



The University of Maryland  
Center for Health & Homeland Security

## In This Issue

- 2 CHHS Staff
- 3 Our Soliders Speak
- 4 CHHS Finalizes Emergency Operations Plan for Howard County
- 4 CHHS Cyber Expert Testifies on Police Use of Body Cameras
- 5 Cyber Specialty Added to Masters Program
- 5 CHHS Presents at NATO Lone Wolf Conference
- 6 Local Maryland Emergency Management Support
- 7 Public Health Presentations on Ebola
- 8 From Our Blog: Using Data to Direct Emergency Services
- 9 CHHS Welcomes Veteran Emergency Management Professional Russell J. Strickland
- 9 New Contracts Announced
- 10 CHHS Supports COOP Planning and Exercise for College of Southern Maryland
- 11 Exercise and Training Briefs
- 14 In The News
- 15 Staff Additions
- 15 Give to CHHS

## Director's Message

*By Michael Greenberger, CHHS Founder and Director*

Baltimore captured the nation's attention in recent weeks, as unease and tension surrounding the arrest and death of Freddie Gray in police custody led to protests, which in turn grew into riots, with rampant violence, arson, property destruction, and looting.



*During a Capitol Hill policy briefing on May 1, 2015, Founder and Director Michael Greenberger, JD, (right) joined by University of Maryland Francis King Carey School of Law Dean Donald B. Tobin, JD, (left) opened by addressing CHHS efforts during civil unrest in Baltimore.*

In response to the unrest, Maryland's Governor, Larry Hogan, declared a state of emergency in Baltimore and

activated the National Guard to help restore order. Meanwhile, Baltimore's Mayor, Stephanie Rawlings-Blake, established a city-wide, week-long nightly curfew to try to restore calm.

With extensive knowledge of the legal framework and operational best practices of emergency and disaster response, including civil unrest, the Center for Health and Homeland Security's experts not only actively followed these events, but, in many cases, CHHS personnel provided direct support to various response efforts. In fact, when news of the first protest arose April 23, CHHS was conducting a tabletop exercise for the University of Maryland, Baltimore, testing campus continuity of operations plans. A previous shelter in place drill at the School of Pharmacy and an emergency messaging tabletop exercise with the University's Communications Office, all developed and facilitated by CHHS, proved to be valuable as the University's Emergency Management Team put their skills to real-world use to issue shelter in place alerts to staff and students during particularly tense moments of unrest around the West Baltimore campus.

As events unfolded, and throughout the duration of activation, CHHS staffers provided expertise and support to several of the region's local Emergency Operations Centers (EOC) we routinely staff, including the Baltimore City

*Continued on page 3*

## CHHS Staff



**First Row** (*left to right*): Megan Timmins JD, Heather Shaivitz JD, Alexandra Podolny JD, Michael Greenberger JD, Amy Major JD, Jeanne Stringer, Danielle Lueking

**Second Row** (*left to right*): Arnold Abraham MS, Ulka Ghanta JD, Kristina Laboy MS, Trudy Henson JD, Shannon Snyder MPH, Preeti Emrick JD, Christine Gentry JD, Avery Blank JD, Katherine Cooper JD, Kasia Fertala JD

**Third Row** (*left to right*): Clark Lee JD MPH CPH, Maggie Davis JD MA, Patrick Donlan MS, Christopher P. Ryan MA, Matilda Channel-Ward MBA, Ben Yelin JD, Lori Romer Stone JD

**Fourth Row** (*left to right*): Joseph Corona AEM, Vernon Herron MS, Michael Vesely JD, Markus Rauschecker JD, Raymond Shin JD MEd MPP, Max Romanik JD, Andrew Weissenberg, Christopher Webster JD, Birch Barron MSPH

**Not Pictured:** Michael Beland JD, Sarah Case-Herron JD, Ellen Cornelius JD, Lisa Crow MA, Laura Hoch MPIA, JoAnne Knapp MA, Eric Oddo MPA, Sonia Siddiqui JD, Russell J. Strickland MS, Veronica Washington, Orit Zeevi Bell JD

Funds for the Center for Health and Homeland Security are administered by the University of Maryland, Baltimore Foundation, Inc.

## Director's Message (continued)

*Continued from page 1*

Health Department, the City of Annapolis, and Howard County, through planning, communications, coordination, and response – even making additional Center staff available to directly fill in at the Baltimore City and State of Maryland EOCs as they endured over a week of 12 hour shifts.

During this time, media called upon CHHS for its expertise to speak on such diverse topics as policing and community relations; legal powers of government; and emergency response and coordination. On April 28, I spoke with WNEW Radio to discuss legal authorities for responding to civil unrest. That same day, Senior Law and Policy Analyst Michael Vesely appeared live on

WBFF TV to explain government powers during a declared state of emergency, along with the use of the National Guard. Meanwhile, Senior Policy Analyst Russell Strickland also addressed civil unrest in Baltimore during a live interview with WBAL Radio to discuss coordination of emergency response resources between jurisdictions, including an explanation of the Emergency Management Assistance Compact (EMAC).

