



The University of Maryland
Center for Health & Homeland Security

In This Issue

- 2 CHHS Staff
- 3 ASTHO Legal Barriers Public Health Toolkit
- 4 CHHS Works with the Eastern Shore on Expanding Interoperability
- 5 CHHS Founder and Director Helps Lead Maryland's Efforts for Cybersecurity Innovation and Excellence
- 6 COOP Planning Projects
- 8 CHHS Assists with Functional Needs Planning
- 9 CHHS Supports Maryland in Presidential Inauguration Planning
- 10 CHHS Works with Maryland to Strengthen Public-Private Partnerships
- 11 MARCE Conference
- 12 Lawsuit Against New York City Shows Importance of Inclusive Planning for People with Disabilities
- 14 Superstorm Sandy Spurs CHHS to Support Maryland Planning and Response Efforts
- 16 CHHS Supports Montgomery County Response to Derecho
- 17 CHHS Supports Maryland's Energy Assurance Planning
- 18 CHHS Exercise and Training Program
- 20 CHHS Supports 2013 Presidential Inauguration
- 21 In The News
- 22 Staff Additions
- 23 Give to CHHS

Director's Message



CHHS Founder and Director Michael Greenberger addresses the CHHS staff

As this newsletter reaches you, I am pleased to report that our Center is thriving. We now have 50 professionals working on 90 projects here at home and all over the world. New assignments are coming in on a regular basis and we expect further growth within the coming year.

One reason for that surge is that the need for effective emergency preparedness planning for health care providers and universities has become a matter of increased urgency. Late last year, a lone gunman shot his way through locked doors into Sandy Hook Elementary school with an automatic assault rifle and killed 26 people. This tragedy was a sad reminder of the need for heightened academic security

generally, including the need for heightened academic security in all schools and universities. Beginning with the 2007 Virginia Tech massacre, there have been numerous violent incidents at universities nationwide, and so far 2013 has seen an unprecedented rash of fatal gun violence throughout the U.S.

CHHS continues to work with academic institutions to prepare them for continued functioning following emergencies of all types and levels of severity. We have written and tested continuity of operations (COOP) plans for public school systems as well as colleges and universities, and we are expanding our expertise on institutional security and resilience at all levels of education.

While threats from man-made violence are on the rise, so are calamitous natural disasters. Last October, Superstorm Sandy caused major damage and dislocation on the east coast and exemplified the dangers posed by the continued occurrence of extraordinary catastrophic weather patterns experienced worldwide since Hurricane Katrina. The storm displaced thousands of citizens and damaged critical infrastructure, including

Continued on page 3

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CHHS Staff



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Director's Message (continued)

Continued from page 1

disruption of the operation of major hospitals, which lost power, had minimal or no constructive access to backup power systems, and were forced, in some instances, to evacuate entire populations of patients.

Most of the mid-Atlantic region where we are headquartered was lucky to be spared the worst effects of Sandy experienced by New Jersey and New York, such as widespread and ongoing power outages, inaccessibility to housing and healthcare facilities, and critical service personnel shortages. Yet, our staff was nevertheless actively engaged in response to Sandy across the region. CHHS staff members were activated in county and state Emergency Operations Centers (EOCs) to prepare for the storm and field support requests from neighboring jurisdictions. Maryland and D.C. did, however, experience

widespread power outages and extensive property damage due to the June 2012 derecho that tore through the greater Washington D.C. region, and CHHS personnel were once again called upon to assist state and local EOC staff with response efforts.

One of the biggest issues to come out of the June derecho and Superstorm Sandy is energy resiliency, an issue that is now one of CHHS' prominent areas of expertise. In collaboration with the Maryland Energy Administration, Maryland's Energy Advisor, the Maryland Emergency Management Agency, and Maryland Governor's Office of Homeland Security, CHHS drafted a statutory gap analysis highlighting national best practices for ensuring energy resilience through backup power. In conjunction with the report, CHHS created templates and guidance for local energy assurance planning and hosted a webinar to

train county executives, emergency managers, and planners on how to create energy assurance plans.

Sandy Hook and Superstorm Sandy have once again reminded us of how vital it is for communities to come together with the shared purpose of strengthening governmental and private preparedness, response, and recovery efforts. CHHS continues to work on these issues and as you will see in the following pages, we have remained very busy. In addition to the work mentioned above, our staff has been immersed in Presidential Inauguration planning, interoperability outreach, functional needs planning, public-private sector coordination, and an extensive testing, training, and exercise program.

We hope you enjoy the reports of our progress included within this newsletter.

ASTHO Legal Barriers Public Health Toolkit

CHHS, in coordination with the Olson Group, has recently begun developing two public health toolkits for the Association of State and Territorial Health Officials (ASTHO). These toolkits identify key legal barriers for common public health issues to help public

health officials nationwide improve their understanding of and ability to navigate through common issues encountered in public health emergency preparedness and response, such as shortages of medical resources and privacy of individuals' personal health information. The toolkits developed by CHHS, on

the topics of altered standards of care and emergency drug shortages respectively, will be completed in May 2013. Additional information regarding this project will be forthcoming in an upcoming issue of this newsletter and on the CHHS website.

CHHS Works with the Eastern Shore on Expanding Interoperability

CHHS recently completed work on an exciting new interoperability outreach program for the Eastern Shore Communications Alliance (ESCA) – a cooperative alliance that serves the Shore’s emergency communications interoperability governance body. ESCA is dedicated to improving interoperability, and tackling other issues facing 9-1-1 call centers and emergency managers on the Shore. ESCA also manages the Maryland Eastern Shore Interoperability Network (MESIN), the Shore’s primary technical interoperability solution. As a group, ESCA sets regional interoperability policy, and works with state and federal partners on interoperability issues. CHHS has worked with ESCA over the past two years, assisting with coordinating interoperability trainings and exercises, as well as drafting and maintaining regional standard operating procedures and Tactical Interoperable Communications Plans.

