



## **Freeh Group International Solutions' Response**

to the

### **Request for Information**

to be the

### **Independent Monitor**

for the

## **Settlement Agreement Regarding the Albuquerque Police Department**

December 12, 2014

Robert O'Neill  
Managing Director  
Freeh Group International Solutions  
[Oneill@FreehGroup.com](mailto:Oneill@FreehGroup.com)  
305-205-8228

Steve Tidwell  
Managing Director  
Freeh Group International Solutions  
[Tidwell@FreehGroup.com](mailto:Tidwell@FreehGroup.com)  
202-355-5222

---

## Executive Summary and Methodology

The City of Albuquerque is a growing, diverse and culturally rich community in the center of New Mexico. It is home to several educational institutions, high-tech laboratories and research facilities, and one of the most significant centers for research and development for the United States Air Force. These opportunities for employment attract bright and talented residents from all over the country, and contribute to the continued growth of New Mexico's largest metropolitan population.

Such a large concentration of people, especially one with as much cultural, ethnic, economic and geographic diversity as Albuquerque's, poses several challenges for local law enforcement. In recent history, the city's police department has struggled to manage these challenges. Freeh Group International Solutions ("FGIS") wants to help Albuquerque live up to its vision of a community where the rights, history and culture of each citizen are valued and respected.

FGIS is pleased to present its qualifications to the City of Albuquerque ("City") and the United States Department of Justice, through the Civil Rights Division's Special Litigation Section and the U.S. Attorney's Office for the District of New Mexico ("DOJ") to serve as Independent Monitor ("Monitor") to oversee reforms within the Albuquerque Police Department ("APD"), and assess the implementation and enforcement of the Settlement Agreement announced by the DOJ and the City (collectively, the "Parties") on October 31, 2014.

FGIS serves a diverse range of organizations in a cross-section of industries, working to reduce risks in today's increasingly complex global marketplace. The FGIS approach is to assemble the best team of experts based on the needs and industry of the client. Each team is managed by an FGIS principal or managing director who oversees every project, ensuring that all clients receive the highest level of guidance and counsel.

FGIS, which was founded by former federal judge and former FBI Director Louis J. Freeh and acquired by the law firm of Pepper Hamilton LLP in 2012, is a multi-disciplinary team of experienced individuals who are uniquely qualified to act as an effective police monitor.

Of note, members of our team have extensive experience, during their careers, in community oriented policing, community outreach and community engagement. FGIS would work diligently to identify key community leadership and organizations for engagement in the monitoring process.

Specifically, FGIS offers:

- A fair and objective monitor in Louis Freeh, whose integrity, dedication and credibility are undisputed;
- A network of professionals with sterling law enforcement credentials;
  - FGIS promotes a highly skilled group of former federal and state prosecutors, heads of corporate investigations and compliance, general counsels and others with extensive backgrounds in criminal justice who serve clients around the world in the areas of business ethics, integrity monitoring, regulatory compliance, safety and security, investigations, and due diligence.
  - Former FBI, and other local, state and federal law enforcement agency veterans who have personally experienced the challenges of police work, and who understand the complexities of this sworn duty.
- Trained investigators and analysts who can supplement the core team through their use of data analysis, forensic auditing procedures, and other relevant areas

Our experiences are not only extensive and varied, but they are directly relevant to the issues identified by the Parties and described in the Settlement Agreement. If chosen as Monitor, FGIS will work with the Albuquerque PD to adequately and effectively perform all of the following required duties, as identified specifically in the Request for Information document:

- Track and evaluate the City's and APD's implementation of the Settlement Agreement;
- Review and comment on policies, procedures, manuals, and other administrative orders or directives developed pursuant to the Settlement Agreement and work with the Parties to resolve any disagreements regarding the development of these materials;
- Develop and carry out a monitoring plan to audit and review the City's and APD's compliance with the Settlement Agreement, including developing reliable methodologies to assess implementation;
- Conduct qualitative and quantitative outcome assessments;
- Regularly report to the Court on the City's and APD's progress implementing the Settlement Agreement and any obstacles to implementation;
- Maintain regular contact with the Parties and community stakeholders;
- Review training materials, programs, and use of force investigations;
- Oversee the implementation of the civilian oversight process and coordinate with oversight personnel;
- Assess APD's community policing initiatives and partnerships;
- Review the development and implementation of information systems and technology programs to support compliance, such as the Early Intervention System;

- 
- Conduct a comprehensive reassessment of the Settlement Agreement to ensure that implementation of the Settlement Agreement is achieving desired outcomes;
  - Provide or facilitate the provision of technical assistance to APD;
  - Avoid and disclose any potential conflicts of interest; and
  - Make public statements only as permitted by the terms of the Settlement Agreement.

The independence, integrity and experience of the firm selected to provide consultation services to the APD will be critical to achieving the objectives outlined by the Parties, and to instituting permanent change in the APD's compliance culture and operations. FGIS offers the APD unparalleled expertise, judgment and integrity in matters of compliance and ethics.

## Personnel

Our diverse team of professionals has extensive backgrounds in the fields of law, law enforcement and academia. Each individual is regarded as an expert in their respective fields. Full biographies and resumes can be found at Appendix A to this response document.

## Legal

### Louis Freeh

Louis Freeh joined the Federal Bureau of Investigation (FBI) as a Special Agent in 1975, working assignments in the New York field office and later transferring to Headquarters in Washington D.C. In 1981, he joined the United States Attorney's Office for the Southern District of New York as an Assistant United States Attorney. Subsequently, he held positions there as Chief of the Organized Crime Unit, Deputy United States Attorney, and Associate United States Attorney. In July 1991, former President George Bush appointed Freeh as United States District Court Judge for the Southern District of New York. While serving in this position he was nominated to be the Director of the FBI by President William Clinton on July 20, 1993. He was confirmed by the Senate and was sworn in as Director on September 1, 1993 where Freeh remained through 2001. Following his many years of public service, Freeh accepted a position with MBNA America Bank, N.A., as Vice Chairman, General Counsel and Ethics Officer. In 2007 Freeh formed Freeh Group International Solutions, LLC (FGIS).

---

## **James Bucknam**

James (Jim) Bucknam is the President and Chief Executive Officer of FGIS. Prior to joining FGIS, he was Executive Vice President for Risk Management and Compliance at Kroll. During his thirteen years with Kroll, Jim held a variety of other management and executive management positions and was also responsible for managing large-scale client assignments, including due diligence engagements, internal investigations and monitorships. He served as Senior Advisor to FBI Director Louis J. Freeh, advising him on numerous matters involving domestic and foreign law enforcement officials and government leaders. Jim also served as Assistant United States Attorney in the Southern District of New York, where he gained broad experience in federal criminal investigations, trials, and appeals. For more than two of those years, Jim served as a supervisor, responsible for managing the Assistant United States Attorneys assigned to the Narcotics Unit.

## **Robert O'Neill**

Robert (Bobby) O'Neill is a Managing Director with FGIS. Prior to joining FGIS he was the United States Attorney for the Middle District of Florida where he prosecuted cases involving public corruption and complex fraud. He held a number of other positions in that office to include Chief, Special Prosecutions-Public Corruption Section; Chief, Criminal Division; Anti-Terrorism Coordinator; First Assistant United States Attorney. He also served as an Assistant District Attorney in the Manhattan District Attorney's Office where he prosecuted all types of state criminal cases, ranging from misdemeanors to homicides. On two occasions O'Neill served as an Associate Independent Counsel in the Office of Independent Counsel (Adams and Smaltz) in Washington, DC. The office had been established to investigate allegations of corruption at the United States Department of Housing and Urban Development and the United States Department of Agriculture, respectively.

## **Eduardo Toro-Font**

Eduardo Toro-Font is an experienced civil and criminal attorney who worked in the United States Attorney's Office in the Middle District of Florida in various capacities. Most recently, he was the Executive Assistant United States Attorney. In this role, he assisted the United States Attorney and First Assistant United States Attorney by providing oversight of all administrative aspects of operations. Prior to this, Toro-Font was Acting Chief and Trial Attorney to various criminal and civil divisions. He is fully bilingual in English and Spanish.

---

## Law Enforcement

### Steve Tidwell

Steve Tidwell is a Managing Director at Freeh Group International Solutions. Prior to joining FGIS, Tidwell served 8 years with the Richardson, TX Police Department, including service as a SWAT team member and Commander. He served 26 years with the FBI, serving in a variety of capacities and assignments, including in the Senior Executive Service. In several field offices, he was an FBI SWAT team member and Assistant Team Leader. Tidwell served as the SAC of the Critical Incident Response Group (CIRG) – responsible for Hostage Rescue Team (training, policies, procedures, equipment) and the FBI Field SWAT program of 1200 agents (training, policies, procedures, equipment). In his last position as Executive Assistant Director, he was again responsible for CIRG, one of the five FBIHQ divisions in the branch led by Tidwell. Tidwell also has experience with FBI Civil Rights matters. He served as a Supervisory Special Agent for Civil Rights and as a Deputy Assistant Director of the FBIHQ Criminal Division, responsible for the FBI’s Civil Rights Program nation-wide.

