



Rick C. Mathews

Curriculum Vita

Professional History

Director of Simulations and Training

College of Emergency Preparedness, Homeland Security and Cybersecurity
University at Albany, State University of New York, Albany, NY

Jan. 2016 – Present

Public Service Professor

Public Administration Department
Rockefeller College of Public Affairs and Policy,
University at Albany, State University of New York, Albany, NY

July 2013 – Present

Affiliated Faculty

College of Emergency Preparedness, Homeland Security and Cybersecurity
University at Albany, State University of New York, Albany, NY

Sept. 2015 – Present

Adjunct Professor

Political Science Department
Rockefeller College of Public Affairs and Policy University at Albany,
State University of New York, Albany, NY

Jan. 2010 – Present

Principal and Consultant

Mathews and Associates; Glenmont, NY

Jan. 1970 – Present

Director

National Center for Security & Preparedness
University at Albany, State University of New York, Albany, NY

July 2007 – Jan. 2016

Assistant Director for Research and Development

National Center for Biomedical Research and Training,
Academy of Counter-Terrorist Education, Louisiana State University; Baton Rouge, LA

Jan. 2002 – July 2007

Director of Risk Management

Dallas MetroCare Services; Dallas, TX

Nov. 1978 – Dec. 2001

Risk Manager and Coordinator of Quality Improvement

Creek Nation Division of Health; Okemah, OK

Jun. 1996 – Nov. 1998

Administrator

Medic One Companies; Seminole, OK

1993 – 1996

Vice-President and Director of EMS

Seminole Municipal Hospital (AKA: MEDICUS); Seminole, OK

1990 – 1993

Director of EMS

Seminole EMS (AKA: MEDICUS); Seminole, OK

1985 – 1993

Coordinator of EMS

Terre Haute Regional Hospital
Hospital Corporation of America; Terre Haute, IN

1983 – 1985

Instructor of Health and Safety and Coordinator of EMS Institute

Indiana State University; Terre Haute, IN

1979 – 1983



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Education

- M.S.** Health and Safety (Administration Emphasis) **1979**
Indiana State University; Terre Haute, IN
- B.S.** Physical Education (Major) **1976**
Athletic Training (AKA: Sports Medicine) (Specialization), U.S. History (Minor)
Indiana State University; Terre Haute, IN

Professional Experience

Director of Simulations and Training

College of Emergency Preparedness, Homeland Security and Cybersecurity; University at Albany, State University of New York; Albany, NY

- Develops and delivers high-fidelity simulations for the College of Emergency Preparedness, Homeland Security and Cybersecurity (CEHC) for undergraduate and graduate students in support of College faculty and curriculum;
- Develops and delivers specialized and behavior-based training for and on behalf of the College;
- Supports research and academic efforts of the College;
- Provides a linkage between academia and practice within and in support of the College;
- Serves on the College's steering and advisory committee.

Director

National Center for Security & Preparedness, Rockefeller College of Public Affairs and Policy, University at Albany; State University of New York; Albany, NY

- Established successful national center focusing on homeland security, intelligence, infrastructure protection, counter-terrorism, terrorism interdiction, emergency preparedness, and related areas;
- Provided technical assistance to the New York State Division of Homeland Security and Emergency Services in the areas of training, emergency management, and homeland security;
- Served on the conceptual team and steering committees for the establishment of the College of Emergency Preparedness, Homeland Security and Cybersecurity at the University at Albany
- Served as the Program Director for the New York State Preparedness Training Center;
- Developed high fidelity (including scenario-based and behavior-based) training courses and workshops dealing with counter-terrorism, terrorism interdiction, critical decision-making, infrastructure protection analysis, active shooter scenario (Mumbai, India scope) leadership, capabilities based preparedness, campus preparedness, threat and vulnerability assessment, among others;
- Developed after action reports for Hurricane Irene/Tropical Storm Lee, Northern Light Functional Exercise, and Superstorm Sandy for the NYS Division of Homeland Security and Emergency Services;
- Conducted research dealing with homeland security and infrastructure protection;
- Developed and deliver Masters level course for Rockefeller College, Department of Public Administration and Policy covering topics on homeland security and capabilities-based



