

Chavez v. Illinois State Police



PP-IL-001-001

**Curriculum Vita**

**James D. Ginger**  
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**Education:**

Ph.D., Public Administration, Center for Public Administration and Policy, Virginia Polytechnic Institute and State University, Blacksburg, Virginia (1984).

Master of Science, Justice Administration, University of Evansville, Evansville, Indiana (1977).

Bachelor of Science, Law Enforcement, University of Evansville (1975).

Bachelor of Arts, Sociology, University of Evansville (1973).

**Professional Experience:**

Associate Professor of Public Justice/Director, Master of Justice Administration program, St. Mary's University, San Antonio, Texas (August, 1992-present) and Chief Executive Officer, Public Management Resources, San Antonio, Texas (April, 1992-present).

Deputy Director, Police Foundation, Washington, D.C. (1986-1992).

Director, Southern Police Institute, University of Louisville, Louisville, Kentucky (1988-1989).

Management Services Administrator, San Antonio Police Department, San Antonio, Texas (1984-1986).

Assistant Professor of Political Science and Criminal Justice; Coordinator, Criminal Justice Program, Department of Political Science and Criminal Justice, Radford University, Radford, Virginia (1981-1984).

Assistant Professor of Criminal Justice, Faculty and Department Chair, Bluefield State College, Bluefield, West Virginia (1977-1981).

Director, Research and Planning Unit, Evansville Police Department, Evansville, Indiana (1975-1977).

Personnel Officer, Evansville Police Department, Evansville, Indiana (1973-1975).

Police Officer, Evansville Police Department, Evansville, Indiana (1969-1973).

## **Related Professional Responsibilities and Achievements**

### **Public Management Resources (1992-present)**

The Chief Executive Officer of Public Management Resources is responsible for strategic planning, marketing, budgeting and management. The position supervises four senior-level staff and numerous administrative and clerical personnel.

### **Police Foundation (1986-1992)**

The Deputy Director of the Police Foundation is a senior-level executive position reporting directly to the President of the Police Foundation.

Managed a staff of twenty full-time professionals and 25 primary and field consultants. Responsible for establishing project plans, developing program and project strategies, and overall program management for research and technical assistance projects totaling more than \$2.4 million annually.

Planned and implemented a nationwide technical assistance and training project for the U.S. Bureau of Justice Assistance. The project provided training and technical assistance in the areas of Integrated Criminal Apprehension Programs (ICAP), arson control programs, STING programs, and organized and white collar crime investigation programs.

Delivered or supervised the delivery of technical assistance to more than 100 individual police departments, including the Kentucky State Police; the cities of Atlanta, Tampa and Dallas; Yale University; and others.

Developed a strategic plan for technical assistance programs for the Police Foundation, including new program development, marketing and implementation strategies, and diversification strategies. Moved the Foundation from a purely research organization to one which has a balanced research and technical assistance approach to improving law enforcement.

Developed an innovative strategic planning methodology for law enforcement agencies, using a modified Delphi technique and nominal group processes to identify and articulate critical policing needs, action steps, missions, values and goals.

Developed and managed grants and contracts from federal, state and local sources totaling more than \$3 million, including agencies such as the Bureau of Justice Administration, the Office of Juvenile Justice and Delinquency Prevention, the Florida Supreme Court and numerous local police agencies and community organizations.

### **Southern Police Institute (1988-1989)**

The Director of the Southern Police Institute is an executive-level position, responsible for external relations among the Institute's many constituencies. During an 18-month sabbatical from the Police Foundation:

Managed a professional staff of twelve full-time and part-time faculty, trainers, and professionals. Responsible for strategic planning, marketing, strategy development, budget development and program development for the nation's premier police management institute.

Planned and implemented a long-range strategy to move the institute into a position of strength in both the educational and training markets in police supervision, management and administration in the United States.

Developed grants and contracts in excess of \$750,000 with state and local governmental agencies, including the states of Kentucky, Ohio, Florida and North Carolina, and local governments such as St. Paul, Minnesota; Springfield, Illinois; Greensboro, North Carolina, and others.

