



INFRAGARD NATIONAL MEMBERS ALLIANCE

2020 **ANNUAL REPORT**





INFRAGARD NATIONAL
MEMBERS ALLIANCE

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ABOUT US

Founded in 1996, InfraGard is a partnership between the Federal Bureau of Investigation (FBI) and members of the private sector for the protection of U.S. Critical Infrastructure. Through seamless collaboration, InfraGard connects owners and operators within critical infrastructure to the FBI, to provide education, information sharing, networking, and workshops on emerging technologies and threats. InfraGard's membership includes business executives, entrepreneurs, lawyers, security personnel, military and government officials, IT professionals, academia, and state and local law enforcement—all dedicated to contributing industry-specific insight and advancing national security.

The InfraGard National Members Alliance (INMA), a nonprofit 501(c)3 organization, is comprised of 77 InfraGard chapters across the country. All InfraGard chapters are geographically linked with one of the FBI's 56 field offices, enabling law enforcement and the American business community to collaborate on localized educational programs, training events, and information-sharing initiatives that help mitigate threats and promote safety and security. Exemplifying leadership, patriotism, and purpose, the vision of the InfraGard National Members Alliance is to provide meaningful contributions towards preserving human life and making our nation a safer, more resilient place for all.

MISSION STATEMENT

The InfraGard National Members Alliance protects United States critical infrastructure and the American people by cultivating communications, collaboration, and engagement between the public and private sectors. The alliance unites the knowledge base, work, and resources of these stakeholders to mitigate threats to national security, improve resilience, and strengthen the foundation of American life.





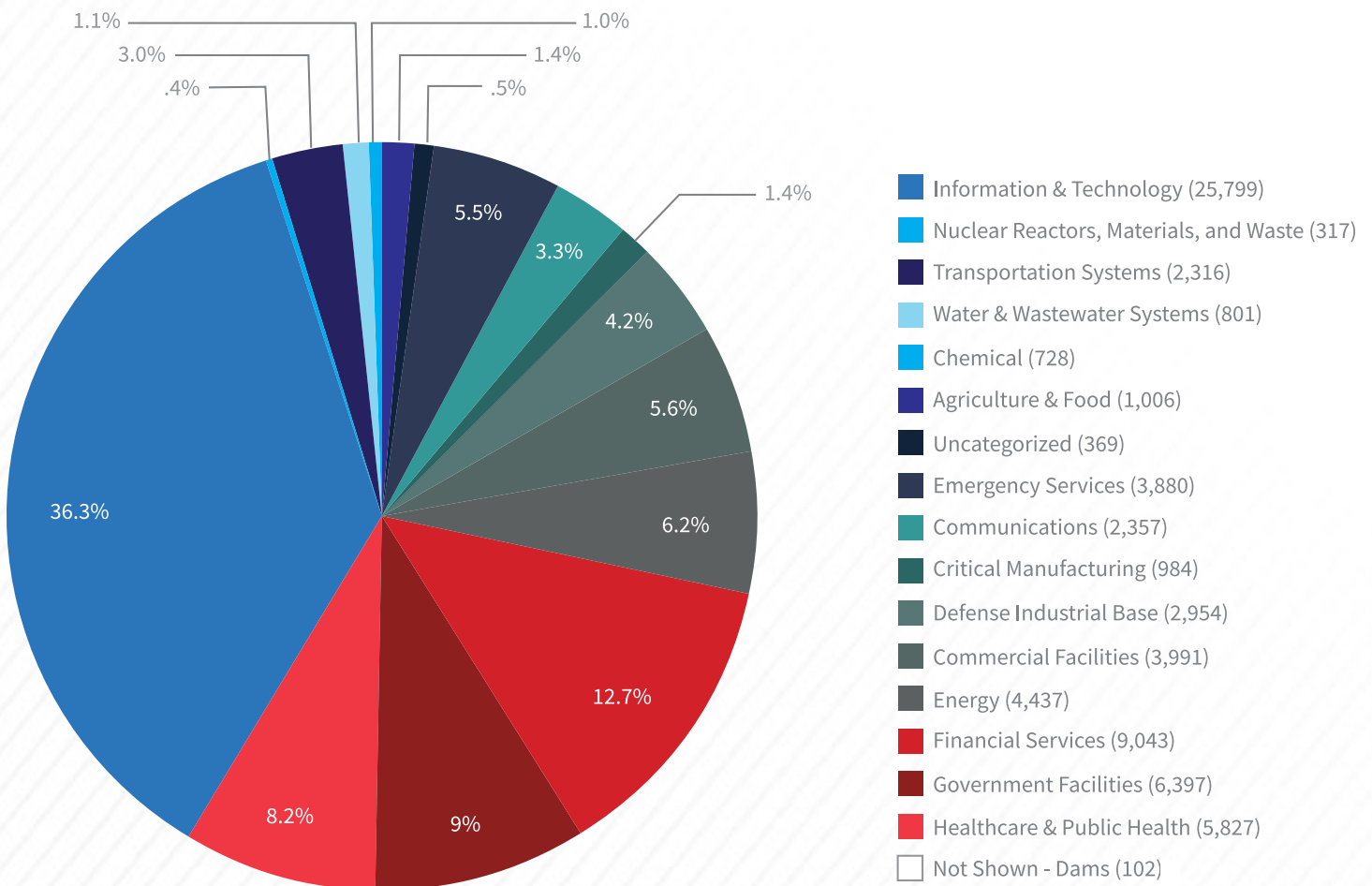
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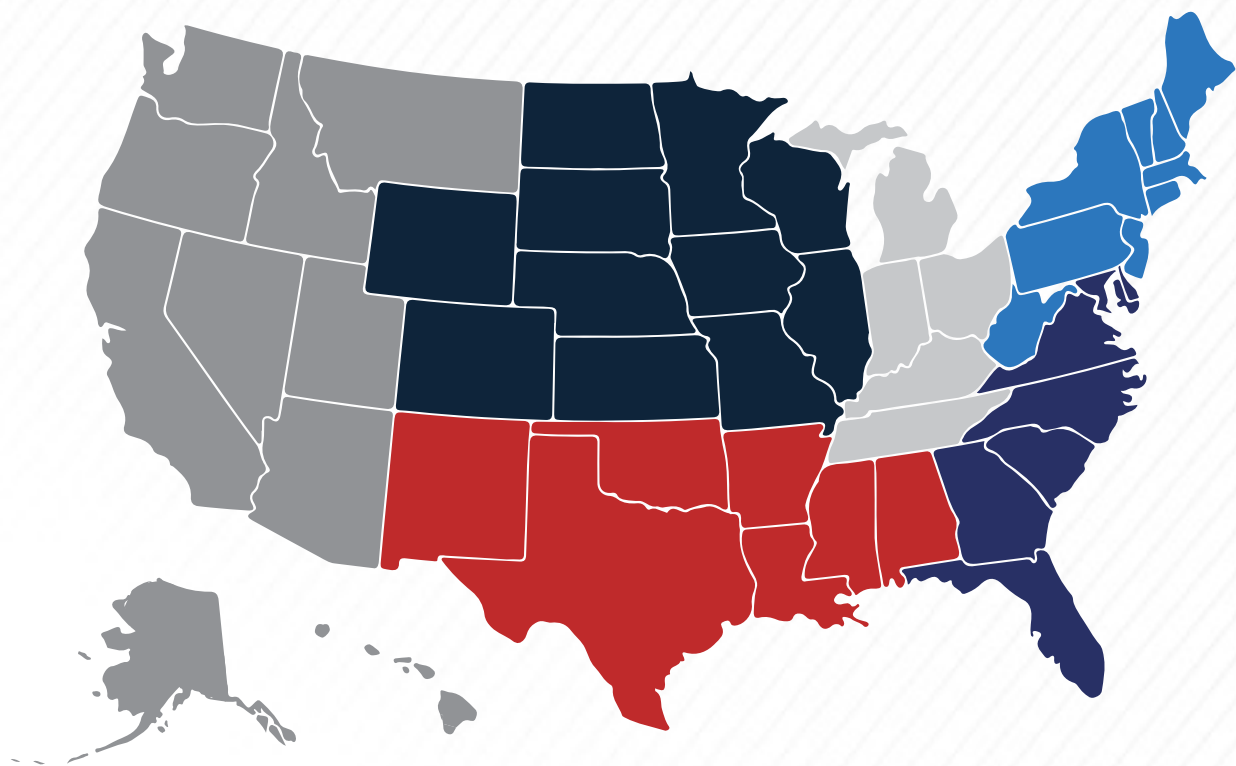
OUR CHAPTERS

The InfraGard National Members Alliance is a national program with a local heartbeat.

There are 77 chapters nationwide, representing over 75,000 members. Approximately 75% of top 100 Fortune 500 companies are represented across the InfraGard membership. Known as an InfraGard Members Alliance (IMA), each chapter is affiliated with the FBI field office in its area of operation to create seamless public/private collaboration.

Below is a graph showing the breakdown of InfraGard membership per sector. Nearly 40% of InfraGard members identify their job role in the Information Technology sector, revealing InfraGard's IT-focused roots. From there, Financial Services, Government Facilities and Healthcare and Public Health are the next three largest sectors represented.





PACIFIC	NORTH CENTRAL	SOUTH CENTRAL	MIDWEST	NORTHEAST	SOUTHEAST
Alaska Arizona Honolulu/Hawaii Idaho Los Angeles Oregon Sacramento Salt Lake City San Diego San Francisco Bay Area Sierra Nevada Southern Nevada Washington State	Chicago Denver Iowa Kansas City Minnesota Nebraska North Dakota Springfield South Dakota St. Louis Wisconsin	Arkansas Austin Capital Texas Birmingham El Paso Houston Huntsville Louisiana Mississippi New Mexico North Texas Oklahoma Rio Grande San Antonio	Central Ohio Cincinnati Dayton Indiana Kentucky Knoxville Memphis Michigan Middle Tennessee Northern Ohio Toledo	Albany Boston Buffalo Central PA Connecticut Maine New Hampshire New Jersey NY City Metro Philadelphia Pittsburgh Rhode Island Rochester West Virginia	Atlanta Charlotte Delaware Eastern Carolina Jacksonville Maryland National Capital Region Norfolk Orlando Puerto Rico Richmond South Carolina South Florida Tampa Bay Tallahassee

