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# Court of Appeals

## Memorandum

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To: Chief Judge Anne Elizabeth Barnes

From: *William L. Martin, III*  
William L. Martin, III

Subject: The Georgia Supreme Court's Pandemic Commission

Date: February 19, 2007

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Attached please find a letter I received from Justice Melton inviting me to serve on the Supreme Court's Pandemic Commission. Also, attached please find a draft paper regarding the work of the Commission.

Please let me know if you would like me to serve on this Commission.

Thank you.

/ld

Attachment



## SUPREME COURT OF GEORGIA

STATE JUDICIAL BUILDING  
ATLANTA, GEORGIA 30334

FROM THE CHAMBERS OF  
HAROLD D. MELTON  
JUSTICE

(404) 656-3477  
FAX NUMBER  
(404) 657-4211

February 15, 2007

Mr. William L. Martin, III  
Clerk of the Court of Appeals of Georgia  
334 State Judicial Building  
Atlanta, Georgia 30334

Dear Bill:

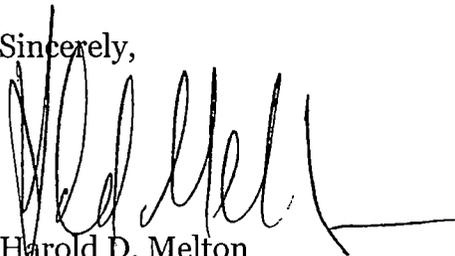
I write to invite you to serve on the Georgia Supreme Court's Pandemic Commission (the "Commission"). Chief Justice Sears appointed me to chair the Commission, which was established in December of 2006 to assist the judiciary in developing emergency preparedness plans that can be used to respond to pandemic crises and other forms of disaster.

When a disaster strikes a community, a city, a region or beyond, governmental institutions must have the ability to respond quickly to the urgent and compelling needs of their citizenry. Recent disasters, such as Hurricane Katrina, as well as concerns about an impending Avian flu pandemic have demonstrated that an immediate mobilization of the justice system - including the country's state court systems - is essential to supporting societal stability. An operating court system capable of performing constitutionally mandated functions stands against the chaos created by an emergency and ensures that the judiciary can fulfill its mission of maintaining the rule of law, protecting individual rights and providing for the prompt and lawful processing of those charged with crimes. The court's operations to meet other legal and administrative functions and to serve as a repository of essential legal records also must be functional immediately after a disaster.

Although emergency planning is to a great extent a local activity, with each community having its own peculiar vulnerabilities, we believe it would be useful to work together to develop some "best practices" that the various levels of court can implement. The judiciary has an obligation to prepare as best it can to meet the challenges of providing essential functions in the face of any and all emergencies.

Your leadership ability and your demonstrated interest in the public welfare would be an asset to the Pandemic Commission. I hope you will consider the invitation to participate in this important endeavor. I am sure you have questions about the Commission's goals and structure. I am enclosing a draft paper regarding the Commission, which I hope will give you the background information you desire. I will follow this letter up with a phone call in the next week or so. Please feel free to contact me if you have any questions.

Sincerely,



Harold D. Melton

HDM/ab  
Enclosure

## **Emergency Preparedness in the State Courts**

### **I. Introduction**

#### **A. The Courts Must Stay Open**

When a disaster strikes a community, a city, a region or beyond, governmental institutions must mobilize immediately to address the urgent and compelling needs of their citizenry. Initial attention is usually focused on first responders, who may be called upon to perform lifesaving rescues and to prevent continuing damage and harm to persons and property. But recent disasters have also demonstrated that an immediate mobilization of the justice system – including the country’s state court systems – is essential to support societal stability and protect individuals, families, businesses and institutions. An operational court system capable of performing constitutionally mandated functions – initial appearances, arraignments, bond hearings, orders of protection, injunctive relief and other emergency applications – stands against the chaos created by an emergency and ensures that the judiciary can fulfill its mission of maintaining the rule of law, protecting individual rights and providing for the prompt and lawful processing of those charged with crimes. A New York Times report covering Hurricane Katrina’s aftermath illustrated what can happen to the administration of justice in the absence of a functioning court system:

At Rapides Parish Detention Center 3 in Alexandria, which normally holds convicted felons, there are now 200 inmates who arrived hot, hungry and exhausted on buses this week after being evacuated from flooded jails in New Orleans. They have no paperwork indicating whether they are charged with having too much to drink or attempted murder. There is no judge to hear their cases, no courthouse designated to hear them in and no lawyer to represent them. If lawyers can be found, there is no mechanism for paying

*Draft as of Sept. 12, 2006*

precipitating an increase in arrests and detentions.<sup>3</sup> Moreover, the Louisiana justice system struggled to account for and properly process more than 8,000 New Orleans area inmates evacuated to 34 jails around the state. The result was an influx of habeas corpus petitions from prisoners held for unlawfully long periods of time due to the absence of judicial fora to screen cases and set conditions of release, the unavailability of essential justice system personnel and court records, and the collapse of funding for the public defender system.<sup>4</sup> In some cases, there was little choice but to simply release dozens of prisoners without bail after weeks or months of imprisonment, potentially creating a hazard to public order and safety.<sup>5</sup> The justice system also

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<sup>3</sup> Associated Press, *New Orleans Mayor Orders Looting Crackdown*, September 1, 2005, at <http://www.msnbc.msn.com/id/9063708/from/ET> (“Mayor Ray Nagin ordered 1,500 police officers to leave their search-and-rescue mission Wednesday night to return to the streets of the beleaguered city to stop looting that has turned increasingly hostile”).

<sup>4</sup> Peter Whoriskey, *In New Orleans, Justice on Trial*, Washington Post, April 15, 2006. The public defense system in the New Orleans Parishes is funded by traffic fines and fees, which shrunk to a fraction of prior levels after Katrina.

<sup>5</sup> Laura Maggi, *Judge Orders Many Inmates Released Without Bail*, The Times-Picayune, December 7, 2005; Richard A. Webster, *Hurricane Katrina Throws Louisiana Justice System into Chaos*, New Orleans City Business, January 16, 2006; Gwen Filosa, *Katrina Brings Disorder to Court*, The Times-Picayune, April 17, 2006; Gwen Filosa, *Judge Threatens to Free Poor Inmates*, The Times-Picayune, April 8, 2006.

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courts have been inundated with storm-related lawsuits involving insurance coverage, victim compensation, property damage and commercial losses.<sup>9</sup> The individuals, families and businesses who are parties to these actions desperately need to have them resolved as expeditiously as possible, so that financial obligations can be met and rebuilding a community can begin. The courts are responsible for providing fora to support these essential steps in reconstructing and refashioning the community.

The court's roles as a conduit for other legal and administrative functions and as repository of essential legal records also must be functional immediately after a disaster. For example, in Louisiana (as in many states), child support payments are made by the obligor through the court to the obligee. Following Hurricane Katrina, until the court system was remobilized, obligors had no clear route for making child support payments, which were so critical for the financial support of dislocated families. Many Louisiana courts also were challenged by the threatened loss of a vast quantity of paper records, which form the backbone for many legal relationships throughout the state and beyond. Although many of those records were salvaged through a professional records recovery effort, the court's ability to launch an immediate (and expensive) mission to save the records was critical.

These are but a few of the lessons learned from Hurricane Katrina. Other disasters will bring other challenges. Emergency planning is to a great extent a local activity, with each community having its own peculiar vulnerabilities. Some communities are susceptible to natural

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<sup>9</sup> Laura Parker, *After Katrina, Courts Flooded By Lawsuits*, USA Today, January 16, 2006.

