



University of Maryland Center for Health and Homeland Security

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CHHS Adds Energy Security to Its Mission



Professor Michael Greenberger testifies before the U.S. House Energy and Commerce Subcommittee on Oversight and Investigations on June 23, 2008.

From June 3 through July 12, 2008, CHHS Director Michael Greenberger testified six times before Senate and House Committees recommending legislation and governmental regulatory actions that would, he believes, drive down the price of crude oil, gas, and heating oil for U.S. consumers.

The the price spike in these commodities has threatened the ability of first responders, including police, fire, and emergency medical technicians, to be effectively deployed during emergencies because of state and local budget shortfalls. In response, CHHS has added policy development related to energy security to its agenda of ensuring national preparedness to deal effectively with catastrophic events.

“[Professor Greenberger] is the one who triggered much of the current debate,” said John C. Dvorak, business columnist and author.

During this period, Greenberger also separately briefed Senate and House Democratic leadership on proposed legislation and oversight measures to be undertaken by Congress.

“[Professor Greenberger] has really ... brought Congress to action ... which ended the rampant speculation that we saw and manipulation in the energy markets,” said Andrew Horowitz, author, financial journalist, and founder of Horowitz & Company.

Director's Message



Michael Greenberger, JD

On May 15, 2008, the Center for Health and Homeland Security (CHHS) celebrated its sixth anniversary. As the chart on page 20 of this newsletter shows, we have grown to a staff of more than 50 professionals, almost tripling our size in this last year alone. At our present rate of growth, we will have well in excess of 60 staffers by year's end. We are all gratified by the compliments we regularly receive from our federal, state, and local partners about the quality of our work in the emergency management arena and the speed with which we deliver our products. The greatest compliment, of course, is that our partners keep coming back to us with new assignments, as well as spreading the word around the country about the high quality of our endeavors.

In this regard, we are also pleased with the increasing national scope of CHHS' efforts. While we have a solid base of support and work in the National Capital Region (Maryland, D.C., and Virginia), our DHS/FEMA funded Continuity of Operations (COOP) training program has now been conducted in 39 different jurisdictions across the Nation; and our planning efforts are similarly branching out geographically, as evidenced by our new work for the Kansas Department of Health and Environment, which is also chronicled in this newsletter. Moreover, because our work now focuses heavily on interactions with the Federal government and Congress, we will soon open a new office in the Nation's capital, which we expect to have fully operational by the late fall.

Along with the expansion of our size and geographic range, we are similarly launching into new substantive areas. The accelerating high price of gasoline combined with crippling state and local budget deficits have undercut state and local first responders in their readiness efforts. Without an adequate budget for transportation, police cruisers, fire trucks, and ambulances, for example, must be rationed in their use. It is now not uncommon for police departments to deploy officers on foot, because of the inability to sustain financially normal patrols in police vehicles. Moreover, our Nation's increased dependency on foreign sources of oil has made us too often dependent on those who may not wish this country well. As elsewhere noted in this newsletter, CHHS has begun an aggressive and high profile campaign of working with Congress to develop proposals that would both lower the price of, and help develop more reliable sources for, our Nation's energy.

Finally, we are very proud that we have completed a COOP plan for the University of Maryland Baltimore, and its six professional schools, that will ensure the continued operation of the university through the most severe natural or manmade catastrophes. We believe this to be the most comprehensive contingency plan ever written for an institution of higher learning. We are also in talks to begin similar planning for several major hospitals, which are now required to have these kinds of COOP plans in effect. We believe our work in that area as well will be a pioneering effort in emergency management.

We are excited by our growth and the importance of our work as evidenced in more detail in the rest of this newsletter. Enjoy!

Michael Greenberger, JD
CHHS Director & Law School Professor

CHHS Staff



CHHS staff: Front/first row (left to right): Aileen Xenakis, Alexandra Podolny, Michael Greenberger, Heather Shaivitz, Erin Hahn, Nicole Chapple, Orit Zeevi. Second row (left to right): Daniel Meyerson, Adrian Wilairat, Jillian Williams, Arianne Spaccarelli, Lori Romer, Robin Clark, Jennifer Martin, Charles Madden. Third row (left to right): M. Sreetharan, Rebecca Shore-Suslowitz, Shanna Wiley, Preeti Vijayakumaran, Jodi Stern, David McDonough, Ellen Cornelius. Fourth row (left to right): Jeanne Stringer, Elizabeth Dickson, Megan Timmins, Michael Craven, Calvin Bowman, Amy Major, Benjamin Pulz, Whitney Faust. Fifth row (left to right): Michael Vesely, Jamar Herry, Jung Lee, David Mandell, Sandy Dornsife, Markus Rauschecker, Sajeed Popat, Michael Stallings. Sixth row (left to right): Koroosh Orandi, Joshua Easton, A.J. Bellido De Luna, Nick Alexopoulos, Mary Lesser, Michael Bandzwolek, Tristan Reed. Seventh row (left to right): Christina Crue, Sean Young, David Myers, Alec Walen, Dominic Muller.

Not pictured: Jensen Jose, Clara Woodly, David Brummett, Emily Cornette, Kelley Coyner, Joe Henderson, Sean Kates, Colleen Clary, Brigid Ryan, Eric Oddo, Jessica Hurst, Trudy Henson, Jessica George.

Special Needs Populations Front and Center at CHHS

CHHS continues to move forward in developing policy for preparing special needs populations for catastrophic emergencies.

In addition to continuing to draft a National Action Plan, which provides recommendations to all levels of government on preparing special needs populations for disasters, CHHS joined approximately 70 other subject matter experts to work on the Association of State and Territorial Health Officials' (ASTHO) guidance titled *At-Risk Populations and Pandemic Influenza: Planning Guidance for State, Territorial, Tribal, and Local Health Departments*. This document provides recommendations for preparing special needs populations for the potential onset of a pandemic influenza. CHHS staff served as advisory panelists for the exercise and training component of the publication. The document can be located on ASTHO's website, <http://www.astho.org>.

In April, Jodi Stern, CHHS' Senior Counsel for the Special Needs Population Project, gave a presentation on inner city emergency preparedness at a conference titled "Addressing the Needs of Diverse Populations in Community Preparedness Efforts," held by Yale University's Center for Public Health Preparedness.



Jodi Stern, Senior Counsel for the Special Needs Population Project.

CHHS also partnered with Deloitte and the D.C. Non-profit Roundtable at Deloitte's Impact Day held June 6, 2008 in Washington, D.C. This event was attended by non-profit organizations in the D.C. area. CHHS' Associate Director of Policy and Training, Alexandra Podolny, gave a presentation on Continuity of Operations (COOP) planning to the non-profit organizations. Deloitte paired up trained representatives with the non-profit agencies to begin the development of a COOP plan for the non-profits that they could take back to their individual organizations.

