Project Abstract

Part 1: Please identify the applicant point of contact (POC)

Applicant POC	
Organization Name	San Francisco District Attorney's Office
POC Name	Maria McKee
Phone Number	(415) 553-1189
Email Address	maria.mckee@sfgov.org
Mailing Address	850 Bryant Street, Rm 322 San Francisco, CA 94103

Part 2: Please identify the application

Application Information	
Solicitation Name	Smart Prosecution Initiative
Project Title	Smart Prosecution Initiative in San Francisco: Predictive Analytics for Strategic Prosecution
Proposed Start Date	January 1, 2015
Proposed End Date	December 31, 2016
Funding Amount Requested	$447,598

Part 3: Please identify the project location and applicant type

Project Location and Applicant Type	
Project Location (City, State)	San Francisco, CA
Applicant Type (Tribal Nation, State, County, City, Nonprofit, Other)	City & County of San Francisco, District Attorney

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Part 4: Please provide a project abstract

Enter additional project abstract information. Unless otherwise specified in the solicitation, this information includes:

- Brief description of the problem to be addressed and target area and population
- Project goals and objectives
- Brief statement of project strategy or overall program
- Description of any significant partnerships
- Anticipated outcomes and major deliverables

Text should be single spaced; do not exceed 400 words.

Project Abstract

The San Francisco District Attorney's Office (SFDA) filed over 7,200 new cases in 2013 and obtained over 4,400 convictions, yet prosecutors know little about current crime trends and hot spots, how many chronic offenders are put away, or how the Office might have assisted in preventing or anticipating these crimes from occurring. To bridge this gap, through the Smart Prosecution Initiative (SPI), the SFDA will use data and predictive analytics for strategic prosecution. Using analytic tools will enable SFDA to make connections between criminal events, defendants, witnesses and victims that could facilitate more effective investigations, charging decisions, and ultimately case dispositions. The primary goal of this effort is to ensure community safety by preventing and reducing crime.

The SFDA's Office will establish a Crime Strategies and Intelligence Unit (CSIU). The newly formed Unit, comprised of a policy manager, assistant district attorney, and strategy analyst will focus on gathering appropriate and valid data, and using statistical tools to identify chronic locations and chronic offenders, both nonviolent and violent, in San Francisco. The Research Partner, Justice & Security Strategies, Inc. (JSS) will play a pivotal role in the project by assisting the CSIU with problem identification, data validation, analysis of the problem, and in identifying chronic locations and chronic offenders.

CSIU and JSS will work closely with Neighborhood Prosecutors -- five assistant district attorneys assigned to 10 police districts throughout the city. This group will work with the SFDA's Neighborhood Courts, a prosecutor-led, community-based diversion program for low level defendants. Together they will 1) Identify suitable cases for Neighborhood Prosecutor vertical handling based on the location of the crime relative to current neighborhood hot spots; 2) Identify suitable individuals for Neighborhood Courts – specifically those minor offenders who are unlikely to escalate their offending behavior; 3) Assess the beneficial aspects of Neighborhood Prosecution and Courts relative to decreases in crime hot spots; and 4) Disseminate information to the public about recent successes of Neighborhood Prosecution and Courts.

During the first six months of the project SFDA and JSS will develop a strategic plan based on intensive analyses. JSS will conduct a process and impact evaluation of the interventions implemented by the SFDA.

Products and deliverables include predictive tools for prosecutors, presentations at local and national conferences, written articles for law enforcement and criminal justice practitioners, and journal articles for the research community.
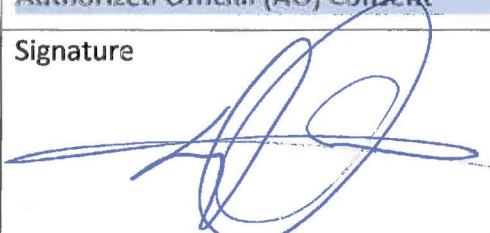
Part 5: Please indicate whether OJP has permission to share the project abstract

If the applicant is willing for the Office of Justice Programs (OJP), in its discretion, to make the information in the project abstract above publicly available, please complete the consent section below. Please note, the applicant's decision whether to grant OJP permission to publicly release this information will not affect OJP's funding decisions. Also, if the application is not funded, granting permission will not guarantee that information will be shared, nor will it guarantee funding from any other source.

○ **Permission not granted**

◉ **Permission granted (Fill in authorized official consent below.)**

On behalf of the applicant named above, I consent to the information in the project abstract above (including contact information) being made public, at the discretion of OJP consistent with applicable policies. I certify that I have the authority to provide this consent.

Authorized Official (AO) Consent	
Signature	Date 6/4/14
AO Name	Eugene Clendinen
Title	Chief of Administrative & Financial Services
Organization Name	San Francisco District Attorney's Office
Phone Number	(415) 553 1895
Email Address	eugene.clendinen@sfgov.org

Note: This document is to be submitted as a separate attachment with a file name that contains the words "Project Abstract."

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Smart Prosecution Initiative in San Francisco: Predictive Analytics for Strategic Prosecution

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Smart Prosecution Initiative in San Francisco:
Predictive Analytics for Strategic Prosecution

Under the Smart Prosecution Initiative, the San Francisco District Attorney's Office

(SFDA) seeks $447,598 to address Goal #2 Ensure Safer Communities.

1. Statement of the Problem

Information, in the form of evidence, is essential to the work of the prosecutor. However,

criminal intelligence—information used to anticipate, prevent and/or monitor criminal activity—

has not been a standard focus of prosecutors' offices. In 2013, SFDA filed nearly 7,200 new

felonies and misdemeanors, resolved over 5,700 felony and misdemeanor cases, and achieved

nearly 4,400 convictions. Yet, because we examine these filings on a case-by-case basis, our

prosecutors know little about current crime trends and hot spots, how many chronic offenders we

put away, or how we might have assisted in anticipating or preventing these crimes from

occurring. The SFDA's Office is well positioned to use information from the thousands of cases

that are prosecuted each year to ensure safer communities.

Through the Smart Prosecution Initiative (SPI), SFDA will use data and predictive

analytics for strategic prosecution. Using analytic tools will enable SFDA to make connections

between criminal events, defendants, witnesses and victims that could facilitate more effective

investigations, charging decisions, and ultimately case dispositions. Furthermore, prosecutorial

criminal intelligence can support SFDA goals to *prevent* crime and victimization. By integrating

crime and other data from external sources with internal data, SFDA will identify those

individuals responsible for the majority of crime in our communities, those areas most affected

by crime, and the most vulnerable victims, and direct prosecutorial resources accordingly.

Background: Using Research and Information

Using research findings and data as the basis for decision-making are relatively new concepts to prosecutors. In a recent survey, the Center for Court Innovation found that prosecutors' offices lag behind all other criminal justice agencies in their use of innovative practices, research and evidence (Labriola, 2013). SFDA is well aware of this, and strives to advance the new field of data-driven prosecution. Just as data, research and evidence-based practices have augmented policing and probation, the prosecutorial field also stands to benefit and promote public safety from the effective use of data. Thus, we base our SPI efforts on research findings that are directly related to our efforts.

Research has established that a small percentage of offenders are responsible for a high rate of offenses. Wolfgang et al.'s classic study in 1972 concluded that six percent of delinquents committed more than 50 percent of all delinquent acts. More recent studies have shown similar tendencies. For example, in Boston, about 1,300 gang members in 61 gangs accounted for sixty percent of all youth homicides (Braga, et al., 2001). Furthermore, the chronic offending pattern of a few individuals is a robust finding that has important implications for organizing and implementing criminal justice interventions (see Wellford, Pepper and Petrie 2005).

Research has also demonstrated that specific hot spots of crime account for a higher proportion of crime than other areas. Uchida and Swatt (2013) found in Los Angeles that 70 of 1,135 (six percent) of reporting districts or police beats accounted for 30 percent of the gun-related crimes in the city. In Boston, Braga and Schnell (2013) found that from 1980-2008 about one percent of street segments and eight percent of intersections were responsible for nearly 50 percent of all commercial robberies and 66 percent of all street robberies.

Police agencies have recently adopted predictive analytics to assist with their crime fighting and crime prevention methods. A number of new software applications are available for police (PredPol, Bair, IBM Modeler, geospatial analytics, and others). While these have not been rigorously evaluated, they are now part of 'best practices' among police. In addition, 'big data' and predictive analytics have become integral to business practices worldwide.

Prosecutors have yet to determine how these findings and new paradigms can assist them on a daily basis. Under this initiative, the SFDA's Office will link chronic offenders, chronic locations, big data, and predictive analytics to demonstrate how data and technology can result in more effective investigations, prosecutions and dispositions. This does not replace the crime fighting work of police agencies; rather, it will supplement and enhance our efforts to control crime and promote justice.

2. Project Design and Implementation

Data, analytics, technology, and people are the key components that will lead to a better understanding and definition of the problems. As routinely demonstrated with the Scanning, Analysis, Response, and Assessment (SARA) model in problem-solving policing, Geographic Information Systems (GIS) and hot spot detection techniques are very effective at delineating current problem areas across an agency's jurisdiction. These methods of data visualization provide a simple but effective strategy for identifying the key problem areas responsible for the bulk of crime incidents. Linking GIS with the locations of arrests of chronic offenders provides prosecutors with a powerful mechanism for effecting significant crime reductions. Although the deterrence logic for increasing police presence in hotspots is well articulated, it is also important to produce 'smart sentencing' effects for offenders arrested in these hot spot areas. Smart sentencing – i.e., sentencing guided by research and data analysis – will generate case

dispositions that most effectively reduce recidivism, whether by incapacitation, probation or diversion, and should result in similar tangible crime reduction benefits.

In addition to identifying key locations and offenders to optimally direct prosecutorial resources, a number of predictive analytics can be leveraged to understand and improve the decision to prosecute and the collection of evidence. Predictive models can evaluate the strength of evidence used to obtain a conviction and help prosecutors identify the types of evidence most likely to yield successful convictions. This information can be used to create evidence-based best practices for assessing the strength of the case against a suspect and deciding which cases to prosecute. Further, this information can be communicated with police departments to assist in evidence collection. Finally, predictive analytics can link people, places, and things together and facilitate stronger cases by identifying previously unknown offending patterns that may allow linkages between arrestees and seemingly unrelated crimes.

Description of the evidence-based strategy

SFDA will create, implement, and establish a Crime Strategies and Intelligence Unit (CSIU). The newly formed unit, comprised of a policy manager, assistant district attorney, and strategy analyst will focus on gathering appropriate and valid data, and using statistical tools (ArcGIS, Stata, predictive analytics) to identify chronic locations and chronic offenders, both nonviolent and violent, in San Francisco. The Research Partner, Justice & Security Strategies, Inc. (JSS) will play a pivotal role in the project by assisting the CSIU with problem identification, data validation, analysis of the problem, and in identifying chronic locations and chronic offenders.

