



URS Greiner Woodward Clyde
A Division of URS Corporation

SAFETY COUNCIL OF GREATER ST. LOUIS RISK MANAGEMENT PLAN COALITION

A Proposal for Public Communications Support

Alliance Communication Inc.

URS Greiner Woodward Clyde Inc.

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DSW 138255

STLCOPCB4038212

Introduction

This document describes a strategic plan to coordinate communications about the Environmental Protection Agency's Risk Management Plan (RMP) rule section 112 (r) for a coalition of area industries, utilities and other organizations for the Safety Council of Greater St. Louis.

The proposal submitted by Alliance Communication Inc. and URS Greiner Woodward Clyde Inc. offers a seamless approach that strengthens credibility, targets key audiences, minimizes public concern, focuses media attention and enhances technical consistency.

Situation Analysis

The Environmental Protection Agency's Risk Management Plan requires eligible facilities to make unprecedented public disclosures about chemical constituents, accident history and potential worst case release scenarios. The reporting deadline of June 1999 requires many manufacturers, municipalities, utilities and others in the St. Louis region to submit detailed information that is likely to be widely reported within a relatively short period of time. This could result in misinterpretation of complex data, a longer media shelf life as stories play out over days or weeks, and the inability to target key messages to important audiences. Local Emergency Planning Committees (LEPCs) receiving the finished RMPs will have difficulty sorting through the paperwork. Developing concise, user-friendly formats for the reports and helping LEPC representatives respond effectively to inevitable media and community questions benefits all parties.

By working together to coordinate when information is disclosed, how individual RMP plans are worded, and making joint media and agency presentations, members enhance their ability to manage public perceptions.

Overview

This document describes coalition goals, sets out a communications strategy to reach them, and identifies a specific action plan for implementation. Alliance Communication and URS Greiner Woodward Clyde will work closely with the coalition's executive, communication and technical committees to ensure deadlines are met, copy is approved, training is completed, and targets are met.

Through regular meetings with coalition representatives, we will recommend specific approaches and incorporate appropriate suggestions to improve the final results.

Deliverables will include handouts and preparedness materials for use by the Safety Council and coalition members, a technical review of site RMP plans to check for consistent approach and acceptable language, creation of user-friendly templates that summarize site RMP data for use by the LEPC, and creation of how-to communication guides to help facilities implement site-specific activities.

An organizational chart, key program tasks and a more detailed list of action items is included.

Project Team

Alliance Communication President Nancy Pollock will serve as Project Manager. Dan Oberle, Senior Scientist, of URS Greiner Woodward Clyde will be Assistant Project Manager. Both have extensive experience working with industry, utilities, and other organizations in the region and are familiar with the requirements of EPA's Risk Management Plan, area environmental agencies and commissions.

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Project Goals

The objectives of a coordinated RMP communications effort are to:

- Raise credibility of coalition members and of St. Louis regional industry by ensuring consistent and accurate messages about RMP
- Shorten the media shelf life of the RMP story by releasing data jointly under the umbrella of the Safety Council of Greater St. Louis
- Promote positive messages about coalition members' safety and environmental records
- Help small- and medium-size facilities adopt a consistent approach, benefiting them and larger coalition members
- Focus media attention on positive safety and environmental performance
- Review technical data developed by members to ensure a consistent and credible approach and language
- Enhance public safety and security
- Manage eligible data so media reporters, citizens, and emergency responders can understand individual RMP plans
- Strengthen relationships between coalition members, Local Emergency Planning Commissions, the Missouri Department of Natural Resource's ESP and TAP units, the RCGA, Southwestern Illinois Leadership Council, and others
- Present a united public front, while allowing flexibility to meet site and individual coalition member needs
- Showcase that RMP facilities are diverse and cut across many industries
- Set the stage for stronger long-term relationships between member facilities and their key audiences
- Incorporate experiences of early RMP rollouts in other regions to avoid pitfalls and enhance positive results
- Minimize focus on any one coalition member by channeling communication through the Safety Council of Greater St. Louis

The Organization

The organizational chart on the next page recommends a structure for the regional RMP coalition. It will be refined, if necessary, after input from the group's executive committee.