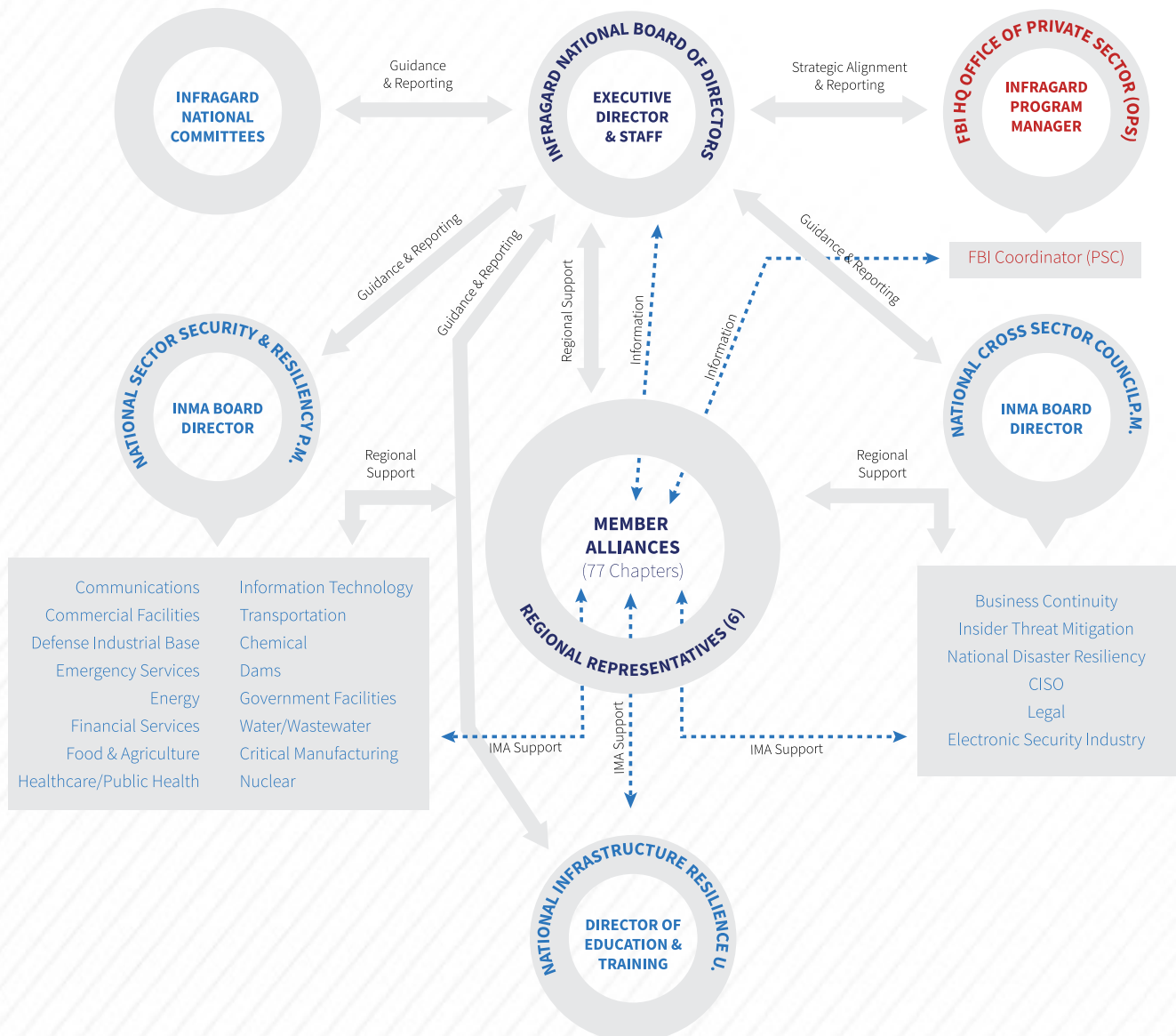


ORGANIZATIONAL STRUCTURE

The InfraGard National Members Alliance consists of a National Board of Directors that works directly with the FBI's Office of the Private Sector (OPS) to set program strategy and alignment, and report on the organization's progress. Three primary programs are shown here: The National Security Resilience U (NISRU), National Sector Security and Resiliency Program (NSSRP), and National Cross Sector Council Program (NCSCP).

Our chapters operate as volunteer-driven independent nonprofit 501(c)3 organizations that produce educational programs and information-sharing initiatives pertaining to the unique and local threat environments, critical infrastructure landscapes, and security needs.

The illustration below shows the organizational structure of the InfraGard National Members Alliance.



EXECUTIVE SUMMARY



Gary Gardner
Chairman



Maureen O'Connell
President



Gene Kingsley
Vice President



Kimberly Pratt
Executive Director

2020 was a year like none other. The onset of the COVID-19 pandemic in the first quarter of 2020 drastically changed plans for everyone -- both personal and professional -- including those we had for this organization.

The 2019-20 Board of Directors for the InfraGard National Members Alliance (INMA) worked diligently to accomplish the Strategic Plan determined in October 2019, in spite of these obstacles. In late October 2019, the National Board met with FBI Leadership at FBI Headquarters and at the FBI Academy to set the FBI's InfraGard program's joint direction for 2020.

The 2020 INMA Strategic Plan addressed two major areas: (1) National programs that fulfill our mission to "protect the United States critical infrastructure and the American people by cultivating communication, collaboration, and engagement between the public and private sectors," and to "unite the knowledge base, work, and resources of these stakeholders to mitigate threats to national security, improve resilience, and strengthen the foundation of American life." (2) INMA and InfraGard Members Alliance (IMA or chapter) program management and operations.

INFRAGARD CONGRESS AND AWARDS CEREMONY GO VIRTUAL

This combined event was initially planned to be held in Atlanta, GA, on September 21 but was held virtually due to the COVID-19 pandemic. Instead, the Awards ceremony was held virtually on August 27 and the 2020 Congress was presented on September 27. We had the opportunity to recognize our InfraGard volunteers who go above and beyond to serve the InfraGard mission, and approximately 500 people attended online. In addition to our National Award winners, we also recognized Regional winners and Chairman's Awards to ensure our outstanding volunteers across the country are shown the appreciation they deserve. See the list of all award winners [here](#) and on pages 26-27 of this report.

INMA EDUCATIONAL PROGRAMS

In 2016, INMA began running an annual conference, the revenue of which has helped to underwrite the costs of the Annual InfraGard Congress and Awards Program. While this in-person event became virtual this year due to the COVID-19 pandemic, INMA pivoted and began offering online workshops.

In addition, approximately 2,000 members responded to our education survey in December 2019, and INMA integrated this survey feedback by developing an online member learning management system in collaboration with Associated Universities Inc.

National Infrastructure Security and Resilience U (NISRU): National Infrastructure Security and Resilience U (NISRU) offers world-class online learning and continuing education opportunities focused on timely issues related to critical infrastructure protection and resiliency. In 2020, NISRU launched and began offering certificate courses for skill enhancement and workforce development.



After two years of hard work to bring the vision to actualization, NISRU was launched exclusively to our Patriots Circle members in 2020 and opened to all InfraGard members in the first quarter of 2021. NISRU is directed by an instructor team vetted by INMA subject matter experts (SMEs) and educational specialists.

Webinars: In addition to the launch of NISRU and our first 16 courses in cybersecurity and homeland security, INMA produced 12 webinars and 6 online workshops in 2020. Additionally, we collaborated with over 10 IMAs nationally to offer more than 45 webinars to all InfraGard members.

Workshop Wednesdays: In September 2020, INMA kicked off a new online initiative: NISRU Workshop Wednesdays. Participants are provided certificates for completion and continuing education hours for training received.

INFORMATION SHARING

National Sector Security and Resiliency Program (NSSRP): The NSSRP and its National Sector Chiefs (NSCs) worked in 2020 to mature the program and assist chapter Sector Chiefs in developing local IMA Sector programs.

National Cross-Sector Council Program (NCSCP): The NCSCP grew in 2020 by creating two new Cross Sector Councils (CSCs): the CISO CSC and the Electronic Security Industry CSC. Of particular note has been the ongoing and ever-energetic activities of the National Disaster Resilience CSC (NDRC), with its annual and notable NDRC Summit in the fall, as well as the publication of a third book.

Member Discussion Forums: Working with INMA, the FBI InfraGard Team implemented member forums in the InfraGard Portal in 2019 for sector specific and Cross Sector information sharing. This provides InfraGard members the opportunity to discuss issues and threats in a secure environment with trusted InfraGard members. There are currently forums for each IMA, 11 of the National Sectors, and each of the Cross-Sector Councils (CSCs).

InfraGard Journal: INMA published one issue of the InfraGard Journal in the winter of 2020, featuring excellent academic-style articles on terrorism, drones, and cybersecurity. You can find the issue [here](#).

PROGRAM MANAGEMENT AND OPERATIONS

The Board continued to strengthen the organization's professionalism and health through revenue diversification, services to its chapters and members, including technological enhancements, ensuring organizational compliance and standardization, and building its staff and capabilities to accomplish its mission and goals.

REVENUE DIVERSIFICATION

INMA has striven to diversify its revenue streams to improve cash flow and its overall financial position and better serve its members, IMAs, and its mission. Two main programs are starting to pay off: our Patriots Circle member donation program and INMA educational programming noted above.

Patriots Circle: In 2019, INMA began the "Patriots Circle," an annual member giving program to help INMA fund its IMAs, programs, and activities. In just over a year of this program, InfraGard raised \$175,000.

IMA (CHAPTER) SERVICES

Direct Funding: The Patriots Circle fundraising program provided a revenue share totaling \$35,000 that went directly back to the IMAs from INMA since the program's inception (see more on the Patriots Circle program in the financial report).

Technology Tools: INMA has developed technology tools to enable better collaboration and information sharing between INMA and the IMAs, and amongst the IMAs themselves. After creating an online document archive in Microsoft Office 365 for our IMAs in 2018, INMA continued developing technology offerings this year by providing IMA Presidents with access to Microsoft Teams. INMA began onboarding nearly 1000 IMA board members across the country into the Microsoft Office 365 environment in October 2020.

GoToMeeting/GoToWebinar: Through a generous discount from LogMeIn, combined with Patriots Circle donation funds, INMA now provides GoToMeeting licenses for each of the 77 IMAs, national leaders, and committee chairs. This online meeting and webinar capability has proven to be a successful tool by enabling attendance outside of in-person meetings and increasing IMA meeting attendance and participation. This increased engagement is serving our core mission of information sharing.

ORGANIZATIONAL COMPLIANCE

2020 IMA Certification: IMA Certification is a formal term for compliance review. An essential element of the Cooperative Agreement with the FBI and raison d'être of INMA is its formalized responsibility for overseeing its chapters' compliance. The National Board enforces a thorough annual compliance review, fostering a healthy organization with compliance standards and nonprofit best practices. We are grateful to our nationwide volunteer leaders who work hard to make InfraGard an incredible organization, including the behind-the-scenes office work.

RESOURCES AND STAFF DEVELOPMENT

To better serve the Mission, INMA has worked to build out its professional staff. In addition to the Executive Director, Director of Business Development and Events, and Director of Education, Training, and Grants, INMA also employs a part-time Administrative Assistant and a Bookkeeper, part-time. INMA also employs, on a part-time basis, an Administrative Assistant and Bookkeeper. In 2020, INMA contracted a part-time IT Support Specialist to support the organization's technology growth. This staff development has allowed the organization to grow its revenue and, in turn, its services and programs to members and chapter leaders.

CONCLUSION

In closing, and on behalf of the Board of Directors, we are grateful to our IMA leaders for their dedication to volunteerism and making InfraGard an ever-growing and successful program for the protection and resilience of our families, businesses, communities, and nation. We are also thankful to our partners at the FBI, the Private Sector Coordinators (PSCs) who serve our IMAs at the local Field Offices, and the Office of the Private Sector (OPS) at FBI Headquarters.

In 2020, our nation was gripped by a global pandemic, natural disasters, and civil unrest. It was scourged by significant increases in cybercrime, wildfires, and hurricanes that caused billions of dollars worth of damage. All of these factors had a tremendous impact on our critical infrastructures.

During these difficult times, it is remarkable how InfraGard members continue working to secure our communities and businesses. Collectively, we form an incredibly diverse and skilled group of members across the country who find common ground in our willingness to help each other and defend a nation against all manner of adversity. While 2020 was challenging, we set ambitious goals and worked diligently to accomplish them.

On behalf of the Board and Staff, it has been our honor to serve InfraGard in its 24th year, and we look forward to next year's 25th Anniversary!