In addition to providing intelligence and support to all of our trial teams and collaborative courts, the CSIU and JSS will work closely with SFDA's Neighborhood Prosecution team: five

Assistant District Attorneys assigned to the City's ten police districts (two districts per ADA).

Each Neighborhood Prosecutor spends a great deal of time in the communities they serve,

attending a wide range of meetings, from resident and merchant groups to local Police Advisory

Boards. Their role at these gatherings is to both inform and to become informed, and work

shoulder to shoulder with community members to develop public safety strategies to address

each neighborhood's unique challenges. The Neighborhood Prosecutors also liaise with their

district police captains and officers. CSIU and JSS will strengthen all of these activities by

providing Neighborhood Prosecutors with additional information about the hot spots, chronic

offenders, and other issues that arise in the analyses. The Neighborhood Prosecutors will provide

community input and intelligence gathered from their interactions back to CSIU.

CSIU, JSS, and Neighborhood Prosecutors will also work with the SFDA's

Neighborhood Courts, a prosecutor-led, community-based diversion program for low level

defendants. Currently, Neighborhood Prosecutors personally review misdemeanor citations

generated by their assigned stations in order to refer individuals to Neighborhood Court. They

reach out to the cited individual, as well as the victim, to orient them to Neighborhood Court and

schedule a hearing. Neighborhood Prosecutors also charge appropriate cases through the

traditional court process; in certain instances, they vertically handle cases that are of particular

importance to their neighborhood, such as cases involving chronic offenders.

CSIU and JSS will assist the Neighborhood Prosecutors with data analysis to: 1) identify

suitable cases for Neighborhood Prosecutor vertical handling, based on the spatial location of the

crime relative to current neighborhood hot spots; 2) identify suitable individuals for

Neighborhood Courts – specifically those minor offenders who are unlikely to escalate their

offending behavior; 3) assess the beneficial aspects of Neighborhood Prosecution and Courts

relative to decreases in crime hot spots; and, 4) disseminate information to the public about recent successes of Neighborhood Prosecution and Courts to increase the perceptions of procedural justice and collective efficacy within the community. Crime analysis and predictive analytics will be used on a routine basis to accomplish these four tasks.

Data, Records System and Analytical Capabilities

Data Sources. A number of data sources will be used by CSIU, particularly those that can be analyzed to derive leading indicators of crime – those variables that capture the information about locations, people, victims, and their linkages.

Case Management System (CMS) Data: The SFDA's Office collects information through its CMS, called DAMION. Data include defendant and incident information for all felony and misdemeanor arrests presented to SFDA for charging. DAMION contains more detailed information for filed cases and motions to revoke probation and other forms of community supervision, including case processing details and case dispositions.

Neighborhood Courts Data: Data regarding all cases referred to Neighborhood Court is managed in a separate cloud-based case management system, shared with the non-profit organization that administers Neighborhood Court hearings and tracks participant outcomes.

Crime Data: SFDA will obtain three years of police report data, notably Part I crimes, less serious crimes, and non-serious crimes. These data will serve as both outcome data and as potential leading indicators of crime.

Victim Data: Empirical evidence demonstrates a strong relationship between past and future victimization (Lauritsen & Quinet, 1995; Turanovic & Pratt, 2012). We will use data from DAMION that provide information relating to the incident address and home address of any reported victims. These data will include both Part I and less-serious forms of victimization.

Criminal History and Community Supervision Data: Perhaps the best predictor of future criminal involvement is prior criminal involvement. For this reason, criminal offender record information will be requested from the California Department of Justice. Also, the time and location of releases from incarceration or placement on probation will be used as an important leading indicator for future crime. California's Public Safety Realignment (Assembly Bill 109) has resulted in the release of a large number of inmates. Data regarding realigned offenders, including dates into and out of custody and the location of residence for releases, will be requested from the San Francisco Adult Probation Department, which supervises this population.

Neighborhood and Community Data: Data about San Francisco neighborhoods will include demographic and economic information from the 2010 U.S. Census and the 2013 American Community Survey estimates; GIS information regarding the street network, waterways, and green space; the location of schools, parks, and other government property from City Planning; zoning and land valuation information from the County Assessor; and the location and type of business from a current business directory.

Business and Alcohol License Data: Recent research has shown that particular businesses are criminogenic and foster situations for crime and victimization. For example, payday-lending banks are associated with higher crime rates (Kubrin et al 2011). Consistent with a routine activity framework, a recent study suggested that bars are positively associated with both simple and aggravated assaults (Pridemore & Grubesic, 2013). In combination with the static data on businesses of this type in the San Francisco area, CSIU will obtain data on new and revoked business and alcohol license establishments.

Methods

One specific objective of CSIU is to work with Neighborhood Prosecutors to develop a *predictive* tool to identify suitable candidates for the Neighborhood Courts program. Ultimately, the success of the Neighborhood Courts program is contingent upon the suitability of offenders for this program – specifically, these offenders should have low-risk of engaging in future violent criminal activity. While a number of assessment tools are available, the validity of many of these assessments has not been thoroughly evaluated and the predictive power of these assessments remains questionable. Even with optimum data, these instruments are constructed as linear combinations of indicators and cannot capture non-linear, conditional, or hidden relationships among indicators leading to severe limitations in predictive power. An important consequence of this lack of predictive power is that Neighborhood Prosecutors must err towards being overly conservative in Neighborhood Court referrals. To increase the application of the Neighborhood Courts program, better predictive instruments are required.

JSS and CSIU will explore the use of predictive analytic tools – statistical learning and pattern recognition techniques, including boosting, bagging, random forests, support vector machines, neural networks, and other models (see Berk 2008; Bishop 2006; Clarke, Fokoué, & Zhang 2009; Hastie, Tibshirani, & Friedman 2009; Williams 2011). Using existing data described above, JSS and CSIU will generate and validate a predictive tool for use in the Neighborhood Courts program. This predictive instrument will be designed to measure the risk of a subsequent violent offense from eligible participants in the Neighborhood Court. To maximize the predictive power of this tool, the CSIU will consider using a "super-learner" (see van der Laan & Rose 2011) to weight predictions from the various methods and parameterizations.

In addition to constructing a predictive instrument, JSS and CSIU will also provide the Neighborhood Prosecutors with information about the locations of hot spots and the identities of chronic offenders within San Francisco to optimize Neighborhood Court referrals, inform the Neighborhood Prosecutors' other functions, and enhance non-prosecution public safety strategies. Ongoing communication between the Neighborhood Prosecutors and the community will encourage the development of collective efficacy among community members.

Evaluation

JSS will conduct process and outcome evaluations of components of the program. The methodology of the evaluation will be contingent upon further discussions with SFDA during the planning period of the grant. However, the process evaluation will, at a minimum, describe how the SFDA set up and established the CSIU, how the Office used data for its decision-making, how the Neighborhood Prosecutors and Courts used analytics for selection of offenders, and how these changes affected the organization as a whole.

For the outcome evaluation, JSS recommends a controlled randomized experiment as the "gold standard," but if that is not possible then various quasi-experimental designs will be suggested, including natural experiments (such as regression-discontinuity designs), time series designs, and matched control group designs (using propensity score matching). JSS has extensive experience with experimental and quasi-experimental designs and is currently employing many of these methods as part of other projects.

3. Capabilities and Competencies

San Francisco District Attorney's Office

The District Attorney's Office investigates and prosecutes crime in San Francisco and supports victims of crime. The Office filed over 7,200 felony and misdemeanor cases in 2013,

including cases involving consumer fraud, real estate fraud, insurance fraud and financial fraud against elders, as well as actions to ensure environmental protection. The Office has over 200 staff including prosecutors, victim advocates, paralegals, investigators and other support staff. The Office is comprised of five divisions: Criminal Division; Victim Services Division; Special Operations (white collar and economic crimes); and, the Brady, Appellate and Training Division.

District Attorney George Gascón is a known innovator for his use of technology to prevent and predict crime. He improved the COMPSTAT system at the Los Angeles Police Department and introduced the system to the San Francisco Police Department during his tenure as Police Chief. District Attorney Gascón believes in using well-developed metrics and technology to drive organizational performance and improve public safety. In 2013, he launched DA Stat, a data-based tool, modeled after COMPSTAT, used to inform operational decision-making in the Office. Through DA Stat, SFDA examines criminal case processing in a comprehensive manner, from charging through sentencing.

In keeping with his focus on innovation and technology, District Attorney Gascón will establish the Crime Strategies and Intelligence Unit (CSIU) to serve as the backbone for his data-driven approach. The Smart Prosecution Initiative is the ideal project for SFDA as it aligns very closely with its philosophy and future.

The Crime Strategies and Intelligence Unit (CSIU) will be led by David Merin, SFDA Chief of the Criminal Division, Vertical Teams. Mr. Merin is a veteran San Francisco prosecutor, with trial experience ranging from the volume-intensive Misdemeanor and General Felonies Units, to the specialized and highly complex cases of the Sexual Assault and Homicide Units. As the Chief of the Criminal Division, Vertical Teams, he currently supervises the Homicide, Gang Violence, Sexual Assault and Child Assault Units. Mr. Merin's extensive knowledge of criminal

actors, locations, and trends in San Francisco; his experience and leadership at SFDA; and, his

commitment to leveraging technology to improve investigations and prosecutions will provide a

solid foundation for the CSIU.

Maria McKee, Policy & Grants Manager, will provide project and grants management

support, as well as analytic expertise to the CSIU. Ms. McKee serves as the policy manager for a

diverse array of projects, including the Neighborhood Courts and Neighborhood Prosecutors

initiative, the development of an Arrest Alert system, and DA Stat, which she co-authors each

month. Ms. McKee will contribute her extensive knowledge of San Francisco criminal justice

data to the CSIU, and work very closely with the grant-funded strategy analyst and JSS.

In addition to Mr. Merin, Ms. McKee, and the strategy analyst, the CSIU will also

intersect with the District Attorney Investigations and the Neighborhood Prosecution Units.

Thomas Shawyer, Captain of SFDA's Bureau of Investigations, is a former SFPD Chief of Staff,

and an early proponent of COMPSTAT. Captain Shawyer has provided leadership on the DA

Stat project since its inception. The Neighborhood Prosecution Unit is lead by Katherine Miller,

the Chief of Alternative Programs and Initiatives. During her tenure with SFDA, Ms. Miller has

managed several innovative initiatives, including large federally funded programs. Captain

Shawyer and Ms. Miller's guidance will ensure that the CSIU is implemented effectively, and

that it is fully integrated into SFDA operations.

