



The University of Maryland
Center for Health & Homeland Security

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Director's Message

By Michael Greenberger, CHHS Founder and Director



*CHHS Founder and Director
Michael Greenberger, JD*

Welcome to the University of Maryland Center for Health and Homeland Security's (CHHS) Fall 2022 newsletter!

This year, CHHS is celebrating our 20th anniversary, having started operations on May 15, 2002. As we mark this milestone, I cannot help reflecting on the many accomplishments and successes we have had over these 20 years.

When we opened our doors 20 years ago, we had a single employee (me) and the endorsement of, and startup funds from, then-President of the University of Maryland, Baltimore, Dr. David Ramsay.

Today, we have a professional staff of over 30 and we are working on countless public health, emergency management, cybersecurity, and disaster preparedness projects worldwide. In addition to these projects, CHHS staff are teaching courses, in conjunction with Maryland Carey Law School, in four graduate school programs on crisis management and cybersecurity.

The initial motivation to establish the Center came from the September 11, 2001 terror attacks and our early focus was almost exclusively counterterrorism.

However, as time went on, and especially after the devastation caused by Hurricane Katrina in 2005, our mission expanded to dealing with "all-hazards" emergency responses. That is, while we still deal with terrorism-related preparedness and response, our work now also includes assisting state and local agencies, federal departments, foreign countries, public and private hospitals, and universities on emergency planning and response. These efforts include the ability to prepare for and respond to catastrophic adverse weather events (e.g., Hurricanes Katrina, Harvey, and Irma, and Superstorm Sandy); deadly infectious disease outbreaks (e.g., Zika and Ebola); and cybersecurity threats.

Of course, nothing over the last 2.5 years has compared to our work on COVID-19, which has been of primary concern to our clientele and to us.

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Director's Message (continued)

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Beginning in February 2020, our clients began to ask us to supplement our existing emergency management work to address the pandemic. In so doing, our staff has worked tirelessly with client leadership to write and implement plans to provide emergency public health services nationwide.

- We helped collect and distribute personal protective equipment and COVID-19 tests.
- We helped organize and run COVID-19 vaccine clinics.
- We developed and helped implement plans and distribution centers to fight unprecedented food insecurity challenges among our clients' constituents.
- We assisted school systems in navigating the change from in-person to remote learning.
- We provided policy and legal guidance to organizations as they had to make decisions in real-time emergencies regarding evolving CDC best practices.

This tremendous and ongoing effort has been one of the Center's greatest challenges and finest accomplishments.

In addition to our client work, CHHS has grown our academic footprint over the last 20 years. In partnership with the Maryland Carey Law School, we are teaching 25 courses in four graduate degree programs.

For JD students and law graduates at Maryland Carey Law, we offer a Cybersecurity/Homeland Security Certificate and courses in a Master of Law (LLM) degree program. Since 2016, we have had nearly 70 students complete the JD certificate and another 35 currently pursuing it.

CHHS also spearheads the online Cyber and Crisis Management tracks of the Master of Science in Law (MSL) degree program. Since the program's inception in 2015, more than 130 students have earned their MSL in Cyber and Crisis Management.

Additionally, CHHS has had the honor of expanding our expertise to programs offered at the University of Maryland, College Park. Through a Law School partnership, CHHS has developed, and our staff teaches, two courses in the Master of Professional Studies (MPS) in Public Safety Leadership & Administration offered through the University of Maryland's Office of Extended Studies.

CHHS also teaches courses to undergraduate students in the College of Behavioral and Social Sciences as part of the "MLAW" program, designed to increase collaboration between the two campuses. We are immensely proud of these academic programs and the opportunities they provide for the next generation of professionals in this field.

In light of the continuing high COVID-19 case numbers, we are postponing an official anniversary celebration, but we hope to mark this important milestone for CHHS in the Spring of 2023 with an in-person event including our staff, clients, alumni students, as well as the leadership of the University of Maryland System, officials and colleagues from the Universities of Maryland, Baltimore and College Park and the political leadership of the State of Maryland, Maryland's largest counties, and the City of Baltimore.

In the meantime, please enjoy this newsletter and let us hear from you if you have comments, questions and/or ideas.



