



The University of Maryland
Center for Health & Homeland Security

In This Issue

- 2 CHHS Staff
- 4 Regional School Emergency Preparedness Seminars Widely Attended
- 5 CHHS Provides Business Continuity Webinars to American Bar Association
- 5 CHHS Welcomes New Opportunity with Prince George's County Health Department
- 6 CHHS Supports COOP Planning for Maryland Public Service Commission
- 6 CHHS Research Assistant Earns High Regards from School of Law
- 7 Maryland Interoperability Efforts Boosted by CHHS Expertise
- 8 From Our Blog: Text to 9-1-1 Offers Additional Public Safety Contact
- 9 Maryland COOP Plans Updated with Assistance from CHHS
- 9 CHHS Names New Public Health Program Manager
- 10 Exercise and Training Briefs
- 13 In The News
- 14 Staff Additions
- 15 Give to CHHS

Director's Message

By Michael Greenberger, CHHS Founder and Director

CHHS is in its 13th year of operation with a professional staff of over 60 working on more than 90 contracts worldwide. Almost the entirety of CHHS funding is derived through the performance of these contracts.

However, an important unfunded part of our operation is our vibrant academic program, which is at present operated on a largely pro bono basis by our staff.

Right now, we are teaching the following five courses at the University of Maryland Francis King Carey School of Law:

- Homeland Security and the Law of Counterterrorism
- The Law and Policy of Emergency Management
- The Law and Policy of Emergency Public Health Response
- The Law and Policy of Cybersecurity
- NSA, Foreign Surveillance and the Fourth Amendment.

We also operate an active semester-long externship program through which law and medical students work with our staff on projects of academic interest. At present, we have anywhere from six to eight professional graduate students participating in this program during the fall, spring, and summer semesters. We are presently in discussions with the University of Maryland School of Public Health to incorporate MPH candidates in our externship program.

Because of the rise in pandemics, catastrophic natural weather events, and the deep concern about terrorism, there are an abundance of jobs for health and



Founder and Director Michael Greenberger, JD, speaks before a congressional panel July 16, 2014, introducing the Center as well as addressing topics of academic interest during a briefing hosted by the University of Maryland, Baltimore.

Continued on page 3

CHHS Staff



First Row (left to right): Jennifer Del Toro MPA, Ulka Ghanta JD, Heather Shaivitz JD, Amy Major JD, Michael Greenberger JD, Alexandra Podolny JD, Megan Timmins JD, Jeanne Stringer, Orit Zeevi Bell JD,

Second Row (left to right): Sonia Siddiqui JD, Avery Blank JD, Sarah Case-Herron JD, Veronica Washington, Preeti Emrick JD, Katherine Cooper JD, Rachael Almaraz JD, Laura Hoch MPA

Third Row (left to right): Clark Lee JD, Kristina Laboy MS, Matthias Mizioroko MS, Trudy Henson JD, Shannon Snyder MPH, Dan Berkman MEM, Kasia Fertala JD, Jennifer Gardener MS, Sharifa Love, Matilda Channel-Ward MBA

Fourth Row (left to right): Vernon Herron MS, Birch Barron MSPH, Michael Vesely JD, Max Romanik JD, Eric Oddo MPA, Markus Rauschecker JD, Ben Yelin JD, Christopher Webster JD, Raymond Shin JD MEd MPP

Not Pictured: Michael Beland JD, Ellen Cornelius JD, Tom Cotter MPH, Lisa Crow MA, Maggie Davis JD MA, Christine Gentry JD, Jessica Hurst JD, Adrienne Jackson MS, JoAnne Knapp MA, Danielle Lueking, David Mandell JD, Lori Romer Stone JD

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Director's Message (continued)

Continued from page 1

law professionals in the emergency management field. However, it is incumbent upon job applicants to have demonstrated an academic interest in the field to obtain these positions. While participating in our law school curriculum and externship program indicates the requisite interest needed by our law school grads, we are now convinced that there is a strong interest by non-lawyers in obtaining an advanced graduate degree in this field.

