March 28, 2008

MEMORANDUM TO: Chairman Klein
Commissioner Jaczko
Commissioner Lyons
Commissioner Svinicki

FROM: Luis A. Reyes ***/RA/***
Executive Director for Operations

Eliot Brenner, Director ***/RA/***
Office of Public Affairs

SUBJECT: ACTION PLANS REGARDING WEB RE-DESIGN AND PUBLICATION IMPROVEMENTS

Early last year, the Nuclear Regulatory Commission (NRC) concluded work on a contract that was awarded to Information Experts to conduct focus groups of residents living near four nuclear power plants, and activists-at-large, in order to understand how the American public perceives the NRC. The Commission subsequently requested the staff to provide a course of action based on the contractor's report. This memorandum transmits those actions.

Specifically, the research was based on a fundamental, central question: "How does the American public perceive the work of the Nuclear Regulatory Commission?" The contractor's findings were detailed in a report entitled, "Gauging Public Perception: External Focus Group Findings, Analysis and Communications Recommendations for the U.S. Nuclear Regulatory Commission," (Enclosure 1) which was transmitted to the Commission on March 22, 2007.

As background, 10 focus groups were conducted between November 2006 and January 2007, consisting of eight in-person sessions in four locations and two teleconferenced sessions. One focus group was composed of the population at large and another was composed of nuclear energy activists. A total of 82 people participated in this study.

In their report, Information Experts described a number of high-level, strategic recommendations. Based on resource considerations, and the initiatives that we believe would resonate most broadly with the general public, the staff will take the following actions as an outcome of this report:

- NRC will improve its public Web site by redesigning it to be more "citizen-centric" with appealing graphics and visuals that will make the site warm and inviting, bundle information so that target groups like the media, professionals and teachers can more quickly locate information, and upgrade it to reflect current Web technology.

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- NRC will improve its printed products by redesigning them with more appealing graphics and visuals; creating a brochure that would serve as a structural template for NRC messaging and design; updating its Style Guide, and updating frequently used NUREGs and reports.

Another recommendation in the report, "Create an internal communications initiative to enable all staff to embody new approaches, leveraging current communications vehicles such as the Executive Director for Operations (EDO) Updates, NRC Reporter newsletter and Commission briefings," has already been underway for some time. The Branding Initiative has improved the professional look and consistency of agency publications and is used extensively on most, if not all, of the agency's printed and Web products. In addition, through vehicles like the NRC Reporter, EDO Updates, staff meetings and network announcements, the agency has placed a high priority on informing the staff of important initiatives of which they need to be aware. The success of these initiatives was demonstrated by results of the 2005 Office of Inspector General Safety Culture Survey, and the more recent All Employee Survey, where a majority of respondents reported high satisfaction with the internal information they received from a variety of sources. Enhancements to the public Web site and NRC publications will be factored into this internal communications initiative.

Internally, these improvements should reduce staff frustration and improve the efficiency of document reviews and support services. Externally, these improvements should foster public confidence through clear communication and consistent editorial style. As you are well aware, the resurgence of interest in nuclear power, the increase in licensing activities, and general expanded public awareness of the NRC will increase demands and expectations for NRC openness and clear, consistent and transparent communications. These improvements could also aid in furthering the NRC's Strategic Plan to establish openness as an organizational excellence objective to appropriately inform and involve stakeholders in the regulatory process.

The Office of Information Services (OIS) and the Office of Administration (ADM) were tasked with providing action plans to redesign the Web site and improve printed products, respectively.

OIS Action Plan

This plan (Enclosure 2) describes a four-step process that includes: (1) improving the agility of the Web publishing process (which could support ADM's work on improving publications and posting them online) by creating a secure Web-based publishing platform so that the agency can publish to the site in a secure manner from anywhere at anytime across the Web; (2) researching and analyzing data from external and internal users of the site to determine their needs; (3) redesigning the site and developing templates for future site improvements; and (4) improving the availability of the public site even during heavy use, and providing a means for hosting all publically available NRC Web content, including streaming audio and video.

ADM Action Plan

This plan (Enclosure 3) includes revising and converting NUREG-1379, "Nuclear Regulatory Commission Editorial Style Guide," last published in October 1989, to a portable document format/hypertext markup language (PDF/HTML). The revised guidance will encompass technology and policy changes, such as the migration to Microsoft Word, Web technology, the use of plain English, and the Branding Initiative. ADM also plans to prepare templates for the

Branding Initiative which will aid in applying publication standards and contribute to a consistent look and feel, resulting in the more polished dissemination of public information. A proposal to re-design several NRC publications that receive high stakeholder interest is also included. Much of this effort is already ongoing. Additional effort for re-designing would occur in FY 2009-2010.

Resources

Resources required to implement the actions described in this memorandum are:

	FY 2009		FY 2010		Total	
	$(M)	FTE	$(M)	FTE	$(M)	FTE
Web Redesign						
OIS	1.5-2	1.5	FY 2009 thru FY 2010		1.5-2	1.5
Other Offices		1.5	FY 2009 thru FY 2010			1.5
Subtotal	1.5-2	3.0			1.5-2	3.0
Printed Products						
ADM			.092	2.0	.092	2.0
Subtotal	0	0*	.092	2.0	.092	2.0
Total	**1.5-2**	**3.0**	**.092**	**2.0**	**1.6-2.1**	**5.0**

In order to begin work, these resource needs (both dollars and FTE) will be addressed in the FY 2009 mid-year resource review or during the development of the FY 2010 budget. Regarding the Web Redesign, it is believed that all but one of the OIS FTE can be absorbed within existing Web staff.

Both action plans are enclosed to provide specific information on the resources needed and steps required to complete these initiatives.

We intend to have OIS proceed with the redesign of the public Web site in FY 2009, and have ADM proceed with their plans to improve the publication process and printed products.

*less than a fraction of an FTE

Enclosures:
1. Focus Group Findings
2. OIS Action Plan
3. ADM Action Plan

cc: SECY
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GAUGING PUBLIC PERCEPTION: EXTERNAL FOCUS GROUP FINDINGS, ANALYSIS AND COMMUNICATIONS RECOMMENDATIONS FOR

U.S. Nuclear Regulatory Commission

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OBJECTIVES / TABLE OF CONTENTS

OBJECTIVES OF THIS DOCUMENT

- Propose recommendations for future communication strategies.
- Clarify points presented at the recommendations presentation.
- Demonstrate sample communications to demonstrate tactical recommendations points and possibly to serve as conceptual directions for future outreach materials.
- Describe research methodology.
- Present focus group findings.

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EXECUTIVE SUMMARY

The United States Nuclear Regulatory Commission (NRC) is aware that earning the public's confidence is a vital factor in enabling the organization to fulfill its mission. The NRC expects that today's level of trust in the work of the NRC will be tested over the next several years. The NCR is anticipating an increase in applications for new facilities, license renewals, and upgrades over the next several years.

Therefore, the NRC seeks to know what the overall level of public interest is, how aware the public is of the work of the NRC, and how the public feels about this work. With this data, the NRC has a firm baseline for outreach communications that assure citizens of the safety and security of nuclear facilities and waste transportation and, subsequently, to improve its outreach communications to the public during this critical period of nuclear growth and discussion.

The NRC contracted Information Experts (IE) to conduct research using external focus groups to "take the pulse of the American public" and to provide communications recommendations based on this research. The project, "Focus Group Research: Gauging Public Perception," was based on a fundamental, central question: "How does the American public perceive the work of the Nuclear Regulatory Commission (NRC)?"

Ten focus groups were conducted, eight in-person sessions in four locations and two teleconference sessions: one composed of the population at large and the other of nuclear energy activists. In total, eighty-two people participated in this study between November 2006 and January 2007.

Key findings were presented on January 31, 2007, detailing the following:

- There is a general consistency of response across the groups, excluding the nuclear energy activists, which had significantly different views than the majority.
- The majority of the respondents were somewhat familiar with the work of the NRC.
- This majority were not overly concerned to have more information unless there is an accident in their local area.
- However, when asked to examine materials more closely, the majority found the additional information interesting.
- Specific publications and materials generated negative comments on quality of photographs, overly technical language, and the abundance of perceived "insider" information.

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- A minority of the focus group attendees expressed skepticism toward the NRC, doubting that the NRC discloses all pertinent information to the public and wondering if the NRC is aligned with industry interests.

Based on these findings and its own review of NRC communications materials, Information Experts presented recommendations on February 20, 2007 that included the following high-level, strategic recommendations:

- Adopt a proactive approach to the communications to clarify the NRC's non-partisan role, and showcase the safety and protection it provides citizens.

- Depict the breadth of responsibility—for instance, incorporating the NRC role within the regulation of healthcare (nuclear medicine)

- Pay attention to the minority viewpoint that expressed doubts about the NRC's impartiality and openness.

- Update and upgrade the Web site to reflect 2007 Web technology and style. We recommend that the site be both official looking and warm and inviting.

- Revise publications to be citizen-centric, clear on the intended audience, with appealing graphics and visuals.

Deeper-level, tactical recommendations for next steps of action are as follows:

- Develop/revise a communications plan to:
    - Set the recommendations in motion across all NRC materials.
    - Capture messaging and image changes
    - Document and prioritize materials for change
    - Identify owners/stakeholders and develop timelines
    - Ensure materials get updated and are visually and textually consistent over time

- Prioritize a re-design of the Web site to be official yet warm and inviting, focused on citizens (with specialized sub-sites for other target groups— media, professionals, teachers) to quickly find "bundled information" on their specific interests.

- Create a new brochure to capture new messaging and design and to serve as a conceptual reference point and structural template for messaging and design.

- Codify understandings and visual recommendations in a Style Guide to be used throughout the NRC for all communications.

- Create an internal communications initiative to enable all staff to embody new approaches, leveraging current communications vehicles such as the *EDO Update*, NRC Reporter newsletter, and commissioner briefings.

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The adoption of these recommendations will be a change for the NRC. Therefore it will be essential to manage this change through an internal communications initiative, where NRC employees throughout the US have an understanding of the importance of these changes and how to implement them. Finally, and very importantly, the NRC should establish methods for evaluating the effectiveness of these changes.

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COMMUNICATIONS RECOMMENDATIONS

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ABOUT THE RECOMMENDATIONS

The recommendations made in this report are based on the focus group research and include our considered thinking on strategic approaches, messaging, and visual cues. In large part, these recommendations are made based on key, actionable research findings as reasonably and practically interpreted. We augment this standard approach with the intuitions and counsel of senior communications professionals.

FOCUSING ON THE NRC'S COMMUNICATIONS, NOT THE NRC

People generally form *brand impressions*—most deeply and significantly through personal experience; secondly through reliable media reports; and thirdly through nothing more than prejudice, arising from such a multiplicity of factors that it would be impossible to research, especially since the subjects would not *know* where their ideas originated.

The audiences' aggregated brand impression of the NRC represents the existing landscape in which the NRC communicates. This impression is subjective, but immediately dismissing it would be unwise. The NRC can use tone, messaging, and visual cues to counter any negative brand impressions, while still maintaing consistent content and objectives.

Our recommendations for the NRC, therefore, must be understood within the context of *communications*. Internal employees have their own paradigms and mental models of what the NRC does and how the NRC works. These recommendations don't change what the NRC does, but do change how the NRC presents itself to the citizenry. The communications materials must start with the citizen in terms that the public understands.

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ABOUT THE RECOMMENDATIONS *cont'd*

LEVERAGING EXISTING RESEARCH AND SUCCESS

While the forthcoming recommendations may indicate much to change about the NRC's communications, this change has an auspicious beginning. The NRC has already completed what few organizations effectively accomplish: asking the audience what they think and how they feel. Such direct research is the foundation for change.

