

2012

Independent Communication and Outreach Stakeholder Satisfaction Survey



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Executive Summary

The U.S. Department of Energy (DOE) is committed to managing its responsibilities associated with the legacy of World War II and the Cold War. This legacy includes radioactive and chemical waste, environmental contamination, and hazardous material at over 100 sites across the country. In order to effectively manage these responsibilities, DOE established the Office of Legacy Management (DOE-LM) in December 2003. DOE-LM has five goals which guide its efforts:

Goal 1 - Protect human health and the environment

Goal 2 - Preserve, protect, and share records and information

Goal 3 - Meet commitments to the contractor work force

Goal 4 - Optimize the use of land and assets

Goal 5 - Sustain management excellence

As a part of these efforts, it is critical that DOE-LM communicate effectively to the communities and stakeholders impacted by these sites. To that end, DOE-LM periodically surveys its stakeholders to collect their feedback on DOE-LM performance at both a local and national level. The first customer satisfaction survey was conducted in 2005 and focused primarily on DOE-LM's "business lines": records management; site management; personal/real property; and transition management. In 2012, LM updated and expanded on that survey by conducting a communications and outreach stakeholder satisfaction survey to gauge the effectiveness of DOE-LM's communication and outreach strategies.

The 2012 survey effort, which was conducted by an outside organization, consisted of three types of data gathering: in person interviews; a telephone survey; and a web-based survey.

- In-person interviews were conducted at three locations: Durango, Colorado; Fernald, Ohio; and Weldon Spring, Missouri. The Durango interviews gathered feedback from a specific group of stakeholders, the Navajo Nation, regarding multiple Uranium Mill Tailings Radiation Control Act (UMTRCA) Title I sites (Grand Junction, Shiprock, Monument Valley, Mexican Hat, and Tuba City), while the Fernald and Weldon Spring interviews solicited opinions from a variety of stakeholder groups (including community members and regulators) regarding those two sites only. Fernald and Weldon Spring are both Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) sites.
- Telephone interviews were conducted with stakeholders at the same four DOE-LM sites that were interviewed in 2005. These sites were Rocky Flats, Colorado; Monticello, Utah; Mound, Ohio; and Pinellas, Florida.
- The web survey was sent out electronically via email blast to 3,646 people in the LM stakeholder database. In addition, approximately 1,000 postcards containing the survey website information were sent to stakeholders within the database who did not have email addresses on record.

Over the course of the three surveys, certain themes emerged:

- Stakeholders are satisfied overall with the job DOE-LM is doing and the communication efforts they currently employ.

- The website is one of the primary methods of communication with DOE-LM; however, navigability could be improved, especially in the document distribution part of the website.
- Regulators tend to feel that DOE-LM does not share all information regarding the negatives of continued site contamination during public meetings, and instead focuses more on the positives of site restoration and remedies.
- Stakeholders felt that those community members who are engaged with their local sites are well informed; however, DOE-LM could do more to engage the elderly and younger populations. Many of the stakeholders surveyed had been interacting with DOE or DOE-LM for 10–20 years and had long-standing relationships with the sites even before DOE-LM took over. This length of experience interacting with DOE may indicate that younger stakeholders need to be encouraged to participate.
- Stakeholders expressed the general sentiment that they wanted DOE-LM to continue maintaining the remedies while also preserving the unique history of the sites and what happened there during and after the Cold War.
- Given the current budget climate, stakeholders have concerns about the future role of DOE-LM at the sites in their communities.

Based on the feedback from the series of surveys, DOE-LM should consider the following recommendations:

For Native American communities, specifically the Navajo Nation:

- Consider having Navajo translators available for public meetings.
- Coordinate with Navajo Nation leaders to tailor messaging to the community.
- Work with Navajo spokespeople/representatives to determine the best formats for communicating to all chapters within the Navajo Nation.

In general:

DOE-LM should identify opportunities at both schools and senior citizen centers (or similar places that serve older residents) to provide updates, information, and general history about their local sites. The DOE-LM sites represent a distinctive and unique element in the history of many of these towns and cities. Workshops could highlight the importance of the communities during World War II and the Cold War while updating citizens on progress at the sites.

At the same time, many communities with DOE-LM sites are concerned about the future role of the department in their communities. They worry about DOE-LM “going away” or abandoning them. Going forward, it will be important to share information regarding long-term planning and stewardship to alleviate concerns about DOE-LM’s future role at the site.

Even within groups with a long history of interacting with DOE, there appears to be difficulty with community members being at the same understanding level regarding the information that is disseminated. DOE-LM needs to find a balance of communicating with both regulators and stakeholders at a level that non-technical audiences can understand. Among other things, DOE-LM should consider undertaking the following activities to enhance communication:

- Review the DOE-LM website for usability and ease, particularly for finding documents and records.

- Work with site managers to enable them to be transparent with information so that stakeholders and regulators feel comfortable and safe with the remedies put in place.

The stewardship council at Rocky Flats appears to be an effective means for including the community and sharing technical information with the local public. To replicate this communications strategy:

- Consider re-offering the opportunity to form stewardship councils at other sites.

1. Introduction

1.1 Survey Background and Purpose

The U.S. Department of Energy (DOE) is committed to managing its responsibilities associated with the legacy of World War II and the Cold War. This legacy includes radioactive and chemical waste, environmental contamination, and hazardous material at over 100 sites across the country. In order to effectively manage these responsibilities, DOE established the Office of Legacy Management (LM) in December 2003. DOE-LM has identified five key goals which guide its work:

Goal 1 - Protect human health and the environment

Goal 2 - Preserve, protect, and share records and information

Goal 3 - Meet commitments to the contractor work force

Goal 4 - Optimize the use of land and assets

Goal 5 - Sustain management excellence

As a part of these efforts, it is critical that DOE-LM provide effective and useful information to the impacted communities and stakeholders. To that end, DOE-LM periodically surveys its stakeholders to collect their feedback on DOE-LM performance at both a local and national level. The first customer satisfaction survey was conducted in 2005 and focused primarily on DOE-LM's "business lines": records management; site management; personal/real property; and transition management. In 2012, LM updated and expanded on that survey by conducting a communications and outreach stakeholder satisfaction survey to gauge the effectiveness of DOE-LM's communication and outreach strategies.

In order to solicit the most open and honest feedback possible, DOE-LM contracted with independent third-party companies, Professional Services of America (PSA) and Science Applications International Corporation (SAIC), to conduct a series of stakeholder satisfaction surveys to gauge the effectiveness of DOE-LM's communication and outreach strategies in the communities in which it works. The 2012 survey effort consisted of three types of data gathering: in person interviews; a telephone survey; and a web-based survey. This report presents the results of these surveys. Appendix A presents all questions posed in the surveys. Appendix B provides a summary of the survey methods used for this project.

2. In-person Interviews

In-person interviews were conducted at three locations: Durango, Colorado; Fernald, Ohio; and Weldon Spring, Missouri. The Durango interviews gathered feedback from a specific group of stakeholders, the Navajo Nation, regarding multiple Uranium Mill Tailings Radiation Control Act (UMTRCA) Title I sites (Grand Junction, Shiprock, Monument Valley, Mexican Hat, and Tuba City), while the Fernald and Weldon Spring interviews solicited opinions from a variety of stakeholder groups (including community members and regulators) regarding those two sites only. The three stakeholder groups/sites were selected because of their unique situations, active stakeholder communities, and valuable feedback potential. Interviews were conducted between June and August 2012, with a total of 25 respondents. Feedback from the interviewees is summarized in the following sections.

2.1 Durango, CO

There were six in-person interviews conducted in Durango, Colorado, as part of the Navajo Nation/Hopi Technical Quarterly Meeting. The interviewees included representatives from the Native American tribes, specifically the Navajo, in that region. There was a wide range of experience/years interacting with DOE and the sites, varying from less than one year to over twenty years of experience. Respondents cited email, telephone, the website, quarterly meetings, LM employee contact, and mail as their main sources of interaction and communication with LM (see Figure 1). Given the small number of interviewees, caution should be exercised in generalizing these results to be representative or inclusive of other stakeholders.

2.1.1 Overall Performance

The results from Durango, Colorado, differ from those of Fernald, Ohio, and Weldon Spring, Missouri, because these stakeholders were interviewed regarding multiple DOE-LM sites. As noted, these sites include Grand Junction, Shiprock, Monument Valley, Mexican Hat, and Tuba City. Only one stakeholder was most familiar with Grand Junction, while the other five stakeholders were familiar with multiple sites. Stakeholders were most familiar with the Shiprock, Monument Valley, Mexican Hat, and Tuba City sites due to the fact that they are all located on Navajo land. The number of sites within the Navajo Nation suggests that residents on Navajo land are important stakeholders, and further demonstrates the importance of DOE-LM communication and outreach to this community. Out of the six respondents interviewed, half rated DOE-LM a six and half rated DOE-LM an eight when asked how they would rate DOE-LM’s overall performance from one to ten (ten being best).

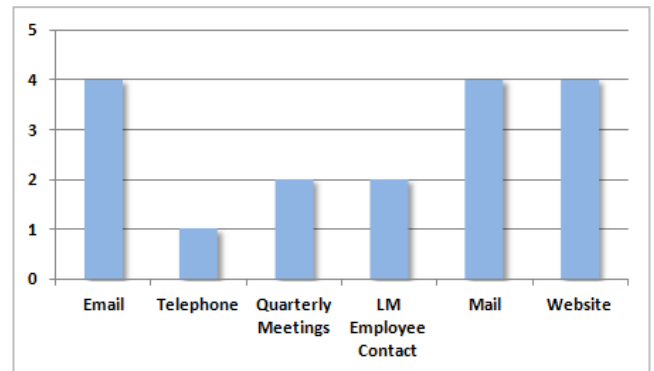


Figure 1. Ways Communication is Initiated/Received

In analyzing the comments from the survey, the two main themes echoed among the interviewees pertained to the Navajo language and cultural barrier, and the venues and methods for communicating important information.

2.1.2 Mission Responsibilities

When asked if they agreed that DOE-LM remedies were protecting them and the environment, five out of the six respondents agreed and only one did not. One of the five who agreed qualified his or her statement by saying “yes, with the exception of Shiprock,” and the one who indicated that he or she did not believe that DOE-LM remedies were protecting the public and the environment did not elaborate on those feelings.

