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*More than 30 years' experience as a law enforcement training administrator, practitioner, and policymaker. Recent training management background includes: 5 years as Director of the Bureau of Justice Assistance (USDOJ) Model Clandestine Laboratory Enforcement Program Project, 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 of the Bureau of Justice Assistance (USDOJ) Narcotics Control Technical Assistance Program grant. Other employment highlights include 23 years as a sworn law enforcement officer (Arlington, Virginia) serving in numerous command positions, including Executive Director of the Northern Virginia Criminal Justice Academy.*

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#### **PROFESSIONAL EXPERIENCE**

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

Directs the Methamphetamine Targeted Training and Technical Assistance Project for the Office of Community Oriented Policing Services (COPS), U.S. Department of Justice. This project provides training 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 28 states and Puerto Rico.

Serves as 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.

Recently completed projects include the following:

- 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 Evaluation of the Regional Community Policing Institutes, funded by COPS. Conducted telephone interviews, on-site data collection, and organizational assessments of law enforcement agencies.
- 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.
- Senior technical advisor for Circle's Evaluation of Training and Technical Assistance Services of the Community Policing Consortium project, which evaluated the training and technical service needs of 225 "specially conditioned" COPS grantees in addition to a sample of 1,000 other COPS grantees.

**Training Director**  
1987–1992

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

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.
- Evaluating conference participants' satisfaction with applications of information provided.
- Overseeing marketing of NIJ products and services.
- Conducting professional networking and consulting with criminal justice and general government professionals.
- Overseeing all aspects of PCS conference and workshop logistics.

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 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.
- Selecting, training, and evaluating more than 25 adjunct trainers from law enforcement agencies to provide the training.
- Delivering more than 30 training programs annually to a broad range of agencies across the country.
- Representing BJA as the grant monitor for 25 state and local law enforcement agencies receiving drug enforcement grants. These grants amounted to nearly \$2 million in federal funds provided to these agencies over a 3-year period.
- Reviewing and editing drug enforcement monographs for publication by BJA.
- Providing on-site technical assistance to state and local law enforcement agencies requiring support in developing modern drug enforcement policies and procedures.

Directed 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, Oregon; Boise, Idaho; Carlisle, Pennsylvania; Nashville, Tennessee; Peoria, Arizona; Scottsdale, Arizona; and Hempstead, New York.

**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.

**Executive Director**     **Arlington County Police Department, 1425 N. Courthouse Rd., Arlington, VA 22201**  
1964–1987

Sworn law enforcement officer in a suburban Washington, DC, police department, consisting of 300 sworn and 100 civilian staff members. Career highlights are 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.
- Special projects officer. Directed a 1-year study of the police department's future over the next 25 years. The major focus of this effort was to redirect the department's activities from traditional policing to community-oriented policing.
- 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.

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

#### **PUBLICATIONS**

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

Meth and Meth Labs: Impact on Sheriffs, *Sheriff Magazine*, Vol. 58, No. 1, January-February 2006.

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