

# Timeline of Activities for Smart Policing in Los Angeles: Targeting Gun Violence

Responsible person/ entity    **Quarter 1**    **Quarter 2**    **Quarter 3**    **Quarter 4**    **Quarter 5**    **Quarter 6**    **Quarter 7**    **Quarter 8**

## Project Start Up

Hire crime/ intelligence analyst

Real-Time Analysis & Critical Response Division (RACR)



Establish & Authorize Research Partner Contract

Real-Time Analysis & Critical Response Division (RACR) with Admin assistance



Initiate Procurement of Enterprise GIS Solutions, Hardware and Technical Assistance Consultants



## Reduce crime by improving the use of analytic tools

Train crime/ intelligence analyst

JSS with assistance from Police Administrator



Obtain 5 years of crime information including address-based data to guide identification of "hot spots" and focus "time" within hotspots for **scanning** effort

Crime/ Intelligence analyst with support of JSS



Complete **analysis** of data to generate hotspots and time periods. In latter periods, conduct analysis to **assess** changes resulting for response.

JSS with support of crime/ intelligence analysts and input from Project mgmt



Layer demographics, socioeconomics, and public health information over hotspot neighborhoods

JSS with support of crime/ intelligence analysts and input from Project mgmt

Collect & code observational data of activities in targeted neighborhoods with hotspots

Crime/ Intelligence analyst with support of JSS



Calculate and display on maps indices of violent crimes, social disruptions, harm to persons.

JSS with support of crime/ intelligence analysts and input from Project mgmt



Complete progress reports on goal 2

Prog. Mgmt Staff with JSS Support



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### Improve Neighborhood Safety by Using Problem Solving Methods

Conduct training with field staff on use of analytic reports and maps to assess and target areas

Program Mgmt with JSS Assistance



Review analytic reports/ maps and devise/ revise appropriate **responses** focused on targeted hotspots, focus times and types of neighborhood activities

Program Mgmt with field officers with JSS Assistance



Participate in Neighborhood meetings discussing activities conducted and planned

Field Officers with assistance of program mgmt staff



Coordinate operations such as saturation patrols, probation sweeps and other large scale police operations as appropriate to deter and arrest individuals involved with gun crimes within areas denoted on GIS analysis maps

Field Officers



Coordinate operations to clean up and improve neighborhood appearances and nuisances such as abandoned cars, vacant lots and loiterers. If applicable, work with code enforcement to address problematic buildings, as appropriate

Field Officers with assistance of program mgmt staff



Complete progress reports on goal 3

Prog. Mgmt Staff with JSS Support



### Increase Efficiency of Police Officers and Investigators by Using New and Innovative Technology

Provide field officers with access and training on use of tools as part of GIS enterprise system

Program Mgmt with JSS assistance to field officers



Involve field officers in collecting address-based data through field interviews, observations and other methods

Field Officers

Interviews field officers on whether investigations were aided by technologies

JSS Staff



Complete progress reports on goal 3

Prog. Mgmt Staff with JSS Support



## **Sean William Malinowski, Ph.D.**

Lieutenant II  
Assistant Commanding Officer  
Los Angeles Police Department  
Real-time Analysis and Critical Response Division  
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### **Education**

#### **Doctor of Philosophy in Public Administration, May 2003**

*University of Illinois at Chicago, Chicago, Illinois*  
Doctoral Dissertation Topic: Measurement of Police Corruption  
Pi Alpha Alpha National Honor Society for Public Administration.

#### **Master of Arts in Criminal Justice, with Honors, May 1993**

*University of Illinois at Chicago, Chicago, Illinois*  
Master's Thesis Topic: Profiling the Child Abductor  
Alpha Phi Sigma National Honor Society for Criminal Justice.

#### **Fulbright Scholar, January, 1993.**

*Egyptian National Police Academy, Cairo, Egypt*

#### **Bachelor of Science in Public Relations, May 1986**

*Boston University, Boston, Massachusetts*  
Blue Chip Alumni Award for Academic Distinction.

## **Los Angeles Police Department Experience**

### **Lieutenant II, Assistant Commanding Officer**

*Real-time Analysis and Critical Response (RACR) Division, June 2007 – the present*

Asked by Chief Bratton to serve in an Assistant C/O role normally reserved for a Captain, I am overseeing the transition of RACR from a struggling notifications, command and control entity to a 21<sup>st</sup> Century Regional Crime Center utilizing cutting edge investigative analysis, situational awareness and emergency operations technology. I conducted a thorough needs assessment and developed a detailed strategic plan for the transition of RACR from Special Operations Bureau to Detective Bureau. I am spearheading several major technology funding initiatives to support the Crime Center, including a successful effort to raise private sector money to develop a state of the art situational awareness tool that will enable our analysts to view and analyze radio calls and reported crime in real time and to provide late breaking information to responding officers in the field. In this capacity, I am also managing the design of a brand new Emergency Operations Center facility that will house the Crime Center in late 2009. In 2009, I will spearhead the Department's Predictive Policing Project which will develop and test methodologies for deploying discretionary police resources based on highly sophisticated predictive analysis models.

### **Lieutenant I, Chief's Executive Officer**

*Office of the Chief of Police, May 2006 – May 2007*

Promoted to Lieutenant and was asked by Chief Bratton to stay on to continue what I started as his Aide, instead of taking a field assignment. In addition to supervising office personnel, writing speeches and acting as liaison to other department entities, government officials and private sector companies, this new position of Executive Officer allows me to provide feedback, advice and counsel to the Chief of Police on important policy issues. I accompany the Chief to meetings and presentations throughout the United States and abroad to provide on-scene support and follow up capabilities for him. I am heavily involved in shaping the public image of the Chief and the Department and in identifying larger issues of concern and working out recommendations to avoid and/or mitigate crises as they arise. I have been charged with the drafting, marketing and monitoring of the LAPD's 2006/2007 Strategic Plan, including the coordination of Department wide strategic planning events and conferences.

### **Sergeant II, Aide to the Chief of Police**

*Office of the Chief of Police, February 2004 - May 2006*

Hand selected to conduct research on the administrative functioning of the Office of the Chief of Police. The office was operating in a posture that was better suited to the previous administration and had not evolved to meet the needs of the current Chief of Police, William J. Bratton. I worked as a member of a three-person transition team that conducted an efficiency study, redefined job descriptions, rearranged the organization chart, overhauled procedures, streamlined the work flow process and introduced new information technology to serve the needs of our new chief executive. Regular responsibilities included supervising scheduling and advance research activity, writing speeches and presentations for the Chief of Police to present, providing oversight for the 20 plus staffers in the office and acting as a liaison – to other department entities, government officials and private sector companies.

### **Sergeant II, Investigator**

*LAPD Internal Affairs Group, Valley Section, February 2003 – February 2004*

Conducted interviews of complainants, witnesses and accused employees. Completed thorough investigations into possible misconduct. Worked the duty room, fielding citizen complaints via telephone and in-person. Assisted partners with interviews and research. Completed chronological record on cases. Collected evidence and documentation. Consulted with Review and Evaluation Section on allegations and case progress. Mentored other investigators to assist them with the organization and furtherance of their cases. Initiated audit of the methodology for random sampling of cases to biopsy and recommended revisions to comply with federal Consent Decree provisions.

Conducted research on racial profiling investigations, in order to better inform our decision-making process. Co-wrote federal grants to fund special projects and equipment. Developed ethics curriculum for watch commander school and taught it.

### **Sergeant I, Assistant Officer-in-Charge**

*LAPD Continuing Education Division, Consent Decree Unit, October 2001 - May 2003*

Coordinated CED Consent Decree compliance planning. Acted as OIC during absence of OIC.

Supervised, trained and developed police officer staffers. Reported on Consent Decree issues monthly to Task Force and directly to the Independent Monitor. Review and revised CED course curricula to comply with Department policy and Consent Decree. Led the re-design of Basic Supervisor Course, Narcotics School and Vice School. Assisted with revisions to West Point Leadership and 21st Century Leadership lesson plans. Assisted with critical incident, duty to report misconduct and invidious discrimination scenario development for CEDP VI and other courses, resulting in a favorable review and a recommendation by the Independent Monitor to utilize the scenario for all incoming recruits. Also served as the primary facilitator for Basic Supervisor Course.

### **Sergeant I, Patrol Supervisor**

*LAPD Devonshire Community Police Station, May 2000 - October 2001*

Provided leadership and supervision for assigned officers. Completed personnel performance evaluations, comment cards, commendations, audits and other administrative projects as assigned. Conducted chain of command investigations of pursuits, uses of force and personnel complaints. Performed Assistant Watch Commander duties. Presented roll call and specialized training. Served as Officer in Charge of specialized units during major events including the Democratic National Convention, The Laker Championship Celebration and for the New Year's Eve Gunfire Suppression Team. Utilized problem solving strategies to assist community to resolve crime and quality of life issues. Developed officers by providing educational and career guidance. Initiated, planned and presented 8-hour POST approved ethical problem solving course with University of Southern California faculty for all Department employees.

### **Police Officer II, Internet Project Officer**

*LAPD Community Affairs Group, Internet Unit, September 1998 - May 2000*

Developed functionality of the Department Internet site, [www.lapdonline.org](http://www.lapdonline.org). Wrote the Department's Internet Policy and Procedures Guide. Developed Editorial Content Calendar and other unit procedures to facilitate the unit's mission of providing accurate, timely and meaningful information to the community. Served as adjutant for Commander of Community Affairs Group's during absence of his aide. Provided training for Area Commanding Officers on divisional responsibilities relative to Internet site content maintenance. Acted as liaison with other Department entities and City agencies on computer technology. Wrote feature article for Police Chief magazine highlighting the benefits of Internet technology in a law enforcement environment. Served on the City of LA's 311 Phone Number Implementation Committee and the Department's Intellectual Property Committee. Conducted weekly and monthly audits of Department compliance with established procedures.

### **Police Officer II, Patrol Officer**

*LAPD Southeast Community Police Station, June 1998 – September 1998*

Responded to emergency and service related radio calls. Conducted preliminary investigations of crimes. Secured crime scenes and traffic collision scenes. Interviewed suspects, witnesses and victims of crime. Wrote crime reports. Monitored suspicious activity. Coordinated vehicular traffic. Enforced municipal code and state and local laws. Established rapport with community stakeholders and addressed their crime and disorder problems. Booked suspects and evidence. Answered public questions at crime control and community meetings. Acted as first responder to critical incidents.

