

Superfund Success:
Tools and Techniques
for Community Involvement

Train-the-Trainer Webinar

May 29, 2019

Rules of Engagement

- ◆ Minimize distractions
- ◆ Stay engaged
- ◆ Ask questions

Introduction

Course Presenters

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Learning Objectives

At the conclusion of this course, you will be able to:

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

Agenda

Introduction

- Presenter Introductions & Learning Objectives

Module 1

- Community Involvement: Fundamentals

Module 2

- Community Involvement: Tools and Techniques

Module 3

- Stand and Deliver: Presentation Tips

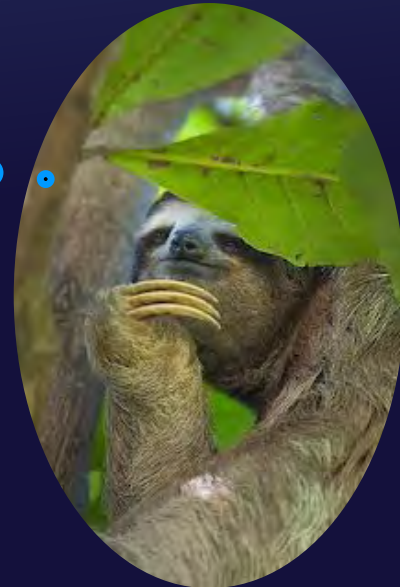
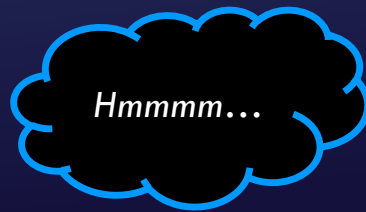
Module 4

- Ask the Experts

Module 1
Community Involvement:
Fundamentals

First, a question:

When you think of community engagement, what image or emotion comes to mind?



Key Things CICs Need to Know About Engaging with the Community

1. Be inclusive
2. Be open and transparent
3. Be available, accessible, and quick to respond
4. Promote open and frequent two-way communication and practice active listening with the community
5. Empathize with community members and other stakeholders
6. Tailor community involvement approaches and activities to meet community needs

Superfund Community Involvement

Questions to Ask

- ◆ Why involve the community?
- ◆ What is community involvement?
- ◆ When do we begin engaging with communities?
 - CI activities with removal actions.
 - CI activities with remedial actions.
- ◆ What is the role of community members in Superfund cleanup?
- ◆ What is the role of EPA representatives in CI?

Why involve the community?

- ◆ It's the Law. We're legally required to do so.
- ◆ It's EPA Policy, which recommends the implementation of additional community involvement activities not required by the NCP.
- ◆ It's efficient. Working with affected communities can speed up the cleanup process and reduce costs.
- ◆ Supplements EPA knowledge of relevant history.
- ◆ Enables better decisions.

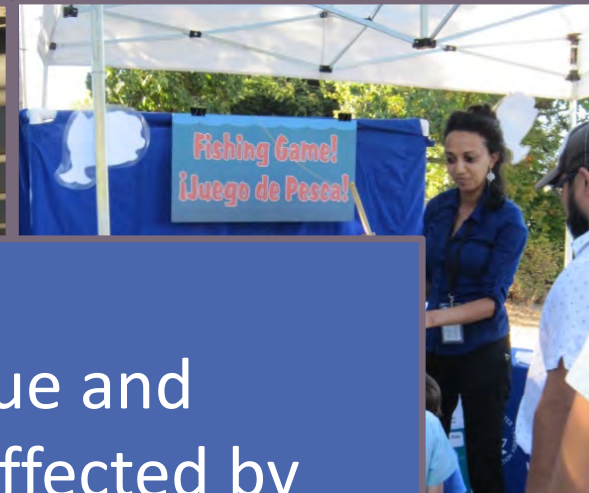


Why involve the community?

- ◆ Increases community knowledge and understanding.
- ◆ Enhances trust and credibility.
- ◆ Develops dialogue to resolve disagreements.
- ◆ Fosters community acceptance.



What is Community Involvement?



The process of engaging in dialogue and collaboration with communities affected by Superfund sites.



What Are the Objectives of Superfund Community Involvement?

- ◆ Keeping the public well-informed

Be open and transparent

Be available, accessible, and quick to respond

- ◆ Encouraging and enabling the public to get involved

Be inclusive

- ◆ Listening carefully to what the public is saying

Empathize with community members and other stakeholders

- ◆ Dealing responsibly with public concerns

Tailor community involvement approaches and activities to meet community needs

What Are the Objectives of Superfund Community Involvement? (cont'd)

- ◆ When appropriate, addressing public concerns

Be available, accessible, and quick to respond

- ◆ Communicating with community members about how concerns were addressed

Promote open and frequent two-way communication and practice active listening with the community

Be available, accessible, and quick to respond

- ◆ Taking environmental justice (EJ) concerns into account

Be sensitive and understanding

What is Environmental Justice?

“ ... the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. ”

Considerations for Communities with Environmental Justice Characteristics

Tips to Share

- ◆ Learn about the history of a community
- ◆ Ensure the community knows their rights
- ◆ Address language considerations



Considerations for Communities with Environmental Justice Characteristics

Tips to Share (cont'd)



- ◆ Be visible to the community
- ◆ Understand how community receives their information
- ◆ Take family needs into consideration

