2002 Fiscal Year End Report
Contract #GS23F8091H

Prepared by MDB, Inc.
INTRODUCTION

This is MDB’s 2002 Fiscal Year End Report for the second year of our contract #GS23F8091H to provide a wide array of communication services to the Worker Education and Training Program of the National Institute for Environmental and Health Sciences. This report covers the second contract option year, constituting the time from August 16, 2001 to August 15, 2002. As in our 2001 Fiscal Year End Report, this 2002 Fiscal Year End Report contains a narrative section that describes the work completed and deliverables provided during the 2002 fiscal contract year.

OVERVIEW

No one in America anticipated the terrorists’ attacks on September 11, 2001. Due to the attacks, the WETP found itself thrust into a spotlight the likes of which it had never seen before. Suddenly, the skills and knowledge of WETP Awardees were being called upon to protect workers at Ground Zero in New York, and to prepare workers for other possible attacks. With the ensuing anthrax mailings, WETP found that it needed to quickly create and provide worker safety training to deal with possible chemical and biological threats.

As WETP’s activities dramatically changed, so did MDB’s contract support. Just as WETP knowledge and skills were harnessed and refocused on September 11th issues, so was MDB’s knowledge and skills harnessed and refocused to best support WETP staff and Awardees. MDB staff visited Ground Zero to get a first hand assessment of the situation and of WETP’s evolving role in protecting those workers involved in the rescue and recovery effort. WETP communication channels created and managed by MDB, such as the weekly Newsbrief and WETP web site, were dedicated during the months after September 11th to keeping worker safety professionals updated on conditions at Ground Zero and to keeping them abreast of new information provided by the CDC, NIOSH, OSHA, EPA and other organizations. A worker safety study was commissioned immediately after September 11th and was the first professional assessment of the safety and health issues associated with the World Trade Center work site, one which gave a true and honest review of the dangers faced by workers and the minimal protections afforded to them.

Because of September 11th, some activities initially planned for the 2002 fiscal contract year were not completed, as labor hours were redirected by WETP staff to Weapons of Mass Destruction (WMD) related initiatives. The two specific research reports of Prime Task Four, focusing on environmental restoration and training outcome measures respectively, were replaced by the WTC worker safety study and the ongoing Feasibility study. The planned WETP web site initiatives were also affected, with a consensus between MDB and WETP staff that only a minimal number of changes, mostly usability and software administrative related, would occur on the web site. Instead, it was agreed that focus would be given to creating web pages that provided timely and relevant information on the WTC site and chemical/biological hazards.

MDB is proud to be the communications company that supported WETP during such a challenging time. We worked hard to be highly responsive to WETP’s rapidly changing communications needs, while solidifying our
contract support by adding key staff members and instituting new project management controls. This year MDB, in conjunction with the WETP Program Officer, initiated project management processes that allowed for monthly pre-planning of activities and deliverables, thereby keeping a flexible and cost-effective approach to providing services. This approach and MDB’s new management structure allowed MDB to process contract modifications quickly and accurately to keep the contractual paper work in line with the new work requirements born out of WETP’s WMD related initiatives.

From a staffing point of view, MDB brought on Kerry Murray in a research, writing and conference management capacity. Bevin Johnston once again created professional designs in support of the workshops and reports. Don Elisburg and John Moran were instrumental in providing content expertise about WMD initiatives throughout the year. We are especially proud of John Moran’s pivotal research report that provided the overview of worker safety issues at the World Trade Center site. We were also pleased to announce that Bruce Lippy would be working with MDB, Inc. as the lead on the second primary research project of 2002, the Feasibility Study. Beginning fiscal year 2003, Mr. Lippy will serve as Project Director.

2002 ACTIVITIES AND DELIVERABLES

The remaining section of this narrative report describes the work completed under each of the subtasks of the contract.

Prime Task One
Establish, manage and operate an information clearinghouse for the distribution of technical information produced by the Worker Education and Training Program (WETP) of the National Institute of Environmental Health Sciences (NIEHS).

HAZWOPER Training Information Collection
Activities undertaken on this subtask were part of the online curricula catalog audit of Awardee curricula information in the Data Management System. These activities are described in additional detail in the subtask, “Technical Information Catalog” in Prime Task One.