Research Partner: Justice & Security Strategies, Inc. (JSS)

The SFDA selected *Justice & Security Strategies, Inc. (JSS)* as its research partner

because of its proven track record of conducting field research with law enforcement agencies,

including prosecutorial offices. JSS is the Research Partner for three Smart Policing sites: Los

Angeles Police Department (LAPD), Cambridge (MA) police, and York (ME) police. JSS's

evaluation of LAPD's SPI project (Operation LASER) found that reductions in violent crime in one LAPD division were statistically significant and the direct result of police interventions in chronic locations and with chronic offenders. In Cambridge, JSS is conducting a randomized control trial to determine the effects of focused deterrence on recidivism and crime. JSS has worked extensively with the Miami-Dade State Attorney's Office, serving as its research partner for Project Safe Neighborhoods, gangs and gun violence, and mortgage fraud projects funded by the Bureau of Justice Assistance. For this project, JSS will work closely with the SFDA's Office and CSIU by processing data, assisting with computer mapping techniques, conducting advanced analysis (using predictive tools), and conducting an evaluation of strategic interventions.

Dr. Craig D. Uchida, President and founder of JSS, is one of the leading experts in the country on predictive policing. He and Ms. Shellie Solomon have worked directly with the Los Angeles Police Department since 2009 when predictive policing first began in earnest. They have worked with captains and analysts in three LAPD Divisions to track and evaluate the impact of predictive policing on crime. Dr. Uchida has written three articles, taught courses, and given lectures and seminars at conferences and sites across the country on predictive policing. JSS is currently testing and evaluating different software packages on predictive policing in Columbia, SC through an NIJ grant. In addition to Dr. Uchida's work on predictive policing he has over 30 years of experience working with criminal justice agencies nationally and internationally on research projects, training, and technical assistance. His doctorate is from the University of Albany in criminal justice and criminology.

Dr. Uchida's team includes Ms. Shellie Solomon, Dr. Marc Swatt, and Ms. Kristine Hamann. Ms. Solomon is an economist and criminal justice researcher who has conducted evaluations of community policing, domestic violence, and law enforcement technology. She has

extensive knowledge and experience in GIS. She is completing her doctorate in governance at

the University of Maastricht, Netherlands in 2014. Dr. Marc Swatt is a senior statistician who

has been involved with collecting, analyzing, geocoding, and mapping large databases, such as

calls for service, police report data and arrest data across multiple municipalities, including Los

Angeles and San Antonio. Dr. Swatt received his doctorate from the University of Nebraska at

Omaha. Ms. Kristine Hamann is a former Executive Assistant District Attorney for the

Manhattan District Attorney's Office. Currently a Visiting Fellow at BJA, she has expertise in

creating and implementing a crime strategies and intelligence unit as well as extensive

experience in prosecuting felonies and misdemeanors.

4. Plan for Collecting Data for Performance Measures

The measures required by this grant under the Government Performance and Results Act

(GPRA) of 1993 will be collected and reported on by the CSIU and JSS. These performance

measures will be an integral part of the process evaluation conducted by JSS, as they include

information prior to and during the project period. For example, three measures are requested

during the six months prior to grant funding and after the project began: 1) the number of times

data were collected; 2) the number of statistical analyses conducted; and 3) the number of

research or evidence-based tools or solution deployed. The number of program tasks completed,

the number of new solutions employed and the number of new research-based initiatives are

measures that will be tracked and reported upon routinely by CSIU and JSS.

Other performance measures are directly related to supporting and sustaining the SPI

strategy. These include the amount of non-grant dollars expended, the hiring of new staff, the

adoption of new policies, new formal agreements, new partnerships, and briefings that promote

evidence-based practices. All of these measures will be tracked, monitored, and reported on by CSIU and JSS.

5. Sustainability

The SFDA takes a broad view of program sustainability for this initiative. That is, during the planning and implementation phases of this grant, we will consider how to sustain a research-informed, data-driven strategy within a prosecutor's office after grant funds expire. This means being mindful of 1) the specific principles of the approach, 2) the budgetary needs of the project, and 3) the essential components that lead to success for the project.

First, the principles of the approach are sustainable because of the philosophy and direction provided by District Attorney Gascón. He has expressed the need for prosecutors and staff to use data and predictive analytics for strategic prosecution purposes, and to use research findings to guide SFDA processes and initiatives. As the project progresses, these principles will be reinforced by the establishment of the CSIU and through the research capacity of JSS. This project will enable the Office to demonstrate how CSIU and a research partner can work with prosecution units effectively.

Second, the budgetary needs of the project include costs for an analyst, travel, training, and the research partner. The position of the analyst, which is critical to the CSIU, will be requested through the city budget and hopefully made permanent within the Office. The research partner, JSS, has indicated a willingness to write grant proposals to BJA, NIJ, and other funding sources to continue its working relationship with the SFDA.

Third, the essential components that lead to the success of the project will not be known until the process and impact evaluations are completed. JSS will provide findings and recommendations that speak to what worked and what did not and thus provide the Office with

useful results going forward. These results will be used to make the case to the Mayor and the

Board of Supervisors to invest General Fund dollars into the CSIU.

6. Products and Deliverables

The SFDA and JSS will be involved in the development of products and the

dissemination of information regarding this project. One of the primary deliverables will be the

development of tools, such as the Neighborhood Courts predictive tool, and other statistical

programs. While the development of these tools will be labor intensive, and benefit from the

research expertise of JSS, eventually, these tools will be automated to some degree. In this way,

the work of this grant will create tangible products that will sustain Smart Prosecution objectives

over the long run for SFDA.

We are also committed to making practitioners, policy makers, and researchers aware of

the results as we go along. Because of BJA's emphasis on evidence-based practices, it is

incumbent upon us to provide information to multiple outlets. First, the SFDA and JSS will

present various aspects of the project to researchers, practitioners, and policy makers at

conferences including the annual meetings of the Association of Prosecuting Attorneys, the

National Governors Association, the National Criminal Justice Association, the American

Society of Criminology, and the Academy of Criminal Justice Sciences. Second, brief articles

will be written for the criminal justice community, including a report that describes the use of

predictive analytics for prosecutors or a report on the use of data for Neighborhood Prosecution

teams. Third, JSS and CSIU will jointly produce articles for peer-reviewed journals, including

but not limited to Criminology, Justice Quarterly, Criminology & Public Policy, Police

Quarterly, Journal of Experimental Criminology, and the like.

Smart Prosecution Initiative in San Francisco:
Predictive Analytics for Strategic Prosecution

Budget Detail Worksheet

Year 1 & 2 Summary (Full Grant Period)

A. Personnel/Salary Costs	$168,896
B. Fringe Benefits	$72,626
C. Travel	$11,856
D. Equipment	$7,330
E. Supplies	$0
F. Construction	$0
G. Consultants/Contracts	$170,000
H. Other	$0
I. Indirect Costs	$16,890
TOTAL PROJECT COSTS	**$447,598**
Federal Request	**$447,598**
Applicant Funds, if any, to be applied to this project	**$0**

See following pages for separate itemized budget for each year of grant activity.

Year One

A. Personnel   **$84,448**

Item	Computation	Cost
Strategy Analyst (1822)	$84,448 x 100%	$84,448

B. Fringe Benefits   **$36,313**

Item	Computation	Cost
Strategy Analyst Fringe	$84,448 x 43%	$36,313

C. Travel   **$5,928**

Item	Computation	Cost
Travel to Smart Prosecution Meeting, Washington DC		
Airfare	$500 x 4 people x 1.13 Carbon Offset	$2,260
Lodging	$211 x 4 people x 3 nights	$2,532
Meals & Incidentals	$71 x 4 people x 4 days	$1,136

D. Equipment   **$7,330**

Item	Computation	Cost
Computers suitable for data processing & analysis	$1,500 x 2 computers	$3,000
Color Laserjet Printer	$200 x 1 printer	$200
Color Laserjet Printer Ink	$26 x 5 cartridges	$130
Tablets	$800 x 5 tablets	$4,000

E. Supplies   **$0**

Item	Computation	Cost
N/A		

F. Construction   **$0**

Item	Computation	Cost
N/A		

G. Consultants/Contracts $85,000

Item	Cost
Justice & Security Strategies, Inc.	$75,000
GIS Training	$5,000
Crime & Intelligence Analysis Training	$5,000

H. Other $0

Item	Computation	Cost
N/A		

Total Direct Costs $219,019

I.   Indirect Costs

Item	Computation	Cost
Indirect Cost on Personnel Line Item	$84,448 x 10%	$8,445

Year 1 Summary

A. Personnel/Salary Costs	$84,448
B. Fringe Benefits	$36,313
C. Travel	$5,928
D. Equipment	$7,330
E. Supplies	$0
F. Construction	$0
G. Consultants/Contracts	$85,000
H. Other	$0
I. Indirect Costs	$8,445
TOTAL PROJECT COSTS	**$227,464**
Federal Request	**$227,464**
Applicant Funds, if any, to be applied to this project	$0

Year Two

A. Personnel   **$84,448**

Item	Computation	Cost
Strategy Analyst (1822)	$84,448 x 100%	$84,448

B. Fringe Benefits   **$36,313**

Item	Computation	Cost
Strategy Analyst Fringe	$84,448 x 43%	$36,313

C. Travel   **$5,928**

Item	Computation	Cost
Travel to Smart Prosecution Meeting, Washington DC		
Airfare	$500 x 4 people x 1.13 Carbon Offset	$2,260
Lodging	$211 x 4 people x 3 nights	$2,532
Meals & Incidentals	$71 x 4 people x 4 days	$1,136

D. Equipment   **$0**

Item	Computation	Cost
N/A		

E. Supplies   **$0**

Item	Computation	Cost
N/A		

F. Construction   **$0**

Item	Computation	Cost
N/A		

G. Consultants/Contracts   **$85,000**

Item	Cost
Justice & Security Strategies, Inc.	$75,000
GIS Training	$5,000
Crime & Intelligence Analysis Training	$5,000

H. Other   **$0**

Item	Computation	Cost
N/A		

Total Direct Costs   **$211,689**

    II.   Indirect Costs

Item	Computation	Cost
Indirect Cost on Personnel Line Item	$84,448 x 10%	$8,445

Year 2 Summary

J. Personnel/Salary Costs	$84,448
K. Fringe Benefits	$36,313
L. Travel	$5,928
M. Equipment	$0
N. Supplies	$0
O. Construction	$0
P. Consultants/Contracts	$85,000
Q. Other	$0
R. Indirect Costs	$8,445
TOTAL PROJECT COSTS	**$220,134**
Federal Request	**$220,134**
Applicant Funds, if any, to be applied to this project	$0

Smart Prosecution Initiative in San Francisco:
Predictive Analytics for Strategic Prosecution

Budget Narrative

Year One

A. Personnel   **$84,448**

Under direction, as part of the Crime Strategies and Intelligence Unit, the Strategy Analyst will focus on gathering appropriate and valid data, and using statistical tools (ArcGIS, Stata, predictive analytics) to identify chronic locations and chronic offenders, both nonviolent and violent, in San Francisco. As the first analyst dedicated to crime analysis and mapping in the San Francisco District Attorney's Office, the Strategy Analyst will be essential to achieving the goals of this Smart Prosecution Initiative. For each year of the grant, 100 percent of the analyst's time will be committed to the Smart Prosecution Initiative. The skills required for this position fall under San Francisco's 1822 Administrative Analyst classification (Step 5), which has an annual salary of $84,448: $84,448 x 1 year=$84,448

B. Fringe Benefits   **$36,313**

Fringe benefits include Social Security, Medicare, Flex Benefits, Health Insurance, Dependent Coverage, Long Term Disability, Retirement, Unemployment Insurance and Dental Insurance. The total rate is 43% for the Strategy Analyst (1822, Step 5). Based on the annual salary of $84,448 for the Strategy Analyst, 43 percent for each year is $72,625: $84,448 x .43 x 1 Year=$36,313.

