

PUBLIC AFFAIRS PLAN

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U.S. Department of Energy
UMTRA Project Office
Albuquerque, New Mexico**

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MASTER *ed*

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TABLE OF CONTENTS

<u>Section</u>	<u>Page</u>
INTRODUCTION	1
REGULATORY AND POLICY FRAMEWORK	3
<i>Uranium Mill Tailings Radiation Control Act (UMTRCA)</i>	3
<i>National Environmental Policy Act (NEPA)</i>	3
U.S. Department of Energy (DOE) Order 1200.1A	3
Secretary of Energy Public Participation Policy	4
Other Applicable Directives and Guidance	4
ROLES AND RESPONSIBILITIES	7
UMTRA Project Office	7
Office of Intergovernmental and External Affairs (OIEA)	7
UMTRA Technical Assistance Contractor (TAC)	7
UMTRA Remedial Action Contractor (RAC)	8
Cooperating Agencies	8
PROJECT GOALS AND ACTIVITIES	9
PUBLIC AFFAIRS FUNCTIONS	11
Media Relations	11
Internal Information	11
Public Participation	11
Community Relations	12
Intergovernmental Relations	12
Communication Training	13
Emergency Communication	13
HOW PUBLIC AFFAIRS EFFECTIVENESS WILL BE EVALUATED	15
PUBLIC AFFAIRS CONTACTS	17
LIST OF CONTRIBUTORS	19
ATTACHMENT Secretary of Energy memorandum, July 29, 1994, <i>Guidance on Implementation of the Department's Public Participation Policy</i>	

LIST OF ACRONYMS AND ABBREVIATIONS

DOE	U.S. Department of Energy
NEPA	National Environmental Policy Act
OIEA	Office of Intergovernmental and External Affairs
ORPS	Occurrence Reporting and Processing System
PEIS	programmatic environmental impact statement
PL	Public Law
RAC	Remedial Action Contractor
TAC	Technical Assistance Contractor
UMTRA	Uranium Mill Tailings Remedial Action
UMTRCA	Uranium Mill Tailings Radiation Control Act

INTRODUCTION

The purpose of the Uranium Mill Tailings Remedial Action (UMTRA) Project *Public Affairs Plan* is to establish goals for the Fiscal Year 1995 UMTRA public affairs program and identify specific activities to be conducted during the year. It also describes the roles of various agencies involved in the conduct of the public affairs program and defines the functions of the Technical Assistance Contractor (TAC) Public Affairs Department. It integrates and replaces the *Public Participation Plan* (DOE/AL/62350-47D) and *Public Information Plan* (DOE/AL/62350-71). The plan describes the U.S. Department of Energy's (DOE) plans to

- keep stakeholders and other members of the public informed about project policies, plans, and activities, and
- provide opportunities for stakeholders and interested segments of the public to participate in project decision-making processes.

The plan applies to the UMTRA Project Office; the DOE Albuquerque Operations Office, Office of Intergovernmental and External Affairs (OIEA); the UMTRA TAC; the UMTRA Remedial Action Contractor (RAC); and other cooperating agencies.

REGULATORY AND POLICY FRAMEWORK

URANIUM MILL TAILINGS RADIATION CONTROL ACT (UMTRCA)

The UMTRA Project was authorized by Congress in the *Uranium Mill Tailings Radiation Control Act* (UMTRCA) of 1978, (Public Law [PL] 95-604), as amended. The Act provides for a cooperative effort with affected states and Indian tribes for the cleanup of designated abandoned or inactive uranium mill tailings sites and vicinity properties located in 10 states, 9 of which are west of the Mississippi River. The Act was amended in 1983 to include vicinity properties contaminated with residual radioactive material in Edgemont, South Dakota. It was amended again in 1988 and 1992 to extend the time for project completion and to provide for restoration of ground water contamination caused by uranium processing at UMTRA Project sites.

