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## 1.0 INTRODUCTION

The National Association of Remedial Project Managers (NARPM) promotes the exchange of information among Remedial Project Managers (RPM) from all U.S. Environmental Protection Agency (EPA) regional offices. NARPM also provides a forum where RPMs discuss regional and national issues of concern, identifies ways that RPMs respond to those regional and national issues, and establishes a permanent line of communication between RPMs in the regions and the RPM advisory groups. NARPM is one of the formal mechanisms used to coordinate with EPA Headquarters (HQ) to promote national consistency in the Superfund remedial program. The annual training conference serves as the main tool for promoting an exchange of information among RPMs; making training available about new technologies, policies, and guidance; and providing a forum that enables RPMs to share their experiences.

Within EPA's Office of Solid Waste and Emergency Response (OSWER), the Office of Superfund Remediation and Technology Innovation (OSRTI), the Federal Facilities Restoration and Reuse Office (FFRRO), OSRTI's Environmental Response Team (ERT), Technical Support Project (TSP) Forums, and many other offices worked as a team with RPMs across the nation to develop and conduct the 17<sup>th</sup> Annual NARPM Training Conference (training conference) from May 21 through 25, 2007, in Baltimore, Maryland. The training conference consisted of 22 technical, legal, and administrative training courses; 24 panel, information, and paper sessions; daily plenary speakers; a Resource Area that featured 12 exhibits; and three field trips. The field trips included tours of the Baltimore Museum of Public Works, Baltimore Inner Harbor, and University of Maryland Biotechnology Institute.

More than 478 people attended, representing EPA RPMs, EPA regional remedial support staff, branch chiefs, community involvement coordinators (CIC), regional attorneys, enforcement personnel, ERT members, and representatives from other federal, state, and tribal agencies. Meetings held concurrently with the training conference to enhance networking opportunities for participants included the National Remedial Managers, the TSP Forums, the 2007 Superfund Analytical Operations Training Conference, and the Senior Regional Management Acquisition Council (SRMAC).

This report presents an overview of the training conference, summarizes the comments provided on the evaluation forms, and provides recommendations for the 2008 training conference. The report is divided into five sections, including this introduction:

- Section 2.0, *Overview*, provides background information about the training conference, an overview of activities conducted throughout the week, and details about the participants.
- Section 3.0, *Evaluations*, summarizes participants' observations about the overall conference and individual training courses and sessions.
- Section 4.0, *Recommendations*, identifies suggestions to consider for the 2008 training conference based on input from the NARPM Co-Chairs, moderators, participants, and Tetra Tech EM Inc. (Tetra Tech)
- Section 5.0, *Conclusions*, provides the conclusion of the report.

In addition, this report includes several appendices.

- *Appendix A, Conference Agenda*
- *Appendix B, Comments about the Conference*
- *Appendix C, Summary of the Plenary Sessions*

- *Appendix D, Comments about Individual Training Courses*
- *Appendix E, Comments about the Panel, Paper, and Information Sessions*
- *Appendix F, Summaries of NARPM Committee Working Lunches*
- *Appendix G, Detailed Recommendations*
- *Appendix H, List of Participants*

## 2.0 OVERVIEW

### 2.1 Preparation for the Annual Training Conference

The five NARPM Co-Chairs, with support and feedback from EPA HQ and the NARPM Council, planned and coordinated the training conference; the 2007 NARPM Co-Chairs are identified in the box on the right. Preparations for the 2007 training conference began immediately at the conclusion of the 2006 NARPM Annual Training Conference, which was held in June 2006 in New Orleans, Louisiana. The Co-Chairs carefully reviewed the evaluations of the

#### 2007 NARPM Co-Chairs

The NARPM Co-Chairs are EPA Remedial Project Managers, who are elected by NARPM for 1- and 2-year terms. The 2007 NARPM Co-Chairs are:

- Patricia Bowlin, EPA RPM, Region 9
- Nadia Hollan Burke, EPA RPM, Region 9
- Karen Mason-Smith, EPA RPM, Region 5
- Bernie Schorle, EPA RPM, Region 5
- Robert Stites, EPA RPM, Region 8

courses and sessions from the 2006 training conference to identify the courses and sessions that should be offered again, revised, or omitted, as well as new courses to address topics currently of interest to RPMs. Planning for the training conference included weekly conference calls, frequent communication with the NARPM Council and committees, meetings of the Co-Chairs, and communication with OSRTI, FFRRO, the TSP Forums, and EPA's regional and HQ management to ensure that the training needs of RPMs were addressed at this year's training conference.

The Co-Chairs' selection of courses and sessions and the development of the agenda are driven by the objective of the training conference — to provide RPMs with opportunities to:

- Network and exchange information about policies, technologies, cleanup strategies, and lessons learned.
- Obtain relevant training designed especially for RPMs.
- Strengthen their knowledge, skills, and abilities essential to successful job performance.

### 2.2 Overview of Activities

Details about the activities conducted during the training conference are described below. A copy of the final agenda is provided in Appendix A.

#### 2.2.1 Plenary Sessions

Plenary sessions at the training conference complement the in-depth training that occurs during the courses and sessions. By focusing on broad topics of interest to RPMs, the plenary sessions provide a forum where information about new policies and guidance relevant to the Superfund Program is presented, along with details about national and local initiatives. The sessions also are intended to maintain communication between the regions and EPA's HQ offices.