OUR PROGRAMS

NATIONAL SECTOR SECURITY AND RESILIENCY PROGRAM (NSSRP)

Christine Karlson, Committee Chair, InfraGard National Board Director, Huntsville, AL IMA

The InfraGard National Sector Security and Resiliency Program (NSSRP) is intended to strengthen national critical infrastructure security and resilience by fostering peer-to-peer networking. The program addresses the 16 critical infrastructure sectors identified by Presidential Policy Directive 21 and the U.S. Department of Homeland Security. Success is measured by the timely, accurate, and effective dissemination and exchange of sector and cross sector information to protect, secure, and ensure the operational resilience of the nation's interdependent, global, and Internet-reliant critical infrastructure.

TOP COMMITTEE ACHIEVEMENTS OF 2020

+ Completed the fourth round of National Sector Chief and Subject Matter Expert appointments

There are 13 National Sector Chiefs (and deputies) and 21 Subject Matter Experts. Six National Sector Chief seats remain vacant and are a priority to fill in 2021.

+ Initiated a refresh of the NSSRP program, beginning with a survey of key stakeholders to understand a vital sector program's pillars

Our goal was to re-craft the marketing language around the program and its value and provide turn-key solutions for other chapters to establish their program.

+ Completed analysis of InfraGard COVID-19 Continuity of Operations and Security Membership Survey

Briefed INMA Board, IMA Presidents, and National Sector Chiefs on the results.



NSSRP NATIONAL SECTOR CHIEFS

SECTOR	NSC	HOME CHAPTER
Chemical	Vacant	
Commercial Facilities	Vacant	
Religious Facilities	Curtis Jones	San Diego
Communications	Tom Haynes	Jacksonville
Critical Manufacturing	Vacant	
Dams	Vacant	
Defense Industrial Base	Jim Lint	Las Vegas
Emergency Services	Douglas Leard	Boston
Energy	KC Carnes	New York Metro
Government Facilities	Vacant	
Financial Services	Denyette Depierro	National Capital Region
Food and Agriculture	David Goldenberg	Sacramento
Food and Agriculture (Deputy)	Jason Bashura	Maryland
Healthcare and Public Health	Dr. Mark Jarrett	New York Metro
Healthcare and Public Health (Deputy)	Christine Sublett	San Francisco
Information Technology	Peter Higgins	Los Angeles
Nuclear Reactors, Materials, and Waste Sector	Michael Cohen	National Capital Region
Transportation	Bruce Churchill	San Diego
Water and Wastewater	Vacant	



NSSRP SUBJECT MATTER EXPERTS (SMES)

SECTOR	SME	HOME CHAPTER
Defense Industrial Base	Jim Stone	National Capital Region
Defense Industrial Base	William (Bill) Britt	Maryland
Defense Industrial Base	Dr. Hans Mumm	National Capital Region
Emergency Services	David Snell	Los Angeles
Emergency Services	Sean Graham	Atlanta
Energy	Samuel Chanowski	Atlanta
Financial Services	Suzanne Phegley	Springfield
Financial Services	Dan Jones	Utah
Food and Agriculture	Jeanette Rivera de Mejia	Jacksonville
Food and Agriculture	Gary Flory	National Capital Region
Healthcare and Public Health	Barry Herrin	Atlanta
Healthcare and Public Health	DJ Phalen	San Diego
Information Technology	Armin Torres	South Florida
Information Technology	Arvin Verma	Chicago
Information Technology	Gerald Beuchelt	Boston
Information Technology	John Stuppi	New Jersey
Information Technology	Robert Wood	National Capital Region
Transportation	Urban Jonson	National Capital Region
Transportation	Ryan Shewchuck	Pittsburgh

NSSRP REPORTS

Below are some 2020 highlights for sector-specific programs. For more information and descriptions of each of the critical infrastructure sectors, please visit the DHS website.

DEFENSE INDUSTRIAL BASE (DIB)

- + Teamed up with other DIB associations to host joint meetings. Southern Nevada and Hawaii chapters attended joint meetings with the National Defense Industry Association, which drives strategic dialogue in national security by identifying and addressing key issues by leveraging the knowledge and experience of its military, government, industry, and academic members.
- + Leveraged DIB sector leadership in South Carolina to forge a relationship with the Defense Counterintelligence and Security Agency, the federal government agency dedicated to protecting America's trusted workforce and trusted workspaces to assist with recruiting DIB Sector Chiefs across the nation.

FINANCIAL SERVICES (FS)

- + Established monthly calls of the 34 IMA FS Sector Chiefs to share news, threat information, and leading practices.
- + Engaged with various IMAs to help build their FS sector program locally and develop a model for other interested chapters.
- + Approved a 2020/2021 project to create a framework and best practices document to assist new and established chapters in building a more engaged and robust FS sector program.
- + Created and shared a survey template with the 34 FS Sector Chiefs to use in communicating and surveying their local membership.
- + Recruited a second FS SME, Suzanne Phegley, the proud winner of the 2020 InfraGard IMA Sector Chief award.

COMMERCIAL FACILITIES - RELIGIOUS FACILITIES PROTECTION PROGRAM (RFPP)

- + Drafted the RFPP overview, with information shared from local and federal law enforcement agencies and SMEs. Outreach goals are geared towards strengthening places of worship, protection methodologies, and soft target threat mitigation.
- + Began a relationship between the RFPP and the Faith-Based Information Sharing and Analysis Organization (FB-ISAO) to share relevant products and information through established communications protocols to complete a formal MOU in 2021.
- + Appointed four RFPP Regional Coordinators.

EMERGENCY SERVICES

- + During the COVID-19 pandemic, conducted monthly meetings to address concerns and best practices related to personal protective equipment (PPE), the shortage of some emergency medicines, and the 2020 civil unrest protests and riots.



INFORMATION TECHNOLOGY

- + Produced Webinar on Best Practices for Sector Chiefs with Information Technology SME and engaged chapter IT Sector Chiefs on using the IT Sector Playbook to establish and grow their local programs.
- + Launched IT Sector Information Sharing Program with NYPD and NY Metro IMA as a pilot to be a model for other chapter programs.
- + IT Sector Forum has grown to 600+ members.

COMMUNICATIONS

- + Worked to increase the Communications sector program around the country to foster peer-to-peer engagement on issues related to the protection of this Sector.

FOOD AND AGRICULTURE

- + Assisted representatives of the National Frozen Food Manufacturers Association to develop an OSHA-compliant training program for hiring Qualified Workplace Coordinators to enforce CDC COVID-19 workplace recommendations.
- + Developed and distributed a Food & Agriculture survey for the FBI Office of the Private Sector (OPS) to review threats and vulnerabilities in the sector.
- + Recruited two new IMA Food & Ag Sector Chiefs for the San Francisco and San Diego IMAs.

TRANSPORTATION

- + Executed the first IMA to IMA mentorship agreement between San Diego IMA (Mentor) and the SF Bay Area IMA (Mentee) for improving the local Sector Program.
- + Developed informal partnership with the DHS CISA Highway & Motor Carrier Sub-sector Coordinating Council.
- + Supported the InfraGard National Disaster Resilience Cross Sector Council (NDRC) in drafting COVID-19 impacts on critical infrastructure and publishing the book *Powering Through: Building Critical Infrastructure Resilience*, 2nd Edition.
- + Instituted monthly check-in calls with Sector Chiefs around the nation and worked to plan their participation in EARTHEX 2020.
- + Conducted three webinars on transportation and critical infrastructure (two on the issue of Unmanned Aerial Systems and one on Insider Threat).
- + Recruited three new chapter Sector Chiefs and one SME for the Transportation Sector.

NATIONAL CROSS SECTOR COUNCILS

John Pi, Program Manager, National Cross Sector Council Program, INMA Board of Directors

John Jackson, Chair, Business Continuity and Disaster Recovery Cross Sector Council, Arizona IMA

Paul Michaels, Chair, Insider Threat Mitigation Cross Sector Council, National Capital Region IMA

Andy Jurczyk, Chair, Legal Industry Cross Sector Council, Chicago IMA

Mary Lasky, Chair, National Disaster Resilience Cross Sector Council, Maryland IMA

Andrew Lanning, Chair, Electronic Security Industry Cross Sector Council, Hawaii IMA

The National Cross Sector Council Program (NCSCP) enhances national timely, accurate, and effective dissemination and exchange of Cross Sector specific information among InfraGard members to protect, secure, and ensure the operational resilience of the nation's interdependent and cyber-reliant critical infrastructure(s) by providing comprehensive expertise to communities throughout the United States. NCSCP specifically addresses the threats, impacts, interdependencies, and interoperability among two or more critical infrastructure sectors.

Currently led by the five National Cross Sector Council chairpersons and the program manager, the NCSCP provides leadership, guidance, and support for all activities and operations conducted by the current six Cross Sector Councils. The NCSCP helps InfraGard members develop and sustain effective CSC Programs in their operation areas through communication, coordination, and collaboration between the Cross Sector Councils (CSCs), NSSRP, and IMAs.

A successful InfraGard National Cross Sector Council Program will achieve the following objectives:

- + Recruitment** - Recruitment of critical infrastructure owners, operators, and participants
- + Education** - Provision of education and training that meets the needs of critical infrastructure owners, operators, and participants
- + Networking** - Enablement of cross sector networking opportunities for critical infrastructure owners and operators
- + Information Sharing** - Timely, accurate, and actionable two-way information sharing

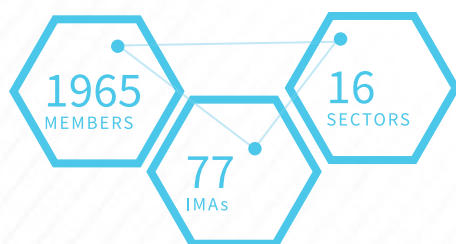


NATIONAL DISASTER RESILIENCE COUNCIL (NDRC)

Mary Lasky, Chair NDRC, Maryland IMA

William (Bill) Harris, Vice Chair, Boston IMA

Steve Vollandt, Vice Chair, Eastern Carolina IMA



It is vital that the nation's critical infrastructures are resilient and prepared for catastrophic disasters. The InfraGard National Disaster Resilience Cross Sector Council (NDRC) addresses high-impact threats that could cause long-term nationwide collapse of critical infrastructure, including any combination of electromagnetic pulse, extreme space weather, cyber attacks, coordinated physical attacks, or widespread pandemics. The NDRC fosters information sharing that promotes the mitigation of these threats, including assisting local communities to enhance their own sustainability by developing secure local infrastructure capacity.

The NDRC supports preparation, adaptability, mitigation, and recovery initiatives to prevent or reduce critical infrastructure losses. The intersection of combined hazards experienced during the COVID-19 pandemic has highlighted the importance of the NDRC and ongoing council efforts.