### **San Antonio Police Department (1984-1986)**

The Management Services Administrator was a senior-level management position reporting directly to the Chief of Police of the San Antonio Police Department. At the time, the City of San Antonio was the tenth largest city in the United States, with a police complement of over 1,700 sworn personnel.

#### **Information Systems Development**

Developed a comprehensive five-year information management plan for the SAPD, using a new priority development methodology and outlining a new strategic direction for information processing for the department, which used two IBM-style mainframe computers.

Developed a systems design function for the department which provided complete system definition and design formats to the centralized data processing unit for the city.

Created a technologically advanced microcomputer system for the department, moving the department from a cost accounting research mode to a complex model-building and quantitative decision-making mode.

Improved major information systems delivery to the department from the centralized city data processing unit from one major system per three years to more than 13 per year.

Improved ad hoc information systems request delivery to the department from the centralized city data processing unit from 16 percent to 98 percent.

#### Budget Development

Planned and developed the annual budget for the department, a \$78 million general fund and capital expenditure program for FY 1986-87.

Exercised direct responsibility for the \$2.5 million Planning Section budget which included funds for the department's information systems operations and acquisition.

Developed and coordinated presentation of FY 1986-87 budget for the city's public safety services, a \$159 million general fund and capital expenditure budget.

#### Program Planning

Served as a member of the City Manager's "Strategic Planning Group," a group with overall responsibility for implementing strategic management as a city government planning process.

Served as a member and coordinator of the Police Chief's Executive Planning Group, a group responsible for decision-making and program development for the department.

Developed a program of strategic planning for the department including use of the Delphi technique and other innovative strategic planning processes.

Developed a long-range planning process for the department, to include the department's first five-year plan.

#### Research

Developed research and recommendations concerning feasibility, configuration and operation of the SAPD Police Training Academy, a \$3.6 million, multi-phased, regional police training facility, completed in 1990.

Developed research and recommendations concerning feasibility, configuration and operation of a SAPD detention facility, a \$2 million project designed to save the city \$4.3 million per year.

Developed research and recommendations for an innovative program of delivery of police services for downtown San Antonio.

Developed research and recommendations and coordinated creation of documentation for a \$20 million public safety bond package for the SAPD and the San Antonio Fire Department.

#### Program Evaluation

Routinely evaluated program performance for a variety of police programs, including the police Repeat Offender Program.

Developed productivity and evaluation measures for all SAPD divisions.

Developed overall organizational productivity indicators for the SAPD.

Developed organization effectiveness, efficiency and economy measures for the SAPD.

#### **Grants Management**

Directed the grants administration process for the SAPD, with funding totaling \$700,000 per year for programs in planning, information systems, crime prevention, juvenile justice and minority recruiting.

#### **Management Functions (staff direction)**

Directed a professional staff of twelve, including five sworn and seven civilian personnel.

Established task, priority, goals, objectives and evaluation criteria for all professional staff members.

Coordinated presentation development for staff reports presented to city council, state government units, the National Institute of Justice, etc.

#### **Radford University (1981-1984)**

The Coordinator of Criminal Justice was a mid-management position reporting to the Chair, Department of Political Science.

Coordinated a staff of nine full-time faculty from the departments of Political Science, Psychology, Social Work and Sociology. Developed course schedules, educational program components, multi-year programming plans and program policy.

Developed a Master of Criminal Justice degree program. Achieved state approval and certification; coordinated with other educational institutions. Developed recruiting, staffing and administration processes for the program. The program was an interdisciplinary approach, geared toward both in-service and pre-service personnel.

Served as advisor to Lambda Alpha Epsilon fraternity and as advisor to 300 criminal justice students.

Increased enrollment in the criminal justice program from 150 in 1981 to nearly 300 in 1984.

#### **Bluefield State College (1977-1981)**

The Department Chairman, Department of Criminal Justice, was a mid-management position reporting to the Chair, Social Science Division.

Directed a staff of ten full-time and part-time faculty in delivery of the College's criminal justice program. Prepared divisional budget plans, and served on various divisional committees. Delivered educational programs in criminal justice for two- and four-year degrees in three off-campus and one on-campus locations.

