

16th Annual Training Conference

NARPM 2006

National Association of

Remedial Project Managers



June 19-23, 2006

Wyndham New Orleans at Canal Place

New Orleans, Louisiana

www.epanarpm.org

A large, stylized graphic in shades of purple and blue dominates the lower half of the page. It depicts a microscope and a magnifying glass. The microscope's body is a thick, curved line that forms the handle of the magnifying glass. The lens of the magnifying glass is a large, light-colored circle with a dark border. The text "Evaluation Report" is centered within this magnifying glass lens.

Evaluation Report

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1.0 INTRODUCTION

The National Association of Remedial Project Managers (NARPM) promotes the exchange of information between 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 the 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.

EPA's Office of Superfund Remediation and Technology Innovation (EPA OSRTI), the Environmental Response Team (ERT), Office of Enforcement and Compliance Assurance (OECA), Office of Research and Development (ORD), Federal Facilities Restoration and Reuse Office (FFRRO), and the Technical Support Project (TSP) Forums worked as a team with RPMs across the nation to develop and conduct the 16th Annual Training Conference from June 19 through 23, 2006, in New Orleans, Louisiana. The 2006 NARPM Annual Training Conference consisted of 24 technical, legal, and administrative training courses; 21 panel sessions, information sessions, and paper discussions; daily plenary speakers; a Resource Area that featured exhibits; a field trip to an outfall canal and levee in the New Orleans area; and a community service project. More than 370 people attended, representing RPMs, EPA regional remedial support staff, branch chiefs, community involvement coordinators (CIC), regional attorneys, enforcement personnel, members of ERT, and representatives from other federal agencies. Meetings held concurrently with the training conference included the National Remedial Managers' Meeting and the business meetings of the TSP Forums.

This report presents an overview of the 2006 NARPM Annual Training Conference, summarizes the comments provided on the evaluation forms, and provides recommendations for annual training conferences in the future. The report is divided into six sections, including this introduction:

- Section 2.0, *Overview*, provides background information about the annual 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 in planning future training conferences 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*, provides a copy of the final agenda of the 2006 NARPM Annual Training Conference.
- *Appendix B, Comments about the Conference*, presents comments about the overall conference as listed on conference evaluation forms.
- *Appendix C, Comments about Individual Training Courses*, provides comments written by participants about individual training courses.
- *Appendix D, Comments about the Panel Sessions, Paper Discussions, and Information Sessions*, provides comments written by participants about specific sessions.
- *Appendix E, Comments about the Field Trip*, provides comments written by participants about the field trip.
- *Appendix F, Comments by EPA Moderators*, provides comments written by the EPA moderators of the paper discussions, and panel and information sessions.
- *Appendix G, Detailed Recommendations*, identifies the suggestions made during the NARPM Co-Chair "Hot Wash" session and collected during the closing plenary session, and recommendations from Tetra Tech.
- *Appendix H, List of Participants*, provides a list of participants and contact information.

2.0 OVERVIEW

2.1 Preparation for the Annual Training Conference

Responsibility for planning and conducting the NARPM annual training conferences resides with five NARPM Co-Chairs, who are RPMs elected for 1- and 2-year terms. The 2006 NARPM Co-Chairs are identified in the box on the right. Preparations for the 2006 annual training conference began immediately at the conclusion of the 2005 NARPM Annual Training Conference, which was held in May 2005 in Phoenix, Arizona. The Co-Chairs carefully reviewed the

2006 NARPM Co-Chairs

- Ms. Patricia Bowlin, EPA RPM, Region 9
- Ms. Betsy Donovan, EPA RPM, Region 2
- Ms. Karen Mason-Smith, EPA RPM, Region 5
- Mr. Robert Pope, EPA RPM, Region 4
- Mr. Robert Stites, EPA RPM, Region 8

evaluations of the courses and sessions at the 2005 annual 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 annual training conference included weekly conference calls, frequent communication with the NARPM committees, meetings of the Co-Chairs, and communication with EPA 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 development of the agenda is driven by the objective of the NARPM annual training conference to provide RPMs 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 2006 NARPM Annual Training Conference are provided below. A copy of the final agenda is provided in Appendix A.

2.2.1 Plenary Sessions

Plenary sessions at the NARPM annual training conferences serve an important role in complementing the in-depth training that occurs during the courses and sessions. By focusing on broad topics of interest to RPMs, the plenary sessions are a forum where information about new policies and guidance relevant to the Superfund program is presented, as well as details about national- and local-based initiatives. The sessions also are intended to maintain communication between the regions and EPA's HQ offices.

Daily plenary sessions were held each morning of the 2006 NARPM Annual Training Conference. Topics addressed during the week are listed below.

Opening Plenary Speakers, Monday, June 19:

- Regional Welcome, Ms. Wren Stengler, Branch Chief, EPA Region 6
- The State of the Superfund Program, Mr. Mike Cook, Director, EPA OSRTI
- The Future of the Federal Facilities Program, Mr. Jim Woolford, Director, EPA FFRRO
- EPA OSRTI: Resources of the Field Services Division Available from Your Desk, Dr. Walter Kovalick, Jr., Director, EPA OSRTI, Technology Innovation and Field Services Division (TIFSD)

- Hot Site Presentation – Murphy Oil, Mr. Richard Franklin, On-Scene Coordinator (OSC), EPA Region 6
- Environmental Issues Related to the Response to Hurricanes Katrina and Rita, Mr. Jeff Meyers, Louisiana Department of Environmental Quality

Day 2 Plenary Speaker, Tuesday, June 20:

