



# Community Involvement University

Community involvement knowledge and skills training for EPA staff working on Superfund site cleanups.

## PURPOSE

EPA's Community Involvement University (CIU) provides critical community involvement knowledge and skills training for EPA staff working on Superfund sites. CIU is a training platform offering EPA Community Involvement Coordinators, Remedial Project Managers, On-Scene Coordinators and other EPA and EPA-affiliated staff the opportunity to build the necessary skills, techniques and practices to engage the community in the Superfund process. CIU delivers a variety of courses each year at regional offices. The curriculum of courses and webinars includes collaboration, facilitation, public participation, risk communication, spokesperson, writing and other training supporting successful community involvement at Superfund sites.

Enroll today online at <https://trainex.org>  
or call 301-589-5318, ext. 11.

## LOGISTICS

The CIU is managed by the Community Involvement and Program Initiatives Branch (CIPIB) in the Office of Superfund Remediation and Technology Innovation (OSRTI). Tina Conley manages CIU and she can be reached at 703-603-0696 or [conley.tina@epa.gov](mailto:conley.tina@epa.gov).

If you have other CIU questions, please contact Tina. Tina coordinates CIU training with the regions and the Office of Land and Emergency Management (OLEM) [Training Coordination Team](#). Both CIU and the OLEM Training Coordination Team use the Training Exchange Website (<https://trainex.org/>) to manage training schedules and activities and provide individual course registration pages.

## REGISTRATION

Once scheduled, you can register for these courses on the internet at <https://trainex.org/ciu>. Look under "Current Training" on the left menu bar and you can locate the course of interest either by title, location, or date. The course description will provide current details on the content and objectives of the training.

- Select the course offering you want and click on "Details and Registration."
- Click the "Register" button at the bottom of the course offering page to register.
- You will be prompted for your email address and other contact information.
- Click "Submit" at the bottom of the registration form.

Should you need to cancel your registration, return to <https://trainex.org> and locate your registration under "Students/Current Registrations." Also, please notify your Regional CIU POC.

### DISCLAIMER

Community Involvement University courses are provided as part of a U.S. Environmental Protection Agency training program. The presentations and related documents do not constitute EPA policy. Mention of trade names or commercial products does not constitute endorsement or recommendation for use. Links to non-EPA web sites do not imply any official EPA endorsement of or a responsibility for the opinions, ideas, data, or products presented at those locations or guarantee the validity of the information provided. Links to non-EPA servers are provided solely as a pointer to information that might be useful to EPA staff and the public.

## CERTIFICATES

All course participants will receive certificates for full participation.

## CONTINUING EDUCATION UNITS

CIU courses can be used for Continuing Education Units (CEU). We define one CEU as 10 contact hours of participation in an organized continuing education experience under responsible sponsorship, capable direction, and qualified instructors. The actual CEUs will be calculated for each unique course procurement because the course time can vary. The primary purpose of the CEUs is to provide a permanent record of an individual's educational accomplishments when he/she has completed one or more significant non-credit educational experiences.

## CONTINUOUS LEARNING POINTS

CIU courses can be used for Continuous Learning Points (CLPs). Many of the training courses offered by CIU can be applied towards meeting your Contracting Officer Representative (COR) requirements. You need 1 training hour to earn 1 CLP. A training hour is actual contact time spent on course material and exercises. Your first-line supervisor determines which courses can count towards meeting your COR requirements, based on your individual duties and circumstances. Please consult with your first-line supervisor to identify applicable courses, as well as the current COR training requirements.

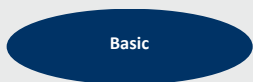
## COURSE LIST AND DESCRIPTIONS

The CIU curriculum offers both internet-based and classroom courses of various lengths and levels of difficulty. The CIU course list and associated course description are in alphabetical order within each training focus area and follow the *CIU Presents...* webinar list and descriptions. Training focus areas include collaboration, facilitation, public participation, risk communication, spokesperson and presentation, and writing.

Course descriptions include the following sections:

- *Course Overview*
- *Recommended Participants*
- *Learning Objectives*
- *Logistics (Course length; maximum number of class participants, etc.)*
- *Background Material or Links to Past Webinar Offerings*

The level of difficulty is located at the top right of each course description and described here:



Basic courses are for those who have little to no experience or training in the topic area or for those who need a refresher if an intermediate or advanced course is not offered.



Intermediate courses are meant for those who have some "real-world" experience in their area of expertise and need training in the specific topic area.



Advanced courses are meant for those who have taken basic courses and have had related "real-world" experiences as a community involvement practitioner.

Some courses are customizable to regional needs, including the level of difficulty, length of training (two-day courses offered as one-day courses), team trainings, specific case studies, etc. The Community Involvement Manager can discuss regional training needs with the CIU Manager prior to selecting and scheduling a course.

## Collaboration Courses

### Intermediate Courses

- [Applying Collaboration to EPA Decision-Making](#): Learn how to plan and implement a collaboration process that can be applied to any process with diverse stakeholders, whether internally, with other agencies, and with public stakeholders. *(Page 6)*
- [Building Cultural Competence](#): Learn a new way to look at, talk about and manage diversity both within EPA site teams and with communities. Core concepts include taking personal responsibility for the quality of one's work life and generating positive field results based on enlightened self-interest. *(Page 7)*
- [Building Trust in EPA](#): Learn how to get people to trust and work with you and manage interactions with angry citizens and activists. *(Page 8)*

## Facilitation Courses

### Basic Courses

- [Facilitation Training \(Basic\)](#): Enhance participants' skills to plan and effectively facilitate various types of meetings. *(Page 9)*
- [Making Meetings Work: Approaches and Tools for Better Meetings](#): Learn basic principles to plan effective meetings and achieve meeting goals. *(Page 10)*
- [Practical Skills for Better Stories: A Narrative Framework for Community Involvement and Conflict Resolution at Superfund Sites Webinar](#): Learn about CPRC's *A Narrative Framework for Community Involvement and Conflict Resolution at Superfund Sites* and how to use narrative tools in your community involvement work. *(Page 11)*

### Intermediate Courses

- [Designing and Managing Effective Community Advisory Groups \(CAGs\)](#): Learn what makes advisory groups work and gain the knowledge and skills needed to convene healthy, functional boards. *(Page 12)*
- [Designing Effective Public Meetings and Events](#): Learn the fundamentals required to design and implement forums for genuine and productive dialogue. *(Page 13)*
- [Facilitating Effective Superfund Public Meetings and Events](#): Learn the principles of powerful facilitation and how to create an effective facilitative presence at public meetings and events. *(Page 14)*

### Advanced Courses

- [Facilitation Training \(Advanced\)](#): Further enhance participants' ability to serve as effective facilitators in meeting situations. *(Page 15)*

## Public Participation Courses

### Basic Courses

- [Community Involvement Tools and Techniques](#): Equip participants with tools and techniques to plan effective outreach and involvement strategies at Superfund sites. *(Page 16)*
- [Elements of Powerful Public Participation](#): Discover the larger decision-making framework that they fit into as professionals working in today's world. *(Page 17)*
- [Foundations in Public Participation](#): Provides a broad-based learning experience covering all of the foundations of civic engagement and provides useful tools for designing and implementing practical, real-world public involvement programs. *(Page 18)*
- [Planning for Participation: Trends and Opportunities with Community Involvement Plans](#): Outlines a site-specific strategy to enable meaningful community involvement throughout the Superfund cleanup process. *(Page 19)*
- [Public Participation for Managers](#): Provides an overview of how to use public participation to improve decision-making. *(Page 20)*

- [Public Participation for Technical Staff – How to Make Public Participation Work for You](#): Learn how to use public participation to improve site planning and key decision-making. (Page 21)

### **Intermediate Courses**

- [Planning for Powerful Public Participation](#): Discover the larger decision-making framework that they fit into as professionals working in today's world. (Page 22)
- [Superfund Success: Tools and Techniques for Community Involvement Train-the-Trainer Webinar](#): Learn how to deliver the tools and techniques training to your colleagues that conduct community involvement activities. (Page 23)

### **Advanced Courses**

- [Emotion, Outrage and Public Participation](#): Learn advanced strategies and behaviors to enhance quality public participation outcomes, even when communities are emotional or outraged. (Page 24)