2.1.3 Input from Community

Most participants agreed that DOE-LM seeks input and opinions from the community (five “yes” responses, and one “no”), while the answers were more varied when asked if DOE-LM fostered close

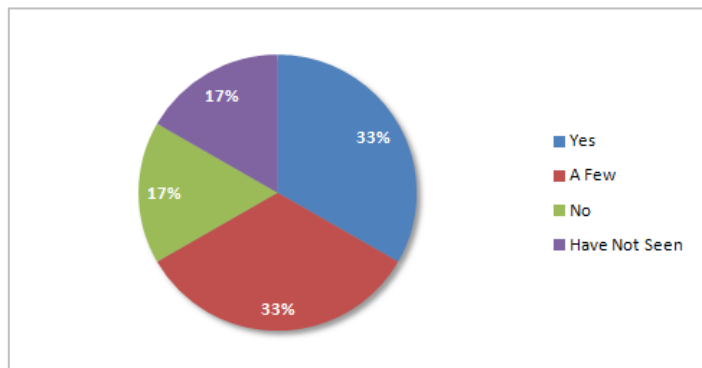


Figure 2. Does DOE-LM Create Forums that Encourage Public Participation?

communication and coordination (three “yes” responses, two “needs improvement,” and one “sometimes”). Responses continued to be varied when asked if DOE-LM creates forums for public participation (see Figure 2). Interviewees suggested that DOE-LM could better communicate throughout the Navajo Nation by expanding public signage and increasing paper mailings for site information. Survey results, however, suggest that at least five of the interviewees are familiar with the DOE-LM website, and some of those respondents use email and/or the website to communicate with DOE-LM. A point that must be considered when interpreting these results is that interviewees in this survey were spokespeople for their Nation and chapters. These spokespeople may be more familiar with online resources, but it is unclear how others within the community receive information. One stakeholder commented that messaging should be shared via hard copy and could include updates on sites, as well as information on meetings, personnel, and budget changes. Information dissemination across chapters in the Navajo Nation was a concern as well:

“With the Nation being divided into chapters, the DOE may only communicate/inform one chapter and the remaining chapters are left without information.”

These results suggest that DOE-LM is doing a good job, but could improve communications and outreach with the Native American community. One respondent felt that a way to tackle this issue would be to create a task force “to organize a networking unit [, and] to coordinate everyone and keep communication lines open.”

2.1.4 Requests for Information

Five out of six respondents agreed that DOE-LM was effective and timely with information requests and that information requests were fully met. When asked if they were satisfied with DOE-LM’s public involvement opportunities and responsiveness overall, the responses were varied (see Figure 3).

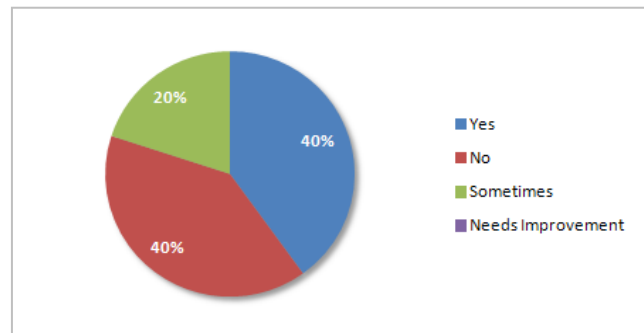


Figure 3. Overall Satisfaction with DOE-LM Responsiveness

2.1.5 Language Barrier and Translation

Stakeholders were particularly concerned that the language barrier would hinder Navajo Nation stakeholders from fully understanding the information being provided to them by DOE-LM. One interviewee highlighted the complexity of technical information in DOE-LM’s communications:

“[The] people that provide you with information...don’t give you much detail [and are] very technical, [and] you wonder if [the community and Navajo Nation] understand what is being discussed.”

DOE-LM could increase stakeholder understanding by explaining technical information more clearly using layman terms and taking time to fully explain the background information.

Results from the survey reflect that only three of the survey participants said “yes” when asked if DOE-LM fosters close communication and coordination, while the rest said “sometimes” or “needs improvement.” Furthermore, only two of the interviewees said “yes” when asked if DOE-LM creates forums that encourage public participation. DOE-LM could better foster close communication and coordination by encouraging more public participation in meetings, especially in meetings where technical information is presented. One method to encourage understanding and demonstrate DOE-LM’s sensitivity to Native American culture would be to include Navajo interpreters in these forums in order to

translate information. The majority of those interviewed in Durango indicated that information presented in their native language would better integrate DOE-LM's message to the different chapters of the Navajo Nation.

Recommendations:

These results suggest that DOE-LM is doing a good job, but could improve communications and outreach with the Native American community. The overarching communication themes from the Durango interviews appear to relate to the barriers from culture and language differences. Workshops to educate tribal representatives on technical issues may also increase understanding, as these spokespeople can relay their knowledge to the different chapters of the Nation. LM can help reduce the vulnerability of these stakeholders by working with them to address these barriers to free-flowing communication. Possibilities for improving communication with the Navajo Nation include the following:

- Consider having Navajo translators available for public meetings.
- Coordinate with Navajo Nation leaders to tailor messaging to the community.
- Work with Navajo spokespeople/representatives to determine the best formats for communicating to other chapters.

2.2 Fernald, OH

The DOE-LM site at Fernald, Ohio, is a former uranium processing site. The Fernald Feed Materials Production Center explosives manufacturing and uranium-ore concentrate processing facility has been remediated in accordance with Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) regulations, and is now a nature preserve. In-person interviews were conducted with ten stakeholders at the site between June 26 and 29, 2012. The interviewees included representatives from schools, community stakeholders, local government, and regulators.

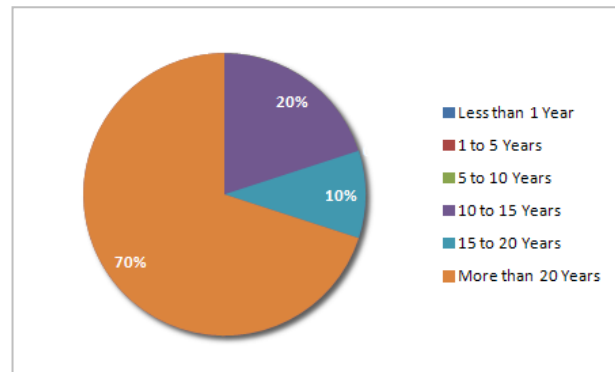


Figure 4. Years Interacting with DOE and DOE-LM

Most participants had been interacting with the Fernald site for over 20 years, with seven falling into that category, one between ten and fifteen years, and two between five and ten years (see Figure 4). Respondents mostly interacted with DOE-LM through email, DOE-LM employee contact, and telephone, but a few attended quarterly and other meetings. Given the small number of interviewees, caution should be exercised in generalizing these results to be representative or inclusive of other stakeholders.

2.2.1 Overall Performance

All participants were primarily familiar with and invested in the Fernald site, but some knew about the Mound, Portsmouth, or Rocky Flats sites. The results from Fernald, Ohio, reveal overall themes of generational differences in understanding the significance of the site, issues relating to the park site, and skepticism of the safety of a waste cell residing over an aquifer. Some stakeholders believe that DOE-LM is doing a good job and that there is little need for them anymore, but others suggest that DOE-LM should do more to communicate and maintain transparency with the community.

“I don’t know if they could do any better. They aren’t trying to hide anything. I think a lot of people think they hide things, but I don’t think they do. They are very open with me.”

“It goes back to no longer being in the middle of cleanup, we don’t need a lot of public participation right now. I think what we are doing meets the needs of where we are at. I am not sure what else is needed.”

“[They need to make] sure they understand what the public really wants. It seems to me that there is what LM wants to try to do and then what the public really wants to do; they don’t always correspond with each other.”

By understanding these mixed responses, DOE-LM may be able to identify the main focus of an effective communication strategy. There are stakeholders who understand what is happening while others appear to be less informed.

2.2.2 Mission Responsibilities

When asked if they agreed that DOE-LM remedies were protecting them and the environment, eight out of the ten respondents agreed, one did not, and one did not feel they had enough experience to comment. The one respondent who did not feel that the remedies put in place were protecting the stakeholders and environment of the Fernald site feared that expressing this viewpoint would make him or her a target in the community that has shown overwhelming support for the site. The respondent indicated feelings of isolation amongst the community involved in deciding to move forward with the Preserve and did not feel that DOE-LM provided enough anonymity in expressing concerns. This respondent also indicated that now that the Preserve has been built, there “wasn’t a lot anyone could do about it now” and “LM is doing the best they can in making what they have work.”

2.2.3 Input from Community

Most participants agreed that DOE-LM seeks input and opinions from the community (seven “yes” responses, and three “sometimes”), while the answers were more varied when asked if DOE-LM fostered close communication and coordination (four “yes” responses, four “sometimes,” one “no,” and one “not applicable”). Responses continued to be varied when asked if DOE-LM creates forums for public participation (see Figure 5). Respondents indicated that reaching out to a broader generation of stakeholders through education would be beneficial at Fernald. Education of the younger generations may bridge this communication gap at the Fernald site. Stakeholders revealed sentiments that the younger generation does not know the significance of this site as it has been mostly cleaned up:

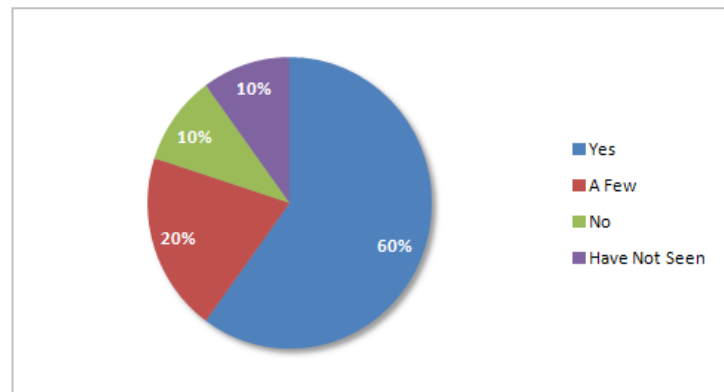


Figure 5. Does DOE-LM Create Forums that Encourage Public Participation?

“[The] challenge is keeping the information coming to the community. As long as they are here the community can come to them easily and work with them. They must continue educating the students and the public. There are people that still don’t know about Fernald or the Cold War, we need to be a resource and just be here to preserve the history.”