Plenary sessions were held each morning of the training conference and during lunch on Monday, May 21, and Wednesday, May 23, of the training conference. Topics addressed during the week included:

#### Opening plenary speakers, Monday, May 21:

- Regional Welcome, Scott Sherman, Associate Assistant Administrator, EPA OSWER

- The State of the Superfund Program, Jim Woolford, Director, EPA OSRTI
- The Importance of Teamwork, Susan Bodine, Assistant Administrator, EPA OSWER

**Working Lunch Speaker, Monday, May 21:**

- Technology Innovation and Field Services Division's (TIFSD) Update, Mr. Norman Niedergang, Division Director, TIFSD, EPA OSRTI

**Plenary Speaker, Tuesday, May 22:**

- QuickPlace, Jean Balent and Stephen Dymont, TIFSD, EPA OSRTI

**Plenary Speaker, Wednesday, May 23:**

- Feedback on the Effectiveness of Site Remediation Cleanup Strategies and Levels, Dr. Elizabeth Southerland, Division Director, Assessment and Remediation Division (ARD), EPA OSRTI

**Working Lunch Speaker, Wednesday, May 23:**

- Basic Principles for Effective Risk Communication, Dr. Vincent Covello, Center for Risk Communication

**Plenary Speaker, Thursday, May 24:**

- Challenges when Restoring Federal Facilities and Presentation of Awards, John Reeder, Director, EPA FFRRO

**Closing Plenary Session, Friday, May 25:**

- Topics addressed during the closing plenary session focused on general business items, such as updates from the Co-Chairs, reports from the NARPM committees, plans to elect new Co-Chairs, a brainstorming session about training needs of RPMs, and a facilitated discussion about how to improve next year's NARPM training conference.
- Keeping the Waters Safe, Eliza Smith Steinmeier, Executive Director and Waterkeeper, Baltimore Harbor Waterkeeper

Copies of the plenary session presentations are provided on the NARPM training conference Web site at [www.epanarpm.org/2007/](http://www.epanarpm.org/2007/). Summaries of the plenary sessions are located in Appendix C.

### **2.2.2 Training Courses**

Twenty-two training courses that covered technical, legal, and administrative topics were offered at this year's training conference. Eleven of the 22 courses were new offerings. The methodologies for the courses varied and included case studies, lectures, and discussion. The courses offered included:

**Category A: Investigation**

- Interpreting Non-Detect Data Correctly: Statistical Analysis Methods for Data with Non-Detects
- Remedial Investigation/Feasibility Study (RI/FS) Scoping: Taking A.I.M. (Anticipate, Identify, and Manage)
- Remedy Selection
- Subsurface Characterization for Vapor Intrusion
- Using Systematic Project Planning to Address and Manage Site Uncertainty and Project Risks

**Category B: Design, Remediation, and Post-Construction**

- Construction Oversight: Building a New Foundation
- Engineering Design Considerations for Vapor Intrusion (VI) Mitigation
- Jump-Starting Ecological Revitalization
- Long-Term Ground Water Monitoring Optimization Methods

**Category C: Technology and Contaminant-Specific Topics**

- Explosives and Perchlorate Sampling and Analysis Issues
- Introduction to Contaminant Hydrogeology
- Nanotechnology: Solutions, Challenges, and Implications for Superfund
- Sediment Remediation
- Turning the Tide on DNAPL: Things You Should Know about DNAPL and Active Remediation

**Category D: Resources and Tools**

- Basic Project Management Skills for RPMs
- Be Prepared: Know What to Say and How to Say It, An Advanced Media/Spokesperson Training Workshop
- Contracts Training
- Facilitative Leadership – Productive Small Group Meetings
- Military Munitions Response Program
- Real Estate for Environmental Regulators: Taking on the Tough Sites
- Risk Communication
- Working with the News Media

Descriptions of each course and copies of the course materials presented are available on the NARPM training conference Web site at [www.epanarpm.org/2007/](http://www.epanarpm.org/2007/).

**2.2.3 Panel, Paper, and Information Sessions**

In response to a call for panels, papers, and information sessions, the NARPM Co-Chair face to face meeting, feedback from the TSP Forums, and the NARPM training committees, the NARPM Co-Chairs selected 24 panel, paper, and information sessions. A moderator facilitated most of the sessions. These sessions provided opportunities for RPMs and other students to participate in interactive discussions and sharing of lessons learned. The sessions included:

**Information Sessions**

- An Overview of Performance Measurement and Reporting for the Superfund Remedial Program
- Computer Lab – Open House
- Engineering Forum Remedial Technology Update
- Ground Water Issues and 5-Year Reviews
- Remedial Action Contracting
- Remedial System Evaluation in 2007
- Superfund and Federal Facilities Cross Program Revitalization Measures
- We Want You! Why the Response Support Corps Needs RPMs

### **Panel Sessions**

- Analytical Services Branch Panel Session: Services Available
- Asbestos: A Paradigm Shift Toward Risk Based Site Evaluations
- Cleanup – Clean Air Initiative
- DoD's Perspective on Development of Innovative Approaches for Treatment of Emerging Contaminants
- DoD's Perspective on Recent Advances in the Management and Remediation of DNAPL Source Zone
- Federal Facilities
- Institutional Controls Update
- Monitored Natural Attenuation
- NARPM Vapor Intrusion Open Panel Session: Revitalization of EPA National Vapor Intrusion Workgroup
- Take Charge! – Improving Your Document Management Skills
- TCE Toxicity/Vapor Intrusion Pathway

### **Paper Sessions**

- Case Studies
- Mining
- Radiation or Uranium Mill Tailings
- Sampling and Analysis
- Sediment

Descriptions of each session and copies of the materials presented are available on the NARPM training conference Web site at [www.epanarpm.org/2007/](http://www.epanarpm.org/2007/).

#### **2.2.4 Resource Area**

The Resource Area, available Monday through Thursday, featured 12 exhibits that showcased projects of interest to RPMs. The Resource Area provided an excellent opportunity for participants to network and learn about new initiatives and resources available to assist them with their jobs. Participants and topics in the Resource Area included:

- EPA's Office of Inspector General's Collaboration and Alternative Dispute Resolution Help
- TSP's Engineering Forum
- ERT Internet Café
- In Situ Chemical Oxidation of 1,4-Dioxane
- Maryland Occupational Safety and Health Administration
- Strategic Environmental Research and Development Program (SERDP) and the Environmental Security Technology Certification Program (ESTCP)
- National Institute of Environmental Health Sciences' (NIEHS) Superfund Basic Research Program
- Tennessee Valley Authority

- TIFSD, EPA OSRTI
- Training Exchange Web Site (Trainex)
- Trace Atmospheric Gas Analyzer (TAGA) Bus
- U.S. Army Corps of Engineers (USACE)

Descriptions of the Resource Area exhibits are available on the NARPM training conference site at [www.epanarpm.org/2007/](http://www.epanarpm.org/2007/).