Section 111 of the Act states:

In carrying out the provisions of this title, including the designation of processing sites, establishing priorities for such sites, the selection of remedial actions, and the execution of cooperative agreements, the Secretary [of Energy], the Administrator [of the Environmental Protection Agency], and the [Nuclear Regulatory] Commission shall encourage public participation and, where appropriate, the Secretary shall hold public hearings relative to such matters in the States where processing sites and disposal sites are located.

NATIONAL ENVIRONMENTAL POLICY ACT (NEPA)

The *National Environmental Policy Act* (NEPA) of 1969 requires an evaluation of the environmental impact of major federal actions that may significantly affect the environment. Public participation is an important part of the process. A number of formal provisions exist for participation by all interested parties, including other federal agencies, state and local agencies, Indian tribes, and the general public (including proponents and opponents of an action). These public participation requirements are detailed in the Council on Environmental Quality regulations (40 CFR §§1500-1508) for implementing provisions of the NEPA and the DOE implementing procedures for NEPA (10 CFR Part 1021).

U.S. DEPARTMENT OF ENERGY (DOE) ORDER 1200.1A

DOE Order 1201.1A, *Policy and Procedures for Departmental News Media Activities*, Paragraph 7 (DOE, 1992), states:

It is the policy of the Department to provide to the public and the news media accurate and timely unclassified information on all Departmental policies and programs. The objective of this Order is to assure that timely accurate information is readily available to the public and to keep DOE management advised of public interest and

the need for news media activities related to Departmental policies, programs, and projects.

The UMTRA Project is unclassified and the DOE provides timely and accurate information about policy and Project activities to interested stakeholders, including the news media.

SECRETARY OF ENERGY PUBLIC PARTICIPATION POLICY

The Secretary of Energy, in a public participation policy issued in July 1994, sends a very clear message that:

Department officials will engage in an open and on-going communication process and consistently listen and respond to suggestions made by the public. The Department will incorporate public input into its decisions where appropriate and feasible and will provide feedback to the public on its reasoning.

The full text of the Secretary's policy can be found in the Secretary of Energy memorandum, *Guidance on Implementation of the Department's Public Participation Policy*, July 29, 1994, attached to this plan.

OTHER APPLICABLE DIRECTIVES AND GUIDANCE

UMTRA Project public affairs activities are also conducted in compliance with the following orders and guidance documents:

- DOE Order 1220.1A, *Congressional and Intergovernmental Affairs*, 1992.
- DOE Order 1230.2, *American Indian Tribal Government Policy*, 1992.
- DOE Order 1350.1, *Audiovisual and Exhibits Management*, 1981.
- DOE Order 1430.1C, *Management of Scientific and Technical Information*, 1992.
- DOE Order 1700.1, *Freedom of Information Program*, 1979.
- DOE Order 1800.1 and 1800.1A, *Privacy Act*, 1984.
- DOE Order 5400.1, *General Environmental Protection Program*, 1988.
- DOE Order 5440.1E *National Environmental Policy Act Compliance Program*, 1992.
- DOE Order 5500.4A, *Public Affairs Policy and Planning Requirements for Emergencies*, 1992.
- DOE Order 5500.5A, *Public Affairs Policy and Planning Requirements for a Fuel Supply Disruption Emergency*, 1992.

- ***Public Participation Guidance for Environmental Restoration and Waste Management***, DOE Office of Environmental Restoration and Waste Management, 1993.
- ***Public Participation Policy for Environmental Restoration and Waste Management***, DOE Office of Environmental Restoration and Waste Management, 1992.
- ***Uranium Mill Tailings Radiation Control Act*** (Public Law [PL] 95-604), 1978, as amended.

ROLES AND RESPONSIBILITIES

UMTRA PROJECT OFFICE

The UMTRA Project Office has overall management responsibility for public information and public participation for the Project. The Project Office directs the activities of the TAC in preparing information materials and events, planning public participation, and carrying out public affairs activities. Project Office personnel are the principal spokespersons for the Project in public meetings and interviews with the news media.

OFFICE OF INTERGOVERNMENTAL AND EXTERNAL AFFAIRS (OIEA)

OIEA (DOE Albuquerque Operations Office), with guidance and overview from the UMTRA Project Office, acts as the prime contact within the DOE on all public information activities and public participation activities. OIEA coordinates all UMTRA Project-related public information and public participation programs.