As part of a program funded by the Maryland General Assembly to encourage collaboration between the University of Maryland College Park and Baltimore campuses (the MPowering the State alliance), Maryland Carey Law, located in Baltimore, will begin in the

fall semester 2015 offering a Masters of Science in Law (MSL) at the College Park campus.

The MSL curriculum, which will be taught in the evening, is designed for mid-career non-law professionals to obtain a master's degree demonstrating proficiency in law related matters of importance to them in their work. The three specialty areas within this MSL program are: health; environment; and crisis management. Fortunately, our Center has been asked to take responsibility for organizing the crisis management specialty.

We will therefore be teaching a survey course in crisis management; offering two specialty seminars; and supervising each student's "capstone" project through which the degree candidate will complete

and document experiential proficiency in completing a field project supervised by CHHS staff.

While the announcement of the MSL program is quite recent, there has already been significant interest expressed by degree applicants, especially in the crisis management sector.

Because of the enthusiasm for the MSL specialty we are hopeful that it will be the forerunner of other advanced degree projects, e.g., a Masters in Crisis Management for health professionals; and a related Masters of Law program for lawyers.

We hope to report in future newsletters our substantial progress in these academic endeavors.

Enjoy the Newsletter and thank you for your support.

Michael Greenberger
CHHS Founder and Director

**Crisis response laws. Emergency management policies.
Public/private organization disaster coordination.**

Do you work with these issues? Consider this.

Our new Master of Science in Law with a concentration in Crisis Management offers legal knowledge and skills to professionals working at the **intersection of the law and crisis management.**

A part time, evening program also offering concentrations in Environmental Law and Health Care Law at the University of Maryland, College Park.

law.umaryland.edu/msl



Regional School Emergency Preparedness Seminars Widely Attended

Kicking off what looks to become an annual forum, CHHS staff supported three National Capital Region (NCR) School Emergency Preparedness Seminars this spring in Maryland, Virginia, and the District of Columbia. Principals and administrators from public, independent, and private K-12 schools in the NCR joined local law enforcement and emergency management officials to discuss current trends, technology, and response tactics when facing crises in schools. More than 500 people joined the three seminars, far exceeding original attendance expectations.

Each seminar gave participants a chance to network, hear from public safety and emergency management experts, as well as learn from administrators who have dealt with natural and man-made disasters in a school setting first-hand. A question and answer portion of each session allowed for open discussion of major issues threatening school safety today. The seminars also set the stage for developing regional plans and strategies to respond to potential future threats.

CHHS Senior Policy Analyst Mehrab Karim, working through the Metropolitan Washington Council of Governments (MWCOC) National Capital Regional Planners, led the year-long planning effort. Senior Law and Policy Analysts Raymond Shin and Ellen Cornelius were also members of the planning team, while Vernon Herron, Senior Policy Analyst, moderated each session. The Center's Exercise and Training staff evaluated the discussions and provided feedback for an Executive Summary.

Following the three-part forum, Karim shared outcomes with other emergency management professionals during a presentation at the 2014 Maryland Emergency Management

Association Conference in May.

Plans for 2015 regional school emergency preparedness initiatives are currently underway. Building upon lessons learned at each seminar, key discussion points, and survey responses, the Regional Planners intend to improve outreach to schools, while sharing preparedness best practices even more widely across the region.



Mehrab Karim, MBA, CHHS Senior Policy Analyst (above right), led a team of National Capital Regional Planners in developing and hosting three School Emergency Preparedness Seminars, including one in Maryland (below).



CHHS Provides Business Continuity Webinars to American Bar Association

In coordination with the American Bar Association's (ABA) Special Committee on Disaster Response and Preparedness, CHHS Associate Directors Amy Major and Megan Timmins recently developed and taught a series of three "Surviving a Disaster" business continuity webinars for ABA members. The webinars were built upon the content of the ABA's guide: *Surviving a Disaster: A Guide to Disaster Planning for Bar Associations*, which was drafted by CHHS for the Disaster Committee. The webinar introduced participants to the basic concepts of continuity planning and addressed key planning issues for anyone in the legal profession who is interested in creating a continuity plan for his or her organization, whether it be a law firm, a legal services organization, or a bar association.

