



# THE MEMPHIS DEPOT TENNESSEE

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## ADMINISTRATIVE RECORD COVER SHEET

AR File Number 313



## Memorandum

**To:** D. Rick Bowlus, CHPPM  
Terry Flynn, Frontline Corporate Communications

**From:** Susan L. Santos, FOCUS GROUP  
David B. McCallum, FOCUS GROUP

**Date:** May 13, 1998

**Subject:** MEMPHIS DEPOT SURVEY RESULTS AND REPORT

We have reviewed the new set of cross tabs and open-ends submitted by Market Development Associates, Inc. of Memphis TN. In addition, we have done an extensive review of the "Executive Summary" given to us by Howard Robertson at our meeting in Aberdeen on April 27, 1998.

The Executive Summary should not only provide results but should focus on their strategic implications. The survey was designed to explore community attitudes, concerns and preferences to assist in improving risk communication activities. The survey also provides useful information to help segment the audience for various messages.

I have had two brief phone calls with Shannon Kellogg, the substance of which is also included in this memo. I recommend that these comments and my marked up version of the "Executive Summary" be forwarded to Trust Marketing and Market Development Associates for revisions.

### Data Analysis

1. In terms of the data analysis, I was concerned that we only received cross tabs. The primary cross tabs do give some insights into attitudes, issues and concerns of the audience groups in the community. David and I previously discussed an exploratory factor analysis on several of the cross tabs to see whether we could determine if in fact correlations exist and if so, the strength (and direction) of the correlation. An exploratory factor analysis would be helpful in looking at the correlations among responses that are implied by the cross tabs, e.g. that the more affluent homeowners are the most concerned group. In my follow up call to Shannon she indicated she had attempted to run several analyses but none were possible. I asked Shannon to go back and specifically look at perceived job performance, perceived trust levels, etc. that would be helpful in designing communication strategies.

memphis.chppm.memo.May 13, 1998

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I had my research assistant run a few correlations on SPSS using the data emailed to us looking at distance from the Depot. None of these were significant at the .05 level. However, we did not have the code sheets to recode data. Market Development may need to do this. At a minimum, the survey firm needs to appropriately "write-up" their data analysis and indicate what was possible/not possible. Also, because of the small size of the survey, it may be important to look at trends even if the confidence intervals are wide.

2. In several of the questions, we had the firm only ask respondents half of the list of responses (e.g. question 8-10, 13). In reviewing the cross tabs for these questions, it does not appear that the survey firm adjusted the sample size. How split samples were analyzed and reported needs to be clarified. It would be clearer to adjust the percentages by taking the *no* answers out.
3. The information preferences that are derived from the survey should be discussed further. Expressed preferences are notoriously skewed. The data indicate that most people want to be kept informed, but not involved and that they are unclear as to what information they need. Working with specific documents and materials in focus groups may be necessary to clarify this question.

### Executive Summary

4. While in general the summary report offers some interesting insights and summarizes many of the survey's key findings, on a whole it is incomplete and not at all a stand-alone document that could be distributed. For example, the report needs an *Introduction* section and a *Methodology* section that describes:
  - The purpose/goal of the survey
  - How the sample was selected
  - A description of the analysis including mention of confidence limits, significance, etc.
5. The results themselves are not presented in a systematic way that offers a big picture. At times results go back and forth. I suggest using headers which correspond to major sections/questions of the survey. Going from general views about the community to the more specific reactions to the Depot would perhaps be a better way to discuss results. For example, crime and drugs were mentioned by 40% and 14% respectively. Only 3% (7 people) mentioned the Army Depot as the greatest threat to health and well being.