TOP COMMITTEE ACHIEVEMENTS:

- + **Programs: Predictive Modeling** - is progressing with two electric utility representatives and Dr. Adam Schultz from Oregon State University. During the Summit, a call for action was made for volunteers to form an EMP/GMD testing working group as a spin-off of the Predictive Modeling group.
- + **Joint Base San Antonio** - has been chosen as a pilot project by DOE, DOD, DHS, DOT, and the State of Texas. They were awarded a special 5G grant, and we supported them with weekly mentoring.
- + **Collaborative Platforms** - requirements for future cross sector councils have been determined.
- + **"Best Practices" Guidelines for Critical Infrastructure and Communications** - NDRC SMEs have actively supported and improved public-private partnership initiatives to strengthen electric power and other backup energy and storage capabilities for enterprises at four tiers of resilience.
- + **NDRC Virtual Summit 2020** - Nov 18 - 19, 2020. Over 700 remote participants attended the event. Keynote delivered by General Steven Kwast (USAF Ret.) Speakers and presenters included: Mark Jones and James Platt

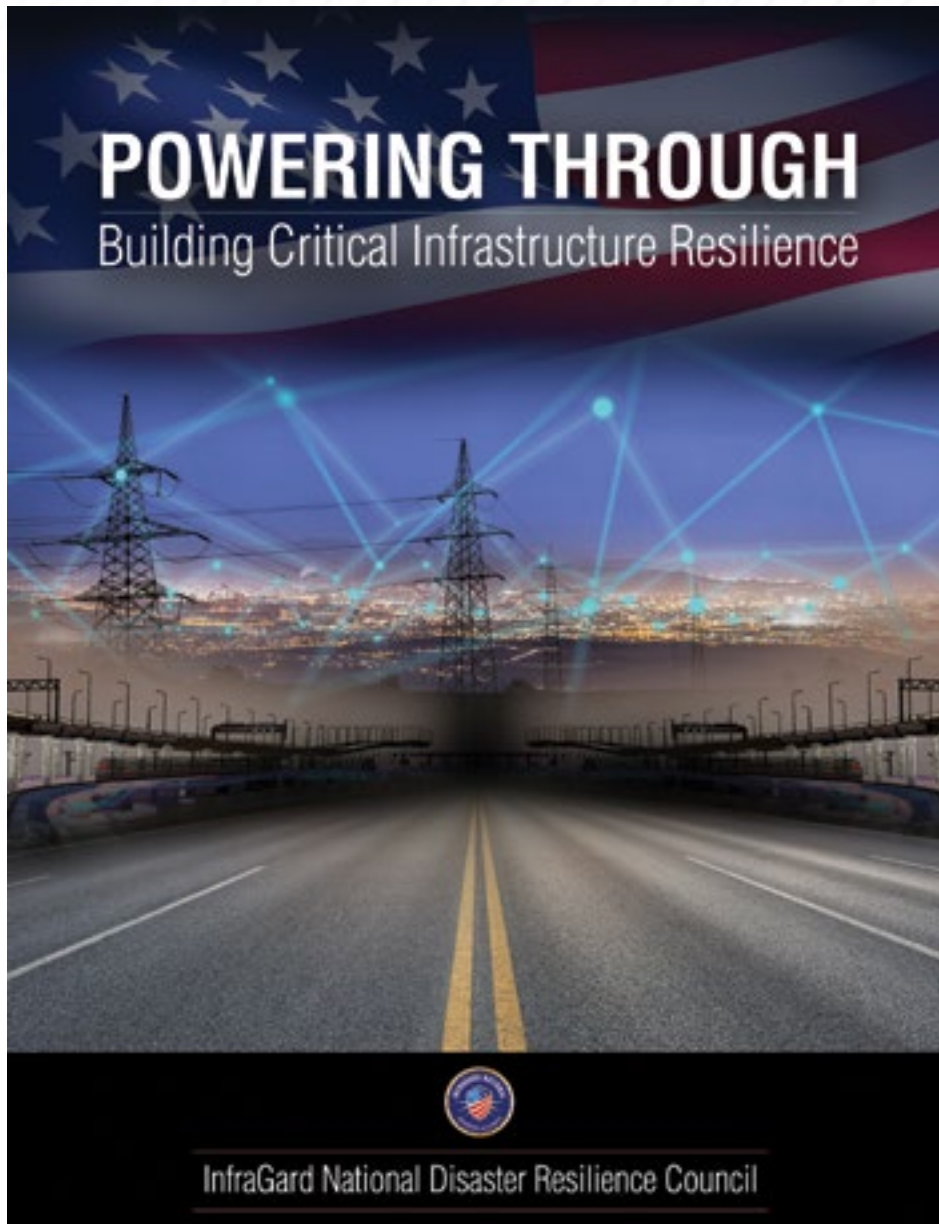
Cover Art, **"Powering Through: Building Critical Infrastructure Resilience"**

Authors include: George Baker, Steve Bieber, Stephen Chill, David Christensen, Bruce Churchill, Fred Ferrer, Apolario Garcia, Ed Goldberg, Bill Harris, Greg Hertz, Daniel Honore, Richard Krieg, Mary Lasky, James Le Blanc, Stephanie Lokmer, Chuck Nettleship, John Reasbeck, Fred Rosa, Cheryl Santor, Janet Thomas, Steve Vollandt, and David Winks.

Authors for appendix sections include: Anthony Adebajo, Nathan Edwards, Eleanora Ann Gianni, John Juhasz, Mitchell Kerman, Ambassador Roger Rosewall, and Hank Cooper.

from DHS; Ryan Cobey from INL; Dr. George Baker, Travis Simpkins, Fred Ferrer, the San Antonio Electromagnetic Defense Initiative; the NDRC Modeling team; and sponsor technologies. Breakouts sessions focused on micro-grids, energy, transportation, food and water, communications, healthcare, COVID-19, wildfires, election security, hurricanes, and civil unrest.

+ **“Powering Through – Building Critical Infrastructure Resilience”** - The Kindle version is on Amazon as a full-color e-book, and copies were sent to all members of the 117th U.S. Congress. A paperback version will also be available on Amazon. All 22 authors and 7 appendix authors have assigned royalty-free copyright licenses to InfraGard.



INMA would like to recognize the outstanding contributions to InfraGard and the National Disaster Resilience Council of Mr. William (Bill) Harris for many years and is extremely saddened at his subsequent death from COVID-19 in April 2021.



BUSINESS CONTINUITY CROSS SECTOR COUNCIL

John Jackson, Co - Chair, Arizona IMA

James Green, Co - Chair, Tampa IMA

The InfraGard Business Continuity Cross Sector Council (BCCSC) is chartered to coordinate the interests, activities, and objectives of InfraGard members who have an interest in continuity related disciplines, such as Business Continuity, COOP, Disaster Recovery, Risk Management, Governance, Compliance, Crisis Management, Incident Management, and Emergency Response. They act as Business Continuity Subject Matter Experts to the National Sector Chiefs and their members.

TOP COMMITTEE ACHIEVEMENTS:

- + Membership growth - The Business Continuity CSC (BCCSC) membership has grown to 680 members - representing all 76 named IMAs and all 16 critical infrastructure sectors.
- + Increased information sharing - 23 Forum discussions were initiated on the InfraGard portal for member information sharing.
- + Implementation of Business Continuity Section for IT Sector Playbook.
- + Promoted Cross Sector activities with a specific focus on the intersection of IT with Finance and Healthcare.

LEGAL INDUSTRY CROSS SECTOR COUNCIL

Andy Jurczyk, Chair, Chicago IMA

Eric Anderson, Vice Chair, Chicago IMA



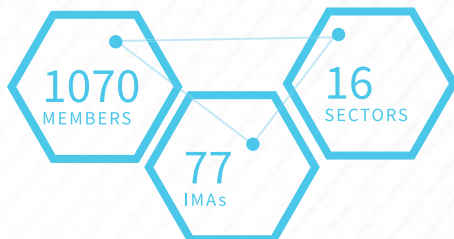
The purpose of Legal CSC is to address the unique concerns of the legal industry as it transcends across all 16 critical infrastructure sectors to keep up on the latest threats against each sector. The Legal CSC provides opportunities to its members by offering educational and networking programs to make them aware of specific threats they face in the current landscape and provides CLE credit when possible.

TOP COMMITTEE ACHIEVEMENTS:

- + Virtual sessions were conducted in the Central and Pacific regions focusing on COVID-19 phishing threats and privacy impacts in the new work-from-home environment.
- + Presentation was delivered in partnership with the Cincinnati FBI field office to the legal demographic with close to 500 attendees.
- + Legal CSC presentation to the Association of Corporate Counsel with 180 attendees.
- + Regional and national outreach to prospective leaders for the Legal CSC to drive events and meetings across the country.

INSIDER THREAT MITIGATION CROSS SECTOR COUNCIL

Paul Michaels, Chair, Washington DC IMA



The Insider Threat Mitigation Cross Sector Council was established to facilitate the identification, mitigation, and operations against the insider threats faced by all 16 critical infrastructure sectors by organizing communication, education, and information sharing of both threat and mitigation information to the leadership of all sectors.

TOP COMMITTEE ACHIEVEMENTS:

- + Recruitment - ITM CSC co-chairs are being recruited across critical sectors. Defense and Critical Manufacturing co-chairs have been accepted, and six other sector co-chairs are in process.
- + Members were invited to Defense Counterintelligence and Security Agency (DCSA), Center for Development of Security Excellence National Insider Threat Awareness Month (NITAM) 2020 Insider Threat Virtual Conference.
- + Education/Training - ITM CSC monthly webinar series is in development.

ELECTRONIC SECURITY INDUSTRY CROSS SECTOR COUNCIL

Andrew Lanning, Chair, Honolulu IMA

Antoinette King, Vice Chair, New York City IMA



The Electronic Security Industry Cross Sector Council was established to facilitate the gathering, coding, and dissemination of Cross Sector supply chain facility physical and cyber security readiness to FBI, DHS, and other U.S. Government agencies charged with maintaining national security, readiness, and resilience.

TOP COMMITTEE ACHIEVEMENTS:

- + The Electronic Security Industry CSC was chartered in 2020 and conducted four virtual meetings. CSC governance is being established to provide guidelines for operations and building membership.
- + As the newest CSC, ESI-CSC continues to reach out to individual sectors for leadership, experts, and members. The goal is to establish two co-chairs per sector with 10-15 committee members planned per sector. Four MOUs with ESI bodies are being reviewed and prepared for submission to the INMA Board of Directors and for FBI review and approval.
- + The FBI Office of the Private Sector will facilitate the dissemination of ESI-CSC gathered intelligence to agencies requiring the actionable intelligence for further national security or emergency analysis.



PARTNERSHIP ENGAGEMENT COMMITTEE

Matthew Miller, Committee Chair and INMA Vice President, San Diego IMA

Caitlin Durkovich, Committee Vice Chair and INMA Board Director, National Capital Region IMA

The Partnership Engagement Committee's purpose is to develop meaningful and collaborative relationships that advance the INMA mission to enhance information sharing and education for our IMAs and members. Partnerships were continued, and several new engagements were initiated in 2020 to develop or enhance program offerings and provide new member benefits and revenue sources to IMAs and members.

- + **ASIS International** - INMA partners with ASIS during their annual Global Security Exchange (GSX) conference to enhance course offerings with cyber and critical infrastructure-focused workshops and training.
- + **Associated Universities Inc. (AUI)** - Creates a partnership for [National Infrastructure and Resilience U \(NISRU\)](#), leadership training, data analytics, grant proposal collaboration, cyber camps for children, and other joint product offerings. INMA collaborated in 2020 with AUI to create a learning management platform to deliver registration, eLearning courses, competency testing, and student management for NISRU.
- + **Cybersecurity Collaborative** - Develops expanded opportunities for members to engage in this established cybersecurity community. This organization offers specialized educational webinars for InfraGard members, drawing on their highly respected list of advisors from the United States' cybersecurity community.
- + **Department of Homeland Security (DHS)** - Bolsters our relationship by reworking our MOU into expanded collaboration areas. This effort will be continued in 2021.
- + **Global Resilience Institute (GRI) at Northeastern University** - Expands collaboration across the resilience spectrum to bring information sharing and education to our members. This partnership develops substantial and effective resiliency programs for organizations and communities and provides training programs to InfraGard members.
- + **National Cyber Forensic Training Alliance (NCFTA)** - Increases information sharing and education across the cyber threatscape based upon their view from private sector clients. The NCFTA has shared products from its team's analysis and presented a webinar for InfraGard members, and it took over management of the successful InfraGard Cyber Health Working Group. Additional member training opportunities are forthcoming.
- + **National Fusion Center Association (NFCA)** - Advances collaboration between IMAs and Fusion Centers across the United States to foster better information sharing between the public and private sectors. The pandemic environment unfortunately delayed new relationships in 2020, but others are forthcoming in 2021.
- + **Wall Street Journal** - Provides InfraGard members exclusive access to WSJ Pro Cybersecurity Forum and other events.

