



The University of Maryland
Center for Health & Homeland Security

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Director's Message

By Michael Greenberger, CHHS Founder and Director

Cybersecurity is on everyone's mind. On a daily basis there are headlines about cyber incidents that seem to be increasing in scope and frequency. Whether it is a data breach that reveals the personal records of millions of people, an attack on government networks obtaining classified information, or a video that shows the very real possibility of a hacker taking control of a car remotely, these incidents are deeply troubling.

Defending against cyber attacks has become so complex that technical experts alone cannot (and should not) be expected to address this problem in a vacuum. There are many important legal and policy issues that must be understood as remedies are developed. What are the proper cybersecurity statutes, regulations, and "best practices" that organizations must implement? How should the government and the private sector share cyber threat information? How can we ensure that privacy and civil liberties are protected while we simultaneously protect identities from being stolen? These are just a few of the many complex legal and policy questions that must be resolved when fighting cyber threats.

The University of Maryland Center for Health and Homeland Security (CHHS) has been at the forefront of providing legal and policy expertise in the cybersecurity arena. CHHS is able to highlight the fundamental and emerging legal and policy issues for government and private sector entities; recommend courses of action that are consistent with cyber law and policy; and assist in planning, training, and exercising government and private sector personnel to handle cyber incidents.

Academics

In addition to the work for our clients, CHHS has been heavily involved in preparing the next generation of cyber professionals to navigate the complicated



CHHS Founder and Director Michael Greenberger, JD, testified before the U.S. Foreign Relations' Subcommittee on East Asia, The Pacific, and International Cybersecurity Policy on May 14, 2015.

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CHHS Staff



First Row (left to right): Orit Zeevi Bell JD, Ulka Ghanta JD, Megan Timmins JD, Heather Shaivitz JD, Michael Greenberger JD, Jeanne Stringer, Hannah Ernstberger, Danielle Lueking, Lisa Crow MA

Second Row (left to right): Janet Clements MEd, Clark Lee JD MPH CPH, Christine Gentry JD, Kristina Laboy MS, Ellen Cornelius JD, Preeti Emrick JD, Veronica Washington, Shannon Snyder MPH, Laura Hoch MPIA, Megan Williams MS, Kasia Fertala JD, Katherine Cooper JD

Third Row (left to right): Vernon Herron MS, Raymond Shin JD MEd MPP, Joseph Kroart JD MBA MA, Christopher P. Ryan MA, Christopher Webster JD, Max Romanik JD, Michael Vesely JD, Eric Oddo MPA, Lori Romer Stone JD, Birch Barron MSPH, Ben Yelin JD, Markus Rauschecker JD

Not Pictured: Arnold Abraham MS, Michael Beland JD, Sarah Case-Herron JD, Matilda Channel-Ward MBA, Joseph Corona AEM, Maggie Davis JD MA, Trudy Henson JD, JoAnne Knapp MA, Alexandra Podolny JD

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Director's Message (continued)

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cyber legal and policy terrain. Confronting an increasing demand for qualified cyber legal and policy analysts, CHHS has worked with the University of Maryland Francis King Carey School of Law to establish advanced cybersecurity degree programs in cyber law and policy. We have described the recently launched Master of Science in Law (MSL) cyber specialty for non-lawyer professionals in previous newsletters. In this newsletter, we now announce the offering of a Master of Laws (LLM) specialty in cybersecurity for law graduates.

In addition to teaching topics ranging from a survey course on the law and policy of cybersecurity, to a specialized course on national security, foreign intelligence, and privacy, CHHS has also developed a cyber crimes course to be taught this coming fall. The quality of these courses and our faculty, combined with the state of Maryland's status as the epicenter for cybersecurity, make these degree programs truly unique and important.

Conferences

Throughout the years, CHHS has been called upon by professional organizations to present at cyber seminars and conferences. This year alone, our experts, including Cybersecurity Program Manager Markus Rauschecker and Senior Law and Policy Analyst Ellen Cornelius, have spoken at FEMA's Annual Emergency Management Higher Education Symposium, the Howard County GovConnects Conference, and the Maryland Higher Education Cybersecurity Conference. We also had the pleasure of participating in the CyberMontgomery conference and we look forward to leading a panel discussion at the annual CyberMaryland conference this fall where over 1000 people are expected to attend. I am also now serving on the Advisory Board for CyberMaryland. Our involvement in these activities and conferences has drawn increased attention to our cyber work.