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6. More discussion about the various subgroups within the community based on level of involvement should be provided. For example, some analyses of the large number of *don't know* responses to certain questions might be helpful. Because the environmental justice issues are very important at this site, more specific analyses in this area could form a section of the summary. For example, those people who do not mention a facility in the community that is threatening are more likely to trust authority (EPA, managers at the Depot, etc.)
7. When charts and/or graphs of results are presented, the question needs to be included.
8. Results should be systematically reported, e.g. Nearly one third (31%) or more than half (53%), etc.
9. There should be a separate section on *Implications/Recommendation*. Market Development did not really do this and in some instances, their discussion of implications is not substantiated. Recommendations include:
  - Use of trusted intermediaries to disseminate information to the community;
  - The need to target certain segments of the population as supported by the results;
  - Activities to increase visibility of Depot cleanup actions and raise general public awareness;
  - Ways to capitalize on the optimism that working together the problems at the Depot can be managed.

We can discuss these and other possible recommendations in more detail with you.

10. The Executive Summary should provide the demographics of the sample.
11. We ran some separate analyses looking at distance from the Depot. In most instances, the distance is not significant in terms of the findings, however it would be useful to have Market Development include a few graphs to illustrate how distance from the Depot influences responses.

The remainder of the comments correspond to pages in the Executive Summary. I have also attached margin comments on the document.

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Item 1: Drop reference to "respondents surveyed were an informed group..." Although 9 out of 10 were familiar with the Depot (206 out of 224 respondents) they were not, in general, knowledgeable about conditions at the Depot as indicated by the series of knowledge questions. The median and mode responses for all eleven categories of information sources is "none". As written, the results overstate the level of awareness and concern. 12% listing the Depot as a threat on an unaided basis is not an indication of a highly informed population. In fact, the level of concern may be due to a lack of information.

Market Development should compare those indicating concern with the knowledge and trust series of questions.

The report also indicates the primary respondents that named the Army Depot as a threat are African-American, although accurate it is not significant. Of the 255 respondents, 83.9% [214] are African-American.

The group who named the Depot as a threat may be a concerned group overall as indicated by the response to the attitudinal question that they do not feel there are any environmental issues too small to worry about. As we indicated in our review of the initial cross tabs, Market Development should try and develop profiles of respondent segments as differentiated by the data. This will help the Depot determine how to best engage various audiences and determine what level of information may be most relevant. All major findings should be broken out (by percent) in terms of distance from the Depot and other relevant demographic information (income and education level and age). More of the analysis about the specific concerns about the Depot should focus on the closed end questions where there are more respondents.

Item 2: This finding is supported by the data. 55.4% of the respondents were bothered "a great deal" or "somewhat" and 29.65% were "not bothered at all". If the responses of "not too much" and "not at all" are combined the cumulative percentage is 42.9%.

Item 3: The recommendation that communications from the Depot targeted toward the older, educated and more affluent groups should concentrate heavily on facts and solutions is not supported one way or another by the data except that they are more likely to be involved. A more fully developed discussion of how the data relate to the recommendation should be provided.

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The whole section on *Sources* should be expanded. This is a key area in designing a risk communication program. These findings need to be framed more broadly looking at the positive and negative attributes of a number of sources. The information on page 4 should come first. The most trusted sources, friends, medical professionals, (including local public health officials and ministers) are all sources to be considered for intermediaries. Their level or perceived knowledge will then influence how they deliver the message and the kind of technical support they may need.

Item 1: What is the basis for this finding?

Item 2: The discrepancy between those sources perceived as knowledgeable and those trusted is consistent with other survey results based on a nationwide sample. In a national survey<sup>1</sup>, while industry officials were seen as the most knowledgeable group, they were all considered the least trusted source. Market Development should look at the significance of the relationships between getting information, knowledge and trust. I disagree with their interpretation of the credibility of ministers. Ministers were in the top ranking of trusted sources while they were seen as one of the least knowledgeable (see my margin comments).

Further, I disagree with the interpretation that friends/relatives, doctors and ministers are "not thought of as the best sources of information on the subject". While these groups are not perceived as knowledgeable, their trust rankings indicate they would be important intermediaries.

Item 3: I disagree with their conclusion. Regardless of whether you can convince someone of knowledge level or competence, trust ends up being the key factor in determining whether information will be believed.

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<sup>1</sup>McCallum, D., Hammond S., and Covello, V. (Fall 1990). "Communicating About Environmental Risks: How the Public Uses and Perceives Information Sources." Revised for Health Education Quarterly, 349-361.

