

# U.S. Army Corps of Engineers

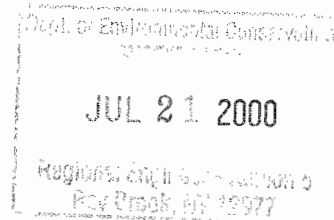
## Remedial Investigation/Feasibility Study Former Atlas Site S-11 Ellenburg, New York

Contract No. DACW33-94-D-0009

### FINAL CITIZEN PARTICIPATION PLAN

Delivery Order No. 0033  
DCN: AMS-071200-AACE

11 July 2000



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FORMER ATLAS SITE S-11  
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**U.S. ARMY CORPS OF ENGINEERS**

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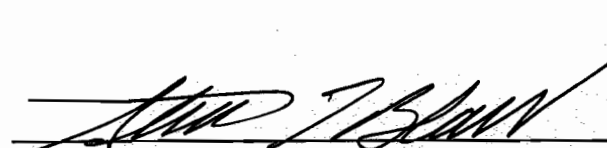
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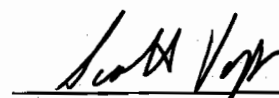
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## **1.0 CITIZEN PARTICIPATION STRATEGY AND GUIDELINES**

### **1.1 EXECUTIVE SUMMARY**

The purpose of this Citizen Participation Plan (CPP) is to aid the U.S. Army Corps of Engineers (Corps) in developing citizen participation programs tailored to the needs of the communities affected by restoration activities at Former Atlas Site S-11 (Atlas S-11) in Ellenburg, New York. This CPP identifies issues of community concern regarding Atlas S-11 restoration activities.

This CPP is a tool that will enable the Corps to:

- Develop and implement communication strategies/activities for its stakeholders;
- Develop an understanding among individuals working together on any given component of a comprehensive CPP;
- Provide cohesive direction regarding communications with stakeholders; and
- Benchmark its activities to determine whether objectives have been achieved.

This document is organized into two sections and contains five appendices. The remainder of this section presents general information, some of which has been incorporated into the site-specific CPP, but may be reused at any time in the future as necessary: the goals and objectives of a CPP, a definition of the communications strategy, the recommended elements of that strategy, and an annotated listing of the types of activities to be employed when implementing the strategy.

Section 2.0 presents the following site specific information: a historical perspective of the site; current status of the site; stakeholder information; and lastly, the site-specific program (extracted from the generic elements/considerations provided in Section 1.0) that was developed following an analysis of the information provided in previous portions of the section. The site-specific program will include the formation of a Restoration Advisory Board (RAB). The Atlas S-11 RAB will consist of community and government (local, state, and federal) agency representatives. The RAB will function as an advisor to the Corps during the investigation and remediation processes at the site. In addition, the RAB will act as a liaison between the Corps and the community, and as a focal point for communications about the remediation process to the community. The RAB will serve as a forum for regulatory agencies and the community to discuss issues related to investigation, remediation, environmental restoration, and decision making.

The site-specific program also includes the distribution of information to stakeholders in various forms, including newsletters, fact sheets, and executive summaries of key documents. In addition to RAB meetings, other public meetings will be conducted as necessary at key milestones to provide information, solicit comments, and answer questions. A document repository has also been established with the Ellenburg Town Clerk. The repository will contain copies of project documents available for public review.

The appendices contained in the CPP are:

- Appendix A - Key Contacts/Mailing List
- Appendix B - Repository Information
- Appendix C - Community Interviews
- Appendix D - Newspaper Articles
- Appendix E - Fact Sheets

## 1.2 GOALS AND OBJECTIVES

The primary goal of this CPP is to *assist the Corps with designing and implementing effective citizen participation activities* in tandem with the investigation and restoration processes at Atlas S-11. The plan is an easy-to-understand and well-articulated document of citizen participation strategies and activities for the Corps to implement with site stakeholders. This is a working document, one that allows for the often-encountered dynamics of community involvement.

To accomplish the goal, four objectives are designed into the plan that will be achieved through the development and implementation of the citizen participation program. The objectives are to:

- Develop an understanding among stakeholders of the elements of the comprehensive citizen participation plan;
- Provide a cohesive direction for the Corps to adopt with regard to stakeholder communications;
- Provide a benchmarking tool for the Corps and stakeholders to evaluate whether the objectives were achieved; and
- Create a working document to use as the point of reference for making citizen participation decisions.

The way in which the plan was prepared, as well as the types of information and activities built into the plan and the program, accomplishes these four objectives. Specifically, the plan contains features that will aid the user in making sound, logical decisions about the "who, what, when, where, why, and how" relative to particular activities or situations. In this manner, the plan is a tool, a learning workbook that features the following:

- A template program that can be implemented successfully within the scope, schedule, and budget of the project;
- Guidelines for implementing the citizen participation program;
- A description of how to implement specific activities;

- Guidance on how to most effectively assess the community's demographics, which are essential to engaging effective communications;
- A publishable document that may be shared with the community. The plan highlights the Corps' proposal to implement a citizen participation program, which provides assurance that the Corps is responding to the community interests through improved communications; and,
- Mechanisms for receiving input from, and developing an understanding with, stakeholders regarding the investigation and remediation objectives to ideally achieve consensus.

### **1.3 CITIZEN PARTICIPATION STRATEGY**

Dialogue among the sponsoring agency (Corps), stakeholders, and other interested parties is often a challenge, especially when environmental investigation and restoration are occurring. To accomplish the sponsoring agency's project goals, and to address stakeholder environmental concerns regarding health and safety, all individuals involved must agree to open and honest communications. With this in mind, the sponsoring agency can embrace the following components of a citizen participation strategy:

- Identifying the project's stakeholders by announcing the project and interviewing individuals who represent the community and local governmental agencies;
- Providing information about the project to the stakeholders through publications, meetings, exhibits, and site tours;
- Offering a variety of opportunities for stakeholders to ask questions and state opinions;
- Listening and responding to various points of view regarding the project; and,
- Developing long-term relationships with stakeholders to provide assurance that the sponsoring agency is responsible for the environmental condition of the site during investigation and restoration.

When planning and implementing a citizen participation program, it is important to include the sponsoring agency, the project team, and others such as consultants in its development. Training individuals who will have regular interaction with stakeholders is an integral part of the planning process. In addition, a media communication plan is an essential part of a citizen participation plan. These are discussed further in Sections 1.4 and 1.5.

### **1.4 ELEMENTS OF A CITIZEN PARTICIPATION STRATEGY**

The purpose of this chapter is to present basic information about the possible components of an environmental citizen participation program. Program components are the types of activities, meetings, and publications employed during a program. The list of components provided in

Tables 1.4-1 and 1.4-2 is not exhaustive, but does represent the components that are most effective and frequently used. The components are organized into four categories as follows:

- Information Gathering and Research Activities;
- Stakeholder Activities;
- Meetings; and,
- Publications.

Throughout this section of this document, individual program components are labeled with a number or numbers, as defined below, to identify the point of implementation during the program. Some activities are optional and depend on the nature of the project. Careful thought should be given to deciding which components to use in order to plan and implement a comprehensive and effective citizen participation program. The numbers used to identify implementation time are as follows:

1. At the beginning of the project;
2. Throughout the project;
3. In the middle of the project;
4. To be determined; and,
5. Optional.

Two cross-references are provided to readily allow review of the specific component desired. The first cross-reference is sorted by the point of implementation during the program (Table 1.4-1), and the second cross-reference is an alphabetical listing of the program component descriptions (Table 1.4-2).

#### **1.4.1 Information Gathering and Research Activities**

##### **1.4.1.1 Community Interviews - 1**

Before beginning citizen participation activities for a specific environmental project, it is recommended that interviews with community members, business leaders, and government and elected officials be conducted. The purpose of interviews is to determine stakeholder opinion about the presence, investigation, remediation, and restoration of a site. The stakeholders selected to be interviewed are generally individuals who have shown an interest in a project by attending public meetings or by requesting information. Several property owners near the project site are usually included in the interview process. It is important to interview a cross-section of individuals, but it is not necessary to interview everyone who may be interested in, or affected by, the project.

**TABLE 1.4-1  
POINT OF IMPLEMENTATION CROSS-REFERENCE**

<b>COMPONENT</b>	<b>SECTION</b>	<b>CATEGORY</b>
<b>1. Beginning of the Project</b>		
Advisory Groups	1.4.3.3	Meetings
Community Evaluations and Needs Assessment	1.4.1.2	Information Gathering & Research Activities
Community Interviews	1.4.1.1	Information Gathering & Research Activities
Contact Person	1.4.2.2	Stakeholder Activities
Fact Sheets, Newsletters, and Question-and-Answer Sheets	1.4.4.2	Publications
Informal Meetings	1.4.3.4	Meetings
Information Repositories	1.4.2.1	Stakeholder Activities
Mailing and Distribution Lists	1.4.1.3	Information Gathering & Research Activities
Meeting Minutes and Transcripts	1.4.4.5	Publications
News Releases	1.4.4.3	Publications
Public Meetings	1.4.3.1	Meetings
Telephone Hotline	1.4.2.3	Stakeholder Activities
Translations	1.4.4.4	Publications
<b>2. Throughout the Project</b>		
Contact Person	1.4.2.2	Stakeholder Activities
Facility and Site Tours	1.4.2.4	Stakeholder Activities
Fact Sheets, Newsletters, and Question-and-Answer Sheets	1.4.4.2	Publications
Informal Meetings	1.4.3.4	Meetings
Information Repositories	1.4.2.1	Stakeholder Activities
Interviews and News Conferences	1.4.2.5	Stakeholder Activities
Mailing and Distribution Lists	1.4.1.3	Information Gathering & Research Activities
Meeting Minutes and Transcripts	1.4.4.5	Publications
News Releases	1.4.4.3	Publications
Presentations	1.4.3.8	Meetings
Public Comment Period	1.4.2.10	Stakeholder Activities
Public Meetings	1.4.3.1	Meetings
Response to Comments	1.4.2.11	Stakeholder Activities
Telephone Hotline	1.4.2.3	Stakeholder Activities
Translations	1.4.4.4	Publications
<b>3. Middle of the Project</b>		
Community Evaluations and Needs Assessment	1.4.1.2	Information Gathering & Research Activities
Surveys and Focus Groups	1.4.1.4	Information Gathering & Research Activities
<b>4. To Be Determined</b>		
Public Hearings	1.4.3.2	Meetings
Public Notice	1.4.4.1	Publications
<b>5. Optional</b>		
Availability Sessions/Open Houses	1.4.3.5	Meetings
Briefings	1.4.3.7	Meetings
Door-to-Door Canvassing	1.4.2.9	Stakeholder Activities
Exhibits	1.4.2.4	Stakeholder Activities
Observation Area	1.4.2.7	Stakeholder Activities
On-site Information Office	1.4.2.8	Stakeholder Activities
Workshops	1.4.3.6	Meetings



**TABLE 1.4-2**  
**ALPHABETICAL LISTING OF PROGRAM COMPONENTS CROSS-REFERENCE**

<b>COMPONENT</b>	<b>SECTION</b>	<b>CATEGORY</b>
Advisory Groups	1.4.3.3	Meetings
Availability Sessions/Open Houses	1.4.3.5	Meetings
Briefings	1.4.3.7	Meetings
Community Evaluations and Needs Assessment	1.4.1.2	Information Gathering & Research Activities
Community Interviews	1.4.1.1	Information Gathering & Research Activities
Contact Person	1.4.2.2	Stakeholder Activities
Door-to-Door Canvassing	1.4.2.9	Stakeholder Activities
Exhibits	1.4.2.6	Stakeholder Activities
Facility and Site Tours	1.4.2.4	Stakeholder Activities
Fact Sheets, Newsletters, and Question-and-Answer Sheets	1.4.4.2	Publications
Informal Meetings	1.4.3.4	Meetings
Information Repositories	1.4.2.1	Stakeholder Activities
Interviews and News Conferences	1.4.2.5	Stakeholder Activities
Mailing and Distribution Lists	1.4.1.3	Information Gathering & Research Activities
Meeting Minutes and Transcripts	1.4.4.5	Publications
News Releases	1.4.4.3	Publications
Observation Area	1.4.2.7	Stakeholder Activities
On-site Information Office	1.4.2.8	Stakeholder Activities
Presentations	1.4.3.8	Meetings
Public Comment Period	1.4.2.10	Stakeholder Activities
Public Hearings	1.4.3.2	Meetings
Public Notice	1.4.4.1	Publications
Response to Comments	1.4.2.11	Stakeholder Activities
Surveys and Focus Groups	1.4.1.4	Information Gathering & Research Activities
Telephone Hotline	1.4.2.3	Stakeholder Activities
Translations	1.4.4.4	Publications
Workshops	1.4.3.6	Meetings

Interviews are best conducted in person after setting up an appointment by telephone. The interview can be conducted at a mutually agreed upon location, such as a conference room at a local hotel, a study room in the public library, a community center, or a governmental facility. These facilities are generally acceptable to both parties and suitable for conducting interviews.

Questions developed for the interviews are designed to collect interviewee opinions about the following topics:

- History of the site/project;
- Environmental and operational issues related to the site/project; and,
- Recommendations for community involvement.

At the completion of the interview process, the responses are assessed. Based on the attitudes and opinions reflected, the citizen participation team customizes activities to meet the project needs and, at the same time, address the community's requests.

#### **1.4.1.2 *Community Evaluations and Needs Assessment - 1 and 3*** (If a project continues for more than 3 years.)

Reviewing and assessing information about a community and its stakeholders offers a better understanding of the community and provides the basis for initiating specific citizen participation activities. An evaluation may include a review of community interests and involvement in environmental issues. Past newspaper articles and stakeholder interviews that pertain to the site as well as other similar community involvement related to environmental issues are researched. In addition, demographic information is collected on the community as well as pertinent information on local government and the media. The information about the community may include location and number of homes, and identification of businesses, parks, schools, and transportation routes near the project location.

With regard to local government, there may be a need for information about the types and forms of government in the towns, hamlets, and counties near the project site. The first step is to identify the names, functions, and membership of the local governments' administrative and legislative committees having jurisdiction over environmental issues. In addition, it is often helpful to identify the media that report on the region where the site is located. In this case, it is important to develop descriptions of local newspapers along with their circulation and coverage information, and list radio and television stations with their respective programming guidelines.

#### **1.4.1.3 *Mailing and Distribution Lists - 1 and 2***

Mailing and distribution lists are maintained and updated throughout the project to ensure that the project's stakeholders are notified of meetings and repository locations, are informed of project milestones, and receive important documentation such as summaries, newsletters, and fact sheets. A database of interested parties and their affiliations is developed to allow for efficient updating of the mailing list and to categorize stakeholders into subgroups for mailings. For example, the mailing list may include categories for community organizations, the media, elected officials, government agencies, and the general public. The lists also may indicate the

types of mailings requested by individuals and organizations. The database accommodates stakeholders who desire all public documents versus those who request only executive summaries and fact sheets.

#### **1.4.1.4 *Surveys and Focus Groups - 3***

During the investigation, remediation, or restoration phases of the project, it may be beneficial to obtain more information about the stakeholders than is gathered during the interview process or from dialogue at community meetings. Often, additional information is required because the project has changed direction, new developments are about to occur, or the community, despite citizen participation efforts, is not attending meetings or is displeased with the information with which it is presented.

It is at these times that surveys and/or focus groups may be beneficial to reevaluate the community's needs and attitudes toward the operation of the project and its citizen participation program. Periodic use of written, telephone, and in-person surveys can successfully identify issues and refocus activities and publications for specific audiences. For example, a brief survey in a fact sheet or newsletter can often determine the reader's opinion about articles and his or her interest in future newsletter topics.

A focus group is an effective method to establish general opinions about project and community attitudes. For example, focus groups are well-applied in circumstances where the sponsoring agency is considering the future of the property after the project is complete.

### **1.4.2 Stakeholder Activities**

#### **1.4.2.1 *Information Repositories - 1 and 2***

A repository is a place where project documents are stored for public review. A repository should be established at an easily accessible location, such as a public library, which has well-publicized hours and days of operation to ensure accessibility by stakeholders with varying schedules and interests. Generally, repositories contain engineering, technical, and citizen participation documents related to a project. Pertinent information about the repository can be publicized through local newspapers, listed in publications such as fact sheets and newsletters, and announced at community meetings. If a project is large and project sites are in more than one location, two or more repositories may be established. Documents are placed in the repository on a regular basis and a well-organized list of the documents is available at the library and at the project headquarters.

#### **1.4.2.2 *Contact Person - 1 and 2***

It is important to select one or several individuals on the project team as principal points-of-contact to interface with stakeholders. These individuals should be familiar with the operational and technical aspects of the project, as well as the citizen participation activities. Staff members responsible for these duties are trained in communications techniques and are well-versed about the project.

#### **1.4.2.3 Telephone Hotline - 1 and 2**

A telephone number is established that is well-publicized in local newspapers, other publications, such as fact sheets and brochures, and at community meetings. The telephone number is available to members of the public so they may call and ask questions of the organization managing the environmental work. Callers often request copies of written information like fact sheets and technical reports, as well as updates on activities at the environmental work site. A message machine offers the most efficient method of providing information about project operations, citizen participation activities, and the time frame in which a caller's request will be fulfilled. It also records the caller's message. A contact person returns the call, provides the information requested, and documents the call. Documenting requests offers statistical information that is helpful in establishing areas of stakeholder interest and the number of callers asking for various documents. This information is useful in planning for future activities and publications.

#### **1.4.2.4 Facility and Site Tours - 2**

Visiting a site (seeing a site being investigated, remediated, or restored) provides more information about a situation than most stakeholders can learn from a meeting or by reading project documents. Facility and site tours offer the visual context many people require to understand and integrate information. Tours build trust that there is nothing to hide and the site is environmentally safe to visit.

It is recommended that the project team provide an opportunity for stakeholders to visit the site at the end of both the investigation and remediation phases of the project when information is released regarding these phases. For some projects, one or two visits during the restoration phase is helpful, especially if the public has had input in planning for the restoration or the land is being restored for a public purpose. To prepare for a tour, a guide, the contact person, and the site manager lead the group and answer questions. Everyone working at the site and key individuals from the project team and sponsoring agency are notified of the public visit.

Often, visitors like to speak to technical and scientific staff working at the site. Prepare the staff by informing them who are coming, how long they are staying, and the purpose of the visit. Tours that hold an audience's attention are scheduled for 1<sup>1</sup>/<sub>2</sub> to 2 hours, and include the presentation of information and distribution of materials. It is best to require the visitors to sign injury releases before touring facilities on the site. Consult with the site safety officer to determine appropriate safety requirements and procedures. The tour should be well-publicized at least 2 weeks before the tour date so that a broad range of stakeholders have an opportunity to plan for the visit.

It is recommended that special tours be made available for the media and government officials. Although they may want to tour with the public, these stakeholders often have different interests in a project site. For example, government officials may want to visit a site to ask questions about funding or real estate. This tour may be unsuitable for the general public.

If an individual or an organization requests a tour, pinpoint the reason for the request and what their expectations are for the visit. Determine what information the requester desire and what they want to see at the site before they actually visit.

#### **1.4.2.5 Interviews and News Conferences - 2**

Environmental projects often are newsworthy, and the media wants to be advised of project activities. If the project team provides information to the media, it can be assured that the information is accurate and presented from the sponsoring agency's perspective. Information offered to the media from a third party can be inaccurate and untimely. It is recommended that information regarding activities and issues be released to the media on a regular basis and when necessary. More often than not, good communications with reporters will result in fair and well-documented stories.

A person appointed by the sponsoring agency with primary authority for the project, who is well-versed in the project, is the best communicator with the media. The lead spokesperson is often backed up by an individual who is delegated to offer background information, set up news conferences, and schedule interviews. Discussing background information and current activities is best achieved by maintaining contact with reporters and offering interviews and tours of the site. Interviews can be conducted on the telephone or in person. Including a third person in a conversation with a reporter provides verification of what is discussed and allows for a continuum in the dialogue if the primary spokesperson is unavailable. Media communication training should be offered to staff who are assigned the task of communicating with the media.

News conferences are reserved for major project announcements. They can be used to announce an accomplishment and the commencement or conclusion of important project phases. In addition, news conferences are a form of communication employed if there is a problem at the site and the project team is disseminating information quickly that might otherwise be misinterpreted or not available to people affected by a situation. News conferences require a significant effort to organize and coordinate. When the situation allows for a long lead time, such as an announcement regarding a project phase, there is typically plenty of time to plan for the event. On the other hand, if there is an emergency, there is little time to plan; therefore, it is recommended that an emergency communication plan be developed to include communications during a physical problem on and off the site. The pre-agreed actions in the document can then be employed quickly, without approval delays.

#### **1.4.2.6 Exhibits - 5**

Visual displays that offer an overview of a project or specific activities are excellent educational tools to introduce information to, and reinforce information for, the public. For example, an exhibit can be developed at the beginning of a project to describe the location of a project through maps, the operations through schematics, and sampling results by using graphs. Clearly illustrated, easy-to-read exhibits are helpful if displayed at a community meeting. Handouts of the displayed information can accompany the exhibit so the topics can be discussed during the meeting and attendees can retain the information. Between meetings, exhibits can be displayed

in a public library, a school, or a governmental building. Visuals developed for exhibits are often useful for fact sheets, technical documents, and internal publications.

#### **1.4.2.7 Observation Area - 5**

Occasionally, there is enough interest in a project and sufficient activity at a project site to warrant a specified area for public viewing. For example, an observation area would be appropriate for a project where much activity is planned and the community is interested in the operation and, perhaps, concerned about daily activities occurring at the site. There are a variety of types of observation areas, from unattended viewing platforms with informational signs to staffed areas. As with other interactions with the public, the staff assigned to interface with the public needs to be well-versed about the project and trained in communication techniques. If a viewing area is unattended, it is beneficial to have a relevant exhibit and fact sheets displayed nearby. Setting up viewing areas may be very time-consuming and therefore may not be practical for the duration of the project. Instead, the project team may decide to stage a viewing area for a key project milestone. Health and safety issues need to be considered before establishing an observation area.