## **Risk Communication Courses**

### **Basic Courses**

- [Color-Coding: Going Beyond the Numbers](#): Explore color-coding, a visualization tool to help Agency staff present sampling data more effectively in this course. (Page 25)
- [Risk Communication Training: Basic, Intermediate, and Advanced Principles and Techniques for Communicating Effectively About Environmental Issues](#): Participants will focus on the practical tools and skills needed for communicating effectively before, during, and after high stress, high concern, high stakes, controversial, and emotionally charged situations involving environmental risk issues. (Page 26)

### **Intermediate Courses**

- [Risk and Conventional Communications for Superfund Public Participation](#): Learn about the communication strategy and tactics for creating effective relationships with the public, listening to public concerns, and conveying information. (Page 27)
- [Risk Communication: Messaging to Build Trust and Understanding](#): Learn insights and strategies for establishing trusting working relationships with communities and other interest groups. (Page 28)

### **Advanced Courses**

- [Advanced Risk Communication and Media Skills](#): Discuss message development techniques, preparing for media interviews, and media traps and pitfalls. With a focus on the development of message maps for use in media settings. (Page 29)
- [Master Class in Risk Communication and Cultural Diversity](#): Provides information on cross-cultural skills needed to be an effective risk and crisis communicator with a focus on symbols, signs, words, different cultural standards conversation, and different meanings of colors and images. (Page 30)

## **Spokesperson and Presentation Courses**

### **Basic Courses**

- [Defusing Hostile Situations – EPA Spokesperson Training](#): Learn how to prepare and handle conflict to make a significant difference in the outcome of a challenging meeting or encounter. (Page 31)
- [Know What to Say and How to Say It – Media/Spokesperson Training](#): Further enhance participants' ability to explain their work and communicate tough issues through the media. (Page 32)
- [Mastering the Message – EPA Spokesperson Training](#): Participants will learn to identify, hone and deliver their messages in a team setting. (Page 33)
- [Pictures Speak 1,000 Words – EPA Video/Photography Training](#): Gain an understanding of what makes for an effective image, video or still photo and make the most of the equipment available. (Page 34)
- [Present Effectively in Any Situation](#): Learn how to effectively present complex or controversial information to key audiences. (Page 35)

- [Present Effectively with Style and Skill at Public Meetings – A Spokesperson Training](#): Gain the skills and confidence you need to “stand up and deliver” effectively during public meetings. (Page 36)
- [Stand and Deliver: Tips for Delivering Effective Presentations](#): Explore confidence building practices and learn how to come across as credibly as possible when presenting to the public, peers, and stakeholders. (Page 37)

### **Intermediate Courses**

- [Translating Environmental Science and Connecting People and Technology](#): Learn to more effectively communicate and connect with constituents, become more confident and comfortable speaking in public and enhance the ability to manage tough people and crowds. (Page 38)

### **Advanced Courses**

- [Fine-Tune Your Spokesperson Skills – Individual Spokesperson Training/Coaching](#): Enhance the spokesperson skills of participants to help them more effectively deliver key messages, even under pressure. This training is often coupled with other spokesperson training or is offered with a full day of training sessions in order remain cost-effective. (Page 39)

## **Writing Courses**

### **Basic Courses**

- [Effective Writing for Superfund Staff: Community Involvement Plans \(CIPs\) and Beyond Webinar](#): Learn how to write clear, concise, and well-organized CIPs and other documents that help encourage community involvement. Links are provided to pre-recorded webinars. (Page 40)
- [Reader-Focused Writing \(Basic\) – Writing Made Easy, Reading Made Easy](#): Learn to use plain language and effective design techniques to create clear and usable documents for readers. (Page 41)

### **Advanced Courses**

- [Reader-Focused Writing \(Advanced\) – Writing Made Easy, Review Made Easy, Plain Language Made Easy](#): Enhance participants’ writing and review skills so they can analyze, write, rewrite, and reorganize clear, reader-focused material for their constituents. (Page 42)

## **Other Courses**

### **Basic Courses**

- [Introduction to the Superfund Redevelopment Initiative \(SRI\) for Community Involvement Coordinators Webinar](#): Learn about the valuable ways reuse information informs and enhances EPA cleanups and how community development provides valuable benefits to EPA, communities and the environment. (Page 43)

# Applying Collaboration to EPA Decision-Making



Intermediate

## Course Overview

The course presents a basic model for collaboration and leads students through a thorough process of how to plan and implement a collaboration process. Collaboration can be applied to any process with diverse and potentially influential stakeholders, whether internally, or with other agencies, and with public stakeholders.

## Recommended Participants

This course is recommended for EPA staff or managers who are working on complex sites or issues where multiple stakeholders may influence the outcome and greater cooperation is needed to get to a solution. There are no prerequisites for this course.

## Learning Objectives

Participants who complete this course will gain skills on:

- What is collaboration and how to use it to improve decision making;
- Conducting a situation assessment and identifying stakeholders;
- Designing a collaborative process;
- Collaborative skills: communications, conflict management, consensus-building;
- Collaborative behaviors;
- Convening collaborative groups;
- Using consensus-building; and
- Planning and implementing collaborative approaches for maximum results.

## Logistics

This two-day course is highly interactive with exercises and programs designed to help participants recognize the value of collaboration and develop needed approaches and skills to improving their use of collaboration. Recommended course size is 12-30 participants.

## Background Material

Participants receive a detailed course workbook.

# Building Cultural Competence



## Course Overview

Culture-based dynamics can be especially noticeable when presenting highly technical information to communities concerned about environmental impacts. Building Cultural Competence (BCC) is a highly interactive awareness- and skills-building workshop. Participants experience a refreshing new way to look at, talk about and manage diversity both within EPA site teams and with communities. Untethered from traditional methods of addressing these dynamics, participants are free to explore new avenues for functional relationship building and collaborative problem-solving even in the presence of deep mistrust and striking interpersonal difference. Core concepts include taking personal responsibility for the quality of one's work life and generating positive field results based on enlightened self-interest. BCC can help create a more productive, satisfying experience for all staff teams and for the communities they serve.

## Recommended Participants

This course is recommended for both new and seasoned Community Involvement Coordinators (CICs) as well as public involvement and technical staff. There are no prerequisites for this course.

## Learning Objectives

Participants who complete this course will gain increased awareness and comfort with:

- The ways that personal orientation can unconsciously influence perceptions, assumptions, performance and patterned behavior when interacting with others.
- The natural formation of stereotypes among and between groups of people and the ways those stereotypes can work to lower expectations for success by pre-limiting the range of possible outcomes of interactions between staff and with communities.
- A simple, intuitive model for circumventing the naturally occurring interpersonal pitfalls and landmines that can exist in a workplace and community engagement setting.
- Participants who complete this course will learn and practice skills that will help them:
- Recognize and break the “Vicious Cycle” – interlocking sets of stereotypes that occur within multifunctional and multicultural work teams.
- Become more comfortable and effective in high risk / low trust communication environments by understanding the natural causes of misperceptions and not taking them personally.
- Develop relationships with co-workers and community members that build trust and aid in the dissemination and understanding of technical information.

## Logistics

This course is offered as a one-day, interactive workshop. Regions can customize the course to their intended staff and needs by conducting a scoping call with the facilitators about four weeks before the training. Participants should wear comfortable clothing and be prepared for frank discussions in small and large group sessions.

## Background Material

Participants receive presentation copies and handouts on key skills/takeaways.

# Building Trust in EPA



## Course Overview

This hands-on, custom workshop will help your team understand and manage interactions with angry citizens and activists who seem to oppose everything you do and everything that you believe in. We'll show you how to get people to trust and work with you.

## Recommended Participants

This course is recommended for EPA staff and managers who have any influence in the credibility of the agency. There are no prerequisites for this course.

## Learning Objectives

Participants who complete this course will:

- Understand and learn to manage projects and goals better in the current culture of pop-media and public and political polarity;
- Leave with a better understanding of public frustration and anger with public and private institutions and, more importantly, how to overcome the challenges with emotional intelligence and humanizing EPA;
- Understand the myths of opposition and conflict and why most judgments about angry people and their emotions are wrong in the first place;
- Leave knowing the specific factors that indicate the likelihood and level of public anger;
- Learn to recognize and avoid the behaviors that you and your staff routinely demonstrate that only make people angrier;
- Know the most common behaviors and what to do to reduce public anger and opposition and increase your own trustworthiness, credibility, and effectiveness;
- Leave with a practical and workable plan to move your stalled or challenged project or mission forward; and
- Leave with the behavioral change, approach, strategy, key messages and capacity to succeed.