C. Travel   **$5,928**

As suggested in the Smart Prosecution Grant Announcement, we are requesting a total of $5,928 each year to fund the cost of four-person teams of agency and research partner representatives to attend two 2-day meetings during the 24-month project period. Calculations, based on travel to Washington, DC, are calculated as follows:

Year 1 Total Travel Cost: $5,928
Airfare: $500 (average cost to DC) x 4 people x 13% carbon offset (SF required) - $2,260
Lodging: $211 (average government rate approved for DC) x 4 people x 3 days - $2,532
Incidentals: $71 (approved daily rate) x 4 people x 4 days - $1,136

D. Equipment   **$7,330**

In the first year of the grant, we are requesting two computers for the Strategy Analyst and the Policy Manager with sufficient computing capacity to work with very large datasets, run high level statistical analysis, and conduct comprehensive mapping analyses. A color laserjet printer and ink are requested so that the Crime Strategies and Intelligence Unit may print high quality color maps and data visualizations, which will be used to disseminate findings. Five tablets are

requested for the Neighborhood Prosecutors so that they may have crime analysis findings and maps at their fingertips in the community, where they work with police and community members as liaisons to the District Attorney's Office. The equipment requested will enable the unit to realize crime strategies objectives.

Total Equipment Cost: $7,330
Computers: $1,500 each x 2 computers - $3,000
Color Laserjet Printer: $200
Color Laserjet Printer Ink: $26 per cartridge x 5 cartridges - $130
Tablets: $800 each x 5 Neighborhood Prosecutors - $4,000

E. Supplies   **$0**

F. Construction   **$0**

G. Consultants/Contracts **$85,000**

The Research Partner, Justice & Security Strategies, Inc. (JSS) will play a pivotal role in the project by assisting the Crime Strategies & Intelligence Unit (CSIU) with problem identification, data validation, problem analysis, and chronic locations and chronic offenders identification. The SFDA selected JSS as its research partner because of its proven track record of conducting field research with law enforcement agencies, including prosecutorial offices. The SFDA will enter into a sole source contract with JSS, following local requirements, for $75,000 for each year. Note that the two year total does not exceed the federal non-competitive procurement threshold of $150,000.

SFDA will also contract for GIS and Crime & Intelligence Analysis Training for the CSIU team. Extensive training in the latest mapping, crime intelligence and analysis approaches will ensure that Unit staff implement evidence-based strategies. Total training costs are estimated at $10,000 each year.

H. Other   **$0**

Total Direct Costs   **$219,019**

I. Indirect Costs   **$8,445**

In order to cover fiscal, administrative and management costs associated with this grant, SFDA is requesting indirect costs totaling ten percent of Personnel costs. For each year, Personnel costs under this grant total $84,448. Ten percent of that is $8,445 each year.

YEAR 1 TOTAL PROJECT COSTS	**$227,464**

Year Two

A. Personnel   **$84,448**

Under direction, as part of the Crime Strategies and Intelligence Unit, the Strategy Analyst will focus on gathering appropriate and valid data, and using statistical tools (ArcGIS, Stata, predictive analytics) to identify chronic locations and chronic offenders, both nonviolent and violent, in San Francisco. As the first analyst dedicated to crime analysis and mapping in the San Francisco District Attorney's Office, the Strategy Analyst will be essential to achieving the goals of this Smart Prosecution Initiative. For each year of the grant, 100 percent of the analyst's time will be committed to the Smart Prosecution Initiative. The skills required for this position fall under San Francisco's 1822 Administrative Analyst classification (Step 5), which has an annual salary of $84,448: $84,448 x 1 year=$84,448

B. Fringe Benefits   **$36,313**

Fringe benefits include Social Security, Medicare, Flex Benefits, Health Insurance, Dependent Coverage, Long Term Disability, Retirement, Unemployment Insurance and Dental Insurance. The total rate is 43% for the Strategy Analyst (1822, Step 5). Based on the annual salary of $84,448 for the Strategy Analyst, 43 percent for each year is $72,625: $84,448 x .43 x 1 Year=$36,313.

C. Travel   **$5,928**

As suggested in the Smart Prosecution Grant Announcement, we are requesting a total of $5,928 each year to fund the cost of four-person teams of agency and research partner representatives to attend two 2-day meetings during the 24-month project period. Calculations, based on travel to Washington, DC, are calculated as follows:

Year 2 Total Travel Cost: $5,928
Airfare: $500 (average cost to DC) x 4 people x 13% carbon offset (SF required) - $2,260
Lodging: $211 (average government rate approved for DC) x 4 people x 3 days - $2,532
Incidentals: $71 (approved daily rate) x 4 people x 4 days - $1,136

D. Equipment   **$0**

E. Supplies   **$0**

F. Construction   **$0**

G. Consultants/Contracts   **$85,000**

The Research Partner, Justice & Security Strategies, Inc. (JSS) will play a pivotal role in the project by assisting the Crime Strategies & Intelligence Unit (CSIU) with problem identification, data validation, problem analysis, and chronic locations and chronic offenders identification. The SFDA selected JSS as its research partner because of its proven track record of conducting field

research with law enforcement agencies, including prosecutorial offices. The SFDA will enter into a sole source contract with JSS, following local requirements, for $75,000 for each year. Note that the two year total does not exceed the federal non-competitive procurement threshold of $150,000.

SFDA will also contract for GIS and Crime & Intelligence Analysis Training for the CSIU team. Extensive training in the latest mapping, crime intelligence and analysis approaches will ensure that Unit staff implement evidence-based strategies. Total training costs are estimated at $10,000 each year.

H. Other   **$0**

Total Direct Costs   **$211,689**

I. Indirect Costs   **$8,445**

In order to cover fiscal, administrative and management costs associated with this grant, SFDA is requesting indirect costs totaling ten percent of Personnel costs. For each year, Personnel costs under this grant total $84,448. Ten percent of that is $8,445 each year.

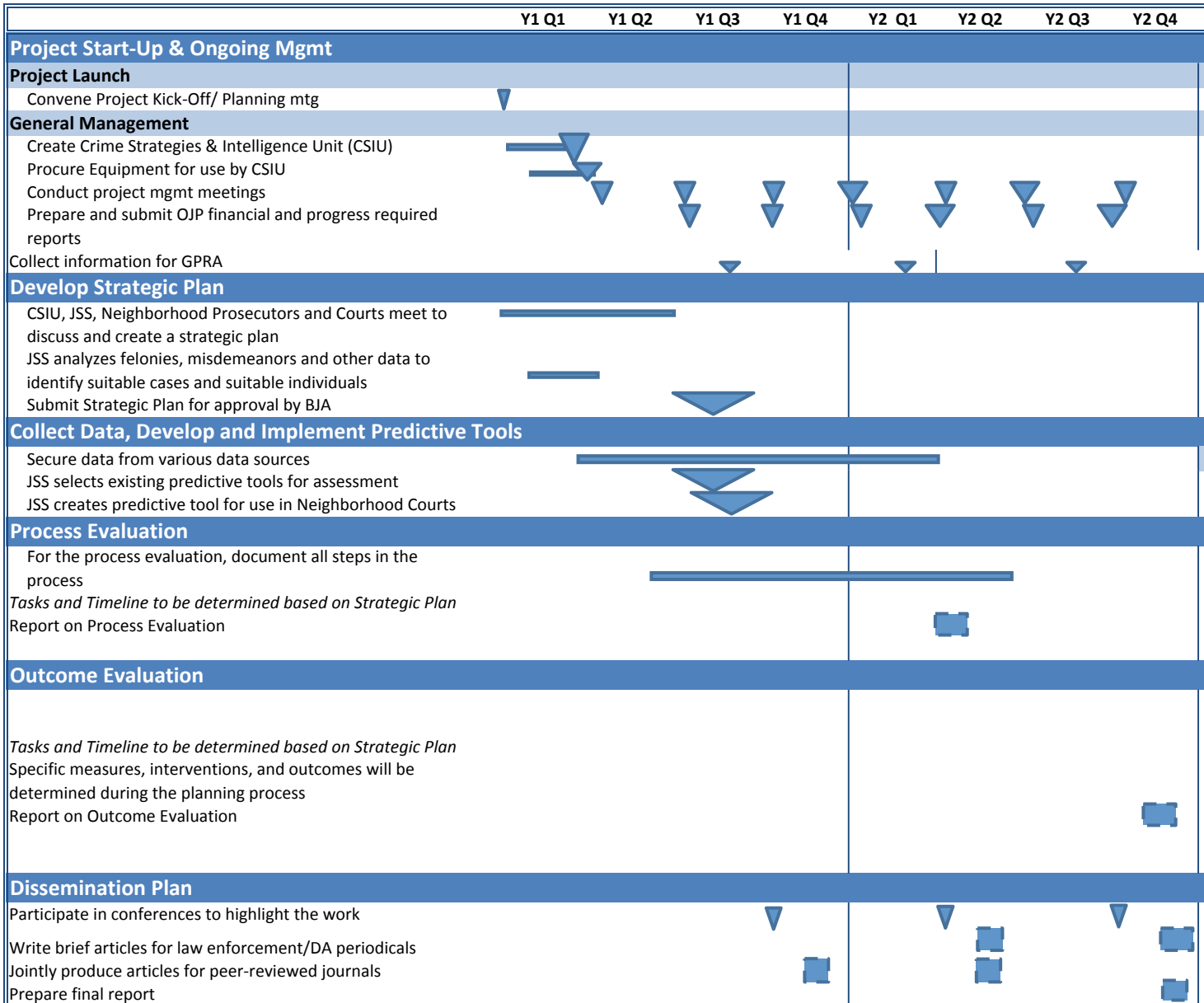| YEAR 2 TOTAL PROJECT COSTS	$220,134

Appendix 1: References

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M.J. van der Laan, & S. Rose (2011). *Targeted Learning: Causal Inference for Observational and Experimental Data*. New York: Springer.