### **Police Officer II, Patrol Officer**

*LAPD Pacific Area Beach Detail, June 1995 – June 1996*

Initiated, wrote and negotiated the Toyota Beach Vehicle Sponsorship program resulting in the donation of six 4x4 patrol vehicles to the Department. Provided highly visible patrol on foot and on bicycle along Ocean Front Walk and surrounding areas. Responded to crimes in progress. Conducted preliminary investigations of crimes. Wrote crime reports. Monitored quality of life and criminal activity along the beachfront. Worked with local merchants and street vendors on crime reduction strategies. Provided crowd control and beach closing enforcement during unlawful assemblies and during night-time hours. Established rapport with community stakeholders and addressed their crime and disorder problems. Booked suspects and evidence. Planned and implemented Community Police Problem Solving projects.

**Police Officer I, Probationary Police Officer**

*LAPD Pacific Community Police Station, December 1994 – June 1995*

Partnered with training officer and evaluated on a regular basis. Responded to radio calls. Conducted preliminary investigations of crimes. Secured crime scenes and traffic collision scenes. Interviewed suspects, witnesses and victims of crime. Wrote crime reports. Monitored suspicious activity. Coordinated vehicular traffic. Enforced municipal code and state and local laws. Established rapport with community stakeholders and addressed their crime and disorder problems. Booked suspects and evidence. Answered public questions at crime control and community meetings. Successfully completed field training.

**Recruit Officer, President of Recruit Class**

*LAPD Training Division, June 1994 – December 1994*

Served as class president while completing over one thousand hours of LAPD and POST certified recruit officer training.

## **Domestic and International Criminal Justice Experience**

### **Senior Fellow, Institute of Homeland Security Management**

*Long Island University, Southampton, New York, 2005 - present*

Provide course curriculum development, course instruction and technical assistance consulting services as a Senior Fellow through the Institute of Homeland Security Management. Teach highly interactive graduate level course based on adult learning principles to mostly practitioner student base of police officers, military personnel, federal agents and other first responders. Primary course is "Introduction to Domestic and International Terrorism," (HSM 530).

### **Advisory Board, Institute for the Study of Violent Groups (ISVG)**

*Sam Houston State University, Huntsville, Texas, 2004 - present*

Provide guidance on systems development and application interface as well as applicable content for this research institute dedicated to studying and tracking terrorist, extremist, and organized crime groups throughout the world. Employing dozens of rigorously vetted and highly trained graduate students with various foreign language skills, ISVG is currently tracking more than 700 groups and 500 subgroups in more than 215 countries. In addition to tracking and analyzing the tactics of these groups, ISVG acts as a repository for one of the most comprehensive bibliographies on terrorism and extremism in the world. The relational database developed in consultation with the advisory board allows investigators and scholars to search incidents by multiple variables and to build timelines and relational plot maps.

### **Instructor, International Law Enforcement Academy (ILEA)**

*United States Department of State, Roswell, New Mexico, 2005 - present*

Wrote course curriculum and provide instruction on Criminal Justice Roles in Responding to Crime, on Police Resource Allocation (COMPSTAT) and Community Policing for criminal justice professionals from throughout the world through the State Department's ILEA program. These modules provide an overview of the United States Criminal Justice System, its history and operations and a perspective on the U.S. experience with community policing. Last year I taught and maintain contacts with students from Malaysia, Indonesia, Croatia, Hungary, Romania, Djibouti, Kenya, Tanzania, Botswana, and Uganda.

### **Consultant, Terrorism Consequence Management Simulation Exercise Development**

*College of the Canyons, Santa Clarita Community College District, Sept. 2004 – Sept. 2006*

Provided subject matter expertise and technical advice on U.S. Department of Homeland Security funded grant program to develop first-responder terrorism consequence management training. I formed a unique partnership among local law enforcement and fire agencies including the Los Angeles Police Department, The Los Angeles County Sheriff's Department, the Los Angeles City Fire Department and the Los Angeles County Fire. I coordinated the work of representatives from these agencies to program a number of possible disaster and terror response scenarios into a video gaming software package. The resulting software allows multiple players to train in a virtual environment as video avatars interacting with their counterparts from other responding agencies.

### **Executive Director, Commission on Police Integrity, "The Webb Commission"**

*Mayor's Commission on Police Integrity, City of Chicago, June 1997 – June 1998*

Managed commission staff and resources for former federal prosecutor, Commissioner Dan Webb. Negotiated university contract with the Mayor's office. Conducted site visits to ten cities to study best practices in combating corruption. Developed research protocol and conducted interviews with agency incumbents, community members and subject matter experts in the area of police integrity. Coordinated commission hearings. Conducted literature review. Wrote the final draft of the commission report. Handled media requests for interviews. Planned and executed press conference announcing the final report. Proposed broad ranging recommendations to the Mayor and the Superintendent of Police relative to corruption mitigation strategies.

**Principal Investigator and Architect of “Cop to Cop: International Police Exchange Program”**

*United States Department of State, Bureau of International Narcotics and Law Enforcement, 1997*

Initiated, wrote and negotiated federally funded three million dollar grant project to support the democratic policing efforts of the Newly Independent States in the former Soviet Union and Eastern Europe. This unique and impactful program brought police subject matter experts from the United States into direct contact and collaboration with their Eastern European counterparts through a series of information exchange and comparative systems missions. Designed and then directed the planning and execution of the turn-key program for the State Department. Hosted dignitaries and specialists from Poland and Russia during their visits to the United States. Coordinated activity with Embassy and Consulate staff in Poland and Russia. Fostered cooperative relationships between State Department officials and local police in both countries. Invited and then facilitated the active participation of Interpol representatives in the exchange process.

**Director, Office of International Criminal Justice (OICJ)**

*Office of International Criminal Justice, University of Illinois at Chicago, June 1996 – June 1997*

Attended doctoral program full time while managing a staff of thirty criminal justice researchers and trainers. Handled personnel issues, including employee hiring, performance evaluation, and discipline. Administered an eight million dollar annual state budget and several federally funded grant programs. Totally overhauled the 20,000 square foot office space, utilizing existing resources. Improved the physical plant and office equipment. Instituted new work flow and accountability program, borrowed from my advertising experience, requiring employees to complete a timeline, budget and weekly status report on each “job” they were assigned. Improved morale through emphasis on job tracking and accomplishment, team building and motivation through job re-design. Turned publishing component around from an money-losing proposition into a break-even operation by limiting the number of books published, by collapsing three newsletters into one magazine and by driving up subscriptions and book sales through an aggressive and targeted integrated marketing campaign. Provided volumes of university-sponsored secondary research into terrorism, extremist groups and international organized crime to the LAPD’s Criminal Intelligence Group. Served as an Executive Board Member of the Cook County Crime Stoppers, The UIC Medical District Security Administration Board and the Chicago Crime Commission. Traveled extensively throughout the world in support of OICJ programs.



## **International Criminal Justice Research and Training Missions**

### **United Kingdom, London Metropolitan Police: Police Executive Research Forum, Sep. 2008**

Conducted research and exchanged information on real time analysis of crime trends and international cooperation on evolving global critical incidents. Set up an agreement for information sharing via instant messaging and real time video conferencing between the London Metropolitan Police Service C3i Center and LAPD's Regional Crime Center. Attended Police Executive Research Forum and Association of Chief Police Officers conference on terrorism trends and participated in a strategic planning session on reducing knife violence in London.

### **Mexico, U.S. Department of State: Police Corruption, March 2007**

Developed and delivered a program on behalf of the local U.S. Consulates on "Transforming a Culture of Corruption," emphasizing the themes of effective anti-corruption approaches to maintaining a fair and impartial judicial process, and the role of civil society in securing sustainable reform. The program included a series of lectures and meetings with representatives from universities, NGOs, police, government agencies and community groups in Matamoros, Monterrey and Nuevo Laredo.

### **Northern Ireland, Police Service of Northern Ireland (PSNI): February 2007.**

Participated in the PSNI sponsored conference, "Policing the Future," in Belfast. The conference brought together a range of distinguished speakers and international experts to address and debate important issues such as Human Rights, Public Order, Oversight and Accountability, Policing in a Divided Society, Organized Crime, Hate Crime and International Terrorism. The conference provided unique insight into the evolution of policing in Northern Ireland and laid out a framework for use in policing divided societies facing these same issues throughout the world...including Los Angeles.

### **Republic of Brazil, U.S. Department of State: Intelligence-led Policing, September 2006.**

As a contract consultant for the Department of State, I cooperated with local authorities to develop an intelligence-led policing based strategy to combat a wave of violence directed at police by organized criminal groups operating in Sao Paulo and Recife, Brazil. Along with three other U.S. consultants, I worked with Brazilian government officials, NGO's and local law schools and universities to address criminal justice issues from violence prevention to crime reduction to the Rule of Law.

### **United Kingdom, Manhattan Institute, Center for Policing Terrorism, June 2006.**

Participated in Manhattan Institute sponsored conference on emerging trends in terrorism worldwide. Met with key decision-makers in the British Government Home Office, House of Commons and the Foreign Office as well as with peers at Scotland Yard on furthering cooperation and information sharing initiatives. Conducted technology audit on CCTV and command and control equipment.

### **United Kingdom, London Metropolitan Police: Association of Chief Police Officers, Jan. 2006.**

Attended roundtable discussions at Scotland Yard with police chiefs from the United States and Great Britain to discuss their shared responsibility for furthering global cooperation on topics ranging from community policing partnerships to the worldwide threat posed by terrorist groups. Participated in HYDRA Critical Incident decision-making training at Grave's End. The module included an immersion simulation and intense de-briefing on decisions made at the "Silver" or Inspector level in response to various firearms-related and terrorism events.

### **Republic of Cuba: Narcotics Trafficking Interdiction Cooperation, 1998.**

Led U.S. Treasury sanctioned delegation of criminal justice and legal professionals to Cuba to meet with government officials on how to best address common problems in the area of narcotics trafficking in the Caribbean. Proposed long and short-term solutions, called for greater cooperation and funding and laid groundwork for future conferences involving the United States, Cuba and other Latin American countries.

**French Republic, Lyons, Interpol: Organized Crime in Eastern Europe, 1997.**

Represented the Cop to Cop Program in meetings with Interpol officials designed to address mutual cooperation in combating organized crime in Eastern Europe and its attendant impact on U.S. criminal justice. Hosted members of the Chicago Police Department, Illinois State Police and the Polish and Russian Police.

**French Republic, Paris, CISPE: Child Abduction, 1997.**

Delivered presentation on the profiling of child abductors in the United States and participated in workshops with the National Center for Missing and Exploited Children and police agencies from throughout Europe on issues related to child abduction and the exploitation of children worldwide. Developed a model for future cooperation among nations.