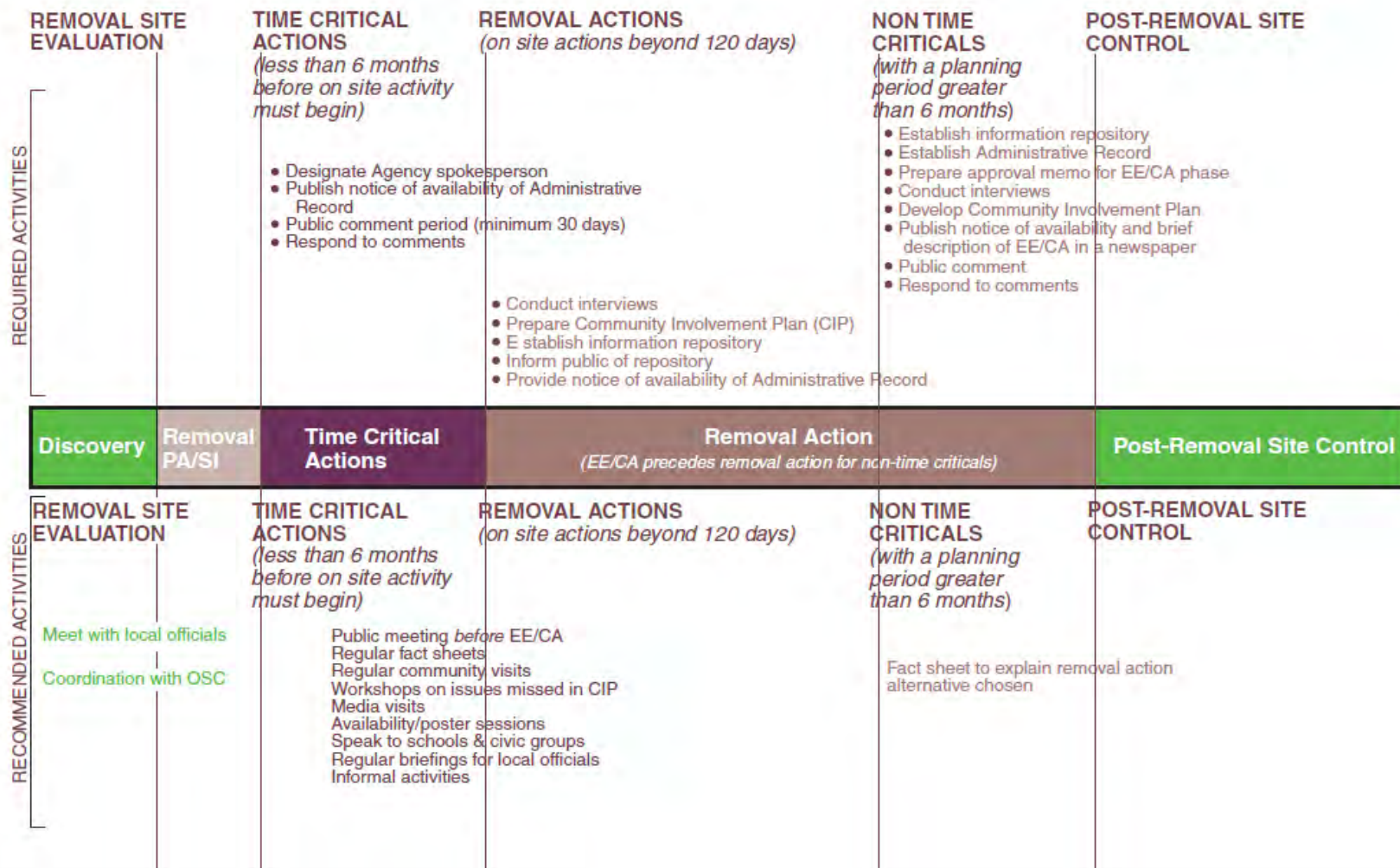
What Are Environmental Justice Concerns?

- ◆ Disproportionate burden of exposure or environmental health effects
- ◆ Unique exposure scenarios
- ◆ Experience or perception that a community has unequal access to the decision-making process



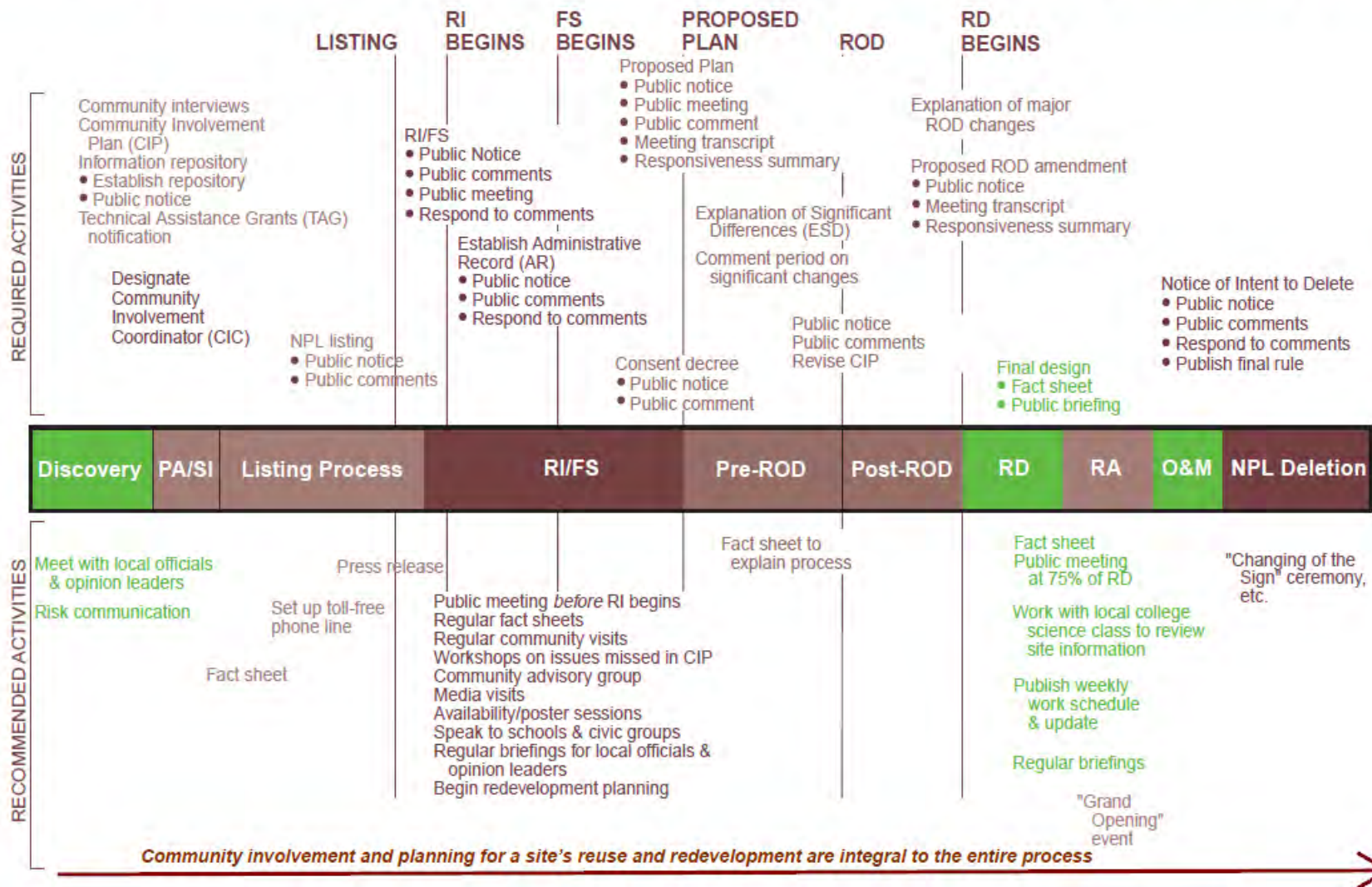
When do we begin engaging with communities?