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- Item 1: The high concern over exposure to cancer causing chemicals is consistent with other general population surveys. In the Baseline<sup>2</sup> and Six Community Survey<sup>3</sup>, over 80% felt that they were likely to get cancer if exposed. Again, stating that those who "strongly agree" are more likely to be African-American is an overstatement since 83.9% of the sample was African-American.

The executive report, on page five, refers to *"Roughly half of the respondents feel that officials are interested in public opinion of the environmental condition at the Depot. This mirrors the results of previous questions involving the trustworthiness of Depot Managers (only 10% said they trust them 'a lot'). Overall, in society today there is a general distrust of big business and government."* The fact that roughly half of the respondents or 51.8% report they feel the officials are interested does not logically lead to the conclusion regarding the managers trustworthiness. The statement following that comment conflicts with the first sentence.

Additionally, the Executive Summary states that *"further, more than half (55%) of these respondents did not feel that a solution to the problems at the Depot would be found by working together..."* This implies a large segment of the respondents when in fact this 55% represents 34 of 255 respondents or 13.6% of the individuals surveyed. This finding is being cast in a negative light when it could be portrayed as a positive finding of importance to the Depot's future community relations efforts.

- Item 2: Market Development should further explore the profile of more educated, younger, earning > \$20,000 and moved to area less than 5 years ago, to the older, more affluent and lived longer than 15 years group referenced as seeing the Depot as a threat.

Indicate overall percent of sample and number of respondents for the next two points (see margin comments).

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<sup>2</sup>Santos, S. and McCallum, D. (April 1993). Kanawha Valley Health Effect Study: Risk Communication Research Project, Focus Group and Key Interviews Project. FOCUS GROUP, Medford, MA.

<sup>3</sup>McCallum, D. and Santos, S. (1994). Public Knowledge and Perceptions of Chemical Risks in Six Communities: Follow-Up Survey Results. U.S. Environmental Protection Agency, Washington DC.

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What is the profile of respondents who agree that a community spirit could help solve problems and feel progress is being made. Is this group an identifiable segment? If so, we want to target them.

Item 3: This item seems out of order. Put with other attitudinal questions.

#### Page 6

Item 1: How does job performance rankings compare to demographics and levels of concern? Again, we want to try and segment the audience. Are job performance ratings correlated? In our national surveys, people who rank job performance as good were those who were satisfied with what was going on and this group tended to rank all groups as good performers'.

The findings discussed on page six of the report are based on small numbers when considering the overall sample size. *"About one-quarter of respondents"* which equates to 64 respondents. Further analysis than considers 5% of these 64, *"Information heard by at least 5% of these respondents..."* this equates to 3 respondents. Describing the open-end response for such a low percentage or respondents represented is overkill. The real significance is the low level of awareness. It would be helpful to track news coverage or notices mailed during this three month period to put into context how much information was actually disseminated by the Depot versus information heard.

#### Page 7

Item 1: Reword statement about homeowners having "more at risk", it is misleading. Further, 65% of the respondents were homeowners so the data would naturally fall in this direction. It would be more useful to explore proactive information seeking to distance from the Depot and homeownership. The 83% is incorrect. Percent reported attending a meeting is 15.7%. The 83% did not attend. Further, the profile of those who attended a community meeting should be expanded on even though the numbers are small.

Item 2: More than half of entire group? Compare this to earlier statement about whether they were bothered by Depot. These are consistent. Add question to the pre-chart.



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- Item 1: On page eight of the report they indicate that "...97% of the respondents agreed either strongly or somewhat that working together, residents and the Depot can find solutions." The total is 87%, but that does not change the significance of the optimism. This general optimism is contradictory to the statement that 60% of the respondents feel that it is still a problem because it mostly affects the African-American community. Here it would be beneficial to run more analysis using the existing raw scores and also collapsing some of the data categories and running some further analysis. We did not have the code sheets to be able to do this. This is a key finding which should be stressed. There is an optimistic group which should be targeted. Compare demographics and distance for this question.

