

**Community Outreach Plan for Lockheed Martin's Haley Ditch Project,
Akron, Ohio**

April 24, 2009

Community Outreach Plan

Lockheed Martin expects to clean up an area known as Haley's Ditch near the Air Dock site in Akron, Ohio during 2009.

The communication and community outreach plan for this project provides a strategic path forward that helps to build relationships within the community and directly with the impacted stakeholders so that an effective two-way communications channel can be established throughout the life of the project.

Strategic Objectives

- To develop positive working relationships with key stakeholders in the community who have an interest in engaging in a conversation about the project.
- To ensure that information on the project is presented factually and in a timely manner to members of the public that have an interest.
- To present the concept in easily understandable language and with appropriate visuals and then engage interested stakeholders in a conversation to understand their concerns and issues and to get their feedback and input.
- To educate and inform the affected, impacted or interested members of the community about the project and listen to their issues and concerns, and integrate them into the planning for a path forward.
- To sustain interest and support for the project and the community outreach initiative throughout the project so that conflicting interests or concerns are resolved in a timely manner and to the satisfaction of all parties whenever possible.

Specific Goals

The plan will:

1. Ensure as much community support as possible for the work;
2. Minimize opposition by providing a responsive communication and feedback mechanism;
3. Provide an environment and framework for establishing a working relationship with the impacted neighbors whereby their opinions on the project and communications planning and execution is solicited and subsequently integrated where appropriate; and,

4. Minimize overall community concerns about the project

Research

Research on the demographics of the community reveals that communications tools covering the broadest spectrum are required due to the diversity of the audience mix. Specific tactics and informational tools are outlined in the “Tactics and Tools” section of the communications plan. The communications’ plan is resilient and will be changed or altered as situations dictate.

The targeted fence-line audience is predominantly Caucasian and ranges in age from the late 20’s to the late 70’s. There is a good mix of families with children still at home, as well as retirees.

Implementation

Implementation will occur in three phases.

Phase 1 - The Lockheed Martin Project Manager has already met and discussed the project with many of the impacted fence-line neighbors and explained the proposal. This personalized approach by the Project Manager will continue with briefings with key stakeholders, including elected officials within the community-at-large. This effort will be supplemented by public presentations to the major civic clubs and chamber of commerce prior to the community public information exchange. All key stakeholders will be sent a letter and a copy of the citizen’s guide explaining the project with an offer to meet with any of them that choose to exercise this option.

An initial meeting with the city council woman for the neighborhood suggests strong support and a champion of the cause. She has invited the project manager to participate in her regular meetings with her constituents and the Project Manager has accepted this invitation.

Phase Two - A public information exchange, in essence an “open house poster session” with the fence-line neighbors and surrounding interested community stakeholders will be conducted. This session will be a drop-by at your convenience and spend as much time as you wish talking to the project manager one-on-one session. This venue will provide a non-threatening forum for the attendees and a venue to solicit comments and opinions, to get feedback on the proposed plan, and to answer any questions the neighbors may have. Communications specialists will attend and solicit from each stakeholder their opinions and suggestions on how they wish to be kept informed during the project. These suggestions and this input will be integrated into the communications planning, if it has not already been considered.

A letter from the Project Manager will notify the targeted audience of this session. Enclosed will be a copy of the citizen's guide that will answer many of the questions they may have. A reminder of the informational session will be sent via the mailing of a pictorial postal card one week prior to the actual session date. Display advertisements notifying readers of the meeting will be run in the Akron newspaper and the Project Manager will be available for media briefings prior to and during the information session.

It will be stressed in this information session that the Lockheed Martin Project Manager will be available throughout the project to answer questions or resolve any issues that might arise in a timely fashion.

This information session will be held in the community at a local community center. Attendees at the session will be solicited for their opinions of the project approach, their understanding, and any additional communication tools or techniques they would like to see integrated into the communications plan.

Phase Three (Evaluation) - Follow up communications that will keep the interested stakeholders informed of progress will be mailed on an as-needed basis and all informational reports about the project will be provided at the local library and on the Lockheed Martin web site.

A wrap-up information session, tour and public evaluation will close out the project upon its completion. Community members will be invited to tour the restored site and see the outcome of the work.

A written evaluation of this process discerned from the attendees at the wrap-up session will be prepared and placed on file in the local repository as a Communications Lessons Learned document.

Summary

Conventional communications tools such as a citizen's guide, a public information exchange, personal visits, one-to-one discussions, and regular updating of elected officials representative will be used. A local repository and a section on the Lockheed Martin web site provides past reports and up-to-date information about the work.