Community Involvement Activities Throughout the Superfund Removal Process



When do we begin engaging with communities?

Community Involvement Activities Throughout the Superfund Remedial Process



Public Involvement Spectrum

OUTREACH	INFORMATION EXCHANGE	RECOMMENDATIONS	AGREEMENTS	STAKEHOLDER ACTION
<p>Purpose: To provide information (Information flows in one direction – from EPA out.)</p> <p>Promise: We will keep you informed</p> <p>Types: Website Fact Sheet Phone Hot Line Federal Register Notice Press Release</p>	<p>Purpose: To provide & exchange data, opinions and options</p> <p>Promise: We will listen, acknowledge your concerns & aspirations, & provide feedback on how your input influenced our decision</p> <p>Types: Meetings with Individuals Public Meeting Focus Group Listening Session Availability Session</p>	<p>Purpose: To obtain useful & influential advice or comments</p> <p>Promise: We will take your advice or comments into account when making a decision</p> <p>Types: Advisory Committee Scoping Session Policy Dialogue Task Force Joint Fact-Finding</p>	<p>Purpose: To reach workable agreement or settlement</p> <p>Promise: We will work in good faith to reach an understanding that we all can support & we will implement it as agreed</p> <p>Types: Statement of Principles Negotiated Rulemaking Consensus Permit Settlement Agreement (consent decree/order)</p>	<p>Purpose: To empower stakeholders to take action</p> <p>Promise: We will support your decision & assist in your implementation of it</p> <p>Types: Industry Sector Initiative Voluntary Program Community Action Sustainability Forum</p>
Government Decision			Shared Decision	Stakeholder Decision

Per the EPA Public Involvement Policy, 2003

**Some parts of this table are adapted and derived from the International Association for Public Participation www.iap2.org

What is the Role of EPA Representatives in Community Involvement?

Depends on who is involved...

- ◆ CIC
- ◆ RPM
- ◆ OSC
- ◆ Branch Chiefs



Required Community Involvement Actions

- ◆ Conduct community interviews
- ◆ Develop a Community Involvement Plan
- ◆ Establish an information repository and administrative record
- ◆ Notify the community about technical assistance opportunities
- ◆ Provide public notice, receive public comments, coordinate public meetings and respond to public comments, as appropriate

Recommended Community Involvement Actions

- ◆ Meet with local officials and opinion leaders
- ◆ Create a risk communication strategy
- ◆ Develop press releases and fact sheets, as appropriate

Module 2
Community Involvement:
Tools And Techniques

7 Key Steps for Effective Community Involvement

1. Develop a strategy. Identify community needs, then customize the process, knowing that activities will vary depending on the phase of the process.
2. Plan and budget for public involvement activities.
3. Identify the interested and affected communities.
4. Consider providing technical or financial assistance.



7 Key Steps for Effective Community Involvement (cont'd)

5. Provide information and outreach to the public.
6. Conduct public consultation and involvement activities.
7. Evaluate public involvement activities – Continuously assess if additional activities are needed by reviewing and using feedback from the public.



Exercise:

Can you explain the difference between a CIP and a communication strategy? Type your answer into the chat box!



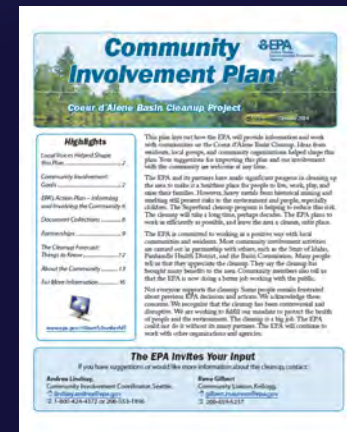
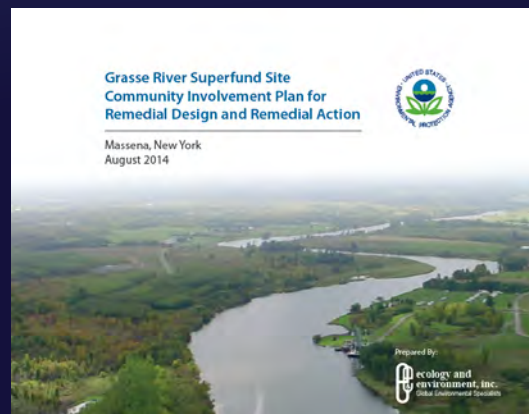
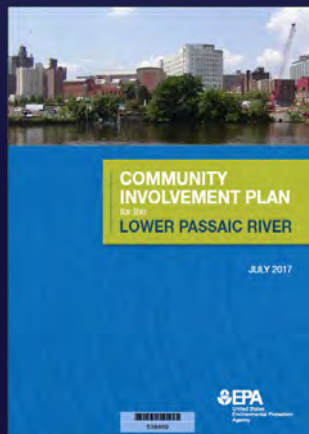
Two Community Involvement Planning Methods