### **2.2.5 Field Trips**

Friday's closing plenary session was followed by three field trips: the Baltimore Museum of Public Works; the Baltimore Inner Harbor; and the University of Maryland Biotechnology Institute. The Baltimore Museum of Public Works described the technology behind the city of Baltimore's infrastructure, such as tunnels, bridges, clean water, and wastewater, and focused on the operation of a pumping station. Participants also learned about the history of the Baltimore Public Works Department.

The Baltimore Inner Harbor field trip complemented the presentation of the closing plenary speaker, Ms. Smith Steinmeier, and provided a hands-on view of the water quality in the harbor and Patapsco River as a result of past and present pollution sources. Ms. Smith Steinmeier facilitated the field trip and pointed out areas of redevelopment and sites where activities were, or are, under way to contain site contaminants.

The University of Maryland Biotechnology Institute provided an overview of how science and biotechnology are applied to human health, the marine environment, agriculture, and engineering and structural biology. Participants conducted hands-on laboratory experiments using a biosurfactant to remove oil from sand and artificial fur. Participants also toured the working laboratories, spoke with research scientists, and visited the center for aquaculture and fisheries.

### **2.2.6 National Remedial Managers' Meeting**

For the seventh year, EPA's Remedial Managers held their spring meeting concurrently with the training conference. This year's meeting was held on Tuesday, May 22, and a half-day session on Wednesday, May 23. Some of the topics addressed during the meeting included institutional controls, long-term response actions, Region 9's cleanup – clean air initiative, 5-year reviews, and asbestos. Many of the remedial managers were available to participate in training courses and sessions held before and after the National Remedial Managers' meeting. Similar to previous training conferences, the remedial managers and RPMs were able to openly discuss issues presented during courses and sessions. The exchange of ideas and approaches among staff and managers continues to add another important facet to the NARPM training conferences.

### **2.2.7 2007 Superfund Analytical Operations Training Conference**

The 2007 Superfund Analytical Operations Training Conference provided an opportunity for EPA's Contract Laboratory Program (CLP) personnel to receive program updates, discuss regional laboratory techniques and issues, and participate in individual laboratory and general CLP training. The Superfund Analytical Operations Training Conference sponsored a panel session called *Analytical Services Branch Panel Session: Services Available* that discussed analytical laboratory and support services to RPMs and provided an opportunity for RPMs to discuss areas where needs are not being met. This was the first time that this conference was held concurrently with the NARPM training conference. By doing so, CLP personnel and RPMs were able to interact and discuss issues presented during each of the conferences.

The discussion of issues and possible solutions among NARPM conference attendees and CLP personnel adds another important networking aspect offered by the NARPM training conferences.

### **2.2.8 Senior Regional Management Acquisition Council (SRMAC) Meeting**

For the first time, the SRMAC meeting was held concurrently with the training conference. The SRMAC meeting provided participants the opportunity to share regional successes and new ideas for managing Superfund contracts, resolve cross-cutting acquisition issues, and promote quality in contracts management. Members of SRMAC met and discussed Superfund contract issues and attended courses offered at the training conference. This interaction among conference attendees promoted a better understanding of job responsibilities and issues, and provided an avenue for open discussion.

### **2.2.9 Technical Support Project (TSP) Forums**

Business meetings of EPA's TSP Forums – the Engineering Forum, the Federal Facilities Forum, and the Ground Water Forum – were held to coincide with the training conference. The TSP Forums sponsored several training courses and sessions, and many members of the TSP Forums participated as instructors and presenters. This is the fourth time the TSP Forum meetings were included at the training conference and their involvement further enhances efforts to increase sharing of expertise and knowledge among RPMs and members of the TSP Forums.

### **2.2.10 NARPM Committee Working Lunches**

On Tuesday, May 22, the NARPM Career Development, Policy and Guidance, and Training Committees held separate business meetings during the lunch break. This is the second time NARPM Committees business meetings were held at the training conference. These meetings provide opportunities for the committee members to discuss committee business, share knowledge and expertise to help enhance the RPM position, network and, in some instances, meet other committee members in person for the first time.

A brief summary of each meeting is provided below. Detailed summaries are found in Appendix F.

- ***Career Development Committee.*** The Career Development Committee met to discuss its goals and brainstorm potential committee activities. The participants focused on using the NARPM Intranet site to post the committee's work products and information, so that they would be available to all RPMs. Other activities and action items discussed at the meeting included using QuickPlace for committee business, developing a mentor program for new RPMs and a career tips fact sheet, posting open RPM positions, and creating a project management certification training program.
- ***Policy and Guidance Committee.*** During the policy and guidance committee, members expressed a desire to have more advanced notification when draft guidance or policy is pending to help plan work load. Several members suggested identifying members to confirm their interest in the committee and soliciting additional members in regions where there has not been much perceived participation.
- ***Training Committee.*** The Training Committee discussed general observations and their immediate feedback on the training courses and sessions they attended. This discussion generated several recommendations, several include: using QuickPlace to hold follow up discussions for NARPM courses, workshops, and panels; providing criteria for panel sessions; and developing a track for new, intermediate, and advanced RPMs.

### **2.2.11 After-Hour Activities**

Several after-hour activities were planned by the Region 3 Ground Crew members during the week to bring RPMs together in informal settings. These activities included a baseball game, a sunset harbor cruise, and the annual volleyball game and picnic. Members of the Region 3 Ground Crew Committee included Andy Palestini, Charlie Root, Sharon Fang, Anthony Iacobone, Huu Ngo, and Frank Vavra.

## **2.3 Participants**

More than 478<sup>1</sup> people participated in the NARPM training conference, the National Remedial Managers' Meeting, the business meetings of the TSP Forums, the 2007 Superfund Analytical Operations Training Conference, and the SRMAC meeting. Exhibit 1 identifies the overall number of participants for all training conferences and meetings by job title. A total of 462 individuals pre-registered for all training conferences and meetings. Appendix H provides the final list of participants, arranged alphabetically by last name, and includes information about how to contact each participant.

