



CHHS


ANNUAL IMPACT REPORT 2025

A Year of Service. A Legacy of Resilience.

EXECUTIVE OVERVIEW: IMPACT AT A GLANCE

In 2025, the **University of Maryland Center for Cyber, Health, and Hazard Strategies (CHHS)** continued its mission of advancing resilience from concept to practice, dedicating more than **31,000 hours** to supporting emergency preparedness and response across Maryland and beyond. Our team strengthened operations for **eight Maryland jurisdictions** and **three states** through planning, exercises, training, and community engagement. This is work that helped communities avoid an estimated **\$55.25 million** in potential losses from disasters. These accomplishments reflect not only this year's measurable impact, but also the depth of expertise built over the center's **23 years**, supported by a nationwide network spanning **27 states, six U.S. territories and special jurisdictions, 25 countries**, and more than **50 public and private sector partners**.

Emergencies don't happen to agencies, they happen to communities. From county emergency operations to state-level resilience, CHHS brings a whole-community approach, linking health, hazards, cyber, infrastructure, and planning services into one preparedness ecosystem.



<p>Hours Supporting Preparedness and Response</p> <p>31,200</p>	<p>Current Full-Time Staff</p> <p>17</p>	<p>Combined Years of Staff Experience</p> <p>193</p>
<p>Dollars Saved Through Preparedness Efforts</p> <p>\$55.25 million</p>	<p>Maryland Jurisdictions Supported</p> <p>8</p>	<p>States Supported</p> <p>3</p>
<p>Emergency Preparedness Plans Developed</p> <p>44</p>	<p>Exercises Developed and Facilitated</p> <p>14</p>	<p>Community Outreach Hours</p> <p>315</p>
<p>Trainings Conducted</p> <p>17</p>	<p>Individuals Trained</p> <p>390</p>	



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A MESSAGE FROM OUR EXECUTIVE DIRECTOR



Preparedness is often measured by what does not happen. That translates into lives not disrupted, services that remain available, and communities that recover more quickly when challenges arise.

In 2025, the **Center for Cyber, Health, and Hazard Strategies (CHHS)** worked alongside state and local partners to strengthen readiness across jurisdictions in Maryland and beyond. Through planning, training, exercises, and community engagement, our team helped partners reduce risk and improve coordination across systems that must perform under pressure.

Markus Rauschecker, JD

Executive Director

MISSION AND VISION | OUR TEAM

Advancing Resilience from Concept to Practice

OUR VISION

To create a future where preparedness leads to strength, recovery sparks growth, and every challenge becomes an opportunity to thrive.

OUR MISSION

To build resilient communities by supporting our partners with real-world expertise and innovative research to yield tailored solutions with immediate results and lasting impacts.

The **Center for Cyber, Health, and Hazard Strategies (CHHS)** works at the critical intersection of policy, preparedness, and real-world implementation. Our mission — advancing resilience from concept to practice — means translating complex policy ideas and emerging threats into practical solutions that strengthen communities and institutions. CHHS partners with government leaders, health systems, and emergency managers to develop actionable strategies, guide preparedness planning, and deliver training that equips the next generation of practitioners. Through research, policy analysis, and hands-on collaboration with partners across the country during 2025, CHHS ensured that resilience is not just a theoretical goal, but also a practical capability that communities can rely on before, during, and after crises.



OVER TWO DECADES: ENDURING REACH

Years in Operation 23	Clients Served 50+ Agencies	Maryland County Partnerships 23
States Served 27	U.S. Territories and Special Jurisdictions 6	International Collaborations 25 Countries
Presidential Inaugurations Supported 5	Exercises Facilitated 200+	Strategic Documents Produced 500+

TURNING EXPERTISE INTO ACTION

In 2025, the staff of the **Center for Cyber, Health, and Hazard Strategies (CHHS)** delivered thousands of hours of technical assistance, outreach, and training to partners spanning the fields of government, health care, and emergency management. Through planning support, policy guidance, and hands-on instruction, CHHS experts helped organizations strengthen preparedness, improve coordination, and build systems that protect communities during crises.

The figures below reflect the reach of that work, ranging from staff hours dedicated to partner support to trainings delivered for professionals preparing to lead in complex emergencies.