Planning Method Fundamentals

- ◆ What are your goals/objectives?
- ◆ Who do you need to reach? (Audiences)
- ◆ What do they need to know? (Messages)
- ◆ What do you want your audiences to do?
(Action items)
- ◆ How are you going to reach them? (Outreach approaches and materials)

Community Involvement Plans

- ◆ Road map for community involvement throughout the cleanup process
- ◆ Community-oriented document
- ◆ Community interviews are essential
- ◆ Living document



Components of the CIP

- ◆ The CIP:
 - Describes the site
 - Includes a community profile
 - Identifies community needs and concerns
 - Specifies EPA's action plan
 - Allows for community comment
- ◆ See the CIP tool in the toolkit for more information

CIP Tips

- ◆ Build and maintain relationships
- ◆ Think of the CIP as an invitation
- ◆ Make the CIP available and request comments
- ◆ *The Effective Writing for Superfund Staff: Community Involvement Plans and Beyond* webinar is a useful resource for developing CIPs

Site Team Tips

- Revisit the CIP at major milestones (Proposed Plan, Post-/ROD)
- Manage internal expectations: Work closely with your RPM/Site team on the CIP
- Manage expectations for involvement post-ROD

Communication Strategies

- ◆ Single event or short-term project
- ◆ Addresses a specific problem or issue
- ◆ Can be a component of a CIP

Communication Strategy - DRAFT INTERNAL						
EPA Portland Harbor Public Forum						
12-Jun-19						
Contact	Target Audience: Who do we want to inform?	Key messages: What do we want to tell them?	Communication methods: How are we going to tell them?	Who is responsible for doing it?	Deadline: By when does this need to happen?	Date completed
		*Ask to attend 6/12 public forum and be a Breakout Station host. *There will be 3 breakout stations: 15				

Questions to Ask When Developing a Community Involvement Strategy

First:

- ◆ What is the specific issue to which EPA is responding?
- ◆ What information do we need to communicate?
- ◆ Who is involved, affected, or interested?

Questions to Ask When Developing a Community Involvement Strategy

Then:

- ◆ Are there traditionally underrepresented groups that need to be reached?
- ◆ What information does each stakeholder already have?
- ◆ What information does each stakeholder need?
- ◆ What is the concern of each stakeholder?
- ◆ How will site team members communicate with stakeholders?

Communication Strategy Tips

- ◆ ALWAYS prepare a strategy; include target dates/milestones.
- ◆ Work with others (team members, support staff) to develop and implement the strategy.
- ◆ Refine your strategy based on community feedback.
- ◆ Keep your ultimate goal in mind (most important ideas to communicate).
- ◆ Keep in mind communication strategies are available to the public through FOIA.

What About Outreach Materials?

- ◆ Fact sheets
- ◆ Press releases
- ◆ Social media
- ◆ Other outreach materials



News Releases from Region 10

EPA and Oregon Celebrate the Cleanup and Restoration of the North Ridge Estates Superfund Site in Klamath Falls

10/23/2018

Chương Trình Dọn Dẹp Theo Đề Nghị của Portland Harbor và Thời Kỳ Góp Ý Của Công Chúng

Cơ Quan Bảo Vệ Môi Trường (Environmental Protection Agency - EPA) của Hoa Kỳ hiện muốn có các góp ý chính thức của công chúng về Chương Trình Dọn Dẹp Theo Đề Nghị cho Địa Điểm Portland Harbor Superfund, Oregon từ ngày 9 tháng Sáu, 2016 cho tới ngày 6, tháng Chín, 2016.

Địa Điểm Portland Harbor Superfund tọa lạc ở vùng hạ lưu Sông Willamette khoảng giữa Cầu Br... Sauvie. Vùng này bị ô nhiễm bởi nhiều chất độc hại. Các chất ô nhiễm lan rộng nhất có ảnh hưởng tới sức khoẻ của con người là polychlorinated biphenyls (PCBs-hiện lan rộng nhất có ảnh hưởng lan rộng của con người) và thuốc trừ sâu DDT (hiện nay đã bị cấm). EPA đã xác định là các nguy hiểm (PAHs), dioxins và furans, và thuốc trừ sâu DDT (hiện nay đã bị cấm). EPA đã xác định là các nguy hiểm của con người và môi trường bởi địa điểm Portland Harbor đủ cao để có một hành động theo Luật Superfund. Sau nhiều năm nghiên cứu địa điểm, EPA hiện nay cho ra một Chương Trình Dọn Dẹp theo



EJSCREEN

EJSCREEN: Environmental Justice Screening and Mapping Tool



Launch the EJSCREEN Tool

[Reveal EPA's environmental justice screening and mapping tool](#)

CONTACT US
SHARE    

Links

- [EJSCREEN Webinars](#)
- [Environmental Justice at EPA](#)
- [Grants and Other Funding Opportunities](#)
- [EPA's Environmental Justice in Action Blog](#)
- [Sign up to receive updates on EJSCREEN](#)

In order to better meet the Agency's responsibilities related to the protection of public health and the environment, EPA has developed a new environmental justice (EJ) mapping and screening tool called EJSCREEN. It is based on nationally consistent data and an approach that combines environmental and demographic indicators in maps and reports.

What is EJSCREEN?