### Michael Hillman

Michael Hillman is currently the Assistant Chief of Police at the Los Angeles Port Police. He is a qualified subject matter expert (Superior/Federal Courts) with regard to Special Weapons and Tactics, use of force, civil disorder/riot control, special event security planning and general law enforcement related field tactics. He has participated on Inter-Departmental Committees/Instruction on the topics of Use of Force; Unusual Occurrence Management and Leadership, Critical Incident Decision Making (LAPD Command Officers), Less-lethal Impact Munitions. He is affiliated with the National Tactical Officers Association (NTOA), California Association of Tactical Officers (CATO), and American Society for Industrial Security (ASIS). Relevant professional activities include, but are not limited to:

- 2013 – MRH & Associates, LLC – evaluation of Seattle Police Department response to May Day 2012
- 2012 – Kroll – UC Davis Police Department evaluation of use of force during First Amendment protests
- 2012 – Frazier Group, LLC – Oakland Police Department evaluation of force applications in connection with October 25, 2011 public disorder protests

- 1997 - Municipal Liability Assessment Team member, Comprehensive Evaluation and Analysis of The Albuquerque Police Department, Special Weapons and Tactics Unit, (force incidents - 1982 to 1997 management operations of the SWAT Unit)
- 1997 – Panel member - Sarasota Police Department’s Special Weapons and Tactics Unit, Training Policies and Practices Review

### **Sandra Wilson**

Sandra Wilson was the Deputy Chief of the Clearwater Police Department in Clearwater, Florida. In this role, her areas of responsibility included the administration, direction, and coordination of myriad agency divisions (e.g. patrol, criminal investigations, communications, and support services) and specialized units (e.g. community liaison teams, anti-crime teams, K-9, bicycle, marine, traffic enforcement, special operations, and grants management). Wilson also provided essential expert advice and assistance to the Chief of Police on matters affecting agency protocol, mission objectives, and operations. Prior to joining the Clearwater PD, Wilson served as a Special Agent and Special Agent Supervisor for the Florida Department of Law Enforcement and as Deputy Sheriff of the Alachua County Sheriff’s Office in Gainesville, Florida. Wilson is professionally affiliated with the National Association for the Advancement of Colored People and the National Association of Women in Law Enforcement Executives.

### **David Baylor**

David Baylor is currently the Chief of Police for the Delaware City Police Department in Delaware City, Delaware. Previously he served in the Delaware State Police in a variety of assignments, including command executive roles. In his current role as Chief, he ensures the implementation of goals, objectives, policies, procedures and standards for the department. He has directed criminal investigations which included the use of deadly force by law enforcement officers, sexual assaults, armed robberies, fraud, theft and domestic violence incidents. Baylor was also a member of the Special Investigative Task Force assigned to investigate Pennsylvania State University’s role in the sexual abuse scandal involving Jerry Sandusky and the failure to report and perjury criminal charges involving two senior officials at the University.

**Academia**

**James Nolan**

James Nolan is an associate professor in the Department of Sociology and Anthropology at West Virginia University where he teaches courses in the area of crime and social control. His research currently focuses on police procedures, crime measurement, hate crimes and homicide. Dr. Nolan’s professional career began as a police officer in Wilmington, Delaware. In 13 years with that department, he worked in a variety of divisions, including patrol, community policing, organized crime and vice, and planning and research. In 1993 Dr. Nolan was the project director of the community-policing component of the Weed & Seed Program in Wilmington, Delaware (one of the first 16 sites). He is a 1992 graduate of the Federal Bureau of Investigation (FBI) National Academy. Just prior to joining the faculty at West Virginia University, Dr. Nolan worked for the FBI as a unit chief in the Crime Analysis, Research and Development Unit that provided management oversight for the National Hate Crime Data Collection Program. His recent publications have appeared in the American Behavioral Scientist, Journal of Quantitative Criminology, Journal of Contemporary Criminal Justice, The Justice Professional, Policing & Society, Criminal Justice Studies, Homicide Studies, Journal of Criminal Justice, and The American Sociologist. Dr. Nolan earned a Ph.D. in psychoeducational processes from Temple University. His graduate work focused on the study of group and social processes.

**Monitoring Team Organizational Chart**

While our team of experts will all work together throughout the monitorship, the proposed organizational structure and reporting lines are exhibited below:





---

## Qualifications

FGIS has significant monitorship experience, including, but not limited to, regulatory and administrative monitorships, compliance monitorships, and internal and external investigations for a variety of organizations. FGIS and its professionals have relevant monitorship experience, including:

- FGIS was appointed by the Court to serve as an Independent Monitor of a multi-national automobile manufacturer with over 250,000 employees around the world and operations in over 100 countries. Services included assessing compliance programs with a specific focus on ensuring the company's operations remained compliant with the Foreign Corrupt Practices Act.
- FGIS has served as Special Investigative Counsel to the Board of Trustees of the Pennsylvania State University, leading an independent investigation into allegations of sexual abuse of minors by a former football coach on university property, and the alleged failure of the university's personnel to report such sexual abuse to appropriate police and government authorities.
- FIFA, the international governing body for soccer, retained FGIS to assist in investigating allegations of corruption related to its senior officials being paid bribes in connection with its internal presidential election. The investigation took place in Latin America, Asia and Europe.
- FGIS conducted FCPA and anti-corruption compliance assessments and benchmarking, drafted policies and protocol, and performed compliance reviews internationally for one of the largest US-based bank holding companies.
- FGIS conducted compliance assessments in Asia, Europe, Middle East, Africa, and Latin America regarding an FCPA/anti-corruption program for one of the largest shipment and logistics companies in the world.
- FGIS investigated alleged misconduct involving the claims payout program that was put in place after the Deepwater Horizon Oil Spill in the Gulf of Mexico. FGIS further assisted the Claims Administration Office with the establishment of and compliance with the Claims Administration Office's policies and procedures enacted to prevent further abuse of the payout program.
- FGIS has conducted organizational reviews of multiple programs for an eastern United States Sheriff's Department's office.
- FGIS has conducted numerous audits and investigations regarding compliance issues for major multi-national corporations.

---

## Summary

FGIS would be honored to work with the City of Albuquerque to perform the monitorship duties described above. We are confident in our team's ability to perform these services and sincerely thank you for considering FGIS.

## **Appendix A:**

### **Team Member Biographies/CV's**

# Louis J. Freeh



Louis J. Freeh is chairman of Freeh Group International Solutions, LLC, and is a partner and chair of the Executive Committee of Pepper Hamilton LLP.

In 2007, Mr. Freeh founded Freeh Sporkin & Sullivan, LLP, a Washington, D.C. law firm, and the consulting firm Freeh Group International Solutions, LLC (FGIS). In 2012, Freeh Sporkin & Sullivan and FGIS joined with the law firm of Pepper Hamilton.

He graduated Phi Beta Kappa from Rutgers College in 1971, Rutgers School of Law in 1974 and New York University School of Law in 1984 (L.L.M). Mr. Freeh joined the Federal Bureau of Investigation (FBI) as a Special Agent in 1975, and was assigned to the New York City Field Division, and later at FBI Headquarters in Washington, D.C. Mr. Freeh served as a First Lieutenant in the United States Army Judge Advocate General Corps.



In 1981, Mr. Freeh joined the United States Attorney's Office for the Southern District of New York as an Assistant United States Attorney, later serving as Associate and Deputy United States Attorney. In 1991, Mr. Freeh was appointed by President George H.W. Bush as a United States District Court Judge for the Southern District of New York.

In 1993, President William J. Clinton appointed Judge Freeh as the Fifth Director of the Federal Bureau of Investigation. In 2001, Mr. Freeh joined MBNA America Bank in Delaware as vice-chairman and general counsel.

Mr. Freeh is an advisor to Millennium Partners, L.P. and also a board member of the U.S. Naval Academy Foundation and the Max Planck Florida Institute. From 2006 to 2013, Mr. Freeh was a member of the Bristol-Myers Squibb Company Board of Directors, where he chaired the Governance Committee.

Mr. Freeh and his wife, Marilyn, have six sons.

# James R. Bucknam



James R. Bucknam is chief executive officer of Freeh Group International Solutions, LLC.

Prior to joining Freeh Group International Solutions, Mr. Bucknam was the executive vice president for risk management and compliance at Kroll. During his 13 years with Kroll, he held a variety of other management and executive management positions, and was also responsible for managing large-scale client assignments, including due diligence engagements, internal investigations and monitorships.

Before joining Kroll, Mr. Bucknam served for more than three years as the senior advisor to FBI Director Louis J. Freeh, advising him on numerous matters involving domestic and foreign law enforcement officials and government leaders. During that time, Mr. Bucknam traveled extensively overseas and helped shape the FBI's efforts to enhance its foreign law enforcement presence. In 1994, he received the Attorney General's Distinguished Service Award for coordinating multi-agency efforts in support of the Attorney General's Anti-Violent Crime Initiative.

Prior to working for Director Freeh, Mr. Bucknam served for six years as an Assistant U.S. Attorney in the Southern District of New York, where he gained broad experience in federal criminal investigations, trials and appeals. For more than two of those years, he served as a supervisor, responsible for managing the Assistant U.S. Attorneys assigned to the Narcotics Unit.

After graduating from law school, Mr. Bucknam clerked for the Honorable Lloyd F. MacMahon, U.S. District Judge for the Southern District of New York.

Mr. Bucknam received his B.S.F.S. degree from the Georgetown University School of Foreign Service in 1983, and his J.D. from the College of William & Mary Law School in 1986.



646.558.3629 – Direct  
bucknam@freehgroup.com

## Robert O’Neill

---

On July 9, 2013, Robert (“Bobby”) E. O’Neill joined Freeh Group International Solutions, LLC (FGIS) as a Managing Director. He is assigned to the office in Miami, Florida. Prior to joining FGIS, Mr. O’Neill served as the United States Attorney for the Middle District of Florida. He was appointed by President Obama on October 5, 2010. Mr. O’Neill also previously served as the United States Attorney from 2007 to 2008 under then President Bush.

Bobby began his legal career at the Manhattan District Attorney’s Office where he served as an Assistant District Attorney under the legendary Robert Morgenthau. In that office, he prosecuted all types of state criminal cases, ranging from misdemeanors to homicides.

After developing some trial skills in the Manhattan District Attorney’s Office, Mr. O’Neill joined the United States Department of Justice. He became an Assistant United States Attorney in the United States Attorney’s Office in the Southern District of Florida. Bobby was assigned to the Miami Division. While in that office, he prosecuted all types of federal criminal cases, including arms export control act violations, violent crime, drug trafficking, money laundering and white collar crime. In addition to his trial responsibilities, he also held the following supervisory positions: Deputy Chief of the Major Drug Traffickers Section and Chief of the Financial Litigation Section.

Mr. O’Neill returned to New York where he entered the private practice of law. He joined a prominent firm in New York City, Kramer, Dillof, Tessel, Duffy & Moore. The firm specialized in cases involving allegations of personal injury and more particularly, medical malpractice. Due to the trial intensive practice of the firm, Bobby received substantial civil trial experience during his time at the law firm.