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preparedness as well as an undergraduate course on homeland security for the Political Science department;

- Established collaborative relationships among UAlbany and SUNY System organizations, New York State Division of Homeland Security and Emergency Services, U.S. Department of Homeland Security, other state and federal agencies, and private sector;
- Key advisor to the New York State Division of Homeland Security and Emergency Services on issues pertaining to its State Preparedness Training Center;
- Provided consultation services in support of the planning section of the Louisiana Governor's Office of Emergency Preparedness;

Assistant Director for Research and Development

National Center for Biomedical Research and Training, Academy of Counter-Terrorist Education, Louisiana State University; Baton Rouge, LA

- Developed and managed homeland security and counter-terrorist preparedness training programs;
- Managed related developmental projects dealing with emergency preparedness, counter-terrorism, and scenario-based exercises/drills;
- Led development and/or significant revision of over 21 national-level courses in support of U.S. DHS, FEMA, USDHHS, Louisiana Department of Health and Hospitals, and others;
- Provided technical assistance in areas dealing with homeland security, course development, planning, etc.;
- Led and directed NCBRT research, marketing, analysis, and business development efforts;
- Developed training program outcomes studies for NCBRT (first such program developed in support of U.S. DHS);
- Developed NCBRT instructor development, certification, and professional development programs;
- Led National Instructor Certification development committee for U.S. DHS Office of Grants and Training (2005-06) charged with revisions (recommendations) of DHS Instructor Certification Program;
- Voting member (by selection) of Stakeholder Panel on Agent Detection Assays, national initiative sponsored by DHS Science and Technology Directorate;
- Served in leadership roles within the National Domestic Preparedness Consortium efforts including development of 5-Year Strategic Plan and Campus Preparedness Strategies for DHS;
- Served as Subject Matter Expert for Emergency Services Sector definitions and conditions initiative sponsored by DHS.



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Professional Experience, cont.

Principal and Consultant

Mathews and Associates; Clifton Park, NY (also Baton Rouge, Dallas, Seminole, and Terre Haute)

- Provided consulting and training services for a wide range of clients from all sectors dealing with emergency preparedness, emergency medical services, homeland security, risk management, and others;
- Provided expert testimony in criminal and civil proceedings including capital homicide cases;
- Developed and delivered projects on various topics including disaster planning, emergency preparedness assessment and training, emergency response exercise development and implementation, EMS licensure elevation, HIPAA training and compliance, HCFA “inherent unreasonableness” applications, policy development and training, safety plan development, EPA compliance/spill emergency response planning, EMS business management/acquisition assessments, integration of criminal justice system and community health care programs in Oklahoma;

Director of Risk Management

Dallas MetroCare Services (DMS) (FKA: Dallas County Mental Health Mental Retardation); Dallas, TX

- Served as Risk Manager, Client Rights Officer, Chief Safety Officer, Compliance Officer, and Facilities Manager;
- Coordinated the emergency response and disaster preparedness programs for DMS;
- Developed risk management program and initial corporate compliance plan for DMS;
- Directed security operations at DMS;
- Led HIPPA Implementation Task Force.

Risk Manager and Coordinator of Quality Improvement

Creek Nation Division of Health; Okemah, OK

- Developed Risk Management and Safety Program;
- Developed Quality Improvement program for EMS operations and for hospital;
- Served as a member of the hospital’s Executive Management Team.

Administrator

Medic One Companies (Medic One, Inc. and Medic One EMS, Inc.); Seminole, OK

- Founded the corporation as well as its two businesses (home health care and EMS);
- Directed the provision of home health care services throughout central Oklahoma from two locations;
- Developed high performance, critical care EMS services;
- Directed the provision of inter-facility, emergent, and critical care transfers for the Chickasaw Nation;



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Professional Experience, cont.