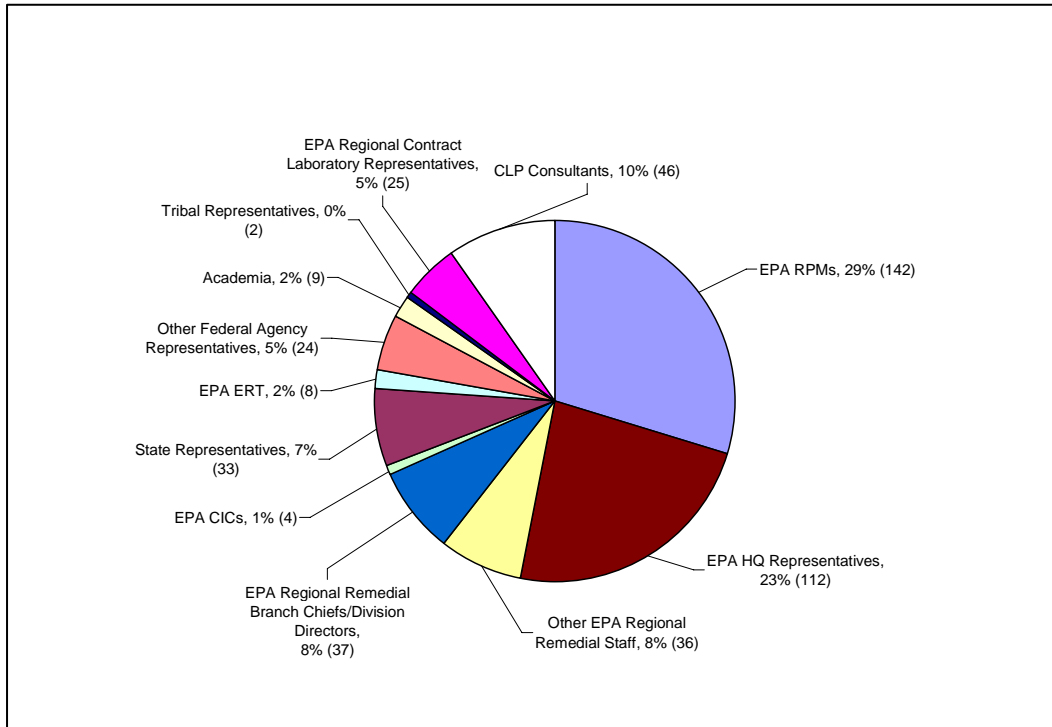
### **2.3.1 NARPM Participation**

Attendees for the NARPM training conference, TSP Forums, and the National Remedial Managers' Meeting included: 142 EPA RPMs; 112 EPA HQ Representatives; 36 Other EPA Regional Remedial Support Staff (such as Enforcement Personnel and Regional Attorneys); 37 EPA Regional Remedial Branch Chiefs and Division Directors; 4 EPA CICs; 33 State Representatives; 8 EPA ERT members; 24 Other Federal Agency Representatives [such as the U.S. Army Corps of Engineers (USACE), Tennessee Valley Authority (TVA), National Institute of Environmental Health Sciences (NIEHS), National Oceanic and Atmospheric Administration (NOAA), U.S. Department of Defense (DoD) Environmental Security, U.S. Geological Survey (USGS), and U.S. Department of Agriculture (USDA)]; 9 members of Academia; 2 Tribal Representatives; 25 EPA Regional Contract Laboratory Representatives; and 46 CLP Consultants. Exhibit 2 identifies the attendees who only participated in the NARPM Annual Training Conference. Exhibit 3 illustrates the number of EPA RPMs by region. Exhibit 4 categorizes participants by affiliation, including EPA regional offices, EPA HQ, ERT, Other Federal Agencies, State Agencies, Tribal Agencies, and Academia, who participated in only the NARPM Annual Training Conference.

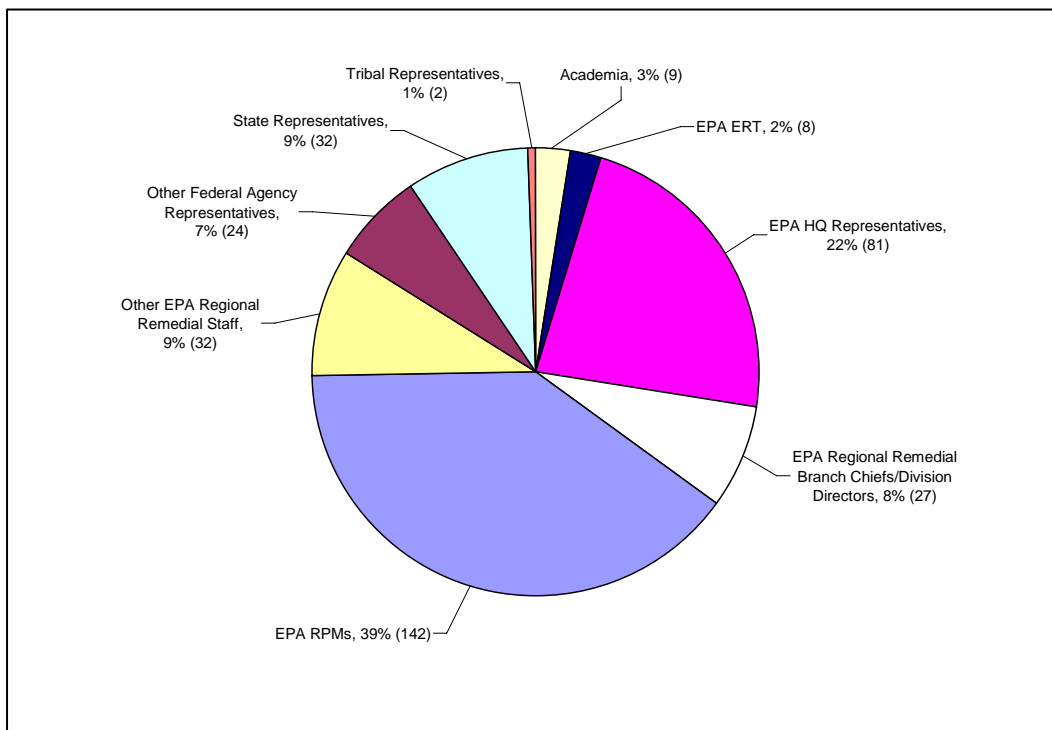
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<sup>1</sup> CLP consultants are included in this number; however, consultants who helped facilitate the training conference are not.