UMTRA TECHNICAL ASSISTANCE CONTRACTOR (TAC)

The TAC, through its Public Affairs Department, identifies the need for, and proposes the scope and content of public information materials. The TAC also identifies stakeholders with an interest in the Project, develops appropriate plans to establish and maintain two-way communication (public participation), supports the Project Office in implementation of the plan, trains or arranges training for Project spokespersons, and evaluates the success of communication programs. These activities shall be undertaken upon approval and under direction of the Project Office and OIEA.

In addition, the Project Office or OIEA may request TAC assistance in the preparation, reproduction, and distribution of public information materials; the planning and coordination of special events and workshops for sharing technology; the development and updating of UMTRA Project briefing books; the development of testimony, presentations, and special reports; the development of information and media packets; the development and production of video tapes and other audio-visual materials; and the development and maintenance of outreach lists of government officials, media representatives, special interest groups, and community leaders.

The Public Affairs Department plans and conducts programs to maintain awareness of Project-related issues of concern to stakeholders and raises those issues to the attention of Project management. The Department plans and supports implementation of public participation activities including community advisory groups, public meetings, public hearings, meetings with local governmental bodies, and informal small group and individual communication with stakeholders.

The Public Affairs Department works closely with the TAC site management, technical, and integrated project management systems departments to prepare public information materials and plans for public involvement activities.

UMTRA REMEDIAL ACTION CONTRACTOR (RAC)

The RAC, in coordination with the DOE Project Office and OIEA, provides support for public information and public participation activities as requested. The RAC will respond to news media inquiries regarding site construction activities with guidance from the Project Office, OIEA, and/or the TAC Public Affairs Department.

COOPERATING AGENCIES

Public involvement activities for UMTRA sites will be coordinated with the appropriate state or tribal cooperating agency. Special events will be coordinated with appropriate federal cooperating agencies as well.

PROJECT GOALS AND ACTIVITIES

UMTRA Project public affairs goals for fiscal year 1995 include the following:

- Continue to keep the public informed about the UMTRA Project through the prompt release of accurate information to the news media.
- Increase public awareness of Project accomplishments by broadening the distribution of news releases to include more DOE and industry publications.
- Increase public awareness of the success of the UMTRA Project Cost Reduction/Productivity Improvement Program.
- Raise the level of public understanding of DOE's ability to conduct remediation activities in an environmentally sound and safe manner while minimizing risks to the environment, workers, and the general public.
- Increase informed public involvement in, and support for, DOE's environmental restoration mission by expanding the opportunities for stakeholder participation in the Department's decision-making process.
- Place greater emphasis upon providing support to schools in communities near Project sites; provide speakers, displays, written information, surplus DOE equipment, etc., to students interested in the environment.
- Establish a speaker's bureau to enhance the Project's ability to get its message directly to civic organizations, school groups, town meetings, and other community platforms using Project people who are personally involved in the effort.
- Establish a framework for maintaining two-way communication about the ground water Programmatic Environmental Impact Statement (PEIS) with key audiences at 24 UMTRA Project site communities.
- Prepare a more easily readable written annual report on the status of the UMTRA Project for distribution to news media representatives, government/Indian tribe officials, civic leaders, and other interested stakeholders.
- Improve public awareness of the UMTRA Project accomplishments by producing a general background video tape on the Project for distribution to news media representatives, government/Indian tribe officials, civic leaders, students, and other interested stakeholders.
- Refine communication training to ensure Project spokespersons are better prepared to communicate effectively during public meetings and news media interviews; expand training to ensure all new managers and technical staff members are given basic training on procedures and policies related to contact with the news media and general public.

- Improve the morale of UMTRA Project people by placing greater emphasis on their accomplishments in the *UMTRA Update* newsletter.