Vice-President and Director of EMS

Seminole Municipal Hospital; Seminole, OK

- Held executive responsibility for these operational areas: imaging, maintenance, housekeeping, pharmacy, physical therapy, respiratory therapy, dietary, laboratory, safety, and EMS;
- Helped facilitate a favorable change in hospital's bottom line from annual losses in excess of \$350,000 annually (\$3M budget) to positive bottom line in excess of \$400,000 annually while on hospital's executive team;
- Initiated efforts to build new facility (e.g., master plan development and fund raising) on hospital's executive team;
- Earned initial CLIA certification for hospital's laboratory;
- Participated on initial risk management program development team

Director of EMS

Seminole EMS (AKA: MEDICUS); Seminole, OK

- Elevated operations and licensure from small BLS service to high-performance Paramedic Level Service;
- Facilitated growth in EMS volume by over 180% in 7 years;
- Improved EMS financial status from annual losses of over \$110,000 to a favorable bottom line in excess of \$38,000 annually (annual budget of \$500,000);

Coordinator of EMS

Terre Haute Regional Hospital (a Hospital Corporation of America owned hospital); Terre Haute, IN

- Implemented Paramedic program to enhance the Emergency Department visits and hospital admissions through the hospital's involvement in EMS;
- Coordinated the hospital's EMS Continuing Education program;
- Facilitated the implementation of a Paramedic Level Service through a private provider;
- Established a coordinated and inclusive EMS system via a contract among two competing hospitals, a private EMS operation, and a city-owned and operated fire department EMS program (BLS level only), all within a highly political and competitive environment;
- Renovated the hospital's Emergency Response/Disaster Plan;
- Facilitated significant increases in both ED visits and critical care admissions;

Instructor of Health and Safety and Coordinator of EMS Institute

Indiana State University; Terre Haute, IN

- Established the EMS Institute;
- Obtained two research grants for the Department (one from the Indiana EMS Commission and the second from the Central Indiana EMS Council);
- Served as principle investor or co-principle investigator on three, grant-funded research projects;



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Professional Experience, cont.

- Worked with many community, state, and federal agencies in disaster and emergency response planning;
- Taught the following undergraduate courses for the Department: Administration of Environmental Health, Corporate Safety Planning, Accident and Disaster Planning, Traffic and Transportation Safety, General Safety, Industrial Accident Prevention (ergonomics), Personal Health, and Advanced First Aid;
- Taught Emergency Medical Technician course as a non-credit class;

Additional EMS Experience (clinical and training/education)

- 1974 – 2004: served in clinical capacity on private and public EMS operations at both the Basic Life Support and Advanced Life Support levels; (Specifics available upon request).
- 1977 – 1998: served as adjunct instructor teaching EMS courses for five educational institutions: Indiana Vocational-Technical College, Indiana State University, DePauw University, Vincennes University, Gordon Cooper Vocational-Technical School (Specifics available upon request).

Professional Associations

- Committee for Tactical Emergency Casualty Care; (Board of Directors)
- Association for Intelligence Officers (AKA: Association of Former Intelligence Officers)
- International Association of Emergency Managers
- Homeland Security and Defense Education Consortium Association
- National Intelligence Education Foundation, Inc.
- International Medical and Rescue Association
- Protect New York
- InfraGard

Grants, Contracts, and Research

(Including only Principal or Co-Principal Investigator)

Technical Assistance and Exercise Development

June 15, 2012 – December 31, 2016

- Development of exercises; after action reports, training, staffing, and general technical assistance in support of the Office of Emergency Management of the New York State Division of Homeland Security and Emergency Services (\$12,542,011)

Delivery of Selected Counter-Terrorism and Critical Decision Making Courses

March 1, 2011 – June 30, 2012

- Delivery of a schedule for training in support of the State Preparedness Training Center and the New York State Division of Homeland Security and Emergency Services (\$322,920);



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Grants, Contracts, and Research, cont.