The major areas of business continuity planning were divided into three distinct modules that participants could register for individually, or attend the entire series. The first module, "Surviving a Disaster, From the Ordinary to the Extraordinary: Is Your Law Firm Prepared?," provided a general overview of continuity planning and taught participants how to identify their organization's

essential functions and ensure that communications can continue to run smoothly during and after an emergency. The second module, "Surviving a Disaster: People and Records, Protecting Your Most Vital Assets," provided strategies for managing personnel and identifying and protecting vital records and equipment during a disaster. The third module, "Surviving a Disaster: Putting It All Together, Writing and Testing a Business Continuity Plan," gave insight into the best ways to create a business continuity plan and instructed participants on the use of training and exercises to ensure that the plan remains a viable tool and resource for organizational users.

The Center has enjoyed a long collaborative relationship with the ABA Special Committee on Disaster Response and Preparedness. CHHS Founder and Director Michael Greenberger formerly served as a liaison to the Committee and Major is currently serving her second term as a member of the Committee. CHHS looks forward to assisting that Committee in future endeavors as it strives to assist the legal community in enhancing its preparedness and response capabilities.

CHHS Welcomes New Opportunity with Prince George's County Health Department

Supporting their Public Health Emergency Preparedness and Response Program (PHEP&R), CHHS recently began work with the Prince George's County Health Department under a year-long contract. While the Center has worked indirectly with Prince George's County first responders on several past regional and statewide projects, this partnership is a first between the two entities. A full-time analyst from CHHS will provide logistical support for the PHEP&R program, conduct workforce development trainings, and plan emergency preparedness exercises for health department employees. In 2015, a full-scale Cities Readiness Initiative Point of Dispensing exercise will also be developed, facilitated, and evaluated by CHHS' Exercise and Training team.



Medication bottles used during Point of Dispensing exercises, such as the one CHHS will help Prince George's County Health Department plan next year, help participants get as close to a real-world experience as possible.

CHHS Supports COOP Planning for Maryland Public Service Commission

In 2013-2014, Senior Policy Analyst Eric Oddo – in partnership with consultants from Tidal Basin Government Consulting, Continuity Operations Group LLC, and Vision Planning and Consulting LLC – developed a comprehensive Continuity of Operations (COOP) plan for the Maryland Public Service Commission (PSC).

The mission of the Maryland PSC is to ensure safe, reliable, and inexpensive public utility and transportation service to Maryland's citizens. It ensures that rates, terms, and conditions established for public service companies are just, reasonable, and transparent; adopts and enforces regulations that are in the public interest; creates standards

and policies that protect the safety of the public; and explores innovation that will encourage the efficient delivery and minimal environmental impact of public utility services.

The team of consultants conducted interviews and workshops for every Commission entity: Accounting, Communications, Electricity, Energy Analysis, Engineering, Executive Director, Executive Secretary, External Relations, Fiscal, General Counsel, Information Technology, Legislative Affairs, Personnel, Public Utility Law Judge, and Staff Counsel. These interviews determined which public service functions would have to be legally continued in the 30-day aftermath of an emergency event.

The PSC COOP Plan is in full compliance with federal and state standards and best practices for continuity preparedness. The Plan established protocols about how the Commission will continue operating following any of the three fundamental emergency scenarios established by the Maryland Emergency Management Agency: (1) a loss of a facility; (2) a loss of systems; or (3) a loss of personnel.

CHHS Research Assistant Earns High Regards from School of Law

Through our academic efforts at the University of Maryland Francis King Carey School of Law (Maryland Carey Law), CHHS offers an Externship program and employs Research Assistants each semester to give students an opportunity to gain hands-on experience in the public health and emergency management field. Students work side-by-side with Center experts, many of whom are also graduates of the law school, learning about related law and policy issues.

During the summer 2014 semester, while serving as a CHHS Research Assistant, Laura Merkey was named to the *Maryland Law Review* – a prestigious honor for Maryland Carey Law students. The journal is the pre-eminent student authority on developments in Maryland case law. In addition, her academic writing sample to gain admission to the *Law Review* was the highest scoring student submission, giving her the opportunity to publish an article in an upcoming edition of the journal.