Served as faculty chair (1980-1981). Responsible for coordinating all standing and ad hoc faculty committees. Developed and implemented a merit pay system for all full-time faculty.

Conducted a comprehensive review of the management-governance structure of Bluefield State College. Produced a detailed report outlining problem areas, suggesting improvements and recommending positive organizational change.

Increased enrollment in the Criminal Justice Department from 180 in 1977 to nearly 400 in 1981.

#### **Evansville Police Department (1969-1977)**

The Director of Research and Development was a senior-level, sworn position, reporting directly to the chief of police.

Developed an integrated information processing system for the department, the first such system in Indiana. The system provided information on manpower allocation, budget data, crime analysis and program audit information.

Directed a staff of seven full-time and part-time personnel, including goal/objective development, evaluation criteria development and personnel scheduling.

Planned and implemented an innovative patrol service delivery system which required complete reorganization of patrol operations, basing manpower on workload and providing peak availability during peak demand times.

Developed the department's first comprehensive "Operations Manual." This process entailed complete review and revision of departmental position descriptions, operating procedures, rules and regulations.

Provided grant administration and reporting functions for the department, including federal funding of \$350,000 for a three-year patrol reorganization program.

#### **Dissertation:**

"Preparing for Crisis Management: The Use of Networking, Boundary Spanning and Collateral Organizations in Planning for Strategic Response to Terrorism," Virginia Polytechnic Institute and State University, 1984.

**Presentations:**

"Social, Political and Economic Trends Shaping Police Administration in the Third Millennium." Paper presented to the annual meeting of the Academy of Criminal Justice Sciences, Law Vegas, Nevada, 1996.

"Planning for the Future of British Policing." Paper presented at the University of Portsmouth, England, Institute for Criminological Studies, 1994.

"Six Trends Affecting American Policing." Paper presented to the Police Executive Leadership College, Ohio State University, 1993.

"Strategic Planning for Law Enforcement Executives." Paper presented to the Police Executive Leadership College, Ohio State University, 1992.

"Service Delivery to Culturally Diverse Communities: Responding to Social, Economic and Cultural Diversity." Paper presented to the annual meeting of the Southern Police Institute Alumni Association, 1991.

"Critical Trends Affecting Policing: A Precursor to Strategic Planning." Paper presented to the International Association of Chiefs of Police, Section for State and Provincial Police Planning Officers, 1990.

"Strategic Planning for Police: Building Planning Methods that Work." Paper presented to the annual meeting of the National Association of Police Planning and Research Officers, 1989.

"Strategic Management: A Methodology for Meeting Uncertain Futures." Paper presented to the annual meeting of the National Association of Police Planners, 1984.

"Terrorism and Interorganizational Cooperation: Strategic Management of America's Anti-Terrorist Response." Paper presented to the annual meeting of the American Society for Public Administration, 1983.

"Integrated Program Analysis Methodologies: A Quantitative Approach." Paper presented to the annual meeting of the Academy of Criminal Justice Sciences, 1982.

"Comparative Police Administration: A Proposal for the Eighties." Paper presented to the annual meeting of the Academy of Criminal Justice Sciences, 1981.

"Pre-Planned Crisis Intervention." Paper presented to the annual meeting of the Indiana Professional Police Association, 1977.

**Monographs, Publications:**

Ginger, J.D., et al., *A Management Study of the Gila County Sheriff's Department*. Indian Valley, Virginia: The Gallagher-Westfall Group, 1996.

Ginger, J.D. et al., *A Performance Audit of the New Bern, North Carolina Police Department*. Indian Valley, Virginia: The Gallagher-Westfall Group, 1996.

Ginger, J.D., et al., *A Review of Personnel and Management Practices of the Pampano Beach, Florida Police Department*. Indian Valley, Virginia: The Gallagher-Westfall Group, 1995.

\_\_\_\_\_, *An Assessment of the Greenville, North Carolina Police Department*. Indian Valley, Virginia: The Gallagher-Westfall Group, 1995.