#### **1.4.2.8 On-Site Information Office - 5**

Depending on the length of the project, the level of interest, and the subsequent use of the site, it may be appropriate to staff an office at the site where a trained individual can attend to many of the citizen participation activities during and after completion of a project. Information regarding whether an office is appropriate can be gained by keeping good records of written and oral information requests and attendance by the public at meetings and tours.

#### **1.4.2.9 Door-to-Door Canvassing - 5**

Canvassing is especially useful if the project team desires to notify and communicate with a specific, discrete group of individuals, such as residents adjacent to the project site. These stakeholders often have more specific interests and concerns than those stakeholders who live further from the site. Door-to-door visits are an easy and timely method to distribute essential information to residents who live near the site. Occasionally, the project team requires signatures of adjacent property owners to obtain rights-of-way or to initiate an activity at the site. Sending well-trained staff to visit property owners is often the best and most appropriate method for explaining a situation and gaining approval. Canvassing is an effective method of communication when there is a non-English speaking or low literacy rate population in a community. The drawback of canvassing a large area is that it is very time consuming and, if the staff has varying levels of expertise regarding a project, there is a possibility of miscommunication.

#### **1.4.2.10 Public Comment Period - 2**

A public comment period is a designated time period in which citizens can formally review and comment on the sponsoring agency's proposed course of action or decisions. The information regarding a course of action is usually presented through public notice and at a public hearing.



Public comment also can be requested through a less formal public meeting process. The public comment period is announced in local newspapers and on radio stations, including the starting and ending dates of the public comment time frame, and where the comments can be sent or delivered.

#### **1.4.2.11 Response to Comments - 2**

Whether comments are received from the public as a result of a public hearing, at an informational community meeting, or as a written communication, a written response is required. The written response acknowledges the comment or question, serves as a clarification to a comment, and offers a documented response to which the public can react. When comments are responded to verbally with no backup documentation, issues are often left unresolved, and there is often a lack of accountability.

To respond to comments, it is important to establish a time frame for developing responses and prepare documents that include the comment or question in easy-to-read language that can be understood by the general public.

Occasionally, responses to comments are so important and essential to the project that they deserve responses in the form of a fact sheet or question-and-answer letter that can be distributed to all the stakeholders.

All documents related to public comment and response are placed in the repository.

### **1.4.3 Meetings**

#### **1.4.3.1 Public Meetings - 1 and 2**

Public meetings are described in detail in Section 1.5.1.

#### **1.4.3.2 Public Hearings - 4**

Public hearings are held because they are required by federal, state, or local governmental regulation. They provide an opportunity for the public to give formal comments and oral testimony on proposed actions. Occasionally, a governmental agency will present introductory information prior to receiving comments from individuals and organizations. All testimony received usually becomes part of the public record. In contrast to a public hearing, a public meeting is intended for open discussion among the stakeholders, the project team, and regulators.

There are specific requirements for announcing, coordinating, and providing follow-up to the hearing. Generally, a public hearing is publicized at least 30 days before the meeting date in local newspapers and through meeting announcements. The meeting format is established and a moderator adheres to the prearranged format, and a court reporter records and prepares transcripts that are made available to the public and placed in the project repository.

Specific guidelines for a public hearing may include preparing a speaker list, establishing speaking time limits, and setting a limit on the length of the hearing.

#### ***1.4.3.3 Advisory Groups – 1***

Generally, an advisory group consists of individuals who reflect the composition of the community. They support the project team by committing to become knowledgeable about the environmental project, informing the community and stakeholders about the project, and making recommendations regarding elements of the project. There are many forms of advisory groups: some are general standing committees and others are organized to attend to specific issues. In Section 1.5.4, there is a description of the Restoration Advisory Board (RAB), which is the advisory group to be used for this project.

#### ***1.4.3.4 Informal Meetings - 1 and 2***

An informal meeting is generally a forum where there is discussion and exchange of information among the stakeholders, the sponsoring agency, and the project team. This type of gathering does not have the constraints of public hearings such as public testimony or time limits. An informal meeting is generally held in an office or small meeting room. An informal meeting is a good place to provide detailed information to a small group of people who have particular questions or who wish to become better informed about a project. Informal meetings are helpful to individuals who wish to participate, or to clarify an issue and/or concern.

When planning for an informal meeting, it is important to select an environment that is comfortable and unofficial, and to fully brief the presenters on the information that needs to be presented.

#### ***1.4.3.5 Availability Sessions/Open Houses - 5***

Availability sessions/open houses are used to present a broad array of project-related information. An open house is usually held at the project site for members of the public who are interested in seeing the site and learning more about the project. Information stations are prepared on a variety of topics, and participants circulate freely among the stations to read the displays that interest them. At each station they can discuss the topic with a project representative. Participants' concerns and questions are addressed and recorded at each station.

Availability sessions/open houses are particularly useful at crucial points of the project. The sessions provide the public with a flexible schedule for meeting with project managers and engineers directly to ask them one-on-one questions. An availability session/open house may include poster boards, videos, and/or exhibits that provide information on the project. An availability session/open house is a labor-intensive event and requires a long lead time to prepare.



#### **1.4.3.6 Workshops - 5**

Workshops are particularly useful for people who are knowledgeable about the program and can contribute ideas, information, or evaluations. Workshops offer members of the public an opportunity to participate directly in a planning process. Workshops can be used to solicit ideas from the public, arrive at decisions that may require negotiation or facilitation, or explore potential solutions to a problem. Prior to any workshop, the planner prepares questions or discussion materials that delineate the work the group will be expected to accomplish. It is important to schedule enough time to do the work, and to record the proceedings.

#### **1.4.3.7 Briefings - 5**

Briefings are particularly useful to provide information to, and answer questions and address concerns and issues raised by, small groups. Briefings are often updates of information previously communicated at lengthier meetings. Briefings can be used to inform elected officials of situations that will affect public service and citizens, such as logistics for a road closing. A briefing may be conducted to provide an overview to a subset of the public who may live near the site and are concerned about a particular issue. While briefings can lead to interaction and may include some problem-solving goals, they are generally informational in nature.

#### **1.4.3.8 Presentations - 2**

Presentations to the public can be simple, with one person speaking and answering questions accompanied by a few visual aids, or very sophisticated, with panels of speakers and multi-media programs. They can be conducted in a large, public meeting format (as discussed in Section 1.5.1), or during one-on-one availability sessions. Presentation format and complexity can vary depending on the type of information to be presented and the composition of the audience. For example, during a public meeting, presentations are non-technical and brief to ensure understanding of the material by the majority of the audience, and provide ample opportunity for the public to ask questions and discuss issues. During a workshop, on the other hand, the presentation can be more technical or detailed, particularly if the participants have been involved in the project for some time.

Presentations must always be clear and concise, easily readable, and as visual as possible. They may include:

- Poster boards.
- Exhibits.
- Videos.
- Slides.
- Overheads.
- Handouts.
- Interactive computer aides.
- Role plays.

## 1.4.4 Publications

### 1.4.4.1 Public Notice - 4

Public notice is provided when a regulatory process is in effect that requires the public to be informed about an action. For example, a public notice may be appropriate to request comments on, or approval of, a permit, or to announce a public hearing. Public notice is usually accomplished by placing pertinent information regarding the action in the Legal Notice section of a general circulation newspaper. Regulations for specific environmental actions may require certain review periods between a public notice and an action, as well as the number of times a notice must appear in a newspaper. Some actions do not require public notice; however, it is recommended that important information about a project appear in the newspaper either as a Legal Notice and/or, preferably, as an advertisement. The public is appreciative when project actions and activities are well-publicized and the sponsoring agency makes an effort to go beyond the regulation.

### 1.4.4.2 Fact Sheets, Newsletters, and Question-and-Answer Sheets - 1 and 2

These effective, relatively easy-to-produce forms of communication are brief publications that update the public on project activities. When published frequently, publications like fact sheets, newsletters, and question-and-answer sheets offer the public information in summary form that is more easily understood than lengthy technical documents. It is recommended that the publications be two to four pages long with related accompanying illustrations and photographs to emphasize important and technical information. The difference between these three types of publications is as follows:

- Fact Sheets - Fact sheets interpret technical information and project environmental activities in lay terms. They are generally published at specific project milestones and may include information about the project repository, an upcoming meeting, a site tour, the project mailing address, and the telephone hotline. Although fact sheets should not be written in scientific or engineering language, they are usually the most sophisticated of the public documents other than the technical documents themselves.
- Newsletters - Newsletters are informal publications with some interpreted technical information usually in the form of a story. In addition, there is information about meetings, tours, the telephone hotline, and mailing addresses. Newsletters also may include letters written by the public reprinted along with responses to issues raised in the letters, or human interest stories, such as a story with photographs about members of the public visiting the site.
- Question-and-Answer Sheets - Question-and-answer documents pose questions that members of the public have asked or might ask regarding a specific issue. Question-and-answer sheets are an excellent method to dissect a topic in an organized fashion. It allows the reader to accumulate information in small segments.

#### **1.4.4.3 News Releases - 1 and 2**

News releases are discussed in detail in Section 1.5.2.

#### **1.4.4.4 Translations - 1 and 2**

Depending on the demographics of the community in which the project is being developed, publications may have to be translated into languages other than English. For example, if a portion of the affected community is Spanish-speaking, it is advisable to produce meeting announcements, fact sheets, newsletters, and question-and-answer sheets in Spanish. It is also a good communication technique to advertise meetings and Public Notices in local newspapers written in Spanish. Most areas that have populations of non-English speaking people also have nearby companies that supply translation services.

#### **1.4.4.5 Meeting Minutes and Transcripts - 1 and 2**

Meeting notes or meeting minutes are written for all meetings with the public. Minutes and notes capture the essential topics and discussions at a meeting. The amount of detail included in these documents is usually determined by the meeting groups. Sometimes attendees require minutes from a meeting or two to determine the level of specificity with which they feel comfortable. The sponsoring agency is usually responsible for developing meeting minutes and distributing them to the predetermined recipients. Generally, everyone attending a meeting receives copies of the notes or minutes. Effective notes or minutes establish what was said at a meeting, identify the speaker, and determine action items and accountability. After minutes are prepared and distributed, they are reviewed for accuracy and corrected as necessary. Sometimes members of the public will request corrections to reflect their input and the spirit in which issues were raised and addressed at a meeting.

Transcripts are exact writings of meeting discussions. Transcripts are generally required at public hearings. Occasionally, the public requests transcripts when the relationship between the sponsoring agency and the public has deteriorated and there is a lack of trust.

### **1.5 GUIDELINES FOR IMPLEMENTING CITIZEN PARTICIPATION ACTIVITIES**

#### **1.5.1 Planning and Coordinating Public Meetings**

##### **1.5.1.1 Overview**

Public meetings are forums in which project information is presented and/or clarified and stakeholders have an opportunity to provide comments and ask questions. Public meetings require a structured format with an agenda, and often with a meeting facilitator. Public meetings may be required by law, but typically provide a forum to exchange information and listen to public opinion.

### **1.5.1.2 Choosing the Location, Day, and Time for a Meeting**

One of the first issues to be considered when planning a public meeting is the location of the meeting. First, the planner must consider the number of expected attendees and choose a facility that can accommodate that audience. Interestingly, choosing a location too large for the expected audience can make participants angry. Participants may accuse planners of trying to minimize their real size by the selection of a large hall. On the other hand, it is important to provide seating for everyone who attends. Establishing how many seats will be required for a meeting may be accomplished by reviewing previous meeting attendance records or by attending a similar issue meeting in the same community.

Schedule meetings to maximize public availability. Depending on the composition of the community, the project team will decide the best time of day to hold the meeting(s). Generally, it is wise to organize daytime and evening meetings to accommodate non-working and working participants and/or to provide for a very large number of attendees. Especially before an initial meeting in a community, it is advisable to poll stakeholders to determine their availability on specific days of the week and during the daytime or evening.

Another area of consideration is to develop a meeting schedule that avoids religious holidays and traditional vacation periods, like the month of August.

In addition to accommodations, meeting planners must consider the accessibility to the site, including public transportation accessibility, space for parking, safety of the area, and access for individuals with special needs.

### **1.5.1.3 Seating Arrangements**

Seating arrangements are an important part of establishing rapport with the audience. For example, seating presenters on the floor of an auditorium, behind simple tables where they can take notes rather than on a stage in a formal seating arrangement, will be more likely to set a relaxed tone for the meeting. Presenters can then move around, both going to a podium and walking freely among the audience, if necessary.

If presentation boards are being used, make sure they are in full view of the audience. Have enough microphones to accommodate both presenters and the audience. One microphone for each presenter is ideal. Audio-visual capabilities are an important consideration, especially for large meetings of an audience of 100 people or more.

In a room where the seating can be arranged, you may want to place the audience in a semicircle around the presenters. This seating arrangement is effective when the meeting has about 30 to 50 attendees. Be sure to provide at least one microphone for the members of the public to use when speaking and asking questions.

#### **1.5.1.4 *Preparing Meeting Materials***

Meeting materials are an essential component of any public meeting. It is generally helpful to provide meeting participants with handouts of materials that will be presented. Handouts help participants follow along with a presentation, and give them information to refer to after leaving the meeting. Placing the project mailing address and telephone number on the all handouts is generally appreciated by the public.

When preparing presentation materials for a meeting, make them visible to all the participants, including those sitting in the back of the room. It is important to have the meeting planner meet with the presenters to discuss their needs, and help them prepare poster boards or slides that are easy to follow and not too detailed. If it is necessary to present complex information, it needs to be visual and simply illustrated. Summarize as much as possible, and provide more detailed documentation in poster sessions or at workshops than in the public meeting. If all the presenters use maps and graphs with the same color-codes and symbols, the presentation appears uniform and cohesive and an audience will be able to better understand the information.

#### **1.5.1.5 *Preparing for Presentations***

Important guidelines for preparing meeting materials are as follows:

- Provide consistent information. Conflicting statements not only confuse the audience, but can lead to misinformation.
- Present uniform themes when possible. Providing people with recurring themes that include symbols or color-coding from presenter to presenter increases understanding of the big picture.
- Illustrate information with large, bold graphics and lettering. Even though there may be a large quantity of information, small pictures, diagrams, and lettering are difficult to read and may frustrate an audience that is trying to understand unfamiliar information. Simple explanations reinforced by visuals are a good way to offer technical information.
- Summarize as much as possible. Summarization is not necessarily less information. The job of a project team and citizen participation experts is to interpret technical information and make it understandable. Providing too many details that do not have bearing on the entire project is sometimes frustrating for the public. Keep it simple, yet informative.
- Allow time for questions at the end of each presentation, and before the next presenter. This requires coordination of presentation length and schedule with other presenters.
- Appoint a meeting coordinator who is responsible for establishing the meeting schedule and coordinating presentations.
- Arrange for the audio/visual equipment to be set up and tested before the meeting.

### **1.5.1.6 Basic Meeting Checklist**

The checklist provides actions that are necessary for a community meeting:

- Audio/visual equipment is at the meeting location and is set up prior to the meeting.
- Name plates and table-tents are printed.
- A sign-in sheet is prepared for both attendees and speakers.
- A transcriber has been hired and knows the location and time of the meeting.
- *Welcome* and *Bathroom* signs are prepared.
- Janitorial services are coordinated.
- A toolbox with tape, scissors, ruler, pens, stapler, extension cord, hammer, screwdriver, Velcro™, etc. has been prepared.
- Water pitchers and glasses are available for presenters.
- Chairs and tables are arranged.
- A reception table outside the meeting room is set up and staffed.
- Handouts are prepared and neatly placed at the reception table.
- Easels are set up.
- Transportation to and from the meeting location is arranged for equipment and materials.
- Setup and cleanup staff are assigned.

### **1.5.1.7 Avoiding Public Meeting Pitfalls**

While public meetings can serve many important functions, and are the most commonly used citizen participation technique, there are challenges associated with public meetings. They are as follows:

- Some people are afraid to speak at public meetings.
- An inaccurate statement made during a public meeting is often very difficult to dispel.
- Public meetings can be taken over by small, but very vocal groups.
- Planning for the size and tone of a meeting can be challenging, especially if the meeting coordinator is unfamiliar with the community and its views on the project issues.



Avoiding these public meeting pitfalls is an important part of planning for any public meeting. It is best to plan a public meeting in concert with other activities like a workshop, an open house, and a site tour. The combination of communication techniques and opportunities for interaction offered by a public meeting increases the public's knowledge of the project and, at the same time, reduces frustration resulting from not having an adequate opportunity to understand information and ask questions. The overall goal of a public meeting is for individuals responsible for the project to be accessible, show a willingness to participate in two-way communication, and provide up-to-date information on the project.

## **1.5.2 Managing and Planning Media Interaction**

### **1.5.2.1 Overview**

Developing a strategy for media interaction is an important part of any citizen participation plan. Bringing the media into the process early can build rapport between project managers and reporters. Good reporting is impartial. Responsible reporters work toward developing a story that illustrates the facts of a situation in a narrative writing or speaking style. It is not a reporter's job to state his or her opinion. Therefore, it is reasonable to expect that the facts of a story are correct. If they are not, a responsible newspaper, radio, or television station will correct the information.

Most newspapers publish, and many radio and television stations broadcast, public opinion. An editorial page, letters to the editor, and an opinion/editorial column are examples of sections of a newspaper that state opinions of the newspaper's management and its readers. In addition to providing information to the media and communicating on a regular basis, it is important to take advantage of these other opportunities to voice an opinion or correct misinformation.

### **1.5.2.2 Developing a Press Package**

Before interacting with the media, prepare a press package that includes a press release (described below), fact sheets describing the program, and a contact list of project spokespersons. The press package is offered to reporters during the following activities or interactions:

- **Media interviews** - The most common type of media interaction involves interviews with newspaper reporters. These interviews can be conducted over the telephone or in person. The project spokesperson(s) is responsible for all interviews and is prepared to handle press interviews at a moment's notice, because not all interviews are scheduled. This is particularly true when a member of the press calls to clarify a particular point or when he/she needs an official response to a question or point of interest. Keeping up-to-date on the local media market and current stories is an essential component of handling press interviews. Anticipating questions and being prepared with answers to important questions, helps to ensure a smooth interview.

Other important recommendations concerning media interviews are:

- Return calls to reporters as soon as possible.
- Be certain that an answer to a question is correct; otherwise, check the correctness of an answer and call the reporter back.
- Prior to any interview, ask the reporter to outline what he or she wants to know so that you can be prepared to answer questions.
- Include a third party in the interview.
- Press releases - Press releases are generally faxed or sent to media outlets. They describe an aspect of the project. A press release identifies a contact person, and is followed up by a phone call. If you know a particular reporter, or have a contact person, make sure to address him or her directly. A press release contains the following information: date of release and date of preparation; contact person with telephone number; and the name of the organization distributing the release. Releases are double spaced and no longer than two pages. The first two paragraphs explain who, what, where, when, and why. Quotes from organization spokespersons are often incorporated to emphasize the significance of the news being released and include a human element. Always type and double-space the text.
- Press conferences - Press conferences are events organized and coordinated by the project sponsor. They are often announced in a press advisory are useful for large events, and lend themselves well to visual aides. It is more difficult to predict the outcome of press conferences than other forms of media interaction, but they lend themselves to a larger media audience since they often include television news outlets.

When planning a press conference, send a press advisory one week in advance (if possible) to announce the time, date, and subject of the press conference. Begin the conference with a brief statement from a representative of your organization, then answer questions from the press. Allow only representatives of the media to ask questions. Keep the press conference to one hour or less.

- Letters to the editor/opinion pieces - Letters to the editor or opinion pieces are an effective method of expressing an opinion, and are often used by the sponsoring agency to make more general comments about a project. Opinions are usually written after an article on a topic has appeared in the news. Well-written opinion pieces are effective methods of communicating with the public and often help to ensure that the media report facts, and contact the sponsoring agency before publishing the next article.

When relating to the media, keep in mind these items:

- Know your local media outlets.
- Provide concise and clear information.
- Issue timely press releases.
- Include a local angle whenever possible.



- Only use press conferences and news releases for important events.
- Provide visual opportunities such as location visits, maps, and graphs whenever possible.

### **1.5.2.3 *Who Speaks to the Media?***

Keeping a tight reign on press interactions will certainly cut down on potential mishaps. However, training personnel to handle questions from the press also means that a consistent overall message is presented. While having one or two project managers as consistent points of contact is helpful to everyone, think of occasionally bringing someone in from outside the inner circle, such as a RAB member. A RAB member represents a broader, community-based perspective. Training a RAB member to participate in media exchanges may help to build trust and provide a dynamic perspective on the project.

### **1.5.2.4 *Forming Constructive Relationships With the Media***

It is true that the press may often seem adversarial. Building and maintaining a constructive relationship with the media takes time and effort. Keep media contacts informed and communicate equally with all reporters, even if some reporters seem more supportive than others. The perception that there is unrevealed information will inevitably lead to misinformation and mistrust. Work hard at keeping an open line of communication.

If it appears a reporter is offering personal opinions or consistently misrepresenting the facts in his or her stories, it is best to telephone the reporter and discuss the issue. If that approach fails, the reporter's editor can be contacted and a three-way discussion can resolve the differences between the reporter and the project team.

