



The University of Maryland
Center for Health & Homeland Security

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CHHS Plays Essential Role in Hospital Surge Project

CHHS has been contracted by the Montgomery County Office of Emergency Management and Homeland Security to work with the hospitals in Montgomery County and Prince George's County (Maryland) to assess and improve surge preparedness for potential catastrophes in the National Capital Region (NCR). The 10 hospitals have tasked CHHS with performing a gap analysis of hospital resources, training, and planning in the scope of a critical care surge event. The gap analysis will address a host of issues including communication between hospitals, first responders and their respective governments; pediatric critical care; and hospital incident management.

A full-scale NCR critical care surge exercise in October 2010 is intended to confirm the findings of the gap analysis, and CHHS has been contracted to organize the Maryland portion of that exercise. CHHS will participate in days one and two of the exercise along with the Prince George's County and Montgomery County hospitals, respectively, and other state, local, and federal public health and emergency management officials.

The NCR, which includes D.C. and its suburbs in Maryland and Northern Virginia, is one of the fastest growing areas of the country and faces very real threats from terrorists and natural disasters. As a result, hospitals within the NCR must be adequately prepared to act as chief care centers for any acute traumatic event. This project aims to bolster that preparedness.

The timeline for the CHHS hospital surge project is March through December 2010.



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Director's Message



Michael Greenberger, JD

The Center continues to be involved in busy and exciting projects. As you will read in this newsletter, we have organized and managed high-profile emergency management exercises. We were on the front lines of planning and implementing public health response to the H1N1 outbreak. We have managed critical care surge preparedness projects for Maryland hospitals in the National Capital Region, which will culminate with our participation in a full-scale readiness exercise later in the year. National demand is still strong for our Department of Homeland Security/FEMA-certified Continuity of Operations training course, and we already have classes scheduled as far out as December. We also broke new ground by creating an Emergency Operations Plan for the Frederick Douglass National Historic Site – our first historic site client.

Even in these tumultuous economic times, our staff has grown nearly 50 percent in the last year alone as requests for our services have poured in.

This winter, CHHS staff who were assigned to Emergency Operations Centers throughout the Mid-Atlantic region often worked around the clock to manage the many dysfunctions caused by the worst snow storms in recorded history. This summer, a delegation of CHHS staff attended the Urban Areas Security Initiative national conference and gave presentations on strategic planning, regional collaboration, emergency planning for special needs, and social networking. Those presentations were well received by emergency managers from across the nation. We are now directing our attention to the still-unfolding environmental disaster in the Gulf.

Other recent events serve as a stark reminder that this country also continues to face very real domestic threats from terrorists. Thankfully, the attempted bombing of an international flight bound for Detroit on Christmas Day and the attempted car-bombing of Times Square in May ended in failure by would-be attackers. However, these incidents remind us that we must be prepared not only to detect threats before they emerge, but in a worst case scenario, we must be able to respond to the consequences of any attacks, including those involving biological, chemical, or radiological weapons.

As you will see, we are hard at work across a range of issues that are all designed to prepare and protect the American public. But, there is still much work to be done.

In closing, I encourage you to visit our new website, www.mdchhs.com, for more information about our projects, our events, and what we offer clients in the government, institutional, and corporate sectors. We've also added a "How we think" section that features compelling analysis by our staff of current legal and emergency management issues. We hope our insight will be the catalyst for productive conversation.

Thank you, and take care.

Michael Greenberger, JD
CHHS Founder & Director

CHHS Staff



First/front row (left to right): Emily Cornette, Jessica Hurst, Ulka Ghanta, Jessica George, Jeanne Stringer, Heather Shaivitz, Michael Greenberger, Alexandra Podolny, Erin Podolny, Jennifer Shahabuddin, Peter Suh, Adrian Wilairat, Jillian Williams. **Second Row** (left to right): Ellen Cornelius, Robin Clark, Aileen Xenakis, Kristen Skogsberg, Bianca Oden, Clara Woodly, Joshua Easton, Adam Coleman, David Brummett, Cezar Lopez, Amy Burmood. **Third row** (left to right): Jodi Stern, Angelique So, Anne Marie Harkins, Sean Young, Earl Stoddard, Sean Kates, Matilda Channel-Ward, Michael Stallings, Karla Schaffer, David Mandell, Brigid Ryan, Marita Mike. **Fourth Row** (Left to right): Meaghan McCann, Elizabeth Webster, Remington Bronson, Benjamin Alpert, Calvin Bowman, Eric Goldstein, John O'Neil, Trudy Henson, Anthony Villa, David McDonough, Amy Major, Colleen Clary, Clark Lee. **Fifth row** (left to right): Paris Nourmohammadi, Mati Chareonvaravut, Michael Vesely, Eric Oddo, Corey Thompson, David Myers, Markus Rauschecker, David Bohannon, Lori Romer Stoner, Raymond Shin, Nick Alexopoulos

Not pictured: Christina Crue, Atresha Karra, Kelley Coyner, Preeti Emrick, Whitney Faust, Max Gakh, JoAnne Knapp, Mary Lesser, Kimberly Nagel, Mathew Swinburne, Megan Timmins, Orit Zeevi-Bell

CHHS Leads Baltimore City in PanFlu Exercise

CHHS' range of services includes homeland security and emergency preparedness exercises and training. Baltimore City approached CHHS to design a tabletop exercise aimed at preparing top officials for a possible H1N1 pandemic. CHHS successfully developed a plan, designed a scenario, and executed the Baltimore City Pandemic Flu Exercise in September 2009.

