

## **EVALUATION**

A post survey was conducted with 25 of the 32 fence-line neighbors. This survey was partially used to determine if the strategic objectives accomplished the behavioral measurements proposed at the outset of the project. Those assessments are listed as outcomes in the evaluation. Further, the communications team interviewed the project manager and the team leaders for the remediation and restoration teams to secure any lessons learned.

### **STRATEGIC OBJECTIVES, BEHAVIORAL MEASUREMENTS AND OUTCOMES**

All strategic objectives were achieved.

The following six strategic objectives and behavioral measurements were developed based on our research. The outcome of each is incorporated below as are the results assessed from the post interview of 25 of the 32 fence-line neighbors:

**N = 25**

- 1. To develop positive working relationships with key stakeholders in the community, who have an interest in engaging in a conversation about the project**

**POST SURVEY QUESTION – Did the Lockheed Martin project manager, the public information exchange and the closeout celebration help develop a positive, responsive working relationship with you as a fence-line neighbor?                      Additional comments?**

**a. BEHAVIORAL MEASUREMENTS –**

- i. Number of attendees at the initial public information exchange**
- ii. Number of written or telephone inquiries submitted by stakeholders after this event and during the project work**
- iii. Number of attendees at a closeout ceremony**

**b. OUTCOMES –**

- i. We projected 10% of the 600~ invited would attend the initial public information exchange – 32 actually attended**
- ii. We projected 20% of the same 600~ invited would attend the closeout ceremony; however, more than 200 attended the event**
- iii. Of the 32 stakeholders that we engaged on the front-end, we interviewed 25 of the same ones at the conclusion of the project**
- iv. 25 of the 25 interviewees (100%) at the conclusion of the project replied that the project manager and contractors had developed a responsive and positive working relationship with them**

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

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- 2. To ensure that information on the project is presented factually and in a timely manner to members of the public that have an interest**

**POST SURVEY QUESTION – Did you think/feel that the *Citizen's Guide*, the posters at the public information exchange and closeout celebration and the monthly progress newsletters provided you timely and factual information? Additional comments?**

**a. BEHAVIORAL MEASUREMENTS –**

- i. Internal planning would ensure that no “pinch” or “crisis” reactions to requests for information or educational needs would arise so that the best quality information could be produced and delivered in a timely fashion**
- ii. The fence-line neighbor in one-to-one interviews would provide their opinions of the timeliness and factualness of the information**

**b. OUTCOMES –**

- i. All deliverables for the project met or exceeded deadlines set**
- ii. No pinches or crises occurred over deadline issues or information needs**
- iii. 15 of 15 (100%) neighbors when interviewed at the outset of public information exchange and 25 of 25 (100%) neighbors when interviewed after the closeout ceremony confirmed the factual and timely distribution of this information**

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CHANGING AN URBAN DITCH INTO A COMMUNITY WALKING TRAIL**

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- 3. To present the concept in easily understandable language and with appropriate visuals and then engage interested stakeholders in a conversation to understand their concerns and issues and to get their feedback and input**

**POST SURVEY QUESTION - Did you think/feel that the *Citizen's Guide*, the posters at the public information exchange and closeout celebration and the monthly progress newsletters were "complete, accurate and easily understood? Were they written in easy to understand language and had sufficient visuals (photographs or art work) to help you understand the work to be conducted at the site? Additional comments?**

**a. BEHAVIORAL MEASUREMENTS –**

- i. Fence-line neighbors would tell us if information distributed was read, understood and was helpful**

**b. OUTCOMES –**

- i. 15 of the 15 interviewees (100%) at the public information exchange and 25 of the 25 (100%) interviewees after the closeout ceremony when interviewed advised they had read, understood and appreciated the LT-HT *Citizen's Guide* and confirmed they found the guide to be "complete, accurate and helpful"**
- ii. 15 of 15 (100%) interviewees at the public information exchange expressed appreciation for having the information provided to them in advance of the initial outreach meeting so they could design their questions for the project team**
- iii. 15 of the 25 (60%) in the post survey indicated they picked up copies of the guide at the project sign and shared them with neighbors**
- iv. 25 of the 25 (100%) interviewed post celebration indicated they had regularly read the monthly progress newsletters**
- v. 12 of the 25 interviewed (48%) post celebration indicated they had visited the site entrance to get information from the project sign**
- vi. 6 of the 25 (24%) interviewed post celebration indicated they had ongoing contact with the project manager and shared information with their neighbors**

4. To educate and inform the affected, impacted or interested members of the business community about the project and listen to their issues and concerns, and integrate them into the planning for a path forward

