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Practitioners and Researchers Join Forces to Prepare At-Risk Populations for Emergencies

On November 5-7, 2007, CHHS brought together approximately sixty researchers, practitioners, and advocates to share their knowledge and experiences at the first national conference on emergency preparedness for at-risk populations. Experts in disaster communication, transportation, and health care joined with those on the front lines of disaster response management to identify solutions to the challenge of disaster preparedness for vulnerable populations. The discussion addressed many at-risk populations, including the poor, the isolated, the elderly, the disabled, children, the homeless and non-English speakers. The conference was funded by the McCormick Tribune Foundation.

Leaders attending the conference made new contacts in the field and developed new planning ideas. Conference attendees examined the lack of preparedness for vulnerable populations evident in recent disasters - including Hurricanes Katrina and Rita, 9/11, and the California Wildfires - and developed recommendations that, if implemented, would prevent these communities from shouldering disproportionate burdens in future catastrophic public health events.

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“Shadow Government” CHHS Expands to 45 Staffers
Working at Federal, State, Regional and Local Levels of Emergency Management

Quite recently, I met with one of the region’s most effective emergency management officials in an emergency operations bunker in the basement of a fire house. We were discussing a broad array of mutual emergency planning concerns. As each issue arose, I found myself referring to various CHHS staffers working in that area at various levels of government across the region. As the conversation progressed, my counterpart laughed and said: “You guys are a shadow government!” The comment was intended as a complement and I certainly took it as such. We have been very fortunate to be asked to work side-by-side with the nation’s top emergency planning officials, assisting them in the development of plans, strategies, policies, regulations and legislation directed toward ensuring the safety of our citizens in the event of man-made or natural catastrophic events.

This newsletter highlights our growth in size and leadership responsibilities, which form the basis of my colleague’s “shadow government” assessment. For example, Kelley Coyner, JD, of our staff has just been asked to serve as the [Chief of Staff of the Senior Planning Group of the National Capital Region (“NCR”)] within the US Department of Homeland Security. Erin Hahn, JD, MPA, formerly our Associate Director, will now serve in the critically important role of Planner and Project Manager for the Maryland Emergency Management Agency. She will be assisted by CHHS staffer, Lori Romer, JD. Charles Madden, JD, of our staff now serves as the Acting Grants Division Chief for the DC Homeland Security Emergency Management Agency and as the Acting State Administrative Agent for Homeland Security Grants for DC and the National Capital Region. Meghan Butasek, MPH, has recently left our staff to assume the position of Director of Baltimore City Health Department’s Office of Public Health Preparedness and Response at the Baltimore City Health Department. CHHS staffer Michael Stallings, JD will assist Meghan in her new work. Jillian Williams, JD, is now serving as a Senior Policy Analyst for the US Department of Homeland Security/Federal Emergency Management Agency Office of NCR Coordination, and is assisting the Director of NCR. Arianne Spaccarelli, JD, has just been asked to serve on the Maryland Special Needs Exercise Committee, which is working to incorporate individuals with special needs and the organizations that serve them into statewide disaster exercises. Ben Pulz, JD, and Jennifer Martin, JD, will soon be working on the Port Security Supplemental Grant for the Port of Baltimore to create both a Port Wide Strategic Risk Management Plan Outline and a Port Wide Trade Resumption/Resiliency Plan. Dan Meyerson, JD, of our staff continues his work formulating Maryland interoperability policy with the Maryland Department of Transportation and Maryland State Police. David Brummet, JD, recently joined his CHHS colleague, Josh Easton, JD, MA, as a full-time advisor to the Baltimore Urban Area Working Group. Eight of our staffers are working hand in glove with the Maryland Administrative Office of the Courts to develop emergency contingency plans for court houses throughout the state. Six CHHS staffers continue to travel across the nation training state and local officials on Continuity of Operations (COOP) planning. Heather Shaivitz, JD, a former CHHS staffer, as well as a state emergency management official and Senior Consultant with Booz Allen Hamilton, has rejoined our staff as the Associate Director. In her various positions, Heather has served as a counselor to emergency management officials at all levels of government. In addition, Maryland’s Governor O’Malley just asked me to serve on his Emergency Management Advisory Council.

CHHS has calls for new and important work almost daily. As a result we have grown from just over 30 staffers at the time of our last newsletter to over 45 staffers as of this writing. We expect the growth to continue, aided substantially by our increased efforts in developing programs to prepare vulnerable populations for catastrophic emergencies - the subject of our nationwide November conference highlighted on the cover of this newsletter.

The increase in staff size has also required new office space, and, as reported in this issue, we were pleased to take over additional space for 19 of our staffers on the top two floors of a newly renovated historic mansion owned by the University on our campus.

We want to thank our supporters for their help in this exciting endeavor. Enjoy the newsletter!

Michael Greenberger, JD
CHHS Director & Law School Professor
CHHS Staff

Front/first row (left to right): Jillian Williams, Erin Hahn, Judith Heiger, Arianne Spaccarelli, Orit Zeevi, Aileen Xenakis, Alexandra Podobney. Second row (left to right): Clara Woodly, Elizabeth Dickson, Robin Clark, Michael Greenberger, Meghan Butasek, Tristan Reed, Jason Zappasodi. Third row (left to right): Adrian Wilairat, Jeanne Stringer, Rebecca Shore-Suslowitz, Jessica Pitts, David McDonough, Michael Vesely, Jamar Herry. Fourth row (left to right): Jennifer Martin, Michael Stallings, David Ordaskey, Joshua Easton, Mary Lesser, Kelley Coyner, Catherine Napjus. Fifth/last row (left to right): Liraz Kolnik, David Brummett, Benjamin Pulz, Sean Kates, Megan Houck Timmins, A.J. Bellido De Luna. Not pictured: Nicole Chapple, Christina Crue, Sandy Dornisfe, Joe Henderson, Charles Madden, Darren Marrinis, Amy Major, Daniel Meyerson, and Marita Mike.
Practitioners and Researchers (continued)

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The roundtable discussion format allowed each participant to share their experiences and make their contribution to the roster of recommendations that emerged from the conference. The intimate setting also allowed leaders from diverse cross sections of the field to foster relationships and begin to build a coalition to implement the recommendations.

“The Vulnerable Populations Conference gave me the framework I needed to start figuring out how to fit together the pieces of the puzzle to help and protect vulnerable populations in emergency situations,” said Marina Moses, DrPH, MS, Assistant Professor of Environmental and Occupational Health; Doctoral Program Director; and the School Practicum Coordinator at The George Washington University School of Public Health and Health Services. “The opportunity to step back for three days and listen to and question funders, researchers, and those building and operating emergency preparedness programs gave me new ideas, resources, and partners with which to work.”

Issues examined at the conference included communication with at-risk populations during a mass disaster; ensuring the effective delivery of necessary provisions (including medical assistance) to these communities; and considerations of the disabled, the elderly, and other special needs individuals during a disaster.

“One outcome of the conference in particular will advance these goals - the National Action Plan. The plan is a report of the recommendations made at the conference on how to approach emergency preparedness among vulnerable populations.