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Public Health Preparedness: Respond, Respond, Respond

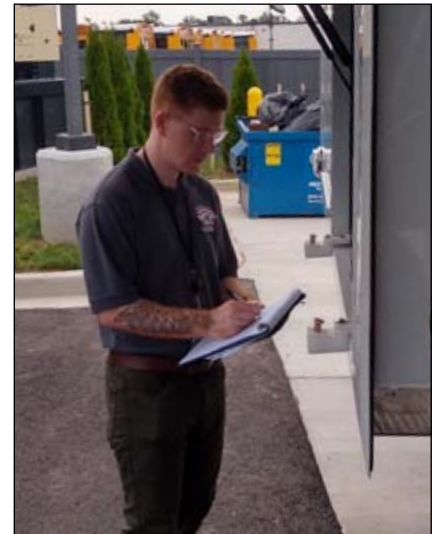
It is admittedly a difficult time to write about Public Health Emergency (PHE) preparedness: three years into the COVID-19 pandemic, new variants continue to emerge. While vaccines are now available in the U.S. for everyone 6 months and older, and our knowledge on how to treat the acute stage of the virus has grown considerably, U.S. vaccination rates have held steady at about 67% overall, and an estimated 1 in 5 adults experience “Long COVID,” with symptoms that can linger over a year after infection. Earlier this year, the U.S. quietly marked one million COVID-related deaths. In early July, Yale researchers announced that COVID would likely become an endemic—meaning it will eventually become more like the seasonal flu or common cold—but not until 2024.

Add to this backdrop other U.S. public health news, such as the heart-breaking mass shootings, record rates of opioid-related deaths in 2021, an atypical outbreak of monkeypox, and the growing mental health crises in adults and children, and public health preparedness begins to feel less like a “prepare, respond, recover” cycle and more like a one-speed: *respond, respond, respond*.

Yet PHE preparedness and recovery work continues, even amidst the response, and CHHS remains integral to these phases. Organizations’ interest in PHE planning—for medical surge, infectious disease response, and resource sharing—is high, and CHHS has helped health care coalitions update their regional plans for sharing critical resources. CHHS staff continue to support health departments as they plan

for public health concerns, such as cooling centers for Code Red days, safe sheltering for the hurricane season, planning for the fall/winter flu season, as well as COVID booster vaccine administration.

Furthermore, CHHS is helping public health clients preserve the hard-won knowledge from the past three years, through After-Action reviews, lessons learned, and updated public health response plans that incorporate our new reality: responding to multiple emergencies at once, requiring a new level of nuance and multi-agency coordination in planning. CHHS’ expertise in not just PHE response, but emergency management, cybersecurity, law and policy, and technology help make possible what is most needed: comprehensive, experience-based public health planning, response, and recovery.



CHHS Senior Law & Policy Analyst Christine Gentry (not pictured) and Senior Policy Analyst Ian Hamilton (pictured on the right) support Frederick County Division of Emergency Management in implementing the county’s first Mobile Command Post vehicle in coordination with the County’s Sheriff’s Office, Division of Fire & Rescue Services, and Department of Emergency Communications.

Live Graduation Finally Returns to UMB



Graduates and guests observe a video presentation from CHHS faculty at the Cybersecurity and Crisis Management wine and cheese event.

After a two-year hiatus, commencement activities at the University of Maryland, Baltimore (UMB) were finally held in-person in May 2022. Increased vaccination and immunity rates, waning infection numbers, and new health protocols for public gatherings all contributed to the university's ability to conduct these activities safely and in a manner approaching normalcy.

Festivities kicked off on Wednesday, May 18, at the University of Maryland Francis King Carey School of Law with a reception ceremony for J.D. students who satisfied the requirements to earn the Cybersecurity and Crisis Management Certificate. Approximately 25 graduates and their guests gathered to hear faculty testimonials attesting to the achievements of this committed group of students. The full list of J.D. graduates who

received the certificate includes: Cole Ian Abell, Vanessa I. Agbar, Emma M. Barbato, Jason Beers, Makenzie L. Donaldson, Ahmed Eissa, Nicole Fullem, Arsanious Hanna, Sidney Loren Howe, Adam Kohen, Jordan Mitchell Kuchta, Matthew K. Mallen, Michael Gerard McLaughlin, Xingchen Qian, Nathan H. Seidle, and Aleksander James Stathakis.

The celebrations continued on Thursday, May 19, with commencement for all UMB graduates taking place at Chesapeake Employers Insurance Arena, located on the University of Maryland, Baltimore County's (UMBC) campus in Catonsville. Dr. Anthony Fauci, M.D., Director of the National Institute of Allergy and Infectious Diseases (NIAID) at the U.S. National Institutes of Health and President Biden's Chief Medical Advisor, delivered a powerful keynote

speech encouraging the graduates to address "one of the great failings in our society: the lack of health equity." Dr. Fauci explained that "[a]lmost all [of these inequities] relate to social determinants of health experienced since birth, including the limited availability of a healthful diet, substandard housing, the lack of access to health care, and tragically, the restrictions and pressures experienced to this day because of the undeniable racism that persists in our society." He also implored the graduates to reject the "normalization of untruths" and instead "apply [their] abilities to analyze and examine, which [they] have honed here at the University of Maryland, Baltimore, to discern and challenge weak assertions and to reject pronouncements built on untruths." It is hard to envision a more fitting speaker for UMB's return to in-person commencement activities.