## **1.5.3 Addressing the Needs of Upset Stakeholders**

### **1.5.3.1 *Communicating With Upset Stakeholders***

During a public meeting, it is not uncommon for individuals to monopolize the microphone, or become angry because they feel their needs are not being addressed. Even if a remediation program is going well, past problems may remain on the surface, and an individual's experience with another, unrelated program may influence his/her perception of the current program. An upset stakeholder often needs some personal reassurance that his/her concerns are being met. The best approach is to speak to the person individually, either before the meeting if you know there is a problem beforehand, or after the meeting.

If an upset stakeholder (or group of stakeholders) begins to monopolize a meeting, try to address his/her issue during the meeting. Remain calm and do not ignore their questions. Establish their concern and repeat to them your understanding of their concern. Then offer to address the concern. If the stakeholders have questions that cannot be answered, obtain relevant contact information (*i.e.*, name, address, telephone number) and provide them with a date on which the question will be answered. Always try to be responsive. If a question cannot be answered or the answer will be available only after several months, periodically keep the stakeholders informed as to how the information gathering is proceeding.

Sometimes individuals will want to express their opinion outside of a public forum. They may do so in writing or by telephone. Addressing the needs of these individuals is very important. Make every attempt to answer their questions, or find the answers as described in the preceding section. It is important to respond quickly and to stay calm. It is important to train project team members who answer phones in your organization to handle an upset caller, particularly during emergency situations. Training your employees to deal with upset stakeholders minimizes anger and diffuses potentially damaging situations.

It may be helpful to provide project employees with a workshop for handling various situations where they may encounter upset stakeholders. Since there are many potential scenarios, provide role-play training, and invest in some self-training videos on the topic.

### **1.5.3.2 Guidelines for Meeting Protocol**

To organize and structure meetings, the book *Roberts Rules of Order* provides a highly structured protocol for meetings that can be used to assign roles and ensure cooperation of attendees. If this method of organizing meetings is too structured, it is suggested that guidelines for meetings be developed and discussed with attendees to establish agreement. These guidelines can include:

- An agenda.
- A prearranged speakers list developed before the beginning of the meeting.
- An agreed-upon system for questions and answers.
- A meeting time limit.
- An agreed-upon code of conduct (e.g., allowing speakers to make statements without interruption, respectful treatment of all participants, etc.).

### **1.5.4 The Restoration Advisory Board (RAB)**

#### **1.5.4.1 Overview**

The RAB consists of community and government (municipal, state, and federal) agency representatives. The RAB functions not as a decision-making body, but rather as an advisor to the Corps during the remediation process. In addition, the RAB will act as a liaison between the Corps and the community, and as a focal point for communications with the community. The RAB will serve as a forum for regulatory agencies and the community to discuss issues related to closure, environmental restoration, and decision-making.

The RAB's primary responsibilities will be to review environmental documents and plans, provide advice, and relate (or interpret) community concerns. Environmental documents and plans include the Remedial Investigation Report, the Feasibility Study, the Proposed Restoration Plan, and the draft Record of Decision. Each one of these documents is an integral part of the

remediation process, and a thorough understanding of each is essential to the RAB's full participation in the planning process. Because Formerly Used Defense Sites (FUDS) often have more than one cleanup unit (often referred to as Operable Units), the RAB may be responsible for review and comment on several cleanup units at various stages of planning. It is therefore important that a newly-formed RAB has a clear understanding of how the remediation process works, and the general time frames needed to complete the process.

#### **1.5.4.2 Introducing the RAB Concept**

During the initial stages of the implementation of the overall citizen participation plan, the Corps will issue a press release to introduce the RAB concept. The press release also will announce a public meeting to review upcoming Citizen participation activities and solicit RAB membership. In addition to the press release, a mailing will be conducted and a paid advertisement will be run in the local newspaper announcing and explaining the goals of the RAB.

During the RAB planning meeting, Corps representatives will provide information on the RAB structure and the responsibilities of RAB representatives. The Corps will provide a fact sheet on RABs that will include a general meeting schedule. Residents and government representatives interested in participating in the RAB will be asked to submit an application that will provide the following information:

- Name, occupation, and address.
- Experience working with advisory groups, if any.
- Experience working with the Corps, if any.
- Knowledge, if any, of the FUDS and reason for interest in joining the RAB.
- Availability.
- Statement why he/she believes that his/her participation on the RAB will benefit the community at large.

When reviewing the applications and determining applicant acceptability, it is important to avoid conflicts of interest and to provide a role for as many diverse interests as possible. This is done by having a good understanding of your community at large, which is often attained during the community interviews.

Determining how many people will be on the RAB is done prior to the initial RAB meeting. Too many participants can render the RAB ineffective, and make participation difficult, or even impossible at times. While those interested in becoming RAB members may think it is unfair that some are excluded, it is important to discuss, during the initial meeting, the benefits of forming a manageable RAB. A good RAB will have at least 10 but no more than 20 members. It is desirable for RAB members to have diverse interests, such as environmental, business, recreational, and educational.

Once RAB membership has been determined, applicants will be sent a letter announcing the committee members and affiliations. Encourage those applicants who are not chosen to attend RAB meetings (with the understanding that their participation is limited to questions from the audience, if there is time). In addition, they can be informed that they will be on file as an alternate in the event a RAB member chooses to leave the committee.

#### **1.5.4.3 *Designing a RAB Structure***

Once a RAB is formed, subcommittees are established that deal with unique areas of interest such as health, environment, community education, and remediation alternatives. These groups meet as necessary, for example when reports and studies are released, and/or bi-monthly. The larger RAB committee can meet Periodic, or when a need arises. It will be the responsibility of the co-chair (discussed below) to inform RAB participants when the whole committee is meeting, when subcommittees are meeting, and what topics are going to be addressed. Any and all materials needed by the RAB and subcommittee members to participate in the meetings must be provided to the members in a timely fashion.

All RAB members will have equal status. However, two co-chairs will be chosen to ensure the proper flow of information to the RAB members. One co-chair will represent and be appointed by the Corps. The Corps co-chair will provide technical support to the RAB committee and will be responsible for ensuring that all relevant information is disseminated in a timely manner to the full committee. The second co-chair will represent the community at large and will be appointed by the full board from a pool of volunteer candidates. The community co-chair will act as a coordinator at the meetings, and will be responsible for overseeing the activities of the committee, including site visits, guest speakers, and presentations. The co-chairs both will be responsible for ensuring that each member of the committee has every opportunity to participate fully, and that meetings are run smoothly.

#### **1.5.4.4 *Facilitating RAB Meetings***

It is important that meetings run smoothly to ensure that RABs are able to participate fully in the planning process. An effective way of running a meeting is through the use of a facilitator. Either one of the co-chairs, or a professional facilitator who has been trained for the role and is seen as impartial and objective by participants in the meeting, can facilitate and oversee the RAB meetings. The Corps or its consultant will provide some training and support for a facilitator, which could include a facilitator training program, and support and feedback at meetings.

Basically, the role of the facilitator will be as follows:

- To review the meeting agenda with the committee (the agenda will be prepared by the Corps co-chair).
- To ensure that all issues to be addressed during the meeting are included on the meeting agenda.
- To introduce speakers/presenters.

- To open the floor for discussion and ensure that members do not dominate the discussion.
- To encourage quiet members to share their views.
- To sum up discussions and outline upcoming action items.

While the facilitator plays an important role in running smooth meetings, each meeting member also must recognize his/her role in the overall meeting atmosphere. To help ensure this end, the Corps will present a general overview of how effective meetings are run to the full RAB and members must agree to this structure. The basic structure is as follows:

- Unless presenting or interpreting technical information, members will keep comments to two minutes, particularly if other members are eager to participate.
- While lively debate is encouraged, members will refrain from interrupting other members during a discussion or presentation.
- Members will respect the decision of the facilitator to move a discussion along, or to end one, particularly if time is of the essence.
- If serious differences arise among members, the facilitator may ask that a separate meeting be held where differences can be settled.
- Action items requiring the committee's approval will be decided by a two-thirds majority vote. The community co-chair has one vote, but only in the case where a swing vote is necessary. The Corps co-chair only holds a swing vote if the community co-chair is not present.

#### ***1.5.4.5 Providing Technical Support to the RAB***

In order to ensure that the RAB has the ability to understand and comment on technical documents, the Corps will provide technical support above and beyond the Corps co-chair when necessary. In addition, the RAB may find that outside help is necessary to comment effectively on technical reports, particularly documents such as the Remedial Investigation and Feasibility Study. In such cases, costs associated with either administrative or technical support are eligible for project funding under the Defense Environmental Restoration Account. This additional funding is known as a Technical Assistance Grant.

### **1.5.5 Training Employees To Implement Citizen participation Activities**

#### ***1.5.5.1 Overview***

Project managers sometimes think of the public as people external to the organization, overlooking the fact that employees are usually residents of the community that they serve. Employees are often on the "front line" of credibility for the organization. They may be asked for information about a large, well-publicized project or event, or what residents can expect

during emergencies. An informed employee who understands the project and the importance of good citizen participation can convey information in a consistent manner, and will be able to direct questions to the appropriate source for further information.

#### **1.5.5.2 Who Is Trained?**

Initial public involvement training and strategy sessions should be provided to anyone who has contact with the public, including the project manager, citizen participation personnel, staff engineers, a secretary, or an attorney. Therefore, training all employees to participate in the implementation of effective citizen participation activities is essential to the success of the program. However, it is important to remember that even the best-laid plans can fail to anticipate who will be in the communications loop on a major project because the players may change for unforeseen reasons. When new individuals or groups are identified as having contact with the public regarding the project, find time to get them together to review the training and strategy sessions that have already taken place. It is important to provide some one-on-one coaching, if necessary, to help them understand the project and its citizen participation components.

#### **1.5.5.3 Developing a Training Program**

Since citizen participation requires broad-based understanding on the part of program employees, develop a four-hour training program that provides training on the following skills:

- An overall review of the importance of citizen participation - Some people have never been exposed to citizen participation and do not understand its importance or its complexities. Providing a basic understanding of how citizen participation works and why it is important is the first step in training program employees.
- An overall view of the project - Because employees are not involved with all aspects of the project, getting a general overview, knowing who the various points of information are, and understanding the project's history will help them answer questions and direct members of the public to the appropriate contact people.
- Running successful meetings - This part of the course will provide basic information on meeting formats, and may include a meeting role-play/simulation.
- Presenting information to the public/answering questions - This part of the course will instruct employees how to present technical information or respond to questions in a manner that is understandable to the public.
- Working with the media - This part of the course instructs employees how to deal with questions at meetings or in less formal situations.
- Basic troubleshooting - A workshop/role play is a good way to get people thinking about citizen participation scenarios. Provide an interactive workshop that allows people to take on different roles and respond to them.



## **1.5.6 Procedures for Emergency Communication With the Public**

### ***1.5.6.1 Establishing an Emergency Communication Plan***

In the event of an on-site emergency, it is essential to establish an Emergency Communication Plan. Establish the Plan at the beginning of the cleanup process, and be sure it is understood by everyone involved in the project. The plan should include the following information:

- A communication command structure - When an emergency occurs, a communication structure is essential to ensure that appropriate actions are taken. Choose a primary emergency spokesperson that has experience dealing with controversial situations, has an understanding of the whole project, knows the community, and has worked with the press. This person will be responsible for arriving at the scene of emergency immediately, and will be prepared to coordinate all emergency communications.
- A media strategy - Communicating emergency information to the media requires a different approach than that required during non-emergency situations. The Plan will include an emergency media package that is general enough to handle a variety of situations.
- A Community Awareness Program (CAP) - Most emergencies will be alarming to community members. Establish a CAP that includes a plan for going into the community as quickly as possible to discuss important issues, and preparing the community for an action that may need to be taken. This CAP must be established at the beginning of the program.
- A contact list - A contact list identifies who is called at the onset of an emergency. Develop a contact list that includes members of the community and Corps employees that represent a cross-section of expertise that can be drawn upon depending on the needs of the situation. Train these individuals in emergency communications, and remind them that they must be available at a moment's notice.

## 2.0 FORMER ATLAS SITE S-11, ELLENBURG, NEW YORK

This section contains the site-specific CPP to be implemented. It draws from the general information provided in Section 1.0, but may be modified as the project progresses to include any elements described in Section 1.0 not currently included below.

### 2.1 SITE HISTORY

Atlas S-11 is located north of U.S. Highway 11 on Bull Run Road in the Town of Ellenburg, in northwest Clinton County. It is located approximately 30 miles from Plattsburgh, the largest city in Clinton County. The site is in the St. Lawrence Valley and adjacent to the Adirondack province. The site lies on the northern flank of the Adirondack Mountains in a region characterized by rolling lowlands with isolated rocky hills. Land use in the immediate vicinity is a mixture of agriculture, woodland, and rural residential.

The site was part of the Atlas missile system, the foundation of the United States Intercontinental Ballistic Missile (ICBM) and space launch vehicles program during the late 1950s and early 1960s. The Atlas program began in 1946. Through the years, the Atlas program evolved through many phases, including rocket engine and fuel research, strategic missile deployment, research into missile launch configurations, and research on space launch vehicles. Atlas S-11 was built in 1960 by the U.S. Department of Defense (U.S. DOD) as part of the strategic ICBM missile deployment system, and was affiliated with the nearby Plattsburgh Air Force Base. Under the Atlas program, the site was designated as a type F missile launching pad. Type F launching pads consisted of underground silos enclosed by heavy doors designed for opening during a missile launch.

While the Atlas program was considered an important element of the U.S. defense system, the program was short-lived. Records indicate that the silo equipment was sold for salvage. While specific information is not available for the missile silo at Ellenburg, Atlas operational site activities that produced wastes or potential contaminants included:

- Propellant storage;
- Diesel fuel storage;
- Hydraulic systems; and
- Maintenance of equipment (petroleum, oil, lubricants, and solvents).

In 1967, the U.S. General Services Administration conveyed the site to the Town of Ellenburg. At that time, the Town used the site for storage and an area between the pump houses for recreational use. In addition, an area was filled with water and used as a skating rink. Several of the original structures remain including

- Missile silo;
- Aboveground fuel tanks;
- Two pump houses;
- Two quonset huts;
- A liquid nitrogen fill-stand; and



- An underground concrete launch control center.

## 2.2 CURRENT ON-SITE CONDITIONS

As discussed in Section 2.1, several structures used by the U.S. DOD remain on-site near the silo. The remainder of the property is vegetated. During a site inspection conducted by the Corps, one drum labeled tetrachloroethene (also known as perchloroethylene, or PCE) was observed on-site, as well as a small area with equipment and debris. A fence currently encompasses most of the site property.

## 2.3 CURRENT ON-SITE ACTIVITIES

Currently, Mr. Leonard Casey owns the site. During the site inspection conducted by the Corps, it was observed that the site is currently used for the stock piling of decorative rock products.

## 2.4 SUMMARY OF INVESTIGATION AND REMEDIATION ACTIVITIES CONDUCTED TO DATE FOR ATLAS S-11

A number of investigations and environmental studies at the site have been performed by various agencies and private consultants. The following statements provide an overview of these investigations.

### 1. **Confirmation Study of Former Atlas Missile Sites for Potential Toxic and Hazardous Contamination - Former Atlas Site S-11, Ellenburg, New York - Law Environmental Incorporated Government Services Division, June, 1988**

This study, prepared for the U.S. Army Corps of Engineers, provided a baseline for the U.S. Department of the Army's investigation of former Atlas missile sites throughout the United States. The goal of the study was to determine the potential for toxic and hazardous waste contamination at the S-11 site. The investigation consisted of installing and sampling three groundwater monitoring wells on-site, sampling surface soils on-site, and sampling water from the missile silo. The investigation determined that trichloroethylene (TCE), a volatile organic compound (VOC), was detected in one of the monitoring wells at a concentration of 6 micrograms/liter (6 ug/l), which exceeded the federal drinking water standard known as the Maximum Contaminant Level (MCL) of 5 ug/l. TCE was also detected at a concentration below the measurable detection limit of 5 ug/l in another monitoring well and in water collected from the missile silo.

### 2. **Subsurface Investigation for Ellenburg Depot, New York - TWM Northeast, Inc, August 1990**

A subsurface investigation was conducted by TWM Northeast, Inc. in Ellenburg Depot for the NYSDEC. The subsurface investigation stemmed from the presence of chlorinated and aromatic hydrocarbons detected in several water supplies (drilled wells and springs) in Ellenburg Depot by NYSDEC. The investigation included the installation of five overburden wells and one bedrock well in Ellenburg Depot. The results of the investigation did not reveal the presence of VOCs in the overburden monitoring wells or bedrock monitoring well. The source(s) of the

VOCs in the water supply wells and springs was not determined, and light industrial activity in the study area at the time of the investigation did not appear to provide a source for the contaminating solvents.

**3. Subsurface Investigation, Town of Ellenburg, New York, Missile Silo Property - TWM Northeast, April 1991**

This study was prepared in response to the detection of VOCs, including TCE, in several water samples collected in Ellenburg Depot. The goal of the study was to determine the source of the VOCs. The study revealed the presence of cis-1,2-dichloroethene, TCE, and dichloromethane in water sampled from approximately 200 feet below the ground surface in the missile silo, and in several shallow monitoring wells. The report indicates that groundwater flow in the shallow bedrock appears to be to the south. The report recommended that water supplies in Ellenburg Depot be sampled.

**4. New York State Department of Environmental Conservation and New York State Department of Health (NYSDEC and NYSDOH) Water Sampling Studies 1991-1997**

In response to sampling conducted in 1991 that detected the presence of petroleum contamination in wells in Ellenburg Depot, NYSDEC and NYSDOH conducted periodic well sampling. This sampling revealed the presence of TCE, as well as the aromatic hydrocarbons expected as a result of the petroleum discharge. Water treatment systems (filters) were installed on well systems impacted by the petroleum discharge, and were removed when the concentrations of the petroleum contaminants diminished to acceptable levels. Periodic sampling of wells in Ellenburg Depot continued as a result of the presence of TCE. With a few exceptions, the results revealed the presence of TCE at concentrations that were less than the MCL of 5 ug/l. However, a limited number of samples exceeded the MCL for TCE. Upon subsequent sampling, the TCE concentrations in these wells diminished to concentrations below the MCL.

**2.5 STAKEHOLDER INFORMATION**

On September 16 and 17, 1998, five interviews were conducted with six Atlas S-11 stakeholders. The stakeholders include an elected official, two adjacent property owners, and three government officials from the State. On the next page is a matrix summarizing the responses to the interview questions. This matrix enables the reader to gain insight into the opinions of the interviewees quickly. In Appendix C, Community Interviews, there is a description of the interview process, as well as the interview questions and all responses received to those questions.

**TABLE 2.5-1  
MATRIX OF RESPONSES TO INTERVIEW QUESTIONS BY INTERVIEWEES**

<b>Interviewee</b>	<b>Stakeholder Position</b>	<b>Communications Received</b>	<b>Meetings Attended</b>	<b>Recommendations for Meeting Organization</b>	<b>Recommendations for Information to be Presented</b>	<b>How Likely to be Involved in Future</b>	<b>Information Which Best Serves Needs</b>	<b>Opinion re: Repository Location</b>
Dan Steenberge, P.E., and Russell Mulvey	NYSDEC	Has received misc. correspondence and a variety of reports.	Both attended an availability session and a public meeting.	Be sure there is a toxicologist present. Coordinate the meeting presenters beforehand. The Defense Department should lead the meeting.	Present information about health risks associated with TCE. Be prepared to answer questions regarding cancer rates and no one was able to respond to the questions.	Work with the Department of Health to collect drinking water samples. Continue to receive information. Work with ACOE.	All information.	Ellenburg Town Clerk's Office; perhaps the Plattsburgh Main library.
Michele Tolosky	Ellenburg Town Supervisor	Has met informally with DEC officials and spoken with them on the telephone. Has also received communications from the Corps and the DEC.	Attended a public meeting and an availability session jointly sponsored by DEC and DOH.	Meeting should be "victim focused." The Corps should show it is ready to move forward. Recommends a time frame for cleanup. Provide specifics about a plan of action.	Provide non-technical information regarding cleanup. Provide annual or semi-annual newsletters. Hold public meetings.	Be kept informed of everything that happens on the site. Act as chairperson of the public meetings and Corps liaison.	Non-technical information regarding TCE, cleanup, and deed restrictions.	Ellenburg Town Clerk's Office
Cynthia Rowe	Ellenburg Depot resident and an adjacent property owner to the site.	Received communications from DOH requiring TCE contamination disclosure on her property.	Attended a public meeting held by DOH.	The Corps should conduct considerable outreach and present the basic facts about the contamination.	Provide history on the site. Be sure that information is easy to understand and truthful. Provide a timeline for remediation.	Wants to be made aware of meetings, decisions, and status reports.	Site history. Truthful and open information. Information on water quality and water supply.	First choice is the Town Supervisor's Office. Second choice is the Town Clerk's office.

**TABLE 2.5-1 (continued)**  
**MATRIX OF RESPONSES TO INTERVIEW QUESTIONS BY INTERVIEWEES**

<b>Interviewee</b>	<b>Stakeholder Position</b>	<b>Communications Received</b>	<b>Meetings Attended</b>	<b>Recommendations for Meeting Organization</b>	<b>Recommendations for Information to be Presented</b>	<b>How Likely to be Involved in Future</b>	<b>Information Which Best Serves Needs</b>	<b>Opinion re: Repository Location</b>
Doreen Wheeler	Ellenburg Depot resident and Town Librarian who received carbon filters from the DEC for oil contamination in well water.	Has received well water test results.	Attended one public meeting. Could not remember lead agency involved.	Government agencies need to communicate with one another.	Provide most recent test results. Provide current information.	Would like to attend meetings.	Test water quality and provide information on results. Provide information on Corps activities at the site, and any remediation plans.	Recommended the town library, which is under construction. Place documents at Town Clerk's office in the interim.
Richard Fedigan	Project Manager, New York State Department of Health	Has been the DOH contact for the project since early 1991. Has had many communications regarding the site over the years.	Has attended several public and agency meeting regarding the site over the years.	Everyone presenting information must work together. Provide question and answer period early on in the meeting.	Present information in easy to understand language. Do not provide conflicting information.	Will continue to be the DOH project manager.	All information regarding investigation and sampling, and any other correspondence.	No opinion.

