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Twenty-three years experience as a sworn law enforcement officer, supervisor, and manager. Twenty-two years experience managing large scale law enforcement training and technical assistance projects as a Federal Government contractor. Law Enforcement career highlights include: regional criminal justice training academy director; staff support commander; patrol commander; research/development commander. Training/technical assistance project contract experience includes: 5 years as Director for the Bureau of Justice Assistance (USDOJ) Clandestine Laboratory Enforcement Program, 3 years as Director for the Office of Community Oriented Policing Services (USDOJ) National Clandestine Laboratory Training Project, 2 years as Deputy Director of the National Institute of Justice (USDOJ) Professional Conference Series contract, and 3 years as Director for the Bureau of Justice Assistance (USDOJ) Narcotics Control Technical Assistance Program.

Project management skills include effective budget development and control; managing supervisory and operational project staff; training program development and delivery; strategic planning and long-range goal setting; implementing personnel performance evaluation criteria; developing and implementing project performance benchmarks; writing reports and articles; and coordination of all project activities.

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#### **EDUCATION**

M.S., Special Studies: Advanced Investigative Techniques, George Washington University, Washington, DC, 1975  
B.S., Administration of Justice, American University, Washington, DC, 1972

#### **PROFESSIONAL EXPERIENCE**

**Project Director**      **Circle Solutions, Inc., 8280 Greensboro Drive, Suite 300, McLean, VA 22102**  
**1992-Present**

Directs the National Clandestine Laboratory Enforcement Training Project for the Office of Community Oriented Policing Services (COPS), U.S. Department of Justice. This project provides a wide array of training courses to public safety agencies and communities on laboratory recognition, hazard identification, and response procedures. The project develops collaborative interagency responses to clandestine laboratories. Over the past three years, this project has delivered training to over 10,000 public safety personnel in 30 states and Puerto Rico.

Delivers EPA's first responder clandestine meth lab training via a subcontract with SRA International. This program trains operational personnel to respond to incidents in a defensive fashion within existing resources and capabilities. This training uses a combination of tabletop exercises, classroom presentations, and practical demonstrations to provide those skills necessary to safely manage initial environmental responses to meth labs.

Recently completed projects include the following:

- Associate Project Director for the Cops in Schools Program, a multi-year COPS-funded project. Under this national training and technical assistance initiative, Circle Solutions, Inc. (Circle), is providing conference planning and management and technical support services for 20 separate training sessions involving 3,300 school administrators and school resource officers representing COPS grantees.
- Project Director for the Model Clandestine Laboratory Enforcement Program, funded by the Bureau of Justice Assistance (BJA), U.S. Department of Justice. During its 5-year history, this national training project provided assistance on clandestine laboratory enforcement and cleanup to more than 5,000 officials in nearly 600 law enforcement agencies nationwide.

- Associate Project Director for the Problem Solving Partnerships Training and Technical Assistance Project, funded by COPS. This program involved planning, development, and delivery of four regional conferences to provide training on the effective use of the SARA (scanning, analysis, response, and assessment) model of problem-solving partnership for COPS grantees and their community partners.

**Training Director  
1987-1992**

**Institute for Law and Justice, 1018 Duke Street, Alexandria, VA 22314**

Directed large-scale national training and technical projects for USDOJ. Examples of projects include:

- Deputy Director of the National Institute of Justice (NIJ)-funded Professional Conference Series (PCS). Responsibilities included conceptualizing and developing all PCS conference, workshop, training, and focus group agendas. This effort required constant interaction with the NIJ director, U.S. Department of Justice officials, project consultants, and other high-level federal, state, and local government officials and policy makers.
- Project Director of the BJA-funded Narcotics Control Technical Assistance Program, which provided narcotics enforcement training and technical assistance to more than 5,000 law enforcement officers in 40 states and territories. Responsibilities included: developing and delivering numerous drug enforcement training courses (including course objectives, student manuals, instructor guides, audiovisual aids, and evaluation instruments) suitable for all levels of law enforcement personnel, from narcotics officers to high-level policy makers.
- Directed and/or conducted organizational management analyses of numerous law enforcement agencies, including the Salt Lake County, Utah, Sheriff's Department, and police departments in the following jurisdictions: Portland (OR), Boise (ID), Carlisle (PA), Nashville (TN), Peoria (AZ), Scottsdale (AZ), and Hempstead (NY).