One of the lessons learned from ESCA’s previous trainings and exercises was that many first-responders on Maryland’s Eastern Shore are not fully aware of MESIN’s impressive capabilities. This is especially true of those working in local organizations that do not use interoperable communications technologies (like MESIN) as part of their daily duties. Should a regional disaster strike the



Theodore McNeil of Queen Anne’s County TV films as CHHS’ George Lettis interviews Clay Stamp, the director of Talbot County Department of Emergency Services.

Shore, many radio users would be required to communicate using technologies with which they are currently unfamiliar. To address this gap, CHHS Senior Law & Policy Analyst Chris Webster worked with ESCA to develop an outreach and educational program to increase interoperability capability awareness.

This outreach effort included the production of a brief video aimed at interoperability stakeholders on the Shore. The video, produced in coordination with Queen Anne’s County Television (QACTV),

briefly describes the history of interoperability on the Shore, and details some of MESIN’s core capabilities. The intent of this video is to educate individuals on the background of interoperability on the Shore and the importance of interoperable emergency communications, as well as prompt individuals to seek additional training or information if appropriate. The video features local first-responders, directors of emergency services, and real-life equipment filmed on location, on the Shore.

CHHS Founder and Director Helps Lead Maryland's Efforts for Cybersecurity Innovation and Excellence

Cybersecurity breaches and the threat of those breaches have been widely identified on an almost daily basis in the Nation's media as the foremost threat to United States security. CHHS has been actively involved in this important new area. Our staff created, and is now teaching for the second time, a landmark course at the University of Maryland Francis King Carey School of Law entitled "The Law and Policy of Cybersecurity."

We are also taking a leading role in the State of Maryland by helping businesses and the state government develop improved plans to fend off cyber attacks. For example, in 2011, the Maryland General Assembly created the Commission on Maryland Cybersecurity Innovation and Excellence. The Commission was tasked with producing a comprehensive overview of current Maryland cybersecurity policy and developing recommendations for a coordinated, rapid response to cyber attacks on government and commercial networks and computer systems. CHHS Founder and Director Michael Greenberger was appointed to the Commission by Maryland Governor Martin O'Malley. In that capacity, Mr. Greenberger has presented a series of recommendations to strengthen Maryland's existing data security framework for businesses and also to apply this framework to Maryland state or local government agencies.



Michael Greenberger, Commission Member and CHHS Director; Russell Butler, Commission Member and Executive Director of the Maryland Crime Victims' Resource Center, Inc; Gregory von Lehmen, Commission Member and Senior Vice President of External Relations and Initiatives at UMUC; and Delegate Susan Lee, Commission Co-Chair.

The Commission unanimously approved Michael Greenberger's recommendations and various bills drafted to implement those recommendations. CHHS Senior Law & Policy Analyst Peter Suh worked with Mr. Greenberger and served as a technical analyst to the Commission for purposes of drafting this legislation. The Commission co-chairs, Maryland Senator Catherine Pugh and Delegate Susan Lee, introduced those bills in both Houses of the Maryland General Assembly.

On February 20, 2013, Mr. Greenberger and Mr. Suh testified in favor of the House and Senate bills designed to implement the Commission's recommendations before three separate Committees of the General Assembly. Mr. Greenberger and Mr. Suh's testimony

focused on how the bills, in addition to protecting Maryland citizens' privacy, will help make it more difficult for domestic and foreign hackers to steal the identity of Maryland citizens. Additionally, on March 19, 2013, CHHS Law & Policy Analyst Avery Blank testified with Delegate Susan Lee before the House Economic Matters Subcommittee on the proposed revisions to the bills.

As the 2013 legislative session was coming to a close in April, and after a great deal of negotiation, the Maryland

General Assembly passed two of the Cybersecurity Commission's bills. One bill, entitled Identity Fraud - Health Information and Health Care Records, expands the current Identity Fraud statute to include "health information" and health care records. This is a significant step to better protect Maryland residents, as the rapid push to have medical records in electronic form has migrated medical identity to the internet. The second bill establishes, for certain specified units of Maryland State and local government, prescribed requirements with regard to the protection of an individual's personal information from unauthorized access. Governor Martin O'Malley signed the two bills into law in May 2013. It is the Center's hope that this legislation will become a model for other states to follow.

CHHS Continuity of Operations (COOP) Planning Projects



CHHS Senior Policy Analyst Eric Oddo takes part in a panel at the National Geographic Museum discussing how the private sector can better prepare for disasters.

DHS COOP

The training course titled “MGT-333, Preparing the States: Implementing Continuity of Operations (COOP) Planning” continues to be one of the longest-running and most successful services that CHHS provides. The DHS-certified, two-day management-level training course is designed to provide state, local, tribal, and territorial government participants with the knowledge, skills, and abilities to design comprehensive COOP plans for their individual agencies.

Throughout the fall and winter of 2012 and 2013, Senior Law & Policy Analyst Michael Vesely, Senior Policy Analysts Eric Oddo and Vernon Herron, and Associate Director Megan Timmins, officially

certified over 200 participants in the following locations throughout the country: New York, NY; Frankfort, KY; Dover, DE; Fayetteville, NC; Sacramento, CA; Warwick, RI; Atlanta, GA; and Bremerton, WA. A full slate of course deliveries is scheduled for the spring and summer of 2013. Locations include: Olympia, WA; Moorehead, KY; New York, NY; Hopkinsville, KY; Dover, DE; Atlanta, GA; and Silverado, CA.

In compliance with recent FEMA guidance, CHHS staffers conducted a thorough technical analysis of course materials in January 2013 to ensure that all text, fonts, images, and formatting are fully conducive to participants with functional needs, such as visual impairments.

DC COOP

CHHS continues to partner with the D.C. Homeland Security and Emergency Management Agency (HSEMA) in its efforts to ensure that all District agencies have viable Continuity of Operations (COOP) plans.

In January 2013, Project Lead Eric Oddo submitted a report to D.C.’s Deputy Mayor for Public Safety and Justice that provided a comprehensive analysis of the past, present, and future of COOP planning within the District. The report detailed a historical background, program accomplishments, shortfalls, lessons learned, and projections for the 2013 program. Two major goals for 2013 are: (1) continuing to facilitate tabletop exercises for

District agencies, which will serve to identify any gaps, weaknesses, or deficiencies in the COOP plans against the backdrop of a hypothetical emergency scenario, and (2) standardizing and streamlining the alternate facility identification process via a cooperative effort with the Departments of General Services and Risk Management.