Testimony

Finally, CHHS' expertise in cybersecurity has caused numerous

federal, state, and local governmental bodies to invite CHHS to testify before them. Rauschecker testified in May before the Council of the District of Columbia's Committee on the Judiciary regarding the importance of cybersecurity vigilance needed for maintaining digital recordings from police body cameras. I testified before the U.S. Senate Foreign Relations Subcommittee on East Asia, The Pacific, and International Cybersecurity Policy's recent hearing on Cybersecurity: Setting the Rules for Responsible Global Cyber Behavior. Additionally, CHHS was tapped by the University of Maryland-Baltimore to lead a Capitol Hill briefing on cybersecurity, data protection, and privacy.

Effective cybersecurity requires an interdisciplinary approach with technical experts, lawyers, policy makers, homeland security professionals, emergency managers, and other cyber experts working in unison. CHHS is ready and will continue to work with, and build alliances with, stakeholders in this important area.

Michael Greenberger
CHHS Founder and Director

Save The Date - Cyber Symposium for Legal Professionals

CHHS, along with the University of Maryland Francis King Carey School of Law and the Universities at Shady Grove, is sponsoring a **one-day symposium on the Law and Policy of Cybersecurity** to be held in Rockville, Maryland, on **February 5, 2016**.

Participants will have the opportunity to examine case studies, learn about existing and proposed cyber legislation, overview executive actions to date, and discuss civil liberty and privacy issues. CLE credits are available for legal professionals, however the course is open to all. Registration details coming soon, please visit www.mdchhs.com/Cybersymposium2016/ or contact mrauschecker@law.umaryland.edu for more information.



Law School Addresses Baltimore City Unrest Through Unique Course

After the episodes of civil unrest that transpired across Baltimore, the University of Maryland Francis King Carey School of Law was faced with a question confronting much of the city: “what do we do now?” At the behest of the law school’s Dean Donald Tobin, an instructional course was launched this fall entitled: “Freddie Gray’s Baltimore: Past, Present, and Moving Forward.” This course is designed to introduce students from both the School of Law and the School of Social Work to some of the systemic problems facing the city, propose potential solutions, encourage student discussion, and suggest potential opportunities for students to get involved beyond the classroom. To accomplish this end, the course was divided into eight topic sessions with ten different law and social work professor(s) providing knowledge and insight into their area of expertise.

Professor Michael Greenberger, CHHS Founder and Director, is serving as course administrator and led the opening class that detailed the events surrounding Mr. Gray’s arrest and discussed various theories of policing (community oriented policing, broken windows, etc.) that could either aggravate or ameliorate community police relations. Other topics addressed by the course include: segregation and discrimination in housing practices; law enforcement use of stop and frisk policies; bail and pretrial justice; disparities in education; cycles of violence; lack of economic development and employment opportunities; and public health and



CHHS Founder and Director Michael Greenberger, JD, discussed policing tactics during his portion of the Freddie Gray Course.

access to healthcare issues. Special guest speakers are supplementing these sessions, including Congressman Elijah Cummings and Dr. Leana Wen, Baltimore’s Public Health Commissioner.

This course is specifically designed to help students identify ways to join community efforts. Future offerings of this course are being scheduled on our campus, with additional educational opportunities being offered at the University of Maryland College Park and in various Baltimore communities.

Education of the next generation of professionals about Baltimore’s social plight is crucial to developing civic solutions; however, this process does not stop here. It is the hope that new learning opportunities can be developed for these students. Just as importantly, it is necessary to identify ways that these students can serve the city’s communities, both during their time as students and throughout their entire professional career. As Professor Greenberger has repeatedly stated, “this course is a beginning, not an end.”

New Public Health Contracts

To prepare for disasters that threaten multiple public health facilities in one city or region, CHHS helps clients develop policies and procedures that establish roles and responsibilities during the disaster. Working with the Maryland Region III Health and Medical Coalition, CHHS recently began a six month contract to develop hospital-wide evacuation procedures, including formalized coordination and communication protocols among regional hospitals, emergency medical services providers, the Maryland Department of Health and Mental Hygiene, the City of Baltimore, and relevant local and state response partners.

Through this project, Region III – consisting of Baltimore City and Anne Arundel, Baltimore, Carroll, Harford and Howard counties – will be better equipped to communicate resource needs, coordinate movement of patients, and facilitate decision making among hospitals. The final procedures will address identified gaps in current protocols and incorporate feedback from stakeholders to ensure they adequately reflect real-world circumstances faced during a regional evacuation.

In a related, yet separate contract, with Johns Hopkins Hospital will adapt hospital-specific protocols based on patient evacuation procedures approved by the Region III Coalition.

CHHS Continues Campus Safety Work with the University of Maryland, Baltimore

Situated in West Baltimore, the University of Maryland, Baltimore – CHHS' home base – is a 71-acre campus encompassing nearly 70 buildings, hosting more than 7,000 employees and 6,000 students. With such a large footprint, safety and security is a top priority for University leadership. While CHHS has worked with the University on emergency preparedness on a number of initiatives over the years, the University recently utilized CHHS' expertise to conduct a comprehensive campus security project that included an examination and updates to Continuity of Operations (COOP) plans, development of awareness campaigns, building safety assessments, and a series of exercises to test security readiness.