“[Make] sure a younger audience that was not affected by Fernald, understands what happened, and are able to maintain the remedy that’s in place here. [A challenge is] getting the younger people who are moving into this area to care.”

“Continue the involvement in the community particularly with the kids and their parents because they are the generation who will use the new facility now. Keeping them informed helps shake the image of the past. I will tell you that this year I didn’t have one parent concerned about taking kids to the site and getting ‘nuked’.”

Another stakeholder acknowledges the generational differences, and offers that DOE-LM should also communicate more with the elderly who have lived through the site:

“Our community has younger families, and also a community of older people who were born and raised here. I think it is probably hard to reach the elderly community. Maybe they should go to senior centers and do the same presentations they do at the schools to help bridge that communication gap. [The] challenge is reaching older population.”

These generational differences provide DOE-LM with the challenge of reaching out to a wide range of audiences that have different experiences interacting with the site.

2.2.4 Requests for Information

When asked if requests for information had been effectively fulfilled by DOE-LM and if those requests were easily, responsively, and fully met, seven out of ten said “yes,” two said “sometimes,” and one indicated the question was “not applicable.” Interviewees revealed skepticism of the detail in which DOE-LM has relayed information relating to the cleanup of the park site and maintenance of the waste cell over the aquifer:

“They need to explain why they didn’t clean the plant up and leave it the way they found it, like they promised they would do and didn’t. The site is supposedly a preserve, but its eerie here now, it’s not like Houston Woods, which is what I thought it would be. I thought there would be a big fishing lake and a place where people can camp here, but that can’t be because you are sitting on a mound of contaminated radioactive waste. It can never be changed.”

“I think any of the incidences that do happen on site should be reported fully to the public. There are findings in the site inspections that are not reported at public meetings. We are still finding debris on site and I don’t think the public knows that. If the public stays on the trails then [they are] fine, but there are 1,000 acres out here and we can’t assume that they are going to follow the rules.”

“I think they are probably doing the best they can with what they have left us with, being contaminated waste left onsite on top of an aquifer. People are restricted to certain areas, it seems that it is fully open to the public but that is not the case. When the cell fails, and it will, that’s when the government will have to step up and admit they were wrong. They have admitted to us that they know it will fail it’s just a matter of time.”

This skepticism could suggest that there is a lack of transparency relating to certain aspects of the management and communication at the Fernald site. In considering the data, nine participants said that they rated their communication with DOE-LM as either average, good, or very good. Only four interviewees, however, responded “yes” when asked if DOE-LM fosters close communication and coordination (four said “sometimes,” and one did not know). When asked if DOE-LM is effective and timely in providing the information needed, eight respondents said “yes.” When asked if DOE-LM seeks

the stakeholders input and opinion, however, five said “yes,” two said “no,” and three said “sometimes” (see Figure 6). These mixed results might suggest that stakeholders are getting information about the site, but that maybe they would like to see more detail and information provided with regard to the maintenance and activities conducted by DOE-LM.

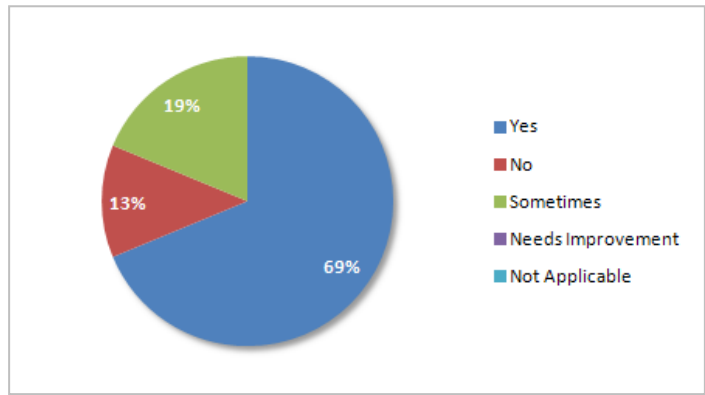


Figure 6. Does DOE-LM Seek Input and Opinions from Your Community?

Eight of the interviewees felt that DOE-LM’s remedies are protecting them and the environment (one said “no,” and one did not know). Furthermore, nine said “yes” and one responded “no” when asked if they have been satisfied with DOE-LM’s public involvement opportunities and responsiveness overall. All participants gave DOE-LM a seven or above when asked about the overall rating of DOE-LM performance on a scale of one to ten, ten being most satisfied. These results suggest that DOE-LM is creating a positive atmosphere of communication at the Fernald site. One stakeholder did mention that staff from the DOE-LM headquarters could visit to get a perspective on what strategies might be best to follow in the future:

“It wouldn’t hurt to have the LM HQ people to come here maybe once a year. I think sometimes when you are in DC they are in the bubble and they need to get out of their comfort zone and see what’s happening here locally. Sometimes it’s good to go and visit the sites.”

Challenges still exist in educating the different generations and reducing skepticism over the safety of the cell and park sites. DOE-LM should look to address these concerns at the Fernald site to increase understanding and communication with the community.

Recommendations:

DOE-LM should identify opportunities at both schools and senior citizen centers (or similar places that serve older residents) to provide updates, information, and general history about the site. By informing an elderly audience of activities at the site, DOE-LM might put concerns to rest. Educating a young audience could allow DOE-LM to cultivate understanding and relationships for future work at the Fernald site. A workshop that included both senior citizens and school-age children could provide a venue for DOE-LM to discuss current environmental protections and also highlight the site’s unique role in U.S. history. Long-time residents of the area could discuss the impact of Fernald on the community with younger residents.

2.3 Weldon Spring, MO

The DOE-LM site at Weldon Spring, Missouri, is a former explosives manufacturing and uranium-ore concentrate processing facility, which has been remediated in accordance with CERCLA regulations, and is now a public recreation and education facility. In-person interviews were conducted with nine stakeholders near the Weldon Spring site. All

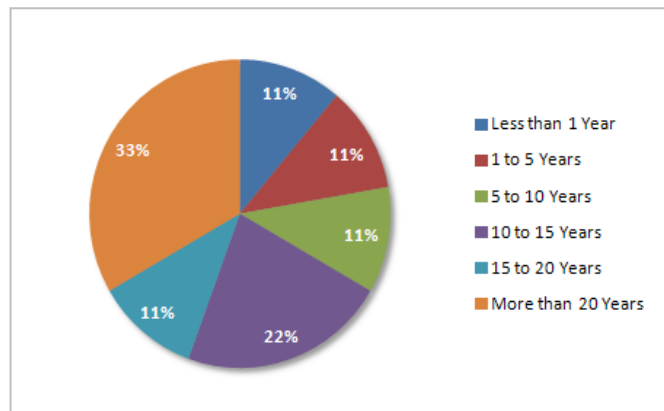


Figure 7. Years Interacting with DOE and DOE-LM

respondents indicated that Weldon Spring was the site that they were most familiar with, with one respondent indicating familiarity with Fernald, Ohio, and one indicating familiarity with Oak Ridge, Tennessee. Interviewees’ experiences with DOE ranged from less than a year (one respondent) to over 20 years (three respondents) (see Figure 7).

2.3.1 Overall Performance

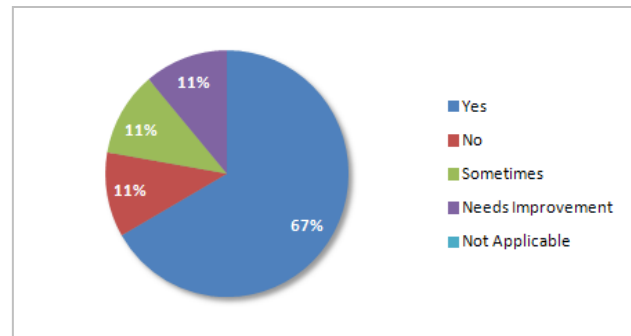
Results from the Weldon Spring site were mixed across interviewees. When asked to rate DOE-LM’s overall performance on a scale of one to ten, with ten being best, all interviewees gave a rating of five or above, with one participant ranking DOE-LM’s performance a five, one ranking performance a six, two ranking performance an eight, two ranking performance a nine, and three ranking performance a ten. Of the participants, seven expressed that they were satisfied overall with DOE-LM’s performance and responsiveness, while two indicated that they were only sometimes satisfied.

2.3.2 Mission Responsibilities

When asked if they agreed that DOE-LM remedies were protecting them and the environment, 100 percent of respondents agreed that they were.

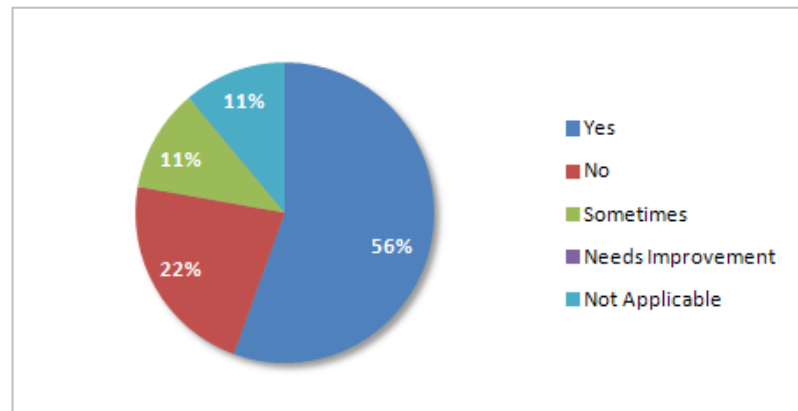
2.3.3 Input from Community

Results varied when asked if DOE-LM seeks input and opinions from the community (five “yes” responses, two “no,” and one sometimes,” with one person indicating that the question was not applicable to them). Again, results varied when asked if DOE-LM fostered close communication and coordination (see Figure 8). Furthermore, five respondents indicated that DOE-LM creates forums for public participation, while one said “a few,” one said “no,” and two indicated that they “have not seen” any opportunities to participate.



2.3.4 Requests for Information

When asked if DOE-LM is effective and timely in providing needed information, 100 percent of the respondents indicated “yes.”



However, when asked if DOE-LM seeks their input and opinion, only “67 percent indicated “yes.” Results were more varied when asked if DOE-LM seeks the input and opinion from their community (see Figure 9).