The tabletop exercise was designed to strengthen senior city officials' understanding of local agencies' respective responsibilities under the City Emergency Operations Plan and the City Pandemic Influenza Plan. The tabletop offered a forum for an open discussion among the city's senior leaders, which underscored that preparedness and management

of an emergency is an integrated partnership across agencies.

The exercise was held in a banquet room overlooking Camden Yards and included the attendance of Deputy Mayor Christopher Thomaskutty, along with numerous heads of city agencies. CHHS facilitated a discussion centered on Baltimore's response to two distinct phases of a theoretical H1N1 pandemic. The facilitation uncovered key issues to be resolved to enhance response. The CHHS team documented these key issues and made recommendations for improvement.

In a letter to CHHS following the exercise, a group of city officials lauded the "professionalism" and



CHHS Exercise Program Manager Christina Crue leads the Baltimore City H1N1 tabletop exercise.

"vast knowledge" of CHHS staff, adding that "Baltimore will be a safer and even better prepared place" as a result of the exercise.

The letter from Baltimore City is available on our website at mdchhs.com/case-studies.

Biological Emergencies Focus of MARCE Conference

CHHS organized and hosted, on behalf of the Middle Atlantic Regional Center of Excellence for Biodefense and Emerging Infectious Diseases Research (MARCE), the 2009 MARCE Conference, "Training in Law and Policy Issues Related to the Public Health Response to Biological Emergencies," in order to bring members of both the scientific research and public health communities together to engage in candid dialogue about the public health response to biological emergencies, most relevantly to H1N1. Speakers and attendees alike engaged one another in conversations that addressed not only the



Former CHHS staffer Meghan Butasek (left) joined CHHS Director Michael Greenberger on the MARCE conference panel.

nation's "big picture" emergency preparedness efforts but also regional public health issues that dictate the day-to-day lives of all levels of public health professionals.

The two-day conference, held in November 2009 at the George Mason University Prince William Campus, featured a panel that included CHHS Director Michael Greenberger along with experts who spoke to federal emergency preparedness efforts, city-level public health preparedness as well as issues faced by first responders, local county level public health response, and emergency preparedness and response at academic institutions.

Public health professionals left the conference armed with knowledge of the tools available to them in the event of a biological emergency or bioterrorist attack.

Frederick Douglass National Historic Site Collaborates with CHHS on EOP

In September 2009, CHHS broke new ground when it began emergency operations planning for the Frederick Douglass National Historic Site located in southeast Washington, D.C.

The Frederick Douglass National Historic Site, affectionately named Cedar Hill, was purchased by Mr. Douglass in 1877. The house contains many of Mr. Douglass' prized possessions that measured his success, including a cane given to him by Mrs. Abraham Lincoln, a chair given to him by the people of Haiti, and his beloved book collection. The care of the house was entrusted to the National Park Service in 1962.

While CHHS has extensive experience providing technical assistance for similar plans to government and educational institutions, this is the first time that the Center's experience will be applied to a museum. This contract also marks the first time that CHHS has worked with DJL Consultants and the National Park Service.

In addition to the emergency operations plan (EOP), CHHS conducted a risk assessment with the help of former CHHS staff



Douglass' Panama hat was one of many items photographed for the EOP.

member A.J. Bellido de Luna, now Clinical Director at the University of Maryland School of Law, and Capt. John McKissick of the Howard County (MD) Police Department. CHHS will also provide a tabletop exercise and training for the National Park Service staff. A first draft of the EOP was completed in spring 2010.

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In The News

What Should Hedge Funds Know about Business Continuity Plans?



Michael Vesely

CHHS Senior Law & Policy Analyst Michael Vesely was quoted in a February *Hedge Fund Law Report* article that outlined what hedge fund managers should consider when developing a business continuity plan. "Essential functions have to be restored immediately and these functions are really what business continuity plans focus on," said Vesely. Read an excerpt online at mdchhs.com/news-press.

Montgomery County Functional Exercise 2010: Hurricane Zoe



A view of the Emergency Operations Center in Montgomery County, Maryland.

The CHHS Exercise and Training team led by Christina Crue designed, planned, and executed a functional exercise for Montgomery County (MD) in April 2010. The exercise scenario was based on a Category 3 hurricane ravaging the Mid-Atlantic region.



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Officials respond to a simulated dam breach during the Hurricane Zoe exercise.

The functional exercise began with a conference call briefing on each of the days leading up to the actual day-long exercise on April 8 to simulate Montgomery County's actual process of preparing for a severe storm. During these conference calls, the Montgomery County Office of Emergency Management and Homeland Security provided weather briefings and recommendations to prepare county agencies for the worst.

