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Director’s Message

As CHHS celebrates its fifth anniversary, we reflect upon our many successes and look forward to the many exciting projects we have planned for the future. As you will read in this newsletter, the CHHS staff have been busy traveling the country to train state and local emergency responders in our Continuity of Operations Planning (COOP) program, which was recently certified by the Federal Emergency Management Agency (FEMA). This course trains state and local emergency managers and planners to create their own plans to ensure the continued operation of their essential government functions during catastrophic emergencies. This program is one of the “crowning achievements” of CHHS over the last five years, as we have followed this project from creation, to certification, and now through nationwide implementation. Since the program was certified, we have been besieged by requests to conduct trainings by states and localities. In addition to these COOP trainings, we are also working under a contract with the Maryland Judiciary to create a COOP plan for the entire Maryland judicial system.

In other news, CHHS staff recently organized a major conference on behalf of The Middle-Atlantic Regional Center of Excellence for Biodefense and Emerging Infectious Diseases Research (MARCE) to assess the readiness of the Mid-Atlantic region to respond to the onset of a pandemic flu. We are also working closely with DHS’ Office of National Capital Region Coordination on projects concerning emergency response coordination among Maryland, Virginia and D.C. first responders. Our staff this year also assisted the Baltimore City Health Department in crafting an historic Hospital Mutual Aid Agreement among Baltimore’s eleven hospitals, ensuring that these health facilities work in close cooperation in case of a city-wide public health catastrophe. CHHS staffers were also recently involved in a simulated hurricane exercise, called “Hurricane Zephyr,” which examined regional response and recovery capabilities to a category four hurricane affecting the greater Baltimore metropolitan area.

One new focus for the Center is preparing vulnerable populations (low-income communities, the physically or mentally disabled, non-English speaking populations, and the elderly and homeless) for public health catastrophes. The plight of the vulnerable populations during Hurricanes Katrina and Rita in August and September, 2005, respectively, brought this topic to the forefront of our agenda. While pursuing our interest and concern over this subject, CHHS received funding from the Communities Program of the McCormick Tribune Foundation to conduct a “by invitation only” conference of the nation’s leading scholars titled, “Vulnerable Populations: Emergency Preparedness.” This event will take place in November 2007 in Washington, D.C. CHHS will draft an action plan for all levels of government to protect these populations based on the ideas generated from this conference.

Also, in the aftermath of the devastating hurricanes of 2005, CHHS’ own Law and Policy Analyst Joshua Easton, JD, MA, was asked to serve on the strategic advisory committee for a conference focused on rebuilding New Orleans, “Restoration 2007: Innovation, Networks, and Leadership for Post-Disaster Recovery in New Orleans,” held in May 2007. CHHS Fellow Meghan Butasek, MPH, was asked to give a presentation at a conference at the University of Houston Law Center on her work exploring policies to strengthen information sharing and coordination between localities and states for the purpose of protecting foster children affected by a mass disaster.

There is more on all of these topics, plus other CHHS news, in the following pages. Thank you for your support over the last five years. We look forward to working with you in the years to come to protect the health and safety of our country.

Enjoy the newsletter!

Michael Greenberger, JD
CHHS Director & Law School Professor
Continued from page 1

Visiting Professor at the School of Law and a former top-counterterrorism official in the Clinton administration, to help him shape his vision for this Center. On May 15, 2002, Dr. Ramsay’s vision became a reality with the official launch of CHHS. Dr. Ramsay served as Chair of the Board of Trustees of CHHS with Prof. Greenberger serving as the Center’s Director. Positions they both still hold today. Karen H. Rothenberg, JD, MPA; Dean and Marjorie Cook Professor of Law in the School of Law, also plays a special role in CHHS as Dean of the guiding institution for the Center, since Prof. Greenberger now holds a full-time post on the law school faculty.

By the end of 2002, CHHS had a staff of three. Today, CHHS boasts over 30 professionals. The staff includes lawyers, public health experts, doctors, first responders, and a communications specialist.

In 2007, the staff of CHHS are working on a wide range of projects which include preventing and responding to natural and man-made disasters (often relating to issues arising in the aftermath of Hurricanes Katrina and Rita), avian and pandemic flu preparedness, cyber security, mass transit protection, critical infrastructure protection (planning for the protection of important landmarks and resources necessary to continue functioning in an emergency), surge capacity (planning for how the state’s health care system will respond to a sudden and dramatic increase in demand for services as a result of any public health emergency), assisting government agencies with grant applications, and legal preparedness for disasters. CHHS has also done important work in the area of Continuity of Operations (COOP) planning and continuity of government planning. Working on a Department of Homeland Security funded COOP training project, the CHHS team has traveled extensively and visited such locales as Portland, Oregon; Texarkana, Texas; Boston, Massachusetts; Calcasieu Parish, Louisiana; and Albany, New York. Many additional trainings are scheduled in the coming months to include trainings in California, Guam, Kansas, New York City, and Puerto Rico.

To accomplish this work, CHHS collaborates with a multitude of government organizations. These include: The U.S. Department of Homeland Security; the Federal Emergency Management Agency; the Office of the National Capital Region (NCR) in the Department of Homeland Security (the NCR encompasses the District of Columbia and parts of the states of Maryland and Virginia); the Maryland Emergency Management Agency; the Department of Health and Human Services; the Maryland Department of Transportation; the Maryland State Police; the Maryland Governor’s Office; the Baltimore City Health Department; the Baltimore City Fire Department; the Baltimore City Office of Emergency Management; the Maryland Judiciary; and the Baltimore Urban Area Workgroup.

As CHHS marks its fifth anniversary, its staff now continues to foster Dr. Ramsay’s original vision, searching for more opportunities to serve both governments and people in preventing and effectively responding to natural and man-made public health disasters.

The U.S. Department of Homeland Security, Federal Emergency Management Agency, National Preparedness Directorate, National Integration Center, Training and Education Division has certified an emergency planning course created by CHHS titled, “Preparing the States: Implementing Continuity of Operations Planning.” The course will provide government emergency planners with the knowledge and skills to develop Continuity of Operations (COOP) plans and train other state, local, and tribal personnel in their jurisdiction to develop their own plans.

COOP planning is the effort to ensure the continued operation of essential government functions during a wide range of potential emergencies. Whether the hazard is a result of a natural or human-induced event, an “all-hazards” approach coupled with catastrophic-event preparedness training assures that, regardless of the emergency, essential functions will continue.

The course was developed and will be implemented by CHHS under a $1.48 million grant from the U.S. Department of Homeland Security (the NCR) in the Department of Homeland Security Nationwide Plan Review, the National Preparedness Goal, and the Target Capabilities List. The Nationwide Plan Review identifies four focus areas and funding priorities, including Continuity of Operations/Continuity of Government Planning.