Ginger, J.D., *A Benchmarking Study of the Coatesville, Pennsylvania Police Department*. Purcellville, Virginia: The Gallagher-Westfall Group, 1994.

\_\_\_\_\_, *Manpower Deployment in the Coatesville, Pennsylvania Police Department*. Purcellville, Virginia: The Gallagher-Westfall Group, 1993.

\_\_\_\_\_, et al., *A Management Review of the Cochise County, Arizona Sheriff's Department*, Purcellville, Virginia: The Gallagher-Westfall Group, 1993.

\_\_\_\_\_, et al., *A Management Review of the Chino Valley, Arizona Police Department*. Purcellville, Virginia: The Gallagher-Westfall Group, 1992.

\_\_\_\_\_, et al., *A Model Policy Manual for Housing Authority Police*. Cheshire, CT: Housing Authority Risk Retention Group, 1992.

\_\_\_\_\_, *An Assessment of Liability Risk Among Public Housing Authority Police*. Cheshire, CT: Housing Authority Risk Retention Group, 1992.

\_\_\_\_\_, *An Assessment of the Public Safety Management Systems at Yale University*. Washington, D.C., Police Foundation, 1991.

Ginger, J.D. "Strategies versus Tactics: Police Officials Identify Strategies for Drug Traffic Control Programs." Washington, D.C.: Police Foundation, 1991.

Ginger, J.D. and A. Pate, *A Study of Racial and Ethnic Bias in the Law Enforcement System of the State of Florida*. Washington, D.C.: Police Foundation, 1990.

Ginger, J.D. *Developing a Strategy to Improve Police Training: A Review of the Florida Law Enforcement Training Process*. Washington, D.C.: Police Foundation, 1990.

\_\_\_\_\_, *An Audit of the Tampa, Florida Police Department's Program Implementation Process*. Washington, D.C.: Police Foundation, 1990.

\_\_\_\_\_, *A Management Review of the Training Academy, Police Headquarters, The Port Authority of New York and New Jersey*. Washington, D.C.: Police Foundation, 1990.



\_\_\_\_\_, *Improving Police-Community Relations in Prince George's County, Maryland.* Washington, D.C.: Police Foundation, 1990.

\_\_\_\_\_, *Improving the Management Information Systems of the Birmingham, Alabama Police Department.* Washington, D.C.: Police Foundation, 1989.

\_\_\_\_\_, *A Strategic Plan for the Arvada, Colorado Police Department.* Washington, D.C.: Police Foundation, 1989.

\_\_\_\_\_, *Strategic Planning for the Charlotte, North Carolina Police Department.* Washington, D.C.: Police Foundation, 1988.

Ginger, J.D., and H. Williams, "The Threat of International Terrorism in the United States: The Police Response," *Terrorism*, Fall, 1987.

Ginger, J.D., *A Review of the Administrative Processes of the Tampa Police Department.* Washington, D.C.: Police Foundation, 1987.

\_\_\_\_\_, *Policing Atlanta in the Year 2,000: A Final Report.* Washington, D.C.: Police Foundation, 1987.

\_\_\_\_\_, *An Assessment of the Management Information Systems of the Arvada Police Department.* Washington, D.C.: Police Foundation, 1987

#### **Sponsored Grants and Contracts:**

**United States Department of Justice/City of Pittsburgh** **\$430,000**

Selected by the U.S. District Court for the Western District of Pennsylvania to serve as the compliance auditor for a consent decree entered into by the City of Pittsburgh and the U.S. Department of Justice, Civil Rights Division. Monitored and assessed compliance in the areas of police selection, training, supervision, policy, discipline, internal investigations, and promotion (1997-2002).

**Raytheon Corporation/National Institute of Justice** **\$81,000**

Project Director for a project to assess the effectiveness of man-portable Forward Looking Infra-Red (FLIR) technology in police patrol and support applications (1998)

**Alamo Area Council of Governments, San Antonio, Texas** **\$1,400,000**

Grants coordinator for the San Antonio Police Department for a series of two-year projects to improve the automated information systems capacities of the police department. The awards were supplemented by smaller projects in juvenile justice, traffic enforcement, and other law enforcement related grants (1984-1986).