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culture. The Chief Justice and SCA can assert leadership by issuing an administrative order, memorandum or letter that communicates clear and emphatic policy goals for emergency preparedness and business continuity planning at the state and local levels; that identifies the mission essential functions of the courts that these policy goals are designed to support; that authorizes the formation of a statewide committee or other body intended to carry out the leadership's goals; and that emphasizes that every court, beginning at the highest level, must have plans in place to anticipate and respond to emergencies and provide for the continuation of court operations. In the event of an actual emergency, court leaders should be as visible and engaged as possible, demonstrating a personal commitment to keeping the courts open. Court leaders can also demonstrate leadership by being visibly involved in key stages of their court system's emergency planning efforts. In this regard, each Chief Judge and SCA should be familiar with relevant federal and state materials such as the NCSC's Emergency Management Best Practices.<sup>10</sup>

B. Emergency Preparedness: Management and Administration

From a statewide perspective, each court system should institutionalize an approach to

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<sup>10</sup> Available at

[http://www.ncsconline.org/WC/Publications/Comm\\_CtSecEMfCtsPub.pdf](http://www.ncsconline.org/WC/Publications/Comm_CtSecEMfCtsPub.pdf). The best practices can be summarized as: survey and prioritize emergency management needs; create and practice an emergency response plan; get a seat at the table; develop a plan to communicate internally; develop a plan to communicate externally; and don't let lack of resources prevent planning.

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they should be augmented. In those states which address emergency preparedness and security separately, court leaders should consider whether these closely related areas should be combined or whether there should be closer institutional coordination.

Local courts should have their own standing committees to develop and implement court-specific plans and deal with local disaster planning issues on a continuing basis. These committees can serve as effective interfaces with other stakeholders and court officials within their jurisdictions. The specific organization and functions of these groups may differ from court to court as there is no "one size fits all" approach to emergency planning. Some groups may find it feasible to include outside agency officials in their membership, while other groups may be limited to serving as interfaces with outside agencies.

Each and every court must have its own comprehensive emergency plan addressed to its particular needs and vulnerabilities. A central component of the COOP development process is for each court to take the time to identify and prioritize the functions most essential to carry out its mission. The COOP must anticipate and set forth how those functions are to be performed under various emergency conditions. Courts should not accept default emergency preparedness plans designed by other agencies, particularly if courts have not been appropriately consulted and their needs considered. Policy makers and staff from central court administration should provide practical tools to assist in the development of comprehensive local plans that are geared toward achieving the court leadership's policy goals for emergency preparedness. In this regard, central court administration can help courts with emergency and COOP planning by issuing guidelines and comprehensive templates addressing the essential elements of effective emergency

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efforts, including any important developments or plan revisions and rehearsals.

C. Intergovernmental Coordination: Getting a Seat at the Table

Courts cannot be an afterthought in executive branch emergency preparedness and COOPs at the state, local and federal levels. The need for comprehensive governmental coordination was never more evident than immediately following Hurricane Katrina, which demonstrated that cooperative efforts among different levels and branches of government drive an overall ability to respond to and recover effectively from a catastrophic event. Good emergency planning requires an enormous amount of advance coordination among different court levels and between the courts and a host of state and local agencies on a wide range of facility, security, law enforcement and emergency management issues. Unfortunately, many courts currently do not have a seat at the table when state and local emergency management agencies develop first response and COOPs. Indeed, many courts are not even consulted despite the fact that those plans integrally affect – and may be affected by – the courts. Part of the problem is that the field of emergency preparedness<sup>12</sup> has been focused largely on traditional first

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<sup>12</sup> “Emergency preparedness” is used here in a broad sense, referring to a range of elements that address: deterrent procedures; emergency first response measures taken during an event to safeguard lives and property; post-emergency recovery directed at re-opening facilities and the resumption of normal operations; and Continuity of Operations Plans (COOPs) which are designed to assure the continuation/resumption of essential operations in response to a wide array of potential operational interruptions.

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Similarly, the SCA should personally contact the state emergency preparedness director to review a copy of the state's emergency plan and to make sure that there is judicial branch participation in the development of state policies and guidelines. Any deficiencies and suggestions for improvement should be communicated on an ongoing basis.