## Logistics

This intensive and customizable one or more day's workshop is a mix of participant small and large group discussion and demonstration. This workshop is a practical and active session dealing with the most current research from a variety of global sources applied to tested and proven real-world experience. This workshop is designed to actively help you plan for your most serious challenge in an intensive, facilitated workshop setting to produce a workable path forward. Recommended course size is 12-30 participants.

## Background Material

There is no recommended background material. Course documents will be provided.



## Course Overview

This course provides participants with an overview of the key skills and concepts associated with effective meeting planning and meeting facilitation. The course helps participants learn how to be an effective facilitator when called upon to play that role and illustrates how “facilitative behavior” can be applied to a wide range of situations to make them more effective in their interactions with peers and with external stakeholders. The course covers facilitation at different types of meetings, including EPA team meetings, large public meetings, conference calls or other distance interactions, and interagency meetings. Participants learn how to plan for effective meetings, anticipate difficult situations, deal with disruptive participants, and reach successful conclusions.

## Recommended Participants

This course is recommended for those who are responsible for planning and/or facilitating public meetings, internal work group meetings, inter-agency meetings, and long-term multi-party meetings with diverse stakeholders. Those who simply want to become more effective in group interactions and problem-solving activities in a wide variety of situations may also find this course beneficial. Although this course is designed for those with limited to no facilitation training, experienced staffers are encouraged to attend the same course because the different levels of experience tend to make the course more interactive and a richer experience for all those who attend. There are no prerequisites for this course.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Identify who should attend your meeting to achieve stated outcomes;
- Structure the agenda to achieve agreed upon meeting goals;
- Use ground-rules and meeting guidelines to ensure needed outcomes;
- Follow-up after a meeting to ensure results are fully implemented;
- Prepare for the role as facilitator;
- Engage participants to help be an effective facilitator;
- Use specific tools and techniques to be an effective facilitator; and
- Facilitate different types of meetings (e.g., conference calls, other distance interactions).

## Logistics

This one-day course includes presentations with a variety of interactive discussions on key concepts and skills, role-playing exercises that enable participants to practice their new skills, and group learning discussions. The session leader will seek the active involvement of participants in how they have seen these techniques used - or not used - in their own project experience. The course also includes interactive exercises designed to provide students with opportunities to practice the skills discussed. Recommended course size is 15-24 participants.

## Background Material

There is no recommended background material.

# Making Meetings Work: Approaches and Tools for Better Meetings

Basic

## Course Overview

The workshop presents the basic principles to plan effective meetings and achieve meeting goals and identifies a variety of innovative techniques to facilitate effective participation in different meeting settings. The techniques described during the course include: Revolving Circle (a.k.a. Samoan Circles or Conversation Circles), World Cafe, Card Storming, Nominative Group Technique, Open Space Meetings, Appreciative Inquiry and Future Search Processes, Focused Conversations, Deliberative Polling, Study Circles, and Workshops. Participants receive information on each of these techniques, as well as website and book references for further exploration.

## Recommended Participants

Are you still holding meetings that resemble a dry presentation followed by public comments at a microphone? Would you like to get more people engaged and involved in the topic and with each other? Then this course is for you! Public meetings can and should be informative, engaging, and fun for all participants. Creating more effective meetings helps both EPA and our communities.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Plan effective meetings to achieve meeting goals; and
- Develop techniques to facilitate meeting participation.

## Logistics

This four-hour workshop provides participants with a fundamental understanding of what makes meetings work and how to plan for a successful public meeting. Maximum course size is 25 participants.

## Background Material

Participants receive the following:

- Detailed manual
- Information on each of the meeting techniques
- Website and book references for further exploration

# ***Practical Skills for Better Stories: A Narrative Framework for Community Involvement and Conflict Resolution at Superfund Sites Webinar***

Basic

## **Course Overview**

Discover what makes a story a narrative, and how conflict narratives function. Learn and practice basic skills to move from a conflict story to a collaborative story. Explore CPRC's guide, *A Narrative Framework for Community Involvement and Conflict Resolution at Superfund Sites*, and consider how to use narrative tools in your community involvement work. Engage with conflict scenarios to see a narrative conflict resolution approach in action!

## **Recommended Participants**

This course is recommended for Community Involvement Coordinators, Remedial Project Managers, and On-Scene Coordinators.

## **Learning Objectives**

Participants who complete this course will learn about the *Narrative Framework for Community Involvement and Conflict Resolution at Superfund Sites* and how to use it, along with the following narrative basics:

- The components of a narrative;
- The difference between a conflict narrative and a collaborative narrative; and
- Tools to encourage collaborative narratives.

## **Logistics**

This two-hour webinar presentation includes time for audience participation, such as questions and answers, and case studies highlighting how the Narrative Framework has been used in communities.

## **Link to Webinar Offering:**

- <https://clu-in.org/conf/tio/CIUPresents1/>

# Designing and Managing Effective Community Advisory Groups (CAGs)



## Course Overview

Community advisory groups can be the heart of higher-level public participation programs under the Superfund program, but often fail to achieve a common approach or vision to assist EPA decision-makers. This course looks at what makes advisory groups work and provides participants with the knowledge and skills they need to convene healthy, functional boards.

## Recommended Participants

This course is recommended for EPA staff or managers (e.g., CICs, RPMs, OSCs) who work directly with CAGs or are considering developing a CAG at their site. There are no prerequisites for this course.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Understand advisory groups;
- Make the determination where advisory groups are appropriate;
- Use the keys to making advisory groups work;
- Avoid the common mistakes that lead to dysfunctional boards;
- Convene a balanced, responsible membership;
- Distinguish the roles of members, sponsors, chairpersons, and facilitators;
- Create a mission, charter, and ground rules;
- Pay attention to detail: getting the small things right; and
- Seek and achieve consensus.

## Logistics

This one-day course is a highly interactive mix of facilitated discussion, video, and small and larger group discussion. Recommended course size is 12-30 participants.

## Background Material

Participants receive a detailed course workbook.

# Designing Effective Public Meetings and Events



## Course Overview

This course explores the fundamentals required to design and implement forums for genuine and productive dialogue. Effective dialogue, relationship-building, and shared learning are the centerpiece of public participation meetings or events under CERCLA. The class will discuss ways to move beyond the traditional public meeting to find approaches and formats that work. Creating effective forums for dialogue and learning require an understanding of how people communicate and the environments in which real dialogue can take place.

## Recommended Participants

This course is recommended for EPA staff or managers (e.g., CICs, RPMs, OSCs) who are responsible for holding public meetings and events and want to explore more effective ways of engaging their stakeholders. There are no prerequisites for this course.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Reinvent the public meeting;
- Identify and use the characteristics of effective dialogue;
- Establish an environment for effective dialogue;
- Implement the five principles of effective meetings; and
- Implement the basics of meeting management and facilitation.

## Logistics

This one-day course is a highly interactive mix of facilitated discussion, video, and small and larger group discussion. The course is designed to provide time for staff to work together on planning upcoming public meetings and events. Recommended course size is 12-30 participants.

## Background Material

Participants receive a detailed course workbook.

# Facilitating Effective Superfund Public Meetings and Events



## Course Overview

This course explores the principles of powerful facilitation and how to create an effective facilitative presence at public meetings and events. Participants will learn the basic approach to preparing for and facilitating effective meetings and have a chance to learn and practice facilitation skills.

## Recommended Participants

This course is recommended for EPA staff or managers (e.g., CICs, RPMs, OSCs) who need to plan, manage, and facilitate public meetings. Designing Effective Public Meetings and Events is a recommended pre-requisite.

## Learning Objectives

Participants who complete this course will gain skills on:

- What is powerful facilitation;
- Who can facilitate;
- Roles of the facilitator;
- Setting the stage for successful meetings;
- Facilitator knowledge, behaviors, and skills;
- Facilitation strategies and tips; and
- Finding your facilitation style.

## Logistics

This course is presented as a two-day facilitation workshop to train, prepare, and practice the skills that are needed to manage effective public meetings. Participants will get the chance to practice their skills and work with each other in identifying how to find their own facilitation approach. Regions can customize the course to their intended staff and needs. Recommended course size is 12-30 participants.

## Background Material

Participants receive a detailed course workbook.