Audience responses were consistent throughout locations and demographics. They rang true for our communications team. These findings and their associated recommendations can significantly impact an improved future state of NRC communication. Such public perception improvements are achievable and worth the effort.

AN ASSUMPTION

A key assumption in these recommendations is that the NRC is interested in proactively changing public perception, for the better, based on the research findings. We feel the need to explicitly state this assumption because the research indicates that the NRC is fairly well regarded and understood. That is, citizens understand that the NRC does some form of regulation in the nuclear area. Further, many are not compelled to learn more, that "no news is good news."

The majority of citizens recognize NRC as a regulatory agency in the nuclear arena and, assuming there are no local power plant safety issues, do not feel compelled to learn more.

If that is a result of the NRC not reaching everyone, this would appear to be an acceptable default attitude for citizens to have. However, the NRC is doing vital work, offers much to citizens, and is embarking upon a critical period of reactor growth. Good communications can increase the number of people with positive viewpoints, improve the understandings and level of respect for all, and otherwise improve public perception.

Therefore, given that the neutral audiences *can* be converted into positive audiences, the NRC is poised to proactively improve public perception to:

- Clarify its non-partisan role;
- Showcase the safety and protection it provides citizens;
- Demonstrate its breadth of services;
- Facilitate its mission; and
- Improve internal understandings of its role.

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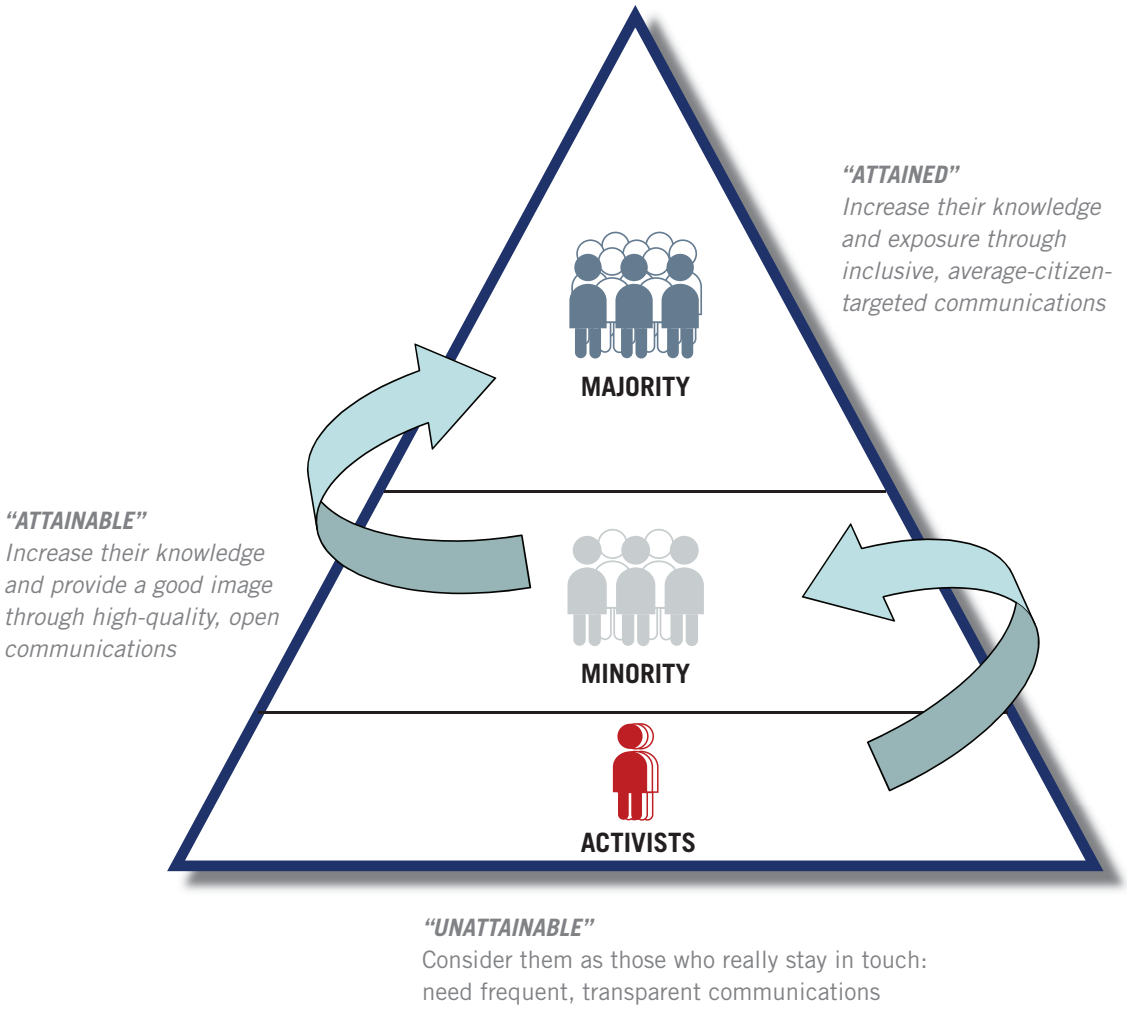
STRATEGIC RECOMMENDATIONS

TARGET AUDIENCE



The pyramid above sorts the NRC audiences into three categories: Attained, Attainable, and Unattainable — corresponding, respectively, to their designations in the Findings: Majority, Minority, and Activists.

Theoretically — and ideally — each audience can be moved up the pyramid (from low understanding/regard/acceptance to high understanding/regard/acceptance) through improved communications. More realistically, however, the majority can be looked at as already "Attained" and the activists can be viewed as "Unattainable." The minority is an excellent audience to whom to appeal; this "Attainable" group includes those cynical and/or honest focus group attendees that provided iconoclastic views. They have done the NRC a favor with their critical feedback, and they make an excellent target audience for NRC communications.

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STRATEGIC RECOMMENDATIONS *cont'd*

ACTIONABLE FINDINGS

The research identified four actionable findings. These four distinct ideas were voiced repeatedly by multiple audiences. Our interpretations logically follow or are educated deductions.. There was enough unanimity in the findings such that these interpretations largely suggest themselves.

What We Heard	Interpretation
"The only time you hear about them is when something bad happens." *"… never looked for information on nor received information from the NRC."*	Reactive; not engaged with the public.
"They're supposed to work on behalf of the public, but that doesn't always work out."	Distrust.
"… unequivocally pro-nuclear power."	Perception of bias.
"[The publications are] vastly more interesting than expected."	Opportunity!

CHALLENGE: OVERCOMING THREE BAD WORDS

Many prejudicial feelings or associations can arise from the name "Nuclear Regulatory Commission." In no way do these associations suggest that the NRC is improperly named. However, understanding these prejudices can help the NRC overcome these attitudes through effective visuals and messaging, helping people better understand how the NRC protects the public.

The negative connotations of the components of the NRC name are listed below.

"Nuclear"	"Regulatory"	"Commission"
Scary	Big, elitist word	Ad hoc
Death	Control	Political
Invisible	Lobbyist	Investigation
Bomb	Political	After-the-fact
Cancer	Power	Reactive
War	Behind-the-scenes	DC only

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STRATEGIC RECOMMENDATIONS *cont'd*

WHAT SHOULD BE LEVERAGED

The following are NRC communications assets, positive qualities that NRC communications currently possess that can be employed in greater priority, prominence, or consistency. The more the public understands these qualities, the more respect they will have for the NRC.

LEVERAGE these assets. They're good; make them even better.

The broadness of the NRC's role. The NRC is too closely associated with one image, one area of concern: nuclear reactors. To broaden that image show workplace, environmental, and healthcare images and content.

The prevalence of nuclear energy. Because nuclear energy is so prevalent, many will take comfort knowing that its ubiquity implies safety and NRC effectiveness. Why aren't there more problems? Because the NRC is doing its job. Nuclear power is everywhere, already a part of our lives, and is safely regulated.

Parellels with other energy sources. Nuclear energy may be thought of as the effective but scary energy source, as opposed to alternatives such as wind power. The more people understand how nuclear power processes parallel processes associated with other energy sources, the better they can feel about it.

The objectivity of science. More people trust science and scientists then they do bureacrats. The look of science will show the expertise and integrated team the NRC possesses. In addition, scientists are often out in the field; NRC should show they are out in communities, learning, monitoring, and protecting.

Science made simple. The NRC performs scientific work. A warm scientific look will show you know it well enough to communicate it in a thorough but approachable manner.

Push communications. The NRC should increase the frequency and variety of communications. "Push" communications are those that are proactively implemented where audiences will be sure to find them, like radio or non-industry print media advertising. "Pull" communications — referring to materials that citizens need to seek out, such as a brochure that would be mailed to all who request it — are not as effective in reaching large and/or new audiences.

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STRATEGIC RECOMMENDATIONS *cont'd*

WHAT SHOULD BE TRANSFORMED

The following are external, negative perceptions of the NRC that need to be transformed through effective communications.

TRANSFORM these perceptions into something more communicative to citizens.

The public's anxiety pertaining to nuclear power. Anxiety prevents understanding. The NRC must help people relax about the idea of nuclear power before these people can approach the issue with a calm, fresh mind—the kind of mind capable of learning something new, thinking new ways, and understanding complex situations.

Skeptical views of the "minority" audience. The minority audience (see Findings) needs more assurance and better information to remove their doubts. Theirs is a healthy skepticism that should be targeted for transformation. This audience is the key that turns the lock.

Perceived lack of warmth. It is possible to be official and warm, but to be both requires a conscious strategic decision and very thoughtful execution. To achieve this dual tone, the NRC should establish its official qualities first, then find small points where warmth can be injected into its communications.

The overall quality of communications is low. The existing NRC communications materials are very outdated. Visual conventions, wording, and many other signifiers indicate very clearly to NRC audiences that something is not current. Readers/visitors will not always know how to pinpoint what is old, but they will feel it right away and have a negative perception. More contemporary-appearing materials convey that the NRC takes pride in itself, its mission, and work its, and that the organization wishes to reach out to its constituents.

The NRC is a big building in Rockville, MD. Communications of a previous generation were concerned with exerting authority, and a representative image suggesting this authority would be the literal depiction of the actual building that houses an organization. But, in today's more value-based, peer-to-peer culture, a more effective depiction of the NRC would be some essential interaction—perhaps a human touchpoint—that explains to citizens in a concise image the value that the NRC provides. Showing a picture of a building is anachronistic, static, impersonal and negatively authoritative; instead, display a dynamic interaction, imbued with meaning.

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STRATEGIC RECOMMENDATIONS *cont'd*

WHAT SHOULD BE INSTILLED

The following are qualities that, if displayed through NRC communications, would improve the public perception of the organization. Unlike the Transform items, these are more tactical items, easier to embody and achieve.

INSTILL these new ideas into the communications.

The NRC's perpetual, protective vigil. The NRC must provide a believable promise that it is always protecting people. Such a promise can be conveyed through a current, dynamic Web site. Frequent updates, timestamped content, and a structure that prioritizes news are components of a Web site for a perpetually active organization.

We are aware that in the event of an emergency the NRC site will swap out for a new site dedicated to a particular emergency. But there is little evidence for confidence that this will happen well—or to come back to this site when it's needed most—based on the current elements and structure.

A community presence and focus. In contrast to merely being a presence at headquarters in Rockville, MD and the DC metropolitan area, inculcate a sense of being national and on-site in communities. This focus will enable people to understand the NRC is where the citizens are, and that the organization provides local information and interaction.