Wellford, C. F., Pepper, J. V., & Petrie, C. V. (2005). *Firearms and Violence: A Critical Review*. Washington D.C.: National Academies Press.

Wolfgang, M.E., Figlio, R. M., & Sellin, T. (1972). *Delinquency in a Birth Cohort.* Chicago: University of Chicago Press.

Appendix 2: Timeline

Smart Prosecution Initiative in San Francisco: Predictive Analytics for Strategic Prosecution

	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4

Project Start-Up & Ongoing Mgmt

Project Launch
Convene Project Kick-Off/ Planning mtg

General Management
Create Crime Strategies & Intelligence Unit (CSIU)
Procure Equipment for use by CSIU
Conduct project mgmt meetings
Prepare and submit OJP financial and progress required reports
Collect information for GPRA

Develop Strategic Plan

CSIU, JSS, Neighborhood Prosecutors and Courts meet to discuss and create a strategic plan
JSS analyzes felonies, misdemeanors and other data to identify suitable cases and suitable individuals
Submit Strategic Plan for approval by BJA

Collect Data, Develop and Implement Predictive Tools

Secure data from various data sources
JSS selects existing predictive tools for assessment
JSS creates predictive tool for use in Neighborhood Courts

Process Evaluation

For the process evaluation, document all steps in the process
Tasks and Timeline to be determined based on Strategic Plan
Report on Process Evaluation

Outcome Evaluation

Tasks and Timeline to be determined based on Strategic Plan
Specific measures, interventions, and outcomes will be determined during the planning process
Report on Outcome Evaluation

Dissemination Plan

Participate in conferences to highlight the work

Write brief articles for law enforcement/DA periodicals
Jointly produce articles for peer-reviewed journals
Prepare final report

Appendix 3: Applicant Disclosure of Pending Applications

"The San Francisco District Attorney does not have pending applications submitted within the last 12 months for federally funded assistance that includes requests for funding to support the same project being proposed under this solicitation and will cover the identical cost items outlined in the budget narrative and worksheet in the application under this solicitation."

Appendix 4: Research Integrity and Independence

Justice & Security Strategies, Inc.

Research Independence and Integrity

Justice & Security Strategies, Inc. and its research team members and consultant ensure that the design, conduct, or reporting of research funded by BJA will not be biased by any financial interest on the part of the investigators responsible for the research or on the part of the applicant.

JSS has established a Conflict of Interest Policy (see attached) that explains the process and procedures to identify, mitigate and if necessary, eliminate potential personal or financial conflicts of interest on the part of its staff, consultants, and/or sub-recipients. The policy enables JSS to identify any potential organizational conflicts of interest with regard to the proposed research/evaluation.

Each member of the research team, whether it be a staff member, consultant, or sub-recipient, will be provided the policy, will read the policy, and agree to comply with it. This will ensure that they are aware of the policy and on notice to disclose any and all apparent or real conflicts of interest to JSS.

For the Smart Prosecution Initiative project JSS reasonably believes that no potential personal or organizational conflicts of interest exist. The project does not include the development or creation of new software packages, hardware, or tangible goods. There are no inventions that might arise from the research that will be undertaken. Nor does any individual or organization working on this project have financial interests in the police agencies that are subjects of the study, nor do any of the police agencies have financial interests in the companies or universities conducting the study.

Signed by:

Craig D. Uchida

May 27, 2014

_____   _____

Dr. Craig D. Uchida   Date
President, JSS

Justice & Security Strategies, Inc.   Tel +1 (301) 432-3132
P.O. Box 6188   Fax +1 (877) 788-4235
Silver Spring, MD 20916   Email cduchida@jssinc.org
                                             Web www.jssinc.org

Justice & Security Strategies, Inc. (JSS)
Conflict of Interest Policy[1]
For Officers, Employees, Consultants, and Sub-Recipients

Article I -- Purpose

1. The purpose of this conflict of interest policy is to protect JSS's interests when it is contemplating entering into a transaction or arrangement that might benefit the private interests of an officer, employee or consultant that might result in a possible excess benefit transaction.

2. This policy is intended to address the issues raised by the National Institute of Justice (NIJ) in its section related to Research Independence and Integrity.

Article II -- Definitions

1. **Interested person** -- Any principal officer, employee, consultant, or sub-recipient who has a direct or indirect financial interest, as defined below, is an interested person.

2. **Financial interest** -- A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

   a. An ownership or investment interest in any entity with which JSS has a transaction or arrangement,

   b. A compensation arrangement with JSS or with any entity or individual with which JSS has a transaction or arrangement, or

   c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which JSS is negotiating a transaction or arrangement.

   Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

   A financial interest is not necessarily a conflict of interest. A person who has a

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[1] This policy is based on the IRS model Conflict of Interest policy, which is an attachment to Form 102

financial interest may have a conflict of interest only if the Board or President decides that a conflict of interest exists, in accordance with this policy.

Article III -- Procedures

1. **Duty to Disclose --** In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the JSS Board of Directors and President.

2. **Recusal of Self –** Any officer, employee, consultant, or sub-recipient may recuse himself or herself at any time from involvement in any decision, discussion, or project in which the person believes he or she has or may have a conflict of interest, without going through the process for determining whether a conflict of interest exists.

3. **Determining Whether a Conflict of Interest Exists --** After disclosure of the financial interest and all material facts, and after any discussion with the interested person, the JSS Board or President shall decide if a conflict of interest exists.

4. **Procedures for Addressing the Conflict of Interest**

   a. An interested person may make a presentation at a JSS Board Meeting or before the JSS President, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

   b. After exercising due diligence, the Board or President shall determine whether JSS can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

   c. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the Board or President shall determine whether the transaction or arrangement is in JSS's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

5. **Violations of the Conflicts of Interest Policy**

   a. If the Board or President has reasonable cause to believe an interested person has failed to disclose actual or possible conflicts of interest, it shall inform the person of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

   b. If, after hearing the person's response and after making further investigation as warranted by the circumstances, the Board or President determines the person

has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

Article IV – Records of Proceedings

The minutes of the Board shall contain:

a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board's or President's decision as to whether a conflict of interest in fact existed.

b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Article V – Annual Statements

1. Each principal officer, staff member, consultant, or sub-recipient shall annually sign a statement which affirms such person:

   a. Has received a copy of the conflict of interest policy,

   b. Has read and understands the policy,

   c. Has agreed to comply with the policy, and

   d. Understands JSS is an independent research entity that conducts independent research studies and evaluations to accomplish its organizational goals.

2. If at any time during the year, the information in the annual statement changes materially, the director shall disclose such changes and revise the annual disclosure form.

3. The Board or President shall regularly and consistently monitor and enforce compliance with this policy by reviewing annual statements and taking such other actions as are necessary for effective oversight.

Article VII – Periodic Reviews

To ensure JSS operates in a manner consistent with its mission, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

a. Whether compensation arrangements and benefits are reasonable, based on the result of arm's length bargaining.

b. Whether partnerships, joint ventures, and arrangements with management organizations, if any, conform to JSS's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, and do not result in inurement or impermissible private benefit or in an excess benefit transaction.

Article VIII – Use of Outside Experts

When conducting the periodic reviews as provided for in Article VII, JSS may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the Board of its responsibility for ensuring periodic reviews are conducted.

Initial Conflict of Interest policy adopted September 2013.

Officer, Staff, and Consultant
Annual Conflict of Interest Statement

1. Name: _____   Date: _____

2. Position:
   Are you an Officer?   Yes   No
   If you are an Officer, which Officer position do you hold:
   _____.
   Are you an Employee? Yes No

   Are you a Consultant? Yes No

3. I affirm the following (please initial each statement):

   I have received the Conflict of Interest Policy.

   I have read the Conflict of Interest Policy.

   I will comply with the Conflict of Interest Policy.

4. Disclosures:

   a. Do you have a financial interest (current or potential), including a compensation arrangement, as defined in the Conflict of Interest policy with JSS? Yes   No

      i. If yes, please describe it:_____
      ii. If yes, has the financial interest been disclosed, as provided in the Conflict of Interest policy? Yes   No

   b. In the past, have you had a financial interest, including a compensation arrangement, as defined in the Conflict of Interest policy with JSS? Yes   No

      i. If yes, please describe it, including when (approximately):
      _____
      ii. If yes, has the financial interest been disclosed, as provided in the Conflict of Interest policy? Yes   No

_____   Date _____
Signature

Appendix 5: Curriculum Vitae

DR. CRAIG D. UCHIDA

PO Box 6188, Silver Spring, MD 20916 (301) 438-3132 (office)

Email: cduchida@jssinc.org Website: 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:

- Visiting Fellow, Bureau of Justice Assistance, Office of Justice Programs, US Department of Justice (2012-2014), "Police Innovations in the 21st Century"
- Instructor, California Command College, San Diego, CA (teach a course in Predictive Policing to police lieutenants and above)
- Project Director, Evaluation of the LAPD TEAMS II Early Identification System (2014-2016) (NIJ funded)
- Project Director, Linking Theory to Practice: Testing Geospatial Predictive Policing in a Medium-Sized Police Agency (2014-2016) (NIJ funded)
- Principal Investigator and Research Partner for Smart Policing in the LAPD (2010-present) (BJA funded)
- Principal Investigator and Research Partner for Smart Policing in the Cambridge (MA) Police Department (2011-present) (BJA funded)

EXPERIENCE: U.S. DEPARTMENT OF JUSTICE

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

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

ACADEMIC APPOINTMENTS

Affiliate Associate Professor. Administration of Justice Program at George Mason University, Manassas, VA. December 1999 to 2009.

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

Selected Articles

Uchida, C. D. 2009. Predictive Policing in Los Angeles: Planning and Development. White paper published by Justice & Security Strategies, Inc. December.

Uchida, C. D. 2010.   "A National Discussion on Predictive Policing: Defining Our Terms and Mapping Successful Implementation Strategies," *National Institute of Justice, Department of Justice. No. NCJ230404*. Accessed May 20, 2013 at https://www.ncjrs.gov/pdffiles1/nij/grants/230404.pdf

Uchida, Craig D., Swatt, M., Gamero, D., Lopez, J., Salazar, E., King, E., Maxey, R., Ong, N., Wagner, D., & White, M. D. Los Angeles, California Smart Policing Initiative: Reducing gun-related violence through Operation LASER. Smart Policing Initiative: Site Spotlight. Bureau of Justice Assistance. U.S. Department of Justice. Washington, D.C.: U.S. Government Press, 2012.

