

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

RESEARCH

The protocol for the research on the project followed a traditional approach — three types of research were conducted prior to the development of a behavioral profile. This profile leads to the development of the communications/community outreach plan. The profile helps the researchers understand the communications and relationship styles, the preferred styles for learning tools – visual, auditory or kinesthetic styles – and suggests those stakeholders who might be interested in the Haley's Ditch environmental cleanup. Primary research (Internet reviews and research); secondary research including community visits and observations; and confirmatory research conducted through interviews with attendees at the June 2009 public information meeting were all used to help build the communications/community outreach plan.

PRIMARY RESEARCH

Primary research was conducted using the Internet and included:

- Demographic
 - Socio-economic
 - Psycho-graphic
 - Media
-
- Demographic research helps determine who lives in the area, their ages, number of family members, median income, home values, consumer interests, gender, race, education levels, etc. This research helps us determine on whom we will focus our communication program, and helps us determine how best to develop and frame understandable messages. Although there were about 600~ households within a two-mile radius (the site is located in an industrial area), we determined that only about 40 - 50 of these households perceived the Haley's Ditch site as their neighbor and had an interest in the actual cleanup of the environmental problem.
 - Socio-economic research helps determine how and what the neighbors spend their money on such as electronics. It also helps us understand what their interests are in things of an environmental nature and how many of them most likely have computers and Internet access. We determined that less than 50% of the neighbors to the site used the Internet to get primary information and news.
 - Psycho-graphic research helps us understand their social and community views, problems and issues. For example, this research determined they were interested in having a safe and clean environment where their children and grandchildren could live and play. They were interested in having a clean and orderly environment around their homes and took great pride in keeping their properties in good repair. The research also showed they had no exceptional or high concern about such issues such as environmental or health problems.

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- Media research indicated that between 30-45% of the people in the defined neighborhood read a publication of some kind to get their news; about 25% used Cleveland, Canton or cable television stations; and about 50% or so used the Internet but seemingly only as a secondary information source. A review of the media outlets were conducted for their history on coverage of events pertaining to Lockheed Martin. We concluded that we would use the local newspaper to place display advertisements to announce public meetings.

Findings from this research helped us to develop a 600~ household and business mailing list for invitations to the first public information exchange held in June 2009. However, it was our professional assessment based on our research that those households closest to the site – our “fence-line neighbors” (the 40 - 50 previously mentioned) – would be the main focus for an ongoing and systematic communications program of a personalized nature. We anticipated that between 45 - 50 neighbors would attend the meeting; 32 people actually attended.

SECONDARY FIELD RESEARCH

Secondary field research was conducted during a site visit. The consultants drove through the neighborhoods to observe the homes and visit locations of potential meeting sites and to gather observatory data on the surrounding environment to the site. In this research, we determined the site was located adjacent to a salvage yard, a small operating chemical plant and body shop, and a neighborhood of middle income homes and rental apartments. We did not find signs of graffiti or any gang symbols. We observed children playing in their yards and that the site was fenced on all sides. We observed yards were well kept, no abandoned vehicles, and no trash in or around the residences. We saw homes flying flags, neighborhood bars and grills, and the local municipal airport was at one end of the geographic area and the Goodyear complex at the other. This was a neighborhood surrounded by industrial complexes that had maintained for the most part its own identity and was reminiscent of a 1950s subdivision.

CONFIRMATORY RESEARCH

Confirmatory research is used to further develop a stakeholder behavioral profile to help us determine how to best engage with the neighbors. It helps us develop the communications' venues and tools for those actually attending and participating in a public information outreach. We have used confirmatory research at other sites to help us determine aspects of behaviors of our stakeholders. We do this type of research through face-to-face interviews that occur either before, during or after public information sessions. These interviews help us determine if the primary research is reasonably accurate (thus the term confirmatory) and help us brainstorm the outreach strategies, information tactics and specialized tools used to effectively communicate with those who demonstrate an interest in the project from that point forward.

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DEVELOPMENT OF THE BEHAVIORAL PROFILE

The primary, secondary and confirmatory research is analyzed. We then use this research to develop a behavioral profile of what the stakeholders may need to understand the project; how best to deliver this information; and the anticipated reaction and responses to this engagement. From the survey questions and the research, we determine if those attending the public information exchange are formal or informal in relationship and communications styles; whether they are analytical or emotional in their interpersonal styles, and whether they prefer information delivered in visual (seeing), auditory (hearing), or kinesthetic (feeling) learning styles.

BEHAVIORAL PROFILE ANALYSIS

Our initial profile suggested:

- About 40 - 50 households were the closest neighbors to the site and would most likely participate in the outreach effort (Would become the focused stakeholder group – “our neighbors”)
- Six small, two medium-size and two large businesses were possible stakeholders
- Neighbors ranged in age from 25 to 85 years of age
- Families had children ranging from two years to late teens
- A number of the older neighbors were helping to raise their grandchildren
- Homes in the neighborhood were well maintained (Demonstrates pride and accomplishment)
- For the most part the neighbors demonstrated pride in their community, i.e. flags displayed, grounds well maintained, play equipment in yards in good repair, no abandoned vehicles in yards (although an adjacent salvage yard had their entire yard fenced in to try to minimize visual views of the salvage)
- About 50% of these neighbors were retired from industry in the immediate area (WWII, Korean and Vietnam and Baby-boomer era adults)
- The majority of those employed were working locally and were middle income
- There were employed and retired union members living in the area
- The Eliot Community Center and a local elementary school seemed to be the most desirable places to conduct public outreach meetings
- The *Akron Beacon Journal* had less than 25% market share in the defined neighborhood and other print media outlets even less
- Television outlets were limited to stations in Cleveland and Canton, Ohio – 20 and 40 miles from the site; we determined coverage of the project would be limited unless there were problems or controversy
- The Akron radio station did not have a significant news outreach component
- Lockheed Martin had a communication’s representative on site to handle media
- Media coverage about Lockheed Martin basically had been limited to usual news from an industrial park, i.e. layoffs, management changes and legal controversies
- Coverage of environmental issues and controversies in the immediate area were limited
- No simmering environmental or activists’ issues were discovered
- No health concerns or issues were discovered