# Facilitation Training (Advanced)



Advanced

## Course Overview

This course provides participants with an in-depth discussion about real-life facilitation and problem-solving situations, plus practice sessions where participants use the skills and techniques discussed throughout the course. The course content is focused on both meeting planning and facilitation, and how these two different components are essential ingredients in successful meetings. The course begins with a review of basic meeting planning and facilitation skills and concepts. Next, the session leader presents information on some of the most important aspects of more advanced facilitation skills.

## Recommended Participants

This course is recommended for those who are responsible for planning and/or facilitating internal work group meetings, inter-agency meetings, long-term multi-party meetings with diverse stakeholders, community work group meetings, CAG meetings, etc. Although this course is designed for those with facilitation experience, entry-level staffers are welcome to attend because the different levels of experience tend to make the course more interactive and a richer experience for all those who attend. Participants who complete this course should have sufficient knowledge to serve as effective facilitators for both internal agency meetings as well as external meetings with other government agencies, other key stakeholders, and the public.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Prioritize and/or narrow issues and options;
- Engage and maintain the active involvement of diverse stakeholders;
- Decide on appropriate “decision processes” for each type of meeting;
- Move forward past “impasse” to reach successful conclusions;
- Reach agreements or make group decisions;
- Effectively implement results;
- Handle difficult people and situations; and
- Establish collaborative planning and problem-solving relationships.

## Logistics

This one and one-half days course provides for the active engagement of all participants in both the group discussions and interactive exercises designed to provide students with opportunities to practice the skills discussed. The session leader will seek the active involvement of participants in how they have seen the various discussed techniques used - or not used - in their own project experience. Recommended course size is 16-20 participants.

## Background Material

There is no recommended background material.

# Community Involvement: Tools and Techniques

Basic

## Course Overview

Developed by EPA Superfund Community Involvement Coordinators (CICs), this course introduces tools and techniques to plan an effective community outreach and involvement program. Through the framework of a Community Involvement Plan (CIP) and communications strategy, participants learn how to develop a proactive approach for meaningfully involving the public through all stages of the Superfund cleanup process. Participants learn how to use tools in the Superfund *Community Involvement Toolkit*, such as public meetings, community interviews, and neutral facilitation.

## Recommended Participants

This course is recommended for newer CICs, new EPA or EPA-affiliated public involvement staff, and all Superfund staff who wish to be introduced to community involvement tools and techniques. This course is also appropriate for all EPA and EPA-affiliated staff, in any program, who wish to be *introduced* to community involvement tools and techniques. There are no suggested prerequisites.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Explain current trends in community involvement and public participation in EPA;
- Describe at least five tools for community involvement; differentiate those tools; and select (and modify) appropriate tools for specific community outreach and involvement programs;
- Plan an effective community outreach and involvement program by applying suitable community involvement tools; and
- Explain the purpose and function of a Community Involvement Plan.

## Logistics

There are 2 versions of this course, a one-day, and half-day course delivered as short lectures, extensive discussions, and highly interactive group exercises. Using simulated community involvement scenarios, participants learn about outreach and community involvement strategies and identify appropriate community involvement tools in both courses, and in the one-day course design outreach and community involvement strategies. Recommended course size is 10-30 participants.

This course is taught by seasoned Superfund CICs in each region and based on their experiences of the Superfund program.

## Background Materials

- Superfund Community Involvement Website – <https://www.epa.gov/superfund/superfund-community-involvement>
- *Community Involvement Toolkit* – <https://www.epa.gov/superfund/superfund-community-involvement-tools-and-resources>
- *Community Involvement Handbook* – <https://www.epa.gov/superfund/superfund-community-involvement-tools-and-resources>
- Participants also receive a course manual.



## Course Overview

This course provides an overview and framework for conducting effective and meaningful public participation under the Superfund program. It presents a well-organized approach to public participation built around TPC's Eight Elements of Powerful Participation. It places focus on practical understanding of public participation and helps participants to explore a wide range of issues.

## Recommended Participants

This course is recommended for EPA staff or managers (e.g., CICs, RPMs, OSCs) who routinely or occasionally work with the public or other non-technical or expert stakeholders. There are no prerequisites for this course.

## Learning Objectives

Participants who complete this course will gain skills on:

- How to understand what is and is not public participation;
- How public participation supports powerful decision-making;
- How to engage the public to help us make better decisions;
- Where public participation is appropriate and how to make this determination;
- What makes organizations credible and trustworthy;
- How to design public participation for powerful results;
- How to set clear goals and expectations;
- Best practices in planning, design, and implementation; and
- How to avoid common mistakes.

## Logistics

This course is a highly interactive mix of facilitated discussion, video, and small and larger group discussion. The one-day version provides an overview of the key elements of public participation. The two-day in-depth workshop is available to train, prepare, and practice the skills that people will need for their projects. Recommended course size is 12-30 participants.

## Background Material

Participants receive a detailed course workbook.

## Course Overview

The Certificate Program, recently revamped and renamed Foundations in Public Participation, provides a broad-based learning experience covering all of the foundations of civic engagement. Developed by the most experienced and successful practitioners from around the world, this training provides useful tools for designing and implementing practical, real-world public involvement programs. Foundations are designed to provide the knowledge, skills, techniques, and confidence to design and manage the most effective public involvement programs. This course will help you hit the ground running, armed with the knowledge and confidence you need to plan and execute effective initiatives for any area in which you may be working.

## Recommended Participants

This course is recommended for EPA staff and community members who work in communications, public relations, public affairs, planning, public outreach and understanding, community development, public policy, infrastructure development, utilities, academics and advocacy or lobbying.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Select appropriate tools for creating effective forums for dialogue;
- Understand the value, risks, and benefits of public participation and how to integrate it into decision-making processes;
- Develop appropriate objectives that clarify the public's role and are aligned with and support the decision process; and
- Select techniques that align with program objectives and design, deliver and evaluate effective public participation processes.

## Logistics

Although typically taught as a week-long session, the two courses can be taught separately.

**Planning for Effective Public Participation (Three Days) Prerequisite to the Techniques Course** - This planning course is critical for developing effective public participation. Using the Spectrum for Public Participation, learn how to establish clear and achievable objectives for a public involvement program and how to define a promise to the public. This hands-on course gives you the opportunity to delve into your own challenges as you learn and review the essential elements of effective public participation planning.

**Techniques for Effective Public Participation (Two-Days)** - This class provides 50+ practical tools and methodologies that can be used in a variety of situations to better communicate with people, build trusting relationships with citizens and get their help and support with public projects. Techniques that are taught include the World Café, Revolving Conversations, Citizen Jury, Advisory Groups, and many others.

## Background Material

Participants receive detailed course materials: student manuals, including the Public Participation Toolbox and Tip Sheets for 25 techniques.

# Planning for Participation: Trends and Opportunities with Community Involvement Plans

Basic

## Course Overview

This webinar presentation highlights an award-winning Community Involvement Plan (CIP)-of-the-Year. The CIP will be presented as both a learning tool and a springboard to illustrate EPA Headquarters' new CIP tool in the Superfund Community Involvement Toolkit. The presentation will highlight the format and structure of CIPs and provide a broader view of effective CIPs.

## Recommended Participants

This course is recommended for newer CICs, new EPA or EPA-affiliated public involvement staff, and Remedial Project Managers (RPMs). This course is also appropriate for EPA staffers, who wish to be introduced to developing a CIP. There are no suggested prerequisites.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Describe challenges in developing a CIP;
- List components of an effective CIP; and
- Discuss various approaches (i.e., innovative ways) to craft a CIP.

## Logistics

This one and one-half hour webinar presentation includes time for audience participation, such as questions and answers. The Webinar will end with a facilitated group discussion on personal experience (both good and bad) in crafting and implementing effective CIPs. Maximum course size is 25 participants.

The two presenters who teach this course include a seasoned Community Involvement Coordinator working at the regional level and an EPA OLEM Community Engagement Initiative (CEI) team leader who works in the Superfund Community Involvement and Program Initiatives Branch.

## Background Material

Superfund Community Involvement Plan tool: <https://www.epa.gov/superfund/superfund-community-involvement-tools-and-resources>.

## Course Overview

This course provides an overview of how to use public participation to improve decision-making. It examines public participation through a management prism by exploring the approaches and principles that EPA teaches its RPMs, OSCs, and CICs about public participation. The class engages managers in a dialogue on why the public participation principles work, the key cultural and communication skills that are necessary to make them work, and the important roles managers play in achieving successful programs.