Merkey's professional background includes clerking for Drechsler, Larkin & Walters, P.C. in Baltimore and interning for the U.S. Attorney's Office in the Superior Court, Homicide Division. Working with the CHHS Exercise and Training staff, Merkey supported CHHS' development and delivery of U.S. Department of State funded Senior Crisis Management Seminars for foreign country delegations. She will continue her work with CHHS through the fall 2014 semester. Merkey will graduate from Maryland Carey Law in May 2016.



*CHHS Research Assistant
Laura Merkey.*

Maryland Interoperability Efforts Boosted By CHHS Expertise

On July 29, 2014, representatives of the First Responder Network Authority (FirstNet) visited Maryland's capital to discuss the first-ever Nationwide Public Safety Broadband Network (NPSBN). Participants included Maryland Governor Martin O'Malley, Maryland cabinet officials, and a team of Maryland first responders. Five CHHS staffers who support Maryland's Statewide Interoperability Office were also active participants in the meeting. CHHS staffers have been credited with assisting Maryland in its national leadership role for FirstNet outreach.

Once deployed nationally, this broadband network will give first responders throughout the U.S. the power to share critical data and information, making emergency management safer and more efficient. As an independent entity within the U.S. Department of Commerce's National Telecommunications and Information Administration, FirstNet was established by Congress in 2012 to build, implement, and oversee the NPSBN.

While several states submitted consultation checklists to FirstNet



Attendees of Maryland's FirstNet consultation in Annapolis gather around the state seal.

earlier this year, Maryland was chosen for this first consultation due to solid interoperability practices already in place in Maryland. Our Center first contributed to the state's success through the development of the 2008 Executive Order that established Maryland's Statewide Interoperability Executive Committee and Program Management Office. Additionally, CHHS interoperability

experts laid the groundwork for an official governance body to oversee Maryland's statewide radio communication system, known as Maryland FiRST, through outreach and policy recommendations. CHHS then supported legislation to formalize the Radio Control Board, which passed during the 2014 Maryland General Assembly session.

As part of the current effort, Senior Law and Policy Analysts Lori Romer Stone and Christopher Webster, and Law and Policy Analysts Max Romanik, Ben Yelin, and Rachael Almaraz make up the MDInterop Team, preparing Maryland for FirstNet. They have spent the past year collecting input from 1,200+ first responders and public safety leaders to ensure Maryland

was ready for its initial consultation with FirstNet. CHHS will also continue to support the state's efforts through planning and implementation of the NPSBN in the years to come.

twitter

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From Our Blog: Text to 9-1-1 Provides Additional Public Safety Contact

*By Lori Romer Stone, JD
Senior Law and Policy Analyst
June 9, 2014*

It's not a surprising number from the National Emergency Number Association: 70 to 80 percent of the calls that most of the 9-1-1 centers across the country now receive are from mobile phones. And as more and more people give up their home landlines and rely exclusively on mobile phones that percentage is expected to rise even higher during the next several years. Eight in 10 people also use their cell phones to send and receive text messages. But, except in a few areas of the country, you can't communicate via text messaging with a 9-1-1 center, also called a public safety answering point or PSAP.



It seems like a good emergency policy that in instances where it's unsafe or impossible to place a voice call to 9-1-1, such as during a hostage or active shooter situation, or for people with hearing or speech difficulties, that texting 9-1-1 for help would be ideal. However, as with most new technology innovations, funding the upgrades to allow texting capabilities at 9-1-1 centers doesn't come cheap. Estimates to upgrade PSAPS to enable texting technology range anywhere from \$80,000 to \$8 million, depending on their size, according to Christy

Williams, the chief 9-1-1 program officer with the North Central Texas Council of Governments.

Of the 6,400 PSAPs in the country, very few of them currently have the technology to communicate via text message. According to the FCC's records 9-1-1 texting is available on a limited basis in only 16 states. Here in Maryland, Frederick County is currently the only county in the state with the ability to send and receive texts from the public. Last year, the county signed on to a pilot program for the state to send and receive text messages from Verizon customers.

