



The University of Maryland  
Center for Health & Homeland Security

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## Director's Message



*Senior Policy Analyst Vernon Herron, MS, speaks before an international delegation at a Senior Crisis Management Seminar, one of many opportunities CHHS has had to expand our global reach and expertise.*

U.S. Department of State. That Office receives requests from foreign countries to provide individualized training on a broad range of counter-terror and emergency management issues. CHHS delivers these Senior Crisis Management Seminars either on the University of Maryland campus in College Park, or we send a CHHS-led team to the country to be trained. During 2013 we have conducted seminars for delegations from the Kurdish region of Iraq, Jordan, Yemen, Malaysia, Turkey, Ecuador, and Kenya; and have Bangladesh and Libya on the calendar. Expanding upon this relationship, we were recently asked by ATA to conduct a seminar for Philippine judges and prosecutors on how to effectively investigate and try terror and organized crime cases. We were delighted to garner participation from five federal district court judges: Chief Judge Deborah Chasanow, District of Maryland; Judge Peter Messitte, District of Maryland; Chief Judge Richard Roberts, District of the District of Columbia; Chief Judge Gerald Rosen, Eastern District of Michigan; and Judge John Coughenour, Western District of Washington. Judge Andre Davis of the U.S. Court of Appeals for the Fourth Circuit also participated.

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Since the Center's last newsletter update we continue to be called upon regularly by our domestic city, county, state, and federal partners for emergency management planning, training, and exercises. What is most noteworthy, however, is our increasing role in the international arena.

As I have reported in past newsletters, we have a cooperative agreement with the Office of Antiterrorism Assistance (ATA) in the

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## CHHS Staff



**First Row (left to right):** Joella Roland, Jessica Hurst JD, Alexandra Podolny JD, Heather Shaivitz JD, Michael Greenberger JD, Amy Major JD, Danielle Lueking, Keri Shea JD, Mandy Eddy

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**Fifth Row (left to right):** Raymond Shin JD MEd MPP, Michael Vesely JD, Vernon Herron MS, Markus Rauschecker JD, David Mandell JD, Brandy Bruyere JD, Tom Cotter MPH, Ben Yelin JD, Max Romanik JD

**Not Pictured:** Sharifa Love, Eric Oddo MPA, Lori Stone JD, Megan Timmins JD, Skip Mahan MS, Ellen Ericson JD, Ulka Ghanta JD, Brittany Tang-Sandquist, Rebecca Zorn MA, Michael Beland JD

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## Director's Message (continued)

*Continued from page 1*

We spent an entire day at the U.S. Department of Justice in D.C., where the delegation met with prosecutors from the National Security Division and other Justice lawyers working on large cases with international ramifications. We spent another half day speaking with prosecutors in the U.S. Attorney's Office for the District of Columbia, and a half day with counter-terrorism agents in the Federal Bureau of Investigation's (FBI) D.C. headquarters. The Philippines delegation also visited the U.S. Supreme Court where they were given a special tour and lecture from a Supreme Court Law Fellow. Four U.S. defense lawyers experienced in handling terror cases lectured on conducting these trials from the defendants' perspective. Two cyber security experts and a prominent former FBI and Central Intelligence Agency counter-terrorism official also spoke to the delegation. The Center thoroughly enjoyed this project and we hope that similar legal training opportunities arise.

Additional international collaborations have developed for CHHS over the past few months as well. I was invited to participate in a trade mission to Jordan and Israel led by Maryland Governor Martin O'Malley and University of Maryland, Baltimore President Jay A. Perman, MD, in April. During



*U.S. Supreme Court*

that trip, I had the opportunity to talk to Israeli business owners and government officials about homeland security and emergency management. Since my return, we have had discussions about collaborative projects with the Institute for Terrorism Research and Response (ITRR), the Head of the Academy and Research Branch of the Israeli Defense Force, and ELTA Systems (part of Israel Aerospace Industries).

We are also working with the Maryland/Israel Development Center on establishing, at the invitation of the Israeli government, a joint Maryland/Israel collaboration on cyber security. As a result of the trip, we have also begun discussions with the University of Maryland Shock Trauma Center on creating a similar Maryland/Israel collaboration on hospital preparedness to contend with mass casualty and mass fatality events.