On February 13, 2013, Mr. Oddo conducted a presentation on Business Continuity Planning (BCP), the private sector equivalent of COOP planning, at a seminar hosted by the Applied Science Foundation of Homeland Security. The seminar, entitled “Preparing for Disaster: What Your Business Needs To Know,” demonstrates the District’s continuing commitment to engaging the private sector within the context of emergency preparedness. The number of interdependencies between public, private, and non-profit organizations are virtually endless; thus, it is imperative that all entities have viable continuity plans in place to ensure that business operations can continue post-emergency event.

USDA COOP

Since October 2012, Senior Policy Analyst Eric Oddo and Policy Analyst Lisa Crow have been responsible for facilitating Continuity of Operations (COOP) planning for the Animal Care Program of the Animal and Plant Health Inspection Service (APHIS) within the United States Department of Agriculture (USDA).

The methodology laid out in Federal Continuity Directive (FCD) 2 is the framework upon which this project is based. Phase 1 focuses on establishing which Essential Supporting Activities (ESAs) performed by Animal Care must be carried out in a 30-day post-emergency period in order for the Mission Essential Functions (MEFs) of APHIS to be seamlessly executed. Phase 2 is the Business Process Analysis, in which each function is systematically broken down and analyzed to determine personnel, facility, and resource requirements.

Mr. Oddo and Ms. Crow have been continuously planning and administering trainings, briefings, and interactive workshops between all geographical entities of this nation-wide organization: its headquarters in Riverdale Park, MD; the Eastern Regional Office in Raleigh, NC; the Western Regional Office in Fort Collins, CO; and the Center for Animal Welfare in Kansas City, MO.

In March, the Animal Care program took part in an APHIS-wide COOP workshop, in which the information and data collected over the course of this project will be integrated into the overall fabric and resiliency of the entire agency.

CHHS Hires New Public Relations Manager

We are excited to introduce CHHS’ new Public Relations Manager, Danielle Lueking. Danielle comes to the Center from one of Maryland’s largest criminal justice agencies, with extensive communications experience in everything from media relations to publication design and editing. She also brings a knowledge of the field of emergency preparedness through her volunteer work with the American Red Cross of the Chesapeake Region and hands-on Joint Information Center experience at the Maryland Emergency Management Agency. Should you have a media related question, or topic of interest for future newsletters, blogs or CHHS promotional opportunities, please contact Danielle by email at dlueking@law.umaryland.edu, by phone at 410-706-3985.

CHHS Assists with Functional Needs Planning

In December 2012, Senior Policy Analyst JoAnne Knapp and Senior Law & Policy Analyst Elizabeth Webster completed CHHS' second functional needs project on behalf of the Baltimore Urban Area Work Group Functional Needs and Citizen Involvement Subcommittee. People with functional needs may include those who are non-English speaking, people with disabilities, the elderly, children, those who lack access to transportation, and many others.

The first functional needs project, completed in December 2011, focused on assessing the functional needs support services that exist before, during, and after a disaster, and gaps that need to be addressed. The goals of the first project also included making local offices of emergency management and their services more accessible to people with functional needs, and improving disaster readiness for those with functional needs.

The second project built on the first, and took the next steps towards improving inclusive emergency preparedness by providing free individual preparedness trainings



Elizabeth Webster and JoAnne Knapp present an overview of the FAST concept to local emergency managers, health department representatives, sheltering representatives, and people with functional needs at a workshop on December 5, 2012.

as well as free provider trainings, which focused on providers' legal responsibilities and compliance. By the end of the project, more than 200 individuals and provider representatives completed the two-hour course. Additionally, this project considered ways to improve Maryland's sheltering capabilities by better accommodating people's functional needs in general population shelters. To accomplish this, CHHS developed and hosted a workshop to review the current status of shelter operations and introduce the Functional Assessment Service Team (FAST) model. During the workshop, emergency managers, local health department representatives, sheltering representatives from the American Red Cross and the Department of Human Resources,

and members of the community with functional needs came together to discuss and evaluate how elements of the FAST model may be incorporated into shelters/shelter training programs. One of the workshop's outcomes was the realization that FAST training may provide trainees (e.g., trained shelter staff and nurses) with the skills to assess people's needs, and the tools to procure and provide needed supplies/services, which will allow people with functional needs to maintain their health, safety, and independence in the shelter setting. The State of Maryland and the local jurisdictions will have to decide how to implement the project's findings, but it is clear that the State and locals are committed to serving people with functional needs.

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Courses Taught by CHHS Senior Personnel

In addition to their daily project work for CHHS clients, CHHS Director Michael Greenberger and several senior CHHS personnel are teaching courses on emergency management and homeland security at the University of Maryland Francis King Carey School of Law. Because homeland security and emergency management are fields that continue to grow and change at a rapid pace, demand for coursework in these areas is high, and to date, all course offerings have received very positive feedback from students. Current course offerings include:

- **Homeland Security and the Law of Counterterrorism**
Professor Michael Greenberger and Senior Law & Policy Analyst Trudy Henson
- **Law & Policy of Emergency Public Health Response**
Associate Director Amy Major and former Senior Law & Policy Analyst Anthony Villa
- **Law & Policy of Emergency Management**
Senior Law & Policy Analyst Michael Vesely and former Senior Law & Policy Analyst David Bohannon
- **Law & Policy of Cybersecurity**
Senior Law & Policy Analysts Ellen Cornelius Ericson and Markus Rauschecker

CHHS Supports Maryland in Presidential Inauguration Planning



Montgomery County's EOC is activated for the Presidential Inauguration.

Senior Policy Analyst Amanda Faul and Law & Policy Analyst Daniel Goodman served as the lead planners for the Maryland Emergency Management Agency (MEMA) for the 2013 Presidential Inauguration. During the planning process, they led weekly planning meetings, attended federal and regional planning meetings and workshops, held a Maryland Inauguration Planning Workshop, and created a Concept of Operations Plan for the State of Maryland.