Uchida, Craig D. and Marc Swatt. "Operation LASER and the Effectiveness of Hotspot Patrol: A Panel Analysis," *Police Quarterly*. 16, 287-304, 2013.

Uchida, Craig D. "Predictive Policing", in Gerben Bruinsma and David Weisburd, Editors-in-Chief, Encyclopedia of Criminology and Criminal Justice. NY: Springer-Verlag, online edition. 2013. (peer-reviewed)

Uchida, Craig D. "Systems of Performance Measurement", in Gerben Bruinsma and David Weisburd, Editors-in-Chief, Encyclopedia of Criminology and Criminal Justice. NY: Springer-Verlag, online edition. 2013. (peer-reviewed)

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.

SHELLIE E. SOLOMON

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Doctoral Candidate, University of Maastricht, Netherlands
United Nations University Public Policy and Governance

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

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

Responsibilities: Project Director of the Service Network for Children of Inmates contract, involving twelve community-, faith- and professionally-based organizations, with funding from The Children's Trust of Miami-Dade County.   Research Associate assisting with "SMART Policing in Los Angeles, CA Police Department."   Principal Investigator for Evaluation of Miami-Dade Child Support and Parent Time-Sharing Plan Establishment Project; Principal Investigator of Urban Partnership of Miami's Collective Efficacy Implementation Effort; Principal Investigator for NIJ grants "Linking Theory to Practice: Testing Geospatial Predictive Policing in a Medium-Sized Police Agency" and "LAPD's TEAMS II: The Impact of a Police Integrity Early Intervention System."

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, websites, articles and slide presentations. Assists with strategic thinking and planning efforts based upon the information developed from data analysis.

PROFESSIONAL EXPERIENCE

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

Manager, Information Analysis, Information Resources Division, **Nuclear Energy Institute**.
September 1997 to September 1998

Office of Community Oriented Policing Services (COPS), U. S. Department of Justice
Regional Supervisor. August 1996 to August, 1997

  Senior Policy Analyst, May 1995 to August 1997

  Grant Advisor and Program Analyst, December 1994 to May 1995

PUBLICATIONS

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

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

Uchida, Craig D., **Shellie E. Solomon**, and Edward R. Maguire. "Neighborhood-Based Policing, Austin Style, An Assessment." Washington, DC: 21st Century Solutions, 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: 21st 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: 21st 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: 21st Century Solutions, Inc. April 2002.

Solomon, Shellie E., and Craig D. Uchida. "Evaluating the School Based Partnership Program In Hollywood, Florida." (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: 21st 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.

Solomon, Shellie E., and Craig D. Uchida. "Working with Truants: The Miami Police Department 1998 School-Based Partnership." (2007).

Solomon, Shellie E., and Craig D. Uchida. "*Needs Assessment and Operation Plan Summary: Children of Incarcerated Parents in Miami-Dade County."* Justice &Security Strategies, Inc. (2007).

Swatt, Marc, Sean Varano, Craig D. Uchida, and Shellie E. Solomon, "Fear of Crime, Incivilities, and Collective Efficacy in Four Miami Neighborhoods," Journal of Criminal Justice, Vol. 41: 1-11, 2013.

Uchida, C. D., Swatt, M. L., Solomon, S. E., Varano, S., Connor, C., Mash, J., Putt, C. & Adams, R. Neighborhoods and Crime: Collective Efficacy and Social Cohesion in Miami-Dade County. Justice & Security Strategies, Inc. (2013).

Uchida, Craig D., Swatt, M., Solomon, S.E., & Varano, S. "Data-Driven Crime Prevention: New Tools for Community Involvement and Crime Control," a white paper published by Justice & Security Strategies, Inc. (2014).

EDUCATION

University of Maastricht, Netherland
Ph.D. Fellow and Doctoral Candidate, *United Nations University Public Policy and Governance*
Degree expected in 2014
Dissertation Topic: *Destabilizing Neighborhoods: Impacts of Mass Foreclosures on*
Collective Efficacy and Crime

University of Rochester   University of Oklahoma
M.S., 1991 *Public Policy Analysis Program*   B.A., 1989, with highest honors *Economics*

Georgetown University
Certificate Program for Private Sector Leaders, Juvenile Justice and Child Welfare: Multi-System
Integration, January 2011.

COMPUTER SKILLS

Expert knowledge of ArcGIS including Spatial Analyst, Adobe Creative Suite, Microsoft Office
Suite
Proficient in i2 Analyst Notebook and iBase database
Proficient in human resource management programs (PeopleSoft)
Proficient with SPSS/ SAS/ STATA.

Marc L. Swatt
Curriculum Vitae

Contact Information

6138 S 102nd Street
Omaha, NE 68127
(402) 490 - 9604
E-mail: marc.swatt@gmail.com

Employment

Jan 2012 – Current   Senior Research Associate. Justice & Security Strategies.
- Analyzing data using a variety of multivariate models as needed
- Assisting with the preparation of grant proposals, research presentations, research reports, and peer-reviewed manuscripts
- Mapping and analyzing police data and other spatially referenced data
- Aiding with survey instrument construction
- Cleaning, recoding, and documenting datasets for future use

Jan 2012 – Current   President, MLS Applied Statistics, LLC.

2009 – May 2012   Assistant Professor. University of Nebraska at Omaha. School of Criminology and Criminal Justice

Education

Ph.D.   2003   University of Nebraska at Omaha – Criminal Justice
Specialization: Quantitative Methods, Criminological Theory
Dissertation: "Short-Term Forecasting of Crime for Small Geographic Areas." Chair: Dennis Roncek

M.A.   1999   Kent State University – Criminal Justice Studies
Thesis: "An Examination of an Older Sibling's Delinquency as a Unique Contributor to Adolescent Delinquent Behavior."

B.A.   1998   Kent State University – Criminal Justice Studies

B.A.   1997   University of Delaware – Psychology

Software and Statistical Analytic Skills

- Proficient with SPSS, Stata, SAS, LIMDEP, HLM, MapInfo, and CrimeStat
   - Previously taught courses using all of these programs
- Experience with ArcGIS, Matlab, WinSteps, IRTPRO, Splus, Mplus, AMOS, and GeoDa
   - Previously used these programs in research projects
- Extensive experience with many multivariate statistical models (many of which were also taught in PhD-level statistics courses)
   - Univariate and bivariate statistics
   - OLS models and diagnostic procedures

- o   Nonparametric and robust regression models
- o   GLM and other limited dependent variable models
- o   Sample selection and treatment effects models
- o   Structural equation models
- o   Multilevel models
- o   Time Series analysis
- o   Missing data analysis
- o   Crime mapping and spatial analysis
- o   Propensity score and other counterfactual models
- o   IRT and Classic Test theory scale analysis
- Extensive experience working with large, complex datasets in a number of different formats

Current Projects with Justice & Security Strategies, Inc.

Linking Theory to Practice: Testing Geospatial Predictive Policing in a Medium-Sized Police Agency
- Funded by the National Institute of Justice
- Lead analyst and statistician
- Designed methodology for assessing forecasting methods and experimental design
- Assisting with preparing reports and manuscripts

Evaluation of the LAPD TEAMS II Early Identification System
- Funded by the National Institute of Justice
- Lead analyst and statistician
- Designed methodology for Regression-Discontinuity and Time Series sections
- Assisting with preparing reports and manuscripts

Operation LASER in the Los Angeles Police Department
- Initially funded by the Bureau of Justice Assistance, further funding from the Los Angeles Police Foundation
- Lead analyst and statistician
- Designed time series evaluation strategy
- Assisted with preparation of reports and manuscripts

Publications

Uchida, C. D. and **Swatt, M. L**. (2013). Operation LASER and the effectiveness of hotspot patrol: A panel analysis. Police Quarterly, 16, 287-304.

Posick, C., A. Farrell, and **M.L. Swatt**. (2013) "Do Boys Fight and Girls Cut? A General Strain Theory Approach to Gender and Deviance." *Deviant Behavior*.

Swatt, M.L., S.P. Varano, C.D. Uchida, S.E. Solomon. (2013). "Fear of Crime, Incivilities, and Collective Efficacy in Four Miami Neighborhoods." *Journal of Criminal Justice, 41*: 1-11.

Murray, R.K. and **M.L. Swatt**. (2013). "Disaggregating the Relationship between Schools and Crime: A Spatial Analysis." *Crime and Delinquency, 59*: 163-190.

Gibson, C., **M.L. Swatt**, J.M. Miller, W.G. Jennings, & A.R. Gover. (2012). "The Causal Relationship between Gang Joining and Violent Victimization: A Critical Review and Directions for Future Research." *Journal of Criminal Justice, 40*: 490-501.

Varano, S.P., J.A. Schafer, J.M. Cancino, and **M.L. Swatt**. (2009). "Constructing Crime: Neighborhood Characteristics and Police Reporting Behavior." *Journal of Criminal Justice, 37*: 553-563.

Gibson, C., J.M. Miller, W.G. Jennings, **M.L. Swatt**, and A.R. Gover. (2009). "Using Propensity Score Matching to Understand the Relationship between Gang Membership and Violent Victimization: A Research Note." *Justice Quarterly, 26*: 625-643.

Fox, J.A. and **M.L. Swatt**. (2008). "Multiple Imputation of the Supplementary Homicide Reports, 1976-2005." *Journal of Quantitative Criminology, 25*: 51-77.

Roncek, D.W. and **M.L. Swatt**. (2006). "For Those Who Like Odds: A Direct Interpretation of the Logit Coefficient for Continuous Variables." *Social Science Quarterly, 87*, 731-738.

Swatt, M.L. and N. He. (2006). "Exploring the Difference between Male and Female Intimate Partner Homicides: Revisiting the Concept of Situated Transactions." *Homicide Studies, 10*, 1-14.

Swatt, M.L. (2002). "Demeanor and Arrest Revisited: Reconsidering the Direct Effect of Demeanor." *Journal of Crime and Justice, 25*, 23-39.

Uchida, C., **Swatt, M.**, Gamero, D., Lopez, J., Salazar, E., King, E., Maxey, R., Ong, N., Wagner, D., & White, M. D. (2012). Los Angeles, California Smart Policing Initiative: Reducing gun-related violence through Operation LASER. Smart Policing Initiative: Site Spotlight. Bureau of Justice Assistance. U.S. Department of Justice. Washington, D.C.: U.S. Government Press.

Uchida, C.D., S.E. Solomon, S. Varano, **M.L. Swatt**, and C. Putt. (2011). "Crime, Collective Efficacy, and Miami-Dade Neighborhoods." Report for Children's Trust of Miami-Dade.

Kristine Hamann

2014

Kristine Hamann is a Visiting Fellow at the United States Department of Justice, Bureau of Justice Assistance. She is working with prosecutors around the country to develop statewide Best Practices Committees for prosecutors.

