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Community Assessment Report
for
Columbia Falls Aluminum Company (CFAC)
Columbia Falls, Montana
April 2015

Project Overview

This work product was created by Ann Green Communications, Inc., for Columbia Falls Aluminum Company (CFAC) to ascertain an understanding of the attitude and interest toward CFAC, the recent announcement to dismantle the facility, and work related to remediation. The research was conducted by performing a community assessment of Columbia Falls and the Flathead County areas.

Consultants Mary Green and Kristi Moore of Ann Green Communications conducted individual interviews with community leaders—including elected officials, neighbors, business leaders, emergency response officials, former employees, environmental advocates and others interested in the efforts associated with the site. The interviews focused on attitudes about industry and, specifically, opinions of Columbia Falls Aluminum Company. Additionally, the team conducted two focus groups with former employees—one for hourly and another for salary.

All participants were told Ann Green Communications, Inc. was hired by CFAC (1) to understand the overall area and issues of importance to the community, (2) to learn the area's overall perception of industry, specifically, Columbia Falls Aluminum Company, and (3) to assist in developing an approach for community outreach as CFAC proceeds with efforts at the Columbia Falls Aluminum Company facility. Mary and Kristi conducted the community interviews and employee focus groups March 30–April 1, 2015.

Respondents Participating in Community Assessment Process

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Those contacted but unable to interview or did not respond to request include:

- Tracy Stone-Manning, Chief of Staff, Office of the Governor (messages exchanged; was not able to schedule interview)
- Jeff Mow, Superintendent, Glacier National Park (did not return call)
- Mark Preiss, CEO, Glacier National Park Conservancy (did not return call)
- Steve Bradshaw, Superintendent, Columbia Falls School District (vacation but did not return multiple calls week before vacation)
- Bill Dakin, Realtor, ReMax Realty (vacation)
- Don Bennett, President, Freedom Bank (vacation)
- Mr. Nicosia, Former School Superintendent, Columbia Falls School District (vacation)
- Tom Ray, VP Northwest Resources, Plum Creek (vacation)
- Clarence Tabor, Multiple Use/Historic Society (schedule conflict)

Questionnaire Template and Responses (Verbatim Feedback):

Community Itself

What do you consider to be the number one concern in the community?

- Sustainability.
- Jobs; the job loss is tough to replace.
- Economic development; the loss of jobs from CFAC was huge. They were a major employer in the area. Plum Creek also reduced its workforce.
- Unemployed and underemployed.
- Access (financial and transportation) to healthcare and mental health services.
- Employment with benefits and insurance.
- Quality of life. Learn, live, work and play together. Jobs and life can work together.
- Safety.
- Ability to make a living.
- It is a service-sector based economy. The region is in the bottom 10 in terms of wages in 50 states.
- The environment is a critical component. People appreciate the ability to see rocks in the water; nature is valued.
- The economy; people do not make much money and the cost of living is high.
- Elderly population and the need to push information out to them.
- Columbia Falls is the blue-collar community in the valley. The area has good, hard-working folks.
- Sixty percent of the student population is on free or reduced lunch.
- Dwindling tax base and school funding. Columbia Falls is the large "Class A" school system in the state.
- Getting the economy on track.
- The region's population grew 40 percent from 2000 -2010; and 30 percent from 1990-2000. Growth is attributed to the region's beauty and recreation opportunities.
- Must improve the ratables situation. The region lost 60 percent of its construction employment in 2009. Employment levels are not at pre-recession levels.

General Industry

What do you believe is the opinion of local residents about industry in general?

- Many made their living off of legacy industry such as timber and agriculture.
- Kalispell Regional Medical Center is the largest employer with more than 3,000 employees.
- Historically, Montana is anti-corporation. There is no sales tax in Montana; it is a property tax and income tax based state.
- People would like to maintain the area "as is."
- Plum Creek, the largest land owner in the United States has its regional headquarters here.
- The community welcomes industry; industry is good.
- Plum Creek and the school system are the top employers in the county.
- As long as there aren't smokestacks, it is accepted.