Mr. O’Neill returned to public service when he accepted a position as an Associate Independent Counsel in the Office of Independent Counsel (Adams) in Washington, DC. The office had been established to investigate allegations of corruption at the United States Department of Housing and Urban Development. Bobby was assigned as lead counsel in a case involving allegations of corruption against a high level department employee. While that case was pending trial, Bobby



305.205.8228 – Direct  
oneill@freehgroup.com

---

accepted a position as an Assistant United States Attorney in the Middle District of Florida, Tampa Division. In that office, he was again prosecuting all types of federal criminal cases, including drug trafficking, money laundering, and various white collar offenses. While serving as an Assistant United States Attorney in Tampa, Mr. O'Neill was detailed to the Office of Independent Counsel to try the previously mentioned case in Washington, DC on behalf of the Office of Independent Counsel.

While serving as an Assistant United States Attorney in Tampa, Mr. O'Neill was again requested to serve a detail as an Associate Independent Counsel in the Office of the Independent Counsel (Smaltz). That office had been established to investigate allegations of corruption at the United States Department of Agriculture. Bobby was selected to be lead counsel in a case involving allegations of corruption between a business man and a member of Congress. In addition to being lead trial counsel, he also supervised the Independent Counsel's office in San Francisco, California.

Mr. O'Neill, once again, returned to his position as an Assistant United States Attorney in Tampa. However, within a year or so, he was again asked to serve another detail. This time, he was detailed to the United States Department of Justice to serve as the Deputy Chief in Charge of Litigation for the Narcotic and Dangerous Drug Section in Washington, DC. In that position, he was responsible for supervising the attorneys in the section who were prosecuting narcotics related criminal cases throughout the United States. In addition, Bobby was assigned as lead trial counsel in the criminal prosecution of a former Deputy Attorney General of Mexico for money laundering.

When Mr. O'Neill returned to the United States Attorney's Office from his detail at the Department of Justice, he began concentrating on cases involving public corruption and complex fraud. In addition to handling his cases, he was offered and accepted a series of supervisory positions. Those positions included Chief, Special Prosecutions- Public Corruption Section; Chief, Criminal Division; Anti-Terrorism Coordinator; First Assistant United States Attorney; and ultimately, United States Attorney. Throughout that period of time, Bobby continued to prosecute cases personally as the lead and, except in one case, the only trial counsel for the United States.

Mr. O'Neill was recognized for his achievements as a trial lawyer when he was inducted as a fellow into the American College of Trial Lawyers.

Mr. O'Neill graduated from Fordham University, Bronx, New York (magna cum laude) with a B.A. in Political Science. He received his law degree from New York Law School (cum laude).

# EDUARDO E. TORO-FONT

[etorofont@aol.com](mailto:etorofont@aol.com)

(813) 417-9625

---

## EXPERIENCE

United States Attorney's Office  
Middle District of Florida  
Tampa, Florida

### **Executive Assistant U. S. Attorney**

2010-2013

As third in command in the Middle District of Florida, I assisted United States Attorney Robert E. O'Neill and First Assistant U.S. Attorney A. Lee Bentley, III, run the Middle District of Florida which is one of the most productive districts in the nation. My duties included the oversight of all administrative aspects of operations, to include Human Resources, Budget, IT, Security, Training, Travel, Hiring, and oversight of the local implementation of all Department of Justice's policies and procedures in coordination with the Executive Office for United States Attorneys in Washington, D.C.

### **Trial Attorney, Criminal Division, General Crimes Section**

2002-2010

The General Crimes Section was reorganized in order to address the priorities established by the Attorney General after the 9/11/01 terrorist attacks. My duties in the section included the investigation and prosecution of terrorism related cases, money laundering, violent crimes, firearm violations, identity theft, document fraud, child pornography, and a wide variety of criminal immigration cases.

### **Acting Chief, Asset Forfeiture Section**

2001-2002

I was temporarily assigned to supervise and direct the Asset Forfeiture program in the Middle District of Florida. Directly responded to the Chief of the Criminal Division and the United States Attorney on all matters related to the litigation of civil and criminal forfeiture cases in the district. Responsibilities included the district-wide establishment of policies and procedures affecting forfeiture cases. My duties entailed the oversight of the application of legal developments affecting civil and criminal forfeitures in cases throughout the district. Supervised and assisted Assistant U.S. Attorneys, paralegal and clerical personnel throughout the Middle District of Florida in relation to all forfeiture matters.

### **Trial Attorney, Criminal Division, Special Prosecution Section**

2000-2001

Assigned to the investigation and prosecution of complex matters involving public corruption, narcotics, among others. Responsibilities also included the investigation and prosecutions of all environmental crimes in the United States Attorney's Office in Tampa as well as coordinating and assisting the United States Attorney in all matters related to criminal environmental matters. I also acted as federal law enforcement liaison in the Tampa Bay Environmental Crimes Task Force and in the Port of Tampa Security Committee.

### **Trial Attorney, Criminal Division, Environmental Crimes Unit**

1998-2000

Litigated federal environmental criminal cases involving a wide range of federal environmental criminal laws such as the Clean Water Act, the Clean Air Act, the Resource Conservation and Recovery Act, Ocean Dumping Act, the Endangered Species Act, and the Lacey Act among others. Responsibilities included directing and coordinating criminal investigations conducted by federal, state and local authorities and prosecuting all environmental cases in



Federal Court for the United States Attorney's Office in Tampa. Coordinated district wide efforts in the area of criminal environmental law. Responded to the United States Attorney for all matters related to the environmental crimes program in the Middle District of Florida.

**Trial Attorney, Criminal Division, Major Crimes Section**

1994-1998

Litigated a variety of criminal cases ranging from violent crimes to white collar investigations involving international money laundering. Cases included violations related to wire fraud, mail fraud, credit card fraud, bank fraud, forged currency, telemarketing fraud, extortion, narcotics, and others.

**Trial Attorney, Criminal Division,  
Organized Crime Drug Enforcement Task Force (OCDETF) Section**

1993-1994

Litigated numerous narcotics cases involving narcotics distribution organizations. Tasks included the directing of investigations involving the use of electronic surveillance and Title III wire intercepts.

**Trial Attorney, Criminal Division, Asset Forfeiture Section**

1991-1993

Litigated asset forfeiture cases in one of the premier forfeiture programs in the nation. Handled complex civil and criminal forfeiture actions involving the seizure of assets in domestic and international money laundering investigations. Directed financial investigations in white collar and narcotics criminal cases.

United States Attorney's Office  
District of Puerto Rico  
San Juan, Puerto Rico

**Chief, Asset Forfeiture Unit**

1987-1991

Managed the asset forfeiture program for the District of Puerto Rico. Handled numerous complex cases and appeals involving millions of dollars in seized assets. Litigation was mostly related to money laundering and narcotics investigations. While supervising the asset forfeiture unit, it evolved from one of the smallest forfeiture programs into the seventh most productive program in the nation. Responsibilities included providing training to law enforcement agents, attorneys and other individuals involved in asset forfeiture litigation.

**Trial Attorney, Civil Division**

1982-1987

Represented the United States government in a variety of cases before U.S. District Court for the District of Puerto Rico and the U.S. Court of Appeals for the First Circuit. Cases included environmental enforcement civil actions for the Environmental Protection Agency, the U.S. Army Corps of Engineers and other environmental federal agencies. Represented the United States in tort cases such as medical malpractice actions and civil complaints instituted against the government and federal officers in their personal capacity. Litigation responsibilities also included the representation of federal interests in injunction actions, fraud claims, collections, admiralty and asset forfeiture cases.

Environmental Quality Board  
San Juan, Puerto Rico

**Water Program Enforcement Attorney**

1981-1982

Attorney in charge of water pollution control program in state environmental enforcement agency. Responsible for seeking the issuance of administrative enforcement orders against violators of water pollution control laws and

representing the Environmental Quality Board in administrative hearings and State Court proceedings. In-house counsel in all legal matters related to the water pollution control program.

## **EDUCATION**

B.A. Political Science University of Puerto Rico	1973-1977
J.D. Catholic University School of Law	1977-1980
Environmental Law; Bankruptcy Law Loyola University School of Law New Orleans, Louisiana	Summer 1979

## **BAR ADMISSIONS**

Supreme Court of Puerto Rico	1980
United States District Court, Puerto Rico	1982
United States Court of Appeals for the First Circuit	1983
United States Court of Appeals for the Federal Circuit	1983
United States Claims Court	1983
United States Court of Military Appeals	1983
United States Court of International Trade	1983
United States Tax Court	1987
United States Supreme Court	1987
United States Court of Appeals for the Eleventh Circuit	1994

## **ASSOCIATIONS**

Puerto Rico Bar Association  
National Association of Assistant U.S. Attorneys

## **TRAINING RECEIVED**

Civil Trial Advocacy, Washington, DC – 1982  
Medical Malpractice Seminar, Washington, DC – 1982  
Environmental Crimes Seminar, New Orleans, LA – 1984  
Asset Forfeiture Seminar, New Orleans, LA – 1991  
Advanced Asset Forfeiture Seminar, New Orleans, LA – 1991  
Money Laundering/Asset Forfeiture Seminar, Miami, FL – 1991  
Federal Practice Seminar, Clearwater, FL – 1993  
Civil FIRREA Conference, Washington, DC – 1993  
Federal Sentencing Guidelines, St. Petersburg, FL – 1995  
Complex Prosecutions and Advanced Grand Jury Seminar, Portland, OR – 1995  
Environmental Crimes Section, Columbia, SC – 1999  
White Collar Crimes Seminar, Columbia, SC – 1999  
Vessel Pollution Enforcement Conference, New Orleans, LA – 1999  
Science for Federal Environmental Prosecutors, Denver, CO – 1999  
Advanced Environmental Crimes Seminar, Columbia, SC – 2000  
Asset Forfeiture and Financial Investigations, Columbia, SC – 2000  
Complex Prosecutions, Columbia, SC – 2000  
Title III (Electronic Surveillance), Columbia, SC – 2001  
Money Laundering & Asset Forfeiture, Columbia, SC – 2001  
Asset Forfeiture for Chiefs and Experts, Columbia, SC – 2002