The unrest and response underscore the importance of the Center's work, and the critical need for emergency planning and training, and personnel who are able to respond expertly, no matter the situation. CHHS routinely supports emergency operations across Maryland, in and around Baltimore City, and in the

National Capital Region, while also teaching the fundamentals of crisis management for international delegations. As these events – and this newsletter – demonstrate, CHHS continues to be an invaluable source of expertise and support for local, state, regional, and federal partners. Our commitment to homeland security, public health, and emergency response is demonstrated not only by our daily contributions to our partners, but also through education.

Emergencies call on the coordination and cooperation of many, and many first responders and government officials have worked diligently to contain violence and restore order in Baltimore. We thank them, and are honored to work with them.

*Michael Greenberger*  
CHHS Founder and Director

## Our Soliders Speak

In late March, 2015, CHHS hosted a talk by the non-profit organization, Our Soldiers Speak, at the University of Maryland Francis King Carey School of Law. The organization travels around the world to bring context to recent military campaigns carried out by the Israel Defense Forces (IDF).

Major Nadav Minkovsky, Head of Security and Law Enforcement Section, Office of the Legal Advisory to Judea and Samaria, Military Advocate General's Corps, explained the international laws of armed conflict to an audience of CHHS staff and invited guests. His presentation included a breakdown of factors that must be considered prior to all IDF military strikes, and the thorough process by which legal experts review each anticipated action.

CHHS staff and Director Michael Greenberger have worked closely with the IDF over the past few years to discuss mutual areas of interest.

*A special thanks to the Malkin Fund Inc., whose financial sponsorship supported the program.*



*Israel Defence Forces Major Nadav Minkovsky*

## CHHS Finalizes Emergency Operations Plan for Howard County

Between 2013 and early 2015, Senior Policy Analysts Lisa Crow and Kasia Fertala worked with the Howard County Office of Emergency Management (OEM) to revise the Howard County Emergency Operations Plan (EOP). The EOP outlines the responsibilities and coordination mechanisms of County departments and external partner organizations in response to an emergency or disaster.

The EOP planning team focused on the development of a thorough response plan uniquely tailored to

capture Howard County's capabilities and characteristics, but also, more importantly, the planning process aided in building a more robust emergency management program. The planning team included members from the OEM and CHHS. The team's vision was to ensure the integrity of the Plan and the program was maintained while engaging over fifty stakeholders.

On March 4, 2015, the team, with assistance from Senior Policy Analyst Birch Barron and Law and Policy Analyst Katherine Cooper, conducted

an all-day training and exercise session on the new EOP that included over 120 local and state emergency stakeholders at the Howard County Public Safety Training Center. A week later, they developed and presented a final brief for County Executive Allan Kittleman and his Cabinet. The success of the planning process, training and exercise session, and final brief ultimately established a strong foundation for a proactive yet flexible emergency management program in Howard County.

## CHHS Cyber Expert Testifies on Police Use of Body Cameras

On December 9, 2014, CHHS Senior Law and Policy Analyst Markus Rauschecker testified before the Baltimore City Mayor's Working Group on the Use and Implementation of Body Worn Cameras. Following heavy media coverage of strained police and community relations nationwide, many police jurisdictions have considered using body cameras to increase transparency and accountability.

The working group, comprised of law enforcement officials, legal experts, information technology specialists, and community advocates, was developed in October 2014 by Baltimore City Mayor Stephanie Rawlings-Blake. The group invited various subject matter experts

to testify on the implications of body cameras to help them determine what issues need to be addressed prior to implementation for the Baltimore City Police Department.

As one of the Center's resident cyber experts, and Adjunct Faculty members who teaches Law and Policy of Cybersecurity at the University of Maryland Francis King Carey School of Law, Rauschecker spoke to potential cybersecurity concerns that may arise from the collection, download, and storage of body camera footage. While Rauschecker stressed that no one

solution will be perfect, he reminded the group that they can minimize data threats by understanding the potential risks – such as the pros and cons of in-house storage versus external vendors, and the importance of tracking chain-of-custody to guarantee the authenticity of footage.



*CHHS Senior Law and Policy Analyst Markus Rauschecker, JD, (far center) testifies on cybersecurity issues related to police use of body cameras for a Mayoral working group in Baltimore City.*

## Cyber Specialty Added to Masters Program

In our fall 2014 newsletter, Director Greenberger outlined a new Master of Science in Law (MSL) offering through the University of Maryland Francis King Carey School of Law. In addition to overseeing the crisis management specialty, a second area of CHHS expertise has recently been added to the MSL program: cybersecurity.