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## Organizations Participating in the Vulnerable Populations Conference

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www.umaryland.edu/healthsecurity
Practitioners and Researchers (continued)

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“We hope that a National Action Plan will inform governmental policy and provide the basis for a working coalition moving forward,” said the McCormick Tribune Foundation’s Catherine Brown, Senior Director of the Communities Program. The Foundation was the sponsor of the conference.

The twin principles that inform the Plan—collaboration across different disciplines and sectors, and engagement of vulnerable populations themselves in the preparedness process—also make it sustainable. The plan can serve as a focal point for those working on issues surrounding the needs of vulnerable populations.

To sustain the energy of the conference, CHHS is creating a Virtual Resource Center on emergency preparedness and vulnerable populations. “The Virtual Resource Center pairs the report with a convenient and accessible clearinghouse of resources, tools, and best practices for those working to prepare vulnerable populations for emergency situations,” said CHHS Project and Research Fellow Elizabeth Dickson. Dickson was a primary organizer of the conference and spearheads CHHS’s work on the National Action Plan.

The National Action Plan will be published in late Spring 2008 and available through the online resource center.

If you would like to learn more about the work CHHS is doing to prepare vulnerable populations for emergencies, visit http://www. umaryland.edu/healthsecurity/ and click on the link to the “Vulnerable Populations in Emergency Situations” page or e-mail CHHS at healthsecurity@umaryland.edu.

CHHS thanks the McCormick Tribune Foundation for its sponsorship of the conference.
Hahn Takes on New Role at Maryland Emergency Management Agency, Shaivitz Becomes New CHHS Associate Director

Erin Hahn, JD, MPA, formerly the CHHS Associate Director, recently accepted an important new CHHS assignment as Planner and Project Manager for the Maryland Emergency Management Agency (MEMA). On February 27, 2008, Heather Shaivitz, JD, a former CHHS staffer, will become the new Associate Director for CHHS.

In her new position, Hahn will focus on coordinating catastrophic planning efforts in the National Capital Region. Currently, these efforts focus on evacuation and mass sheltering coordination. She is also working closely with representatives from Maryland, the District of Columbia, Delaware, Pennsylvania, Virginia, and West Virginia on regional catastrophic evacuation planning and is part of a regional executive committee and regional working group designed to enhance regional preparedness efforts generally.

During her time at CHHS, Hahn supervised and assisted in the drafting of the *Maryland Public Health Emergency Preparedness Legal Handbook* and the *Maryland Judiciary Bench Book*. Hahn also played a vital role in the growth of CHHS from a staff of 20 to a staff of over 40. In addition, Hahn was responsible for the establishment and growth of the CHHS Externship Program.

Shaivitz comes to CHHS to take on the role of Associate Director from Booz Allen Hamilton in McLean, Virginia. While at Booz Allen, she held the position of Senior Consultant and worked on the National Capital Region Strategic Plan; and Emergency Preparedness and Continuity of Operations (COOP) planning for the United States Army. Most recently, she supported the Federal Emergency Management Agency’s National Preparedness Directorate.

Prior to her work at Booz Allen, Shaivitz held the position of Special Assistant and National Capital Region (NCR) Liaison for the Maryland Emergency Management Agency (MEMA) and the Governor’s Office of Homeland Security. In that role, she reported directly to the Director of MEMA and the Governor’s Homeland Security Advisor and she advised the Maryland NCR Senior Policy Group members on issues pertaining to regional coordination and grant allocation. She also worked with local Maryland emergency managers on grant proposals and project management.

Shaivitz served as a Law Fellow with CHHS in 2004 and 2005. While at CHHS, she served as the lead writer on the COOP grant proposal for the US Department of Homeland Security nationwide COOP training program, a grant the Center currently holds.

Shaivitz holds a JD from the University of Maryland School of Law (2004) and a BA in Political Science from Gettysburg College (2001). While in law school, Shaivitz served as the Executive Editor for *The Journal of Health Care Law and Policy*. She is admitted to practice law in Maryland.

Shaivitz says she looks forward to working in the public sector again. “Professor Greenberger [CHHS Director], has been a mentor to me. He kept me posted on the ever-expanding work the Center was doing over the past three years, since the end of my CHHS fellowship,” Shaivitz said. “When the opportunity to fill the Associate Director position at CHHS opened, it was an opportunity I couldn't pass up.”
Kelly Coyner Takes on New Position at CHHS

In January 2008, CHHS staffer Kelley Coyner, JD, began her service as the new Chief of Staff of the Senior Policy Group of the National Capital Region. In that capacity, she will help the region’s emergency planning leadership implement its strategic priorities for 2008. Coyner joined CHHS in July 2007 and served as a Senior Advisor to the Director through January 2008. In that capacity she supported the Center’s work on the Maryland Public Health Emergency Law Bench Book, helped define key program areas (including the area of vulnerable populations and emergency preparedness), and laid the groundwork for diversifying the financial support for CHHS.

A writer, lawyer, and advisor to NGO’s, Coyner brings 25 years experience as a Board Member or advisor to more than 60 non-profits in the United States and South America. As a lawyer in private practice, as a congressional staffer, and as federal state liaison for the state of Texas, Coyner has substantial expertise on legislative and regulatory action pertaining to transportation, community development, and environmental issues at federal, state and local levels. She has served as an advocate for disabled persons and their families and victims of domestic violence. Coyner’s six years as a senior official at the US Department of Transportation included service as the Senate confirmed Administrator of the Research and Special Programs Administration of the US Department of Transportation.

Her previous work in emergency preparedness and response includes serving as the senior official in charge of emergency preparation and response at the United State Department of Transportation during the Clinton Administration; civilian advisor to the US Coast Guard Academy on coordinated disaster response exercise, 2001; Visiting Researcher at MIT’s Center for Transportation Research, 2001-2002; Observer, Executive Session on Domestic Preparedness at the Kennedy School of Government at Harvard University, 2001-2003.

From 2001 to 2006, Coyner lived in Bolivia and Paraguay where she served as an advisor to local and international nonprofits on institutional development as well as disaster relief and risk mitigation. During her tenure in South America, she traveled extensively in the region and is the author of numerous articles and a book on the natural history, culture, and ecotravel in the region. Coyner clerked for the Federal District Judge George P. Kazen, Southern District of Texas. She holds a JD from University of Virginia and a Bachelors of Science in Foreign Service from Georgetown University.
Expanding Staff... and Space to Russell Street

With the continued growth of CHHS, now boasting over 40 staffers, it became apparent in late 2007 that more office space was needed for staff in addition to the office on Paca Street in Baltimore. University President David J. Ramsay, DM, DPhil, suggested to CHHS Director Michael Greenberger, JD, that CHHS occupy two floors of a historic building owned by the University, located at 300 Russell Street.

CHHS Coordinator Jeanne Stringer oversaw the renovation of the Russell Street office for CHHS. Upon completion of renovations, approximately eight CHHS staffs, and eleven Externs and Research Assistants moved into the new office in December 2007. Staffers for the CHHS Department of Homeland Security Continuity of Operations (COOP) training project, as well as Campus COOP staffers, and the CHHS Associate Director occupy the new office.

Stringer Celebrates 5 Years With CHHS

In September 2007, CHHS Coordinator Jeanne Stringer, celebrated five years working for the Center. At a weekly staff meeting, she was presented with a clock in honor of her service to CHHS. Stringer joined CHHS at its inception in 2002.