Interviewees also indicated that they communicate with DOE-LM through email, telephone, DOE-LM employee contact, mail, website,

Figure 9. Does DOE-LM Seek Input and Opinions from Your Community?

and other meetings. While all survey respondents answered “yes” when asked if DOE-LM was effective and timely in providing needed information, satisfaction regarding the different means of communication was mixed. In regard to the DOE-LM website, seven respondents rated ease-of-use of the site at an average level or higher, while two indicated that they did not use the website. Regarding public meetings, seven respondents indicated that information received was useful or very useful, while the remaining two indicated that they had not attended public meetings.

Of the challenges identified by in-person interview respondents at the Weldon Spring site, several themes emerged, namely, maintaining communication and keeping community interest. On the topic of communication, respondents noted the following challenges:

“Disseminating information: The site is off the beaten path in a rural area. In my opinion the interpretive center is underutilized by the community. Most people don’t seek out the LM website so they use local health department.”

“Getting the information out there: If they want to hold a forum people need to know about it. The information is there, but they have lost touch with people in the county even though it is open. There are always people there so, they are interested. They could do a better job.”

When discussing community engagement, respondents indicated concern, both with current community engagement and with keeping stakeholder interest in the future:

“It’s keeping people’s interest; I do think they can keep people interested with use, but the success with public meeting is not good, but I have not been in a few years... I just look up the annual report.”

“As the community gets busier and busier, there is an onslaught of information. You tend to forget the issues. You get the emails from LM, and sometimes you forget to go back and look at it.”

2.3.5 Additional Concerns

When asked about ways that DOE-LM could improve to better serve its mission in the Weldon Spring community, the survey respondents noted that improved communication, advertising, and information targeting would improve DOE-LM’s performance, with respondents stating:

“Put more information in newspapers and magazines, just a website is going to be underutilized, same with Interpretive Center in a rural setting.”

“Make broader appeal to people about what is going on at that site.”

“[DOE-LM should] more effectively communicate to stay off the rocks. They need a WiFi hotspot to direct to the LM website to effectively communicate information about the site.”

“[DOE-LM should:] Use signage at the site; effectively train the future employees to extend the knowledge base of the current employees; and create a fact sheet for each article on display.”

2.3.6 Community Events

Other respondents suggested holding open houses or special events to encourage the community to become more actively engaged in the site, noting:

“They could host a nice open house every three years to communicate with not only local LM employees but their bosses to effectively communicate and compare other sites.”

“Might consider special events at the site to renew interest. An offering in the past was well received.”

Recommendations:

DOE-LM should consider providing more information via public meetings, open houses, and local newspapers to enhance communication with the Weldon Spring site.

3. Telephone Interview Results

Telephone interviews were conducted with stakeholders at the same four DOE-LM sites that were interviewed in 2005. These sites were Rocky Flats, Colorado; Monticello, Utah; Mound, Ohio; and Pinellas, Florida. The feedback from the 26 total telephone survey respondents is summarized in the following sections.

3.1 Rocky Flats, CO

There were eleven interviewees from the Rocky Flats, Colorado, site. The interviewees consisted of ten stakeholders and one regulator. Participants had a wide range of experience interacting with DOE, ranging from less than one year to over five years. All identified most closely with the Rocky Flats site, and one interviewee also knew about the Weldon Spring, Oak Ridge, and Monticello sites. Given the small number of interviewees, caution should be exercised in generalizing these results to be representative or inclusive of other stakeholders and regulators.

3.1.1 Overall Performance

Ten of the respondents gave DOE-LM a five or above when asked how they would rate DOE-LM's overall performance from one to ten (ten being best). One respondent gave DOE-LM a four, but did not expand on the reasoning behind the answer. Nine participants were satisfied with DOE-LM's public involvement opportunities, while two were not. One stakeholder mentioned that Rocky Flats was an "anomaly" because it had been cleaned up and has a stewardship council that facilitates a good collaborative process with DOE-LM. This point highlights a potential communication solution for other DOE-LM sites. DOE-LM could consider implementing stewardship councils that represent stakeholders at other sites to better facilitate communication between DOE-LM and stakeholders.

3.1.2 Mission Responsibilities

When asked if they agreed that DOE-LM remedies were protecting them and the environment, ten respondents agreed (one strongly agreed, seven agreed, and two somewhat agreed), and one did not know (see Figure 10). This person who was unsure suggested that "it is hard to feel safe when there is a lack of understanding about the information and what [DOE-LM] is actually doing." Some respondents were unsure what "monitoring and managing" meant in the reports sent to them.

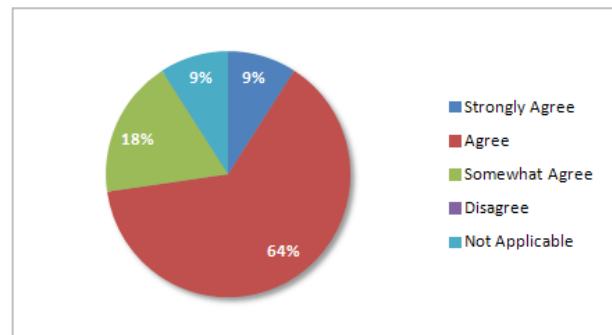


Figure 10. The Remedies are Protecting You and the Environment

Moreover, one interviewee stated:

"It does not feel like a two way conversation. We put our comments and questions out there, but LM does not necessarily listen or answer them. They only follow minimum requirements, so there is no sense that there will be further investigation into issues brought up."

3.1.3 Input from the Community

Most participants agreed that DOE-LM seeks input and opinions from the community (ten “yes” responses and one “no”), and most agreed that DOE-LM fostered close communication and coordination (eight “yes” responses and three “no”) (see Figure 11). Furthermore, nine respondents agreed that DOE-LM creates forums for public participation, while two did not. The regulator stated, “there are several forums to engage the community,” including the stewardship council, activity groups, ad-hoc meetings, and adaptive management plan meetings. Regardless of these opportunities, other stakeholders were skeptical of the information they are being given, stating, “LM needs to spend more time with community to explain processes, decision points, and engagement opportunities. LM has a very minimalistic approach.” These mixed opinions suggest that DOE-LM needs to find a balance of communicating with both regulators and stakeholders at a level that non-technical audiences can understand.

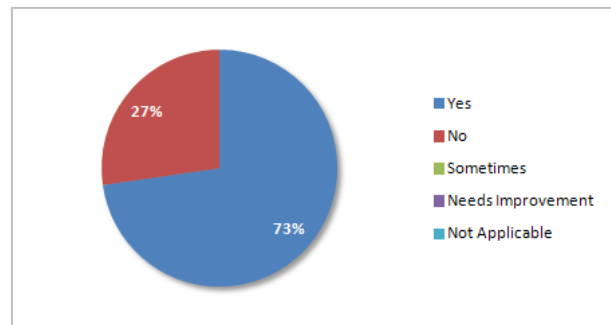


Figure 11. Does DOE-LM Foster Close Communication and Coordination?

Regardless of these opportunities, other stakeholders were skeptical of the information they are being given, stating, “LM needs to spend more time with community to explain processes, decision points, and engagement opportunities. LM has a very minimalistic approach.” These mixed opinions suggest that DOE-LM needs to find a balance of communicating with both regulators and stakeholders at a level that non-technical audiences can understand.

3.1.4 Requests for Information

All interviewees agreed that DOE-LM was effective and timely with information requests (two strongly agreed, seven agreed, and two somewhat agreed), and that information requests were fully met (five strongly agreed, four agreed, and two somewhat agreed).

Respondents for Rocky Flats mainly communicated with DOE-LM through email, phone calls, meetings, and also received information from the website and document distribution. Three respondents mentioned difficulty in finding documents on the website:

“The website is not very user friendly. When you are trying to find documents it is not clear where to find them. Are they community or regulatory? There is a lot of back and forth trying to find them. Work prior to when LM took over is not available. [The] data section has improved a lot.”

“I use the website to try to find historical information. There is a lot of good data, but it’s difficult to navigate through ‘layers’ to get to data that I want. [DOE-LM should] streamline the interface for people who are unfamiliar with website.”

“I have found that it is a challenge to drill down through, especially if there isn’t a specific document link. It is hard to go to the main site and find what I am looking for.”

“I get notices of new documents put on the website, often they are in government language. I wish they would give the simple version of what the documents contain and not just the official document. It is just not very user-friendly.”

Interviewees also had mixed opinions on information given out at meetings. Three mentioned that DOE-LM does a thorough job of explaining technical data and sending meeting notices in advance, while two other respondents felt that DOE-LM was reluctant to provide information and the information that was provided was superficial. Selected comments are as follows:

“I receive quarterly updates from DOE about monitoring clean up at Rocky Flats. [DOE-LM is] very thorough and good at explaining technical data to a non-technical audience. [DOE-LM is] very proactive at providing information and being patient with new Stewardship Council board members.”

“The information feels pretty superficial to me, and presented in a way that does not invite discussion or in-depth analysis. Maybe links to information provide more information, but I don’t look at those too often. There is a lot of information in quarterly reports, but information is not really thoroughly presented. They need to be more thorough to get public to understand. Information can be very vague or general, so in presentations LM will refer participants to big report, and it can be hard to dig and find that information.”

“When we do attend meetings with DOE, they are reluctant to provide information ahead of the meeting. This does not give us a chance to prepare ahead of time so that we can ask questions.”

3.1.5 Additional Concerns

Overall, interviewees appeared to be pleased with DOE-LM’s communication at the Rocky Flats site. Respondents did point out some weaknesses due to vague definitions of remedies and lack of transparency in answering questions. DOE-LM should prioritize these as areas for improvement at the Rocky Flats site to create an ideal framework of communication. Comments below reflect further concerns and opinions of survey participants:

“I have seen [DOE-LM] engage with the public, freely provide information, and do an excellent job of communicating. [DOE-LM has] even remained engaged with people they do not have to, such as activist groups that oppose what DOE-LM is doing with the site.”

“The individual I work with the most is Scott and I have appreciated his knowledge and understanding of what is going on. It is worthwhile mentioning that he does a very good job.”

“I encourage them to be as open and willing as possible to listen to participants around LM sites. There are many balanced people that can provide good discussion and discourse. [There should be] more efforts to help workers who have worked in these facilities who have major health problems. This is not necessarily LM, but the federal government should give more support, especially health care, to these workers. This is all a learning process for LM, and they should take the opportunity to listen to people because people do care about these issues.”