**United States Bureau of Justice Assistance** **\$1,276,000**

Project director for BJA's multi-year technical assistance and training project, a project which provided on-site technical assistance and training for more than 300 police agencies in topics such as: Integrated Criminal Apprehension Programs (ICAP), arson investigations, STING operations, white collar crime and police management information systems (1986-1989).

**United States Department of Justice**  
**Office of Juvenile Justice and Delinquency Prevention** **\$ 399,000**

Designed a nationwide project for technical assistance and training in "Law Enforcement Handling of Juvenile Offenders," a project which assessed national strategies for responding to juvenile crime and delinquency (1988).

**United States Law Enforcement Administration** **\$ 320,000**

Project manager for the Evansville Police Department's Patrol Emphasis Program, a multi-year project which reorganized the department's patrol function (1976-1977).

**International Business Machines and Chiefs Software** **\$ 250,000**

Obtained the donation of an IBM AS400 mini-computer, 25 terminals and associated CHIEFS software for the Southern Police Institute's computer laboratory (1989).

**City of Yonkers, New York** **\$ 199,000**

Managed a multi-faceted planning and implementation contract for the Yonkers Police and Fire Departments. The project planned, designed and implemented an automated police-fire-EMS dispatch system and an automated records management system for police and fire (1993).

**Ohio State Highway Patrol** **\$ 154,000**

Project director for a contract to develop and deliver a series of 10-week command officers development course for the State Highway Patrol and for police executives throughout the state. The project contained instruction in the areas of police management, organizational design and change, psychology of organizations, police supervision and automated information systems (1988-1989)

**United States Department of State** **\$ 80,000**

Developed a 120-hour intensive curriculum for the nation of Trinidad and Tobago's National Police Service, focusing on improvement of administrative, managerial and operational methodologies to improve police-community interaction (1991).

**Prince George's County Maryland** \$ 67,000

Project director and principal investigator of a one-year project to provide the department with recommendations for improving community relations, internal affairs,

**Yale University** \$ 65,000

Directed a multidisciplinary review of public safety management systems for Yale University, including a review of transportation, physical security, police and administrative processes (1991)

**Tampa Police Department** \$ 50,000

Project director and principal investigator of a one-year project to assess the department's performance in the areas of recruiting, selection, retention and promotion of personnel; training curricula development and training processes; use of force policies and procedures; internal disciplinary procedures; and community relations systems. Conducted a one-year follow-up audit of departmental performance in implementing report recommendations.

**Port Authority of New York and New Jersey** \$ 47,000

Project director and principal investigator of a project designed to improve the quality of police training for the Port Authority, the largest transportation police agency in the world. Provided recommendations regarding organizational structure, staffing, curriculum development and supporting activities of the training academy (1989-1990).

**The San Antonio Youth Firearm Violence Initiative** \$49,400

Project director and principal investigator of a project designed to assess the effectiveness of police strategies to reduce youth firearm-related violence in the nation's ninth-largest city. Provided program design, data collection, and evaluation processes for the SAPD (1995-1996)

**The Housing Authority Risk Retention Group** \$ 30,000

Conducted a liability assessment and model policy development for 36 public housing authority police agencies, including the Chicago Housing Authority, the St. Louis Housing Authority and others.

**Dallas Texas Police Department** \$ 27,000

Project director of a performance audit for the Dallas, Texas Police Department's internal affairs division. Developed findings and recommendations to improve the department's ability to manage internal investigations.

**Florida State Supreme Court, Commission on Racial  
and Ethnic Bias****\$ 13,000**

Project director for a one-year project to assess the levels of racial and ethnic bias in the justice system of the state of Florida. Developed recommendations and suggestions for improving police training, recruiting and selection, promotion and evaluation. Many of the report's recommendations were incorporated into law by the Florida legislature.

**Case Consultation and Expert Testimony**

*Gutierrez v. City of San Antonio.* Provided case consultation for the defense in federal litigation involving police training, supervision, discipline, and use of force (1998).