Special needs populations will continue to be at the forefront of CHHS' efforts. Upcoming events include a presentation at the Annual Meeting Program on Disaster Preparedness and Vulnerable Populations in New York City, held by the American Bar Association's Special Committee on Bioethics and the Law. Also, CHHS plans to present at the 2008 Annual Community Action Partnership Convention to be held in Chicago. Locally, CHHS plans to participate in a one day seminar in September with Baltimore faith-based organizations, where CHHS staffer Stern will give a presentation on individual preparedness.

DHS COOP Team Completes Landmark First Year of Deliveries

In July 2008, CHHS completed its 40th delivery of the “Preparing the States: Implementing Continuity of Operations (COOP) Planning” course. After a full year of deliveries, the Department of Homeland Security (DHS) COOP team has traveled to 39 jurisdictions, including locations as far away as Guam and the U.S. Virgin Islands.

CHHS was originally awarded the DHS Competitive Training Grant in September 2005. CHHS recently received an additional \$650,000 grant from DHS and the Federal Emergency Management Agency (FEMA) for the continuation of the program. The course, certified by DHS/FEMA, provides state, local, and tribal emergency planners with the knowledge and skills to develop COOP plans for their jurisdictions. The additional funding was based on the previous success of CHHS’ nationwide COOP program and will enable CHHS staff to increase training sessions across the country.

COOP planning is the effort to ensure the continued operation of essential government functions during a wide range of potential emergencies. Whether the hazard

Upcoming COOP Trainings	
September 23-25	<i>Jacksonville, FL</i>
September 30-October 2	<i>Howard County, MD</i>
October 6-8	<i>Fairbanks, AK</i>
October 14-16	<i>Montgomery County, MD</i>
October 21-22	<i>Warwick, RI</i>
November 5-6	<i>Arlington, TX</i>
November 11-13	<i>Chicago, IL</i>
December 1-6	<i>Northern Mariana Islands</i>
January 6-8	<i>Topeka, KS</i>

is the result of a natural or human induced event, an “all-hazards” approach coupled with catastrophic event-preparedness training assures that, regardless of the emergency, governmental essential functions will continue.

The course was developed and was initially implemented by CHHS under a \$1.48 million contract from DHS. The COOP course is offered in two versions: the direct delivery course is comprised of 11 modules, each of which provides instruction on various aspects of how to develop

COOP plans; and the train-the-trainer version gives participants the tools they need to teach the course to additional personnel within their jurisdictions.

Both the direct delivery and train-the-trainer versions include interactive group discussions, use of a fully developed sample agency, and discussion based exercises. Agencies or jurisdictions interested in receiving the course should contact CHHS Coordinator Clara Woodly at cwoody@law.umaryland.edu.

CHHS, Carroll County Kick Off COOP Plan for Health Department



CHHS Associate Director Heather Shavitvitz discusses the early stages of a COOP plan with officials from the Carroll County Health Department.



Headquarters of the Carroll County Health Department in Westminster, MD.

CHHS commenced Continuity of Operations (COOP) planning for the Carroll County Health Department (CCHD) in Westminster, MD in May 2008 with a CHHS-led kick-off presentation for CCHD senior staff.

The CCHD COOP plan will serve as an all-hazards planning approach to ensure that CCHD essential agency functions are back up and running within 12 hours of an emergency event, sustained for up to 14 days. The CCHD COOP planning effort is led by two experienced CHHS staff members: Heather Shavitvitz and Michael Stallings. These two staffers are

assisted by Mike Bandzwolek, a research assistant and current law student at the University of Baltimore.

Since May, CHHS has been working to draft, revise and exercise a realistic and workable COOP plan for CCHD. The COOP plan will incorporate other CCHD preparedness plans to create a more effective response mechanism for any emergency CCHD may potentially face.

CHHS staffers have now met with senior staff and program directors within CCHD to inventory information on all essential functions, procedures and protocols during emergencies.

CCHD is led by Health Officer Larry L. Leitch, MA, MPA. Leitch said, "conducting COOP planning is beneficial not only in the wake of an emergency, but the planning aspect of COOP itself creates a shared vision for all CCHD personnel on the agency's emergency response responsibilities."

The Center anticipates a draft of the CCHD COOP plan to be complete by late fall. Following the plan's completion, a tabletop exercise will be conducted by CHHS and CCHD senior staff to ensure the plan's effectiveness.

CHHS Drafting COOP Plans for D.C. Agencies

Earlier this year, the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) initiated a pilot program to draft, revise, and implement Continuity of Operations (COOP) plans for six D.C. agencies. HSEMA turned to CHHS for assistance on this project, because of CHHS' extensive experience in emergency planning in the National Capital Region. CHHS staff attorneys Adrian Wilairat and Markus Rauschecker were tapped to lead this effort for the next year.

The HSEMA COOP pilot program is the first of its kind in the Nation's Capital. Six D.C. agencies - the Executive Office of the Mayor (EOM), HSEMA, the Department of Health (DOH), Department of Transportation (DDOT), Fire and Emergency Medical Services Department (FEMS), and Metropolitan Police Department (MPD) - were selected for the initial COOP programs because of their public safety missions.

"It's great to be so immersed in the D.C. government," Rauschecker said. "By being located at HSEMA, Adrian and I get to see how the District responds to emergency situations on a daily basis. We also have regular access to all the other agencies involved in COOP, so, ultimately, that will help us write better COOP plans for all six agencies. Personally, it is very gratifying to be working on

something that has the potential to help so many people in a possible time of peril."

"It's exciting to participate in Washington's first formal interagency COOP program," said Wilairat. "If we lay the foundation for strong COOP plans, after a disaster, Washington, D.C. agencies will be better equipped to provide District residents with the vital services they deserve and expect."

Under the supervision of Brian Baker, HSEMA's Chief of Planning and Preparedness, the CHHS staffers tailor each plan to the agency's specific needs to ensure each department can use its COOP plan flexibly and effectively. After the plans have been drafted and reviewed by the agencies' senior officials, the plans will be tested in tabletop exercises, the first step in identifying the plans' gaps. The plans must account for all hazards and have flexibility for use in any type of emergency, including acts of terrorism or natural disasters.

To revise HSEMA's draft COOP plan and make it operational, Rauschecker and Wilairat are meeting with key personnel there, including HSEMA's director, deputy director, chief of operations, chief of planning and preparedness, and chief

of information technology. Additionally, they will inspect the agency's alternate site, which is already equipped and ready for operations if the agency needs to relocate during and after a disaster. Through their review of completed worksheets, meetings with HSEMA's key personnel, and assessment of operating procedures, Rauschecker and Wilairat also will be able to identify areas where the agency might improve operations to mitigate disruption of services after a crisis. Their work is designed to leave HSEMA better prepared to function after an emergency and coordinate an interagency response to a regional disaster.