As a field in high demand, the MSL in cybersecurity will allow mid-career professionals to further their legal knowledge of cybersecurity laws and policy. CHHS adjunct law faculty will be responsible for survey courses specific to the law and policy of cybersecurity. In addition, a capstone project will allow MSL students to work with CHHS staff on real-world issues, gaining valuable hands-on experience in the field.

Crisis management and cybersecurity specialties for the School of Law's Master of Laws (LLM) have also recently been adopted. Visit [www.law.umaryland.edu/academics/](http://www.law.umaryland.edu/academics/) for more MSL and LLM information.



CHHS Associate Director Amy Major, JD, (right) talks to potential Master of Science in Law students at an open house held in College Park, Md. on March 25, 2015.

## CHHS Presents at NATO Lone Wolf Conference

Last fall, Senior Law and Policy Analyst Michael Vesely traveled to Jerusalem, Israel, to present at a NATO conference focused on issues related to lone wolf terrorism. This event took place from November 1-7, 2014 and was hosted by TAM-C Solutions. The conference brought together various subject matter experts from Europe, the Middle East, and the U.S., in order to bring a multinational, multidisciplinary view to the threat that lone wolves pose to the contemporary world. Lone wolf terrorists present unique challenges, in part because these actors are harder to detect and intercept than terrorist organizations; moreover, these individuals' actions are not moderated by a group and in some instances they can be willing to take larger risks and inflict more damage than terrorist organizations.

The conference presentations were aimed at addressing the scope, breadth, and diversity of issues that lone wolf terrorists raise. Mr. Vesely gave two presentations regarding developments in the U.S. legal system as they pertain to lone wolf terrorism. His presentations addressed legislation that has been passed specifically to provide law enforcement and intelligence agencies with the necessary tools to combat the threat. He also addressed how courts have applied these new statutes, as well as

established criminal laws, to prosecute and sentence lone actor terrorists.



Michael Vesely, JD

In addition to the lectures given by the various subject matter experts, the conference also provided interactive sessions. These components included a tabletop exercise where conference presenters were placed into groups and then worked through various scenarios involving potential lone wolf attacks. After

this exercise, all of the presenters participated in the creation of a series of recommendations that NATO could implement to combat lone wolf terrorists now and in the future. The final conference activity was a guided tour of various sites of lone wolf terrorism that had transpired in Israel and included a discussion of some of the security measures that were implemented as a result of these incidents. Sites included: downtown Jerusalem, the West Bank, the Gaza Strip, and many others.

A compilation report containing a section authored by each subject matter expert is forthcoming in 2015.

**Facebook.com/mdchhs**

® Facebook is a registered trademark of Facebook, Inc.

## Local Maryland Emergency Management Support

*CHHS professionals work with many local public health and emergency management offices throughout Maryland and the District of Columbia to provide staff support and expertise on a daily basis. Recent efforts include:*

### **Baltimore City Health Department**

In the Office of Public Health Preparedness and Response, CHHS Senior Policy Analyst Shannon Snyder continues a partnership between CHHS and the City of Baltimore that goes back nearly nine years. As the Strategic National Stockpile Coordinator, Snyder is heavily involved in writing, updating, and testing the City's Emergency Medical Countermeasures Plan. The latest version of the plan, which outlines requests for and deployments of assets from the Strategic National Stockpile and Point of Dispensing (POD) operations for the City of Baltimore, was completed in early 2015.

Managing PODs for the City, Snyder recruits and secures closed POD locations, facilitates Memoranda of Understanding with various POD partners, provides POD training to Baltimore City Health Department (BCHD) leadership and POD partners, and conducts routine site assessments. Most recently, she planned and facilitated an in-depth POD drill with Baltimore City Recreation and Parks in March 2015, which included the Mayor's Office of Emergency Management, Department of General Services, Behavioral Health System Baltimore, the Baltimore City Police Department, and the Maryland Department of Health

and Mental Hygiene.

On a regular basis, Snyder also assists Baltimore's Emergency Operations Center as the BCHD liaison. This past fall and winter she helped during weather activations and worked with the Baltimore Area Command during the Star-Spangled Spectacular events, which drew more than one million people to downtown Baltimore. Additionally, Snyder has assisted with ongoing biosurveillance activities that monitor trends in emergency department visits and over-the-counter medication sales to help the City stay on top of current public health events.

### **Inauguration Planning in Annapolis**

The City of Annapolis Office of Emergency Management (OEM) is another long-standing CHHS client and partner. Former Senior Law and Policy Analyst David Mandell became the Deputy Director of OEM in late 2014, and CHHS Policy Analyst Patrick Donlan has taken over his role as the City's Emergency Planner.

One of Donlan's first responsibilities included planning for Maryland's 62nd Gubernatorial Inauguration this past January. More than two months of preparation helped the City, along with more than 14 state and local agencies, pull off an incident-free inauguration.