TECHNOLOGY COMMITTEE

Alain Espinosa, Chair, INMA Board Director, Dallas IMA 9/19-5/20

Gene Kingsley, Acting Chair, INMA VP, Boston IMA 6/20-9/20

Tom Mustac, Co-Chair, INMA Board Director, New York IMA 9/20 - 12/31

Julie Johnson, Co-Chair, Oklahoma IMA

Frank Appunn, Maine IMA

Chuck Georgo, INMA Board Director, Maryland IMA

Eric Golpe, Washington State IMA

Daniel Honore, Wisconsin IMA

Scott Ingram, Alabama IMA

Courtney Jahn, Wisconsin IMA

Chad Kliewer, Oklahoma IMA

Chris McNabb, South Carolina IMA

John Spaid, Oklahoma IMA

Kimberly Pratt, INMA Executive Director, Sacramento IMA

Jeff Story, Oklahoma IMA

TOP COMMITTEE ACHIEVEMENTS

+ InfraGard Portal Collaboration - Our working relationship with the FBI regarding the InfraGard portal (FBI maintained) has consistently improved. The enhancements have proven valuable in promoting better communication and engagement with the membership. We worked with the FBI OPS to update the public InfraGard website and ensure information is accurate and relevant to members and leadership.

+ InfraGard Technology Guidance - The committee focused on providing “best practices” documentation and technology guidance resources. These resources offer standardized guidance systems, processes, and procedures for leaders across all IMAs by creating a sustainable system that provides continuity amid leadership changes.

+ Microsoft Teams pilot - The Technology Committee provided an overview on the uses and capabilities of Microsoft Teams to IMA leaders to educate leaders and standardize the communication platform provided by INMA. Each chapter was provided with an account to facilitate enhanced collaboration between the chapters and INMA. The committee continues to research opportunities where Teams can assist IMAs in better communication internally, amongst their local board, and with INMA leadership. The yearly recertification process has been dramatically simplified with the use of Teams since IMA leaders can upload the required documentation to their Teams site for review.

+ National Infrastructure Security and Resilience U (NISRU) training - NISRU has received very positive feedback regarding the overall value of cybersecurity education it provides. We are incredibly excited about the unlimited and affordable educational opportunities that NISRU delivers to our members.



JOURNAL COMMITTEE

Chair: Rusty Sailors, INMA Board Member, San Diego IMA

Journal Editor: Dr. Ryan Williams, Arizona IMA

Advisory Board Members:

Gene Kingsley, Boston IMA

Dr. Matthew Miller, San Diego IMA

InfraGard Journal Committee:

Eric Goldman, NY Metro IMA

Dr. Cecile Jackson, Mobile, AL IMA

Nikki Robinson, Maryland IMA

Jarrod Weise, Arizona IMA

Bruce Churchill, San Diego IMA

The purpose of the InfraGard Journal is to advance the conversation on critical infrastructure protection by providing an academic forum to share ideas.

The INMA Board of Directors sincerely thanks the authors who contributed their articles to the national discussion and work of protecting our nation's critical infrastructure.

Click [here](#) to view the winter 2020 issue of the InfraGard Journal.



EDUCATION & TRAINING COMMITTEE

Winnie Callahan, Committee Co-Chair, INMA Board Director, San Diego IMA

Gary Gardner, Committee Co-Chair, Chairman, INMA, Charlotte IMA

Chuck Georgo, Director, Education, Training and Grants, INMA, Maryland IMA

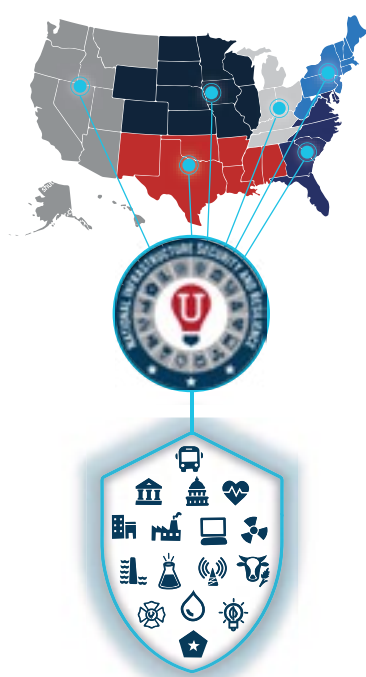
INMA's education efforts focus on three core areas: National Infrastructure Security and Resilience U (NISRU), educational workshops and informational webinars, and the InfraGard Cyber Camp in a Box program for youth.

The Education and Training Committee completed the necessary planning, technology development, and initial launch of NISRU in 2020. With our partner, AUI, we implemented a commercial learning management system (LMS) and engaged our first set of instructors, experts in their fields, to produce online courses for NISRU.

INMA developed a new workshop program in 2020 -- "Workshop Wednesdays" -- to fill the gap between 1-hour webinars and 8-10-hour NISRU courses and covered an array of topics that support critical infrastructure protection. The workshops have specific learning objectives and offer a certificate of attendance and Continuing Professional Education (CPE) units. These are designed to provide an additional low-cost path to education and job skill development. 11 workshops were presented throughout 2020.

Expanded topics and offerings of no-cost webinars were also made available to InfraGard members throughout the year. INMA hosted 12 national webinars and advertised more than 45 IMA hosted offerings in 2020.

The Cyber Camp in a Box program for youth has traditionally been an in-person program and was severely impacted by the COVID-19 pandemic. This impact became the catalyst for re-tooling and developing new and innovative technology enhancements to further the success of the program.



NATIONAL INFRASTRUCTURE SECURITY AND RESILIENCE U (NISRU)

In partnership with Associated Universities Inc, NISRU offers world-class, low-cost online learning and continuing education opportunities focused on timely critical infrastructure protection and resiliency issues to active INMA members.

NISRU is excited to expand our course offerings and certifications to include all critical infrastructure sectors in 2021 and beyond. Courses in development specialize in Cyber Risk Management and Defense, Digital Assets, Smart Contracts, BlockChain and Critical Infrastructure, Cybersecurity and Supply Chain Integrity, Executive Security Governance, Cyber Risk Evaluation, and more.

More about the programs and current offerings on the following page.



ABOUT NISRU ONLINE TRAINING

Launched in 2020, NISRU online training is designed to meet the evolving landscape for skills enhancement of critical infrastructure threats and issues by providing cost-effective and comprehensive education, training, and workforce development resources focused on all 16 critical infrastructure sectors addressing cyber, physical, natural, and human threats.

InfraGard Patriots Circle Members receive a 10% discount on all NISRU courses and provide essential support to INMA's National Sector Security and Resiliency Program (NSSRP).

WORLD-CLASS AND AFFORDABLE WORKFORCE TRAINING

Sourced from the U.S. national security and critical infrastructure protection community and vetted by InfraGard National Members Alliance subject matter experts, our instructors present workplace and industry-relevant workshops and courses that can be completed individually or organized into one of our certification programs. We offer the following:

- + **1-hour webinars** – short, less formal briefings on specific threat or technology matters
- + **2 or 4-hour workshops** – more structured training, specific learning objectives, with certificate and CPEs
- + **8-hour eLearning courses** – academically structured learning, with certificate and CPEs
- + **32-hour certificates** – groups of 8-hour eLearning courses covering a topic or sector, with certificate and CPEs

CURRENT ONLINE CATALOG OFFERINGS

Individual courses are available across the following focus areas: Homeland Security, Intelligence, Critical Infrastructure Protection, Emergency Management, Cybersecurity, Disruption Threats and Attacks, Social Engineering and Blockchain Fundamentals, Terrorism, Natural and Technological Hazards, and others.

Our online, self-paced, industry-relevant certification programs are offered in Fundamentals of Homeland Security, Cybercrime Prevention, Critical Infrastructure Cybersecurity, Practical Application of Risk Assessment for Critical Infrastructure, and Blockchain for Critical Infrastructure Protection, among others. Certifications generally include at least four courses. Here are some examples - *Stay tuned for more!*



Fundamentals of
Homeland Security
Certificate Program

[See details online](#)



Introduction to
Cybercrime Prevention
Certificate Program

[See details online](#)



Fundamentals of
Critical Infrastructure
Cybersecurity Certificate

[See details online](#)



Blockchain for Critical
Infrastructure Protection
Certificate Program

[See details online](#)

2020 INMA EDUCATIONAL WORKSHOPS AND WEBINARS

Workshop Wednesdays:

- + **DEC 16** Vulnerability and Remediation Tracking Management Program
- + **DEC 9** Business Continuity Planning and Pandemics
- + **DEC 2** Employing Mitre ATT & CK Knowledge Base for Critical Infrastructure Protection
- + **NOV 11** Certified Cyber Security Architect (CCSA) Workshop
- + **OCT 28** If You are Not Hacking your Physical Security, Someone Else Will
- + **OCT 21** Implementing a Resilience Centric Approach to Business Continuity
- + **OCT 20** Blockchain and Smart Contracts for Critical Infrastructure Protection
- + **OCT 16** Website Investigations in a Post-GDPR/CCPA World
- + **OCT 14** NIST NCCoE Technical Ransomware Attack Mitigations for Prevention/Response
- + **OCT 7** Cryptocurrencies, Financial Fraud and Tracking Bitcoin
- + **SEP 30** Blockchain and Smart Contracts for Critical Infrastructure Protection

Preventing Your Organization From Becoming The Next Cyber Crime Victim | [SEP 23](#)

InfraGard Sacramento Webinar: Mental Health During COVID | [OCT 6](#)

Tampa Bay InfraGard Members Alliance - Protected Voices and Election Crimes Webinar | [OCT 5](#)

INMA-NISRU Election Security Webinar Series: FBI Cybersecurity Briefing and Davis County Case Study on Mail-In Voting | [SEP 22](#)

InfraGard Minnesota Webinar: Color of Law: George Floyd, Policing, and Partnerships | [SEP 21](#)

INMA Election Security Webinar Series: State Election Security Preparations for the 2020 Election Cycle | [AUG 19](#)

INMA Webinar: Protected Voices and Election Crimes | [AUG 5](#)

INMA Online Workshop in Open Source Intelligence Exploitation Sessions

- + **JUL 22 106** *Advanced Tradecraft/Event Monitoring*
- + **JUL 15 105** *Personal Cyber Safety/Privacy (PERSSEC)*
- + **JUL 8 104** *Deep Web Techniques*
- + **APR 29 103** *Introduction to OSINT 3*
- + **APR 22 102** *Introduction to OSINT 2*
- + **APR 15 101** *Introduction to OSINT 1*

Cybersecurity in the Covid-19 era: Insights, Best Practices & Solutions for Building a Cyber-Resilient Organization | [APR 21](#)

COVID-19 Case Study: How KFC is Dealing with Remote Security Teams | [APR 20](#)

CYBER CAMP YOUTH TRAINING PROGRAM COMMITTEE



Chair: Torry Crass, Charlotte NC IMA

The INMA Cyber Camp Program (“Cyber Camp in a Box”) employs resources from within the local IT and security community, local InfraGard chapters, local FBI field offices, and INMA support to hold a 5-day long, high school focused cyber camp program with specific instruction and content most relevant to their local community. The camp is designed for students between the 9th and 12th grades and provides introductory through intermediate instruction on cybersecurity and related fields. The camp intends to give students an avenue for positive exposure to cybersecurity to spark new or further develop interest and potentially inspire careers in cybersecurity and related fields.