Reference Room
Throughout the 2002 contract year, the George Meany Center National Labor College held WETP curricula material in their archives. It had originally been thought that the George Meany Center would build a reading room in which scholars or members of the public could review the WETP curricula information. At the end of this contract year, after the George Meany Center National Labor College decided against building a reading room specifically to house WETP material, the WETP staff retired this subtask. MDB staff went to the George Meany Center National Labor College, reviewed the WETP material in their archive room, purged material that was in poor condition or material of which copies existed elsewhere, and moved the remaining material to the storage facility that is maintained by MDB specifically to house WETP curricula and other archival material.
Technical Information Catalog

During 2002, the MDB staff initiated an online curricula catalog audit procedure. The curricula descriptions input into the curricula catalog section of the online Data Management System (DMS) by the Awardees were downloaded, and a physical comparison was undertaken by MDB staff between what the DMS stated should be in the possession of the National Clearinghouse and what MDB actually had on-hand at the WETP storage site. MDB created an audit package for each Awardee that highlighted the discrepancies between the curricula information contained in the DMS and the actual curricula the National Clearinghouse had on-hand. Awardees were requested to update incorrect curricula description material in the DMS and were also requested to send back to the National Clearinghouse a copy of their changes, in addition to any new curricula items. MDB staff informed the Awardee community about the audit process by providing written instructions with each audit package and by providing an overview presentation of the audit process at the April, 2002 Awardee meeting.

MDB also undertook the completion of the online curricula catalog. The ultimate goal of the Worker Education and Training Program is to have all Awardee-created curricula available online, through the curricula catalog, for use by the general public. MDB devised a three-part process to create a fully functioning online curricula catalog. Phases I and II were completed this contract year and allows the general public to use an online shopping cart-based ordering system to order printed or digital copies of WETP curricula. MDB technical staff built the shopping cart function, the ordering screens, and the administrative screens that allow MDB and WETP staff to view which individuals and organizations have ordered WETP curricula. As part of the system, MDB wrote and inserted into the system special “Terms and Agreements” language, with the approval of WETP staff, that maximizes the intellectual property protection available to WETP Awardees. The system currently notifies the National Clearinghouse staff and the respective Awardee when a particular curricula item is ordered. The system also sends a confirmation email to the Orderee. Completion of Phase III, which entails completing the ordering system so that it is a fully functioning e-commerce system, is scheduled for fiscal contract year 2003. MDB staff held informational conference calls about the online curricula catalog ordering system, Phase I and II, during March, 2002. MDB staff also provided an overview of the system at the April, 2002 Awardee meeting.

At the request of WETP staff, MDB staff coordinated with NIEHS computer services staff to simplify the curricula uploading process for WETP Awardees. We modified the requirement for native file formats, made changes to the curricula catalog section of the DMS to allow for the renaming or deletion of uploaded files, and provided information conference calls, one-on-one guidance, and a “how-to cheat sheet” to WETP Awardees. Because of security constraints, WETP Awardees are still not allowed to upload their curricula directly onto the NIEHS servers. This requires MDB staff to work with a separate hosting provider to allow for the uploading of the curricula, and then a manual transfer of the curricula files to the NIEHS servers. MDB’s technical staff is heartened by conversations with Paul Jordan, our NIEHS computer contact, which suggests that NIEHS has created a mechanism that will allow for the uploading of Awardees curricula directly onto NIEHS servers in a secure fashion. According to Mr. Jordan, this change will occur in 2003 fiscal year.

Information Systems

There were no specific activities undertaken for the subtask during 2002.
Strategic Plan
The Strategic Planning Process began in April of 2001 and continued through this contract year. The planning process included three meetings, the first being the “Champions Meeting”, which was held at NIEHS on September 5, 2001. The second meeting, the “PI Meeting,” was originally scheduled for September 14th and the third meeting, the “Federal Meeting,” was scheduled for September 19th. Due to the terrorist attacks on September 11th, the “PI Meeting” and the “Federal Meeting” were cancelled. The “Federal Meeting” was rescheduled for November 8th in Crystal City, Virginia. MDB staff was responsible for facilitating the strategic planning process and for writing the various versions of the WETP Strategic Plan as the planning process continued. MDB staff also provided the logistical support for both the “Champions” and “Federal” meetings.