- [What is EJSCREEN?](#)
 - [How was it Developed?](#)
 - [How Does EPA Use it?](#)
 - [Purposes and Uses](#)

Learn to Use EJSCREEN



- [Learn to Use EJSCREEN](#)

Launch the Tool



- [Launch the EJSCREEN Tool](#)

Understanding Results



- [Understanding EJSCREEN Results](#)
 - [EJ Indexes](#)
 - [Environmental Indicators](#)
 - [Demographic Indicators](#)
 - [How to Interpret a Standard Report](#)

Technical Information

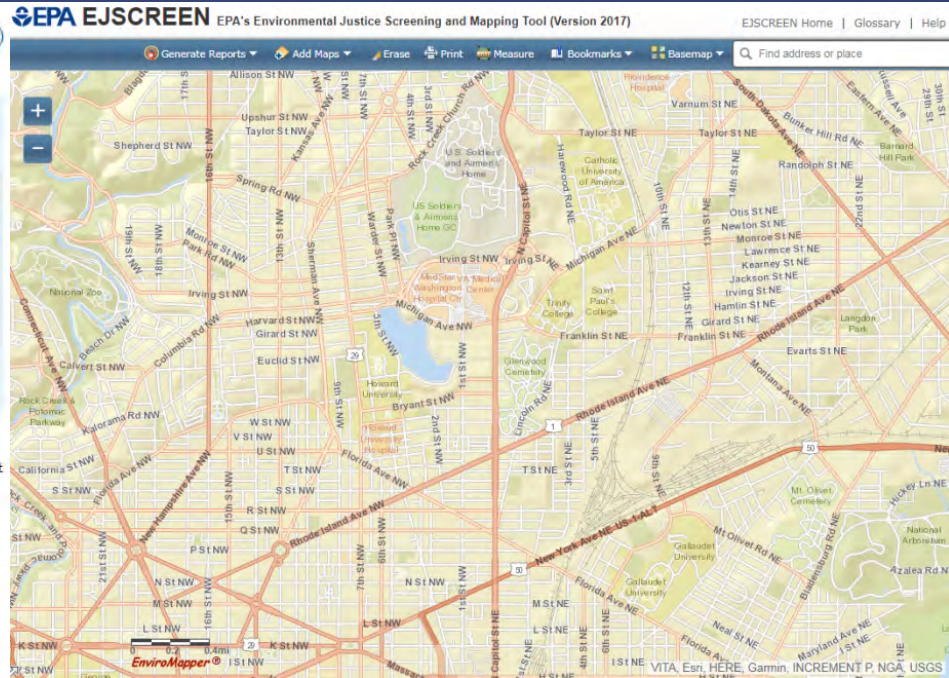


- [Technical Information](#)
 - [Limitations and Caveats](#)
 - [Download EJSCREEN Data](#)

Additional Resources



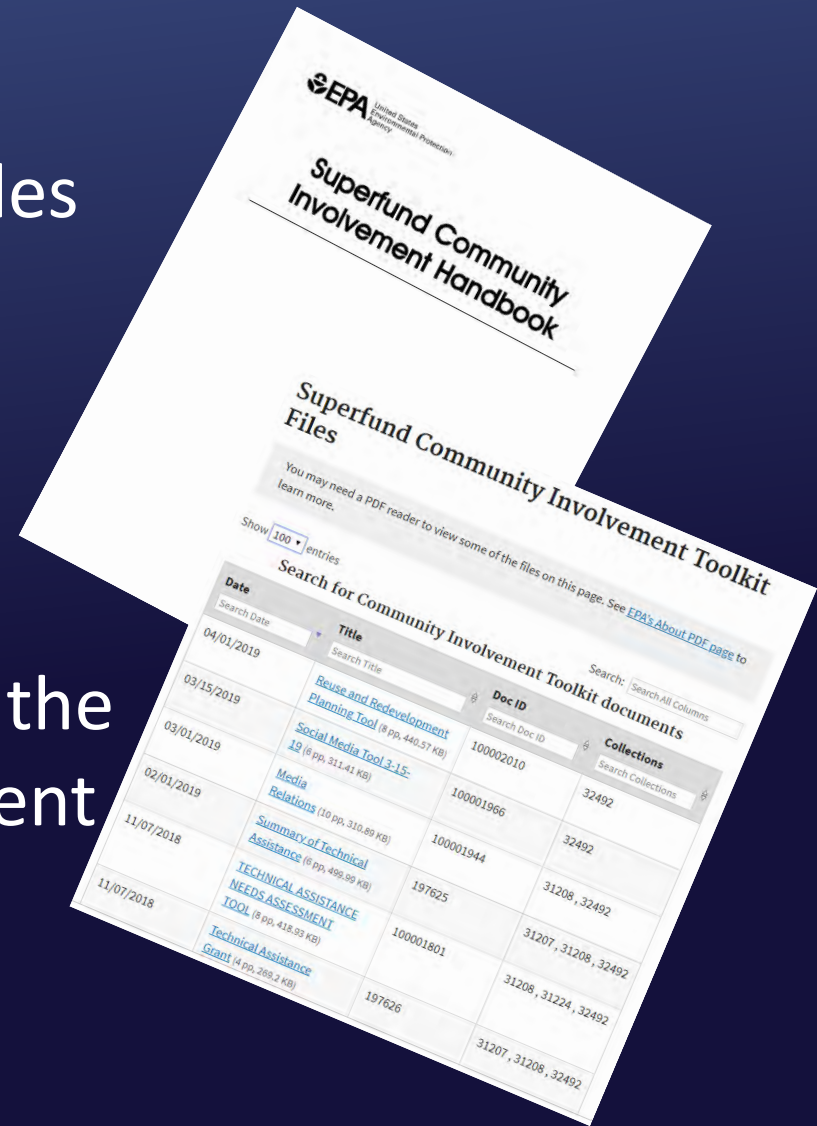
- [EJSCREEN Resources](#)
 - [Frequent Questions about EJSCREEN](#)
 - [Glossary of EJSCREEN Terms](#)
 - [Other EPA Mapping Tools](#)
 - [EJSCREEN Videos](#)



<https://www.epa.gov/ejscreen>

Tools and Techniques Implementing Community Involvement

- ◆ The [Superfund Community Involvement Handbook](#) provides guidance on how to plan and implement community involvement activities.
- ◆ [The Superfund Community Involvement Toolkit](#) describes the different community involvement tools available.



Tools and Techniques

Implementing Community Involvement



Site Team Tips

- Discuss community involvement language with RPMs in decision documents and agreements.
- Ask to review community involvement language in contracts.



Don't Forget Technical Assistance

- ◆ CICs need to know TA Experts can interpret and explain technical data to help people make informed decisions.
- ◆ Experts can be:
 - RPMs or other technical folks in EPA.
 - Other professionals provided via EPA contracts.
 - Professionals hired by the community through a technical assistance grant (TAG).