An integrated team of experts. The NRC should not follow that earlier generation mode of describing itself strictly as a bureaucratic organization of "regulators." The NRC will have more authority, credibility, and favorability if people understand that the NRC comprises many types of experts integrated to work together for solutions for the American public.

Interactivity and feedback. Feedback mechanisms cannot be determined at this time, except to say that it is always useful to turn one-way communications into a two-way dialogue. Whether through event blogs, message boards, surveys, focus groups, hosted TV community events, feedback devices on the Web site, or other mechanisms, the NRC will benefit not only in terms of knowledge, but in goodwill obtained for these efforts.

The active voice. The passive voice is standard in scientific communications. However, any layman copy, highlights, overviews, captions, introductions to more scientific areas should be written in the active voice. Active voice is more readable and speaks to accountability, because it tells WHO or WHAT did the action immediately, using the standard subject - predicate model.

Be partial... to the public. The NRC counters arguments of partiality with claims of impartiality, but the best counter might be that, yes, the NRC is partial...to the public. The NRC should ensure that materials are written and designed for citizens, and not for industry professionals.

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TACTICAL RECOMMENDATIONS

CONTENT

The most salient of our findings that have tactical ramifications are listed and interpreted below.

What We Heard	Interpretation
Technical terminology indicates the material is "not for us" but for workers and other industry insiders.	Citizen-focused content treatment is needed.
Positive reaction to particular phrasing/ terminology, such as "Protect the public," "Protect the environment," and "Protection of public health and safety."	Great theme: Protection, protection, protection!

The following information is a sampling of how to improve specific terms and phrases frequently referenced in NRC materials.

	Current	Recommended
Who	Regulators run by a commission appointed by the president to 5-year terms.	An integrated team of scientists, engineers, and experts all across the country dedicated to safe energy.
What	Licensing and nuclear power plants.	Energy, medicine, research, and industry.
Why	To prevent danger and reduce exposure risk.	To conduct nuclear research to support our nation's need for clean, low-environmental impact energy and for advanced technology, while ensuring public worker safety through licensing and regulations.
When	When someone needs a license, periodic inspections, or worst-case scenario.	All the time; ensuring worker and plant safety; before, during, and after any scenario that could arise.
Where	In Rockville, 4 regional offices, on site at reactors.	In communities whose economies include nuclear facilities; in regional offices to serve large concentrations of facilities, and serving the entire U.S. from its headquarters in Rockville/DC.

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TACTICAL RECOMMENDATIONS *cont'd*

WEB SITE

Of all the existing NRC materials, we have the greatest concerns over the Web site for two reasons:

- It is the most visible and most accessed reference, and is the command center for emergency communications; and
- The site inspired mistrust.

A third concern is the target for the site. It is not a citizen-focused website. It needs to have a target audience, which we assume is the American public, even if much of the material is better directed toward industry participants. To achieve this:

- Write in plain, non-jargon language;
- Address citizen needs;
- Find other places on the site to address the needs of other groups; and
- Address industry participants while still putting it into language that citizens could think the info is also for them.

What We Heard	Interpretation
Positive feedback about overall look and navigation; feel that the site is targeted specifically to the general public.	High-level praise is superficial.
"Now Hiring" design/placement suggests "NRC has a difficult time attracting/keeping employees."	Mistrust
Poor quality of images; unappealing	Site does not look official; looks like a small-business site.
"Site is more for industry insiders than for the public" (caption, "No Fear EEO," etc.).	Not an official, rich, citizen-focused experience.
Citizens would seek information from the NRC regarding their local plant, including getting news on a plant safety issue, reporting a safety issue, and finding out how to respond to an accident.	The site is built like a circa-2000 information repository, not a dynamic, maintained interactive communications portal and authoritative news source. There is no reason to have confidence that this site would transform into a helpful "situation room" in the event of any type of concern.
Activists are experienced and frustrated users.	Site does not organize information to make it possible to find information easily.

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TACTICAL RECOMMENDATIONS ***cont'd***

WEB SITE RECOMMENDATIONS

Make the Web site the centerpiece of NRC communications. The NRC Web site offers the most dynamic and cost-effective opportunity to improve public perceptions.

Create a citizen-focused site. Write in plain, non-jargon language and address the needs of independent citizens.

Meet special audience needs through separate sub-sites. Information for media, industry, and local audiences should be bundled into easy-to-find yet distinctly subordinate areas on the NRC Web site.

Dramatically improve the site information flow. The Web site does not look official. It fails to embrace users, to show them how to find what they are looking for, and to highlight how the NRC serves as an important resource. The reorganization of the site should showcase the NRC's national scope, local efforts, and service breadth.

Determine interactivity and online feedback mechanisms. Interactivity means that the site features ways for citizens to do things, in addition to being able to navigate to pages to read from a menu bar. Feedback mechanisms, downloads, forwards, and interesting navigation structures (e.g., a map) could help the site be more lively and fresh — and give citizens the notion that the NRC cares about providing them with a positive experience.

Optimize site for search engine performance. Certain keyword searches should yield NRC first. This demonstrates thought leadership and primacy in an area. Maintaining Search Engine Optimization (SEO) is an ongoing task, and requires well-coordinated design, development, and management of the site.

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TACTICAL RECOMMENDATIONS *cont'd*

Consider blogging. Blogs are issue-driven, online diaries. This forward-looking, time-consuming activity can be of great benefit to the NRC public image. Blogging enables a "blog-worthy figure" at NRC to open up and talk about industry issues in a candid, forthright, leadership manner. Precedence for successful blogging exists in the public sector, including at the SEC, the FTC, NASA, and the Los Angeles Police Department.

The "problem" with blogging is that, strategically, bloggers spend a lot of time appealing to a virtually unattainable audience, the Activists, who will, unlike the general population, read every word. If concerned about the efficacy of blogging, the NRC may wish to host a less time-intensive "event blog," which follows a specific event over a predefined, discrete time period.

Implement RSS feed technology. Really Simple Syndication (RSS) technology is the current manner of publishing frequently updated digital content. The easy-to-implement format allows users to easily syndicate the content, pushing NRC news to more audiences than what the NRC directly reaches. Furthermore, the use of RSS feeds demonstrates that the NRC is at the forefront of emerging technologies.

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TACTICAL RECOMMENDATIONS *cont'd*

PRINT MATERIALS

- Employ a document identification system to show how all the documents fit together into a communications package. These documents can populate categories such as For Citizens, For Healthcare, For Power Industry Professionals, etc.

- Ensure all materials are visually consistent. They should be consistent with respect to visual elements, naming convention, typography, seal usage, voice, photography, and other factors. They should constitute a brand experience, consistent and rigorously managed.

- Update photos, freshening the look, and following new design conventions. By doing so, the NRC will demonstrate currency, relevancy, care, and respect for the audience. Viewers quickly detect outdated photography, and old images hinder the appeal of design.

- Keep images simple, solid, and clear. Every image should serve a purpose beyond "filling space." Simple, uncluttered images allow the audience to quickly "read" the visual elements of the materials and connect these messages with those explicitly stated in the text.

- Know the NRC audience. Every word, image and element in a printed material should be targeted toward a specific audience.

- Give documents descriptive, friendly names. For example, possible titles include "Reactor License Renewals: Process and Status" and "Meet the NRC: Protecting and Informing the Public."

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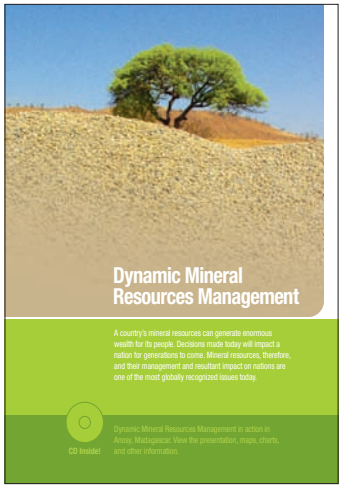
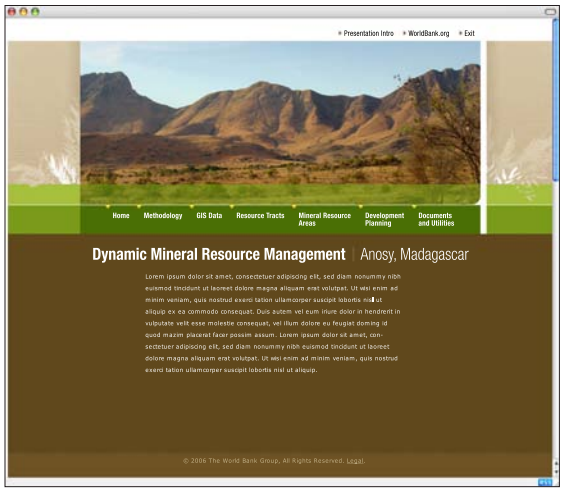
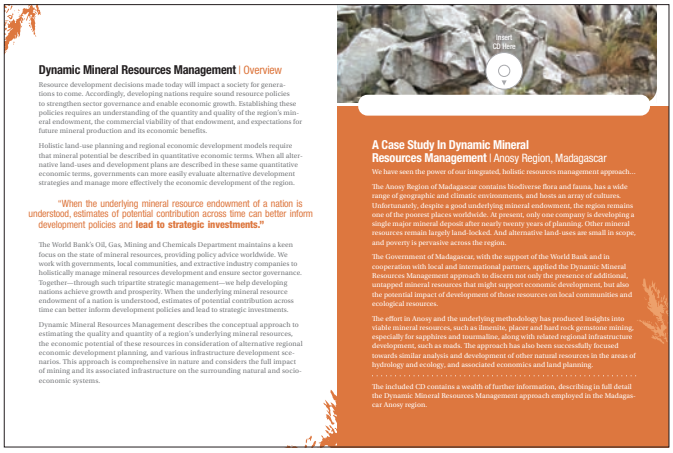
TACTICAL RECOMMENDATIONS *cont'd*

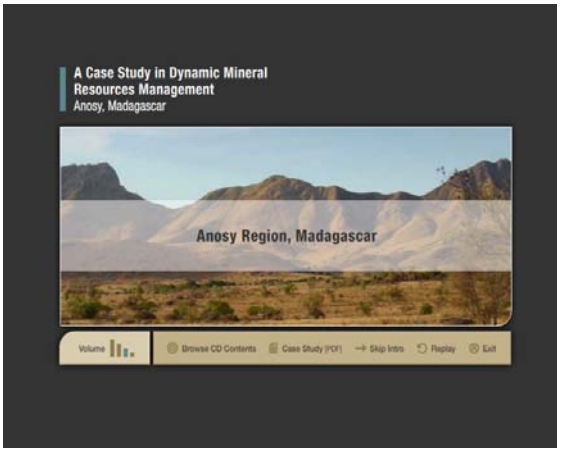
EXAMPLES OF GOOD DESIGN: EXCELLENT PHOTOGRAPHY

Good images lead to good design. Below are some good designs that were made possible by superb photography.









