

Serving the Line Officer

Memorial Institute for the Prevention of Terrorism
Annual Report 2010



MIPT

MIPT.org



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Director's Message

This past year has been one of high performance and significant accomplishment. Our unique training content and customer centric delivery model have been embraced by law enforcement leaders nationally, from Boston to Miami and Washington, D.C. to Los Angeles.

We have entered into new and important alliances with other training providers to leverage our resources and provide the best value to the taxpayer. We have developed a methodology to underpin our training with rigorous empirical data that measures success by changes in officer performance. We have developed and implemented efficient business practices that improve the delivery of training to a wide array of law enforcement officers, our first and most important constituency.

MIPT occupies the space between what government can do and what it wishes to do.

This annual report is in conformance with our operating principles: honesty, transparency, and integrity. It describes an institute that is vibrant and growing, effective and efficient, and doing work that improves the safety and security of the American people. And one that always honors the sacrifice of those victims of the Oklahoma City bombing whose memory was the breath that gave us life.



David Cid, MIPT Executive Director

A handwritten signature in black ink that reads "David Cid". The signature is written in a cursive, flowing style.

David Cid
Executive Director

2010 Overview

MIPT (www.mipt.org) is a 501(c)(3) non-profit law enforcement training and professional development center serving the 850,000 line officers in the United States. No other training institution has the line officer as an exclusive constituency. MIPT was founded in 2000 by the survivors and family members of the Oklahoma City bombing. It was their intention to establish an institute that would prevent terrorism.



Exterior of Journal Record Building in Oklahoma City, which houses MIPT

MIPT training improves the information collection skills of the line officer, which leads to better intelligence and identification of emerging threats. By improving information collection broadly, MIPT training lifts all boats, enhancing terrorism prevention as well as improving outcomes in crime suppression and criminal investigations.

MIPT receives its funding from DHS/FEMA through the Continuing and Emerging Training Grant Programs.

MIPT also coordinates closely with the Department of Justice in support of the Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI), a joint Department of Justice and Department of Homeland Security initiative. Because we employ a cost efficient, low friction training model, the cost per participant is modest.

There is no charge for training to qualified recipients: state and local law enforcement at the municipal, county and state level.

MIPT service marked training is enriched by the concepts of Hypervigilance on PatrolSM, The 2 Minute InterviewSM, and The Patrol DomainSM.

The Power of a Place

Our training facility overlooks the footprint of the Oklahoma City National Memorial. In 1995, a truck-bomb exploded outside the Alfred P. Murrah Federal Building at 9:02 a.m. killing 168 people, including 19 children.



View of Oklahoma City National Memorial grounds from MIPT

Our proximity to this hallowed ground reinforces our responsibility to the survivors and the families of the victims to never let what happened be forgotten, or to let it happen again.

Our Capabilities

MIPT has deep operational experience in policing, intelligence, and counterterrorism. We design, develop, and deliver training and professional development courses for the line officer. Our training is designed to be responsive to the crime problems and threats germane to each agency. This ensures the training is relevant, reality based and responsive to the needs of the agency. With a high level of confidence in the value of the training content, police leaders are making MIPT training a part of their annual training regimen. The training ultimately becomes institutionalized and iterative.



MIPT Offices

Our training development team includes senior police officers, federal law enforcement executives, curriculum experts, and a dedicated analyst. Our training is developed with rigor and richness of content. Our accelerated development schedule is 30 days from concept to launch.



We have developed and delivered training and technical assistance to major law enforcement agencies throughout the United States and abroad including Asia, Africa, Europe, China, the Middle East, and Latin America.

MIPT Resources

The Lawson Library holds hundreds of thousands of online documents rich with policing, intelligence, and law enforcement related information. In addition, the library contains the largest collection of books on terrorism outside the Library of Congress. These items serve as a valuable resource for any law enforcement agency needing technical assistance and are provided free of charge.



MIPT's Great Room

Organizational Management

David Cid Executive Director

MIPT is led by Executive Director David Cid, a 20-year veteran of the FBI. Prior to coming to MIPT, Cid was President of Salus International, a multidisciplinary security consulting practice with clients including the U.S. Army, the FBI, the U.S. Department of State, and Fortune 500 companies.



For two years, Cid was an advisor to foreign governments on counterterrorism in Europe, Asia, Africa, and Latin America. He has also been on-scene commander in extortions, kidnappings, and acts of terrorism and has led special events security planning for the World Series, the Special Olympics, and the U.S. Open. In 1996, he supervised the first successful investigation and prosecution under the Biological Weapons Antiterrorism Act, interdicting a plot to assassinate federal and local officials.