## 2.6 STRATEGY AND HIGHLIGHTS OF THE CITIZEN PARTICIPATION PROGRAM FOR ATLAS S-11

The primary goal of this citizen participation program is to promote and maintain a two-way dialogue with community members, the Corps, and other interested parties. By establishing two-way communication, community members can learn about the project, become active participants in discussions with the Corps, and make suggestions and recommendations about the investigation and remediation phases for the site. With information on the history and environmental condition of the site, the community will gain enough understanding to accurately and effectively state their concerns and wishes to the Corps. At the same time, the Corps will be better able to understand the community's perspectives and address the community's concerns. To accomplish two-way communication between the Corps and the community, an easy-to-understand and workable strategy is laid out in this section. This section presents four goals and their respective strategies, as well as an in-depth description of steps required to establish a RAB.

In Section 1.0 of the plan, general methods and activities for establishing and maintaining communications with the project's stakeholders are set forth. Although Section 2.0 defines specific citizen participation issues related to the site and recommends strategies to address those issues, communication is a fluid process. As environmental site activities proceed, the Corps project manager will be responsible for continuing the citizen participation program, ensuring its effectiveness, and meeting new challenges; therefore, program strategies and activities will be modified to meet the changing needs and interests of the community.

It is recommended that the plan be updated as the various phases of the project are initiated and completed. For example, the CPP will be updated to include relevant news clippings, copies of fact sheets, information about meetings, and repository entries.

The goals, objectives, and strategies detailed in this plan are based on the analysis of past and current site activities and community concerns.

Specifically, the four goals of the program are:

1. *To promote and maintain a two-way dialog between the Corps and the community.* Inviting open and honest communications with the community will enable Corps leaders to better understand and address stakeholder concerns about site investigation and remediation, with specific attention to health, safety, and environmental issues.
2. *To provide the community with easy-to-understand and current information about the project through meetings, activities, and publications.* The issues surrounding Atlas S-11 are complicated because of confusion related to the history of contamination on and around the site, particularly with regard to the use of carbon filtration systems installed in nearby homes to protect occupants from a petroleum discharge. This discharge was not related to Atlas S-11 or the TCE discovered by sampling conducted for the petroleum discharge. In addition, the level of contamination at the site is still under investigation, and insufficient interagency coordination has led to confusion regarding the status of the TCE and Atlas S-11. The coordination of information flow and consistency of information is necessary.

3. *Coordinate investigations and information dissemination among the various agencies involved to enhance information sharing and communications with the public.* Because several agencies have been involved with the site over the years, including the NYSDEC, the NYSDOH, the Clinton County Health Department, and, now, the Army Corps of Engineers, agency coordination will be an important aspect of the program. This Plan will provide a basic structure for coordinating information sharing among the various agencies with the goal of enhancing communications with the public about past, present and future activities.
4. *Advancing proactive communications with the media. In order to ensure unbiased reporting and dissemination of important information to stakeholders, it is critical that the media be provided with accurate and timely information regarding project activities and issues.* The media have already displayed an interest in reporting on Atlas S-11, through attendance at the first public availability/poster session. This indicates a perceived need on the part of the media for the public to be informed regarding the site, and it is important that the Corps do so in the proper manner. This Plan identifies a strategy for accomplishing this.

Each of the four goals identified above has corresponding objectives and strategies that, when implemented, will accomplish the goals. These objectives and strategies are discussed in the following subsections.

#### **2.6.1 Promoting Two-Way Dialogue With the Community**

**Objective:** The Corps is interested in informing the community about the site and related activities. It will provide individuals with project documents and opportunities to meet and discuss issues. The Corps is committed to listening to and understanding the community's concerns, and making a sincere effort to respond and act in the public's best interests. The Corps is an advocate of the community and an ally, and therefore, is interested in serving the interests of the community. That is, the Corps does what is best for the public, given the situation, interests, and available options. With this in mind, the Corps will cultivate relationships of trust, respect, and good will/good intentions with residents by being accessible, timely with information, and responsive to questions.

**Strategy:** To accomplish the goals and objectives of promoting a two-way dialog with the community, the following strategy has been identified.

1. Collect, evaluate, and incorporate public opinion in project planning

Generally the public, especially individuals who have lived in an area for a long time, are well-informed about the site; therefore, their opinions are of value and should be sought and evaluated. As a result, the Corps can incorporate worthwhile community suggestions into their planning process.

a) Interviews

The CPP includes interviews already conducted with stakeholders. A table reviewing individual interviewee responses is provided in Section 2.3. The specific questions and answers from each interview are provided in Appendix C. The Corps will continue to discuss the project with those individuals already interviewed (primary stakeholders) to assess whether it is accomplishing the communication goals it has established for itself. It is recommended that the Corps re-interview the primary stakeholders and select an additional five individuals, who represent the community at large, to interview 1 year after the first public meeting. The results of the interviews can then be compared to the initial interviews to determine the Corps' progress.

2. Make information available on a regular basis.

a) Fact Sheets

Fact sheets are an effective way of communicating timely and important information to the public, particularly prior to project-related events such as public meetings. The fact sheets provide the public with a basic understanding of issues, and facilitate the flow of information prior to meetings. It is recommended that the Corps produce at least one fact sheet prior to any public meeting, as a way of announcing the meeting and providing any relevant information.

b) Periodic newsletters

In addition to maintaining repositories for Atlas S-11 and developing executive summaries for important project documents, it is recommended that the project team publish a periodic newsletter focused on the project planning process and the environmental activities at Atlas S-11.

The Corps published the first edition of a newsletter shortly after the first public meeting, and continues to produce a newsletter approximately every 3 months. The newsletter is a simple, one-page, front-and-back publication that is distributed to property owners adjoining the site, individuals on the general mailing list, government officials, and property owners at the site. The first edition of the newsletter included the following articles and information:

- A brief history of the site, including prior investigations;
- A general description of the Corps' responsibilities with regard to Atlas S-11;
- The scope and schedule of the site investigation and remediation;
- An update on the outcome of the public availability/poster session held in October 1998;



- Repository information;
- A list of Corps publications, such as fact sheets available to the public; and
- Address, telephone, and name of primary contact.

c) Establish and maintain repositories

Technical and non-technical documents should be made readily available by establishing and maintaining repositories of information. The purpose of the repository is to make project documents readily available to community members and other stakeholders. Specific guidance for overseeing repositories in the site vicinity is provided in Appendix B, Repository Information. When a new, important phase of work is developed and documented for the project, develop a press release for local newspapers explaining the document's purpose and the location of the repository. For Atlas S-11, the document repository is located at the Ellenburg Town Clerk's office. The Town Clerk is Ms. Thelma LaBombard. Upon completion of the new town library, the Corps will consider relocating the repository there. In addition to the repository, the Town Supervisor is also being provided with copies of all project-related documents and other materials.

d) Executive Summaries

Publish brief 5- to 10-page executive summaries of important project documents that can be circulated among citizens, community organizations, and government officials. Even if members of the public read the technical documents, an executive summary provides a synopsis of a project element that interprets salient information in a user-friendly way for all readers. These summaries also may be used in the future to refresh the reader's memory about the content of a document and the sequence of activities occurring at the site.

d) Water Sampling Result Summaries

As the Periodic well sampling program progressed, the Corps has, in conjunction with providing individual homeowners with results, published a summary each quarter of the sampling results and their significance. The summaries help area residents understand the status of their water supply, and provide a basis for asking questions and expressing concerns.

3. Establish a Restoration Advisory Board (RAB)

- a) The Corps established a RAB because of the complexity of issues at the site, and the apparent confusion that existed regarding previous contamination at the site. The RAB will continue to function as long as sufficient interest exists and/or until the project is completed. RAB meetings will be open to the public. Section 2.6.5 provides the method of establishing a RAB, as well as a set of guidelines for conducting meetings and developing roles and responsibilities of RAB members.



#### 4. Public Meeting Notes

- a) To assist the public with keeping track of the questions asked and the information presented at public meetings, the Corps will write and publish notes of the meetings. These notes will be available at the project repository and through the Ellenburg Town Supervisor.

#### 2.6.2 Providing the Community with Important Project Information

**Objective:** By providing easy-to-understand, accurate information to all affected and interested stakeholders, the Corps will develop a reputation for being accessible and reliable. One of the keys to developing trusting and respectful relationships with communities is to maintain a continuous and consistent flow of information with them. Specifically, the Corps should provide information regarding the project's overall scope and schedule, and about the health, safety, and environmental impacts of the project's day-to-day activities.

Some key guidelines to developing an effective strategy for providing information are:

- Inform the community that the Corps has shared, and continues to share, facts regarding issues of public concern. For example, health and safety issues will be discussed with the community as investigations and remediation alternatives are decided, and the community will be advised of the reasons for selecting one remediation alternative over another.
- Be available to the community by making the Corps' presence noticeable at meetings, open houses, and other organization gatherings. Frequently publicize meetings and contacts, wear highly visible name tags, and actively solicit comments at any public forum. Each of these activities represents an opportunity for the Corps to show concern for, and listen to, public concerns.
- Ask citizens questions about their concerns and the quality of the Corps' responsiveness on an informal and random basis.
- Distribute a "Who to Contact" list to promote the Corps' availability and provide a contact or contacts for additional information on all communications.
- Respond to community questions and requests as quickly and accurately as possible. If an answer is not known, explain to the community immediately, research the answer, and provide it in a timely manner.
- Identify the community's interests and concerns when the Corps makes itself available to the community, and listen to and solicit citizens' opinions. This will enable the Corps to better respond and tailor information to specific concerns.
- Commit to presenting information in an easy-to-understand manner, knowing that much of the information to be presented is technical.

**Strategy:** The following strategy has been identified to accomplish the objective of providing the community with important project information.

1. Educate the public on the history of the site
  - a) It is recommended that the Corps prepare a summary of the site history, and make it available to the general public at meetings and in public places, such as libraries in the vicinity of the site. The Corps also can publicize the availability of other project technical reports and their summaries at the repository located at the Ellenburg Town Clerk's Office.
  - b) Review the history of the site at each public meeting. When appropriate, develop fact sheets to include a standard narrative (only one to two paragraphs) on the site history, much the way newspapers offer background information on a topic in their daily news articles.
  - c) Develop an easy-to-read timeline of historic events. Many people benefit from both reading the history and seeing it in a graphic illustration. Use the timeline at meetings and in publications. The public will become accustomed to seeing the information presented in this manner. When additional events are added to the timeline, they will be easier to understand and can be seen in the context of the entire site history.
2. Inform residents of the past, current, and future operations and environmental initiatives at the site through various techniques described in Section 1.0 of the CPP. It is recommended that the following publications and activities be instituted:
  - a) Develop a fact sheet on key technical aspects of the project to be distributed at meetings during 1999 and 2000. In the case of Atlas S-11, there has been little to no communication with community members in recent years. Therefore, it is suggested that the project team develop an initial fact sheet that offers information on the following topics:
    - The general status of the investigation phase of the project;
    - Investigation and remediation plans for the next year and throughout the life of the project;
    - An update on monitoring programs;
    - Health, safety, and environmental issues;
    - The overall project scope, schedule, and budget;
    - A project map that describes the locations of site investigations and remediation efforts;

- A brief historical perspective with the aforementioned timeline;
  - Project contacts, including an address and telephone number the public can contact for project information; and,
  - The project repository, including its location and hours of operation.
- b) Publish the periodic newsletter (described in Section 2.4.1, Promoting Two-way Dialogue with the Community). The Corps has published five newsletters since the beginning of 1999. The newsletters include a summary of ongoing monitoring activities, as well as other articles recommended in Section 2.6.1. The newsletters serve to keep information flowing between public meetings. The newsletters are published between public meetings to best serve the public.
- c) Hold informal public meetings.

During the interview process, it was discovered that residents have been dissatisfied with the lack of information and contact with agencies during the last 9 years since contamination was first discovered. Interview respondents were pleased to hear that the Corps has made a commitment to developing and implementing a cleanup program, and public meetings will help to establish trust and communication on a continual basis. The meetings will provide an opportunity for community residents to meet with the Corps and ask questions, and will give the Corps an opportunity to explain the ongoing activities at the site.

Public meetings will be held when significant milestones have been reached (e.g., completion of Remedial Investigation, Remedial Action Work Plan, etc.) to supplement RAB meetings to be held during the year.

As requested by some of the interviewees, agenda items for the next meeting could include:

- A discussion of groundwater and well water sampling;
- An explanation with a map of the results of the sampling;
- A discussion surrounding the issues related to deed restrictions on the site in relation to cleanup alternatives;
- A discussion regarding the creation of a local water district;
- Status of the RAB development;
- Update on the repository; and,
- Date, time, and location of the next public meeting.

To prepare for a meeting regarding Atlas S-11, it is recommended that the project team produce a poster and handout of the following item:

- A display map of the site indicating water sampling locations and results (similar to Figure 2-1 of the CPP).

During every meeting, any previously produced fact sheets will be available for the public to review and take home. These fact sheets will also be available at the document repository.

- d) Dedicate and publicize an informational telephone number for the Ellenburg site.

Establish a telephone number for Atlas S-11 that interested community members can call to ask questions and to obtain information. Assign a staff member to attend to the callers and to discuss information about the project. Employees discussing issues with the public must be able to discuss up-to-date technical information about the site in easy-to-understand language. Therefore, it is imperative that the Corps carefully select appropriate staff. For Atlas S-11, Dave Brouwer, Project Manager, will be the point of contact [phone number (732) 435-0079].

- g) Provide water sampling results to individual homeowners in a timely and understandable manner.

When submitting results to homeowners, the Corps will provide a summary sheet explaining the results, and the significance of the results.

- h) Discuss water sampling results at availability sessions.

During the interviews, and through a review of correspondence between Ellenburg Depot residents and NYSDEC and NYSDOH, many residents expressed dissatisfaction with the manner in which previous sampling results were presented. Residents were unable to interpret the results, and did not understand their significance. Therefore, in conjunction with the issuance of results, the Corps will hold an availability session. During the session, residents can meet with the Corps and its consultants to ask questions regarding the results. The availability sessions will generally be held at the Town Hall from 2 to 4 p.m. and from 7 to 9 p.m.; exact locations and times will be published in newsletters and the *Press Republican*.

### **2.6.3 Educating the Project Team and Encouraging Agency Coordination**

**Objective:** Due to the number of agencies involved in providing information regarding the site and the history of investigation activities, it is recommended that the Corps maintain open and ongoing communications with all interested and involved agencies. These agencies include: the

Agency for Toxic Substance and Disease Control, the New York State Department of Environmental Conservation, the New York State Department of Health, and the Clinton County Health Department

1. Inform all agency employees involved with the site and Corps consultants of investigations, remediation activities, and areas of health, safety, and environmental concern at the Ellenburg site to enable them to be informed and knowledgeable of site issues.
2. Channel all questions related to the site to selected Corps employees to ensure that the information provided is consistent and easy-to-understand. Choose individual Corps employees to act as liaisons for certain areas (e.g., media relations, citizen participation, meetings, presentations).

**Strategy:** The strategy to accomplish these goals is as follows:

Identify the agency members involved with the site and communicate technical issues, the project schedule, and health and safety aspects of the project. Communications will provide accurate information and keep these important stakeholders well-informed and knowledgeable about site activities.

Provide regular communications using the following:

- Briefing sessions and conference calls;
- Distribution of the publications and information the public receives; and,
- E-mail and updates.

It is recommended that the Corps maintain a key contact and their telephone number for agency members and the aforementioned stakeholders to provide updates on scheduled project activities and environmental conditions. Advertise on a regular basis the existing telephone number to increase awareness and encourage use. For Atlas S-11 the key Corps contact is Dave Brouwer, Project Manager [phone number (732) 435-0079].

Providing Corps employees with timely information about the project and activities at the site is key to the agency's ability to communicate well with the community. Good internal communications and a common understanding by all agencies involved with the project is essential, especially when the team is speaking to the community about sensitive and complicated issues. When the project team speaks with "one voice" about the project, they are a knowledgeable resource that can intelligently discuss site activities in any given forum and, as a result, become ambassadors for the Corps and the project.

Guidelines for the team members:

- Be knowledgeable of site activities;

- Substantiate facts by using reference documents and soliciting expert opinion;
- Be available to all stakeholders;
- Depict facts accurately;
- Clearly articulate the facts;
- Have the ability to communicate sensitive information;
- Be able to communicate during a crisis; and,
- Be aware of Corps' CPP and project goals.

#### **2.6.4 Advancing Proactive Communications With the Media**

**Objective:** To accomplish the goal of advancing proactive communications with the print and broadcast media, four objectives have been identified. They are:

- Educate media about historical and current site activities;
- Inform media of areas of environmental concern;
- Inform media of changes in activities/decisions relative to the investigation and remediation, which includes crises; and,
- Cultivate a relationship with media to convey openness, forthrightness, and credibility.

It is recommended that the Corps representatives be available to the media and responsive to their requests and interests.

**Strategy:** The Corps will engage in discussions and provide informational materials prepared specifically for the media. This information may include the publications developed for employees and citizens (e.g., a fact sheet designed for the public would be worthwhile to send to the media because it may be educational and convey Corps' desire to communicate with its stakeholders).

The Corps will provide information to the media in the following manner:

- Newspaper, radio, and television interviews. Arranging routine updates about the project through media interviews offers the Corps an opportunity to work with reporters at non-critical times in the project. The Corps communication staff can schedule interviews to discuss the project at the mutual convenience of the Corps representative and the reporter. It is a proactive approach to offering information to the media and serves as background if critical information must be conveyed at a later date. The Corps representative better

understands the reporter's style and interests, and the reporter becomes familiar with an individual at the Corps and with the site.

- Position papers, press releases, and "good news" stories. It is important to provide information to the media about the site. Specifically, distribute press releases about public meetings and important milestone events during the investigation. In addition, if the media reports misinformation or a position the Corps disagrees with, it is important for the Corps to respond by correcting the error or stating an opposing position. It is important to make sure information in the media is correct. This prevents misinformation from being included in the next story and also puts the reporter on notice that facts need to be verified with the Corps before a story is produced.

As soon as the Corps is aware of changes in site activities or updates, the media should be apprised of the facts. This includes communicating at a critical juncture in the project.

Effectively informing and educating the media on a continuous basis will benefit the organization during times of change or crisis. The media will have the necessary background to quickly understand new facts and a changing situation. The following should be instituted and readily available to Corps staff for communicating with the media:

- A crisis communications plan; and,
- A phone tree of media to contact (including their fax numbers pre-programmed as a group).

It is recommended that the Corps commits to building and maintaining a relationship of trust with the media. It is also recommended that Corps employees trained in communication are accessible to the media.

Train all those employees expected to interact with the media. Training should include the following topics:

- Role and responsibilities.
- Elements of good communication.
- Advantages and disadvantages of using various communications tools in specific situations.

## **2.6.5 Establishing the Restoration Advisory Board (RAB)**

### **2.6.5.1 Overview**

The Atlas S-11 RAB will consist of community and government (local, state, and federal) agency representatives. The RAB will function as an advisor to the Corps during the investigation and remediation processes at the site. In addition, the RAB will act as a liaison between the Corps and the community, and as a focal point for communications about the remediation process to the



community. The RAB will serve as a forum for regulatory agencies and the community to discuss issues related to investigation, remediation, environmental restoration, and decision making.

### **2.6.5.2 The Responsibilities of the RAB**

The RAB's primary responsibilities will be to review environmental documents, plans, and analytical data to provide advice, and relate (or translate) community concerns. Environmental documents and plans include the Remedial Investigation Report and the Feasibility Study. Each one of these documents is an integral part of the planning and remediation process, and a thorough understanding of each is essential to the RAB's full participation. It is essential that the RAB has a clear understanding of how the remediation process works, and the time frames needed to complete the process. In addition, the RAB may review plans and provide advice on restoration activities.

### **2.6.6 Choosing RAB Members**

#### **2.6.6.1 Announcing the RAB**

Formation of a RAB was discussed with the public during the October 1998 public meeting. Forms requesting citizens to sign up for participation on the RAB were distributed. Following this announcement, the Corps issued a press release to introduce the RAB concept, and solicit RAB members. In addition to the press release, an announcement was mailed to all individuals on the mailing list announcing the formation of the RAB. In addition, a paid advertisement was placed in the *Press Republican*.

The Corps held the first RAB meeting in late March 1999. One of the purposes of the meeting was to identify those parties interested in becoming a member of the RAB. The meeting was open to the public. During the RAB planning meeting, Corps representatives provided a history of the site, information on historical studies conducted and their associated findings, an overview of the citizen participation activities planned during the remediation process, and information on the RAB structure and responsibilities. Certain documents prepared by the Corps, upcoming activities, and findings/results of recent Corps activities (e.g., supply well sampling) were also discussed.

During the meeting, those individuals interested in participating in the RAB were asked to submit an application that provided the following information:

- Name, occupation, and address;
- Experience working with advisory groups, if any;
- Experience working with the Corps, if any;
- Knowledge of the site, if any;
- Reasons for interest in joining the RAB;
- Availability; and

- A statement why the applicant believes that his/her participation on the RAB will benefit the community at large.