The exercise itself dealt with the aftermath of the hurricane and the damage the hurricane left in its wake, including a dam breach, extensive power outages, flooding, and road closures. All participating county agencies responded realistically and performed skillfully. The CHHS staff was pleased with the exercise and feels confident that Montgomery County is well prepared for a storm as severe as the fictional Hurricane Zoe.

Baltimore City Health Department Conducts Successful H1N1 Vaccination Clinic at Camden Yards

As part of its expanding involvement in public health, CHHS worked with the Baltimore City Health Department (BCHD) to plan and execute flu clinics to combat the 2009-2010 H1N1 pandemic. These clinics began when the H1N1 vaccine became available in October 2009 and continued through spring 2010.



Photo courtesy of Scott Brillman/Baltimore City Mayor's Office of Emergency Management

One of the largest and most successful clinics that BCHD hosted occurred in the historic warehouse at Camden Yards on November 10, 2009. With hundreds of people lined up before the clinic opened, BCHD and other city staff worked in close conjunction with Camden Yards security to shuttle patients into and out of the clinic as quickly and safely as possible. Through training and use of the Incident Management System, BCHD worked through the line and by lunchtime those in need of H1N1 vaccine were able to walk right up to registration without a wait. In total, more than 1,000 people received the H1N1 vaccine that day

and BCHD received public accolades for the quality with which they had planned and conducted the clinic.

The experiences of Camden Yards repeated themselves numerous times at different venues throughout Baltimore City during flu season. Between these large clinics and a successful school-based vaccination campaign, CHHS has helped BCHD provide more than 29,000 doses of H1N1 vaccine so far. Public health emergency planning, preparedness, and response with partners like BCHD are important parts of the Center's commitment to health security.

Transportation, Evacuation Focus of Exercise



CHHS staffers Robin Clark (left) and Karla Schaffer (right)

CHHS facilitated the Baltimore Region Transportation Focused Evacuation Tabletop Exercise on May 13, 2010 to evaluate the region's ability to respond to the transportation aspects of an evacuation from notice and no-notice events. CHHS staffers Robin Clark (left) and Karla Schaffer (right) led a group discussion during the exercise, which included representatives from various Maryland state agencies, local jurisdictions, FEMA, and the U.S. Coast Guard.

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www.mdchhs.com**

H1N1 Legal Issues Addressed at Symposium



In collaboration with the Maryland Department of Health and Mental Hygiene (DHMH), CHHS addressed legal questions relating to pandemic flu response at the “Legal Issues in Maryland Public Health in 2009” symposium, which assembled statewide public health stakeholders in September 2009.

The first wave of the 2009 H1N1 influenza virus (H1N1) was detected in the United States in April 2009 and raised issues for health departments nationwide as it spread to all 50 states in two short months. In Maryland, DHMH fielded questions from local health departments and public and private entities on policy and legal issues. Many of these

questions focused on the legal rights and responsibilities DHMH and local health departments had with regard to the pandemic response.

After the first wave of novel pandemic influenza subsided, DHMH was presented with an opportunity: Address the questions and shortcomings observed during the first wave of H1N1, before similar issues were raised by a second wave of H1N1 in the fall.

Accordingly, questions raised during the first wave of H1N1 were identified and addressed at the symposium. Topics included the Governor’s emergency powers, specific public health emergency powers and related issues, liability and immunity during an emergency, and a session on legal issues in bioethics. The symposium concluded with a moderated panel of experts, giving participants the opportunity to ask questions.

Questions raised in the symposium were subsequently addressed in the revision of the “Maryland Public Health Emergency Preparedness Legal Handbook.” A brief overview of the legal issues and analysis were presented in poster sessions at the American College of Legal Medicine conference in Orlando, FL in March 2010.

In The News

The Role of Citizens Corps in Emergency Preparedness & Response



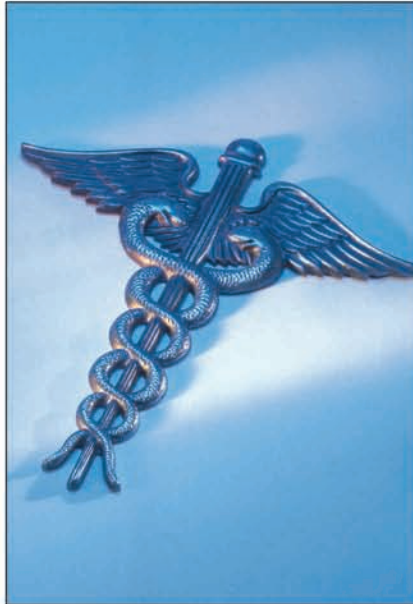
JoAnne Knapp

CHHS Senior Policy Analyst JoAnne Knapp was quoted in a June *Delaware News-Journal* article about Citizens Corps and community preparedness. Knapp said Citizens Corps “is supposed to prepare the community for an emergency or disaster of a large nature.”

Southern Maryland Hospital Looks to CHHS for HICS Training

The healthcare field poses unique challenges in emergency management, with highly specialized personnel and equipment being activated in emergencies to address dangers not generally seen in other fields. These unique threats need to be addressed by hospitals and other healthcare providers in a similarly novel fashion. Luckily, providers have made great advancements in the field of healthcare emergency management over the past decade, including the development of hospital-specific incident management systems, and the move toward regional and national networks of hospitals willing to aid and support each other in large-scale emergencies.