Tamara Pratt Deputy Director

Deputy Director Tamara Pratt is an Emmy Award-winning journalist and a media relations expert. At the Institute, Pratt oversees the day to day operations of a national program, all elements of communications and outreach including client relations, community affairs, informational legislative briefings, web, and social media communications.



As an accomplished media/public relations expert, she has moved MIPT's profile to a national level since arriving at the Institute in 2006. Her training abilities in the media relations arena have allowed her to serve numerous law enforcement associations as both a presenter and an evaluator.

Training Development Team

Charles Allen Training Director

Charles Allen, Training Director, retired at the rank of Major from the Oklahoma City Police Department in 2010 with 34 years of service. Major Allen began his career as a line officer, and with progressive promotions, served as a supervisor and commander in both the Uniform and Investigative Bureaus of the Department. Before his promotion to Division Commander in 2001, Major Allen's field of expertise was training, where he served as both a staff instructor and Assistant Director of Training. Major Allen is a graduate of the 198th Session of the FBI National Academy and the Senior Management Institute for Police.



Edwin Killebrew Training Manager and Curriculum Developer

Edwin Killebrew, Training Manager and Curriculum Developer, has over 30 years of law enforcement experience and a Master of Arts in English from the University of Oklahoma that give him insight into the training needs of the line officer and the educational background to develop appropriate curriculum. The Oklahoma City Police Department prepared him for patrol and traffic duties, and also gave him the opportunity to participate in a variety of assignments in investigations. His last assignment as Technical Officer supporting narcotics and vice investigators lasted over fourteen years. He was awarded the Medal for Meritorious Service in 2002 and was qualified as a Certified Technical Investigator. Retiring as Inspector in June 2010 and joining MIPT, he has been able to continue his connection to law enforcement through InCOP training.



Suzie Daniels Analyst

Suzie Daniels joined MIPT in September 2010 as Research Analyst. Daniels conducts sophisticated analyses of organizational and operational processes as well as empirical research that underpins MIPT training. Daniels' background is in gathering data to answer questions regarding a host of issues including economic development, organizational development, and training. She is knowledgeable in the development of research studies, as well as how to compile data from numerous sources in such a way that is concise and easy for the reader to understand.



MIPT Advisors

Major General Rita Aragon **Senior Military Advisor**

During her 28-year military career, Major General Rita Aragon has served as the commander of the Oklahoma Air National Guard and as the Air National Guard assistant to the deputy chief of staff of Staff Manpower and Personnel at the Pentagon, where she was the senior Air National Guard officer responsible for military and civilian personnel management, education, training and resource allocation. Aragon was the first female in the United States to command a state's Air National Guard. She received the Air Force Distinguished Service Medal, the National Defense Service Medal and the Global War on Terrorism Service Medal.

Carlo A. Boccia **Senior Intelligence Advisor**

Carlo Boccia is an acknowledged and widely respected international and domestic security expert. Boccia ended his federal career as the Special Agent in Charge of the New York division (1994 - 1997) of DEA, the largest and most prestigious office, wherein his duties included the development and management of the premier money laundering and financial/narco-terrorism program in the agency. Prior to NY, he was assigned as the Special Agent in Charge of the New England division (1991 - 1994) and as DEA attaché at Paris, France (1987 - 1991) where he was responsible for programs in Western Europe, North Africa and the Middle East.

Ryan Winmill **Washington Advisor**

Ryan Winmill has worked almost exclusively on emergency preparedness since receiving his law degree from Suffolk University Law School in 2003. A licensed attorney in Massachusetts, Winmill's experience in the public sector includes service with the Commonwealth of Massachusetts Executive Office of Public Safety as the state's Homeland Security Specialist in 2003-04, where he was responsible for the Boston Urban Area Security Initiative Budget of \$21,000,000, and with the U.S. Department of Homeland Security, where he managed planning and exercise activities in fifteen states from 2005 to 2007. In 2007, Winmill entered the private sector as a consultant.

Organizational Structure and Principal Roles

MIPT is organized to facilitate the effective and efficient delivery of training to the line officer. Executive Director David Cid and Deputy Director Tamara Pratt collaborate closely in both the joint daily management and long term strategic planning of MIPT. A distinguished Board of Directors and Board of Advisors provide oversight and guidance.