The course goals are derived from the Department of Homeland Security Nationwide Plan Review, the National Preparedness Goal, and the Target Capabilities List. The Nationwide Plan Review identified four focus areas and funding priorities, including Continuity of Operations/Continuity of Government Planning.

“CHHS is proud to partner with the Department of Homeland Security on such an important national training project,” said CHHS Director Michael Greenberger, JD. “In our view, it is a fundamental step for state and local governmental institutions to have a well-thought-through contingency plan in place in order to survive and function during a catastrophic event. The plan should ensure the continuation of service to the public, no matter how serious the crisis, whether it is caused by nature or a terror attack. COOP training achieves this worthy goal.”

COOP trainings were recently held in Oregon, Texas, Massachusetts, Louisiana, New York, and Pennsylvania. Upcoming trainings are scheduled in Guam, Washington state, Vermont, Kansas, Louisiana, California, Kentucky, Puerto Rico, Arizona, New York, and Delaware.

For more information on training sessions, contact Alexandra Podolny at 410-706-2153 or apodolny@umaryland.edu. To learn more about COOP training, visit www.umaryland.edu/healthsecurity.
Center Staff Creating COOP Plan for Maryland Courts

In October 2006, the Maryland Judiciary awarded CHHS a contract to perform the Continuity of Operations (COOP) planning for the entire Maryland court system. The Center is currently working on this two-year project, which entails creating continuity plans for the temporary operation of essential court functions within 12 hours of an emergency and the maintenance of these functions for the fourteen days following COOP activation. Essential functions within the Judiciary can range from procuring digital recording equipment to conducting bond hearings. Four CHHS staff members are working on the plan: Law and Policy Analyst Jessica Pitts, JD; Law Fellow Meghan Butusk, MPH; Staff Attorney Jamar Herry, JD; and John Pitts, JD. Jessica Pitts, JD, serves as the field lead for the Court COOP project, believes the creation of the Court COOP plan goes a long way toward protecting the public and building public trust. “I think that during an emergency, the public looks to and relies upon its government to protect them and to continue to provide the basic guaranteed rights afforded them,” said Pitts. If the public needs the courts and, the courts are unable to perform, the aftermath of the emergency will have sections covering important procedural and substantive public health issues that will arise during an emergency. The Benchbook will parallel the Court COOP project. The Judiciary Benchbook will be a readily accessible reference for Maryland judges dealing with legal issues arising out of the public health catastrophe. It will have sections covering important procedural and substantive public health issues that will arise during an emergency. The Benchbook dovetails with Court COOP planning activities because it ensures the ability of judges to continue functioning in an emergency, and gives them a tool to help them confront the unique legal issues that arise in a public health emergency.

If a catastrophic health emergency or bioterrorism attack hits the Mid-Atlantic, “Is Anyone or Everyone in Charge?” That was the basis for a dialogue “Responding to Regional Catastrophic Public Health Events” conference organized by CHHS and held on Feb. 27, 2007 in the Sanford Auditorium of the Uniformed Services University of the Health Sciences in Bethesda, Maryland. The purpose of the conference was to provide a forum to address the readiness of the Mid-Atlantic region to respond collaboratively to a multi-jurisdictional, multi-state public health catastrophe. During the conference, participants explored two scenarios with top public health and safety officials and asked the tough questions on how prepared we are.

The conference was sponsored by The Mid-Atlantic Regional Center of Excellence for Biodefense and Emerging Infectious Diseases Research (MARCE). Myron Levine, JD, DTPH, Director of the Center for Vaccine Development in the School of Medicine (center), and Michael Greenberger, JD, Director of CHHS (right.)

Conference Addresses Mid-Atlantic Readiness for Catastrophe

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The conference was sponsored by The Mid-Atlantic Regional Center of Excellence for Biodefense and Emerging Infectious Diseases Research (MARCE). Myron Levine, JD, DTPH, Director of the Center for Vaccine Development in the School of Medicine, also served as the director for MARCE. CHHS Senior Law and Policy Analyst Marita Mike, MD, JD, and CHHS Event Coordinator Tristan Reed, MA, now a Law Fellow, organized the conference on behalf of MARCE. Conference participants included MARCE investigators and emergency response officials from states and localities within the region, as well as federal officials.

The onset of pandemic influenza and an anthrax attack were used as platform examples for the discussion of how natural and man-made catastrophic disaster events call for the most careful and coordinated regional response. CHHS Director Michael Greenberger, JD, facilitated the discussion. Prof. Greenberger has written extensively on effective and coordinated multi-jurisdictional responses to catastrophic public health events.

Some of the issues addressed during the conference included: activating local, regional state and national response plans; the use of regional coordinating agreements, such as the Emergency Management Assistance Compact and the National Response Plan; the role of extraordinary governmental powers; vaccine development and production in response to emerging situations; hospital and medical facility coordination; the implementation plans for mass prophylaxis; use of the Strategic National Stockpile and the availability of medical countermeasures; regional evacuation and implementation; effective use of local and out-of-state volunteers; and the preparation plans for the protection of vulnerable populations in disaster scenarios.

“The MARCE event was unique, because it allowed the top medical biodefense researchers in the Mid-Atlantic states to begin an important dialogue with first responder agencies within that region,” said Prof. Greenberger. “The medical research community has gathered important knowledge about the ability to respond to catastrophic health events, whether they be the result of terrorist acts or natural phenomena, such as the potential impending occurrence of pandemic flu. The imparting of that information to first responder agencies will help the latter calibrate and further refine planning to meet such crises ‘head on.’ I am confident that this will be the first of many similar ‘networking’ events.”
In early 2007, CHHS Associate Director Kate Christensen, JD, accepted a position on the Washington D.C. staff of Congresswoman Zoe Lofgren (CA-16), thus leaving CHHS after several years of service. Christensen is now serving as Senior Legislative Counsel to the Congresswoman for homeland security, as well as election reform and campaign finance. Congresswoman Lofgren is in her seventh term in Congress representing most of the city of San Jose and Santa Clara county in California.

CHHS Director Michael Greenberger, JD, described Christensen’s departure as “bitter sweet.” Greenberger said, “I am personally very indebted to Kate. She was a student in my first homeland security class at the law school and the first full-time Law Fellow for the Center, beginning in 2003. She then served, with distinction, at the Federal Election Commission through April 2005, at which time she returned to CHHS as Associate Director.”

During her time at CHHS, Christensen led the $1.5 million U.S. Department of Homeland Security (DHS) training grant project, which has won laurels from inside and outside DHS. Greenberger noted that when Christensen began as CHHS’ Associate Director, there were seven staff members, including Christensen. CHHS now has over 30 staff members. “It is a testament to Kate’s talent, poise, management experience, and her high degree of expertise in the homeland security area that she has been chosen for this quite prestigious position on the Hill.” Greenberger said.