“The person they charge with implementing their communications stuff, they need to do a better job of understanding how technology works and how we communicate with technology. We get broken links in emails to articles, which is strange. The distribution lists are unclear. Their contractor needs to increase their performance, they struggle with basic stuff. They are trying to make information available but the person they charge with distributing it is not doing a very good job.”

Recommendations:

Even with a stewardship council, there appears to be difficulty with all members being at the same understanding level regarding the information that is disseminated. DOE-LM needs to find a balance of communicating with both regulators and stakeholders at a level that non-technical audiences can understand. The following actions may improve communications with Rocky Flats stakeholders:

- Review the DOE-LM website for usability and ease, particularly for finding documents and records.
- Work with site managers to enable them to be transparent with information so that stakeholders and regulators feel comfortable and safe with the remedies put in place.
- Consider re-offering the opportunity to form stewardship councils at other sites.

3.2 Monticello, UT

There were four interviewees from the Monticello, Utah, site. The interviewees consisted of two stakeholders and two regulators, and the length of time that interviewees had been interacting with DOE-LM ranged from one to twenty years. All participants were most familiar with the Monticello site, two were also familiar with the Rocky Flats site, and one was familiar with Grand Junction. Given the small number of interviewees, caution should be exercised in generalizing these results to be representative or inclusive of other stakeholders and regulators.

3.2.1 Overall Performance

In analyzing the Monticello responses, interviewees had somewhat positive experiences communicating with DOE-LM. When asked about the overall rating of DOE-LM's performance on a scale of one to ten (ten being best), all interviewees gave ratings of five or above. Three interviewees were satisfied with DOE-LM's public involvement and responsiveness, while the fourth was not.

3.2.2 Mission Responsibilities

When given a definition of DOE-LM's mission (to maintain remedies put in place and make certain LM continues to protect the public and the environment), there were mixed results as to whether participants agreed with the statement. Three participants either strongly agreed or agreed, but one individual disagreed. This respondent's main concern dealt with the healthcare costs associated with cancer from living near, or working at, the Monticello site:

“[DOE-LM] still hasn't taken care of people that were affected during the contamination years. We have a group that has worked with the Utah Dept. of Health on cancer screening, and there was a proven cancer cluster near the mill site before it was cleaned up.”

This concern was prevalent among all of the interviewees from the Monticello site. There appears to be confusion as to the reasoning why DOE-LM will not pay for these costs, and the interviewees felt that DOE-LM was not sufficiently communicating the reasoning behind these decisions.

3.2.3 Input from the Community

All four participants agreed that DOE-LM seeks input and opinions from the community, and three agreed that DOE-LM fosters close communication and coordination (the fourth was neutral). All except

one agreed that DOE-LM creates forums for public participation. One participant commented that “for the five year interviews, there was some negativity relating to communication with DOE and LM.”

3.2.4 Requests for Information

Most interviewees agreed that DOE-LM was effective and timely with information requests (one strongly agreed, one agreed, and one did not know), and that information requests were fully met (three agreed and one did not know). Respondents mainly communicated with DOE-LM through email, phone calls, meetings, and also received information from the website and document distribution. Two interviewees mentioned that it is extremely difficult to find administrative documents on the website. Furthermore, another participant thought the information at meetings was good, but that stakeholders and regulators “would like to get [quarterly] meeting reminders more than just a week ahead of time” so that they have time to prepare questions and comments.

3.2.5 Additional Concerns

Based on the history of the Monticello site, there are several concerns about healthcare costs for cancer patients that worked in or lived near the Monticello site. According to the following comments, interviewees were unclear as to why DOE-LM could not pay for healthcare costs:

“There are always the health concerns. It has always been the [city of Monticello’s] position that LM has done a good job of cleaning up the site, but DOE had to take responsibility for not cleaning up the site earlier. There have been some major health effects as a result of this.”

“[The city] continually tries to get funding to help Monticello citizens affected by cancer. Because the cleanup was in town, this makes everyone residing in town a participant in the effort, and we believe that those who are affected by cancer related to the issues should receive healthcare funding. Our biggest struggle is that DOE-LM continues to give reasons why they are not funding healthcare for these people.”

One interviewee also commented that the project manager at the site was misinterpreting comments given on specific projects:

“Dealing with DOE and the project manager, they make assumptions that aren’t true regarding our comments to their reports. They make assumptions that are not necessarily what we intended in our comments. On instances that we don’t initially agree, we have to work with EPA who then coordinates with DOE.”

One regulator praised the DOE-LM staff by saying:

“In my experience, LM has excellent staff. They are some of the highest quality personnel that I have worked with in my professional life.”

Recommendations:

DOE-LM should consider sending a letter or holding a town meeting or workshop to explain the healthcare cost issue. While DOE-LM and other relevant federal agencies may have shared information in the past with the Monticello community, there are clearly still many questions and concerns that need to be addressed. Working with the Utah Congressional delegation to disseminate and explain DOE’s role would be a good strategy and would allow DOE-LM to utilize the expertise of staffers who liaison with local communities on similar issues (such as social security, Medicaid, etc.). If DOE-LM does not have

jurisdiction and responsibility over the healthcare cost issue, then the community should be guided towards the appropriate federal agency. Once again, working closely with Congressional offices may be beneficial to sharing information.

3.3 Mound, OH

There were seven interviewees from the Mound, Ohio, site. The interviewees consisted of four stakeholders and three regulators. All of the interviewees had been interacting with DOE-LM for at least three years, and they were all familiar with the history of the Mound site. A few also knew of the Rocky Flats and Portsmouth sites. Given the small number of interviewees, caution should be exercised in generalizing these results to be representative or inclusive of other stakeholders and regulators.

3.3.1 Overall Performance

The results of the Mound interviews reflected a fairly positive perception of DOE-LM's communication strategies. When asked about the overall rating of DOE-LM's performance on a scale of one to ten (ten being best), all interviewees gave ratings of six or above. Furthermore, five interviewees said that they were satisfied with DOE-LM's public involvement and responsiveness. Regulators tended to be more positive about DOE-LM's communication than stakeholders. One regulator mentioned that "LM leadership [is] very open and accessible." Stakeholders felt that they had to be very proactive in communicating with DOE-LM to get information about Mound. DOE-LM could improve in this area by encouraging public participation for new projects, such as when future maintenance and management plans are being developed.

3.3.2 Mission Responsibilities

Five interviewees either agreed or strongly agreed when asked if they thought DOE-LM remedies were protecting them and the environment. The other two only somewhat agreed or did not know. These numbers are somewhat deceiving, as one stakeholder suggested that DOE-LM no longer had a role at the site, while another indicated programs such as the Asset Revitalization Initiative may flounder and need to be improved.

3.3.3 Input from the Community

Interviewees generally agreed that DOE-LM provided documents and information on a timely basis, but there were mixed results regarding how DOE-LM fostered communication with interviewees. When asked whether DOE-LM fosters close communication and coordination, and if DOE-LM seeks input from the interviewee and the community, five of the interviewees said "yes" (see Figure 12). However, when asked if DOE-LM encourages public participation, only four of the respondents said "yes," while three answered "no" (see Figure 13).

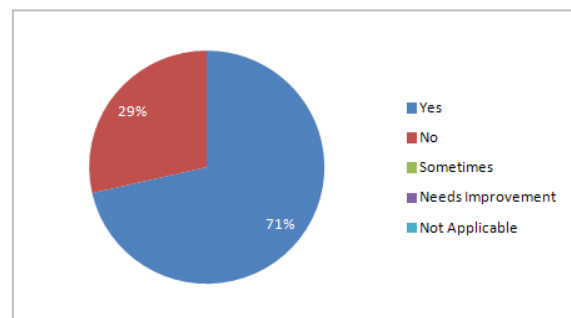


Figure 12. Does DOE-LM Seek Input and Opinions from Your Community?

These mixed results suggest that DOE-LM is active in seeking input, but does not always ask for public participation in its processes. One respondent mentioned that there “was lots of public involvement on the DOE Environmental Management (EM) side” before the site was passed to DOE-LM, but neglected to mention anything about DOE-LM public participation opportunities. Keeping transparency through public participation at Mound may be an important issue in the future.

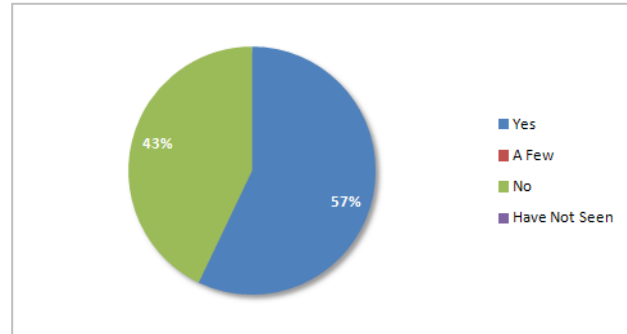


Figure 13. DOE-LM Encourages Public Participation

3.3.4 Requests for Information

All interviewees agreed that responses to information requests were effective and timely (three strongly agreed, three agreed, and one somewhat agreed), and that information requests were fully met (four strongly agreed, one agreed, one somewhat agreed, and one did not know). Interviewees mainly communicated with DOE-LM through email, phone calls, meetings, and also received information from the website and document distribution. One individual commented that finding documents on the website was a difficult task.

3.3.5 Additional Concerns

Interviewees were concerned about the future of Mound, specifically relating to whether there will be funding and management provided by DOE-LM:

“I am pleased that LM is taking remedies that are already in place seriously. Mound is being monitored and maintained well. In the long term, how will these sites stand the test of time in terms of institutional controls? Will there be funding and management support in the future? As time goes on, frequency of annual inspections will be important, [and] inspections should be more frequent to make sure the site is being monitored and managed properly.”

“I am concerned about the site changing and the historical interaction of LM maybe 20 years from now. I am getting information about portions of the site being sold...will LM have any rights [or management] responsibility to maintain the property after it is sold?”

The issues posed in these comments were also seen at other DOE-LM sites surveyed since stakeholders are often concerned about how the sites will be managed in the future.

Recommendations:

DOE-LM site managers, as well as headquarters senior staff, should consider providing clear and detailed information regarding future plans at the site whenever possible. This level of increased transparency will encourage public trust and keep a consistent and open line of communication among LM, stakeholders, and regulators.