On the evening of May 19, the law school held its annual reception for all graduates (J.D., LL.M., and M.S.L.) in the atrium. This reception was well-attended by graduates, guests, and faculty and provided an opportunity for everyone to reflect on the accomplishments of the class. During this event, an additional ceremony was held to recognize the M.S.L. graduates from both the December 2021 and Spring 2022 classes. The full list of M.S.L. graduates includes the following from December 2021: Ihsane Bikri, Luke E. Chenevert, Juanita Cordova, Leta S. Cross-Gray, Harry Glenn Davis III, Chad R. Ellis, Anita O. Fagbamila, Suzanne K. McCoskey, Sarah E. zx, and Emily K. Violi, and May 2022: Diana A. Addai Aikins, Sarah Naomi Archibald, Salome Cole, Celeste E. Dade-Vinson, Ashley N. Davis, Janelle L. Devore, Jena Frick, Brett J. Goldberger, Filip M. Gzella, Mary Kathleen Hession, John Douglas Jenkins, Ciara A. Jones, Suzette P. Kelly, Jesse Maggitt, Kimenita S. Nelson, Consquilla E. Peltier, Christopher J. Pindell, Govind Subramaniam, Hermella K. Tadesse, Horace C. Ward, Shanae Patrice Webster, and Charlotte M. Wood.

Finally, on Friday, May 20, Carey Law was able to resume its full Hooding ceremony at the Hippodrome. Tamika L. Tremaglio, J.D. '95, offered the keynote address to



CHHS Academic Director Michael Vesely presents Adam Kohen, J.D. (class of 2022) with his certificate in Cyber Security and Crisis Management.

the graduates. Ms. Tremaglio is the Executive Director of the National Basketball Players Association and offered profound life lessons for our graduates. Ms. Tremaglio emphasized three essential qualities: trust, courage, and dedication, through which “lies an approach to your career, your life and your community that can help you reach your highest potential.” These words provided both inspiration and practical guidance for our graduates.

Commencement 2022 was a joyous occasion as all members of the UMB community reveled in a return to normalcy in our celebrations, even while the realities of the world persist.

Coronavirus still moves through our population, and we continue to grapple with the challenges in addressing it and future health threats. Cyber threats remain a constant concern and recent Supreme Court decisions push privacy considerations to the fore. Extremism is on the rise leading to ever-greater threats of terrorism and violence. Finally, the rate and intensity of natural disasters continues to grow ever higher. Our graduates entered a world far more complex and threatening than most of

us could have envisioned when they began their educational journey at Maryland Carey Law.

And yet, we cannot help but feel optimistic regarding the prospects of these graduates. If they heed the advice of Dr. Fauci and remain committed to equity and truth, if they incorporate the qualities of trust, courage, and dedication extolled by Ms. Tremaglio, and if they bring to bear the legal knowledge in cybersecurity and crisis management that they have acquired, then there is no telling what these graduates are capable of achieving. We cannot wait to see!

Two Years into COVID-19 Recovery



CHHS Senior Policy Analyst Patrick Fleming presented at the MDEMA Symposium in Ocean City, MD.

It's hard to imagine that active recovery from one incident could last upward of two years, but that is exactly what we are experiencing now as we teeter on the line of the COVID-19 pandemic and endemic (a term to describe COVID-19's continued presence in our future). Over the last two years, planning for, and addressing, recovery has been woven into all aspects of COVID-19 response, while attempting to return to uninterrupted life activities. Now, it feels like an impossible feat to separate COVID-19 recovery from overall societal impacts.

Prior to the pandemic, recovery planning was low on the priority list of emergency management projects compared to outreach, response, mitigation, trainings, and exercises -- all of which seemed to be more beneficial to daily operations. Recovery is complicated, challenging to measure, less likely to be activated, and lacks any federal requirement in terms of planning and reimbursement through Public Assistance (the Public Assistance Program only includes response activities, rather than recovery). Federal guidance that is provided to support locals with their

recovery planning can be found in *The National Disaster Recovery Framework* on the FEMA website, and includes a Recovery Continuum, which displays a continuous sequence that shows a progression throughout different phases toward the end state of full recovery. The COVID-19 pandemic recovery, however, has closely mirrored a blended marble cake of response, recovery, and overall societal impacts that are difficult to separate. As such, recovery efforts from COVID-19 require an entirely different approach.