The consultant team of Alliance Communication and URS Greiner Woodward Clyde will support the coalition's executive, communications and technical committees, as well as individual member organizations.

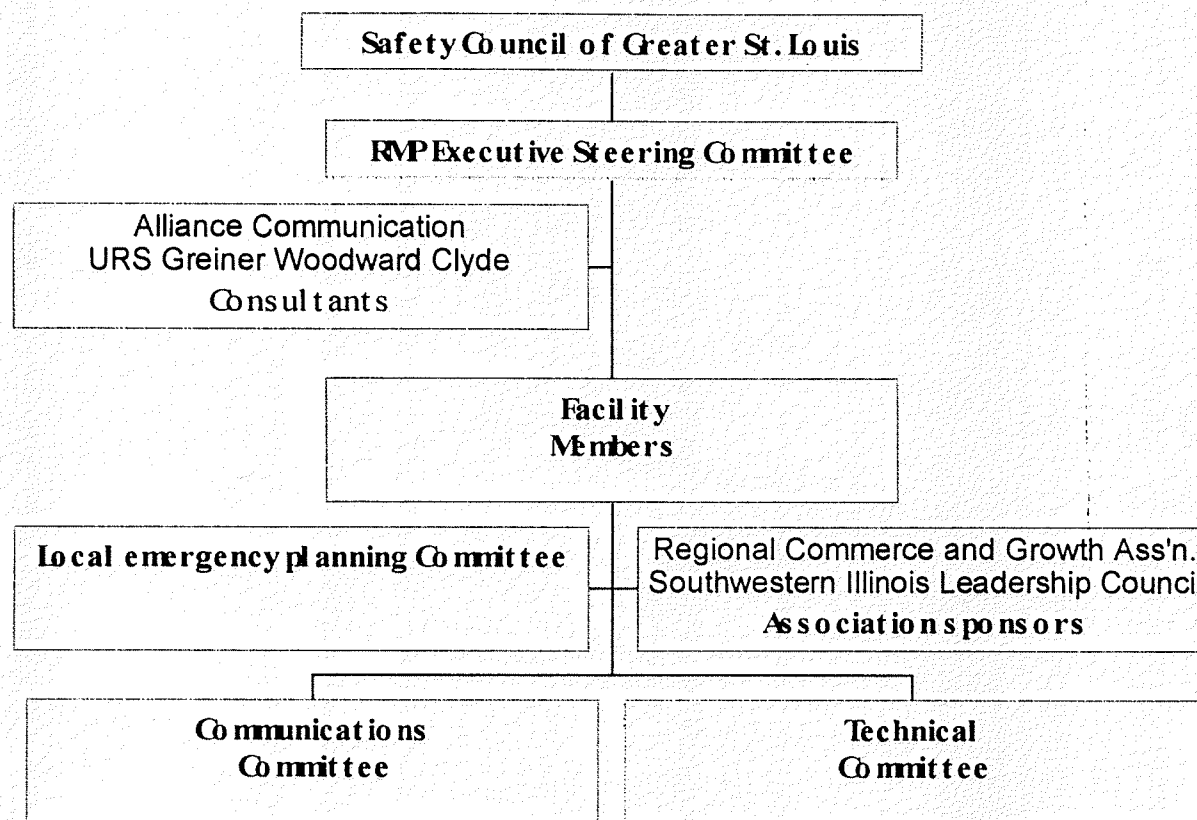
Because work will begin immediately, must be completed within a short timeframe, and involves multiple organizations, the structure is important to ensuring timely delivery of information to consultants and quick review of materials submitted by consultants for coalition approval.

The organization also enables coalition members to have representatives on appropriate committees, allowing for input and suggestions while fostering a consensus.

Safety Council of Greater St. Louis RMP Rollout Organization

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The Timeline

Developing a detailed critical path timeline for completion of specific tasks and review deadlines for coalition members will be an important early task. A calendar with dates for delivery of specific tactics and deadlines for coalition approval of deliverables will be designed and shared with the coalition.