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What is the significance on this question? Attending the RAB is ranked the least useful of the four activities.

The questions on illnesses should be put into some context and related to earlier questions on concern over cancer.

Other

There needs to be a summary and some further discussion of the open ended questions. For the questions of "Looking at all aspects of your life in this community, what do you think are the greatest risks threatening your family's health and well being." Factoring out the consideration of the first two responses - crime and drug use - reanalyzing the data would possibly give some interesting results. Recoding other variables such as information received and collapsing that from eleven categories to two, i.e. governmental and non-governmental or possibly into one would also allow them to analyze that section of the data concerning the amount of information the respondents had. Where they got their information and the trust levels could be analyzed for significance.

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# *Army Depot Community Study*

Prepared for:  
Trust Marketing



**MARKET DEVELOPMENT ASSOCIATES, INC.**

DIRECTION THROUGH RESEARCH SINCE 1975

Memphis      Dallas      Atlanta

Phone: 800.480.8334

Fax: 800.480.0861

[www.MDARESEARCH.com](http://www.MDARESEARCH.com)

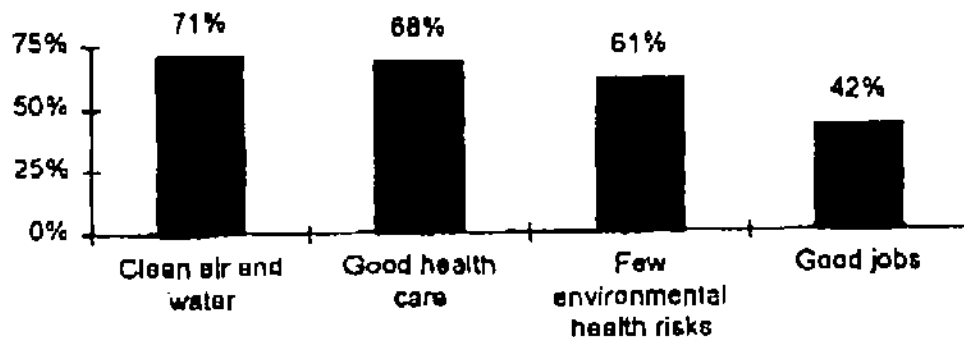
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Need introduction  
why conducted  
describe survey  
methodology, sample  
size, etc.



## Executive Summary

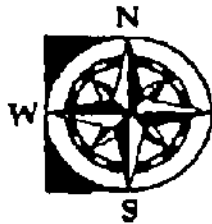
- Overall, most respondents felt that the quality of life in the community around them was positive, as evidenced by their opinion of the air and water supply, health care, lack of environmental risks and good job availability.
  - Those who were positive about these four issues were the most positive about other issues surrounding the Depot and the environment. Conversely, those who were negative toward these four issues were also the ones who were the most negative regarding questions about the Army Depot and its effects on the community.



① Add Q's in Fr  
those where we  
give results  
② consistency b  
% vs one third  
half, etc

- Only 30% of respondents felt that there were facilities or locations in their area that posed a threat to the safety of human health or the environment. Among these people, their biggest concerns were:
  - Army Depot (39%)
  - Chemical manufacturing plant (8%)
  - Land fill/garbage collection facility/dump (4%)
  - Military installation (4%)
- Among those who felt there was a threat, roughly half were bothered "a great deal" and one-third were bothered "somewhat".

differentiate those living within 1 mile radius &  
those further away



## Executive Summary

*difference in distance*

- Respondents surveyed were an informed group to discuss the issues studied, as more than nine out of ten respondents said they were familiar with the Army Depot. ~~Less than~~ on an unaided basis, 12% said they were concerned that the Army Depot posed a threat to the safety of human health or the environment.

*Separate out  
this is key  
segment of  
group most  
concerned*

X - Those that named the Army Depot as a threat were primarily:

- 50 years or older; African-American; live within a mile of the Army Depot own their homes (and for more than 15 years); and do not feel there are any environmental issues too small to be concerned about.