- Environmental Response Team (ERT) — What We Bring to the Remedial Table, Mr. David Wright, Director, ERT, EPA OSRTI

Day 3 Plenary Speaker, Wednesday, June 21:

- New Two-Year Contracting Officer Representatives Training Requirements, Ms. Sallie McElrath, EPA Office of Acquisition Management and Resources (OAM)

Day 4 Plenary Speaker, Thursday, June 22:

- Online Hazardous Waste Cleanup Technology Resources, Mr. Mike Gill, EPA Office of Research and Development (ORD), Hazardous Substances Technical Liaison

Closing Plenary Session, Friday, June 23:

- 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.
- It was announced that the 2007 NARPM annual training conference would be held in Pittsburgh, Pennsylvania. A representative of the Pittsburgh Convention and Visitors Bureau made a brief presentation.
- New Orleans Hurricane Protection System Repair and Restoration, U.S. Army Corps of Engineers, Mr. Daniel Hitchings, Director, Task Force Hope.

Copies of the plenary session presentations are provided on the NARPM Web site at <http://www.epanarpm.org/narpm2006/home.htm>.

2.2.2 Working Luncheons

Working luncheons for NARPM participants were conducted on Monday, June 19, and Wednesday, June 21. Monday's working luncheon featured Ms. Susan Bodine, Assistant Administrator, EPA OSWER, who provided an update on the Superfund program. Ms. Bodine also addressed workload and staffing issues and the status of construction completions. On Wednesday, Dr. Betsy Southerland, EPA OSRTI, Assessment and Remediation Division, presented awards and discussed environmental indicators that are used to measure progress at Superfund sites.

Members of the NARPM Committees also participated in working luncheons on Thursday, June 22, as described in Section 2.2.10.

2.2.3 Training Courses

Twenty-four training courses covering technical, legal, and administrative topics were offered at this year's annual training conference. The methodologies for the courses were varied and included case studies, lectures, Web-based training, and discussion. The courses offered included:

Category A: Investigation

- Documenting the Systematic Planning Process in a Quality Assurance Project Plan (QAPP)

- Evaluating Ground Water/Surface Water Transition Zones in Eco-Risk Assessments
- Geology/Hydrogeology —Introduction to Contaminant Hydrogeology
- Vapor Intrusion — Assessment Update
- Visual Sample Plan Training

Category B: Design, Remediation, and Post-Construction

- Close-Out Procedures
- Five-Year Reviews
- Jump-Starting Ecological Restoration
- Long-Term Ground Water Monitoring Optimization Methods
- Post-Construction of Ground Water Remedies
- Remedial Action (RA) Contracting and Construction Cost Estimating
- Sediment Remedies
- Vapor Intrusion — Remedial Design

Category C: Technology and Contaminant-Specific Topics

- Light Non-Aqueous Phase Liquids
- Remedial Technologies Overview
- Wastewater Treatment Fundamentals for RPMs

Category D: Resources and Tools

- Advanced Media and Spokesperson Training Workshop
- Conflict Management — Crucial Conversations
- Contracts Training
- Facilitative Leadership — Managing Productive Meetings
- Introduction to Real Estate for Government Regulators
- Project Management Skills for RPMs
- Risk and Crisis Communication
- Working with the News Media

Descriptions of each course and copies of the course materials are provided on the NARPM Web site at www.epanarpm.org/narpm2006/home.htm.

2.2.4 Panel Sessions, Paper Discussions, and Information Sessions

In response to a call for papers, panels, and information sessions distributed to RPMs in fall 2005, the NARPM Co-Chairs selected 21 panel sessions, paper discussions, and information sessions to be conducted. Each session and discussion was facilitated by an EPA moderator. Ranging in duration from one-and-one half hours to two hours, these sessions provided opportunities for RPMs and other attendees to participate in interactive discussions and sharing of lessons learned. The sessions included:

Paper Discussions

- Dense Non-Aqueous Phase Liquid (DNAPL) Remediation
- Ground Water
- Institutional Controls/Redevelopment
- Mining
- Sediment
- Soil
- Triad Case Studies

Information Sessions

- Applying the New Cancer Guidelines
- Federal Facilities
- Financial Assurance
- Ground Water Remedy Optimization
- Implications of the New Arsenic Maximum Contaminant Level (MCL) on Superfund
- National Hurricane Response
- Superfund Redevelopment Initiative

Panel Sessions

- Asbestos
- Attorney and RPM
- DNAPL Remediation
- Design and Construction Issues
- Institutional Controls Update
- Partial Deletions
- Perchlorate

Descriptions of each session and copies of the materials presented during these sessions are provided on the NARPM Web site at www.epanarpm.org/narpm2006/home.htm.

2.2.5 Resource Area

The Resource Area, available Monday through Thursday, featured 11 exhibits that showcased projects of interest to RPMs, and included a photo exhibition celebrating the 25th anniversary of the Superfund program. 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 in the Resource Area included:

- Engineering Forum
- ERT Internet Café
- Greiner's Lagoon Site
- Hazardous Substances Technical Liaison Program

- National Institute of Environmental Health Sciences (NIEHS) Superfund Basic Research Program Technical Assistance
- EPA OSRTI's TIFSD
- The Strategic Environmental Research & Development Program (SERDP) & the Environmental Security Technology Certification Program (ESTCP)
- Special Teams Katrina Response
- The 25th Anniversary of Superfund
- Training Exchange Web Site (Trainex)
- U.S. Army Corps of Engineers (USACE)

Descriptions of the Resource Area exhibits are available on the NARPM Web site at www.epanarpm.org/narpm2006/home.htm.