2025: A YEAR OF SERVICE

Community Outreach Hours	315	Current Full-Time Staff	17	Combined Years of Staff Experience in the Field	193
Students Enrolled	234	Graduate Externships	11	Trainings Conducted	17
Emergency Preparedness Plans Developed	44	Total Podcast Episodes Produced with CHHS staff	74	Total Podcast Downloads	128,188
Dollars Saved Through Preparedness Efforts	\$55.25 million	Exercises Developed and Facilitated	14	Maryland Jurisdictions Supported	8
Graduates with Certificate in Cybersecurity and Crisis Management	12	Media Appearances	9	Individuals Trained	390
Hours Supporting Emergency Preparedness and Response	31,200	States Supported	3	Presentations Delivered	58
		Legislative Testimonies	10		

THE EXPERTS BEHIND THE IMPACT

Behind every plan, training, and partnership is a team of dedicated experts committed to strengthening preparedness and resilience. The staff of the **Center for Cyber, Health, and Hazard Strategies (CHHS)** bring deep experience in public health, emergency management, law, and policy, working alongside partners to help communities prepare for and respond to complex challenges.



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HOW WE HELP COMMUNITIES

From statewide preparedness frameworks to local emergency operations plans, planning is where resilience becomes operational. At the **Center for Cyber, Health, and Hazard Strategies (CHHS)**, planning is not simply a compliance requirement, it is also a collaborative process that brings partners together, clarifies roles and responsibilities, and tests the assumptions that shape emergency response. Through this work, CHHS helps organizations develop practical, coordinated procedures that can be activated when minutes matter most. By strengthening planning at every level of government and across health and emergency management fields, CHHS ensures that communities are better prepared to protect lives and respond effectively when crises occur.

Planning and Policy

Preparedness doesn't happen in the moment, it is built long before a crisis begins. Through strategic planning and policy development, CHHS brings partners together, establishes clear roles, and stress-tests systems to ensure that communities can respond effectively.



CHHS facilitates a discussion by community leaders on Baltimore City preparedness.



WHERE RESILIENCE BECOMES OPERATIONAL

Emergency Preparedness Plans Developed: 44

Emergency Operations Plans: 8

Emergency Response Plans (2) - Washington Suburban Sanitary Commission

Hazard Annexes (2) - Washington Suburban Sanitary Commission

Evacuation Plan - Anne Arundel County Office of Emergency Management

Emergency Operations Plan - Anne Arundel County Office of Emergency Management

Emergency Operations Plan (EOP) - City of Rockville

Human Services Annex (EOP) - Frederick County Division of Emergency Management

Continuity of Operations Plans (COOP): 22

Continuity of Operations Annexes (20) - Anne Arundel County Office of Emergency Management

COOP Program - Anne Arundel County Office of Emergency Management (base plan)

COOP - Housing Authority of Baltimore City

Risk and Capability Assessments: 3

Threat and Hazard Identification and Risk Assessments - Anne Arundel County Office of Emergency Management

Hazard Mitigation and Climate Adaptation - Frederick County Division of Emergency Management

Integrated Preparedness Plan - Frederick Division of Emergency Management

Public Health Preparedness Plans: 8

Emerging Infectious Disease Plan - Prince George's County Health Department

Logistics and Deployment - Prince George's County Health Department

Medical Countermeasures - Prince George's County Health Department

Communications Plan - Prince George's County Health Department

Communications Plan - Baltimore City Health Department

Closed POD Plan - Baltimore City Health Department

Medical Waste Disposal Plan - Baltimore City Health Department

Cyber Response Plan - Prince George's County Health Department

Strategic and Organizational Planning: 3

Strategic Plan - Prince George's County Office of Homeland Security

Strategic Plan - Prince George's County Division of Emergency Management

Emergency Management Accreditation Program Process - Montgomery County Office of Emergency Management and Homeland Security

TRAINING AND EXERCISES

Preparedness depends on people who know what to do when a crisis unfolds. In 2025, through comprehensive training and realistic exercises, the **Center for Cyber, Health, and Hazard Strategies (CHHS)** equipped public health leaders, emergency managers, and community partners with the skills and coordination needed to respond effectively to complex threats. CHHS designed and delivered issue-specific trainings and scenario-based exercises that simulated real-world emergencies, allowing teams to test plans, strengthen collaboration, and identify gaps before they become vulnerabilities. By turning plans into practice, these efforts built the confidence, coordination, and operational readiness that communities depend on when it matters most.



CHHS convenes a strategic planning exercise for Prince George's County employees.



TRAINING FOR WHEN IT MATTERS MOST

Exercises

14

Trainings

17

Individuals Trained

390

- Housing Authority of Baltimore City Continuity of Operations Tabletop Series
- Baltimore City Office of Emergency Management Tabletop in a Box
- Baltimore City Health Department Measles Tabletop Exercise
- Talbot County (Md.) Emergency Operations Center Functional Exercise

COMMUNITY OUTREACH

Strong preparedness begins with strong partnerships. The **Center for Cyber, Health, and Hazard Strategies (CHHS)** works closely with communities, local leaders, health systems, and public agencies to ensure that preparedness planning reflects the needs and realities of the people they serve. Through community engagement, outreach initiatives, and collaborative problem-solving, CHHS helps build trusted relationships that strengthen communication, coordination, and response capacity. By connecting policy, expertise, and community voices, CHHS helps ensure that resilience is built not only within institutions, but also across the communities that depend on them.