Technical Assistance/Adjunct Trainer and Role Player Program

March 1, 2011 – June 30, 2012

- Provision of a comprehensive trainer and role player program in support of the State Preparedness Training Center of the New York State Division of Homeland Security and Emergency Services (\$318,383);

Critical Infrastructure Protection: Electrical Energy Resilience in the Great Lakes Area Region (PI)

February 2011 – November 2011

- Research and technical assistance in support of the Office of Counter Terrorism, New York State Division of Homeland Security and Emergency Services (\$50,000);

Homeland Security Training Planning and Technical Assistance

November 2010 – June 2012

- Development of homeland security training and education strategic plan and provision of advisory technical assistance, in support of the New York State Division of Homeland Security and Emergency Services (\$448,366);

Advanced Active Shooter Scenario (PI)

November 2010 – June 2012

- 2-course training development project for the New York State Office of Homeland Security (\$208,601)

Critical Decision-Making in Crisis (PI)

August 2009 – January 2010

- 2-course training development project for the New York State Office of Homeland Security (\$146,359)

Indicators of Terrorist Attack Cycle (PI)

May 2009 – November 2009

- 3-course suite, development for the New York State Office of Homeland Security (\$106,003.39)

FMD Scenario Development and Exercise Technical Assistance (PI)

September – November 2007

- for SES, Inc. in support of New Mexico State University and New Mexico Homeland Security (\$5,755)

Technical Assistance for University of Tennessee Veterinary School Project (PI)

September 2006-July 2007

- (\$77,760)

Technical Assistance for CEPIN Project (PI)

December 2005-September 2006

- Telecommunications for the Deaf (\$116,436)



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Grants, Contracts, and Research, cont.

Bio-Terrorism Preparedness Curriculum (PI),

June 2003 – July 2004

- Louisiana Department of Health and Hospitals (2 projects: \$998,454 and \$496,532: total of \$1,494,988)

EMS WMD Performance Level Training Curriculum Development (PI)

August 2003 - June 2004

- Federal Emergency Management Agency / Auburn University; (\$199,996)

WMD Patient Care Skills

May – October 2004

- Development and Delivery on behalf of ENE, Inc. (\$19,073.15)

Development of Bioterrorism Exercise Scenarios for use in Louisiana State Department of Health Exercise Program (nine scenarios)

January – June 2005

- Through ENE, Inc. (\$32,587.71)

Healthcare Leadership and Administrative Decision-Making in WMD Events and Strategic Plan for Noble Center (PI)

January 2002 – August 2003

- U.S. Department of Health and Human Services / Auburn University (3 awards: \$132,977; \$312,894; \$507,562: total of \$953,433)

Financial Commitment of Local Units of Government toward EMS (Co-PI)

1981

- Indiana State University, under contract by the Central Indiana EMS Council

External Validity Study of EMS Education and Training Programs for the State of Indiana (Co-PI)

1980

- Indiana State University, under contract by the State of Indiana EMS Commission (\$30,000)

Publications and Authorship

At College of Emergency Preparedness, Homeland Security and Cybersecurity / National Center for Security & Preparedness (UAlbany, SUNY)

Responsible for development team leadership and contributing author for the following new courses or revisions (including Participant Manuals, Instructor Manuals, and supporting A-V aids, training aids, and other documents) as well as research report and after action reports.

- *Aggressive Deadly Behavior Command & Planning* (NYSDHSES) 2015
- *TECC for EMS* 2014
- *EMS Special Situations* 2014
- *EMS MCI* 2014
- *After Action Report: Superstorm Sandy* (NYSDHSES) 2013



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Publications and Authorship, cont.