2.2.6 Field Trip

Friday's closing plenary session was followed by a field trip to the 17th Street outfall canal and levee in the Lower 9th Ward in New Orleans. Sponsored by the USACE, about 60 participants attended the field trip. A USACE staff member accompanied each shuttle van to provide an overview of the two locations to be visited. Once participants reached the sites, a USACE subject matter expert provided a detailed discussion about Task Force Hope and ongoing activities at the site. Details about Task Force Hope are available online at http://www.mvp.usace.army.mil/disaster_response/default.asp?pageid=1117.

2.2.7 Community Service Project

On Friday afternoon, June 23, 40 participants of the NARPM annual training conference volunteered in a local community in an event sponsored by the Lakeview Civic Association. The project involved the removal of thousands of unwanted and illegally posted advertising signs in public spaces in Lakeview. Members of the community appreciated EPA's assistance to improve the appearance of the neighborhood. A news release about EPA's participation in the community service project is available online at http://www.lakeviewcivic.org/d5_news18.htm.

2.2.8 National Remedial Managers' Meeting

As in previous years, EPA's national remedial managers conducted a summer meeting concurrent with the 2006 NARPM Annual Training Conference. The meeting was held all day on Tuesday, June 20, and a half-day session was held on Wednesday, June 21. Some of the topics addressed during the meeting included vapor intrusion and EPA's vapor intrusion assessment guidance. 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 cross-pollination of ideas and approaches among staff and managers continues to add another important facet to the NARPM training conferences.

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 2006 NARPM Annual Training Conference. The TSP Forums sponsored several training courses and sessions, and many members of the TSP Forums participated as instructors and presenters. The inclusion of the TSP Forum meetings at the annual training

conference further enhanced efforts to increase sharing of expertise and knowledge among RPMs and members of the TSP Forums.

2.2.10 NARPM Committee Luncheons

On Thursday, June 22, the NARPM Career Development, Policy and Guidance, and Training Committees conducted separate business meetings during the luncheon break. The purpose of holding the luncheon meetings at the annual training conferences is to provide opportunities for the committee members to discuss committee business, share knowledge and expertise to better inform RPMs, network, and in some instances, meet other committee members in person for the first time.

A summary of each meeting is provided below.

Career Development Committee. The NARPM Career Development Committee met to plan its short- and long-term goals for fiscal years 2007 and 2008. The short-term goals identified during the meeting included updating the Career Development Training Guide (Three Levels of Training for RPMs), “What Does an RPM Do?” and RPM job description fact sheets. A long-term goal discussed was the development of the position description for the NARPM Co-Chair detail assignment to EPA HQ. The meeting was chaired by Ms. Mason-Smith and co-facilitated with Ms. Bowlin. Other members in attendance included Ms. Sandra Bourgeois, RPM, Region 8, and Ms. Nadia Hollan Burke, RPM, Region 9.

Policy and Guidance Committee. During the meeting, members of the committee expressed concern about the desire to do better work planning; i.e., having an idea of what materials they may be asked to review in the foreseeable future. The committee members noted that they wanted to participate in screening and prioritizing if multiple requests for review were received. Some of the members also expressed an interest in being able to participate and coordinate in the initial implementation of policy and guidance reviewed by the committee, but logistical considerations of doing so were acknowledged. The members also suggested keeping a running list of accomplishments of the committee.

Training Committee. Members of the Training Committee, including Mr. Rob Lim, RPM, Region 1; Mr. Damian Duda, RPM, Region 2; Ms. Donovan; Ms. Sheri Bianchin, RPM, Region 5; Mr. Dion Novak, RPM, Region 5; Mr. Brad Bradley, RPM, Region 5; Ms. Diane Bailey, RPM, Region 7; Mr. Steve Kinser, RPM, Region 7; and Ms. Shelly Brodie, RPM, Region 7, discussed their immediate feedback on the training courses they had attended. The participants also discussed general observations and recommendations which included:

- Create a two-step course with two different experience levels.
- Develop a design/construction issues course.
- Expand use of web training.
- Offer FIELDS training; real-time analysis in the field.
- Develop a certification program for RPMs.
- Develop training paths for RPMs, i.e., a road map for training.
- Create a training matrix.
- Solicit more RPMs to be instructors; provide incentives; provide “Train the Trainer” course.
- More training focus between conferences. What training can be brought to the Regions, not necessary at the conferences?
- Track RPMs’ individual training plan better; develop a training tracking database.
- Develop a national training database resource.

- Offer prerequisite training, i.e., an RPM cannot take a course unless a prerequisite course has been taken.

2.2.11 After-Hour Activities

Several after-hour activities were planned during the week to bring RPMs together in informal settings. The NARPM 2006 Ground Crew Committee, whose members included RPMs and staff from EPA Region 6, coordinated several walking tours, a dinner cruise, and the annual volleyball game and picnic. Members of the Ground Crew Committee included Mr. Rafael Casanova, Mr. David Abshire, Mr. Mike McAteer, Ms. Laura Stankosky, Ms. Kathleen Summers, and Mr. Michael Torres. Mr. Rob Pope served as the Co-Chair point of contact (POC) for the Ground Crew.