Evidence for Criminal Litigators Seminar, Columbia, SC – 2007  
Crime Victims' Rights Act for AUSAs Seminar, Columbia, SC – 2009  
Employment Related Immigration Crimes Seminar, Columbia, SC – 2009  
Criminal Immigration Seminar, Columbia, SC – 2010

## **HONORS RECEIVED**

Director, Executive Office for United States Attorneys, Commendation – 1990  
Regional Commissioner, Eastern Region, Immigration and Naturalization Service, Commendation – 1990  
Drug Enforcement Administration Task Force, Commendation – 1991  
Anti-Terrorism Squad, Federal Bureau of Investigation, Commendation – 1991  
Law Enforcement Program, U.S. Forest Service, Certification of Appreciation – 1991  
Chief, Criminal Investigation Division, Internal Revenue Service, Commendation – 1992  
Assistant Director, Executive Office for United States Attorneys, Commendation – 1993  
Chief of Police, City of St. Petersburg Police Department, Certificate of Appreciation – 1994  
Special Agent in Charge, Tampa Division, Federal Bureau of Investigation, Commendation – 1995  
Special Agent in Charge, Tampa, United States Customs Service, Commendation – 1996  
U.S. Attorney for the Middle District of Florida, Special Achievement Award – 1996  
Special Agent in Charge, Tampa, United States Customs Service, Commendation – 1999  
Division of Law Enforcement, Department of Interior, Fish and Wildlife Service, Commendation – 1999  
Director, Federal Bureau of Investigation, Certificate of Appreciation – 1999  
Chief Counsel, Washington, DC, United States Coast Guard, Commendation – 2000  
Chief, Tampa Division, United States Attorney's Office, Award and Commendation – 2004  
The Honorable Gregory A. Presnell, United States District Judge, Commendation – 2005  
Appointment as Senior Litigation Counsel, March 2005 – July 2007  
Special Agent in Charge, Tampa, Bureau of Immigration and Customs Enforcement, Commendation – 2008  
Secretary, Department of Homeland Security, Award for Team Excellence – 2008

## **OTHER**

Top Secret Security Clearance at time of retirement  
Fully Bilingual – Spanish/English  
Extensive Civil and Criminal Trial Experience  
Extensive Appellate Practice  
Supervisory Experience

## Steve Tidwell

---

Steve Tidwell joined Freeh Group International Solutions in 2013, following a 34 year career in law enforcement. He served eight years as a police officer with the Richardson, TX Police Department and 26 years with the Federal Bureau of Investigation. Following his retirement from the FBI, prior to joining FGIS, he was a leadership consultant and served as the Executive Director of the FBI National Academy Associates, Inc.

He entered on duty with the FBI in June 1983, and served as an investigative agent in the Dallas, Mobile and Baltimore Field Offices, investigating narcotics, violent crime and gang matters. He served as a team member on the Mobile and Baltimore Field Office's SWAT teams, in a variety of capacities. He was assigned to the Protection Details of the FBI Director and Attorney General. As a Supervisory Special Agent, Tidwell supervised gang, violent crime, and white collar crime squads.

He was promoted, in 1999, and served as Assistant Special Agent in Charge of the Salt Lake City Division. In 2001, he was promoted to the Senior Executive Service and assigned as Inspector, Inspection Division, where he led teams in inspections and audits of FBI field offices and FBIHQ divisions. He was the team leader for the FBIHQ Flight 77 global investigative team following the 9/11 attacks.

In 2002, Tidwell was appointed Special Agent in Charge of the Louisville Field Office. During the sniper investigation in the Washington, D. C., area, he was detailed to serve as an On-Scene Commander and supervised the crime scene at the arrest site.

In May 2003, he was assigned as Deputy Assistant Director, Criminal Investigative Division, FBIHQ, with responsibility for the FBI's White Collar, Public Corruption and Civil Rights programs. He was then appointed as Special Agent in Charge, Critical Incident Response Group (CIRG), responsible for the FBI's special mission, aviation, crisis management/response, and tactical programs and assets. He served as the FBI's On-Scene Commander for personnel deployed to support the Government of Greece for the 2004 Athens Summer Olympics. He was the FBI's first



202.509.9735 – Direct  
tidwell@freehgroup.com

---

National Asset Commander for major tactical and crisis incidents and was responsible for the FBI's overall national response to Hurricane Katrina.

In 2005, he was designated Assistant Director in Charge of the Los Angeles Field Office, the FBI's third largest field office with 1300 employees. In December 2007, he was appointed as Executive Assistant Director for the Bureau's Criminal, Cyber, Response and Services Branch, comprised of the Criminal Investigative Division, Cyber Division, CIRG, International Operations Division, and Office of Law Enforcement Coordination. He was responsible for over 14,000 of the FBI's personnel and the programs they supported.

He has been an adjunct faculty member of the Johns Hopkins University Division of Public Safety Leadership, a guest lecturer at the Naval Post Graduate School and Leadership instructor at the FBI's Executive Development Institute. He is a graduate of the FBI's National Executive Institute. He is a member of IACP, the FBINAA, ASIS, and serves as Chairman of the Concerns of Police Survivors Advisory Council. He is a recipient of the 2005 Presidential Rank Award for Meritorious Executive. He is a 2005 National Defense University's Pinnacle Course (rising three star flag officers) Fellow.

**2014**  
**MICHAEL R. HILLMANN**

Michael R. Hillmann is a 46 year law enforcement veteran. He is currently the Assistant Chief of Police within the Los Angeles Port Police Department where he is responsible for Field, Investigative and Administrative operations of the Police Department. He retired in 2008 as a Deputy Chief from the Los Angeles Police Department following 42 years of service and is a former Assistant Sheriff with Orange County Sheriff-Coroner Department, Orange County California where he served until 2010.



Deputy Chief Hillmann was a member of the Los Angeles Police Department for 42 years. During his career he was assigned to a variety of commands to include Metropolitan Division, SWAT and Air Support Division. Lieutenant Hillmann was promoted to Captain, January 21, 1996 and subsequently appointed Deputy Chief of Police, December 4, 2002.

In 2002, Deputy Chief Hillmann, implemented and commanded Special Operations Bureau. In June 2006, he served as Commanding Officer, Operations-West Bureau which included Hollywood, Pacific, Wilshire, West Los Angeles Areas and the Los Angeles International Airport. In 2007 he was appointed as Commanding Officer of Incident Management and Training Bureau following the 2007 May Day incident. Chief Hillmann has directed and/or coordinated law enforcement response to several hundred public assemblages throughout his career.

He is a published author of several tactical articles addressing SWAT, Crisis Negotiation, Critical Incident Decision Making, Airborne Law Enforcement Operations, Crowd Management and Use of Force. In 2002, Deputy Chief Hillmann assisted in crowd management training for the 2002 Salt Lake City, Winter Olympic Games. In 2003, 2007 and 2012, Deputy Chief Hillmann participated as a subject matter expert with the California Peace Officers Standards and Training (POST) regarding preparation of the Crowd Management Guidelines. He is a court-qualified, subject matter expert regarding use of force, tactics, SWAT, civil disorder and crowd control. He participated and/or co-authored investigative and public reports regarding law enforcement agencies response to crowd control situations to include LAPD - MacArthur Park, May 1, 2007, UC Davis response to Occupy Movement, November 18, 2011, the Oakland Police Department's response to Occupy Movement October 25, 2011 and Seattle Police Department response to the May Day 2012.

Other achievements during his LAPD career included: development of the Department's Crisis Negotiation Team (1976), Tactical Intelligence Support (TOC) model utilized during the 1984 Los Angeles, Summer Olympic Games and the Department's Mobile Field Force (MFF) program (1992) and the 21st Century Mobile Field Force training program delivered post May Day 2007. He has instructed numerous law enforcement and military personnel in the subject areas of SWAT, Hostage Rescue, Tactical Supervision, Civil Disorder and Crowd Control, Use of Force, Officer Safety Tactics, Special Event Planning, Unusual Occurrence Management and Critical Incident Decision Making (Command Officers).

In 2008, following retirement from LAPD, he was selected as Assistant Sheriff for the Orange County Sheriff-Coroner Department up until 2010. His commands included field and investigative operations, emergency preparedness, mutual aid coordination, special operations, critical incident management, airborne operations, counter-terrorism intelligence and other investigative units. He currently possesses a Bachelor of Arts Degree from the University of Redlands, California in Public Service Management.

# Sandra R. Wilson

---

Sanr\_wilson@yahoo.com ■ 407 375-1433 ■ P.O. Box 793 Clearwater, Florida 33757

---

## Summary Statement

Over 29 years' experience as a practitioner, supervisor and executive. Developed highly effective teams by providing support, clear expectations and treating others fairly and with dignity. Able to establish rapport and credibility among diverse groups ranging from community leaders and governmental representatives to union members and board executives. Fervent advocate of public-private partnerships and coalitions forged through broad and innovative collaborations. Solutions-oriented with an eye towards bottom line results and future organizational growth.

## Professional Experience

### Clearwater Police Department

*Clearwater, Florida*

*Deputy Chief*

**2010 to 2014**

- As a member of the executive management team, my areas of responsibility included the administration, direction, and coordination of myriad agency divisions (e.g. patrol, criminal investigations, communications, support services) and specialized units (e.g. community liaison teams, anti-crime teams, K-9, bicycle, marine, traffic enforcement, special operations, and grants management), including the Clearwater Area Taskforce Against Human Trafficking.
- Directly supervised and participated in the preparation and control of the department's operational budget (\$35+ million).
- Provided essential expert advice and assistance to the Chief of Police on matters affecting agency protocol, mission objectives, and operations; served in the capacity of Acting Chief during the Chief's absence from jurisdiction; assumed command of significant/critical incidents, major investigations, natural disasters, special events, and terrorist incidents.
- Provided command-level management and supervision to 234 sworn police officers and 133 civilian personnel; participated in the selection and promotional process of employees.
- Served as the agency's official representative to other government officials, entities and members of the public. Oversaw community outreach projects and cooperative partnership projects. Widespread experience working with Federal, State, Local, elected representatives and non-governmental groups.
- Served on Pinellas County Gang Taskforce and drafted Memorandum of Understanding citing protocol for documenting juvenile/adult gang and associate members.