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The primary and secondary research, the responses to the survey questions, the stakeholder interactions at the public outreach meeting with the project leads and other attendees, and the observation of the interpersonal behaviors that resulted determined that as a whole the interested stakeholders were:

- Pre-dominantly high school educated
- Had lived in the community for a number of years
- Proud of their associations with the industries in the area
- Proud of their homeownership
- Proud of their country
- Had a sense of history
- Pre-dominantly informal in relationship and communications style
- Working class or retired
- Visual and kinesthetic in their preferred learning styles
- Men and women of all ages seemed to equally participate in the Q&A and poster session
- Came prepared to the meeting having read the *Citizen's Guide* and with questions written in the Guide

This assessment suggested that:

- We needed to deliver information in a printed hard copy format (Kinesthetic and Visual) – this as opposed to an Internet delivery
- Easy to read (at the 9th grade or lower levels whenever possible) – this would mean we would need to minimize or explain in laymen's language technical terms
- Loaded with photographs or easy to understand art or drawings (Visual)
- Delivered in small group poster style Q&A meetings where the stakeholders could visit one-to-one and get their questions answered (Informal relationship style)

Further, we determined that we would need to continue to develop and maintain relationships with key stakeholders who expressed interest, raised issues, or questioned project planning and activities at the information exchange as they served as gatekeepers of information for many others in the community and helped set the appropriate relationship stage.

SURVEY QUESTIONS – PUBLIC INFORMATION EXCHANGE – JUNE 2009

The following survey questions were used at the initial public information exchange in June 2009 as the confirmatory research. This survey helped us further refine our behavioral profile and determine appropriate communications strategies and tactics. Thirty-two people attended this meeting and we were able to extensively interview 15 of those who attended. We opted to conduct this type of research because a focus group did not appear to be feasible.

N = 15

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The questions were:

1. Did you receive the *Citizen's Guide to the Haley's Ditch Project*? (Attention to postal materials – 100% replied they did)
2. Did you look at or read this information prior to attending this meeting? (Visual – 90% replied yes)
3. Do you prefer an informal approach such as this public information exchange or a more formal public hearing or meeting with presentations to get your information? (Behavioral relationship style – 95% said yes they preferred informal style meetings)
4. Do you want information on a regular basis about the work underway at the site? Weekly, Monthly, Quarterly? (Frequency of interest – 95% replied monthly)
5. Should this be written or oral information? (Kinesthetic – 50%; Auditory – 50%)
6. Do you want this information to include photographs showing progress of this work? (Visual – 100%)
7. Do you read the local newspaper? (Educational interest – 25% replied they did)
8. Would you use this newspaper to keep up-to-date on this project? (Kinesthetic – 25% and Visual – 25%)
9. Do you have an interest in getting updates through the local television news? (Visual – 25%)
10. Do you have a computer and access to the Internet in your home, business, school or local library? (Kinesthetic – 50%)
11. Would you use the Internet to get information about this project if it were made available? (Technical abilities – 50%)
12. If a person were made available to provide you face-to-face contact to answer questions and resolve issues would you call, e-mail or otherwise contact this person to assist you? (Behavioral relationship style – 45%)

COMMENTS FROM ATTENDEES

- *"We came here this evening to see what it is that you are going to do." (Visual)*
- *"We really like the photos that explain the project." (Visual)*
- *"Have you ever thought about doing some videos for YouTube to keep us updated?" (Analytical & Visual)*
- *"When I look out there I really do see an area that needs to be cleaned up." (Visual)*
- *"I appreciated having this guide ... it gave me good information in one place." (Kinesthetic)*
- *"This is a nicely done booklet that answers my questions – I read it front to back and wrote down my questions here." (Kinesthetic)*
- *"Now, who is it that will be handling this work for you?" (Relational)*
- *"I need to show your manager what my concern is." (Visual)*

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OBSERVATIONS OF THE INTERVIEWER

- People were polite and orderly
- At least 20 of the 32 attendees brought their *Citizen's Guides* with them and had marked them up with questions
- Several people spent a good amount of time looking at maps and diagrams
- When people had a question they wanted face-to-face contact with the project manager
- All 32 attendees requested to be kept informed about the project as work began and proceeded

This information was analyzed and became the basis for the design of the communications and community outreach program.

KEY MESSAGES DEVELOPED BASED ON ANALYSIS

Based on the behavioral analysis we determined that the key messages for consistent use throughout this project would be:

- Lockheed Martin will do the right thing, because it is the right thing to do. This was a reaffirmation of the corporate message used for all remedial site projects. It is the foundation of the company's philosophy in conducting this type of work.
- Lockheed Martin will comply with all local, state and federal regulations and collaborate with the regulators to ensure the project is done to meet or exceed their expectations.
- Lockheed Martin will be a good neighbor and an exemplary corporate citizen to the site neighbors.

Lockheed Martin will keep the neighbors informed and involved and will resolve problems, issues and concerns promptly.

END OF RESEARCH SECTION