Southern Maryland Hospital, with an eye toward its own safety and that of its surrounding community, contracted with CHHS to provide both training and exercises to increase emergency readiness. Two trainings, conducted in February 2010, focused on the Hospital Incident Command System (HICS) and its implementation in the hospital. The exercise tested the staff's comprehension of HICS, as well as the hospital's general emergency response capabilities.



HICS is the predominant incident command system for hospitals today, and is derived from National Incident Management System/ Incident Command System (NIMS/ICS). The standard ICS structure under NIMS/ICS remains largely the same for HICS, with a few tweaks to make it more hospital-friendly. This allows hospitals to communicate not only within their organization during an event or incident, but also across disciplines and agencies to request aid and support. Adoption and

implementation of HICS helps a hospital more effectively manage its incidents, and training and exercising periodically on the system can help further enhance the hospital's response.

Much of the federal money distributed in grants to hospitals is tied to NIMS compliance, which for hospitals will generally mean HICS compliance. Additionally, the Joint Commission standards for hospital emergency management demand that every hospital adopt some form of incident command system, with HICS being the example listed in the notes to the standards. Failure to adopt and train on HICS can cost a hospital money upfront, in addition to the potentially disastrous costs of a failed or inefficient response.

CHHS has vast expertise in teaching and testing ICS, and has used that knowledge base to develop a HICS training as part of a package offered to hospitals. With CHHS' help, area hospitals can develop better emergency operations plans, train and be tested on HICS and ensure an efficient and productive response when emergencies dictate.

Resource Management: Bridging the Gap

CHHS is leading two projects in FEMA's Regional Catastrophic Preparedness Grant (RCPG) program. Both projects aim to enhance the resource management capabilities of FEMA Region III, which encompasses D.C., Delaware, Maryland, Pennsylvania, Virginia, and West Virginia.

Project 1 aims to determine what resources each jurisdiction currently has and where there are resource needs. CHHS will work to address identified resource needs through the establishment of private-public partnerships throughout the region.

Project 2 strives to assess existing resource management systems and to provide plans to enhance these systems into a consistent and interoperable regional network. Technical experts will assess current resource management systems to determine a best-in-class system and to develop templates to standardize resource data collection for key resources.

In September 2009, CHHS hosted a kick-off conference for RCPG. Attendees included our RCPG counterparts from the six jurisdictions' emergency management agencies, private and non-profit sector representatives, and state agency employees. After the September conference, CHHS RCPG state liaisons met with representatives



Attendees look on during "Bridging the Gap: Building Private/Non-Profit Partnerships in Disasters."



A breakout group meets as a part of RCPG workshop #1.

in state agencies in each of the six jurisdictions and conducted narrowly tailored interviews to ascertain exactly what resources exist and what resources are needed in order for the region to be adequately prepared for a catastrophic emergency. The findings from these meetings were relayed to the CHHS private sector team, who in turn contacted private companies and non-profit organizations who might be able to fill the identified gaps.

In January 2010, CHHS convened a conference for private and non-profit sector organizations. This conference aimed to educate potential partners on their liability when providing aid, and on the best practices and lessons learned in past disasters. Attendees included Target Corporation, Merck and Company, and Walgreens Company, which gave CHHS staff the opportunity to network and build relationships.

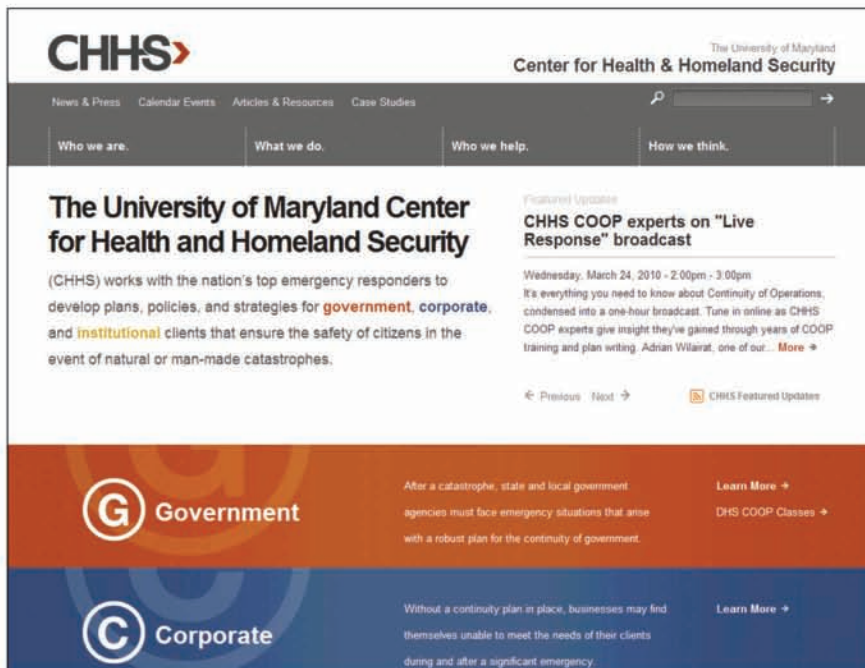
Project 2 is a collaborative effort between CHHS and Towson University's Center for Geographic Information Systems (CGIS), a self-supporting, not-for-profit organization that provides geographic information systems services. In February 2010, CHHS hosted a completely virtual web and conference call-based seminar

to introduce Project 2's goals and to explain how CGIS plans to carry out the task of resource management assessment and mapping.