*- 1% of this  
- what %*

- When asked specifically about the Army Depot (only those who said they were familiar with the Depot) and its various effects to the community, roughly half were either bothered a great deal or were bothered somewhat. Roughly one-third said they were not bothered at all.

*(55.4%)*

*Less than (29.6%)*

- Those who were bothered the most by the Army Depot (said "a great deal") were:

- Typically older; better educated and more affluent. They also did not have a good opinion of how different agencies are keeping Memphis safe. These respondents also feel that things at the Depot have worsened over the past two years and that there has not been much progress made toward addressing the environmental problems at the Depot. Further, these respondents do not feel that there are some risks too small to worry about.

*30% worse  
given 100*

→ " Communications from the Depot targeted toward this subgroup of people should concentrate heavily on facts and solutions.

*two strong  
without more  
contact*

- As shown in the chart below, toxic substances in the air and water pose the largest concern among those surveyed, followed by health dangers, long term environmental damage and a decrease in property values.

Thinking about the Army Depot, are you bothered a great deal, some, not too much or not at all by...

	Total Bothered*	Great Deal	Some	Not At All
Toxic substances that go into the air or water	61%	41%	20%	24%
The danger it poses to health	55%	31%	24%	31%
Long term damage to the environment	55%	35%	20%	30%
A decrease in property values	51%	32%	19%	35%
Average	56%	35%	21%	30%

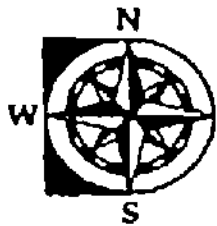
\*Total Bothered = Good Deal + Some

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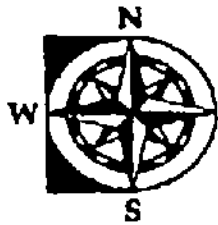
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## Executive Summary

- At this time, it is not so critical to know where people are currently getting information as it is to determine if they believe the sources and if they feel the sources are knowledgeable.
- Respondents are not completely trusting of each source of information regarding the risks that chemical or hazardous waste pose to their community. Further, the sources they say they trust the most are not necessarily the most knowledgeable on the subject.
  - Although friends/relatives, news reporters and ministers top the list as current sources, not all rate high in ~~trustworthiness~~ being knowledgeable about the subject at hand.
    - » According to the results from this study, the Shelby County Health Department would be the best venue for the Army Depot to dispense information, followed by the US EPA. This finding is supported by the relationship between the trust scores and the knowledgeable scores.
    - » Friends/relatives, doctors and ministers are held in high regard as to the trustworthiness factor, but they are not thought of as the best sources of information on the subject. ~~this is an oversight~~
- The Army Depot should find the one or two sources which have the highest combination of trust and knowledge rankings to deliver future news releases. It will be more difficult to change a respondent's view of trustworthiness of an individual or agency than it will to convince them of that individual or agency's knowledge.

The charts on the following page show the percentages of respondents who replied "a lot" to these issues as well as the place rankings for each category.



## Executive Summary

Thinking about the possible risk of chemicals or hazardous waste from facilities in the Memphis area . . . please respond a lot, a little, not too much or not at all to . . .

Where do you get the most information from?  
How much do you trust each of these sources?  
How knowledgeable is each of these sources?

### % of "A Lot" Responses

	Get Information	Knowledgeable	Trust
Friends/Relatives	6%	16%	40%
News Reporters	6%	26%	21%
Shelby County Health Department	8%	53%	31%
Ministers	8%	18%	28%
State Government Officials	5%	55%	14%
US EPA	5%	57%	19%
Doctors	4%	37%	31%
Local Environmental Groups	4%	34%	18%
Corps of Engineers	3%	45%	13%
Army Depot Managers	2%	53%	10%
City of Memphis Officials	2%	39%	14%

*Significance*

### Place Rankings

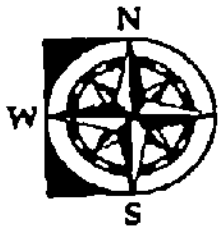
	Get Information	Knowledgeable	Trust
Friends/Relatives	1	11	1
Shelby County Health Department	2	4	2
Ministers	3	10	4
News Reporters	4	9	5
US EPA	5	1	6
State Government Officials	6	2	8
Doctors	7	7	3
Local Environmental Groups	8	6	7
Corps of Engineers	9	5	10
City of Memphis Officials	10	8	9
Army Depot Managers	11	3	11

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## Executive Summary

- There is a relatively high concern about exposure to known cancer-causing chemicals. Nearly nine out of ten respondents (87%) say that exposure leads to a high risk of getting cancer later in life.