The following UMTRA Project public affairs activities for fiscal year 1995 will be carried out in support of major Project events and activities:

- Conduct ongoing media relations, community relations, and public participation activities with stakeholders leading up to the start of surface remedial action at the Slick Rock and Maybell, Colorado, sites.
- Maintain two-way communication with stakeholders in the Naturita, Nucla, and Norwood communities leading to the start of Phase II of remedial action at the Naturita, Colorado, site.
- Recognize completion of surface remedial action and cell closure at Mexican Hat, Utah, and Ambrosia Lake, New Mexico, with an appropriate closing ceremony.
- Maintain effective two-way communication with stakeholders in the Gunnison and Rifle, Colorado, site communities as remedial action continues at these sites.
- Prepare and distribute news releases to announce licensing of the Durango, Colorado; Tuba City, Arizona; Lakeview, Oregon; and Shiprock, New Mexico, sites as well as any other sites for which licensure is completed during the fiscal year.
- Expand the use of the Project's new free-standing display in telling the UMTRA story at schools, public meetings, professional meetings, conventions, fairs, etc.
- Conduct public hearings for the draft ground water PEIS, which will provide a decision-making model for the Ground Water Project.
- Prepare public information materials and conduct information meetings and public hearings for the draft ground water PEIS.
- Distribute the final ground water PEIS to interested stakeholders on a timetable which allows adequate review by the public before public hearings.
- Conduct public meetings in affected site communities to inform stakeholders of the results of baseline risk assessments.
- Conduct an annual states and tribes coordinating meeting to provide opportunities for dialogue with federal, regional, state, and tribal cooperating agencies.
- Continue the Indian Outreach Program to improve two-way communication between Native Americans and Project people and develop a basis for better understanding of the Indian cultural sensitivities and needs.

PUBLIC AFFAIRS FUNCTIONS

MEDIA RELATIONS

Media relations activities are designed to provide all news media (national, state, and local) with timely and accurate information about UMTRA activities, events, and status changes. These activities include, but are not limited to, news releases, interviews, response to news media queries, media briefings, project news packets, public service announcements, and visual materials for TV. Managers and technical staff from the Project Office or contractor organizations who will be available for media interviews will complete spokesperson training before undertaking substantive roles in media interviews. The TAC Public Affairs Department will provide support in preparation for media interviews.

News releases and other written material intended for release through the news media will be prepared by the TAC Public Affairs Department in coordination with TAC Site Management, technical staff, and the Project Office as appropriate. Materials will be reviewed and approved by the OIEA and, when appropriate, by the director of Public and Consumer Affairs, HQ DOE, through OIEA. Once approved, materials will be produced and distributed by the TAC Public Affairs Department.

INTERNAL INFORMATION

Because internal staff members are significant stakeholders in the UMTRA Project and because an informed staff is vital to maintaining accurate communication with external publics, the UMTRA Project conducts an internal information program through a newsletter and through an electronic communication on the UMTRA Project Local Area Network effort dubbed *News Flash*. The *UMTRA Update* is a monthly newsletter published to keep the diverse members of the Project team informed of Project activities and events. The newsletter is distributed by the TAC Public Affairs Department to the Project Office; TAC; RAC; and federal, state, and tribal cooperating agencies. Late-breaking Project news may also be disseminated electronically via the *News Flash* bulletin board.

PUBLIC PARTICIPATION

The UMTRA Project makes an ongoing effort to keep stakeholders in site communities and nationwide informed of Project plans and activities and involves them in key aspects of the decision-making process. In keeping with the Secretary of Energy's policy (see attachment), the business of the Project office must be open to the full view and input of those whom it serves, consistent with applicable laws, regulations, and contracts.

Citizens have a right to know about proposed government actions and to be heard in the planning of activities that influence their lives. The DOE must comply with the legal requirements for public participation and will establish processes that are responsive to the interests and concerns of those who live in the affected communities. The DOE will also encourage state, tribal, and local governments, as well as individuals, to join actively in the decision-making process. That will ensure the resulting decisions are made with the full

knowledge of the public's views and that these decisions address the public's concerns to the extent possible within the law.