### *Significant Accomplishments*

- Appointed to the Department of Juvenile Justice Circuit 6 Advisory Board
- Appointed as Advisory Board Vice Chair for the National Preparedness Institute
- 'Woman of Light' Award Recipient
- Established a Cold Case Unit

**Florida Department of Law Enforcement**

**2002 to 2010**

*Orlando, Florida*

*Special Agent Supervisor*

- Assigned as the Regional Domestic Security Task Force (RDSTF) Coordinator and responsible for all domestic security preparedness, response and Domestic Security/Terrorist Investigation/Intelligence occurring in Region 5 (Nine Counties). The task force is comprised of multiple public and private interdisciplinary entities integrated to ensure a seamless flow of information on domestic security issues. Responsible for oversight of the critical infrastructure coordination and preparation of the RDSTF response plans.
- Provided updates to the Orlando Regional Operations Center disaster response plans and facilitated RDSTF equipment/resources coordination; supervised members assigned to the FBI Joint Terrorism Task Force and maintained an active role as a member of the Domestic Security State Working Group and Executive Board as well as an Executive Board member of the Urban Area Security Initiative (UASI) and a Steering Committee member of the Regional Fusion Center (CFIX). I possess a Secret Clearance through the Department of Justice.
- Performed duties as the Region 5 Mutual Aid Coordinator, Reserve Special Agent Coordinator, FDLE Regional Training Coordinator and Regional Accreditation Manager; supervised activities conducted by the Regional Business Office which included; budget, human resource, purchasing, property management and staff support; assumed the duties of Assistant Special Agent in Charge (ASAC) during absences of the SAC/ASAC as delegated.
- Represented the agency to civic organizations, elected officials and other entities by attending meetings related to law enforcement matters.
- Participated in numerous special programs/initiatives to include: Child Abduction Response Teams (CART), MCIC/Amber Alert, Violent Felony Fugitive Apprehension, Sexual Offender Apprehension Program (SOAP) and Seaport Security.
- Supervised fair, impartial and thorough investigations of allegations involving public corruption; felony criminal allegations referred from other state agencies and supervised criminal investigations pertaining to police use of force incidents.
- Responsible for the Economic Crimes unit, which investigated a wide range of fraudulent activity to include organized fraud, money laundering, computer crimes and identity theft.
- Supervised investigations of criminal referrals from the state's Department of Children and Families and completed background investigations.
- Conducted fair and accurate evaluations on member performance. Established Performance Improvement Plans for members failing to meet satisfactory work plan expectations. I participated in budget reduction sessions, offering recommendations. Supervised and mentored numerous members promoted to command staff and line supervision. I participated in all major phases of personnel management to include interviewing, hiring, training, mentoring, promoting and disciplining of personnel.

*Significant Accomplishments*

- Responsible for the Protective Operations/General Investigations Squad; provided protective services to the Governor of Florida, First Family and visiting dignitaries.
- Served as an assessor for the Commission Florida Law Enforcement Accreditation (current).
- National Association Women in Law Enforcement Executives Annual Conference – Workshop Speaker.



Sandra R. Wilson

**Florida Department of Law Enforcement**

**1987 to 2002**

*Tampa/Orlando*

*Special Agent*

- Identified and investigated organized and multi-jurisdictional crimes; apprehended fugitives; collected and disseminated criminal intelligence information; investigated public corruption; seized illegally obtained assets; dismantled criminal organizations; assisted in locating missing or abducted children; and provided protective services to the Florida Governor and other dignitaries.
- Identified, recruited and documented confidential sources; conducted searches, participated in raids, authored investigative reports and testified in criminal proceedings.
- Served as a Field Training Agent.

*Significant Accomplishments*

- Assigned to the U.S. Marshals Service Fugitive Task Force; and deputized to utilize arrest powers as a federal law enforcement officer during the apprehension of violent fugitives.
- Assigned to the Drug Enforcement Administration (DEA) Task Force - a multi-agency task force governed to conduct narcotics and dangerous drugs investigations within and outside the state of Florida.
- Assigned to Domestic Security Preparedness and Response squad responsible for security issues occurring in the Region; participated in the Federal Bureau of Investigation (FBI) Anti-Terrorist Task Force; conducted interviews/investigations specific to the 9-11 terrorist attacks.

**Alachua County Sheriff's Office**

**1985 to 1987**

*Gainesville, Florida*

*Deputy Sheriff*

- Performed general law enforcement duties, including interviews, investigations, arrests, and criminal proceedings.
- Assigned to a multi-agency Narcotics and Organized Crime Unit; worked in an undercover capacity to investigate dangerous drugs laws and criminal vice violations.

**EDUCATION**

**University of Phoenix**

*Orlando, Florida*

*Master of Science, Business Administration (2005)*

**Faith Christian University**

*Orlando, Florida*

*Advanced Theology Degree (2003)*

**University of Florida**

*Gainesville, Florida*

*Bachelor of Science, Recreation (1984)*

## **Memberships and Affiliations**

FBI Law Enforcement Executive Development Association (LEEDA)  
Upper Pinellas County Ministerial Alliance  
National Association for the Advancement of Colored People  
Directions for Living – Board Member  
Tampa Bay Area Chiefs of Police – Training Committee  
Police Executive Research Forum (PERF)  
National Forum for Black Public Administrators  
International Association of Chiefs of Police  
National Preparedness Institute - Advisory Board Member – Vice Chair, 2010 Steering Committee Member  
Florida Police Chief's Association – Legislative Committee Member  
Commission for Law Enforcement Accreditation - Assessor  
National Association Women in Law Enforcement Executives

## **Professional Training**

Basic Law Enforcement Training  
Florida Department of Law Enforcement Special Agent Academy  
FDLE Foundational Leadership Program, Class 9  
Instructor Techniques  
Defensive Tactics Instructor  
Specialty Weapons Training  
Incident Command System  
Intelligence-Led Policing  
Weapons Mass Destruction (WMD) – Terrorism  
National Incident Management System (NIMS) 100, 200, 300, 400, 700, 800, 860 (FEMA)  
Human Diversity for Officers  
Civil Liability & Risk Management  
Homicide Investigations Seminar  
Basic Investigation of Death  
Leadership Orlando Graduate  
Diversity-Centered Leadership  
New Assessor Orientation  
Critical Incident Team/Police Shooting Investigation  
Executive Protection Program  
Ethics Performance Issues & Discipline for Supervisors  
Investigating Child Abuse & Exploitation  
Financial Exploitation of the Elderly  
Public Corruption Seminar  
Homeland Security Exercise & Evaluation Program

Sandra R. Wilson

Fair and Impartial Policing

National Center Missing & Exploited Children (NCMEC) – Chief Executive Officer Training

Senior Management Institute for Police (SMIP) Graduate

Future Law Enforcement Executives Seminar

Anti-Defamation League – Advanced Training School – Extremist and Terrorist Threats

FEMA – State Integrated Emergency Management

FBI – Law Enforcement Executive Development Seminar (LEEDS)

FEMA - Incident Command: Capabilities, Planning and Response Actions for All Hazards

## **DAVID L. BAYLOR**

528 Deer Run  
Bear, DE 19701-2715  
(302) 563-5100  
Thebaylogroup@verizon.net

### **CAREER HIGHLIGHTS**

- Chief of Police; Delaware City Police Department, Delaware City, DE
- Director of Victim/Witness Programs, Delaware Department of Justice, Office of the Attorney General.
- Member of the Freeh Group Special Investigative Task Force assigned to investigate Pennsylvania State University's role in the sexual abuse scandal involving Jerry Sandusky.
- Consultant to the National Basketball Association (NBA). Conducted presentations on alcohol and substance abuse to teams in the NBA Development League.
- Directed all state police law enforcement activities in New Castle County, including all criminal and traffic investigations and was responsible for 250 Detectives, Troopers, Administrators and Supervisors.
- Directed criminal investigations which included the use of deadly force by law enforcement officers, sexual assaults, armed robberies, fraud, theft and domestic violence incidents.
- Directed the School Resources Officer Program, which included the investigation of criminal incidents on school property or involving school administrators and personnel in New Castle County.
- Developed, coordinated, and managed the State of Delaware law enforcement emergency response plan following the Washington, D.C. sniper investigation.
- Director of Public Information and media relations for a state law enforcement agency, including coordination of press conferences, writing and disseminating press releases, and individual media interviews.
- Developed and implemented the Personal Development Program for the University of Delaware football team, which provides life skills coaching, education and training for members of the Division I football team in the areas of social responsibility, financial management, drug and alcohol awareness, and compliance with NCAA rules and regulations.
- Director of Human Resources and Training for multi-million dollar Federal and State regulated business, including oversight and management of personnel, a multi-million dollar payroll, and all company-wide training.

### **PROFESSIONAL EXPERIENCE**

Delaware City Police Department, Delaware City, DE  
Chief of Police

Present

Direct all activities of the police department in Delaware City as well as the surrounding areas in certain circumstances. I ensure the implementation of goals, objectives, policies, procedures, and standards for the department. I also direct all criminal investigations and major crimes in coordination with other agencies and work with providing assistance to the department of justice in case preparation. I manage the police department budget and supervise the maintenance of departmental files.

Delaware Department of Justice, Wilmington, DE  
Director, Victim/Witness Programs

2013 to 2014

Managed the Department's Victim/Witness Program, and the Witness Protection Program. Provided day to day leadership and management of Social Workers assigned case management for Victims of crimes prosecuted in the state of Delaware. Also managed and coordinated all witness Protection assignments, ensuring the safe protection and security of all confidential witnesses to serious crimes in the state of Delaware.

The Freeh Group, Wilmington, DE  
Senior Consultant

2011 to 2012

Member of the Special Investigative Task Force assigned to investigate Pennsylvania State University's role in the sexual abuse scandal involving Jerry Sandusky and the failure to report and perjury criminal charges involving two senior officials at the University.

University of Delaware, Newark, DE

2006 to Present

*Football Program, Personal Development Coach*

Manage and coordinate the team's life skills, leadership and personal responsibility programs. Develop PowerPoint presentations and training that include leadership, personal financial responsibility, social networking, alcohol and drug awareness, dating and social responsibility.