Prior to working at CHHS, Stringer worked on the UMB campus in two other capacities. Most recently, she served in the Dean’s Office in the School of Medicine coordinating special projects. Before that position, Stringer worked as a Development Associate in the Office of Institutional Advancement. In October of 2008, Stringer will celebrate 20 years of working on the UMB campus.
CHHS received an additional $650,000 grant from the US Department of Homeland Security (DHS) and the Federal Emergency Management Agency (FEMA) for the continuation of CHHS’ emergency planning course, “Preparing the States: Implementing Continuity of Operations Planning.” The course, recently certified by DHS/FEMA, provides state, local, and tribal emergency planners with the knowledge and skills to develop Continuity of Operations (COOP) plans for their jurisdictions. The grant was based on the previous success of CHHS’ nationwide COOP program and will enable CHHS staff to increase COOP training sessions across the country.

COOP planning is the effort to ensure the continued operation of essential government functions during a wide range of potential emergencies. Whether the hazard is the result of a natural or human-induced event, an “all-hazards” approach coupled with catastrophic-event-preparedness training assures that, regardless of the emergency, essential functions will continue. The course was developed and was initially implemented by CHHS under a $1.48 million contract from DHS in 2005.

The COOP course is offered in direct delivery or train-the-trainer versions. The direct delivery course is comprised of 11 modules, each of which provides instruction on various aspects of how to develop COOP plans. The train-the-trainer version also teaches participants how to teach the course to additional personnel in their jurisdictions. Both the direct delivery and train-the-trainer versions include interactive group discussions, use of a fully developed sample agency, and discussion-based exercises.

Thus far, the staff has conducted 21 COOP training sessions, involving over 500 individuals. These trainings have taken place in 19 different jurisdictions so far, including nine Urban Area Security Initiative (UASI) regions. (UASI is an annual DHS grant program that was created to fund counterterrorism efforts in
high-threat, high-density urban areas.) The additional $650,000 awarded to CHHS will enable the staff to conduct 36 trainings in four more UASI regions by the end of the year, reaching more than 1,000 state and local officials.

“There is a continuing need for this type of training in jurisdictions across the country. Governments must have effective COOP plans in place in order to continue delivering critical services to citizens,” said Alexandra Podolny, JD, a CHHS Senior Law and Policy Analyst and COOP Program Manager. “Many still do not have these plans; the additional funding for this course will ensure that additional jurisdictions can begin creating these much-needed plans.” The course goals are derived from the Nationwide Plan Review, the National Preparedness Goal, and the Target Capabilities List. The additional funding allows most jurisdictions to receive the training without cost.

“We are gratified by the vote of confidence given by DHS in continuing its financial support for this valuable emergency planning program for state, local, and tribal governments across the nation,” said CHHS Director Michael Greenberger, JD. “We are also gratified by being able to contribute in this meaningful way to the safety of American citizens.”

### COOP in Action

#### Before an Emergency, CHHS Comes to the Rescue

Facing a catastrophic flood, City of Pacific, Washington, found higher ground with the help of CHHS.

The training program orchestrated by CHHS arrived just in time. City of Pacific Mayor Richard Hildreth had attended a Continuity of Operations (COOP) planning course taught by CHHS Law and Policy Analyst Joshua Easton, JD, MA, at a conference focusing on rebuilding New Orleans after Hurricane Katrina.

Following the conference, Hildreth decided to make changes to the boilerplate emergency plan his city had in place. To unify many separate plans, Hildreth completed a physical inventory of all assets, the capacity of staff and resources, and how to acquire any additional capacity needed through partnerships. Hildreth introduced a draft of the new plan to his City Council. Two days later, City of Pacific experienced terrible floods and the COOP plan was activated.

“If I hadn’t attended the CHHS course, I wouldn’t have realized how inadequate the emergency plan was that my city had at the time,” Hildreth says of the conference, where CHHS’ Alexandra Podolny, JD, and Catherine Napjus, JD, also served as COOP trainers.

The Mayor reports that his city was able to strategically plan its response to the flood inside of 15 minutes because of the COOP plan. “We knew what we had, where we had it, what else was needed, and where we could go to get it,” Hildreth says. And because of COOP planning and training, 90 percent of the emergency response came from volunteers.

### CHHS NEWSLETTER CREDITS

The University of Maryland Center for Health and Homeland Security newsletter is published on a semi-annual basis.

For more information about the Center, or to be added to the newsletter mailing list please e-mail, healthsecurity@umaryland.edu.

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Michael Greenberger, JD
Judy Heiger

#### Designer

Emery Pajer

Special thanks to CHHS Staffer Daniel Meyerson, JD, for lending his photography talents to the newsletter.
CHHS Law and Policy Analysts Joshua Easton, JD, MA, and Catherine Napjus, JD, along with Adam Stolz of the Baltimore City Office of Emergency Management, wrote Baltimore’s Urban Area Security Initiative (UASI) 2007 grant application, which received a score of 100%! The application was praised by Baltimore Mayor Sheila Dixon during an August 2007 press conference, in which Easton participated. The Mayor also praised the application in the July 20, 2007 Dixon Report.

Since 2003, DHS designated over 40 urban areas in the country which may apply for this grant funding for disaster preparedness planning annually. The Baltimore UASI compromises Baltimore city, which chairs the UASI region, as well as Anne Arundel county, Baltimore county, Howard county, Harford county, and Carroll county, and the city of Annapolis.

With the 100% score on Baltimore’s application, it was the #1 ranked application in the country. “Our score will bring in $11.9 million dollars to help prepare our first responders and represents a 23% increase over last years’ award of just $9.6 million,” Dixon said in a statement. Dixon says the Baltimore Office of Emergency Management will use the funding for the work of first responders as well as preparedness.

“Our 2007 UASI grant is wonderful news not only for Baltimore’s firefighter/paramedics and police, but also for those in our entire metropolitan region as well,” Dixon said.

The Maryland Judiciary has asked CHHS to write a Continuity of Operations (COOP) plan for each Maryland courthouse and judicial complex throughout the state. These plans prepare the courts for the temporary operation of essential court functions during catastrophic emergencies. Now more than half way through the two-year contract, the Court COOP team is ahead of schedule in developing these plans. Significant recent events are:

On October 17 and 18, 2007, CHHS Director Michael Greenberger and Court COOP representatives Jamar Herry, JD, Jessica Pitts, JD, and Rebecca Shore-Suslowitz, JD, met with the Maryland Judicial Cabinet and Council to discuss COOP planning progress and delivery of the draft of the Maryland Public Health Emergency Bench Book, another deliverable under the proposal.

In order to complete the ambitious two-year project, the Court COOP team has expanded to include several recent University of Maryland Law graduates: Nicole Aguirre Chapple, JD, Robin Clark, JD, Sandy Dornsife, JD, Sean Kates, JD, Amy Major, JD, and Aileen Xenakis, JD. The new members of the team bring fresh ideas and enthusiasm to the project as they develop tabletop exercises to test the plans and continue interviewing court offices and external stakeholders across Maryland.