Design plans (left) for a cleanup resulted in a plain language summary (right) and shared with community members at a workshop.

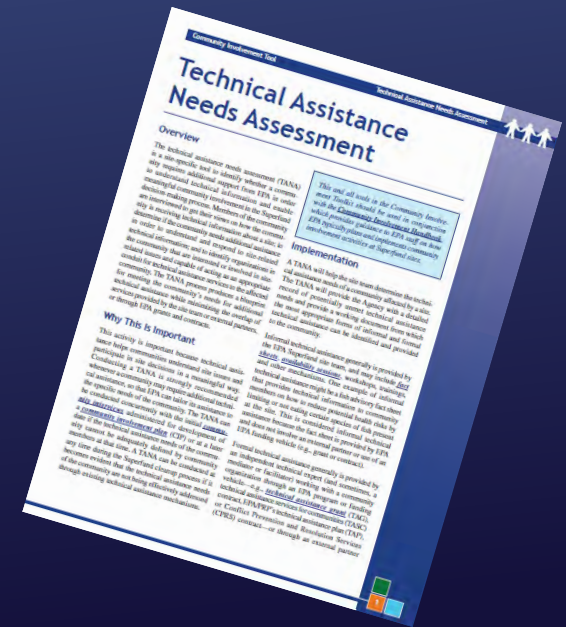
Technical Assistance

Site Team Tips

- Technical assistance should be offered as early as possible.
- Type of assistance should be determined in consultation with the community.

Technical Assistance Tips

- ◆ Prepare a TANA to identify technical assistance needs.
- ◆ Advise community about available programs early and often.
- ◆ Collaborate with regional program coordinators (TAG and TASC).
- ◆ Consider a neutral facilitator and other Conflict Prevention and Resolution Center (CPRC) services.



Site Team Tips

- Discuss technical assistance needs with your site team.
- Early action is key.

Superfund Job Training Initiative (SuperJTI)

- ◆ Partners with a local community-based organization or individual
- ◆ Provides free training and employment opportunities for community members
- ◆ Increases understanding of site cleanup efforts
- ◆ Provides marketable job skills
- ◆ Enables community to take an active role in community restoration
- ◆ Fosters community economic growth/ opportunities



EPA's Conflict Prevention and Resolution Center

◆ Provides:

- Situation Assessments & Process Design
- Facilitation of Stakeholder Processes
- Assistance in Obtaining Outside Facilitators
- Evaluation of Stakeholder Processes
- Training in Public Involvement/Collaboration
- Resource Guides



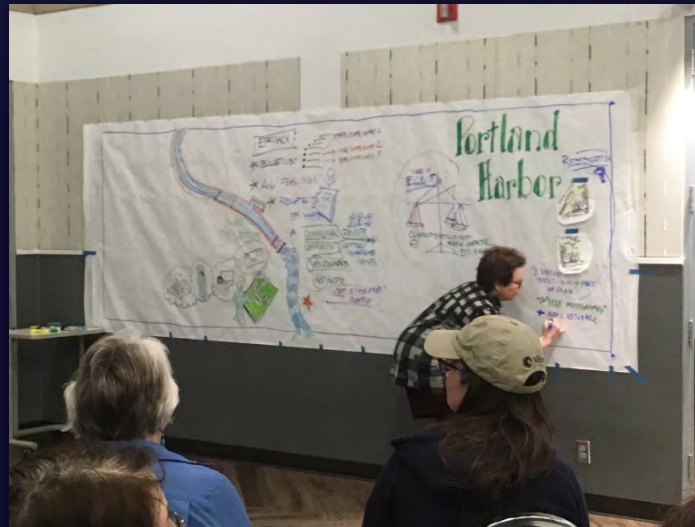
Phone: 202-564-2922

Email: adr@epa.gov

Website: www.epa.gov/adr

How a Neutral Facilitator Can Help

- ◆ Help people work together efficiently, effectively and cooperatively.
- ◆ Enhance credibility of the organization sponsoring the collaborative effort.
- ◆ Help overcome low trust.
- ◆ Help fashion appropriate public involvement process.



How a Neutral Facilitator Can Help

- ◆ Manage complex logistical or communication processes.
- ◆ Allow EPA to focus on substantive issues.
- ◆ Increase likelihood that a full range of alternatives is explored and that the outcome is acceptable and implementable.

Site Team Tips

- Recognize the effort involved in managing a facilitation contract
- Consider becoming certified as a Contract Officer Representative (COR)

Community Involvement Resources

- ◆ Superfund Community Involvement Handbook
- ◆ Superfund Community Involvement Toolkit
- ◆ Community Involvement Tools and Resources
- ◆ Community Involvement University (CIU)
- ◆ Superfund Community Involvement website

The image displays three overlapping screenshots of the EPA Superfund website, showcasing various community involvement resources. The top screenshot is titled "Superfund Community Involvement Tools and Resources" and features a sidebar with navigation links such as "Learn About Superfund", "Community Involvement", "Technical Assistance for Communities", "Community Involvement Tools and Publications", "Community Advisory Groups (CAGs)", "Citizen's Excellence in Community Involvement Award", and "EPA Regional Superfund Community Involvement Contacts". The main content area includes a "CONTACT US" button, social media icons, and a list of resources: "General Community Involvement Toolkit Information", "How to Join the Toolkit", and "Superfund Community Involvement Toolkit Files".

The middle screenshot is titled "Superfund Community Involvement University" and provides a detailed description of the CIU as a training platform. It states: "EPA's Community Involvement University (CIU) is a training platform to support Superfund site cleanups by providing EPA Community Involvement Coordinators (CICs) and other EPA and EPA-affiliated staff with the necessary skills, techniques, and practices to engage the community in the Superfund process. CIU offers a variety of courses each year at regional offices and at national conferences and training events. The course topic areas include collaboration, facilitation, public participation, risk communications, spokesperson training, and others." It also includes a link to the "Community Involvement University Brochure (PDF)" and a "CONTACT US" button.