While life as we know it in the summer of 2022 began to feel "normal" again, we are still dealing with a multitude of recovery challenges: economists are alarming that a recession is possible in the next 18 months; employers are scrambling to fill positions and wondering where the workforce has gone; supply chain issues and inflation have caused record high costs of everyday supplies; overall housing poses complex issues stemming from low inventory and high demand throughout Maryland, on top of a lack of affordable housing options; school systems are dealing with learning loss, mental health issues, and horrible threats of violence; the healthcare system has been heavily strained and continues to face challenges with workforce and retention; and organizations are struggling to meet the demands of COVID-19 response, while returning to projects that are pivotal to their overall mission and were subsequently placed on the proverbial "back burner."

Even though this list of recovery issues has grown, now more than ever, it poses an opportunity for communities to use this time to develop and implement creative solutions. CHHS has been actively working with clients to navigate the realms of recovery post-COVID-19 by creating an integrated approach to reflect on the past through an After-Action Report process, dealing with the present by providing recovery coordination and guidance, and looking toward the future through strategic recovery planning.

COVID-19 and the After-Action Report Process

An After-Action Report (AAR) documents the events that transpired for legacy purposes and helps to identify enhancements for the future. Usually, the AAR process begins immediately following response efforts to effectively capture observations before memories lose critical details. However, the COVID-19 pandemic has once again reshaped how the emergency management industry looks at this process since the duration of two years (and counting) has proven it difficult to pinpoint when to start the AAR process.

CHHS has helped jurisdictions, including Montgomery, Anne Arundel, Prince George’s, and Talbot counties to develop After-Action Reports and deliverables that have worked for their unique needs. We have been honored to be part of a historic process and to share in the herculean efforts of doing so.

COOP Course in Dover, DE



CHHS Public Policy & External Affairs Director Ben Yelin (pictured) and Continuity Director Eric Oddo conducted a CHHS-developed training course, COOP for Public Entities, at the Delaware State Fire School.

On May 24 and 25, 2022, CHHS Continuity Director Eric Oddo and Public Policy & External Affairs Director Ben Yelin delivered “Maximizing Organizational Resiliency: COOP for Public Entities” training at the Delaware State Fire School in Dover. This course has been taught by CHHS over 150 times across the United States since 2006. It provides students with an in-depth understanding of the terms, concepts, and methodology involved in the systematic development of

an effective Continuity of Operations (COOP) program. The course features individual modules on topics such as Essential Functions, Human Capital Management, Succession Management, Vital Records and Equipment, Communications, Alternate Facilities, Reconstitution, Devolution, and Training and Exercise. CHHS maintains an excellent relationship with the Delaware Emergency Management Agency (DEMA) and has taught this COOP course there every year since 2009, except for 2020 (COVID-19).

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Building a Resilient Food System



On April 27, 2022 the Montgomery County Food Security Task Force was honored as one of the Manna Food Center's 2022 "Heroes Against Hunger." CHHS Public Safety Technology Director Chris Webster and former CHHS Senior Law & Policy Analyst Netta Squires were part of the Task Force along with County leaders and stakeholders.

The COVID-19 pandemic, and subsequent economic hardships, triggered a global food access crisis. In Montgomery County, Maryland, the pandemic increased unemployment and health disparities, deepening inequities. Montgomery County's existing decentralized food security network struggled to meet the rapidly expanding need. Growing lines for food support, emptied food pantry shelves, and disruptions in the "just in time" food supply chain presented unique challenges to local emergency managers. The food security crisis disproportionately impacted minority and immigrant communities, raising important issues of equity and social justice in preparedness, response, and recovery.

To help tackle these challenges, CHHS staff helped Montgomery County apply a novel Incident Command System (ICS)-based approach to its food insecurity response. A Food Security Task Force was established using the principles and concepts of Unified Command, organized into branches focused on operations, finance, and planning. The response that grew from this strategy was a public-private partnership amongst four important groups: 115 local food access providers who desperately needed resources and support, four Montgomery County government agencies working in the food response area, the food service and agricultural industries who were suffering the effects of the shutdown, and generous private donors who were

eager to help. Since May 2020, the Food Security Task Force has administered 25 distinct programs, guiding the expenditure of over \$30 million in disaster relief funding, brought together hundreds of stakeholders, and crafted, revised, and implemented a strategy to sure-up the food system in the county. In recognition of their work, the Food Security Task Force received Manna Food Bank's "Heroes Against Hunger" award.

As COVID-19 continues, the work to ensure a more resilient food system is just starting. Important changes need to be made to ensure that a food access crisis like we saw in the early days of COVID-19 never happens again.



CHHS staff had a chance to network and mingle with emergency managers across the state at the MDEM Symposium in Ocean City this summer. Pictured, left to right: Shelly Gooding (CHHS Senior Policy Analyst), Kim Stinchcomb (CHHS Senior Policy Analyst), Joey Henderson (Prince George's County Office of Emergency Management), Tessa Livingston (Prince George's County Health Department), Lisa Mantel (CHHS Senior Law & Policy Analyst).