- After Action Report: Northern Light NYS EOC Functional Exercise 2012
- After Action Report: Hurricane Irene and Tropical Storm Lee (NYSDHSES) 2012
- *Homeland Security*
 - undergraduate online course for Rockefeller College UAlbany
- *Energy Generation and Transmission in the Great Lakes Region* 2011
- *Advanced Active Shooters Scenario (A2S2) Command and Planning* (NYSDHSES) 2011
- *Active shooter incident*. Mathews, R. (2011, Dec. 9 release date).
 - In M. Fagel (Ed.), *Principles of emergency management: Hazard specific issues & mitigation strategies* (pp. 323-330). Boca Raton; CRC Press.
- *Advanced Active Shooters Scenario (A2S2) Tactics and Operations* (NYSDHSES) 2010
- *Critical Decision Making during Crisis* (NYSOHS) 2010
- *Indicators of Terrorist Attack Cycle, Awareness* (NYSOHS) 2009
- *Indicators of Terrorist Attack Cycle*, (NYSOHS) 2009
- *Indicators of Terrorist Attack Cycle*, (NYSOHS) 2009
- *National Preparedness Initiatives Workshop* 2009
- *Preparedness, Response, and Recovery: High Consequence Events on Campus* 2008 & 09

At National Center for Biomedical Research and Training, Academy of Counter-Terrorist Education (LSU)

Responsible for development team leadership and contributing author for the following new courses or revisions (including Participant Manuals, Instructor Manuals, and supporting A-V aids, training aids, and other documents).

In Support of the U.S. Department of Homeland Security - National Training & Education Division

- *Preparedness, Deterrence, and Response to Campus Violence* (Executive Workshop) 2007
 - Concept and initial development; final products produced after departure
- *Bioterrorism Preparedness: Awareness Level* 2007
 - Concept and initial development; final products produced after departure
- *Preparing Communities for Agroterrorism* 2007
- *Preparing Communities for Agroterrorism* (Web-based version) 2007
 - Concept and initial development; final products produced after departure
- *Public Safety WMD Response-Sampling Techniques and Guidelines* 2003 & 07
 - (initial development and subsequent revision)
- *Advanced Forensics Investigations in Hazardous Environments* 2007
 - Concept and initial development; final products produced after departure
- *Law Enforcement Operational Response to WMD Incidents* 2007
 - Concept and initial development; final products produced after departure
- *Integrated Response to WMD* 2007
 - Concept and initial development; final products produced after departure



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• **Publications and Authorship, cont.**

- *Law Enforcement Preparedness and Response to Terrorist Acts* (Web-based) 2006
 - Concept and initial development; final products produced after departure
- *Utilization of CAMEO Suite in WMD* 2006
- *Utilization of CAMEO* (Basic) initial development 2006
- *WMD Tactical Operations* (revision) 2006
- *Emergency Response to Domestic Biological Incidents* (total revision) 2006
- *Advanced WMD Tactical Operations* 2006
- *Instructor Development Workshop* 2006

Video Production

- *Sampling and Characterizing Highly Refined Weapons Grade Powders* 2006
- *Terrorism; A New Chapter in Law Enforcement* 2005
- *Threats Posed by Primary and Secondary Aerosols in Buildings* 2005

In Support of the U.S. Department of Health and Human Services Noble Training Center

- *WMD Awareness for the Healthcare Professional* (initial development) 2003
- *Healthcare Leadership and Administrative Decision-making in Response to WMD Incidents* (initial development) 2002

Video Production

- *Noble Hospital News Breaks* 2002
 - (integrated into Healthcare Leadership and Administrative Decision-making in Response to WMD Incidents)

In Support of U.S. Department of Homeland Security - FEMA

- *EMS WMD Incident Response* 2003

Other Course Development Contributing Authorship Efforts

- *WMD Awareness for EMS Professionals* (initial development and revisions) 2003 & 07
- *Healthcare Considerations in High-Consequence Events* (initial development) 2006
- *WMD Patient Care Skills* (Initial development) 2006
- *Course Development Workshop for Homeland Security Projects* (initial development) 2006
- *Incident Command and Public Health* (initial development) 2005
- *EMS Scene Orchestration and Control* (initial development) 1995
- *EMS Crime Scene Management* (initial development) 1995



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Publications and Authorship, cont.