She is the chair of the Best Practices Committee for the New York State District Attorney's Association. The committee develops best practices and innovative strategies aimed at improving the criminal justice system and preventing wrongful convictions. Statewide initiatives that have been spearheaded by the Committee include enhanced identification procedures, video interrogation protocols, an Ethics Handbook for prosecutors and discovery training for the police.

From 2008 to 2013, Ms. Hamann was the Executive Assistant District Attorney for the Special Narcotics Prosecutor for the City of the New York. The office conducts international, national and local drug trafficking investigations and prosecutions, which impact New York City.

From 2007 to 2008, Ms. Hamann was the New York State Inspector General. The Inspector General is charged with investigating and preventing fraud, waste and abuse in state government.

From 1998 to 2007, Ms. Hamann served as the Executive Assistant District Attorney to Robert M. Morgenthau in the Manhattan District Attorney's Office. Prior to that, Ms. Hamann held several other positions in the District Attorney's Office, including Deputy Chief of the Trial Division in charge of the Criminal Court, Director of Training, and Deputy Bureau Chief of the Career Criminal Bureau. After law school she was an associate at Simpson Thacher and Bartlett in New York City.

David M. Merin

850 Bryant, Room 322, San Francisco, CA 94103 (415) 553-1490

Relevant Legal Experience

San Francisco District Attorney's Office, November 1998 - Present

Chief of the Criminal Division, Vertical Teams, 2013-Present:
Manage multiple units within the District Attorney's Office including Homicide, Gangs, Sexual Assault, Domestics Violence, Child Assault and Abduction, Juvenile, and Victim-Witness Assistance. Routinely meet with ADA's and managing attorneys regarding charging decisions, trial evaluation, and trial tactics. Routinely confer and advise in active police investigations including COLD-HIT DNA, gangs, sexual assault and homicide. Administer various Peace Officer trainings on multiple topics including, "Forensic Video Foundation" and "Building a Case for Trial." Participate in crafting office-wide policies, protocols, and trainings on prosecutorial misconduct, District Attorney Victim Compensation, and Peer-to-Peer Mentorship Program. Successfully prosecuted "Special Circumstance" rape/murder jury trial and successfully defended *Writ of Habeas Corpus* challenge based on "newly discovered" evidence at evidentiary hearing.

Managing Attorney, Preliminary Hearing Unit, 2009-2013:
Managed and trained team of 9-12 lawyers on general criminal concepts including basic felony sentencing, evidentiary foundations, preliminary hearings, criminal discovery, *Brady* practices, forensics, search and seizure, investigative techniques, case and witness preparation. Routinely craft plea bargains, case evaluation, settlement conferences, search warrant review, charging decisions, and training peace officers. *Brady* Committee Member.

Assistant District Attorney, Homicide Unit, 2007-2009:
Prosecuted homicide cases to verdict in complex murder trials involving: 'Cold-Hit' DNA investigations, gang-related homicides, rape-murders and mental defenses. Often trial work required an understanding of forensic psychiatry, DNA, statistics, cell phone propagation studies, expert witnesses, cross-racial identification, and ballistics.

Assistant District Attorney, Sexual/Child Assault Unit, 2005-2007:
Prosecuted numerous sexual assault and child abuse cases to verdict including commitments under the Sexually Violent Predator Act (SVP).

Assistant District Attorney, General Litigation Unit, 2002-2005:
Prosecuted numerous robbery, assault, hate-crime and gun crimes to verdict. Prosecuted case involving public integrity and police officer off-duty misconduct, change of venue, and *Lybarger* issues.

Assistant District Attorney, Misdemeanor and Preliminary Hearing Unit, 1998-2002:
Prosecuted numerous misdemeanor trials to verdict and presented over 400 preliminary hearings.

Santa Clara Superior Court 1997-1998

Research Attorney, Law and Motions, Civil and Criminal Division
Researched supporting and opposing briefs submitted for: summary judgment, demurrer, appeal, motion to quash, extraordinary writs, new trial, and discovery. Drafted bench memoranda, proposed orders and/or statements of decision recommending case disposition. Legal issues pertained to wrongful termination, workers' compensation, insurance coverage, breach of contract, products liability and construction defect. Position required production of several memoranda in a timely fashion for law and motions court calendar twice per week.

Relevant Internship Experience

Judicial Extern, 6th District Court of Appeals, Justice Franklin Elia, Summer 1996:

Researched and drafted legal memoranda substantially unrevised from initial proposal to appellate opinion issuance. Required extensive research of complex criminal and civil appeals including "Three Strikes" law, contract interpretation, and alternative dispute resolution.

San Francisco District Attorney's Office, Legal Intern, Summer 1995:
Drafted opposing memoranda to defense motions to dismiss, sever, and suppress. Researched and composed numerous memoranda of points and authorities. Assisted in trial preparation and participated in oral argument.

Office of the Public Defender, Legal Intern, San Francisco, Summer 1993:
Compiled and prepared critical fact summaries for reference during pre-trial and trial proceedings. Client interview (in/out of custody), and in-camera appearances.

Awards, Associations, and Education

Justice Award, Hon. Kamala D. Harris, "In Honor and Recognition of Tireless Efforts To Achieve Justice for Our Community" April, 2007.

Executive Committee, California State Bar, Criminal Law Section 2012-Present: Furthers the knowledge and education of state and federal criminal practitioners, reviews and comments on proposed legislation, and jury instructions. Committee is comprised of prosecutors, defense attorneys and judicial officers.

McGeorge School of Law, University of the Pacific. Sacramento, California.
       J.D., May, 1997; California Bar Admitted, November, 1997. ˙
       Dean's Honor Roll, Fall, 1995; Spring, 1996; Fall, 1996; Spring, 1997.
       American Jurisprudence Award, International Law. Fall, 1996.
       Traynor Honor Society, Awarded for academic excellence in the study of law. May, 1997.
       Honors Board, McGeorge Moot Court.

University of California at Santa Cruz.
       B.A., Political Science. December, 1993.

Lowell High School, San Francisco, California.
       Graduated June, 1989.

Maria Helene McKee

585 9th Street, #539 ● Oakland, CA 94607 ● 415 505 8742

miamckee@gmail.com

EDUCATION

University of California, Berkeley, Goldman School of Public Policy, Berkeley, CA
Master of Public Policy, May 2008
Editor: *Policy Matters Journal*
Relevant Coursework: Policy Analysis, Statistics, Economics, Program Evaluation & Survey Methodology

Wesleyan University, Middletown, CT
Bachelor of Arts, French Studies, May 2001
Honors: Phi Beta Kappa; the Mann Prize, for most outstanding achievement in the Romance languages;
Certificate in International Relations

EXPERIENCE

Policy & Grants Manager, June 2012 – present
Office of the District Attorney, City & County of San Francisco, San Francisco, CA
Provide project management, policy support and evaluation of innovative programs of the District Attorney's Office, including Neighborhood Courts, Neighborhood Prosecutors and the Alternative Sentencing Planner. Design and implement DA Stat, an office wide performance measurement program. In collaboration with one other Policy & Grants Manager, conduct all data analysis, assess the reliability of data sources from multiple agencies, and establish data collection and cleaning procedures for DA Stat. Manage both grants received and awarded by the District Attorney's Office, including the development of requests for proposals, scopes of work, budgets and progress reporting. Conduct ad hoc policy analysis on criminal justice, budget and operational issues.

Policy & Program Analyst, June 2008 – May 2012
Superior Court of California, San Francisco Collaborative Courts, San Francisco, CA
Promoted the development and implementation of evidence-based policy and practice across six criminal Collaborative Courts. Conducted internal research, program evaluation, and performance measurement to support effective administration and strategic planning. Generated written reports, talking points, and presentations of findings for Court, partner agency, and public audiences. Oversaw cross-agency data collection, as well as database design and administration. Identified grant opportunities, wrote and submitted proposals, developed and monitored budgets, and compiled data for proposals and required grant reports. Coordinated independent research of Collaborative Court programs.

Consultant, January 2008 – May 2008
Adult Probation Department, City & County of San Francisco
Evaluated the extent of probationer recidivism in San Francisco and the impact of motions to revoke probation. Quantitative analysis of probationer arrests and dispositions, in addition to qualitative analysis of the system response resulted in policy recommendations to improve the effectiveness of probation supervision and criminal processing.

Policy Intern, May 2007 – August 2007
Drug Policy Alliance–Office of Legal Affairs, Berkeley, CA
Conducted qualitative and quantitative policy analyses, culminating in policy memos on drug policy, criminal justice policy, and legislative reform. Drafted testimony for Little Hoover Commission hearing on Proposition 36. Presented recommendations to the New Mexico Department of Health regarding medical marijuana guidelines.

Communications Associate, September 2003 – August 2006
Global Fund for Women, San Francisco, CA
Liaised with international grantee and donor network regarding women's rights and social justice philanthropy. Associate editor of bi-annual newsletters and annual report. Managed website content and concept design. Wrote and launched bi-monthly electronic newsletter to an audience of over 10,000. Prepared talking points and press releases on human rights- and international development-related issues.

SKILLS

Windows, Mac OS, Microsoft Office (Word, Excel, PowerPoint, Outlook, Access), IBM SPSS Statistics, FileMaker Pro. Proficient written and spoken French.

Tom Shawyer

2014

Tom Shawyer has been the Captain of Investigations at the San Francisco District Attorney's Office Bureau of Investigations since March of 2012. Prior to that he spent a career as a police officer with the San Francisco Police Department (SFPD), where he attained the rank of Deputy Chief. He has a longstanding interest in and involvement with Compstat and other data-driven programs.

Captain Shawyer was an early proponent of the Compstat policing paradigm and worked with former San Francisco Mayor Gavin Newsom to bring such a program (modeled after Baltimore's CitiStat) to San Francisco city government. This included writing a "white paper" on the subject in 2003. During his 7 years as the SFPD's Chief of Staff, he worked with then Chief Heather Fong and others to successfully develop a Compstat program for the SFPD.

Since coming to the District Attorney's Office, he has assisted Tara Anderson and Maria McKee (of the District Attorney's Public Policy Group) with the development of the "DA Stat" program, which has matured into a strong and comprehensive management tool.

Captain Shawyer has an undergraduate degree (Administration of Justice) from Golden Gate University. He is a graduate of the FBI National Academy (Session 255) and the PERF Senior Management Institute for Police (Class 47).

KATHERINE WEINSTEIN MILLER

1527 Rose Street
Berkeley, CA 94703
510.207.0751

Katy.w.miller@gmail.com

EXPERIENCE

SAN FRANCISCO DISTRICT ATTORNEY'S OFFICE, San Francisco, CA

Chief of Alternative Programs & Initiatives, March 2014 - present

- Oversee development and operations of the Office's Collaborative Courts, Neighborhood Courts/Prosecution and Juvenile Units, comprised of 25 prosecutors and support staff.
- Oversee the City's implementation of the Byrne Criminal Justice Innovation Grant, an innovative approach to reducing crime hotspots through enhanced victim services and community engagement in public safety strategies.
- Represent the Office in a broad range of local and national settings.