***Unless the total number of interested individuals exceeds 30, all parties interested in participation may be members of the RAB. Applications will be reviewed if the number of interested parties exceeds 30.***

#### ***2.6.6.2 Soliciting Membership Prior to the Meeting***

It is helpful to both the public and interested parties to encourage membership among those most familiar with the site, and those with unique perspectives and important concerns. Therefore, although RAB membership is open to any member of the public who is interested in joining, the Corps will contact certain individuals directly prior to the meeting, and encourage their participation as follows:

- Two representatives from the Corps (one citizen participation specialist and one technical advisor);
- One representative from the NYSDEC and/or the NYSDOH;
- One representative from the environmental community, such as Environmentally Concerned Citizens of Ellenburg (ECCE);
- One or two representatives from local property homeowners adjacent to the site;
- One representative from a local business organization;
- One representative from a state or federal representative's office; and,
- One representative of the local town board and/or the Ellenburg Town Supervisor.

#### ***2.6.6.3 Designing the RAB Structure***

The RAB will meet Periodic, or on an as needed basis. It will be the responsibility of the co-chair (described below) to inform the RAB participants when the board is meeting, and to provide a meeting agenda. Any materials needed for effective participation in the board meeting must be provided to the members in a timely fashion.

All RAB members will have equal status. However, two co-chairs will be chosen to ensure the proper flow of information. One co-chair will represent and be appointed by the Corps. The Corps co-chair will provide technical support to the RAB, and will be responsible for ensuring that all relevant information is disseminated in a timely fashion to the full board. In addition, the Corps co-chair will be responsible for overseeing board activities, including site visits, guest speakers and presentation. The second co-chair will represent the community at large and will be appointed by the full board from a pool of volunteer candidates. The community co-chair will act as a coordinator and facilitator at meetings. When needed, the Corps co-chair will assist in meeting

facilitation. The co-chairs will be jointly responsible for ensuring that each member of the board has every opportunity to participate fully, and that meetings run smoothly.

#### **2.6.6.4 Forming RAB Subcommittees**

Once a RAB is formed, subcommittees are established that deal with unique aspects of the remediation process. These subcommittees meet as necessary, for example when reports and studies are released, or when certain stages of remediation are initiated. They may also decide to meet on a regular basis, perhaps every two months, in order to review progress and discuss future goals. Possible subcommittees include:

- Health and Safety;
- Remediation;
- Water quality;
- Water district;
- Technical Review; and,
- Homeowners.

Each subcommittee will appoint a chair that will be responsible for ensuring the subcommittee meetings are conducted in a fashion similar to the full board. However, since the subcommittees are smaller and focused on a particular aspect of remediation, there is more room for extensive discussion and debate. Technical advice beyond the committee makeup will be provided by the Corps on an as-needed basis. A recorder will also be chosen by the subcommittee. The recorder will be responsible for meeting minutes and maintaining a transcription of meeting proceedings.

#### **2.6.6.5 Facilitating RAB Meetings**

An important part of ensuring that the RAB members are able to participate fully in the remediation process is the smooth running of meetings. An effective way of running a meeting is through the use of an informal facilitator. Facilitators are often professionals who spend many years training for the role, and are often seen as impartial and objective participants in the meeting process. The role of the facilitators will be as follows:

- Review the meeting agenda with the RAB (the agenda will be prepared by the Corps co-chair and will reflect unresolved items from the previous meeting and any new items to be discussed);
- Ensure that all issues that need to be addressed during the meeting are included in the agenda;
- Introduce speakers and/or presenters;

- Open the floor for discussion and ensure that members do not dominate the discussion;
- Encourage quiet members to share their views; and,
- Summarize discussions and outline upcoming action items.

While the facilitators play an important role in running smooth meetings, each RAB member must recognize his/her role in the overall meeting atmosphere. To help ensure this end, the Corps will present a general overview of how effective meetings are run at the initial RAB meeting. RAB members must review the structure, and agree to its basic tenets. The structure will be as follows:

- While lively debate is encouraged, members will refrain from interrupting other members during a discussion or presentation;
- Members will respect the decision of the facilitator to move the discussion along, or to end one, particularly if time is of the essence;
- If serious differences arise between members, the facilitator may ask that a separate meeting be held where the differences can be discussed and settled; and,
- A two-thirds majority will decide action items requiring the committee's vote. The community co-chair has one vote, but only in the case where a swing vote is required. The Corps co-chair only holds a swing vote if the community co-chair is not present.

#### **2.6.6.6 *Providing Technical Support to the RAB***

In order to ensure that the RAB has the ability to understand and comment on technical documents, the Corps will provide technical support above and beyond the Corps co-chair when necessary. In addition, the RAB may find that outside help is necessary to comment effectively on technical reports, particularly documents such as the Remedial Investigation and Feasibility Study. In such cases, costs associated with either administrative or technical support are eligible for project funding under the Defense Environmental Restoration Account. The additional funding is known as a Technical Assistance Grant.

**APPENDIX A**  
**KEY CONTACTS/MAILING LIST**

Last Name	First Name	Mailing Address	City	State	Zip Code	Work Phone
Ciocca	Ralph	221 Rue Rorrique	Lafontaine, PQ	Canada		
Kusek	Kasimer, Jasioneck, Lidia	8241 Handy Street, Ville Lasalle	PQ	Canada		
Labeste	Constancio	USACOE-NY District 26 Federal Plaza	New York	New York		
Lee	Albert	2029 Sanquinet	Montreal	PQ Canada		
Lightbourn	Peter	P.O. Box 55-6805	Nassau	Bahamas		
Moores	Richard	714 Riverview	Verdun	PQ Canada		
Charette	Carol	USACE,CENAE-EP-MH, 696 Virginia Road	Concord	Massachusetts	01742	(978) 318-8515
WBTZ Radio	Attn: PSA	P.O. Box 999	Burlington	Vermont	05401	(802) 860-2465
WCAX TV	Attn: Meredith Goodwin	P.O. Box 608	Burlington	Vermont	05401	(802) 658-6300
WEAV Radio	Attn: PSA	410 Shelburne Road	S. Burlington	Vermont	05401	(802) 863-1013
Brouwer	David	USACE,CENAN, 190 State Highway 18 - Suite 202	East Brunswick	New Jersey	08816	(732) 435-0079
Blarr	Steve	101 Fieldcreat Ave, Suite 2B, Raritan Plaza III	Edison	New Jersey	08837	(732) 417-5873
Maharis	Paul	102-04 160th Avenue	Howard Beach	New York	11414	(718) 641-0624
Fedigan	Richard	NYSDOH, 2 University Pl., Rm 205	Troy	New York	12180	(518) 458-6306
Martin	Ned	US P.O.stal Srvc., 30 Old Kainer Rd, H&S	Albany	New York	12203	
Ortioff	Chris	110 Assembly District Room 450	Albany	New York	12248	
Duval	Garven	Cottage Avenue	Wingdale	New York	12594	
King	Honorable James	One Carnegie Place	Ticonderoga	New York	12883	
Amell, County Clerk	Bernard	137 Margaret Street	Plattsburgh	New York	12901	
Bingel, County Administrator	William	137 Margaret Street	Plattsburgh	New York	12901	
Brow	Stephen	94 Court Street	Plattsburgh	New York	12901	
CFETV (Plattsburg Public TV)		1 Sesame Street	Plattsburgh	New York	12901	(518) 563-9770
Clinton County Health Dept.		133 Margaret Street	Plattsburgh	New York	12901	(518) 565-4540
Drown	Stephen	94 Court Street	Plattsburgh	New York	12901	
Menard	Gerald	1 Firehouse Lane	Plattsburgh	New York	12901	
Miller	James	226 Wallace Hill Road, PO Box 277	Plattsburgh	New York	12901	
O'Neill-Redden-Drown	The Lowen Group	94 Court Street	Plattsburg	New York	12901	(518) 561-3570
Poupore	Randy	133 Margaret Street	Plattsburgh	New York	12901	
Snizek	Edward	Clinton County Health Dept., 133 Margaret Street	Plattsburgh	New York	12901	(518) 565-4870
Stafford		37 Clinton St.	Plattsburgh	New York	12901	
The Press Republican		170 Margaret Street	Plattsburgh	New York	12901	(518) 565-4120
Tourville	Gail	133 Margaret Street	Plattsburgh	New York	12901	
WEZF Radio	Attn: PSA	1500 Hegeman Street	Plattsburgh	New York	12901	(518) 561-8545
WIRY Hometown Radio	Attn: PSA	301 Cornelia Street	Plattsburgh	New York	12901	(518) 563-1340
WPTZ TV	Attn: Jim Gordon	5 Television Drive	Plattsburgh	New York	12901	
Varin	Mark	3 Roosevelt Terrace	Plattsburg	New York	12901	(518) 563-7005
Drown	Meredith	18 Terrace West Way	Plattsburgh	New York	12901	
Likhite	V.	98 Rugar	Plattsburg	New York	12901	(518) 562-1645
Pavone	Paul	79 Hammond Lane	Plattsburg	New York	12901	(518) 562-2280
McHugh, Congressman	John M.	ATTN: Ruth Mary Ortloff, 104 Federal Bldg	Plattsburgh	New York	12907	(518) 563-1406
Boas	Richard	614 Perry Mills Road	Champlain	New York	12919	
Southwick	John	North Country Medical Group, Rte. 11	Champlain	New York	12919	
Miller	James & Joann	269 Angelville Road	Chazy	New York	12921	(518) 846-7291
Bohon	Donna	168 Bohon Road	Churubusco	New York	12923	(518) 497-6055
Campbell	Jack	P.O. Box 444	Churubusco	New York	12923	
Filion	Michael	Town of Clinton	Churubusco	New York	12923	
Filion	Beverly	Route 11, Box 152	Churubusco	New York	12923	
McCreeless	Dennis & Cheryl	P.O. Box 123	Churubusco	New York	12923	(518) 594-7140
Dupree	Manya	7592 Route 11	Churubusco	New York	12923	
Elias	George	P.O. Box 33	Dannemora	New York	12929	
Carter	Lawrence	P.O. Box 3	Ellenburg	New York	12933	
Cold Springs Cemetery		c/o St. Edmunds	Ellenburg Corners	New York	12933	
Mathews	Jeff	Box 139	Ellenburg	New York	12933	

Last Name	First Name	Mailing Address	City	State	Zip Code	Work Phone
New York State Police		P.O. Box 102	Ellenburg Depot	New York	12933	
Soper	Margaret	Box 163	Ellenburg	New York	12933	
Taylor	George	5511 Route 11	Ellenburg Depot	New York	12933	(518) 594-7558
Town of Ellenburg		P.O. Box 7	Ellenburg	New York	12933	(518) 594-7340
Barcomb	Danny	P.O. Box 1, 56 Barcomb Road	Ellenburg Center	New York	12934	(518) 594-7576
Casey	Leonard	1039 Westhill Road	Ellenburg Center	New York	12934	(518) 425-6801
Cashman	Pauline	9 Church St., Box 160	Ellenburg Center	New York	12934	
Dupuis	Gerald	803 West Hill Road	Ellenburg Center	New York	12934	
Ellenburg Center Fire Dept.		1 Church Street	Ellenburg Center	New York	12934	(518) 594-3850
Goodchild	Deborah	Box 550, Tracey Road	Ellenburg Depot	New York	12934	
LaBarre	Gerald	7777 Rt 190	Ellenburg Center	New York	12934	(518) 594-3278
LaBombard	Thelma	106 West Hill Rd, PO Box 21	Ellenburg Center	New York	12934	(518) 594-7368
LaFave	Sandra	Box 141	Ellenburg Depot	New York	12934	
McNeil	James	25 Brandy Brook Road, P.O. Box 52	Ellenburg Center	New York	12934	(518) 594-7632
Moore	Darrell	507 West Hill Rd	Ellenburg Center	New York	12934	(518) 594-3872
Pain	Ian	Bradley P.O.nd Road	Ellenburg Center	New York	12934	
Rowe	Colin	107 West Hill Road	Ellenburg Depot	New York	12934	
Schoonmaker	Joanne	85 West Hill Road, P.O. Box 174	Ellenburg Depot	New York	12934	(518) 594-3007
Thibeau	Alan	6754 Route 190	Ellenburg Depot	New York	12934	(518) 594-7615
Tolosky	Michelle	Town of Ellenburg, Town Hall	Ellenburg Center	New York	12934	(518) 561-7408
Trombley, Codes & Zoning Officer	Carl	164 West Hill Road	Ellenburg Center	New York	12934	
Ayers	Valerie	P.O. Box 184	Ellenburg Center	New York	12934	(518) 594-7658
Dehaliwal	Janet & Jack	7356 Star Road, Route 190	Ellenburg Center	New York	12934	(518) 594-7138
Conts	Lawrence	P.O. Box 4	Ellenburg	New York	12934	(518) 425-3569
Moulden	Carla	P.O. Box 73	Ellenburg Center	New York	12934	
Rowe	Aaron	43 LaFrancis Road	Ellenburg Center	New York	12934	
Rowe	Neil	6726 Route 190	Ellenburg Center	New York	12934	
Ace Rod & Gun Club			Ellenburg Depot	New York	12935	
Baptist Church		P.O. Box 177, Ellenburg Dept. Wesleyan Church	Ellenburg Depot	New York	12935	
Barnaby	Donald	6378 Military Turnpike	Ellenburg Depot	New York	12935	
Baxter	Justin & Viola	P.O. Box 37, Route 11	Ellenburg Depot	New York	12935	
Baxter	Viola	P.O. Box 54, 5046 Route 11	Ellenburg Depot	New York	12935	(518) 594-7678
Begor	Earl	P.O. Box 5, Route 11	Ellenburg Depot	New York	12935	
Begor		P.O. Box 2, Route 11	Ellenburg Depot	New York	12935	
Bilow		P.O. Box 12, Canaan Road	Ellenburg Depot	New York	12935	
Bilow	James	2045 Plank Road	Ellenburg Depot	New York	12935	(518) 594-3921
Bilow	Rowland	P.O. Box 41, 6577 Military Turnpike	Ellenburg Depot	New York	12935	
Bilow	Russell	2035 Plank Road	Ellenburg Depot	New York	12935	
Boas	Boas	P.O. Box 55, Route 11	Ellenburg Depot	New York	12935	
Border	Orville	Box 35, Route 11, Bills Trailer Park, Lot 2	Ellenburg	New York	12935	
Bouvia	Gloria	6062 Military Turnpike	Ellenburg Depot	New York	12935	
Boyea	Brain & Barbara	P.O. Box 52, 52 Canaan Road	Ellenburg Depot	New York	12935	(518) 594-7001
Boyea	Brian	RD # 1, Box 77	Ellenburg Depot	New York	12935	
Brooks	Wendell	877 Bull Run Road	Ellenburg Depot	New York	12935	
Brunet	Steve & Candy	P.O. Box 204, Old Rte. 190 (Lake Roxanne)	Ellenburg Depot	New York	12935	(518) 594-7322
Bulriss	Milton	P.O. Box 78, 5070 Route 11	Ellenburg Depot	New York	12935	(518) 594-7774
Cayea	Julia	P.O. Box 51, 5469 Route 11	Ellenburg Depot	New York	12935	(518) 594-7758
Cayea	Lawrence & Sharon	P.O. Box 44, 8 Bull Run Road	Ellenburg Depot	New York	12935	(518) 594-3296
Chesseman	Calvin & Linda	38 Canaan Road	Ellenburg Depot	New York	12935	(518) 594-3906
Chilton	Mary Jane	5225 Route 11	Ellenburg Depot	New York	12935	(518) 594-7305
Chilton	James	P.O. Box 141, Route 11	Ellenburg Depot	New York	12935	
Chilton	Steven	Route 190, Box 6623, Military Turnpike	Ellenburg Depot	New York	12935	
Clark	Troy	P.O. Box 27, 5163 Route 11	Ellenburg Depot	New York	12935	(518) 594-7335



Last Name	First Name	Mailing Address	City	State	Zip Code	Work Phone
Claude	Troy		Ellenburg Center	New York	12935	
Colgan	Robert	201 Clinton Mills Road	Ellenburg Depot	New York	12935	
Colgan	Dana and Wanda	166 Canaan Road	Ellenburg Depot	New York	12935	(518) 594-3803
Collins	Alice	P.O. Box 65, Route 11	Ellenburg Depot	New York	12935	
Cook	Loretta	5079A Rte.11, P.O. Box 76	Ellenburg Depot	New York	12935	(518) 563-9327
Coplen	Timothy & Kim	5042 Route 11	Ellenburg Depot	New York	12935	(518) 594-7328
Coryea	Cliffard	Box 212	Ellenburg Depot	New York	12935	
Coryea	Sepha	P.O. Box 212, 13 Station Hill Road	Ellenburg Depot	New York	12935	(518) 594-8873
Coughenour	Mary Jane & John	6 Dumas Road	Ellenburg Depot	New York	12935	(518) 594-7006
Curry	Dawn & Jim	P.O. Box 157, Route 11	Ellenburg Depot	New York	12935	(518) 594-3534
Curry	Michael	6618 Military Turnpike	Ellenburg Depot	New York	12935	
Dabuque	Gary	Route 11 & Canaan Road	Ellenburg Depot	New York	12935	
Danforth	Hilda	805 Bull Run Road	Ellenburg Depot	New York	12935	(518) 594-7628
Danville	Bruce	Lake Roxanne Road	Ellenburg Depot	New York	12935	
DeCoste	Maurice	P.O. Box 232, 5275 Route 11	Ellenburg Depot	New York	12935	(518) 594-3241
DeCoste	Curtis & Ethel	P.O. Box 175, 5140 Route 11	Ellenburg Depot	New York	12935	(518) 594-3975
DeCoste	Ethel	36 Lake Roxanne Road	Ellenburg Depot	New York	12935	
Winner	Larry & Stephanie	5146 Route 11	Ellenburg Depot	New York	12935	(518) 594-3684
Dezan	Joseph & Marilyn	P.O. Box 256, 256 Bull Run Road.	Ellenburg Depot	New York	12935	(518) 594-3262
DJ Auto Parts		Route 11	Ellenburg Depot	New York	12935	
Doyle		N. Adirondack Central Schools, Box 164	Ellenburg Depot	New York	12935	
Drown	Donald & Leah	P.O. Box 143, 5110 Route 11	Ellenburg Depot	New York	12935	(518) 594-7775
Drown	Kevin & Janet	P.O. Box 363, 363 Bull Run Road	Ellenburg Depot	New York	12935	
Shute	Stewart & Barbara	P.O. Box 119, 5087 Route 11	Ellenburg Depot	New York	12935	(518) 594-7268
Drown	Joyce	P.O. Box 163, 5045 Route 11	Ellenburg Depot	New York	12935	(518) 594-7440
Drown	Martin & Doris	P.O. Box 72, 72 Canaan Road	Ellenburg Depot	New York	12935	(518) 594-3842
Drown	Peter		Ellenburg Depot	New York	12935	
Drown	Elizabeth		Ellenburg Depot	New York	12935	
Drown	Elvin	P.O. Box 163, 5055 Route 11	Ellenburg Depot	New York	12935	(518) 594-7500
Dubrey	Archie	Box 282	Ellenburg Depot	New York	12935	
Dumas	Mary	Box 142, Route 11	Ellenburg Depot	New York	12935	
LaClair	Peter	12 Station Hill Road	Ellenburg Depot	New York	12935	(518) 594-7795
Durken	Joe	1886 Plank Road	Ellenburg Depot	New York	12935	
Durkin	Charles	P.O. Box 91, 5114 Route 11	Ellenburg Depot	New York	12935	(518) 594-3743
Ellenburg Auto Parts (NAPA)			Ellenburg Depot	New York	12935	
Ellenburg Depot Fire Dept.			Ellenburg Depot	New York	12935	(518) 594-7010
Ellenburg Depot Fire Dept.			Ellenburg Depot	New York	12935	(518) 594-7010
Ellenburg Depot Fire Dept.	c/o Dick Manor	87 Greenvalley Road	Ellenburg Depot	New York	12935	(518) 594-7010
Ellenburg Hardware, Inc.	Attn: Gerald Dupris	P.O. Box 161, 5132 Route 11	Ellenburg Depot	New York	12935	(518) 594-7511
Ellenburg Post Office	Attn: Postmaster Dianne Labombard	5079 Route 11	Ellenburg Depot	New York	12935	(518) 594-3940
Finley	Kevin & Julie	P.O. Box 166, 33 Canaan Road	Ellenburg Depot	New York	12935	(518) 594-7623
Frennier	Conrad		Ellenburg Depot	New York	12935	
Fritz	William & Jane	P.O. Box 173, 5143 Route 11	Ellenburg Depot	New York	12935	(518) 594-3984
Gadway	William & Cindy	691 Canaan Road	Ellenburg Depot	New York	12935	(518) 594-8860
Georgescu	Mihail & Rodica	P.O. Box 137, 5083 Route 11	Ellenburg Depot	New York	12935	(518) 594-7230
Germain	Mary Jo	Box 48A, Canaan Road	Ellenburg Depot	New York	12935	
Gero	Howard & Barbara	2057 Plank Road	Ellenburg Depot	New York	12935	(518) 594-3884
Gilman	Robert	P.O. Box 125	Ellenburg Depot	New York	12935	
Goss	Barbara	P.O. Box 110, 5096 Route 11	Ellenburg Depot	New York	12935	(518) 594-7644
Gregor	Bruce		Ellenburg Depot	New York	12935	
Guerin	Edward	P.O. Box 283, Route 11	Ellenburg Depot	New York	12935	
Gulati	Charlotte		Ellenburg Depot	New York	12935	
Harris	Eugene		Ellenburg Depot	New York	12935	