To better understand each agency's operations and protocols, Rauschecker and Wilairat have observed them in action. At HSEMA, for example, the CHHS staffers began April 17 at 4 a.m. in that agency's Emergency Operations Center to watch HSEMA monitor the Pope's visit to Washington, observing HSEMA work with federal, state, and local agencies to ensure that all emergency response for that event was comprehensive and efficient.

The D.C. COOP program is just the beginning of a comprehensive effort to ensure that the entire D.C. government can continue operations after a disaster. CHHS is excited about the opportunity to work with D.C. on this important issue.

Greenberger Appointed to Governor's Emergency Management Advisory Council



Professor Greenberger and Governor Martin O'Malley at a press conference in 2004, when the Governor was mayor of Baltimore City.

On March 6, Governor Martin O'Malley swore in CHHS Director Michael Greenberger as a member of the Governor's Emergency Management Advisory Council (GEMAC).

Created by statute in 1981, GEMAC advises the Governor on all emergency management issues and submits a report of recommendations to the Governor and the General Assembly at the end of every year.

Shortly after his appointment, Professor Greenberger was asked by GEMAC to conduct a legal analysis of the state's antiquated Emergency Alert System (EAS).

Currently, broadcasters are not required by law to transmit local level EAS messages and are typically reluctant to do so. Professor Greenberger and CHHS staffers Arianne Spaccarelli and David McDonough drafted a memo recommending state and local officials work closely with broadcasters to revise the EAS plan to include "mutually acceptable procedures for message transmission," which encourages voluntary transmission of local alerts by broadcasters.

GEMAC has unanimously accepted the recommendations from the CHHS memo and forwarded the proposals to the Governor.

Manning the Red Phone

Joe Henderson takes a call on the "red phone" in the Maryland Emergency Management Agency's (MEMA) Emergency Operations Center (EOC) during the Calvert Cliffs Hostile Action Exercise on July 15. Henderson, a CHHS staffer, is the Training and Exercise Administrator at MEMA and took on the role of EOC Commander for the exercise that simulated the response to a terrorist attack on the Calvert Cliffs nuclear power plant. Decisions about evacuations, protective measures, and situational awareness all go through the "red phone," which is a direct line from MEMA to officials at the plant, other government agencies, and counties affected by the attack.



CHHS Working With Anne Arundel County to Update Emergency Operations Plan



A tornado touches down in Anne Arundel County.



Action at the Anne Arundel County Office of Emergency Management fall exercise.

Anne Arundel County is subject to a variety of natural and man-made hazards due to its location on the Chesapeake Bay; its low lying coastal lands and waterfront homes; the presence of BWI airport; and the Maryland State capital within its boundaries. Recently, within a single month, there was severe flooding that resulted in the activation of the Emergency Operations Center (EOC) and a tornado that swept through the Arnold and Glen Burnie areas.

For these reasons, the update of the county's Emergency Operations Plan (EOP) to reflect National Incident Management System (NIMS) and National Response Framework (NRF) best practices and guidelines has become essential.

Captain Tom Wilson, who is the Anne Arundel County Director of Emergency Management, contacted CHHS with the objective of revising the county's current EOP, which was created in 1995. Whitney Faust, a new staff member of CHHS, is working with Captain Wilson and Executive Officer Chief LeRoux of the Office of Emergency Management to create a NIMS compliant EOP by arranging it into Essential Support Function (ESF) format and incorporating the numerous updates that are necessary to make the EOP functional for Anne Arundel County.

The Anne Arundel County Office of Emergency Management is located in Glen Burnie, MD and contains one of the most technologically advanced EOCs in the state, as well as a Joint

Information Center on site. The direction and control of the EOC is an integral part of the EOP and disaster management coordination in Anne Arundel County.

The Anne Arundel County Office of Emergency Management also facilitates exercises to include tabletops and functional drills, such as the recent National Hurricane Zoe drill and the pandemic flu drill. Incorporation of plan updates (which result, in part, due to lessons learned from exercises and drills and After Action Reports) was not previously emphasized in the EOP. However, the revision undertaken by CHHS staffer Faust contains processes to ensure that the plan will evolve with these kinds of emergency management developments.

MEMA Taps CHHS for Statewide COOP Exercise



Orit Zeevi



David McDonough



Rebecca Shore-Suslowitz



Benjamin Pulz

CHHS staff attorneys Benjamin Pulz, Rebecca Shore-Suslowitz, David McDonough, and Orit Zeevi are working with John Zeller, the Maryland Emergency Management Agency's (MEMA) Continuity of Operations (COOP) Program Manager, to ensure that all state agencies have updated COOP plans in place. These CHHS staffers are helping state agencies and local jurisdictions prepare for an upcoming statewide COOP exercise

in 2009, as well as otherwise ensuring Maryland's general preparedness for any disaster.

As part of their efforts in this statewide COOP program, these CHHS staffers recently provided COOP training, assessment, and consultation to Dorchester County, Worcester County, Anne Arundel County, and the Prince George's County Health Department, as well as continuing consultation and training by state agencies including

the Maryland Department of Human Resources, Maryland State Retirement Agency, and the Maryland Military Department.

Finally, these CHHS staffers help maintain and update Maryland's COOP Status Report, which requires contacting various agencies and jurisdictions to determine the accuracy of COOP plans and COOP contacts, as well as the status of plans that are still in development.

All Access: LAPD

CHHS staffer A.J. Bellido de Luna studies equipment on a vehicle in the Los Angeles Police Department's tactical fleet. LAPD officers gave Bellido de Luna (a former commander in the Howard County, MD Police Department) and CHHS staffer Mike Vesely a facilities tour that included the training academy, communications center, and emergency operations center while the CHHS team was in town to teach a COOP training class to the LAPD and other city agencies.



CHHS, Baltimore City Health Department Test COOP Plan

On April 17, 2008, CHHS conducted a tabletop exercise testing the draft Continuity of Operations (COOP) plan CHHS wrote for the Baltimore City Health Department (BCHD). At the event, held at Baltimore City Hall, 43 BCHD staff members engaged in a series of facilitated discussions focused on gauging the effectiveness of the draft COOP plan in assisting BCHD in responding to an emergency event.

CHHS staffers Michael Stallings and Michael Craven planned the exercise, which tested the COOP plan's all-hazards approach in the context of a hurricane striking Baltimore City.

Meghan Butasek, MPH, now the director of the BCHD Office for Public Health Preparedness and Response (OPHPR), began working on the BCHD COOP plan as a CHHS staffer in July 2007. She and Stallings compiled the BCHD resources needed to perform essential functions through a series of interviews with BCHD staff. In October 2007, Stallings began writing the COOP plan; in February, he delivered the draft COOP plan to BCHD, and the tabletop was the first test of the draft.