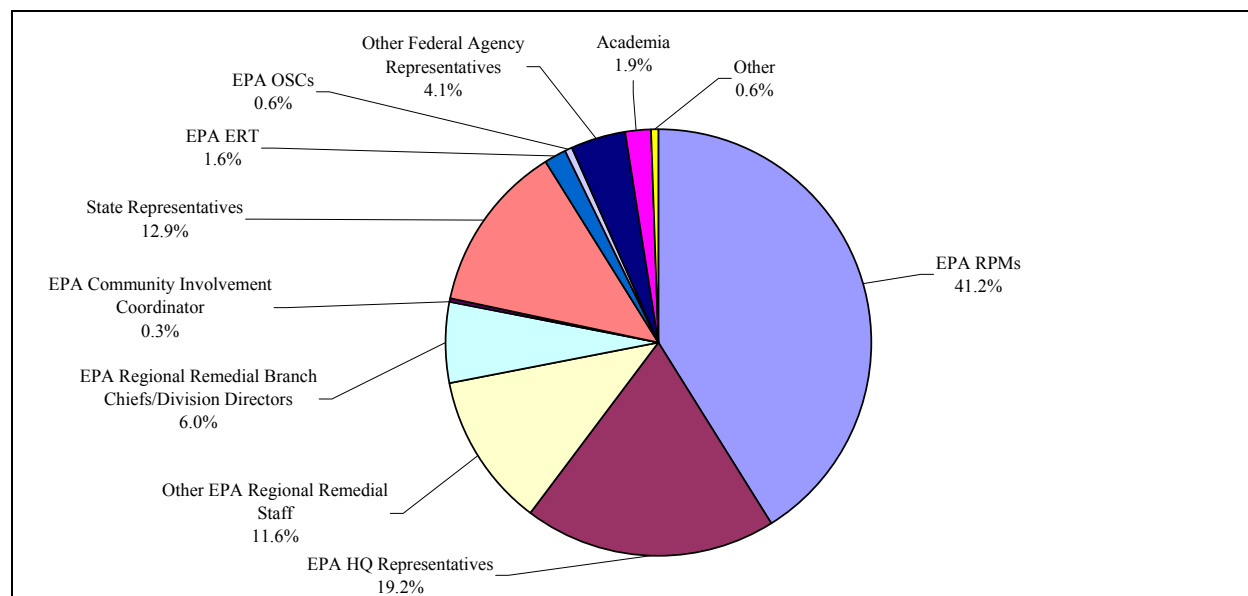
2.3 Participants

More than 370¹ people participated in the 2006 NARPM Annual Training Conference, including the National Remedial Program Managers' meeting and the TSP Forums meetings. A total of 355 individuals pre-registered. 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 Overall Participation

Participants in the 2006 NARPM Annual Training Conference included RPMs, EPA regional remedial support staff, branch chiefs, CICs, regional attorneys, enforcement personnel, members of ERT, and 10 representatives from other federal agencies, such as USACE and the U.S. Department of Agriculture. Exhibit 1 presents a summary of the participants by job title. Exhibit 2 illustrates the number of EPA RPMs by region. Exhibit 3 categorizes participants by affiliation, including EPA regional offices, EPA Headquarters, the ERT, other federal agencies, state agencies, and academia.

Exhibit 1. Participants by Job Title



¹ Consultants who helped facilitate the training conference are not included in this number.

Exhibit 2. EPA RPMs by Region

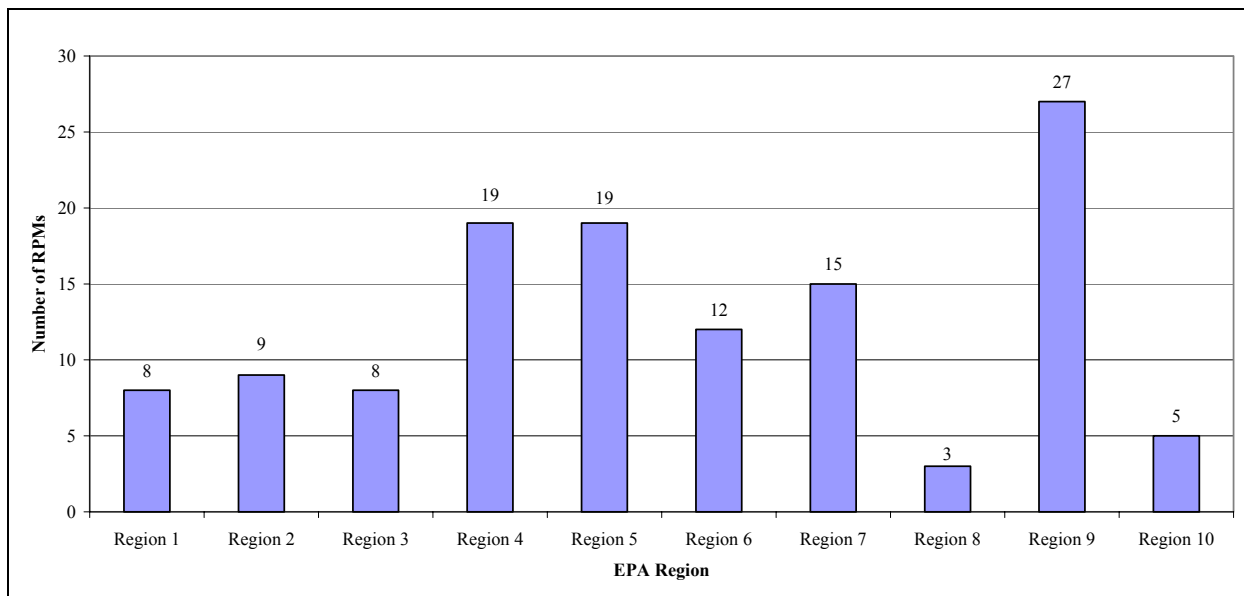
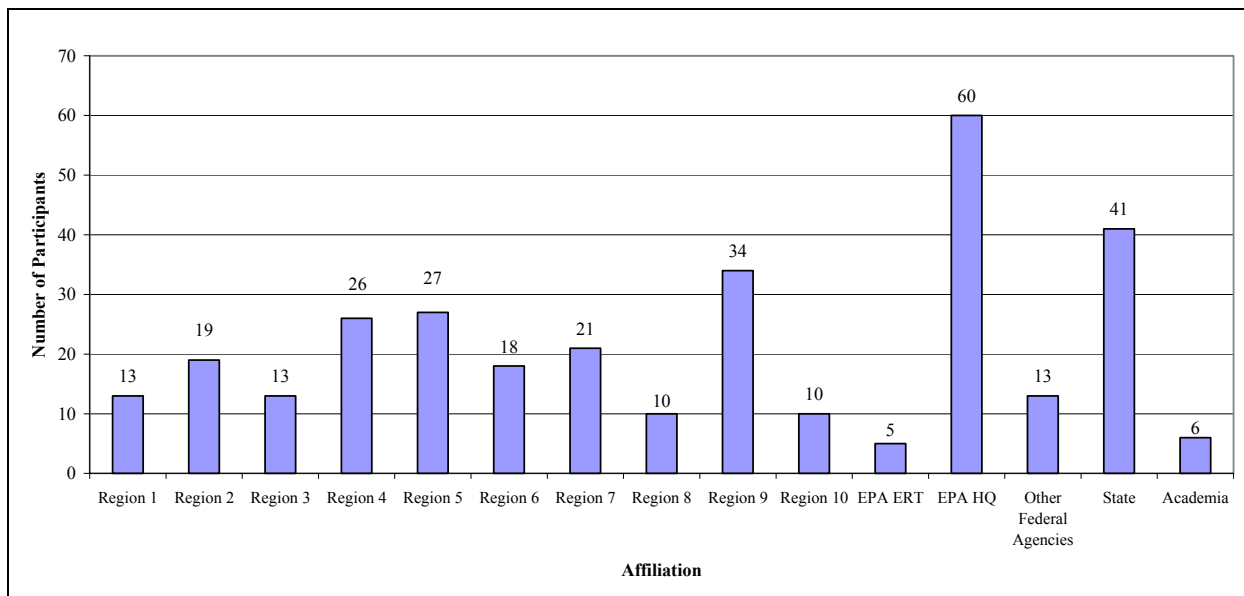