The bottom screenshot is titled "Superfund Community Involvement" and features a comprehensive sidebar with categories like "Superfund Home", "Learn About Superfund", "Superfund Task Force", "Community Involvement", "Technical Assistance for Communities", "Community Involvement Tools and Resources", "Community Advisory Groups (CAGs)", "Citizen Excellence in Community Involvement Award", "Training and Professional Development", "EPA Regional Superfund Community Involvement Contacts", "Cleanup Support", "Accomplishments & Benefits", "Cleaning up Sites", and "Contaminants at Superfund Sites". The main content area defines community involvement as "the process of engaging in dialogue and collaboration with community members" and lists resources under "Get Involved and Get Support", including "Technical Assistance", "Tools and Resources", "Community Advisory Groups", "Citizen Excellence", and "EPA Regional Superfund Community Involvement Contacts". It also highlights "Training and Professional Development" resources like the "EPA Community Involvement Training Program", "Community Involvement University", and "Superfund Job Training Initiative".

Superfund Redevelopment Initiative (SRI)

- ◆ Provides communities with the tools necessary to reuse and redevelop contaminated properties in their communities

Site Team Tips:

- Introduce yourself to your Regional Superfund development coordinator
- It's never too early to start talking to your community about reuse



Midvale Slag (Before, 2005)



Midvale Slag (After, healthcare building)

Regional Superfund Redevelopment Coordinators

Region	Coordinator
1	Joe LeMay
2	Jaclyn Kondrk
3	Chris Thomas
4	Scott Miller/ Joydeb Majumder
5	Thomas Bloom
6	Casey Luckett Snyder
7	Tonya Howell
8	Fran Costanzi
9	Grace Ma
10	Kira Lynch
HQ	Frank Avvisato

In Review – What You Want CICs to Know

- ◆ Community involvement plays a significant role in Superfund.
- ◆ Early planning is important.
- ◆ Some community involvement actions are required for removal actions and remedial actions.
- ◆ Technical assistance is available for communities.
- ◆ Third party neutral facilitation is available.
- ◆ Always consider reuse and redevelopment.



5-Minute Break



Module 3

Stand and Deliver

Stress Buster Exercises

Speaking of standing!

- ◆ Stand on one leg and shake the other. Switch legs.
- ◆ Shake your hands... fast. Above your head, bending at the wrist and elbow. Bring hands back down.
- ◆ Ease tense facial muscles. Open your mouth as wide as possible. (Think Edvard Munch's *The Scream*). Close. Open and close.

Stress Buster Exercises

- ◆ Shoulder and neck rolls
 - Imagine you're eye level with a clock.
 - Lift your face up to the 12 o'clock position
 - Now move your face to 3. Down to 6. Over to 9.
 - Reverse and repeat.
- ◆ Think positive
 - Repeat: "I can do this." "I've got it." "I am confident in what I am saying." "I have done what I can."

Be Prepared: First Rule of Engagement

◆ ADD CHARTS

Help CICs Be Prepared: Community Meeting Basics

1. **Know the Situation Inside and Out**
2. **Know Your Audiences and What They Need to Know:**
 - **Biggest fears or concerns?**
 - **Level of understanding? If laymen: Avoid technical jargon, define acronyms. Quick what does ROD mean? ATSDR? CERCLA?**
 - **Use analogies where appropriate**

Help CICs Be Prepared: Community Meeting Basics

3. **Know Where Audiences Are in CI Process**
4. **Know What Audiences Expect:**
 - **General Information**
 - **Process and Timeline**
 - **A Clear Role. (Often, A Significant Role)**
 - **Respect**
 - **Responsiveness**
 - **Empathy**

Help CICs Be Prepared: Community Meeting Basics

5. **Determine the Right Place to Gather and Exchange Information.**
6. **Set the Stage for Effective Public Participation**
 - **Practice, Practice, Practice**
 - **Do a “dry run” well before the meeting**
 - **Consider questions likely to arise**
 - **Make the most of room dynamics**

Help CICs Be Prepared: Community Meeting Basics

7. Agree on Ground Rules

- **Purpose of the Meeting. Be clear and specific.**
- **Meeting Format and Agenda**
- **Q&A Format. Time limit?**
- **When the Meeting Will Conclude**
- **Expectation of Mutual Respect**

“ There are four ways, and only four ways, in which we have contact with the world. We are evaluated and classified by these four contacts: what we do, how we look, what we say, and how we say it.”

- Dale Carnegie

Confidence Creates Credibility

Voice – Our Most Powerful Tool

Listen for Uptalk

- ◆ Ending a sentence with a question isn't always bad. But do it frequently and we sound uncertain. And this detracts from credibility.
- ◆ Say out loud:
 - “I have something to say?”*
 - “I have something to say.”*
- ◆ Hear the difference?

More Vocal Exercises

Let's vary our volume, pitch and speed. Use force and volume to emphasize key points.