The organizational structure of MIPT is shown in Figure 1.

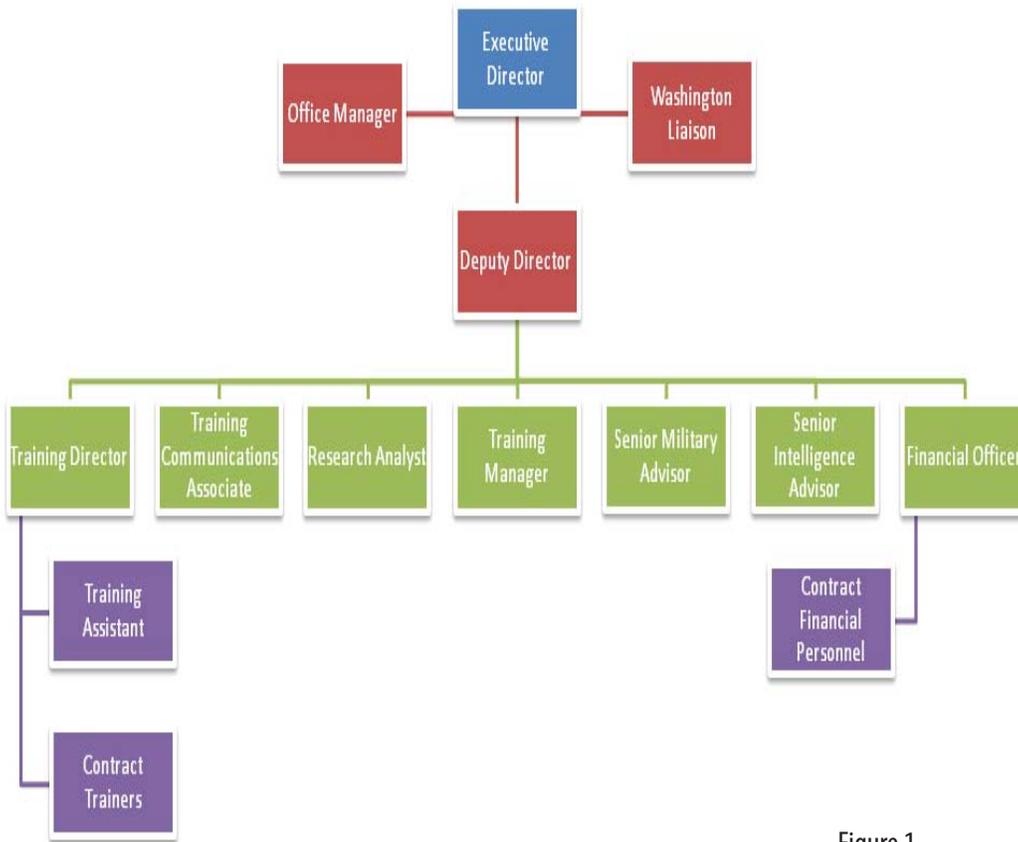
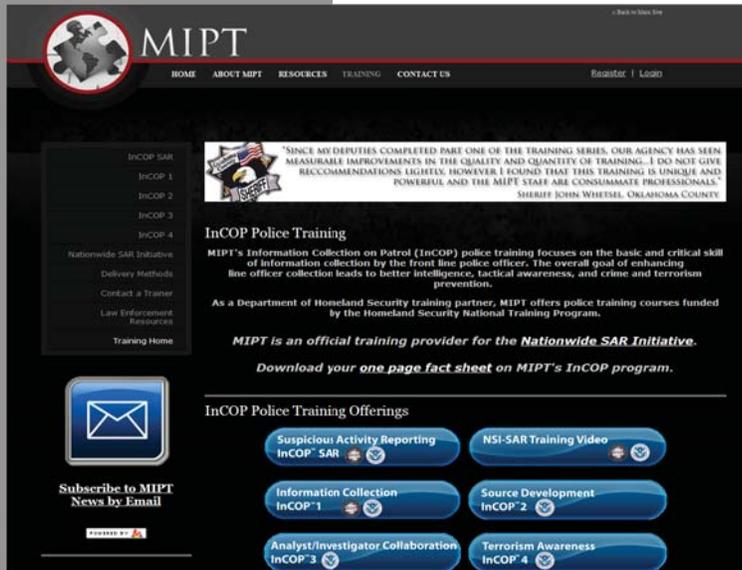


Figure 1

Training Operations

MIPT Training Offerings

In 2010, MIPT began curriculum development on what is now the core of its training offerings, a suite of courses with the consistent theme of improving the line officer's ability to collect and share information. Research has proven the officer on the beat who is familiar with their environment, in control of their domain, and vigilant on patrol is best positioned to identify criminal activity and terrorism planning.