Exhibit 3. Participants by Affiliation



2.3.2 Participation by Training Course and Session

Details about participation at each of the training courses and sessions, including the number of participants by job title, the total number of participants, and the percentage of participants who are RPMs, is provided in Table 1 on page 10. Participant data 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 participants. Specific details about the participants (total number of attendees and their job titles) for each course and session are provided in Appendix C, *Comments about Individual Training Courses* and Appendix D, *Comments about the Panel Sessions, Paper Discussions, and Information Sessions*.

Table 1. Participants by Job Title for Each Course or Session

Title	EPA RPMs	EPA HQ Representatives	Other EPA Regional Remedial Staff	EPA Regional Remedial Branch Chiefs/ Division Directors	EPA CICs	State Representatives	EPA ERT Members	EPA OSCs	Other Federal Agency Representatives	Academia	Other	Total	Percent of Participants Who Are RPMs
Training Courses													
Advanced Media and Spokesperson Training Workshop	6		3	1	1	1						12	50%
Close-Out Procedures	18	3				2			1			24	75%
Conflict Management — Crucial Conversations	31	5	2	1		4			3			46	67%
Contracts Training	27	1	2			1		1	2			34	79%
Documenting the Systematic Planning Process in a Quality Assurance Project Plan (QAPP)	4	3				3			1			11	36%
Evaluating Ground Water/Surface Water Transition Zones in Eco-Risk Assessments	21	3	3			7						34	62%
Facilitative Leadership — Managing Productive Meetings	32	4	5	1	1	7						50	64%
Five-Year Reviews	11	4	2			8			5			30	37%
Geology/Hydrogeology — Introduction to Contaminant Hydrogeology	16	2	3			6						27	59%
Introduction to Real Estate for Government Regulators	21	2	1			3						27	78%
Jump-Starting Ecological Restoration	24	3	2	1		4	1		2	2		39	62%
Light Non-Aqueous Phase Liquids	10	2	1			11			1			25	40%
Long-Term Ground Water Monitoring Optimization Methods	25	2				13			2			42	60%
Post-Construction of Ground Water Remedies	32	7	5			13			2			59	54%
Project Management Skills for RPMs	27	1	1			6			1			36	75%

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Title	EPA RPMs	EPA HQ Representatives	Other EPA Regional Remedial Staff	EPA Regional Remedial Branch Chiefs/ Division Directors	EPA CICs	State Representatives	EPA ERT Members	EPA OSCs	Other Federal Agency Representatives	Academia	Other	Total	Percent of Participants Who Are RPMs
Remedial Action (RA) Contracting and Construction Cost Estimating	21	2	1	1		4		1	4			34	62%
Remedial Technologies Overview	20	5	1			6			2			34	59%
Risk and Crisis Communication	26	1	2	1	1	3		1				35	74%
Sediment Remedies	20	2	3	1		10			4	1		41	49%
Vapor Intrusion — Assessment Update	38	8	8	2		18	1		2			77	49%
Vapor Intrusion — Remedial Design	15	4	4	1		9			1			34	44%
Visual Sample Plan Training	12					8						20	60%
Wastewater Treatment Fundamentals for RPMs	14	3	1			1						19	74%
Working with the News Media	12		1			3					1	17	71%
Panel Sessions													
Asbestos	6	6	4	1	1		1					19	32%
Attorney and RPM	18	3	2	1	1	2		1				28	64%
Dense Non-Aqueous Phase Liquid (DNAPL) Remediation	22	6	8			13			1	2		52	42%
Design and Construction Issues	19	3	2	2		2			4			32	59%
Institutional Controls Update	27	5	3			9			2			46	59%
Partial Deletions	13	5	2		1	1						22	59%
Perchlorate	23	5				6			1			35	66%