POST SURVEY QUESTION – Did you talk to the project manager or anyone at the site about an issue or concern you had? If yes, did the project manager listen to you and take action on your issue or concern? Were you satisfied with the action taken? Additional comments?

a. BEHAVIORAL MEASUREMENTS –

- i. A written process ensures that when issues, concerns, inquiries, requests or questions were submitted via telephone or e-mail that they were handled by the project manager and a decision was reached and documented

b. OUTCOMES –

- i. Only 6 of the 25 interviewees in the post survey indicated they had actually submitted requests to the project manager or a member of the contractor team
- ii. Post celebration interviews of the 6 confirmed that all their requests and opinions were integrated where possible, and if not possible, that it was explained as to why they could not be integrated
- iii. The site communication's representative advised that 20 different telephone or e-mail inquiries were logged and handled to the satisfaction of the inquirer

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

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- 5. To sustain interest and support for the project and the community outreach initiative throughout the project so that conflicting interests or concerns are resolved in a timely manner and to the satisfaction of all parties whenever possible**

**POST SURVEY QUESTION – Were your questions, concerns or issues answered in a timely manner? Were they resolved to your satisfaction? Additional comments?**

- a. BEHAVIORAL MEASUREMENT –**
  - i. That the actual number of complaints aired through the media or other public forums would be less than 10**
  
- b. OUTCOME -**
  - i. Zero complaints were aired through the media or any public forums**
  - ii. All 6 of the 25 post survey interviewees who had questions, issues or concerns (6 of 6 or 100%) indicated they received timely answers and their concerns were resolved ultimately to their satisfaction**

**6. To build trust and integrity with the stakeholders through our behaviors**

**POST SURVEY QUESTION – On a scale of 1 to 10 with 1 being little trust and integrity was built during this project to 10 being the most possible trust and integrity was built, how would you rate the level of trust and integrity you have in Lockheed Martin and its contractors?**

**Additional comments?**

**a. BEHAVIORAL MEASUREMENT –**

- i. That in post survey interviews the interviewees on a scale of 1 to 10 would rate the level of trust and integrity 7.0 or higher**

**b. OUTCOME –**

- i. The 25 post survey interviewees rated as an average the level of trust and integrity at 8.75**

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### COMMENTS FROM POST SURVEY INTERVIEWEES

- *"I think y'all did a fine job. Better than I ever expected."*
- *"The Citizen's Guide was a good way to pass information to us. I wish though you would write it even easier for me to understand - after all excavation is nothing more than digging up stuff and hauling it off."*
- *"All your boys over there were polite and neighborly and any time I had a question I just walked over and talked to them."*
- *"I really didn't think it would ever look this good."*
- *"Lockheed Martin was serious when they said they would do the right thing in the right way. Thank you. Actually we are going to miss you all being here."*
- *"Done good. Don't know how you could have done better."*
- *"I asked Mr. Gunnarson for some trees at the back of my apartments and sure enough he made it happen. This whole trail is now a great thing for the community. Thanks to you all."*
- *"We really appreciated you guys getting information out to us in advance of your meeting. The Guide was a great way to do that and sending it out in advance meant we had time to read, study and write out our questions. Thanks."*
- *"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."*

### QUOTES FROM INTERNAL AND EXTERNAL SOURCES

- *"It has been nice to see the Lockheed Martin Corporation respond and make these improvements for the community," said **John Nordine, U.S. Environmental Protection Agency project manager** for the cleanup portion of the project. "I am sure the citizens will enjoy this trail."*
- *"I've been working in the remediation business for 30 years now, and I can tell you that for a variety of reasons, it's not very often that you can clean up a property and restore it to a park," **Dave Gunnarson, project manager in Lockheed Martin's MS2's Environmental, Safety & Health (ESH) organization** said. "But this project worked out that way, and it was the right thing to do."*
- *"Dave and his team worked with land conservancy groups and local government to develop this community walking trail, which will be part of a larger trail in Eastern Ohio," **Spence Curtis, senior manager of Lockheed Martin's MS2's ESH organization** said. "It easily could have been just a cleanup and a replacement of trees that were cut down during the cleanup, but through David's insight and everyone's collaboration, Lockheed Martin created a project that the EPA is happy with and that's a real win for the community."*
- *"One of the most touching things at the Haley's Run opening was seeing children from the neighborhood planting flowers and shrubs along the trail," **Spence Curtis, senior manager of Lockheed Martin's MS2's ESH organization** said. "That gave me a really clear picture of what a positive impact it will have for the future in this community."*

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

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### **COMMUNITY OUTREACH EVENTS EVALUATION**

Two outreach events were designed and implemented:

- In June 2009, a public information exchange was arranged and held at the local community center.
  - 600 plus invitations were issued.
  - It was anticipated that 10% penetration would occur from the mailing. In reality, 32 people attended the informal Q&A and poster session.
  - 15 of these 32 people were extensively interviewed for the pre-survey.
  - All 32 attendees requested to be "kept in the communications loop" and served as our fence-line neighbors targeted group for intensive communications throughout the project. They helped us disseminate information to other interested neighbors in the community.
- The second event was the Closeout celebration held in June 2010 on the site of the remediated and restored Haley's Ditch.
  - 600 plus invitations were issued.
  - We anticipated a 20% penetration but actually had more than 200 people attend.
  - The event provided an informal Q&A poster session for attendees.
  - High-definition posters showing before and after photographs of the remediation and restoration along with a time-line of the project were displayed.
  - Attendees also had refreshments, personalized tours and attended the formal dedication of the walking trail and renaming of the site Haley's Run.
  - Professional photographers and videographers documented the event. All photographs taken at the event were loaded to the [www.haleysrun.com](http://www.haleysrun.com) web site and were used for internal Lockheed Martin and contractor and agency publications.
  - Local, state and federal officials attended along with families from the neighborhood, employees and retirees of Lockheed Martin, and area businesses.
- As part of the celebration, attendees were given the opportunity to plant flowers and shrubs along the newly dedicated trail.
  - More than 1,000 plantings were done during this event.
  - This special activity was inspired by an 11-year old neighbor, who had earlier asked to plant a tree at the site. Lockheed Martin willingly accommodated the young man's request and the project manager came to recommend this as a public activity at the closeout ceremony. The young man was honored at the dedication by being asked to help cut the ribbon for the new trail.

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

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### **MEDIA EVALUATION AND OUTCOMES**

Lockheed Martin chose to be passive in their handling of the media. Although invited to each event, the media was not proactively engaged. A news release was prepared for distribution to the media after the Closeout celebration. We also prepared and distributed information kits, which included the news release, a copy of a DVD that with all the photographs and the YouTube style video taken at the celebration and a copy of the *Citizen's Guide*. This information kit was distributed to all the contractors that assisted Lockheed Martin and the local, state and federal agency representatives that attended.

The following "hits" were found in an Internet search on August 20, 2010:

- 6.29.2010 [Haley's Run Celebration a Success – More than 200 Attend](#)
- 6.29.2010 [ES Announces Grand Opening of Haley's Run Restoration Project!](#)
- 7.01.2010 [Akron: Lockheed Martin transforms 'Haley's Ditch'](#)
- 8.10.2010 [TODAY: Environmental Restoration – Team Transforms Site into Public Park](#)
- 8.10.2010 [RUBBER-PLASTICS NEWS - A New Trail Haley's Run in Akron May Be Extended](#)
- 8.12.2010 [A newly opened trail along Haley's Run](#)
- 8.20.2010 [Grants pave way for area trail improvements](#)
- Summer 2009 [Greenways Work Starts in Akron](#)

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

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**LESSONS LEARNED**

A plus/delta evaluation was conducted with the project manager and his team and the communications team. The following deltas (suggested changes) were captured as lessons learned from this project:

- The project schedule would be more carefully defined and calendared
- A laymen's glossary would be provided as part of the *Citizen's Guide*
- The *Citizen's Guide* should be written at an even more user friendly level
- The *Citizen's Guide* could be read by 8<sup>th</sup> grade students to get a better understanding of clarity
- Radios to be used for the closeout would be field tested
- A golf cart or similar vehicle would be rented for use at the site during the closeout
- More administrative assistance would be provided at the check-in desk for the celebration and the public information exchange

**BUDGET**

The original budget for the project was set at \$150,000 – actual expenditure \$

June – December 2008	=	\$ 6,701.00
January – December 2009	=	\$48,170.00
January – September 2010	=	\$62,091.00
<b>TOTAL</b>	<b>=</b>	<b>\$116,962.00</b>

**COMMUNICATIONS PROFESSIONALS INVOLVED**

- Gail Rymer, Lockheed Martin's Director of Environmental Communications for Environmental, Energy and Safety
- Cory Smith, Lockheed Martin MS2 Communications Representative
- L. Darryl Armstrong and Associates Behavioral Public Relations designed, implemented and evaluated the communications and community outreach for the project.
- Members of the team were:
  - Mary Lee Sauder, writer
  - Penelope Soule, graphic artist
  - Darryl and Kay Armstrong, behavioral public relations consultants and practitioners
  - Susan Gaffney-Evans, researcher

**END OF EVALUATION AND END OF REPORT**