The RCPG team is looking forward to hosting several more conferences in the coming months. April 2011 will bring the project to a close and will mark a more prepared region.

For more information about the RCPG project, visit mdchhs.com/rcpg.

New CHHS Website Goes Live



The new CHHS homepage.

Our brand new online home, **mdchhs.com**, is a one-stop-shop for the latest CHHS updates and details about what our experts can offer potential clients. Here are some of the features to look for:

Audience Channels

Zero-in on client-specific services

Blogs

Get our take on trending topics in emergency management

Case Studies

Read up on our major projects

News & Press

Keep updated as we put complicated issues in perspective

Social Links

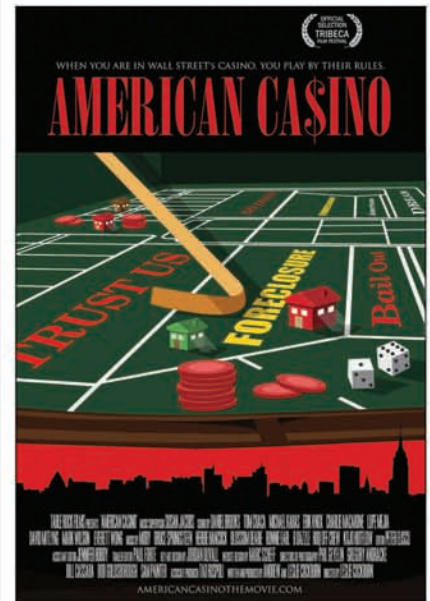
Connect with us on Facebook and Twitter and be part of the online EM network

In just a few short months we've had visitors from 93 countries, including Brazil, South Africa, Poland, China, and New Zealand, and we've gotten hits from 49 U.S. states.

A special thanks to B. Creative Group of Baltimore, MD for the website design, development, and CHHS branding initiative.

**visit us online at
www.mdchhs.com**

CHHS Director Featured in Film on Subprime Meltdown



Extensive in-depth commentary from CHHS Director Michael Greenberger is featured in the critically-acclaimed 2009 documentary "American Casino," a film that chronicles the subprime mortgage crisis from Wall Street to Main Street. Professor Greenberger is a former director at the U.S. Commodity Futures Trading Commission and an internationally-recognized expert in financial regulation and dysfunctions in financial markets. More about Professor Greenberger's expertise in financial regulation can be found on his website, michaelgreenberger.com.

CHHS Supports Repatriation of Citizens Returning from Haiti

The Maryland Department of Human Resources (DHR), in cooperation with the Maryland Emergency Management Agency (MEMA), leads efforts to support the repatriation of American Citizens as they arrive in Maryland after a disaster. Through its staff on long term assignment to DHR, CHHS supported repatriation activities in Maryland related to the devastating January 2010 earthquake in Haiti, and is assisting with revisions to the Maryland Repatriation Plan.

CHHS is also working with DHR on the agency's broader mission to "assist people in economic need, provide prevention services, and protect vulnerable children and adults."

Through a network of facilities and semi-independent administrations and agencies located in each Maryland county, DHR provides necessary services that Maryland citizens rely on daily to meet fundamental needs (from social services to protective services and economic assistance). As a result, continuity planning is a critical and complex task. CHHS worked closely with Department leadership at all levels to develop a comprehensive,



Photo courtesy of the U.S. Department of Defense/Mass Communications Specialist 1st Class David A. French, U.S. Navy

statewide Continuity of Operations (COOP) plan. Currently CHHS is supporting the review and revision of the COOP plan, and is developing a testing, training, and exercise program for COOP activities.

In the event of an emergency, DHR is Maryland's lead agency for Essential Support Function 6 "Mass Care and Emergency Assistance." CHHS provides support to both the planning and operational aspects

of these duties. Currently work is being done to revise and expand the Maryland State Shelter plan, with special attention being given to the pet, special needs, and long term recovery sections, and the feeding annex. Additionally, when the DHR Office of Emergency Operations is activated to respond to an emergency, CHHS personnel bolster its operational capacity and staff the DHR desk at the State Emergency Operations Center.

Maryland Partners with CHHS to Develop a Maritime Strategic Security Plan

Maryland, through its Department of Natural Resources and State Police, partnered with CHHS to develop a Maritime Strategic Security Plan to coordinate various maritime entities and streamline their response. This new plan updates and revises the previous Maryland Maritime Concept of Operations and Strategic Security Plan, which was simultaneously too specific and under-representative. During a six month period, CHHS staffers elicited input from all of Maryland's maritime partners and, assisting a committee tasked with oversight of the plan,

created a new plan that reflected the changing needs of the maritime and the security goals of the state.