In order to aid multi-jurisdictional coordination and consequence management during the Inauguration, the State of Maryland staged a Multi-Agency Coordination Center (referred to as the MD-MACC) in the Montgomery County Emergency Operations Center (EOC). The MD-MACC was created in the Concept of Operations Plan and Ms. Faul and Mr. Goodman served as the situation officer and the liaison officer, respectively. The MD-MACC allowed for greater coordination

between Maryland National Capital Region jurisdictions and the State during the Inauguration by having jurisdictional and state representatives conduct situational monitoring from the same physical location. A Unified Coordination Group, which consisted of a senior emergency management official from the State of Maryland, Montgomery County, Prince George's County, and Frederick County, led the MD-MACC; each official had delegated authority to make decisions for their respective jurisdictions. The MD-MACC housed planning and support staff responsible for maintaining situational awareness of inauguration activities, and distribution of situation reports to stakeholders. The MD-MACC helped Maryland maintain situational awareness of inauguration activities and operations in Virginia and the District of Columbia through the deployment of liaisons to regional and federal MACCs and EOCs. The CHHS staff members are also writing the Maryland After-Action Report for the 2013 Presidential Inauguration.

CHHS Works with Maryland to Strengthen Public-Private Partnerships

In the fall of 2012, CHHS partnered with the Maryland Emergency Management Agency (MEMA) to begin the process of developing a Business Operations Center (BOC) to bolster public-private partnerships and to enhance communication, information-sharing, and situational awareness. The purpose of the BOC is to enable both the public and private sectors to better collaborate and have their needs met in a disaster so that both sectors and the community can respond to and recover from disasters more efficiently.

Led by Senior Law & Policy Analysts Preeti Emrick and Elizabeth Webster, CHHS staff conducted private sector company outreach, developed the BOC Handbook, and encouraged relationship-building between the public and private sectors. CHHS reached out to 70 private sector businesses and trade associations by phone, email, and in-person meetings. The companies' responses varied in terms of what type of specific relationship they

wanted with the state, but most wanted to increase information sharing and communication with the state regarding disaster events, trainings, and exercises. Most were also interested in helping Maryland fill its resource gaps either through donations or through State contracts.

CHHS used the information from the outreach process to develop a BOC Handbook for MEMA and BOC members, which described the structures and processes of the BOC and the State Emergency Operations Center (SEOC). CHHS staff conducted extensive research on nation-wide best practices and various structures of other states' BOCs. The Handbook also discussed the areas of law that could have an impact on the BOC, such as donation laws, procurement laws, and liability issues.

CHHS' BOC project efforts were to culminate in a two-day workshop titled "Whole Community Workshop." The first day of the workshop was scheduled to

focus on the Federal Emergency Management Agency's (FEMA) "Whole Community" concept, as well as the roles of federal and state governments, and volunteer and non-profit organizations. The workshop's second day was to focus on the BOC concept, as well as the development and use of public-private partnerships to enhance disaster preparedness, response, recovery, and mitigation efforts. Less than one week before the workshop, however, Superstorm Sandy hit the East Coast and caused widespread damage, requiring intensive response efforts from both MEMA and local emergency management agencies. Many of those called to respond were workshop attendees and panelists, and the workshop had to be cancelled. However, Sandy reinforced the need to develop public-private sector partnerships to aid in recovery efforts, and MEMA and the State of Maryland are committed to further developing the BOC for future operation.



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MARCE Conference Addresses Public Health Preparedness for Emerging and Re-Emerging Diseases from a Domestic and International Perspective

On January 28th, 2013, the Middle Atlantic Regional Center for Excellence in Biodefense and Emerging Infectious Diseases (MARCE) and CHHS held the 4th annual Public Health Emergency Preparedness Conference at the Turf Valley Resort and Conference Center in Ellicott City, Maryland.

This year's conference focused on Preparedness for Emerging and Re-emerging Infectious Diseases both domestically and throughout the world. The keynote speaker was Frederick A. Murphy, DVM, PhD, a renowned Professor with the Department of Pathology at the University of Texas Medical Branch. Dr. Murphy offered an enlightened personal perspective of his own experiences mirrored through historical analysis and an unpredictable future. Panelists included subject matter experts from state and local health departments, academic institutions, the European Center for Disease Prevention and Control, Germany's Bundeswehr Institute of Microbiology, and an anthropologist studying human behavior and public health in



Panelists speak at the MARCE conference on January 28, 2013.

Central Africa. Conference attendees represented a wide range of backgrounds that included various levels of government, local public health agencies, hospitals, emergency management agencies, and academic institutions.

A recurring theme throughout panelists' presentations and interactive discussions with attendees was the implications of a changing world as a result of climate change, globalization, and a shortage of

generational interest in scientific studies. Participants were heartened to find numerous individuals from various fields striving to conquer similar challenges. While there may be no easy answers, the MARCE-CHHS Public Health Preparedness Conference allowed participants to share multi-disciplinary best practices in an effort to improve elements of preparedness on an international scale.

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Lawsuit Against New York City Shows Importance of Inclusive Planning for People with Disabilities

*By Elizabeth Webster
November 19, 2012*

At the FEMA National Preparedness Symposium this past August, June Isaacson Kailes, Disability Policy Consultant and Associate Director for the Center for Disability and Health Policy at Western University of Health, stated that, “disasters are always inclusive; response and recovery are not, unless we plan for it.”

New York City now has a class-action lawsuit proceeding against it for just this reason: the City, allegedly, failed to adequately address the needs of people with disabilities in its emergency preparedness plans, and these community members were adversely impacted by Hurricane Irene (and then again by Hurricane Sandy) (see the November 7th opinion for more information). This case follows a trend in litigation centering on the failure of local governments to adequately plan for people with disabilities as part of their emergency preparedness programs. Several previous cases



*Elizabeth Webster
CHHS Senior Law & Policy Analyst*

have found that such a failure to plan discriminates against people with disabilities in violation of Title II of the Americans with Disabilities Act (ADA), as well as Section 504 of the Rehabilitation Act of 1973 (Rehabilitation Act). In a 2011 case, Plaintiffs successfully showed the City of Los Angeles violated the

ADA and the Rehabilitation Act based on the failure of its emergency preparedness programs to address the unique needs of people with disabilities. Additionally, in 2007, the U.S. Department of Justice (DOJ) began an investigation into the emergency operations program of Broward County, Florida to review its emergency preparedness and management program for ADA compliance. The DOJ found that improvements needed to be made to Broward County’s emergency management procedures and policies, trainings, and shelter facilities in order for them to meet the needs of people with disabilities and to be ADA compliant.