MIPT's Training Webpage

InCOP 1 - Information Collection on Patrol

Participants learn the attributes of the effective collector, the concepts of Hypervigilance on PatrolSM, The 2 Minute InterviewSM, The Patrol DomainSM, and the behavior reporting model. The course also details the importance of civil liberties and privacy and the line officer's role in the Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI). Participants will also

develop an understanding of the information-sharing environment within their department.

InCOP 2 - Source Development

Participants learn the importance of cultivating community contacts and a system for identifying and interacting with them in a positive, professional manner to develop enduring and productive relationships.

InCOP 3 - Analyst/Investigator Collaboration

An open, facilitated dialogue between analysts and investigators that allows participants to become more informed about the other's role in intelligence while providing reinforcement of the principles that underpin analysis, the types of analysis and their applications, analytical pitfalls, and mitigation strategies.

InCOP 4 - Terrorism Awareness

Participants learn how the threat from terrorism evolves and changes, the current terrorist threat, terrorist tactics and operations, how to develop warnings and indicators, and how to detect them.

MIPT Delivery Models

The principal model is Train the Trainer. This model overcomes the hurdles of unique departmental culture, policies and procedures, and intrusive regionalism in speech. Because we work with agencies as training partners, the leadership and command staff have a high level of confidence in the value of the training and typically make the training part of the agency in-service cycle. One major city police department made InCOP a requirement for promotion to Sergeant and Lieutenant. Several police departments have also made InCOP a part of their academy curriculum.



Officers participating in InCOP training

MIPT does limited direct delivery of training to traditionally underserved populations.

MIPT InCOP Differentiators

MIPT	Other Training
<ul style="list-style-type: none">• Simplicity• Customized• Constant, incremental improvement = better product• Your schedule• Training <i>Partner</i>	<ul style="list-style-type: none">• Complexity• Commodity• Completed course design = return on investment• Trainer's schedule• Training <i>Recipient</i>

National Program Impact



Departments Participating in InCOP

- | | |
|--|-------------------------------------|
| Arizona TLO Training | Miami – Dade Police Department |
| Boston Police Department | Milwaukee Police Department |
| Chicago Police Department | Minneapolis Police Department |
| Chickasaw Lighthouse Police Department | Minnesota Fusion Center |
| Denver Police Department | Oklahoma City Police Department |
| Everett Police Department & Region | Oklahoma County Sherriff Department |
| Kansas City, MO Police Department | Tulsa Police Department |
| Los Angeles County Sherriff Department | Washington Metro Police Department |

2011 Projected Training Numbers

- First Quarter: 7,857 officers trained
- Second Quarter: 13,208 officers trained
- Third Quarter: 11,703 officers trained
- Fourth Quarter: 11,766 officers trained

Department Feedback

"The Boston Police Department sent 5 members to the MIPT training course InCop. Each found the presentations and information provided extremely useful and appreciated the tour of the Federal Murrah Building Memorial Site and Museum.

The MIPT information will be incorporated into future Boston Police Academy trainings, which will benefit our officers department wide."

- Edward F. Davis, Police Commissioner

"All four officers were extremely pleased with their training...The Miami-Dade Police Department is always pleased to partner along with exceptional organizations such as MIPT and we look forward to working with you in the future."

- Major Ruben Galindo, Miami-Dade Police Department

"MIPT's efforts in developing the InCOP curriculum demonstrate foresight and leadership in advancing the NSI. Educating line officers regarding suspicious activity reporting is a training priority for the Tulsa Police Department. InCOP has exceeded our expectations regarding our agency's training needs."

- Chief Chuck Jordan, Tulsa Police Department

"Since my deputies completed part one of the training series, our agency has seen measurable improvements in the quality and quantity of reporting... I do not give recommendations lightly, however I found that this training is unique and powerful and the MIPT staff are consummate professionals."

- Sheriff John Whetsel, Oklahoma County



MIPT Prevention Award

The MIPT Prevention Award recognizes individuals or departments within the law enforcement community who display a forward thinking approach to intelligence building and community policing.

MIPT established the Prevention Award in conjunction with its InCOP training course.