- CFAC has been closed for so long; the concern has shifted to the transportation of Bakken crude.
- Generally, people are supportive because it provides jobs. But, people want to keep the area's beauty.
- Seven years ago CFAC was valued, because it employed a lot of people; however, today, attitudes have changed.
- People who grew up here like industry, because it provided good paying jobs with benefits.
- People from other areas think it is bad. We try to educate them so they understand industry has to follow environmental regulations.
- In most cases, very positive.
- The town is here because of CFAC and Plum Creek.
- Depends on where you are in the county. Columbia Falls is a blue-collar area. Columbia Falls is supportive of industry; Kalispell and Whitefish are least supportive.
- Industry is good; they can operate and provide jobs.
- There are risks; no one wants to live next to a bad environmental performer, but those days are gone. The Flathead Valley has a good relationship with industry in Columbia Falls.

What are your expectations of industry here, i.e., how would you describe what you expect of them in terms of being a good neighbor?

- Meeting local, state, and federal laws and regulations.
- Good employment practices. Profitable and well-run company.
- Supportive of the community.
- Straightforward and involved in the community.
- Good communicator that will let the community know what will/is happening.
- Respond to questions. Build a relationship with the community.
- Provides jobs with a living wage and benefits. Provides professional development training and career advancement and appreciates its employees.
- Offers good jobs with benefits and is part of the community. Meets all environmental standards.
- Uses common sense. Minimizes contamination and impact to neighbors, including contamination and noise. People are concerned about noise and light pollution.
- Provides a living wage – industry does that, that's why it is good.
- Communicates and shows everything.
- Fluoride emissions impacted re-vegetation of Teakettle Mountain, prior to the installation of pollution control devices. Conducts air quality monitoring.
- Industry is a good neighbor when they contribute to the community by providing jobs and contributions to the community. Also, when they follow all laws and regulations.

<u>Columbia Falls Aluminum Company</u>

What do you think local residents think about Columbia Falls Aluminum Company in particular?

- Right now, there is no trust.
- The Union is negotiating for severance. Cleanup issues need NPL because people believe the company won't do it.

- Historically, CFAC supported Columbia Falls. They provided solid, high-paying jobs.
- People always knew when lay-offs occurred; it was felt community-wide.
- Residents are in favor of re-starting it. However, they do not like that it is owned by a huge company and that CFAC is not on their radar screen, because it is small.
- To most it is not CFAC, it is Glencore.
- Glencore shot themselves in the foot because of the way they have communicated with the community, including Senator Tester.
- People who have lived here for a while are happy with the plant, because it provided jobs, benefits, retirement and supported the community. People had a good opinion of it. People soured when the plant started to close and not much information was provided. As a result, people now seem to favor small companies.
- Unsure.
- As a business owner, I feel jerked around by Glencore.
- It is a large piece of property that should be used to create jobs.
- There is no trust.
- I don't want a Superfund, but there are no other alternatives.
- There is still a perception that people would like to see it come back.
- A lawsuit that provided an $80 million judgment to employees created a negative perception.

Announcement to Dismantle/Information regarding dismantling

What do you believe are people's thoughts related to the recent announcement that the site will be dismantled?

- The facility ceased operations in the spring of 2009. There is some relief that there is a plan to move forward. Many believe it was inevitable.
- There is some frustration in Columbia Falls regarding the plant's plan to dismantle the facility.
- The closing is not surprising; the community has known it for a long time. However, employees kept waiting to go back to work there.
- If the dismantling is allowed, it is a good thing. It brings us one step closer to moving on and improving Columbia Falls.
- I heard that they are tearing it down to make a "Fun Center."
- There are pro's and con's about the dismantling, because emergency responders could use the building for training.
- There is a belief that the buildings are being dismantled, because the company doesn't want to pay property taxes on them. I haven't heard anything related to environmental concerns.
- I think it is a good thing that they are not going to re-open. They can clean it up with state supervision, get it done, sell the property, and move on.
- I don't' know what dismantling fully means. Senator Tester had a meeting with a select group of people who wanted it to become a Superfund site. The State of Montana conducted some testing which indicated there may be some environmental impact.
- Many don't want the Superfund designation, because of the stigma associated with it.
- Former employees were hopeful it would restart.
- People are sad, because it has been here since 1954.

- People would like to see another company relocate there because of the infrastructure (access to water, BPA power lines, etc.)
- It is disappointing to those who do not understand the aluminum/power issue. It is an energy-rich environment and a perfect place for a company to relocate.
- The aluminum company has not operated at full capacity for 25 years.
- The site needs to be listed on the NPL, because the water supply is impacted. We are concerned, because if the water is impacted, it will need to be treated. Right now, we do not treat it. It has shown to be showing signs of contamination.
- There is a stigma associated with the Superfund designation; it affects real estate values. The problem with the Superfund is there are those in Columbia Falls who know where the problems are.