Christensen Joins Congresswoman Lofgren’s Staff

Kate Christensen, JD

Erin Hahn, JD, MPA

Alexandra Podolny, JD

Hahn and Podolny Take On New Roles

Following Christensen’s departure, Erin Hahn, JD, MPA, was named the new Associate Director for the Center. Hahn previously served as a CHHS Staff Attorney. Her work focuses on legal and policy issues involving the public health aspects of counterterrorism and disaster response. She edited, and is currently updating, the Maryland Public Health Emergency Preparedness Legal Handbook, a comprehensive guide to the relevant statutes and regulations pertaining to emergency response, particularly a catastrophic health emergency. Recently, Hahn completed a memorandum for the Baltimore City Health Department covering legal issues related to responding to a catastrophic health emergency within city limits, including coordination of emergency response among area hospitals, and important relationships with county, state, and federal government agencies. The project included drafting model orders for the exercise of certain emergency powers by the city, such as quarantine, vaccination, and curfew orders. Hahn is currently drafting a Benchbook for use by the Maryland court system.

Prior to joining CHHS, Hahn worked in private practice at a Baltimore law firm doing civil litigation. She also has experience providing pro bono representation for individuals seeking asylum before the United States Immigration Court. Hahn received her BA, summa cum laude, from Salisbury University, her JD from the University of Maryland School of Law, and her Masters in Public Administration from the Katholieke Universiteit Leuven, in Leuven, Belgium, which she attended as a Flemish Community Fellow. While in law school, she served as an Associate Editor for the Maryland Law Review and as an Executive Board Member and National Team Member of the Moot Court Board. Hahn is admitted to practice law in Maryland.

CHHS Senior Law and Policy Analyst Alexandra Podolny, JD, has also taken on additional responsibilities since Christensen’s departure. Podolny is serving as the manager for the Continuity of Operations (COOP) planning program for CHHS. Most notably, Podolny manages the DHS COOP grant. She also manages the Maryland Judiciay COOP project, and continues to work with CHHS staff assigned to COOP work for Maryland state agencies. In addition, she is a member of the UMB Campus Emergency Management Team.
City of Baltimore Strengthens Relationship with CHHS

In January 2007, CHHS began working with the Baltimore Urban Area Homeland Security Working Group (UAWG) - the executive committee that governs homeland security funding and policy for Baltimore city and surrounding communities. The UAWG was formed in 2003 to provide a governance structure for implementation of investments funded by the Urban Area Security Initiative (UASI), an annual Department of Homeland Security (DHS) grant program. The UAWG consists of representatives from the seven Baltimore Urban Area member jurisdictions - the cities of Baltimore and Annapolis, as well as the counties of Baltimore, Howard, Anne Arundel, Carroll, and Harford counties.

William J. Goodwin, Fire Chief for the City of Baltimore, coordinates homeland security efforts for the Mayor of Baltimore and all city agencies, and serves as head of the Baltimore’s Office of Emergency Management. Chief Goodwin also chairs the UAWG as a representative of the urban area’s core city of Baltimore.

The UASI grant program is one of five interconnected grant programs under the Homeland Security Grant Program (HSGP). In addition to the UASI program, which focuses on counterterrorism efforts in high-threat, high-density urban areas, the HSGP also funds the State Homeland Security Program, focusing on state counterterrorism efforts, as well as three additional programs focused on subject matter rather than geography - the Law Enforcement Terrorism Prevention Program, the Metropolitan Medical Response System Program, and the Citizen Corp Program. For this year’s UASI, DHS split the nation’s urban areas into two tiers. Tier I contains the six largest urban areas, including the National Capital Region (NCR), which compete for a division of about $410 million. Baltimore is in Tier II, which contains the remaining forty smaller urban areas, which compete for a division of about $336 million.

Two CHHS Law and Policy Analysts, Joshua Easton, JD, MA, and Catherine Napius, JD, have been assisting the UAWG develop the Baltimore Federal FY 2007 UASI grant application and related homeland security policy. They have worked with subject matter experts in the region to identify security needs in areas related to communications interoperability, critical infrastructure protection, citizen preparedness and evacuation, continuity of operations, mass casualty incident response capability, and maritime domain awareness, among others.

New to the UASI grant application process for FY 2007 was an incentive for urban areas to coordinate their homeland security investments where possible. CHHS’ relationship with the NCR and the Baltimore UAWG grants process.

Continued on page 18

CHHS Staffer Gets National Capital Region Position

During the spring, CHHS Staffer Daniel Meyerson, JD, a law and policy attorney, was assigned to the Maryland Governor’s Office of Homeland Security, where he participated in the annual Homeland Security Grant Program applications process. Meyerson serves as Deputy Director, and programs management oversight for the numerous projects in the region that are funded by homeland security grant dollars, ensuring that grant funds are expended on time and according to guidance regulations, and briefing and advising regional governance groups about the homeland security grants process.

Before assuming his position as Deputy Director, Madden was assigned to the Maryland Governor’s Office of Homeland Security, where he participated in the 2006 state homeland security grant application and conducted a statewide resource assessment, among other projects, as well as providing staff support to the office and statewide advisory and governance bodies.

Madden attended the University of Maryland School of Law (2004), and is admitted to the Maryland Bar. He earned his B.A. in Anthropology and French at the University of Notre Dame (1999).

Meyerson Holds Committee Posts

CHHS Staffer Daniel Meyerson, JD, who currently works at the Maryland Department of Transportation on public safety communications interoperability issues in Maryland and the National Capital Region, provides administrative and research support to the State Interoperability Executive Committee (SIEC) and to the Governance Working Group (GWG) in order to advance communications interoperability in the state.

As part of his committee work for the SIEC, Meyerson briefed the committee on a few proposals that were part of the Federal Communications Commission’s (FCC’s) 9th National Proposed Rule Making (NPRM). These were proposals that the SIEC felt were unwise for the future of public safety communications. Meyeron requested the SIEC support the comments that were filed by RCC, Inc., a consultant for the Maryland Department of Budget & Management (DBM). The committee reached unanimous consensus and filed concurrent comments with the FCC.
On April 26, 2007, the state of Maryland conducted a regional exercise in conjunction with the National Capital Region (NCR) and the state of Virginia. The exercise scenario simulated recovery from a hurricane (called Hurricane Zephyr) that impacted the region, local jurisdictions in Maryland, including Baltimore city, activated their Emergency Operations Centers and participated at a functional level to test local and statewide exercise. The scenario assumed that the worst of the hurricane’s arrival; 6,000 people were population evacuated prior to the storm surge; 15% of the city’s households were inundated with a 15-foot storm surge; 15% of the city’s population evacuated prior to the storm’s arrival; 6,000 people were occupying city-run shelters; two-thirds of the city’s households were without electrical power; and that several vacant buildings collapsed, as well as an occupied apartment building on Pulaski Highway. This first day entailed activating the Baltimore City Emergency Operations Center, initiating the simulated Damage Assessment Team, as well as a tactical drill in which the city responded to the building collapse caused by hurricane-force winds.