Special event planning requires up-to-date operational plans and



*Annapolis Deputy Director of Emergency Management David Mandell, JD, (standing), also a CHHS alum, works with CHHS Policy Analyst Patrick Donlan, MS, (seated) during the 2015 Maryland Gubernatorial Inauguration.*

kept situational awareness. Donlan used his emergency management expertise to support the development of an Incident Action Plan, which included coordination of available resources and designated responsibilities in the event of a public safety threat impacting the more than 1,500 attendees. The City of Annapolis, and all the state and local agencies involved, worked together seamlessly to plan ahead, monitor events in real-time, and support a successful large-scale special event.

### **Countering Violent Extremism in Montgomery County**

CHHS continues to support the Montgomery County Office of Emergency Management and Homeland Security (OEMHS) on a variety of initiatives. Currently, CHHS staff support OEMHS' grants management, emergency management planning, and community outreach projects.

In her role supporting Urban Area Security Initiative (UASI) project

management for OEMHS, CHHS Senior Law and Policy Analyst Maggie Davis has recently undertaken an effort with the World Organization for Resource Development and Education (WORDE) and the Montgomery County Police Department to expand the WORDE Model for Countering Violent Extremism (CVE) to the rest of the National Capital Region (NCR). As leaders in CVE, WORDE has trained law enforcement across the nation on how to identify religious extremists. CHHS is excited to be working with a team of experts to gain a stronger understanding of this upcoming field and further develop our expertise.

For the past several years, WORDE has worked with Montgomery County agencies and communities to develop the first community-led model in CVE in the country. The model's multi-faceted approach has been recognized by the White House as a best practice.

Best described as an early-warning system, the WORDE CVE model combats violent extremism by creating a community-wide network of stakeholders committed to promoting social cohesion and public safety,

in particular preventing vulnerable individuals from mobilizing into violent action. By educating the wider circle of trusted adults who will come in contact with a potentially vulnerable person, the model ensures they are equipped to intervene and refer that person for services before they turn to violence. This requires building relationships of trust that extend beyond violent extremism and build resilience to future threats.

Working closely with Hedieh Mirahmadi, Director of WORDE, Davis developed UASI training proposals to request funding to introduce the WORDE model to other NCR jurisdictions. Through the training, law enforcement, school officials, health and human service counselors, and other relevant stakeholders will be educated in the risk factors of violent extremism, as well as learning when to refer them for services or report to law enforcement as needed. Earlier this year an initial proposal was presented to the NCR Police Chiefs Committee, which unanimously endorsed the project, and it is currently under review for a Fiscal Year 2015 grant.

**twitter**

**Follow us on Twitter  
@MDCHHS**

## Public Health Presentations on Ebola

During the global Ebola outbreak, and preparations in the U.S., CHHS expertise was called upon by news outlets, as well as educational and professional organizations. CHHS addressed Ebola at several events, including:



*CHHS Founder and Director Michael Greenberger, JD, (left) speaks before the New York City Bar Association on legal issues surrounding Ebola and similar infectious disease outbreaks on February 24, 2015.*



*On November 14, 2014, CHHS Public Health Program Manager Trudy Henson, JD, addresses University of Maryland, Baltimore staff, faculty, and students during a multidisciplinary symposium on Ebola.*

## From Our Blog: Using Data to Direct Emergency Services

*By Birch Barron, MSPH  
Senior Policy Analyst  
March 10, 2015*

Leaders in emergency service fields are frequently faced with difficult choices. Crucial decisions about where to allocate resources, time, and money are all too often based on habits and guesswork rather than reliable data. However, innovative programs across the country are increasingly demanding high-quality information to support decision making in the field. In support of this effort, CHHS is working with partners across Maryland to develop information management systems that promote a data-driven and evidenced-based approach to emergency response.



The goal is simple: build systems that produce easy-to-understand data that will help emergency services leaders address the most important decisions faced by their organizations. CHHS focuses on four key principles:

1. Leaders should understand the value and use of data as a decision-making tool
2. Information priorities should be well thought out and clearly defined
3. Data systems should align with established information priorities
4. Data is only as valuable as the manner in which it is communicated

A recent collaboration with the Howard County Department of Fire and Rescue Services (HCDFRS) illustrates the value of a well-designed emergency services data system. CHHS has been working with the HCDFRS Office of the Medical Director to streamline EMS data management. Howard County is recognized as a national leader in out-of-hospital cardiac arrest response, and the constant pursuit of quality improvement requires targeted information systems that meet the high standard set in the field.

In a meeting with CHHS in early 2014, the Medical Director at HCDFRS described the response elements that are most essential to cardiac arrest survival in the jurisdiction. Keys to survival include increasing the occurrence of bystander CPR, improving dispatch-assisted CPR, reducing EMS response time, improving EMS CPR quality, and promoting early defibrillation. Although existing data systems provided the minimal information necessary to complete annual reports, the leadership at Howard County Fire and Rescue wanted more.