During 2015, CHHS Senior Policy Analyst Eric Oddo worked closely with the University's Office of Environmental Health and Safety (EHS) to support campus-wide COOP planning efforts. Offices and schools made comprehensive contingency plans for how to continue functioning

in response to three different types of fundamental scenarios: the loss of a facility, the closure of campus, and an unanticipated 50% staff reduction caused by an emergency. The plans also account for resource and IT requirements, critical interdependencies, and succession lists for leadership.

Following suggestions from CHHS experts working with the University's Office of Communications and Public Affairs, several awareness campaigns were also developed, including wall placards providing instructions on effectively responding to emergencies. Placed by elevators, staircases, and doors throughout campus this past summer, and available electronically through the University's website, these easily digestible signs use visual cues for a multitude of emergency situations – such as fire, tornado, earthquake, active shooters – showing readers the best course of action for each.

Additionally, working with the University's Police Force, CHHS Senior Policy Analyst Vernon Herron

conducted building assessments to evaluate the safety and security of each academic and administrative building on campus, as well as personal safety for those entering. Final recommendations addressed the following areas: safety and security of building exterior and interior; access control; type and extent of monitoring and surveillance; and alert and notification procedures.

Testing many of the plans and policies developed under the campus security project, CHHS' Exercise and Training team has conducted seven exercises with UMB staff. Representatives from the President's Office, Finance, Facilities and Operations, Information Technology, Communications, Academic Affairs, Public Safety, EHS, General Counsel and Human Resources, as well as individual graduate and professional school liaisons, have participated in workshops, tabletop discussions, and functional field exercises. Bringing together stakeholders in simulated scenarios has prepared the campus to better address future real-world emergencies as a team.



CHHS Senior Law and Policy Analysts Max Romanik, JD, and Ben Yelin, JD, (far center, left) walk through continuity plans with University of Maryland, Baltimore employees. A newly designed placard (above) explains emergency procedures near exits/elevators around campus.

Continuity Planning Partnership with the District of Columbia Thrives

CHHS Senior Policy Analyst Eric Oddo continues to provide comprehensive planning services to the District of Columbia (DC) cabinet-level agencies in the development, implementation, and exercising of Continuity of Operations (COOP) plans. The eight year relationship between CHHS and the District's Homeland Security and Emergency Management Agency (HSEMA) for COOP support is one of the longest in Center history.

This fall, Oddo delivered COOP update briefings to a number of critical District entities, including: Mayor Muriel Bowser and her cabinet; the DC Emergency Preparedness Council (EPC); the DC Emergency Response System (ERS) Committee; and the Risk Management Council.

Oddo has provided planning support to over three dozen DC agencies in updating the content of their COOP plans to ensure maximum compliance with District and federal standards. During 2015, four agencies conducted COOP emergency exercises to improve their resilience and preparedness. The exercises challenged participants to develop effective solutions for continuing essential business operations when faced with the loss of a primary facility. The most recent trainings include:

DC Libraries COOP Tabletop

On June 23, 2015, Senior Policy Analyst Eric Oddo facilitated a COOP tabletop exercise (TTX) for the DC Public Library system. The scenario featured a steam line rupture in the main electrical

room of the MLK Library, which is the system's flagship library and houses its executive leadership and administrative offices. Exercise participants, including the Library's Executive Director and personnel ranging from finance and operations to public safety and information technology, assessed how the Library would execute a safe evacuation and continue essential functions in the event their primary facility was incapacitated for two weeks. As a result of the exercise, Oddo is working with the District's Risk Manager to implement a corrective action plan.

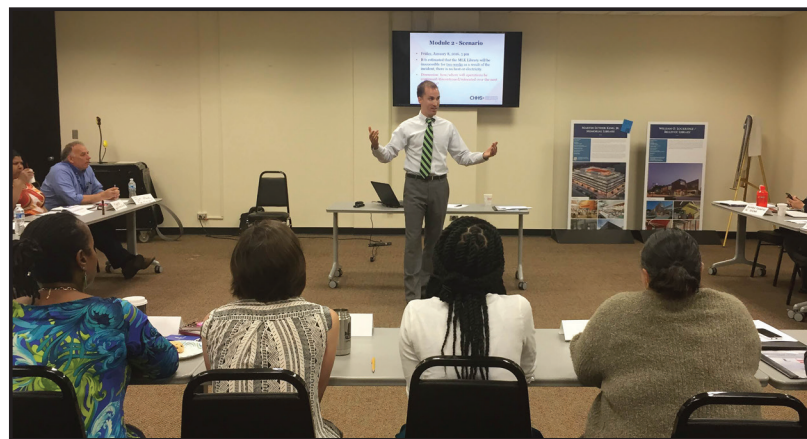
DC Child and Family Services Agency COOP Tabletop