The Court COOP team delivered the first draft of the COOP plan to the pilot jurisdictions of Frederick, Prince George’s, as well as the Administrative Offices of the Courts. The team is awaiting feedback on these plans as they are tested in tabletop exercises in each jurisdiction. The team has also conducted orientations for the pilot jurisdictions in order to familiarize supervisors with the use and purpose of the COOP plan.

On December 13, 2007, Court COOP team members conducted a tabletop exercise to test its COOP plan for the Frederick county courts and external stakeholders. Shore-Suslowitz, Chapple, Kates and Xenakis spearheaded the Frederick County tabletop.

The Court COOP team has completed informational interviews in 20 of the 23 Maryland counties and Baltimore City, and is adapting the COOP plan for use by external stakeholders and office employees.

The projected completion date for the Court COOP project is October 2008.
CHHS Creates UMB Campus COOP Plan

In October 2007, CHHS kicked-off a year-long Continuity of Operations (COOP) planning effort that will ensure the University of Maryland, Baltimore (UMB), and each of its individual schools (schools of dentistry, law, medicine, nursing, pharmacy, social work, public health, and the graduate school) can continue to provide essential services during a catastrophic emergency. The project will equip UMB with COOP plans that will guide the institution through a broad range of catastrophes, ranging from natural disasters to terrorist attacks. The project entails creating continuity plans for the temporary operation of essential functions within twelve hours of an emergency and the maintenance of these functions for the fourteen days following COOP activation. Essential functions vary from school to school, and may include payroll functions, IT, and lab, and research maintenance.

Two CHHS staff members are working on the plan: Staff Attorneys Arianne Spaccarelli, JD, and Megan Timmins, JD. The Campus COOP team introduced the project to UMB President David J. Ramsay, DM, DPhil, and the Deans of each school at a monthly deans’ meeting on October 3, 2007. Throughout November 2007, the team met with a point of contact for each school and for several administrative offices (including campus information technology, campus payroll, and facilities and administration.) After meeting with the point of contacts, the team began conducting informational interviews with individual offices in order to assess the functions and needs of each department and its employees. The interviews are scheduled to take place through June 2008.

The campus COOP team is compiling and assessing the information gathered at the interviews and will return it to the individual offices for evaluation, comment and completion. The team has developed a uniform template based on the identified needs of the schools and will use the information gathered at the interviews and the template to complete a plan for each school. Ultimately, after the plans are complete, they will be tested through a tabletop exercise.

“Dr. Ramsay and the Deans of the professional schools at University of Maryland, Baltimore are to be congratulated for having the foresight to invest in the development of ‘all hazards’ contingency plans, which will not only keep the educational services of the campus operational in an emergency, but will also maintain during those critical times the substantial health services provided by UMB to the Greater Baltimore Region when those services will be needed the most,” said CHHS Director Michael Greenberger, JD.

Donate to CHHS

You can help fund CHHS’ ongoing work to ensure that the most vulnerable are ready for emergencies; to create emergency contingency plans for educational institutions, hospitals, and non-profit organizations; and to make certain that we train public health professionals and first responders to ensure our safety in the event of a disaster through the endowment of homeland security fellowships.

You can donate to CHHS through the University of Maryland, Baltimore (UMB) Capital Campaign. Call CHHS Coordinator Jeanne Stringer at (410) 706-0585 if you are interested in making a donation.
Law Grads Working in Homeland Security Speak at 9/11 Commemoration

Four graduates of the University of Maryland School of Law and alumni of CHHS, each working in the field of homeland security, spoke to a standing room only audience during the University’s annual Sept. 11 commemoration. Karen Rothenberg, JD, MPA, Dean and Marjorie Cook Professor at the University of Maryland School of Law, provided welcoming remarks and CHHS Director and law school Professor Michael Greenberger, JD, moderated the discussion.

The panelists included Michael Beland, JD ’04, Counsel to the US House Committee on Homeland Security; Kate Christensen, JD ’02, Senior Legislative Counsel to Rep. Zoe Lofgren of California, who sits on the US House of Representatives Committee on Homeland Security; Erin Hahn, JD ’02, MPA ’03, Associate Director of CHHS at the time of the panel and currently a Planner and Project Manager for the Maryland Emergency Management Agency (MEMA); and Krista Horochena, JD ’02, Special Assistant to the Director of the Maryland Emergency Management Agency (MEMA)/Maryland liaison to the National Capital Region.

Christensen met Greenberger while taking “Homeland Security and the Law of Counterterrorism,” a course he taught at the School of Law. Following graduation from the law school, she became the first Fellow at CHHS and later became the first Associate Director for the Center. Christensen said working at CHHS gave her the knowledge she needed to deal with specialized issues on Capitol Hill, such as cyber security, immigration, and border security, in her current position.

Beland said that since the Sept. 11 attacks occurred during his first year of law school, that day remained alive in the minds of law school students and faculty during his entire law school career. After
law school graduation, he began working at CHHS on infrastructure protection for the state of Maryland. He focused on security cooperation between the government and the private sector, which owns 85 percent of the critical infrastructure. In his current position on Capitol Hill, Beland was able to help draft recent Sept. 11 reform legislation.

Horochena was a litigation attorney for three years following her graduation and felt “stuck” before she called Professor Greenberger for direction on how to use her health law background. She came to work at CHHS to focus on surge capacity issues facing the state’s health care system. Now working at MEMA, Horochena advises top Maryland officials on how to effectively use homeland security grant money.

After working in two law firms, Hahn came to CHHS as a Staff Attorney before moving up to the position of Associate Director, and now recently moving on to a new CHHS position providing guidance to the Maryland Emergency Management Agency on emergency planning. Prior to taking her new CHHS assignment with MEMA, Hahn was involved in several projects including supervising and assisting in the drafting of the Maryland Public Health Emergency Preparedness Legal Handbook and the Maryland Judicial Bench Book. Hahn also played a vital role in the growth of the center. At MEMA, Hahn focuses on coordinating catastrophic planning efforts in the National Capital Region, among other duties.

All the panelists credited Professor Greenberger for steering them toward meaningful careers in homeland security. Greenberger said that the field of homeland security is “a young person’s game” as those currently working in the field have not been doing it for a long time. Beland described the post-Sept. 11 era as “a new world, one that requires young people, young thinking, and young energy.”
New CHHS Staffers Working at the Maryland Emergency Management Agency

For well over four years, CHHS has worked closely with the Maryland Emergency Management Agency (MEMA) in crafting programs and policies that have put Maryland at the forefront of national efforts to ensure the safety of Americans during catastrophic events, whether caused by terror attacks or natural disasters. In the last few months, the CHHS/MEMA relationship has deepened substantially with many CHHS staffers working side-by-side with MEMA officials on important initiatives to protect the state’s citizens in emergencies. Here are some of those initiatives:

Catastrophic Planning Efforts in the National Capital Region

Erin Hahn, JD, MPA, formerly Associate Director of CHHS, has accepted a new CHHS assignment serving as Planner and Project Manager for MEMA.

In her new position, Hahn will focus on coordinating catastrophic planning efforts in the National Capital Region. Currently, these efforts focus on evacuation and mass sheltering coordination. Hahn is also working closely with representatives from Maryland, the District of Columbia, Delaware, Pennsylvania, Virginia, and West Virginia on regional catastrophic evacuation planning and is part of a regional executive committee and regional working group designed to enhance regional preparedness efforts generally.