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Title	EPA RPMs	EPA HQ Representatives	Other EPA Regional Remedial Staff	EPA Regional Remedial Branch Chiefs/ Division Directors	EPA CICs	State Representatives	EPA ERT Members	EPA OSCs	Other Federal Agency Representatives	Academia	Other	Total	Percent of Participants Who Are RPMs
Information Sessions													
Applying the New Cancer Guidelines	12	3	1	1		2						19	63%
Federal Facilities	19	4	1	1		9		1	2			37	51%
Financial Assurance	8	5		2		2						17	47%
Ground Water Remedy Optimization	31	2	2	1		14		1	1			52	60%
Implications of the New Arsenic Maximum Contaminant Level (MCL) on Superfund	21	4				6		1	3	1		36	58%
National Hurricane Response	37	1	1		1	4			3			47	79%
Superfund Redevelopment Initiative	17	4	4	1		10						36	47%
Paper Discussions													
Dense Non-Aqueous Phase Liquid (DNAPL) Remediation	20	9	7			16			2	2		56	36%
Ground Water	29	1	1	2		8			1			42	69%
Institutional Controls/Redevelopment	27	5	4	3		9			1			49	55%
Mining	15	3	2			4			1			25	60%
Sediment	15	3		2		3						23	65%
Soil	10	2	1			6						19	53%
Triad Case Studies	18	3	2	1		6			3		1	34	53%

3.0 EVALUATIONS

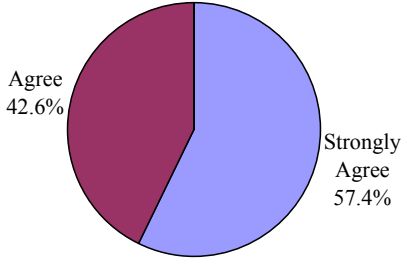
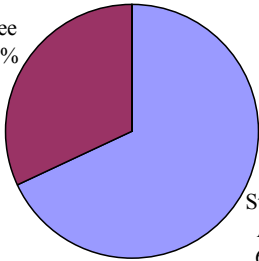
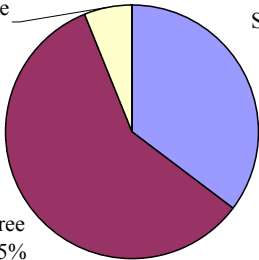
The results presented in the following subsections are based on comments received on the conference evaluation forms and on the evaluation forms provided to participants in each training course and session.

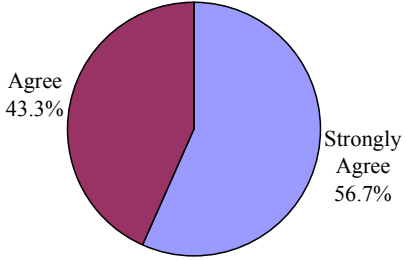
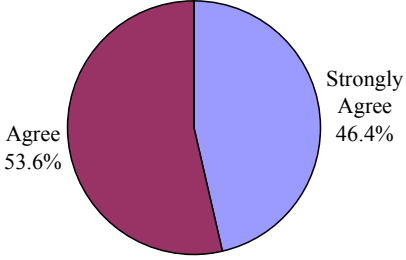
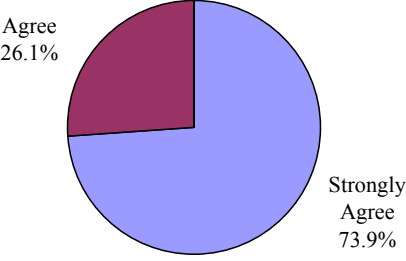
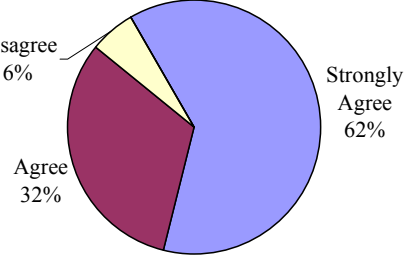
3.1 Overall Conference

An evaluation form for the overall conference was included in the participant materials. Participants were asked to evaluate seven areas of the training conference on a scale from “strongly agree” to “strongly disagree.” Evaluation forms were collected from 69 participants. Of the participants who submitted an evaluation form, 53 were RPMS with an average of more than 9 years experience. More than half of the RPMS who responded indicated they had participated in at least three NARPM annual training conferences. In addition, 20 of the 53 RPMS indicated that they had worked on federal facility sites.

As shown in the pie charts below, the majority of respondents strongly agreed or agreed with all seven areas, indicating that 2006 NARPM Annual Training Conference was a success. A small number of participants also indicated that they did not agree that the plenary sessions provided useful information about current topics of interest or that the process of registering over the Internet was easy to follow.

A detailed report on the individual comments provided by participants is included in Appendix B, *Comments about the Conference*.