On September 16, 2015, Oddo worked with the DC Child and Family Services Agency (CFSA) to conduct a COOP TTX. Participants faced a mock electrical failure at the agency's main facility and discussed how the CFSA would continue mission essential functions for four

business days. A cross-section of organizational personnel talked through how critical services such as an emergency call center, providing clinics to abused and neglected children, and placing children in foster homes could be run from alternate locations, as well as which government and private stakeholders they would collaborate with.

DC Business Emergency Management Workshop

Oddo and CHHS Senior Law and Policy Analyst Ellen Cornelius facilitated a workshop for the DC Business Emergency Management Operations Center (BEMOC) on October 8, 2015. BEMOC is an important part of DC's emergency response capabilities, and works to manage the interaction between the public and private sector before, during, and after an emergency. The workshop featured three individual vignettes – a building fire, a severe derecho storm, and an active shooter.



CHHS Senior Policy Analyst Eric Oddo, MPA, (standing) explains the disaster scenario during one of four COOP exercises with DC agencies in 2015.

CHHS Public Health Support in Prince George's County Maryland Expands

CHHS began working with the Prince George's County Health Department in July 2014 to support the county's Public Health Emergency Preparedness and Response (PHEP&R) program. Extending our contract for a second year, CHHS Law and Policy Analyst Christine Gentry will continue providing workforce development trainings; emergency preparedness exercises; and logistical support. Over the past year, Gentry has been instrumental in the development of several emergency management exercises including a mass fatality tabletop exercise. The CHHS Exercise and Training team also conducted a series of exercises to test the County's Cities Readiness Initiative Plans, which culminated

in a full-scale medical countermeasures distribution exercise on April 9, 2015.

Gentry has also been a pioneer in developing eLearning courses that will help staff keep up-to-date on roles and responsibilities during an emergency.

Additionally, CHHS Senior Law and Policy Analyst Raymond Shin is now serving as a Communicable Disease Educator under a new contract with the Prince George's County PHEP&R program. His position utilizes County grant



CHHS Law and Policy Analyst Christine Gentry, JD, develops an emergency preparedness eLearning course for public health staff. Read more about the benefits of eLearning for emergency management in From Our Blog (page 8).

funding to enhance communicable disease education and outreach within the local community, through the development of online training materials and health alerts regarding infectious diseases such as Ebola.

Kudos from CHHS Clients

As CHHS continues to work with top emergency responders around the world on plans, policies, and strategies to better prepare for disasters, we are pleased to hear from clients who take the time to thank our staff for their efforts.

From Chief Kevin J. Simmons, Director, City of Annapolis Office of Emergency Management: "The Center for Health and Homeland Security's two day [Lessons Learned During Civil Unrest] training provided our elected officials and first responders in Annapolis with the tools they need to understand, plan for, and respond to multiple types of civil protest. The speaker [Senior Policy Analyst Vernon Herron - pictured right] carried decades of experience in law enforcement, public safety, and homeland security, and punctuated his presentations with insight he has accumulated from managing incidents, investigations, and public safety personnel. The recent emergence of civil protest in cities across the country demonstrates that every jurisdiction should be prepared, and the Center for Health and Homeland Security's civil protest training delivers detailed and critical information that any jurisdiction can use to enhance readiness."



From Ryan Miller, Director of Emergency Management, Howard County, Maryland: "[I] would like to extend a special thank you to [Senior Policy Analyst] Lisa Crow and [Senior Law and Policy Analyst] Kasia Fertala from the Center of Health and Homeland Security who worked tirelessly to develop this [Emergency Operations Plan], a planning process, and a sustainable program. Their extraordinary contributions of time and energy directly influenced the success of the project and the resultant increase in county-wide preparedness."

From Our Blog: ELearning for Emergency Response

*By Christine Gentry, JD
Law & Policy Analyst
August 31, 2015*

Continued training is imperative to maintaining a well-qualified, effective workforce – especially in emergency response fields where best practices evolve with every emergency. Traditional training programs, however, may not always be the best approach. Traditional training occurs in person, in real time, and often represents a large investment in paid time/lost productivity venue and travel expenses. For those in the emergency management and public health fields, as well as first responders, this commitment in time and effort is not always possible.