**Republic of Poland, U.S. Department of State: Community Policing and Media Relations, 1997.**

After conducting a needs assessment, brought together American experts on community policing and media relations to address the problems faced by the Polish National Police as they moved toward a more democratic model of policing.

**Russian Federation, U.S. Department of State: Forensic Science, 1997.**

Conducted broad ranging needs assessment and coordinated delicate negotiations between American criminal justice subject matter experts and Russian forensic scientists on how best to implement much-needed improvements in the processes and procedures of forensic science and investigation throughout Russia. Facilitated relationships between Russian police officials and U.S. State Department officials.

**Republic of Poland, U.S. Department of State: Critical Incident Management, 1997.**

Conducted overall needs assessment and drew up plans for future training in the area of critical incident management following a major excessive force incident during a period of civil unrest in Sludsk. Also assisted Polish officials in the design and planning of the establishment of a new international police training academy being built outside of Warsaw.

**Republic of Cuba: Criminal Court Proceedings and Sentencing Issues, 1997.**

Led U.S. Treasury approved delegation of criminal justice and legal professionals to Cuba to observe criminal court proceedings for comparative purposes. Met with government officials to discuss the history of Cuban law and justice and facilitated honest interaction on the future relationship between Cuba and the United States relative to human rights and criminal justice.

**Socialist Republic of Vietnam, Hanoi & Saigon: Alternatives to Incarceration, 1996.**

Initiated relationship with government entities within Vietnam to facilitate the study of possible alternatives to incarceration and to provide the Vietnamese with information relative to the success and failure of reforms in other countries throughout the world. Hosted meetings between Vietnamese officials and U.S. representatives and scholars to discuss the merits and pitfalls of various approaches to penal system reform.

**United Kingdom, National Criminal Intelligence Service: Piracy and Fraud Investigation, 1996.**

Participated in roundtable discussions with police officials from throughout Europe relative to new initiatives aimed at combating major fraud and piracy rings operating within and outside of Great Britain. Developed recommendations for further cooperation among the nations attending the meeting.

**Republic of Cuba: Alternatives to Incarceration and the Role of the CDR, 1996.**

Led a second U.S. Treasury sanctioned delegation of scholars to the island of Cuba to examine the role of the local Committees for the Defense of the Revolution (CDR) relative to crime control and alternatives to incarceration.

**Republic of Hungary, Organized Crime: Car Theft Rings and Cargo Theft Syndicates, 1996.**

Delivered presentation on Car Theft Rings and Cargo Theft Syndicates operating in the United States and participated in workshops addressing the development of proactive intelligence gathering and enforcement activity. Contributed to the editing of a final volume of proposed solutions offered by participants.

**Republic of Cuba, Ministry of the Interior: Comparative Criminal Justice Systems, 1996.**

Initiated and wrote proposal to design and implement a series of seminars and outreach programs designed to promote cooperation between the United States and Cuba in accordance with Track II of the United States diplomatic policy toward Cuba. The proposal was approved by the U.S. Department of Treasury and we selected an initial delegation of criminal justice and legal practitioners and academics to travel under license to Cuba to conduct an initial comparative criminal justice system survey. The primary objective of this historic inaugural mission was to form relationships with Cuban government officials to promote future cooperation.

**Arab Republic of Egypt, Egyptian National Police: Global Perspectives on Terrorism, 1993.**

As a Fulbright-sponsored scholar, conducted research on the counter-terrorism and executive development training of the Egyptian National Police. Served on the staff of the Center for Research and International Cooperation at the Egyptian National Police Academy in Cairo. Lectured to recruit classes and facilitated cooperation between academy faculty and visiting scholars and other students from countries throughout Africa and Eastern Europe.

**People's Republic of China: Correctional Systems Infrastructure and Training, 1993.**

Facilitated exchange of ideas between Chinese ministry officials and subject matter experts from New York City and Chicago. These discussions resulted in the re-drafting of construction plans of prison facilities in several provinces. Mediated discussions on human rights and social control and rehabilitation versus re-education of offenders.

**People's Republic of China: East China Institute of Politics & Law, Comparative Systems, 1992.**

Replicated the program initiated in 1991, leading to a number of further exchange programs and the establishment of a formal long term visiting scholar program between UIC, the East China Institute, Beijing University and the Ministry of the Interior of the People's Republic of China.

**People's Republic of China: East China Institute of Politics & Law, Comparative Systems, 1991.**

Initiated, planned and implemented comparative legal systems course for legal and criminal justice professionals and graduate students in cooperation with the East China Institute in Shanghai. Coordinated contract, faculty, accommodations and course curriculum. Presented an international criminal justice conference focussing on international narcotics enforcement efforts in conjunction with the course. More than 150 participants from a dozen different countries attended.

## **Private Sector Marketing & Public Relations Experience**

### **Account Supervisor, Lever Brothers Foods: Country Crock Margarine & Lipton-Canada.**

*Stone & Simons International Marketing Group, Detroit, Michigan, 1989 - 1991*

Managed new product development account group for domestic and international Lever Brothers owned brands. Conducted market analyses, test marketing and national product rollouts. Supervised creative product across all facets of the marketing enterprise from product packaging to print ads to broadcast advertising. Instituted the horizontal extension of successful brands across the supermarket aisles using cross merchandising and synergistic marketing strategies to maximize profitability for our clients. Supervised the development of annual marketing plans and analyzed profit and loss scenarios for major packaged goods advertising accounts totaling \$30 million in annual billings. Rolled out several new products from concept to the market placement, including Country Crock Churnstyle margarine and corn oil products.

### **Account Executive on Jim Beam Brands and Wrigley Chewing Gum**

*BBDO Worldwide, Chicago, Illinois, 1988 - 1989*

Responsible for day-to-day account group operations. Coordinated creative development, media buying and event planning for Jim Beam Bourbon, DeKuyper Schnapps and Windsor Canadian Whiskey. Proposed, planned and implemented one of the first Professional Beach Volleyball series covering 15 markets throughout the country over 20 weeks advertising Jim Beam products in conjunction with Playboy Enterprises. Introduced new product development strategies designed to maximize on successful branding for Wrigley Chewing Gum. Streamlined business practices and production procedures resulting in increased profitability on both of these major international advertising accounts grossing twelve million dollars per year for BBDO.

### **Account Executive on Kmart Corporation**

*Ross Roy Advertising, Detroit, Michigan, 1986 - 1988*

Coordinated account activity and assisted with the preparation and production of advertising materials. Conducted market research and store checks. Spearheaded the revamping of Kmart's photo finishing operations resulting in increased store traffic and volume sales in targeted regions. Developed and implemented new store openings in dozens of markets. Implemented inaugural Martha Stewart product line advertising and merchandising campaign.

### **Media Buyer on Maine Savings Bank, Vermont Castings**

*Marvin & Leonard Advertising, Boston, Massachusetts, 1984 - 1986*

Entry level media buyer position while attending Boston University full time. Purchased broadcast media time as well as print advertising space for agency's regional clients. Developed strategies to maximize the "bang for the buck" for the relatively small budgets of our clients.

## **Publications and Editorial Experience**

Malinowski, S.W. and Bratton, W. J.: Police Performance Management in Practice: Taking COMPSTAT to the Next Level, *Journal of Police Policy and Practice*, (UK) June 2008.

Malinowski, S.W.: The conceptualization of police corruption: an historical perspective, *Journal of Uncertainty*, 4, 2003.

Malinowski, S.W.: From dragnet to the internet: one police department extends its reach, *Police Chief*, 67:9 pp 62-67, 2000.

Malinowski, S.W.: Poland's Police Face New Challenges, *Crime and Justice International*, June, 1998.

Malinowski, S.W.: Internationalization of Police Training in a Global Community, Crime and Justice International, February, 1998.

Malinowski, S.W.: Nordic Biker Wars Spread to the Continent, Crime and Justice International, June, 1997.

Malinowski, S.W.: Yeltsin's Law and Order Deputy Takes, Crime and Justice International, June, 1996.

Malinowski, S.W.: Sharia Law and Moslem Women, Crime and Justice International, April, 1996.

Malinowski, S.W.: The role of United States law enforcement in combating international auto theft rings. In: International Perspectives on Automobile Theft, ed. Hungarian National Police Center for International Studies, pp. 122-128, Budapest, Hungary, 1996.

Malinowski, S.W.: Brutality and Famine in (North Korean) Prison Camps, Crime and Justice International, February, 1996.

While serving as the editor of Criminal Justice International, Criminal Justice: the Americas and Criminal Justice: Europe, I collapsed all three semi-annual publications into one monthly magazine and totally re-designed the format, content and editorial style of the new publication driving the expansion of the subscriber base.

I still serve as a member of the Editorial Advisory Board for the magazine Criminal Justice International. I have authored and designed numerous features on the LAPD web site, [www.lapdonline.org](http://www.lapdonline.org), on topics ranging from crime prevention to art theft to missing persons.

## **Curriculum Development, Training and Teaching Experience**

### **Course Instructor for “Police Performance Management” – 2007 - present**

PMW Associates, Peace Officer Standards & Training Board, State of California.

### **Course Evaluator for “HYDRA Critical Incident Management Training” - 2006**

London Metropolitan Police Service, Grave's End, England.

### **Course Instructor for “International Law Enforcement Academy” (ILEA) – 2005 - present**

United States Department of State, Roswell, New Mexico.

### **Senior Fellow/Instructor for “International & Domestic Terrorism” (HSM 530) – 2005 -present**

Institute of Homeland Security Management, Long Island University, Southampton, New York.

### **Course Instructor for “LAPD Field Training Officer School” – 2004**

Los Angeles Police Department, Continuing Education Division.

### **Course Facilitator for “West Point Leadership Management Course” – 2004 -present**

Los Angeles Police Department, Continuing Education Division.

### **Course Facilitator for “LAPD Watch Commander School – Ethical Decision making” - 2003**

Los Angeles Police Department, Continuing Education Division.

### **Lead Course Facilitator for “LAPD Basic Supervisory Course” - 2002**

Los Angeles Police Department, Continuing Education Division.

### **Course Facilitator for “Ethical Decision-making for Security Specialists” - 2001**

Partnership for Professional Ethics for the American Society of Industrial Security.

### **Course Facilitator for “Ethical Decision-making for Law Enforcement” - 2000**

University of Southern California for the Latin American Law Enforcement Association.

### **Course Instructor and Researcher for “Global Perspectives on Terrorism” - 1994**

Egyptian National Police Academy, Center for International Cooperation & Training. Cairo, Egypt.