Throughout 2020, the InfraGard Cyber Camp program was severely impacted as a result of the COVID-19 pandemic. The program team was already in the process of procuring, designing, and provisioning resources to operate camps in a virtual capacity as a multi-year goal. The changes of 2020 prompted a full focus towards bringing a self-contained virtual Cyber Camp program with an accompanying cyber range to life.

This change in direction will better support our in-person camps and offer the ability and flexibility for low-resourced chapters to conduct camps by providing lesson plans and related content and a cyber range that facilitates full access through a simple web browser.

TOP COMMITTEE ACHIEVEMENTS:

- + Re-baselined project plan and capacity to support virtual camps in 2021. The team added two additional members to support the operations and curriculum teams for quicker progress.
- + Designed, reviewed, and validated the cyber range architecture - currently 80% complete.
- + Further developed our Capture-The-Flag competition plans beyond camp-specific activities to promote further Cyber Camp program awareness, interest, and off-season camp activities.
- + Evaluation of curriculum, resources, and program-specific needs for virtual audiences.

2020 INFRAGARD CONGRESS

The InfraGard Congress, the organization's annual business meeting, took place virtually in 2020. Due to COVID-19 restrictions, the decision was made to eliminate any educational conference programming. InfraGard chapter delegates from across the United States joined the GoToMeeting webinar to learn and discuss important issues shaping the organization's future, the local chapters, and FBI priorities. Elections were held, and two new national board members were selected, Mohamed Elansary (National Capital Region IMA) and Tom Mustac (New York Metro IMA).

The 2020 InfraGard Awards were presented virtually one month prior, recognizing the outstanding individuals who made significant contributions to the InfraGard program in 2019-20. 2020 marks the first year they were open to the entire membership.

2020 INFRAGARD CONGRESS HIGHLIGHTS

- **Welcome Remarks** | Gary Gardner, *Chairman* & Maureen O'Connell, *President* - [INMA](#) | Paul Abbate, *Associate Deputy Director* - [FBI](#) | Tiffany Locklear, *InfraGard Program Unit Chief* - [FBI](#)
- **FBI Keynote Speaker** | John Brown, *Executive Assistant Director* - [FBI: National Security Branch](#)
- **2019-2020 INMA Report to Congress** (e-distribution)
- **INMA Board Candidates and Elections**
- **The State of InfraGard & INMA's Strategic Plan** | Gary Gardner, *Chairman*; Maureen O'Connell, *President*; Kimberly Pratt, *Executive Director* - [INMA](#)
- **FBI InfraGard Program Update** | Tiffany Locklear, *OPS Unit Chief* & Bill Wittrock, *SA* - [FBI](#)
- **InfraGard 25th Anniversary Kickoff** | Gary Gardner, *Chairman*; and Caroline Schirato, *Director of Business Development and Events* - [INMA](#)



2020 INFRAGARD AWARDS PROGRAM & WINNERS

AWARDS COMMITTEE

Nathan King, Chair, Houston IMA

James Kidwell, Vice Chair, Charlotte IMA

Mike Misechok, Advisor, Pittsburgh IMA

Nancy Bianco, South Florida IMA

Patrick DeShazo, New Hampshire, IMA

Al Wilson, Philadelphia IMA

Christopher D. Trifiletti, Springfield IMA

Michael P. Rother, INMA Board Liaison, Springfield IMA

Sue Neary, San Francisco IMA

John Giordano, Birmingham IMA

Roger Rieger, Los Angeles IMA

Mike Dalton, Connecticut IMA

Melinda Shoemaker, Michigan IMA

Chad Kliewer, Oklahoma IMA

Karla Hammer, North Dakota IMA

Carlene Osmer, Huntsville IMA

The INMA Awards Committee's mission is to further awareness of the significant volunteer contributions made throughout the year by InfraGard volunteer members, FBI Private Sector Coordinators, and DHS Protective Security Advisors assisting in the protection of critical infrastructure of the United States. The Committee consists of members who believe in this mission and volunteer their time to ensure the recognition of others.

2020 ACHIEVEMENTS

- + The committee successfully fulfilled its mission by recognizing the below recipients for their efforts through the selection of the 2020 national and regional awardees.
- + A virtual awards ceremony was held in August 2020, with the highest ever attendance at over 500 people.

2020 CHAIRMAN'S AWARDS

Frank Appunn - [Maine](#)

Gerald Beuchelt - [Boston](#)

Boston InfraGard Members Alliance - [Boston](#)

Chuck Georgo - [Maryland](#)

Curtis Jones - [San Diego](#)

Mary Lasky - [Maryland](#)

Matthew Miller - [San Diego](#)

Kimberly Pratt - [Sacramento](#)

Caroline Schirato - [Sacramento](#)

Saint Louis InfraGard Members Alliance - [Saint Louis](#)

Mary Wood - [Maryland](#)

2020 NATIONAL AWARD WINNERS

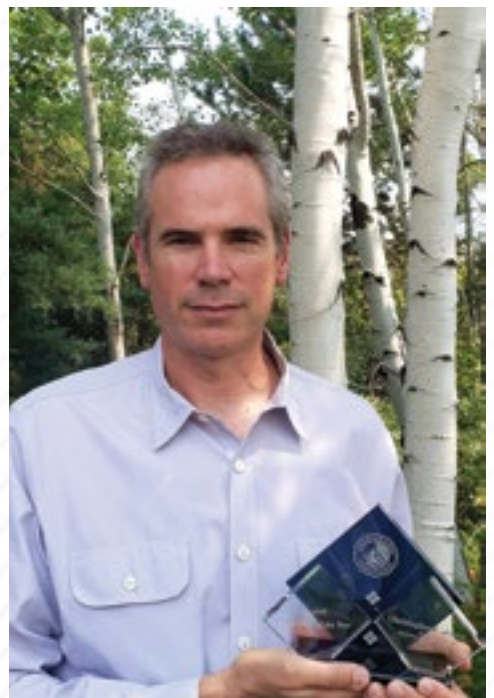
AWARD	RECIPIENT
Linda Franklin Award	Lauren Schuler - Maryland
DHS PSA of the Year	Brian Keith - Los Angeles
FBI PSC of the Year	Christopher Calarco - Denver
IMA Community Outreach	San Diego IMA
IMA Leadership	Darrell Sandefur - Cincinnati
Meeting the Challenge	Garry Brown - Central Ohio
Public/Private Partnership	Dr. Gus Frias - Los Angeles
Rookie of the Year	Theresa Droege - Denver
Sector Chief of the Year	Suzanne Phegley - Springfield

2020 REGIONAL AWARD WINNERS

AWARD	MIDWEST	NORTH CENTRAL	NORTHEAST	PACIFIC	SOUTH CENTRAL	SOUTHEAST
IMA Leadership		Roftiel Constantine (Springfield)	David Solano (NY City Metro)	Stephanie Cervantes (Sacramento)	David Fojtik (Houston)	Steve Bieber (National Capital Region)
Sector Chief of the Year			Mark Jarrett (NY City Metro)	David Goldenberg (Sacramento)	George Shaffer (El Paso)	
Meeting the Challenge		Christopher McLaughlin (Denver)			Peter Chaves (Houston)	Urayoan Camacho (Puerto Rico)
Rookie of the Year					Dr. Oscar A. Perez (El Paso)	
Public/Private Partnership	Michael Natale (Dayton)		Lt. Col. Peter Horne (Rhode Island)		El Paso Electric Company	Andy Jabbour (National Capital Region)
IMA Community Outreach			Philadelphia			
FBI Coordinator of the Year				Darryl Elliott (Sacramento)	Bryan Gaines (Houston)	Clint Nafey (Puerto Rico)
DHS Protective Security Advisor					Julio Gonzalez (Houston)	



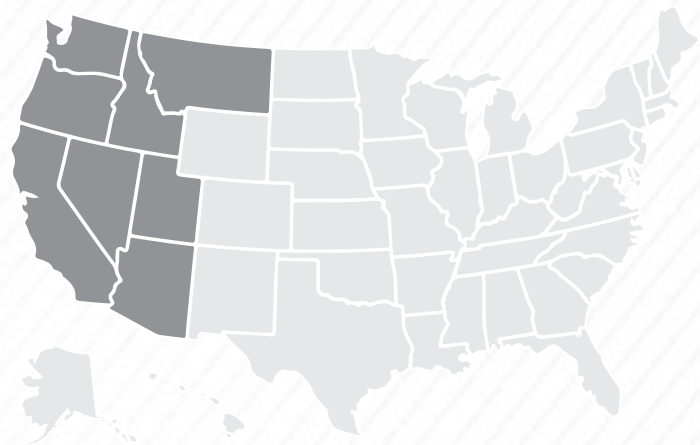
INFRAGARD NATIONAL MEMBERS ALLIANCE



INFRAGARD REGIONAL & CHAPTER HIGHLIGHTS

PACIFIC REGION

IMA CHAPTER	PRESIDENT
Alaska	Eric Huffman
Arizona	Andrew Roberts
Honolulu/Hawaii	Russ Seeney
Idaho	Joshua Stemp
Los Angeles	Roger Rieger
Oregon	Robert Brinker
Oregon	Robert Brinker
Sacramento	Aaron Tarver
Salt Lake City	Jeff Brohamer
San Diego	Sandy Moul
San Francisco Bay Area	Sue Neary
Southern Nevada	Michael St. Vincent
Washington State	Eddy Cruz



The Pacific Region IMAs continued active training programs despite COVID-19 restrictions, by switching to a virtual platform. They discovered the virtual approach actually increased attendance and member engagement. The Pacific region is geographically challenged with many chapters covering significant portions of a state. In this respect, the pandemic provided a ready-made solution, and most IMAs were able to turn a challenge into an opportunity. Many IMAs in the region shared events nationally. Sector Programs gained traction in the region, and they piloted the first chapter mentor program with San Diego, actively assisting the SF Bay Area Sector Program development. Fusion Center partnerships are strong in all California IMAs and Arizona, and Hawaii now actively includes Guam and the Northern Mariana Islands in its chapter activities. New leadership in the Pacific Northwest (Oregon, Washington, Idaho, and Utah) has re-energized these chapters.