"The COOP tabletop exercise was a great opportunity for health department personnel to think through how an emergency would impact our respective divisions, bureaus and offices, and consider how we would all work together to coordinate a response," said Butasek.



CHHS staffers join BCHD officials for a COOP tabletop exercise.

Feedback from all tabletop participants was valuable in identifying action items for further developing the draft COOP plan and overall emergency response protocol. CHHS staffer Craven wrote an After Action Report (AAR) based upon the evaluations from participating BCHD staff and notes from CHHS facilitators. The AAR was delivered to BCHD on June 5, 2008. At a BCHD Senior Staff meeting on June 9, Craven presented the major areas identified for improvement and outlined the steps BCHD was taking to address them.

In addition to working on follow-up activities associated with COOP, Craven has also begun to work with BCHD's Strategic National Stockpile (SNS) planning, in coordination with the Cities Readiness Initiative

(CRI) regional planning group. Stallings' planning work involves further development of Baltimore City's plan for SNS, the Center for Disease Control's (CDC) federal reserve of medicine and medical supplies that can be deployed to localities for use in a public health emergency. Potential scenarios where SNS could be deployed include anthrax exposure that may require dispensing sites to be set up and antibiotic medications from SNS to be distributed to the community.

Development, coordination, and maintenance of BCHD's emergency plans are vital to the department's ability to respond to a range of potential threats to the city. CHHS' efforts will ensure that BCHD will be able to provide its essential services during emergency incidents.

CHHS in the News: Podolny Quoted in *Baltimore Sun*, *Daily Record*

On May 29, Alexandra Podolny, CHHS Associate Director of Policy and Training, was featured in *The Daily Record*, Baltimore's business and legal newspaper. The article tracked the growth - in both number and popularity - of defense and national security classes offered at colleges and universities in Maryland since September 11, including the inception of CHHS. The article noted the unique nature of CHHS, i.e., its staff trains and educates governments across the country on developing Continuity of Operations plans tailored to each jurisdiction's needs.

"Some jurisdictions we go into, people are on top of it," said Podolny. "When we traveled to the Gulf region, they were so affected by [Hurricane] Katrina that they had plans. On the other end of the spectrum, people may have plans that are outdated or missing big chunks of information."

On July 26, Podolny was quoted in a *Baltimore Sun* article about cuts to grant funding allocated by the U.S. Department of Homeland Security. While the Baltimore area saw a 3 percent cut, the State of Maryland will get \$2.2 million less than last year - an 11 percent drop.



Alexandra Podolny

"Risk, really, isn't necessarily something that decreases over time," Podolny said. "We have critical infrastructure in the state that could always be a potential target for terrorism - a power plant, a bridge. This money is for plans for mass evacuation and sheltering. As we move forward and make these improvements, we may potentially need less money down the line. I wouldn't say we're there yet."

Chapple Joins NCR Senior Policy Group

In June 2008, CHHS Staff Attorney Nicole Aguirre Chapple joined the Senior Policy Group (SPG) of the National Capital Region as a special assistant to the Chief of Staff, Kelley Coyner, who is also the Senior Advisor to the Director at CHHS.

Chapple will support the National Capital Region Homeland Security and Emergency Management leaders' efforts to improve regional preparedness and response capabilities through the Urban Area Security Initiatives grant and other federal, state, and local programs. Chapple will provide legal and policy analysis in support of the SPG's work, support the development and implementation of the SPG's annual work plan, and oversee special projects including the development of a virtual resource center.

Chapple joined CHHS full time in August 2007 as a law fellow and worked with the Maryland Judiciary to create and exercise Continuity of Operations plans. While in law school, Chapple participated in CHHS' preparation of the *Maryland Public Health Emergency Law Bench Book*.

Court COOP Team Enters Phase II

Since October 2006, a team of CHHS staff members has been working on developing Continuity of Operations (COOP) plans for the Maryland Judiciary. These plans provide a framework for the Maryland Courts to resume temporary operation of essential court functions within 12 hours of an emergency and to maintain these functions for 14 days following COOP activation.



Koorosh Orandi and Sean Kates, CHHS Court COOP team members.

The first phase of the Court COOP project involved creating COOP plans for three pilot jurisdictions: Frederick County, Prince George's County, and the Administrative Office of the Courts. During the initial phase, the CHHS Court COOP team held informational interviews with court personnel and stakeholders to assess the function and needs of each department within the court system. Once that information was compiled, the team developed draft COOP plans for each pilot jurisdiction and then tested the utility of the plans through a series of tabletop exercises.

Using feedback from court personnel and the Judiciary's administrative officials in Annapolis, the Court COOP team revised the template

for the COOP plans and it has now entered the second phase of the project.

During Phase II, the Court COOP team has been drafting COOP plans for the District and Circuit Courts in every county in Maryland. Ten CHHS staff members have been working on Phase II of the project, including Jamar Herry, Nicole Aguirre, Amy Major, Sean Kates, Koorosh Orandi, David Mandell, Sandy Dornsife, Cal Bowman, Colleen Clary, and Jessica Hurst.

Once the Phase II COOP plans have been sent out to each county's District and Circuit Courts for revisions and feedback, the Court COOP team will test the plans with a series of tabletop exercises. Assisting with the scheduling and

administration of the tabletop exercises is the Maryland Judiciary's Director of Emergency Preparedness, Jessica Pitts. Pitts previously led the Court COOP project at CHHS, and thus brings a great deal of experience to the Court COOP team in assisting with testing and revision of the Judiciary's COOP plans.

Upon completion of the tabletop exercises in October, the COOP

plans will be finalized and distributed to the District and Circuit Courts in each county, as well as to the Administrative Office of the Courts and the appellate courts in Annapolis.

As a corollary to the creation of Continuity of Operations plans for the Maryland Judiciary, CHHS has been drafting and revising a Judiciary Bench Book, which will serve as a reference for Maryland judges dealing with legal issues surrounding a public health emergency. The Bench Book contains sections covering significant procedural and substantive public health issues likely to arise in a catastrophic emergency. It will provide judges with a key tool for managing the legal issues that may arise during a public health crisis.

Meyerson Focuses on Communications Interoperability



Daniel Meyerson

Maryland has received a \$22.9 million award from the Federal Public Safety Interoperable Communications (PSIC) Grant to help fund critical state and local

communications interoperability projects. This includes the construction of 17 communication towers, two fiber optic connectivity projects, four regional interoperability projects as

well as providing for connectivity to all Maryland jurisdictional 911 centers and hospitals.

CHHS staffer Daniel Meyerson has worked closely with state and local officials over the past year to develop a comprehensive Statewide Communications Interoperability Plan (SCIP) for Maryland, which was a prerequisite for PSIC funding. He will also coordinate the PSIC projects being funded.