### **Teaching Assistant for “Introduction to International Counter-Terrorism” - 1994**

University of Illinois at Chicago, Department of Criminal Justice. Dr. Richard H. Ward, Professor.

### **Teaching Assistant for “Introduction to Criminal Investigation” - 1993**

University of Illinois at Chicago, Department of Criminal Justice. Dr. Richard H. Ward, Professor.

### **Teaching Assistant for “Comparative Criminal Justice Systems” - 1992**

University of Illinois at Chicago, Department of Criminal Justice. Dr. Richard H. Ward, Professor.

### **Course Instructor for “Supervisory Training Program in Community Policing” - 1991**

Chicago Police Department, Chicago, Illinois.

### **Course Instructor for “Critical Incident Management & Media Relations for Supervisors” - 1993**

Chicago Police Department, Chicago, Illinois.

### **Class Coordinator for “Executive Development Program for Command Staff ” - 1993**

Chicago Police Department, Chicago, Illinois.

# MAGGIE GOODRICH

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## EDUCATION

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**University of California, Hastings College of the Law** **San Francisco, CA**  
Juris Doctor May 2004

*Hastings Communications and Entertainment Law Journal*

Hastings International and Comparative Law Society; Hastings Intellectual Property Organization;  
Hastings Internet and Technology Venture Group.

**Chapman University** **Orange, CA**

B.M., Music, *Magna Cum Laude*, Departmental Honors, 1998

Provost Scholar; Gamma Beta Phi Honor Society; Order of Omega Honor Society; Alpha Phi Fraternity.

## PROFESSIONAL EXPERIENCE

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**LOS ANGELES POLICE DEPARTMENT** **Los Angeles, CA**

*Commanding Officer, TEAMS II Development Bureau* *11/06 to Present*

Serve as the Commanding Officer for the Management Systems Reengineering Project established pursuant to the Federal Consent Decree entered into between the United States Department of Justice and the City of Los Angeles as a result of allegations of pervasive police misconduct by the LAPD. Responsible for the development and implementation of all LAPD Training Evaluation and Management Systems (TEAMS II), which include: the Complaint Management System, tracks all employee complaint investigations and disciplinary history; the Use of Force System, tracks all use of force investigations; the Early Intervention System (EIS), which tracks all officer activity and serves as an early warning system to notify supervisors when an officer might be engaging in potentially at-risk behavior; and the Data Warehouse, the LAPD's central data repository. Work with the USDOJ and the court-appointed Independent Monitor to ensure compliance with the Federal Consent Decree. Oversee consultant activities, draft services contracts and manage budgets accordingly. Manage staff of 50 sworn and civilian employees.

**OFFICE OF MAYOR ANTONIO R. VILLARAIGOSA** **Los Angeles, CA**

*Policy Director, Homeland Security and Public Safety* *10/05 to 11/06*

Served as Policy Director and Special Council for the Deputy Mayor of Homeland Security and Public Safety for the City of Los Angeles. Provided oversight of the Los Angeles Police Department, Los Angeles Fire Department and Emergency Preparedness Department. Managed litigation for the City of Los Angeles, drafted pleadings and represented the City in negotiations related to the Consent Decree between the United States Department of Justice and the City of Los Angeles arising out of litigation, alleging pervasive police misconduct by the LAPD. Served as the Mayor's designee in developing the Board of Fire Commissioners' action plan to respond to allegations of hostile work environment, sexual harassment and discrimination within the Los Angeles Fire Department. Served as the Mayor's designee during activations of the Emergency Operations Center. Managed technology initiatives to utilize surveillance cameras, and in-car video to increase public safety. Managed grant staff responsible for administering approximately \$300M in homeland security and public safety funds.

*Maggie Goodrich*

*Page Two*

**HOWREY LLP**

*Associate, Global Litigation and Corporate Responsibility Groups*

*Summer Associate*

**Los Angeles, CA**

*09/04 to 10/05*

*05/03 to 07/03*

Handled various aspects of complex civil business litigation in federal and state court in cases involving trademark and trade secret infringement, contract, fraud and matters under HIPAA, and a number of white collar criminal defense matters. Represented individuals and corporations in connection with investigations concerning health care, federal government contracts and U.S. Customs fraud and abuse matters. Conducted internal corporate investigations of suspected employee misconduct and assisted in representing and advising individuals and organizations in civil and criminal investigations and actions. Participated in litigation from inception to resolution, including drafting dispositive motions and appellate briefs, oral argument, interviewing lay and expert witnesses and propounding and responding to written discovery. Co-chaired three-day bench trial in *pro bono* matter involving immigration issues.

**U.S. DEPARTMENT OF COMMERCE**

*Law Clerk for the Chief Counsel for Technology*

**Washington, DC**

*06/02 to 08/02*

Advised Chief Counsel on diverse legislative and policy issues concerning cyber law and warrantless searches as they pertain to the World Trade Center collapse. Assisted Senior Counsel for Internet Technology with client counseling, copyright licensing and filing of Commerce Department trademark applications. Performed due diligence regarding trademarks, and assisted Trademark Counsel in enforcing Commerce marks against infringement and cybersquatting.

**RARE MEDIUM, INC.**

*Project Manager, eCommerce Implementation*

**Irvine, CA**

*02/00 to 08/01*

Managed all phases of implementation of proprietary eCommerce solution; launched 16 eStores within six months. Collaborated with clients to identify and enhance existing business models, then developed and integrated solutions to maximize their asset and brand valuations. Managed design sessions to ensure sales engine processed orders according to national and international business standards and facilitated all client/Product Development team interaction.

**TRICON GLOBAL RESTAURANTS**

*Program Manager, IT Project Office*

**Irvine, CA**

*08/98 to 01/00*

Led department in the planning and integration of 15 projects into a network-based program timeline. Facilitated software development planning and project control sessions. Consulted management on project management processes and trained management on project planning software. Performed cost analysis and control for a \$10 M annual software development budget.

**CHAPMAN UNIVERSITY**

*Assistant to the Sr. Vice President*

**Orange, CA**

*06/96 to 07/98*

Created and managed the process for student evaluation of all faculty. Created and maintained databases to capture and aggregate data pertaining to enrollments, majors and GPA.

**BAR MEMBERSHIPS**

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Member, State Bar Association of California

Court Admissions: Central District of California, U.S. Court of Appeals for the Ninth Circuit



## **DR. CRAIG D. UCHIDA**

15134 Deer Valley Terrace  
Silver Spring, MD 20906  
(301) 438-3132 (office)  
(301) 438-3134 (fax)

Email: [cduchida@aol.com](mailto:cduchida@aol.com), [cduchida@jssinc.org](mailto:cduchida@jssinc.org)

Website: [www.jssinc.org](http://www.jssinc.org)

***President, Justice & Security Strategies, Inc.,*** since 1997.

As President of the company, Dr. Uchida is responsible for locating funding streams, negotiating contracts, directing projects, leading and managing staff, and insuring that projects are completed on time and within budget.

He has expertise in management and operations, training and education, and substantive knowledge in law enforcement, homeland security, criminal justice, and public health issues.

He provides direct assistance to clients through training and technical assistance, developing and implementing research and evaluation plans, and assisting in implementing change within organizations.

Recent projects include:

- Project Director for the Maryland Jail Recidivism Project
- Project Director for the Miami-Dade State Attorney's Office contract on "Targeting Violent Crime and Gangs in Miami-Dade County"
- Project Director for the Children's Trust-funded "Mapping and Spatial Analysis to Study Youth Violence and Social Disorganization."
- Co-author of a National Academy of Sciences report on security of dams in the Western US
- Project Director for the Montgomery County Department of Homeland Security contract to assess computer mapping software and integrate databases
- Principal on the Service Network for Children of Inmates in Miami-Dade County
- Evaluator and research partner for Project Safe Neighborhoods in South Florida and the US Virgin Islands.
- Senior Advisor to the Trinidad and Tobago Police Academy and Model Stations Initiative which provided training for over 2,000 officers and required management consulting

Completed projects include: evaluations of community policing in Colorado Springs, Concord (CA), Fort Lauderdale, and Miami; an evaluation of a domestic violence program in Colorado Springs; a study of 311 in Austin, TX; and evaluations of school-based programs in Seattle, WA, Washington, DC, Jersey City, NJ, Kansas City, MO, and Miami, FL.

### **U.S. DEPARTMENT OF JUSTICE, 1988-1997**

***Assistant Director for Grants Administration and Senior Policy Adviser, Office of Community Oriented Policing Services (COPS Office), 1994-1997.***

Responsible for designing, creating and implementing Federal grants programs that led to the hiring of 100,000 new law enforcement officers and the implementation of community policing nation-wide.

Responsibilities: hired and managed a staff of 150; created a management plan that incorporated teams; provided grant funds to more than 9,000 law enforcement agencies at a cost of \$3.4 billion. In addition, responsible for:

- Designing and developing law enforcement hiring programs;
- Implementing innovative community policing efforts;
- Recommending policies for decision making by the Attorney General, the Associate Attorney General, and the Director of the COPS Office.

***Director, Office of Criminal Justice Research, National Institute of Justice (NIJ), 1993-1994.***

Responsible for developing and implementing a comprehensive long range research agenda for NIJ, the research arm of the U.S. Department of Justice. Tasks: developed the annual research and evaluation program plan; coordinated conferences; and prepared reports to the President and Congress. Developed and implemented NIJ initiatives in: community policing, police use of force, and security for the Atlanta Olympics in 1996.

***Director, Evaluation Division and Program Manager, NIJ 1988-1993.***

Responsible for implementing a comprehensive long range evaluation program of Federal and State drug enforcement programs.

## **ACADEMIC APPOINTMENTS**

***Affiliate Associate Professor.*** Administration of Justice Program at George Mason University, Manassas, VA. December 1999 to the present.

***Adjunct Associate Professor.*** Center for Homeland Defense and Security at the Naval Post-Graduate School, Monterey, CA. January 2005 to the present.

***Assistant Professor.*** Department of Criminology and Criminal Justice, University of Maryland, 1982-1988.

## **CONSULTING APPOINTMENTS**

***Senior Policy Consultant.*** Lafayette Group, Vienna, VA, Since 2002. Assisting the Major Cities Chiefs Association with a re-structuring of the alert system for homeland security.

***Senior Consultant.*** Community Research Associates, Nashville, TN, 2003-2005. Revised the National Training Strategy for the Office for Domestic Preparedness, US Department of Homeland Security.

***Senior Consultant.*** Innovative Emergency Management, Inc., Baton Rouge, LA. 2004. Wrote a case study of a homeland security program called Operation Archangel in Los Angeles, CA and assisted with technical assistance on prevention.