Assuming a start date of December 15, 1998, the timeline is likely to be a detailed version of the following:

<u>Activity</u>	<u>Implementation Date</u>
Develop detailed critical path timeline	December 31, 1998
Begin review of site RMP and general duty plans	January 1999
Complete draft copy for handouts, brochures, internal Q&As	Mid-January 1999
Complete draft templates for abbreviated RMP/ general duty plans for use by LEPCs and sites	Mid-January 1999
Briefings with employees of coalition members	February 1999
Meetings with LEPC, MDNR (TAP & ESP), IEPA	March 1999
Briefings for local opinion leaders (CAP members, key political, academic and religious leaders)	April 1999
Local Stakeholder Community Briefings (Could include hosted site tours, small groups of neighbors, community leaders)	May 1999
Coordinated delivery of final RMP documents to EPA, LEPC, etc.	May/June 1999
Safety Council of Greater St. Louis announcement of coalition, RMP, and positive safety and environmental performance of members	May/June 1999

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Other early activities will include recommending and selecting a spokesman/spokesmen for the coalition, scheduling appropriate media training and risk communication workshops, and selection of members for the executive, communications and technical committees.

In addition, the consultants will work with coalition members to solicit additional members to broaden the base and extend the credibility of the coalition, as well as to realize financial economies of scale. This support could include telephone calls, meetings, and mailing general information about the coalition.

Action Items

The coordinated RMP communications strategy described in this proposal will be successfully carried out by implementing the following specific tactics. The work will be completed by Alliance Communication and URS Greiner Woodward Clyde with input, review and approval of the coalition's executive, communications and technical committees.

These critical tasks provide a comprehensive, coordinated approach to a managed RMP rollout by coalition members. Appropriate ideas to expand specific tasks listed here or to add new tasks to the list will be implemented only with approval of appropriate coalition representatives.

Many of the tasks described will be implemented simultaneously to ensure time-critical results.

Critical Path Timeline

The consultant team will develop a timeline with specific dates for delivering material to consultants, draft copy deadlines, training workshops, copy approval deadlines, rollout dates, and other action items. This timeline will be submitted within two weeks of the start of the project.

Communications and Technical Process Protocols

The consultant team will recommend a set of preliminary communications and technical specifications for coalition approval. This will set protocols for content and language (most probable case vs. alternate case scenarios, for example), for copy approval (review by committee or appointed representatives for each coalition member), and selection of air models. These recommendations will be reviewed and approved by the coalition's executive committee.

Coalition Committee Meetings

The consultant team will develop agendas, facilitate, create and distribute minutes for:

- Six monthly executive committee meetings
- Six monthly technical committee meetings
- Six monthly communications committee meetings

These sessions will be used to keep the implementation moving forward and on track, resolving communications and technical issues and maintaining project consensus.

Spokesman Selection/Training

Alliance Communication will recommend independent primary and secondary spokesmen to represent the coalition with the media and the other audiences. Media/risk communication workshops will be available for these spokesmen, key committee members, LEPC officials and other appropriate coalition members. The full-day training session features customized scenarios for each participant, mock interviews with questions relevant to local RMP and other risk-related issues, plus videotaping and critiques of individual performances. In addition, a half-day risk communication workshop will be offered for these spokesman and other appropriate individuals. The shorter day focuses on understanding the public and media's definition of risk, how to minimize emotional reactions to perceived negative issues, and role-playing by participants.

Technical Document Review

URS Greiner Woodward Clyde will review draft and/or completed RMP plans for up to 10 coalition member sites and recommend a standard format, language and technical specifications. This will add to the credibility of the coalition and individual members as consistency leads to believability. Review of additional sites, if requires, will be separated scoped and budgeted.

Technical/Communications Assistance for Small- to Medium-Size Members

Helping smaller organizations communicate effectively about RMP and other risk-related issues assists not only those specific facilities, but adds to the overall credibility of all members.