Port Security Project

As part of the Center’s work with MEMA, CHHS Law Fellow Jennifer Martin, JD, and CHHS Staff Attorney Benjamin Pulz, JD, will be working on the upcoming Port Security Supplemental Grant for the Port of Baltimore. Martin and Pulz will be responsible for creating both a Port Wide Strategic Risk Management Plan Outline and a Port Wide Trade Resumption/Resiliency Plan. The plans will include gap analyses, objectives, strategies, and initiatives for securing the Baltimore Port. Martin and Pulz will be working with the Area Maritime Security Subcommittee, made up of federal, state, and private entities, including the US Coast Guard, Federal Bureau of Investigation, Maryland Natural Resources Police and the Maryland Department of Transportation.

Strategic Planning Projects Underway

In January 2008, CHHS Law Fellows Rebecca Shore-Suslowitz, JD, Orit Zeevi, JD, and David McDonough, JD, began work at MEMA, writing the State’s Homeland Security Grant application. In addition, Shore-Suslowitz, Zeevi, and McDonough will be working with state agencies and local jurisdictions in the development and evaluation of their Continuity of Operations (COOP) plans, as well as revising and updating the MEMA COOP Plan.
Baltimore City Health Department Taps CHHS for COOP Plan

The Baltimore City Health Department (BCHD) Health Commissioner, Joshua M. Sharfstein, MD, asked CHHS to draft and implement its Continuity of Operations (COOP) plan. The plan will serve as an all-hazards planning approach to ensure that BCHD functions are up and running within 12 hours of an emergency event.

Two CHHS staffers, Meghan Butasek, MPH, and Michael Stallings, JD, have been working diligently on the project. “We are incredibly fortunate to have such COOP expertise right here in Baltimore City to assist (BCHD) in our planning efforts,” said BCHD Office for Public Health Preparedness and Response (OPHPR) director Brooke Courtney, JD, MPH, a former CHHS staffer.

From July through October 2007, Butasek and Stallings met with senior staff, division chiefs and program directors within BCHD to capture information on all essential BCHD functions, procedures and protocols during emergencies, up-to-date contact information and other critical information. These meetings were the stepping stones toward developing a new COOP plan template which Butasek and Stallings have been working on since October.

Butasek and Stallings are working directly with the OPHPR and Courtney on the COOP planning project. “COOP planning is critical for the Baltimore City Health Department to best serve the city’s residents during large scale emergencies, such as a pandemic, when health assets are likely to be seriously challenged,” Courtney said.

“Going through the process of COOP planning has the added benefit of helping us to improve how we function on a daily basis during non-emergency situations.”

From the development of the COOP plan template, CHHS anticipates a draft of the new COOP plan to be complete by March 2008. After a tabletop exercise that will involve many BCHD senior staff to test the plans, an evaluation will be used to finalize COOP plans for BCHD.

Greenberger Quoted in National Journal

CHHS Director Michael Greenberger, JD, was quoted in this “Just One Question” section of the National Journal on December 8th, 2007:

This week, the Supreme Court heard arguments involving writs of habeas corpus brought on behalf of Guantanamo Bay detainees. What’s at stake for the Bush administration?

“If the administration wins the case—that is, [if] the detainees don’t get habeas access to U.S. courts—it’s going to be a field day for the media depicting the denial of process in ongoing Guantanamo military proceedings...But if it loses...the prospect of these federal court proceedings may very well lead the president to surrender quickly to those within his government who have long advocated shutting Guantanamo down and bringing the detainees here as POWs or for U.S. criminal prosecutions.”

— Michael Greenberger, University of Maryland School of Law
Draft of Maryland Public Health Emergency Law Bench Book Completed

CHHS recently completed a draft of the Maryland Public Health Emergency Law Bench Book. The Bench Book was created at the request of the Maryland Administrative Office of the Courts as part of the overall CHHS’ Court Continuity of Operations (COOP) planning project. A man-made or natural disaster will give rise to novel legal and policy questions, and the Bench Book is designed to ensure the ability of judges to confront these issues and continue functioning in an emergency. A range of constitutional and state and federal statutory provisions relate to public health emergencies. The Bench Book is a readily accessible tool for judges and other court personnel referencing relevant case law, statutes, and procedural frameworks applicable in the public health context.

The Bench Book is presented as fifteen topical sections. The topics include: Roles, Responsibilities, and Framework for State Public Health Powers; Mutual Aid Among States and Among Maryland Jurisdictions; State and Local Law Enforcement; Federal Authority to Respond to Emergencies; Preemption; Information Collection and Sharing; Role of Health Care Professionals and Volunteers During an Emergency; Quarantine, Isolation, and Compelled Medical Treatment and Testing; Disposition of Human Remains; Searches and Seizures of Property to Protect Public Health and Safety; Emergency Takings of Private Property; Court Operations During an Emergency; State and Local Jurisdiction and Venue Determinations; Procedural Considerations for Challenges to State Action During a Public Health Emergency.

The Bench Book is currently being reviewed by a committee of Maryland judges, and a final version will be released in the near future.

Thanks to our Research Assistants

CHHS would like to thank our Fall 2007 Research Assistants (RAs), who are all continuing as RAs during the Spring 2008 semester. They were Jessica George, Daniel Goodman, Trudy Henson, Melissa Hill, Josh Kovacs, and Jason Zappasodi. We would also like to thank Colleen Clary who joined us as an RA for the Spring 2008 semester.

Thanks to our Externs

CHHS would like to thank our externs for the Fall 2007 semester. They were Liraz Kolnik, Octavia Schulman, and Tara Tyler. Thanks also to our Spring 2008 externs. They are Thomas Brown, Molly Dennison, and Erin Podolny.
CHHS Staff Contributes to Maryland’s Receipt of $22.9 Million in Grant Funds

On September 30, 2007, the Public Safety Interoperable Communications (PSIC) Grant Program, sponsored by the National Telecommunications Information Administration (NTIA) and managed by the US Department of Homeland Security (DHS) awarded $968,385,000 to fund interoperable communications projects from the 56 states and territories. The awards will help state and local first responders improve public safety communications during a natural or man-made disaster.

Maryland’s allotment for this one-time grant was $22.9 million. In order to receive these funds, Maryland was required to submit a Statewide Communications Interoperability Plan (SCIP). CHHS Analyst Daniel Meyerson, JD, took the laboring oar for the state in drafting the SCIP. This plan touched on every facet of emergency communications in the state, from local level communications through regional coordination with neighboring states and the federal government.

Meyerson’s position as a CHHS staffer assigned to both the state’s Public Communications Governance Working Group (GWG) and the Statewide Interoperability Executive Committee (SIEC) enabled him to gather information from experts and practitioners from all levels of state and local government. Meyerson also received valuable assistance in drafting the SCIP from CHHS Staff Attorney David Brummett, JD.

As a significant portion of the PSIC application, CHHS Law and Policy Analysts Catherine Napjus, JD, and Joshua Easton, JD, MA, wrote the Baltimore Urban Area portion of the proposal, on behalf of the Central Maryland Area Radio Communications (CMARC) committee.