I also had the opportunity to meet with Aaron Richman, Co-Director of the ITRR in Israel. While Aaron

had previously served as a subject matter expert in our Senior Crisis Management Seminars for the State Department, I discovered during our trip that our two institutions do similar work and we saw an opportunity for future collaborations.

Soon after I returned from Israel, ITRR called to ask if our Center could send a representative to Bangalore, India to present as a subject matter expert on Continuity

of Operations (COOP) planning. With only ten days to prepare, CHHS Senior Policy Analyst Eric Oddo switched gears from conducting a domestic COOP class in California, and traveled across the globe to Bangalore to participate in a workshop entitled "Best International Practices in Building Resilient Cities." The event brought together practitioners and policymakers to help the Indian State of Karnataka and key stakeholders in India create operating procedures to ensure resilient cities. By all accounts it was a great success, and more potential partners for our Center were identified at the event.

As this message and the entire newsletter indicate, our work is not only expanding geographically but also in scope. Our staff is highly motivated by being on the frontlines of the worldwide fight to contain manmade and natural disasters.

Enjoy the newsletter.

## CHHS Addresses Legal Issues Surrounding Public Health Response with Toolkits

CHHS, working with the Olson Group, recently completed two public health toolkits for the Association of State and Territorial Health Officials (ASTHO). The goal of this project was to create public health toolkits that identified legal barriers and frameworks for common public health issues to help state leaders and public health officials improve their understanding of and ability to respond to common issues encountered in emergency public health response.

Based on an extensive review of existing laws and best practices, CHHS developed issue briefs for the toolkits that discussed legal and policy issues related to altered standards of care and emergency drug shortages.

CHHS reviewed federal and state statutes, regulations, emergency health policies, emergency plans, and case studies to inform the issue briefs, which addressed a multitude of topics, including: legal modifications to the standard of care; prioritization and allocation of scarce resources during an emergency; accessing and distributing pharmaceutical caches; and addressing security issues during an emergency drug shortage, among others.

The issue briefs identified key legal frameworks in place at the federal and state level, such as federal disaster assistance statutes and state laws related to emergency declarations, which may provide mechanisms for state and public health officials to use in public

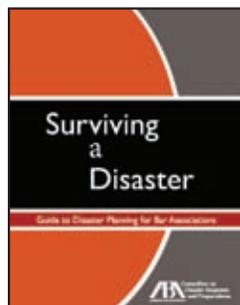
health emergency response. In addition, the briefs identified potential challenges and legal barriers that may limit the way in which officials can respond in certain events. Where current laws did not regulate a specific topic, CHHS relied extensively on best practices and other policy guidance to inform its discussion of these two topics.

CHHS' involvement with the ASTHO public health toolkits demonstrates the Center's experience with public health research and its ability to provide in-depth legal and policy analysis. Through this experience, CHHS has helped to create comprehensive toolkits that are accessible to a wide audience of state officials, health authorities, and medical practitioners.

## CHHS Helps Enhance Bar Associations' Emergency Preparedness

In coordination with the American Bar Association's (ABA) Special Committee on Disaster Response and Preparedness, CHHS recently developed a guide to help state and local bar associations and other legal services organizations enhance their emergency preparedness. The guide, entitled *Surviving a*

*Disaster: Guide to Disaster Planning for Bar Associations*, is an online resource available for free to ABA Members. It provides a template and best practices for organizations to create or enhance their business continuity plans to ensure they will be able to maintain



*Emergency preparedness guide developed by CHHS*

essential functions for up to 30 days following an emergency or disaster.

As part of ABA's official release of the guide, CHHS Associate Directors Amy Major and Megan Timmins served as instructors for a webinar outlining its contents, leading

participants through the major aspects of business continuity planning. Topics covered included the importance of developing a plan, as well as fundamental components of continuity plans and strategies for ensuring those plans are maintained, tested, and updated on a regular basis.

The guide and webinar are just the latest efforts CHHS has made to assist the Special Committee in carrying out its long-term goals. CHHS Founder and Director Michael Greenberger has served as a liaison to the Special Committee for many years, and Associate Director Amy Major was recently appointed by the President of the ABA to a one-year term on the Special Committee. Through this relationship with the Special Committee, both Mr. Greenberger and Ms. Major hope to continue to provide expert assistance on emergency preparedness to lawyers, law firms, bar associations, and legal services organizations across the country.

