

# Kevin Watts

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## PROFESSIONAL PROFILE

Mission-driven criminal justice professional with 14 years of experience leading complex criminal, civil and administrative Inspector General investigations, driving internal and external collaboration and leveraging technical expertise and project management prowess to deliver results. Team and project leader demanding highest standards of ethical conduct and professional performance. Seasoned mentorship program leader and law enforcement instructor with strong written and spoken communication skills; author of multiple innovative law enforcement training courses and modules in cutting edge areas, including unconscious bias, DEI awareness, social media investigations, ethical decision making, and more.

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## PROFESSIONAL EXPERIENCE

*Assistant Special Agent in Charge* **09/2022 – Present**  
**U.S. Department of Housing and Urban Development Office of Inspector General (HUD OIG)**  
**Denver, CO**

PLANS, DIRECTS, AND COORDINATES CRIMINAL INVESTIGATIONS of individuals, groups, or entities suspected of violations of the criminal laws of the United States concerning the HUD programs and operations, assigning work to a staff of subordinate criminal investigators (a team that has varied from five to seven Special Agents) through mission and work statements and reviewing investigative work in progress.

TEAM LEADERSHIP: Provide technical direction and guidance to staff when problems of high complexity and sensitivity arise during the conduct of investigations.

COLLABORATES TO ESTABLISH NEW NATIONAL AND REGIONAL POLICIES AND GUIDELINES, e.g., Report of Investigation writing standards, hiring processes, national policy on using social media profiles as investigative tools.

SPEARHEAD DEVELOPMENT OF AD HOC WORKING GROUPS and cross-functional teams to address various issues, such as interpreting rules and regulations related to lead-based paint matters.

COLLABORATE IN MANAGEMENT OF REGIONAL BUDGET and served as a duly certified non-card holding approving official for purchase card transactions.

INSPECTOR GENERAL'S REPRESENTATIVE with Federal, State, and local law enforcement agencies and other external stakeholders for all investigative related matters under jurisdiction.

### Key Accomplishments:

- In 2022, rebuilt a low-performing, disparately skilled, geographically dispersed regional investigations team of seven special agents left in disarray by retiring predecessor. Used group and individual listening sessions to devise professional development programs for each measurable goals and expectations. Prioritized transparency, direct feedback, and quickly rewards to build camaraderie. As a result, work environment improved, and team saw significant climb in the rate of positive investigative outcomes—a 50% increase for 2022 and 2023 over the two prior years.
- Served detail (03-06/2023) as the Assistant Special Agent in Charge (ASAC) for the HUD OIG Hotline Unit. This detail includes overseeing daily operations, managing multiple data-reporting projects, and serving as the liaison between the Hotline Operations Unit and various HUD OIG components.
- September 4-18, 2023, served as Acting Special Agent in Charge (SAC) and briefed Inspector General and other front office staff on significant case developments, oversaw operations for the designated region, served as the Point of Contact for high-level internal and external stakeholders.
- While SAC, saw the need for and created a National Lead-Based Paint Working Group, collaborating across regional HUD OIG units and in communication with EPA Environmental Protection Agency

Criminal Investigative Division and OIG, to share information, optimize investigative procedures internally and in the field, identify legal issues, and collaborate in training initiatives.

- Served on the CIGIE Phase II Mentoring Program team and on the 2024 CIGIE Fellows Program execution team (see below); 01/2023-11/2023.

***Assistant Director for Leadership and Mentoring Programs (Detail)*** **09/2020 – 05/2021**  
**Council of Inspectors General on Efficiency and Integrity (CIGIE)**  
**CIGIE Training Institute (Rotational Assignment/CIGIE Executive Leadership Fellows Program)**  
**Lakewood, CO**

SUPPORTED INSPECTOR GENERAL 101 TRAINING PROGRAM working with Senior Executive Staff to identify training needs, develop appropriate training plans, and schedule training sessions.

IDENTIFIED NEW TRAINING PROGRAM NEEDS working with the Inspector General Criminal Investigator Academy (ICGIA), then developed, coordinated, and delivered new training courses such as the Internet Investigations Training Course for Criminal Investigators and revising existing training programs, such Ethics for Criminal Investigators.

LEAD FOR THE MENTORING SUBGROUP (Leadership Development Subcommittee/CIGIE Professional Development Committee) and helped to develop, plan, and execute mentoring and other leadership building, initiatives for the IG Community; initiatives included the CIGIE LDS-LIFT Flash Mentoring Event and Phase 1 of the CIGIE Mentoring Program.