It is the New York City Office of Emergency Management’s responsibility to develop emergency plans, and yet the Plaintiffs in the current case argue that “New Yorkers with disabilities had no idea how they could be evacuated, what shelters, if any, were accessible, how they would obtain life-sustaining medications, or how they could be

transported when buses and subways stopped running.” The complaint also provided many specific examples of ways the City’s plans and response efforts failed to be accessible, including alleging the inaccessibility of City shelters, which, in some cases, resulted in the turning away of City residents with disabilities, as well as the failure to include American Sign Language interpreters during televised emergency announcements, and the early cessation of accessible transportation, including paratransit, bus, and subway services, well in advance of when the hurricane was supposed to impact New York.

The problem is that although the City has planned for the “general” public, the City’s emergency plans are inadequate and/or fail to provide for the needs of people with disabilities. Therefore, the Plaintiffs seek a declaration that this is a violation of the ADA, the Rehabilitation Act, and the New York City Human Rights Law. The Plaintiffs also want the City to be required to “develop and implement a[n] emergency preparedness program that addresses

the unique needs of people with disabilities during emergencies.” The Plaintiffs’ request is reasonable; they simply want the City to be required to address its planning deficiencies.

At this time, the class of “[a]ll people with disabilities, as defined by the Americans with Disabilities Act, who are within the City of New York and the jurisdiction served by the City of New York’s emergency preparedness programs and services” has been certified, and, this December, the case will move forward on the issue of whether the City failed in its planning responsibilities.

Advocating for the equal treatment of all people, which of course includes people with disabilities, is critical. Cases brought against localities for ADA and other violations are an important step in changing the culture of emergency management, and ensuring people with disabilities are adequately planned for. Right now, New York City and the United States, generally, are still working towards inclusiveness. Disability advocacy groups have encouraged efforts to integrate and include people

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

with disabilities and functional needs in the planning process, so we can plan with people with disabilities and functional needs, for people with disabilities and functional needs. As the Plaintiffs’ pleading states, this will help ensure people’s unique needs are met. At the very least, this case, and those like it, will reinforce and raise awareness about the importance of including all members of the community in the emergency planning process. This will hopefully lead other offices of emergency management to reevaluate their plans and procedures to ensure they are inclusive, and to develop strategies to achieve inclusiveness.

For more information on the case, see [Trial Pleading for the Brooklyn Center for Independence of the Disabled et al. v. Michael R. Bloomberg and the City of New York, No. 11 CIV 6690 \(S.D.N.Y. Sept. 26, 2011\), 2011 WL 4445718.](#)

Superstorm Sandy Spurs CHHS to Support Maryland Planning and Response Efforts

In late October 2012, Superstorm Sandy churned up the Eastern Seaboard with Category 2 force strength and a span of more than 1,000 miles, forcing evacuations prior to its approach and leaving widespread devastation in its wake. While Maryland did not receive the direct hit as many feared early in the storm's development, the planning and response efforts still required considerable effort and coordination. CHHS supported Superstorm Sandy response efforts at all levels of Maryland government and worked to ensure that Maryland's residents were well protected. Below are the jurisdictions and agencies CHHS supported:

Maryland Emergency Management Agency (MEMA)

Three CHHS staffers were integral to Maryland Emergency Management Agency (MEMA) activation, which lasted from October 26 until November 3, 2012. Policy Analyst Blake Carroll and Law & Policy Analyst Dan Goodman were each involved in pre-landfall operational planning in order to organize MEMA's response. During the pre-landfall planning, Mr. Carroll and Mr. Goodman developed Essential Elements of Information (EEI's) that were reported on throughout the incident by the Emergency Support Functions (ESFs) and incorporated into situation reports. As Situation Unit Leaders, both staffers helped develop executive level briefings that provided the Maryland Senior Policy Group (SPG) with accurate information to coordinate resources across the state.

Senior Policy Analyst Amanda Faul acted as the Health and Human Services Branch Director within the State Emergency Operation Center (SEOC) throughout the entirety of the SEOC's activation. In her role, Ms. Faul led the Vulnerable Population Task Force, which worked with nursing homes, senior living centers, foster homes, and other vulnerable groups to ensure that service restoration times were communicated and that identified needs due to the power outages (generators, blankets, meals, evacuation assistance, etc.) were met as quickly as possible.

Baltimore City

Law & Policy Analyst Gregory Sunshine worked in the Baltimore City Health Department's Emergency Operations Center (EOC) coordinating nurse staffing for emergency shelters. Mr. Sunshine helped coordinate with city nurse supervisors as well as the nurses themselves, preparing shelter supply bags, and providing logistical support for the nurses once they were deployed in the field.

The City of Annapolis

Senior Law & Policy Analyst Karla Schaffer supported the City of Annapolis' EOC as it increased its activation level to Level 2 on October 25th in preparation for Superstorm Sandy. Mayor Joshua Cohen declared a local State of Emergency on Friday, October 26th. By Sunday at noon, the EOC was fully activated.

While the City of Annapolis was fortunate and sustained only moderate storm-related damage, Ms. Schaffer helped support a number of response efforts. At the peak of the incident, Annapolis experienced between 2600-2800 power outages, and responded to a total of 81 critical but non-emergency calls through its Non-Emergency Call Center. The Office of Emergency Preparedness and Risk Management (EPARM) sent out five CodeRED community notifications to the public and provided transportation for residents to the shelter. At its peak, Annapolis High School sheltered a total of 61 people: 47 adults, 16 children, 5 dogs and 4 cats. The City of Annapolis' extensive planning enabled it to successfully respond to Sandy's impacts.