CHAPTER HIGHLIGHTS

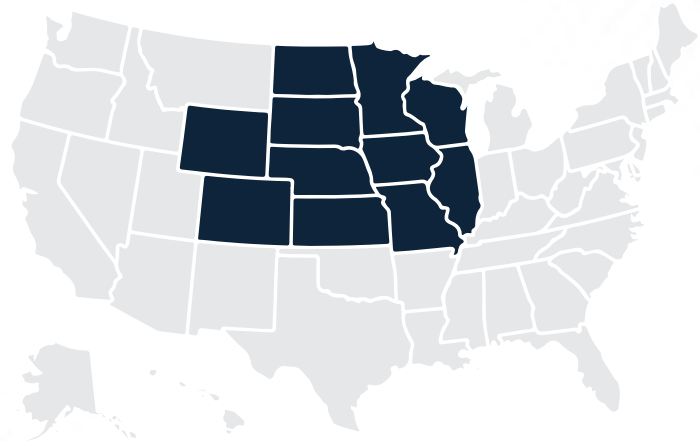
- + Hosted CYBER2030, the 6th annual Cyber Futurist Symposium, and 20 total training events - [San Diego IMA](#)
- + 35% increase in membership and the success of a robust new sponsorship program - [Southern Nevada IMA](#)
- + Doubled meeting attendance and expanded membership to include Guam satellite chapter - [Hawaii IMA](#)
- + Hosted a COVID related Mental Health Webinar with Dr. Barnhorst, UC Davis Medical Center - [Sacramento IMA](#)
- + Meeting attendance increased by 30-40% and \$15,000 increase in sponsorships - [SF Bay Area IMA](#)
- + 25% increase in membership and moderate sponsorship increase - [Oregon IMA](#)
- + Launch of new website, INMA seal, and survey tools to help drive feedback from focus groups - [Salt Lake City IMA](#)



INFRAGARD NATIONAL MEMBERS ALLIANCE

NORTH CENTRAL REGION

IMA CHAPTER	PRESIDENT
Chicago	Constantine Koulis
Denver	Susan Bond
Iowa	Randy Cairns
Kansas City	Donna Gomez
Minnesota	Mike Johnson
Nebraska	Walter Clakum
North Dakota	Todd Domres
Springfield	Michael P. Rother/Rotfiel Constantine
South Dakota	Troy Larson
St. Louis	David Wren
Wisconsin	Daniel Honore



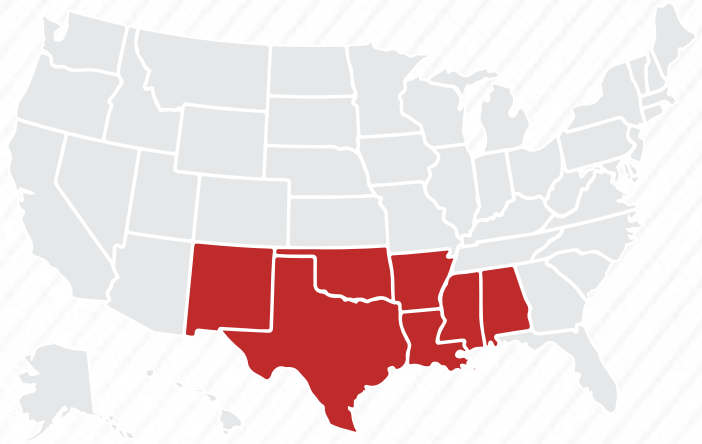
As with other regions, IMAs in the North Central region pivoted into virtual online meetings, webinars and conferences. Like the Pacific region, the North Central region has several chapters--indeed the majority in the region-- that cover entire states. These include Minnesota, North Dakota, South Dakota, Wisconsin, Nebraska, Iowa, and Denver. The virtual environment allowed engagement with members in faraway cities, regions of these states and others, proving to be a silver lining of this pandemic year. IMA leaders persisted in keeping their organizations relevant, retaining sponsors, and increasing membership across the board.

CHAPTER HIGHLIGHTS

- + 11% increase in membership, and hosted 2 pre-pandemic in person events and 4 virtual events - [Iowa IMA](#)
- + Hosted an Election Security event and Election Security panel discussion. Saw increased funds due to Patriots Circle fundraising program - [Kansas City IMA](#)
- + 40% increase in membership, and launched new website and fundraising programs, increasing chapter funds by 100% - [Denver IMA](#)
- + Hosted annual SuperCon summit with 10 sessions and 100+ attendees - [Wisconsin IMA](#)
- + Membership increased to 1600 by the end of 2020 - [Chicago IMA](#)

SOUTH CENTRAL REGION

IMA CHAPTER	PRESIDENT
Arkansas	Jason Cathey
Austin Capital	Scott Brandt
Birmingham	Russ Dorsey
El Paso	Chris Claremont
Houston	Kim Woodruff
Huntsville	Edmund Dowling
Louisiana	Lester Millet
Mississippi	Shane Adams
New Mexico	Bill Henz
North Texas	Sharon Reynolds
Oklahoma	Chad Kliwer
Rio Grande	Julio Roman
San Antonio	Dave Marshall



The South Central Region transitioned to an online format in March 2020. The chapters did an excellent job of keeping members updated on current trends and issues throughout the year, and many chapters opened up their online events to all InfraGard chapters across the country. Due to the online format, attendance at some meetings increased, as did the opportunity to offer different speakers without travel costs. Outside of COVID-19 related challenges, several chapter board leadership roles' turnover presented some challenges for the region. The region also piloted the idea of using the Teams format for communicating, which expanded to all regions throughout the year. During the regional breakout session held after Congress, the region discussed ways InfraGard could continue improving communications through the portal and other online formats.

CHAPTER HIGHLIGHTS

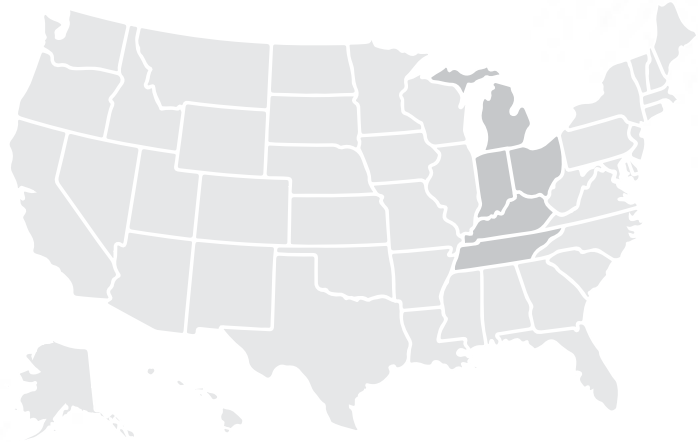
- + 30% increase in membership - [Louisiana IMA](#)
- + Information Warfare Summit was virtually offered with 13,376 registered attendees - [Oklahoma IMA](#)
- + 5% increase in membership and transition to virtual format - [Arkansas IMA](#)
- + FBI presentation on the topic of Cyber Security - [New Mexico IMA](#)



INFRAGARD NATIONAL MEMBERS ALLIANCE

MIDWEST REGION

IMA CHAPTER	PRESIDENT
Central Ohio	Garry Brown
Cincinnati	Darrell Sandefur
Dayton	Terry Oroszi
Indiana	Maggie Collins
Kentucky	Douglas Brent/Da-Wyone Haynes
Knoxville	Patricia Payne
Memphis	Alex Tartera
Michigan	Stephanie Scheurmann
Middle Tennessee	Scott Augenbaum
Northern Ohio	Rich Ullom
Toledo	Lisa Niekamp - Urwin



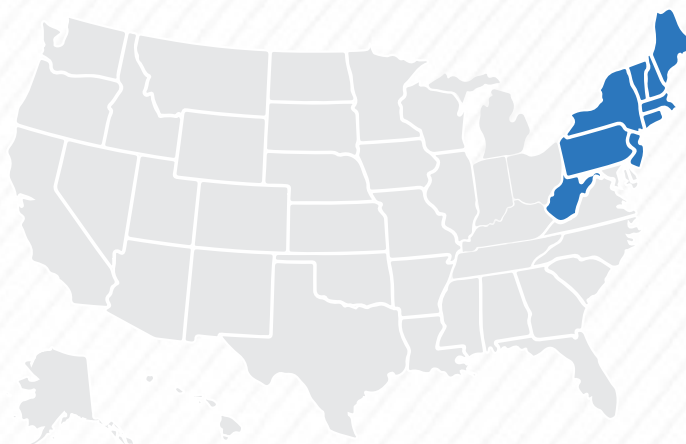
Due to COVID-19 challenges and considerable leadership changes, Midwest Region IMAs were in full response mode in 2020. As a result of ongoing restrictions, the Midwest region transitioned to a full virtual model to safeguard and serve our members. We found new ways to connect resources, speakers, and members to answer burning questions and assist in problem resolution. Boards and new leaders across the region worked diligently to establish compliance with state, federal, and organizational bylaw requirements. In the end, all chapters in the Midwest were certified compliant by INMA in 2020.

CHAPTER HIGHLIGHTS

- + Joint event with the FBI, ZIX, and Matt Dunn from Kroll on Information Security - [Middle Tennessee IMA](#)
- + Partnered with the Cyber Security Summit to enhance their offerings - [Toledo IMA](#)
- + Hosted event with 473 attendees for Legal Considerations of Sharing Information with the FBI - [Cincinnati IMA](#)
- + Presented Human Trafficking and Cy-Ops to Combat it - [Northern Ohio IMA](#)
- + Successfully presented four very well-attended virtual chapter meetings - [Michigan IMA](#)
- + Growth in membership and a JTTF presentation - [Central Ohio IMA](#)
- + Collaborated with FBI and other key personnel in a special meeting on the Oregon District active shooter. The FBI presented a behind-the-scenes look at the incident. The local Dayton Think Tank and Cincinnati Citizens academy members were invited to participate - [Dayton IMA](#)

NORTHEAST REGION

IMA CHAPTER	PRESIDENT
Albany	Devi Momot
Boston	Bob Antia/ Marc French
Buffalo	Bob Giannicchi
Central PA	Michael Russell
Connecticut	Mark Ramsey
Maine	Frank Appunn
New Hampshire	Bill Schenkelberg
New Jersey	Jody Washkewicz
NY City Metro	Tom Mustac
Philadelphia	Albert Wilson/Austin Morris Jr.
Pittsburgh	Kellie Morrow
Rhode Island	Gary Miville
Rochester	Bill Lawrence
West Virginia	Phil Loftis



The Northeast Region of InfraGard worked diligently to serve its members and continue its operational mission despite the challenges posed by the COVID-19 pandemic. Numerous virtual meetings, summits and workshops were held, and regional leaders responded with events that addressed timely issues and threats to our national and economic security. Chapters collaborated in sharing events both regionally and nationally. The Boston IMA successfully secured the generous, national partnership with LogMeIn, Inc., which provided meeting and webinar services free for three months during the pandemic, and then at a steep discount, enabling InfraGard's 2020 virtual success.