2010 Award Recipient

MIPT honored Joan T. McNamara for her work in the creation and implementation of a suspicious activity reporting process within law enforcement.

McNamara began this work while a Commander with the Los Angeles Police Department. The program has now been adopted by the federal government with a national emphasis and is known as the Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI).



Executive Director David Cid pictured with 2010 award recipient, Joan T. McNamara

"It started as a simple concept to normalize the way line officers report suspicious activity," McNamara said.

"Ms. McNamara's forward thinking approach to the way police gather and report information is the missing piece to the intelligence puzzle and will no doubt make our cities safer," said David Cid, MIPT's Executive Director. "The SAR program is redefining how police departments do business and ultimately ensuring the right information gets to the right people to stop not only terrorism but also criminal activity."

2009 Award Recipient

MIPT awarded the Oklahoma City Police Department with the first MIPT Prevention Award for its use of information gathering and sharing that prevented the sale of bombs in Oklahoma City.



Executive Director David Cid pictured with 2009 award recipient, Oklahoma City Police Chief William Citty

MIPT Financials

MIPT operates under a cooperative agreement through DHS/FEMA. For FY2010, MIPT received \$2.2 million dollars in grant funding for training and operations.

Statement of Financial Income and Expense

Ordinary Income/Expense

Income

Donations	\$ 2,902
Government Grants	2,967,292
Interest Income	15
Film Royalties	183
Total Income	<u>\$ 2,970,392</u>

Expense

Accounting Fees	\$ 14,045
Advertising	858
Board of Directors	100
Books/Subscriptions/Reference	10,737
Cable/Satellite	2,297
Catering	1,335
Computer Hardware/Software	32,811
Conferences/Meetings	940
Consulting	240,665
Continuing Education & Training	5,363
Contract Labor	9,873
Depreciation expense	188,844
Donation	500
Equipment lease	6,664
Fees	7,596
Insurance - Business	16,847
Insurance - Employee Benefits	61,767
Library Materials & Services	20,635
Meeting Expense	8,216
Membership & Dues	1,574
Miscellaneous	995
Outreach	18,026
Parking	10,910
Payroll Expenses	830,659
Postage & Shipping	6,970
Printing & copying	11,599
Rent	108,360
Security System	90
Supplies	28,957
Telephone, Telecommunications	35,390
Travel	163,199
Website maintenance	6,594
Total Expense	<u>\$ 1,853,416</u>

Net Income

\$ 1,116,976

Balance Sheet as of December 31, 2010

Assets

Current Assets

Total Checking/Savings	\$ 13,788
Accounts Receivable	1,384,000
Other Current Assets - Prepaids	<u>8,708</u>
Total Current Assets	1,406,496

Fixed Assets

Leasehold Improvements

Accum. Depreciation - LHIP	-1,628
Leasehold Improvements	<u>11,605</u>
Total Leasehold Improvements	9,977

Property and Equipment

Equipment

Accumulated Depreciation	-155,900
Equipment - Other	<u>169,083</u>
Total Equipment	13,183

Furn & Equip & Books - Library

Accumulated Depreciation	-88,099
Furn & Equip & Books - Library - Other	<u>152,351</u>
Total Furn & Equip & Books - Library	64,252

Leasehold Improvements

Accumulated Depreciation	-775,770
Leasehold Improvements - Other	<u>1,177,560</u>
Total Leasehold Improvements	401,790

Total Assets

\$ 1,895,698

Liabilities & Equity

Liabilities

Current Liabilities

Accounts Payable	\$ 865
Credit Cards	21,082
Accrued Expenses	31,522
Accrued Salaries	13,602
Employee Activity Fund	1,121
Payroll Liabilities - FSA	<u>1,495</u>

Total Liabilities

69,687

Equity

Prior Period Adjustments	-9,030
Unrestricted Net Assets	718,062
Net Income	<u>1,116,979</u>
Total Equity	1,826,011

Total Liabilities & Equity

\$ 1,895,698

Alliances

We consult widely with other training providers, research institutions, and federal agencies and have established a network of scholars, practitioners, and leaders in the Homeland Security and Law Enforcement communities.

MIPT training has been made a central part of the Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI) within the Department of Justice. The goal of this program is to train the 850,000 uniformed officers in the identification of terrorism precursor activities.

MIPT training has been incorporated into the training programs of institutions of the highest standards and reputation. We are proud to be a part of the vital work of:

- State and Local Anti-Terrorism Training (SLATT), a BJA funded training program and the leader in terrorism training.
- The Transportation Safety Institute, a DOT trainer and the leader in transit safety and security training.