## Recommended Participants

This course is recommended for individuals who manage staff and projects in the Superfund cleanup process. The principles discussed during this course are also broadly applicable to all programs where community input and involvement is important. There are no suggested prerequisites.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Recognize the elements of meaningful public participation and overcome some of the key challenges that prevent them from achieving it;
- Use public participation to support more effective decision making;
- Identify the appropriate roles and activities of managers in making public participation work and supporting technical and participation staff; and
- Overcome communication challenges and improve overall communication with communities.

## Logistics

This half-day course uses interactive exercises and practical tips to enliven the basic theory and reinforce skills. More specifically, the course style includes short lectures, interactive exercises, and case studies. Recommended course size is 15-30 participants.

## Background Material

Participants receive the following:

- Detailed manual
- Reading material
- Relevant handouts

# Public Participation for Technical Staff: How to Make Participation Work for You

Basic

## Course Overview

This course provides an in-depth look at how to use public participation to improve site planning and key decision-making. It examines public participation through a technical prism by engaging technical staff in a dialogue on the public participation principles that work and the key communication skills that are necessary to make them work.

## Recommended Participants

This course is recommended for EPA Superfund Remedial Program Managers (RPMs), On-Scene Coordinators (OSCs), and EPA-affiliated technical staff who participate in Superfund or environmental cleanup. This course is also appropriate for Superfund Community Involvement Coordinators (CICs) and public involvement staffers familiar with Superfund or environmental cleanup, who wish to understand community participation through a technical prism. There are no suggested prerequisites.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Recognize the elements of meaningful public participation and overcome some of the key challenges that prevent them from achieving it;
- Use public participation to support more effective decision making;
- Identify the appropriate roles and activities of technical staff in making public participation working effectively with the CIC; and
- Overcome communication challenges and improve overall communication with communities.

## Logistics

This one-day course uses interactive exercises and practical tips to enliven the basic theory and reinforce skills. More specifically, the course style includes lectures, interactive exercises, and case studies. Recommended course size is 10-30 participants.

## Background Material

Participants receive the following:

- Reading material
- Relevant handouts

# Planning for Powerful Public Participation



## Course Overview

Building on *Elements of Powerful Public Participation*, this course leads participants through a detailed understanding of how to plan for effective public participation under the Superfund program. Planning for effective public participation under these difficult conditions requires significant effort. The success and failure of public participation is largely determined in the level and appropriateness of the effort in planning.

## Recommended Participants

This course is recommended for EPA staff or managers (e.g., CICs, RPMs, OSCs) who are instrumental to the planning and implementation of public participation programs and events. *The Elements of Powerful Public Participation* is a recommended prerequisite.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Prepare for planning and engaging the public;
- Identify stakeholders and stakeholder interests;
- Understand the importance of convening balanced and representative stakeholders;
- Incorporate public participation activities into the decision process;
- Select the appropriate level of public participation;
- Establish clear goals and objectives;
- Identify appropriate tools and techniques to match public participation goals;
- Identify and budget for necessary resources; and
- Understand the importance of evaluation.

## Logistics

This two-day course is a highly interactive mix of facilitated discussion, video, and small and larger group discussion. The course is designed to allow Regions to customize the course to their intended staff and needs and allows groups to work together on planning current projects, programs, and activities. Recommended course size is 12-30 participants.

## Background Material

Participants receive a detailed course workbook.

# ***Superfund Success: Tools and Techniques for Community Involvement Train-the-Trainer Webinar***



## **Course Overview**

This Train-the Trainer webinar prepares the participants to effectively deliver EPA's Community Involvement Tools and Techniques course to staff in the region who conduct community involvement. This is an intermediate level training built around experiential learning with limited lecture.

One of the nine criteria in analyzing cleanup alternatives is community acceptance. But how can you help the community understand and accept site cleanup before, during and after cleanup? Participants in this webinar will learn different tools and techniques to effectively involve the community. Through presentation of a case study as well as group exercises, participants will gain an understanding and appreciation of how early and meaningful community involvement can result in successful remedies.

## **Recommended Participants**

Participation is recommended for Community Involvement Coordinators (CICs), Remedial Project Managers (RPMs), On-Scene Coordinators (OSCs), or other EPA staff working on Superfund sites.

## **Learning Objectives**

Participants who complete this course will learn how to:

- Deliver the tools and techniques training to their colleagues that conduct community involvement activities;
- Identify resources and tools available to improve community involvement activities;
- Describe various community involvement techniques and approaches that can be used at Superfund sites; and
- Discover techniques that go above and beyond community involvement requirements under the NCP.

## **Logistics**

This two-hour webinar presentation includes interactive audience participation, such as questions and answers. There are five presenters for this course, including three seasoned CICs working at the regional level.

## **Links to Past Webinar Offerings:**

Superfund Success: Tools and Techniques for Community Involvement Train-the-Trainer webinar (May 1 and May 29, 2019) <https://clu-in.org/conf/tio/citrainthetrainer/>

# Emotion, Outrage, and Public Participation



## Course Overview

This course combines the work of Dr. Peter Sandman with core concepts for meaningful and effective public participation. In these challenging times of environmental, health, cultural, economic and social changes this course provides participants with strategies and behaviors to enhance quality public participation outcomes, even when communities are emotional or outraged.

## Recommended Participants

This advanced course is recommended for seasoned Community Involvement Coordinators (CICs) and public involvement staff who have practical experience in community involvement and prior training in dealing with hostile situations. Recommended prerequisite is the IAP2 certificate course training.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Think about and analyze outrage in a new way, and understand the causes of outrage;
- Approach the planning/implementation of public participation projects with outrage or high emotion;
- Assess, address and embrace outrage using six practical strategies;
- Apply the principles, strategies, and approaches to prepare for upcoming challenges; and
- Link meaningful practices for public participation with outrage management.

## Logistics

This two-day course is not a lecture style learning opportunity - it is applied and discursive - using the material participants bring from their own practice as well as the prepared content that the trainer delivers. This highly interactive course includes case studies, video clips, public participation tools and techniques, times for personal reflection, group discussion and application of strategies. Recommended course size is 25-30 participants.

## Background Material

- Dr. Peter Sandman's Risk Communication Website – [www.psandman.com](http://www.psandman.com)
- Core values for meaningful participation – [www.iap2.org](http://www.iap2.org)



## Course Overview

EPA often receives criticism that their communication of sampling results are too technical and do not meet the needs of the public. This course explores color-coding, a visualization tool to help Agency staff present sampling data more effectively. This technique uses a color-coded scale, associated with the degree of protective action, to display sampling results and provide recommended protective actions that the affected public can take, based on the level of contamination.

## Recommended Participants

This course is recommended for those who provide and present sampling data to the public. There are no suggested prerequisites.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Describe color-coding as a tool for risk communication;
- Discuss implementation challenges and successes of developing and implementing a color-coding activity; and
- Design a simplified color-coded map or diagram.

## Logistics

This four-hour training session provides an overview of the color-coding framework through a brief lecture and two case studies from Superfund response sites. The second half of the training consists of a small-group activity to practice developing a color-coded scale and foster discussion on the challenges involved. Recommended class size is 30 participants, separated into small groups of approximately five for group activities.

The presenters include EPA Community Involvement Coordinators (CICs) and On-Scene Coordinators (OSCs) working at the regional level.

## Background Material

There is no recommended background material.

# *Risk Communication Training: Basic, Intermediate, and Advanced Principles and Techniques for Communicating Effectively About Environmental Issues*

## Course Overview

This course focuses on the practical tools and skills needed for communicating effectively before, during, and after high stress, high concern, high stakes, controversial, and emotionally charged situations involving environmental risk issues.

## Recommended Participants

This course is recommended for those who perform any of the following tasks:

- Deal with individuals, groups, or organizations concerned, upset, or angry about situations or events involving an environmental risk;
- Deliver risk related messages to concerned, upset, or angry stakeholders;
- Engage in dialog and information exchanges with concerned, upset, or angry stakeholders; and
- Respond to difficult or challenging questions from concerned, upset, or angry stakeholder.