## Mitigation Planning Across Maryland

Effective mitigation planning enables local jurisdictions to reduce the impact of disasters before they occur by instituting cost effective prevention and education measures. In the long run, successful implementation of mitigation projects ultimately will save the lives of many people and millions of dollars in property damages.

To receive funding from the federal government for mitigation projects, local jurisdictions in Maryland must submit a mitigation plan every five years to the Maryland Emergency Management Agency (MEMA) for initial review. Upon approval, the State then forwards the plan to the Federal Emergency Management Agency (FEMA) for final review and approval. Some of the requirements set forth by the federal government include the identification of hazards, assessments of critical infrastructure, and determining cost effective solutions that will reduce the impacts of the identified hazards. Through support by CHHS staffers, the City of Annapolis, Montgomery County, and Howard County were able to successfully complete updates to their comprehensive mitigation plans within the past year.

While CHHS staffers working on their respective hazard mitigation plans had to comply with the same set of stringent standards, they were faced with their very own unique planning challenges. David Mandell, Senior Law and Policy Analyst with CHHS and Senior Planner with the Annapolis Office of Emergency Preparedness & Risk Management,

led the year-long planning effort for the state's capital. With its proximity to the Chesapeake Bay and lessons learned from several snowstorms, Hurricane Irene, Tropical Storm Lee, the 2012 derecho and an earthquake since the last plan update, Annapolis included measures to limit the impact of future storms. On June 10, 2013, FEMA provided the City of Annapolis with formal notice of approval of its Natural Hazard Mitigation Plan Update.

Mehrab Karim, CHHS Senior Policy Analyst and Regional Planner to Montgomery County's Office of Emergency Management and Homeland Security, worked with subject matter experts to support the County's update. They received formal FEMA approval on April 24, 2013.

Like the City of Annapolis and Montgomery County, Howard County also completed a mitigation plan update in late 2012 with support from CHHS staff. The County's mitigation plan has been locally adopted and is currently



*Maryland flooding*

awaiting official approval by FEMA. The next task for these local and county agencies is to implement the mitigation projects envisioned in their updates to enhance resiliency and sustainability.

To further support the mitigation efforts of the local jurisdictions, MEMA is in the process of developing the State Mitigation Operational Plan. Senior Policy Analyst Lisa Crow and Senior Law and Policy Analyst Elizabeth Webster are providing program support to the initiative, led by the State, that will enhance the overall process for ongoing communication and coordination among state-level partners.

## Eastern Shore Interoperability Project Results in Communications Alliance

CHHS recently completed a multi-year emergency communications interoperability project on Maryland's Eastern Shore. Staff supporting the project assisted with the formation and operation of the Eastern Shore Communications Alliance (ESCA) – serving the Shore's emergency communications interoperability governance body. ESCA's membership includes the directors of emergency services from Cecil, Kent, Queen Anne's, Talbot, Caroline, Dorchester, Wicomico, Somerset, and Worcester counties, as well as the town of Ocean City, Md. ESCA is dedicated to improving communications interoperability and tackling other issues facing 9-1-1 call centers and emergency managers.

Laying groundwork for the Alliance, CHHS first worked to establish a governance structure for ESCA, formalizing strong working relationships and previous cooperative efforts. Once formally established, ESCA was able to actively manage the Maryland Eastern Shore Interoperability Network, the Shore's primary technical interoperability solution.

Over the course of three separate Interoperable Communications Grant Program (IECGP) cycles, CHHS had the pleasure of helping the newly minted ESCA achieve some important goals. These included: establishing standard operation procedures and a regional tactical interoperable

communications plan; conducting multiple dedicated interoperability exercises, and incorporating interoperability efforts into general exercise efforts; developing an outreach program to engage community leadership and first-responders; and assessing and filling gaps in current technology and tools. ESCA is also prepared to take a proactive role in Maryland's statewide interoperability governance bodies, including the Practitioners Steering Committee, and the State Interoperability Executive Committee. Although federal funding for the IECGP has come to end, ESCA is now well established, and continues to work towards these and future interoperability goals.