What information will people want to know about the dismantling?

- They will want to know what happens to the site after the dismantling phase. Will it stay empty or be redeveloped. It is a 32,000 acre site; will Glencore sell it for another use. It is a big tax loss and there is no one to make up for that loss.
- What will end up at the site?
- There are many emotions. This area is the gateway to Glacier National Park.
- What is the economic impact on the broader community? What will the perception be and will we be able to bring in new business?
- What is the extent of the contamination found on the property? Is there a plume and if so, how large and what are the potential effects? What will be done about the plume?
- What areas of the property were sampled and what was found?
- What will be done about water contamination?
- I don't understand, because sample wells were tested and they should have information already.
- Are Anaconda and ARCO also responsible?
- Be upfront and take action.
- Get something done now before it is listed.
- Provide proof that you are doing something.
- Why is the property being dismantled and what is the purpose of the dismantling?
- Why is it important to dismantle the site?
- How many people will be onsite during the dismantling process? What is being done? What equipment is being used? What hours will the dismantling be conducted? How will chemicals in the building be handled/removed? What chemicals are present? This type of information will be needed if there is a search and rescue operation or a need for emergency response during the dismantling process.
- There has been a lack of information provided to the community from Glencore regarding its intentions.
- Explain the steps of each process to the community; demonstrate progress. Community leaders need to see action and not just talk. The Senator and City leaders have not been heard.
- We feel like we have exhausted all other options. Getting this type of attention now seems disingenuous.
- What steps will be necessary to clean the site?
- Remediation is occurring safely without unhealthful or unsafe conditions on the site.

- What potential is there for the site, ultimately? What vision do community leaders have for the site?

How would you describe Columbia Falls Aluminum Company as a neighbor? Why is that?

- Right now, they are not a good neighbor because there is no trust. They do a "dog and pony show" with Lucke and Haley to tell people what they think we want to hear. It is all smoke and mirrors. The team is sent in when there is grumbling.
- There is not much participation. Montana West Economic Development Authority received a $6 million grant to court jobs. The agency and CFAC entered into an agreement with another to purchase 40 acres. The agency sent $20,000 and CFAC stopped returning phone calls; it seems to be their pattern. The agency almost lost the grant because CFAC stopped its involvement. There are bad feelings because of that and because CFAC will just stop communicating.
- CFAC stopped talking to Senator Tester.
- CFAC plays nice to a certain point; however, the local people can not speak.
- I hope they are upfront with Glacier National Park regarding the path that crosses CFAC property and will stand by their commitment.
- In general, they were a good neighbor for Columbia Falls.
- Glencore is ominous.
- People are in denial in the Libby, MT community; they were living in a Superfund site.
- I think they were fine as CFAC, but not as Glencore. However, if Glencore had not purchased the facility, the aluminum plant would have been shut down long ago. Glencore said they would run it until they no longer made a profit.
- CFAC was good, because it provided good wages. Plum Creek kept up with CFAC wages. The Union believes they are owed something because the plant shut down. After the plant closed, CFAC provided financial assistance for displaced employees to attend Flathead Valley Community College to get an education for a new career.
- The CFAC relationship with the Columbia Falls Fire Department was good, because the company paid to have fire services. ($5,000 annually)
- CFAC was always a good neighbor; that's why people like them. Even after Glencore took over, the opinion didn't change. People had expectations, but Glencore didn't keep their promises. The company didn't get the power discount it needed. People were upset with BPA that they had given a three-year contract for power and because of that, it closed.
- Before it closed, CFAC was valued, because it provided good paying jobs. Now, there is distrust. CFAC representatives that have visited here have not been forthcoming with the community or plans for the site. Employees do not feel the truth has been laid out.
- There has not been much dialogue that has developed solutions and next steps.
- Interest in the CFAC site has been brought forth and CFAC withdrew.
- No follow through and communication with the community.
- There has not been good communication with our office recently.
- Steve Wright is a nice guy.
- Glencore has a sour name; however, CFAC doesn't.
- The company has to show good faith and be willing to make changes based on community input.

- When they were there, they were a great neighbor. They actively supported the entire valley.
- We have attempted to contact them to no avail.
- The lawsuits created negative perceptions and their downfall as a good neighbor.
- CFAC was always a good neighbor; after Glencore took over they were no longer a good neighbor.
- It took someone putting a gun to their heads to get something done.
- There is a perception of distrust.
- People value the land. Only 20 percent of the land in Montana is privately-owned and can be developed. Land is the only thing that lasts.