Additionally, CHHS Law Fellow David McDonough, JD, was a key member of the grant writing team at Maryland’s Emergency Management Agency (MEMA) responsible for the final PSIC grant application package.

Free State Pandemic Flu Exercise Held

CHHS staff Members Meghan Butasek, MPH, and Michael Stallings, JD, participated with the Baltimore City Health Department (BCHD) in Free State Response 2007, an annual field exercise conducted by the University of Maryland Medical Center. Butasek served as an evaluator in the BCHD Incident Command Center, while Stallings served as an evaluator in the city of Baltimore’s Emergency Operations Center.

The exercise focused on a citywide healthcare response to pandemic flu. All Baltimore city hospitals participated in the exercise, as did many Baltimore city agencies, including the health, fire and police departments, the Mayor’s office, the Office of Emergency Management and the Department of Housing and Community Development, Department of Transportation, Department of Law and the Department of Public Works.

The goal of the exercise was to test the framework of the city health care response to a pandemic in coordination with city hospitals and city agencies, as well as to activate the city hospital Memorandum of Understanding and to properly request Strategic National Stockpile assets.
Two New Exercise and Training Staffers Join CHHS

Christina Crue, MS, and Joe Henderson, MS, joined CHHS on January 1, 2008. They will work at MEMA in the Exercise and Training Branch. The mission of the branch is to build and support state-wide exercise and training programs which strengthen Maryland’s all-hazard capabilities.

Crue, who serves as the Branch Manager of the MEMA Exercise and Training Branch, manages a seven person office which handles strategic planning and develops exercises and training programs. “In the Exercise and Training Branch, we train and assist local jurisdictions and state agencies to develop exercises,” she says. “We prepare exercises to enact change, which include finding gaps in preparedness and fixing them.” Crue says that “exercises” can run the gamut from a simple drill or planning discussion to a complex full-scale exercise involving actors. These exercises help people in the state, and local jurisdictions, practice their response to events. The exercises also help uncover areas in need of improvement.

Prior to her work as Branch Manager at MEMA, Crue served as Exercise Administrator and Exercise and Training Liaison to the National Capital Region for MEMA. Crue holds a MS from the University of Maryland, Baltimore County in Emergency Health Services, Emergency Management (2007) and a BA from Hood College in Early Childhood Education (2002.)

Henderson handles coordination and collaboration of the National Capital Region Exercise and Training Operations Panel for the Exercise and Training Branch at MEMA. He oversees and develops exercises for the NCR and helps the state of Maryland develop exercises and training programs. Prior to his work at MEMA, Henderson worked as Deputy Director of Operations for the Office of Emergency Management for the Baltimore City Fire Department. Henderson received his MS in Management from the Johns Hopkins University (2004.) He is currently a member of the Rosedale Volunteer Fire Department as a Fire Fighter/Paramedic and a member of the Central Maryland Urban Search and Rescue Team that responded to Hurricane Katrina. Henderson is also an adjunct professor for the University of Maryland University College in the Emergency Management and Homeland Security degree program.

Crue and Henderson look forward to working within CHHS and continuing to promote emergency management advancements through training and exercises.
Wilairat Joins DHS COOP Team

In September 2007, Wilairat joined CHHS’s Department of Homeland Security (DHS) Continuity of Operations (COOP) planning team. He will be helping deliver the course, “Preparing the States: Implementing Continuity of Operations Planning,” which builds the capacity of emergency planners at state agencies around the country to develop COOP plans for their agencies and to train other personnel in their jurisdictions.

In this capacity, Wilairat began delivering trainings in January 2008. Additionally, Wilairat is assisting in the revising of injects for a tabletop exercise that is part of each training.

From August 2006 to August 2007, Wilairat worked with the Maryland Transit Administration Police Force on a Con-Ops Rail & Transit Security Project. Wilairat’s work on the project helped lay the foundation for an efficient law enforcement response to a terrorist incident on the Maryland rail.

Brummett Works With Baltimore Urban Area Homeland Security Working Group

CHHS Staff Attorney David Brummett, JD, recently assumed a new assignment within CHHS, working with the Baltimore Urban Area Homeland Security Working Group. In this role, Brummett provides law and policy support on homeland security grants and preparedness strategy.


Brummett joined CHHS in April 2006 after completing a clerkship with the Office of the Maryland Attorney General at the Maryland Transportation Authority. He is a University of Maryland School of Law alumnus, earning his JD in 2005.

Williams Joins National Capital Region

In October 2007, CHHS Law Fellow Jillian Williams, JD, began service with the Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA) Office of National Capital Region Coordination in her capacity as a Senior Policy Analyst. In this capacity, Williams provides analytical and research support to the office on a variety of issues. In addition to legal and policy analysis, Williams supports the development and execution of exercises to test the use of First Responder Authentication Cards.
Strategic National Stockpile and Cities Readiness Initiative Focus of More Work with BCHD

The Baltimore City Health Department (BCHD) has asked CHHS to assist with Strategic National Stockpile (SNS) and Cities Readiness Initiative (CRI) planning. CHHS Fellow Meghan Butasek, MPH, is working on developing and updating these important public health emergency plans under the direction of Brooke Courtney, JD, MPH, Director of the BCHD Office of Public Health Preparedness and Response (OPHPR).

The SNS is a national repository that is maintained by the Centers for Disease Control and Prevention (CDC). It includes large quantities of antibiotics, chemical antidotes, antitoxins, life-support medications, IV administration, airway maintenance supplies, and medical/surgical items to protect the public if a health emergency is severe enough to deplete local supplies. If federal and local authorities agree that SNS assets are needed, then certain medicines and medical supplies can be delivered to any area of the United States within 12 hours; additional pharmaceuticals and supplies can arrive within 24 to 36 hours. Since 2004, CDC has provided funding for CRI, which falls under the agency’s Division of Strategic National Stockpile, to enhance local mass dispensing capabilities in certain metropolitan areas.

While the Maryland Department of Health and Mental Hygiene (DHMH) is responsible for developing an SNS plan for the entire state, CRI jurisdictions, such as Baltimore City, are also responsible for developing local SNS/CRI plans. The city’s SNS plan will detail the coordination of critical SNS medicines and supplies in the city in the event of a terrorist attack, disease outbreak, or major natural disaster. The CRI component of the SNS plan will increase bioterrorism preparedness by addressing how the city will coordinate distributing medical countermeasures through points of dispensing (PODs) to 100 percent of an identified population within a 48-hour timeframe. The primary focus of CRI is currently on a widespread anthrax exposure. As part of the SNS planning work, Butasek collaborates with a regional CRI group, which is led by the DHMH Office of Preparedness and Response and comprised of other local health departments. She also works with Baltimore City agencies that would be involved in public health emergency response efforts to improve the SNS/CRI plan.

CHHS Featured on Live Response

Three CHHS members were featured on an hour-long Live Response program addressing the question of why Continuity of Operations (COOP) planning is a cornerstone of disaster preparedness. The broadcast, which took place in August 2007, includes a segment from a CHHS COOP training held in Olympia, Washington. Staff appearing on the show included Senior Law and Policy Analyst Alexandra Podolny, JD; Law and Policy Analyst Michael Vesely, JD; and former CHHS Associate Director Erin Hahn, JD.