***Senior Consultant.*** Thompson, Cobb, Bazilio & Associates, PC (TCBA), Washington, DC, 2004-2005. Provided technical assistance on continuity of operations and continuity of governance (COOP/COG) for homeland security.

## **PUBLICATIONS**

### **Refereed Journals**

Uchida, Craig D. (with Carol Bridgeforth and Charles F. Wellford) "Law Enforcement Statistics: The State of the Art," American Journal of Police, Vol. V, No. 1, Spring 1986:23-43.

Uchida, Craig D. (with Douglas A. Smith) "The Social Organization of Self-Help: A Study of Defensive Weapons Ownership," American Sociological Review, Vol. 53, No. 1, February 1988:94-102.

Uchida, Craig D., Timothy S. Bynum, Dennis Rogan, and Donna Murasky, "Acting in Good Faith: The Effects of U.S. v Leon on Search Warrant Policies and Practices," Arizona Law Review, Vol. 30, No. 3, 1988:467-495.

Reprinted in Criminal Practice Law Review, Vol. 1, No. 3, Spring 1989:391-426.

Uchida, Craig D., Laure W. Brooks, and Christopher Koper, "Danger to Police During Domestic Encounters: Assaults on Baltimore County Police, 1984-86," Criminal Justice Policy Review, Vol. 2, No. 4, 1987 (actually appeared in print in 1989).

Uchida, Craig D., "Recent Research in Drug Enforcement: Introduction," American Journal of Police, Vol. IX, No. 1, 1990.

Uchida, Craig D. and Thomas Castellano, "A Theoretical Perspective on Local Drug Enforcement: Implications of the Drug War for Contemporary Policing," American Journal of Police, Volume IX, No. 1, 1990.

Uchida, Craig D. and Timothy S. Bynum, "The Costs of the Exclusionary Rule: Search Warrants, Motions to Suppress, and Lost Cases," 81 Journal of Criminal Law and Criminology, No. 4, 1991.

Mastrofski, Steve and Craig D. Uchida. "Review Essay: Transforming the Police," Journal of Research in Crime and Delinquency, Vol. 30, No. 3, August 1993: 330-358.

Mastrofski, Steve and Craig D. Uchida. "On Dirty Hands and Definitions: A Rejoinder" Journal of Research in Crime and Delinquency, Vol. 30, No. 3, August 1993: 365-368.

Maguire, Edward R., Joseph B. Kuhns, Craig D. Uchida, and Stephen M. Cox. "Patterns of Community Policing in Non-Urban America," Journal of Research in Crime and Delinquency, Volume 34, No.3, August 1997.

Maguire, Edward R., Jeffrey B. Snipes, Craig D. Uchida, and Margaret Townsend. "Counting Cops: Estimating the Number of Police Officers and Police Agencies in the United States," Policing: An International Journal of Police Strategies and Management, 1998.

Maguire, Edward R. and Craig D. Uchida, "Measurement and Explanation in the Study of Police Organizations," in David Duffee, ed., Measurement and Analysis of Crime and Justice. Washington, DC: National Institute of Justice, 2000.

Uchida, Craig D. and William R. King, "Police Employee Data: Elements and Validity," Justice Research and Policy, Vol. 4, Fall 2002.

## **EDITED BOOKS**

Weisburd, David and Craig D. Uchida, eds., Police Innovation and Control of the Police: Problems of Law, Order, and the Community. New York: Springer-Verlag Publishers, 1993.

MacKenzie Doris L. and Craig D. Uchida, eds., Drugs and the Criminal Justice System: Evaluating Public Policy Initiatives, Sage Publications, 1994.

## **Monographs and Book Chapters**

Uchida, Craig D., Lawrence W. Sherman, and James J. Fyfe. Police Shootings and the Prosecutor in Los Angeles County: An Evaluation of Operation Rollout. (Washington, D.C.: Police Foundation, 1981).

Uchida, Craig D. "The Criminal Justice System: Procedures and Personnel," in Dae Chang and James A. Fagin, eds., Introduction to the Administration of Justice: Theory and Application, 2nd ed., Paladin Press, 1985. (Revised 1998).

Uchida, Craig D., "The Development of American Police: An Historical Overview", chapter 2, in Roger G. Dunham and Geoffrey P. Alpert, eds., Critical Issues in Policing: Contemporary Readings, Waveland Press, 1989; fourth edition, 2001.

Uchida, Craig D. and David Weisburd, "Introduction," in David Weisburd and Craig D. Uchida, eds., The Changing Focus of Police Innovation: Problems of Law, Order, and the Community, New York: Springer-Verlag Publishers, 1993.

Uchida, Craig D. and Brian Forst, "Drug Control and Community Policing," in Doris L. MacKenzie and Craig D. Uchida, eds., Drugs and the Criminal Justice System: Evaluating Public Policy Initiatives, Thousand Oaks, CA: Sage Publications, 1994.

Uchida, Craig D. and Shellie E. Solomon, "Police Strategies and Operations," in David Levinson, ed., Encyclopedia of Crime and Punishment. Thousand Oaks, CA: Sage Publications, 2002.

Maguire Edward R. and Craig D. Uchida. "Explaining Police Organizations," Chapter 5 in David Duffee and Edward R. Maguire, eds., Criminal Justice Theory. Belmont, CA: Wadsworth, 2007.

## **GOVERNMENT PUBLICATIONS**

Uchida, Craig D. (with Robert Goldberg) Police Employment and Expenditure Trends, 1938-1982, Bureau of Justice Statistics Special Report. Washington, D.C.: Government Printing Office, 1986.

Uchida, Craig D., Timothy S. Bynum, Dennis Rogan, and Donna M. Murasky, "The effects of U.S. v. Leon on Police Search Warrant Practices," National Institute of Justice Research in Action. Washington, D.C.: Government Printing Office, 1987.

Uchida, Craig D. "NIJ Sponsors System to Give Police Information on Drug Hotspots," NIJ Reports, No. 221, Summer 1990:8-10.

Uchida, Craig D., Brian Forst, and Sampson O. Annan, Modern Policing and the Control of Illegal Drugs: Testing New Strategies in Two American Cities. Washington, D.C.: National Institute of Justice, 1992.

Uchida, Craig D., Brian Forst, and Sampson O. Annan, "Controlling Street-Level Drug Trafficking: Evidence from Oakland and Birmingham," a National Institute of Justice Research in Brief, Washington, D.C.: Government Printing Office, June 1992.

Uchida, Craig D. and Mary Graham (eds.), Searching for Answers: Annual Evaluation Report on Drugs and Crime: 1991, Washington, D.C.: Government Printing Office, July 1992.

Reed, Winifred, Craig D. Uchida, and Mary Graham (eds.), Searching for Answers: Annual Evaluation Report on Drugs and Crime: 1992, Washington, D.C.: Government Printing Office, June 1993.

## **BOOK REVIEW**

Uchida, Craig D. Book Review of Policing: A View From the Street, Peter K. Manning and John Van Maanen, eds., in American Journal of Police (Spring 1984).

## **PUBLICATION OF 21<sup>ST</sup> CENTURY SOLUTIONS, INC. AND JSS, INC.**

Uchida, Craig D. "Inspectors at District Stations: An Evaluation of a Pilot Project in San Francisco." Washington, DC: 21<sup>st</sup> Century Solutions, Inc. March 2000.

Uchida, Craig D., Shellie E. Solomon, and Edward R. Maguire, "Evaluating Fort Lauderdale's Community Policing Demonstration Center." Washington, DC: 21<sup>st</sup> Century Solutions, Inc. May 2000.

Uchida, Craig D., Shellie E. Solomon, and Heather Perez. "Evaluating the Concord Community Policing Demonstration Center." Washington, DC: 21<sup>st</sup> Century Solutions, Inc. September 2000.

Uchida, Craig D., Shellie E. Solomon, and Edward R. Maguire. "Neighborhood-Based Policing, Austin Style, An Assessment." Washington, DC: 21<sup>st</sup> Century Solutions, Inc. September 2000.

Uchida, Craig D., Carol A. Putnam, Jennifer Mastrofski, Shellie E. Solomon, and Deborah Dawson, "Evaluating a Multi-Disciplinary Response to Domestic Violence: The DVERT Program in Colorado Springs." Washington, DC: 21<sup>st</sup> Century Solutions, Inc. August 2001.

Uchida, Craig D., "Evaluating the Case Management System, A Component of the Colorado Springs Community Policing Demonstration Center." Washington, DC: 21<sup>st</sup> Century Solutions, Inc. October 2001.

Maguire, Edward R., Kimberly D. Hassell, and Craig D. Uchida, "Problem-Oriented Policing in Colorado Springs." 21<sup>st</sup> Century Solutions, Inc. October 2001.

Hassell, Kimberly, Edward R. Maguire, and Craig D. Uchida. "The Colorado Springs Juvenile Offender Unit: A Process and Impact Evaluation." Washington, DC: 21<sup>st</sup> Century Solutions, Inc. October 2001.

Uchida, Craig D. and Carol A. Putnam. "Evaluation of the 1998 School-Based Partnership Program in Kansas City." Washington, DC: 21<sup>st</sup> Century Solutions, Inc., November 2001.

Solomon, Shellie E. and Craig D. Uchida. "Murder on the Front Range: Domestic Violence-Related Deaths in Colorado Springs." Washington, DC: 21<sup>st</sup> Century Solutions, Inc. December 2001.

Uchida, Craig D. and Carol A. Putnam. "Evaluating Problem Solving in Colorado Springs: The 1999 School-Based Partnership Program." Washington, DC: 21<sup>st</sup> Century Solutions, Inc. December 2001.

Uchida, Craig D. "Measuring the Performance of School Resource Officers." Washington DC: 21<sup>st</sup> Century Solutions, Inc. January 2002.

Uchida, Craig D., Edward R. Maguire, Roger Parks, Stephen Mastrofski, "Implementing Community Policing: A View From the Top." Washington, DC: 21<sup>st</sup> Century Solutions, Inc. August 2002.

Solomon, Shellie E. and Craig D. Uchida. *Building a 3-1-1 System for Police Non-Emergency Calls: A Case Study of the City of Austin Police Department.* Washington, DC: 21<sup>st</sup> Century Solutions, Inc. September 2003.

Solomon, Shellie, Craig D. Uchida, Cher Steuwe-Protnoff (with Heather Perez). 311, "Austin's Answers," *A Process and Impact Evaluation.* Washington, DC: 21<sup>st</sup> Century Solutions, Inc. September 2003.