Howard County

When the Howard County EOC was activated Saturday, October 24, CHHS Senior Law & Policy Analyst Angelique So was there providing support. Ms. So helped facilitate meetings for the Planning Cell, which set objectives for the responders' working period. She also assisted in preparing regular situation reports that were submitted to MEMA, participated in situational awareness conference calls, and provided additional assistance as needs arose within the EOC. Howard County's EOC was activated for a week to respond to and mitigate Superstorm Sandy's impacts on the county.



PEPCO crews hard at work to restore power to customers after Hurricane Sandy downed many trees and power lines in the DC, Maryland, and Virginia area.

Montgomery County

CHHS' Public Health Program Manager Earl Stoddard and Policy Analyst Mehrab Karim worked in support of the Montgomery County Emergency Management Group (EMG) in the lead-up to Superstorm Sandy and the EOC upon its activation on Sunday, October 28. While Montgomery County avoided some of the storm's worst effects, the county still faced a number of unique situations. Sandy made landfall a

few days prior to the local Board of Elections' early voting, which was scheduled to take place in a number of county facilities. In addition to providing support to the local Board of Elections, Mr. Stoddard and Ms. Karim also helped support the county's multi-site human and pet sheltering operation, as well as the myriad policy and messaging challenges related to the objective of keeping non-essential people off roadways while encouraging essential staff to report as necessary.

Overall, CHHS provided diverse and important support to planning efforts and emergency operations throughout the State of Maryland. Support for such events has become an increasingly critical function of CHHS and will remain so as our partners respond to an increasingly wide array of incidents and events.

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www.mdchhs.com**

CHHS Supports Montgomery County Response to Derecho

Late in the evening of Friday, June 29, 2012, the majority of Maryland was struck by a powerful straight line windstorm, also known as a “derecho.” Montgomery County experienced some of the most severe damage in the state. To compound the effects of the derecho, Montgomery County was also experiencing an extreme heat event; for several days after the storm hit, the county faced a heat wave where daily temperatures reached over 95 degrees. In response to these events, Montgomery County’s Emergency Operations Center (EOC) was activated from June 29, 2012 at 11:00 p.m. through July 8, 2012.

Within minutes of the EOC being activated, CHHS began providing staff support to Montgomery County. Health Program Manager Earl Stoddard, Policy Analyst Mehrab Karim, and former staffer Lauren Miller worked in the EOC throughout the activation. They assisted in all areas of the response,

including monitoring power outages in critical facilities, maintaining accurate records for situational awareness and the forthcoming After Action Report, and interfacing with various county agencies and partners to expedite the response efforts.

The impacts of the derecho were extensive. Within one hour of the storm hitting Montgomery County, 135,000 residents were confirmed without power. That number swelled to some 238,000 customers without power in the aftermath of the windstorm. While activated, the Montgomery County Office of Emergency Management and Homeland Security (OEMHS) collaborated with other county departments and entities such as the Potomac Electric Power Company (PEPCO), and the Washington Suburban Sanitary Commission (WSSC). Although PEPCO’s entire service area had been impacted, the majority (77%) of the customers without power resided in

Montgomery County. During the EOC activation, representatives of county agencies were present, along with representatives from PEPCO and WSSC; they worked around the clock for over a week to coordinate recovery efforts until power was fully restored in the county.

The county government was open on Monday July 2, 2012, despite the fact that 71 county facilities were without power, and 550 traffic signals were still not functioning due to lack of power. Although the July 4th Fireworks had to be cancelled, the county’s agencies implemented their Continuity of Operations (COOP) plans and were successful in sustaining operations pending full restoration of power. The hours were long and the work difficult, but the county succeeded in responding quickly and efficiently to an unprecedented and unexpected event.

CHHS to Lead Seminar on Prosecuting Terrorism

CHHS is excited to host a delegation of judges and prosecutors from the Philippines in late July 2013 in conjunction with the U.S. Department of State Office of Antiterrorism Assistance (ATA). The delegation will engage in cooperative learning activities focused on U.S. best practices in investigating and prosecuting terrorists. Founder and Director, Michael Greenberger will lead the seminar. Participants will visit several Washington D.C. agencies and will meet with leading U.S. experts in the field. They will also participate in scenario-based exercises to apply relevant U.S. best practices to their current system.

CHHS Supports Maryland's Energy Assurance Planning

Hurricane Irene. The June 2012 derecho. Superstorm Sandy. These natural disasters show the vulnerability of our energy infrastructure and the importance of emergency backup power and energy assurance planning.

Led by Senior Law & Policy Analyst Trudy Henson, CHHS worked with the Governor's Office of Homeland Security (GOHS), the Maryland Emergency Management Agency (MEMA), and the Maryland Energy Administration (MEA) to enhance Maryland's energy resilience by focusing on emergency backup power for critical services and infrastructure.

CHHS built on its work developing Maryland's 2012 Energy Assurance Plan (EAP), by identifying and prioritizing critical services and

infrastructure for emergency backup power, recommending legislative, regulatory, and policy approaches to emergency backup power, and assisting local jurisdictions in developing their energy assurance plans. While Maryland is at the forefront of states in a number of aspects of emergency backup power, CHHS provided comprehensive and tailored analysis, solutions, and guidance to help Maryland achieve even greater energy resilience.

Understanding the importance of local energy assurance planning (LEAP), CHHS provided guidance and assistance to local jurisdictions and conducted outreach. CHHS conducted a LEAP webinar for local jurisdictions and their state and private-sector counterparts, gave guidance on creating LEAP

Interested in learning more about Local Energy Assurance Planning?

CHHS' LEAP Webinar is available online at <http://energy.maryland.gov/energyassurance/index.html>

plans, and developed LEAP templates to help emergency managers create their plans.

CHHS' insight and recommended solutions have better positioned Maryland to ensure energy resilience in the face of increased occurrences of natural disasters and other emergencies that threaten critical services and infrastructure.