## CHHS Contributes to Future of Emergency Response in DC

CHHS has finalized a two part project for the District of Columbia's Homeland Security and Emergency Management Agency (DC HSEMA) to develop operational procedures and guidelines. The sixty documents provided will be used to guide the decisions made by those individuals staffing various positions within the District's Emergency Operations Center (EOC) should they need to respond to a future natural disaster, manmade incident, or special event.

This project resulted in two discrete types of guides: Position Specific Guides and Interagency Coordination Procedures.

Position Specific Guides establish protocols for individual disciplines that will be staffed during an EOC activation. Guides were developed for all Command and General Staff positions, as well as all of the supporting positions. These positions include: Law Enforcement, Firefighting, Public Health, Public Works, Transportation, Communications, Information Technology, and Geographic Information Systems. Combining the latest guidance with input from those who work in the field, these documents are step-by-step guidelines for responding to emergencies – which are flexible enough to be applied to a variety of situations.

Interagency Coordination Procedures (ICPs) are not arranged by position; rather, they provide the procedures governing critical functional operations. ICPs are intended to identify the tasks associated with accomplishing these objectives and assigning responsibility for the duties contained therein. Knowing responsibilities ahead of an actual event enhances coordination, delineates roles and responsibilities, and paves the way for a more effective response.

After six months of research and development by CHHS staff, the final documents were approved in June and will greatly enhance DC HSEMA's ability to protect people in the nation's capital.

A variety of regional coordination challenges surrounding the evacuation were presented to attendees, due to the size, location, and diverse patient requirements of the scenario. The more than 100 participants came away with a better understanding of essential plans and relationships needed prior to an actual hospital-wide evacuation.

### **Carroll County Health Department Medical Surge Tabletop**

The Exercise and Training team developed and delivered a tabletop exercise Aug. 28, 2013 for the Carroll County Health Department. Local healthcare facilities, law enforcement, emergency medical services, and state and local coordinating agencies joined CHHS staff to discuss the scenario of a flu-like illness causing a medical surge in the county. The exercise helped local officials review their response plans while working with partners in the county to prepare for flu or other potential pandemics that might stress public health capabilities.

### **Executive Forum on Terrorism Investigation and Prosecution**

In a first for the Center, CHHS partnered with the U.S. Department of State to hold an Executive Forum entitled "Prosecuting Terrorism and Organized Crime" for a delegation of 16 judges and prosecutors from the Philippines in late July 2013. Prior to their week-long visit, CHHS worked



*CHHS Public Health Manager Earl Stoddard III, PhD MPLA, speaks to Carroll County Health Department officials during a tabletop exercise to test medical surge plans.*

with the Office of Antiterrorism Assistance (ATA) to put together every aspect of the forum, beginning with understanding the needs of the delegation when it came to investigating and trying complex criminal cases in their homeland.

The forum that resulted included discussions and panels with defense attorneys, former Central Intelligence Agency staffers, Federal Bureau of Investigation (FBI) officials, cyber security experts and several Federal judges. The group also traveled to the Department of Justice, the U.S. Supreme Court and FBI headquarters. Topics ranged from speedy trial, human rights, and civil liberty concerns, to international cooperation in fighting terrorism and working with law enforcement to build solid cases.

### **Senior Crisis Management Seminars**

Traveling around the world these past few months, the CHHS Exercise and Training team continued our work with the U.S. Department of State ATA to tailor Senior Crisis Management Seminars to the needs of five countries. In late May, CHHS Senior Policy Analyst Vernon Herron traveled to Jordan to meet with a group of senior executives representing Yemen's police and military. The five day training utilized practical exercises, allowing participants to review case studies of actual terrorist events to identify gaps and discuss proper procedures, including the use of the Incident Command System, for future possible attacks in Yemen. Mr. Herron and Senior Law and Policy Analyst Michael Vesely traveled to Ecuador in mid-September for a similar training.

CHHS also recently hosted Malaysia, Turkey, and Kenya in College Park, Md. Participants, mostly police officials, spent their week learning about response to crisis through subject matter expert presentations and panel discussions, and culminated their visit with a capstone exercise simulating a scenario in their respective countries. Experts from CHHS included Mr. Herron, who also facilitated the events, Mr. Vesely who spoke on Concepts, Principles, and Tools for Effective Crisis Management Planning, and Skip Mahan who discussed Incident Management Teams.