In June 2022, CHHS staff and National Capital Region (NCR) planners Christine Gentry, Ian Hamilton, Mike Block, Patrick Fleming, and Lisa Mantel attended a day-long workshop to develop scenarios for the NCR Threat Hazard Identification and Risk Assessment (THIRA).

Greater Coordination is Needed

COVID-19 has shown that coordination is key in responding to food systems challenges. Addressing systemic risk to local food supply chains involves coordination between governments, farms, food assistance providers, and food businesses. Often local food councils, like the Montgomery County Food Council, help convene these important players, but too often these groups do not include emergency managers. Until recently, it was uncommon to see food systems actors included in traditional emergency management planning, training, and exercises. Too many emergency managers take food systems (and their continued operation) for granted. “Emergency

Feeding” plans often only describe how individuals will be fed for days, or weeks, but do not contemplate long-term supply chain disruptions or spikes in food insecurity. With climate change promising more frequent and severe food supply chain disruptions, emergency managers need to work now to actively engage the food systems community, and plan today for long-term food supply chain disruptions.

Poverty Reduction IS Resilience Building

According to *Feeding America*, a nationwide network of food banks, 1 in 10 Americans (roughly 35 million people) lack consistent access to sufficient food to live a healthy life. With

this many individuals already hungry, any and every failure of food supply chains, spiking unemployment, or economic dislocation increases immediate and immense suffering. COVID-19 showed that even in wealthy counties, long lines form at food assistance providers and food bank shelves empty quickly. It cannot be over-emphasized that high levels of food insecurity place enormous day-to-day stress on the food relief safety net, meaning even small disruptions in food supply chains, or spikes in food insecurity, result in it being quickly overwhelmed. This pandemic has made it clear that poverty reduction must be top priority in building a more resilient society.

CHHS Cyber Academics and Local Government Work Continues to Expand



US Cyber Command officials, Staff Judge Advocate and Captain, Thadeous Larkin, and Colonel Peter Hayden visited Carey Law to speak with Cybercrime students last Spring.

US Cyber Command Academic Engagement Network Already Benefiting Maryland Carey Law

As we announced in our previous newsletter, we are extremely proud that the University of Maryland Carey School of Law was selected as the only law school to be part of the **US Cyber Command's Academic Engagement Network (AEN)** (www.cybercom.mil/Partnerships-and-Outreach/Academic-Engagement). The goal of the AEN is to foster relationships between cutting-edge academic institutions and the entire US Cyber Command enterprise. The AEN will engage the future workforce, increase cyber applied research and innovation, expand cyber-focused analytic partnerships, and enrich the strategic dialogue on cyber.

We are thrilled that this partnership with US Cyber Command is already paying dividends. This past semester, US Cyber Command officials visited CHHS Cybersecurity Director Markus Rauschecker's Cybercrime class to talk to law students about US Cyber Command's role generally, as well as the legal issues that the Command wrestles with on a daily basis. Our guests had students walk through a hypothetical scenario, challenging them to think about how they would approach the legal issues involved. This kind of experience is invaluable to students. Interacting with top cyber practitioners gives students insights that they could not get from classroom instruction alone. We are grateful to be part of this Academic Engagement Network and look forward to future collaborations with US Cyber Command.

Maryland Carey Law Student is Selected for IAPP Westin Scholar Award

This year, the Maryland Carey School of Law became a participating member in the **IAPP Westin Scholar Award Program** (www.iapp.org/westin-research-center/higher-education). The International Association of Privacy Professionals (IAPP) is the largest and most comprehensive global information privacy community and resource, helping practitioners develop and advance their careers, and organizations manage and protect their data.

With the goal of supporting students interested in pursuing a career in cybersecurity and data privacy,

the IAPP created the Westin Scholar Award. This award is given to students who are identified by their professors as future leaders in the field of privacy or data protection.

CHHS and Maryland Carey Law are proud to have selected

Sidney Howe '22 as the inaugural recipient of the IAPP Westin Scholar Award at Maryland Carey Law. Sidney graduated this May with a Certificate in Cybersecurity and Crisis Management, and we look forward to seeing her continue her journey as a cybersecurity and data privacy professional.

Cyber Incident Coordination Planning for Local Government

After completing a plan for Montgomery County, CHHS has moved on to Anne Arundel County to help develop a Cyber Incident Coordination Plan. CHHS works with clients to bring proven emergency management principles to their cybersecurity planning. Through our work it has become increasingly clear that cybersecurity is not just a technical issue, but that there are significant practical and



Carey Law 2022 Graduate and IAPP Westin Scholar Award Winner, Sidney Howe

policy considerations that must be part of any effective cybersecurity strategy.