Health Concerns/Economic Impact/Historical Information

Do people in this community worry about health issues as they might relate to the environment?

- Yes, the residual effects of CFAC operations. There are concerns about the welfare of the water system. There is action to preserve Haskell Lake, which supplies the City of Whitefish's water supply.
- Water quality and seepage. Delays in the re-vegetation of Teakettle Mountain is thought to be linked to CFAC.
- Former employees know what is there and where it is buried.
- Those who live near the facility have concerns.
- In January, 2015, there was no proof to warrant Superfund designation.
- Aluminum City is worried about groundwater contamination.
- Yes, when it comes to the plant—especially asbestos.
- Depending on the job, some think it affected their health and longevity.
- Asbestos coatings and chemicals in the plant are dangerous.
- Not locally. People may not think it impacts them, because they can't see it.
- Detection of cyanide on wells near the property. People would rather have knowledge upfront and be able to determine the impact on their future. It is very important to communicate.
- I don't think this is a big issue. The plant always met environmental standards. Most people don't believe there are problems like in Libby, MT.
- No, this is why we don't want it to be a Superfund site. Not one of the 18 Superfund sites in Montana has been removed.
- Pollution and cyanide in groundwater has been acknowledged.
- People probably think that, because media points to it. People will seek to blame someone, but probably not on a regular basis.
- When the state did sampling, a call came into the Columbia Falls Fire Department from a lady who claimed the water caused her health issues.
- Yes; air and water impacts.
- Many people come here, because it is "Big Sky Country."
- There are groups of people who are very concerned about air and water issues.
- Yes, the main concern is contamination in the water based upon preliminary testing results that have been shared.

Do they understand the economic impact of industry on the local economy?

- Absolutely; you want industry.

- Technology has come a long way; practices from 1950 have changed. We are much cleaner today; the image has changed.
- They do understand this. We hope to have an industry presence; the County is becoming more service oriented. As industry depresses, there is more commercial growth. High paying jobs are being replaced by lower paying jobs.
- Yes, everyone I know would think it has a positive impact on the local economy.
- It's huge; CFAC provides huge tax revenue for the County, school district, and state.
- Yes, mostly positive impact. They are cautious of companies that might have an environmental impact, but residents want to make a living.
- Yes, because when CFAC closed hundreds of people lost their jobs. Some went to work at Plum Creek, while others went to North Dakota.
- Absolutely; the community felt the impact of CFAC being removed from the community.
- Some do. Business owners and managers in Flathead County stay informed. The Kalispell Chamber provides that type of information through an e-blast data base to over 3,000 people. Newspapers also cover those types of statistics.

Are there any past incidents/accidents that might affect how people in this community feel about industry?

- Superfund sites such as the asbestos situation in Libby, Mt and Butte, MT copper mine contamination. These designations have formed a resistance to the Superfund designation.
- People's perception of how CFAC treated its employees.
- An explosion with injuries at Plum Creek.
- Plum Creek had an explosion that was reported to have 60 people unaccounted for, but were located. There was a great response to that incident.
- Safety issues for citizens and workers.
- Not aware of any.
- Accident free; nothing major.
- When the plant was first built, there were no pollution control devices. In 1929, Teakettle Mountain was burned in a wildfire. People blame the lack of vegetation on the mountain on CFAC and its Fluoride emissions. People living near CFAC (Delbomb Lane) filed lawsuits related to health problems and received property from CFAC because of air pollution.
- Nothing like Love Canal. There are Superfund sites in the Flathead Valley.
- Not really, it is much safer. The only concern is oil on the trains.

General Communications

Do you have any specific ideas for improving communication/relations with neighbors in the community?

- Address groundwater problems and acknowledge challenges.
- Trust is earned by following through on statements and commitments.
- Even with NPL, the site can be cleaned up. There is nothing stopping Glencore from doing that.
- Standard newspaper and television for the older population. (KCFW – television)
- Get this done before it becomes a Superfund site. Let's get it done kinder and gentler than Superfund. We don't want the perception that Columbia Falls, MT is like Libby, MT.