The target audience for these efforts consists of

- legislators (federal, state, and tribal);
- executive branch officials (federal, state, tribal, and local);
- officials of special interest groups;
- leaders of the business and professional community;
- news media professionals;
- residents in the vicinity of mill sites and proposed or selected disposal sites;
- opinion leaders;
- the academic community; and
- other interested stakeholders.

COMMUNITY RELATIONS

The UMTRA Project is committed to maintaining good relations and open channels of communication with the people in the communities surrounding the its sites. The Project recognizes the need for honesty and forthrightness in dealing with stakeholders. Consistent, credible, and quality performance factors are the elements upon which to build public understanding and trust. The TAC Public Affairs Department will support the community relations effort by conducting programs and activities and using such communication tools as

- educational presentations in schools and before community groups by Project technical staff;
- support to citizen advisory groups in site communities;
- public meetings;
- public hearings;
- toll-free telephone information lines;
- responses to requests for information;
- site tours;
- annual Project status report;
- annual Project video;
- other selected video products as appropriate;
- video-teleconferencing through the Waste-Management Education and Research Consortium; and
- special events to recognize Project milestones.

INTERGOVERNMENTAL RELATIONS

The UMTRA Project provides briefings to staff of U.S. Congressional offices, state legislators, tribal legislative bodies, and local governments. Congressional briefings are generally at the request of the Congressional office. Congressional briefings are coordinated through OIEA and DOE Headquarters, Office of Congressional Programs. As appropriate, the Project also provides written responses, through channels, to inquiries from the legislative or executive branches of federal, state, tribal, and local governments.

COMMUNICATION TRAINING

The TAC Public Affairs Department provides training in presentation skills, handling news media interviews, risk communication, public meeting management, and other public communication topics for UMTRA Project management and technical staff. Training is supported with individual coaching for specific communication events.

EMERGENCY COMMUNICATION

The UMTRA Project Occurrence Reporting and Processing System (ORPS) includes notification of Public Affairs staff in event of an emergency. Information received from ORPS is used to prepare statements or news releases, as appropriate, to respond to potential inquiries from the news media. Public communication relating to accidents or other emergencies is coordinated through the UMTRA Project Office and OIEA.

HOW PUBLIC AFFAIRS EFFECTIVENESS WILL BE EVALUATED

The effectiveness of the UMTRA Project public affairs program will be assessed annually, and these assessments will include the views and recommendations of stakeholders. Following the completion of special events and other public affairs initiatives, the Project Office will evaluate the effectiveness of public communication activities by using

- evaluation forms distributed during meetings and events;
- informal personal interviews of people attending meetings and events;
- comments received in letters from government agencies, civic organizations, and members of the general public; and
- comments received over the toll-free telephone lines established to provide a 24-hour forum for customer feedback.

The UMTRA Project Office will establish the criteria by which the public affairs effectiveness will be judged. The TAC Public Affairs Department will evaluate these assessments and recommend changes, as needed, to improve the effectiveness of the Project's public affairs effort.

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ATTACHMENT

**Secretary of Energy Memorandum, July 29, 1994,
*Guidance on Implementation of the Department's
Public Participation Policy***



The Secretary of Energy
Washington, DC 20585

July 29, 1994

MEMORANDUM FOR: ALL DOE EMPLOYEES
FROM: HAZEL R. O'LEARY *Hazel R. O'Leary*
SUBJECT: GUIDANCE ON IMPLEMENTATION OF THE DEPARTMENT'S PUBLIC PARTICIPATION POLICY

Public participation must be a fundamental component of the Department's program operations, planning activities, and decision-making. The business of the Department must be open to the full view and input of those whom it serves, consistent with applicable laws, regulations, and contracts.

To ensure that we operate in this manner, the Department's Public Participation Policy was developed by a cross-cutting team that included field representatives. This policy marks a clear break with past practice by challenging the Department and its contractors to perform to a new standard of openness and service.