There are no suggested prerequisites for this course.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Provide stakeholders with timely, accurate, clear, consistent, credible and easily accessible information about an environmental issue;
- Address rumors, inaccuracies and misperceptions;
- Coordinate communication efforts across organizations;
- Understand the key components that make up trust, risk perceptions, and stakeholder values;
- Recognize common biases and errors in risk and crisis communication before, during and after events;
- Recognize how high-stress situations change the rules of communication;
- Develop strategies to enhance trust and minimize conflict; and
- Craft proactive strategies and messages responsive to stakeholder concerns.

## Logistics

This one-day course is highly interactive and includes analysis of case studies and practice sessions. It also includes discussion of risk communication challenges related to messages, messengers, and communication channels. Maximum course size is 40 participants.

## Background Material

There is no recommended background material.

# ***Risk and Conventional Communications for Superfund Public Participation***



## **Course Overview**

This course covers the communication strategy and tactics for creating effective relationships with the public, listening to public concerns, and conveying information, all critical components of effective communication for public participation.

## **Recommended Participants**

This course is recommended for seasoned Community Involvement Coordinators (CICs) and public involvement staff and managers who need to improve communication skills with the public and other stakeholders. There are no prerequisites for this course.

## **Learning Objectives**

Participants who complete this course will gain skills on:

- How effective communication works;
- Why communication fails;
- Principles of communication in public participation;
- Key elements of transparent communication;
- Active listening;
- Dealing with difficult people;
- Risk communication vs. Risk Assessment;
- An introduction to dialogue;
- Designing an effective public and stakeholder communication program;
- Understanding audiences, messages, and means;
- Creating information materials and messages that work;
- Creating effective presentations; and
- Engaging the full range of available media.

## **Logistics**

This course is offered as either a one-day introduction to risk communication or a two-day in-depth workshop to train, prepare, and practice the skills that people will need for their projects. Regions can customize the course to their intended staff and needs. Recommended course size is 12-30 participants.

## **Background Material**

There is no recommended background material. Course materials will be provided.

# Risk Communication: Messaging to Build Trust and Understanding



Intermediate

## Course Overview

Messaging is a process to characterize the community and their underlying concerns; predict questions likely to be asked; and prepare clear, concise answers to those questions, tailored to the stakeholders underlying concerns. Coupled with knowledge in risk perception and skills in communication, message mapping can be a useful framework to develop a risk communication strategy for long-term environmental cleanup.

## Recommended Participants

This course is recommended for Superfund staff (remedial project managers, on-scene coordinators, community involvement coordinators, risk assessors, supervisors, and technical staff) and other EPA project managers, supervisors, engineers, scientists, community involvement specialists, public affairs officers and related enforcement or environmental specialists who work on environmental health problems.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Identify factors that influence a person's perception of risk;
- Assess your individual competency in appreciative listening;
- Summarize the five steps in developing message maps; and
- Practice identifying community concerns, anticipating questions, and preparing responses to those questions.

## Logistics

This five-hour course first presents concepts of risk perception (i.e., outrage factors) and common biases in decision-making involving risk from a non-technical perspective and explores aspects of appreciative listening. Course participants are guided through a listening assessment and exercise, discuss the technique of messaging and why it is useful for long-term environmental cleanup programs, and practice developing a message map on a controversial issue. The course ends with a general discussion on how to use this framework to answer difficult community stakeholder questions regarding risk, including: Is it safe? What does a risk of  $10^{-6}$  mean? What is "background"? Recommended course size is 24 participants.

The presenters include an experienced EPA Regional Superfund Community Involvement Coordinator and EPA Regional Superfund risk assessors.

## Background Material

- Committee on Risk Perception and Communication, National Research Council. Improving Risk Communication. Washington, D.C.: National Academy Press. (1989)  
<http://www.nationalacademies.org/OCGA/ReportRequest/index.htm>
- EPA Superfund Community Involvement Toolkit Risk Communication Tool.  
<https://www.epa.gov/superfund/superfund-community-involvement-tools-and-resources>

# Advanced Risk Communication and Media Skills



## Course Overview

This course includes discussion of message development techniques, preparing for media interviews, and media traps and pitfalls. The training will focus on the development of message maps for use in media settings. Topics to be covered include an overview of message mapping, risk communication, and the media; and steps involved in developing a message map. Participants will review case studies of the use of message maps in media settings, including social media. The training identifies how to use message maps for improving media interactions and message mapping tools. Participants will identify visual material for message maps and practice using message maps in theory. Participants will learn how to work effectively with partners in developing and delivering message maps through media channels.

## Recommended Participants

This course is recommended for EPA staff and community members who participate in meetings and other activities where high concern, high anxiety, mistrust, and hostility may be prevalent.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Deal confidently and persuasively with journalists in all media settings (for example, sit down interviews, press conferences, and ambush interviews);
- Handle the media professionally in an emergency or crisis;
- Deliver convincing messages to the media using risk communication principles;
- Master the use of risk communication templates;
- Respond effectively to difficult informational questions;
- Respond effectively to challenging or aggressive questions; and
- Develop effective content for social media.

## Logistics

This one-day course walks through templates, scenarios, and case-studies to develop technics to prepare for media interactions. Maximum course size is 40 participants.

## Background Material

Participants receive the following:

- 77 Questions Commonly Asked by Journalists during a Crisis
- 103 Questions Commonly Asked by the Public and the Media at EPA Superfund and Other Hazardous Waste Sites
- 203 Questions Commonly Asked by the Public and the Media When The Water is Contaminated (Including Answers to these Questions)
- 420 Questions Asked Commonly by the Public and the Media Related to Radiation

# Master Class in Risk Communication and Cultural Diversity



## Course Overview

This training focuses on cross-cultural skills needed to be an effective risk and crisis communicator. Topics covered include words, images, and situations that suggest cultural or ethnic stereotypes. Participants learn negative implications of symbolism and usage that could offend people or reinforce bias. During the course, participants discuss language with questionable racial or ethnic connotations. The course highlights different cultural meanings assigned to: symbols, signs, words, different cultural standards conversation, and different meanings of colors and images.

## Recommended Participants

This course is recommended for those who perform any of the following tasks:

- Deal with people and organizations from other cultures
- Deliver messages to diverse audiences
- Engage in dialog and information exchanges with diverse audiences
- Respond to difficult questions and challenging situations derived from cultural differences

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Review existing risk and crisis communication plans, activities, and practices for cultural competency;
- Describe the skills, knowledge, behaviors, and attitudes needed to be a culturally competent risk and crisis communicator;
- Describe the attitudes, values, and biases that can influence success in communicating risk across cultures in emergency and non-emergency situations;
- Recognize the difference between intent and impact in cross-cultural conversations about risk; and
- Analyze case studies for the attitudes, values, and biases that influence success in communicating across cultures.

## Logistics

This half-day course is highly interactive and includes analysis of case studies and practice sessions. It also includes discussion of risk and crisis communication challenges raised by differences in ethnicity and race. Maximum course size is 40 participants.

## Background Material

There is no recommended background material.

# Defusing Hostile Situations: EPA Spokesperson Training

Basic

## Course Overview

Conflict often is unavoidable but how EPA staffers handle it can make a significant difference in the outcome of a challenging meeting or encounter. Preparation is key, and that includes understanding how a public meeting or other situation can go bad in the first place, and then employing effective strategies and tools to defuse hostility and avert further conflict.

## Recommended Participants

This course is recommended for EPA staffers who regularly engage with the public and other stakeholders. There are no suggested prerequisites.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Understand why conflict occurs and how to recognize the types and levels of conflict likely to occur at a public meeting or other stakeholder encounter;
- Prevent conflict from escalating and regain control over the situation;
- Harness the power of body language to convey calm and confidence – even in combative situations;
- Recognize and handle specific types of disruptive individuals; and
- Develop ways to cope with the personal discomfort that can accompany conflict.

## Logistics

This one-day course includes videos of effective and not-so-effective stakeholder meetings and several group exercises such as on-camera, role-playing exercises featuring real-life contentious meeting situations, followed by a group critique. Participants are contacted a few weeks prior to the course and asked to bring examples of challenging meeting encounters to share with the class. Maximum course size is 25 participants.

## Background Material

Participants receive the following:

- A customized EPA “Defuse Hostile Meetings & Other Difficult Situations” Training Manual
- A DVD of the on-camera session (for full day workshop participants)

# Know What to Say and How to Say It: Media/Spokesperson Training

Basic

## Course Overview

This course is designed to give you the confidence you need to explain your work and talk about tough issues. Media/spokesperson training is a must for anyone called upon to speak about an EPA program, project or issue. What you say and how you say it is critical to getting information out to the news media, community groups, and others.