- People's word means something in Montana. The faces of CFAC need to have a physical presence here.
- Share plans, step-by-step. Ask for community input and value it. Be transparent and accountable. Keep the community informed.
- Communicate with Nikki Stephan who will push information to emergency responders and dispatch.
- Talk with media and be open; don't hide anything.
- Place flyers in local stores. Work with the City Manager, Police Chief and Fire Chief.
- People want to be heard and to have a stake in the process.
- Establish a community group and have community meetings once the direction and paths are in place.
- Glencore could help to pay for those who want to be tied into city water.
- Layer the information; use email and direct mail.

How does the community prefer to receive information?

- Direct mail, television (KCFW & KAJ) and radio.
- Hungry Horse News.
- Newspaper.
- City Council.
- Flathead County Commissioners.
- Television (older population), Daily InterLake, Flathead Beacon (free and gets the most attention; it is a weekly publication that is printed on Wednesday), and mass mailings and emails.
- Facebook, Twitter, Flathead County website and Chamber of Commerce website
- Personal interactions; face-to-face communication.

Is there anything else you would like to share with us?

- Prove to the people that something is being done prior to NPL listing. Ann Green Communications being here is the first step.
- Trust needs to be rebuilt.
- Glencore should have been communicating regularly with the community since 2009. It didn't listen to Senator Tester, MDEQ, etc; this has put them in the position they are in now.
- Make sure messages are truthful and consistent.

Columbia Falls Aluminum is exploring methods to communicate with neighbors and the community. The development of a community liaison panel has been selected as a way for the company to engage its stakeholders. Do you have recommendations of people whom you think would make good members?

- Turner Askew
- Nino Berube
- Tammy Wulkin, 4H
- Clarence Taber, Multiple Use and Historical Society
- Doug Shanks
- Phil Mitchell, Flathead County Commission
- Stacy Schnabel, President of the Chamber also business owner (3)
- Casey Monquist

- Bill Dakin
- Flathead Basin Commission (3)
- Susan Berugaman, Planner, Lake County
- Thompson Smith, represents Tribal interests
- Montana Veterans Home
- Columbia Falls Police Chief Perry
- Columbia Falls Fire Chief Hagen
- Sheriff's Department (2)
- Susan Nicosia, City Manager, Columbia Falls (4)
- Rick Haines, Hungry Horse News
- Mayre Flowers, Citizens for a Better Flathead
- Don Barnhart, Mayor, Columbia Falls (3)
- School representative
- Joe Smith, CFAC former employee
- Retired School Superintendent Nicosia (2)
- Love Inc. (2)
- Betty Heneberg, Klothes Kloset/Church Women United
- Senator Dee Brown
- Mark Johnson (2)
- Don Bennett (3)
- Kellie Danielson, Flathead Economic Development Council (2)
- Columbia Falls Chamber of Commerce (3)
- Lyle Mitchell, School Board/Business Owner, State Farm (2)
- Jason Spring or Mary Strahan, North Valley Hospital
- Susie Burch, Director of Continuing Education, Flathead Valley Community College
- Gary Krueger, County Commissioner and farmer
- Lyle Phillips, resident of Whitefish
- Plum Creek
- Paul MacKenzie, Stoltze Lumber
- Jim Oliverson, Kalispell Regional Medical Center (3)
- City of Columbia Falls
- Three Rivers EMS
- MDEQ
- Leadership Flathead
- Glacier National Park representative
- O'Brien Byrd, Business Owner/Chili League member (2)
- Gene Marciel, Teacher's Union
- Kalispell Chamber of Commerce
- Christine Hatfield, Outside Media
- State DNRC
- Erin Sexton, University of Montana, Institute of Ecosystems

Employee Focus Group Discussion

What is the number one concern on the minds of your neighbors, friends, and family?

- Pollution; what is buried in the hill.
- Asbestos, settling ponds, cyanide, and coal tar pitch.
- Absorption into soil.

- People used to take bricks from the pot to use at home; they were porous and absorbed everything.
- The federal and state government checked some areas, but not others. Water samples were taken at wells, but not soil core samples.
- Glencore bought the plant and assumed liability. Why should tax payers pay to clean it up when Glencore assumed liability? Don't prolong the process.
- Pollution is extreme.
- An aquaduct was installed in 1969-1970. Prior to that, the water rushed down there and pushed pollution through.
- Are the lined ponds leaking? Are they being checked?
- Clean water is important. Fifty miles to the east is the beginning of the Columbia Basin Watershed through Flathead Lake. It is a pristine watershed with wildlife and a "Wild and Scenic" designation.
- The economy; CFAC closed and the number of mills dwindled. The region was once known as the industrial hub of the Flathead. There were several mills; logging fed off the mills. People had to go out of the valley for jobs; some went to the North Dakota oil fields and that is now slowing down.
- Living wage jobs with benefits. There are a number of decisions a person can make out of high school; there are not as many opportunities without a college degree. There are very few choices if you want to live here.
- The population is an outdoor population (hunting, skiing, fishing) so there is a concern for the environment.