CHHS conducts a table top exercise for the Housing Authority of Baltimore City.



CONNECTING COMMUNITIES TO PREPAREDNESS

Community Outreach Hours

315

Community Volunteer Trainings

3

Local Business Preparedness Presentations

10

One-Page Guides on Community Preparedness (translated into multiple languages)

12

Preparedness Outreach Events at Community Centers, Schools, and Senior Centers

18

THOUGHT LEADERSHIP

In 2025, the **Center for Cyber, Health, and Hazard Strategies (CHHS)** continued to shape national conversations on preparedness, public health security, and emergency response. Our experts shared their insights through media appearances, academic publications, policy briefings, and testimony before government and legislative bodies. Drawing on decades of experience supporting real-world emergency planning and response, CHHS helps translate complex challenges into practical guidance for policymakers and practitioners. By bringing evidence, experience, and trusted expertise to these conversations, CHHS helps inform the policies and strategies that strengthen preparedness systems across the country.



LEADING THE CONVERSATION ON PREPAREDNESS

Presentations
Delivered

58

Media
Appearances

9

Legislative
Testimonies

10

Podcast Episodes Produced
with CHHS Staff

74

HotWash Podcast Launched in 2025

umaryland.edu/chhs/news-and-media/hotwash-podcast/

HOT WASH
the law and policy of emergencies

Policy Outputs: Legislative Reviews and Briefings

Work Informed Drafting of Three New State Laws Governing Cybersecurity
podcasts.apple.com/us/podcast/caveat/id1484421145



From left, CHHS' Ben Yelin and Christopher Webster stand with State Sen. Katie Fry Hester, Deputy State's Attorney for Frederick County Joyce King, and State's Attorney for Baltimore County Scott Shellenberger. Yelin and Webster are among the CHHS staff who provide subject matter expertise testimony at legislative hearings.

EDUCATING THE NEXT GENERATION OF EXPERTS

The **Center for Cyber, Health, and Hazard Strategies (CHHS)** continued its commitment to preparing the next generation of leaders in cybersecurity law and policy, public health preparedness, and emergency management. CHHS experts bring real-world experience into the classroom and professional training environments, teaching courses, leading specialized instruction, and mentoring students and early-career professionals. Through these efforts, CHHS helps bridge the gap between academic learning and operational practice, equipping future practitioners with the skills, insight, and leadership needed to navigate complex cybersecurity, health, and hazard challenges.



CHHS staff members stand with students who received their certificates in Cybersecurity and Crisis Management Law.



BUILDING THE FUTURE OF PREPAREDNESS

Courses Taught in 2025 31	Students Enrolled in 2025 234	Graduate Externships in 2025 11
2025 Graduates with Certificate in Cybersecurity and Crisis Management 12	Total UMB Alumni Hired by CHHS Over Time 130+	Agencies Employing CHHS Alumni Since Inception 130

PARTNERSHIPS

In 2025, partnerships remained central to the work of the **Center for Cyber, Health, and Hazard Strategies (CHHS)**. The center collaborates with federal, state, and local governments, health systems, academic institutions, and community organizations to strengthen preparedness and response capabilities across the country. These partnerships allow CHHS to bring together diverse expertise, align strategies across sectors, and support practical solutions to complex cybersecurity, health, and hazard challenges. By working side by side with trusted partners, CHHS helps ensure that planning, training, and policy efforts translate into stronger, more resilient systems when they are needed most.



WORKING TOGETHER FOR STRONGER PREPAREDNESS

New Partnerships Formed in 2025

Maryland Office of Resilience
Maryland Department of Commerce
Maryland Artificial Intelligence Workgroup
Maryland's Congressional Delegation

Selected Partners Supported in 2025

Anne Arundel County, Md., Office of Emergency Management
Baltimore City Department of Health
Baltimore City Office of Emergency Management
City of Rockville, Md.
Washington, D.C., Homeland Security and Emergency Management Agency

Frederick County, Md., Office of Emergency Management
Housing Authority of Baltimore City
Howard County, Md., Office of Emergency Management
Maryland Department of Emergency Management
Montgomery County, Md., Office of Emergency Management and Homeland Security
Prince George's County, Md., Health Department
Talbot County, Md., Emergency Management Division
University of Maryland Medical Center
Washington Suburban Sanitary Commission

In 2026, the **Center for Cyber, Health, and Hazard Strategies (CHHS)** looks forward to deepening partnerships, expanding academic pipelines, and continuing to turn hours of service into measurable outcomes.

CONTACT AND CONNECT

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