Uchida, Craig D., Edward R. Maguire, Shellie E. Solomon, and Megan Gantley. *Safe Kids, Safe Schools: Evaluating the Use of Iris Recognition Technology in New Egypt, NJ.* Washington, DC: 21<sup>st</sup> Century Solutions, Inc. December 2003.

Uchida, Craig D. *Operation Archangel: Homeland Security in the Greater Los Angeles Region,* Baton Rouge, LA: IEM, April 2004.

Uchida, Craig D., Shellie E. Solomon, Corinna Putt, Cher Steuwe-Portnoff. *Community-Oriented Government Concord Style: An Assessment,* Washington, DC: Justice & Security Strategies, Inc., November 2005.

## **CRIMINAL JUSTICE RELATED REPORTS**

Uchida, Craig D., Carol Bridgeforth, and Charles F. Wellford, "Law Enforcement Statistics: The State of the Art," Institute of Criminal Justice and Criminology, University of Maryland, College Park, MD, 1984.

Uchida, Craig D., "Law Enforcement Statistics: Research and Development," Institute of Criminal Justice and Criminology, University of Maryland, College Park, MD, 1986.

Uchida, Craig D., Timothy S. Bynum, Dennis Rogan, and Donna Murasky, "The Effects of United States v. Leon on Police Search Warrant Policies and Practices, Final Report," Police Executive Research Forum, Washington, D.C., 1986.

Uchida, Craig D. and Laure W. Brooks, with the assistance of Roxie Eigenbrode Schoppet and Christopher Koper, "Violence Against the Police: Assaults on Baltimore County Police, 1984-1986," Institute of Criminal Justice and Criminology, University of Maryland, College Park, MD, 1988.

Uchida, Craig D., Brian Forst, and Sampson O. Annan, "Modern Policing and the Control of Illegal Drugs: Testing New Strategies in Two American Cities," Police Foundation, Washington, D.C., 1990.

## GRANTS AND CONTRACTS

Project Director (with Charles F. Wellford and Lawrence W. Sherman). "Law Enforcement Statistics: The State of the Art." A \$15,000 Bureau of Justice Statistics project that examined the current state of administrative and operational police statistics. (January to May 1984).

Project Director (with Charles F. Wellford). "Law Enforcement Statistics: Research and Development." A \$105,000 Bureau of Justice Statistics project that developed a national program for the collection of police administrative and operational data. (October 1984 to December 1986).

Project Director (with Timothy S. Bynum). "The Effects of U.S. v. Leon on Police Search Warrant Practices and Policies." A \$161,000 NIJ grant to the Police Executive Research Forum to investigate the impact of the Leon decision on search warrant policies across the country. Seven criminal justice systems were studied intensively and 30 others surveyed by telephone regarding their views about warrants and the exclusionary rule. (February 1985 to October 1986).

Project Director. "Violence Against the Police." A \$75,000 National Institute of Justice project that examined assaults and homicides against the police in the Baltimore County Police Department. (August 1986 to August 1987).

Project Director. "Controlling the Street Drug Market: A Community-Oriented Approach." A \$230,000 National Institute of Justice grant to the Police Foundation that evaluated the effectiveness of police drug enforcement strategies in Oakland, California. (November 1987 to March 1989).

Project Director. "Controlling Street-Level Drug Trafficking in Birmingham: A Community-Oriented Approach." A \$214,000 National Institute of Justice grant to the Police Foundation that evaluated the effectiveness of drug enforcement strategies in Birmingham, AL. (April 1988 to August 1989).

*[Note: From November 1988 to November 1997 I was employed by the US Department of Justice and therefore not eligible for Federal grants or contracts.]*

Project Director. "Police Department Demonstration Center Evaluation." A \$90,000 contract with the city of Colorado Springs to evaluate the Colorado Springs Police Department's community policing efforts. (August 1998 to March 2000).

Project Director. "Evaluation of the Miami Police Department's Community Policing Demonstration Center." A \$43,440 contract with the City of Miami, FL. (September 1998 to October 1999).

Co-Project Director. "COPS FY 98 Methamphetamine Initiative Evaluation." A \$499,965 evaluation of the COPS Office initiative to combat methamphetamine in six sites. This is a partnership with the Institute for Law and Justice. (October 1998 to March 2001).

Project Director. "Researcher-Practitioner Partnerships: Evaluating the DVERT Program in Colorado Springs." A \$100,000 Cooperative Agreement with the National Institute of Justice to evaluate an innovative domestic violence program in Colorado. (January to December 1999).

Project Director. "Evaluation of the Concord Police Department's Community Policing Demonstration Center." A \$56,000 contract with the City of Concord. (January 1999 to February 2000).

Project Director. "Assessment of the COPS Office School-Based Partnerships Grant Program." A \$350,000 national evaluation of the COPS Office program that emphasizes problem oriented policing in schools. (August 1999 to October 2002).

Project Director. "Evaluation of the Austin (TX) Police Department's 3-1-1 System." A \$110,000 contract with the city of Austin to evaluate the new 311 system. (January 2000 to December 2002).

Project Director. "Safe Kids, Safe Schools: Evaluating the Use of Iris Recognition Technology." A \$148,997 cooperative agreement with NIJ to evaluate the use of iris scanners in a school district in New Jersey (September 2002 to December 2003).

Project Director. "PSN Research Partner for the Southern District of Florida." A \$149,991 grant from BJA to assist the US Attorney's Office with strategic planning and to conduct an evaluation (October 2002 to September 2005).

Project Director. "PSN Research Partner for the District of Columbia." A \$149,929 grant from BJA to assist the US Attorney's Office with strategic planning, data analysis, and evaluation (October 2002 to September 2003).

Project Director. "PSN Research Partner for the U. S. Virgin Islands." A \$150,000 grant from BJA to assist the US Attorney's Office with strategic planning, data collection and analysis, and evaluation (October 2002 to October 2006).

Project Director. "PSN Research Partner for the District of Nevada." A \$149,997 grant from BJA to assist the US Attorney's Office with strategic planning, data analysis, and evaluation (October 2002 to September 2005).

Project Director. "Evaluation of the Austin (TX) Police Department's Hand-held Technology System." A \$50,000 contract with the city of Austin to evaluate the use of palm-sized computers for foot patrol, mounted officers, and bike patrol. (June 2003 to January 2004).

Project Director. "Evaluator for the Metropolitan Police Department's PSA Online Project." A \$70,000 contract with the District of Columbia to evaluate the use of computers and software in specific neighborhoods by police and the community. (September 2003 to August 2004).

Project Director. "Research Partner for Project Safe Neighborhoods in the Southern District of Florida." A \$249,994 grant to assist the US Attorney's Office with data collection and analysis. (May 2004 to April 2007.)

Project Director. "Evaluation of Community-Oriented Government in Concord, CA." A \$35,000 contract with the city of Concord to evaluate a COPS Office grant to implement community-oriented government principles. (June 2004 to December 2005).

Project Director. "Transforming the Trinidad and Tobago Police Service." A \$750,000 contract with the Republic of Trinidad and Tobago to revise the training program, advise the Commissioner of Police, and re-design databases for personnel management. (May 2005 to the present).

Principal Investigator. "Creating a Service Partnership for Children of Inmates." A \$85,000 planning contract to work with service providers in Miami-Dade County to assist children of inmates and their families. This is a contract with the Children's Trust (July 2006 to February 2007.)



Project Director. "Targeting Violent Crime and Gangs in Miami-Dade County." A \$435,000 contract to provide data and analysis to the Miami-Dade State Attorney's Office and law enforcement agencies throughout the county (September 2007 to September 2009).

Project Director. "Mapping and Spatial Analysis to Study Youth Violence and Social Disorganization." A \$230,000 contract with the Children's Trust of Miami-Dade County to provide research and analysis on violence.

## **PRESENTATIONS AND PANEL PARTICIPATION**

"Controlling Police Shootings in Los Angeles: An Evaluation of Operation Rollout." Paper given at the annual meeting of the American Society of Criminology, Toronto, Canada, November 1982.

"Policing the Politicians: Theodore Roosevelt and the Origins of the FBI." Paper given at the annual meeting of the Academy of Criminal Justice Sciences, San Antonio, TX, March 1983.

"Police Use of Deadly Force in Los Angeles: An Historical Inquiry." Paper given at the annual meeting of the American Society of Criminology, Denver, CO, November 1983.

"Police and Civilian Use of Deadly Force in Detroit, 1926-1979" (with Dennis Rogan). Paper given at the annual meeting of the Social Science History Association, Toronto, CAN, October 1984.

"Law Enforcement Statistics: The State of the Art" (with Carol Bridgeforth and Charles F. Wellford). Paper given at the annual meeting of the American Society of Criminology, Cincinnati, OH, November 1984.

"The Exclusionary Rule Post-Leon." (With Timothy S. Bynum and Dennis Rogan). Paper given at the annual meeting of the Society for the Study of Social Problems, Washington, D.C., August 1985.

"Investigating the Effects of U.S. v. Leon: A Preliminary Inquiry." Paper given at the annual meeting of the American Society of Criminology, San Diego, CA, November 1985.

"Policing in America: Employment and Expenditure Trends, 1939 to 1983." (With Carol Bridgeforth, Anne Roschelle, and Charles F. Wellford). Paper given at the annual meeting of the American Society of Criminology, San Diego, CA, November 1985.

"The Effects of U.S. v. Leon on Search Warrant Policies and Practices." (With Timothy S. Bynum, Dennis Rogan, and Donna Murasky). Paper given at the annual meeting of the American Society of Criminology, Atlanta, GA, November 1986.

"The Exclusionary Rule, Good Faith, and Search Warrants: The Prosecutorial and Court Response to United States v. Leon." (With Timothy S. Bynum). Paper given at the annual meeting of the Academy of Criminal Justice Sciences, St. Louis, MO, March 1987.

"Assaults on Police: An Examination of the Assaultive Encounter." (With Laure W. Brooks). Paper given at the annual meeting of the American Society of Criminology, Montreal, Canada, November 1987.

"Patrol Officer Attitudes and the Exclusionary Rule: Implications for Policy Change." (With Timothy S. Bynum). Paper given at the annual meeting of the American Society of Criminology, Montreal, Canada, November 1987.

"The Exclusionary Rule, Good Faith, and Motions to Suppress." (With Timothy S. Bynum). Paper given at the annual meeting of the Academy of Criminal Justice Sciences, San Francisco, CA, April 1988.

"Danger to Police During Domestic Encounters: Assaults on Baltimore County Police, 1984-86." (With Laure W. Brooks and Christopher Koper). Paper given at the annual meeting of the American Society of Criminology, Chicago, IL, November 1988.