## Recommended Participants

This course is recommended for EPA staffers who have been or could be tapped as a spokesperson for a site, project or division; for example, Public Information Officer (PIO), Project Manager, Project Leader, Remedial Project Manager, (RPM), Community Involvement Coordinator (CIC), On-Scene Coordinator (OSC), and/or other EPA staffers who deal with the public. There are no suggested prerequisites.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Prepare for interviews or public speaking engagements;
- Know their rights as a news source;
- Understand how social media impacts today's communications;
- Craft their organization's messages; and
- Deliver their messages effectively – even during a crisis.

## Logistics

This one-day, interactive course features customized scenarios relevant to each participant's program or project, and one-on-one videotaped sessions with a professional interviewer and TV photojournalist. Participants are required to complete a short questionnaire about their experience and projects a few weeks prior to the course. Recommended course size is 12-15 participants.

## Background Material

Participants receive the following:

- Customized EPA Spokesperson/Media Training Manual during the course
- DVD of their on-camera interviews after the session



# Mastering the Message: EPA Spokesperson Training

Basic

## Course Overview

This course is designed to help participants identify, hone and deliver their messages in a team setting. Spokesperson training is a must for anyone called upon to speak about an EPA site, project or issue. What you say and how you say it is critical to getting information out to your many constituents and stakeholders, including the public.

## Recommended Participants

This course is recommended for EPA staffers who regularly engage with the public and other stakeholders. There are no suggested prerequisites.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Prepare for public speaking engagements and news media interviews;
- Fine-tune key messages specific to a site, program, issue or project; and
- Deliver and pivot back to their key messages in any situation.

## Logistics

This one-half to one-day workshop reviews four key elements to message development. The group then divides into small teams to develop messages relevant to real-life scenarios provided by the trainers. Half-day course participants will select a “spokesperson” from the team to do the on-camera mock interview session. Full-day course participants will each have an opportunity to deliver their messages on-camera. A group critique will follow the on-camera sessions. Prior to the workshop, participants will be sent an email survey regarding their level of spokesperson and presentation experience. Maximum course size is 25 participants.

## Background Material

Participants receive a customized EPA “Mastering the Message” Training Manual during the workshop.

# *Pictures Speak 1,000 Words: EPA Video/Photography Training*

Basic

## Course Overview

We live in a visual age, and more and more people are turning to video, rather than text, for the information they need. Today's EPA public involvement efforts must factor in the use of compelling visuals, including video and still photos, when informing and engaging stakeholders about important projects and developments. This is especially true of EPA websites and public meeting presentations.

## Recommended Participants

This course is recommended for EPA staffers who use or wish to use visual media in their public and other stakeholder outreach. There are no suggested prerequisites.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Understand what makes for an effective image, video or still photo;
- Make the most of the equipment available, whether it's a camcorder or an iPhone;
- Set the stage for effective video shoots (background visuals, sounds, potential distractions);
- Determine the 6 shots that tell the story (wide angle, medium shot, close up, etc.); and
- Understand the fundamentals of creating B-roll for the news media.

## Logistics

This three-hour field exercise provides participants time to practice the six shots that tell the story and the fundamentals for creating effective B-roll for the news media. A review and critique of sample videos follows the field exercise. Participants should bring video equipment or video-adapted smartphones to use during the field exercise. Participants are emailed a brief survey asking about their video expertise prior to the workshop. Maximum course size is 15 participants.

## Background Material

Participants receive Pictures Speak 1,000 Words Video Primer Review guide.

## Course Overview

How you prepare and present complex or controversial information to your key audiences, including community members, elected officials, and government counterparts, can make or break how your actions are perceived. This is especially true when presenting to stakeholders who may be skeptical of—or outright hostile towards— your findings and proposed remedies. While conflict often is unavoidable, how we handle it can make all the difference in the outcome of a challenging meeting or encounter.

## Recommended Participants

This course is recommended for EPA staffers who are required to present complex or controversial information to key stakeholders.

## Learning Objectives

During this full-day course, participants will:

- Review the principles of effective public participation.
- Understand the rules of audience engagement.
- Explore why conflict occurs and how to recognize the types and level likely to occur at a public meeting or other stakeholder encounter.
- Learn how to prevent conflict from escalating and regain control over the situation.
- Practice harnessing the power of body language to convey calm and confidence – even in combative situations.
- Gain skills to recognize and handle specific types of disruptive individuals.
- Develop ways to cope with the personal discomfort that can accompany conflict.

## Logistics

Participants will be contacted via email a few weeks prior to the course and asked to bring examples of challenging meeting encounters to share with the class. The course will include videos of effective and not-so-effective stakeholder encounters, as well as small group on-camera role-playing exercises featuring a real-life public meeting situation.

## Background Materials

Course participants will receive a US EPA “Present Effectively in Any Situation” Training Guide. A Vimeo link to on-camera sessions for future review will be emailed a few weeks after the workshop.

# Present Effectively with Style and Skill at Public Meetings: A Spokesperson Training

Basic

## Course Overview

This course is designed to give you the confidence you need to “stand up and deliver” effectively during public meetings. During public meetings, EPA staffers often must present complex issues and complicated information to their many stakeholders, including community residents. How you present this information can make a big difference in how your project, issue and the EPA, in general, are perceived by your audiences.

## Recommended Participants

This course is recommended for EPA staffers who are required to present information to his or her stakeholders, and especially those who engage in public meeting preparations. There are no suggested prerequisites.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Plan and organize an effective presentation;
- Understand the rules of audience engagement;
- Deal with difficult participants and situations; and
- Develop a credible presentation presence.

## Logistics

This one-day interactive course features videotaped examples of effective and ineffective presentations, and one-on-one exercises to enhance each participant’s confidence as a public speaker. Participants work in groups to prepare an effective presentation that they deliver in an on-camera session. Each presentation is discussed and critiqued by course trainers and fellow participants, followed by an on-camera “re-take” of each presentation. Recommended course size is 15-18 participants.

## Background Material

Participants receive the following:

- EPA Presentation Review Guide
- DVD of their on-camera interviews

# Stand and Deliver:

## Tips for Delivering Effective Presentations

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### Course Overview

Confidence creates credibility. This webinar explores confidence building practices to help participants come across as credibly as possible when presenting to the public, their peers, or management. The webinar will provide participants with guidelines on how to improve presentation skills and provides participants with tools and techniques to be an interesting and effective presenter.

### Recommended Participants

This webinar is open to all interested and strongly recommended for EPA Superfund site teams and staff that work with communities.

### Learning Objectives

Participants who complete this course will learn tips for:

- Presentation fundamentals
- Presenting at public meetings
- Eye contact, facial expressions, and body language
- Coping with conflict
- Dealing with anger
- Coping with stress

### Logistics

This one-and-a-half-hour webinar includes audience participation, such as questions and answers and interactive stress busting exercises.

### Link to Webinar Offering:

- <https://clu-in.org/training/webinar/CIUPresents2/>

# Translating Environmental Science and Connecting People and Technology



## Course Overview

This workshop helps public officials more effectively communicate and connect with their constituents, become more confident and comfortable speaking in public and grow their ability to manage tough people and crowds.

## Recommended Participants

This course is recommended for EPA staff or managers who present to the public or other non-technical or expert stakeholders. There are no prerequisites for this course.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Develop more confidence in public situations, make great first impressions and adopt body language skills that support what they're saying and grow credibility;
- Learn about the setting, best manage the physical space, microphones, and visuals, and how (and how not) to dress;
- Understand five critical presentation behaviors to help them connect with today's citizens -- who think and learn differently than they used to;
- Get key points across and manage the tough questions;
- Present uncertainty and the risks and questions in almost every public policy decision;
- Avoid the five mistakes that almost everyone makes and learn what to eliminate from your speeches and presentations; and
- Improve what and how they present, using specific tips, whether they're seasoned or relatively new to public service.

## Logistics

This one-half to one-day course is a mix of participant small and large group discussion, video, and demonstration. Recommended course size is 12-30 participants.

## Background Material

There is no recommended background material.

# Fine-Tune Your Spokesperson Skills: Individual Spokesperson Training/ Coaching



Advanced

## Course Overview

These one-on-one customized training/coaching sessions help EPA staffers develop and effectively deliver their messages to stakeholders. On-going media/spokesperson training is a must for anyone called upon to speak about an EPA program, project or issue. What you say and how you say it is critical to getting information out to the news media, community groups, and others.