 <p>Agree 42.6%</p> <p>Strongly Agree 57.4%</p>	<p>The program allowed me to strengthen the knowledge and skills that are essential to successful job performance.</p>
 <p>Agree 31.9%</p> <p>Strongly Agree 68.1%</p>	<p>I would recommend that others attend this training conference next year.</p>
 <p>Disagree 6.2%</p> <p>Strongly Agree 35.4%</p> <p>Agree 58.5%</p>	<p>The plenary sessions provided useful information about current topics of interest related to cleaning up sites.</p>

 <p>Agree 43.3%</p> <p>Strongly Agree 56.7%</p>	<p>I was able to “network” successfully with others from around the country.</p>
 <p>Agree 53.6%</p> <p>Strongly Agree 46.4%</p>	<p>Overall, I was satisfied with the selection of courses, information sessions, paper sessions, and panel discussions provided during the training conference.</p>
 <p>Agree 26.1%</p> <p>Strongly Agree 73.9%</p>	<p>The training conference was organized and well structured.</p>
 <p>Disagree 6%</p> <p>Agree 32%</p> <p>Strongly Agree 62%</p>	<p>The process of registering over the Internet was easy to follow.</p>

3.2 Training Courses

An evaluation form specifically tailored to the training courses was provided to all participants. Participants in each course were asked to complete the form, which included questions about topics such as presentation materials, handouts, pace of the session, and recommendations for improvement. Participants also were asked to assign a letter grade for the training course. A total of 387 evaluation forms for the training courses were collected. Table 2 presents an overview of the grades received. Of the 24 courses offered, 16 courses received an average grade of A and 8 courses received an average grade of B.

A detailed report of the individual comments provided by participants for each training course is provided in Appendix C, *Comments about Individual Training Courses*.

Table 2. Grades Received for Training Courses

Grade	Training Course
A	<ul style="list-style-type: none"> • Advanced Media and Spokesperson Training Workshop • Close-Out Procedures • Contracts Training • Documenting the Systematic Planning Process in a Quality Assurance Project Plan (QAPP) • Facilitative Leadership — Managing Productive Meetings • Five-Year Reviews • Geology/Hydrogeology - Introduction to Contaminant Hydrogeology • Introduction to Real Estate for Government Regulators • Jump-Starting Ecological Restoration • Light Non-Aqueous Phase Liquids • Long-Term Ground Water Monitoring Optimization Methods • Project Management Skills for RPMs • Sediment Remedies • Vapor Intrusion — Assessment Update • Vapor Intrusion — Remedial Design • Wastewater Treatment Fundamentals for RPMs
B	<ul style="list-style-type: none"> • Conflict Management — Crucial Conversations • Evaluating Ground Water/Surface Water Transition Zones in Eco-Risk Assessments • Post-Construction of Ground Water Remedies • Remedial Action (RA) Contracting and Construction Cost Estimating • Remedial Technologies Overview • Risk and Crisis Communication • Visual Sample Plan Training • Working with the News Media

3.3 Panel Sessions

Participants in the panel sessions were asked to complete an evaluation form, which included questions about topics such as presentation materials, handouts, pace of the session, and recommendations for improvement. Participants also were asked to assign a letter grade for each session. A total of 76 evaluation forms for the panel sessions were collected. Table 3 presents an overview of the grades received. Of the 7 panel sessions offered, 2 sessions received an average grade of A and 5 sessions received an average grade of B.

A detailed report of the individual comments provided by participants for each panel session is provided in Appendix D, *Comments about the Panel Sessions, Paper Discussions, and Information Sessions*.

Table 3. Grades Received for Panel Sessions

Grade	Panel Session
A	<ul style="list-style-type: none"> • Institutional Controls Update • Partial Deletions
B	<ul style="list-style-type: none"> • Asbestos • Attorney and RPM • Dense Non-Aqueous Phase Liquid (DNAPL) Remediation • Design and Construction Issues • Perchlorate

3.4 Paper Discussions

Participants in the paper discussions were asked to complete an evaluation form, which included questions about topics such as presentation materials, handouts, pace of the session, and recommendations for improvement. Participants also were asked to assign a letter grade for each discussion. A total of 79 evaluation forms for the paper discussions were collected. Table 4 presents an overview of the grades received. Of the 7 paper discussions offered, 1 received an average grade of A and the remaining 6 discussions received an average grade of B.

A detailed report of the individual comments provided by participants for each paper discussion is provided in Appendix D, *Comments about the Panel Sessions, Paper Discussions, and Information Sessions*.

Table 4. Grades Received for Paper Discussions

Grade	Paper Discussion
A	<ul style="list-style-type: none"> • Soil
B	<ul style="list-style-type: none"> • Dense Non-Aqueous Phase Liquid (DNAPL) Remediation • Ground Water • Institutional Controls/Redevelopment • Mining • Sediment • Triad Case Studies

3.5 Information Sessions

Participants in the information sessions were asked to complete an evaluation form, which included questions about topics such as presentation materials, handouts, pace of the session, and recommendations for improvement. Participants also were asked to assign a letter grade for each session. A total of 74 evaluation forms for the information sessions were collected. Of the 7 information sessions offered, 5 received an average grade of A and 2 sessions received an average grade of B. Table 5 presents an overview of the grades received.

A detailed report of the individual comments provided by participants for each information session is provided in Appendix D, *Comments about the Panel Sessions, Paper Discussions, and Information Sessions*.

Table 5. Grades Received for Information Sessions

Grade	Session
A	<ul style="list-style-type: none"> • Applying the New Cancer Guidelines • Financial Assurance • Ground Water Remedy Optimization • National Hurricane Response • Superfund Redevelopment Initiative
B	<ul style="list-style-type: none"> • Federal Facilities • Implications of the New Arsenic Maximum Contaminant Level (MCL) on Superfund

3.6 Field Trip

The 2006 NARPM Annual Training Conference concluded on Friday, June 23, with a field trip to an outfall canal and levee in New Orleans. Participants were asked to complete a field trip evaluation form. The pie charts below provide an overview of the responses based on evaluation forms completed by 38 participants. A detailed report of the individual comments provided by participants is available in Appendix E, *Comments about the Field Trip*.