**Visiting Fellow  
1985-1986**

**National Institute of Justice, U.S. Department of Justice**

Selected as the NIJ law enforcement Visiting Fellow while employed by the Arlington County Police Department. Conducted a 1-year, national research study into current practices in field training officer (FTO) programs. This study produced a major report designed to assist law enforcement agencies in implementing and improving FTO programs. The majority of U.S. law enforcement agencies currently use the model FTO program published in the report.

**Law Enforcement  
1964-1987**

**Arlington County Police Department, 1425 N. Courthouse Rd., Arlington, VA 22201**

Sworn law enforcement officer in a suburban Washington, DC, police department, consisting of 300 sworn and 100 civilian staff members. Highlights as a Lieutenant (rank for final 8 years of career) as follows:

- Executive Director of the Northern Virginia Criminal Justice Academy. Directed a regional training facility that provided basic and in-service training for all law enforcement agencies in Northern Virginia (more than 2,300 sworn personnel). Directed a staff of 20 full time and 45 part time instructors and managed a \$3 million budget.

- Staff Support Commander. Commanded an administrative section that prepared and controlled the police department's \$14 million budget. Performed strategic and tactical planning. Developed and managed all federal grants. Performed all related planning and research functions. Served as accreditation manager to facilitate accreditation by the Commission on Accreditation for Law Enforcement Agencies.
- Patrol Section Commander. Commanded the department's patrol function and all crime suppression activities during the 3 p.m. to 12 p.m. shift. Managed a staff of 60 supervisors, agents, and patrol officers.

## PUBLICATIONS

Annotated Bibliography on Clandestine Meth Labs, (co-author), Office of Community Oriented Policing, U.S. Department of Justice, August, 2009, <http://www.cops.usdoj.gov/pdf/Annotated-Bibliography.pdf>.

The Prison Rape Elimination Act: What Police Chiefs Need to Know (coauthor). *Police Chief Magazine*, International Association of Chiefs of Police, Vol. LXXIII, No. 4, Apr. 2006.

Impact on Police Chiefs of the Prison Rape Elimination Act. *Subject to Debate*, Police Executive Research Forum, Sep. 2005

Lethal Secret (co-author), *Fire Chief Magazine*, December 2004.

Clandestine Laboratories: What Probation and Parole Officers Need to Know, *Perspectives Magazine*, Vol. 28, No. 4, Fall 2004.

Clandestine Laboratories: What Jail Administrators Need to Know (co-author), *American Jails Magazine*, Jan.–Feb. 2004.

Clandestine Laboratories: Lesson Learned and Recommendations From the Field. *Sheriff Magazine*, Vol. 55, No. 4, Jul.–Aug. 2003.

Is It Time for Police Agencies to Eliminate Pursuits. *Controversial Issues in Policing*, J. D. Sewell, ed. Boston: Allyn and Bacon, 1999.

Collecting Evidence at Clandestine Laboratories. *Rocky Mountain Information Network Bulletin*, June 1998.

*The Cleanup of Clandestine Drug Laboratories: A Report to Congress* (co-author). Joint Federal Task Force—Environmental Protection Agency, Drug Enforcement Administration, U.S. Coast Guard, 1994.

*Developing a Strategy for a Multi-agency Response to Clandestine Drug Laboratories* (co-author). Bureau of Justice Assistance, U.S. Department of Justice, 1993.

*International Money Laundering: Research and Investigation Join Forces* (co-author). National Institute of Justice, U.S. Department of Justice, 1992.

*FTO Programs for Police: State of the Art*. National Institute of Justice, U.S. Department of Justice, 1987.

A National Perspective on FTO Programs. *Law and Order*. Mar. 1987.

FTO Programs—A National Perspective. *Field Training Quarterly*. 1986.

Handgun Safety Guidelines (co-author). Police Executive Research Forum. 1985.

Robbery Reduction Through Directed Patrol. *Police Chief*. Feb. 1983.