3.4 Pinellas, FL

There were four interviewees from the Pinellas, Florida, site. The interviewees consisted of three stakeholders and one regulator, and the length of time that interviewees had been interacting with DOE-LM was mixed: one had been interacting with DOE for less than a year, one between one and three years,

one between three and five years, and the fourth participant for over five years. All participants noted that the Pinellas site was the sole DOE-LM site with which they were familiar. Given the small number of interviewees, caution should be exercised in generalizing these results to be representative or inclusive of other stakeholders and regulators.

3.4.1 Overall Performance

Results from the Pinellas site were mixed across interviewees. When asked to rate DOE-LM's overall performance on a scale of one to ten, with ten being best, all interviewees gave a rating of five or above, with one participant ranking DOE-LM's performance a five, one ranking performance an eight, and two ranking performance a nine. Of the participants, three expressed satisfaction with DOE-LM's performance and responsiveness, while the fourth indicated a neutral response, as the participant had only recently begun interacting with DOE-LM.

3.4.2 Mission Responsibilities

When given a definition of DOE-LM's mission (to maintain remedies put in place and make certain LM continues to protect the public and the environment), participants agreed that DOE-LM was adhering to its mission, though their opinions on the degree to which DOE-LM meets its charge were varied: one strongly agreed, one agreed, and one somewhat agreed. The fourth participant indicated that the question did not apply to his or her experience.

3.4.3 Input from the Community

All four participants agreed that DOE-LM seeks input and opinions from the community, and all agreed that DOE-LM creates forums that encourage public participation. The opinions were split, however, on fostering communication and coordination: two agreed that DOE-LM does a good job and two indicated that DOE-LM does not foster close communication and coordination in its activities.

3.4.4 Requests for Information

All interviewees agreed that DOE-LM is effective and timely in providing information that is requested (two strongly agreed, one agreed, and one somewhat agreed), and all agreed that requests for information from DOE-LM are fully met (two strongly agreed and two agreed). The interviewees cited email, telephone, employee contact, website, document distribution, and meetings as the primary means for communing with and receiving information from DOE-LM.

3.4.5 Additional Concerns

When pressed on additional topics of concern at Pinellas, interviewees expressed concern about funding at the site:

"I know there have been budget cuts, but I am concerned that Pinellas has fallen to a low spot on the totem pole."

"I don't understand why the remedial action hadn't been done sooner. Why did they have to wait for the funds to be allocated before remediation?"

Recommendations:

As with the community at Mound, it will be important to share information regarding the path forward and long-term planning at Pinellas to alleviate concerns about DOE-LM's future role at the site.

4. Web Survey Results

The web survey was sent out electronically via email to 3,646 people in the LM stakeholder database on August 30, 2012. In addition, approximately 1,000 postcards containing the survey website information were sent to stakeholders within the database who did not have email addresses on record. Originally, the web survey was set to remain open for four weeks and scheduled to close on September 26, 2012; however, to accommodate as many responses as possible, the survey close date was extended to October 10, 2012. The survey officially closed on October 10, with a total of 252 respondents, making the web survey response rate approximately 5.5 percent.

4.1.1 Respondent Demographics

Respondents identified over 100 unique DOE-LM sites as the site or sites to which they are closest or with which they are most familiar. The six sites listed in Table 1 had the most representation.

Table 1. DOE-LM Sites with the Most Web Survey Respondents

<i>Site</i>	<i>Response Count</i>	<i>Response Percentage</i>
Grand Junction Processing	62	27.3%
Fernald Preserve	56	24.7%
Rocky Flats	46	20.3%
Mound	38	16.7%
Grand Junction Disposal	36	15.9%

Additionally, there were 24 respondents from "other" non-LM sites, including the current Environmental Management (EM) site at Hanford, Washington; DOE Uranium Leasing sites; and Sandia National Laboratories. In total, there was a 90 percent response rate from respondents participating in the survey to this question.¹

Over half of the respondents had been interacting with DOE-LM for more than five years, followed by about 17 percent each interacting between one to three years and three to five years. Only about seven percent of respondents had been interacting with DOE-LM for less than one year (see Figure 14). In total, there was a 98 percent response rate from respondents participating in the survey to this question.

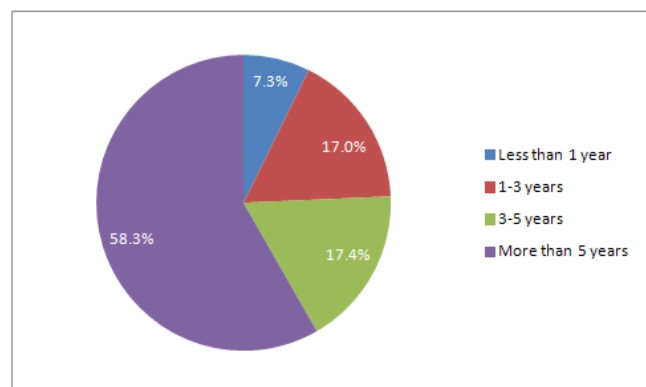


Figure 14. Length of Time Interacting with DOE-LM

¹ Please see Appendix C for a list of all the responses and sites chosen when asked the question "Which LM site or sites are you closest to/most familiar with?"

4.1.2 Communication Channels

Respondents were asked in what ways they initiate communication or receive information from DOE-LM, and answers were diverse, with electronic communication via email and website making up 47 percent of all communication. Document distribution, telephone calls, and meetings were reported to make up 42 percent of communication channels (see Figure 15)².

When asked about the easy of navigability of the LM website, 61 percent agreed that the site was easy to use, 10 percent strongly agreed, and 10 percent either disagreed or strongly disagreed.

When asked if they had attended a public meeting and/or workshop and how useful the information received at that meeting was, 40 percent indicated that the question was not applicable. Of those who did rate their experience attending public meetings, 47 percent said that the information was either useful or very useful and 14 percent indicated that the information was either somewhat useful or not useful at all. Figure 16, below, summarizes these responses.

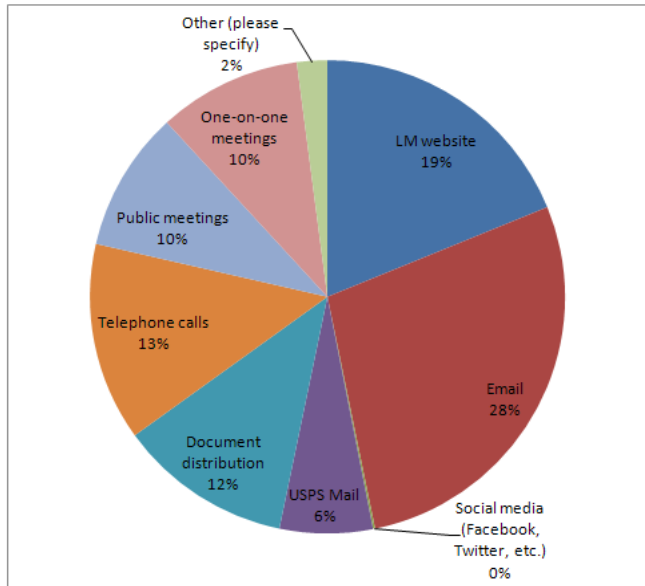


Figure 15. Communication Channels

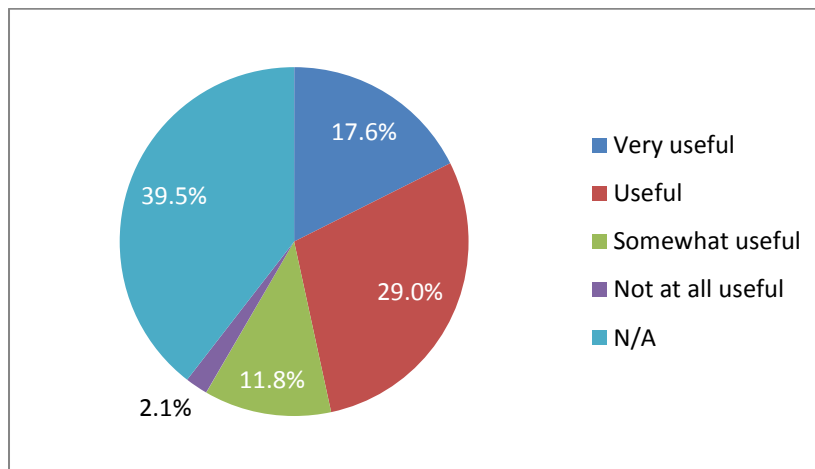


Figure 16. How Useful Was the Information Received at Public Meetings?

When asked to rate their overall communication experience with DOE-LM, 67 percent rated DOE-LM good or excellent and 30 percent rated DOE-LM poor or average. When asked to expand on their reasons for their ratings, the following were stated:

² Note that while the graph mentions social media, DOE-LM currently does not use social media as an outreach tool.

Website:

- *Website is difficult to navigate and slow*
- *Regular email newsletters are good, website could be better designed (takes 1 or 2 more steps to find something but eventually I do!)*
- *Website is not intuitive, staff are too defensive*

Email/Newsletter:

- *Sometimes I'm unsure if the emails apply to me*
- *E-mail information good*
- *Good newsletter*
- *Have had very little communications other than LM emails.*

Staff Interaction:

- *Depends upon the LM representative; some are great at communication, some aren't.*
- *A more consistent message (from staff and contractors) would be welcomed.*
- *I have communicated with very few individuals from LM, but all of them communicate clearly and with purpose.*
- *LM staff are often not available and do not return messages. When available, LM staff are sometimes aloof.*
- *Coordinating with DOE LM on transition of FUSRAP projects. Proactive communication and coordinated public affairs support has been an asset to the project.*
- *LM staff are responsive and timely.*
- *Too technical and interpretation severely misleading on Native lands.*
- *LM has gotten easier in the past few years and their contractors are great to work with.*
- *Local staff know the site very well and are always willing to discuss site conditions and activities (PS, they work for the subcontractor, not DOE).*
- *Most of the time contact is good but once in a while (rare) there are dropped connections.*
- *Not enough technical information shared with public.*
- *Clear statements of actions and progress.*
- *Open channels, multiple means, good response times.*
- *I have observed efforts to communicate in the planning stages and as they are being developed. Great care is taken to communicate early, clearly, and completely.*
- *Disagreements over basic science and staff turnover.*
- *They communicate with me, I don't have to track them down.*
- *LM does not seem to reach out to experienced people who have managed their sites.*

Information Shared:

- *Frequent communication at right level.*
- *I receive fast responses and clear information.*

- *Sometimes the response is a little lacking.*
- *DOE is living in a dream world thinking they are helping to clean up sites when they are not, most of your outreach perpetuates the lie, at least for the sites in NM.*

4.1.3 Mission Responsibilities

Respondents were given the definition of DOE-LM’s mission, which is to maintain remedies put in place and to make certain DOE-LM continues to protect the public and the environment. They were then asked to respond “yes” or “no” to the following question, “Concerning the sites you value most or are most familiar with if do you feel that DOE-LM’s remedies are protecting you and the environment?” The majority of respondents, 83 percent, indicated “yes,” while 17 percent said “no.”