Mr. Chip Jewell, the county's director of emergency communications, says one of the biggest factors for participating in the pilot program was the Frederick campus of the Maryland School for the Deaf. "Every citizen deserves the right to call 9-1-1, and we have a large proportion of deaf and the hard of hearing in Frederick. We have a responsibility to serve everyone," he says. "We've been very proactive in our public outreach about text-to-9-1-1. We average one text a month but it's good to have this as another avenue to communicate."

Frederick County was the sixth county in the country to participate in the pilot program with Verizon. Jewell says they hope to have the other major carriers on board by the end of the year.

Right now the four largest carriers – Verizon, Sprint, T-Mobile and AT&T – send "bounce back" text messages

if you text 9-1-1 in an area where the service is not yet available. Starting last month, those carriers all agreed to provide the text-to-911 service where the PSAP is ready to receive texts. But the PSAP must request this service and have the ability to use it.

"We did a lot of training and testing to ensure we were ready to answer texts," says Jewell. "We do test messages every single day to make sure our dispatchers know how to answer them and that the system is working."

It's important to note that the FCC does not have regulatory oversight of 9-1-1 centers, meaning that it cannot require centers to accept text messages. It's also important to remember that when you're able to call 9-1-1, do so. The call-takers and dispatchers often need more information about the situation and location to send the most relevant help possible.

"We've had a couple of texts that were justified for texting," says Jewell. "Once we get the initial call the next message we send out to them is 'can you make a voice call?' We don't want them to text us just because they like to text. It's still more efficient to call."

Ultimately, though, providing another avenue for public safety to respond to the scene of an emergency should be encouraged by the FCC, enabled by the wireless carriers, and implemented by the nation's PSAPs.

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

Maryland COOP Plans Updated with Assistance from CHHS

CHHS continues to support the Maryland Emergency Management Agency (MEMA) in its effort to ensure all Maryland essential government functions can be continued after a disabling emergency. In 2009, in light of the H1N1 flu pandemic, Maryland Governor Martin O'Malley proposed a thorough review and update of all Maryland state agencies' Continuity of Operations (COOP) plans. CHHS worked with MEMA and the Office of the Governor to ensure each state agency was prepared for any threat causing prolonged disruption to essential governmental functions. CHHS did so by developing general Maryland agency COOP plans and a

specific Pandemic Influenza COOP annex. Four years later, Maryland, again with the assistance of CHHS, has engaged in another round of updates to the state's COOP plans.

Kicking off this latest effort, CHHS provided a COOP training session for state agencies, which was attended by numerous officials, and created a new COOP template for all Maryland agencies to use as they developed individualized plans for their respective areas of responsibility. Throughout 2014, CHHS also held four webinars for Maryland agency officials regarding COOP planning topics. CHHS also answered questions and provided expertise

in support of plan development.

Starting in the spring of 2014, CHHS formed and led a review committee to evaluate the initial drafts of the state agencies' COOP Plans and Pandemic Influenza COOP annexes. After providing comments and feedback, CHHS assisted officials in finalizing revisions this fall.

CHHS Names New Public Health Program Manager

Seasoned emergency management professional Trudy Henson was appointed the CHHS' Public Health Program Manager in mid-June 2014. Since joining CHHS as an intern in 2007, Henson has been a key asset to the Center and our public health partners. Her professional experience extends to mass fatality planning, alternate care site planning for local hospitals, legal research for public health policy guides, and exercise development for local health departments. Additionally, she has worked on strategic emergency operations policy development for local and state emergency management entities, energy assurance, critical infrastructure identification and planning, and transit risk assessments.



CHHS Public Health Program Manager Trudy Henson, JD.

Henson replaces Dr. Earl Stoddard, III, a five-year veteran of CHHS who recently became the Program Administrator for Public Health Preparedness and Response for the Montgomery County Department of Health and Human Services. Henson's educational background includes a Bachelor of Arts from Berry College, a Master of Arts in English Literature from the University of Georgia, and a Juris Doctorate from the University of Maryland Francis King Carey School of Law (Maryland Carey Law), where she graduated *cum laude* in 2008. She co-authored "Legal Issues in Mass Fatality Events," which was published by the American Medical Association in 2012, and serves as an Adjunct Professor at Maryland Carey Law. This coming spring she will begin teaching the Center's Law and Policy of Emergency Public Health Response course at Maryland Carey Law.

