

LOCKHEED MARTIN'S HALEY'S DITCH ENVIRONMENTAL REMEDIATION AND RESTORATION PROJECT: CHANGING AN URBAN DITCH INTO A COMMUNITY WALKING TRAIL

COMMUNICATIONS

Standard as well as innovative strategies and communication tools and tactics were developed based on the behavioral profile and the proposed strategic objectives and defined behavioral measurements.

PRINTED COMMUNICATIONS

Seven printed communications tools were developed to meet the visual and kinesthetic needs of the targeted audience:

- A comprehensive *Citizen's Guide to the Proposed Soil Cleanup at Haley's Ditch*
- Two postal cards – one historical showing a photograph of the airship hanger; the other showing the restored site
- High-definition posters for the public information exchange in June 2009 and others for the celebration and closeout ceremony in June 2010
- A unique site project sign used to introduce the community to the contractors and provide a venue for interested neighbors to get copies of the *Citizen's Guide* and the monthly progress newsletters
- Monthly progress newsletters laden with progress photographs were issued monthly throughout the project. This was made possible by Lockheed Martin's contractors having taken weekly photographs to document their work and progress and then sharing them with the communications team using www.photobucket.com
- An educational three-sided kiosk for the entrance to the walking trail that gave the history of the site, the process of the remediation and restoration in words and photographs as well as holders of additional newsletters and *Citizen's Guides*
- A close-out newsletter that focused on the activities of the celebration held on June 30, 2010

ELECTRONIC, INTERNET AND SOCIAL COMMUNICATIONS

Two web sites were used to provide information via the Internet:

- The Lockheed Martin web site (www.lockheedmartin.com) was used to house all reports and published communications tools such as the *Citizen's Guide* and monthly progress newsletters.
- After the closeout and celebration ceremony a special web site (www.haleysrun.com) was designed so those attending the event could download and keep photographs from the event. YouTube style videos also were developed and loaded to this site.
- No social media was deployed

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COMMUNITY OUTREACH EVENTS

Two outreach events were designed and implemented:

- In June 2009, an informal public information Q&A session was arranged and held at the local community center
- The second event was the closeout celebration held in June 2010 in a tent on the site of the remediated and restored Haley's Ditch
- As part of the celebration ceremony, the over 200 attendees were given the opportunity to plant flowers and shrubs along the newly dedicated trail

MEDIA INTERFACE

Lockheed Martin chose to be passive in their handling of the media. Although invited to each event, the media was not proactively engaged. Display advertising and a post closeout celebration news release were distributed to the media.

COMMUNICATION AND COMMUNITY OUTREACH TACTICS AND TOOLS

The following communications and community outreach tactics and tools were deployed and used for this project. See the appendices for examples of each. Listed in alphabetical order:

- Advertisements
- Behavioral Analysis
- Celebration Web Site
- *Citizen's Guide*
- Closeout Celebration
- Closeout Newsletter
- Inquiry Process
- Kiosk
- Lockheed Martin Web Site
- Monthly Progress Newsletters
- Partnering
- Photo and Video Documentation
- Planting Activity
- Postal Cards
- Posters
- Presenters
- Site Project Sign
- Surveys - Interviews
- Team Integration
- You Tube Video
- Video – Lockheed Martin Professionally Produced

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Advertisements Two ads were developed and published in the *Akron Beacon Journal* to invite interested members of the public to the June 2009 and June 2010 events. Anecdotal evidence suggests both ads influenced members of the public to attend both events.

Behavioral Analysis

Further behavioral analysis beyond the initial profile confirmed the 32 primary stakeholders (determined by who showed up at the initial public information exchange and expressed interest in having ongoing contact and communications) as being Low Tech-High Touch (LTHT) in nature. This confirmed our initial hypothesis and assessment. Therefore, to meet their needs a suite of communications tools were developed and used including a comprehensive *Citizen's Guide*, a series of posters with photographs and monthly progress newsletters. To fulfill interest for the few High Tech-Low Touch (HTLT) stakeholders, all reports and other information also were loaded to the www.Lockheed Martin.com website. No social media was deployed.