Two follow-up questions focused on those who indicated that DOE-LM was not effectively completing its mission concerning the remedies at the sites. When asked if respondents were provided the opportunity to share their concerns about DOE-LM’s remedies, the responses were split down the middle, with half saying “no” and half saying “yes.” From there, respondents were asked if when sharing concerns regarding site remedies had DOE-LM communicated the actions taken regarding concerns or provided feedback regarding its remedies, and 76 percent said “yes” while 24 percent said “no.”

As a whole, respondents felt that DOE-LM is achieving mission responsibilities when it comes to remedies; however, for those who did not share that sentiment, feelings were split when it comes to DOE-LM’s response to their concerns.

4.1.4 Input from the Community

Responses were varied in regard to how often DOE-LM seeks input and opinions from respondents and their communities (see Figure 17). The responses were even between “rarely,” “frequently,” and “occasionally”; however, the most, 34 percent, selected that DOE-LM seeks their input “occasionally.”

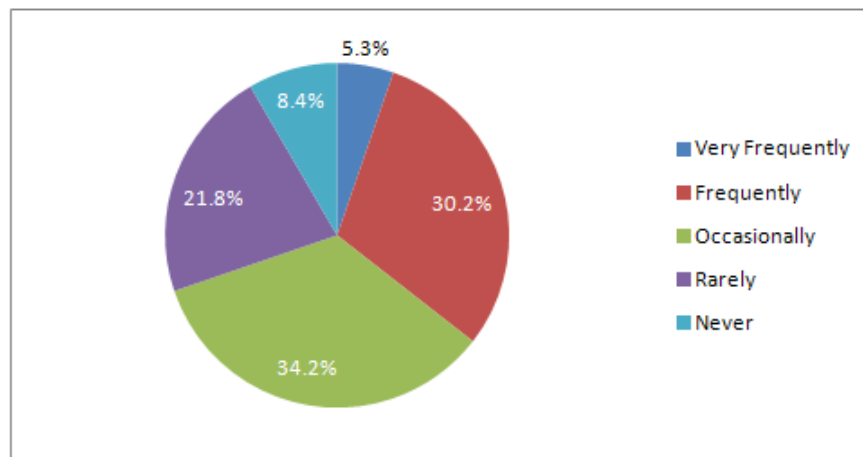


Figure 17. How Often Does DOE-LM Seek Input/Opinion?

Responses were also varied in regard to respondents’ sentiments on whether DOE-LM fosters close communication and coordination with them and their communities. The majority, 52 percent, agreed that DOE-LM does foster close communication and coordination (see Figure 18).

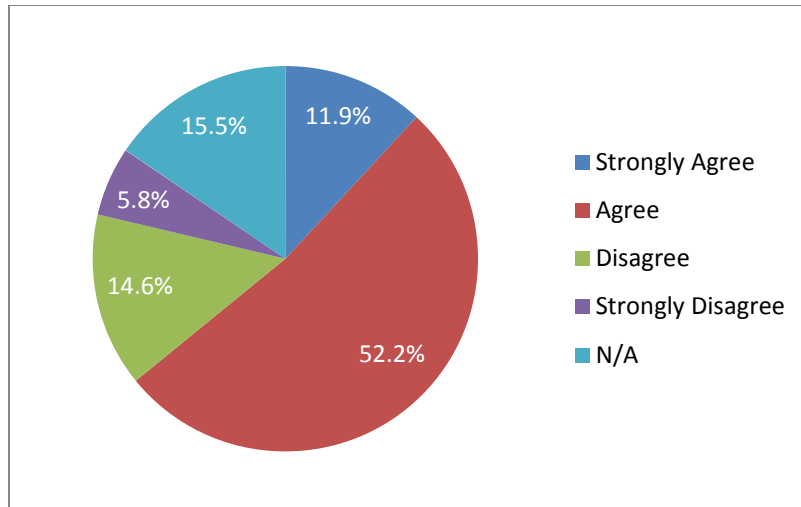


Figure 18. DOE-LM Fosters Close Communication and Coordination with Your Community

4.1.5 Requests for Information

Respondents were varied in their answers regarding DOE-LM's effectiveness and timeliness in providing information that is requested. While most, 47 percent, agreed with the statement that DOE-LM is responsive and requests for information were fully met, 10 percent disagreed or strongly disagreed with 24 percent indicating that this statement was not applicable. When asked to provide an explanation for their ratings, the following statements were made:

- *A recent request for information is overdue, but all other communication requests have been quite prompt and detailed.*
- *It has been difficult to get information in the past but it has gotten better.*
- *I can always talk to local staff.*
- *If I have a question or comment, they respond quickly, when they visit the site they always let me know in advance and invite me along.*
- *Very responsive to email inquiries.*
- *I send emails to get documents and the response is very quick and leads me to the document I requested.*
- *Excellent relationship with local Rocky Flats office.*
- *I only requested information on one occasion but LM was responsive and I got what I needed.*
- *Our local LM person is very responsive and in a timely manner. Haven't had to call HQ in a long time.*
- *Local LM has a constant communication partnership with the community.*
- *Basic information requests are delayed, denied, and dismissed without responding to the request.*
- *LM as with much of DOE listens with closed ears.*
- *They are getting better, but it has taken more than two years for them to respond to a RFI.*
- *The person we try to talk with seems to travel a lot and/or is very busy and not very responsive.*

- *Information panels requested at LM's meeting on the Goes Inn Lodge Road or old Susquehanna mill (currently Chemtrade) near Riverton, WY, has not been acted.*
- *FOIA process is cumbersome and needs improving.*
- *They've replied to each request, although I can't say that I've always found their responses timely.*
- *DOE has withheld critical data and information for over six months after its availability; DOE has conducted data collection without cooperating agency.*

Recommendations:

To enhance communication with the broader stakeholder community, DOE-LM should consider the following:

- Review the website for ease of use.
- Consider refresher training for staff members that interact with the public.

5. Overall Themes and Recommendations

There were some general themes that could be seen across each of the surveys, as well as site- and community-specific themes. The main themes identified across the three modes of survey data collection from stakeholders are as follows:

- Stakeholders are satisfied overall with the job DOE-LM is doing and the communication efforts currently employed.
- The website is one of the primary methods of communication with DOE-LM; however, navigability could be greatly improved, especially in the document distribution part of the website.
- Regulators tend to feel that DOE-LM does not share all information regarding the negatives of continued site contamination during public meetings, and instead focuses more on the positives of site restoration and remedies.
- Stakeholders feel that those community members who are engaged with their local sites are well informed; however, DOE-LM could do more to engage the elderly and younger populations. Most of the stakeholders surveyed had been interacting with DOE or DOE-LM for 10–20 years and had long-standing relationships with the sites even before DOE-LM took over. This length of experience interacting with DOE may indicate that younger stakeholders need to be encouraged to participate.
- Stakeholders want DOE-LM to continue maintaining the remedies and improving the sites while also preserving the unique history of the sites and what happened there during and after the Cold War.
- Respondents are concerned about the long-term future of the sites and want to be part of the planning process.

Based on the feedback from the series of surveys, it may be valuable for DOE-LM to consider the following recommendations summarized below:

For Native American communities, specifically the Navajo Nation:

- Consider having Navajo translators available for public meetings.
- Coordinate with Navajo Nation leaders to tailor messaging to the community.
- Work with Navajo spokespeople/representatives to determine the best formats for communicating to all chapters within the Navajo Nation.

In general:

DOE-LM should identify opportunities at both schools and senior citizen centers (or similar places that serve older residents) to provide updates, information, and general history about their local sites. The DOE-LM sites represent a distinctive and unique element in the history of many of these towns and cities. Workshops could highlight the importance of the communities during World War II and the Cold War while updating citizens on progress at the sites.

At the same time, many communities with DOE-LM sites are concerned about the future role of the agency in their communities. They worry about DOE-LM “going away” or abandoning them. Going forward, it will be important to share information regarding long-term planning and stewardship to alleviate concerns about DOE-LM’s future role at the site.

Even within groups with a long history of interacting with DOE, there appears to be difficulty with community members being at the same understanding level regarding the information that is disseminated. DOE-LM needs to find a balance of communicating with both regulators and stakeholders at a level that non-technical audiences can understand. The following actions may improve communications with DOE-LM stakeholders:

- Review the DOE-LM website for usability and ease, particularly for finding documents and records.
- Work with site managers to enable them to be transparent with information so that stakeholders and regulators feel comfortable and safe with the remedies put in place.

The stewardship council at Rocky Flats appears to be an effective means for including the community and sharing technical information with the local public. To replicate this communications strategy:

- Consider re-offering the opportunity to form stewardship councils at other sites.

*Prepared for DOE-LM by:
Professional Services of America (PSA) and
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APPENDIX A: Survey Questions

In-person Interviews

1. Which LM site or sites are you closest to/most familiar with?
2. How do you interact and communicate with LM?
3. How long have you been interacting with LM and/or DOE?
4. In what ways do you initiate communication and/or receive information from LM? (e.g., website, document distribution, telephone calls, meetings both public and one on one)
 - a. If you use the LM website, how user-friendly/easy to use is it?
 - b. If you have attended a public meeting and/or workshop, how useful was the information you received?
5. How would you describe communications between yourself and LM?
6. Are they (LM) effective and timely in providing needed information?
7. Does LM seek your input and opinion?
8. Does LM seek input and opinion from your community?
9. Does LM foster close communication and coordination?
10. Does LM create forums that encourage public participation?
11. Have information requests been effectively fulfilled by LM? Are the requests easily, responsively, and fully met?
12. The mission of DOE-LM is to maintain remedies that were put in place and to make certain that they continue to protect the public and the environment. For the sites that are of most concern to you or that you are most familiar with, do you feel that the remedy or remedies are protecting you and the environment?
 - a. If not, do you think DOE-LM has provided opportunities to share your concerns?
 - b. Has DOE-LM communicated how it has followed up on your concerns or used your input on the remedies?
13. Have you been satisfied with LM's public involvement opportunities and responsiveness overall?
14. What do you see as LM's main challenges in communicating with your community?
15. What could LM change to do a better job?
16. What is your overall rating of LM's performance, on a scale of 1–10 (where 10 is best)?
17. Do you think the survey effort is worthwhile?
18. Are there any other communication issues you would like to discuss today before we finish?