CHHS' Exercise and Training Program

Helping clients test operational effectiveness and meet training goals, Program Manager Laura Hoch and the CHHS Exercise and Training team have developed, facilitated, and evaluated numerous exercises since our last newsletter, including:

Senior Crisis Management Seminars

During May and June of 2014, Senior Policy Analyst Vernon Herron led the CHHS Exercise and Training team in developing and delivering Senior Crisis Management Seminars for delegations from Indonesia, Nigeria, India, and Lebanon in conjunction with the U.S. Department of State Office of Anti-Terrorism Assistance. Each seminar lasted one week. They included topics such as counterterrorism, mass sheltering and evacuation, incident command systems, continuity of operations, and crisis communications. Subject matter experts shared their experience with participants and helped them apply best practices to challenges faced in their home Nations.

Seminars got underway again in the fall with delegations from the Philippines, Malaysia, Mali, and Morocco. CHHS staff will travel to Mexico City in December to conclude the 2014 U.S. Department of State series.

Regional Full-Scale Mass Casualty Exercises

On May 8, 2014, the CHHS Exercise and Training team carried out simultaneous exercises in Prince George's and Montgomery Counties

to test Maryland's mass casualty response. The scenario, explosive detonations at large sports and recreation facilities in Maryland's National Capital Region, allowed local fire, police, emergency medical services, emergency management, and coordinating agencies to test the state's Emergency Response System when a high volume of injuries and casualties are involved.

CHHS began planning efforts with regional stakeholders a year prior to the full-scale exercises. More than 20 partners from local and state entities, as well as local hospitals, participated at Six Flags America



Thomas Cotter, MPH, CHHS Senior Policy Analyst (above) directs participants before the start of a full-scale mass casualty exercise (below) in Montgomery County, Md.



in Prince George's County and at the Discovery Sports Center in Montgomery County. The exercises specifically tested county Emergency Response System plans, tracking of patients transported to regional hospitals, coordination and delivery of requested resources needed at each scene, effectiveness of partnerships with private businesses in the area, and the overall command and control of the incident response.

In Montgomery County, decontamination procedures in response to the release of a hazardous material were also assessed. An active-shooter scenario was included at the Prince George's County exercise. Volunteers acting as victims were moulaged to help on-scene medical responders gain experience in diagnosing and treating wounds. In addition to developing and facilitating the exercise scenario and injects, CHHS Exercise and Training staff evaluated response efforts to help participants identify areas where improvement was needed in the event of a real-world disaster.

Montgomery County Mass Notification and Public Alerting System Training

The National Capital Region (NCR) uses emergency alert and notification systems to send messages within each jurisdiction when significant events, such as weather and traffic disruptions, impact the local population. In partnership with the Metropolitan Washington Council of Governments (MWCOC), CHHS assisted Montgomery County, one of the Maryland NCR jurisdictions, in its transition to an enhanced platform for their Alert Montgomery and Montgomery County Emergency Network notification systems.

On May 6, 2014, CHHS planned and facilitated a workshop for Public Information Officers (PIOs) from agencies within Montgomery County. During the workshop, PIOs were able to provide input on the public messaging campaign for the roll-out of the new emergency notification system. Training on the enhanced platform was also conducted on June 4, 2014. This training enabled users and managers within the County to practice crafting and sending messages prior to the launch of the new emergency platform. CHHS used information from the training to develop a quick reference guide for sending messages, as well as a recommended Alert Montgomery training calendar based on feedback from participants.

HC Standard Training

CHHS recently began two separate efforts to increase the competency and use of a Healthcare (HC) Standard system throughout Maryland and the National Capital Region (NCR). HC Standard compiles emergency management and patient tracking tools in one system to provide a rapid common operating picture among hospitals, emergency medical responders, and the Maryland Institute for Emergency Medical Services Systems. CHHS Exercise and Training staff first conducted a series of site visits to hospitals throughout the state to provide training and equipment checks. CHHS also facilitated a series of meetings within the NCR to identify barriers to use and help create sustainable solutions. Overall, these projects will increase capabilities throughout Maryland and the NCR to respond to medical surge events.