Local courts should engage in similar outreach and request meetings with relevant executive agency first response and emergency planners, request an opportunity to review their plans and any applicable intergovernmental agreements on preparedness, and work collaboratively to improve them and address judicial branch needs. It may be helpful for local courts to explore court-specific scenarios with emergency planners to illustrate instances in which the courts are critical partners with first responders and to demonstrate why the courts need to be integrated into existing command and control structures and communications systems.<sup>14</sup>

In terms of the nature of the outreach, court systems must make it a priority to develop

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<sup>14</sup> Court personnel involved in emergency management should be knowledgeable in the Incident Command System (ICS) model, the predominant approach utilized by governments at all levels for organizing responses to incidents that require coordinated efforts by a number of different agencies. Under the ICS model, a specific agency (depending on the type of incident) is selected to serve as lead agency, and a command center is established to coordinate the work of the various responding agencies and to serve as the single point of disseminating information. ICS is designed to improve coordination and eliminate the "turf" wars by identifying a lead agency and clarifying role of each non-lead agency.

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umbrella of the Department of Homeland Security (DHS), is critically important to disaster recovery because it coordinates all assistance provided directly by the federal government in response to declared emergencies and provides federal grants to cover many emergency costs, including repair, restoration and reconstruction of public facilities. Courts need to develop a strong understanding of FEMA's workings and of the basic legal framework governing federal disaster preparedness and recovery.

FEMA has regional offices throughout the country that each serves several states, and FEMA staff work directly with state executive agencies in each region. Courts should be proactive in developing positive relationships and contacts with those state agencies and officials which work closely with FEMA in order to set the stage for active cooperation during an emergency. Courts also should be familiar with the National Incident Management System (NIMS) inasmuch as the federal government relies on NIMS to coordinate all federal response activities and has expressly enjoined federal agencies from providing funding to state executive agencies not in compliance with NIMS.<sup>17</sup>

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<sup>17</sup> NIMS is a nationally standardized approach to incident management and response developed by the Department of Homeland Security in March 2004. It establishes a uniform set of processes and procedures that emergency responders at all levels of government use to conduct response operations. Federal agencies are required to use the NIMS framework in domestic incident management and in support of state and local incident response and recovery activities.

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the preservation of history. Safeguarding them is an important responsibility and courts must have a written plan and a designated team responsible for salvaging and restoring court records. Similarly, information technology systems are absolutely indispensable to the courts' ability to function and serve the public. Although there are companies specializing in recovery of computer data and paper-based records, it is not always possible to recover all data and records, and such processes can in any event be very costly. Therefore, courts should engage in destruction prevention, storing records away from hazards, making back-up copies of important electronic and paper files and using remote locations as storage sites.

Where there is an emergency involving a courthouse that contains vital records, time is of the essence. One key to successful recovery is to quickly stabilize environmental conditions like heat and moisture to prevent further deterioration and/or remove damaged records to a more stable environment as soon as possible. An inventory should be made of any records that are moved as part of the recovery and restoration process. For both electronic and paper records, there are several restoration approaches depending on the magnitude and severity of the damage: air drying, freeze drying and vacuum freezing. The decision of which method to use will depend on a variety of factors: importance of records, volume of records, cost of drying/restoration method, available resources and required retention periods. This decision process can be expedited if there is pre-disaster knowledge of area businesses engaged in restoration of paper and electronic/magnetic media, including their specific capacities and rates.

G. Staffing and Human Resources

Court staffing and human resources issues require the close attention of court emergency planners. Once court planners identify and prioritize the court's primary business objectives,

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emergency planners must identify and be prepared to call upon mental health professionals trained to provide crisis intervention. Finally, court emergency planners should take steps to strongly encourage or even mandate that their employees, particularly key staff, develop personal or family emergency preparedness plans. The more that court employees can minimize the adverse effects of an emergency on their family and personal lives, the more likely they will be able to report to work and stay on as needed to assist the courts in getting through the particular disruption.<sup>18</sup>

### **III. Funding**

Courts may be able to afford many of the costs associated with emergency planning and preparedness under their existing budgets plans, but the costs of providing new training, conducting exercises, acquiring new equipment and, above all, adding new personnel or redesignating existing staff can become quite significant for already strapped court systems. Courts should determine risk and need, develop a multi-year strategic plan and be assertive in the view that state and local governments have an affirmative responsibility to provide adequate court funding to support emergency preparedness and COOP planning. Courts should present

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<sup>18</sup> Such family emergency plans and checklists are readily available on the web. For example, the American Red Cross has posted *Preparing for Disaster (A4600) (FEMA 475)* on its web site at [www.redcross.org/services/disaster](http://www.redcross.org/services/disaster). NACM's members only web site contains some especially relevant resources in this regard: "Family Disaster Plan" and "Family Disaster Plan Worksheet." See [www.nacmnet.org](http://www.nacmnet.org).