CHHS Law and Policy Analyst, Jessica Pitts, JD, participated as a simulator in the Simulation Cell at the Maryland Coordination Analysis Center on Cold Spring Lane on April 26th. Patel was in charge of simulating responses for Ocean City, Queen Anne’s County, and Kent County while Chase handled all inquiries and responses for Prince George’s County. CHHS Law and Policy Analyst, Sabrina Chase, JD, is assisting the Baltimore City Public School System to help the school system develop its own pandemic flu plan. In addition, Silver works with the Baltimore city hospitals to coordinate regular meetings and address policy issues so hospitals can better coordinate sharing of resources and communication in the event of an emergency.
CHHS Director Writes about Effective Federal Coordination of National Catastrophes

Since Hurricane Katrina and its aftermath, there have been extensive discussions at various levels of government as to which level of government should be “in charge” when responding to a catastrophic public health event with national-wide implications. These conversations have prompted a series of articles by CHHS Director Michael Greenberger, JD, addressing the confusion about the appropriate role of the federal government in response to such a disaster, including when the active military should be deployed.

Much of the recent writing of Prof. Greenberger focuses on the federal government’s National Response Plan (NRP), which was first issued in December 2004. Thirty-three top federal officials signed the plan which detailed how all levels of government should respond and coordinate resources in the event of a catastrophe of “national significance.” The plan called for placing the Secretary of Homeland Security as the lead federal official charged with heading an Executive branch emergency operations center designed to bring high level officials from all parts of the federal government together in a so-called “war room.” The purpose of that federal executive operations center is to seamlessly coordinate federal resources and to communicate in real time with affected states and localities. The NRP expressly contemplated integration and use of the active military in these catastrophic situations, if needed.

During Hurricane Katrina in August 2005, the NRP was implemented both belatedly and half-heartedly. No cabinet level federal executive “war room” was established. The active military, ready to intervene, were used on an extremely delayed basis, aggravating the ineffectiveness of the emergency response. Many post-Katrina “lessons learned” reports, as well as new federal legislation, raised the hope that confusion on the part of the federal government in response to national public health catastrophe would not be repeated.

However, the emergency response work of CHHS staff continues to show that there is a high level of uncertainty at all levels of government about how to coordinate and integrate federal, state, and local responses to catastrophic events having national impacts.

At the end of the last Congress, two separate pieces of legislation made clear that the President has authority to use the active military in a natural occurring catastrophic event. Congress also made clear that the Department of Health and Human Services, not the Department of Homeland Security, will take the lead for public health response. Even with these changes, confusion abounds. Much work is needed to achieve effective coordination.

The thrust of the writing by Prof. Greenberger addresses these issues and suggests effective templates for inter- and intra-governmental coordination. The foremost template Prof. Greenberger suggests for responding to catastrophes of “national significance” is one in which the federal government coordinates the response through aggressive management by the highest levels of the federal government, in real time communication with state and local officials. This communication should, from the first instant, actively support, rather than lead, the response. With this said, the federal government must be prepared to take the lead when state and local governments are overwhelmed, i.e., they can not respond, as was true during Katrina.

The federal government must also be prepared to include the use of the active military, with its wealth of resources, to meet the emergency at hand. The role of governments responding to national catastrophes continues to be controversial and an important subject deserving the attention of academic-oriented centers such as CHHS.

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Butasek Presents Paper at Conference on Young Hurricane Katrina Evacuees

In her paper and presentation, Butasek explored ideas about how to strengthen information sharing and coordination between localities and states for the purpose of protecting the access of foster children to health care, education, and social services following a disaster event. The focal point for the research was the potential of an information sharing manual and training to address foster children’s needs in disaster situations. A manual of this sort could be designed to clarify state and federal laws for the purpose of expediting the resumption of services to foster children displaced due to disaster situations. (Many child welfare systems do not have emergency plans for disaster events, leaving children in foster care more vulnerable to the upheaval such as that witnessed in Hurricane Katrina affected communities.) The target audience for such a manual would be social service providers, guardian ad litem, foster parents, juvenile justice system workers, pediatric health care providers, and Court Appointed Special Advocate (CASA) for children in foster care.

Papers from the conference, including Butasek’s, will be included in “The Katrina Effect: Disasters and Children,” to be published in December 2007. For more information or to reserve a copy, visit: www.law.uah.edu/center/cikp or e-mail center@cikp.uah.edu.
CHHS Helps Create Area Hospital Mutual Aid Agreement

CHHS Director Michael Greenberger, JD, and Staff Attorney Deborah Silver, JD, participated in the joint announcement on January 24, 2007 of a historic agreement among eleven Baltimore hospitals to work together in the event of a bioterrorist attack or other public health catastrophe.

Silver assisted in the two-year development and implementation of a memorandum of understanding (MOU) that allows the sharing of staff and supplies among city hospitals during a disaster as well as a new plan for coordination of mutual aid through the city’s emergency operations center. Hospitals covered in the MOU include the University of Maryland, Bon Secours, Good Samaritan, Harbor, Johns Hopkins and Johns Hopkins Bayview, Maryland General, Mercy, Sinai, St. Agnes, and Union Memorial.

During the announcement, Greenberger stressed the importance of the agreement and cited the disastrous aftermath of Hurricane Katrina in August 2005, “The city of New Orleans had plenty of plans written on paper. They were written by consultants and nobody knew what they really said,” Greenberger said.

“In a catastrophic public health crisis, it is critical that a big city has a plan to coordinate its otherwise diverse acute care facilities. Baltimore has taken a leading role to get this done and it has established a model for others to follow.”

Many prominent Baltimore figures were at the news conference, including Sheila Dixon, MS, Mayor of Baltimore; Timothy Babinen, MD, MBA, FACS, Chief Medical Officer, University of Maryland Medical Center; Joshua Sharfstein, MD, Commissioner of Health for Baltimore; and Ronald Peterson, MHA, President of Johns Hopkins Health System.

Wilairat Helps Plan Rail Security Forum

The concern for protection of public transportation in our post-Sept. 11th world proved warranted when trains, and other forms of transportation, were bombed in London, Mumbai, and Madrid in recent years.

Greenberger, JD, and Staff Attorney Adrian Wilairat, JD, of CHHS, have been working with Maryland Department of Transportation (MDOT), and the Transportation Security Administration (TSA) on planning the educational program for state, local, and tribal personnel in their jurisdiction to develop their own plans. COOP planning is the effort to ensure the continuous operation of essential government functions during a wide range of potential emergencies.