- Those who have the highest agreement of cause and effect ("strongly agree" that exposure leads to cancer) were more likely to be: African-American; unemployed and in the lower income/lower education brackets.

Roughly half of the respondents feel that officials are interested in public opinion of the environmental condition at the Depot. This mirrors the results of previous questions involving the trustworthiness of Depot Managers (only 10% said they trust them "a lot"). *Overall, in society today there is a general distrust of big business and government. Again these results are consistent with...*

- Those who said they were in strong agreement that the officials were not interested (25%) tended to be: more educated (completed high school or better); younger (under 50); earn over \$20,000; moved into the Depot area less than 5 years ago; and have a negative opinion as to the job performance of agencies in keeping Memphis safe from the risks of hazardous chemicals.

Further, more than half (55%) of these respondents did not feel that a solution to the problems at the Depot would be found by working together, indicating a general distrust as well as closed minds on the issue. Fewer than 20% of these respondents felt that things have gotten better at the Depot over the past two years.

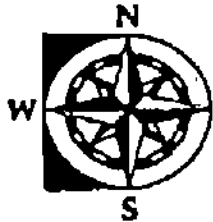
- Those who are in agreement that officials are interested (52% strongly + somewhat agree) believe a community spirit could help solve some problems and generally are positive about Depot issues (don't think things have gotten worse and feel progress is being made).

- Forty-one percent disagreed strongly that there are some environmental risks too small to worry about and an additional 16% disagreed somewhat.

	Agree		Disagree		Don't Know
	Strongly	Somewhat	Somewhat	Strongly	
Exposure to a cancer-causing chemical brings likelihood of an individual's getting cancer later in life	67%	20%	5%	3%	5%
Army Depot officials are interested in what the public has to say about environmental conditions at the Depot	24%	28%	14%	25%	9%
There are some environmental risks that are too small to worry about	20%	18%	16%	41%	4%

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## Executive Summary

- When asked about various entities on their job performance in relation to keeping Memphis safe from the risks of hazardous chemicals, reaction was generally negative. Ten percent or fewer felt that any of the entities did an "excellent" job and roughly half felt that the job performance was fair to poor.

Compare  
this to  
trust

	Positive			Negative		
	Positive	Excellent	Good	Negative	Fair	Poor
Shelby County Health Department	43%	10%	33%	47%	34%	13%
Local Environmental Groups	33%	8%	24%	49%	35%	14%
Army Corps of Engineers	31%	6%	25%	46%	30%	15%
US EPA	29%	8%	21%	50%	38%	14%
TN Dept. of Environmental Conservation	25%	7%	18%	52%	25%	27%
City of Memphis	24%	8%	16%	65%	38%	25%
Average	31%	8%	23%	52%	33%	18%

- About one-quarter of respondents have heard any news surrounding the Army Depot in the past three months. Information heard by at least 5% of these respondents were:
  - Reuse (28%)
  - Information about meetings (20%)
  - Hazardous chemicals stored/left on site (17%)
  - Clean up (16%)
  - Chemical contamination (8%)
  - Health concerns (8%)
  - Employment (5%)



