

St. Louis Site Remediation Task Force
Communications Working Group

July 31, 1995 Meeting

Mallinckrodt Chemical
St. Louis, Missouri

Participants Attending

Jack Frauenhoffer, Mallinckrodt
Chemical Co.
Nancy Lubiewski
Jean Montgomery, City of Berkeley
Sally Price

Support

Jim Dwyer, Facilitator
Sarah Snyder, FUSRAP

Agenda Item

Minutes

Determination

Jim Dwyer called the meeting to order at
11:44 a.m.

*Discuss Draft
Communication
Plan*

Mr. Dwyer distributed a draft communication plan prepared by Sarah Snyder for consideration by the working group. The plan (ATTACHMENT A) proposes two target audiences: 1) Government decision makers, particularly members of Congress and officials at the U.S. Department of Energy's headquarters, and 2) people who either may be unaware of the Task Force's mission and process or who may be unsure how to participate in that process. Government decision makers are targeted because they control funding and policy, while interested members of the public are targeted so that none of them can legitimately claim that they were denied access to the process or information about Task Force activities.

The plan also assumes that Task Force members are willing to undertake outreach activities, with assistance from the support staff. Under the U.S. Department of Energy's

rules, its employees, contractors, and subcontractors may not engage in lobbying activities. Task Force members, however, are not prohibited from meeting with congressional members to discuss DOE funding and priorities.

The proposed communication plan also suggests a series of outreach activities and timing, which are listed in the table appended to the draft plan.

*Discussion of
Next Steps*

The members agreed to review the draft plan and submit comments to Sarah Snyder. They also agreed to identify potentially interested parties who should be included on an expanded mailing list.

Support staff will obtain a map that shows the municipalities in the county.

The next meeting of the Communications Working Group is scheduled for 10 a.m. on August 14, 1995, at the DOE Information Center on Latty Avenue. The meeting adjourned at 1:04 p.m.

Approved September 1, 1995

St. Louis Site Remediation Task Force
PROPOSED COMMUNICATION PLAN

July 21, 1995

OBJECTIVE

The objective of this communication plan is to outline activities to achieve the broadest possible public awareness and, where desired, participation in Task Force decision making. The purpose of this strategy is to ensure that interested and affected parties who want to be involved in decision making are.

ASSUMPTION(S)

- 1) This is the Task Force's communication plan, recommending renewed and, in some cases, increased outreach, especially with those officials who influence budgets and priorities. But it is necessary to work closely with the DOE manager to coordinate messages in order to ensure the most effective results. DOE is a partner in those activities targeted at headquarters and Congress.
- 2) Most implementation will be done by Task Force support staff to minimize the burden on Task Force members. However, the plan recommends that Task Force members engage in some high-profile outreach.

AUDIENCE

There are two primary audiences: 1) Government decision makers, particularly members of Congress and officials at the U.S. Department of Energy's headquarters, and 2) people who either may be unaware of the Task Force's mission and process or who may be unsure how to participate in that process. Members of the Task Force are asked to identify specific groups and individuals for directed outreach; however, these groups and agencies are recommended in addition to the constituencies represented by Task Force members and to the two primary audiences suggested in this communication plan:

- Regulators, including heads of state agency and U.S. EPA
- Governor's office (Missouri and Illinois because people working downtown live in both states)

- Officials and stakeholder representatives for Envirocare, the Nevada Test Site, and other theoretical disposal sites
- Local and regional planning agencies
- State legislators
- Members of the legislative staffs of the congressional delegation
- Members of key congressional committees affecting DOE budgets
- Members of other DOE site-specific advisory boards
- News media
- Chamber of Commerce
- Business or economic development councils, if exist
- Military Production Network and other key groups that lobby Congress and federal officials on DOE issues
- Technological/scientific consortiums or groups
- People who have attended Task Force meetings or otherwise indicated interest at some point in the process

A second tier of audiences, which, while not essential to reach, are useful to reach, include:

- League of Women Voters
- Rotary and other service organizations
- Members of the local boards of education and school officials
- Local school students
- Relevant university faculty
- Grassroots activist groups elsewhere in the DOE complex

These stakeholders will augment the stakeholder mailing list, which is maintained by the FUSRAP staff.