CHHS invited all maritime partners to participate in the construction of the Strategic Security Plan by becoming members of the Maryland Maritime Security Team (MMST), which met each month to discuss the progress and direction of the new plan.

Through these state-wide meetings and MMST discussions, CHHS developed a draft plan, which provided a framework for understanding how partners like the

U.S. Coast Guard, the state police, and a local fire department could coordinate their efforts to secure the maritime domain. The plan provides information to agencies, businesses, and individuals throughout the state on what they can expect in the maritime domain and how they can help keep it secure. It serves as the unifying document for the various operations plans, strategic guides, and hazard-specific response strategies throughout the state, and coordinates the various local, state, federal, and private partners' efforts to protect one of the state's most valuable assets.

CHHS Tackles Interoperability with Eastern Shore Communications Alliance

In December 2009, Queen Anne's County (MD) hired CHHS to help manage funds distributed to the Eastern Shore of Maryland via the Interoperable Emergency Communications Grant Program (IECGP). IECGP is a FEMA-sponsored grant program that provides funds to states to encourage better interoperability, namely radio communication, between agencies within the state. IECGP aims to encourage counties, regions, and states to improve their radio communication through the development of formal governance structures amongst emergency

managers, standard operating procedures, and training and exercises.

Erin Podolny, a Law & Policy Analyst at CHHS, has been working closely with the Eastern Shore Communications Alliance (ESCA), a group comprised of the directors of emergency services for each of the nine counties on the Shore, plus the municipality of Ocean City. ESCA has made great strides in fulfilling the goals of the IECGP grant program. ESCA has begun planning an extensive training and exercise cycle, which will aim to develop standard operating procedures and communications plans, train first

responders and system managers on those plans, and then run tabletop and full-scale exercises to evaluate those plans. Also, in its IECGP grant application for FY2010, the Shore has applied for and will be awarded funds to purchase communications equipment to improve the interface between agencies within each county, as well as across counties.

CHHS is looking forward to working with ESCA as it expands its interoperable communications throughout the Shore, and moves into developing, training, and exercising its communications plans.

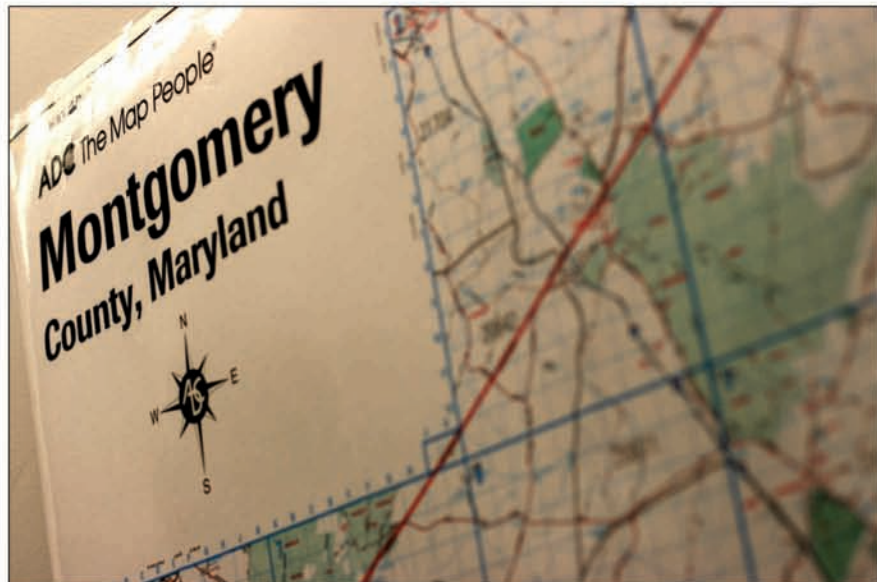
CHHS COOP Project Updates

CHHS develops and tests Continuity of Operations (COOP) plans for agencies and institutions in Maryland and in other jurisdictions across the country. Almost weekly, CHHS staffers reach key milestones in one or more of the numerous COOP projects on the Center's plate at any given time. The following updates, though not representative of all of CHHS' current COOP projects, chronicle the most recent milestones.

D.C. Homeland Security & Emergency Management Agency (DC HSEMA)

In spring 2009, CHHS Law & Policy Analyst Markus Rauschecker and Senior Law & Policy Analyst Adrian Wilairat completed the first comprehensive COOP planning process for the government of the District of Columbia by submitting plans for six agencies: Homeland Security & Emergency Management Agency, Metropolitan Police Department, Fire & Emergency Medical Services, Department of Transportation, Department of Health, and the Executive Office of the Mayor.

After the first phase of planning, the team finalized COOP plans for six additional agencies in July 2010: Department of Environment, Department of Public Works, Department of Human Services, Office of Contracting & Procurement, Office of the Chief Technology Officer, and Office of Unified Communications.



The next phase of COOP planning will include the Department of Mental Health, Department of Human Resources, Department of Real Estate Services, D.C. Public Schools, and D.C. Water.

University System of Maryland Office of the Chancellor

CHHS' COOP planning for the University System of Maryland Office of the Chancellor (USM) began last fall with a CHHS-led kick off for USM personnel. CHHS Law & Policy Analyst Emily Cornette headed up the USM COOP project, along with CHHS Senior Law & Policy Analysts Robin Clark and Ulka Ghanta.