We are collaborating with:

- National Guard - With the support of the Guard, we are delivering training to small, underserved departments through the Guard's VTS system. This will allow us to provide instructor led training to thousands of officers, deputies, and troopers.
- Institute for Homeland Security Studies - We are supporting the important research of the Institute to underpin our training with scientific rigor.
- Congressional Research Service - We provide anonymized data to the CRS in support of its important work.
- New Mexico Tech University - A fellow DHS funded trainer, we are coordinating training to leverage the benefits of our training.

MIPT's Executive Director will serve on the Homeland Security Policy Institute's (HSPI) new Counterterrorism and Intelligence Task Force at The George Washington University. This body will examine such issues as the establishment of new intelligence requirements; information sharing among local, state, tribal, and federal governments; suspicious activity reporting; and how to best construct the robust analytical capability at all levels of government.



The Future - Impacting National Security

MIPT training improves the ability of the line officer to collect criminal and terrorism precursor information while adhering to the Constitution and respecting privacy rights. Our training enhances the ability of the officer to engage with people of good will to form alliances of trust and mutual respect.

MIPT enhances the line officer's capacity to recognize terrorism warnings and indicators and understand the operational behaviors of the terrorist. Holistically, MIPT improves policing, enhances information that leads to better intelligence, and heightens the tactical and situational awareness of the police officer. By enhancing these basic skills, the information available to police criminal intelligence units, fusion centers, the FBI joint terrorism task forces, and ultimately the National Counterterrorism Center is enhanced.

This leads to better intelligence, more effective crime prevention, and reduces the likelihood of terrorism.



There is no one better positioned to detect emerging threats than the line officer. With a broad public safety mandate, first level engagement with the community, and an intuitive sense honed by years on patrol, the 850,000 line officers represent a powerful information collection cadre.

With a capacity for innovation, a certainty that he will win and a historical view that is long and deep, the committed terrorist is an adversary to be respected. We must bring all the tools of national power to bear upon the problem of terrorism. Actionable intelligence is one of these tools.

The Board of Directors and Board of Advisors

MIPT enjoys the support of a distinguished Board of Directors and Advisory Board.

Abbreviated biographies follow.

Board Members

David Edger **Chairman of the Board**

David Edger is the founder of 3CI Consulting LLC, an international consulting firm specializing in counterterrorism preparedness for industry, corporate intelligence, and due diligence investigations. Mr. Edger holds appointments as a professor in the College of Public Health and as an instructor of political science at the University of Oklahoma. Additionally, he is the Director for National Securities Studies and Senior Intelligence Advisor for the Memorial Institute for the Prevention of Terrorism. Mr. Edger retired after 35 years with the U.S. Central Intelligence Agency. Serving for many years abroad as an operations officer, he also headed CIA installations around the world. During his time in Washington, Mr. Edger served as the Associate Deputy Director for Operations, the second ranking position in the Directorate of Operations, where he supervised the worldwide operations of the National Clandestine Service. He received the CIA's highest award, the Distinguished Intelligence Medal, for his work in that position.

Susan Winchester **Vice Chairman of the Board**

Susan Winchester is the President of the Research Institute for Economic Development and principal in the Winchester Group LLC. She previously served District 47 in the Oklahoma House of Representatives. Mrs. Winchester was the first woman to serve as Speaker Pro Tempore in the Oklahoma House of Representatives. Winchester serves as a board member for the Oklahoma Academy for State Goals, Oklahoma Foundation for Excellence, Leadership Oklahoma, Leadership Chickasha, American Legislative Exchange Council, and the Memorial Institute for the Prevention of Terrorism.

Dennis R. Schrader
Treasurer of the Board

Dennis R. Schrader, president of DRS International, offers his clients more than 30 years of experience in executive and engineering administration with expertise in emergency preparation and homeland security, hospital administration, and project management. Prior to launching his company in 2009, Mr. Schrader served as Deputy Administrator of the National Preparedness Directorate of the Federal Emergency Management Agency (FEMA). In that capacity, he oversaw the coordination and development of resources and tools needed to prepare for all hazards scenarios, including acts of terrorism. These included strategy, policy and planning guidance to build prevention, protection, and recovery capabilities. Prior to this assignment, Mr. Schrader served as Director of the Governor's Office of Homeland Security for Maryland.