Wilairat first joined CHHS in August 2006, when Miller was a Correspondent for ABC News, and John Miller, Assistant Director of Public Affairs at ABC News, was selected to serve on the strategic advisory committee for the “Restoration 2007: Innovation, Networks, and Leadership for Post-Disaster Recovery in New Orleans” conference. The conference was held on May 2, 2007 in New Orleans, Louisiana. The conference was made up of representatives from local government, private companies, nonprofit, federal government, and conference co-sponsors. As part of the committee, Easton assisted in planning the educational program and other aspects of conference. The conference was created and is certified by the U.S. Department of Homeland Security.

Easton, a graduate of Tulane Law School, was happy to return to New Orleans. “The conference focuses on the positive aspects of rebuilding a community after a disaster, and I think the state and local attendees definitely benefit. Other communities have adapted what was learned from these conferences to improve their own emergency preparedness and recovery.”
City of Baltimore Strengthens Relationship with CHHS (continued)

Management Office, who worked on the NCR's UASI application. Moreover, the Baltimore UASI application corresponded appropriately with the Maryland State Homeland Security Program application, thanks to collaboration with Former CHHS Staff Attorney Ulka Patel, JD, and CHHS Law and Policy Analyst, Sabrina Chase, JD, who completed the state application. Easton and Napolis' work for the Baltimore Urban Area is in addition to the projects CHHS has already engaged with the Baltimore City Health Department through CHHS Staff Attorney Deborah Silver, JD, and CHHS alumna Brooke Courtney, JD, MPH. Upon completion of this year's UASI application, Easton and Napolis will work on enhancing the framework of Mutual Aid Agreements between the UAWG jurisdictions and assisting with the development of local policy regarding the Environmental Planning and Community Right-to-Know Act. They also participated in the planning and execution of two large-scale exercises: Hurricane Zephyr in May, in coordination with the Maryland Emergency Management Agency, and Nautical Shield, to happen in September, in coordination with the U.S. Coast Guard, Port of Baltimore.

CHHS Director Writes about Effective Federal Coordination of National Catastrophes (continued)

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Articles Written By Prof. Greenberger on the Federal Response to Public Health Catastrophes of National Significance


Ye, Virginia: The President Can Deploy Federal Troops to Prevent the Loss of a Major American City From a Devastating Natural Catastrophe, forthcoming in 26 Miss. C. L. Rev. (2007).


Summer 2007

Recent Presentations, Conferences, Symposia, and Other Events

Staff Attorney Attends MARC Safety Drill

Staff Attorney Adrian Wilairat, JD, attended a MARC Safety Drill at Camden Station on November 9, 2006. The Montgomery County Police SWAT Team demonstrated how to storm and secure a train under attack. Participants, who included officers from the Maryland Transportation Authority Police, learned about railroad safety hazards and how to access and disable MARC trains.

Greenberger Speaks at Solo & Small Firm Practice Pre-Conference

CHHS Director Michael Greenberger, JD, spoke during a pre-conference session held as part of the 8th Annual Solo & Small Firm Practice Conference at The BWI Marriott. The Director's talk took place on November 10, 2006. His talk was titled, “Disasters: The Big Picture and Their Real Impact.” The event was sponsored by the Maryland State Bar Association Solo & Small Firm Practice Section and MICPEL.

Former Staff Attorney Speaks at Pandemic Influenza Symposium

Former Staff Attorney Ulka Patel, JD, spoke at the Pandemic Influenza Symposium on Nov. 14, 2006 about Continuity of Operations (COOP) planning for the state of Maryland. The event took place in Annapolis, Maryland and was hosted by the Anne Arundel County Health Department and the Annapolis and Anne Arundel County Chamber of Commerce, Inc.

Staff Meets With Members of the Maryland Judicial System

Several CHHS staff members met with 50 members of the Maryland Judicial System on Nov. 14, 2006 in Annapolis, Maryland at the Judicial Training Center to introduce them to Continuity of Operations (COOP) planning. CHHS staff are working on a Continuity of Operations (COOP) planning project for the Maryland Court of Appeals, the Maryland Court of Special Appeals, the Administrative Office of the Courts, and for each of the Maryland courthouses across the state.

Staff Attorney Participates in MARC Safety Drill

Staff Attorney Adrian Wilairat, JD, participated in the MARC Safety Drill at Camden Station on November 21, 2006. Maryland Transit Administration (MTA) Police and Maryland Transportation Authority (MDTA) Police learned about railroad safety and hazards and procedures to take in an emergency. Various scenarios involving approaching and evacuating a MARC train were demonstrated. Additionally, the Montgomery County SWAT Team conducted a storm drill.

Former Staff Attorney Discusses National Infrastructure Protection Plan

Former Staff Attorney Adam Trister, JD, discussed the implementation of the national infrastructure protection plan at the 2006 Department of Homeland Security Office of Grants and Training National Conference held at the Capital Hilton in Washington, D.C. on Nov. 28, 2006.

Hahn Speaks at Marshall Center

Former Staff Attorney Erin Hahn, JD, MPA, now Associate Director for CHHS, spoke to members of the Marshall Center during a presentation at the Office of the Secretary of State in Annapolis, Maryland on Dec. 6, 2006. Hahn spoke about international cooperation in homeland security and defense.

Court COOP Team Hold Kick-Offs

Center staff held a kick-off for the Prince George's County District Court's Continuity of Operations (COOP) planning process on Dec. 8, 2006. Staff also held kick-offs for the Prince George's Circuit Court Continuity of Operations (COOP) planning process on Dec. 13, 2006 and the Frederick County District and Circuit Courts Continuity of Operations (COOP) planning process on Dec. 15, 2006.
M. Be, made a presentation on Senior Law and Medical Consultant Justices Midyear Meeting in New Orleans. Dr. Mareiniss primarily spoke about pandemic planning.

Senior Law and Medical Consultant Gives Talk on Pandemic Flu
Senior Law and Medical Consultant Darren Mareiniss, MD, JD, M. Be, gave a talk at the American College of Legal Medicine Annual Meeting in Orlando, Florida on March 3, 2007. Dr. Mareiniss’ talk was titled, “A Comparison of the Czar and Schiano cases: the Burden of Proof, Due Process and Autonomy in the Persistently Vegetative Patient.”

Staff Attorney Works on Rail and Transit Security Meeting
Staff Attorney Adrian Wiliarat, JD, assisted in setting up a Rail and Transit Security Meeting on March 1, 2007 in Columbia, Maryland. Sponsored by Maryland’s Anti-Terrorism Advisory Council (ATAC), the meeting brought together over forty police officers from agencies with jurisdiction over the MARC rail to develop a framework for coordinating and improving rail security in Maryland. Each agency designated a liaison for rail and transit security. Additionally, participants began planning for a larger rail security conference, which was held in July 2007.