The Cyber Incident Coordination Plans that CHHS helps develop outline how local governments will coordinate a response to a significant cyber incident, including ransomware attacks.

Such incidents require a whole-of-government response, and the Cyber Incident Coordination Plans provide a clear picture of which government departments need to be involved, what their responsibilities are, and how they will organize themselves to effectively respond to the incident. There is a good chance that significant cyber incidents will require assistance from federal- and state-level partners as well as the private sector. Our plans contemplate all of these potential interactions.

Unfortunately, local governments are increasingly being targeted by cyber criminals. Good preparedness requires not just the expertise of the IT department, but also Emergency Managers, Risk Management, Budget and Finance, HR, Legal, Communications, and others. CHHS helps bring together all these pieces for our clients so that they are better prepared.

CHHS in Social Media



CHHS maintains active social media accounts on a number of platforms. Follow us for updates on CHHS media appearances, webinars and blogs on current events, and all the information on CHHS special events.



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Frederick Firefighter Line-of-Duty-Death Investigation

On Wednesday, August 11, 2021, Captain Joshua Laird of the Frederick County Division of Fire and Rescue Services lost his life after sustaining injuries while in the line of duty. CHHS was contracted by Frederick County to join an External Safety Review Panel to independently investigate the causes of the incident and to make recommendations for corrective actions to minimize the risk of a similar incident occurring in the future. The External Safety Review Panel consisted of CHHS Continuity Director Eric Oddo, Law and Policy Analysts Kirby McMahon, Ariel Neumann, and Frank Maldarelli; as well as senior fire officials from Frederick County, Howard County, Anne Arundel County, and Fairfax County. The team systematically investigated the incident from every angle, including chain-of-command, logistics, equipment, culture, communications, strategy, and tactics. The After-Action Report was completed and submitted to Frederick County leadership in July 2022. It contained over 100 recommendations to mitigate operational human safety risk moving forward.



CHHS had the honor of working with Frederick County and an External Safety Review Panel to investigate a 2021 line-of-duty-death. Pictured left to right, CHHS Continuity Director Eric Oddo, Howard County Fire Captain James Zour, Frederick County Fire Battalion Chief Chris Mullendore, Anne Arundel County Fire Assistant Chief Larry Schultz, Career President of Firefighters Association of Frederick County Stephen Jones, Fairfax County Fire Assistant Chief Dan Shaw, Master Firefighter/HVO Michelle Click, and Frederick County Fire Assistant Chief David Polikoff.



CHHS Public Policy & External Affairs Director Ben Yelin, Cybersecurity Director Markus Rauschecker, and Senior Law & Policy Analyst Netta Squires presented at this year's National Initiative for Cybersecurity Education (NICE) conference in Atlanta Georgia. The presentation highlighted the importance of incorporating emergency management principles into cybersecurity planning.



CHHS the Video

Learn more about who we are and what we do:
www.youtube.com/MDCHHS.

Baltimore Mass Evacuation Planning

In August 2021, CHHS entered a year-long contract with the Baltimore City Department of Transportation (BCDOT) for the purpose of developing a *Mass Evacuation Resource Document* for the city. This document is intended to centrally aggregate the human capital, subject matter expertise, capabilities, and resources across the spectrum of government and non-governmental partners that may contribute to a partial or full evacuation of Baltimore. The project

team, led by CHHS Continuity Director Eric Oddo and Law and Policy Analyst Chang Won Kang, consisted of staff from BCDOT, Baltimore Police, Baltimore Office of Emergency Management, and the Baltimore Metropolitan Council.

Over the course of this year-long project, the team interviewed over 100 individual organizations, including Baltimore City government agencies, Maryland state government agencies, FEMA, major institu-

tions such as local hospitals and universities, non-profits such as the Red Cross and Salvation Army, and seasoned evacuation experts such as the New Orleans Office of Homeland Security and Emergency Preparedness. *The Mass Evacuation Resource Document* will officially be submitted to the city at the end of September 2022 and will serve as an Annex to the city's Emergency Operations Plan (EOP).

Stevenson University Tabletop Exercises

Stevenson University (SU) hired CHHS to develop, facilitate, and evaluate a series of two Tabletop Exercises in May and June of 2022. Continuity Program Director Eric Oddo served as the lead facilitator, while Law and Policy Analyst Frank Maldarelli served as evaluator. The first exercise focused on SU's Crisis Management Team (CMT), a group of senior university officials

that conduct high-level strategic emergency decision-making. This exercise presented two scenarios: the first was a dormitory fire that resulted in displaced students, and the second was a cyberattack upon SU's critical electronic infrastructure.