"Controlling Street-Level Drug Trafficking: A Community-Oriented Approach." (With Brian Forst and Sam Annan). Paper given at the annual meeting of the Academy of Criminal Justice Sciences, Washington, D.C., April 1989.

"Drug Enforcement and the Rule of Law." Paper given at the annual meeting of Law and Society, Madison, WI, June 1989.

"The Effectiveness of Street-Level Drug Enforcement in Oakland." Paper given at the Midwest regional conference of the American Society for Public Administration, Lansing, MI, September 1989.

"The Neighborhood Context of Violence Against the Police," (With Laure W. Brooks and Michael Wilson). Paper given at the annual meeting of the American Society of Criminology, Reno, NV, November 1989.

"The Effectiveness of Drug Enforcement in Oakland and Birmingham." Paper given at the annual meeting of the National Community Volunteer Fire Prevention Program, Washington, D.C. March 1990.

"Controlling Street-Level Drug Trafficking: Evidence from the Oakland Experiment." Paper given at the annual meeting of the American Society of Criminology, Baltimore, MD, November 1990.

Chairperson, "Policing in America: Vagrants, Deadly Force, and Detectives," a panel at the annual meeting of the Social Science History Association, Toronto, Canada, October 1984.

Chairperson, "Evaluating and Explaining Recent Policy Initiatives," a panel at the annual meeting of the American Society of Criminology, Cincinnati, OH, November 1984.

Chairperson, "Controlling Police Violence," a panel at the annual meeting of the American Society of Criminology, Reno, NV, November 1989.

Chairperson, "Using Geo-Based Data Systems: Drug Market Analysis," a panel at the annual meeting of the American Society of Criminology, Baltimore, MD, November 1990.

Chairperson, "The Crime File Tapes: Drugs and the Community," a panel at the annual meeting of the American Society of Criminology, Baltimore, MD, November 1990.

Chairperson, "Quasi-Experimental Analysis of Street-Level Drug Enforcement," a panel at the annual meeting of the American Society of Criminology, Baltimore, MD, November 1990.

Moderator, "Policing", a plenary session at the annual meeting of the Academy of Criminal Justice Sciences, Pittsburgh, PA, March 1992.

Chairperson, "Drug Market Analysis Program," a panel at the annual meeting of the American Society of Criminology, New Orleans, LA, November 1992.

"School Searches Since New Jersey v. TLO." Paper given at the annual meeting of the American Society of Criminology, Phoenix, AZ, October 1993.

Chairperson, "Community Policing," a panel at the annual meeting of the American Society of Criminology, New Orleans, LA, November 1992.

Speaker, Plenary Panels, at the National Conference on Community Policing for Safe Neighborhoods, Arlington, VA, August 1993.

Panelist, "Incarceration Research Group Meeting," a panel at the annual meeting of the American Society of Criminology, Phoenix, AZ, October 1993.

Chairperson, "Police Use of Excessive Force," a panel at the annual meeting of the American Society of Criminology, Phoenix, AZ, October 1993.

Chairperson, "Community Policing," a panel at the annual meeting of the American Society of Criminology, Phoenix, AZ, October 1993.

Chairperson, "Varieties of Community Policing," a Plenary Panel at the annual meeting of the Academy of Criminal Justice Sciences, Chicago, IL, March 1994.

Speaker, "The COPS Office and Community Policing," a panel at the annual meeting at the BJS/JRSA National Conference, Atlanta, GA, September 1994.

Speaker, "Crap Shoots, Long Shots or Sure Things: Improving the Odds with Research and Evaluation," a presentation at the Community, Collaboration & DVERTing Domestic Violence Conference, Colorado Springs, CO, April, 1998.

Speaker, "Working with Federal Officials and Policy Makers," a presentation at the Annual Conference of the National Center for Women and Policing, Las Vegas, NV, April, 1998.

Facilitator and Discussant, "Evaluation at the RCPIs," The Regional Community Policing Institutes Cluster Conference II, Baltimore MD, May 1998.

Facilitator, National Workshop I on Sentencing and Corrections Challenges (Sponsored by the U.S. Department of Justice), St. Petersburg, FL, June 1998

Facilitator, "When the Heat's On," Leadership Sessions to Support Problem Oriented Policing, Seattle WA, June, 1998.

Speaker, "Community Policing in the 21<sup>st</sup> Century," a paper presented at the BJS/JRSA National Conference, San Diego, CA, September 1998.

Facilitator, National Conference on Community Policing (Sponsored by the COPS Office and the National Institute of Justice), "What Works: Research and Practice," Arlington, VA, November 1998.

Chairperson, "Measuring Community Policing at the Precinct and Agency Levels," a roundtable discussion at the 50th Annual Meeting of the American Society of Criminology, Washington, DC, November 1998.

Instructor, "Technology Workshop," Miami Community Policing Demonstration Center Spring Conferences, Miami, FL, March, April, and May 1999.

Speaker, "Modern Policing and the Control of Illegal Drugs," Workshop on Enforcement Activities and the Operation of Drug Markets, National Research Council, Division of Social and Economic Studies, Washington, DC, May 1999.

Facilitator, National Workshop II on Sentencing and Corrections Challenges (Sponsored by the U.S. Department of Justice), Palm Springs, CA, June 1999.

Panelist, "Evaluating the Methamphetamine Initiative in Oklahoma City," a panel at the annual meeting of the American Society of Criminology, San Francisco, CA, November 2000.

Panelist, "Evaluating the Methamphetamine Initiative in Dallas," a panel at the annual meeting of the American Society of Criminology, San Francisco, CA, November 2000.

Moderator, "Plenary Session: School Based Partnerships (Police-School Problem Solving)," Conference on School Safety: Technologies, Research, and Emerging Concepts, Arlington, VA, January 2002.

Panelist, "Research Partnerships: Evaluating DVERT and Examining DV Related Homicides," DVERT Conference – Setting Sail and Staying the Course, Colorado Springs, CO, January/February 2002.

Invited Speaker, "Police Employee Data: Elements and Validity," National Research Council Committee on Law and Justice, Committee to Review Research on Police Policy and Practices, Workshop on Data Collection, April 2002.

Invited Speaker, "Beyond Bullying: Police and Schools Address Violence, Criminal Acts, and Security," AAUW National Convention, Providence, RI, June 2003.

Moderator and Panelist, "Safe Kids, Safe Schools: Using Problem Solving Partnerships," annual meeting of the Academy of Criminal Justice Sciences, Las Vegas, NV, March 2004.

Moderator, "What's New on Web Procurement," Minority Procurement Fair/Montgomery County, MD, March 2004.

Invited Speaker, "Biometrics for Safe and Secure Schools: An Evaluation of Iris Recognition Technology in a New Jersey School District," George Mason University, Fairfax, VA, April 2004.

Panelist, "Biometrics for Safe and Secure Schools: An Evaluation of Iris Recognition Technology in a New Jersey School District," annual NIJ Research and Evaluation Conference, Washington, DC, July 2004.

Panelist, "Iris Recognition Technology in Public Schools: Lessons Learned from the Operational Evaluation," Biometric Consortium Conference, Arlington, VA, September 2004.

Panelist, "Using Biometrics in Schools: Evaluating Iris Recognition Technology," annual Department of Justice and Department of Homeland Security Technology Conference, New Orleans, LA, September 2004.

Chair, "Policing Urban American: Challenges and Successes", Presidential Session at the Annual the annual meeting of the American Society of Criminology, Los Angeles, CA, November 2006. The panel included Chief William Bratton of the LAPD and Chief Gil Kerlikowske of the Seattle PD.

## **EDUCATION**

State University of New York at Albany, (School of Criminal Justice), M.A. 1979; Ph.D. 1982.

State University of New York at Stony Brook, (American History), M.A. 1978.

University of California at San Diego, (American History), B.A. 1976.

## **AWARDS**

**U.S. Department of Justice JustWorks Award** for innovation in government, 1997.

**U.S. Attorney General's Award for Distinguished Service**, U.S. DOJ, June 1995.

## **COMMUNITY SERVICE AND LEADERSHIP**

- Chairman of the Board of Directors, National Japanese American Memorial Foundation
- Commissioner, Montgomery County Criminal Justice Coordinating Commission
- Member, Handgun Roster Board, (appointed by Governor Martin O'Malley, 2007-2009)
- Delegate, Japanese American Leadership Delegation to Japan, 2006 (competitively selected by the Embassy of Japan, the Japanese American National Museum and the Japan Foundation)
- Delegate, Joint Civilian Orientation Conference 73 (competitively selected by the US Department of Defense to participate in a tour of military bases in the Middle East)
- Member and Business Council Chair, Asian American Political Alliance, since 2000
- President, Japanese American Citizens League (JACL) DC Chapter, 2001-2003 and 2007-08
- Editor, JACL DC Chapter Newsletter, 2001-2008
- Member, Maryland Advisory Council for New Americans (appointed by Governor Parris Glendening, 2000-2003)
- Member, Asian Pacific American Bar Association, DC Chapter
- Member, Organization of Chinese Americans, DC Chapter
- Member, Conference on Asian Pacific American Leadership
- Member, Japan America Society of Washington, DC
- Member, Minority Achievement Advisory Council, Montgomery County Public Schools

Graduate of Leadership Montgomery, Class of 2006. This program brings together current and emerging leaders and offers them a unique opportunity to increase their understanding of the social and economic issues of Montgomery County (MD) and the DC Metropolitan area. Participants in the Class of 2006 included the Montgomery County Police Chief, the Maryland State Assistant Secretary of Business Development, public school executives, vice presidents of local hospitals, vice presidents of local banks, presidents and CEOs of large and small businesses, and community leaders.

## **PROFESSIONAL AFFILIATIONS**

- Member: American Society of Criminology
- Member: Academy of Criminal Justice Sciences
- Member: Homicide Research Working Group
- Member: National Criminal Justice Association
- Member: Justice Research and Statistics Association

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Hallandale Beach, FL 33009  
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[www.jssinc.org](http://www.jssinc.org)

**Chief Executive Officer & Vice President, Justice & Security Strategies, Inc., South Florida Office**

Chief Executive Office	2006 - present
Vice President	2003 - present
Director	1998 - 2003

**Responsibilities:** Project Director of the Children of Inmates Service Network grant, involving eight community-based organizations, with funding from the Children’s Trust of Miami-Dade County. Onsite project director for Mapping and Spatial Analysis to Study Youth Violence and Social Disorganization, funded by the Children’s Trust of Miami-Dade. Onsite project director for “Targeting Violent Crime and Gangs in Miami-Dade County.” Research Associate for Assessment of Police Community Relations in Las Cruces, N.M. Establishing non-profit arm of JSS, to be known as the Institute of Children, Families and Justice and launched in 2007. Conducts survey research, and writes research and policy reports. Coordinates technology development and implementation. Employs geographic information systems and advanced spatial analysis and modeling to conduct research, evaluations and strategic planning efforts to examine relationships between and concentrations of spatial and temporal data. Creates relational databases, completes data analysis and develops graphical information. Develops marketing presentation materials including brochures, web-sites, articles and slide presentations. Assists with strategic thinking and planning efforts based upon the information developed from data analysis.