On November 1-2, 2001 WETP held their fall workshop and chose the WETP strategic plan as their topic. MDB provided copies of the most recent version of the strategic plan to the workshop participants, both in hard copy and online. MDB staff created a specific web page that allowed for online comments about the strategic plan. Our staff also provided the necessary note takers to capture the suggestions and insights from workshop participants to include in the plan. After further discussions with WETP staff and several additional iterations of the plan, the final version of the WETP Strategic Plan was posted on the WETP web site in August of 2002. A WETP staff-specific version, which contained additional detailed implementation information, was delivered to WETP staff at the same time.

Prime Task Two
Arrange and manage two technical workshops annually related to scientific, administrative, and regulatory issues associated with training for hazardous waste workers and emergency responders.

Workshop Facilitation
The National Clearinghouse facilitated two workshops during the 2002 fiscal year:

1. NIEHS Strategic Planning Meeting,
   Nov 1-2, 2001 in Chapel Hill, North Carolina
   The Strategic Planning workshop was the culmination of a planning process begun in April, 2001. The workshop was broken down into four primary areas, to coincide with the primary focus areas of the strategic plan: Mission Statement, Human Capital, Partnerships, and WETP Focus Areas. Each of the breakout sessions was facilitated by a partnership of WETP staff, National Clearinghouse staff, and/or Awardee community members. As part of the proceedings, MDB, Inc. staff invited Craig Slatin from the Awardee Community to provide an overview of the History of Worker Training. In addition, Glenn Paulson (the moderator of NIEHS “Champions Meeting” which was part of the strategic planning process) provided an overview of the strategic planning process, and Don Elisburg and John Moran provided an overview of the “Political Ecology of WETP” and an overview of HAZWOPER respectively. The final WETP Strategic Plan is currently available on the WETP web site at http://www.wetp.org.

2. Learning From Disasters, WMD Preparedness Through Worker Training,
   April 25 – 26, 2002 in Nashville, Tennessee
   The Learning From Disasters workshop, planned and developed by National Clearinghouse staff members Don Elisburg and John Moran in fewer than four weeks after the originally scheduled workshop
(which was to include the US Chemical Safety and Hazard Investigation Board), was postponed. Ultimately, the change in workshop topic was highly relevant due to the WMD activities being undertaken by WETP Awardees. Through the efforts of Mr. Elisburg and Mr. Moran, the first day of the workshop began with an expert panel of pre-eminent WMD experts, including Rod Turpin from the Office of Emergency and Remedial Response, John Dower from NIOSH, and Richard Mendelson from OSHA. The five breakout sessions were facilitated by members of the Awardee community and mirrored some of the WMD training initiatives being undertaken by them. The breakout sessions were: First Responders, Skilled Support Personnel, Bio/Chemical Remediation, Transportation/Petro-Chemical Industry, and WETP Communication, Coordination, and Stress Management Resources.

**Workshop Advanced Logistics**

During fiscal year 2002, MDB, Inc. provided advance logistics planning for five workshops:

- **November, 2001**
  - Strategic Planning workshop, Chapel Hill, NC
- **April, 2002**
  - Joint workshop with the US Chemical Safety and Hazard Investigation Board, Nashville, Tennessee
- **April, 2002**
  - Learning from Disasters, Nashville, Tennessee
- **October, 2002**
  - Worker Training in a New Era: Responding to New Threats, Baltimore, Maryland
- **March/April, 2003**
  - WETP Trainers Exchange, Orlando, Florida

Each workshop required MDB staff to identify three or more meeting facilities that could accommodate the need for five to six breakout rooms. In 2002, Nancy Gillis and Kerry Murray of the MDB staff undertook site visits to Chapel Hill, Nashville, Orlando and Baltimore. As part of the planning process, MDB staff created an event budget for the two 2002 workshops that incorporated costs for audio visual support, meeting room space, refreshments, signage, and other meeting needs. Copies of the budgets for the Strategic Planning workshop and Learning from Disasters workshop are attached to this report.