**Key Accomplishment:**

- Developed first-ever mentoring program designed to accommodate multiple agencies after multiple prior attempts had stalled. Led project team of 13, including 3 SES, to frame program and solve complex IT infrastructure support issues. Developed unique phased scale-up plan with progressively higher engagement (2023 saw 300 participants). Developed CIGIE LDS-LIFT Flash Mentoring Event Awarded Outstanding Achievement of 2021 by CIGIE's Professional Development Committee. Established succession planning for continued success of program and remained involved in advisor capacity.

***Criminal Investigator*** **09/2009 – 09/2022**  
**U.S. Department of Agriculture Office of Inspector General**  
**Lakewood, CO**

PLANNED AND EXECUTED COMPLEX CRIMINAL, CIVIL, AND ADMINISTRATIVE INVESTIGATIONS: Developed sound investigative leads by analyzing disjointed, ambiguous, and/or conflicting information; utilized a wide range of investigative tools, including financial record analysis, undercover operations, confidential informants, technical surveillance, internet research, witness/subject interviews, and search warrants.

PRESENTED FINDINGS TO FEDERAL AND STATE PROSECUTORS, as well as senior management, and other authorized high-level stakeholders. The investigative techniques resulted in the successful prosecution of numerous criminal cases, agency-aligned civil judicial forfeitures, and thoroughly supported administrative actions.

PROVIDED INVESTIGATIVE AND TECHNICAL EXPERTISE to other criminal investigators and served as a Field Training Agent (FTA) for new agents.

PROVIDED INSTRUCTIONAL SUPPORT as the firearms and non-lethal training ammunition (NLTA) instructor. This included live fire exercises, classroom presentations, and scenario-based training during professional development conferences, and other training assignments.

SPECIAL TECHNICAL EQUIPMENT PROJECTS including revising regional technical equipment policy, assisting with regional technical equipment acquisitions and deployments, and maintaining the regional technical equipment inventory.

CONTINUAL PROCESS IMPROVEMENT: Leveraged information technology expertise and the principles of Lean Six Sigma to optimize processes and improve outcomes across all responsibility areas.

### **Key Accomplishments:**

- Served as (Acting) Assistant Special Agent-in-Charge, 8/2015: Supervised agents, managed daily operations, responded to requests from HQS, and resolved personnel issues. Providing input on complex organizational issues and sensitive investigative matters, to senior management.
- Served on OJT Working Group (WG), 4/2015. The WG was formed to develop a uniform Field Training Program and Evaluation Program (FTEP) for new special agents, establishing training standards to add depth to new agent skill sets, improve new agent work product, and provide a foundation for productive investigative outcomes. I reviewed the past field training practices, interviewed supervisors and senior agents, researched field training programs from other agencies. Drafted a practical field training guide and checklist that based on proven field techniques and practices. I integrated different levels of competency (based on Bloom's taxonomy) to show varying levels of proficiency that needed to be assessed. The result was an increase in safety and efficiency because newly hired agents were trained to handle a wider range of situations that they would most likely encounter during the first year of employment.
- Served on the USDA-OIG Technical Advisory Committee, 07/2014 - 8/2020, which included projecting future agency needs, researching new investigative technologies, cost-benefit analyses, obtaining competitive quotes, assisting with the acquisition process, and distributing the new systems to USDA-OIG field offices. These efforts resulted in increased computing capabilities for Technical Advisory Committee members and an improvement in the support services provided to field units.
- Participated on internal Quality Assurance Reviews (QAR) 07/2017, to insure adherence to departmental policies and regulations.
- Served as an adjunct instructor and facilitator at the CIGIE Criminal Investigator Academy 01/2016 - 09/2023: supervised, mentored, and evaluated a group of trainees; developed and implemented original lesson plans that covered consensual monitoring and Internet investigations; and provided instruction and constructive feedback to all students on a wide range of law enforcement topics. These endeavors contributed to a student completion rate of 100% and a class average of approximately 95%.

### **ADJUNCT AND PART-TIME TEACHING**

*Adjunct Instructor & Curriculum Developer*  
Community College of Aurora Police Academy, Aurora, CO,

01/2018 – 01/2022

CONDUCTED IN POLICE ACADEMY CURRICULUM DEVELOPMENT, creating, and delivering new courses, identifying and selecting needed support resources and equipment. All while accomplishing other duties. INSTRUCTED POLICE ACADEMY CADETS on a wide range of law enforcement topics; instructional techniques included lectures, group exercises, peer-review, and scenario-based exercises.

### **Key Accomplishments:**

- Colorado Community College System (CCCS) Law Enforcement Training/Curriculum Revision Workgroup (LEA 102 WG): Represented the Community College of Aurora (CCA) on the LEA 102 WG. The LEA 102 WG was tasked with integrating diversity, equity, and inclusion principles, and cultural and

emotional intelligence concepts into CCCS Peace Officer Standards and Training (POST) law enforcement academy learning outcomes.