Online training, or eLearning, provide effective and responsive workforce training anytime and anywhere. ELearning generally refers to any type of instruction delivered via the internet or other network technology – such as webinars and self-paced courses, like the FEMA Emergency Management Institute (EMI) Independent Study courses. ELearning allows a training course to include a variety of multimedia elements such as presentations and slides, interactive content, graphics, photos, audio, and video. These courses are then delivered through a Learning Management

System (LMS), web browser, or sent directly to the student via email. A common perception of eLearning is that the lack of face-to-face interaction equates to a lack of engagement. But even the most basic eLearning authoring software allows for a range of interaction with the material and even other students that is unparalleled in many crowded training sessions. Students can directly connect with the trainer and other students in webinar-style courses through chat boxes or videoconferencing interface. ELearning can also be used to create real-time simulations that function as tabletops and can be used to practice virtual emergency operations coordination such as would be needed in infectious disease incidents.

Instructional design of self-paced courses is inherently interactive. The timeline in self-paced courses is student-propelled. In other words, students themselves maneuver through interactive learning experiences. Student engagement and retention can even be improved by gamification of materials.

Here are a few more of the advantages that eLearning tools bring to emergency operation workforce training:

- 24/7 Availability – ELearning courses are accessible to students anytime and anywhere. This flexibility allows students to learn at their own pace and revisit materials, while minimizing disruption to day-to-day work.
- Cost Effective – Learning online reduces the costs for trainers, travel, venue and technology rentals, printing and other materials, and catering. Developing the technology infrastructure required to launch an eLearning program usually requires comparatively small upfront costs and produces courses and materials that can be reused again and again.
- Scalable, Adjustable, and Responsive – ELearning content is easily adjustable to meet new needs. If best practices change, course content is easy to update and redeliver. An in-depth course can easily be paired down and delivered as a Just-In-Time-Training during an incident.
- Comprehension Assessment – Traditional workforce training does not always assess student comprehension of materials. Evaluative interactive content, which provides feedback on student comprehension as well as the effectiveness of the course design, is easily inserted into eLearning courses.
- Staff Coverage – The nimble delivery of and flexible access to eLearning courses makes it possible to provide training to all staff, volunteers, and partners – not just those that can fit in a training room. It may also allow for broader incorporation of stakeholders spread out over a vast geographic region.

CHHS recently developed a series of progressive, online courses for the Prince George's County

From Our Blog (continued)

You can find this and other blogs on our website mdchhs.com/blog

Health Department Public Health Emergency Preparedness program. The series offers two targeted tracks of courses – one for leadership and one for general staff. Leadership and staff will take a new course every quarter. Each course is designed to capitalize on the interactive features available via online delivery and include assessment tools to measure comprehension of the subject matter and effectiveness of the course.

The first course to roll out is an Incident Command System Review for Public Health. This review provides public health staff and

volunteers, who do not regularly use the Incident Command System (ICS) like Fire/EMS and Police, with an overview of the command system as it would be used in a public health-related response. The assessment built into the course will shed light on improvement areas to be addressed in the next cycle of courses.

Naturally, eLearning is not suitable for all topic areas. For example, taking an online course is no substitute for putting on personal protective equipment (PPE) for the first time or drilling with communications equipment. The

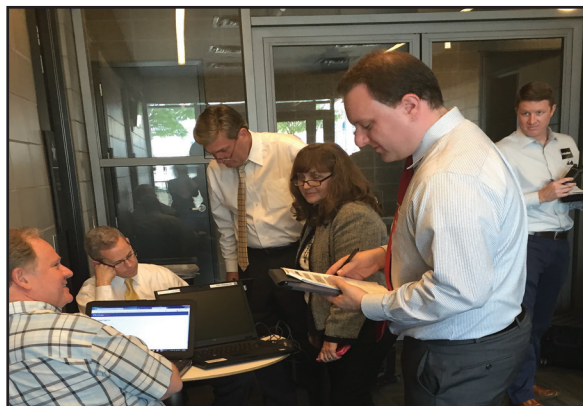
eLearning format though is ideal for training staff, volunteers, and partners on response plans and policies, emerging threats, and evolving best practices, as well as refreshing on basics such as the ICS. By assessing preparedness gaps through exercises and real-world responses, and keeping in mind what topics are more appropriately covered in-person, emergency response may develop comprehensive online training curriculum to ensure all responders are on the same page before an exercise or real-world response, and improve overall response capabilities.

CHHS Wraps-Up Dallas COOP Planning and Exercise Project

Over the past year, CHHS has assisted the City of Dallas in developing a comprehensive Continuity of Operations (COOP) plan. CHHS partnered with Tidal Basin Group to review and update Dallas' previous COOP plans, conduct interviews, develop COOP annexes for over 40 Dallas City departments, and execute a full-scale exercise.