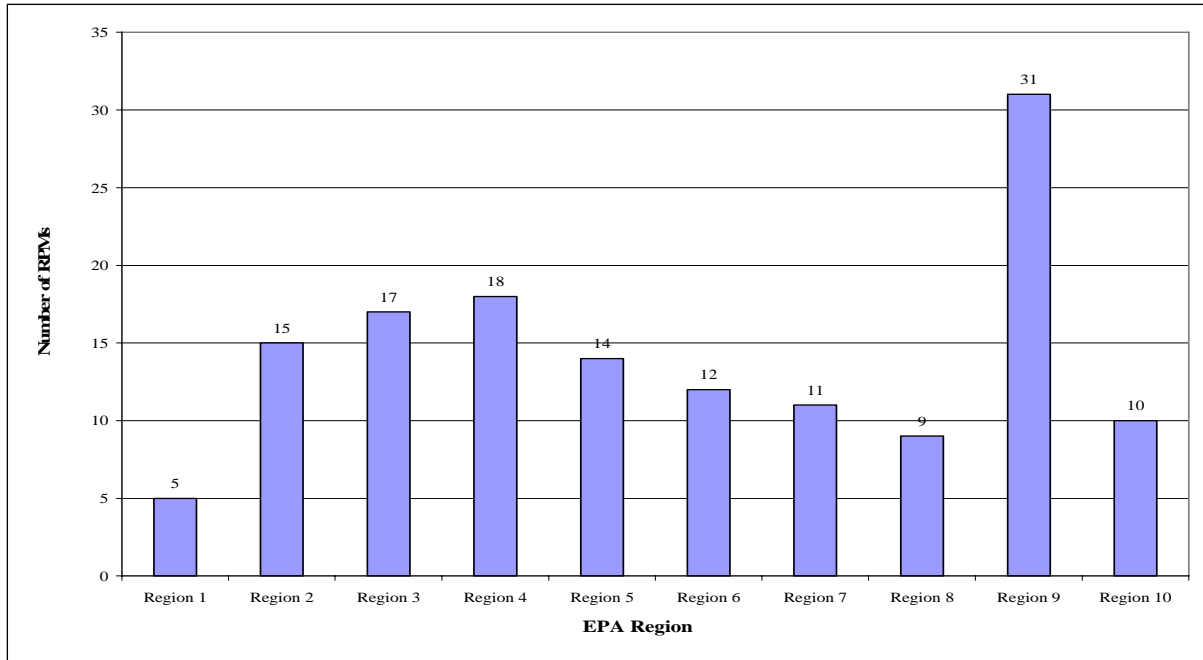
**Exhibit 1. Participants by Job Title**



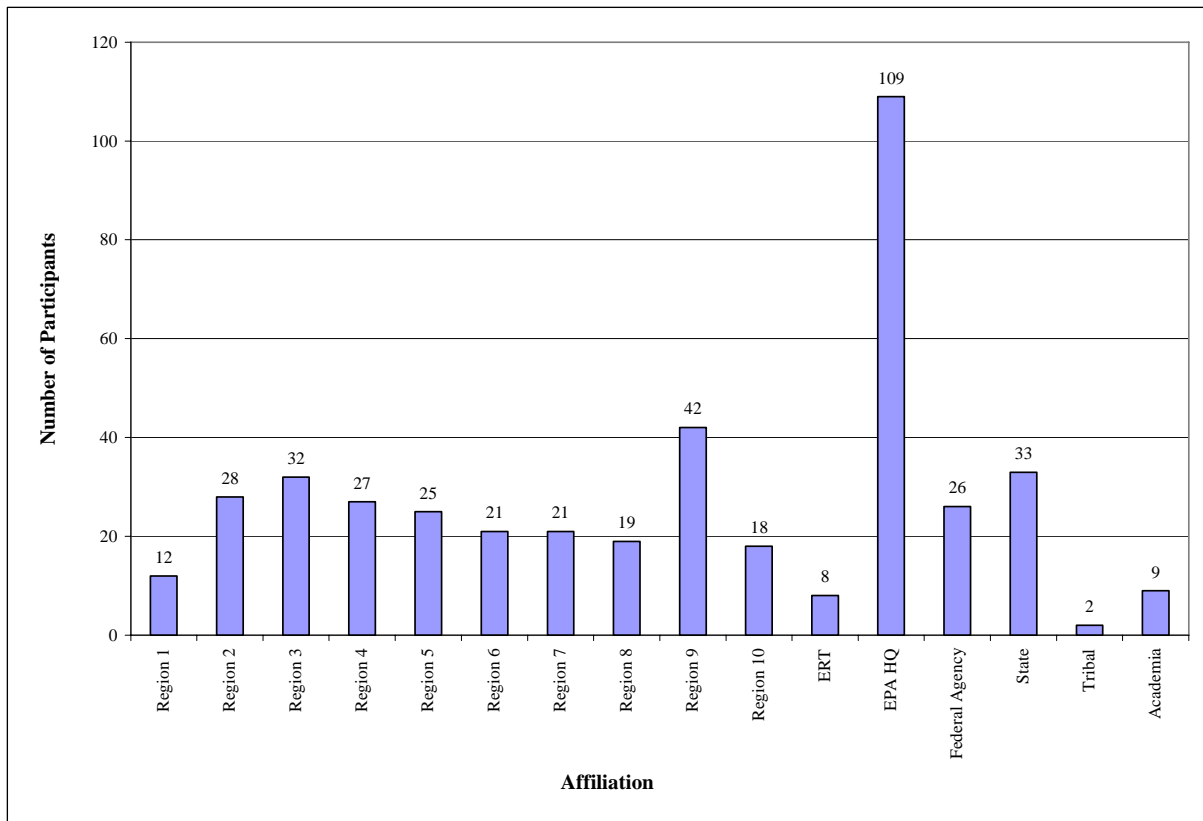
**Exhibit 2. NARPM Annual Training Conference Attendees by Job Title**



**Exhibit 3. EPA RPMs by Region who attended the NARPM Annual Training Conference**



**Exhibit 4. NARPM Annual Training Conference Participants by Affiliation**



### **2.3.2 Students by Training Course and Session**

Details about students at each of the training courses and sessions, including the number of students by job title, the total number of students, and the percentage of students who were EPA RPMs, is provided in the following tables. The information is based on the attendance sheets collected at the end of each course and session. The courses and sessions are grouped by type and sorted alphabetically. As shown in the table, RPMs made up a majority of the students.