STRATEGY

The overall strategy is to encourage Task Force members to establish relationships, in the form of correspondence, telephone contacts, or, on appropriate occasions, one-on-one meetings, with the various target audiences. The goal of this personal communication is for potentially influential interested and affected parties to understand the Task Force process and to have regular reports on the Task Force's progress.

Specific activities are detailed in the section on TACTICS.

MESSAGES

It is recommended that no more than three key messages be developed as themes to be emphasized in outreach.

- The Task Force shares DOE's commitment to protecting public health and the environment. It is recommended that care be taken in crafting this message to ensure that risks are not inadvertently minimized or exaggerated.
- The Task Force is committed to achieving, to the extent possible, public consensus on cleanup and future courses of action at the St. Louis FUSRAP sites; it believes that its input will result in better decisions. This cooperation between agency and stakeholders is noteworthy.
- The Task Force is committed to broad public involvement and to acknowledging and, where appropriate, responding to public concerns and comments; the responsiveness will be documented in the Task Force's final report

TACTICS

The specific tactics are designed to minimize -- where possible, without diminishing the goal of broad outreach -- the work asked of Task Force members. In addition to these ongoing activities, it is recommended that the Task Force hold two public meetings during development of its final report. The first meeting is recommended to occur in September to solicit input prior to development of a final draft report in order to avoid the perception that the Task Force's work is complete. At the September meeting, it is suggested that the public be shown a matrix showing the options, how they were evaluated, and what ones seem to be likely recommendations.

The second meeting is recommended in late October so interested parties can review the draft report and submit comments to the Task Force prior to finalization.

The proposed tactics, their suggested timing, and suggested responsible parties are listed in Attachment A.

ATTACHMENT A
Proposed Activities

| Activity | Responsible Person(s) | Timing |
|--|--|---------------|
| Send letters to broad groups of Congressional and DOE officials. Letter should introduce or acquaint recipients with the Task Force and status of its work. Extend permanent invitation to attend meetings and pledge to keep them informed. | a) letters drafted by FUSRAP staff b) letters reviewed by chair or designee or communications working group c) letters signed by chair d) letters distributed by FUSRAP support staff | By mid-August |
| Send letters to key state legislators and state officials. Letter should introduce or acquaint recipients with the Task Force and status of its work. Extend permanent invitation to attend meetings and pledge to keep them informed. | a) letters drafted by FUSRAP staff b) letters reviewed by chair or designee or communications working group c) letters signed by chair d) letters distributed by FUSRAP support staff | By mid-August |

**PREDECISIONAL DRAFT
DO NOT QUOTE OR CITE**

| Activity | Responsible Person(s) | Timing |
|--|--|---|
| Send standardized invitation memo with agenda and most current approved summary of minutes to stakeholder mailing list (if stakeholder wants full minutes, will send those as well). Develop a monthly calendar of all meetings, including working groups, to distribute with invitation memo. | a) FUSRAP staff prepares and distributes summaries, memos, calendar b) Chair signs transmittal memo | Mail about 10 days prior to every monthly meeting |
| Send news release announcing monthly meeting and explaining significance of decisions/discussions planned for the meeting to local media, including reporters and editors for print and broadcast. Include a brief re-cap of what happened at the previous meeting. | a) FUSRAP staff prepares and distributes b) Chair or designee reviews | Mail one week prior to every monthly meeting |
| Prepare and distribute a summary of each meeting to local media and people on key stakeholder mailing list. Encourage questions and continued involvement, even if not able to attend meetings. | a) FUSRAP staff prepares and distributes b) Chair or designee reviews, signs transmittal | Mail 1-3 days after each meeting |
| Meetings with editorial boards and reporters of local media to discuss Task Force activities. Chair or vice chair or member of Communications Working Group should attend these discussions, with whatever additional support she or he requests. Follow up with a "thank you" letter and transmit any information requested, etc. | a) FUSRAP staff sets appointments and prepares talking points for meeting b) Task Force representative(s) attends meetings c) FUSRAP staff prepares follow-up correspondence | Start in early or mid-August |