The second exercise engaged SU's Incident Response Team (IRT), a larger group of university personnel that aids students, faculty, and staff during an emergency. This exercise

featured three scenarios: the first was a bomb threat necessitating an evacuation, the second was a tornado necessitating a shelter-in-place, and the third was an active assailant on campus necessitating a lockdown. The exercises were highly successful and were each accompanied by comprehensive After-Action Reports and Improvement Plans to improve preparedness going forward.

CHHS Academic Director Awarded MPower Grant to Study Domestic Terrorism

CHHS Academic Director Michael Vesely, J.D., in partnership with Dr. Michael Jensen, Ph.D. who represents the National Consortium for the Study of Terrorism and Responses to Terrorism (START), were awarded a competitive MPower grant in March 2022. The grant proposal entitled “Tackling Terror in the Homeland: An empirical and legal analysis of the debate over a new domestic terrorism law” will study the potential need for new federal legislation aimed at combatting domestic terrorism.

Recently, the United States has experienced a significant uptick in the number of terrorist incidents perpetrated by domestic actors and organizations. In response to these attacks there have been growing calls to enact new legislation that targets these actors. This collaboration between CHHS and START will examine the efficacy

of current laws that are used to prosecute these offenders and will also consider the legal ramifications attendant to various bills proposed to counter this threat.

MPower was created in 2012 in order to foster collaboration and research initiatives between Maryland’s two most important public research institutions, the University of Maryland, Baltimore (UMB) and the University of Maryland, College Park (UMCP). To qualify for funding, each applicant was required to identify a principal investigator from both UMB and UMCP and then apply to one of several designated topic areas, including homeland security. Furthermore, applicants were required to demonstrate how the partnership could advance research that was beyond the capabilities of either campus individually. Though both CHHS and START have

significant expertise in counterterrorism, the institutions approach the issues from very different perspectives, making them ideal partners.

Specifically, this project will analyze how effective the current legal regime has been in addressing domestic terrorism and examine whether a new generation of counterterrorism legislation is needed. Using data from the Profiles of Individual Radicalization in the United States (PIRUS) project, CHHS and START will work together to analyze current federal law to determine if the lack of a domestic terrorism statute is producing disparities in criminal justice outcomes between domestic and international terrorism cases. The two will also review proposed legislative fixes that would give prosecutors the ability to charge domestic extremists with material support for terrorism and related crimes. In doing so, it will be essential to: (1) consider the practical challenges to implementing new legal statutes for domestic extremism, (2) assess if the proposed changes would resolve sentencing disparities between domestic and international terrorism cases, and (3) identify the impacts of new statutes on the protection of civil liberties and due process. Finally, this project will also explore how a domestic terrorism statute could impact the prosecution of hate crimes, as well as domestic disturbances related to protests.

CHHS and START have a longstanding relationship of informal consultation, but this project represents the first formal collaboration between the two.



Visit us online at www.mdchhs.com



Frederick County Tests its Preparedness Capabilities with an Active Assailant Full-Scale Exercise



Tony Rosano, Deputy Director of Emergency Management for Frederick County, addresses exercises participants.



CHHS staff Christine Gentry, Ian Hamilton, Megan Slaton, Zack Fry, and Michael Block assisted with the Full Scale Exercise as controllers, evaluators and patient actors.



Senior Policy Analyst Megan Slaton holds her triage tag and patient information. Slaton was a Patient Actor during the Active Assailant exercise.

On a humid Sunday afternoon in August, Frederick County conducted an interagency active shooter full-scale exercise. The response-focused exercise was planned, designed, and facilitated by CHHS Senior Law and Policy Analyst Christine Gentry and CHHS Senior Policy Analyst Ian Hamilton. Developed to mainly test the county's updated multidiscipline Active Assailant Response Guide, the exercise provided additional opportunities for evaluating a range of public safety standard operating procedures, including mass casualty incident operations and Maryland START/JumpSTART Triage protocols. The exercise also served as a drill for the County's recently launched Mobile Command Post. Participants included Frederick Police Department, Frederick County Sheriff's Office, Frederick County Division of Fire & Rescue Services, Frederick County Division of Emergency Management, AstraZeneca, and CHHS.

Usually taking an average of 6-12 months to plan, full-scale exercises are the most complex type of exercise, involving multi-agency and multi-jurisdictional validation of preparedness capabilities. These exercises often require subject matter experts to appropriately evaluate capabilities. A specialized team of CHHS staff including Senior Policy Analysts Megan Slaton, Zachary Fry, Michael Block, and Patrick Fleming, Academic Director Mike Vesely, and Associate Director Megan Timmins supported the exercise. The CHHS team served as Controllers, Evaluators, and Patient Actors with critical inject roles to drive exercise play allowing appropriate evaluation of critical tasks. Every action, resource release, and Controller inject was planned down to the minute and seconds through a complex Master Scenario Event List (MSEL) and Exercise Resource Deployment Schedule.