*Lu v. Harris County.* Provided case consultation for the defense in state litigation involving police operational procedures (198).

*Glasscock v. City of Electra, Texas.* Provided case consultation for the defense in state litigation involving personnel practices, personnel supervision and termination (1998).

*Blair, et al. v. State of Arizona.* Provided case consultation for the plaintiff in state litigation involving police operational procedures (1998).

*Choi v. State.* Provided case consultation for the defense (California Highway Patrol) in federal litigation involving false arrest and false imprisonment (1997).

*Valles v. County of Bernalillo.* Provided case consultation for the defense in state litigation involving police operation of emergency communications systems (1997).

*Graham v. New York City.* Provided case consultation for the defense in federal litigation regarding police operation of NCIC systems (1997).

*Wright v. City of Dallas.* Provided case consultation for the plaintiff in federal litigation regarding police supervision, discipline and control of corruption (1997).

*Vu v. Pennington.* Provided case consultation for the plaintiff in federal litigation regarding the New Orleans Police Department and national standards and practice relating to police selection, supervision, training, discipline and retention, and policy (1996).

*Kersh v. Whitehouse.* Provided case consultation for the defense in federal litigation regarding police standards and practice relating to police selection, supervision, training and discipline (1996).

*Papke v. The City of Irving, et al.* Provided case consultation for the plaintiff in federal litigation regarding police standards and practice relating to police selection, supervision, training and discipline (1996).

*Brown v. The City of Amarillo, et al.* Provided case consultation for the plaintiff in federal litigation regarding police standards and practices relating to special operations and SWAT operations (1996).

*Atkins v. The City of Carrollton and the City of Dallas.* Provided case consultation for the plaintiff in federal litigation regarding police standards and practices relating to warrant execution and special operations (1996)

*Broyles v. Denton County.* Provided case consultation for the plaintiff in federal and state litigation regarding police standards and practices relating to decisions to arrest (1996).

*Stuart v. Claggert, et al.* Provided case consultation for the plaintiff in federal litigation regarding police abuse of force and police standards and practices (1996).

*Bartee and Spurlock v. Red Lobster of Texas, et al.* Provided case consultation for the plaintiff in federal litigation regarding police standards and practices, powers of arrest, and use of force (1996).

*Thomas v. Los Angeles County, et al.* Provided case consultation for the defense in federal litigation regarding police abuse of force and police standards and practices (1995).

*Kacal v. Houston Metropolitan Transit Authority Police Department.* Provided case consultation in federal litigation regarding police standards and practices in policy development, training, supervision and discipline. Pending (1995).

*Perez v. City of Bay City.* Provided case consultation in state litigation regarding police vehicle pursuits. Listed as expert witness. Settled (1995).

*Rogers v. Merritt, et al.* Provided case consultation in federal litigation regarding police use of force and police standards and practices. Listed as expert witness. Settled (1995).

*Rodriguez v. Dona Anna County.* Provided case consultation in federal litigation regarding police use of force, special weapons and tactics response, and police use of deadly force. Listed as expert witness (1995) Settled (1997).

*Ahm v. District of Columbia.* Provided case consultation in federal litigation regarding equal protection and police deployment practices. Settled (1995).

*Rangel v. City of Big Spring.* Provided case consultation in federal litigation regarding police practices and execution of search warrants. Listed as expert witness. Settled (1995).

*Evans v. The American Heart Association.* Provided case consultation in state litigation regarding police practices in high-speed pursuit and emergency vehicle operation. Listed as expert witness. Settled (1997).

*Sanchez v. County of Medina.* Provided case consultation and expert witness services in federal

litigation regarding police practices, use of force, training, selection, supervision and retention. Listed as expert witness, deposed, and testified (1995).

*Andrus v. City of New Orleans.* Provided case consultation in a federal litigation regarding police use of excessive force. Listed as expert witness. Settled, (1994).