Telephone Interviews

1. In what ways do you initiate communication and/or receive information from LM? (e.g., website, document distribution, telephone calls, meetings both public and one on one)
 - a. If you use the LM website, from 1 to 10 (where 10 is best), please rate how user-friendly the site is?
 - b. If you have attended a public meeting and/or workshop, on a scale of 1 to 10 (where 10 is best), please rate the information you received?
2. Is LM effective and timely in providing requested information such as environmental impact studies, records, quarterly reports, and site fact sheets?
3. Requests for information are fully met?
4. Does LM seek input and opinion from you and the community as a whole?
5. Does LM foster close communication and coordination?
6. Does LM create forums that encourage public participation such as public meetings and newsletters?
7. The mission of DOE-LM is to maintain remedies that were put in place and to make certain that they continue to protect the public and the environment. For the sites that are of most concern to you or that you are most familiar with, do you feel that the remedy or remedies are protecting you and the environment?
 - a. If you disagree, do you think DOE-LM has provided opportunities to share your concerns?
 - b. Has DOE-LM communicated how it has followed up on your concerns or used your input on the remedies?
8. Have you been satisfied with LM's public involvement opportunities and responsiveness overall?
9. What is your overall rating of LM's performance, on a scale of 1–10 (where 10 is best)?
10. Which LM site or sites are you closest to/most familiar with?
11. How long have you been interacting with LM?
12. To assist LM's efforts to evaluate the support they provide, are there any other issues or concerns you would like to discuss today?

Web Survey

1. Which LM site or sites are you closest to/most familiar with?
2. Approximately how long have you been interacting/communicating with LM?
3. In what ways do you initiate communication and/or receive information from LM? Select all that apply.
4. LM's website is easy to navigate and use.
5. If you have attended a public meeting and/or workshop, how useful was the information that you received?
6. How would you rank your communications with LM?
7. LM provides information in an effective and timely manner.
8. How often does LM seek input and opinion from your community?
9. LM fosters close communication and coordination with your community.
10. LM creates forums that encourage public participation.
11. LM is responsive and requests for information are fully met.
12. Concerning the sites you value most or are more familiar with, do you feel that LM's remedies are protecting you and the environment? (If yes, click "next" and move on to question 15.)
13. If no, do you feel LM has provided opportunities to share your concerns about the remedies?
14. When sharing your concerns, has LM communicated the actions taken regarding your concerns or provided feedback regarding its remedies?
15. Overall, how satisfied are you with LM's public involvement opportunities and responsiveness to your input/questions?
16. In your opinion, what do you see as LM's main challenges in communicating with your community?
17. In your opinion, what could LM change to improve communication with you and your community?
18. To assist our efforts to elevate the support we provide, we welcome your comments and/or suggestions.

APPENDIX B: Survey Methods Summary

Survey Modes and Questions

The design of this survey was based on input and guidance from the U.S. Department of Energy Office of Legacy Management (DOE-LM) headquarters and managers at DOE-LM sites. In order to gather diverse perspectives from stakeholders and regulators, three survey modes were used: in-person interviews, phone interviews, and a web survey. The purpose of in-person interviews was to provide an informal and relaxed setting for participants to give feedback on the effectiveness of DOE-LM communication strategies and their interactions with DOE-LM. The phone interviews served as a follow-up to the survey that was completed in 2005 regarding DOE-LM business lines. Finally, the web survey provided a platform that allowed DOE-LM to tap its stakeholder database for all sites (approximately 5,000 people) and gave stakeholders an outlet to provide feedback at their leisure.

In order to attain useful responses, survey questions were tailored to each survey mode. Relevant questions were adapted from the 2005 survey when designing the 2012 survey. DOE-LM sought input from site managers on developing questions that pertained to communication and outreach. Appendix A provides a list of questions employed for each survey mode. The general focus areas of these questions are as follows:

1. Past experience and interactions with DOE-LM
2. Outreach to and input from the community living near the site
3. Requests for information
4. DOE-LM mission responsibilities
5. DOE-LM's overall performance

These focus areas allowed the respondents to provide input on multiple aspects of DOE-LM outreach and communications.

Site Selection

In-person Interviews

The in-person interviews lasted approximately fifteen to twenty minutes, and were held at Durango, Colorado; Fernald, Ohio; and Weldon Spring, Missouri. The three stakeholder groups/sites were selected because of their unique situations, active stakeholder communities and valuable feedback potential. The following subsections provide reasoning for choosing these sites.

- Durango – The purpose of holding in-person interviews here was to elicit input specifically from the Native American communities affected by DOE-LM sites in the Southwest, United States. These interviews were held in Durango, but focused on multiple sites in the Southwest (e.g., Grand Junction, Tuba City, Mexican Hat).
- Fernald and Weldon Spring – The in-person interviews at Fernald and Weldon Spring were different than those at Durango because they focused on each site individually. Fernald and Weldon Spring were chosen as potential contrasts to each other based on their unique situations. Fernald was thought to be a site that has seen a positive turnaround since being managed by

DOE-LM based on the remedies put in place there. In contrast, Weldon Spring is a site with historically negative feedback from stakeholders.

Phone Interviews

The phone interviews focused on re-surveying sites from the 2005 survey on DOE-LM business lines. The sites included Rocky Flats, Colorado; Monticello, Utah; Mound, Ohio; and Pinellas, Florida. In 2005, these sites had recently been transitioned to DOE-LM, so the 2012 survey served as a follow-up with a focus on communication strategies rather than business lines. Site managers provided contacts of active stakeholders and regulators familiar with each site. When possible, the same stakeholders and regulators interviewed in 2005 were contacted and interviewed for the 2012 survey.

Web Survey

The web survey did not restrict responses to specific sites, but instead reached out to all those in the DOE-LM stakeholder database. The web survey was sent out electronically via email blast to 3,646 people in the DOE-LM stakeholder database on August 30, 2012. Additionally, approximately 1,000 postcards containing the survey website information were sent to stakeholders within the database who did not have email addresses on record. The web survey remained open until October 10, 2012.

Office of Management and Budget Approval

The Paperwork Reduction Act (PRA) of 1995 requires that each federal agency obtain approval from the Office of Management and Budget (OMB) before collecting information from ten or more persons. Since the full PRA approval process can take over six months to complete, OMB has created an alternative approval process called the Fast Track Process for customer satisfaction surveys. The Fast Track Process is designed for a wide range of information collection methods that focus on the awareness, understanding, attitudes, preferences, or experiences of customers or other stakeholders.

Based on feedback during the OMB approval process, DOE-LM modified its telephone and web survey questions to ensure the lowest-burden survey possible for stakeholders. Final approval was granted by OMB in August 2012 and is good for three years.

APPENDIX C: Web Survey Response Site Summary Table

Table A1. List of response count to the question “Which LM site or sites are you closest to/most familiar with?”

Answer Options	Response Count
Acid/Pueblo Canyon	3
Adrian	2
Albany	3
Aliquippa	2
Ambrosia Lake Disposal	14
Amchitka	11
Bayo Canyon	2
Berkeley	3
Beverly	2
Bluewater Disposal	16
BONUS Decommissioned Reactor	3
Buffalo	6
Burrell Disposal	5
Cannonsburg Disposal	6
Central Nevada Test Area	13
Chariot	3
Chicago North	3
Chicago South	5
Chupadera Mesa	3
Colonie	5
Columbus East	3
Durango Disposal	18
Durango Processing	12
Edgemont Disposal	5
Fairfield	4
Falls City Disposal	5
Fernald Preserve	56

Answer Options	Response Count
Gasbuggy	8
General Atomics Hot Cell Facility	1
Geothermal Test Facility	2
Gnome-Coach	9
Grand Junction Disposal	36
Grand Junction Processing	27
Grand Junction	62
Granite City	3
Green River Disposal	19
Gunnison Disposal	15
Gunnison Processing	9
Hallam Decommissioned Reactor	3
Hamilton	4
Indian Orchard	2
Inhalation Toxicology Laboratory	2
Jersey City	4
Laboratory for Energy-Related Health Research (LEHR)	4
Lakeview Disposal	9
Lakeview Processing	5
L-Bar Disposal	13
Lowman Disposal	8
Madison	5
Maxey Flats Disposal	6
Maybell Disposal	12
Maybell West Disposal	11
Maywood	8

Answer Options	Response Count
Mexican Hat Disposal	14
Middlesex North	6
Middlesex Sampling Plant	6
Missouri University Research Reactor	3
Monticello Disposal and Processing	13
Monument Valley Processing	11
Mound	38
Naturita Disposal	15
Naturita Processing	12
New Brunswick	7
New York	3
Niagara Falls Storage	11
Niagara Falls Vicinity Properties	10
Oak Ridge Warehouse	13
Oxford	3
Oxnard	1
Parkersburg Disposal	3
Pinellas County	15
Piqua Decommissioned Reactor	4
Rifle Disposal	22
Rifle New Processing	18
Rifle Olf Processing	19
Rio Blanco	9

Answer Options	Response Count
Riverton Processing	18
Rocky Flats	46
Rulison	8
Salmon	7
Salt Lake City Disposal	10
Salt Lake City Processing	8
Seymour	2
Sherwood Disposal	5
Shiprock Disposal	16
Shirley Basin South Disposal	8
Shoal	6
Site A/Plot M Decommissioned Reactor	4
Slick Rock Disposal	16
Slick Rock Processing	10
Spook Disposal	6
Springdale	2
Toledo	2
Tonawanda North Site, Units 1 and 2	5
Tuba City Disposal	28
Wayne	6
Weldon Spring	32