Meyerson has accompanied and assisted state interoperability coordinators John Contestabile and Clay Stamp in emphasizing to local

and regional partners the importance of effective interoperability communications and information sharing. Recent efforts at coordination will advance future communications goals in Maryland along with public safety partners in Virginia, D.C., the Federal Emergency Management Agency, and the Federal Communications Commission.

Meyerson has already begun work on additional interoperability grants and is currently providing grant assistance to the Maryland State Police in that agency's application for a U.S. Department of Justice Community Oriented Policing Services Grant.

CHHS Helps Bolster Maryland Port Security Grant Program

CHHS attorneys Benjamin Pulz and Jennifer Martin have drafted a Strategic Risk Management Plan (SRMP) for Coast Guard Sector Baltimore as part of the 2008 Port Security Grant Program of the U.S. Department of Homeland Security (DHS).

The SRMP was submitted to DHS in May. A variety of federal, state, local and private entities provided guidance to the SRMP effort, including identifying risks and gaps in Sector Baltimore's Port Security, as well as measures to rectify these gaps. This five year plan will protect the area's port economy and the people and businesses associated with the port and will serve as a basis for future Port Security Grant Program applications.

The port security grants total more than \$8 million. These funds will be available to both private and public entities in Sector Baltimore, including entities located in the Port of Baltimore, the Port of Salisbury, and Annapolis City Dock. To ensure that all relevant public and private entities are aware of this grant funding and the SRMP developed by Pulz and Martin, a grant kick-off meeting, sponsored by the U.S. Coast Guard and the Maryland Emergency Management Agency, was held in early June 2008.

In addition to assisting with the investment justifications for the SRMP, Pulz and Martin will also soon meet with area port partners, including both public and private entities, to develop a Trade



Jennifer Martin



Benjamin Pulz

Resumption/Resiliency Plan (TRRP) for Sector Baltimore. The purpose of the TRRP is to identify investments that will aid preparedness of the port community by adding resilience to the basic systems that support port commerce and trade. The TRRP will ensure optimal recovery of port facilities in the event of a transportation security emergency in Sector Baltimore.

CHHS Begins Work on Kansas COOP Plan



Topeka, KS

On April 1, 2008, CHHS entered into a contract to develop and implement a Continuity of Operations (COOP) plan for the Kansas Department of Health and Environment (KDHE). That agency's divisions and labs serve the nearly three million residents of Kansas spread over that state's vast 55 million acres. The contract was born out of contacts made through CHHS' Department of Homeland Security COOP training conducted in Kansas last year. The Kansas contract marks the Center's first long-distance contract and is an exciting step in CHHS' future development.

Prior to arriving in Kansas, the CHHS team (consisting of Robin Clark and Emily Cornette) reviewed Kansas' Response Plan and familiarized themselves with Kansas' geographic, demographic and legal fabric through their own research. Kansas is known to be susceptible to tornadoes, flooding, and wild fires. The trip emphasized the importance of emergency planning in a state whose geography and severe weather patterns pose serious threats to those state facilities upon which Kansans depend in every season of the year.



Robin Clark (top, center-right) and Emily Cornette (top, center-left), alongside staff members from the Kansas Department of Health and Environment.

To kick off the contract, the CHHS team traveled to Topeka, KS in early May to meet with KDHE preparedness, executive, and IT staff. The CHHS team presented its COOP planning objectives to KDHE Secretary Roderick Bremby and his Executive team. Over the course of the next few days, the CHHS team held informational meetings with the KDHE Bureau Directors of the Divisions of Health and the Environment, the Lab Preparedness and Response Team of the Kansas Health and Environmental Labs, and the Kansas Center for Public Health Preparedness.

The Kansas Center for Public Health Preparedness is situated within the Department's Division of Health, but it is responsible for the entire Department's preparedness efforts.

During the trip, the CHHS team met with KDHE division heads and developed a detailed strategy for completing the Department's COOP planning and implementation.

The CHHS team toured the Department's headquarters at the Curtis State Office Building in downtown Topeka and the Health and Environmental Laboratories facility outside of town. The CHHS team made plans to tour the KDHE field offices in Wichita, Chanute, Hays, Lawrence, Dodge City and Salina during subsequent trips.

The CHHS team has completed a review of KDHE's business impact analysis and has prepared the Department's risk analysis and mitigation strategy.

Popat Working With HSEMA on Multiple Projects



Sajeed Popat

CHHS staffer Sajeed Popat has been working closely with the District of Columbia Homeland Security and Emergency Management Agency (HSEMA). HSEMA serves the District of Columbia by planning, coordinating, and supporting the city's response to any emergency or disaster. The objective of HSEMA is to reduce the loss of life, limit the amount of property damage, and protect citizens and institutions from all hazards by operating and maintaining a comprehensive community-based, state-of-the-art emergency management infrastructure.

In his work with HSEMA, Popat has drafted the *Pandemic Influenza Operating Plan for Critical Infrastructure and Key Resources in the District* as part of the District's submission to the Centers for Disease Control (CDC) for grant funding. The revised version entails a four-pillar plan including preparedness and communication; surveillance and detection; response

and containment; and recovery and recognition.

On behalf of HSEMA, Popat also coordinated the formation of the Special Needs Populations Shelter Task Force to create a viable plan for providing accessible shelter for special needs populations in the District. To date, the Task Force has met on a monthly basis and has identified the resources currently available for special needs populations within the District, has located points of contact in pertinent agencies throughout the city, and has developed greater interagency cooperation regarding this important matter.

In preparation for providing support to city institutions and citizens, Popat has been working with HSEMA to develop an agency-wide strategic plan and drafting various memoranda

detailing a wide range of issues, including the *Mayor's Authority to Evacuate the District in the Event of an Emergency*, and the latest developments in post-disaster re-entry systems. Popat has also attended various meetings on behalf of HSEMA's Acting Chief of Planning and Preparedness, which includes serving as the HSEMA Healthcare Coalition Liaison for both the D.C. Hospital Association's Emergency Preparedness Committee (EPC) and the Partnership Grant Emergency Management Committee's Assistant Secretary for Preparedness and Response.

Popat is also in the process of creating a Concept of Operations template on behalf of the Operational Planning Section of the D.C. Presidential Inauguration Committee.

Donate to CHHS

You can help fund CHHS' ongoing work to ensure that the most vulnerable populations are ready for emergencies; to create emergency contingency plans for educational institutions, hospitals and non-profit organizations; and to make certain that we train public health professionals and first responders to ensure our safety in the event of a disaster through the endowment of homeland security fellowships.

You can donate to CHHS through the University of Maryland Baltimore (UMB) Foundation by calling Sue Gallegos at (410) 706-1021, or by mailing your donation to:

UMB Foundation - Center for Health and Homeland Security
660 W. Redwood St., Room 021
Baltimore, MD 21201-1541

All checks should be made payable to UMB Foundation/
Center for Health and Homeland Security.