This assistance will include up to three half-day meetings by both Alliance Communication and URS Greiner Woodward Clyde to counsel smaller coalition members about the mechanics of RMP, the basics of risk communication and compliance with the coalition's standard messages and formats.

Centralized Communications Service

The consultant team will provide a dedicated e-mail address and a phone number to receive and answer RMP-related questions and track comments. Feedback about the number, subject and tone of informational requests will be shared with the coalition and used to fine-tune the communications process where appropriate. Scripted responses to anticipated standard questions will be developed and the consultant team will handle non-standard requests as appropriate. This anticipates the equivalent of one business day per week to receive and respond to calls from January through June 1999.

Research Early RMP Communication Rollouts Elsewhere

The consultant team will add to its knowledge of what worked and what didn't in other cities that have experience with RMP communications during early rollouts. This information will be summarized for the executive committee and used in making recommendations for the St. Louis region.

Document Development

The following documents will be prepared for use by the coalition spokesmen and member organizations:

- A fact sheet describing the coalition, its members and goals
- A brochure explaining RMP and how it affects regional member companies
- One page, two-sided summaries of up to 10 site RMP plans to be included with brochure and shared with LEPCs and other audiences
- Question and Answer document for internal use as a preparedness piece for potential queries from the media, site residential neighbors and opinion leaders
- Talking points for use at meetings with employees, community leaders and other key audiences
- A how-to communication guide for sites to use when hosting tours, meetings and other RMP-related activities
- A media release from the Safety Council of Greater St. Louis to be used during the spring 1999 rollout
- Talking points for LEPCs to answer media and citizen questions
- Positive examples of performance excellence by coalition members in safety and environmental management

Media Management

The consultant team will:

- Develop a comprehensive media list
- Write a media response statement for coalition members who receive queries
- Write a media release for use at the time the rollout goes public
- Create talking points for the coalition spokesmen and rehearse with them
- Develop a press kit that includes the RMP brochure and site information sheets
- Direct a dress rehearsal before the planned media rollout to prepare spokesmen and interested coalition members on effective responses
- Plan a low-key media rollout that might include a short media briefing at the Safety Council offices on the day all the coalition members submit RMP plans
- Prepare for follow-up media interest after the June 1999 reporting deadline

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Capabilities

Alliance Communication and URS Greiner Woodward Clyde offer a comprehensive approach to the coalition's coordinated RMP rollout. The companies have unique qualifications that complement each other and add value to the final product. The team has a history of working with a lengthy list of chemical, pharmaceutical, power, mining, refining, natural gas, oil, petrochemical, automotive, municipal, and utility companies.

Alliance Communication works exclusively in the area of effective risk communication and community relations. The company has worked extensively with regional industries on Risk Management Plan preparedness and other risk-related issues.

URS Greiner Woodward Clyde Inc. provides professional planning, engineering, environmental, geotechnical and program management services through 150 offices and 6,000 professionals worldwide. URS Greiner Woodward Clyde has operated in St. Louis for more than 40 years.

Budget

Core Program Budget

The core program includes all work defined in this proposal, except media and risk communication training.

All outlined project tasks will be completed within agreed upon deadlines for \$105,000.

Training Budget

A full-day media training session for up to seven participants is offered. This includes mock interviews tailored to RMP issues, videotaping and performance evaluations. The fee for each workshop is: \$6,000

A half-day risk communication workshop is offered for up to 12 spokesmen and managers who may communicate with employees and residential neighbors about RMP and other risk-related issues. This session includes understanding the differences among public, media and industry definitions of risk; minimizing the public's emotional reaction perceived risk by industry; and effective risk communication. The fee for the workshop is \$3,000.

Additional Assignments

Other work not defined in the proposal will be conducted only with prior approval of the coalition's executive committee and will be separately scoped and budgeted.

The budget does not include outside vendor fees for services including photography, graphic design or printing. Invoices will be submitted the first of each month for work completed the previous month. A progress billing method will be used, invoicing a pro-rata share of total work completed, plus itemizing any approved hourly work. Payment is due within 30 days.