In its partnership with HCDFRS, CHHS is now working to close the gaps between existing data systems

and the response factors that make a difference on the ground. Intelligently designed data management systems will allow leaders in Howard County to approach strategic decisions with a wealth of targeted information at their fingertips. Data dashboards and progress reports will provide access to response and demographic trends at the touch of a button, while rapid CPR performance feedback will ensure that responders are delivering services at the peak of their capacity. Ultimately, patient outcome tracking and analysis provides the fundamental link between high-quality response systems and improved survival.

As an extension of this project, CHHS is working closely with Howard County to expand cardiac arrest survival improvement efforts beyond jurisdictional lines. In a promising collaboration with the Maryland Institute for Emergency Medical Services Systems (MIEMSS) and the Cardiac Arrest Registry to Enhance Survival (CARES), HCDFRS is serving as the pilot site for a statewide cardiac arrest data management system. Using Howard County data systems to guide the pilot process, this partnership will soon put outcome-oriented quality improvement data into the hands of every EMS system in the state.

You can find this and other blogs on our website  
[mdchhs.com/blog](http://mdchhs.com/blog)

## CHHS Welcomes Veteran Emergency Management Professional Russell J. Strickland

CHHS recently welcomed Russell J. Strickland, a seasoned emergency management expert, to our team of nearly 60 professionals. Strickland brings more than 40 years of experience in fire and rescue services, emergency medical services, hazardous materials mitigation, law enforcement, fire inspection and investigation, interoperability, and emergency management leadership.



*Russell J. Strickland, MS*

Prior to joining CHHS, Strickland served as the Director of Emergency Services in Harford County, Md., as well as Deputy Director of the Maryland Emergency Management Agency and the Assistant Director of the Field Programs Division for the

Maryland Fire and Rescue Institute at the University of Maryland College Park. He has also supported the Homeland Protection Business Area Programs and Projects at the Johns Hopkins University's Applied Physics Laboratory. Strickland has a Masters of Science in Management from Frostburg State College and earned his Bachelor of Arts in Criminology from the University of Maryland College Park.

Strickland continues to serve as Adjunct Faculty for the University of Maryland University College's Emergency Management, Fire Science, and Homeland Security Programs, the Maryland Fire and Rescue Institute, as well as the

Federal Emergency Management Agency's National Fire Academy. He is also extensively involved in the community, and in 2008 the Maryland Fire Service Personnel Qualifications Board, Inc. created the "Russell J. Strickland Excellence Award in Certification," which is presented annually to an individual who displays excellence in the service area of professional certification.

Strickland will be working with the Montgomery County Office of Emergency Management and Homeland Security and will lead Senior Crisis Management Seminars through CHHS' work with the U.S. Department of State Office of Anti-Terrorism Assistance, among other projects. His extensive experience is an asset to our team.

### New Contracts Announced

*CHHS announced two contracts in early 2015 that expanded our network of experience and clients:*

In Texas, CHHS is working with Tidal Basin Government Consulting to provide Continuity of Operations (COOP) planning for the city of Dallas. An all-hazards COOP plan will be developed by team members after gathering information from nearly 50 City departments. Once finalized, the plan will be tested during a full-scale exercise this summer. While COOP planning has been a signature service at CHHS for many years, this is our first time working with the city of Dallas.

Closer to home, CHHS formalized a partnership with the KEYW Corporation, headquartered out of Hanover, Md. Under a year-long contract announced in February 2015, CHHS will pilot a comprehensive cybersecurity training course for KEYW that instructs clients in current laws that affect an organization's handling of cyber threats and ways to administer internal cyber practices through policy development.

## CHHS Supports COOP Planning and Exercise for College of Southern Maryland

CHHS is committed to helping Maryland colleges and universities be better prepared for man-made and natural disasters. In 2014-2015, Senior Law and Policy Analysts Preeti Emrick and Avery Blank led the development of a comprehensive Continuity of Operations (COOP) plan for the College of Southern Maryland (CSM). CSM is a regionally-accredited community college, delivering higher-education programs in Calvert, Charles, and St. Mary's Counties in Maryland.

Throughout the fall of 2014, CHHS assisted CSM in developing college-wide, as well as departmental-specific, COOP plans. CHHS coordinated stakeholder meetings with the President's Council and departmental heads and then met with each department individually to develop a better understanding of the college's innermost workings.

Additionally, CHHS worked hand-in-hand with CSM leadership to craft a customized tabletop exercise scenario that would test the COOP



*CHHS Law and Policy Analyst Avery Blank, JD, (above, standing) and CHHS Senior Policy Analyst Eric Oddo, MPA, (below, standing) facilitate a COOP exercise for the College of Southern Maryland.*



plans and the roles and responsibilities of CSM staff during an emergency. To test the notification, response, and recovery phases of a disaster, the scenario focused on a flu outbreak and winter snow storm, both of which routinely occur in Maryland. The exercise proved a success with a high level of engagement from CSM stakeholders and college leadership.