<p>A pie chart with three segments: a large blue segment representing 'Strongly Agree' at 53%, a smaller maroon segment representing 'Agree' at 44%, and a very small yellow segment representing 'Disagree' at 3%.</p> <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>53%</td> </tr> <tr> <td>Agree</td> <td>44%</td> </tr> <tr> <td>Disagree</td> <td>3%</td> </tr> </tbody> </table>	Response	Percentage	Strongly Agree	53%	Agree	44%	Disagree	3%	<p>The presentation provided useful information about current topics of interest related to cleaning up sites.</p>
Response	Percentage								
Strongly Agree	53%								
Agree	44%								
Disagree	3%								
<p>A pie chart with three segments: a large maroon segment representing 'Agree' at 65%, a blue segment representing 'Strongly Agree' at 26%, and a yellow segment representing 'Disagree' at 9%.</p> <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Agree</td> <td>65%</td> </tr> <tr> <td>Strongly Agree</td> <td>26%</td> </tr> <tr> <td>Disagree</td> <td>9%</td> </tr> </tbody> </table>	Response	Percentage	Agree	65%	Strongly Agree	26%	Disagree	9%	<p>The field trip was beneficial to the job that you perform.</p>
Response	Percentage								
Agree	65%								
Strongly Agree	26%								
Disagree	9%								
<p>A pie chart that is almost entirely blue, representing 'Yes' at 100%.</p> <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>100%</td> </tr> </tbody> </table>	Response	Percentage	Yes	100%	<p>Would you recommend that field trips be conducted at future training conferences?</p>				
Response	Percentage								
Yes	100%								

3.7 Moderators

Participants of the panel sessions, paper discussions, or information sessions were asked to complete an evaluation form for the moderators who facilitated the discussions at the sessions. Participants also were asked to provide a letter grade for the moderators. A total of 155 evaluation forms for moderators were collected. Table 6 provides a list of the grades received. Moderator evaluation forms were not provided to participants at three of the sessions as indicated below.

Table 6. Grades Received for Moderators

Grade	Session
Panel Sessions	
—	<i>Attorney and RPM (no evaluation forms were provided)</i>
A	<ul style="list-style-type: none"> • Asbestos • Design and Construction Issues • Institutional Controls Update • Partial Deletions • Perchlorate
B	<ul style="list-style-type: none"> • Dense Non-Aqueous Phase Liquid (DNAPL) Remediation
Paper Discussions	
—	<i>Sediment (no evaluation forms were provided)</i>
A	<ul style="list-style-type: none"> • Ground Water • Soil • Triad Case Studies
B	<ul style="list-style-type: none"> • Dense Non-Aqueous Phase Liquid (DNAPL) Remediation • Institutional Controls/Redevelopment • Mining
Information Sessions	
—	<i>Federal Facilities (no evaluation forms were provided)</i>
A	<ul style="list-style-type: none"> • Financial Assurance • Ground Water Remedy Optimization • National Hurricane Response • Superfund Redevelopment Initiative
B	<ul style="list-style-type: none"> • Applying the New Cancer Guidelines • Implications of the New Arsenic Maximum Contaminant Level (MCL) on Superfund

4.0 RECOMMENDATIONS

The recommendations presented in this section are based on discussions with and correspondence among the NARPM Co-Chairs, EPA moderators, and Tetra Tech, as well as observations made during the week. Highlights of the suggestions for future training conferences are listed below.

A detailed report on all of the recommendations is included in *Appendix G, Detailed Recommendations*.

Comments about the Overall Conference:

- Consider shortening the opening plenary session to enable the conference to include an additional paper, panel, or information session on Monday morning.
- Continue to invite the ERT Internet Café to participate.
- Continue to conduct a “hot wash” session with the Co-Chairs immediately after the end of the training conference.
- Conduct a debriefing session on Friday to collect immediate feedback from the moderators.
- Continue to coordinate among the Co-Chairs and heads of the TSP Forums to strengthen the groups’ relationships.

Comments about Courses and Sessions

- Consider the importance of increasing the involvement of RPMs as either instructors or members of the training teams. For example, RPMs participated as instructors or as members of the training team in 27 percent of the training courses. RPM involvement as presenters, panelists, and moderators — ranging between 70 and 86 percent — was much greater. The involvement of RPMs as members of the training team for the sessions was more varied, ranging from 14 percent for the panel sessions, to 100 percent for the paper discussions, and 43 percent for the information sessions.
- Identify courses by phase of the Superfund remedial timeline to assist RPMs in selecting courses.
- Provide training to moderators to establish a solid team of moderators who can be called on to facilitate at future training conferences.

5.0 CONCLUSIONS

The 2006 NARPM Annual 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 2007, further evidence that the NARPM annual 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 not only to enhance and improve on the positive elements of the training conference, but also to address areas that participants did not evaluate favorably. For example, a small percentage (approximately 6 percent) of the participants indicated that the plenary sessions did not offer useful information related to cleaning up sites and that registering for the conference was not easy to follow. Several recommendations focus specifically on how to improve registration for the 2007 NARPM annual training conference and on the structure and format of the plenary sessions. Once they have been enacted, these specific recommendations — and all the other recommendations — will ensure that the 2007 NARPM annual training conference will be even more successful, productive, and well-received than the 2006 NARPM annual training conference.

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.