What do you think local residents think of industry in general?

- At one time, there were five logging companies in the region; now there is one.
- When CFAC folded, there were no jobs. Farmers and ranchers were hit with the recession; now those properties are sub-divisions and developments.
- It is hard to make a living here. Most of my classmates moved from the area to get a job.
- Wages are a big factor. Industry that exists doesn't pay a living wage like CFAC did. Good paying industry has not flourished in the valley.
- Columbia Falls is a great place to visit, but you can't make a living here.
- The region went from industry and agriculture to tourism and the service industry.
- My dad still thinks the plant will re-open.
- Over the years, technology and quality control improved. CFAC did a god job cutting back on pollution.
- People need to be educated that manufacturing isn't all that bad.
- It's split because the environmentalists think it is evil while others understand what it provides and knows that operations have improved.

What do you think local residents think of the Columbia Falls Aluminum Company here?

- There is negative publicity out there right now. CFAC has not done a good enough job talking with folks. If you are silent, then people think maybe something was there.
- The media influence residents. The plant provided a living for many families; CFAC didn't do anything other aluminum plants weren't doing in the 1950's and 1960's.
- Jerome and Duker took advantage of employees and the plant.

- Glencore and CFAC are separated in people's minds. There is no animosity toward employees who worked at CFAC. CFAC has a good perception. Glencore owners are an unknown foreign entity that no one knows. Glencore has a negative perception.
- As part of the profit-sharing agreement, employees took a 15 percent cut in wages and benefits.
- Glencore ran from Senator Tester and battles with the state over the environmental situation.
- The plant started in 1955 and was always a plant. It provided jobs and people benefitted from it. The plant supported a middle-class society. The plant contributed to the community and was a strong supporter of the community by providing donations.
- City Hall was once a building owned by Anaconda, who sold it to the City for $1.
- Anaconda had a bad environmental reputation in Montana. They had other Superfund sites that put a black eye on the company.
- Some who have been laid off still think it will re-open.
- In the recent past, there has been a "yo-yo" of positive and negative in the media regarding the BPA. There were stories of a Chinese firm that wanted to look at modernizing the facility.
- Following the 1998 settlement, there are bad reactions when it comes to CFAC.
- As the power contract was negotiated to keep CFAC open, the contract was lowered to a Direct Service Industry rate. The consumer rate was higher than CFAC's rate and it left a bitter taste for the company. It all boils down to Glencore. People have trouble differentiating CFAC from Glencore. Glencore is the owner.
- Glencore's track record stinks; they have shut down other aluminum plants without concern. Residents don't want to pay for the sins of Glencore.

Do people locally worry about health issues as they might relate to the environment?

- Yes, it has been published in the paper.
- Those in Aluminum City are concerned.
- It is a tourist area. People wonder if they can swim in the river or drink the water. What will the river water do to crops (hay/wheat) and will it be detrimental to cattle?
- Everyone is worried about their health.
- A local dentist filed a lawsuit related to fluoride emissions, which created awareness. Once the scrubbers were installed and emissions were priority; they were always in compliance. A lot of plants ran that way in the 1960's (air pollution, cyanide, and PM10).
- Some of the areas have been capped.
- Teakettle Mountain and the Columbia River are very close to the facility. Teakettle was burned in a brush fire in 1929. Prior to installation of the dry scrubber, the vegetation did not grow back.
- There was a discharge permit to the river and there is concern related to cyanide.
- Aluminum City water is fine; there are no health concerns.
- There is asbestos on pipe and sludge in ponds above the legal limit.
- Pot bottoms were dumped which resulted in leaching. I do not believe all were capped.

Do they understand the economic impact the plant had on the local economy?