TACTICAL RECOMMENDATIONS *cont'd*

EXAMPLES OF GOOD DESIGN: ACHIEVE VISUAL CONSISTENCY

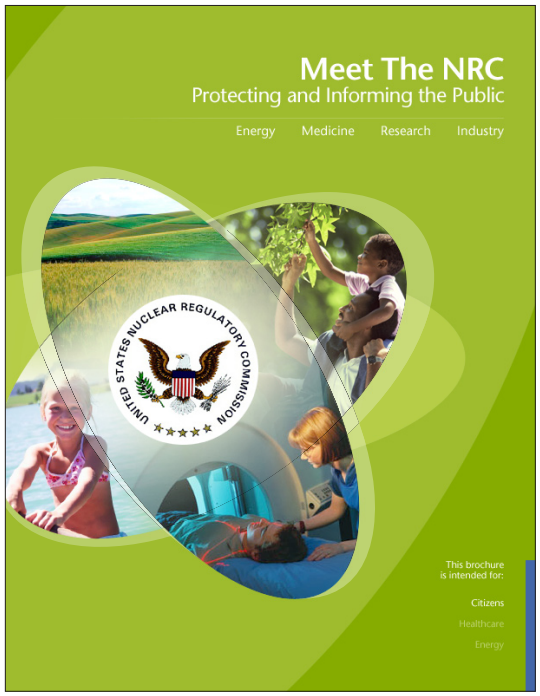
Materials should be visually consistent. Below are four unique brands that are visually consistent within their own system. When audiences see one of these individual pieces, images and messages from previously seen materials are reinforced. This efficient approach eliminates the need for citizens to reappraise the organization during each separate encounter with NRC materials.

GoLearn
Transforming Human Capital

SAMPLE COMMUNICATIONS

SAMPLES DESIGNED BY INFORMATION EXPERTS

The following three product samples are just that: samples. A true creative engagement to design new materials would require much more dialogue and collaboration with NRC to get the materials much more on target and practical. The images and themes of these samples come from the focus group exercise and are discussed in the Findings, Future Communications section. However, these samples should serve as a worthy baseline, a good headstart, for next-generation communications.



Sample 1. Brochure Concept

The green is used to attract attention and to evoke nature and environmentalism. It works well with an NRC-identifier blue. The seal is used to be central, in the middle of the action and people's lives in a manner both official and friendly. The list of areas served—Energy, Medicine, Research, and Industry—while doubtlessly not the right terms, serves to show the range of impact of the NRC, and to change the mindset of many citizens who only associate the NRC with reactors.

The shapes are designed to be appealing but ambiguous—at first, then to reveal themselves as a molecular/atomic shape. This shape conjures science but also the interconnectedness of nuclear power in our lives and the NRC's central role of protecting the environment, our health, our lives.

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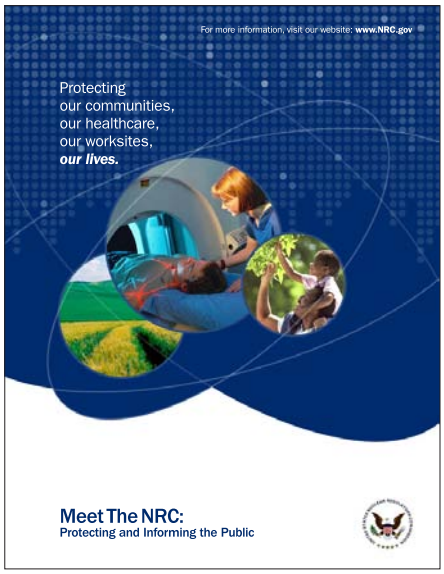
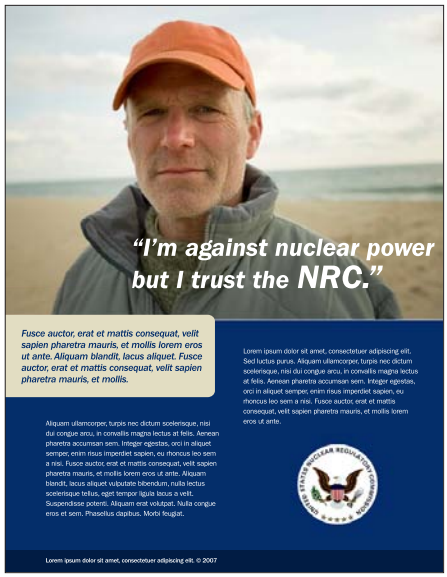
SAMPLE COMMUNICATIONS *cont'd*



Sample 2. Brochure Concept

Another aesthetic take on the same themes, this approach is a bit more formal, impressive, and scientific. It is not as warm, but is very vibrant. It is arguably more official than the previous concept.



Sample 3. PSA Concept

PSAs in general media—as push media—enable the NRC to reach wide audiences who may not be motivated to seek out information about the NRC. It is an opportunity to make a fresh start with those learning of the NRC for the first time and to settle lingering prejudices against the NRC in a non-defensive manner.

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SAMPLE COMMUNICATIONS *cont'd*

Sample 4. Web Site Homepage Concept

This homepage concept for NRC.gov attempts to be warm and friendly through vivid colors, human and environmental images (as our focus groups audiences indicated), active content displayed in a user-friendly manner, font–size adjustment capabilities, and vivid curvey lines. However, we also seek to offer these elements with a technical and communications familiarity and control that conveys that the site is professional, official, and authoritative.

The site also demonstrates other recommended aspects, such as:

- News Alert device that—even when no alert appears—indicates this is the place to come for information in the event of an incident.
- An interactive map that will immediately enables users to get information pertaining to their areas of concern, while demonstrating that the NRC is in local communities, serving on a national scope away from Washington, DC.
- Targeted to citizens but providing sub-sites for other audiences, such as teachers and the media.

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IMPLEMENTATION RECOMMENDATIONS

This document provides a range of strategic and tactical recommendations for improving NRC communications across media outlets. To implement these recommendations effectively, the NRC should follow these steps:

- Develop a strategic communications plan. The communications plan will capture the recommendations that the NRC wishes to adopt, list key messages, identify audiences, segment messages by audience, prioritize audiences, identify audience-appropriate communications, establish measurements for success, select a campaign timeframe, and map out a schedule for communications.

- Redesign the Web site. A new NRC Web site is an appropriate first step in this campaign. It reaches a wide audience, and it represents the most immediate outlet to showcase NRC's revised, up-to-date identity.

- Create a new brochure. This initial brochure will serve as a reference guide—the general messaging platform from which future communications will derive.

- Develop the NRC style guide. A style guide codifies visual recommendations into–easy to use reference manual. The style guide will deal with the spirit of NRC, the high-level communication goals, colors and font rules, logo usage, inventory of "brand elements," proper spelling of key words and terminology, and access points for obtaining the most updated source files.

- Create an internal communications initiative to enable all staff to embody the new approaches. After management accepts the new conceptual model and the style guide, and sees these new ways of presenting and thinking about the NRC, the NRC should roll out this thinking to all internal staff to promote new ways of speaking and writing about the NRC. The internal initiative will announce upcoming materials, gather feedback, and instill pride.

- Institute evaluation methods. The NRC will need to choose methods for measuring the effectiveness of the communications strategies. This focus group research provides one set of benchmarks against which to measure future communications efforts. Other stakeholders should also provide feedback.

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EXTERNAL FOCUS GROUP RESEARCH

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GAUGING PUBLIC PERCEPTION

The NRC contracted with Information Experts to conduct external focus groups, composed of the American public, to evaluate the public perception of the NRC and the NRC's communications to the public. This method of research was chosen because focus groups, unlike surveys, provide an opportunity for individuals to speak in their own words, to offer their perspectives and perceptions, and to engage in conversation with others. The resulting data, while not quantifiable, provides qualitative results that show strength of preferences and reactions to facilitator questions. It is from these findings that the communications recommendations are formed.

PROJECT METHODOLOGY

A total of ten focus groups were conducted. Eight focus groups were held in four locations. IE recruited focus group attendees were recruited who lived within the ten-mile Emergency Planning Zone (EPZ) around a nuclear energy plant. The NRC selected four locations based the following criteria:

- Areas where the nuclear energy plant had shifted from having a contentious history to a peaceful one, or vice versa, a peaceful history to a contentious period;
- Locations where there might be future license applications;
- Geographic distribution; and
- Demographic distribution.

The four areas selected are: Connecticut, around the Millstone plant (Region 1); North Carolina, around the Shearon Harris plant (Region 2); Illinois, around the Clinton plant (Region 3); and San Luis Obispo, around the Diablo Canyon plant. (Region 4).

Two focus groups were conducted by teleconference: one with Americans at large, and one with individuals known to the NRC as activists. The purpose of the first group was to test for any distinct differences with those within the 10-mile EPZ. The value of the latter group was to learn the activists' perspective on the ability of the NRC to communicate with the public.

Professional recruiting firms in each region recruited respondents. A guide was provided to the recruiters to ensure that each focus group would be composed of eight participants with a mix of demographic characteristics that were reflective of the area. These include sex, age, education, race, home ownership versus rental, length of time resident in the area, household income, and education. For a full break down of each group see the table in Appendix A. To be qualified, focus group respondents were required to be "somewhat familiar" with the work of the NRC. Respondents who had to travel to meetings were compensated for their time. Activists were recruited from a list provided by the NRC. Every activist invited to participate in the teleconference focus group accepted.

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GAUGING PUBLIC PERCEPTION
cont'd

Respondents were asked about the perceptions of regulatory agencies in general and their perception of the NRC specifically. They were asked for input on the NRC mission statement, and on publications selected by the NRC. The four publications that respondents were asked to comment on are: The Information Digest, NRC Regulator of Nuclear Safety, Protecting Our Nation, and a Backgrounder on Nuclear Energy plant licensing. They were also shown a one-page printout of the revised Web site.

Each session concluded with a collage-making activity, in which respondents were asked to assemble images and words that reflect how they would like the NRC to communicate with them.

The teleconference sessions were one-hour in duration. For the Americans-at-large focus group respondents were from throughout the country. Nuclear energy activists were invited to the focus groups from a list provided by the NRC. All respondents were required to have broadband access. Due to the shorter session length and the inability to easily share printed documents, the discussions focused on perceptions of "regulatory agency" (Americans-at-large only) and the NRC. Respondents were asked to comment on the NRC mission statement and the revised Web site. In addition, they were asked to for their recommendations for future communications.

On-site focus groups were held in the period November 28th, 2006 and Dec 6th, 2007. The teleconference sessions were held the second week of January 2007. There were a total of 82 respondents.

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FINDINGS

AWARENESS OF THE NRC AND ITS WORK

There was a high consistency of response across the groups and the locations. In every group there was a majority response with a few people expressing differing views. These differences are reported as "Majority" views or "Minority" views. In many cases, the activist group expressed strongly different views than either the majority or the minority.

Overall, the majority of respondents recognizes the NRC as a regulatory agency in the nuclear arena and, assuming that there are no local power plant issues, do not feel compelled to learn more. When asked to comment on communications materials produced by the NRC they generally found them more interesting than expected. A minority expressed doubts that the NRC discloses all pertinent information to the public.

PERCEPTIONS OF THE NRC

MINORITY: *"They're supposed to work on behalf of the people, but whether they really do…."*

When asked what the phrase "regulatory agency" means, the majority stated that a regulatory agency is a government institution or agency that sets standards and rules and enforces them. In addition, the majority pointed out that regulatory agencies are established for fields and industries where public health and safety are at stake. A minority expressed skepticism that agencies follow the mandate of protecting people. They thought it possible that the agency is controlled by big money interests, politics, and self-interest.

Role of the NRC

MAJORITY: *"They keep us safe."*

After participants commented on the phrase "regulatory agency" they were asked specifically about the role of the Nuclear Regulatory Commission. The majority understood that the NRC was responsible for regulating nuclear power plants, in building plants and in running them. They were aware that the NRC monitors compliance through regular inspection of the plants. Several participants cited examples of when plants were shut down or when problems were discovered.

MINORITY: *"The only time you hear about the NRC is when something bad happens."*

There were a few minority views. One view expressed is that the actual role is not the same as the supposed role. As one participant stated, "They're supposed to protect the public from harm, but whether or not they do is another story." A few people were only aware of the NRC as being primarily concerned with nuclear waste.