Shortly thereafter, CHHS delivered the final COOP plans along with an After-Action Report (AAR) from the exercise. The AAR captured strengths, areas for improvement, and recommendations. In combination with the AAR, CHHS provided CSM with a template to begin their improvement plan as part of their ongoing emergency preparedness efforts.

**CHHS** >  
CENTER FOR HEALTH &  
HOMELAND SECURITY

### CHHS the Video

Learn more about who we are and what we do:  
[www.youtube.com/MDCHHS](http://www.youtube.com/MDCHHS) or on our website at  
[www.mdchhs.com/news-press/chhs-video](http://www.mdchhs.com/news-press/chhs-video).

## CHHS' Exercise and Training Program

*Under the direction of Program Manager Laura Hoch, the CHHS Exercise and Training team has conducted trainings as well as developed, led, and evaluated exercises of various sizes and scopes over the last few months:*

### **Baltimore City COOP Class**

On November 19, 2014, CHHS conducted a half-day Continuity of Operations (COOP) planning course at the Baltimore City Public Safety Training Academy. This session was designed to serve as an introductory course for planners with limited COOP experience, and a refresher for individuals who wanted to learn about recent developments in this area. The course was sponsored by the Baltimore City Mayor's Office of Emergency Management and enrollment was permitted for both public and private sector planners. Participants representing law enforcement, fire and emergency medical services, public health, communications infrastructure, operators of critical infrastructure, and non-governmental organizations received instruction on all components of COOP planning, including: essential functions, personnel, succession orders, alternate facilities, reconstitution, and devolution. In addition to basic instruction, all participants were given worksheets and templates that they will be able to use in developing their own continuity plans.

The class ended with a brief tabletop exercise, where students were able to apply the concepts covered in class,

while working together to develop a unified effort focused on restoring and sustaining operations after a major incident. Though the participants in the class represented many different public and private sector entities located in Baltimore City and across Maryland, the group quickly established a collaborative environment and effectively worked together to address all of the issues raised by the exercise.

### **Maryland State Prevention/Protection Operations Plan Workshop**

On December 4, 2014, the CHHS Exercise and Training staff joined the Maryland Emergency Management Agency, the Maryland State Police, as well as local and federal partners to test the State Prevention and Protection Operations Plan (SPPOP). CHHS planned and facilitated the workshop, which gave key stakeholders the opportunity to review and evaluate the plan in a stress-free environment.

### **Mass Fatality Exercise in Prince George's County**

Through a year-long contract with the Prince George's County Health Department, CHHS Law and Policy Analyst Christine Gentry is supporting exercise and training for the County's Public Health Emergency Preparedness and Response Program. As part of this



*Christine Gentry, JD, (standing) CHHS Law and Policy Analyst, walks through a mass fatality scenario with public health stakeholders from Prince George's County, Md.*

program, Gentry conducted a Mass Fatality tabletop on December 19, 2014, at the County's Emergency Operations Center, and included local and state health officials, healthcare facilities, and first responders.

The tabletop exercise expanded upon a workshop held the month before, which addressed areas of improvement for the County's Mass Fatality Management Plan. Using the plan to guide high level decision-making, the tabletop allowed officials to simulate steps that would be taken during a pandemic causing high rates of mortality. Considerations included responsibilities by agency for tracking and transportation of the deceased, coordination of resources, and potential locations within the region that could be designated ahead of a real-life public health disaster for storage and burial.

## CHHS' Exercise and Training Program (continued)

### Maryland Emergency Response System Tabletop Toolkits

Enhancing existing templates for tabletop exercises, CHHS recently provided planning toolkits for the Maryland Emergency Response System. The toolkits allow exercise planners to pick and choose various elements of an exercise to fit their exercise needs. Components of these toolkits include capabilities to test, exercise objectives, exercise scenarios, and facilitator questions. Documents developed included a facilitator guide, situational manual, after action report, evaluator presentation, and participant feedback form.

### Montgomery County POD Tabletop and Full-Scale Exercises

Several CHHS staff members, including CHHS Senior Law and Policy Analyst Clark Lee, were involved in the development and evaluation of the Montgomery County Cities Readiness Initiative Closed Points of Dispensing (POD) Partners Tabletop Exercise



*CHHS Senior Law and Policy Analyst Markus Rauschecker, JD, (far center) listens as Department of Forensic Sciences personnel in the District of Columbia discuss continuity plans during a tabletop exercise.*

on February 24, 2015, in Silver Spring, Md. Sponsored by the Montgomery County Department of Health and Human Services, Public Health Services and the Maryland Emergency Response System of the National Capital Region, this exercise brought together representatives from local public health agencies, nursing homes, and assisted living

facilities to discuss key planning issues related to PODs that are likely to arise during a public health emergency in Montgomery County, Md. The CHHS Exercise and Training team built upon the tabletop discussions by sponsoring a Closed POD

full-scale exercise in late April.