Last Name	First Name	Mailing Address	City	State	Zip Code	Work Phone
Hart	Elsie & George	P.O. Box 27, 63 Bull Run Road	Ellenburg Depot	New York	12935	(518) 597-7700
Hebert	Howard & David	Box 146	Ellenburg Depot	New York	12935	
Hogan	Robert	P.O. Box 582, Canaan Road	Ellenburg Depot	New York	12935	(518) 594-3845
Hurlburt	Nevada	P.O. Box 41	Ellenburg Depot	New York	12935	
Jean	Cheryl	P.O. Box 273	Ellenburg Depot	New York	12935	
Jones	Archie	182 Green Valley Road	Ellenburg Depot	New York	12935	
Wright	Norma	P.O. Box 122, 5166 Route 11	Ellenburg Depot	New York	12935	(518) 594-3806
Kavanaugh	Norman	Box 19, Route 11	Ellenburg Depot	New York	12935	
Kollinger	Mark	201 Drown Road	Ellenburg Depot	New York	12935	
La Point	Gail & William	Box 367, Canaan Road	Ellenburg Depot	New York	12935	(518) 594-7744
Labarge	Andrea	P.O. Box 6, 5167 Route 11	Ellenburg Depot	New York	12935	(518) 594-3935
Labarge	Andree H.	Paul & Hogan Agency, P.O. Box 165	Ellenburg	New York	12935	
Labarne	Susan	1719 Plank Road	Ellenburg Depot	New York	12935	
Labarne	Greg	6355 Star Road, Route 190	Ellenburg Depot	New York	12935	
LaBarre	Stanley	1719 Plank Road	Ellenburg Depot	New York	12935	
LaBarre	Sandra	Box 141	Ellenburg Depot	New York	12935	
LaBarre		Route 11	Ellenburg Depot	New York	12935	
LaBombard	Darren and Bobbie	P.O. Box 22, Canaan Road	Ellenburg Depot	New York	12935	(518) 594-3008
LaBombard	Dennis & Phillis	9 Canaan Road	Ellenburg Depot	New York	12935	(518) 594-7539
LaBombard	Mike	6469 Military Turnpike	Ellenburg Depot	New York	12935	
LaBombard	Phyllis	RFD Box 72	Ellenburg Depot	New York	12935	
LaClair	Douglas	P.O. Box 8, 5202 Route 11	Ellenburg Depot	New York	12935	(518) 594-7519
Lacount	William	8 Cold Springs Road	Ellenburg Depot	New York	12935	
LaFave	Kenneth	P.O. Box 79, 5076 Route 11	Ellenburg Depot	New York	12935	(518) 594-7042
Lafave Spring House			Ellenburg Depot	New York	12935	
LaFreniere	Randall	P.O. Box 86, 86 Bull Run Road	Ellenburg Depot	New York	12935	(518) 594-7769
LaFreniere	Clarence	Box 22, Bull Run Road	Ellenburg Depot	New York	12935	
Lancto	Laura	P.O. Box 158, Route 11	Ellenburg Depot	New York	12935	(518) 594-3244
Lancto	Clifard		Ellenburg Depot	New York	12935	
LaPoint	Nancy	4988 Route 11	Ellenburg Depot	New York	12935	(518) 594-7225
LaPoint			Ellenburg Depot	New York	12935	
Larsen	Jeanne	P.O. Box 49, Canaan Road	Ellenburg Depot	New York	12935	
Lashway	Leo		Ellenburg Depot	New York	12935	
LaValley	Orville	324 Green Valley Road	Ellenburg Depot	New York	12935	
LeBarge	Andrea	Box 6, Route 11	Ellenburg Depot	New York	12935	
Leclair	Mildred, Joyce & Kim Tolosky		Ellenburg Depot	New York	12935	
Leclair	Virginia		Ellenburg Depot	New York	12935	
Leclair	Armond		Ellenburg Depot	New York	12935	
Ledoux	Esther		Ellenburg Depot	New York	12935	
Lightbourn	Peter	27 Lightbourn Way	Ellenburg Depot	New York	12935	(518) 000-0000
Lipson	David	P.O. Box 96	Ellenburg Depot	New York	12935	
Litwin		Varin's Market & Deli, Route 11	Ellenburg Depot	New York	12935	
Mack's Auto			Ellenburg Depot	New York	12935	
Manor	Richard	87 Green Valley Road	Ellenburg Depot	New York	12935	(518) 594-3968
Manor	Martin	6053 Military Turnpike	Ellenburg Depot	New York	12935	
Manor	Martin	6568 Military Turnpike	Ellenburg Depot	New York	12935	
McCreless	Dennis & Cheryl	P.O. Box 123, Bull Run Road	Ellenburg Depot	New York	12935	(518) 594-7140
McGregor Spring	Attn: Michelle Tolosky	P.O. Box 7	Ellenburg Depot	New York	12935	(518) 594-3983
Meagher	Margaret	Box 333	Ellenburg Depot	New York	12935	
Messed	Reg		Ellenburg Depot	New York	12935	
Miller	Craig	P.O. Box 138, 9 Station Hill Road	Ellenburg Depot	New York	12935	(518) 594-3123
Minckler	Andrew	(Lake Roxanne Rd, P.O. Box 138) P.O. Box 156	Ellenburg Depot	New York	12935	(518) 594-7076
Minckler	David	Lake Roxanne Road	Ellenburg Depot	New York	12935	

Last Name	First Name	Mailing Address	City	State	Zip Code	Work Phone
Miner	Gerrard & Melanie	P.O. Box 7, 5065 Route 11	Ellenburg Depot	New York	12935	(518) 594-7446
Mitchell	Alvin & Phyllis	P.O. Box 75, 5013 Route 11	Ellenburg Depot	New York	12935	(518) 594-7273
Moore	Richard	P.O. Box 84, 84 Canaan Road	Ellenburg Depot	New York	12935	(518) 594-3207
Moore	Richard	P.O. Box 69, Canaan Road	Ellenburg Depot	New York	12935	(518) 594-3207
Myler	Elizabeth	Route 11	Ellenburg Depot	New York	12935	
NACS High School	Attn: William Scott	P.O. Box 164, 5586 Route 11	Ellenburg Depot	New York	12935	(518) 594-7060
NBT Bank	c/o Sandy Walker	P.O. Box 174, 5044 Route 11	Ellenburg Depot	New York	12935	(518) 594-3933
Nebelski	Nicholas		Ellenburg Depot	New York	12935	
Nephew	Wilmer	Box 4, Route 11	Ellenburg Depot	New York	12935	
Nichols	Francis	P.O. Box 21, 5316 Route 11	Ellenburg Depot	New York	12935	(518) 594-7507
Noel	Frank & Jean	P.O. Box 224, 5090 Route 11	Ellenburg Depot	New York	12935	(518) 594-7594
Resendez	Tina	5098 Route 11	Ellenburg Depot	New York	12935	(518) 594-8869
NYS Telephone Co.			Ellenburg Depot	New York	12935	
Patnode	Ronald & Arlene	P.O. Box 87, 87 Bull Run Road	Ellenburg Depot	New York	12935	(518) 594-7569
Perrin	Mike	P.O. Box 84, Canaan Road	Ellenburg Depot	New York	12935	(518) 594-3426
Phil's Cheverolet		Route 11	Ellenburg Depot	New York	12935	
Pratt	Deanna	5172 Route 11	Ellenburg Depot	New York	12935	(518) 594-7188
Therrian	Lawrence	P.O. Box 42, 11 Station Hill Road	Ellenburg Depot	New York	12935	(518) 594-3690
Robinson	Earl	Box 211	Ellenburg Depot	New York	12935	
Northland Hides	Attn: Neil Rowe	P.O. Box 168, 24 Station Hill Road	Ellenburg Depot	New York	12935	(518) 594-3954
Northland Hides	Attn: Aaron Rowe	P.O. Box 168, 24 Station Hill Road	Ellenburg Depot	New York	12935	(518) 594-3954
Rowe	Cynthia	P.O. Box 224, 5072 Route 11	Ellenburg Depot	New York	12935	(518) 594-7673
Rowe	Irene	P.O. Box 255	Ellenburg Depot	New York	12935	
Rowe	Glen	87 Bull Run Road	Ellenburg Depot	New York	12935	
Rowe	Gayload	Box 23, Bull Run Road	Ellenburg Depot	New York	12935	
Rowe	Glen	Box 84, Canaan Road	Ellenburg Depot	New York	12935	
LaFontain	Francis	P.O. Box 148, 5066 Route 11	Ellenburg Depot	New York	12935	(518) 594-7061
Rubado	Robert W	P.O. Box 129, 5079 Route 11	Ellenburg Depot	New York	12935	(518) 594-3419
Rubado	Robert W.	P.O. Box 129, 5100 Route 11	Ellenburg Depot	New York	12935	(518) 594-3419
Rubado	Robert W	P.O. Box 129, 5103 Route 11	Ellenburg Depot	New York	12935	(518) 594-3419
Ruddy	Harold & Mary		Ellenburg Depot	New York	12935	
Russ	Fred	Box 6a or Box 88, Route 11	Ellenburg Depot	New York	12935	
Ryan	Evelyn & Ronald	P.O. Box 139, 2183 Plank Road	Ellenburg Depot	New York	12935	(518) 594-7627
Sanford	Florance	P.O. Box 167	Ellenburg Depot	New York	12935	
Scott	Rada	P.O. Box 167, 4 Station Hill Road	Ellenburg Depot	New York	12935	(518) 594-7656
Scott	William	P.O. Box 167, 5094 Route 11	Ellenburg Depot	New York	12935	(518) 594-3964
Scott, Superintendent NACS	William	Route 11; P.O. Box 164	Ellenburg Depot	New York	12935	
Scott	William	2 McGregor Street	Ellenburg Depot	New York	12935	
Scott	William	Box 211	Ellenburg Depot	New York	12935	
Searid	Walter	Box 233	Ellenburg Depot	New York	12935	
Sequin	Don	RR 31, Box 232A-1	Ellenburg Depot	New York	12935	
Sequin	Stewart	P.O. Box 241	Ellenburg Depot	New York	12935	
Davies	William & Carol	P.O. Box 42, 42 Canaan Road	Ellenburg Depot	New York	12935	(518) 594-3155
Sheehan	Colleen	P.O. Box 29, 5014 Route 11	Ellenburg Depot	New York	12935	(518) 594-7122
Sheehan	Tim	Box 168 or Box 3438, Route 11	Ellenburg Depot	New York	12935	
Shutts	James	P.O. Box 32, 5082 Route 11	Ellenburg Depot	New York	12935	(518) 594-7514
Silver	Eunice	P.O. Box 129, Route 11	Ellenburg Depot	New York	12935	
Smith	Carol	Box 88	Ellenburg Depot	New York	12935	
Smith	Leland	2183 Plank Road	Ellenburg Depot	New York	12935	
Rabideau	Ellen	P.O. Box 34	Ellenburg Depot	New York	12935	(518) 594-3790
Soper	Margaret	6162 Military Turnpike	Ellenburg Depot	New York	12935	
St. Germain	Mary Jo	P.O. Box 48A, Canaan Road	Ellenburg Depot	New York	12935	(518) 594-7582
Sunderland	Christopher & Crystal	5058 Route 11	Ellenburg Depot	New York	12935	(518) 594-3118

Last Name	First Name	Mailing Address	City	State	Zip Code	Work Phone
Taylor	George	Route #11, Box 343-B	Ellenburg Depot	New York	12935	
LaMoore	Richard	29 Station Hill Road	Ellenburg Depot	New York	12935	(518) 597-7721
Taylor	Philip	5082 Route 11, P.O. Box 171	Ellenburg Depot	New York	12935	
Tolosky	Joyce	22 Lake Roxanne Road	Ellenburg Depot	New York	12935	(518) 594-7618
Tolosky	Paul	19 Lake Roxanne Road	Ellenburg Depot	New York	12935	(518) 594-7269
Tolosky	Sandy	Dumas Road	Ellenburg Depot	New York	12935	(518) 594-7430
Tolosky	Joyce	22 Lake Roxanne Road	Ellenburg Depot	New York	12935	(518) 594-7618
Tolosky	Russell	2 McGregor Street, Box 34	Ellenburg Depot	New York	12935	
Tolosky	Todd	5511 Route 11, P.O. Box 23	Ellenburg Depot	New York	12935	
Tourville	Russell	Box 171, Route 11	Ellenburg Depot	New York	12935	
Trombley	Keith	31 Rock Road	Ellenburg Depot	New York	12935	
Trombley	Bernice	22 Lake Roxanne Road	Ellenburg Depot	New York	12935	
Trombley	Lorin	19 Lake Roxanne Road	Ellenburg Depot	New York	12935	
Trombley	Dean	Dumas Road, Box 163	Ellenburg Depot	New York	12935	
Trombley	Sam	P.O. Box 23, 5617 Route 11	Ellenburg Depot	New York	12935	
Vancour	Cora	P.O. Box 53	Ellenburg Depot	New York	12935	
Guerin	Bertha	P.O. Box 156, 5103 Route 11	Ellenburg Depot	New York	12935	(518) 594-3063
Varins Market	Attn: Derek Varin	P.O. Box 153, 5047 Route 11	Ellenburg Depot	New York	12935	(518) 594-3972
Viens	David	1089 West Hill Road	Ellenburg Depot	New York	12935	
Waite	Kenneth	Box 1, 5147 Route 11	Ellenburg Depot	New York	12935	
Watts	Gail	Box 20B or 156, Route 11	Ellenburg Depot	New York	12935	
Whalen	Carl	1916 Plank Road	Ellenburg Depot	New York	12935	
Whalen	Kay	Box 181, Route 11	Ellenburg Depot	New York	12935	
Wheeler	Doreen	Main Street	Ellenburg Depot	New York	12935	(518) 594-7087
Wheeler	Ernest	Box 22, Route 11	Ellenburg Depot	New York	12935	
Whispering Maples Memorial Gardens	Attn: Elvin Drown	P.O. Box 163, 5055 Route 11	Ellenburg Depot	New York	12935	(518) 594-7500
Wilson	Grant	5178 Route 1, Box 7	Ellenburg Depot	New York	12935	
Wright	Jim	P.O. Box 181, 5290 Route 11	Ellenburg Depot	New York	12935	(518) 594-3947
Wright	Jacqueline E.	P.O. Box 181	Ellenburg Depot	New York	12935	
Yelle	Tammy & Jeff	P.O. Box 7, 5178 Route 11	Ellenburg Depot	New York	12935	(518) 594-3910
DeCoste	Curtis & Ethel	P.O. Box 175, 5140 Route 11	Ellenburg Depot	New York	12935	(518) 594-7559
Rowe	Cynthia	Box 224, 5072 Route 11	Ellenburg Depot	New York	12935	(518) 594-7673
Bardo	Evalin	P.O. Box 254, 5073B Route 11	Ellenburg Depot	New York	12935	(518) 594-7642
Guerin	Gary & Margaret	P.O. Box 6, 5073C Route 11	Ellenburg Depot	New York	12935	(518) 594-7562
LaPoint	Gail	4988 Route 11	Ellenburg Depot	New York	12935	
Rowe	Cynthia	Box 224, 5072 Route 11	Ellenburg Depot	New York	12935	(518) 594-7673
Jarves	Gordy	5114 Route 11	Ellenburg Depot	New York	12935	
Lafreniere	Randy	86 Bull Run Road	Ellenburg Depot	New York	12935	(518) 594-7769
Guerin	Shirley	P.O. Box 213, 5073A Route 11	Ellenburg Depot	New York	12935	(518) 594-7407
Rowe	Cynthia	Box 224, 5072 Route 11	Ellenburg Depot	New York	12935	(518) 594-7673
Bodah	Lisa	P.O. Box 81, 5083 Route 11	Ellenburg Depot	New York	12935	(518) 594-3082
Rock	Brenda	P.O. Box 236, 5091 Route 11	Ellenburg Depot	New York	12935	(518) 594-3988
Lopez	Dan	P.O. Box 264, 5091 Route 11	Ellenburg Depot	New York	12935	(518) 594-3095
LaFontain	Ellen	P.O. Box 71, 5091 Route 11	Ellenburg Depot	New York	12935	(518) 594-7369
Colgan	Merritt	170 Canaan Road	Ellenburg Depot	New York	12935	
Lapan	Tina	PO Box 36, 5091 Route 11	Ellenburg Depot	New York	12935	
Shute	Anthony and Ruby	P.O. Box 53, 5142 Route 11	Ellenburg Depot	New York	12935	
Spoor	Travis	29 Station Hill Road	Ellenburg Depot	New York	12935	
Vanarman	Alice	6617 Military Turnpike	Ellenburg Depot	New York	12935	
Fritz	Catherine	Box 72, 6672 Star Road	Ellenburg Depot	New York	12936	
LaBombard	Tom	1790 Main Street, Civic Center, Room 3-8	Keeseville	New York	12944	(518) 834-9461
Allen	Harold	P.O. Box 287, 5276 Route 11	Ellenburg Depot	New York	12953	(518) 594-7256
The Malone Telegram		387 East Main Street	Malone	New York	12953	(518) 483-2000

Last Name	First Name	Mailing Address	City	State	Zip Code	Work Phone
Dumas	Paul	P.O. Box 323	Malone	New York	12953	(518) 594-7791
Wolfe	Gerald	Star Route, Box 183aa	Merrill	New York	12955	
Wright	Jim	1089 West Hill Road	Merrill	New York	12955	
Brunet	Gilles	P.O. Box 112	Moors	New York	12958	
Delong	Curt	2391 Champlain Street	Moorees	New York	12958	(518) 236-7274
Genereux	Sherry	P.O. Box 21	Moorees Fork	New York	12959	(518) 594-7481
James	R., Dept of Ag & Markets	P.O. Box 144, 263 Pleasant Street	Peru	New York	12972	
Steenberge	Daniel	Route 86 P.O. Box 296	Ray Brook	New York	12977	(518) 897-1242
Mulvey	Russ	PE, Environmental Quality Office, Region 5, P.O. Box 296, Route 66	Ray Brook	New York	12977	(518) 897-1242
Manor	Steve	1 Lincoln Blvd.	Rouses Point	New York	12979	
Momot	Linda	Gun Boat Rock Camp Site, 225 Picketts Corners Road	Sarnac	New York	12981	
Drown	Helen	RR # 1, P.O. Box 115	West Chazy	New York	12992	
Labarge	Timothy	RR 3, Box 315	West Chazy	New York	12992	
Wuersching	Horst	Bearton Road, Box 108a	West Chazy	New York	12992	
Lindsay	Patricia	PO Box 292	Willsboro	New York	12996	
Anderson, Key Bank of New York	John	201 S. Warren St. -Fac. Dept.	Syracuse	New York	13202	
Agway, Inc.	Distribution Services	P.O. Box 4746	Syracuse	New York	13221	
NYS Electric & Gas Corp.		P.O. Box 3237	Ithaca	New York	13852	
Brown	Constance	25 Hidden Valley Road	Rochester	New York	14624	
McGregor	Bruce	25 Hidden Valley Road	Rochester	New York	14624	
Honorable Alfonse D'Amato		Room 520	Washington	DC	20510	
Moynihan	Honorable Daniel P.	Russell Building, Room 464	Washington	DC	20510	
Moore	Elizabeth	403 Rives Road	Martinsville	Virginia	24112	(540) 666-8609
Hogan	Mararet	2112 Magnolia Avenue	St. Simon Island	Georgia	31522	
Kollinger	Martha	2112 Magnolia Avenue	St. Simon Island	Georgia	31522	(518) 594-3350
Parrott	Richard	2291 Dolphin Road	Boca Raton	FL	33428	

**APPENDIX B**  
**REPOSITORY INFORMATION**

## **ESTABLISHING A REPOSITORY FOR THE FORMER ATLAS SITE S-11, ELLENBURG, NEW YORK**

### **General Requirements**

Under most federal and state environmental review statutes, the lead agency must establish a document repository location in which all public documents related to a project are stored and made available for public review. The exact manner in which the repository is to be maintained is often not clearly defined, unless the language is spelled out in a project specific consent order. However, the repository must be located in or near the project site, and must be accessible to the general public.

While the regulations require that one repository be established, it is highly recommended that two locations be chosen. At least one repository will be located in a place that provides access after normal business hours and in a location in or directly bordering the affected community. The second location will be within the county seat to ensure that elected officials, the media, interested regulatory agencies, and local government agencies have easy access to the documents.

### **Recommended Repository Locations**

In order to meet the above specifications, the following repository locations are recommended:

- *Ellenburg Town Clerk's Office* - The Ellenburg Town Clerk, Ms. Thelma LaBombard, conducts Town-related business from her home. It is recommended that anyone wishing to review the documents first contact Ms. LaBombard to ensure that the office is open. While office hours are generally between 9:00 a.m. and 5:00 p.m., special viewing hours may be arranged by calling her to set up an appointment.
- *Ellenburg Public Library* - The Ellenburg Public Library is currently under construction. However, it is recommended that once the new library is complete, that the repository be relocated and placed there until that time.

### **Setting Up the Repositories**

Before setting up the repositories, project documents must be reviewed and inspected to be sure that there are no pages missing, and that they are still relevant. Once this task is completed, a document index that is divided by topic (see example below) is created. The index is updated each time a new document is added to the repository, and the updated index is placed at the repositories.



Doc. No.	Subject	Document Title	Cover Date	Submittal Date	Doc. Author	Availability		
						Ellenburg Town Clerk	Ellenburg Library	Corps

**Repository Index Form**

When setting up the repositories, the spines of the documents must be properly labeled, including an index number if one has been assigned. An indexing system is recommended. Labeling the spines should be completed before the documents are mailed to the repository locations.

The following is a quick step-by-step system for setting up each repository:

1. Review documents to be included in the new repository site;
2. Develop a document index, and create easy reference index numbers for each document;
3. Label the spines of the documents;
4. Contact head librarian and/or designated contact person to set up the repository. Make sure the contact person knows exactly how many documents are in the repository, so that the contact person can make the room necessary to house them;
5. Mail documents to the repository location;
6. Go to the repository and set the documents in the shelves provided. Make sure to place a document index in a spiral folder which is clearly labeled in red so that the public knows where to locate it.
7. If the repository is located in a library, request that the library give the repository an index number, and that the repository is included in the card index or computer filing system; and
8. Establish a suggestion box (see below).