The activist view is that the NRC is tightly allied with the nuclear energy industry and is pro-nuclear power. They believe that the NRC works on behalf of the industry.

MAJORITY: *"The NRC is always looking over their shoulders, making sure things are done right…" "has the authority to shut the plant down.."*

On Whose Behalf Does the NRC Work?

Participants were asked on whose behalf the NRC works. The public is the majority answer. A minority said that the NRC is swayed from serving the public by money, power and politics. The activists expressed their view that at times the NRC overrules it's own experts to keep plants running.

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FINDINGS
cont'd

Relationship between NRC and Local Plants

A different question was asked about the relationship between the NRC and the local plants. The majority thought that the NRC is a separate body that exercises control over the local plants, and in fact governs what they do. A minority was unsure of the relationship.

MAJORITY: *It's hard to have an opinion when you don't have information"*

Confidence in the NRC

When asked, "How confident are you in the NRC?" the majority expressed a guarded optimism. They point out that there haven't been any major accidents since Three-Mile Island, so the NRC is most likely doing a good job. They said that they had a difficult time judging because they felt unqualified to judge when they didn't have more information. The activists stated that because the NRC works on behalf of the nuclear energy industry, public health and safety are at risk.

MINORITY: *"They tell you what they want to tell you."*

Information from the NRC

Outside of the activist group, only two focus group participants had ever looked for information from the NRC. When asked how they would look for information if they wanted it, everyone said that they would use Google on the Internet. The activist group had extensive experience with the NRC Web site.

MAJORITY on the Button for Report a Safety Concern: *"I like that it's right out there where you can see it."*

REACTIONS TO THE REVISED WEB SITE

Focus group participants were given a one-page print out of the planned revisions to the NRC Web site as scheduled for March 2007. The first reactions to the home page were largely positive. Focus groups stated that the Web site looks easy to navigate, current, and user-friendly. They felt that they could find things easily. They liked that the News section is front and center, that they had phone numbers to call and that there were resources for students and teachers. The majority of respondents thought that the Web site seemed to have everything.

In every groups respondents had strong reactions to the prominence of the "Now Hiring" button. They interpreted it to mean that the NRC has a difficult time attracting and keeping employees. This interpretation signals a deeper mistrust of the NRC than focus groups were stating, since in other settings a "now hiring" message would indicate a dynamic and growing organization.

They found the photograph uninteresting. They also thought that it indicated that the site is for insiders who would know who the people are and what the meeting was about.

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FINDINGS
cont'd

MINORITY on the photographs: *"Is the Web site just for people who know who these guys are?"*

"I would like to find everything related to my location- news, reports, safety issues – all in one place."

The majority of the focus groups respondents thought that the Web site probably has everything that they would need to know. A minority of the focus group attendees thought that the site architecture makes searching on a particular plant difficult. They expressed the desire to find all information related to their location all in one place, such as news and safety issues. The activists are not pleased with the Web site redesign. They are experienced users of the Web site and are frustrated by the site architecture. In their view, information that used to be easy to find is now buried, requiring multiple clicks and when found the information is incomplete. They stated that they should be able to access plant documents directly and not have to search by time frame or other criteria. Licensing documents should be together.

When asked, "Who is the audience for this Web site?" the majority said it was for the general public, for them. A minority reacted to the photograph, the "Now Hiring" button, and the line at the bottom that says "No fear EEO" and concluded from this evidence that the Web site is for industry insiders.

There was a high degree of consensus that focus group respondents would look for information from the NRC regarding their local plant to find up-to-date information on a plant safety issue, to report a safety issue, or if there were an accident.

EXAMINING THE MISSION STATEMENT

MAJORITY: *"The message that they are sending is that the general public is safe and secure regarding any nuclear facility."*

Perceived Message

The NRC Mission statement was presented to focus group respondents to learn about their perceptions of the NRC. Focus group attendees were asked about the message, the clarity, and the intended audience. The majority stated that the message is that the NRC works to ensure the safety and welfare of the public. A minority added that the NRC has responsibility for the environment. A different minority was surprised by the range of nuclear materials uses and had thought that the NRC's role was regulating the nuclear energy industry.

MINORITY on the word 'adequate': *"Sounds like they have leeway in protecting us" "Who gets to decide what is adequate?"*

Clarity

For the majority, the mission statement is clear, to-the-point and understandable. For a minority it was too technical. There are words in the mission statement that are thought to be confusing or unclear. The word "adequate" caused individuals to wonder how "adequate" is decided. Other words that were unfamiliar or technical include: "fuel cycle facilities," "Byproducts and sources" and "common defense and security". As with the Web site, a majority reported that the audience is the public, while a minority thought the technical language meant that it was for workers in the industry.

Intended Audience

The majority felt that the mission statement was intended for them. A minority stated that the technical terminology indicated that the mission statement is for an internal audience.

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FINDINGS
cont'd

MAJORITY first reactions: *"The average American wouldn't read 160 pages of governmental gobbledy-gook."*

MAJORITY Closer Examination: *"A lot of my questions are answered here."*

MINORITY: *"[Message is] don't worry, we are doing our job"*

MAJORITY Closer Examination: *"A lot of this terminology is just over my head."*

MINORITY: *"What were they doing before 9/11?"*

Effective language/terminology

Across all groups in all the locations there was a positive reaction to phrases such as "Protect the public," "Protect the environment," "Protection of public health and safety," "The NRC's regulations are designed to protect the public and occupational workers from radiation hazards in those industries using radioactive materials."

INFORMATION DIGEST

First Reactions and Closer Examination

The first reactions to the *Information Digest* from the majority of the respondents was that is too long, too comprehensive, too technical, and generally inaccessible. A small minority had an initial reaction that the Information Digest would be a good resource for doing research. When the respondents were given an opportunity to examine the publication, the majority stated that there was a font of interesting and unknown information that it is complete and comprehensive.

Perceived Message

For the majority, the message of the *Information Digest* is that it is a general reference about what the NRC does. To a minority, the publication is designed to make the public feel more secure.

Clarity

The charts, graphs, and pictures were well received by the majority. They serve to make the information interesting and draw the reader in. However, the majority also stated that the terminology was very technical and not for the layperson. A minority commented on the inclusion of the budget. They wondered why it was included.

Intended Audience

When asked who the *Information Digest* is for, the majority thought it is for the general public. A minority thought it was for a nuclear power insider, who would understand the technical language, or for possible industry investors.

PROTECTING OUR NATION

Perceived Message

The majority of focus group respondents stated that the message of this publication is that the NRC has taken extra measures to increase nuclear safety since 9/11. It is a reassuring document relevant to current circumstances. There was a very vocal minority, especially at Diablo Canyon, who thought that 9/11 has been overused and therefore found the publication untimely, not reassuring, and in some cases distasteful. Some noted that 9/11 was over five years ago. Others stated that the use of 9/11 is a ploy for the NRC and that the publication is public relations for the NRC.

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FINDINGS
cont'd

Clarity

The majority found the text easy to understand but were perplexed by the images. The pictures are not self-explanatory, so they need captions to explain their purpose. In all groups, respondents commented on the low quality of the pictures. A minority of respondents found the phrase "force-on-force exercise" confusing. They didn't understand the term, or the accompanying photograph.

MAJORITY: *"It is meant straight for us."*

Intended Audience

The majority of focus group attendees stated that this publication was for the general public. A minority thought the technical language requires the reader to be a member of the industry to understand it.

REGULATOR OF NUCLEAR SAFETY

Most frequent reactions

When shown the publication, NRC: Regulator of Nuclear Safety the strongest first reaction is that it looks outdated. When asked why, the majority of the respondents focused on the pictures. They stated that the pictures are low-quality, blurry and outdated. They found the text to be clear with a typeface that is easy to read. They were pleased that it wasn't technical. Respondents stated that the publication is a basic document summarizing why the industry is regulated with an educational bent. They thought it would be used for the general public, specifically for high schools students or plant visitors.

MINORITY: *"[The cover] looks like nuclear winter."*

Less frequent reactions

A minority expressed concerns about the missing table of contents, and the back cover. It was seen as dark and like a nuclear winter.

BACKGROUNDER: LICENSE RENEWAL

MAJORITY: *"This is for industry or nuclear activists, not for me."*

Most frequent reactions

The most frequent reactions to the Backgrounder on License Renewal was that it is unengaging, and not for the general public. Respondents offered that it offers deep detail on plant licensing that could be of value to the industry and to nuclear activists. The language is very technical and laden with acronyms.

MAJORITY: *"The more you tell us, the less concerned we need to be."*

Less frequent response

A small minority found the document interesting and informative. They stated that if someone wanted to know about licensing they could learn it here. Another minority wondered about the name "Backgrounder." It is an unfamiliar term and it didn't communicate to them what the document is about.

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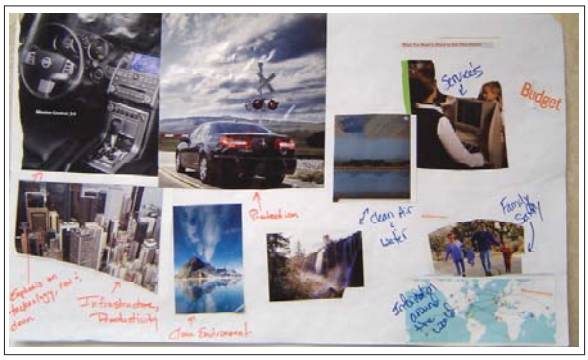
FINDINGS
cont'd

Future Communications

The final exercise of each focus group asked respondents to describe how they would like the NRC to communicate with them. They were asked to make collages using images and words cut out from magazines. Two to three people worked together to make one collage, so that each focus group produced three or four collages. At the conclusion of the session each group was asked to describe their collage.



Images:
- People
- Children/families
- Nature
- Technology

Words:
- Clean
- Safe
- Information
- Environmental
- Future Generations

FINDINGS
cont'd

Ideal Communications

Focus group respondents are looking to the NRC to tell them about how the NRC provides for the safety and protection of the people. They stressed the importance of the protecting of the environment, keeping the food and water supply safe for human consumption and protecting future generations.

A different theme that emerged from the collage exercise is the focus group statement that information and communication eliminate stress and worry. Most respondents offered that the best way to communicate with them was through television and radio.

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APPENDIX

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APPENDIX

NRC Focus Group Demographics[1]

	Millstone	Shearon Harris	Clinton	Diablo Canyon	Teleconference at Large	TOTAL
TOTAL	18	16	15	16	8	**73**
Male/ female split	7 men/ 11 women	8 men/ 8 women	5 men/ 10 women	10 men/ 6 women	4 men 4 women	**34 men/ 39 women**
Race/ ethnicity	15 Caucasian 3 Hispanic	8 Caucasian 5 African Am. 1 Hispanic 2 Asian	15 Caucasian	15 Caucasian 1 Am. Indian	4 Caucasian 3 African Am. 1 Asian	**57 Caucasian 8 African Am. 4 Hispanic 3 Asian 1 Am. Indian**
Education	6 High school 7 Some college 2 College grad. 3 Post-grad.	1 High school 6 Some college 7 College grad. 2 Post-grad.	7 High school 2 Some college 4 College grad. 2 Post-grad.	1 High school 2 Some college 7 College grad. 6 Post-grad.	1 high school 6 College grad. 1 Post grad	**16 High school 17 Some college 26 College grad. 14 Post-grad.**
Professional status	5 Full-time 6 Part-time 5 Retired 2 Unemployed	12 Full-time 2 Part-time 2 Retired	6 Full-time 2 Part-time 5 Retired 2 Homemaker	5 Full-time 6 Part-time 3 Retired 2 Unemployed	7 Full-time 1 Retired	**35 Full-time 16 Part-time 16 Retired 4 Unemployed 2 Homemaker**

[1] Demographics were not collected for the nuclear energy activist group.