Montgomery County Cities Readiness Initiative Full-Scale Exercise

Testing the Montgomery County Cities Readiness Initiative (CRI) Point of Dispensing (POD) procedures in the event of a bioterror attack, CHHS conducted a full-scale exercise on March 28, 2014 at Damascus High School. This exercise was the first full-scale field exercise in which the County activated and operated its CRI

Plan – a plan to effectively dispense mass amounts of medication to the Montgomery County population using POD sites. More than 100 county employees and volunteers participated in the exercise, which focused on a public health emergency response plan that was largely written by CHHS staff members supporting the County's health department. The field exercise followed a tabletop exercise CHHS developed to familiarize staff with the CRI Plan.

The CHHS Exercise and Training team worked with the Montgomery County Department of Health and Human Services, as well as the County's Office of Emergency Management and Homeland Security to create and evaluate the POD exercise. Local law enforcement also participated because the scenario involved evaluating traffic flow in and out of the designated dispensing areas, as well as how to handle potentially agitated or aggressive individuals.



Cars wait in a mock Point of Dispensing line during an exercise facilitated by CHHS to test procedures used following a bioterror attack.

CHHS' Exercise and Training Program (cont)

University of Maryland, Baltimore Campus Security Exercise Series

As part of an ongoing campus security update led by CHHS Senior Policy Analyst Eric Oddo at the University of Maryland, Baltimore (UMB), the Exercise and Training team developed a series of six exercises



CHHS Senior Policy Analysts Eric Oddo, MPA (front) and Vernon Herron, MBA (back) lead members of the University of Maryland, Baltimore Emergency Management Team through a series of exercises (below).



to test university emergency response policies and capabilities. Two workshops and two tabletop exercises provided stakeholder groups within the University, such as the campus Emergency Management Team, the campus Office of Communications and Public Affairs, and the campus Executive Advisory Council, a chance to discuss their roles in an emergency at UMB. From identifying chain of command for decision making, to highlighting resources needed in

the event of a natural or man-made disaster, each exercise produced results that will improve preparedness and response for an incident impacting students and staff on campus.

Two final exercises took place in September 2014. They were a shelter-in-place drill and a functional exercise to test the activation and operations of the University's Emergency Operation Center. Each gave participants from various departments on campus the chance to interact and to practice response to a real-world emergency. The CHHS Exercise and Training team also recommended a timeline for future trainings and exercises that will help improve the overall preparedness of the UMB campus.

Star-Spangled Spectacular Exercises and Evaluation

The CHHS Exercise and Training team is often called upon by our partners to assist in security preparations for large special events. Past projects have included work with the Maryland Stadium Authority to prepare for potential emergencies at Baltimore Orioles and Ravens sporting events, as well as supporting the District of Columbia in Presidential Inauguration preparations.

In September 2014, Maryland's Star-Spangled Spectacular events commemorating the War of 1812 and the writing of the U.S. National Anthem attracted more than one million visitors to a week-long celebration at Baltimore's Inner Harbor and Fort McHenry. Prior to the events, CHHS worked

with the Maryland Emergency Management Agency to develop two tabletop exercises and a communications drill to facilitate discussions and test plans regarding resource management, situational awareness, and communications protocols among regional command groups. Participants included all agencies engaged in the Star-Spangled Spectacular, such as local and state law enforcement, emergency management offices, fire and emergency medical services, health departments, as well as federal partners.

In addition to the activities at Baltimore's Inner Harbor, the State Emergency Operations Center (SEOC) was also activated to monitor statewide incidents. In an effort to identify strengths and potential areas of improvement in state emergency response, the CHHS Exercise and Training staff evaluated the state's activation of the SEOC during the Star-Spangled Spectacular festivities.