CHHS Begins a New Exercise Series with Maryland Department of Natural Resources

The CHHS Training and Exercise team is developing four exercises to support and validate new tools, technologies, and training under the Maryland Law Enforcement Information Network (MLEIN) for the Maryland Department of Natural Resources (DNR). These exercises will focus on the utilization and application of the Command Bridge technologies in decision-making and operational support during an event. CHHS is developing a Tabletop Exercise targeted specifically for DNR National Resources Police (NRP) to highlight and uncover how these systems would be integrated in departmental decision-making and operations. A larger Tabletop Exercise will follow, targeting

NRP as well as other response personnel such as local police and fire departments, the US Coast Guard, and other pertinent response entities. A Drill, developed for Command Center Personnel, will evaluate how operators utilize these systems and identify the triggers in place that would allow for communication to leadership within DNR. Lastly, a Full Scale Exercise will be developed and delivered that will bring together a cross-section of response partners in the region to evaluate how the Command Bridge and other technologies would be integrated into a realistic scenario. The work will be complete in October 2013. Look for a full report in the next newsletter.

CHHS' Exercise and Training Program



Brazilian government officials plan out their exercise and training strategy leading up to the 2014 World Cup.

CHHS has conducted trainings and exercises at all levels of government. Working with clients such as the U.S. Department of State, the National Capital Region, and many Maryland counties, the CHHS Exercise and Training Team has helped clients identify gaps, suggested policy improvements, improved response knowledge for employees and first responders, and assisted in developing robust training and exercise plans. Recent projects from the exercise and training team include:

Senior Crisis Management Seminars

As the world continues to experience terrorist activities and natural disasters, CHHS supports the U.S. Department of State in enhancing nations' abilities to manage crises. Since early 2011, CHHS has delivered 15 crisis management courses to 12 different countries - from Colombia to Pakistan to Egypt. Most recently, CHHS provided training to senior delegates from Tanzania, Iraq, and Brazil. CHHS regularly hears

about the progress and enhancements participants make in the crisis management field that were directly influenced by these courses. In the coming months, CHHS will travel to Ethiopia to provide delegates crisis management training, and to Jordan to provide hotel security training. In addition, CHHS will host a senior

crisis management seminar for a distinguished group from the Kurdish Region of Iraq.

CHHS Supports World Cup Preparations in Brazil

CHHS is excited to support the Brazilian Secretary of Great Events in preparation for the 2014 World Cup. In early December 2012, Exercise and Training Program Manager Christina Crue and CHHS staffer Skip Mahan traveled to Brazil to lead a symposium and consult with government officials representing each of the Brazilian states that will be hosting the World Cup Games. The CHHS team worked with this group to develop a comprehensive exercise and training program and schedule to ensure that all public and private sector partners engaged in World Cup activities are prepared. The seminar resulted in the development of an exercise and training plan, national exercise policies, exercise design support tools, and a comprehensive corrective action program to ensure continued growth for improvement. The trip followed

a Senior Crisis Management Seminar held in Washington, D.C. with a delegation from Brazil in July 2012. CHHS looks forward to its continued partnership with Brazil and supporting its officials in future exercises.

Emergency Management Training in "Second Life"

Last year, the CHHS Exercise and Training team paired up with the National Library of Medicine (NLM) and Suburban Hospital in Bethesda, M.D. to develop a virtual training software program to train hospital employees on the Hospital Incident Command System (HICS). In January 2013, following the program's first successful exercise in June 2012, Suburban Hospital hosted an evacuation exercise developed by CHHS and NLM. The exercise was facilitated in the virtual world using the computer game *Second Life* as a virtual platform. Participants used game "avatars" in various HICS positions to respond to environmental changes and injects created by the exercise facilitators. Injects tested participants' abilities to communicate vital information and perform discrete tasks associated with their HICS positions. In addition to evaluating hospital staff's response during the exercise, facilitators evaluated and assessed the practicality of this online virtual training environment. The recent successful exercise—and participants' positive feedback—fuel CHHS' commitment to moving forward with the software program. The hope is to eventually develop an autonomous program for staff to engage in HICS training independently.



A hospital staff member works on the virtual training software.



On December 19, 2012, the Maryland State EOC was activated in conjunction with the National Capital Region Functional Exercise.

Maryland – National Capital Region Functional Exercise

On December 19, 2012, CHHS supported the Maryland Emergency Management Agency (MEMA) in conducting a National Capital Region (NCR) Functional Exercise. The exercise focused on Emergency Operations Center (EOC) preparedness and response efforts and used a hypothetical winter storm event impacting the state of Maryland and the broader region. As part of the exercise, the Montgomery County EOC, Prince George's County EOC, and the State EOC were activated. The functional exercise highlighted the importance of state and regional collaboration with the public and private sector. Over 100 participants—including representatives from state and local agencies, the National Weather Service, Washington Suburban Sanitary Commission (WSSC), and Pepco Holdings—participated in the exercise.

National Capital Region Training and Exercise Plan

CHHS has contracted with MEMA to support the NCR's Exercise and Training Operations Panel (ETOP) in creating an NCR Training and Exercise Plan (TEP). CHHS Policy Analyst Laura Hoch attended Training and Exercise Planning Workshops for each of the 16 Regional Emergency Support Function (ESF) Working Groups in order to gather information about exercises and trainings within each ESF in an effort to improve regional capabilities. The NCR TEP not only reflects the goals set forth by the current NCR Strategic Plan, but also enhances preparedness efforts within the NCR.

Baltimore City Communications and Call Center Tabletop Exercise

In October 2012, CHHS and the City of Baltimore's Mayor's Office of Emergency Management conducted

a tabletop exercise that tested the city's emergency communications network and capabilities in addition to its continuity plans. Emergency communications are critical to the response of major incidents, as well as the city's day-to-day operations. The Baltimore City Communications and Call Center Tabletop Exercise focused on discussions with senior officials about scenarios with outcomes that could impact communications capabilities and impede 911 services. Exercise participants included members of the Baltimore City Fire Department, the Baltimore City Police Department, the Mayor's Office of Emergency Management, the Mayor's Office of Information Technology, and the Municipal Telephone Exchange. The exercise helped identify ways to enhance current capabilities and to increase the overall preparedness and response of emergency services.