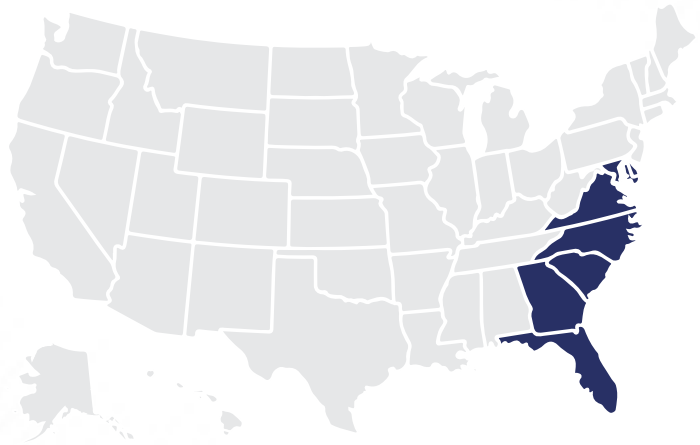
CHAPTER HIGHLIGHTS

- + Partnered with Massachusetts Emergency Management (MEMA) to staff the Business Response desk, providing phone support to the business community around closures, operating plans, and response strategies - [Boston IMA](#)
- + Conducted two panel discussions in 2020: Resiliency and Maritime Security Issues - [New Hampshire IMA](#)
- + Virtual meetings were very successful with increased attendance in 2020 - [Rhode Island IMA](#)
- + Hosted 2 Director Training sessions, the Financial Services Security Summit, and 12 total events - [NY Metro IMA](#)
- + Presented "Machine Learning for SQL Injection Attack Detection" by Anthony Leonard - [West Virginia IMA](#)
- + Active participation in the Governor's monthly Cybersecurity Council - [Connecticut IMA](#)
- + Hosted events on COVID-19 related scams and fraud, and work-from-home virtual readiness assistance - [Buffalo IMA](#)



SOUTHEAST REGION

IMA CHAPTER	PRESIDENT
Atlanta	Bruno Haring
Charlotte	Larry Eighmy
Delaware	Chris Tyler
Eastern Carolina	Steven Worley
Jacksonville	Dan Pinto/Tommy Esquitado
Maryland	Craig Jackson/Donald Gerkin
National Capital Region	Steven Bieber
Norfolk	Richard Johnson
Orlando	Andrew Von Ramin Mapp
Puerto Rico	Urayaon Camacho
Richmond	Jeffrey Potter
Tallahassee	William Banks
Tampa Bay	Lisa Shasteen
South Carolina	James Woodlock
South Florida	Maricio Angee/Tom Markert



The Southeast Region responded well to changes due to COVID-19 and local IMA leadership in 2020. Eight of the IMAs in the Southeast region had a shift in IMA Presidents and other Board positions. New leaders worked hard to energize their chapters and brought new opportunities for member engagement, information sharing, and education/knowledge development. Multiple IMAs developed a social media presence and produced webinars that were available for all InfraGard members to view. Our IMAs hosted presentations covering topics that included threats during the COVID-19 pandemic and response, as well as the DarkNet.

CHAPTER HIGHLIGHTS

- + 20% increase in membership - [Jacksonville IMA](#)
- + Presented eight training sessions - [Maryland IMA](#)
- + Hosted five member events in 2020 - [Tampa Bay IMA](#)
- + Provided presentations about COVID19 trends - [Maryland, Tampa Bay, and Jacksonville IMAs](#)
- + Hosted a presentation on the DarkNet - [Orlando IMA](#)
- + Reviewed and updated IMA bylaws - [Tampa Bay and Jacksonville IMAs](#)
- + 6 IMA events as well as 4 shared online events partnered with the Charlotte IMA - [Eastern Carolina and Charlotte IMAs](#)

FINANCIAL HIGHLIGHTS

TREASURER'S REPORT

DWIGHT KOOP, TREASURER

EXECUTIVE SUMMARY

The INMA bank balances, accounts receivable, accounts payable, and financial records accurately reflect the Alliance's financial position during the Fiscal Year (October 1, 2019, to September 30, 2020). The Audit Committee has retained an independent Certified Public Accounting firm to conduct a review that began at the end of 2020.

IMPROVED FINANCIAL CONDITION

The InfraGard National Members Alliance ended the Fiscal Year in considerably better condition than in prior years. For the last several years, the Treasurer's Reports stressed a lack of working capital in the form of cash reserves (see Balance Sheet, below). In early 2020, it was necessary to borrow \$50,000 to cover upfront costs for the Annual InfraGard Congress until the offsetting income arrived in the form of reimbursement from the FBI. By September 30, 2020, the bank account's cash reserves were over \$130,000, and the loan was repaid. This translates to a significant reduction in time, effort, and financial stress, allowing the staff to focus on the organization's mission.

PATRIOT CIRCLE REVENUES COVERED REVENUES LOST DUE TO COVID-19

The Revenue and Expenses summary presented below shows more than a 100% increase in Patriots Circle Members' level of contributions over the prior fiscal year's contributions. In addition, InfraGard education efforts, including its webinars, added \$188,370 to revenue – a major increase.

While the FBI's annual allocation and budget for INMA did not change, reduced utilization of available budget from the prior year resulted from less travel, switching to a virtual Congress, and the accompanying lower costs due to the COVID-19 pandemic. Related revenue, including corporate contributions and event sponsorship, were also down due to the pandemic.

CONTROLLED COSTS

The small increase in overall revenue was matched by a slight decrease in expenses. Staff compensation increased as more people were added to the team. Those added staff have made it possible to grow revenue to serve the mission and to continue to diversify income streams.

The significant 59% reduction in travel costs resulted from pandemic-related changes to virtual events and meetings.

The Net Operating Revenue of \$113,056.53 was a refreshing turn-around from the \$48,049.21 loss reported for the prior year.



INMA REVENUE & EXPENSES: 2019 VS 2020

For the fiscal year(s) ending September 30

2020 HIGHLIGHTS:

- + Total Revenue increase of **4%**
- + Expenses decreased by **6%**
- + Net Revenue increase of **40%**

	2019	2020	% Change
REVENUE			
Direct Public Support			
Patriots Circle Contributions	46,595.67	97,709.01	110%
Individual Contributions	13,231.20	2,657.99	-80%
Directed Donations		31,972.00	
Corporate Contributions	58,948.20	2,784.67	-95%
TOTAL DIRECT PUBLIC SUPPORT	118,775.07	135,123.67	14%
Meetings & Event Income			
InfraGard Webinars	3,302.66	188,369.53	5604%
NDRC Fee Income	17,255.00	12,504.47	-28%
Event Sponsorship	41,500.00	11,850.00	-71%
Event Income	36,099.61		-100%
TOTAL MEETINGS & EVENT INCOME	98,157.27	212,724.00	117%
FBI Reimbursement for Operation			
FBI Re-Bill of INMA G&A Costs	166,697.68	251,665.68	51%
FBI RE-Bill of Misc. Expenses	48,947.70	56,438.66	15%
FBI RE-Bill of Meeting/Events Cost	245,510.86	55,330.72	-77%
FBI Re-Bill of D&O Insurance	1,237.00	6,194.00	401%
TOTAL FBI REIMBURSEMENT FOR OPERATION	462,393.24	369,629.06	-20%
D&O INSURANCE BILLED TO IMAS	48,510.00	44,680.00	-8%
PRODUCT SALES	9,953.59	1,628.47	-84%
TOTAL REVENUE	737,789.17	763,785.20	4%

	2019	2020	% Change
EXPENSES			
DISTRIBUTIONS & CONTRIBUTIONS			
IMA Share of Patriot Circle Contributions	6,760.00	22,520.00	233%
Donor Designated Contributions		16,972.00	
TOTAL DISTRIBUTIONS & CONTRIBUTIONS	6,760.00	39,492.00	484%
G&A STAFF COMPENSATIONS			
Executive Staff Fees	133,333.2	240,000.00	80%
Professional Staff Fees	37,618.32	70,848.60	88%
Accounting Administrative Service Fees	2,950.71	11,330.00	284%
Other G&A Consulting Fees	12,766.40	3,500.00	-73%
TOTAL G&A STAFF COMPENSATION	186,668.72	325,678.60	74%
D&O INSURANCE EXPENSES	49,747.00	46,905.00	-6%
TRAVEL AND MEETINGS	338,440.80	101,530.73	-73%
EDUCATION AND TRAINING COSTS		89,127.46	
OPERATIONS COSTS	66,123.44	47,994.88	-27%
TOTAL EXPENSES	689,739.96	650,728.67	-6%
NET OPERATING REVENUE	48,049.21	113,056.53	135%
	2019	2020	% Change
OTHER EXPENSES			
NON-OPERATING EXPENSES	2,025.08	2,083.36	3%
PRIOR YEAR EXPENSES	2,850.00	50,725.26	1680%
TOTAL OTHER EXPENSES	4,875.08	52,808.62	983%
NET REVENUE	4,875.08	52,808.62	40%



2020 BUDGET - PROJECTED AND REVISED

In October 2019, during INMA's Strategic Planning Session, the Budget for the Fiscal Year ending September 30, 2020, was established. Certain revenues and expenses were not realized, primarily due to the pandemic. Several major planned events did not occur: a fundraising Gala scheduled for May 2020, Cyber Camps across the country during the summer, and the InfraGard Congress and Conference in September 2020. As a result, the expected income of corporate sponsorships, registration and attendance fees, and FBI reimbursement were not realized. However, there were also no associated costs for those events. The INMA Budget is shown in the table below, with both projected and revised numbers included.

REVENUE	PROJECTED	REVISED	EXPENSES	PROJECTED	REVISED
FBI Reimbursements					
CLIN 1 INMA Staff	240,000	240,000	CLIN 1 INMA Staff	240,000	240,000
CLIN 2 InfraGard Events	85,000	2,000	CLIN 2 InfraGard Events	85,000	2,000
CLIN 3 Meetings & Travel	55,000	55,000	CLIN 3 Meetings & Travel	55,000	55,000
CLIN 4 Other Direct Costs	45,000	60,000	CLIN 4 Direct Costs	45,000	60,000
TOTAL FBI	425,000	357,000	TOTAL FBI	425,000	357,000
CONTRIBUTIONS			DISTRIBUTIONS		
Patriots Circle Contributions	100,000	95,000	IMA Patriots Circle Share	20,000	20,000
Corporate Contributions	30,000	20,000			
TOTAL CONTRIBUTIONS	130,000	115,000	TOTAL DISTRIBUTIONS	20,000	20,000
EVENTS INCOME			EVENTS EXPENSE		
Congress/Conference			Congress/Conference		
Conf. Sponsors & Exhibit	130,000	5,000	Audio Visual	30,000	0
Conference Registration	140,000	0	Food and Beverage	70,000	0
			Printing/Shipping	5,000	0
			InfraGard Expo Booth	25,000	0
			Conference site fee	5,000	0
SUB-TOTAL	270,000	5,000	SUB-TOTAL	135,000	0
Fundraising Gala	150,000	0	Fundraising Gala	100,000	0
InfraGard Webinars	50,000	188,000	InfraGard Webinars	0	0
NDRC Summit Registration	9,000	12,000	Regional Summits	5,000	5,000
NDRC Summit Sponsors	0	10,000	CSC (NDRC Summit)	10,000	12,000
Enterprise Events	80,000	0	Enterprise Events	40,000	0
TOTAL EVENTS INCOME	559,000	215,000	TOTAL EVENTS EXPENSE	290,000	17,000
PROGRAM INCOME			PROGRAM EXPENSE		
Cyber Camps Sponsors	150,000	0	Cyber Camps Expense	100,000	0
NISRU	1,050,720	0	NISRU	833,479	16,000
			Reg/Nat Special Projects	10,000	40,000
			NSSRP Programs	15,000	0
			Awards Program	7,500	7,500
TOTAL PROGRAMS INC	1,200,720	0	TOTAL PROGRAMS EXP	965,979	63,500

ADMIN/OPER INC			ADMIN/OPER EXP		
D&O Ins. Billed to IMAs	51,000	45,500	Insurance - D&O	50,000	56,000
			Insurance - other	5,000	0
			Zoom/Webinar Software	8,000	8,000
			Office Expenses	20,000	5,000
			Postage/Shipping	1,000	1,000
			Org. Software	7,000	3,000
			Marketing/Branding	15,000	3,000
			Publications/Printing	10,000	0
			Funding Reserves	9,241	15,000
			Board Travel	60,000	10,000
TOTAL ADMIN/OP INC	51,000	45,500	TOTAL ADMIN/OP EXP	185,241	101,000
MERCHANDISE SALES	5,000	0			
AFFINITY PROGRAM SALES	500	200			

TOTAL REVENUE	PROJECTED	REVISED	TOTAL EXPENSE	PROJECTED	REVISED
	2,371,220	732,700		1,311,220	635,500



INFRAGARD NATIONAL
MEMBERS ALLIANCE

THANK YOU TO OUR 2020 SUPPORTERS



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