Completed projects include: research partner efforts of Project Safe Neighborhoods in South Florida and the U.S. Virgin Islands, manpower allocation analysis as part of the organizational transformation of the Trinidad and Tobago Police Service, technology integration need assessment for West Valley Information Sharing Enterprise (WISE) including 10 police agencies from Maricopa County, AZ seeking to build an infrastructure to share real-time information and data ; evaluations of school-based problem-solving in two Miami schools; evaluations of the Community Policing Demonstration Centers in Miami and Fort Lauderdale, FL; evaluation of iris scanning technologies in a school setting; technology case study of 3-1-1 implementation in Austin, TX; assessment of laptop deployment in medium sized police department in Pinellas County Sheriff’s Office, FL; research on domestic violence-related homicide in Colorado Springs, CO.

## **PROFESSIONAL EXPERIENCE**

**Supervisory Budget Analyst, Bureau of the Census, U.S. Department of Commerce. September, 1998 to October 2001**

**Management and Programmatic Responsibilities:** Lead the reengineering effort for the Budget Management Information System, including obtaining user-feedback, examining and changing budget processes and policies and developing programming specifications for a new Oracle based system. Serve as the Acting Budget Officer, in the absence of the Budget Officer. Coordinate the program divisions’ Quarterly Review Process. Lead a team of 6 to update and revise existing major policies and procedures based upon Office of Management and Budget and other Federal requirements. Lead a team of 5 to develop a Budget Division Intranet Web Page. Assists the Budget Officer with the Legislative Affairs strategy development.

***Manager, Information Analysis, Information Resources Division, Nuclear Energy Institute.***

September 1997 to September 1998

**Management and Programmatic Responsibilities:** Completed policy analyses and reports on energy, economic, financial and environmental impacts of nuclear energy. Conducted nuclear plant performance and safety analysis. Identified, developed, maintained and enhanced NEI programmatic databases. Represented NEI in industry database development and use activities, including participating in an International Nuclear database team. Supervised one staff in developing regulatory trends databases and conducted special analyses of these data. Served as the company-wide coordinator for the implementation of the Intranet, including the determination of what information to make generally available, how to make that information accessible, and what process steps to take to make the Intranet operable. Responsible for piloting an internship program.

***Office of Community Oriented Policing Services (COPS), U. S. Department of Justice***

***Regional Supervisor.*** August, 1996 to August, 1997

**Management and Programmatic Responsibilities:** Supervised 12 staff in processing and monitoring over 2,500 grants to local jurisdictions in 12 states from Mississippi to Hawaii, including Texas and California. Coordinated the Internship Program.

***Senior Policy Analyst,*** May 1995 to August, 1997

**Budget and Financial Responsibilities:** Implemented streamlined process for reviewing grantee budgets to reduce the processing time by 50%. This process won the Department of Justice Reinvention Award - Justworks, 1997. Tracked programmatic funds related to statutory requirements; research and develop financial management concepts that will simplify the Federal grants management process. Advised programmatic teams on financial issues with grant applications.

**Management and Programmatic Responsibilities:** Assisted with the coordination and leadership of working program teams, and the coordination of the COPS Internship program. Served as the team leader for the \$25 million Youth Violence Initiative. Chaired a team in charge of final processing of grants.

***Grant Advisor and Program Analyst,*** December 1994 to May 1995

**Grant Advising Responsibilities:** Administered/monitored over 400 grants and grant applications from East Texas and Oklahoma. Additional responsibilities included many of the financial and management responsibilities described above.

***Budget Officer and Program Analyst (Graduate of the Presidential Management Intern Program),***

Planning and Management Division, National Institute of Justice, U.S. Department of Justice. June 1991 to December 1994.

Developed NIJ's automated financial system for a \$30 million budget. Prepared responses to budget information requests from the Attorney General, the Office of Management and Budget, and the Office of Justice Programs. Responsible for oversight and management of the Technical Assistance and Support Contract (\$1 million annual contract). Assisted with the organizational aspects of NIJ national conferences and focus group meetings including agenda development, coordination of interagency panels, negotiation with the conference organizer, and graphics support.

## **PUBLICATIONS**

Uchida, Craig D., **Shellie E. Solomon**, and Edward R. Maguire, "Evaluating Fort Lauderdale's Community Policing Demonstration Center." Washington, DC: 21<sup>st</sup> Century Solutions, May 2000.

Uchida, Craig D., **Shellie E. Solomon**, and Heather Perez. "Evaluating the Concord Community Policing Demonstration Center." Washington, DC: 21<sup>st</sup> Century Solutions, September 2000.

Uchida, Craig D., **Shellie E. Solomon**, and Edward R. Maguire. "Neighborhood-Based Policing, Austin Style, An Assessment." Washington, DC: 21<sup>st</sup> Century Solutions, September 2000.

Uchida, Craig D., Carol A. Putnam, Jennifer Mastroski, **Shellie E. Solomon**, and Deborah Dawson, "Evaluating a Multi-Disciplinary Response to Domestic Violence: The DVERT Program in Colorado Springs." Washington, DC: 21<sup>st</sup> Century Solutions, Inc., August 2001.

Solomon, Shellie E. and Craig D. Uchida. "Murder on the Front Range: Domestic Violence-Related Deaths in Colorado Springs." Washington, DC: 21<sup>st</sup> Century Solutions, Inc. December 2001.

Solomon, Shellie E. and Craig D. Uchida. "Building a 3-1-1 System for Police Non-Emergency Calls, Technical Assistance Manual." Washington DC: 21<sup>st</sup> Century Solutions, Inc. April 2002.

Uchida, Craig D., Edward R. Maguire, Shellie E. Solomon, and Megan Gantley. *Safe Kids, Safe Schools: Evaluating the Use of Iris Recognition Technology in New Egypt, NJ*. Washington, DC: 21<sup>st</sup> Century Solutions, Inc. December 2003.

Uchida, Craig D. Shellie E. Solomon, Charles M. Katz and Cynthia E. Pappas. *School-Based Partnership. A Problem Solving Strategy* Washington, D.C. U.S. Department of Justice, October 2006.

## RELATED WORK EXPERIENCE

*Intern*, Natural Resources Division, U.S. Congressional Budget Office, June 1990 to August 1990.

*Budget Analyst*, Budget Office, University of Oklahoma, January 1989 to August 1989.

*Budget Division Intern*, State of Oklahoma Department of Public Finance, August 1988 to May 1989.

*Graduate Research Assistant*, Public Policy Analysis Program, University of Rochester, September 1989 to May 1991.

*Student Research Assistant*, University of Oklahoma Provost Office, June 1989 to August 1989

*Teaching Assistant*, Department of Economics, University of Oklahoma, August 1988 to May 1989.

*Student Advertising Representative*, The Oklahoma Daily, University of Oklahoma, February 1987 to May 1988.

## EDUCATION

University of Rochester  
M.S., 1991 *Public Policy Analysis Program*

University of Oklahoma  
B.A., 1989, with highest honors *Economics*

## COMPUTER SKILLS

Expert knowledge of ArcGIS including Spatial Analyst, Adobe Creative Suite, and Microsoft Office Suite

Proficient in human resource management programs (PeopleSoft)

Experience with SPSS/ SAS.



## **SERVICE**

### **Professional Service:**

**Younger Members Chair**, American Association of University Women, 2005- 2006  
**Board of Directors**, Legal Advocacy Fund, American Association of University Women, 2002-2005  
**Member**, Speaker's Bureau for Census 2000, 1999  
**Chair**, Maryland State Legal Advocacy Committee American Association of University Women, 1999  
**Co-Chair**, Women's History Month Committee, Census Bureau, 1999  
**Member**, National Association of Female Executives (NAFE), 1996-1999  
**Recruitment Chair**, Graduates of the Last Decade (GOLD) Club, University of Oklahoma Alumni Club, 1994  
**Chair**, Graduates of the Last Decade (GOLD), Univ. of Oklahoma Alumni Club, 1994  
**Coordinating Committee Member**, Univ. of Oklahoma Capital Alumni Club, 1992  
**Representative**, University of Rochester, New York State Environmental Regulation Conference, 1991  
**Vice President**, Univ. of Oklahoma Student Association, 1988-1989  
**Student Representative**, Univ. of Oklahoma Presidential Search Committee, 1988-1989  
**Student Representative**, Univ. of Oklahoma Strategy for Excellence Task Force, 1987-89  
**Member**, Executive Committee, Univ. of Oklahoma Campus Activities Council, 1986-89

### **Community Service:**

Japanese American Citizen's League Washington, DC Newsletter co-Editor, 1998-current  
Voting System Technician, Broward County Board of Elections, 2006-2008  
Volunteer, You+Me Mentoring Children of Prisoners, 2005  
Member, Young Professionals for Covenant House, 2002-2006  
4-H Ambassador, Northern Virginia, 1992-1995  
National 4-H Week Committee Volunteer Leader, 1994  
Fairfax 4-H County Fair Volunteer 1993, 1994

## **HONORS AND AWARDS**

Graduate of U.S. Department of Defense Joint Civilian Orientation Conference 76, 2008  
Leadership Florida, Class XXVI, 2007  
Bureau of the Census, U.S. Department of Commerce Special Achievement Award, 1999  
NEI Performance Bonus, 1998  
JustWorks Reinvention Award, USDOJ, 1997  
Most Valuable Player, COPS, 1996  
Two Performance Awards, COPS, 1995  
Outstanding Performance Awards, National Institute of Justice, 1991-1994  
Presidential Management Intern, 1991-93  
Phi Beta Kappa Senior Honor Society, 1989  
Oklahoma University Board of Regents Outstanding Junior Award, 1988  
Outstanding Undergraduate in Economics, University of Oklahoma, 1989  
Top Ten Senior, Junior, Sophomore, and Freshman, 1987-89  
Robert Dean Bass Scholarship in Economics, 1987-1989

**References available on request.**