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APPENDIX
cont'd

	Millstone	Shearon Harris	Clinton	Diablo Canyon	Teleconference at Large	TOTAL
Household income	2 >$30K 2 $30-$40K 5 $40-$50K 8 $50-$75K 0 $75-$100K 1 $100K+	1 >$30K 1 $30-$40K 3 $40-$50K 5 $50-$75K 3 $75-$100K 3 $100K+	2 >$30K 3 $30-$40K 2 $40-$50K 3 $50-$75K 4 $75-$100K 1 $100K+	3 >$30K 3 $30-$40K 1 $40-$50K 7 $50-$75K 1 $75-$100K 1 $100K+	1 $30-$40K 1 $40-$50K 2 $50-$75K 2 $75-$100K 2 $100K+	**8 >$30K** **10 $30-$40K** **12 $40-$50K** **25 $50-$75K** **10 $75-$100K** **8 $100K+**
Home ownership	13 own 5 rent	10 own 6 rent	15 own	9 own 7 rent	5 own 3 rent	**52 own** **21 rent**
Length of time living in region	1 6 mo.-2 yrs. 6 2-10 yrs. 11 10 yrs.+	0 6 mo.-2 yrs. 5 2-10 yrs. 11 10 yrs.+	0 6 mo.-2 yrs. 3 2-10 yrs. 12 10 yrs.+	2 6 mo.-2 yrs. 6 2-10 yrs. 8 10 yrs.+	3 2-10 yrs. 5 10 yrs.+	**3 6 mo.-2 yrs.** **23 2-10 yrs.** **47 10 yrs.+**

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Goal and Objectives of the NRC Public Web Site

Goal: To make the NRC Public Web Site the first place members of the public go to find information on any topic within the agency's areas of regulatory responsibility.

To reach this goal, the agency will meet several business objectives in fiscal years 2008 through 2010.

1. **Objective: Improve the agility of our Web publishing process.** The agency should be able to publish to the site in a secure manner from anywhere at anytime across the Web.

   Cost: $980K over 3 years (expected to be production-ready in FY08Q4) (budgeted)

   Product: a secure Web-based publishing platform available on a contract-hosted platform.

   - Staff and contractors will publish content through a Web browser interface.
   - Both the current and redesign sites can be hosted simultaneously through this system through the transition period to the new site design.

2. **Objective: Determine what our users need and want** (Redesign Phase 1). Collect, analyze and document the requirements of a broad range of people who use our site, both from inside and outside the agency.

   Cost: $690K TO $890K (FY 2008-9) **(not budgeted)**

   Products

   - A detailed analysis of user requirements collected from site usage data, focus groups, and personal interviews.
   - A proposal of several alternative approaches to address the identified needs using industry best practices, each alternative including a cost/benefit analysis. The alternative selected by the agency will determine the scope and resources needed to meet the next objective.

3. **Objective: Redesign the site to meet the needs of public users** (Redesign Phase 2). Using the analysis and recommendations from Phase 1, improve the design of the Public Site to increase the satisfaction of people who use the site.

   Cost: $810K to $1,110K (FY2009-10) **(not budgeted)**

   Products

   - A site taxonomy identifying each Web page, along with key terms for that page.
   - A redesigned Web site (including site structure, page layout, and graphical design). Significant content gaps will be closed with new content (such as under Nuclear Materials).
   - A set of templates, processes and procedures for future site improvements.

4. **Objective: Improve the availability of our Public site.** Building on our current Akamai contract, make improvements to ensure our site remains available and current at all times, regardless of the state of our agency's information infrastructure.

   Cost: $350K/year (beginning FY2009) (includes $78K/year currently unbudgeted)

   Products

   - A robust hosting environment that will continue to be available and current during periods of heavy site use even in the event the agency's infrastructure becomes unavailable.
   - A means for hosting all publicly available NRC Web content, including streamed audio and video, on servers geographically close to the end user.
   - Site statistics on all types of content accessed at the NRC Public Web Site.

Action Plan for a Redesign of the Public Web Site

Executive Summary 2

Purpose 2

Scope 2

Assumptions 3

Milestones 4

Resources 8

Attachment: Timeline of Milestones

Executive Summary

The NRC proposes to redesign the agency's Public Web Site to improve the experience of members of the general public who frequent the site each day. This multi-year effort will draw upon existing staff in the Office of Information Services and the various program offices that contribute to the site.

The project will be led by a senior project manager and will include expert contract assistance to gather and analyze requirements and propose several alternative approaches to meet those challenges.

Each alternative will be analyzed for usability by stakeholders in a controlled test environment. The selected alternative will be fully implemented at the Public Web Site by the close of the project. As discussed in the Scope, below, the alternative selected during phase 1 will determine the scope cost of the second phase.

The senior project manager is the only new staff position needed for this project that is not in the NRC's current budget. The redesign is expected to last up to 2 years at a cost of approximately $1.5 to 2 million.

Purpose

This action plan describes the proposed approach to redesign the agency's Public Web Site to improve the experience of members of the general public who frequent the site each day. This effort will mark the beginning of a new cycle of continuous, incremental improvements to ensure the site remains fresh and appealing to all of the NRC's external stakeholders. The NRC seeks to make the Public Web Site the first place members of the public go to find information on any topic within the agency's areas of regulatory responsibility.

Scope

The NRC seeks to improve the navigation, appearance, content, and accessibility of the site to meet the changing needs of the public audience. To accomplish this objective, the redesign project will encompass two phases, the first to gather requirements and select from several proposed alternatives to meet those requirements, and the second to implement the selected alternative. The alternative selected during phase 1 will determine the scope of the second phase.

This activity will provide a separate contract vehicle for

1. acquiring expert assistance in gathering and analyzing user expectations and external requirements,

2. preparing design alternatives to meet those requirements, and

3. performing usability tests at a contract facility.

The contract(s) will provide advanced skills to supplement those already available from NRC staff and existing contractors.

Sources of requirements include, but are not limited to, the following

1. NRC Public Site statistics and existing user data

2. Select stakeholders and site users from a wide variety of demographic sources

3. Expert analysis by usability professionals

4. NRC Web Content Services Team, Communications Council, Office of Public Affairs

5. Industry and governmental best practices, such as those recommended in the 2007 report provided on behalf of the NRC, "Gauging Public Perception, External Focus Group Findings, Analysis and Communications Recommendations for the U.S. Nuclear Regulatory Commission," by Information Experts.

Assumptions

1. The NRC will not duplicate content available at other Web sites sponsored by the Federal government.[1]

2. Before beginning phase 1 of this project, OIS will have hired a senior project manager to oversee the redesign.

3. Before beginning Phase 2 of this project, OIS will have accomplished the following

    a. successfully implemented the Web Content Management Services (CMS) project[2] to host and manage both the existing Public Site and any proposed alternative designs and content,

    b. trained participating staff from the program offices in the use of CMS,

    c. acquired and trained a Web Content Architect to oversee changes to the site structure and format proposed through the redesign, and

    d. obtained the Chairman's approval to proceed with the procurement of contract assistance for the redesign.

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[1] For example, EPA's site on Radiation Protection (http://www.epa.gov/rpdweb00/) and FEMA's site on Disaster Preparedness (http://www.fema.gov/areyouready/)

[2] Web Content Management Services (CMS) is a separate contract to provide an outsourced system for publishing Web pages to the Public Web Site. Scheduled for completion in FY2008, this project will enable the NRC staff to create, review, and publish Web pages in a Web browser from anywhere at anytime. While it will not substitute for expert design assistance and content review, it is expected to simplify the process for staging, reviewing, and publishing Web pages.

4. Needs uncovered during the requirements gathering phase that necessitate additional information technology or software development such as Web 2.0 will be collected, prioritized, and held for future follow-on projects, but will not result in additional tasks for this redesign.

5. Each NRC program office is expected to contribute the resources identified herein.

Milestones

See the attached Timeline of Milestones for a graphical presentation of the milestones.

There are three sets of milestones:

1. Precursors--activities outside the redesign activity that must be accomplished before the Phase 2 Tasks of the Redesign can begin. The precursors provide the technological environment, staff, and training necessary for the success of the redesign implementation (estimated time: 6 months, beginning FY2008Q2).

2. Phase 1 Tasks: Prepare for the redesign by gathering, analyzing, and prioritizing requirements, developing alternative solutions, and selecting the desired alternative (estimated time: 6 months, beginning FY2008Q3).

3. Phase 2 Tasks: Perform the redesign. Implement the solution selected in Phase 2 (estimated time: 16 months).

Several of the milestones in the Precursors and Phase 1 may begin concurrently. However, Phase 2 can not begin until all the Precursors and Phase 1 tasks are complete. Once the scope of the redesign is defined at the conclusion of Phase 1, a more precise timeline for the remaining tasks will emerge.

1. Precursors: OIS Web Content Services Team (6 months)

a. Purpose: The precursors are activities that must be accomplished before the start of the redesign in order to provide the technological environment, staff, and training necessary for the success of the project.

b. Identify redesign champion

c. Hire and train Web Content Architect

d. Hire and train the Project Manager for the redesign.

e. Procure a Web Content Management Solution (CMS)

f. Obtain Authority To Operate (ATO) for CMS (5 months)

g. Train CMS Contributors

h. Populate the CMS with existing site content

i. Promote the CMS to production status

2. Phase 1: Prepare for the Redesign (6 months)

a. Procure Redesign Support (2 months) – Project Manager with Web Content Services Team

1. Purpose: Obtain expert contract assistance to perform the technical tasks of the redesign, including gathering and analyzing requirements, preparing alternative design strategies, and implementing the selected design alternative

2. Issue RFPA

3. Issue Federal Business Opportunities (FedBizOps) Notice

4. Review Bids

5. Award contract

6. Hold kickoff meeting

7. Familiarize contractors with environment

8. Create CMS accounts for contract designers

b. Prepare for Redesign Initiative (1 month) – Project Manager, leading the redesign working group

1. Purpose: Establish the organizational support and knowledge for the redesign across the agency.

2. Issue project plan

3. Establish working group

4. Hold teamwork training

5. Issue working group charter

6. Prepare communication plan

c. Perform Requirements Analysis (3 months) – Redesign contractors, overseen by Web Content Services Team Project Officer, in coordination with Redesign Project Manager

1. Purpose: Gather, analyze, and prioritize the requirements of a broad range of users of our Public Web Site, along with requirements and best practices from across the Federal government and private sector. This will result in report

documenting a series of prioritized, actionable items that form the basis for the core redesign tasks. The recommendations in this report will set the scope for the Phase 2 tasks.

2. Conduct focus groups

    1. Establish focus group schedule and methodology

    2. Create meeting agendas

    3. Compile attendee list with input from OEDO, Executive Team, Office Web Liaisons, the Web Content Services Team, and OPA

    4. Invite attendees

    5. Hold focus group meetings

    6. Interview key stakeholders

3. Compile requirements

    1. Compile user comments and concerns

    2. Analyze current site

    3. Prepare draft requirements report to include at least 3 alternative solutions and a cost/benefit analysis of each

    4. Distribute report to attendee list

4. Perform a content gap analysis

    1. Identify and prioritize technical requirements

    2. Assign content gaps to contributors and establish schedules for the contributions

3. Phase 2: Implement the Redesign (16 months)

a. Prepare Redesign Mockups (3 months) – Redesign contractors, overseen by Web Content Services Team Project Officer, in coordination with Redesign Project Manager

1. Purpose: To create at least three alternative approaches and designs for the redesigned site. This includes the information architecture, navigational features, and page designs for the site.