## Recommended Participants

This is an all-levels training/coaching opportunity for any EPA staffer who wishes to fine-tune his or her interview, presentation or social media skills. The session will be adjusted according to each participant's needs.

## Learning Objectives

Participants who complete this course will gain skills on how to:

- Prepare for interviews or public speaking engagements;
- Refine their key messages;
- Deliver their messages effectively in any setting; and
- (If requested) More fully understand social media tools and usage.

## Logistics

Each 55-minute, on-site session includes a review of key message development and delivery, and, if requested, a brief discussion of news media and/or social media pointers. A brief on-camera practice session with a mock TV-news team and a playback and critique of the interview follows. A week or more prior to the training/coaching session, each participant receives an email asking them to describe their spokesperson experience and provide an issue or project they want to review during the training/coaching session. Approximately 4-8 participants can be accommodated depending on whether a half or a full day is devoted to training/coaching.

Note: These sessions typically are paired with other spokesperson training courses.

## Background Material

Participants receive an EPA Spokesperson/Media Tip Sheet during the training/coaching session.

# Effective Writing for Superfund Staff: Community Involvement Plans (CIPs) and Beyond Webinar

Basic

## Course Overview

EPA uses community involvement plans (CIPs) and associated outreach materials to help enable meaningful community involvement in the Superfund cleanup process. Learn how to write clear, concise, and well-organized CIPs and other documents that help encourage community involvement. This webinar will emphasize good writing techniques, such as use of active voice, plain English, and positive messaging. It will also cover some effective formatting techniques, such as creating headings that communicate ideas and improve readability.

## Who should take participate?

This course is recommended for Community Involvement Coordinators (CICs), EPA or EPA-affiliated public involvement staff, Remedial Project Managers (RPMs) and others involved in writing or developing CIPs. This course is also appropriate for EPA staffers who write other documents. There are no suggested prerequisites.

## Learning Objectives

Participants who complete this course will gain skills on:

- Identifying the target audience;
- Organizing an effective document;
- Communicating the most critical information early on in the document;
- Mapping key messages before drafting the document;
- Effective formatting techniques; and
- Effective writing techniques.

## Logistics

This one and one-half hour webinar presentation includes interactive audience participation, such as questions and answers.

There are two presenters, including at least one seasoned CIC working at the regional level.

## Links to past webinar offerings:

- Effective Writing for Superfund Staff: Community Involvement Plans (CIP) and Beyond – Quick Tips Sheet  
[http://www.clu-in.org/conf/tio/cipwriting\\_012815/Quick-Tips-Sheet.pdf](http://www.clu-in.org/conf/tio/cipwriting_012815/Quick-Tips-Sheet.pdf)
- Effective Writing for Superfund Staff: Community Involvement Plans and Beyond (January 28, 2015)  
[http://www.clu-in.org/conf/tio/cipwriting\\_012815/](http://www.clu-in.org/conf/tio/cipwriting_012815/)
- Effective Writing for Superfund Staff: Community Involvement Plans and Beyond (April 23, 2014)  
[http://www.clu-in.org/conf/tio/cipwriting\\_042314/](http://www.clu-in.org/conf/tio/cipwriting_042314/)



# Reader-Focused Writing (Basic): Writing Made Easy, Reading Made Easy

Basic

## Course Overview

The Plain Writing Act requires consumer outreach documents to be in plain language. This course helps participants use plain language and effective design techniques to create clear and usable documents for readers, and provides hands-on exercises such as developing a key message, organizing/mapping supporting points, developing effective transitions, and using a section x-ray to check for logic and effectiveness. Save time, frustration, and learn a replicable process for writing clear, concise communications that meet plain language standards. These pieces include reports, briefing papers, memos, web content, and other project- or program-related documents.

## Recommended Participants

This course is recommended for anyone who develops EPA outreach materials and who wishes to save time and frustration writing materials that meet plain language standards and are easy to read and understand. There are no suggested prerequisites.

## Learning Objectives

The main goal of the course is to train EPA writers to use a replicable process for creating attention-getting, easy-to-read, plain language materials. Using a hands-on, interactive approach, trainers will ensure that participants can transfer the skills they learn in the course to their on-the-job writing tasks.

Participants who complete this course will gain skills on how to:

- Plan a document to ensure a successful outcome;
- Organize information to make the document user-friendly;
- Develop the appropriate format;
- Select the most suitable words to clearly convey the message;
- Construct powerful sentences; and
- Use plain language techniques.

## Logistics

This two-day course helps participants learn a structured writing process that includes planning, drafting, and self-reviewing documents, using plain language techniques. Day 1: participants learn to develop and present a key message that gives a focus to the document. They then learn to map supporting information so that it is organized logically and clearly around the key message. Finally, they learn how to construct clear sentences, use effective transitions, and write with appropriate tone by using plain language techniques.

Day 2: participants learn to self-review documents by using a section x-ray to check for logic and coherence. They also learn tips for checking mechanics and grammar before sending their documents for external review. Participants work in small groups to create a sample EPA document, using the process, tools, and tips learned. Recommended course size is 10-20 participants.

## Background Material

There is no recommended background material.

# *Reader-Focused Writing (Advanced): Writing Made Easy, Review Made Easy, Plain Language Made Easy*

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## **Course Overview**

The Plain Writing Act requires consumer outreach documents to be in plain language. This course provides participants with a variety of effective strategies for planning, drafting, and reviewing documents in plain language. The course allows ample opportunity for practice and feedback from the trainers. Advanced training in selected topics enables participants to become more effective in the workplace through clear, organized, and efficient communication to meet plain language standards.

## **Recommended Participants**

This course is recommended for EPA staffers who are interested in further improving their writing and review skills with an emphasis on plain language. The Basic Reader-Focused writing course is strongly recommended prerequisite.

## **Learning Objectives**

Participants who complete this course will gain skills on how to:

- Review documents more efficiently and effectively;
- Give and receive effective plain language feedback on documents; and
- Analyze, write, rewrite, and reorganize clear, reader-focused materials using plain language techniques.

## **Logistics**

In this two-day course, participants first get a refresher in the writing process focusing on the roles of both the assigner and the writer in planning, drafting, and self-reviewing documents. Participants learn more about external review and get hands-on experience in reviewing other's writing with plain language techniques. Participants then receive training in advanced writing techniques, including tone, approach, organizational strategies, and more. This course also includes exercises in drafting and self-reviewing EPA documents, improving grammar, and developing proofreading abilities. Recommended course size is 10-20 participants.

## **Background Material**

There is no recommended background material.

# Introduction to the Superfund Redevelopment Initiative (SRI) for Community Involvement Coordinators Webinar

Basic

## Course overview

This course educates participants on the valuable ways reuse information informs and enhances EPA cleanups and how community development provides valuable benefits to EPA, communities and the environment. We will share case studies highlighting community involvement efforts during the cleanup process and review the tools and strategies for working with communities to learn about reasonable future land use (RAFLU). Understanding the RAFLU provides EPA with a critical piece of information for selecting and implementing remedies that support reuse and creates a positive venue for allowing communities to weigh in on decisions that impact their lives. We will conclude our session by sharing a number of site and topic-specific documents geared towards promoting and sharing best practices in Superfund Redevelopment within the Agency and across the wide spectrum of stakeholders impacted by the Superfund Program in addition to learning how to secure resources to support community involvement at your site.

## Recommended Participants

This course is recommended for Community Involvement Coordinators (CICs) only. There are no suggested prerequisites.

## Learning Objectives

Participants who complete this course will learn about:

- Basic information about the Superfund Redevelopment Initiative (SRI);
- Why EPA cares about reuse;
- Key tools for involving communities in cleanup decisions that impact their lives;
- Reuse information and tools for EPA communities; and
- Requesting support for their site.

## Logistics

This two-hour webinar presentation includes interactive audience participation, such as questions and answers.

There are five presenters for this course, including three seasoned CICs working at the regional level.

## Links to Past Webinar Offerings:

Introduction to the Superfund Redevelopment Initiative (SRI) for Community Involvement Coordinators (June 13, 2019)  
[https://clu-in.org/conf/tio/SRIInternal-CIC\\_061319/](https://clu-in.org/conf/tio/SRIInternal-CIC_061319/).