The exercise tested the set-up and distribution of medication to more than 60 Closed POD partners, specifically local nursing homes and assisted living facilities. CHHS staff members have been heavily involved in Montgomery County's emergency medical countermeasure dispensing and distribution since 2010.

### D.C. Forensics Continuity Tabletop Exercise

On February 12, 2015, CHHS Senior Policy Analyst Eric Oddo facilitated a tabletop exercise for the District of Columbia's Department of Forensic Sciences. The discussion-based exercise helped City employees from the Forensic Science Laboratory Division, the Public Health Laboratory Division, and the Crime Scene Sciences Division, talk through Continuity



*CHHS Senior Law and Policy Analyst Preeti Emrick, JD, (left) evaluates the distribution of medical countermeasures to Closed POD partners during a full-scale exercise in Montgomery County, Md.*

of Operations (COOP) planning roles and responsibilities during a scenario involving a mock flood and extended loss of power to the City's Consolidated Forensic Laboratory.

CHHS Exercise and Training staff was also on hand to evaluate the exercise, which followed multiple workshops conducted by CHHS over the past year that brought together stakeholders to draft the Department's COOP policies and procedures. The process has better equipped personnel and leadership to continue critical forensics functions in the event of a prolonged emergency.

### Senior Crisis Management Seminars

Senior Policy Analyst Russell J. Strickland kicked off CHHS' 2015 work with the U.S. Department of State Office of Anti-Terrorism Assistance during a March trip to Mexico City. The seminar included more than 15 students that represented a cross-section of the City's response community, and was conducted in a workshop style that engaged the students in daily activities and exercises, encouraging their collegial interaction. From the assessment conducted prior to the delivery, to input from the opening exercises, students learned how to better enhance planning and operational coordination – two core capabilities that are essential to all mission areas of emergency management. The week's topics progressed from planning and mitigation for

all hazards to response and recovery, concluding with a capstone exercise reviewing each of the week's lessons.

Additional seminars planned for 2015 include Kazakhstan in June.

### Prince George's County POD Exercise Series

The Prince George's County Health Department (PGCHD) hosted a series of exercises designed to test the County's Cities Readiness Initiative (CRI) plan in early April. The three exercises simulated the non-medical model for the organization, staff, material, and coordination necessary to ensure that the County can respond to a biological attack, such as smallpox or aerosolized anthrax, affecting a vast majority of the population.

The first exercise was a tabletop exercise to provide background information about the event and required discussion of activities based on a scenario developed by the CHHS

Exercise and Training team, along with CHHS Law and Policy Analyst Christine Gentry. The second exercise included testing of medication distribution at a Closed POD for the Prince George's Police, Fire, and Health Departments. The Closed POD exercise included Battalion Chiefs and District Commanders as well as distribution to the County's twelve health department facilities. The final exercise was a full-scale exercise at Largo high school with more than 200 participants, which simulated and tested the set-up of an Open POD by County personnel to distribute medication to volunteers posing as citizens.

### Regional Medical Surge Exercise

Working with the Region V Emergency Preparedness Coalition (EPC), CHHS is developing, facilitating, and evaluating a regional full-scale exercise, scheduled for mid-May 2015. The exercise is designed to test the region's medical surge capacity by simulating a mass casualty and an infectious disease. Participants from nearly 20 regional hospitals and medical centers have the opportunity to test the EPC's newly developed infection control plans, procedures, and protocols to include personal protective equipment use.

Find more information about this event, one of CHHS' largest exercise and training projects to date, in our next newsletter.



*As volunteers playing the role of citizens file into a POD distribution line in Prince George's County, Md., CHHS Senior Law and Policy Analyst Clark Lee, JD, MPH, CPH, (back to the camera) takes notes to be used in an after action report.*

## In The News

*Media outlets here in the Baltimore/Washington region, as well as across the country, often seek out CHHS experts to discuss current news surrounding public health, emergency management, and disaster response. Appearances since our last newsletter have included:*

CHHS was called upon to discuss legal issues surrounding the global outbreak of Ebola. Staff experts discussed quarantine, civil liberties, and other public health policy concerns. CHHS Founder and Director Michael Greenberger was featured in the *Maryland Daily Record* article “Quarantine Q&A” on October 29, 2014, and answered five questions about the law and policy of quarantine and isolation in Maryland. Associate Director Amy Major was also interviewed on civil liberties in light of public health policy for the *Portland Press Herald*. In addition, Public Health Program Manager Trudy Henson spoke with WBAL TV, where she stressed the importance of having balanced quarantine policies. Major also commented for the *Maryland Daily Record* in February, 2015, on public health policies regarding vaccination exemptions related to a measles outbreak that began in California.

Following the announcement of a new Master of Science in Law program at the University of Maryland Francis King Carey School of Law (Maryland Carey Law), Greenberger discussed CHHS’ efforts regarding the crisis management and cybersecurity specialties for the *Maryland Daily Record*, the *Diamondback*, and

the *Christian Science Monitor*.