Other Publications

- Pryor E, Heck E, Norman L, Weiner B, Mathews R, Black J, Terndrup T: *Integrated Decision-Making in Response to Weapons of Mass Destruction Incidents: Development and Initial Evaluation of a Course for Healthcare Professionals*. Pre-hospital Disaster Medicine 2006; 21 (1): 24-31.
- Baggett R, Mathews R, et al: *Successful Trampoline Extrication*. Athletic Training; Summer 1979.

Book Chapters

- Mathews, R.C. (2012). The Active Shooter Incident; In M.J. Fagel, *Principles of Emergency Management: Chapter 13* (pp. 317-326) Boca Raton; CRC Press.
- Mathews, R.C. (2014). Immediate Response to Active Shooter Situations; In M.J. Fagel, *Crisis Management and Emergency Planning: Chapter 5* (pp. 61-67) Boca Raton; CRC Press.

Scenario Development in Support of Exercises, Courses, or Workshops

2012

- Northern Light 6.5 Earthquake in Upstate New York in support of New York State EOC Functional Exercise

2010

- Attack on Rosterfield (multiple attacks – active shooters on domestic city) in support of advanced active shooter training

2009

- Terrorist attack on large hotel in support of terrorist attack cycle training

2009

- Terrorist attack on large indoor arena in support of terrorist attack cycle training

2009

- Terrorist attack on regional airport in support of terrorist attack cycle training

2009

- Terrorist attack on metropolitan shopping mall in support of terrorist attack cycle training

2009

- Terrorist attack on national DOE laboratory (active shooter)

2009

- Dormitory evacuation in winter in support of university TTX

2008

- Pandemic influenza (variant of H5N1) for Campus Preparedness Workshops



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Publications and Authorship, cont.

2008

- Chemistry Building Explosion in support of Campus Preparedness Workshops

2007 & 2008

- Active Shooter Incident in support of Campus Preparedness Workshops

2007

- Foot-and-Mouth Disease (terrorist instigated) involving northern Mexican states and southern U.S. States for Border Governor's Agricultural Worktable Functional Exercise

2006

- Multiple Dirty Bomb Deployment Against Outdoor Coliseum in support of US DHS certified training course

2006-2007

- RDD and IED assembly covert laboratory and deployment in support of US DHS certified training course

2006-2007

- FMD (terrorist instigated) in support of US DHS certified training course

2006-2007

- MCI-Explosion in support of national level healthcare high consequence workshop

2006-2007

- Bioterrorism(tularemia) incident, terrorist deployment (food-borne) against food establishments in support of national level healthcare high consequence workshop

2006-2007

- Tularemia (terrorist instigated) incident for a state department of health's exercise efforts

2005

- Pandemic outbreaks (2 separate efforts) for use in a state department of health's exercise efforts

2005

- Hepatitis A outbreak for use in a state department of health's exercise efforts

2005

- Plague (terrorist instigated) incident for use in a state department of health's exercise efforts

2005

- Cholera outbreak for use in a state department of health's exercise efforts

2005

- Shigella (terrorist instigated) incident for use in state department of health's exercise efforts

2005

- Smallpox (terrorist instigated) incident in support of US DHHS training course at Federal training facility



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Publications and Authorship, cont.

2002-2003

- Chlorine release (terrorist instigated) incident in support of US DHHS training course at Federal training facility

2002-2003

- MCI-Explosion (terrorist instigated) incident in support of US DHHS training course at Federal training facility

2002

- Monkeypox (terrorist instigated) incident in support of US DHHS training course at Federal training facility

2002

- VEE (terrorist instigated) for use in bioterrorism course on behalf of US DOJ for the USDA APHIS

Security Clearance

- Secret (DHS), current.