NCRC Works to Take Credentialing into the Future

The scene is tense: men pretending to be police officers have entered a military compound, hijacking a car and shooting residents. They later set off a bomb. First responders race to the scene and begin administering aid when a second bomb is detonated, killing many of the responders. Later, it is discovered that the second bomb was hidden in an ambulance that was allowed to enter the scene. Suicide bombers had gained access to the compound by twice impersonating first responders.

While this tragedy is only fictional (perhaps fodder for an action movie), CHHS staffer Jillian Williams is working with the FEMA Office of National Capital Region Coordination (NCRC) to prevent this type of attack from becoming a reality. NCRC along with regional and industry partners are fielding an effort that would enable all first responders to have credentials (“smart cards”), which would allow emergency response officials to electronically validate that the first responders are who they say they are and have the credentials they claim to have. This information will provide the elevated level of security required at incident scenes. Additionally, it would allow emergency response officials to organize first responders at an incident scene around their skills,

abilities and the requirements of the emergency. The result is a more streamlined, effective approach to incident management. These smart credentials are known as First Responder Authentication Credentials, or FRACs.

In addition to the other benefits of this credential, it allows for incident scene management and tracking capabilities not currently available. The credentialing technology provides a real time electronic roster fostering the ability to see which first responders have deployed to a scene as well as the parts of the scene they have entered. If this technology had been in use during the September 11 response, it would have been possible to identify which first responders were on the scene, when they arrived and left, and even in which section of the scene they were working.

The NCRC has coordinated eleven demonstrations in the last three years illustrating how these credentials can be used as well as demonstrating the actual credentialing process. In March 2008, the Winter Blast demonstration showed how this new technology could be used to secure an incident scene, provide an on-scene credentialing capability (“just in time credentialing”), as well as showcasing the ability to track responders deployed to an incident scene.

In July, the NCRC, with their homeland security partners, coordinated another demonstration showing the new and updated capabilities in credentialing. The demonstration included the capability to display a responder’s skill sets (qualifications) and attributes (the part of the emergency community to which the responder belongs) as part of the information that will be seen when a credential is electronically verified.

This demonstration, called “Summer Sizzle,” showcased the inclusion of skill sets that have been standardized in practitioner communities across various jurisdictions. The NCRC is working with the Department of Health and Human Services to standardize the definition of various titles, such as clinical surgeon or emergency room nurse, to ensure that all jurisdictions have uniform standards defining specific types of medical first responders.

Williams, a Law and Policy Analyst at CHHS, began working for the NCRC as the Senior Policy Analyst in October 2007. She assisted in planning the Winter Blast and Summer Sizzle demonstrations, as well as other credentialing demonstrations held by the NCRC.

Staff Updates

New Staff Members

Nick Alexopoulos joined CHHS in May 2008 as a Media Relations Specialist after almost five years working in television news at WBFF-TV in Baltimore, where he was the Investigative and Special Projects Producer. As a journalist, Alexopoulos focused on enterprise story telling, which afforded him the opportunity to cover a broad range of subjects and pursue stories up and down the East Coast with the Drug Enforcement Administration, the National Guard and the U.S. Marine Corps. He won a regional Emmy Award in 2008 and has been recognized by the Maryland Society of Professional Journalists for investigative, human interest, documentary, and general reporting. In 2003, Alexopoulos earned a BA in Political Science from Loyola College in Maryland, where he was Managing Editor of the campus newspaper. At CHHS, Alexopoulos focuses on enhancing public knowledge of the Center's work across the country through media coverage, publications, pictures and video.

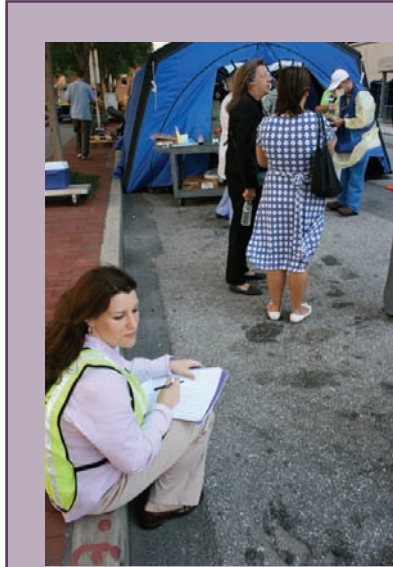
Calvin Bowman joined CHHS as a Research Fellow in March 2008. He received his BS in Political Science from Towson University in 2003 and brings a wealth of research and analytical skills to the center to compliment his strong background in Homeland Security Policy and Information Assurance. While at Towson University, Bowman served as Attorney General, as well as Chairman of the Appropriations committee, for the University Student Government Association. During this time, he also interned in Annapolis as a Legislative Aid for Delegate James E. Malone and was a recipient of the Maryland House of Delegates Scholarship for outstanding academic achievement. In 2003, he was awarded for his work in producing the program of the year: "War – Teach-In Discussion." In addition to working full time at CHHS, Bowman is also a certified Sign Language interpreter, assisting numerous government, non-profit, and private agencies in their needs for helping people with disabilities. Currently, Bowman has received a Graduate Certificate in Security Assessment and Management and is completing a Master's degree in Integrated Homeland Security Management from Towson University, with a focus on Homeland Security Policy. At CHHS, Bowman writes COOP plans for the Maryland Judiciary and works on the Special Needs Population Project.

Ellen Cornelius, JD, joined CHHS in April 2008 and serves as a planner for shelter management and mass evacuation in the District of Columbia's Executive Office of the Mayor. Previously, Cornelius was selected for the Attorney General's Honor's Program. She lived in Houston, Texas and was the law clerk to six judges in the Executive Office for Immigration Review. From 2005-2006, she worked as the law clerk to the Hon. John W. Debelius, III of the Circuit Court for Montgomery County, MD. She is a member of both the Maryland and the District of Columbia bars. Cornelius is a graduate of the University of Maryland School of Law where she received a JD with honors. She also has a BA from Wake Forest University where she graduated with honors in Political Science. Cornelius' interest in sheltering was sparked by a year of AmeriCorps service through the Jesuit Volunteer Corps in San Diego, CA. A native of Darnestown, MD, Cornelius now resides in the District of Columbia.

Staff Updates *(continued)*

Emily Cornette, JD, joined CHHS in May 2008 as a Law and Policy Analyst and is currently working on a COOP plan for the Kansas Department of Health and the Environment. She graduated from Washington College with a bachelors degree in Business Administration in 2004 and received her JD from the University of Baltimore School of Law in 2007. While attending law school, Cornette worked as a law clerk at the Office of the Maryland Public Defender and at The Law Offices of Steven Heisler.