Carrying out a number of roles for this project, CHHS staff first conducted on-site interviews with several Dallas City departments this past January. During these meetings, CHHS engaged department leaders

to determine which essential functions must be continued post-emergency event, and how



CHHS Senior Law and Policy Analyst Ben Yelin, JD, (standing closest to camera) supports a full-scale COOP exercise on July 21, 2015, for the City of Dallas.

those functions would be brought back online after a disruption.

Finally, CHHS helped plan and evaluate a full-scale COOP exercise in Dallas in July, 2015. The exercise was designed to test how City departments would relocate and resume essential functions after a large scale emergency – in the exercise scenario, a tornado took out Dallas City Hall. CHHS Senior Law and Policy Analyst Ben Yelin served as a controller and evaluator at an alternate work site for several city departments.

In conjunction with the planning and exercise phases of this project, CHHS staff helped develop training modules so that Dallas department leaders could continue to train their staff on COOP policies and procedures.

CHHS' Exercise and Training Program

The CHHS Exercise and Training team, under the direction of Program Manager Laura Hoch, has developed, led, and evaluated emergency management exercises of various size and scope, including:

Region V Emergency Preparedness Coalition Full Scale Exercise

During our largest exercise to date, CHHS was all-hands-on-deck for a full-scale mass casualty exercise on May 19, 2015. The Region V Emergency Preparedness Coalition (EPC), which includes representatives from Calvert, Charles, Montgomery, Prince George's, and St. Mary's Counties in Maryland, brought CHHS onboard to test medical surge

capacity by simulating a bus accident resulting in multiple traumas, as well as an infectious disease component. With nearly 20 hospitals and medical centers joining from the region, the exercise gave participants the opportunity to test hospital specific surge plans, infectious disease protocols, as well as regional response and coordination during a mass casualty incident. In addition, CHHS evaluated resource sharing and management processes of the Region V EPC during the exercise.

Maryland-National Capital Region's Training and Exercise Plan

In June 2015 CHHS completed a multi-year Training and Exercise Plan

(TEP) for the Maryland-National Capital Region Emergency Response System (MDERS). The TEP focuses on developing multi-disciplinary and/or multi-jurisdictional response capabilities for critical incidents, while documenting the overall regional training and exercise program goals from July 2015 to May 2017.

The TEP was developed in consultation with the Training and Exercise Work Group (TEPW), which identified the training and exercise needs of the Maryland-National Capital Region. The TEPW includes stakeholders from various disciplines in both Montgomery and Prince George's Counties, including: fire, rescue, and emergency medical

services; law enforcement; emergency management; public health; and healthcare systems. The Maryland Emergency Management Agency (MEMA) and the Maryland Institute for Emergency Medical Services Systems (MIEMSS) are also partners in the TEPW.



CHHS staffers, including Senior Law and Policy Analyst Kasia Fertala, JD, (bottom, left) and CHHS Exercise and Training Program Manager Laura Hoch, MPIA, (top, right) facilitated and evaluated a full-scale public health exercise on May 19, 2015, simulating a surge of trauma patients and an infectious disease component for regional hospitals.



CHHS' Exercise and Training Program (continued)

Lessons Learned from Civil Unrest Seminar

Following protests and violence sparked by deadly police use-of-force in several cities across the U.S., CHHS was approached by the Annapolis Office of Emergency Management to develop and deliver a seminar on lessons learned when responding to civil unrest. CHHS Senior Policy Analyst Vernon Herron, a veteran law enforcement professional, presented a comprehensive two day event to both city officials and first responders that examined pros and cons of efforts taken by government agencies from Ferguson, to New York, to Baltimore. The seminar gave participants the opportunity to discuss how to mitigate, prepare for, respond to, and recover from similar protests that may take place in the City of Annapolis.

A prevalent topic, the seminar has already garnered additional work for the Center, including a presentation scheduled for November 4 at the 2015 FBI National Academy Associates and Nevada Sheriffs' and Chiefs Association Annual Conference.

University of Maryland School of Social Work Shelter-in-Place Exercise

On August 18, 2015, the CHHS Exercise and Training team conducted a drill for the University of Maryland School of Social Work (SSW). Testing shelter-in-place procedures



CHHS Senior Policy Analyst Vernon Herron, MS, (right) presented a two day seminar for government officials and first responders from Annapolis, MD, on civil unrest in July 2015.

– including communication of emergency procedures to staff and building security protocols – the exercise simulated a mock hazardous material explosion outside the building, obliging staff to remain indoors. CHHS worked closely with SSW administration to develop the exercise and evaluate actions to identify areas of improvement in the event of a real-world situation.