Joe P. Morgan
Secretary of the Board

Major General Joe P. Morgan, a graduate of the U.S. Naval Academy, Annapolis, Maryland, was assigned to the USAF as Deputy of Strategic Forces, where he was responsible for the research development and test and evaluation of all strategic bomber and intercontinental ballistic missile programs. He was also Director of Space Systems and Command Central Communication, which included responsibility of Department of Defense activities related to the space shuttle as well as research, development, and acquisition of Air Force satellites and strategic and tactical command, control, and communication systems. He was the Executive Director of quality assurance at the Defense Logistics Agency headquarters where he developed and implemented national policies, programs, and procedures.

Michael Carolina
Board Director

Michael Carolina is the Executive Director of the Oklahoma Center for the Advancement of Science and Technology (OCAST). His tenure at OCAST began August 1, 2005. He is the agency's third Executive Director since its establishment in 1987. Mr. Carolina serves on the Board of Directors for the Oklahoma Medical Research Foundation (OMRF), i2E, the Oklahoma Alliance for Manufacturing Excellence, YMCA of Greater Oklahoma City, the Governor's International Team, the Oklahoma Experimental Program to Stimulate Competitive Research Advisory Committee, and engineering advisory boards at Oklahoma State University and the University of Oklahoma.

Chief William Citty
Board Director

William Citty became Oklahoma City's 48th Chief of Police on October 24, 2003. He began his career with the Oklahoma City Police Department in 1977. Chief Citty worked throughout the Police Department including Patrol, Narcotics, Homicide, Campus Resources, Tactical Unit, and as Public Information Officer during the bombing of the Alfred P. Murrah building. Chief Citty is affiliated with numerous professional organizations including the International Association of Chiefs of Police, Major Cities Chiefs Association, Oklahoma Association of Chiefs of Police, and the FBI National Academy Associates. He is also active in many community groups and serves on the Board of Directors for the American Red Cross, Youth Leadership Exchange, Leadership OKC, Citizens for Juvenile Justice, and as the Governor's appointee to the Council on Law Enforcement Education and Training.

Robert Allan Goodbary
Board Director

After 31 years of active commissioned service in the United States Army and 11 years at Oklahoma State University, General Al Goodbary is now the Director for Strategic Business Acquisition for Triton Scientific, LLC. Triton Scientific was selected by Oklahoma State University to operate the OSU-owned University Multispectral Laboratories. Prior to this position, General Goodbary was the OSU/OSU System Chief of Staff where he served as the CEO/President's liaison with the Executive Team, working closely with the OSU System Presidents, Provost, Vice Presidents, and other OSU administrators in the process of establishing and implementing OSU System policies, procedures, long-range planning, and issues of immediate concern.

Martha Griffin
Board Director

Martha Griffin is President and CEO of MGW Enterprises. She is also the owner and manager of Watson Ranch, a 4,000 acre working ranch and the second largest breeder of Horned Herefords in the world. Serving as President of the International Women's Forum, she helps to promote other women entrepreneurs. Ms. Griffin is also an active promoter of Oklahoma and strives to preserve its historical legacy. She is also active in the arts, philanthropic endeavors, and education as made evident by her work to raise funds for the Oklahoma All-state academic awards. In addition to serving on the Board of Directors for the National Memorial Institute for the Prevention of Terrorism, she is a board member for the Oklahoma Medical Research Foundation, Oklahoma State Arts Council, and the Marland Foundation.

Chief Michael J. Heidingsfield
Board Director

Michael J. Heidingsfield is the Senior Assistant Sergeant at Arms for Police Operations, Security and Emergency Preparedness for the United States Senate and has held that position since August 2008. Preceding that appointment, he served for eight years as the President and Chief Executive Officer of the Memphis Shelby Crime Commission in Memphis, Tennessee. Prior to his move to Memphis, Chief Heidingsfield served for eight years as the Chief of Police and Director of Public Safety for the City of Scottsdale, Arizona. His service in Arizona and Tennessee was preceded by a 15-year tenure in Arlington (TX), leaving there as the Senior Deputy Police Chief after having been selected through a nationwide recruitment to lead the Scottsdale Police Department. At the time of his retirement from the City of Scottsdale, he was accorded the title of Chief of Police Emeritus

The Honorable John C. Richter
Board Director

John C. Richter is Vice President and Chief Litigation Counsel for the WellCare Health Plans Company. WellCare Health Plans, Inc. provides managed care services exclusively for government-sponsored health care programs, focusing on Medicare and Medicaid. A 2008 Fortune 500 Company headquartered in Tampa, Florida, WellCare offers a variety of health plans for families, children, the aged, blind, and disabled, as well as prescription drug plans. The Company employs approximately 3,800 associates and services nearly 2.4 million members nationwide as of June 30, 2009. Mr. Richter formerly served as the U.S. Attorney for the Western District of Oklahoma from 2005-2009 and as Acting Assistant Attorney General for the Criminal Division at the U.S. Department of Justice in Washington, D.C.