Workshop registration for the two 2002 workshops was available online at the WETP web site. As part of the modifications to the WETP web site, workshop registrants had the option to register to receive the WETP newsbrief and other WETP updates when they proceeded through the online registration process. Since registration requires each participant to provide an email address, advance copies of meeting materials were distributed to registrants of both workshops to his/her provided email address. Prior to the workshop, registration packets were completed which included participant name badges, maps of the meeting facility, meeting agenda, supporting reference material, and meeting signage.
Workshop On-Site
MDB provided at least three full-time staff members as on-site support for each WETP workshop. Staff was responsible for the registration process, the coordination of catering activities, the posting of meeting signage, the securing of pen/paper/white boards/etc. for meeting participants, and any other services required to make the workshop a success.

Workshop Report
The final WETP Strategic Plan and the final report for the Learning From Disasters workshops are both currently available on the WETP web site. MDB staff, including Don Elsburg and John Moran, was responsible for the successful completion of these two products. In addition to writing the reports, MDB staff edited and formatted the reports to a publication level. The reports were disseminated among the workshop participants via email and hard copies were provided to WETP Staff.
Prime Task Three
Facilitate the transmission of technical information related to the development of safety and health training programs for hazardous waste workers and emergency responders

Web Site Development
Modification of the existing WETP web site from its current format into a “learning portal” was postponed for this fiscal contract year after discussions with WETP staff. Bob Richards from INEEL was retained as an outside consultant to help with the creation of a flow diagram to illustrate the changes necessary to the existing WETP web site. After discussions with WETP staff, and a reassessment of activities due to the September 11th events, the implementation of any major WETP web site modifications was delayed until fiscal year 2003.

Virtual Training Resources
No activities were undertaken for this subtask during 2002. The description of activities associated with this subtask was significantly modified for fiscal contract year 2003.

Virtual Help Desk
No activities were undertaken for this subtask during 2002. The description of activities associated with this subtask was significantly modified for fiscal contract year 2003.

Web Site Maintenance
Usability modifications to the WETP website took place throughout the 2002 fiscal contract year. Some of these modifications are described in the “Technical Information Catalog” subtask of Prime Task One and some of the modifications are described in the “Weekly Digital Newsbrief” subtask in Prime Task Three. Other web site maintenance activities included: the updating of fractured links to outside resources, the posting of new reports or other WETP-related information on the WETP web site, the updating of online contact information for both WETP and National Clearinghouse staff members; the addition of contact information for the WETP Awardees on a separate page of the wetp.org web site; and the changing of font styles, color palette, and other cosmetic modifications. The most significant change was one transparent to the public. It consisted of a transition to a ColdFusion® architecture for the entire wetp.org web site, which allows MDB staff to make global web site changes instead of having to make those changes on each individual page.
Program Brochure
MDB staff updated the WETP brochure, which was initially created by a previous contractor, during our first contract year. During 2002, we continued to distribute these updated brochures as part of the WETP booth exhibit. It was our recommendation at the end of this fiscal contract year that the brochures are now so outdated that the remaining number should be disposed and new brochures designed and printed.

Weekly Digital Newsbrief
The WETP digital newsbrief underwent some dramatic changes during the year to increase the usability of the newsbrief and to provide subscribers the maximum number of worker safety-related stories appropriate for an online newsbrief format. Readers now have a password to their subscription accounts and can modify their email address without having to contact National Clearinghouse staff. MDB also created administrative screens, which allow the automated distribution of the newsbrief to WETP readership. The readership now numbers more than 300 and is continually increasing. This readership number does not reflect the fact that many readers forward the newsbrief to a listserv, thereby greatly increasing the number of people who read the newsbrief each week. During the year, the WETP staff and MDB staff experimented with changing the distribution date from Friday to Monday. It was decided late this fiscal year that the newsbrief works best when distributed by mid-morning on the Friday of each week. Due to the events of
September 11th, MDB staff created a special edition of the newsbrief to pay tribute to the many fire fighters, police, EMT, SEIU members, and others who lost their lives in the attacks.