Senior Crisis Management Seminars

Working with the U.S. Department of State Office of Anti-Terrorism Assistance, CHHS continued to develop and deliver Senior Crisis Management Seminars for international delegations looking to enhance their emergency management capabilities. In

June 2015, Kazakhstan officials spent a week with CHHS at the Universities at Shady Grove to discuss topics including threat and hazard identification and risk assessments, human rights, planning and mitigation for critical infrastructure, mass evacuations and sheltering, the incident command system, emergency operation center activations, crisis

communications, and mass casualty response. Participants were given the opportunity to test these capabilities through a series of hands-on exercises throughout the seminar.

CHHS has been awarded contracts for India, Pakistan, Burkina Faso, the Philippines, and Morocco to be completed in 2016. Agendas are currently being developed to focus on the specific areas of concern and interest for each country.



CHHS Senior Law and Policy Analyst Michael Vesely, JD, (center) and Senior Policy Analyst Vernon Herron, MS, (right) work with a security officer at the University of Maryland School of Social Work during a shelter-in-place exercise.

In The News

Media outlets often call upon CHHS to discuss current news surrounding public health, emergency management, and disaster response. Appearances since our last newsletter are highlighted below:

In April 2015, following our initial media appearances in response to the Baltimore City civil unrest after the death of Freddie Gray, CHHS experts continued the discussion on violence, civil rights, and policing tactics with the media. Founder and Director Michael Greenberger was quoted in an *Associated Press* article in May 2015 on the potential reasons behind a spike in Baltimore City homicides, which appeared in outlets ranging from Salon.com to the *Washington Post*. Throughout the summer, Greenberger was also called upon to discuss violence as well as community policing by *TIME Magazine*, KPCC Radio (an NPR affiliate in Los Angeles) and the international *German Press Agency*.

Relying on his extensive law enforcement background, CHHS Senior Policy Analyst Vernon Herron talked with outlets both in Maryland and across the U.S. regarding policing concerns in the wake of civil unrest. The *Associated Press* used Herron's thoughts on police conduct during the arrest of Sandra Bland in Texas. He also provided WBFF TV insight into what Baltimore City Police may face during their ongoing U.S. Department of Justice civil rights investigation. In July 2015, Herron had an Op-Ed published in Annapolis Maryland's *Capital Gazette* where he explained the urgency for all first responders and city leaders to prepare for civil unrest before it

happens within their jurisdiction.

As part of the University of Maryland Francis King Carey School of Law's (Maryland Carey Law) efforts to address civil unrest, Director Greenberger commented on his role leading a newly developed course "Freddie Gray's Baltimore: Past, Present, and Moving Forward." Outlets included the *Wall Street Journal*, the *Baltimore Sun*, the *Maryland Daily Record*, the *Washington Post*, and most major tv and news radio outlets in the region. Greenberger was also a featured guest on NPR's All Things Considered to outline the course.

Homeland security threats routinely garner media attention and an opportunity for CHHS to discuss their meaning to the general public. Greenberger spoke to the *Baltimore Sun* regarding a U.S. military base security increase in May 2015 following ISIS threats. Herron was interviewed by WBFF TV prior to July 4th about "lone wolf" terror threats during holiday celebrations, as well as by WJZ TV regarding transportation security in August 2015 following a thwarted attack in France. Director Greenberger was invited to be a guest on NPR's Diane Rehm Show to address whether Transportation Security Administration screening measures put in place after the September 2001 terrorist attacks have been effective.

Cybersecurity has also become a topic of substantial concern in local and national media. Prior to and following

testimony before the U.S. Senate Foreign Relations Subcommittee on East Asia, The Pacific, and International Cybersecurity Policy, Director Greenberger was mentioned in *Politico* and GovInfoSecurity.com. Markus Rauschecker, CHHS Cybersecurity Program Manager, appeared on WNEW Radio to discuss privacy vs. security when considering the use and release of police body camera footage. Greenberger also addressed cybersecurity with Bloomberg Law Radio following



C-Span's Washington Journal had CHHS Founder and Director Michael Greenberger, JD, on air June 1, 2015, to discuss natural disasters and federal relief funding.

encryption technology concerns brought before the U.S. Senate.

Several outlets covered the addition of new cybersecurity and crisis management Master of Laws (LL.M.) specializations to Maryland Carey Law's curriculum in June 2015, including the *National Jurist*, the *National Law Journal*, *Homeland Security Today*, and the *LLM Guide*.

Greenberger's emergency management knowledge was highlighted on NPR's Diane Rehm Show on August 27, 2015, where he discussed changes in emergency response on the 10th anniversary of Hurricane Katrina.