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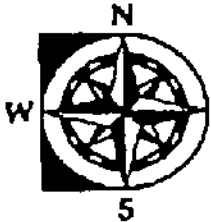
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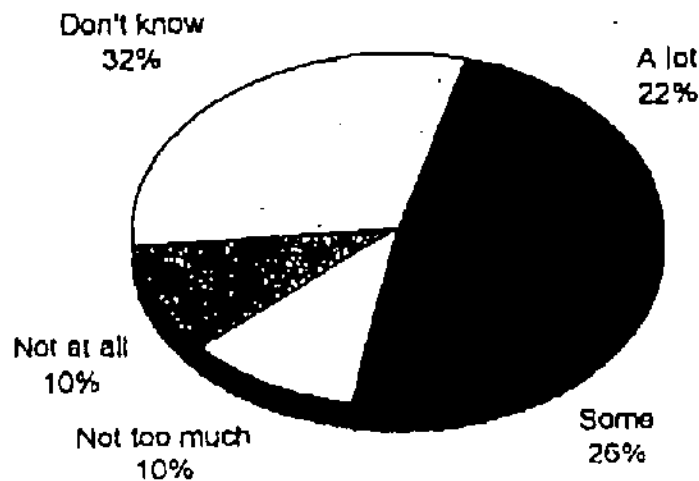
## Executive Summary

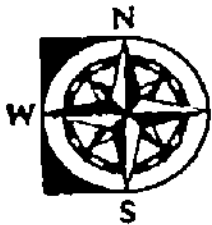
- The primary sources for the heard information were: news media, friends and family, community/activist groups, mail, attending meetings, personal experience and by Depot workers.
  - The majority of respondents (94%) have not been proactive in seeking information about the environmental conditions at the Depot. Homeowners were more proactive, which makes sense because they have more at risk. *> it would*
  - Likewise, only 83% said they have attended a community meeting about the Depot. Those who are most likely to have attended a meeting were more likely to:
    - " Live within a mile of the Depot; own a home in the area; feel the Depot poses some threats and that it affects minorities and do not think that any progress has been made to address the problems at the Depot.
- More than half (58%) feel that the Depot poses some threat to the environment.

*of which group*

*question*

*What is this on*





## Executive Summary

- the majority of*
- Even though respondents don't feel that much progress has been made in the past in solving the Depot's environmental problems and things in the past two years have not gotten better, respondents were still generally in agreement in feeling their opinion can count in future dealings with the Depot. This is evidenced by the fact that 97% said they agreed either strongly or somewhat that working together, residents and the Depot can find solutions.

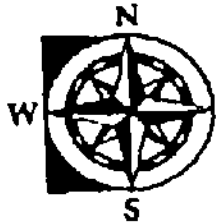
*trust  
also by land  
disappears*

	<u>Progress</u>		<u>Situation</u>
A lot	6%	Better	14%
Some	28%	Worse	14%
Not too much	22%	Same	50%
None	13%	Don't know	22%
Don't know	32%		

	<u>Agree</u>		<u>Disagree</u>		
	<u>Strongly</u>	<u>Somewhat</u>	<u>Somewhat</u>	<u>Strongly</u>	<u>Don't Know</u>
By working together, community residents and the Army Depot can find a solution to the problems at the Depot	65%	22%	5%	3%	8%
The Depot is still a problem because it mostly affects the African American community	43%	17%	6%	13%	20%

- Respondents gave a high level of importance in having more information targeted toward the community as well as having African-Americans more involved in Army Depot discussions. Of least importance was having more African-Americans on staff at the Depot.

	Important		Not Important		
	<u>Very</u>	<u>Somewhat</u>	<u>Not too much</u>	<u>Not At All</u>	<u>Don't Know</u>
More information targeted toward the community	85%	7%	3%	3%	2%
Involvement of African-American community members in discussions about the Depot	81%	9%	3%	3%	4%
More African-American staff at the Depot	58%	19%	7%	8%	6%



## Executive Summary

- Half of those surveyed don't feel that much has changed toward having more information available about the Depot over the past year, but 4 out of 5 said they would like to receive information. The best venues for receiving information among this sample (those who said "yes") would be updates as things occur, a periodic newsletter and an 800 number to call with questions.
- Only 46 respondents (18%) could recall receiving information about the Depot from the environmental groups prompted. The DDMT - Concerned Citizens Committee and The Depot Restoration Advisory Board were mentioned the most often (9% and 6%, respectively). Most people said that the information from these sources was useful or very useful.