Michael Craven, JD, joined CHHS in March 2008 as a Staff Attorney. Craven is a graduate of Rutgers College and the University of Maryland School of Law. While in law school, Craven participated in the Community Justice Clinic, representing Baltimore's Washington Village/Pigtown Neighborhood Planning Council and he was a judicial intern in the chambers of the Hon. Paul W. Grimm, U.S. District Court for the District of Maryland. Craven is admitted to practice law in Maryland. He is currently working on Continuity of Operations planning for the Baltimore City Health Department.



Taking Notes

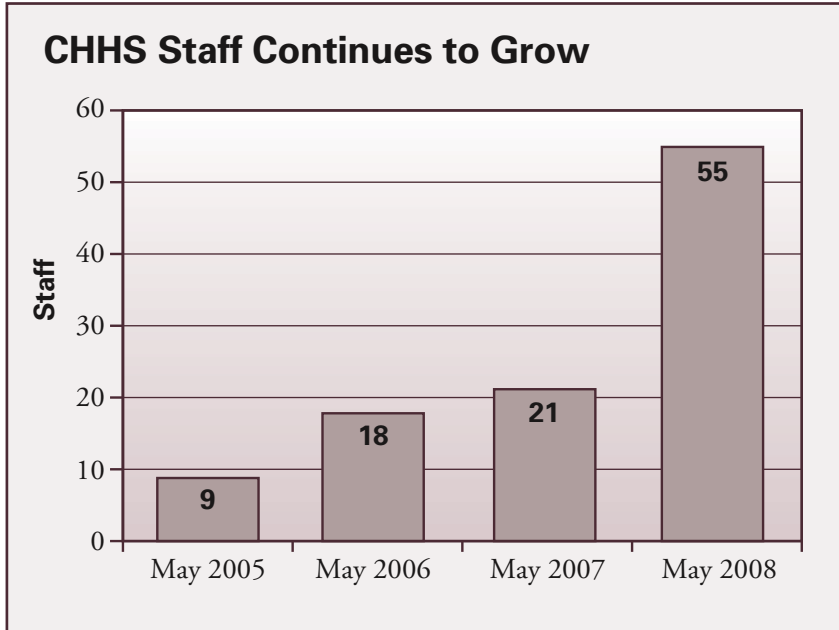
Over a three day period in June, health officials in Maryland conducted a statewide pandemic influenza exercise. The pandemic in this scenario had the same severity as the 1918 flu pandemic. CHHS staffer Lori Romer (pictured) served as an exercise evaluator at the University of Maryland Medical Center.

Whitney Faust, JD, MBA, joined CHHS in April 2008 as a Law Fellow and is working on updating the Anne Arundel County Emergency Operations Plan. She works at the Anne Arundel County Office of Emergency Management (OEM) and collaborates with the OEM Director of Emergency Management and Executive Officer to update this plan. Faust received her JD and MBA from Case Western Reserve University in 2007 with Health Law and Marketing concentrations. Before coming to CHHS, Faust worked at Anne Arundel Medical Center as a Law Clerk (2005) and as a Clinical Research Coordinator of two oncology studies (2007). Faust received her BA in American History and in Spanish from the University of Pennsylvania in 2003.

Jessica Hurst joined CHHS in July 2008 as a Policy Analyst and is currently working on creating a COOP plan for the Maryland courts. Hurst is pursuing her JD from the University of Maryland School of Law where she is a full-time evening student. Prior to joining CHHS, Hurst was a senior consultant at Booz Allen Hamilton in Herndon, VA, where she worked on emergency communications policy for the National Communications System, Department of Homeland Security. She also previously worked as a legislative aide for the Rhode Island House of Representatives and as a staff reporter and columnist for *The Narragansett Times* in Rhode Island. She is a recipient of awards

continued

Staff Updates *(continued)*



in journalism from the New England Press Association (2004), the Journal Register Company (2003), and the Rhode Island Press Association (2003). Hurst is a graduate of Boston University's College of Communication (2003), where she earned a BS in Journalism. During her undergraduate education, she also completed an internship with the fashion department of *Tatler* magazine in London, England.

David Mandell, JD, joined CHHS as a Staff Attorney in April 2008. Mandell is currently a member of a CHHS team assigned to create COOP plans for the Maryland court system. Mandell received a JD from the University of Maryland School of Law in 2007, where he was a member of the Moot Court Board and a recipient of the Litigation and Advocacy Award. As part of his legal

studies, Mandell argued before the Maryland Court of Special Appeals on behalf of an individual who could not afford representation. Mandell has served as a participant, coach, and judge in several law school advocacy competitions, where his teams have won multiple awards including Best Memorial, International Finalist, and Second Best Oralist. Mandell will return to the University of Maryland School of Law in Fall 2008 as an adjunct professor to co-teach a course entitled "Environmental Advocacy." The course will prepare students to represent the University of Maryland School of Law at environmental advocacy competitions across the country. Mandell received a BA in Economics and Psychology from Washington University in St. Louis, where he graduated with honors in 2000.

Koorosh Orandi, JD, joined CHHS in April 2008 as a Law and Policy Analyst. He received his BS in Information Systems from American University in May 2003, and completed graduate studies in Computer Security and Information Assurance at George Washington University in October 2003. He then received his JD from American University's Washington College of Law in May 2007, where he was a senator in the Student Bar Association (SBA) Senate, and member of the SBA Finance Committee, National Security and Law Society, Intellectual Property Society, and the ABA's Information Security Committee. During his third year of law school he served as a student attorney in the International Human Rights Law Clinic, working on two major human rights cases relating to the war on terror, and domestic corporate complicity in human rights violations abroad. Throughout his academic and professional career, he has worked at a variety of private companies, law firms, and government offices. Immediately prior to joining CHHS, Orandi worked at a DC-area law firm where he assisted with intellectual property and corporate law.

Staff Updates (*continued*)

Sajeed Popat, JD, joined CHHS in May 2008 as a Law Fellow and is currently serving as a Staff Attorney for the District of Columbia's Homeland Security and Emergency Management Agency. Prior to joining CHHS, Popat was a practicing Civil Litigator at Resnick & Schwartzman, LLC in Baltimore. Popat received his JD from the University of Maryland School of Law (2006) where he was Managing Editor of the *Journal of Business & Technology Law* and a staff member of *The Business Lawyer*. While in law school, practicing as a Student Attorney pursuant to Md. Rule 16, Popat argued before the Maryland Court of Special Appeals and received a favorable decision on behalf of his post-conviction client. Additionally, Popat was honored with an Outstanding Student Award at the annual Dr. Martin Luther King, Jr. Black History Month Diversity Recognition Ceremony for his work on the Walter Arvinger Defense Team (2006). Popat is an Omicron Delta Kappa graduate of the University of Maryland College Park (2003) where he earned a BA in Government and Politics and a Citation in the College Park Scholars Public Leadership Program. During his undergraduate education, he was also named to Maryland's Medallion Society as a Top Ten Senior and was selected as Byrd-Elkins Citizenship Award Finalist.