- Developed an Introduction to Criminology course, based on a modified HYFLEX (multi-delivery) model.
- Developed and taught new lesson plans for the, including Conflict Management for Law Enforcement Officers and Ethical Decision-Making in Policing following institutional and police academy objectives.

***Adjunct Instructor and Program Facilitator***

**01/2018 – Present (ad hoc)**

**Council of the Inspectors General on Integrity and Efficiency (CIGIE)**

**Criminal Investigator Academy**

**Federal Law Enforcement Training Center (FLETC), Glynco, GA**

TAUGHT AND SUPPORTED STUDENTS in accredited program that introduces new Office of Inspector General (OIG) special agents to the multitude of authorities, duties, responsibilities, and obligations that stem from the IG Act of 1978, as amended. Evaluated student progress and provided constructive feedback, mentoring, and professional development guidance.

DESIGNED AND TAUGHT NEW COURSES, including Introduction to Social Media Investigations and Introduction to Consensual Monitoring & Electronic Surveillance Technology, both now staples in the curriculum.

INSTRUCTED STUDENTS ON LAW ENFORCEMENT RELATED TOPICS, such as interviewing techniques, enforcement operations, and surveillance tactics; the instruction included, lectures, group activities, and scenario-based exercises.

## EDUCATION

Master of Science in Criminology, Graduate Honors  
Regis University, Denver, Colorado

Bachelor of Applied Science, *summa cum laude*  
Regis University, Denver Colorado

## PROFESSIONAL TRAINING

2023 HUD Office of Inspector General New Supervisor (Internal) Training Program

2021 Council of the Inspectors General on Integrity and Efficiency (CIGIE) Executive Leadership Development Fellows Program Graduate

2021 The Association of College and University Educators and the American Council on Education Certificate in Effective College Instruction

2020 Colorado Community College System, Essentials of Online Teaching Workshop

2019 San Luis Obispo Community College District, Teaching Online Certificate

2017 State of Colorado Peace Officer Standards and Training (POST) Train-the-Trainer Program

2017 Inspector General Criminal Investigator Academy (IGCIA) Adjunct Instructor Training Program

2017 Federal Law Enforcement Training Center Internet Investigations Training Program

2015 Federal Law Enforcement Training Center Covert Electronic Surveillance Training Program

2012 Federal Law Enforcement Training Center Non-Lethal Training Ammunition Instructor Training Program

2011 Federal Law Enforcement Training Center Firearms Instructor Training Program

2011 Inspector General Criminal Investigator Academy (IGCIA) Inspector General Investigator Training Program

2010 Federal Law Enforcement Training Center Criminal Investigator Training Program

- 2008 State of California Commission on Peace Officer Standards and Training (POST) California Penal Code 832 Laws of Arrest Training Program
- 2008 Federal Law Enforcement Training Center Physical Security Training Program
- 2007 Federal Law Enforcement Training Center Land Management Police Program
- 2000 Hessen State Police Academy (Germany) Police Officer Training Program

### **PROFESSIONAL CERTIFICATIONS**

- 2021 Association of College and University Educators (ACUE) Effective College Instruction Certification
- 2021 California State Board for Community Colleges and Occupational Education, Distance Education: Teaching Online Certification
- 2019 Community College of Aurora/MindEdge, Certified Lean Six Sigma Green Belt (CLSSGB): Project Management
- 2020 Force Science Institute Certified Force Science Analyst
- 2019 CompTIA Information Technology Professional Association, A+ Certification: Computer Technician; Education: Teaching Online Certification
- 2019 Colorado State Board of Community Colleges and Occupational Education, Career Technical and Education (CTE) Post-Secondary Teaching Credential for Law Enforcement Services Instruction
- 2016 National Technical Investigators Association, Certified Technical Investigator (CTI)
- 1999 Industrie und Handelskammer (IHK), Chamber of Commerce (Germany), Certified Business Clerk

### **AWARDS AND COMMENDATIONS**

- 2023 Letter of Commendation – United States Attorney’s Office for the District of Colorado
- 2021 Council of the Inspectors General on Integrity and Efficiency: Executive Leader Fellowship Program: Outstanding Performance Award
- 2021 Council of the Inspectors General on Integrity and Efficiency, Professional Development Committee: Letter of Appreciation
- 2020 FBI-Law Enforcement Executive Development Association (LEEDA) Trilogy Award Recipient
- 2020-2018 Council of the Inspectors General on Integrity and Efficiency - Inspector General Investigator Training Program: Adjunct Instructor and Course Facilitator: Letter(s) of Appreciation
- 2019 Council of the Inspectors General on Integrity and Efficiency: Adjunct Instructor Recognition Award
- 2013 Council of the Inspectors General on Integrity and Efficiency: Group Achievement Award: SNAP Investigation
- 2012 United States Attorney's Office for the Northern District of California: Letter of Commendation