### Personal Interest

#### (% Very)

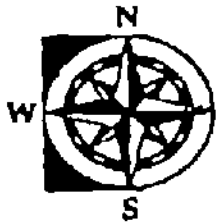
Updates as things occur	80%
Periodic newsletter	77%
800 number to answer questions	77%
Community meetings	54%
Monthly meetings at the Depot	43%

- Results of health and environmental risk evaluations as well as plans for clean up activities were the most mentioned topics that area respondents felt would be the most useful to them. Shown below are the percent of respondents who replied "very" useful.

### Usefulness

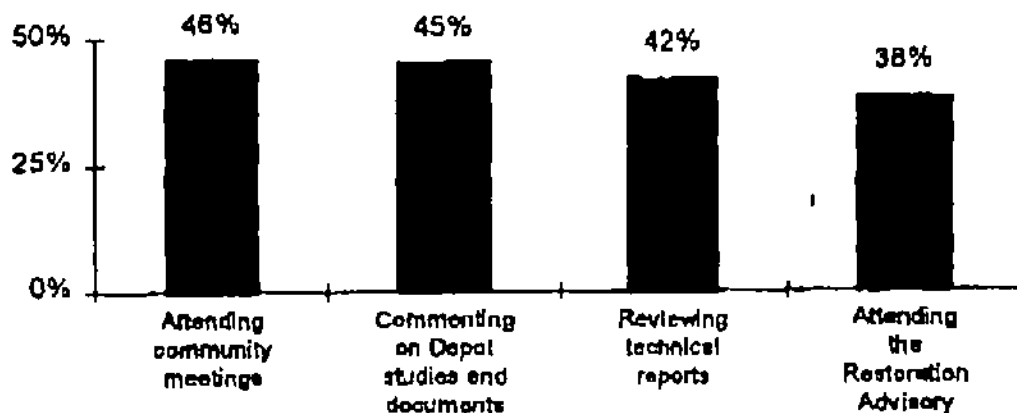
#### (% Very)

Results of health risk evaluations	88%
Results of environmental risk evaluation	80%
Plans for clean up activities	80%
Results of environmental sampling	76%
Possible future uses of the Depot	85%



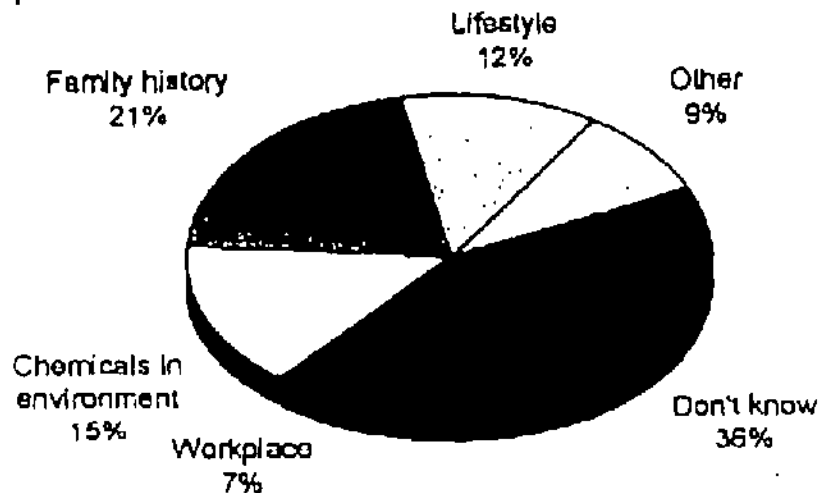
## Executive Summary

- There was very little difference in the perceived usefulness of each of the four activities measured. Community meetings and the opportunity to comment on Depot studies and documents topped the list of usefulness to respondents.



- Twenty-seven percent of all respondents said that they or a member of their family suffered one of the illnesses read to them. The share of mentioned causes are shown in the graph below.

put in  
context to  
level of  
concern



**FINAL PAGE**

**ADMINISTRATIVE RECORD**

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