Markus Rauschecker, JD, joined CHHS in March 2008 as a Law Fellow and is currently working on creating COOP plans for six government agencies of the District of Columbia. Rauschecker received his JD from the University of Maryland School of Law in 2006. During law school, Rauschecker focused on international law and was co-president of the International Law Society. He served as a student attorney in the Immigration Clinic, where he represented asylum seekers before the Immigration Court. He also completed a semester-long internship at the World Health Organization (WHO) in Geneva, where he helped develop a database that includes international instruments, constitutional provisions and case law on health as a human right. After graduating from law school and before joining CHHS, Rauschecker worked for the WHO as a consultant. Rauschecker earned a BA in History and German and a minor in Philosophy at Georgetown University in 2002. During his undergraduate education, Rauschecker also spent a year studying at the Ludwig-Maximilians-Universitaet in Munich, Germany. Rauschecker is admitted to practice law in the state of Maryland.

Lori Romer, JD, joined CHHS in February 2008. She is the National Capital Region planner for the Maryland Emergency Management Agency, coordinating efforts with federal, state, and local emergency managers in evacuating and

sheltering special needs populations. She is also working on public education and outreach issues related to evacuation and shelter. Most recently, she was the director of media relations for the University of Maryland School of Law. Prior to that, she spent almost a decade working as a producer, writer, and assignment editor for WBAL-TV in Baltimore and WRC-TV in Washington, D.C. While in law school, she worked as a law clerk for the Office of the Public Defender in Baltimore. She is a graduate of Towson State University, the University of Maryland School of Law, and is admitted to practice law in the state of Maryland.

M. Sreetharan, PhD, joined CHHS in May 2008 and is working as a Research Assistant on the drafting of the *Maryland Public Health Emergency Preparedness Legal Handbook*. Sreetharan is employed at Lockheed Martin Corporation in Gaithersburg as a Senior Engineer in the air-borne networking group, and is a second year evening law student at the University of Maryland School of Law. He has a BS in Electrical Engineering from the University of Sri Lanka and a PhD in the same field from Brunel University in the United Kingdom. He has an interest in domestic and international anti-terrorism laws.

Staff Updates *(continued)*

Jodi Stern, JD, re-joined CHHS in February 2008 to focus on the special needs population project, serving as Senior Counsel. In September 2004, she joined CHHS as a member of the MEMA COOP team assisting in the development of COOP plans for state and local agencies, drafting grants, and revising the COOP manual. She left CHHS in July 2005 to practice law with the Maryland Office of the Public Defender (OPD). While working at the OPD, she represented juveniles in Baltimore City at all stages of delinquency proceedings. She was then placed in a newly developed Juvenile Protection Division (JPD) established to handle systemic issues dealing with conditions of confinement. Additionally, her work in JPD allowed her to expand her representation to juveniles state-wide and appear in courts throughout Maryland. She continues to volunteer by running a book club for detained youth. Stern graduated cum laude from Barnard College at Columbia University and earned her JD from the University of Maryland School of Law.

Preeti Vijayakumaran, JD, joined CHHS in May 2008 as a Staff Attorney and is working as a planner on comprehensive shelter and mass evacuation issues for the District of Columbia's Executive Office of the Mayor. She received her JD from the American University Washington College of Law (2006) where she was the co-founder and senior articles editor of the *The Modern American* and received the Mussey-Gillett Award. Prior to graduating from law school, Vijayakumaran was a research associate (and now Advisory Council member) of the Public International Law and Policy Group, where she drafted policy and legislation for foreign governments, including proposed amendments to the constitution of Bosnia and Herzegovina. After graduating from law school, Vijayakumaran was an associate at a Baltimore law firm, representing indigent clients in medical assistance and social security disability claims. She is a graduate of the University of Michigan (2002) where she earned a BA in Political Science and Asian Studies.

Alec Walen, PhD, JD, joined CHHS in August 2008 as a Senior Fellow. Walen is working with a collection of volunteers from CHHS on a book tentatively titled "Preventive Detention in the War on Terror; an Evolving Practice in Search of a Moral Justification." He is also a Research Scholar at the University of Maryland's Institute for Philosophy and Public Policy. Prior to joining the Institute and the Center, Walen spent almost two years in Germany where he was a Guest Professor of Philosophy at the University of Aachen, a lecturer on U.S. Constitutional Law at the University of Heidelberg, and a Visiting Scholar at the Max Planck Institute for Comparative Public Law and International Law. Before leaving for Germany, he was an Associate Professor of Philosophy at the University of Baltimore in the Division of Legal, Ethical and Historical Studies. He received his JD from Harvard in 1998 and his PhD in Philosophy from the University of Pittsburgh in 1993.

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Staff Updates *(continued)*

Moving On...

A.J. Bellido de Luna, JD, was recently appointed Managing Director and Clinical Instructor of the School of Law's nationally recognized Clinical Law Program. Bellido de Luna will be responsible for the day to day operations of the program, as well as long-range planning and administrative functioning of the clinic. Bellido de Luna will also be teaching in the Law School's summer general practice clinic. For two years, Bellido de Luna has been a member of the CHHS team that developed the curriculum to train state, local, and tribal emergency planners in COOP planning, and he helped deliver this curriculum nationwide. His background as a former first responder (Police Commander in Howard County, MD) brought a unique perspective to CHHS team efforts. Bellido de Luna will be departing his position as a Senior Law and Policy Analyst at CHHS in September 2008.

Jamar Herry, JD, a Staff Attorney at CHHS, recently accepted a position to become an Associate County Attorney with Prince George's County Office of Law, which represents the Prince George's County government and its agencies. As an Associate County Attorney,

Herry will be representing the Department of Social Services in Child In Need of Assistance cases and Termination of Parental Rights cases. Herry joined CHHS in January of 2007. While at CHHS, Herry served as a project leader of the Court COOP team, which is responsible for creating COOP plans for the Maryland Judiciary. While on the Court COOP team, Herry played an integral role in creating both versions of the Court COOP planning template; identifying the essential personnel, functions, and records throughout the entire Maryland Judiciary; and creating effective tabletop exercises. Additionally, Herry assisted with various legal research and writing projects, such as the *Maryland Public Health Emergency Law Bench Book* for the Maryland Judiciary and grants for CHHS.

Jessica Pitts, JD, finished her fellowship with CHHS in April 2008 and is currently serving as the Director of Emergency Preparedness for the Administrative Office of the Courts of the Maryland Judiciary. In this new position, she coordinates emergency preparedness planning and activities for the state-level courts throughout Maryland. While at CHHS, Pitts co-managed the Court COOP team and contributed to the *Maryland Public Health Emergency Law Bench Book*.

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