Monthly Summaries
The MDB project manager instituted new project management processes that included a “time on task” reporting system. At the beginning of each month, the project manager would provide the Project Officer a forecast of the activities, deliverables and associated labor hours for that month by MDB staff members. At the end of each month, the project manager would show the actual labor hours expended for that month and the successful completion of anticipated deliverables. Additionally, the project manager visited the WETP offices every two weeks for the sole purpose of having face-to-face meetings with WETP staff.
Booth and Exhibit
The WETP booth was exhibited at the following six events:

- Sept. 24-26, 2001
  - Brownfields, Chicago
- Nov. 7-9, 2001
  - Managing HAZMAT Compliance, New Orleans
- May 20-23, 2002
  - Construction Safety & Health, Chicago
- June 1-6, 2002
  - American Industrial Hygienist Conference, San Diego
- June 9-12, 2002
  - American Society of Safety Engineers, Nashville
- June 24-26, 2002
  - Air & Waste Management, Baltimore

At each event, an MDB staff member accompanied the booth and was available to answer questions about the Worker Education and Training Program and WETP Awardees and their activities. As part of the booth exhibit, MDB staff contacted each Awardee and requested brochures about their program and activities. These brochures were displayed at each event in stands specific for that use. The booth is also available for use by Awardees, and during the 2002 year, the booth was sent to Awardees twice for their display purposes. At the end of this fiscal year, due to the dated nature of the booth display, it was decided to retire this subtask until further notice.

As Requested
MDB staff wrote and distributed a press release about the research report, "National Institute of Environmental Health Sciences (NIEHS) Worker Education and Training Program (WETP) Response to the World Trade Center (WTC) Disaster:

Initial WETP Grantee Response and Preliminary Assessment of Training Needs," with the approval of the WETP Program Officer and NIEHS Public Relations contact. Our own staff public relations specialists answered media inquires appropriately and sent copies of the report to interested parties. MDB staff provided a similar public relations service upon the publication of the "Learning from Disasters: Weapons of Mass Destruction Preparedness through Worker Training" report.

Continuing Repository
This subtask is addressed as part of the “Reference Room” subtask in Prime Task One.

Annual Compendium
No activities were undertaken for this subtask in 2002.
Prime Task Four
Develop, analyze and compile program research products to support new training initiatives and the continuation of program efficacy measures.

Gather and Compile Information on the Environment Restoration Labor Market
No research was provided on this topic for 2002.

Development of Training Outcome Measures for the NIEHS Worker Training Program
No research was provided on this topic for 2002.

Research Products as Needed
With the occurrence of the terrorist attacks on September 11, 2001, the research initiatives of the WETP program changed to accommodate WETP’s response to the challenge of worker safety at the World Trade Center site and to creating curricula specific to WMD training initiatives. Two major research projects were undertaken by MDB, Inc during the 2002 fiscal year:

1. Worker Safety Issues at the World Trade Center
   John Moran visited Ground Zero from September 22-27, 2001 and wrote a report entitled “Initial WETP Grantee Response and Preliminary Assessment of Training Needs.” The report was released October 22, 2001 at the American Public Health Association annual meeting in Atlanta, Georgia. The report addressed the potential safety and health hazards and training needs affecting on-site skilled support personnel and cleanup workers.

2. WETP Feasibility Study
   The Feasibility Study is scheduled for completion in fiscal year 2003. The study will review the feasibility of WETP undertaking the five following initiatives:
   - Creating a National Registry of trained workers
   - Developing Training for a nation-wide cadre of workers to respond to future WMD incidents
   - Developing Training for non-emergency personnel involved in responding to WMD incidents
   - HAZMAT refresher course creation to address response and cleanup for future terrorist attacks
   - Creating curricula for Biohazard training for workers

In particular, MDB, Inc. was tasked to focus on the feasibility of building a National Registry of HAZMAT Trained Workers and for providing an outline of how to create a pilot version of this registry. On August 15, 2002, a meeting was held at NIEHS to discuss future safety and health training program initiatives regarding weapons of mass destruction incident response with a particular focus on what training is appropriate for skilled support personnel and the feasibility of establishing a national registry of trained personnel to respond to future terrorist actions. Bruce Lippy of the MDB staff led the meeting. Participants included members from the Awardee community that had received supplemental funding to support their WMD-specific initiatives.
CONCLUSION

MDB, Inc. looks forward to the communication activities planned for 2003. We believe in the work of the WETP Awardees and feel proud to support their initiatives. While we understand the need for chemical and biological training for workers, it is our sincere hope that this training is never called upon.