Within this policy framework, each site will develop its own public participation program and plans in consultation with stakeholders and with the concurrence of appropriate Headquarters program offices. In achieving the goals of public participation, managers are responsible for:

- * identifying, planning, funding, supporting, and implementing the appropriate level and scope of public participation activities in their programs;
- * ensuring that public participation principles, values, and processes are fully understood and practiced within their programs and at their sites;
- * providing necessary human, information, systems, and financial resources; and,
- * ensuring that their staff receive basic communication and public participation training, and where appropriate, advanced public participation training.

To promote teamwork, share the benefits of experience and innovation at individual sites, and avoid unreasonable demands on site personnel or stakeholders, program and staff offices will coordinate public participation activities through the Office of Public and Consumer Affairs at Headquarters or with its counterpart in the field. This coordination in no way limits or dilutes field managers' authority to implement effective public participation programs or program managers' responsibility to plan, fund, and support appropriate levels of public participation in their programs.

The effectiveness with which each site/program implements the Department's Public Participation Policy will be assessed annually, and these assessments must include the views and recommendations of stakeholders. Stakeholders will also be invited to participate in the processes used to develop criteria and measures for judging effectiveness. The Director of Public and Consumer Affairs will evaluate these annual assessments and recommend changes to improve the effectiveness of the Department's public participation efforts.

While public participation processes must be tailored to meet specific site, program, and stakeholder needs, the following broad guidance provides a framework to assist management in implementing this policy Department-wide. Using the following critical policy elements and implementing actions as a guide, Headquarters and Field Elements should consult with stakeholders to develop appropriate public participation programs and activities.

CRITICAL POLICY ELEMENTS:

- I. The Department recognizes that honesty and forthrightness in dealing with stakeholders, and consistent, credible, quality performance are the bases upon which to build public understanding and trust.

Implementing Actions:

- * Department officials will be open, honest, and accurate in their public statements and accountable for diligent follow-up and timely results from the commitments they make.
- * Department officials will engage in an open and on-going communication process and consistently listen and respond to suggestions made by the public. The Department will incorporate public input into its decisions where appropriate and feasible and will provide feedback to the public on its reasoning.
- * Department officials will recognize and reward leadership and results in the area of public participation.

- II. Departmental program development, planning, and decision-making processes will be clearly defined, with regular, easily identified access points for public input.

Implementing actions:

- * Senior management will ensure that Department personnel, other Federal, State, and local officials, Tribes, and other stakeholders are appropriately integrated into their planning activities and decision-making processes.
- * Stakeholders and field managers will determine and identify pre-decisional access points for public input.

- III. Headquarters, field offices, laboratories, and facilities will operate as an integrated team in planning local and national public participation programs by combining resources, sharing information, and coordinating activities.

Implementing actions:

- * Headquarters Elements will coordinate their planning of public participation activities with the Office of Public and Consumer Affairs and with affected sites, including the site Public Affairs/External Relations director.

- * Field managers, as those closest to affected communities and stakeholders, will facilitate accommodation between local and national interests.

- IV. The Department will establish and support training and education programs to meet evolving public participation needs, both internally and externally.

Implementing actions:

- * Senior management, at Headquarters and in the field, will identify and coordinate communication and public participation training on a priority basis until all appropriate headquarters and site personnel are trained.

- * In consultation with stakeholders, field managers will make recommendations on the timing and content of needed external education/training programs.

- V. The Department will foster candid information exchanges and ongoing two-way communication using a variety of mediums.

Implementing actions:

- * Whether formal or informal, all public participation activities will be conducted in a spirit of openness, respect for different perspectives, and a genuine quest for a diversity of information and ideas.

- * The Department will work to establish, announce, and manage topical data bases of reliable, timely information available to the public through telephone and computer access.

Attachment

PUBLIC PARTICIPATION POLICY

PUBLIC PARTICIPATION:

Public participation is open, ongoing, two-way communication, both formal and informal, between the Department of Energy and its stakeholders. This steady, interactive communication enables each party to learn about and better understand the views and positions of the other. The Department recognizes the many benefits to be derived from public participation, for both stakeholders and DOE. Public participation provides a means for the Department to gather the most diverse collection of opinions, perspectives, and values from the broadest spectrum of the public, enabling the Department to make better, more informed decisions. Public participation benefits stakeholders by creating an opportunity to provide input and influence decisions.