Live Response is a 60 minute interactive satellite television broadcast presented by The National Terrorism Preparedness Institute (NTPI) at St. Petersburg College. The show features an expert panel that discusses terrorism awareness, prevention, preparedness, response, and recovery.

To see the video or read the transcript of the show featuring CHHS, visit the CHHS website at http://www.umaryland.edu/healthsecurity/.
CHHS Director Michael Greenberger, JD, (far right) spoke during a panel discussion on pandemic planning and civil liberties on January 14, 2008 at the National Press Club in Washington, D.C. The panel discussion was held following a press conference to announce the publication of a new report, “Pandemic Preparedness: The Need For A Public Health - Not a Law Enforcement/National Security - Approach.” The event was sponsored by the American Civil Liberties Union (ACLU). The report highlighted at the event was co-authored by Wendy Parmet, JD, Matthews Distinguished University Professor of Law at the Northeastern University School of Law (pictured far left). Other co-authors not in attendance were: George J. Annas, JD, MPH, Utley Professor and Chair of the Department of Health Law, Bioethics, and Human Rights, Boston University School of Public Health; Professor of Law, Boston University School of Law; and Professor of Socio-Medical Sciences, Boston University School of Medicine; and Wendy K. Mariner, JD, MPH, LLM, Professor of Health Law, Bioethics, and Human Rights, Boston University School of Public Health; Professor of Law, Boston University School of Law, and Professor of Socio-Medical Sciences, Boston University School of Medicine.

In addition to comments from Greenberger and Parmet during the panel discussion, additional expert assessment of the report came from Monica Schoch-Spana, PhD, a medical anthropologist and Senior Associate at the Center for Biosecurity of the University of Pittsburgh Medical Center and Assistant Professor at the University of Pittsburgh School of Medicine Division of Infectious Diseases (second from left). Barry Steinhardt, JD, Director of the ACLU Technology and Liberty Program also spoke at the event (second from right.)
CHHS Staff Updates

Nicole Aguirre Chapple, JD, joined CHHS in August 2007. She is now a Staff Attorney for the Center and is currently working on creating a Continuity of Operations (COOP) plan for the Maryland Judiciary. She received her JD from the University of Maryland School of Law (2007), where she received the William P. Cunningham Award in recognition of exceptional service to the law school. While in law school, Chapple clerked for the US Attorney’s Office for the District of Columbia, Civil Division, and served as an Asper Fellow for the Honorable C. Philip Nichols, Jr. of the Seventh Judicial Circuit in Maryland. Chapple received her BA degree in International Affairs from the George Washington University.

Robin Clark, JD, joined CHHS in August 2007 as a Law Fellow and is currently working on creating a Continuity of Operations (COOP) plan for the Maryland courts. Clark also manages the Center’s Research Assistants and directs the Center’s Externship Program with her colleague, Adrian Wilairat, JD. Clark received her JD from the University of Maryland School of Law (2007) where she received the William Gaston Prize for Excellence in International Relations.

Elizabeth Dickson joined CHHS in July 2007 after completing her BA in International Relations at Brown University. She recently orchestrated the “Vulnerable Populations: Emergency Preparedness” conference, which CHHS hosted in partnership with the McCormick Tribune Foundation. Currently, Dickson spearheads the drafting of the conference report, the National Action Plan, and coordinates other conference follow-up activities. Dickson brings a strong research background to the Center. In 2006, she was awarded a UTRA Fellowship to pursue independent research on international terrorist financing policy. In 2004, she collaborated with a team of researchers from Israel, Palestine, the UK, and the United States on environmental security issues ranging from watershed volatility to land ownership among the Bedouin. While at Brown, Dickson also served as an Editor of the Brown Journal of World Affairs, soliciting and editing academic articles on issues of international importance. Upon her graduation, she received the William Gaston Prize for Excellence in International Relations.

Sandy Dornsife, JD, joined CHHS in February 2008 as a Law Fellow and is currently working on the Continuity of Operations (COOP) plans for the Maryland courts. Dornsife received her JD, Cum Laude, from the University of Maryland School of Law (2007). While in law school Dornsife interned for Delegate Jon Cardin during the 2006 Maryland General Assembly Session. Prior to law school, Dornsife attended Northwestern University and graduated with a BS in Social Policy.

Sean Kates, JD, joined CHHS as a Law and Policy Analyst in September 2007 and is currently helping to design a Continuity of Operations (COOP) plan for the state Judiciary of Maryland. Kates earned his JD from the University of Maryland School of Law (2007). During law school, he served as a member of the Moot Court Executive Board, member of the Journal of Business and Technology Law, and worked as a law clerk for Blades and Rosenfeld, P.A. in Baltimore. Kates received undergraduate degrees from the University of Maryland, College Park in both History and Government and Politics (2004.)
Mary Lesser is the CHHS Office Manager for the Baltimore Urban Area Work Group (UAWG) for Homeland Security. Currently, Lesser manages the administrative operations of the Mayor’s Joint Executive Committee for Homeland Security/Baltimore City (JEC) and the Central Maryland Region UAWG. She began her career as an administrative assistant for the City of Baltimore in 1971, and in 1974 she transferred to the Baltimore City Fire Department where she has continued to serve on a contractual basis since her retirement in 2007. During her tenure as the Special Assistant to the Chief of the Fire Department her duties included supporting development of homeland security policy and plans, coordinating Baltimore’s local and regional homeland security committees, and organizing special events such as the annual Medals Day Ceremony and Memorial Service.

Amy Major, JD, joined CHHS as a Law and Policy Analyst in January 2008 and is currently working on creating a Continuity of Operations Plan for the Maryland Judiciary. She graduated Summa Cum Laude from Kent State University with a B.S. in Education (1999). After spending several years as a kindergarten teacher, Major attended the University of Maryland School of Law and earned her JD and a Certificate of Concentration in Environmental Law (2007). While in law school, Major worked as a legal intern in the Animal Protection Litigation Department of the Humane Society of the United States, assisting HSUS staff attorneys in litigation concerning the humane slaughter of poultry. She also served as a student attorney for the University of Maryland’s Legal Resource Center for Tobacco Regulation, Litigation, and Advocacy, where she worked to promote smoke-free placements for foster children in addition to advocating for smoke-free state parks in Maryland. Major also served as an Asper Fellow in the District of Columbia Public Schools Office of General Counsel, where she focused on a variety of matters related to special education, employment, and labor law. In 2006, Major was chosen as the winner of the Environmental Law Institute’s *Endangered Environmental Laws* student writing competition, and her article, “Foxes Guarding the Henhouse: How to Protect Environmental Standing from a Conservative Supreme Court” was published in the September 2006 edition of the *Environmental Law Reporter*. Major is admitted to practice law in Maryland.

Jennifer L. Martin, JD, joined CHHS in September 2007 as a Law Fellow. Currently, Martin is working with the Maryland Emergency Management Agency on a port security grant project. Martin earned her JD from the University of Maryland School of Law with a concentration in health law (2007). While in law school, she was an Articles Editor for the *Journal of Health Law and Policy* and completed an Asper Fellowship at the Baltimore City Juvenile Justice Center. As a recipient of the David S. Brown International Law Fellowship and the Global Health Travel Award, Martin completed a semester long internship at the World Health Organization with its Health and Human Rights Team, where she helped develop a legal information database on health as a human right. Prior to law school, Martin worked as a biologist at the National Science Foundation, served as a Peace Corps volunteer in the Republic of Vanuatu, and taught math and science in the Baltimore City Public School System. She holds a BS from St. Lawrence University where she majored in biology and anthropology. In January 2008, she was admitted to practice law in New York.