Table 1. Students by Job Title for Training Courses

Title	Total	Percent of Participants Who Were RPMs	EPA RPMs	EPA HQ Representatives	EPA ERT	Other EPA Regional Remedial Staff	EPA Regional Remedial Branch Chiefs/Division Directors	EPA Community Involvement Coordinators	State Representatives	Other Federal Agency Representatives	Academia	Tribal Representatives	Regional Contract Laboratories
Basic Project Management Skills for RPMs	21	66%	14				1	1	3	2			
Be Prepared: Know What to Say and How to Say It, An Advanced Media/Spokesperson Training Workshop (5/23)*	10	80%	8				1	1					
Be Prepared: Know What to Say and How to Say It, An Advanced Media/Spokesperson Training Workshop (5/24)*	10	70%	7				1	1		1			
Construction Oversight: Building a New Foundation	34	74%	25			1	2		3	1			
Contracts Training (5/22)	33	64%	21			1		1					3
Contracts Training (5/23)	30	77%	23			1	2			1			1
Engineering Design Considerations for Vapor Intrusion (VI) Mitigation	41	56%	23	6	1	3	2		5	1			
Explosives and Perchlorate Sampling and Analysis Issues	36	61%	22	5	1	2	1		3	1			1
Facilitative Leadership - Productive Small Group Meetings*	14	50%	7	2		2		2	1				

\* Due to instructional methodology of the course, classroom size was limited.

Table 1. Students by Job Title for Training Courses (continued)

Title	Total	Percent of Participants Who Were RPMs	EPA RPMs	EPA HQ Representatives	EPA ERT	Other EPA Regional Remedial Staff	EPA Regional Remedial Branch Chiefs/Division Directors	EPA Community Involvement Coordinators	State Representatives	Other Federal Agency Representatives	Academia	Tribal Representatives	Regional Contract Laboratory Representatives
Interpreting Non-Detect Data Correctly: Statistical Analysis Methods for Data with Non-Detects	43	42%	18	1	1	10			8	1			4
Introduction to Contaminant Hydrogeology	33	55%	18	1		4			7	3			
Jump-Starting Ecological Revitalization	29	48%	14	2	2	1		1	3	2	2	1	1
Long-Term Ground Water Monitoring Optimization Methods	35	69%	24	2		2			1	4			2
Military Munitions Response Program	34	74%	25	3		2		1	2	1			
Nanotechnology: Solutions, Challenges, and Implications for Superfund	45	47%	21	4	2	4			5	4	4		1
Real Estate for Environmental Regulators: Taking on the Tough Sites	28	68%	19	1	1	2		1	3	1			
Remedial Investigation/ Feasibility Study (RI/FS) Scoping: Taking A.I.M. (Anticipate, Identify, and Manage)	62	65%	40	9		1		1	5	2		1	3
Remedy Selection	47	62%	29	9		1		1	5			2	

Table 1. Students by Job Title for Training Courses (continued)

Title	Total	Percent of Participants Who Were RPMs	EPA RPMs	EPA HQ Representatives	EPA ERT	Other EPA Regional Remedial Staff	EPA Regional Remedial Branch Chiefs/Division Directors	EPA Community Involvement Coordinators	State Representatives	Other Federal Agency Representatives	Academia	Tribal Representatives	Regional Contract Representatives
Risk Communication*	22	55%	12	1	1	1	1	2	4	1	1		
Sediment Remediation	42	50%	21	4	2	1	1		9	2	1	1	
Subsurface Characterization for Vapor Intrusion	54	46%	25	2	2	10	2	1	8	1			3
Turning the Tide on DNAPL: Things You Should Know about DNAPL and Active Remediation	69	55%	38	10	1	6			11	3			
Using Systematic Project Planning to Address and Manage Site Uncertainty and Project Risks	21	57%	12	4		1	1		2			1	
Working with the News Media	36	78%	28			3	1	1	2	1			

\* Due to instructional methodology of the course, classroom size was limited.

Table 2. Students by Job Title for Panel Sessions

Title	Total	Percent of Participants Who Were RPMs	EPA RPMs	EPA HQ Representatives	EPA ERT	Other EPA Regional Remedial Staff	EPA Regional Remedial Branch Chiefs/Division Directors	EPA Community Involvement Coordinators	State Representatives	Other Federal Agency Representatives	Academia	Tribal Representatives	Regional Contract Laboratory Representatives	Consultant - CLP
Analytical Services Branch Panel Session - Services Available	62	8%	5	12					1				19	25
Asbestos: A Paradigm Shift Toward Risk Based Site Evaluations	12	42%	5	2	1	3			1					
Cleanup - Clean Air Initiative	19	74%	14	3		1		1						
DoD's Perspective on Development of Innovative Approaches for Treatment of Emerging Contaminants	26	54%	14	2		3	2		3	2				
DoD's Perspective on Recent Advances in the Management and Remediation of DNAPL Source Zone	43	67%	29	6			2		4	1	1			
Federal Facility Institutional Controls Update	34	65%	22	6		1	2	1	2					
Monitored Natural Attenuation	48	69%	33	3		1	3		7			1		
NARPM Vapor Intrusion Open Panel Session: Revitalization of EPA National Vapor Intrusion Workgroup	65	71%	46	6		1	3	1	7	1				
	25	28%	7	3	4	5	2	1	2	1				

**Table 2. Students by Job Title for Panel Sessions (continued)**

<b>Title</b>	<b>Total</b>	<b>Percent of Participants Who Were RPMs</b>	<b>EPA RPMs</b>	<b>EPA HQ Representatives</b>	<b>EPA ERT</b>	<b>Other EPA Regional Remedial Staff</b>	<b>EPA Regional Remedial Branch Chiefs/Division Directors</b>	<b>EPA Community Involvement Coordinators</b>	<b>State Representatives</b>	<b>Other Federal Agency Representatives</b>	<b>Academia</b>	<b>Tribal Representatives</b>	<b>Regional Contract Laboratory Representatives</b>	<b>Consultant - CLP</b>
Take Charge! - Improving Your Document Management Skills	22	45%	10	4		1			6			1		
TCE Toxicity/Vapor Intrusion Pathway	63	51%	32	8	2	5	2	2	10	1			1	