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funding allocations within the state. While progress is being made, the state court community must support efforts to amend federal programs to allow state courts more direct access to federal funds. An optimal approach in this regard is the model set up by the Violence Against Women Act, which makes state and local courts expressly eligible for direct funding and sets aside a minimum of five percent of state grants for court improvement projects directed at eliminating violence against women.

FEMA's Emergency Management Institute offers useful training programs free of charge to judicial branch personnel upon approval of their applications by the state's appropriate emergency management agency. These programs cover the four phases of emergency management: mitigation, preparedness, response and recovery, and provide Incident Command System (ICS) training.<sup>20</sup> DHS also offers funding for training exercises, equipment acquisition and technical assistance, with a focus on prevention, response, and recovery from terrorism, chemical and cyber attacks.

#### **IV. Essential Elements of Court Emergency Planning**

##### **A. Understanding the State's Legal Framework**

An important element of emergency preparedness for the courts involves researching the statutory, regulatory and decisional law governing emergency powers in their states, and identifying the various actors with whom the courts will be involved. A starting point is to

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<sup>20</sup> See <http://training.fema.gov/EMIWeb/EMICourses/>

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The NCSC can be helpful to the state court community by compiling a comprehensive online database of executive and court orders previously issued around the country in different emergency situations.

B. Basic Checklist for State Courts

Again, it is absolutely necessary that each court have in place a well-understood emergency response plan and COOP to help it respond effectively to emergencies, restore operations and continue court business. Development of courthouse COOPs should be based on templates to ensure comprehensiveness and consistency. There is a wealth of relevant materials on the web and in the appendix to this paper which address the essential elements of court emergency planning. A comprehensive summary of these elements is not possible here given the limited scope of this paper and the fact that each emergency is necessarily unique and will suggest different answers and approaches to the challenges presented, but this section aims to provide some basic guidance.

Take Steps Now

- X Identify and assess the full range of risks and threats the court faces, the likelihood of each threat and the likely consequences of each emergency
- X Focus on disaster prevention and deterrence for vulnerable functional capacities and facilities by installing security measures, off-site storage of vital records, etc.
- X Secure alternative facilities now and enter into advance memoranda of understanding to avoid competition for scarce facilities/services later on
- X Stock and maintain emergency equipment such as first aid kits, flashlights, etc.
- X Focus now on redundancy of computer data systems and vital court records. Back-up court data on daily basis in locations remote from main operations
- X Strongly encourage or mandate that employees and key staff have individual emergency preparedness plans in place for themselves and their families

Plan Testing

- X Conduct evacuation drills to rehearse and test plans to confirm roles and responsibilities and ensure effectiveness of key communications systems

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to victims, etc.

Immediate post-event recovery

- X General cleanup to make the courthouse habitable
- X Reopening court buildings and restoring operations
- X Getting staff back to work
- X Transporting records that have to be restored

Continuity of Operations (COOPs)

- X The COOP's objective is to ensure that the functions most essential to the court's mission will continue to be performed with minimal disruption under distressed conditions and/or in alternate locations.
- X Each court must identify and prioritize the key staff and skill sets required to keep the court functioning at the most basic level and plan for how to replace those employees and carry out those skill sets during an emergency
- X The COOP should prioritize which operations must be restored immediately and which can be deferred or phased in at later times.
- X Mission essential functions typically encompass initial appearances, arraignments, bond hearings, domestic orders of protection, civil injunctions and other emergency relief.
- X The COOP should delineate lines of authority and delegations of authority. Who will have decision making authority? Under what circumstances? Over what areas?
- X Each court must identify and arrange in advance for services and operations needed to support mission essential functions at alternate locations, such as information technology capabilities, telephones, security, prisoner transportation, alternate housing and transportation for staff, salary continuation, crisis counseling, etc.
- X The COOP should be reviewed and updated annually