President W. Roger Webb
Board Director

W. Roger Webb became the nineteenth President of the University of Central Oklahoma in July 1997. He served as Oklahoma Commissioner of Public Safety from 1974-1978. He also holds the distinction of having presided as State Chairman of Oklahoma Homecoming '90. Dr. Webb was named to the Oklahoma Higher Education Hall of Fame in 1995. He received a Bachelor of Arts degree from Oklahoma State University and a Juris Doctorate degree from the University of Oklahoma College of Law.

Advisory Board Members

Joshua Filler

Joshua Filler is the President of Filler Security Services, Inc., providing homeland security consulting and technical assistance on domestic preparedness to federal agencies, states, local governments, as well as to the private industry from Fortune 500 companies to small technology and services firms on product development, marketing, communications, proposal development, and strategic planning. Joshua Filler has recently served as the first Director of the Office of State & Local Government Coordination for the U.S. Department of Homeland Security (DHS). As Director of the Office of State & Local Government Coordination, Filler was the Department of Homeland Security's primary point of contact for state, local, and tribal homeland security leaders, including homeland security directors, mayors, governors, first responders, and other leaders.

David Carey

David Carey acts as consultant to government and private sector entities regarding strategic planning, business development, and intelligence-related activities. He was formerly a Counselor to the Director, Central Intelligence Agency, where he advised the Director on managerial, administrative, analytic, and operational matters. As the CIA's third-ranking official and the Agency's Chief Operating Officer, he led a strategic planning effort that identified future challenges, created a resource reallocation/investment strategy to meet those challenges, and obtained support for budget increases from the Administration and Congress for the first time in a decade. He was also responsible for creating the CIA's first Chief Financial Officer position and initiating a new approach to budget execution.

Nancy J. Dragani

Nancy Dragani serves as Executive Director of the Ohio Emergency Management Agency. In this role, Ms. Dragani leads the state's coordinated preparedness and response to both man-made and natural disasters, administers the State Homeland Security Funding Program, and oversees disaster recovery and mitigation efforts. In 2009, Ms. Dragani became past president of the National Emergency Management Association. Ms. Dragani is one of two state emergency management directors on the Federal Emergency Management Agency's National Advisory Council. Prior to becoming the director, Ms. Dragani served as the Director of Operations at Ohio EMA where she was responsible for emergency preparedness training, exercises, planning, homeland security and preparedness grants, and response operations in the State Emergency Operations Center during disasters.

Van D. Romero, Ph.D.

Since 1997, Dr. Romero has served as the Vice President for Research and Economic Development at New Mexico Tech. He is the Chief Official of the Research and Economic Development Division, responsible for the encouragement, leadership, and support of research at the Institute and for the administrative and policy making activities of the division. Dr. Romero also serves as Director of the Geophysical Research Center and serves as the Institute's representative and on-campus administrator for the Waste-Management Education and Research Consortium. He acts as an advocate for research within the Institute and as an external advocate and representative for New Mexico Tech's research activities. Previously, Dr. Romero was the Director of the Energetic Materials Research & Testing Center at New Mexico Tech.

Chris T. Geldart

Christopher Geldart is currently the President and CEO of G-2 Solutions, LLC, a provider of full spectrum homeland security and emergency management consulting services, with expertise in preparedness, resiliency, business continuity, continuity of operations, catastrophic planning, risk assessment and management, disaster response, and recovery planning. Prior to starting G2 Solutions, Mr. Geldart was the Vice President for Homeland Security and Emergency Management for URS Corporation. Before joining URS in February 2009, Mr. Geldart was FEMA's Director of the National Capital Region Coordination Office (NCRC). Serving as the Federal Government's lead for domestic preparedness in the National Capital Region, Mr. Geldart furthered the region's efforts in risk management, federal participation in regional planning with state and local partners, and catastrophic planning throughout the greater National Capital Region.