As a veteran police professional, CHHS Senior Policy Analyst Vernon Herron was called upon to discuss police and community relations following civil unrest in Ferguson, Mo. Sinclair Broadcasting interviewed Herron for the story “Comply then Complain: Police Search for New Ways to Gain Public Trust,” which aired nationally in December, 2014. Herron also commented for the *Baltimore Sun* in an article recalling the 2002 D.C. sniper investigation.

Highlighting academic efforts at CHHS, the *Maryland Daily Record* interviewed Henson and Senior Policy Analyst Markus Rauschecker, both Adjuncts for courses at Maryland Carey Law. The article, “Combat Beyond the Courts,” explored the use of a law degree in the public health and emergency management fields.

CHHS Senior Law and Policy Analyst Christopher Webster spoke with *Government Technology Magazine* in September, 2014, to outline Maryland’s efforts to prepare for FirstNet, the



*Discussing lone wolf terrorist threats within the U.S., CHHS Founder and Director Michael Greenberger, JD, was featured in a national television story through Sinclair Broadcasting.*



*The Maryland Daily Record featured CHHS staff, including Public Health Program Manager Trudy Henson, JD, in an article exploring unique uses for a law degree.*

nationwide public safety broadband network for first responders.

As terrorist and cyber threats aimed at public and private institutions continue in the U.S. and abroad, both Greenberger and Rauschecker have commented for the media. Greenberger discussed Islamic State terrorists, lone wolf threats, and increased security following attacks in Paris for the radio program Background Briefing with Ian Masters, as well as WNEW Radio, WJZ TV, and Sinclair Broadcasting. Rauschecker appeared on WJZ TV in Baltimore to discuss a hack by the Islamic State on the U.S. Military Central Command’s Twitter and YouTube pages. Bloomberg Law Radio also invited Greenberger to discuss cybersecurity legislation introduced by President Obama in January, 2015, and he spoke to the *Baltimore Sun* on the potential impacts if the Terrorism Risk Insurance Act were to expire.

Following the derailment of an Amtrak train in Philadelphia on May 12, 2015, CHHS Senior Law and Policy Analyst Michael Vesely appeared live on WBFF TV to discuss mass casualty responses.

## CHHS Staff Additions

CHHS has grown since our last newsletter – for biographies of all employees at the Center visit “Who We Are” on [www.mdchhs.com](http://www.mdchhs.com).



**Arnold Abraham, MS**  
*Senior Fellow*



**Joseph Corona, AEM**  
*Senior Policy Analyst*



**Patrick Donlan, MS**  
*Policy Analyst*



**Christopher P. Ryan, MA**  
*Senior Policy Analyst*

## Give to CHHS

You can support our ongoing work by contributing to the **Center for Health and Homeland Security**. Our staff has grown to nearly 60 experts and professionals, many of whom present at conferences, speak at symposia, contribute to academic journals, and offer media commentary – all outside the scope of their normal duties. Your generosity will open doors to exciting new Center projects and provide the essential resources we need to effectively work side-by-side with emergency officials to ensure the safety of every U.S. citizen.

### There are two ways to make a gift to CHHS:

- (1) Online, at [mdchhs.com/give](http://mdchhs.com/give)
- (2) Mail, by sending a check made payable to **UMBF, Inc./CHHS** to 500 West Baltimore St., Baltimore, MD 21201-1786.

*Funds for the Center for Health and Homeland Security are administered by University of Maryland, Baltimore Foundation, Inc.*





The University of Maryland  
Center for Health & Homeland Security

500 West Baltimore Street  
Baltimore, MD 21201-1786

Non-Profit Org.  
U.S. Postage  
**PAID**  
Baltimore, MD  
Permit No. 2439

Spring Newsletter • 2015

**CHHS Newsletter Credits**

The CHHS newsletter is published on a semi-annual basis. For more information about CHHS or to join our mailing list, visit us online at [www.mdchhs.com](http://www.mdchhs.com).

**Newsletter Editors**  
Alexandra Podolny  
Heather Shaivitz  
Megan Timmins  
Amy Major  
Trudy Henson  
Danielle Lueking

**Designer**  
Danielle Lueking

**SIGN UP FOR OUR NEWSLETTER!**

If you would like to subscribe to the CHHS newsletter and occasionally receive other information about our work, visit [mdchhs.com/newsletter](http://mdchhs.com/newsletter) to sign up.

All correspondence including inquiries, events, and letters should be directed to:

Veronica Washington  
Coordinator

Center for Health and Homeland Security  
500 West Baltimore St.  
Baltimore, MD 21201-1786

P: 410.706.5798  
F: 410.706.2726

[vwashington@law.umaryland.edu](mailto:vwashington@law.umaryland.edu)  
[www.mdchhs.com](http://www.mdchhs.com)