## **Maintaining the Repository**

To ensure that the repositories are properly maintained, they will be updated approximately once every 3 months. Updating a repository includes adding new documents and ensuring that documents on the index are replaced if found missing. In order to update a repository, it is advised that it be visited on a periodic basis, and that documents are not simply sent to the control person. Due to staff limitations, libraries are ill-equipped to maintain a document repository.

## **Defining the Documents to be Placed in the Repositories**

In addition to technical documents, each repository will contain the following items:

- A binder containing all fact sheets produced for the site;
- A binder containing the news clippings files;
- All transcripts related to public meetings;
- Meeting minutes taken during RAB meetings; and
- Any other materials related to the site, such as videos, if any are produced.

## **Advertising the Repositories**

The repositories must be advertised in order to ensure that community members are aware of their existence and contents. To do so, a brief description of the repositories, their locations, hours of operation, and phone numbers will be published. Press releases will include repository information, as will any public service announcements or paid advertisements, and repository locations will be announced during public meetings.

## **Using the Repositories as a Tool for Soliciting Feedback**

The repositories are an ideal way of soliciting community responses and feedback. To do so, a suggestion/comment box will be located either with the repository items, or at the reference desk at a library. A form will be produced that allows residents to request information, or ask questions specific to the site. The individual responsible for overseeing each repository will gather the responses, and ensure that they are channeled to the proper individuals. He/she will also be responsible for ensuring that the questions and requests for information are responded to in a timely manner.

**APPENDIX C**  
**COMMUNITY INTERVIEWS**

## **CITIZEN PARTICIPATION PLAN DEVELOPMENT INTERVIEWS FORMER ATLAS S-11S-11, ELLENBURG, NEW YORK**

### **1.0 INTRODUCTION**

The following is a compendium of interviews conducted by Roy F. Weston, Inc. (WESTON) for Atlas S-11 in Ellenburg, New York. The interviews were conducted as a means to establish a more comprehensive understanding of the local community's views and concerns, the site history, and other issues surrounding the site. The interviews are also designed to assess the extent and depth of the community's knowledge of the site. The information obtained through these interviews will be utilized to assist with development of the Citizen Participation Plan for Atlas S-11.

### **1.1 METHODOLOGY**

The interview questions were designed by Joan Becker, Senior Project Manager with Roy F. Weston, Inc. (WESTON), reviewed and approved by David Brouwer of the U.S. Army Corps of Engineers (Corps), New York District, and read by Joan Becker with Marie Balle, also of WESTON, as an observer.

Each individual was asked 10 questions designed to determine his/her knowledge of and interest in the site. The responses were recorded by both Joan Becker and Marie Balle. The recorded responses were then compared for accuracy.

The list of the individuals to be interviewed was provided by Tom Varner, Project Manager for WESTON, and approved by David Brouwer of the Corps. The interviews were conducted on September 16 and 17, 1998. A total of five interviews were conducted.

### **1.2 CONTEXTUAL BIOGRAPHIES**

#### **Interview Number One with Dan Steenberge, P.E., and Russell Mulvey, Environmental Engineer at the New York State Department of Environmental Conservation.**

An interview was held on Wednesday, September 16, 1998 with Dan Steenberge, P.E., and Russell Mulvey, Environmental Engineer, at the New York State Department of Environmental Conservation. Joan Becker, Senior Project Manager with Roy F. Weston, Inc. was the interviewer. Marie Balle, also of Roy F. Weston, Inc. accompanied her. The interview lasted approximately 1 hour and 30 minutes. Following are the interviewer's questions and the interviewee's responses. The respondent's comments are italicized.

#### **1. What is your understanding of the former missile site?**

*There is a large TCE plume coming from the site over an area about 1 1/2 miles in Ellenburg Depot. The level of TCE is within drinking water standards, which is 5 parts per billion (ppb).*

*The range found at properties in Ellenburg Depot is from non-detect to 4 ppb. Forty residential properties were sampled, TCE was found in 20 of the properties. The TCE was discovered when the New York State Department of Environmental Conservation (DEC) responded to a spill of fuel oil.*

*As a result of the fuel spill, water quality carbon filters were placed in the homes. The carbon filters were to be removed after the cleanup of the fuel sources. Property owners were concerned because although the fuel problem no longer existed, they feared the TCE. The New York State Department of Health (DOH) conducted the water sampling program, and continues to do so. DEC funds the program. The decisions about filtering would be determined by the DOH based on their, and DEC's, data.*

*The site is currently listed by New York State as an Inactive Hazardous Waste Site.*

**2. Are you aware of the history of operations at the missile site location?**

*The missile site was part of the "Cold War" program under the auspices of the United States Army for about 12 years in the 1960's. In the 1960's the site was transferred to the Town of Ellenburg. It was used as a skating rink, and the local fire fighters held an annual field day there. Last year, the site was transferred to a private owner as a mining operation.*

*DEC has been "looking" at the site for approximately 10 years; it was listed as an inactive hazardous waste site. DEC was surprised to hear that the Corps was "taking over" the site. Mr. Steenberge and Mr. Mulvey believe it is appropriate for the Corps to be assuming environmental responsibility for the missile site because it lends credibility to the reasons for and implementation of a clean up. The public relations will be better.*

*There are 12 Atlas missile sites in the area, two of which are in Ellenburg, Atlas S-10 and S-11. DEC has completed its investigation of S-10 and found no contamination. S-11 is the site of concern in Ellenburg Depot.*

**3. Do you know of any parties who were or are involved with these operations?**

*Mr. Steenberge and Mr. Mulvey do not know the private owner of S-11. They have met his wife. They explained that when the property was transferred, they did not believe that the Town of Ellenburg sought release from liability. In addition, they know Cynthia Rowe, who was involved with the local hospital incinerator issue. They also know a town councilwoman, Hilda Danforth.*

*Mr. Steenberge and Mr. Mulvey communicate with the Clinton County Health Department and DOH.*

**4. Have you attended any meetings and/or received any communications about the site?**

*Yes. There was an availability session and a public meeting. Approximately 100 people attended the public meeting at the high school in Ellenburg Depot after the site was listed as an Inactive Hazardous Waste Site, and about a dozen people attended the availability session.*

**a) If so, what is your opinion of the meetings and communications?**

*There was no one from DOH who could answer questions about health issues. When the Corps organizes a public meeting they will need to have a toxicologist speak about health risks associated with TCE. During the past meetings, the public raised issues regarding cancer rates and no one was able to respond to the questions.*

*Mr. Steenberge and Mr. Mulvey stated that the Ellenburg Town Supervisor, Michelle Tolosky, has requested chairing the public meetings.*

**b) How could they be improved?**

*Have a toxicologist present. Coordinate the meeting presenters beforehand.*

**5. A community meeting regarding the site will be held in the next 1 or 2 months. Do you have some recommendations regarding the organization of the meeting and/or the information to be presented?**

*The DEC is willing to be involved in the meeting, but Mr. Steenberge and Mr. Mulvey believe the Defense Department should be the lead agency at the meeting. (They stated the Defense Department, although they understand that the Corps is responsible for the investigation).*

**6. What are your current concerns about this site? What do you believe the public's concerns are about this site?**

*Mr. Steenberge and Mr. Mulvey stated that the entire Hamlet of Ellenburg desires public water because of the TCE problem, but that the rest of the town, which is comprised of four hamlets, is not necessarily interested in public water. The Town requested an EQBA (Environmental Quality Bond Act) grant, but has since abandoned the idea. Many of the unaffected property owners do not want to pay for a municipal water system.*

*Mr. Steenberge and Mr. Mulvey believe the public in Ellenburg are concerned with cancer deaths associated with TCE. A recent Town Clerk died of cancer, and many in the Town believe the death is related to the TCE.*

**7. What has been your past involvement with this site? How would you like to be involved in future activities?**

*Both agencies, DEC and DOH collect drinking water samples.*

**8. In the future, how can the Corps best provide you with information about the restoration activities at the site?**

*Mr. Steenberge and Mr. Mulvey would like copies of everything associated with the site. They want communication among agencies to continue.*

**a) What kind of information best satisfies your needs?**

*All information.*

**b) What kind of information do you believe best satisfies the public's needs?**

*Accurate descriptions of the contamination plume and the relevant health information. A fact sheet on TCE and associated health risks. The first fact sheet should make a connection between the new investigation and any health effects.*

**c) Which format(s) for providing the information do you feel are best?**

*Fact sheets and public meetings.*

**9. As part of the citizen participation planning process, we will recommend to the Army Corps of Engineers that both technical and non-technical documents related to the missile site project be placed in a repository that is accessible to the public. Generally, repositories are established at public facilities like libraries or town halls. Do you have any suggestions as to where to locate a repository for this project?**

*The Town Clerk's office is the best location for a repository. The Town Clerk's name is Thelma LaBomabard. Her telephone numbers are: office - 518-594-7343 and home- 518-594-7368. The Town Clerk's office is in the Town Hall. In addition, there will be a repository at the DEC. Russell Mulvey will be the liaison for the repository. They suggested that a repository could be placed at the Plattsburgh Library.*

**You will be able to read the Citizen Participation Plan containing this interview, when it is complete, in the project's repository.**

**10. Do you have any additional comments?**

*The fact sheet that the Corps sent to us for the upcoming meeting did not include a DEC and DOH contact. Mr. Steenberge and Mr. Mulvey recommend that contacts for all types of questions related to the site be included in any public document. They would also like the public meeting to be announced early to all community members.*



## **Interview Number Two with Michele Tolosky, Ellenburg Town Supervisor.**

An interview was held on Wednesday, September 16, 1998 with Michele Tolosky, Ellenburg Town Supervisor. Joan Becker, Senior Project Manager with Roy F. Weston, Inc. was the interviewer. Marie Balle, also of Roy F. Weston, Inc. accompanied her. The interview lasted approximately 1 hour and 30 minutes. Following are the interviewer's questions and the interviewee's responses. The respondent's comments are italicized.

### **1. What is your understanding of the former missile site?**

*Ms. Tolosky stated that when the site was closed in the early 60's, she believes the United States Air Force disposed of the TCE in the missile silo. Subsequently, the barrels with TCE leaked. To the best of her knowledge, the TCE barrels are still in the missile silo which is filled with water.*

*The Town of Ellenburg acquired ownership of the missile site property after its closure in the 1960's and sold it to a private citizen in 1994 or 1995. As part of the sale negotiations, the Town retained liability for the site and is responsible for pursuing its clean-up.*

*Ms. Tolosky believes that the New York State Department of Environmental Conservation (DEC) began investigating the high levels of TCE around the same time that the property changed ownership from the Town to the private citizen. It is Ms. Tolosky's understanding that the TCE was found in a homeowner's well when they were trying to sell their home. The New York Department of Health (DOH) which is responsible for testing the quality of drinking water in private wells, monitored wells in Ellenburg Depot and found TCE contamination. In addition, DOH found fuel contamination and bacteria from manure run-off in some homeowners' wells. Ms. Tolosky continued by explaining that the DEC became involved because of the leaking fuel oil and as a result pinpointed the leaking fuel tanks and placed carbon filtration systems on affected homes. After several years, more sampling was conducted and DEC concluded that the contaminants had been reduced to safe levels and the filtration systems were removed. Many of the town's residents began purchasing bottled water.*

*It is Ms. Tolosky's understanding that these same homeowners received notice that if they intend to sell their property, that they must disclose that there is TCE in their well water to potential buyers.*

### **2. Are you aware of the history of operations at the missile site location?**

*Ms. Tolosky explained that she had been in the Air Force and that based on this background, she understands how the missile site worked. She stated that the decision to dispose of the TCE in the missile silo was considered an improper procedure at the time.*

*(Note: The owner of the local restaurant where we were interviewing the Town Supervisor stated that the new owner of the missile site property, Mr. Casey, had removed the water within the last few years in order to enter the silos for the purpose of reclamation. He was unaware of what was discovered in the silo, or where the water from the silos was disposed.)*

*Ms. Tolosky stated that there was a public ice skating rink on the missile site property and that the Town held field days there for several years.*

**3. Do you know of any parties who were or are involved with these operations?**

*Ms. Tolosky has spoken with Mr. Casey (the current owner of the missile site property) in an effort to work cooperatively. She has also communicated with the DEC over the last 2 1/2 years. Ms. Tolosky expressed her opinion that she believed it was wrong for the DEC to remove the drinking water filtration systems since the agency does not monitor drinking water quality regularly. Ms. Tolosky communicated with Mr. Wiley Levine from the DEC, who was the individual who stated that DEC was going to involve the Corps in a new investigation of the missile site.*

*Ms. Tolosky has communicated with the DOH and the Environmental Facilities Corporation (EFC) which helps rural communities acquire funds for developing municipal drinking water systems. The Town had an engineering report completed in the anticipation of applying for a grant to become a water district and construct a public water supply. There was a timing issue and therefore an application was never presented. Ms. Tolosky believes that the federal government should pay for a portion of a public water system in light of the well water contamination problems.*

**4. Have you attended any meetings and/or received any communications about the site?**

*Ms. Tolosky attended a public meeting and a more informal availability meeting about the site that were jointly sponsored by DEC and DOH. As the Town Supervisor, Ms. Tolosky has met informally with DEC officials and spoken with them on the telephone. She has also received communications from the Corps and the DEC. She routinely provides briefings of the conversations and communications to the Town Council and the public.*

**a) If so, what is your opinion of the meetings and communications?**

*Currently Ms. Tolosky believes the government is investing time and energy into the situation of the contaminated site and drinking water. Previously, she was discouraged by the meetings with the government officials because she did not believe that the filtration systems should have been removed and she is distrustful of what is considered the "safe TCE limits." She was frustrated because she saw no plan to conduct a clean-up program. Ms. Tolosky stated that the governmental agencies promised to do water sampling after the last public meeting, but they did not initiate the sampling program.*

*Ms. Tolosky has heard DEC discuss the option of the community constructing a public water supply. Some property owners have responded that a public water supply will not address the problem of cattle drinking water in the fields or home and farm sales. Ms. Tolosky believes that nobody will buy land that has pollution problems associated with it.*

**b) How could they be improved?**

*Ms. Tolosky stated that the meetings were not well received because they were seen as a justification for removing the filtration systems. She believes that to be productive, meetings have to be "victim focused." The organizers have to think about how it feels to be a homeowner and resident in Ellenburg and how the problem will be resolved.*

**5. A community meeting regarding the site will be held in the next 1 or 2 months. Do you have some recommendations regarding the organization of the meeting and/or the information to be presented?**

*Ms. Tolosky suggested that the Corps show it is ready to move forward on the missile site problem. She stated that citizens want a time frame for realizing a solution to the problem. They want the Corps to be specific about a plan of action.*

**6. What are your current concerns about this site? What do you believe the public's concerns are about this site?**

*Ms. Tolosky stated that there are several concerns: one is the quality of the water, and two is the issue of whether or not a public water supply is a desirable solution to the problem. Ms. Tolosky explained that at the end of 1996 the Town Supervisor's office did a door-to-door survey regarding whether or not the property owners wanted a public water supply system. Ms. Tolosky explained that there are four hamlets in the Town and in Ellenburg Corners and Ellenburg Depot most people said they wanted a water system even though they said they thought their water was of good quality. Citizens believe that the federal government should pay for the bulk of the water supply project. The other two hamlets of the Town stated they did not want public water. Ms. Tolosky believes the question could be placed on an election referendum. (Note: In response to a question regarding the establishment of a water board, Ms. Tolosky indicated that it would be difficult to interest the Town's citizens in participating since they are generally too busy to become committed to that level of involvement.)*

*Ms. Tolosky is concerned about the Town's liability in relation at the site. She stated that there is a private citizen doing whatever they want there, and that there has been no site remediation. She is also concerned about the devaluation of properties and the fact that community members have contracted unusual types of cancer.*

**7. What has been your past involvement with this site? How would you like to be involved in future activities?**

*Ms. Tolosky has not been involved with the site previously other than gathering information. She would like to be kept informed of everything that happens on the site. She would like to be the chairperson of the public meetings and the liaison with the Corps. Ms. Tolosky believes that she can lend some legitimacy to the process. She would like the next public meeting to be held at the local high school, the Northern Adirondack Central School. She will make the meeting arrangements and secure such items as slide projectors and chairs.*

**Interview Number Three with Cynthia Rowe, a resident of Ellenburg Depot, and an adjacent property owner to the site.**

An interview was held on Wednesday, September 16, 1998 with Cynthia Rowe, a resident of Ellenburg and an owner of property that lies adjacent to the site. Joan Becker, Senior Project Manager with Roy F. Weston, Inc. was the interviewer. Marie Balle, also of Roy F. Weston, Inc. accompanied her. The interview lasted approximately 1 hour and 30 minutes. Following are the interviewer's questions and the interviewee's responses. The respondent's comments are italicized.

**1. What is your understanding of the former missile site?**

*The federal government placed missiles in about 12-13 sites around the Plattsburgh Air Force base. Subsequently, the missiles were removed, and the sites were closed; at that time there may have been chemicals introduced into the water table. Ms. Rowe is aware of the studies that have been conducted at the site and the affects this issue has had on the community. She is also aware of inter-agency correspondence.*

**2. Are you aware of the history of operations at the missile site location?**

*Ms. Rowe explained that the Town acquired the site property in the 1960's and sold it several years ago. She stated that the site has been very inactive except for field days held by the Ellenburg Fire Department for a few years in the early 1980's. She also believes that the Town may have stored supplies and/or equipment there. There was also a public skating rink at the site for a while.*

**3. Do you know of any parties who were or are involved with these operations?**

*Ms. Rowe did not know anyone involved with the site. She does know the Town officials. She knows Frances Nichols (spelling). Mr. Nichols was the Town maintenance man who flooded the skating rink. She does not believe he was not involved with the site before the skating rink was constructed. Ms. Rowe knows Sherry and Kenneth LaFave, who own property adjacent to the site. Ms. Rowe also knows the DOH employees who have conducted monitoring on the site.*

**4. Have you attended any meetings and/or received any communications about the site?**

*Yes. Ms. Rowe has received communications from DOH that requires her to disclose TCE contamination on her property when renting or selling her home. (Note: Ms. Rowe made available a copy of the letter from DOH that explains the sales disclaimer.) Ms. Rowe explained that the houses next to her property were all the houses that received carbon filters and these properties also received letters from DOH requiring notification to potential renters or buyers of the properties. Ms. Rowe stated that she has over 400 acres, but may not be able to sell it because of the disclosure requirement. She stated that she has not heard from or received any communications from the Corps since they have assumed responsibility for the missile site.*

**a) If so, what is your opinion of the meetings and communications?**

*Ms. Rowe believes that a small group of Ellenburg citizens are interested in the issue because the community does not fully understand the situation. She stated that there has been no resolution to the TCE situation and everything is in limbo. The local people are upset but they don't want to do anything unless the federal government is involved. Although the present homeowners are required to disclose the TCE problem, the problem is not being corrected nor is the government saying the homeowners can't drink their water.*

*Ms. Rowe mentioned that DOH tested the water a few times, as did DEC. The agencies said they were going to discuss the issues related to TCE with the community, but the discussions came to a standstill. People don't want their property to be devalued.*

**b) How could they be improved?**

*There has to be more input from the people of this community.*

**5. A community meeting regarding the site will be held in the next 1 or 2 months. Do you have some recommendations regarding the organization of the meeting and/or the information to be presented?**

*Ms. Rowe stated that people in the community need an opportunity to share their thoughts and experiences about the site with the government. Everyone involved should attend a public meeting. The Corps should do as much outreach as possible and present the basic facts about the contamination.*

*No one informed the community about the contamination until the community conducted a further investigation and then suddenly information was received from the government. There was no citizen notification of the government's investigation of the Atlas Missile Site. Instead, outside consultants received information. After the community received information, there was a public meeting but what came out of it was some additional involvement by DOH, but nothing else has really happened since.*

**6. What are your current concerns about this site? What do you believe the public's concerns are about this site?**

*Ms. Rowe stated that the site is still there and she is not sure if the situation has improved. Ms. Rowe is concerned about her property values. She is concerned about the water quality for drinking, cooking, and bathing. She is concerned for her neighbors. The Corps must make information more available to prevent this from happening again. Ms. Rowe suggested that the community may need a water system, but she would prefer to see the site cleaned up.*

*Ms. Rowe is not sure what other people think because the community has not had a gathering recently. Some people in the town do not think this issue is worthwhile. The issue has always been in the background.*

*Ms. Rowe stated that she buys bottled water for drinking and cooking. She stated that TCE can go through your skin. In addition, Ms. Rowe explained, there are milking cows on this property, and while nobody has raised a concern about TCE entering the cow's milk, it could become an issue. There are also natural springs on the site from which people drink.*

**7. What has been your past involvement with this site? How would you like to be involved in future activities?**

*No. Ms. Rowe wants to be made aware of any meetings, and decisions being made, intentions on the site, and status reports.*

**8. In the future, how can the Corps best provide you with information about the restoration activities at the site?**

*Ms. Rowe would like to be informed through meetings, and by mail.*

**a) What kind of information best satisfies your needs?**

*Truthful and open information, as well as informing the press of activities.*

**b) What kind of information do you believe best satisfies the public's needs?**

*The same kind of information previously mentioned. Ms. Rowe believes that community meetings are the most important activity. People need to understand the history of the site.*

**c) Which format(s) for providing the information do you feel are best?**

*Through the mail, at meetings.*

**9. As part of the citizen participation planning process, we will recommend to the Army Corps of Engineers that both technical and non-technical documents related to the missile site project be placed in a repository that is accessible to the public. Generally, repositories are established at public facilities like libraries or town halls. Do you have any suggestions as to where to locate a repository for this project?**

*Ms. Rowe explained that Ellenburg is a spread-out community, therefore a good location for a repository is difficult to select. Sending the documents to the Town Clerk might be appropriate, but her office is in her home and the citizens will not go there. The Town Supervisor's office is more accessible than the Clerk's office. If the Town Supervisor's office is not available the second choice would be the Town Clerk's home.*

**You will be able to read the Citizen Participation Plan containing this interview, when it is complete, in the project's repository.**

**10. Do you have any additional comments?**

*Ms. Rowe would like to understand the timeline for the investigation. She appreciates that work is being started because she believes the issue has been dragging on. She stated that she hopes that she does not have to become legally involved with the TCE problems.*



**Interview Number Four with Doreen Wheeler, a resident of Ellenburg Depot who, after a fuel spill led to groundwater contamination in her private well, received carbon filters from the DEC. She is the Town Librarian.**

An interview was held on Wednesday, September 16, 1998 with Doreen Wheeler, a resident of Ellenburg Depot who, after a fuel spill led to groundwater contamination in her private well, received carbon filters from the DEC. She is the Town Librarian. Joan Becker, Senior Project Manager with Roy F. Weston, Inc. was the interviewer. She was accompanied by Marie Balle, also of Roy F. Weston, Inc. The interview lasted approximately 1 hour. Following are the interviewer's questions and the interviewee's responses. The respondent's comments are italicized.