N.K.S. Distributors, Inc., New Castle, DE

2004 to 2011

*Director of Human Resources and Training*

Provide human resources expertise to the senior management team; recognized as the company's leading human resources manager, providing full-scale HR operations and administration activities. Duties focused on recruiting, benefits administration, employee communications and relations, compensation plan development, 401(k) plan, succession planning, and training development and facilitation.

Delaware State Police, Dover, DE

1982 to 2004

*Field Operations Officer; member of executive staff; rank of Major*

Led and managed all field operations for northern Delaware; coordinated and led joint law enforcement operations between federal, state and local law enforcement agencies; managed and coordinated all media relations involving the state police, other governmental and law enforcement agencies with local and national media; developed and implemented strategic plans involving criminal investigations, traffic safety and enforcement programs. Additional positions held:

Troop Commander, Captain	2000 to 2002
Director of Traffic Safety and Enforcement, Captain	1998 to 2000
Assistant Director of Human Resources, Captain	1996 to 1998
Recruiter and Career Development Officer, Lieutenant	1994 to 1996
Patrol Shift Commander, Sergeant	1993 to 1994
Governor's Protection Unit, Sergeant	1992 to 1993
Director, Public Information Office, Sergeant	1989 to 1992
Governor's Protection Unit, Corporal	1985 to 1989
Patrol Trooper, Trooper	1982 to 1985

Wilmington University, New Castle DE

*Adjunct Professor*

2002 to 2004

U.S. Navy, Norfolk, VA

1978 to 1982

## **REFERENCES**

The Honorable Gregory M. Sleet

Chief Judge, United States District Court, District of Delaware

The Honorable Thomas R. Carper

United States Senator, Delaware

Colonel Nathaniel McQueen, Jr.

Superintendent, Delaware State Police

**James J. Nolan, III**

Division of Sociology & Anthropology  
West Virginia University  
307 Knapp Hall  
Morgantown, WV 26506-6326  
(304) 293-8582  
[jim.nolan@mail.wvu.edu](mailto:jim.nolan@mail.wvu.edu)

**EDUCATION**

1997 Ph.D., Temple University, Philadelphia, PA  
1991 M.Ed., Temple University, Philadelphia, PA  
1989 M.S., Wilmington College, Wilmington, DE  
1986 B.S., Wilmington College, Wilmington, DE (Magna Cum Laude)

**AREAS OF INTEREST/ SPECIALIZATION**

Police Procedures & Processes  
Crime Measurement  
Organizational Behavior in Criminal Justice Agencies  
Social Psychology/ Group Processes  
Hate Crime

**EMPLOYMENT**

2006 - Present **West Virginia University,**  
**Division of Sociology and Anthropology**  
Associate Professor

2000 - 2006 **West Virginia University,**  
**Division of Sociology and Anthropology**  
Assistant Professor

1995 - 2000 **Federal Bureau of Investigation**  
Criminal Justice Information Services Division  
Chief; Crime Analysis, Research & Development Unit

1993 - 1995 **State of Delaware**  
Senior Policy Advisor to Secretary of Public Safety  
Public Safety representative to Governor's Family Services Cabinet Council

1980 - 1993 **City of Wilmington (Delaware) Department of Police**  
***Patrol Operations*** - As patrol officer, sergeant, and lieutenant.  
***Special Investigations*** - Drug, organized crime, and vice investigations.  
***Planning and Research*** - development, oversight, and evaluation of policing programs, such as mobile mini stations, bike patrols, victim services, and several community policing projects.  
***Administration of Community Policing*** - Project director for department's Weed & Seed Program and oversight of department's community services division.

## PROFESSIONAL EXPERIENCE

- 1997 - 2000     **West Virginia University**, Morgantown, WV  
Department of Sociology and Anthropology  
Adjunct Assistant Professor  
Courses: Criminology, Juvenile Delinquency
- 1995 - 2002     **Federal Bureau of Investigation**, Behavioral Sciences Unit, Quantico, VA  
Lecturer  
Course: Violence in America  
Topic: Hate Crime
- 1996 - 1999     **Temple University**, Philadelphia, PA  
College of Education  
Lecturer  
Course: Intimacy and Control
- 1991 - 1993     **University of Delaware**, Newark, Delaware  
Department of Continuing Education  
Instructor, Community Policing Seminar

## ACADEMIC AWARDS AND NOMINATIONS

- 2010   Robert C. Byrd Research Professorship (nominated)
- 2010   Professor of the Year (nominated & awarded), Carnegie Foundation for the Advancement of Teaching and the Council for Advancement and Support of Education (CASE)
- 2009   Eberly College of Arts and Sciences Outstanding Teacher (nominated and awarded)
- 2009   West Virginia University Foundation Outstanding Teacher (nominated and awarded)

## BOOKS AND BOOK CHAPTERS

Conti, N., **Nolan, J.** & Molnar, Z. (2011). Global Law Enforcement and the Cosmopolitan Police Response: The Role of Situational Policing in Transnational Crime Prevention—an example from Hungary, in Albrecht, J.F. & Dilip Das (Eds.) *Effective Crime Reduction Strategies: International Perspectives*. New York: CRC Press.

**Nolan, J.**, Conti, N., & Colyer, C. (2011). A Public Safety Process: Sustained Dialogue for Situational Policing, in Van til, J. Lohmann, R. and Ford, D. (eds.) *Sustained Dialogue and Public Deliberation*. Columbia University Press.

**Nolan, J.**, Kirby, J., Althouse, R. (2011). Facilitating Neighborhood Growth: A Common Sense Public Safety Response from the Relational Paradigm. In Van Til, J., Lohmann, R. & Ford, D. (eds.). *Sustained Dialogue and Public Deliberation*. Columbia University Press.



**Nolan, J.** & Bennett, S. (2011). *Essential Hate Crime Reader*. Cognella: San Diego, CA.

Levin, J. & **Nolan, J.** (2010). *The Violence of Hate: Confronting Racism, Anti-Semitism, and Other Forms of Bigotry* (3<sup>rd</sup> edition). Boston: Person Allyn and Bacon.

McDevitt, J., Levin, J., **Nolan, J.** & Bennett, S. (2010) Hate Crime Offenders: what motivates offenders to commit these acts of violence? In Chakraborti, N. (ed.) (2010) *Hate Crime: Concepts, Policy, Future Directions*, Cullompton: Willan.

Bennett, S., **Nolan, J.**, Conti, N. (2009). Defining and Measuring Hate Crime: A Potpourri of Issues, in Perry, B. and Levin, B. (eds.) *Hate Crime: Understanding and Defining Hate Crime (Volume 1)*. Westport, CT: Praeger.

**Nolan, J.**, Bennett, S. & Goldenberg, P. (2009). Hate Crime Investigations, in Perry, B. & Lawrence, F. M. Lawrence (eds.) *Hate Crime: Responding to Hate Crimes (Volume 5)*. Westport, CT: Praeger.

Nichols, L.T. and **Nolan, J.**, Colyer, C. (2004). The Lessons of Lincoln: Regulation as Narrative in the S&L Crisis, in S. Trimboth (ed.). *The Savings and Loan Crisis: Lessons from a Regulatory Failure*. New York: Kluwer Academic Publishers.

**Nolan, J.** and Akiyama, Y. (2003) .Assessing the Factors that Affect Law Enforcement Participation, in Hate Crime Reporting in Gerstenfeld, P.B. & Diana Grant (Eds.) *Crimes of Hate: Selected Readings* (reprint). Sage Publications.

## **JOURNAL ARTICLES**

Corkrean, C. J., Nolan, J. and Wilburn, A. (2013). Situational Policing in Rural Areas. *Police Chief*, November.

Gilliard-Matthews, S., **Nolan, J.**, and Haas, S. (2013). Assessing the Risk of Nonsexual and Sexual Victimization Using Incident-Based Police Reports. *Victims and Offenders*.

**Nolan, J.**, Haas, S., & Napier, J. (2011). Estimating the Impact of Classification Error on the “Statistical Accuracy” of Uniform Crime Reports. *Journal of Quantitative Criminology*.

Nichols, L. T., **Nolan, J.**, & Colyer, C. J. (2008). Scorekeeping versus Storytelling: Representational Practices in the Construction of Hate Crime. *Studies in Symbolic Interaction*, (20), 361-379.

Cronin, S., McDevitt, J., Farrell, A., & **Nolan, J.** (2007). Bias Crime Reporting: Organizational Responses to Ambiguity, Uncertainty, and Infrequency in Eight Police Departments. *American Behavioral Scientist*.

Barnett, C. and **Nolan, J.**, (2005). The Impact of State UCR Policy and Procedures on Hate Crime Reporting. *Criminal Justice Studies*.

**Nolan, J.**, Conti, N., & McDevitt, J. (2005). Situational Policing. *Law Enforcement Bulletin*.

Conti, N. and **Nolan, J.**, (2005). Policing the Platonic Cave: Ethics and Efficacy in Police Training. *Policing & Society*.

**Nolan, J.** (2004). Establishing the Statistical Relationship Between Population Size and UCR Crime Rate: It's Impact and Implications. *Journal of Criminal Justice*.

**Nolan, J.**, McDevitt, J., Cronin, S., and Farrell, A. (2004). Learning to *See* Hate Crimes: A Framework for Understanding and Clarifying Ambiguities in Bias Crime Classification, *Criminal Justice Studies*, 17 (1).

**Nolan, J.**, Conti, N., & McDevitt, J. (2004). Situational Policing: Neighborhood Development and Crime Control. *Policing & Society*.

**Nolan, J.**, and Conti, N. (2005). Police: Vice and Special Units. *Encyclopedia of Criminology*. New York: Routledge.

Mencken, F. C. and **Nolan, J.** (2004). Juveniles, Illicit Drug Activity, and Homicide Against Law Enforcement Officers. *Homicide Studies*.

**Nolan, J.**, Akiyama, Y. and Berhanu, S. (2002). The Hate Crime Statistics Act of 1990: Developing a Method for Measuring the Occurrence of Hate Violence in *American Behavioral Scientist*, 46(1).