- Yes, definitely.
- All the industry and railroad have made out. The school district lost tax revenue.
- There is a state inventory tax. When CFAC was in operation, the warehouse inventory was reduced from $5 million to $1 million because the tax base is based on the value of the buildings and equipment. School revenue will decrease and county taxpayers will fund the school system.
- An impact study was conducted in the 1990's and demonstrated that CFAC had trickle-down effect of 7 times. CFAC set the wage standard. The average wage plus benefits was $70,000 per year.
- No they don't, even today.
- The older generation understands the economy of it.

What is the community's opinion of the facility being dismantled?

- It's the largest building in the state (40 acres under roof).
- Now that the community knows it is shut down, they can't believe something can't go on here given the infrastructure.
- Clean up the contamination.
- There is potential to use the facility for something.
- For those not working here, there was always some hope it would re-start.
- It provides a definite end to the facility.
- There are mixed feelings. Some want it to be gone, because there won't be any air pollution.
- If EPA cleans it up, it will make the value less, because the buildings and equipment have tax value.
- They don't want EPA involved, because it will become a bigger mess.
- We want it cleaned up the right way.
- People are in favor of something else replacing the plant.
- Tearing down the plant and doing something beneficial to the property is good.
- Not having the government step in will cause lasting health problems in the community.
- Superfund designation scares investors away and creates a stigma.
- Those in the plant knew it was going downhill.
- Some think it will remove environmental challenges.

Are there concerns about the dismantling process for the site?

- It could be interesting; I worked with a man who worked on another dismantling project for Glencore and he showed me videos. He said the HazMat crew had to be involved; however, there is not as much contamination here.
- There is contamination.
- The union wants to save and provide jobs. It is fighting for the Superfund site designation so that Davis/Bacon wages are provided to those who get the work. The union understands there are certain things they are not trained to do. There was a study conducted that determined it will take more than two years to dismantle the site if three pots are dismantled per week.
- The union can be brought in to help dismantle the pots. If outside contractors are hired, they will be brought in at minimum wage or a bit higher.

- Some want to see Glencore pay the price, but that was a perpetual thought.
- Opinions are mixed in the newspapers.
- The majority have the same opinion as former employees.
- When the plant was operating, CFAC had cyanide in the discharge permit that was allowed.
- Pollution is an issue, but not life-threatening.
- Union has done a good job at getting in the newspapers. The majority has been quiet and has a different opinion.

Are there incidents in the past that might affect how people feel about the plant?

- The profit-sharing settlement with CFAC in 1998. In 1995, the head accountant at the plant thought the books looked irregular and profit-sharing was not occurring as promised. A $90 million judgment was awarded to 600 employees.
- When CFAC shutdown and sold electricity for more than aluminum profits. CFAC paid employees during that time, even if they were not working.
- As part of BPA's agreement with Glencore, those who were laid off from the plant received full wages for the first year and never worked.

What issues did you worry about as an employee of the plant?

- When it was going to curtail. Curtailment was a result of the cyclical price of aluminum.
- Issues with the union.
- Curtailment as a result of the price of power.

How do people like to receive their information?

- Hungry Horse News
- Television stations
- The Answer Book
- DailyInter Lake
- Flathead Beacon
- Daily Inter Lake
- Social media, to an extent.
- Talk radio
- The Night Owl (restaurant)
- Through union leadership
- Word of mouth

Is there anything else you would like to share with us?

- Glencore had a good start.
- Glencore promoted externally and seems to be run by a younger crowd who don't care.
- Glencore did not make investments in the facility. Equipment was used for other plants that were being bought. This led to problems and safety concerns.

Columbia Falls Aluminum is exploring methods to communicate with neighbors and the community. The development of a community liaison panel has been selected as

a way for the company to engage its stakeholders. Do you have recommendations of people whom you think would make good members?

- Kalispell newspaper
- Jeff Mow
- PIO for Glacier National Park
- Mark Priess, Glacier National Park Conservancy
- Rick Hagen, Columbia Falls Fire Chief
- Cindy, Publisher of Montana Woman magazine
- Union representative
- Carl Scharde, farmer and former Flathead Electric
- Bob Shell, farmer
- Steve Marquesen, Owner of The Backroom
- Lorie's Deli, owner
- Ray Negron, Owner of Cimarron Café
- Carol Pike, Columbia Falls Chamber of Commerce
- Darrel Newby, Chaplain
- Mayor Don Barnhart, Columbia Falls
- Susan Nicosia, City Manager, Columbia Falls
- Lyle Phillips, former Human Resources Manager, CFAC
- Frank Garner, Legislator
- Member of the Lions Club or Rotary
- Former Kalispell Police Chief