A first draft of the Chancellor's COOP plan was distributed in January 2010. In the spring, personnel from the Chancellor's Office took part in a tabletop exercise to test the plan's effectiveness.

Montgomery County, MD

In September 2008, CHHS contracted with the Montgomery County (MD) government to develop COOP plans for all County agencies and departments. By late 2009, more than 35 plans had been written and tested through several tabletop exercises, in which participants responded to many disaster scenarios such as pandemic virus outbreaks and catastrophic weather events.

Municipalities of Montgomery County, MD

CHHS recently completed a COOP project for the cities of Gaithersburg, Rockville, Takoma Park, Chevy Chase Village, and the Maryland-National Capital Park and Planning Commission. CHHS conducted three tabletop exercises and delivered COOP plans and after action reports.

This project demonstrated that entities of all types and sizes stand to benefit significantly from COOP planning. All participants, from the smallest municipality to an organization with several hundred employees in Montgomery County, recognized that COOP planning provided valuable assistance toward becoming as fully prepared as possible to maintain operations in the aftermath of an emergency.

MEMA COOP

CHHS is currently assisting the Maryland Emergency Management Agency (MEMA) in the coordination of the Governor's mandated statewide COOP initiative for the executive State agencies. CHHS has led the way by providing COOP training sessions attended by numerous State officials, creating a new COOP template for the State of Maryland, and providing expertise for the development of the agencies' plans.

CHHS also led the State peer review committee comprised of various State officials that reviewed the initial drafts of the COOP plans. CHHS is currently assisting the agencies with their revisions and will be reviewing the final documents for MEMA.

Harford County, MD

Beginning last fall, CHHS started designing and creating COOP plans in Harford County. Staff met with the heads of each division of county government, walked them through each step in the process, and began putting together the plans. After all the initial consultations and several follow-up meetings, all of the plans are in the final stage of completion.

Eastern Shore Community Colleges & Howard Community College

CHHS boasts a growing list of community college clients that already includes campuses in Carroll County and Montgomery County in Maryland.

Last fall, CHHS began its COOP planning project for Eastern Shore Community Colleges, which covers Chesapeake College in Wye Mills, MD; Cecil College in North East, MD; and Wor-Wic Community College in Salisbury, MD. Law & Policy Analyst Emily Cornette is heading up the project.

CHHS staff traveled to each college campus and met with college personnel from a range of campus departments to gain an understanding of each college's unique needs. CHHS then analyzed information gleaned from the visits to create tailored draft plans, which were distributed in February 2010.

Three separate tabletop exercises were held in March 2010 to test the effectiveness of each plan. Final plans were delivered to each college in April.

Upcoming DHS COOP Trainings



August 4-5
Eastern Shore, MD

August 17-19
Los Angeles, CA

August 24-25
San Antonio, TX

September 8-9
West Virginia

September 21-23
Redding, CA

October 6-8
Hanover, MD

October 28-29
Western Maryland

November 9-10
Dover, DE

December 7-9
Sacramento, CA

For more information on our DHS COOP program including how to sign up for a course, course downloads, and a program overview, visit mdchhs.com/dhscoop.

CHHS COOP Project Updates (continued)

COOP Training at MEMA



In support of Maryland Governor Martin O'Malley's initiative for State agencies to update COOP plans and create pandemic flu annexes, CHHS COOP trainers Eric Oddo and Michael Vesely delivered a COOP training at MEMA in July 2009. A full story about this training is available in the "CHHS Originals" playlist on the CHHS YouTube channel, youtube.com/mdchhs.

Howard Community College

The Howard Community College (HCC) COOP project began last summer with a CHHS-led kick off and training presentation for HCC staff. CHHS Law & Policy Analyst Emily Cornette led the HCC COOP project, along with a team of CHHS staffers including Atresha Karra and Raymond Shin.

The HCC COOP plans are specifically tailored to meet the college's needs, which were determined by an extensive planning and interview process. The COOP plan drafts were tested by a tabletop exercise, which was held in November 2009.

The six-month planning effort came to a close in December 2009, when CHHS presented copies of the final plans to HCC.

Baltimore County (MD) Government

Baltimore County Executive Jim Smith designated COOP a priority for all county departments and agencies. CHHS has been assisting Baltimore County in conducting interviews with the various agencies and providing guidance in moving toward current plans for all agencies. The County realizes the importance of continuing its essential functions and providing essential services during and after a large emergency. The goal is to ensure that every agency has an adequate COOP plan that will be implemented in the event of an emergency requiring COOP activation.

As Baltimore County agencies move toward finalizing their plans, CHHS hopes to aid them in facilitating a series of tabletop exercises. These exercises will test local COOP plans by working through hypothetical scenarios. These exercises will help strengthen COOP planning and help supervisors and support staff in the event of an actual COOP activation.