| Activity | Responsible Person(s) | Timing |
|--|---|--|
| Meet with key DOE HQ, EPA Region and HQ, and other federal officials about the Task Force. Chair or vice chair or member of Communications Working Group should attend these meetings. | a) FUSRAP staff sets appointments, handles travel arrangements, prepares talking points for meetings b) Task Force representative(s) attends meetings with DOE-FUSRAP c) FUSRAP staff prepares follow-up correspondence | Start in mid to late October by way of previewing final report |
| Produce special letter mailing or set appointments with key members of area congressional delegation and the Governor's office to discuss the Task Force. Try to arrange meetings in St. Louis area, if Task Force decides on individual meetings. Chair or vice chair or member of Communications Working Group should attend these meetings. | a) Support provided at discretion of the Task Force | Start in late October |
| Develop information packet on Task Force activities. Suggest including fact sheet (which may need revision), summary of activities to date, schedule, values. Distribute to mailing list and have on hand to hand out in response to queries. This information packet would be the materials left with Congress and top agency officials. | a) FUSRAP staff prepares, produces, distributes b) Task Force reviews and approves | September Task Force meeting |

**PREDECISIONAL DRAFT
DO NOT QUOTE OR CITE**

| Activity | Responsible Person(s) | Timing |
|--|--|--|
| Prepare article(s) on the Task Force for DOE THIS MONTH or other relevant newsletters. The Communications Working Group or Task Force designee reviews and approves submittals. | a) FUSRAP staff prepares and distributes b) Chair signs transmittal | Start in August; target monthly by way of status reporting |
| Prepare and distribute news releases announcing significant activities of the Task Force, such as achieving interim milestones. Chair or designee(s) reviews and approves. | a) FUSRAP staff prepares and distributes b) Chair signs transmittal | As required |
| Offer briefings by Task Force member(s) to interested groups; make sure the groups are significant. | a) FUSRAP staff prepares talking points or remarks b) Volunteers from Task Force do presentations | As required |
| Consider holding joint informal meeting with Weldon Spring advisory board to form alliances and address common issues. | a) FUSRAP staff prepares correspondence, assists with logistics | TBD |
| Briefings to Parent-Teacher Organizations/Associations, local schools, etc. as part of larger outreach on public science literacy and environmental issues. | a) FUSRAP staff prepares talking points, remarks b) Volunteers from Task Force do presentations | TBD |
| Continue to mail meeting minutes, agendas, and other pertinent information to targeted government officials, other DOE site-specific advisory board (SSAB) contacts, and interested parties to keep them informed of Task Force activities | a) FUSRAP staff prepares and distributes material b) Chair signs transmittal | Monthly |

Other public involvement tools to consider:

- Development of a "call down" list for members. Task Force members who are willing to engage in this activity would be assigned an audience and encourage, through personal communication to the audience's opinion leader(s), attendance at key Task Force meetings or activities. These opinion leaders also would serve as a "constituency," to which members would report discussions and decisions to ensure they are in step with the values held by the larger public. Additionally, Task Force members would send a personal letter after each meeting, summarizing the activities and decisions. The Task Force support staff can prepare these letters; each member would send the same fundamental message to promote consistency in messages.
- Use of public service announcements about the Task Force, especially for the radio stations
- Explore as an insert in the local papers or in "door store" coupon bags a fact sheet on the Task Force. Pursue only if businesses will do the insert as a public service.
- Use of public access cable. Future meetings of the Task Force be videotaped -- if members concur -- and that videotapes be given to the local cable companies for airing on the local government access channels. The goal is to allow people to see the full discussion, even if they cannot attend Task Force meetings, thus eliminating a potential barrier for participation. The message line number could be displayed during the program, with instructions to call with concerns.

The same might be possible with audio, if the local public radio stations (especially the area university stations) have public service programs. These techniques would be publicized.

- Place copies of key information in the public library branches, if the libraries are willing. (Beyond the designated administrative record location.) Publicize this.

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Formerly Utilized Sites Remedial Action Program (FUSRAP)

ADMINISTRATIVE RECORD

for the St. Louis Site, Missouri



U.S. Department of Energy

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