Records Preservation

- X Courts must prepare for the possibility that access to computer data and paper records will be limited or nonexistent during a disaster.
- X Courts must determine which business documents and processes are essential and consider how they can be performed and maintained manually.
- X It is important to ensure that the most important data and court records are backed up on a regularly scheduled basis at a remote location.
- X Courts must be prepared to act as quickly as possible after the damage to salvage records, stabilize environmental conditions and begin the restoration process.
- X Advance identification of restoration experts and trained court personnel is helpful
- X Where access to records or restoration of records is not possible, the courts should contact other justice system agencies who keep copies of those records

**V. Looking ahead: Flu Pandemic**

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- X These conditions could persist for as long as 12 to 18 months and the outbreak is likely to come in two or more waves.
- X Vaccines may not be available for six months and will be dispensed on a priority basis to first responders such as medical staff and law enforcement.

It is encouraging that some court systems and justice system leaders have already begun to prepare for the next pandemic,<sup>22</sup> and that important work is underway at the national level,<sup>23</sup> but it is vital that each and every state court system plan for a pandemic. Some states, including Indiana, have already developed comprehensive public health law bench books which familiarize judges with the jurisdiction's laws governing public health emergencies, the legal issues arising from isolation and quarantine proceedings, such as whether such proceedings will be criminal or civil in nature and whether it will be necessary to appoint counsel, and the interplay between the courts and public health officials.<sup>24</sup> The bench books also contain helpful templates, including

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<sup>22</sup> Florida State Courts Strategy for Pandemic Influenza (March 2006).

<sup>23</sup> On May 24-25, 2006, members of COSCA or their representatives attended a Symposium on "Preparing the Justice System for a Pandemic Influenza and Other Public Health Emergencies," which was sponsored by the U.S. Department of Justice's Bureau of Justice Assistance (BJA).

<sup>24</sup> The *Public Health Law Bench Book for Indiana Courts*, available at [www.publichealthlaw.info/](http://www.publichealthlaw.info/), is a particularly comprehensive and helpful document which provides a model for other state court systems. One of the authors was former Indiana County Court Judge Linda L. Chezem.

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NCSC, can support the state court community in meeting the vital goal of being prepared to keep the courts open and provide access to justice in the face of an emergency.

*Conference of Chief Justices*

The Chief Justice of each state should provide leadership to highlight the importance of emergency preparedness for the judicial branch and insure that the following steps have been taken in his or her state.

- A. A statewide planning committee should be created to coordinate emergency preparedness and recommend policies and guidelines for the judicial branch;
- B. The state's high court should adopt a comprehensive statewide emergency preparedness plan to encourage and guide the development of local plans for any buildings in the state in which judicial proceedings take place and/or judicial branch personnel are located;
- C. The Chief Justice should designate one person who serves as the point of contact on issues of emergency preparedness for the judicial branch and who should report either to the Chief Justice or the State Court Administrator (SCA);
- D. Personal contact should be made by the Chief Justice with the Governor to communicate the importance and need for the judicial branch to be included in all executive branch activities involving the development of state policies on emergency preparedness and to coordinate an inter-branch response;
- E. The Chief Justice and/or SCA should take an active role in fostering the development of local emergency preparedness and COOP plans and in ensuring that such plans are rehearsed and kept up to date; and
- F. The Chief Justice and/or SCA should affirm that state and local governments have an affirmative responsibility to provide adequate court funding to support court emergency preparedness and COOP planning and these items should be regularly included in the courts' budget process.