David McDonough, JD, joined CHHS in August 2007 as a Staff Attorney. McDonough is currently working under a contract with the Maryland Emergency Management Agency in strategic planning, writing, and COOP capacities. McDonough also drafted a new and comprehensive statewide Homeland Security Strategy. In addition, he is involved in writing the grant applications for the State of Maryland and as MEMA member of the State Emergency
Staff Updates (continued)

Communications Committee. He joined CHHS after working as a law clerk in the Baltimore Firm of Cooper & Tuerk, LLP. McDonough earned his JD from the University of Maryland School of Law (2007) and was admitted to practice law in Maryland in December 2007. His undergraduate degree is from Syracuse University (2002).

Benjamin Pulz, JD, joined CHHS in May 2007 as a Staff Attorney. Currently, Pulz is working with the Maryland Emergency Management Agency (MEMA) to assist state agencies and local jurisdictions in the development, evaluation and testing of their Continuity of Operations (COOP) plans, as well as designing the MEMA COOP plan. Pulz is also helping to develop a port security strategy for Baltimore’s Ports as part of a Port Security Grant. Prior to being admitted to the Maryland Bar in 2006, Pulz clerked with both the Maryland Attorney General’s Office Criminal Investigations Division as well as the State’s Attorney’s Office for Anne Arundel County. Pulz earned his JD from the University of Maryland School of Law (2006) and holds undergraduate degrees from the University of Maryland at College Park in psychology and criminology (2003).

Arianne Spaccarelli, JD, joined CHHS as a Staff Attorney in August 2007. Spaccarelli earned her JD, Cum Laude, from the University of Maryland School of Law (2007) with a concentration in health law. She is admitted to practice law in Maryland. Spaccarelli has seven years of experience as a Policy Analyst and Program Administrator at the Baltimore City Health Department, where she worked on a variety of issues, including drug treatment, lead poisoning prevention, youth violence, and juvenile justice. Spaccarelli graduated from Harvard University with her AB, Cum Laude, in 2000.

Michael Stallings, JD, joined CHHS in September 2007. Stallings earned his JD from the University of Maryland School of Law (2007) and is currently working on Continuity of Operations (COOP) planning for the Baltimore City Health Department. While in law school, Stallings interned for the US House of Representatives Committee on Homeland Security where he worked on various legislative issues, including congressional reauthorization of Department of Homeland Security entities and Federal Emergency Management Agency response protocol to state requests for major disaster and emergency declarations. Also during law school, Stallings volunteered in the Orleans Parish (Louisiana) Public Defender’s Office and served as a judicial intern in the chambers of the Hon. Paul W. Grimm, US District Court for the District of Maryland. Stallings holds a BA in political science and history from Villanova University (2003). He is admitted to practice law in Maryland.

Megan Houck Timmins, JD, joined CHHS as a Staff Attorney in September 2007. She earned her JD from the University of Maryland School of Law (2007) and is currently working to create a Continuity of Operations (COOP) plan for the University of Maryland, Baltimore. During law school, she served as a member of the Moot Court Executive Board, completed an Asper Fellowship at the Maryland Office of the Attorney General, studied comparative law in Aberdeen, Scotland, and worked as a law clerk for Rosenberg, Martin, Greenberg, LLP in Baltimore. Timmins received her BA degree, Magna Cum Laude, from St. Mary’s College of Maryland (2004) in Economics.

Jillian Williams, JD, joined CHHS as a Law and Policy Analyst in August 2007. Williams earned her JD from the University of Maryland School of Law (2007). She attended law school on a leadership scholarship. Williams is currently working at the Office of National Capital Region Coordination. While in law school, Williams participated in the Equal Access to Justice Clinic and was a law clerk for the Howard County Public Defender’s office. She graduated from the University of Maryland, College Park (2004), earning a BA in English Literature and a BA in Government and Politics.
Aileen Xenakis, JD, joined CHHS in August 2007 and is now a Staff Attorney with the Center. Xenakis is currently working on the Continuity of Operations (COOP) plan for the Maryland Judiciary. She graduated from the University of Maryland School of Law (2007), where she was a leadership scholar and Editor-in-Chief of the law school newspaper. While in law school, Xenakis interned with the Maryland General Assembly for Speaker Michael Busch, and completed an Asper Fellowship with Senator Bobby Zirkin and Delegate Dana Stein. Xenakis graduated Magna Cum Laude from Mount St. Mary’s College (2004) with a BA in French and English.

Orit Zeevi, JD, joined CHHS in November 2007. She is currently working for the Maryland Emergency Management Agency in the strategic planning section. She attended the University of Baltimore School of Law and graduated Magna Cum Laude (2007). While in law school she was Assistant Production Editor for the Journal of Environmental Law. Before law school she was a technical and freelance writer. Zeevi graduated from the University of Pittsburgh with a double degree in History and Philosophy (2002). She is currently admitted to practice law in Maryland.

Moving On

Deborah Silver, JD, finished her fellowship with CHHS in 2007 and is currently working for the Medicare Operations Division within the Departmental Appeals Board at the Department of Health and Human Services. In this new position, she works as a Staff Attorney for the Administrative Appeals Judges and Appeals Officers on the Medicare Appeals Council (MAC). While at CHHS, Silver worked on emergency preparedness and response issues for the Baltimore City Health Department.

Sabrina Elsbeth Chase, JD, finished her fellowship with CHHS in 2007 to work for the Baltimore County Office of Law as an Assistant County Attorney in the Transactional Group. In her current position with the Baltimore County Office of Law, she acts as counsel to Baltimore County Agencies and Departments on issues including homeland security law. She is a member of the US Chapter of Women in International Security.

During her time with CHHS, Chase worked for Deputy Director Russell Strickland and the Grants Management Team at the Maryland Emergency Management Agency (MEMA) on issues of health and homeland security law and policy focusing on legal disaster management and pandemic flu planning with counties and executive agencies throughout the state.

Matthew Fuchs, JD, is currently working in the Office of Policy Development at the Department of Homeland Security (Nebraska Avenue Campus in Northwest Washington DC), where he is strategizing and writing policy guidance in the area of emergency preparedness and response. Fuchs reports to the Director of Emergency Preparedness and Response and the Assistant Deputy Secretary for Policy. He was recently tasked with developing a metrics system to better assess compliance with capabilities requirements. He’s also assisting with the development of a planning system to integrate strategic planning, requirements and capabilities planning, and operational planning.

While at CHHS, Fuchs worked with the Governor’s Office of Homeland Security (GOHS) and the Maryland Emergency Management Agency to identify and protect critical infrastructure for the state of Maryland, as well as the National Capital Region. He was also the Project Manager of GOHS’ Cyber Security division and was the Lead Coordinator for planning the GOHS-sponsored regional critical infrastructure inter-dependencies workshop.
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