CHHS Director Testifies on Biosecurity

The fear that the anthrax attacks stirred in the fall of 2001 is not a distant memory to political leaders on Capitol Hill. On Sept. 22, 2009, CHHS Director Michael Greenberger delivered testimony on the issues of biosecurity and governance of U.S. high-containment laboratories to the Senate Judiciary Committee's Subcommittee on Terrorism and Homeland Security. The Subcommittee is leading Congressional review of the security of the laboratories that conduct research on dangerous biopathogens including anthrax, ebola, and foot and mouth disease.

The testimony was well received by Subcommittee Chairman Senator Benjamin Cardin (D-MD) as well as co-panelists Honorable Robert Graham, former U.S. Senator from Florida and current chairman of the Commission on the Prevention of Weapons of Mass Destruction Proliferation and Terrorism, and Dr. Nancy Kingsbury of the U.S. Government Accountability Office. Professor Greenberger engaged with Senator Cardin and the panelists in a lively discussion about how



CHHS Director Michael Greenberger gives his opening statement before Sen. Benjamin Cardin's (D-MD) subcommittee.

to reform the regulatory system to better protect citizens from the potential misuse of dangerous agents while not compromising the life-saving and empowering research that is conducted in these labs.

On the heels of this success, CHHS continued its work on the issues and produced an article that was published in the *DePaul Journal of Health Care Law*.

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Howard County Examining Lessons Learned from Historic Snowstorms



A residential Maryland street during the February 2010 blizzards.

An important part of the Center's work is helping local jurisdictions create emergency operations plans (EOP). This includes not just writing the plans, but also assisting the jurisdictions in implementing their emergency support functions (ESF) through subsequent plans and procedures. CHHS is working with the Howard County (MD) Office of Emergency Management, which is located in the Howard County Department of Fire and Rescue Services, to create a variety of plans and standard operating procedures to support the ESFs that are delegated to the various county agencies.

The Howard County EOP was finalized by the county in 2009, and part of this plan was the delegation of the various ESFs to the county agencies that were the most equipped to lead an activation of their respective ESF. Currently, the agencies with responsibility for one or more ESFs as well as the relevant supporting agencies are focusing on creating plans and other tools to properly and effectively implement their ESF requirements. This is especially important now for Howard County as numerous ESFs were activated during the blizzard in December 2009 and the consecutive blizzards in February 2010.

As a result, CHHS is helping create plans to support the county's ESFs and revise and update current plans and procedures to include the lessons learned from these historical storms. This will likely prove to be more valuable than any planned exercise and will allow Howard County agencies to activate and fulfill their requirements under their ESFs more effectively and therefore better serve the residents during any future disaster.

New Staff

Benjamin Alpert
Law & Policy Analyst

David Bohannon
Law & Policy Analyst

Amy Burmood
Coordinator

**Matilda
Channel-Ward**
Senior Accountant

Adam Coleman
Law & Policy Analyst

Max Gakh
Law & Policy Analyst

Atresha Karra
Law & Policy Analyst

JoAnne Knapp
Senior Policy Analyst

Clark Lee
Law & Policy Analyst

Cezar Lopez
Law & Policy Analyst

**Paris
Nourmohammadi**
Law & Policy Analyst

Erin Podolny
Law & Policy Analyst

Karla Schaffer
Law & Policy Analyst

Jennifer Shahabuddin
Law & Policy Analyst

Raymond Shin
Law & Policy Analyst

Angelique So
Law & Policy Analyst

Earl Stoddard
Policy Analyst

Peter Suh
Law & Policy Analyst

Mathew Swinburne
Law & Policy Analyst

Corey Thompson
Law & Policy Analyst

Anthony Villa
Law & Policy Analyst

Moving On

Koorosh Orandi is now a Homeland Security Analyst in the Policy and Planning Division of Energetics, Inc. While at CHHS, he worked on COOP planning for the Montgomery County (MD) government and the Maryland Judiciary.

Brigid Ryan is now a Foreign Service Officer in the Political Cone of the U.S. State Department. While at CHHS, she worked on a variety of projects for Montgomery County (MD) and was part of the DHS COOP team.

Kristen Skogsberg is now the Homeland Security Planner/Program Manager for the Maryland Department of Transportation. While at CHHS, she worked on the Maryland Statewide Communications Interoperability Program.

Jodi Stern is now an attorney with the Maryland Office of the Public Defender. While at CHHS, she worked on planning for special needs and vulnerable populations and served as an emergency planner at the D.C. Homeland Security & Emergency Management Agency.

Anne Marie Harkins accepted a clerkship for the Honorable Kathianne Knaup Crane on the Missouri Court of Appeals for the Eastern District.

Talley H-S Kovacs accepted a clerkship for the Honorable Clayton Greene, Jr., on the Maryland Court of Appeals.

Give to CHHS

You can support our ongoing work by contributing to the newly-established **Center for Health and Homeland Security Fund**. Our staff has grown to more than 60 experts and professionals, many of whom present at conferences, speak at symposiums, and offer commentary in the media – all beyond their normal call of duty. Your contribution mirrors our dedication, and your generosity will open doors to exciting new projects and provide the essential resources we need to effectively work side-by-side with emergency officials to ensure the safety of every citizen.

There are three ways to make a gift to CHHS:

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- (3) Mail, by sending a check made payable* to **UMBF, Inc./CHHS**, to:
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