**1. What is your understanding of the former missile site?**

*Ms. Wheeler stated that the missile site is located on Bull Run Road and at one point there were many toxins dumped there and over the course of many years they moved with the groundwater to the Depot.*

*Originally, Ms. Wheeler's property had fuel in its well and when the well water was tested for fuel, TCE was detected in the drinking water. Their house was the original problem when the fuel oil was discovered. After their property was investigated and the contaminants were discovered, the LaFave property was found to have similar problems. Art Stemp from the DEC was the original individual involved in the investigation. The DEC tested the Wheeler's water regularly. Ms. Wheeler and her family have moved to a new property on the community. At the new property kerosene was discovered in their well and the DEC dug them a new well. As a result, she believes their water is of high quality. Throughout the testing and investigation, Ms. Wheeler believed that she was given test results that they did not understand.*

**2. Are you aware of the history of operations at the missile site location?**

*No. The Wheelers are not from the Ellenburg area.*

**3. Do you know of any parties who were or are involved with these operations?**

*Ms. Wheeler knows Art Stemp from the DEC, Teratech, the company that tested their water, and employees of DOH. She knows the employees from DOH because they had a public hearing around 1993. Ms. Wheeler has never spoken to anyone at DOH. She has not been involved in the environmental groups and no one has approached her about the issue.*

**4. Have you attended any meetings and/or received any communications about the site?**

*Ms. Wheeler went to a meeting and they had a map and it was color-coded. The map indicated that her property had both TCE and fuel oil contamination in her well. She did not believe this was the DOH meeting she mentioned previously. Ms. Wheeler could not remember if she had received the disclosure letter from DOH. Her family bought water for years because even though she believed the governmental agencies were telling the truth, she does not believe the*

scientists know and understand the health affects from a chemical like TCE. Aside from test results, Ms. Wheeler doesn't remember receiving any correspondence recently.

**a) If so, what is your opinion of the meetings and communications?**

*Ms. Wheeler's concern, as stated above, is that while the experts know what they know now, 10 years down the road, they may know more about TCE. They don't know everything. Ms. Wheeler also stated that she didn't believe that she knew what was happening. She didn't feel well-informed. She said that she discovered information by talking to her neighbors.*

**b) How could they be improved?**

*The government agencies do not talk to each other. The community needs a meeting and there needs to be community bulletins. Ms. Wheeler feels that she does not know how much contamination there is and whether it is safe to drink the water from day-to-day.*

**5. A community meeting regarding the site will be held in the next 1 or 2 months. Do you have some recommendations regarding the organization of the meeting and/or the information to be presented?**

*Ms. Wheeler would like to know what the most recent test results indicate. She would like current information. The state/government should put in a whole new water system, a municipal water system, and clean up the site*

**6. What are your current concerns about this site? What do you believe the public's concerns are about this site?**

*One of Ms. Wheeler's concerns is that she does not know what is on the Atlas Missile Site or if it is moving off-site. Ms. Wheeler wants to know if she and other property owners are going to have their water tested. What affect does the weather have in the movement of the contaminants? She wants to know even if there is only a pinch of TCE and if it is detectable. If she knows what is in the water she can decide for herself if she wants to buy water. The government needs to better inform the community. The public wants to know what will happen to the water.*

**7. What has been your past involvement with this site? How would you like to be involved in future activities?**

*Ms. Wheeler has only been involved with DEC regarding her water problem. She will attend meetings. She doesn't have a lot of time but still wants to be informed.*

**8. In the future, how can the Corps best provide you with information about the restoration activities at the site?**

*Through mailings and meetings.*

**a) What kind of information best satisfies your needs?**

*When they test everyone's water on a regular basis and release the information.*

**b) What kind of information do you believe best satisfies the public's needs?**

*What is the Corps doing to clean up the site and what are their plans.*

**c) Which format(s) for providing the information do you feel are best?**

*Meetings and mailings. Maybe something as simple as a posterboard.*

**9. As part of the citizen participation planning process, we will recommend to the Army Corps of Engineers that both technical and non-technical documents related to the missile site project be placed in a repository that is accessible to the public. Generally, repositories are established at public facilities like libraries or town halls. Do you have any suggestions as to where to locate a repository for this project?**

*Ms. Wheeler suggested locating the documents either at the Supervisor's office or the library. Construction on the new library is not completed but once it is open it will have enough room for the documents.*

**You will be able to read the Citizen Participation Plan containing this interview, when it is complete, in the project's repository.**

**10. Do you have any additional comments?**

*No.*

## **Interview Number Five with Richard Fedigan, Project Manager for the New York State Department of Health.**

An interview was held on Thursday, September 17, 1998 with Richard Fedigan, Project Manager for the New York State Department of Health. Joan Becker, Senior Project Manager for Roy F. Weston, Inc. was the interviewer. She was accompanied by Marie Balle, also of Roy F. Weston, Inc. The interview lasted approximately 1 hour. Following are the interviewer's questions and the interviewee's responses. The respondent's comments are italicized.

### **1. What is your understanding of the former missile site?**

*The investigation and water sampling began when DEC was testing wells for oil that had spilled. The sampling revealed TCE. The New York State Department of Health (DOH) sampled properties for TCE. Mr. Fedigan has been involved with the site since the initial investigation. Water filters were placed on the property water systems because of oil spills. Mr. Fedigan explained that TCE degrades in time, but in bedrock this occurs over a longer time period. This is why pure product and not DCE (a derivative of TCE) is being found in the water samples.*

*Mr. Fedigan stated that if the Corps is going to meet with the public they will have to have the assistance of a toxicologist, someone who understands risk assessment, cancer studies, etc. The public has complained at previous meetings that they want an explanation of the health affects of TCE.*

*TCE is a volatile organic compound (VOC) and does not bioaccumulate. The drinking water maximum contaminant level for TCE is 5 parts per billion (ppb). The regulation that applies to TCE is for public drinking water supplies under the Safe Drinking Water Act. DOH applies this standard.*

*When discussing the disclosure letter, Mr. Fedigan believes not only the adjacent property owners must forewarn potential renters and buyers of the occurrence of TCE in their drinking water, but realtors must also disclose contamination. Even if the community established a public water supply, the status of the disclosure would remain unchanged. If cow's milk becomes an issue, Mr. Fedigan suggested enlisting the New York State Department of Agriculture and Markets to conduct sampling.*

### **2. Are you aware of the history of operations at the missile site location?**

*No. Other than it was a missile site and TCE was a product used there for cleaning and degreasing.*

### **3. Do you know of any parties who were or are involved with these operations?**

*No. Mr. Fedigan has never met anyone from the site. He has worked with Dan Steenberge and Russ Mulvey from DEC, and consultants, primarily Marino and Weston. He also knows Dave Brouwer and Steven Dunbar from the Corps.*

**4. Have you attended any meetings and/or received any communications about the site?**

*Mr. Fedigan attended a public meeting in 1993. Jointly, DEC and DOH organized the meeting with assistance from the Town of Ellenburg. The Corps may have been at one of the initial meetings. Mr. Fedigan has attended many public meetings and had many communications regarding the site.*

**a) If so, what is your opinion of the meetings and communications?**

*Mr. Fedigan thought the meetings were pretty good. There were a lot of concerns about cancer cluster studies and they were unable to address those issues. There was a one-page fact sheet prepared for the 1993 meeting.*

**b) How could they be improved?**

*There needs to be more frequent contact among agencies and with the community. Other than DOH sampling random wells on a yearly basis there has been no communication with the community. It appears that the time is appropriate to develop a plan to inform the community.*

**5. A community meeting regarding the site will be held in the next 1 or 2 months. Do you have some recommendations regarding the organization of the meeting and/or the information to be presented.**

*No, other than everyone involved in presenting information at the meeting needs to work together and organize what will be said at the meeting. Mr. Fedigan hopes the presenters can offer the information to the citizens in easy-to-understand language, not through engineering plans. There needs to be a question and answer period early in the meeting. In DOH, Nina Knapp, the person responsible for citizen participation, should be involved. Everyone needs to offer the same information, not conflicting information. He suggested that before the meeting the Corps should talk to the Town to find out what they are pursuing in regard to the public water supply system.*

**6. What are your current concerns about this site? What do you believe the public's concerns are about this site?**

*Mr. Fedigan is concerned that the site is an ongoing source of TCE and a permanent solution is needed to solve the problem. He believes the public's concerns are cancer, property values, and water contamination.*

**7. What has been your past involvement with this site? How would you like to be involved in future activities?**

*Mr. Fedigan has been the DOH contact for the project since early 1991. He will continue to be the DOH project manager.*

**8. In the future, how can the Corps best provide you with information about the restoration activities at the site?**

*The Corps needs to continue providing all correspondence and documents for his review.*

**a) What kind of information best satisfies your needs?**

*All information regarding investigation and sampling, and any other correspondence.*

**b) What kind of information do you believe best satisfies the public's needs?**

*Routine updates of the investigations, progress reports, sampling results, information on the direction of the clean up plan. Even if nothing is happening, Mr. Fedigan believes he needs to keep the community informed.*

**c) Which format(s) for providing the information do you feel are best?**

*Correspondence, fact sheets, meeting individuals, mailings as opposed to press releases. Providing information to the press.*

**9. As part of the citizen participation planning process, we will recommend to the Army Corps of Engineers that both technical and non-technical documents related to the missile site project be placed in a repository that is accessible to the public. Generally, repositories are established at public facilities like libraries or town halls. Do you have any suggestions as to where to locate a repository for this project?**

*No. Mr. Fedigan suggested that the Corps discuss the location of a repository with Betsy Lowe of the DEC.*

**You will be able to read the Citizen Participation Plan containing this interview, when it is complete, in the project's repository.**

**10. Do you have any additional comments?**

*Anytime samples are obtained, provide the results to property owners before the information is released to the general public.*

**APPENDIX D**  
**NEWSPAPER ARTICLES**



## APPENDIX D

### NEWSPAPER ARTICLES

This attachment provides newspaper articles regarding Atlas S-11 in Ellenburg, New York. The articles are from the *Press Republican* in Plattsburgh, New York. The list of articles provided below is in reverse chronological order. The articles were obtained through a subscription electronic information service (Dialog Corporation). Where the information is available, the newspaper section in which the article appeared has been referenced in the listing below.

The *Press Republican* maintains a daily circulation of 22,000 and a Sunday circulation of 22,919. The Editor-in-Chief is Jim Dynka. The address and telephone number of the *Press Republican* are available in Attachment A, Key Contacts.

Press Republican		
Date	Headline	Lead Paragraph
Thursday, September 16, 1999	Public water system breached for Ellenburg Depot	There will be trichloroethylene in Ellenburg Depot water for years to come.
Friday, October 30, 1998	Ellenburg water to undergo year-long tests	Getting to the bottom of the water contamination in Ellenburg Depot is going to be a cooperative effort. "We will not do this in a vacuum," U.S. Army Corps of Engineers Project Site Manager David Brouwer told about 30 residents at one of two public information sessions Wednesday. "We need your input."
Saturday, September 26, 1998	Regional Section Feds looking into missile-site leak	They can't see it, smell it or taste it. Some people can't even pronounce it. But it's there.
Saturday, September 26, 1998	Regional Section Water woes	Half-full or half-empty ----that's not the question in this hamlet of contaminated wells.

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# TCE: Public water possible

► From Page A1

source of TCE down there), he said, would cost "many hundreds of thousands of dollars.

Contributing to a water system that would end use of wells "would significantly reduce the cost of our investigation," he said.

"This is the best news I've heard since you guys rolled into town a year ago," said Michelle Tolosky, Advisory Board chairperson and Ellenburg town supervisor.

Throughout the lengthy session, Brouwer and others involved in the investigation passed around a pitcher of sparkling water from the firehouse tap.

"Yes, there's TCE in it," he said, clearly unperturbed.

Tolosky drank Aquafina bottled water.

She and many hamlet residents won't consume the local water.

### Water tests planned

Over the next 10 days, the Corps of Engineers will test the water in the 195-foot-deep silo at different levels, looking for signs that a source of TCE may sit at the bottom.

No evidence of that may end efforts to actually see what may be on the silo's floor, Brouwer said.

"Wouldn't that leave behind some doubts as to what's in that silo?" said Curtis DeCoste, an Advisory Board member.

"Absolutely," shot back Leonard Casey, who owns the old missile base

on Bull Run Road.

"If I dropped a diamond ring worth a million dollars in that hole, the first place I'd look for it is at the bottom."

He doesn't want the government to skimp on the investigation of his property. And he was angered at the idea of a subsidized water system for the hamlet when by the government's own safety standards, the water is considered safe.

"What in the world gives our government the right to spend this money for that?" he said.

**"We can spend it doing studies or spend it on a public-water supply system."**  
Dave Brouwer

"We're going to spend it one way or the other," Brouwer said. "We can spend it doing studies or spend it on a public-water supply system."

He said the corps would continue remediation of problems found on Casey's property.

**Cost to water users**  
Tolosky said preliminary estimates show public water would cost users less than \$1 a day.

The town has qualified for low-interest state Bond Act loans for a system, she said.

Brouwer said the government has never resolved a contamination problem in this way before.

"But one of the things we like to do is work in partnership with other parties to solve a problem," he said.

"This may be a perfect example of that."

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# Public water system broached for Ellenburg Depot

By SUZANNE MOORE  
Staff Writer

ELLENBURG DEPOT — There will be trichloroethylene in Ellenburg Depot water for years to come.

But a partnership of federal, state and local governments could render the potential dangers from that chemical solvent harmless.

Dave Brouwer, project manager for the U.S. Army Corps of Engineers' study of the water contain-

ment, dropped a bombshell at Tuesday's meeting of the Atlas S-11 (missile site) Restoration Advisory Board.

Instead of expending federal dollars on a complete investigation of the contamination, he said, "maybe we could just put in a public-water system."

### Two "hot spots"

Studies this summer pinpointed two spots where TCE probably sits underground near the missile

silo off Bull Run Road.

The government will address those spots and, at least, sample water in the silo to see if it warrants further study.

But do we really need to know what's going on between the silo and Ellenburg Depot? Brouwer said.

The Ellenburg hamlet has two water problems besides TCE, he told about 20 members of the Advisory Board at Ellenburg Depot Fire Station Tuesday night. New York state is investigating

oil spills in the hamlet, too, and has equipped some private water systems with carbon filters.

Also, some wells are too close to septic systems.

Brouwer proposed a three-way partnership to finance a hamlet water system that the town would be able to expand to other areas, too.

"This is something we just started talking about today," he said, cautioning members against too much excitement over the idea. "The state needs to see ... if this

makes sense to them." And Brouwer needs to talk to the Corps of Engineers.

### Expensive remedies

The projected cost for complete investigation of the site, silo and water flow to the hamlet could be at least \$1 million, he said.

To drain the 600,000 gallons of water from the silo itself, treat and dispose of it (to see if there's a

Please see TCE Page A5

**APPENDIX E**  
**FACT SHEETS**



US Army Corps  
of Engineers  
New York District

## Former Plattsburgh Atlas Site, S-11 Citizen Participation Program

FACT SHEET

Date: Oct. 28, 1998

### Summary

The primary goal of our citizen participation program is to promote and maintain a two-way dialog with community members and other interested parties. By establishing this communication, community members can learn about the project, be active participants in discussions with the Corps, and make suggestions and recommendations about the investigation and cleanup phases of the project. We will establish a Restoration Advisory Board for this site to facilitate information sharing. The Board will consist of community volunteers, representatives of local businesses, and government (municipal, state, and federal) officials who will meet as necessary to provide the Corps with advice on its work. The Corps also will prepare and distribute periodic newsletters concerning the project's status and the results of its investigations. The Ellenburg Town Clerk, Ms. Thelma LaBombard, 106 W. Hill Rd., and the Town Supervisor, Ms. Michele Tolosky will have copies of all site-related documents for public review.

### Questions and Answers

#### ***Question: What is a Restoration Advisory Board?***

**Answer:** Restoration Advisory Boards serve as forums for discussing and exchanging information on matters related to the investigation and cleanup of environmental and public health hazards at active Department of Defense installations and Formerly Used Defense Sites. Boards consist of representatives of State and local governments, members of the local community and the Department of Defense. Boards review reports, make recommendations on what, if any, further action is needed, and help to set restoration priorities. Restoration Advisory Boards meet as often as necessary, but usually on a quarterly basis. The meetings are open to the public. The Chairman of the Board is elected by the group.

#### ***Question: How long are community members expected to serve on the Restoration Advisory Board?***

**Answer:** Community members can participate on the Board from the beginning of the project to its completion. They can elect to serve on the Restoration Advisory Board for a period of one or two years. Membership on a Board for a term of less than one year is generally discouraged.

<http://www.nan.usace.army.mil/>



US Army Corps  
of Engineers

# Water Supply Well and Spring Sampling Program Former Atlas Site S-11

Fact Sheet

Date: March 24, 1999

## ***Summary***

The United States Army Corps of Engineers is conducting an investigation of former Atlas Site S-11 located in Ellenburg, New York. This investigation includes a water supply well and spring testing program designed to monitor drinking water and characterize (e.g., define the concentration and extent of) trichloroethylene (TCE) in groundwater in and near Ellenburg Depot. Selected wells and springs will be sampled periodically; the first round of sampling occurred in December 1998, and the second round began on March 22, 1999.

During the December 1998 round of sampling, 61 wells were sampled. Of these, 32 were found to contain TCE at concentrations below State/Federal drinking water standards. Other solvents were detected in some of the wells; it is not known at this time if they are associated with former U.S. Department of Defense (DOD) activities at Atlas S-11. Petroleum products were also detected in some wells; these compounds are not known to be associated with former DOD activities at Atlas S-11. The New York State Department of Environmental Conservation installed carbon filters on two wells that contained primarily petroleum products at concentrations exceeding State/Federal drinking water standards.

Permission to sample the wells and springs in March 1999 has already been confirmed with the well/spring owners and tenants via telephone. Well owners/tenants need to be present during sampling to allow well testing personnel access to a faucet or (preferably) a tap as close to the wellhead as possible. In order to obtain a representative sample, it will be necessary to run the water for 15 minutes prior to sample collection.

## ***Questions and Answers***

***Question: How were the wells and springs to be sampled selected?***

**Answer:** The results of previous well/spring sampling conducted by the State were evaluated to determine the locations where TCE was previously detected. All wells/springs in which TCE was previously detected and any potentially affected well/springs were selected for testing by the Corps. The majority of these wells/springs are located along Route 11 in Ellenburg Depot. Additional wells/springs were selected to characterize the contamination.



US Army Corps  
of Engineers  
New York District

## Former Plattsburgh Atlas Site, S-11 TCE — Trichloroethylene

FACT SHEET

Date: Oct. 28, 1998

### Summary:

The State found TCE in wells in Ellenburg Depot in the early 1990s during an investigation of a fuel spill. The national standard for TCE in drinking water is 5 parts per billion\*, and the highest TCE level seen so far in Ellenburg Depot wells is less than this standard. Toxicologists with the U.S. Agency for Toxic Substances and Disease Registry have reviewed the data collected so far for Ellenburg Depot and have concluded that the water is safe to drink.

The health effects that are seen in research studies are at much higher TCE levels than those seen in Ellenburg Depot and include heart defects, behavior changes, and kidney problems. Research studies have also shown that TCE causes some kinds of cancer, but again the TCE levels were much higher than those seen in Ellenburg Depot.

### Questions and Answers

#### **Question: What is TCE?**

**Answer:** TCE is a nonflammable, colorless liquid with a sweet, chloroform-like odor and taste. It is used mainly as a solvent to remove grease from metal parts. It is also used as an ingredient in adhesives, paint removers, typewriter correction fluids, and spot removers.

#### **Question: How does TCE enter the body?**

**Answer:** TCE can enter the body when you breathe air or drink water containing it. TCE can also enter the body when you shower or bathe in water containing it.

#### **Question: How high are the TCE levels seen in Ellenburg?**

**Answer:** The highest level seen in some wells in Ellenburg was about 4 parts per billion.\* This is less than the 5 parts per billion national standard for drinking water set by the U.S. Environmental Protection Agency.

#### **Question: How would TCE affect my health?**

**Answer:** While little information is available concerning the impacts of long term exposure to low levels of TCE, research studies report an increase in heart defects in mice when TCE levels are about six hundred times higher than the levels seen in well water in Ellenburg. Other health effects like behavior changes and kidney problems are seen at levels that are over a hundred thousand times higher than the levels seen in well water in Ellenburg.



