months, our community relations specialists have met with DDMT staff, held discussions with DLA and DDRE/DDC and have observed many of the Depot's events -- from RAB's to Rallies. In that time, we have gained a better understanding of the challenges that the entire process is faced with, in addition to what we see as the opportunities for success.

And while no one is able to change the events of the past, nor repair all the damage that has been done to the Depot's credibility overnight, we believe that the team has been presented with a new paradigm -- one that we must take hold of in order to begin to change the perceptions within the community and once again establish trust and credibility.

To do that however, requires a commitment from all community relations participants -- from the field staff to the office staff to the headquarters staff. Each and every team member has a significant role to play in rebuilding the trust, the openness, the dedication and the credibility with our stakeholders.



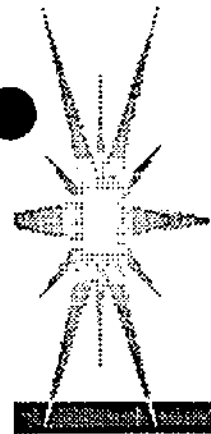


# Our Objectives

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As a result of our observations, we have established the following objectives for this interim community relations program:

- To commit to an open process of dialogue with our near neighbors and the surrounding communities concerning the environmental restorations programs at the Depot;
- To accept all participants as legitimate partners in our program, having the right to openly voice their concerns and opinions on the Depot's overall restoration and redevelopment plans;
- To seek the support and involvement of credible third-party sources, within the Memphis community, to review and assess our overall environmental restoration activities;
- To foster a more proactive relationship with the local media in an effort to better communicate our program plans to the general public; and finally,
- To continually evaluate our progress and take the necessary proactive measures to achieve our objectives.



# Our Strategies

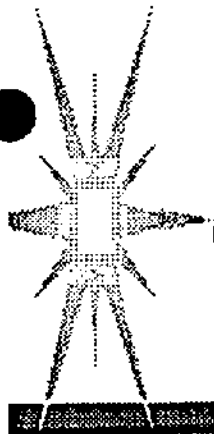
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This interim community relations program is built on a series of short-term and long-term initiatives to gain momentum and create the foundation for success. As such, this plan is action-based -- and written to meet some very aggressive targets.

To achieve these targets, we have taken the liberty to outline the actions required, the person/organization to be accountable and the timeframe for completion.

The following strategies for the basis of this program:

1. To provide RAB community relations support to the BEC team - including involvement and attendance at the monthly RAB meetings.
2. To provide assistance to the BEC with the coordination of the Partnering session, including facilitation and reporting of the proceedings.
3. To establish a new graphic image for the Environmental Restoration program, including the potential implementation of a new Depot name.
4. To review the current repository system and to find a new location within the near neighborhood.



## Our Strategies (continued)

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5. To create a master community relations resource and filing system within the BEC team's offices, accessible to all team members.
6. To produce a system for regular and ongoing communication with the community.
7. To meet with key stakeholders on a regular basis in order to update them on the restoration program and gain their input and assistance in implementing our overall program objectives.
8. To open a dialogue with the DDMT-CCC, to listen to their concerns and to attempt to develop a consensus on actions that could address their issues.
9. To hold 3 RAB meetings off-site, on an annual basis, in the near neighborhood, in order to provide a more accessible forum for discussion.
10. To hold one open house, held in the community, to launch our new team, reinforce our commitment and showcase our 1998 plans.
11. To conduct quantitative and qualitative research on perceptions and understandings within the local community



# Strategy 1 -- Immediate RAB Support

*To provide immediate RAB community relations support to the BEC team -- including involvement and attendance at the monthly RAB meetings.*

## TACTICS

1. To coordinate all public advertisements for the monthly RAB meetings, including insertion and contact with the Commercial Appeal and the Tri-State Defender.

Responsibility: Frontline Corporate Communications (FCC)

- ✓ When: Effective immediately --

[October 9th announcement booked and placed].

2. To review additional community newspapers as possible methods of announcing the RAB meetings.

Responsibility: FCC

- ✓ When: By end of October/97.

[Completed in December with the addition of the Memphis Flyer and the Silver Star News]

3. To provide coordination support for monthly RAB meetings including preparation of meeting room, sign-in sheets, name cards, recording of discussions and official minutes of the meeting.

Responsibility: FCC/CHPPM

When: Effective immediately.

- ✓ FCC and CHPPM staff were in Memphis from October 14 - October 18 to provide support.

4. To develop an annual RAB calendar for distribution to RAB members and the public.

Responsibility: DDMT - BEC

- ✓ When: By October 16, 1997.