POLICY:

Public participation is a fundamental component in program operations, planning activities, and decision-making within the Department. The public is entitled to play a role in Departmental decision-making.

PURPOSE:

This policy is intended to ensure that public participation is an integral and effective part of Departmental activities and that decisions are made with the benefit of important public perspectives. This policy provides a mechanism for bringing a broad range of diverse stakeholder viewpoints and values early into the Department's decision-making processes. This early involvement enables the Department to make more informed decisions, improve quality through collaborative efforts, and build mutual understanding and trust between the Department and the public it serves.

SCOPE:

This policy is designed to function as a general framework within which all Department programs shall operate. While it applies to all levels of DOE, its intent is development and implementation of effective public participation programs at each site. In conjunction with its stakeholders and field manager, each site shall develop and implement a public participation program that promotes openness and two-way communication and is tailored to meet specific program, site, and stakeholder needs. This policy is not intended to affect legal requirements imposed by law, regulation, or contractual agreement; neither does it modify any legal rights available to the public under current law.

DEFINITION:

Under this policy, the Department actively seeks, considers, and incorporates or otherwise responds in a timely manner to the views of its stakeholders, thereby providing them an opportunity to influence decisions. Stakeholders are defined as those individuals and groups in the public and private sectors who are interested in and/or affected by the Department's activities and decisions. Public participation is defined as open, ongoing two-way communication, both formal and informal, within the DOE Complex and between the Department and its stakeholders. This communication will vary widely in nature and scope and may include, but is not limited to, informal conversations, scheduled meetings and workshops, legally required hearings, and Federal-State-local-Tribal agreements.

GOALS:

The goals of the Department's Public Participation Policy are:

- I. The Department actively seeks and considers public input, and incorporates or otherwise responds to the views of its stakeholders in making its decisions.
- II. The public is informed in a timely manner about and empowered to participate in the Department's decision-making processes, which are open, understandable, and consistently followed. Access points for public input are clearly defined from the earliest stages of a decision process and provide adequate time for stakeholders to participate.
- III. Credible, effective public participation processes are consistently incorporated into the Department's program operations, planning activities, and decision-making processes, at headquarters and in the field. Every employee within the DOE Complex shares responsibility to promote, practice, and improve public participation.

CORE VALUES:

Though program-specific public participation activities may vary throughout the DOE Complex, each program will be characterized by the following core values:

- Accessibility: Known avenues to Department leaders who are available, approachable, and open to the public.
- Accountability: Responsibility to the public for its decisions and a willingness to provide explanations for the rationales behind its decisions.
- Accuracy: Commitment to the truth.
- Communication: Open, two-way exchange of information, knowledge, and perspectives between the Department and its stakeholders.

Consistency: Stakeholder interactions marked by regularity and continuity.

Fairness: Objectivity and freedom from favor toward any side.

Honesty: Commitment to fairness, trustworthiness, and straightforwardness.

Innovation: Introduction of new ideas, methods, and approaches.

Openness: Ready accessibility and a willingness to listen to, consider, and respond to stakeholders.

Peer review: Reexamination of key issues and decisions by internal and external peers.

Respect: Consideration and deference in the treatment of stakeholders.

Responsiveness: Timely and empathetic consideration of and response to the needs, wants, and concerns of stakeholders.

Scientific Credibility: Commitment to the pursuit of sound, dependable, leading edge science.

Sincerity: Openness, frankness, and truthfulness in all stakeholder communications.

Time/Timeliness: Adequate amount of time for stakeholders to participate in Department decision-making processes. Timely responses to stakeholder input and requests. Timely Departmental decision-making processes supported but not hindered or delayed by public participation.

ACCOUNTABILITY: Senior departmental, program, and field managers are accountable for assuring that public participation activities meet the goals of this policy and the needs of stakeholders; are fully coordinated; and reflect Departmental principles and values. Managers are responsible for implementing plans that assure that public participation needs for their programs or projects are identified and satisfied in the decision-making process. Public Participation is a performance element for these managers.