*Sinthasomphone v. City of Milwaukee.* Provided case consultation in a federal litigation regarding institutionalized racism in the Milwaukee Police Department in a civil case resulting from the Jeffrey Dahmer incident in Milwaukee, Wisconsin. Listed as expert witness, deposed. Settled, (1994).

*Hoffman v. Sheffield.* Provided case consultation in a federal civil litigation involving excessive force, negligent supervision and discipline. Listed as expert witness, deposed and testified (1994).

*Baker v. City of Galveston.* Provided case consultation in a federal civil litigation involving use of deadly force, negligent training, supervision, policy and discipline. Listed as expert witness (1994). Settled.

*Coleman v. City of Grapevine.* Provided case consultation in a federal civil litigation involving malicious prosecution, negligent training, supervision and discipline, and negligent investigation of felony crimes. Listed as expert witness, deposed, testified, (1994).

*Snyder v. Barthelmy.* Provided case consultation for the plaintiff in a federal civil litigation involving negligent selection, retention, use of force and supervision (1994). Listed as expert witness. Testified, (1995).

*Glaze v. County of Nueces, Texas.* Provided case consultation for the defense in a state litigation involving police vehicle pursuit, represented by Brin & Brin. Provided consultation relating to policy, training, supervision and discipline (1994). Listed as expert witness. Case settled. Not deposed.

*Alfaro v. County of Medina, Texas.* Provided case consultation for the plaintiff in a federal civil litigation for violation of title 1983, represented by Clark & Gamble. Provided consultation relating to police recruitment, selection, retention, discipline, promotion, policy, training, use of force, and internal discipline. Deposed. Settled, (1994).

*Shelton v. Bernalillo County.* Provided case consultation for the plaintiff in a federal civil rights case involving use of NCIC protocols for wanted persons Settled (1994).

*Askew v. the District of Columbia.* Provided case consultation for the plaintiff in a civil litigation for violation of title 1983, represented by Patton, Boggs and Blow. Provided consultation relating to police training, policy, supervision, standards and practices, internal affairs and discipline (1993).

United States Congress, House Committee on Administration and Police. Provided consultation

regarding police selection, promotion, testing and grievance processes to the committee (1993).

*Jackson v. Lexington-Fayette County Urban Government.* Provided case consultation for the respondent in a civil litigation for abuse of force, represented by Galleon, Baker and Bray, Lexington, Kentucky. Provided case consultation relating to police training, policy, supervision, internal affairs and discipline. Conducted extensive empirical analyses of the internal affairs and disciplinary decision-making processes (1992-1993). Listed as an expert witness. Case settled. Not deposed.

Provided case consultation and strategy development services to the City of Clearwater in preparation for pending litigation concerning several allegations of police misconduct. Conducted empirical research regarding internal affairs, supervision, discipline, policy and standards and practice (1992). Listed as expert witness. Not deposed.

United States Congress, House Judiciary Committee. Provided expert testimony regarding police standards and practices for the subcommittee on civil rights and liberties. Worked extensively with House staff regarding policies for the new NCIC 2000 Information system, providing insight into police operations, police policy and standards and practices (1991)

*Van Hook v. Southern Railway.* Provided case consultation for the respondent in a false arrest civil litigation, represented by Middleton and Reutinger, Louisville, Kentucky. Provided case consultation relating to police standards and practices, training and supervision (1988).

*Davis v. City of Evansville.* Provided case consultation for the City in an employment practices civil litigation, represented by the City Attorney, Evansville, Indiana. Conducted empirical research regarding height as a *bona fide* occupational qualification. Assisted in development of case strategy and testified at trial (1975).

### **Related Expert Testimony Experience**

#### ***Pursuit Driving Tactics & Policy***

Developed empirical reviews of pursuit driving policies for 85 police and sheriff's agencies in 27 states. Wrote model pursuit driving policies for 36 police agencies in 24 states.

#### ***Police Training***

Developed empirical training reviews of more than 90 police and sheriff's agencies, including Tampa, Florida; the Port Authority of New York and New Jersey; Prince George's County Maryland and others. Directed the Southern Police Institute at the University of Louisville, one of the nation's premier police management training centers.