[Inserted into first edition of EnviroNews]



## Strategy 2 -- Partnering Session Support

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*To provide assistance to the BEC with the coordination of the Partnering session, including facilitation and reporting.*

### TACTICS

1. To arrange for facilitators for the three-day session.  
Responsibility: CHPPM  
✓ When: Completed 7/October/97
2. To prepare an agenda and session outline for BEC and then to fax to participants with survey on expectations.  
Responsibility: CHPPM/Stark/Santos  
✓ When: Completed 13/October/97
3. To provide coordination support and reporting for the entire session.  
Responsibility: CHPPM/FCC  
✓ When: Completed 22-24/October/97
4. To compile report and distribute to participants.  
Responsibility: FCC  
✓ When: Completed 1/May/98



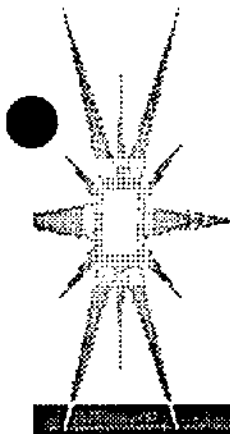
## Strategy 3 -- Graphic Image Enhancement

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*To establish a new graphic image for the Environmental Restoration program, including the potential implementation of a new Depot name.*

### TACTICS:

1. To initiate discussion with DDC/DDMT on the need to create a "new and improved" graphic look for the Environmental Restorations Program.  
Responsibility: FCC  
✓ When: 8/10/97 [Completed]
2. To provide feedback on the potential for a new name for DDMT  
Responsibility: DDC  
✓ When: 22/10/97 [Completed]
3. Should go ahead be given, to produce a series of "potential" graphic images incorporating the name and history of the Depot.  
Responsibility: FCC/CHPPM  
✓ When: December, 1997. [Completed]



## Strategy 4 -- Repository Review

---

*To review the current repository system and to find a new location within the near neighborhood.*

### TACTICS:

1. To conduct a thorough review of the current DDMT repository locations(3) and file conditions, including an assessment of what materials may be missing.

Responsibility: FCC/DDMT

- ✓ When: By end of October, 1997.

[Completed: April, 1998]

2. To propose a new system for information storage at the repository locations, including a "Background" folder which outlines the history/purpose/objectives/key contacts and listings of all available reports.

Responsibility: FCC

When: By 7/11/97

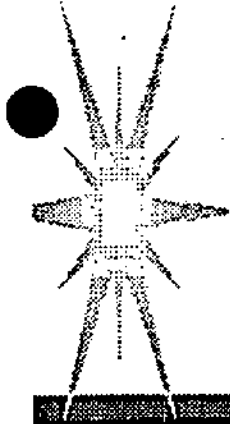
Status: To Be Completed By September 30, 1998

3. To review and recommend repository locations in the near neighborhood.

Responsibility: FCC

When: By 7/11/97

- ✓ Completed: Decided to Upgrade Community Reading Room



## Strategy 5 -- CR Resource Center

---

*To create a master community relations resource and filing system within the BEC team's offices, accessible to all team members.*

### TACTICS:

1. To review contents of current CR files.  
Responsibility: FCC  
✓ When: October 15, 1997. [Completed]
2. To establish a working area and filing system within the BEC offices for CR activities.  
Responsibility: DDMT -- GK  
✓ When: By October 18, 1997. [Completed]
3. To produce a master CR filing system guide for all DDMT team members.  
Responsibility: FCC  
✓ When: By end of October, 1997. [Completed]





## Strategy 6 --

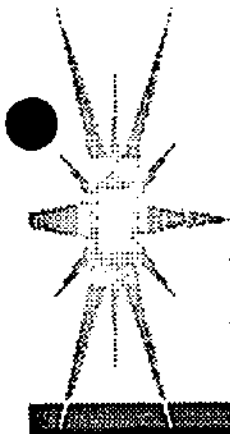
# External Communication System

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*To produce a system for regular and ongoing communication with the community.*

### TACTICS:

1. To develop a bi-monthly newsletter editorial and production schedule.  
 Responsibility: FCC  
 ✓ When: 22 October, 1997. [Completed]
2. To review and propose a new graphic identity for the community newsletter -- as part of the overall DDMT graphic review.  
 Responsibility: FCC  
 ✓ When: 15 November 1997 [Completed]
3. To review and revise current newsletter mailing list.  
 Responsibility: FCC/DDMT - DC  
 ✓ When: October 15, 1997 [Completed / Ongoing]
4. To research bulk mailing and delivery system for newsletters.  
 Responsibility: FCC  
 ✓ When: In time for first edition. [Completed]
5. To investigate other communication tools for the community including door knockers, internet homepage, etc.  
 Responsibility: FCC/CHPPM  
 ✓ When: Ongoing



## Strategy 7 -- Key Stakeholders

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*To meet with key stakeholders on a regular basis in order to update them on the restoration program and gain their input and assistance in implementing our overall program objectives.*

### TACTICS:

1. To develop and prioritize a comprehensive key stakeholder list.  
Responsibility: FCC/CHPPM/DDMT/DLA/DDC  
✓ When: 15 October 1997 [Completed February /98]
2. To develop a key stakeholder information binder with names, addresses, telephone numbers, faxes, e-mails and distribute to team members.  
Responsibility: FCC  
✓ When: By end of October 1997. [Completed]
3. To draft a letter of introduction/update to all key stakeholders.  
Responsibility: FCC  
✓ When: By end of October, 1997. [Completed]
4. To distribute stakeholder letters.  
Responsibility: FCC/DDMT  
✓ When: By 7 November, 1997. [Completed]
5. To begin scheduling key stakeholder meetings with BEC/BTC  
Responsibility: FCC  
✓ When: Ongoing [Completed]



## Strategy 7 --

# Key Stakeholders (continued)

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6. To develop a DDMT Information Kit, including an "Executive Briefing", Backgrounder, contact numbers, and other relevant material.