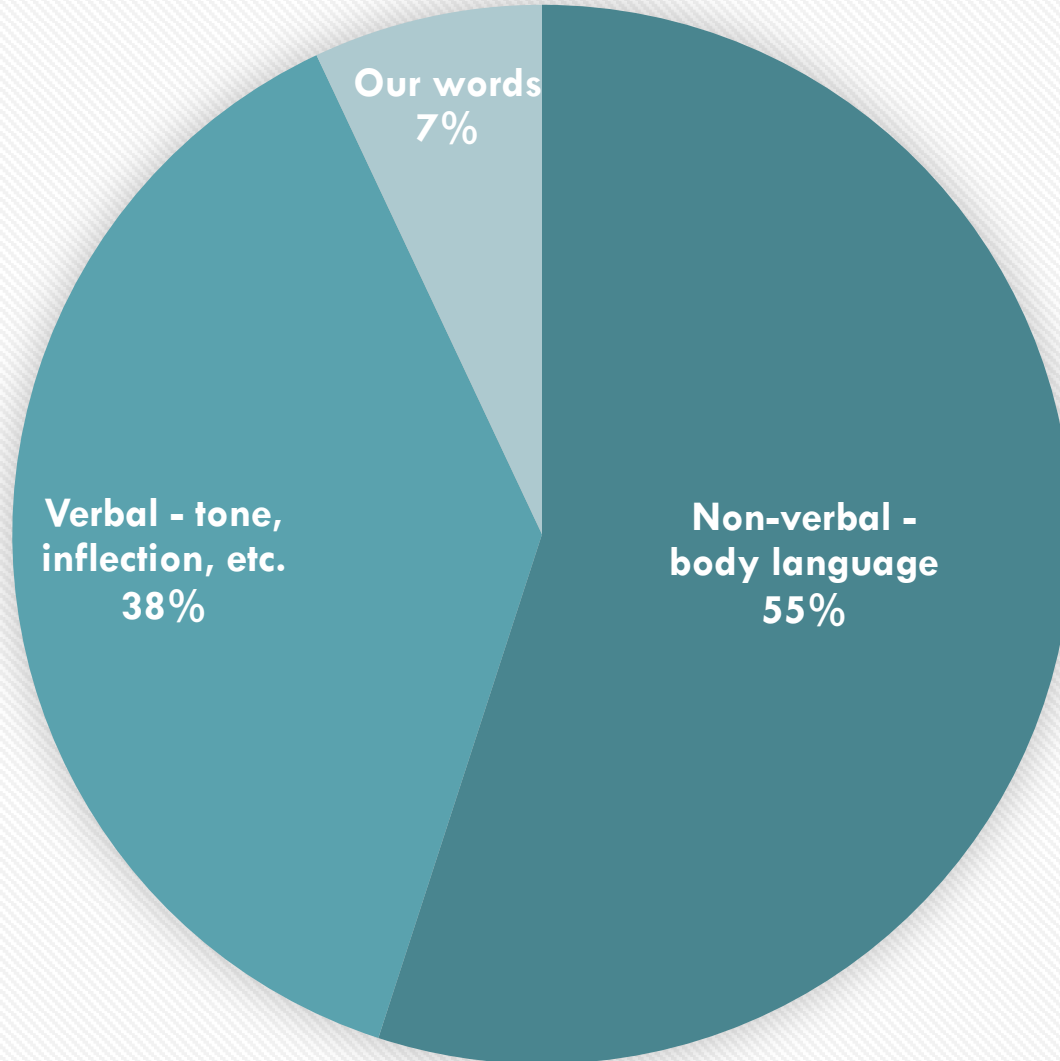
Say out loud: "This new CERCLA policy is going to be extremely effective."

- ◆ Change your tone. Add surprise, irony, or anger by stressing different words.

More Vocal Tips

Pause from time to time to appear thoughtful and in command.

Body Language Speaks Volumes



Power Stance Tips

- ◆ Feet placed in a V-shape minimizes wobbling or swaying
- ◆ Don't jam hands into pockets, or jiggle coins or keys.
- ◆ It's okay to gesture with hands, just not over eyes
- ◆ Don't grip or "hide" behind a podium

Eye Contact and Facial Expression Tips

- ◆ Don't read from notes. Be conversational.
- ◆ Don't "talk" to the PPT screen.
- ◆ Gaze around the room, not at one person or spot.
- ◆ Look at your audience, not over their heads.
- ◆ Use facial expressions to make a point – Startling statistic, raise your eyebrows.
- ◆ Smile. It relaxes your audience and makes you relatable.

Coping With Conflict

What would you tell CICs to do?

Myths About Conflict: A Quiz!

True or False:

1. “If I’m doing my job right, there won’t be conflict.”
2. “The person or group I’m having a conflict with is my enemy.”
3. “All conflicts can be resolved.”
4. “Conflicts are simply caused by poor communication.”

Help CICs Deal with Anger

Have them reflect upon:

- ◆ What is driving the anger?
- ◆ If the situation were reversed, how would they feel in their place?
- ◆ Are they really hearing what a person is saying – with words, body language or action?

Tips for Effective Listening

- ◆ **Maintain eye contact**, to the degree that no one feels intimidated
- ◆ **Focus solely on what the speaker is saying**
- ◆ **Minimize external distractions.** Ask others to let the speaker talk.
- ◆ **Minimize internal distractions.** If thoughts keep horning in, re-focus attention.
- ◆ **Keep an open mind**

Tips for Effective Listening

- ◆ **Engage.** Once the speaker has finished:
 - ***Inquire*** – Ask open-ended questions.
 - ***Acknowledge*** – Reflect back feelings. “I realize you are upset about...”
 - ***Paraphrase*** – Restate what you heard. “So you’re saying...”
 - ***Share*** – Ask for the same courtesy in explaining your point of view.
 - ***Be empathetic*** – Sometimes, a person only wants to be heard.

Coping with Stress: What CICs Need to Know

1 – Do NOT Become Defensive

It's not about you. The anger really is about the situation. Becoming defensive undermines credibility and leaves you open to further attack.

2 – Project Confidence

Body language counts. Adjust your posture and demeanor so that you appear relaxed and listening.

3 – “Time Out”

Raise your hand and ask for a moment of silence. Use that moment to take a few deep breaths and to remember, again, this is not about you personally.

4 – Know You Have “Friends”

Look around at those in the room who support what you are doing, including teammates, community members, etc.

5 – Know Your Limitations

- ◆ You have thoroughly prepared for this encounter.
- ◆ You know what is expected of you in this situation.
- ◆ You are willing to go the extra mile.
- ◆ However, you do not have all the power. Accept that you have done the best you can. There will be another time to engage with your stakeholders.

“ Leadership has been defined as the ability to hide your panic from others. ”

- Anonymous

Exercise: Ask the Expert Panel



Laura Knudsen
CIC –Region 10



Julie Congdon
CIC –Region 10



Pam Avery
Avery Massey, LLC

**Wrap Up, Course Evaluation
and
Webinar Resources**

Thank you!!

- ◆ Community involvement training support
- ◆ Thanks to all the presenters!
- ◆ Thanks for your attendance and participation!

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