**Nolan, J.** (2002). From Vice Cop to Sociology Prof: A Long Journey to a Familiar Place in *The American Sociologist*, 33(2).

**Nolan, J.** and Akiyama, Y. (2002). Assessing the Climate for Hate Crime Reporting in Law Enforcement: A Force Field Analysis in *The Justice Professional*, 15(2).

**Nolan, J.**, Akiyama, Y. and Woods, J. (2001). Improving Measures of Crime: Sample Adjustments to Police Crime Data in *Proceedings of Statistics Canada Symposium 2001, Achieving Data Quality in a Statistical Agency: A Methodological Perspective*.

**Nolan, J.** and Akiyama, Y. (1999) .Assessing the Factors that Affect Law Enforcement Participation in Hate Crime Reporting in the *Journal of Contemporary Criminal Justice* (15) 1.

Akiyama, Y. and **Nolan, J.** (1999). Methods for Understanding and Analyzing NIBRS Data in the *Journal of Quantitative Criminology* (15) 2.

**Nolan, J.** and Nuttall, J.J. (1993). "The SPARC Task Force: Solving Problems and Restarting Communities." *Law Enforcement Bulletin*, September 1993.

## **OTHER PUBLICATIONS**

### **Encyclopedia Entries**

**Nolan, J.** (2005). Uniform Crime Reports. *Criminal Justice*. Salem Publishers

**Nolan, J.** (2005). Police Athletic League. *Criminal Justice*. Salem Publishers

### **Technical Reports AND Peer-Reviewed Conference Papers**

Haas, S., LaValle, C., Turley, E., **Nolan, J.** (2012). Improving State Capacity for Crime Reporting: An Exploratory Analysis of Data Quality and Imputation Methods Using NIBRS Data.

**Nolan, J.**, Jackson, J. K., Latimer, M., Tower, L., and Borres, A. (2012). New Ideas from the ADVANCE Community: using a Dialogical Change Process and Strategic Planning to Diversify Academic Departments. WEPAN Conference (Women in Engineering).

Haas, S. **Nolan, J.** , Turley, E., and Stump, J. (2011). *Assessing the Validity of Hate Crime Reporting*. Charleston, WV: Criminal Justice Statistical Analysis Center.

**Nolan, J.** (2010). *Threat Assessment at Wilmington University: A Campus Dynamics Approach*. For Wilmington University Public Safety.

**Nolan, J.** (2006). *A Training Manual for FBI Officials Assigned to the Uniform Crime Reporting Program*. Funded by the U.S. Department of Justice, Federal Bureau of Investigation.

**Nolan, J.** *Improving Measures of Crime: Statistical Adjustments to Police Crime Data*. Funded by the American Statistical Association and the Bureau of Justice Statistics.

**Nolan, J.**, Mencken, F.C., and McDevitt, J. (2004). NIBRS Hate Crimes 1995-2000: Juvenile Victims and Offenders. Online publication by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) at <http://ojjdp.ncjrs.org/> or [www.as.wvu.edu/~jnolan/nibrshatecrime.html](http://www.as.wvu.edu/~jnolan/nibrshatecrime.html).

McDevitt, J., Cronin, S., Balboni, J., Farrell, A., **Nolan, J.**, Weiss, J. (2003). Bridging the Information Disconnect in Bias Crime Reporting. Funded by the Bureau of Justice Statistics, U.S. Department of Justice.

**Nolan, J.** (2003). The Risk of Violent Crime Victimization by Age, Race, and Sex: A Lifetime Perspective. Funded by the National Center for Juvenile Justice.

**Nolan, J.**, Mencken, F. C., and Berhanu, S. (2002). Law Enforcement Officers Killed in the United States Between 1980-1999: An Examination of Cases Involving Juvenile Offenders. Funded by the National Center for Juvenile Justice.

### **Op/Ed Article**

Nolan, J. (November 2013). Same old approach won't solve crime problem. *The News Journal*. Wilmington, DE.

Woods, J. & **Nolan, J.** (April 5, 2012) To protect freedom, U.S. jurists must pardon terror suspects caught by entrapment. *Christian Science Monitor*.

**Nolan, J.** & Brunswick, M. (December 2010). Combating Crime with Restorative Justice. *The News Journal*. Wilmington, DE.

**Nolan, J.** (2001). Hate Crime Laws Protects All. *The Dominion Post*, Morgantown, WV (Guest Commentary, March 31, 2001). This same article appeared under different titles in the *Charleston Daily Mail*, Charleston, WV and the *Daily Athenaeum*, Morgantown, WV.

### **Book Reviews**

**Nolan, J.** (2003). Review of Jack Levin's "The Violence of Hate: Confronting Racism, Anti-Semitism, and Other Forms of Bigotry." In *Criminal Justice Review*, 28(1).

**Nolan, J.** (1995). Review of James William Gibson's "Warrior Dreams: Violence and Manhood in Post-Vietnam America" in the *Law Enforcement Bulletin*, November.

### **FUNDED RESEARCH GRANTS AND PROJECT ADMINISTRATION**

- |                |   |
|----------------|---|
| 2010 – 2015    | Co investigator – NSF ADVANCE Grant – (\$3.2 million)   |
| 2010           | Co-Investigator – WV Division of Criminal Justice Services – Hate Crime Reporting Study (\$5,400.00)  |
| 2010           | Co- Investigator- ARTS Grant – Interdisciplinary seed grant. Eberly College of Arts & Sciences (\$40, 000.00)   |
| 2007 – present | Principal Investigator, "Neighborhood Dynamics and Situational Policing" research funded by the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS) (\$470,000.00)  |
| 2004 - 2005    | Principal Investigator - "Improving Measures of Crime: Statistical Adjustments to Police Data" research funded by the American Statistical Association and the Bureau of Justice Statistics (\$22,000.00)   |
| 2003 - 2006    | Co-Principal Investigator - "Forensic Science Initiative at West Virginia University" funded by the National Institute of Justice, U.S. Department of Justice (\$3,250,125.00)  |
| 2002 - 2003    | Principal Investigator - "The Number of Times an Average Person is Victimized by Violent Crimes: A Lifetime Perspective" funded by the National Center for Juvenile Justice (\$29,000.00).  |
| 2001- 2003     | Principal Investigator, "A Study of Hate Crimes Involving Juveniles as Victims or Offenders," a research project funded by the U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (\$74,000.00).   |
| 2001-2003      | Consultant - "Bridging the Information Disconnect in Bias Crime Reporting," research funded by the Bureau of Justice Statistics, U.S. Department of Justice (with Jack McDevitt and Jennifer Balboni, Northeastern University, and Joan Weiss, Justice Research and Statistics) (\$150,000.00). |
| 2000- 2001     | Principal Investigator, "A Study of Juveniles who Murder Law Enforcement Officers," research funded by the National Center for Juvenile Justice (\$29,000.00).  |

1997-2000 Project Manager, FBI Uniform Crime Reporting (UCR) Automation Project

### **PAPERS PRESENTED AT PROFESSIONAL MEETINGS**

- 2013 Stranger Danger!! Examining Offender-Victim Relationship and Victimization Risk Using Incident-Based Police Reports. A paper presented at the annual meeting of the American Society of Criminology (with Stacia Gilliard-Matthews from Rutgers University)
- 2012 New Ideas from the ADVANCE Community: Using a Dialogical Change Process and Strategic Planning to Diversify Academic Departments (with Melissa Latimer, Kasi Jackson, Awilda Borres)
- 2012 Understanding Hate as a Motivation for Violent Crime. Annual meeting of the American Society of Criminology (with Karen Weiss).
- 2011 "Situational Policing." Panel presentation at the annual meeting of the Office of Community Oriented Policing, U.S. Department of Justice.
- 2010 "A Multi-Site Analysis of Systematic Social Observations: Impact of Neighborhood Disorder on Victimization." A paper presented at the annual conference of the American Society of Criminology, San Francisco (with Rachel Stein and Susie Bennett).
- 2010 "Situational Policing: Findings from a Mutli-Site Study Assessing Police and Neighborhood Psychoemotional Dynamics." A paper presented at the annual conference of the American Society of Criminology, San Francisco (with Susie Bennett and Rachel Stein)
- 2010 "Impact of Inside Out Class on Efficacy Beliefs of Students." A paper presented at the annual conference of the American Society of Criminology, San Francisco (with Tom Wytiaz)
- 2009 "Situational Policing: Seeing & Seizing on Neighborhood Dynamics to Reduce Crime and Build Collective Efficacy." A paper presented at the annual conference of the American Society of Criminology (with Susie Bennett and Ellen Rodrigues), Philadelphia.
- 2009 "Hate Crimes in the United States Pre and Post September 11, 2001." A paper presented at the annual conference of the American Society of Criminology (with Susie Bennett and Ellen Rodrigues), Philadelphia.
- 2008 "The Nature of Religious Hate Crimes in the United States Pre and Post 9/11" invited paper 13th International Metropolis Conference Mobility, Integration and Development in a Globalised World 27-31 October 2008 Bonn, Germany (with Susie Bennett and Ellen Rodrigues)
- 2007 "Measures of Neighborhood-Level Psycho Emotional Development: Why Community Policing Efforts Have Failed or Succeed." A paper presented at the annual conference of the American Society of Criminology, Atlanta (with Anthony Delligatti).