2. Stage mockups in CMS

3. Obtain and review stakeholder comments

4. Evaluate the strengths and weaknesses of each approach
5. Validate each design in usability lab with stakeholders
6. Identify and document preferred approach
7. Present to senior managers

b. Prepare Redesign Test Site (9 months) – Redesign contractors, overseen by Web Content Services Team Project Officer, in coordination with Redesign Project Manager

1. Purpose: To prepare a more formal presentation of the approach selected in the previous step. This will be hosted for review at the test Web site in the CMS.
2. Establish test site and workflows
3. Prepare templates
4. Prepare custom page components
5. Prepare site taxonomy and map
6. Incorporate content from contributors to fill gaps
7. Prepare and populate search collections
8. Prepare internal and external announcements

c. Validate Redesign Site (3 months) – Redesign contractors, overseen by Web Content Services Team Project Officer, in coordination with Redesign Project Manager

1. Purpose: To collect and analyze users' views on the selected design alternative and modify the draft site accordingly.
2. Perform usability tests with internal stakeholders
3. Open test site to the public for review
4. Evaluate and prioritize comments
5. Incorporate final pre-deployment changes
    1. Revise site content
    2. Update site taxonomy and map

d. Deploy Site to Production (1 month) – Redesign contractors, overseen by Web Content Services Team Project Officer, in coordination with Redesign Project Manager

1. Purpose: To make final preparations and release the newly redesigned site to the public.
2. Switch development and production site roots in CMS
3. Purge Akamai cache
4. Perform post deployment testing
5. Prepare a Post Deployment Lessons Learned Report
6. Hold a seminar in the TWFN auditorium to introduce employees to the new site

Resources

We anticipate the redesign to take up to two years, including the precursor tasks which are already in progress. This effort is expected to extend into the middle of FY2010, although a more precise estimate of the schedule will likely emerge as a result of the scoping activity described in activity 4, above. Total resources necessary to support this effort are approximately 3 FTEs and $1.5 to $2.0 million in FY2009-FY2010. Of these resources, 1 FTE and $1.5 to $2.0 million are not budgeted. The information below details specific resource needs by office.

NRC Staff

All staff resources are expected to come from existing budgeted staff positions except the OIS project manager for this activity.

1. OEDO
    a. Provide overall direction and coordination (a fraction of 1 FTE)
2. Program Offices (existing FTE for Web support: approximately 1.5 FTEs total)
    a. Office Web Liaison (interfacing with OIS staff and communicate between offices)
    b. Content Sponsors and Contributors (resource commitment varies by office)
    c. Requirement providers (short-term commitment for requirements gathering interviews and meetings)
3. OIS
    a. Project Manager (1 FTE)—planned GG-15 position to be assigned full time to this project
        i. Provides the vision and direction for this project

ii. Communicates to the Executive Team, Leadership Team, and Commission as needed

iii. Oversees the project plan and overall costs (as supported by the WCST Project Officer responsible for redesign contract management)

iv. Coordinates resource commitments and schedules and resolves conflicts between participating program offices

v. Relies on the Web Content Services Team for input regarding the daily activities associated with this project

b. Web Content Services Team (0.5 FTE already budgeted)

i. Manages contracts

ii. Coordinates and reviews changes to content

iii. Provides technical assistance and guidance

iv. Documents and revises policy (as set forth in MD 3.14[3])

Contract Assistance Needed

The redesign effort is estimated to require the full-time services of at least 5 contractor staff at a rate estimated to be approximately $120/hr (based on past contract experience expert usability costs from the 2001 redesign). The contractor staff will perform the following functions:

1. Contractor Staff (2): Industry Usability Experts

   a. Gather, analyze, and document requirements. This activity includes gathering information from existing site statistics and user data, preparing for, coordinating, facilitating, and documenting interviews and focus groups to obtain specific requirements for the Public Web Site.

   b. Perform usability studies. This activity includes managing a usability lab where stakeholders from across the NRC and its various external constituencies are used to test sample site and page designs and taxonomies.

2. Contractor Staff (at least 2): Content and Page Designers

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[3] Management Directive and Handbook 3.14, "U.S. Nuclear Regulatory Commission Public Web Site"

a. Analyze the requirements gathered by the usability experts

b. Prepare at least three alternative approaches to meet those requirements, including both site information organizational structures and page layouts

c. Make adjustments to designs after usability studies are performed and as new content areas are added.

3. Contractor Staff (at least 2): Technical Editor/Writers

a. Assist NRC staff in analyzing content gaps and preparing new pages to eliminate the gaps

b. Review content prepared by content contributors against the site standards

4. Contractor Staff (1): Project coordinator, writer, and administrative assistant

a. Documents all group interactions and meetings

b. Tracks project tasks, resources, deliverables, costs, work breakdown structure, project plan, and earned value

c. Reviews all work products before delivery

d. Provides updates to the NRC at specified intervals

e. Provides lessons learned report and recommendations for future redesigns

Cost estimate: $1.5 to 2 million (based on current hourly rates for contractors and including a contract usability facility).

NOTE: Depending on the vendors available, the specified requirements may be subsumed in a single contract or spread across multiple contracts.

ADM PRINT PRODUCTS ACTION PLAN

March 2008 Revision

U.S.NRC

United States Nuclear Regulatory Commission

Protecting People and the Environment

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EXECUTIVE SUMMARY

The agency's printed products should convey a visually cohesive and consistent message that fosters public confidence and reinforces the agency's primary mission of protecting people and the environment. The Branding Initiative, specifically the public focus groups, recommends the agency provide visually consistent print products to reflect the agency's unified and consistent regulatory approach and high-quality technical content. The Branding Initiative provides a unique set of design tools — logo, palette, typefaces, templates, images, and language — to address the agency's need for visually consistent public communication. However, the staff has no convenient application tools to meet these recommendations, and the public only gradually benefits when reports are published.

The Office of Administration (ADM) proposes to revise outdated tools, develop new staff tools and additional guidance, and reissue visually inconsistent print products. The staff will revise NUREG-1379, "Nuclear Regulatory Commission Editorial Style Guide," last published October 1989. The revised guidance will encompass technology and policy changes such as the migration to MS Word, the use of plain English, and the Branding Initiative. The staff also will develop document templates applying these publication standards. Using these templates, the staff will reissue the agency reports most commonly accessed by the public. Agencywide guidance and templates will contribute to a consistent feel and look, resulting in the more polished dissemination of public information, including agency reports, conference papers, *Federal Register* notices, and generic communications.

By undertaking these activities, the agency would reduce staff frustration, improve efficiency of document reviews and support services, better align the quality of print products to the agency's high-quality content, more rapidly present the benefits of the Branding Initiative to the public, and foster public confidence through instant design recognition, clear communication, and consistent editorial style.

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GOALS

This plan outlines the schedule and necessary resources for improving NRC printed products. The plan includes the following projects:

- Update NUREG-1379, “NRC Editorial Style Guide,” with additional agency-specific usage examples and formatting and layout preferences.
- Develop a supplement to NUREG-1379, encompassing the agency’s Branding Initiative and editorial and graphics standards.
- Reissue the agency reports most commonly accessed by the public.
- Update several Management Directives (MDs) associated with the publishing process.

Specifically, this plan undertakes the following:

1. Present the background information, key messages, and benefits.
2. Define the roles and responsibilities of the Office of Administration (ADM) and the working groups.
3. Summarize the action plan.
4. Establish the deliverables.
5. Provide a schedule.

BACKGROUND

This project was initiated through the recommendations from the Information Experts report “Gauging Public Perception: External Focus Group Findings, Analysis, and Communications Recommendations for U.S. Nuclear Regulatory Commission.” Information Experts were tasked by NRC to determine “How does the American public perceive the work of the Nuclear Regulatory Commission?” They conducted 10 focus groups and, among other things, recommended the establishment of an editorial style guide and comprehensive agency branding standards document. (Report included.)

KEY MESSAGES

NRC’s two key messages for communication are as follows:

- NRC’s fundamental mission is to license and regulate the Nation's civilian use of byproduct, source, and special nuclear materials to ensure adequate protection of public health and safety, promote the common defense and security, and protect the environment. In carrying out this mission, NRC will act in a manner that fosters public confidence through clear communication and consistent branding, editorial, and graphic style standards.
- The branding, editorial, and graphic style standards apply to all NRC correspondence and publications, with the exception of documents requiring industry-specific style

standards (legal opinions, court documents, journal articles, conference papers, etc.). The graphic standards also will apply to all materials (posters, Web pages, business cards, meeting announcements, etc., that are used to represent the programs and activities of the agency).

BENEFITS FROM THIS PLAN

The Branding Initiative provides a unique set of design tools to address the agency's need for visually consistent public communication. The agency has a new logo, defined color palette, specified typefaces, design templates, selected images, and suggested language. As of now, the staff will apply these design tools to documents only when each document is revised. In addition, the staff has outdated guidance and no convenient application tools to apply these design tools and meet the public focus groups' recommendations. Without an accelerated schedule for design revision, the public only gradually benefits when reports are published.

- Updated agencywide guidance and new application templates will contribute to a consistent feel and look, resulting in the more polished dissemination of public information, including agency reports, conference papers, *Federal Register* notices, and generic communications.
- The staff will more readily apply the new design tools, thus meeting the recommendations of the public focus groups for a consistent visual style.
- The agency will reduce staff frustration from outdated guidance that is inconsistent with the agency's current policy (Branding Initiative, plain English, metrification), information technology (MS Word, Adobe Acrobat, electronic dissemination), and editorial and graphics standards.
- The agency will improve efficiency of document reviews and support services and better align the quality of print products to the agency's high-quality content.
- The public will more rapidly benefit from the Branding Initiative.
- The agency will foster public confidence through instant design recognition, clear communication, and consistent editorial style.

ROLES AND RESPONSIBILITIES

ADM is the lead office. The staff in ADM/DAS/RDEB and ADM/DAS/PSMB will serve as lead members of the working groups.

Roles and Responsibilities of the Office of Administration

- Convert the current version of NUREG-1379 from a strictly scanned graphic format (image-only PDF) to an electronic document available as HTML.
- Coordinate the working group and track comments (comment coordinators).
- Coordinate the Graphic Standards – Branding Working Group (comment coordinators).
- Apply an iterative process for document review: (1) production of draft document; (2) working group and ADM management review of camera-ready, draft document, comments, and outstanding issues; and (2) agencywide release of final document.

- Prepare NUREG style and layout templates in accordance with the Branding Initiative: (1) standard NUREG report (8.5” x 11”), (2) NUREG/BR (bifold), and (3) NUREG/BR (trifold).
- Layout and prepare the NUREG for publication: single-source MS Word file for print and electronic dissemination (PDF and HTML).
- Review and concur on the final NUREG prior to publication.
- Revise the MDs addressing publications to match the agency’s current technology and style standards.
  - MD 3.7, “NUREG-Series Publications”
  - MD 3.13, “Printing”
  - MD 3.25, “Automated Graphics Services”

Roles and Responsibilities of Editorial Working Group Members in non-ADM Offices

- Provide agency-specific examples for inclusion in NUREG-1379.
- Participate in layout review for NUREG and NUREG/BR templates (e.g., provide input on document schema or hierarchy for optimum change management and object-based templates).
- Review and concur on the final document.