Greenberger Speaks at Post-9/11 Conference
CHHS Director Michael Greenberger, JD, spoke about post-9/11 law at a conference at Syracuse University College of Law on March 1, 2007. The Director spoke to members of the American Constitution Society and the College of Law community.

Greenberger Speaks to Law School Alumni About Terrorism
CHHS Director Michael Greenberger, JD, presented, “Everything You Always Wanted to Know About the War on Terror But Were Afraid To Ask” at the law offices of Whiteford Taylor Preston LLP on May 2, 2007. Alumni from the University of Maryland School of Law were invited to attend this event which was part of the University of Maryland School of Law Alumni Association’s Brown Bag Lecture Series.

Law and Policy Analysts Participate in Restoration 2007
Law and Policy Analysts Joshua Eaton, JD, MA, and Daniel McBride, JD, participated in “Restoration 2007: Innovation, Networks and Leadership for Post-Disaster Recovery.” The conference took place in New Orleans from May 2-5, 2007. Eaton served on the strategic advisory committee for the event, which was created in the wake of Hurricane Katrina and is the first national conference for local government and community leaders focused on long-term social and economic recovery after a disaster.

Senior Law and Medical Consultant Speaks at American College of Legal Medicine Meeting
Senior Law and Medical Consultant Darren Mareiniss, MD, JD, M. Be gave a talk at the American College of Legal Medicine Annual Meeting in Orlando, Florida on March 3, 2007. Dr. Mareiniss’ talk was titled, “A Comparison of the Czar and Schiano cases: the Burden of Proof, Due Process and Autonomy in the Persistently Vegetative Patient.”

Staff Attends Interoperability Conference
CHHS Staffer Daniel Meyerson, JD, currently working at the Maryland Department of Transportation on public safety communications interoperability issues in Maryland and in the National Capital Region, attended a conference, titled “Interoperability for Informed Emergency Responses.” The event was held in Washington, D.C. on March 15, 2007 and was co-chaired by COMCARE, the American Red Cross, and the National Network of Community and Regional Operations Industry Consortium.

Staffer Attends National Urban Areas Conference
CHHS Staffer National Urban Areas Conference CHHS Staffer Charles Madden, JD, currently assigned to the District of Columbia Emergency Management Agency as the Deputy Director of the National Capital Region Homeland Security Grants and Programs Management Office, attended the National Urban Areas Conference from April 9-12, 2007 in Miami, Florida. The event was organized and hosted by the Miami and Charlotte urban areas.

Analysts Conduct EDUCAUSE Pre-conference Seminar

Analyst Speaks at Conference on Young Katrina Evacuees
Law Fellow Meghan Bussiek, MPH, spoke at “Children and the Law After the Katrina Disaster: An Interdisciplinary Conference on Young Evacuees.” The conference took place at the University of Houston Law Center on April 20, 2007. Bussiek’s presentation was titled, “Information Sharing Manual for Children: Is the Foster Care After Disasters.”

Director Speaks on Strategic National Stockpile
CHHS Director Michael Greenberger, JD, spoke during a Health and Security Policy Briefing Series titled, “Is the Homeland Prepared? The Strategic National Stockpile” on May 1, 2007 at the University of Chicago Gleacher Center.

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Recent Presentations, Conferences, Symposia, and Other Events (continued)

Director Speaks at EDUCAUSE Event
CHHS Director Michael Greenberger, JD, spoke during a panel discussion for EDUCAUSE on January 19, 2007 in Baltimore. EDUCAUSE is a non-profit organization whose mission is to advance higher education by promoting the intelligent use of information technology. Greenberger spoke on a panel titled, “The Impact of Homeland Security Issues on Higher Education.”

Greenberger Speaks at Hospital MOU Press Conference
CHHS Director Michael Greenberger, JD, spoke during a press conference held on January 24, 2007 at City Hall in Baltimore. The Baltimore City Healthcare Facilities Mutual Aid System Memorandum of Understanding (MOU) was announced at the press conference held on January 19, 2007 in Baltimore.

Greenberger Speaks at Conference of Chief Justices Midyear Meeting
Senior Law and Medical Consultant Darren Mareiniss, MD, JD, M. Be, made a presentation on a panel with Carolyn Ortewin of the National Center of State Courts on Feb. 6, 2007 at The Conference of Chief Justices Midyear Meeting in New Orleans. Dr. Mareiniss primarily spoke about pandemic planning.

Director Facilitates MARCE Conference
CHHS Director Michael Greenberger, JD, facilitated a conference hosted by The Middle-Atlantic Regional Center for Excellence for Biodefense and Emerging Infectious Diseases Research (MARCE) on February 27, 2007 at the Sanford Auditorium, Uniformed Services University for the Health Sciences in Bethesda, Maryland. The conference was titled, “Is Anyone or Everyone in Charge? Responding to Regional Catastrophe Public Health Events.”

Staff Attorney Speaks at Conference of Chief Justices Midyear Meeting
Senior Law and Medical Consultant Darren Mareiniss, MD, JD, M. Be gave a talk at the National Press Club in Washington, D.C. on Feb. 7, 2007 at the American Public University System/american Military University’s Homeland Security Symposium-Pandemic Flu. Dr. Mareiniss’ talk was titled, “Case Study of Pandemic Flu: An Assessment of the Potential Effects of an Influenza Pandemic on Local Communities.”

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Director Facilitates MARCE Conference
CHHS Director Michael Greenberger, JD, facilitated a conference hosted by The Middle-Atlantic Regional Center for Excellence for Biodefense and Emerging Infectious Diseases Research (MARCE) on catastrophe regional preparedness. The event was held on February 27, 2007 at the Sanford Auditorium, Uniformed Services University for the Health Sciences in Bethesda, Maryland. The conference was titled, “Is Anyone or Everyone in Charge? Responding to Regional Catastrophe Public Health Events.”

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CHHS Staff Report Court COOP Project Status at Meeting

Center staff gave a presentation at a conference of Circuit Court Clerks and Court Administrators on May 7, 2007 on Kent Island. Staff reported on the status of a Continuity of Operations (COOP) planning project for the Maryland Court of Appeals, the Maryland Court of Special Appeals, the Administrative Office of the Courts, and for each of the Maryland courthouses across the state.

Staff Attorney Attends ATAC Plenary Meeting

Staff Attorney Adrian Wilairat, JD, attended a plenary meeting of the Maryland Anti-Terrorism Advisory Council (ATAC) on May 23, 2007. U.S. Attorney for the District of Maryland Rod Rosenstein made a presentation, and representatives of nonprofit entities and the Maryland National Guard provided briefings.