- 2007 “Uses of Narrative in Law Enforcement: Socialization, Legitimation, and Organizational Memory,” A paper presented at the annual conference of the American Society of Criminology, Atlanta (with Larry Nichols)
- 2007 “Using NIBRS to Estimate the Probability of Violent Crime Victimization Over a Lifetime.” A paper presented at the annual conference of the American Society of Criminology, Atlanta.
- 2006 ““Commitment, Conflict, and Collective Efficacy: Dynamics of a Capstone Sociology Course Inside a West Virginia Prison,” a paper presented at the annual conference of the American Society of Criminology, Los Angeles.
- 2006 “The Progression and Escalation of Hate: A Confirmatory Analysis Using NIBRS Data,” a paper presented at the annual conference of the American Society of Criminology, Los Angeles (with Cynthia Barnett-Ryan).
- 2006 “Expressing Hate Crimes: From Narrative to NIBRS,” a paper presented at the annual conference of the American Society of Criminology, Los Angeles (with Corey Colyer and Larry Nichols).
- 2006 “Situational Policing: Bridging the Gap Between Police and Neighborhood Residents,” a paper presented at the annual conference of the American Society of Criminology, Los Angeles (with Jeri Kirby and Norman Conti).
- 2006 “Community Representation: Who is Speaking for the Community,” a paper presented at the annual conference of the American Society of Criminology, Los Angeles (with Ronald Althouse and Jeri Kirby).
- 2006 “The Algebra of ‘Hiding’ and ‘Creating’ Crimes,” a paper presented at the annual meeting of the Academy of Criminal Justice Sciences, Baltimore, Maryland (with Yoshio Akiyama)
- 2006 “Improving Measures of Crime: Statistical Adjustments to Police Crime Data in West Virginia,” a paper presented at the annual meeting of the Academy of Criminal Justice Sciences, Baltimore, Maryland
- 2005 “Understanding the Psychosocial Development of ‘Defended’ and ‘Corporate’ Neighborhoods: Implications for Situational Policing” (with Jeri Kirby and Ronald Althouse), a paper presented at the annual meeting of the American Society of Criminology, Toronto.
- 2005 “The Progression and Escalation of Hate: A Geographic Analysis Using UCR Data” (with Cynthia Barnett-Ryan), a paper presented at the annual meeting of the American Society of Criminology, Toronto.
- 2005 “Global Security and Defended Localities: The Role of Situational Policing in Transnational Crime” a paper presented at the International Police Symposium (IPES), Prague, Czech Republic (with Norman Conti and Zsolt Molnar)
- 2004 “Neighborhood Development and Crime: Implications for Situational Policing” a paper

- presented at the annual meeting of the American Sociological Association (ASA), San Francisco, CA (with Norman Conti)
- 2004 “Mediated Hate: Constructions of Bias Crime in Official Statistics and Newspaper Narratives” ” a paper presented at the annual meeting of the Society for the Study of Social Problems (SSSP), San Francisco, CA (with Lawrence Nichols)
- 2004 “Framing Hate Crime: Competing Definitions in Official Databases and Mass Media Accounts” ” a paper presented at the annual meeting of the American Society of Criminology, Nashville, TN (with Lawrence Nichols)
- 2004 “A Splinter in Your Mind: Ethics and Efficacy in Police Training” ” a paper presented at the annual meeting of the American Society of Criminology, Nashville, TN (with Norman Conti)
- 2004 “The Risk of Violent Crime Victimization in the State of West Virginia by Race and Sex: A Lifetime Perspective” ” a paper presented at the annual meeting of the American Society of Criminology, Nashville, TN (with Stephen Haas)
- 2004 “NIBRS Hate Crimes 1995-2000: Juvenile Victims and Offenders” a paper presented at the annual meeting of the American Society of Criminology, Nashville, TN (with Carson Mencken and Jack McDevitt)
- 2003 “Situational Policing: Neighborhood Development and Crime Control,” a paper presented at the annual meeting of the American Society of Criminology, Denver, CO. (with Norman Conti and Jack McDevitt)
- 2003 “Understanding and Clarifying Ambiguities in Bias Crime Reporting,” a paper presented at the annual meeting of the Academy of Criminal Justice Sciences, Boston, MA.
- 2003 “Neighborhood Development and Crime Control” a paper presented at the annual meeting of the North Central Sociological Association. Cincinnati, OH.
- 2002 “Improving Measures of Crime: Statistical Adjustments to Police Crime Data” presentation at the National Institute of Justice Annual Conference on Research and Evaluation, Washington, DC.
- 2002 “Law Enforcement Officers Killed in the Line of Duty: A Comparison of Juvenile and Adult Offenders, a paper presented at the annual conference of the American Society of Criminology, Chicago, IL (with Carson Mencken)
- 2002 “The Probability of Violent Crime Victimization for *The Average Person*: A Lifetime Perspective” a paper presented at the annual conference of the American Society of Criminology, Chicago, IL (with Yoshio Akiyama)
- 2002 “Bridging the Information Disconnect in Bias Crime Reporting” Presidential Panel Session at the annual conference of the American Society of Criminology, Chicago, IL (with Jack McDevitt, Jennifer Balboni, and Shea Cronin)

- 2002 “Understanding Bias Crime Classification: A Quantitative Analysis” a paper presented at the annual conference of the American Society of Criminology, Chicago, IL
- 2001 “Hate Crime in the Media: An Analysis of News Articles Before and After Passage of the Hate Crime Statistics Act,” presented at the annual meeting of the North Central Sociological Association (with Norman Conti and Jennifer Hatcher).
- 2001 “Improving Measures of Crime: Sample Adjustments to Police Crime Data” paper presented at the International Symposium on Methodological Issues-Statistics Canada (with Yoshio Akiyama and James Woods).
- 2001 “Juvenile Cop Killers” a paper presented at the annual conference of the American Society of Criminology, Atlanta, GA.
- 2001 “Hate Crime in the News” a paper presented at the annual conference of the American Society of Criminology, Atlanta, GA.
- 2000 “Measuring Consensus: An Index of Disagreement via Conditional Probability,” presented at the annual conference of the American Psychological Association (with Yoshio Akiyama).
- 2000 “Expanding the Mode of Tobit Analysis,” presented at the annual conference of the American Psychological Association, August 2000 (with Yoshio Akiyama and Samuel Berhanu).
- 1999 “Methodological Issues in the National Hate Crime Data Collection Program,” presented at a conference on hate crime measurement sponsored by the School of Criminal Justice, State University of New York (SUNY) at Albany.
- 1999 “Do Large Jurisdictions Have Higher Crime Rates Than Small Jurisdictions? Developing an Indicator of Covariance Between Crime Rate and Population,” presented at the annual conference of the American Society of Criminology (with Yoshio Akiyama).
- 1999 “The Hate Crime Statistics Act of 1990: Developing a Method for Measuring and Predicting the Occurrence of Hate Violence” presented at a national conference on hate crime co-sponsored by the Society for the Psychological Study of Social Issues and the University of California at Los Angeles (UCLA).
- 1998 “Unit of Count and Cross Tabulations in the National Incident-Based Reporting System,” presented at the annual conference of the American Society of Criminology (with Yoshio Akiyama), Washington, D.C.
- 1998 “The Status of the National Hate Crime Data Collection Program,” presented at the annual conference of the Academy of Criminal Justice Sciences.
- 1997 “The Utility of NIBRS Data in Assessing White Collar Crime” presented at the Inaugural National Economic Crime Conference, Providence, RI (with Cynthia Barnett).
- 1997 “Creation of Hate Crime Policies in Law Enforcement Agencies: A Few Considerations” presented at the annual conference of the Association of State Uniform Crime Reporting Programs, Cincinnati, Ohio.



- 1997 “Law Enforcement Participation in Hate Crime Reporting” panel chair and presentation at the annual conference of the American Society of Criminology, San Diego, CA.
- 1997 “Crime Rate: Interaction Between Criminality and Prevention,” presented at the annual conference of the American Society of Criminology (with Yoshio Akiyama), San Diego, California.

## **COURSES TAUGHT**

### **West Virginia University**

- 2011 – present Sociological Theory SOCA 522
- 1997 - 2002 Criminology, SOCA 232
- 2000 - present Criminal Justice, SOCA 234
- 2001 - present Deviant Behavior, SOCA 302
- 1997 - 2002 Juvenile Delinquency, SOCA 233
- 2000 - present Writing Course in Sociology and Anthropology, SOCA 389
- 2002 - present Hate Crime SOCA 318
- 2004 - present Statistical Methods and Data Analysis (graduate course) SOCA 517, 518
- 2006 – present Inside Out: Exploring Issues of Crime and Justice Behind WV Prison Walls
- 2007 – present Justice Roundtable (an independent study course at a WV prison)
- 2008 – present Neighborhood Dynamics and Situational Policing

## **OTHER TEACHING ACTIVITY**

- 2002 - present “Sampling Theory and Practice” – annual invited lecture to sociology graduate students at West Virginia University
- 2001-present Leadership Seminar, West Virginia Mountaineer Boys’ State

## **SERVICE TO UNIVERSITY**

- 2003 - 2005 Eberly College of Arts and Sciences Outstanding Teacher Committee
- 2002 - 2007 Faculty advisor to Sigma Chi Fraternity
- 2001 - present Safe Zone Program
- 2000 - present Undergraduate Committee, Division of Sociology and Anthropology
- 2000 - present Graduate Committee, Division of Sociology and Anthropology
- 2000 - 2003 Curriculum and Academic Quality Committee, Eberly College of Arts and Sciences

## **SERVICE TO PROFESSION**

- 2005- 2007 Consultation to the Organization for Security and Cooperation in Europe (OSCE) and the Office for Democratic Institutions and Human Rights (ODIHR) in regard

to the development of a hate crime curriculum (including data collection) throughout Europe.

- 2003 - 2004 Member of Ad Hoc committee on the Crime Index, co-sponsored by the Bureau of Justice Statistics and the Federal Bureau of Investigation
- 2003 - 2004 Consultant to the Federal Bureau of Investigation regarding crime measurement.
- 2002 - 2004 Member, UCR Subcommittee of the American Statistical Association's Committee on Law and Justice
- 2001 - present Ad hoc reviewer for the following journals: *Justice Research and Policy*, *American Behavioral Scientist*, *Criminology*, *Criminology & Public Policy*, and *Social Forces*, *Journal of Quantitative Criminology*, *Sociological Inquiry*, *Prison Journal*.
- 1998 Member, U.S. Attorney General's Task Force on Hate Crime Training
- 1998 Member, U.S. Attorney General's Task Force on Hate Crime Data Collection
- 1998 Participated in White House Conference on Hate Crime

#### **PROFESSIONAL ASSOCIATIONS**

American Psychological Association (APA)  
Group Psychology and Group Psychotherapy, Division 49 of APA  
American Sociological Association (ASA)  
American Society of Criminology (ASC)  
Academy of Criminal Justice Sciences (ACJS)  
North Central Sociological Association (NCSA)  
Society for the Study of Social Issues (SSSP)