#### ***Supervision***

Developed supervisory training packages for many of the nation's major law enforcement agencies, including the Ohio State Highway Patrol, the federal Bureau of Justice Assistance, and

individual municipal and county law enforcement agencies.

### ***Use of Force***

Conducted empirical reviews of use of force policies for more than 100 police and sheriff's agencies in 30 states, including Tampa Florida; Dallas, Texas; Lexington, Kentucky; Clearwater, Florida and Prince George's County, Maryland. Wrote model use of force policies for 38 police agencies.

### ***Public Housing***

Developed an empirical review of 36 public housing police agencies, including development of model policies and recommendations for operational improvements in the area of: domestic violence, use of force, selection and promotion, training and discipline.

### ***Selection & Retention***

Developed empirical review of selection and retention systems for more than 100 police agencies in 27 states, including an assessment of law enforcement selection processes for the state of Florida and for major urban and rural jurisdictions throughout the U.S.

### ***Discipline & Internal Affairs***

Conducted empirical reviews of internal affairs processes and police discipline for major American police agencies, including Tampa and Clearwater Florida; Prince George's County, Maryland; Lexington, Kentucky; and Dallas, Texas.

### ***Memberships and Professional Activities***

Member, San Antonio Police Training Academy Training Advisory Board, 1997-1999.

Member, Greater San Antonio Crime Prevention Commission, 1997-1999.

Chair, Strategic Initiatives Group, Greater San Antonio Crime Prevention Commission, 1997-1999.

Member, editorial group, "National Report on Juvenile Offending and Victimization," Chapter Five: "Law Enforcement's Response to Juvenile Crime," Office of Juvenile Justice and Delinquency Prevention, National Center of Juvenile Justice, 1994.

Member, National Advisory Board, Juvenile Justice Systems Development Project, U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (1992-1995).

Advisor, Citizens' Committee on Police Internal Review, San Antonio, Texas, 1993.

Member, National Technical Board, U.S. Department of Justice, Bureau of Justice Assistance,



Juvenile Justice Resource Center (1992-present).

Assisted the City of Waxahachie, Texas in development of grant applications exceeding \$250,000 for the U.S. Department of Justice's Community Policing Initiative. The Waxahachie grant was one of only six in Texas to be funded, and one of only two to receive full funding from the U.S. Department of Justice (1993).

National chairman, Special Interest Group on Emergency Management, Section on National Defense and Security Administration, American Society for Public Administration (1983-1985).

Member, National Board of Officers, Section on National Security and Defense Administration, American Society for Public Administration (1983-1985).

Criminal Justice Reviewer, *Administration and Society* (1987-present)

Public Management Association

American Society for Public Administration

*Phi Kappa Phi* National Honors Society

### **Teaching Experience**

#### **Undergraduate Classes**

- Constitutional Law
- Criminal Law
- Criminal Evidence and Procedure
- Human Resource Management
- Introduction to Criminal Justice
- Introduction to Corrections
- Organization and Administration
- Police and Public Policy
- Research and Evaluation Methods
- Social Deviance
- Police Organization and Behavior

#### **Graduate Classes**

- Organizational Theory
- Policy Analysis
- Program Evaluation
- Research Methods
- Public Administration

### **Specialized Curricula Developed**

**Command Officers Development Course**, a 10-week, 400-hour in-service curriculum for police managers and executives developed for the Southern Police Institute, University of Louisville.

**Staff Officers Development Course**, a 3-week, 120-hour in-service curriculum for police supervisors, developed for the Southern Police Institute, University of Louisville.

**Managing Integrated Criminal Apprehension Programs**, a 24-hour in-service curriculum for police managers developed for the U.S. Bureau of Justice Assistance.

**Investigation of Arson Cases**, a 24-hour in-service curriculum for police and fire investigative personnel, developed for the U.S. Bureau of Justice Assistance.

**Urban Police Operations**, a 160-hour in-service curriculum for police managers and executives, developed for the U.S. Department of State.

**Building Community Issues for Community Policing**, a two-day in-service curriculum for police managers and supervisors of Hendry and Lee counties, Florida.