Celebration Web Site

A special www.HaleysRun.com web site also was designed where all photographs from the event were loaded along with a short video. The public was encouraged to go to the site and download the photographs of their families and friends. After receipt of the closeout newsletter in mid-August, the Haley's Run site had over 300 hits within a seven day period. The site was designed to honor the contributions the public made to the closeout celebration.

Citizen's Guide

A comprehensive *Citizen's Guide to the Proposed Soil Cleanup at Haley's Ditch*, as opposed to the conventional fact sheet usually done for these types of projects, was developed and sent to an initial mailing list of 600~ possible stakeholders prior to the first public information exchange. This guide, written at an average 9th grade level incorporated background information, an assessment of the contamination at Haley's Ditch, the proposed work plan, maps of the area to be cleaned up, historical and current site photographs, FAQs and contact information for the user. The intent was to provide a one-stop-shop of information for the user.

Closeout Celebration

At the completion of the project, the stakeholders surrounding the site, the contractors and their families, the local dignitaries, local, state and federal officials, the area media and the general public were invited to attend the rededication of the site. At this event held in June 2010 the attendees could see posters of before and after photographs of the work; review a sequential timeline; sign a commemorative trail sign for posterity; enjoy refreshments; walk the trail with personnel and get explanations of the work conducted; ask and get their questions answered; and attend the official trail dedication with local, state and federal dignitaries. More than 200 people attended this event and were given a laminated commemorative agenda as a memento of the occasion.

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Closeout Commemorative Agenda

Attendees at the closeout ceremony received a specially designed laminated keepsake agenda and trail map for a memento. More than 250 of these were given away during the event.

Closeout Newsletter

The closeout ceremony was extensively photographed and videotaped as part of the communications plan. The photographs were used in a closeout newsletter sent to the 600~ plus mailing list. The newsletter also was loaded onto the Lockheed Martin web site, distributed to the local library and to the local employees and contractors.

Inquiry Process

A formal process was established with the Lockheed Martin site communication's representative where inquiries and questions were logged and then directed for quick resolution to the project manager. Requests that improved the project appearance or maintained good community relations were immediately handled. Requests and concerns were handled face-to-face whenever possible. As one neighbor clearly indicated in post interviews, *"Lockheed Martin has gone above and beyond anything we ever expected they would do to cleanup this site and return it to our community and we are most thankful."*

Kiosk

An educational three-sided kiosk for the entrance to the walking trail was developed to give users the history of the site, the process of the remediation and restoration in words and photographs.

Lockheed Martin Website

The Lockheed Martin web site www.lockheedmartin.com was used to load technical reports and public information to for those inclined to use the Internet.

Monthly Progress Newsletters

Monthly newsletters showing progress photographs were produced and sent to the 32 original stakeholders who attended the information meeting and hundreds more printed for distribution at the Kiosk sign, onsite at the plant, at the local library and for the contractors to use.

Partnering

Concurrent with the cleanup operations at the site, Lockheed Martin's project manager worked closely with the City of Akron officials, the U.S. Army Corps of Engineers, the U.S. Environmental Protection Agency, state officials and a representative from the Western Reserve Land Conservancy to facilitate the incorporation of the site into the City's complex of walking and hiking trails. This partnering effort is unique in that it allowed the company to remediate the site and return it to the community for future use. Previously the site was fenced in and unavailable for any public use.

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Photo and Video Documentation

Field personnel were assigned to take numerous weekly photographs of the work underway for documentation and information purposes. A professional photographer and videographer were used to document the closeout celebration; however, because of the usual and customary turnaround time on getting a professional" work made available for the special web site, two semi-professional photographers and a videographer also were engaged. This allowed the client to immediately upload a large number of photographs and YouTube style videos to the closeout celebration web site. Later the professional photographer's photographs also were uploaded. All photographs were uploaded throughout the project to www.photobucket.com as a resource for users of the photographs. The professional video is expected to be available in September 2010.

Planting Activity

The project manager suggested that attendees be given the opportunity to plant flowers and shrubs along the trail to commemorate the event. Adults and children alike participated with more than 1,000 plantings taking place. This idea was generated from an earlier situation in the project when an 11-year old young man from the neighborhood had asked if he could plant a tree on the property. Lockheed Martin readily agreed to his request and assisted him. They then decided to expand on the idea for the closeout celebration.