*Conference of State Court Administrators*

Each SCA should insure that the following steps are taken in his or her state:

- A. The statewide emergency preparedness plan adopted by the state's high court should be communicated to all judicial branch personnel and training and education programs should be developed at the state level to enhance the likelihood of a consistent and effective response;
- B. The SCA should personally contact the state emergency preparedness director designated by the executive branch, review a copy of the state's emergency plan, and insure that there is judicial branch participation in the development of state policies and guidelines;
- C. The SCA should insure that periodic assessments of state and local efforts of emergency preparedness for the judicial branch are carried out and deficiencies are noted for improvement;
- D. The SCA should insure that the technical capacity to communicate between key state-level judicial branch personnel is in place and that communication policies by and between judicial branch employees and the public are in place;

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participation of state judicial branch representatives in the state-level committees required by the agency;

- B. COSCA and CCJ, in partnership with NCSC, should work to ensure that state courts are authorized to apply directly for DHS funding currently available only to each state's Security Administrative Agency for security and emergency preparedness;
- C. COSCA and CCJ, in partnership with NCSC, should encourage Congress to adopt a funding model which is similar to that provided in the Violence Against Women Act, which establishes a minimum amount of funding to be provided to the judicial branch in all emergency preparedness grant programs of FEMA and DHS.

## **VII. Conclusion**

This country's courts must be ready and able to function in the immediate aftermath of a catastrophic event. An operational court system is an essential component of a stable public safety network. An operational court system is also needed to support a return to societal stability following the predictable chaos caused by a disaster.

As outlined in this paper, courts must engage in extensive preparation and planning to ensure that they can perform the critical functions required of them. Relationships with partner agencies must be improved and new relationships formed. But courts cannot attain an adequate level of disaster preparedness and then turn their attention elsewhere. To be effective, emergency preparedness and planning must be an unceasing part of what state court systems do to serve the public—anticipating the unexpected on behalf of the safety of the people who work in and use the courts, and on behalf of the millions of people who rely on the courts to help get them through the consequences of a disaster.

The state courts and state court employees are dedicated to support their communities and to provide justice to those who need their services. The actions of court employees after Hurricane Katrina, as described by Louisiana State Court Administrator Hugh Collins, illustrate this commitment:

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## **Court Emergency Preparedness and Continuity of Operations Planning Resources**

9-11 Summit Website, <http://www.9-11summit.org/> (provides a large compendium of court emergency management materials, including planning manuals, templates, checklists, etc.)

Abbott, Ernest B. & Hetzel, Otto J., Eds., *A Legal Guide to Homeland Security and Emergency Management for State and Local Governments*, American Bar Association (2005).

American Bar Association, *Hurricane Katrina Disaster Resources*, <http://www.abanet.org/katrina/lawyerspractice.html> (web site contains many disaster recovery and preparedness resources for lawyers and courts).

American Bar Association State and Local Government Law Section, *Checklist for State and Local Government Attorneys to Prepare for Possible Disasters*, <http://www.abanet.org/statelocal/disaster.pdf>

American Red Cross, *Preparing for Disaster*, [www.redcross.org/services/disaster](http://www.redcross.org/services/disaster)

American University and State Justice Institute Court Security and Disaster Preparedness Project, *Planning for Emergencies: Immediate Events and Their Aftermath—A Guide for Local Courts*, <http://spa.american.edu/justice/csdp.php> (this web site provides access to other relevant reports and materials on court emergency planning)

Department of Homeland Security, <http://www.dhs.gov/dhspublic/index.jsp>

FEMA, *Emergency Management Guide for Business & Industry*, <http://www.fema.gov/pdf/library/bizindst.pdf>

Florida State Courts Emergency Preparedness Main Page, [http://www.flcourts.org/gen\\_public/emergency/index.shtml](http://www.flcourts.org/gen_public/emergency/index.shtml), (includes the 2002 report of the Florida Supreme Court Workgroup on Emergency Preparedness, *Keep the Courts Open*, as well as administrative orders, planning templates and other relevant materials).

Huff, *Planning for Disasters: Emergency Preparedness, Continuity Planning and the Federal Judiciary*, *The Judges Journal* (Winter 2006).

Judicial Education Reference, Information and Technical Transfer Project (JERRIT), *Project Report Developing and Evaluating Courthouse Security and Disaster Preparedness: A Collaborative Process Between State and Federal Courts*, <http://jeritt.msu.edu/resources.asp?page=12>

Lemon & Huff, *The Flood and the Legal Deluge*, *The Judges Journal* (Winter 2006)