CHHS Professional Presentations

Harnessing CHHS expertise, many professional organizations and legislative bodies have included our staff on panels and as speakers this past summer, including:

CHHS Founder and Director Michael Greenberger:

- May 1, 2015, "Data, Privacy, and the Internet - What You Need to Know," University of Maryland, Baltimore's Policy and Partnerships Briefing on Capitol Hill
- May 14, 2015, "Cybersecurity: Setting the Rules of the Road for Responsible Global Cyber Behavior," US Senate Foreign Relations Subcommittee on East Asia, the Pacific, and International Cybersecurity Policy
- June 11, 2015, "Government Surveillance and Privacy: Have We Reached a Tipping Point?" New York County Lawyer's Association and the American Bar Association's Standing Committee on Law and National Security
- September 18, 2015, "Emergency Preparedness and Communicable Diseases," B'More Health Talks with Baltimore City Health Commissioner Dr. Leana Wen



CHHS Founder and Director Michael Greenberger, JD, (second from left) at the B'More Health Talks.

CHHS Senior Law and Policy Analysts Christopher Webster and J. Max Romanik:

- May 5, 2015, "A Primer on Agile Development for Public Safety," 2015 APCO International Public Safety Broadband Summit

CHHS Cybersecurity Program Manager Markus Rauschecker:

- May 7, 2015, "Public Oversight Roundtable on the Metropolitan Police Department's (MPD) Body-Worn Camera Program," D.C. Council
- September 10, 2015, "Law and Policy in the Cloud Era," GovConnects 6.0 Cyber Conference

CHHS Senior Law and Policy Analyst Lori Romer Stone:

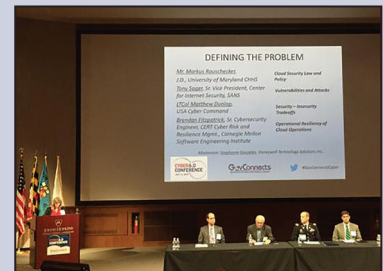
- May 28, 2015, "Beyond Front Lines Tech - Building a Network to Support Law Enforcement and Public Safety Professionals," 2015 Law Enforcement IT Day

CHHS Senior Policy Analyst Ellen Cornelius:

- August 13, 2015, "Privacy vs. Cybersecurity – Who Wins," 12th Annual Maryland Higher Education Cybersecurity Conference

Rauschecker and Cornelius:

- June 4, 2015, "Crisis Management, Cybersecurity Law and Policy, and a Master of Science in Law: How to integrate legal and policy issues into the emergency management curriculum," 17th Annual Emergency Management Higher Education Symposium



CHHS Cybersecurity Program Manager Markus Rauschecker, JD, (seated left) at the GovConnects 6.0 Cyber Conference.

Strickland Appointed Director of the Maryland Emergency Management Agency

CHHS congratulates Russell J. Strickland on his prestigious appointment by Governor Larry Hogan in July 2015 to serve as Director of the Maryland Emergency Management Agency (MEMA).

At the time of his appointment, Strickland was a Senior Policy Analyst with the Center, primarily responsible for working with the U.S. Department of State, Office of Anti-Terrorism Assistance directing Senior Crisis Management Seminars for international delegations. Strickland also assisted Montgomery County Maryland in evaluation and planning for implementation of the National Incident Management System (NIMS). He further supported the review and development of strategic options for the Queen Anne's County Emergency Operations Plan. Strickland's extensive emergency management career and invaluable leadership experience will undoubtedly serve the citizens of Maryland well.



*Russell J. Strickland,
MS*

Emergency Management Professional Janet Clements Joins CHHS

With her more than 30 years of emergency management leadership experience, CHHS is pleased to welcome Janet Clements to our staff of professionals. Since joining the Center in July 2015, Clements has provided strategic coordination and oversight of the National Capital Region's emergency management planning efforts.

Clements has an extensive background working in local government disaster response, where she has been involved in 29 major emergency incidents, including the 2001 terrorist attacks on the Pentagon. Most recently, she was the Chief Deputy Director of the Virginia Department of Emergency

Management. She has also served as an Adjunct Associate Professor in the emergency management program at the University of Richmond and she has taught and developed courses at FEMA's Emergency Management Institute.

Clements holds a Bachelor of Arts degree from Longwood University in English, Journalism and Communications and a Master of Education degree in Adult Education and Human Resource Development from Virginia Commonwealth University. She is a graduate of the Harvard University Kennedy School of Government National Preparedness Leadership Initiative.

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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.



Janet Clements, MEd
Senior Policy Analyst



Joseph Kroart, JD, MBA, MA
Research Fellow



Megan Williams, MS
Policy Analyst

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You can support our ongoing work by contributing to the **Center for Health and Homeland Security**. Our staff has grown to nearly 50 experts and professionals, many of whom present at conferences, speak at symposia, contribute to academic journals, and offer media commentary – all presently unfunded and 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 at all levels to ensure the safety of every U.S. citizen.

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