
Contents

Foreword	xi
Preface	xv
Acknowledgments	xvii
About the Editors	xix
Contributors	xxi

Chapter 1 Introduction: The Case for Biorisk Management..... 1

Reynolds M. Salerno and Jennifer Gaudioso

Abstract	1
Laboratory Biosafety and Biosecurity	1
A Short History of Laboratory Biosafety	2
A Short History of Laboratory Biosecurity	6
Recent Biosafety and Biosecurity Incidents	7
A Model of Biorisk Management Begins to Emerge	9
New Focus on Risks of Bioscience Research	11
Learning Lessons from Other Industries	12
Union Carbide, Bhopal, 1984	13
Chernobyl Nuclear Power Plant, 1986	14
Piper Alpha Oil Platform, 1988	15
Texas City Refinery, 2005	16
Fukushima Nuclear Power Plant, 2011	16
Y-12 Nuclear Facility, 2012	17
Pharmaceutical Industry	18
Food Industry	20
Airline Industry	21
Biorisk Management	23
References	24

Chapter 2 The AMP Model 31

Lisa Astuto Gribble, Edith Sangalang Tria, and Laurie Wallis

Abstract	31
Introduction	31
Assessment	33
When to Perform and Review a Laboratory Risk Assessment	35
Shared Roles and Responsibilities in Assessing Risk	35
Mitigation	36
Mitigation Control Measures	37
Performance	39
Laboratory Biorisk Management Guidelines	40
Plan-Do-Check-Act	40

Conclusion	42
References	42
Chapter 3 Risk Assessment.....	45
<i>Susan Caskey and Edgar E. Sevilla-Reyes</i>	
Abstract	45
Definition of Risk	45
Biosafety Risks	46
Biosecurity Risks.....	46
Traditional Risk Assessment Approaches for Biorisks	46
Risk Governance and Biorisk Management	47
Risk Assessment Methodology	47
Biosafety Risk Assessment.....	50
Biosecurity Risk Assessment	53
Ethics of Biorisk/Risk Acceptability	57
Roles and Responsibilities for Risk Assessment.....	59
Conclusion	62
References	62
Chapter 4 Facility Design and Controls.....	65
<i>William D. Arndt, Mark E. Fitzgerald, and Ross Ferries</i>	
Abstract	65
Introduction	65
Design for Biorisk Management.....	67
Risk-Based Design Decisions.....	69
The Design Process	71
Project Stakeholders	73
Predesign	74
Information Gathering	75
Schematic Design	76
Laboratory Design Best Practices	76
Public-Private Separation	76
Zone Strategies	77
Flow Analysis	78
Layers of Protection.....	79
Placement of Primary Containment Devices	81
Facility Design Factors.....	82
Sustainability	82
Adaptability and Flexibility	83
Conclusion	84
Key Concepts	85
References	85

Chapter 5	Rethinking Mitigation Measures.....	87
	<i>Jennifer Gaudioso, Susan Boggs, Natasha K. Griffith, Hazem Haddad, Laura Jones, Ephy Khaemba, Sergio Miguel, and Cecelia V. Williams</i>	
	Abstract	87
	Introduction	87
	Case Study: Challenges Mitigating Biorisks—Texas A&M University	89
	Using AMP to Strengthen Mitigations.....	91
	Primary Engineering Controls	91
	Standard Operating Procedures	93
	Personnel	94
	Eliminating Safety and Security Conflicts.....	95
	Case Study: Different Solution Paths to Working with Ebola Virus....	96
	Conclusion	97
	References	97
 Chapter 6	 Biorisk Management Training.....	 101
	<i>Lora Grainger and Dinara Turegeldiyeva</i>	
	Abstract	101
	Introduction	101
	An International and Historical Perspective	102
	Using ADDIE for BRM Training.....	103
	Incorporating Instructional Design	111
	Identifying, Compiling, and Organizing Training Content.....	116
	Measuring Training Performance and Success.....	119
	Conclusion	121
	References	121
 Chapter 7	 Operations and Maintenance Concepts.....	 125
	<i>William Pinard, Stefan Breitenbaumer, and Daniel Kumin</i>	
	Abstract	125
	Introduction	125
	Foot-and-Mouth Disease Virus Release	126
	Maintenance Strategies	127
	Overview	127
	Reactive Maintenance (Event-Oriented Maintenance)	128
	Preventive Maintenance	128
	Predictive Maintenance (Conditional Maintenance).....	130
	Reliability-Centered Maintenance	131

Developing a Tiered Maintenance System	132
System Layout	132
Roles and Responsibilities	133
Maintenance Context	135
Maintenance Categories	137
Implementation	140
Maintenance Planning	140
List of Facility Systems	141
Maintenance Activities	141
Arrangement into Maintenance Categories	141
Conclusion	142
References	143
Additional References Consulted	143
 Chapter 8 Evaluating Biorisk Management Performance	145
<i>LouAnn Burnett and Patricia Olinger</i>	
Abstract	145
Introduction	145
The Importance of Performance to Biorisk Management	146
Establishing Biorisk Management Performance Measurements	149
Step 1: Identify the Key Issues of Concern	150
Steps 2 and 3: Define Outcome and Activity Indicators and Metrics	151
Step 4: Collect Data and Report Indicator Results	152
Step 5: Act on Findings from Performance Indicators	153
Step 6: Evaluate and Refine Performance Indicators	154
Specific Biorisk Management Examples	154
Example A: Setting Biorisk Management Performance Indicators during the Planning Stage	155
Example B: Expanding Biorisk Management Performance Indicators during the Planning Stage	158
Example C: Utilizing Existing Data to Create or Expand Performance Measurements	162
Example D: Using Biorisk Management Functions and Performance Indicators Outside of Laboratories	164
Conclusion	164
References	166
 Chapter 9 Communication for Biorisk Management	169
<i>Monear Makvandi and Mika Shigematsu</i>	
Abstract	169
A Case Study	169
Background	172
Roles and Responsibilities	173

Communicating Biorisk Management Information	175
Drivers of Public Perception.....	177
Hazard Communication	178
Communication of Risk Assessment Findings.....	180
Risk Communication in a Risk Governance Framework.....	182
Preassessment (Hazard Identification)	182
Risk Assessment.....	183
Tolerability and Acceptance Judgment (Risk Tolerance and Acceptability)	183
Risk Management (Risk Mitigation and Evaluation)	185
Crisis Communication.....	185
Risk and Crisis Communication during Hurricane Katrina	186
Conclusion.....	187
References	188
 Chapter 10 Three Recent Case Studies: The Role of Biorisk Management	191
<i>Reynolds M. Salerno</i>	
Abstract	191
Introduction	191
Case Study 1: Anthrax Mishandling at the CDC.....	192
A Role for Biorisk Management?	192
Case Study 2: H5N1 Influenza Mishandling at CDC	196
A Role for Biorisk Management?	196
Case Study 3: Mishandling Inventory at the NIH.....	198
A Role for Biorisk Management?	199
Conclusion	201
References	202
 Chapter 11 Future Development of Biorisk Management: Challenges and Opportunities.....	205
<i>Benjamin Brodsky and Uwe Müller-Doblies</i>	
Abstract	205
Introduction	205
Challenges and Opportunities	207
Biorisk Assessment.....	207
Biorisk Mitigation.....	216
Biorisk Management Performance—Evaluating the Organizational Benefits from a Matured Biorisk Management System.....	221
Conclusion	225
References	226
 Index	229