**Table 3. Students by Job Title for Information Sessions**

<b>Title</b>	<b>Total</b>	<b>Percent of Participants Who Were RPMs</b>	<b>EPA RPMs</b>	<b>EPA HQ Representatives</b>	<b>EPA ERT</b>	<b>Other EPA Regional Remedial Staff</b>	<b>EPA Regional Remedial Branch Chiefs/Division Directors</b>	<b>EPA Community Involvement Coordinators</b>	<b>State Representatives</b>	<b>Other Federal Agency Representatives</b>	<b>Academia</b>	<b>Tribal Representatives</b>	<b>Regional Contract Laboratory Representatives</b>
An Overview of Performance Measurement and Reporting for the Superfund Remedial Program Information Session	30	50%	15	8		1	3		1	1			1
Computer Lab - Open House	14	86%	12						2				
Engineering Forum Remedial Technology Update	52	63%	33	4	1	3	2	1	5	1		2	
Ground Water Issues and 5-Year Reviews	59	68%	40	6		6			5	2			
Remedial Action Contracting	29	62%	18	3		1	2		4	1			
Remedial System Evaluation in 2007	31	55%	17	3		7			2	2			
Superfund and Federal Facilities Cross Program Revitalization Measures	44	68%	30	3		1	5	2	3				
We Want You! Why the Response Support Corps Needs RPMs	17	82%	14	3									

**Table 4. Students by Job Title for Paper Sessions**

<b>Title</b>	<b>Total</b>	<b>Percent of Participants Who Were RPMs</b>	<b>EPA RPMs</b>	<b>EPA HQ Representatives</b>	<b>EPA ERT</b>	<b>Other EPA Regional Remedial Staff</b>	<b>EPA Regional Remedial Branch Chiefs/Division Directors</b>	<b>EPA Community Involvement Coordinators</b>	<b>State Representatives</b>	<b>Other Federal Agency Representatives</b>	<b>Academia</b>	<b>Tribal Representatives</b>	<b>Regional Contract Laboratory Representatives</b>
Case Studies	33	67%	22	1		2			6	2			
Mining	25	60%	15	5	1				3			1	
Radiation or Uranium Mill Tailings	21	43%	9	4	1	1	1	2	2			1	
Sampling and Analysis	36	69%	25	1	1				3	1		1	4
Sediment	30	57%	17	4		3			3	1		1	1

### 3.0 EVALUATIONS

The results presented in the following subsections are based on comments received on the training conference evaluation forms and on the evaluation forms provided to students in each training course and session.

#### 3.1 NARPM Annual Training Conference Evaluations

An evaluation form for the overall training conference was included in the participant materials. Participants were also offered the option of completing the evaluation form on-line. Participants were asked to evaluate six areas of the training conference on a scale from “strongly agree” to “strongly disagree.” Evaluation forms were collected from 119 participants; 68 of the forms collected were from RPMs. Based on the 68 submitted evaluation forms, RPMs had an average of more than 11 years experience. More than half of those RPMs indicated they had participated in at least three NARPM training conferences. In addition, 22 of the 68 RPMs indicated that they had worked on federal facility sites.

A summary of the individual comments provided by participants is included in Appendix B.

#### 3.2 Training Courses

An evaluation form specifically tailored to the training courses was provided to all students. Students in each course were asked to complete the form, which included questions such as presentation materials, handouts, the pace of the session, and recommendations for improvement. Students were also asked to assign a number grade for each session, with 1 meaning poor and 5 meaning excellent. A total of 554 evaluation forms for the training courses were collected. Table 5 presents an overview of the grades received. Of the 22 courses held (two were held twice), 6 courses received an average grade of 5, 17 courses received an average grade of 4, and 1 course received an average grade of 3. No training courses received an average grade of 2 or 1.

A summary of the individual comments provided by students for each training course is provided in Appendix D.

**Table 5. Grades Received for Training Courses**

Grade	Training Course
5	<ul style="list-style-type: none"> <li>• Be Prepared: Know What to Say and How to Say It, An Advanced Media/Spokesperson Training Workshop (May 23 and 24 offerings)</li> <li>• Facilitative Leadership - Productive Small Group Meetings</li> <li>• Jump-Starting Ecological Revitalization</li> <li>• Real Estate for Environmental Regulators: Taking on the Tough Sites</li> <li>• Risk Communication</li> </ul>

Grade	Training Course
4	<ul style="list-style-type: none"> <li>• Basic Project Management Skills for RPMs</li> <li>• Construction Oversight: Building a New Foundation</li> <li>• Contracts Training (May 22 and 23 offerings)</li> <li>• Engineering Design Considerations for Vapor Intrusion (VI) Mitigation</li> <li>• Explosives and Perchlorate Sampling and Analysis Issues</li> <li>• Interpreting Non-Detect Data Correctly: Statistical Analysis Methods for Data with Non-Detects</li> <li>• Introduction to Contaminant Hydrogeology</li> <li>• Long-Term Ground Water Monitoring Optimization Methods</li> <li>• Military Munitions Response Program</li> <li>• Nanotechnology: Solutions, Challenges, and Implications for Superfund</li> <li>• Remedy Selection</li> <li>• Sediment Remediation</li> <li>• Subsurface Characterization for Vapor Intrusion</li> <li>• Turning the Tide on DNAPL: Things You Should Know about DNAPL and Active Remediation</li> <li>• Using Systematic Project Planning to Address and Manage Site Uncertainty and Project Risks</li> <li>• Working with the News Media</li> </ul>
3	<ul style="list-style-type: none"> <li>• Remedial Investigation/Feasibility Study (RI/FS) Scoping: Taking A.I.M. (Anticipate, Identify, and Manage)</li> </ul>

### 3.3 Panel Sessions

A similar evaluation process used for the training courses was used for the panel sessions. A total of 260 evaluation forms for the panel sessions were collected. Table 6 presents an overview of the grades received. Of the 11 panel sessions offered, all of the sessions received an average grade of 4. No session received a 5, 3, 2, or 1.

A summary of the individual comments provided by students for each panel session is provided in Appendix E.