Responsibility: FCC/CHPPM

When: 14 November 1997

7. To develop key messages and points for discussions including potential questions and answers for key stakeholder meetings.

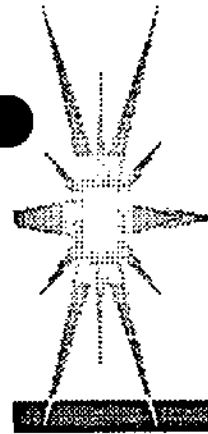
Responsibility: FCC/CHPPM

✓ When: Ongoing

8. To conduct a key stakeholder presentation rehearsal with BEC/BTC.

Responsibility: FCC/BEC/BTC

✓ When: By 14 November 1997. [Completed]



## Strategy 8 -- Dialogue with Environmental Groups

---

*To open a dialogue with local environmental groups, including DDMT-CCC, to listen to their concerns and to attempt to develop a consensus on actions that could address their issues.*

### TACTICS:

1. To conduct a thorough review of local environmental groups, including names, addresses, objectives/purpose/local involvement.

Responsibility: FCC/CHPPM

- ✓ When: By 31 October 1997. [Completed]

2. To prioritize the groups by level of interest in DDMT.

Responsibility: FCC/CHPPM

- ✓ When: 14 November 1997. [Completed]

3. To draft a letter of to those high-interest groups, announcing the new changes/phone numbers and points of contacts. Letter would also ask their interest in meeting to discuss the DDMT plans.

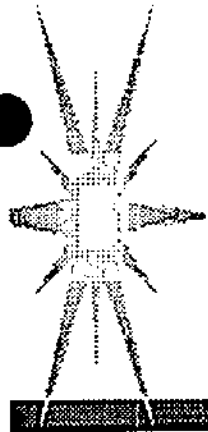
Responsibility: FCC

- ✓ When: By 14 November 1997. [Completed]

4. Distribute letter and follow-up to arrange for meetings.

Responsibility: FCC/CHPPM

- ✓ When: 17 November - February 1998. [Completed]



## Strategy 9 -- Off-Site RAB Meetings

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*To hold 3 RAB meetings off-site, on an annual basis, in the near neighborhood, in order to provide a more accessible forum for discussion.*

### TACTICS:

1. To discuss with the RAB, their willingness to hold a maximum of three off-site meetings during 1998.

Responsibility: DDMT - GK

- ✓ When: October 16, 1997. [Completed]

2. To conduct an assessment of potential off-site meeting areas in the near-neighborhood.

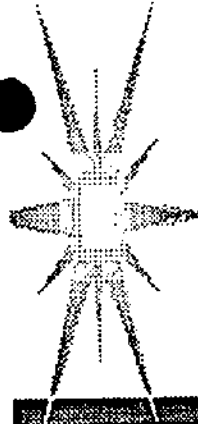
Responsibility FCC/DDMT

- ✓ When: By end of December 1997. [Completed]

3. To present recommendations (location and timing) to RAB.

Responsibility: DDMT - GK

- ✓ When: January RAB meeting. [Completed]



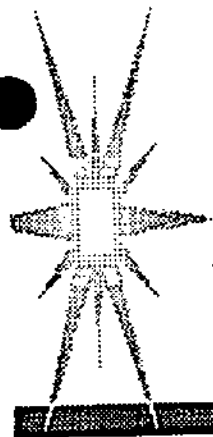
## Strategy 10 -- New Year Open House

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*To hold one open house, held in the community, to launch our new team, reinforce our commitment and showcase our 1998 plans.*

### TACTICS:

1. To present the concept of a "New Year" open house to project managers meeting.  
Responsibility: FCC/CHPPM  
✓ When: October 15, 1997. [Completed]
2. To secure a location and date. (Target February, 1998)  
Responsibility: FCC/BEC Team  
✓ When: Date -- October 15, 1997 [Completed]  
Location - By end of October/97. [Completed]
3. To develop an Open House Action Plan including roles, responsibilities, participants, training requirements, presentation requirements, graphics and information needs.  
Responsibility: FCC/CHPPM  
✓ When: By November 7, 1997. [Completed]



## Strategy 11 -- Baseline Research

---

*To conduct quantitative and qualitative research on perceptions and understandings within the local community.*

### TACTICS:

1. To conduct a qualitative research study including interview with key stakeholders and focus groups.  
Responsibility: FCC/CHPPM  
✓ When: By end of November.[Completed]
2. To conduct a quantitative telephone research study of the near neighborhood and the outlying community.  
Responsibility: FCC/CHPPM  
✓ When: By end of February 1998.
3. To assess the results from the research studies and incorporate findings into the 1998 -1999 Community Relations activities.  
Responsibility: FCC/CHPPM  
✓ When: By end of September 1998.

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**ADMINISTRATIVE RECORD**

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