Roles and Responsibilities of Graphic Standards – Branding Working Group Members in non-ADM Offices

- Provide agency-specific examples for inclusion in NUREG-1379, Supp. 1.
- Participate in layout review for NUREG and NUREG/BR templates.
- Review and concur on the final document.

WORKING GROUP MEMBERS

Office	Name	Telephone
Editorial Working Group		
Lead – ADM	**Helen Chang**	**415-5225**
ADM	Caroline Hsu	415-7794
EDO	Mindy Landau	415-8703
EDO	Ann Thomas	415-1732
FSME	Catherine Poland	415-7812
HR	James Morris	415-2303
OIS	Paula Garrity	415-5960
OPA	Ivonne Couret	415-8205
SECY	J. Samuel Walker	415-1965
Graphic Standards – Branding Working Group		
Lead – ADM	**Gary Lauffer**	**415-5638**
ADM	Cindy Bladey	415-6978
EDO	Mindy Landau	415-8703
EDO	Lance Rakovan	415-2589
OPA	Holly Harrington	415-8203

ACTION PLAN SUMMARY

The Editorial Working Group will closely coordinate its activities with Publications (ADM/DAS/PMSB) and the Web Content Services Team (OIS/IRSD/ISB/WCST).

- The working group will provide comments and examples of agency-specific usage and formatting.
- The working group also will consider additional documents for revision (NUREG/BR-0210, The ABC's of Better Correspondence"; NUREG-0544, "NRC Collection of Abbreviations"; NUREG-0650, "Preparing NUREG-Series Publications") using this iterative process.
- The working group will continue close coordination with the Communications Council.

- The working group lead also will ensure that these changes are reflected in the revised MD 3.7, “NUREG-Series Publications.”

The Graphic Standards – Branding Working Group will closely coordinate its activities with Technical Editing (ADM/DAS/RDEB) and the Web Content Services Team (OIS/IRSD/ISB/WCST).

- The working group will present sample templates to the Communications Council and ADM management to eventually be incorporated into the MDs.
- The working group lead also will ensure that these templates are reflected in the revised MD 3.13, “Printing,” and MD 3.25, “Automated Graphics Services.”

TOOLS, RESOURCES, AND DELIVERABLES

The working groups have provided this plan and associated information to NRC management for use during these planned activities. In addition, the working groups will prepare and maintain an archive of comments and any comment resolutions for use in future revisions.

Working Group Tools

- **E-mail:** The working groups primarily will use e-mail distribution to communicate.

- **Briefings:** The working groups will brief ADM management and the Communications Council, as necessary, on milestones or anticipated challenges.

- **Comment Process:** The working groups will provide comments in PDF and will need Adobe Acrobat Professional or Reader. The ADM staff will serve as comment coordinators.

- **Conversion Process:** The ADM staff on the working groups will use Adobe Acrobat Professional and Adobe Dreamweaver.

- **Template Development:** The ADM staff on the Graphic Standards – Branding Working Group will also use Adobe InDesign, MS Word, and Adobe Acrobat to develop the templates. The ADM staff will serve as publication designers.

Total Estimated Resources

- **ADM Staff:** The ADM staff will serve as project leads, comment coordinators, and publication designers. This project will require an average of 0.5 FTE (~640 hours from ADM/DAS/RDEB) for the Editorial Working Group and an average of 2.0 FTE (~2,600 hours from ADM/DAS/PMSB) for the Graphic Standards – Branding Working Group. Technical editing of these products will be a part of ongoing work. The required software tools and licenses are already installed for the ADM staff.

- **Non-ADM Staff:** The non-ADM offices have committed time for these improvements. Required FTE from offices not directly participating on the working groups is expected to be minimal and will be determined once the scope is finalized during the kickoff meetings. The working groups can submit comments through Adobe Acrobat Reader, which is available throughout the agency.

- **Contractor Assistance:** The graphics contract project manager estimates this effort will require 6 months full-time of 2 commercial graphics service professionals at $88/hr. for the following projects:

  – Conversion of approximately 30 existing NRC documents to the new brand.
  – Further development of the brand to encompass a wider range of document styles.
  – Development of instructions and templates.

Total Estimated Resources	ADM/RDEB	ADM/PMSB	Total FTE	Contract $
	0.5	2.0	2.5	$92,000

Resource Allocation

ADM has absorbed 0.5 FTE (ADM/RDEB) as a part of its ongoing work. The staff already began the revision of NUREG-1379. ADM requested resources of 2.0 FTE (ADM/PMSB) and $92,000 in FY 2010 to address the work as a part of the standard revision schedule, later than is now proposed under the adjusted schedule. If the ADM plan is accepted with the accelerated schedule, then these resources may need to be addressed in the FY 2009 resource review.

Deliverables

- **Comments:** The working groups will archive comments and the resolution of conflicting comments in a format accessible for future revisions.

- **Paper Copies Available:** The working groups will print a limited number of paper copies.

- **Internal Web Site and ADAMS:** The NUREGs will be available in two electronic formats: HTML and print-on-demand PDF on the NRC internal Web site. The official agency version in ADAMS will be the MS Word source file and “live-text” PDF. In the interim, as requested by the Office of the Executive Director for Operations, the HTML version of NUREG-1379, last published October 1989, will remain available on the Technical Editing Web page (NRC internal Web site: ADM > Technical Editing > NUREG-1379).

- **NUREG Availability:** The working groups will note issuance of the revised NUREG-1379 and new Supplement 1 on the NRC internal Web page and in ADAMS. The working groups will submit network announcements (policy reminders).

- **NUREG Report Templates:** The Graphic Standards – Branding Working Group will develop a comprehensive specification book. The specification book will include template samples. The working group will develop 3–4 sample designs to address document hierarchy and layout. The approved sample design will include standard pages for a standard NUREG report (to include at least 5 sample body pages, color). The working group also will consider program-coded functionality to include an automatic table of contents generated by the headings and internal cross references. The document design elements will include the following:

  – Front matter
  – Table of contents
  – Text-only pages (odd, even, chapter page)
  – Text with pull-quote
  – Data presentation (charts: bar, pie, line)
  – Figure with caption
  – Lists
  – Equations

SCHEDULE

This plan proposes the following schedules for the revision of NUREG-1379 and the templates to match the agency's Branding Initiative. The ADM staff will follow the overall agency schedule for review and revision of the MDs addressing publications. For the template conversion project, the ADM staff will use an iterative approach: (1) convert a small number of documents in the first delivery order, (2) confirm the content of converted documents with program offices, (3) review the quality of deliverables with the contractor, and (4) convert the remainder of the documents to the agency brand.

NUREG-1379 Revision		
Date	**Activity**	**Notes**
12/1/2007 (done)	Prepare Source Files	There had been no searchable, electronic version of this NUREG. ADM staff converted the scanned image of NUREG-1379 to an MS Word source file for conversion to HTML (Dreamweaver).
2/25/2008 (done)	Publish Current Version to Internal Web Site	ADM staff published HTML of NUREG to the Web. ADM staff prepared a print-ready PDF of final HTML for working group review.
3/3/2008 (done)	Share Accrued Comments and Test Comment Tools	ADM staff consolidates accrued comments and sends to working group. This iteration of comments also serves as a software test for the comment cycle. (If members cannot view the comments, ADM staff will assist.)
3/11/2008, 10:00 a.m., T-7e16 (done)	Kickoff Meeting	Working group reviews NUREG-1379 in PDF (MS Word source file). Discusses approach to revision, presents commenting tools (Adobe), solicits specific comments, and finalizes publication schedule.
4/7/2008	Comments Due (draft)	Working group comments are due.
4/7/2008	Prepare Interim Version (draft)	ADM staff prepares interim PDF version and summarized comments for reviewers.
4/14/2008	Interim Version (draft) to Management	ADM staff submits interim PDF version to working group and ADM management for review.
6/9/2008	Comments Due (final)	Working group resolves conflicting comments.
7/14/2008	Prepare Interim Version (final)	ADM staff prepares final version and tracks comments.
8/11/2008 (tentative)	Publish (ADAMS, internal Web site, print)	ADM staff publishes to Technical Editing Web site as PDF and HTML and confirm Accession No. in ADAMS. ADM staff produces limited number of internal, paper copies.
8/28/2008 (tentative)	Network Announcement	ADM staff announces availability of NUREG (network announcement, policy reminder).[1]

[1] Technical editors will be available to review any template changes related to the conversion of existing documents.

NUREG-1379, Supp. 1, Sample Templates for Branding Initiative		
Date	**Activity**	**Notes**
4/14/2008	Prepare 3–4 Sample Designs for Standard NUREG Report	ADM staff prepares a print-ready PDF of sample designs (visuals only of NUREG standard report). These sample designs will address document hierarchy and layout.
4/21/2008	Present Designs to Graphic Standards – Branding Working Group	Graphic Standards – Branding Working Group reviews and provides comments (Branding Initiative), considers if any additional templates should be included in this revision, and finalizes production schedule.
4/14/2008	Contract Actions for Conversion of Existing Documents	ADM staff prepares contract actions for the conversion of existing agency documents to the new brand standards. As the templates have not been finalized, the schedule for the delivery orders has not been established.
4/28/2008	Prepare Sample Designs for Brochures	ADM staff prepares a print-ready PDF of sample design (visuals only).
4/28/2008	Present Designs to Graphic Standards – Branding Working Group	Graphic Standards – Branding Working Group reviews and provides comments (Branding Initiative) and finalizes production schedule.
5/12/2008	Prepare Sample Designs for Brochures	ADM staff prepares functional templates as well as print-ready PDFs of sample designs for each deliverable.
6/13/2008	Technical Editor Review	ADM staff (technical editor) reviews source files for functionality and PDFs for layout.
7/11/2008	Consolidate Comments	ADM staff finalizes templates. ADM staff requests deliverables from contractor using templates (i.e., submit delivery order).
7/25/2008	Present Designs to Communications Council	Graphic Standards – Branding Working Group presents revised designs and solicits comments.
7/25/2008	Initial Delivery Order for Conversion of Existing Documents	ADM staff prepares initial batch of documents for conversion to the agency brand.

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Date	**Activity**	**Notes**
8/22/2008	Comments Due	Graphic Standards – Branding Working Group consolidates comments, including comments from outside the working group.
9/19/2008 (tentative)	Prepare Final Version	ADM staff prepares final version and tracks comments. Functional templates in MS Word and Adobe InDesign are completed.
9/19/2008 (tentative)	Prepare Draft MDs	ADM staff circulates draft MDs for internal office comment as a part of the standard MD revision schedule.[2]
10/20/2008 (tentative)	Publish (ADAMS, internal Web site, print)	ADM staff publishes to Technical Editing Web site as PDF and HTML and confirm Accession No. in ADAMS. ADM staff produces limited number of internal, paper copies.
10/31/2008 (tentative)	Network Announcement of NUREG-1379, Supp. 1	ADM staff announces availability of NUREG supplement (network announcement, policy reminder) and any completed documents that have been converted to the new brand.[3]
11/7/2009 (tentative)	Quality Review	ADM staff meets with the contractor and the program offices to discuss the quality of converted documents.
2/19/2009 (tentative)	Network Announcement for Conversion of Existing Documents	ADM staff announces the final batch of documents that have been converted to the new brand.

[2] MD 3.7, "NUREG-Series Publications," MD 3.13, "Printing," and MD 3.25, "Automated Graphics Services."

[3] Any completed documents would be available. The initial delivery order may be incomplete by this date as the conversion of some documents may include restructuring the document hierarchy to match the agency's standards for accessibility (e.g., Section 508 of the Rehabilitation Act, tagged documents).