**Table 6. Grades Received for Panel Sessions**

Grade	Panel Session
4	<ul style="list-style-type: none"> <li>• Analytical Services Branch Panel Session - Services Available</li> <li>• Asbestos: A Paradigm Shift Toward Risk Based Site Evaluations</li> <li>• Cleanup - Clean Air Initiative</li> <li>• DoD's Perspective on Development of Innovative Approaches for Treatment of Emerging Contaminants</li> <li>• DoD's Perspective on Recent Advances in the Management and Remediation of DNAPL Source Zone</li> <li>• Federal Facility</li> <li>• Institutional Controls Update</li> <li>• Monitored Natural Attenuation</li> <li>• NARPM Vapor Intrusion Open Panel Session: Revitalization of EPA National Vapor Intrusion Workgroup</li> <li>• Take Charge! - Improving Your Document Management Skills</li> <li>• TCE Toxicity/Vapor Intrusion Pathway</li> </ul>

### 3.4 Paper Sessions

Paper sessions were evaluated by students in the same manner as training courses. A total of 97 evaluation forms for the paper sessions were collected. Table 7 presents an overview of the grades received. Of the 5 paper discussions offered, all received an average grade of 4. No paper discussion received a 5, 3, 2, or 1.

A summary of the individual comments provided by students for each paper discussion is provided in Appendix E.

**Table 7. Grades Received for Paper Sessions**

Grade	Paper Session
4	<ul style="list-style-type: none"> <li>• Case Studies</li> <li>• Mining</li> <li>• Radiation or Uranium Mill Tailings</li> <li>• Sampling and Analysis</li> <li>• Sediment</li> </ul>

### 3.5 Information Sessions

Using the same process as the other sessions, students evaluated the information sessions. A total of 166 evaluation forms for the information sessions were collected. Of the 8 information sessions offered, 1 received an average grade of 5, 6 sessions received an average grade of 4, and 1 session received an average grade of 3. No session received a 2 or 1. Table 8 presents an overview of the grades received.

A detailed report of the individual comments provided by students for each information session is provided in Appendix E.

**Table 8. Grades Received for Information Sessions**

Grade	Information Session
5	<ul style="list-style-type: none"> <li>• Computer Lab - Open House</li> </ul>
4	<ul style="list-style-type: none"> <li>• An Overview of Performance Measurement and Reporting for the Superfund Remedial Program Information Session</li> <li>• Engineering Forum Remedial Technology Update</li> <li>• Remedial Action Contracting</li> <li>• Remedial System Evaluation in 2007</li> <li>• Superfund and Federal Facilities Cross Program Revitalization Measures</li> <li>• We Want You! Why the Response Support Corps Needs RPMs</li> </ul>
3	<ul style="list-style-type: none"> <li>• Ground Water Issues and 5-Year Reviews</li> </ul>

### 3.6 Moderators

The NARPM Co-Chairs held a de-brief session on Thursday, May 24, 2007, to receive immediate feedback from the moderators who facilitated the panel, paper, and information sessions. Each moderator was provided the opportunity to highlight successes as well as areas for improvements based on this year's coordination and presentation of the sessions. The following recommendations and comments are a summary of the de-brief session:

- All presenters should bring a back-up copy of their presentation to the session.
- Moderators expressed appreciation for the NARPM planning Web site.
- Moderators recommend adding a field to the planning Web site that allows moderators to know when presentations have been submitted.
- Moderators requested that a pre-conference call continue to be held to help prepare for the sessions.

## **4.0 RECOMMENDATIONS**

The recommendations presented in this section are based on discussions with and correspondence among the NARPM Co-Chairs, the attendees at the closing plenary session, and EPA moderators, as well as observations made during the week. Highlights of the recommendations for the 2008 training conference are listed below.

A detailed report on all of the recommendations is included in Appendix G.

### **Comments about the Overall Conference**

- Continue to have the two-hour opening plenary session followed by paper, panel, and information sessions on Monday morning.
- Continue to have networking time in the morning and afternoon, and extend time allowed for networking if scheduling allows.
- Report the successes, accomplishments, and events of the training conference through e-mail or QuickPlace.
- Continue to conduct an activity to increase participation for the Resource Area.

### **Comments about Courses and Sessions**

- Continue to hold hands-on training about tools that RPMs can use to facilitate their work, such as the QuickPlace Computer Lab session.
- Consider holding an instructor preparatory conference call or Internet seminar that includes: important presentation skills; how to create effective PowerPoint Presentations, and handouts; and reiterates the importance of incorporating interactive activities.
- Continue to increase the involvement of RPMs as either instructors or members of the training teams. This helps assure the courses offered at the training conference are relevant to RPMs.
- Continue to hold the moderator preparatory call that includes expectations of the roles and responsibilities of moderators and a tip sheet with suggestions on how to moderate panel, paper, and information sessions.

## 5.0 CONCLUSIONS

The training conference was a success, demonstrated by the ample opportunities provided for RPMs and other participants to enhance technical skills, network with other RPMs and attendees, and share information. That conclusion is bolstered by many other factors, such as the positive comments received from participants, the overwhelmingly good grades for the majority of the courses and sessions, the strong turnout, and because the event proceeded smoothly and efficiently. As described in Section 3.0, Evaluations, participants praised the variety of technical training that was available, appreciated the on-site support provided during the week, and enjoyed the variety of after-hour activities. In particular, a majority of attendees strongly agreed that their knowledge and skills were strengthened as a result of their participation in the program. A large number of participants also agreed they would recommend that others attend the upcoming training conference in 2008, further evidence that the training conference is considered a valuable tool the RPMs can use to obtain relevant training.

The recommendations identified in Section 4.0, Recommendations, are intended to enhance and improve the training conference. Ninety-five percent of the participants indicated that the training courses and sessions offered useful information and strengthened knowledge and skills essential for successful job performance. Ninety-seven percent of participants stated that registering for the conference was easy to follow. Several recommendations also will be implemented on how to improve networking opportunities at the conference. Once these recommendations have been enacted, it will ensure that the 2008 NARPM annual training conference will be successful, productive, and well-received.

At the conclusion of the week's activities, the objectives had been met: RPMs and other participants obtained relevant training; learned about and shared information about policies, technologies, and cleanup strategies, and lessons learned; and above all, departed the training conference with increased knowledge and stronger skills to help them more successfully carry out their jobs.