Law Fellow Presents on Foster Care During Disasters

Law Fellow Meghan Butasek, MPH, gave a presentation during the 10th Annual All-Hazards Emergency Management Higher Education Conference which was held from June 4-7, 2007 at the Emergency Management Institute in Emmitsburg, Maryland. Butasek’s presentation was titled, “Information Sharing and Emergency Collaboration Manual for Children in Foster Care During Disaster Events.” The conference was sponsored by the Federal Emergency Management Agency (FEMA) and the Department of Homeland Security (DHS.).

Staffers Participate in “Deloitte IMPACT Day”

Senior Law and Policy Analyst Alexandra Podolny, JD, gave a two-hour presentation on Continuity of Operations (COOP) Planning for representatives of nonprofit entities in the Washington, D.C. area. Both Podolny and CHHS Staff Attorney Michael Vestly, JD, then facilitated the interaction between the nonprofit representatives and volunteers from the Deloitte Touche Tohmatsu company to compile and organize data about their respective entities so they could begin developing their own COOP plans. This project was part of “Deloitte IMPACT Day - A Roadmap to Preparedness: Connecting the National Capital Region’s Nonprofit Community,” held on June 8, 2007. The Deloitte company, with a grant from their Problem Solvers Fund, and the partnership of The Nonprofit Roundtable of Greater Washington, were both involved in this project.

Greenberger Facilitates at CDC Summit

CHHS Director Michael Greenberger, JD, served as a facilitator during the 2007 National Summit on Public Health Legal Preparedness held at the Centers for Disease Control and Prevention in Atlanta, Georgia from June 18-20, 2007. The purpose of the event was to assess public health emergency legal preparedness, identify legal preparedness “best practices,” and create a shared agenda for action to strengthen the legal preparedness of the public health system for emergencies of all kinds.

Maryland Rail Security Forum Held in July

Staff Attorney Adrian Wilairat, JD, participated in the planning of the Maryland Rail and Transit Security Forum, which was held on July 12, 2007 at the BWI Marriott. The event was hosted by the Anti-Terrorism Advisory Council of Maryland (ATAC), the police agencies of the Maryland Department of Transportation (MDOT), and the Transportation Security Administration. The forum was held to unite federal, state, and local law enforcement representatives and enhance emergency response coordination, information sharing, and rail security intelligence in Maryland. The keynote address was given by FBI Assistant Director of Public Affairs John Miller.

CHHS to Host Vulnerable Populations Conference in November

CHHS will host the conference “Vulnerable Populations: Emergency Preparedness” from November 5-7, 2007 in Washington D.C. This conference will address the issues of preparing vulnerable populations— low-income communities, the physically or mentally disabled, limited or non-English speaking populations, the elderly and children and the homeless—for catastrophic emergencies. These groups do not have access to the generic resources that federal, state and local governments, as well as private care providers, often assume are available in the event of a natural disaster or terrorist threat. The discussion will target an audience of policy leaders, federal, state, and local officials, community leaders, emergency preparedness planners, private charities, religious leaders and public health practitioners. The conference will culminate in the creation of a national action plan. This “invitation only” conference is sponsored by the Communities Program of the McCormick Tribune Foundation. For more information, please call 416-706-1014.

Recent Presentations, Conferences, Symposia, and Other Events (continued)

Upcoming Presentations, Conferences, Symposia, and Other Events

Greenberger to Speak at ABA Annual Meeting in August

CHHS Director Michael Greenberger, JD, will participate in two panels during the American Bar Association’s Annual Meeting in San Francisco, California in August 2007. The first panel the Director will speak on will be hosted by the Special Committee on Bioethics and the Law and will take place on August 11, 2007. This panel is titled, “I Bought My Ticket, Why Can’t I Fly? Public Safety Versus Personal Freedom.” The second panel the Director will speak on will be hosted by the ABA’s Section of Public Contract Law and is titled, “Emerging Biodefense Issues: Legislative, Contractual, and Risk Allocation.” This panel will take place on August 12, 2007. Prof. Greenberger will also brief the Special Committee on Bioethics and the Law on the work of CHHS from 2-5pm, on August 11, 2007.

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CHHS Staff Updates

New Staff Members

Jamar Herr, JD, joined CHHS in January 2007 as a Staff Attorney. Herr is currently working on creating a Continuity of Operations Plan for the Maryland courts. He joined CHHS after completing a judicial clerkship with the Honorable Dwight D. Jackson of the Seventh Judicial Circuit in Maryland. Herr is a graduate of the University of Maryland Baltimore County (2001) and Howard University School of Law (2005). He was admitted to practice law in Maryland in 2006.

Daniel Meyerson, JD, joined CHHS in January 2007. Meyerson currently works at the Maryland Department of Transportation on public safety communications interoperability issues in Maryland and in the National Capital Region. Prior to joining CHHS, he worked on corporate litigation matters. Meyerson holds a JD from Emory University's School of Law (2004) and a BA in East Asian Languages and Civilizations from The University of Chicago (2000). While in law school, he interned at the ACLU of Georgia as well as working and living abroad in Taiwan. He is admitted to practice law in Maryland after completing programs in Germany, Russia and also studied internationally in Japan.

Visit CHHS on-line at www.umaryland.edu/healthsecurity/ToolKit/Coverpage.html to view the Center's Citizens' Emergency Response Tool Kit. The Tool Kit is designed to educate and assist the public by organizing and linking to sites that answer questions citizens may have in the event of a natural disaster or terrorist attack. This compilation of natural hazard and homeland security web sites is aimed at increasing emergency preparedness and combating the unreasoned fear that often causes some of the most damaging disaster consequences. The Center hopes that by making this information available, communities and individuals will be more prepared to deal with and recover from natural and man-made disasters.

Marisa Mike, MD, JD, joined CHHS as a Senior Law and Policy Analyst and Event Coordinator in January 2007. She recently orchestrated the Mid-Atlantic Regional Center of Excellence for Biodefense and Emerging Infectious Diseases Research (MARCE) 2007 conference held in Bethesda, Maryland. Prior to joining the Center, she completed an internal medical internship at The Union Memorial Hospital in Baltimore. She has also worked in the private sector as an intellectual property analyst focusing her efforts on intellectual property, contracts and market valuations of medical and pharmaceutical technology. Dr. Mike received her medical degree from The George Washington University, School of Medicine (2005). She received her law degree, with honors, from the University of Maryland, School of Law (2000) and her B.S. with honors from University of Pittsburgh (1997), completing a double major in Neuroscience and Biological Science. She has also studied internationally completing programs in Germany, India, and Malta. Dr. Mike is licensed to practice both law and medicine in Maryland.