CHHS Supports 2013 Presidential Inauguration



Senior Law & Policy Analyst Markus Rauschecker watched the President be sworn in with nearly 1 million people on the National Mall.

Several CHHS staff members assisted with the 2013 Presidential Inauguration planning for the D.C. and Maryland region through a number of different efforts. Senior Law & Policy Analyst Ulka Ghanta assisted the D.C. Homeland Security Emergency Management Agency (HSEMA) in inaugural planning by working in the Emergency Operations Center providing around-the-clock situation report updates and managing other logistical issues involving donations, supplies, and responder communications that arose during the four-day event.

Additional CHHS staff members were assigned to the D.C. Presidential Inaugural Committee (DCPIC) to assist with the District's overall

planning effort for the inauguration. The DCPIC is formed every four years and is charged with ensuring that the District is prepared for the city's biggest special event. Senior Law & Policy Analyst Markus Rauschecker and Law & Policy Analyst Rebecca Mansbach served as Program Managers to ensure that the DCPIC's 12 subcommittees were on target and met their planning milestones. The subcommittees were responsible for various aspects of preparation including: transportation; health and medical; life safety; security; human services; public works; communications; finance; legal affairs; public affairs; vending and licensing; and venues. CHHS staff attended all subcommittee meetings and were able to observe the

progress being made, share important information between subcommittees, and identify any potential issues that arose. Periodically, CHHS staff drafted summary reports on the planning effort for the Deputy Mayor for Public Safety and Justice and the Director of the D.C. Homeland Security and Emergency Management Agency, who co-chaired the DCPIC.

An inauguration's success depends on heavy coordination between numerous District and federal entities, and CHHS staff members were involved in liaising between those entities and resolving a variety of issues. Whether that coordination included requests for use of public space, road closures, or use of venues, CHHS was able to assist.

In The News

CHHS staff members regularly appear in the media to offer expertise and perspective on a wide range of events and issues worldwide. The following excerpts highlight some of CHHS' appearances in late 2012 and early 2013.

Eleven years after the September 11, 2001 attacks CHHS Founder & Director Michael Greenberger went on WTOP radio on September 11, 2013 to answer the question, "Are Americans safer since 9/11?" Mr. Greenberger discussed several improvements over the past 11 years that have made us safer from foreign terrorist attacks. There is no guarantee of safety, but the wars abroad have disrupted many organized terror groups such as the Taliban and Al-Qaeda. Mr. Greenberger stressed that vulnerabilities remain, like under protected ports and unpredictable domestic lone wolf terrorists. He suggested heightened situational awareness and the provision of more security in public meeting spaces like movie theaters and religious spaces is one way to mediate these vulnerabilities.

Former Senior Policy Analyst Patrick Rose appeared on Baltimore's CBS Television outlet, WJZ-TV, on October 20 and October 24, 2012 as information came out about the pharmaceutical company at the



Senior Policy Analyst Patrick Rose is interviewed by WJZ-TV about the meningitis outbreak.

center of a nationwide meningitis outbreak. The fall meningitis outbreak left nearly 50 people dead and sickened hundreds more. Dr. Rose underscored the importance of more oversight by the FDA to avoid future outbreaks caused by medicinal steroid manufacturing.

Senior Policy Analyst Vernon Herron and Exercise Program Manager Christina Crue offered their expertise on security measures for schools and other public buildings during the media's coverage of the deadly school shooting in Newtown, Connecticut on December 14th, 2012. Mr. Herron and Ms. Crue both discussed the need to strengthen security protocols at schools and the need for continued "active shooter" training programs. Mr. Herron stressed that even if new security measures are expensive and time consuming, changes are needed to preserve lives. Mr. Herron appeared on Baltimore's WBAL-TV and WJZ-TV while Ms. Crue went live on WBAL Radio.



Senior Policy Analyst Vernon Herron explains the need for heightened security in schools to WBAL-TV.

Following the massacre at Sandy Hook Elementary School in Newtown, Connecticut, WYPR's "Midday with Dan Rodricks" explored the issue of the mentally ill's access to firearms. On January 4, 2013 Michael Greenberger took part in an hour long discussion of the legal and social implications of firearm regulations for mentally ill people. The discussion centered on a report released in January 2013 by the Maryland Task Force to study access to regulated firearms by individuals with a history of mental illness. The Task Force studied whether current state laws and policies concerning access of individuals with a history of mental illness to regulated firearms are adequate. The Task Force also investigated whether access to mental health records should be expended to law enforcement officials. Maryland is one of the first states to look at these issues in an official capacity. The Task Force recommended that guns should be seized if a health care provider, educator, or law enforcement official finds that a person is a credible threat to himself or others.

CHHS Staff Additions

CHHS continues to grow. For biographies of the following new members of our staff, please visit the “Who We Are” section of the CHHS website, www.mdchhs.com.



Rebecca Mansbach, JD
Law & Policy Analyst



Matthias Miziorko, MS
Policy Analyst



Brandy Bruyere, JD
Law & Policy Analyst



Tom Cotter, MPH
Senior Policy Analyst



Rebecca Zorn, MA
Policy Analyst



Kasia Fertala, JD
Law & Policy Analyst

Give to CHHS

You can support our ongoing work by contributing to the **Center for Health and Homeland Security**. Our staff has grown to more than 50 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.

There are three ways to make a gift to CHHS:

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- (2) Phone, by calling Jeanne Stringer at (410) 706-0585
- (3) Mail, by filling out the information on the envelope and card attached to this page and enclosing a check made payable to **UMBF, Inc./CHHS**

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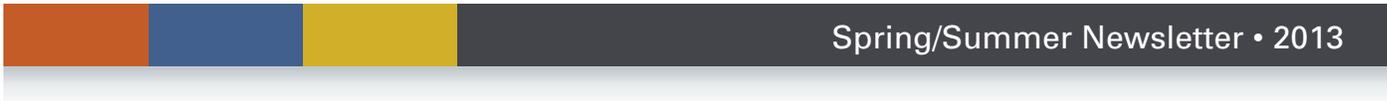
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