Postal Cards

Research on the community and the stakeholders had indicated they had a sense of history and were visual and kinesthetic. Understanding this, we had printed on a large postal card a historical photograph of the airship hanger that was onsite. This "keepsake" postal card was used to invite the 600~ potential stakeholders surrounding the site to the initial public information exchange in June 2009. Past experience had indicated to us that we could expect about 10% of the universe contacted to attend – that would have been about 60 people; 32 actually people attended. We also used a postal card to invite the same 600~ people to the June 2010 closeout celebration. This card showed the restored and landscaped Haley's Run Trail. Experience indicated that we should get about 20% of the 600~ people universe to attend or about 120 people; over 200 people actually attend for a 35~% penetration.

Posters

Posters with high-resolution photographs designed and based on the information in the *Citizen's Guide* were used in an informal meeting at the public information exchange held in June 2009 instead of a power point and formal presentation. Posters also were used for the Celebration/Close-out ceremony on June 30, 2010.

Presenters

Knowledgeable project personnel with high interpersonal skills were selected and coached and counseled on how to deliver the information and answer questions at the public information session.

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Public Information Exchange

An informal Q&A poster session was held at the Eliot Community Center, a neighborhood gathering place in June 2009.

Repository of Information

Although we provide all information electronically on web sites, we have found without reservation that a physical repository such as a nearby public library is still needed for certain generational audiences – primarily adults from the WWII, Korean War and Baby-Boomer eras. A public repository was established at a local library near the project site for this audience.

Site Project Sign

A unique project sign was built and erected onsite to provide a resource for information distribution to anyone who visited the site from the neighborhood. The project manager advised us that at times they had difficulty keeping enough progress newsletters and *Citizen's Guides* in the distribution rack because so many neighbors came to the site entrance to observe the work and carry back information to their neighbors.

Surveys – Pre and Post

At the outset it was determined that we would do a pre and post survey to help gather information valuable to us in developing our communications tactics and tools. The pre survey was conducted through personal interviews of 15 of the 32 attendees at the June 2009 Public Information Exchange. The post survey was conducted following the closeout celebration in June 2010. Telephone interviews were conducted with 25 of the 32 original attendees.

Team Integration

Unlike many projects, the communications team was integrated at the outset into the project management team and worked on a weekly basis with the technical team through teleconferences. This integration enabled us to help educate the technical team to the sensitivities associated with communicating information to members of the community.

You Tube Video

To quickly load a video to the celebration site that would explain the basics of the project, a You Tube style video was done on site the day of the event with the project manager. This short 60-second highly informative video introduces and explains the project simply and succinctly. It is available at the www.haleysrun.com web site or on You Tube at <http://www.youtube.com/watch?v=QaJYCDH5Mvg>.

Video – Professionally Produced by Lockheed Martin

A professionally produced video was shot and edited following the event. Lockheed Martin has loaded that video to their corporate web site and it is linked to the Haley's Run celebration site.

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TIMELINE FOR COMMUNICATIONS TACTICS AND TOOLS DEPLOYMENT

June – Dec 2008

Pre-project
consultations

Jan – Mar 2009 RESEARCH PHASE

Apr-09 ACTION PLANNING PHASE - Behavioral Analysis, Partnering Talks Begin, Team Integration

May-09 COMMUNICATIONS PHASE - *Citizen's Guide*, Lockheed Martin Web Site Loaded, Posters Developed

Jun-09 Advertisements, Public Information Exchange, Postal Card Invitation, Presenters Briefed, Pre - Survey Deployed

Jul-09 Communications plan tweaked to accommodate findings of pre-survey

Site, Project Sign Installed, Inquiry Process, Monthly Progress Newsletters Begin, Photo and Video Documentation

Jul-09 Begins

Jan-10 Mid-point Evaluation and Assessment

July 09 - June 10 Remediation followed by Restoration of site

Jun-10 Celebration - Closeout, Kiosk, Planting Activity

Jul-10 Celebration Web Site, , Monthly Progress Reports End

Aug-10 Closeout Newsletter

Aug-10 EVALUATION PHASE - Project end survey conducted by telephone

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