Tristan Reed, MA, joined CHHS in January 2007 as an Event Coordinator to organize a conference hosted by the Middle-Atlantic Regional Center for Excellence for Biodefense and Emerging Infectious Diseases Research (MARCE) on catastrophic regional preparedness. Reed is now a Law Fellow and currently working with the District of Columbia Homeland Security and Emergency Agency as a Program Manager for the National Capital Region Homeland Security Grants and Program Management Office. Reed holds an MA in International Affairs from the George Washington University's Elliott School of International Affairs (2004) and a BA in International Relations from Tufts University (2002).

Rebecca Shore-Sudowitz, JD, joined CHHS in February 2007 as a Law and Policy Analyst. Currently, Shore-Sudowitz is working on creating a Continuity of Operations (COOP) plan for the Maryland courts. Shore-Sudowitz holds a JD from the University of Maryland School of Law (2006) and a BA in International Relations from the University of Delaware (2001). Prior to law school, Shore-Sudowitz worked as the assistant to the Democratic Staff Director and Chief Counsel for the United States Senate Committee on Small Business and Entrepreneurship. Shore-Sudowitz is admitted to practice law in the state of Maryland.

Michael Vesely, JD, joined CHHS as a Staff Attorney in February 2007. As CHHS, Vesely is a member of the team working on the Department of Homeland Security Continuity of Operations (COOP) planning project. He pursued his law degree at the University of Maryland School of Law and graduated cum laude (2006). During law school, Vesely served as an Associate Editor for the Journal of Health Care Law & Policy, participated as a student-attorney in a post-conviction clinic, and also worked at a criminal defense firm. Later Vesely worked as a law clerk in the Montgomery County State’s Attorney Office, where he was a member of the juvenile team. As a member of the juvenile team, much of his work focused on clarifying the status of Maryland law concerning weapons in schools. Prior to law school, Vesely worked in the harford County School System. He is a cum laude graduate of the University of Maryland, College Park (2002) and is admitted to practice law in Maryland.

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CHHS Staff Updates (continued)

Research Assistants and Externs

CHHS was proud to have Nicole Chapple and Julie Chilli return during the Spring 2007 semester as Research Assistants. Chapple and Chilli both returned to CHHS to continue work on a project they began at the end of their externships with CHHS in the Fall of 2006. In addition, Taren Savage and Anthony Villa, who were Research Assistants during the Fall 2006 semester, returned as Research Assistants during the Spring 2007 semester. During the Spring 2007 semester, CHHS also welcomed Joshua Kovacs, Carrie Timlin, and Adam Yanoff as Research Assistants.

Externs who worked with CHHS in the Spring 2007 semester included: Colleen Clary, Jennifer Stinnette, Jillian Williams, and Jason Zappasodi.

Moving On...

Heather Balley, JD, recently joined Booz Allen Hamilton as a Senior Consultant. She will be working out of the McLean, Virginia office. Her primary focus areas are organizational change, more specifically, homeland security. Balley was a Law Fellow at CHHS from August 2004-October 2005. While at CHHS, Balley primarily worked on Continuity of Operations (COOP) planning.

Michael Beland recently joined the Committee on Homeland Security as Counsel where he will be working on infrastructure protection as well as private-sector preparedness. Beland recently worked for SRA International, Inc., in the Washington, D.C., area. There he helped to develop the critical infrastructure protection strategy for the National Capital Region. In that position, he gave legal guidance to critical infrastructure information sharing protocols among the 17 jurisdictions within the National Capital Region. Beland also provided legal and strategic guidance to the Department of Homeland Security’s (DHS) State, Local, Tribal, and Territorial Government Coordinating Council (SLTGGCC) that seeks to more effectively incorporate these levels of government into DHS’ critical infrastructure/key resources protection planning efforts.

Prior to working for SRA, Beland held a law fellowship at CHHS. While at CHHS, he was contracted to help design the state’s critical infrastructure protection program. Beland helped Maryland become the first state in the country to be accredited by DHS’ Protected Critical Infrastructure Information Program so that it could receive critical infrastructure information from the private sector that is not subject to disclosure under applicable disclosure laws.

Brooke Courtney, JD, MPH, finished her fellowship with CHHS in November 2006 and currently serves as the Director of Public Health Preparedness and Response for the Baltimore City Health Department (BCHD). In this role, Courtney manages the health department’s preparedness grants and is responsible for developing Baltimore City’s pandemic flu, Strategic National Stockpile (SNS), and Cities Readiness Initiative (CRI) plans. She also oversees BCHD’s outreach, city hospital collaboration, incident command, and first responder prophylaxis efforts, and coordinates BCHD’s role in exercises and drills. While at CHHS, Courtney served as a Law and Policy Analyst and primarily worked on developing the Maryland Health and Medical Surge Capacity and Planning Plan.

Ulka Patel, JD, finished her fellowship with CHHS in May 2007 and currently works as a Legislative Analyst for Senator Barbara Mikulski (D-MD). In her new position, Patel will be working on a variety of legislative issues for the Senator including homeland security, energy, environment, civil rights, and campaign finance reform. Patel began working at CHHS as a Staff Attorney in May 2006. While at CHHS, she served at the Maryland Emergency Management Agency (MEMA) on the Continuity of Operations (COOP) planning team. In that role she worked to increase outreach for COOP planning to local jurisdictions and the private sector, reviewed and managed COOP plans, conducted COOP presentations for state and local agencies, and co-authored Maryland’s FY 2007 Homeland Security Grant Program grant that was later submitted to the Department of Homeland Security.

Krista Horochena, JD, joined the Maryland Emergency Management Agency (MEMA) as the Special Assistant to the Director and as the Maryland Liaison to the National Capital Region (NCR) in March 2007. In this role, she represents Maryland at NCR homeland security planning meetings and works with project managers on Urban Area Security Initiative (UASI) grants for Prince George’s and Montgomery County. Horochena provides MEMA Director John Draneburg and the Governor’s Homeland Security Adviser Andrew Lauland with policy recommendations for NCR strategy and planning and on UASI and other grant spending. While at CHHS, Horochena served as a Senior Law and Policy Analyst and worked with the Department of Health and Mental Hygiene on developing the Maryland Health and Medical Surge Capacity and Planning Plan.

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Adam Trister, JD, accepted a position as a Senior Risk Analyst at Digital Sandbox, Inc., in March 2007. In this position, Trister provides state and local governments risk management strategy development and operational support to help them prioritize their efforts and align their investments to the terrorism threats and natural hazards they face. Trister joined CHHS in April 2005 as a Staff Attorney. When Trister started at CHHS, he served as a Law Fellow at the Maryland Emergency Management Agency (MEMA), working on the critical infrastructure program. In January 2006, under the direction of the Governor’s Office of Homeland Security, Trister began managing the Critical Infrastructure Program for the state.
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