CHHS Exercise and Training Program Manager Laura Hoch, MPIA (above right) and CHHS Senior Law and Policy Analyst Preeti Emrick, JD (below center) lead Star-Spangled tabletop discussions in August, 2014.



In The News

CHHS is often called upon by local and national media outlets to discuss current events in the fields of public health, emergency management, and disaster response. Recent subject matter expert appearances have included:

CHHS Founder and Director Michael Greenberger was interviewed by NBC News in April 2014 regarding hate groups and their violent actions. Following a shooting at a Kansas Jewish Center, Greenberger commented on the growing danger of lone wolf actors, and the difficulty in drawing the line between hate groups and ideological movements.

Throughout the spring and summer of 2014 Director Greenberger was quoted in several local Maryland news outlets about a cybersecurity issue related to online absentee ballots and the potential for voter fraud. WBAL Radio, the *Baltimore Sun*, and the *Maryland Reporter* all focused on the issue as the Maryland Board of Elections considered and ultimately voted on the changes.

CHHS Senior Policy Analyst Thomas Cotter, who led a full-scale exercise to test Maryland's coordination efforts in response to a mass casualty event, was interviewed by the *Gazette* for the story "Mock Attacks Test Emergency Response in Montgomery County" on May 8, 2014. Cotter explained CHHS' role, and emphasized the importance of having all stakeholders involved.

Following the mysterious disappearance of Malaysian Airlines Flight 370, and the discovery that multiple passengers were flying on

stolen passports, Director Greenberger discussed flaws in the international passport reporting and monitoring system. He stressed to CBS This Morning and *USA Today* that fake and stolen passports are more widespread than most know, and emphasized to *Time Magazine* that the use of passports alone will not keep unwanted individuals out of a country. On *Wall Street Journal Live* and NPR's Morning Edition, Greenberger explained that while many countries can access Interpol's lost and stolen passport database, the system is essentially broken because only the U.S. and U.K. routinely check. Locally, he was also interviewed on the topic by WTOP Radio.

The *Maryland Daily Record* recognized CHHS Law and Policy Analyst Avery Blank as a Top 20 in Their Twenties award recipient in April 2014. The award ceremony was followed by a reception at the Baltimore Museum of Art in June. Blank was chosen for her dedication not only to her work with the Center, but also the Women, Leadership, and Equality Program at the University of Maryland Francis King Carey School of Law.

In his capacity as a public information officer through his work with the Annapolis Office of Emergency Management, CHHS Senior Law and Policy Analyst David Mandell made several local media appearances, discussing weather and flooding preparedness efforts for the *Capitol Gazette*, WNAV Radio, as well as WYPR Public Radio.



Senior Policy Analyst Vernon Herron, MBA, is interviewed by Kai Jackson for a national story on Department of Homeland Security funding.

As a live barricade situation at a local Maryland television station unfolded earlier this year, CHHS Senior Policy Analyst Vernon Herron explained live on WBFF TV the importance of not revealing police tactics and movements during coverage of such events. Herron's law enforcement background also proved useful to *Mother Jones* in an article discussing "Will the Boston Bombings Kill the Public Police Scanner" in April 2014, and for KCNC TV in Denver, Colorado, for a story examining the proper use of emergency alert systems.

Director Greenberger appeared twice on WYPR Radio's Midday with Dan Rodricks to talk about the National Security Agency, first in January 2014 on the topic of metadata collection, and again in May regarding a PBS Frontline documentary examining the agency's role in counterterrorism surveillance since 9/11.

The *Baltimore Sun* published the Op-Ed "Ailing U.S. Infrastructure Needs Public-Private Investment" on June 5, 2014, written by CHHS Visiting Fellow Michael Beland. Addressing critical infrastructure needs and the impending depletion of public funding, Beland told readers how private partnerships could put the U.S. on track to not only fixing roadways, but also boosting the economy.

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.



Katherine Cooper, JD
Law and Policy Analyst



Jennifer Del Toro, MPA
Policy Analyst



Jennifer Gardener, MS
Policy Analyst



Kristina Laboy, MS
Policy Analyst

Not Pictured:
Adrienne Jackson, MS
Policy Analyst



CHHS the Video

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