Gentry and Hamilton's engagement with AstraZeneca, and facilitation of the exercise Planning Team, provides an example on the benefits of building public-private partnerships at the local level. Existing training and exercise opportunities that can be inclusive or even hosted by community stakeholders, particularly those in critical infrastructure sectors, can test and evaluate common operational processes and technologies that support shared operational outcomes for response and recovery actions. After-Action Reports and Improvement plans can be shared with participants and stakeholders to better prepare the public-private partnership response to incidents, ultimately increasing community resilience.

CHHS Heavily Involved in Action-Packed General Assembly Session

This Spring, the Maryland General Assembly enacted a slew of bills related to emergency management, capping an active legislative session. CHHS staff were involved in a number of roles during the legislative session. Ben Yelin, Director for Public Policy & External Affairs, with the assistance of CHHS externs and research assistants, conducted legislative tracking on behalf of the Maryland Department of Emergency Management (MDEM). The team maintained a real-time database, tracking the status of over 100 proposed bills, and provided biweekly legislative updates to MDEM staff and local emergency managers. At the end of the session, the team submitted a report chronicling the legislative session and issuing recommendations for 2023.

Yelin also played the role of subject matter expert on the issue of cybersecurity policy. During the 2021 legislative interim, Yelin co-chaired an ad hoc committee of the Maryland Cybersecurity Council, which produced a report on state and local cybersecurity in Maryland. Senator Katie Fry Hester and Delegate Pat

Young co-sponsored three pieces of legislation that largely enacted the report's recommendations. On May 12, 2022, Governor Hogan signed:

- HB1202/SB0754 (The Local Cybersecurity Support Act), which codifies and expands MDEM's Cybersecurity Preparedness Unit to help counties, school districts, and emergency management offices prepare for and respond to cyber threats.
- HB1205/SB811 (The Modernize Maryland Act), which establishes a non-lapsing fund to help local governments hire staff and upgrade systems and devices. The bill also creates a state-level commission that will recommend upgrades to state IT infrastructure.
- HB1348/SB812 (Cybersecurity Coordination and Governance Bill), which codified the Office of Security Management and State Chief Information Security Officer (SCISO) positions and created a new governance framework for state cybersecurity efforts.

In combination, these bills will fulfill the ad hoc committee's goals of modernizing, coordinating, and centralizing state cybersecurity efforts.

In addition to Yelin's work, CHHS Senior Law & Policy Analyst Netta Squires served as co-chair of the Maryland Emergency Management Association's (MDEMA) legislative subcommittee. The subcommittee, in consultation with emergency management stakeholders, prioritized the creation of a group to study a potential state-level disaster relief fund. This idea emerged after several local disasters, which were not severe enough to trigger a statewide emergency declaration, and thus did not allow for disbursement of federal disaster relief funds. Squires' and the subcommittee's efforts were rewarded with the passage of SB0310, which includes a provision authorizing the study.

Some of the legislative goals of the emergency management community, including a proposal to protect critical infrastructure from cyberattacks, did not pass. CHHS looks forward to working with MDEM to continue legislative efforts during the 2023 session, when there will be a new Governor and a new crop of legislators in the General Assembly.

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CHHS Public Policy & External Affairs Director Ben Yelin with Senator Hester, Governor Hogan, and other stakeholders for the signing ceremony for the cybersecurity reform legislation on May 12, 2022.

University of Georgia Law School Tabletop Exercise



CHHS Academic Director Mike Vesely and Continuity Director Eric Oddo meet with Peter “Bo” Rutledge, Dean of the University of Georgia School of Law, before facilitating a tabletop exercise with Law School leadership.

In July, 2022, The University of Georgia School of Law hired CHHS to develop, facilitate, and evaluate a Tabletop Exercise. CHHS Academic Director Mike Vesely served as the lead facilitator and Continuity Director Eric Oddo served as the evaluator. The first scenario presented a ransomware cyber-attack upon the Law School’s critical infrastructure. The second scenario featured a volatile and unpredictable civil unrest event taking place directly outside the law school building. Each scenario challenged school officials to assess how they would communicate, mobilize, and organize an effective operational response to these emergency events.



CHHS Academic Director Mike Vesely leads a discussion-based tabletop exercise at the University of Georgia Law School.

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You can support our ongoing work by contributing to the **Center for Health and Homeland Security**. Our staff has grown to more than 30 experts and professionals, many of whom present at conferences, speak at symposiums, and offer commentary in the media – all outside the scope of their normal duties. Your contribution mirrors our dedication, and your generosity will open doors to exciting new projects and provide the essential resources we need to effectively work side-by-side with emergency officials to ensure the safety of every citizen.

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