Managing Attorney & Director of Policy, August 2012 - March 2014

- Oversaw development and operations of the newly established Neighborhood Prosecution Team and Neighborhood Courts model.
- Coauthored a publication with District Attorney George Gascón on innovations in prosecution.
- Continued all ongoing policy-related activities.

Director of Policy, March 2011- August 2012

- Provided strategic planning, policy and program development for a variety of Office initiatives in the juvenile and criminal justice arenas.
- Oversaw the Office's state legislative portfolio, including the passage of multiple bills covering a range of criminal justice issues.
- Developed ant drafted grant proposals for public and private funders.

Assistant District Attorney and Directing Attorney of Reentry. October 2007 - December 2010

- Provided strategic planning, program development and replication oversight for *Back on Track*, a public private partnership of the District Attorney, Goodwill Industries and other partners, which provides opportunities and support coupled with accountability to young adults ages 18-30 arrested for their first felony drug conviction.
- Developed and appeared in San Francisco's first Truancy Court; worked with the school district, police, and other City and community partners to build the model; worked with state lawmakers to pass legislation to strengthen truancy prosecution statewide.
- Developed policy recommendations, programs and legislation for offender reentry, juvenile justice system, victim services and truancy prosecutions.
- Developed and draft grant proposals for public and private funders.
- Mayoral appointment to San Francisco's Youth Council (through 2013).

ATTORNEY GENERAL KAMALA HARRIS'S SMART ON CRIME TRANSITION PROJECT, San Francisco, CA
Member of Smart on Crime Transition Project, December 2010-February 2011

- Served on a four person team that organized and staffed eight "Smart on Crime" multidisciplinary expert teams charged with developing briefs and policy recommendations to Attorney General Kamala Harris.

GOODWILL INDUSTRIES OF SAN FRANCISCO, SAN MATEO AND MARIN COUNTIES, San Francisco, CA
Director of Strategic Planning, June 2005 - October 2007
Acting Director of Criminal Justice and Reentry Department, December 2006 - April 2007

- Drafted agency-wide strategic plan and program-specific development strategies to advance Goodwill's focus from a traditional workforce development model to a transformative human capital model.
- Facilitated formal strategic planning and organizational development sessions.
- Developed and drafted grant proposals for criminal justice and workforce development.
- Managed Department of Criminal Justice and Reentry on an acting basis, including fund development, day-to-day operations of *Back on Track* and *Women's Reentry Services*, staff supervision and strategic planning.

JUSTICE SYSTEM CONSULTING & GRANTWRITING SERVICES, San Francisco, CA
Principal, December 2004 - June 2005

- Provided criminal and juvenile justice system consultation to the San Francisco District Attorney, including policy and program development and drafting of grant proposal to the U.S. Department of Justice. Collaborated with Stanford Law School Professor Michael Wald to produce two papers on San Francisco's juvenile justice system.
- Developed and drafted grant proposals to public and private funders on behalf of Life Learning Academy Charter School (operated by the Delancey Street Foundation).
- Assisted Stanford Law School Professor Michael Wald in teaching year-long "Disconnected Youth" course.

MAYOR'S OFFICE OF CRIMINAL JUSTICE, San Francisco, CA
Deputy Director, March 2004 - December 2004
Director of Program Development, May 2000 - March 2004

- Directed MOCJ's annual grantmaking process for all youth-related grants, including identifying funding priority areas, drafting and dissemination of Request for Proposal documents, oversight of review panel process, development of funding recommendations for review by Mayor, and negotiation of grant plans and budgets.
- Monitored over thirty community-based grants totaling $4 million annually and providing a comprehensive range of services to at-risk and juvenile justice-involved youths up to age 24.
- Directed San Francisco Juvenile Justice Coordinating Council's annual public assessment of juvenile justice system priorities and gaps, including development of assessment process and timeline, outreach to community members and city agencies for participation and input, planning and oversight of multiple public meetings, best practices research and drafting of assessment findings.
- Communicated daily with colleagues in city agencies, youth advocacy organizations and community-based service providers to address youth and juvenile justice policy issues, build collaborations and improve service coordination.

- Represented MOCJ in numerous City initiatives, including the Mayor's Youth, Arts and Education work group, Stay-in-Schools Truancy Coalition, Juvenile Detention Alternatives Initiative and School Safety Task Force.
- Developed and drafted grant proposals for state and federal funds; oversaw project implementation and grant management of multiple awarded grants.
- Presented to the Board of Supervisors, other governmental bodies, state and federal grant conferences, and in numerous community-based forums regarding various youth and community issues.
- Supervised comprehensive evaluation of major juvenile justice reform grant, including coordination with multiple independent evaluation firms and preparation of final report to the state (completed October 2000).

DELANCEY STREET FOUNDATION, San Francisco, CA
San Francisco Juvenile Justice Local Action Plan Implementation Team, October 1997 - May 2000
- Worked to implement six innovative programs and overall juvenile justice system reform funded by a major grant awarded to the City by the State Board of Corrections.
- Responsibilities included planning and program development, collaborating with city agencies and community-based organizations, supervising and training program staff, developing program policies and procedures, grant writing and grant reporting, legal and liability compliance, and developing state law expertise in education and foster care.

DEPARTMENT OF THE PUBLIC DEFENDER, San Diego, CA
Deputy Public Defender, Child Advocacy Division, September 1995 – October 1997
- Represented approximately 270 children ages 0 to 19 in dependency matters pursuant to California Welfare and Institutions Code section 300.
- Tried over thirty bench trials and made court appearances almost daily.
- Advocated for clients in securing needed special education services.
- Obtained and utilized specialty training on a variety of related issues including special education law, risk assessment, therapeutic interventions and the Indian Child Welfare Act.

GIBSON, DUNN & CRUTCHER, San Diego, CA
Associate, September 1994 - September 1995
- Researched and drafted complex briefs on a variety of legal issues.
- Appeared in California Superior Court on a regular basis.
- Interviewed witnesses and prepared witnesses for depositions.

EDUCATION

YALE LAW SCHOOOL, New Haven, CT
J.D., June 1994. Admitted to California Bar December, 1994.
Activities: Jerome N. Frank Legal Services Organization, Clinic for Children and People with Disabilities 1993-1994; Student Director, Fall 1993-Spring 1994. Represented clients in dependency, special education and disability matters.

UNIVERSITY OF PENNSYLVANIA, Philadelphia, PA
Bachelor of Arts in the History & Sociology of Science, Minor in Philosophy, May 1990
Honors: Summa Cum Laude, Phi Beta Kappa, Sphinx Senior Honor Society, Dean's List
Activities: Student Committee on Undergraduate Education 1988-1990; Chair, 1989-1990. Student Representative, Council of Undergraduate Deans and Provost's Planning Committee.

Department of Human Resources

Administrative Analyst (#1822)

$33.40-$40.60 Hourly / $5,789.00-$7,037.00 Monthly / $69,472.00-$84,448.00 Yearly

 Email Me when a Job Opens for the above position(s)

Definition

Under direction, the Administrative Analyst performs difficult and detailed professional-level analytical work in a variety of functional areas, such as; development and administration of competitive bid processes and contractual agreements; grant administration and monitoring; budget development and administration; legislative analysis; development and evaluation of management/administrative policy; program evaluation and planning; or complex financial/fiscal analysis and reporting.

Distinguishing Features

Class 1822 Administrative Analyst is distinguished from Class 1823 Senior Administrative Analyst in that the latter performs duties of a more difficult and complex nature. Class 1822 Administrative Analyst is distinguished from Class 1820 Junior Administrative Analyst in that the latter is an entry level class performing less difficult and complex duties.

Supervision Exercised

Depending on assignment, may serve as lead worker to clerical, technical staff and/or subordinate professional staff.

Examples of Important and Essential Duties

According to Civil Service Commission Rule 109, the duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an inclusive list.

1. Performs research, compiles and analyzes information/data regarding a variety of administrative, management, fiscal and organizational issues: identifies issues and determines analytical standards in consultation with supervisor, manager, departmental personnel and other individuals/experts; gathers relevant data, information and/or documentation from a variety of sources; analyzes information and documentation and develops tentative findings; discusses and/or coordinates analysis and tentative findings with supervisor, management staff and/or other appropriate individuals; develops or assists in developing recommendations and/or course of action; gathers additional information and/or revises methodology as needed.

2. Prepares or assists in the preparation of a variety of management reports: compiles and evaluates information in preparation for writing report; presents background information and description of analytical standards; outlines findings and recommendations and prepares logical supporting documentation; writes or assists in writing final reports and documentation for evaluation by administrative and/or management staff; presents reports, including formal presentations to groups.

3. Performs analysis for development of administrative, management, program and organizational policies and procedures: consults with managers, administrators and other staff to determine parameters for analysis and other background information; analyzes existing policies, procedures and work practices; analyzes the effect of proposed and existing legislation, regulations and law on organizational policies and procedures; compiles information and documentation in preparation for producing reports and/or drafts reports for management/administration.

4. Performs analysis for budget development and resource planning: performs or assists in needs analysis and trend analysis based on research and consultation with managers and administrative staff; consults with managers and assists in resource planning and development of annual budget estimates; reviews and analyzes budget requests from administrators; compiles information and documentation in preparation for producing reports and/or drafts reports related to budget and resource planning issues.

5. Performs analysis for budget administration and/or fiscal/financial reporting: monitors and analyzes expenditures and accounts

to ensure compliance with budget parameters; gathers information and prepares documentation related to fiscal/financial reporting; performs and/or assists in fiscal/financial analysis; compiles information and documentation in preparation for producing and/or drafts fiscal/financial reports.

6. Performs analysis for development and administration of competitive bid processes and contractual agreements: identifies and analyzes needs, goals, available funding and other criteria; develops or assists in development of contract/lease specifications; preparing requests for proposals and bid solicitation; performs or assists in analysis of bid information provided by contractors; assists in establishment/maintenance of contractual relationships; performs or assists in analysis for monitoring and enforcement of legal agreements to ensure compliance.

7. Performs analysis for monitoring of grants received by department; writes or assists in writing grant proposals; analyzes funding parameters and other requirements specified by grantor; monitors departmental expenditures to ensure funding parameters are met; analyzes other criteria to ensure compliance with standards required by grantor.

8. Performs related duties as required

Knowledge, Skills and Abilities

Knowledge of: the principles, procedures and legal standards required to provide professional-level analytical assistance to administrative staff in such areas as: budget development and monitoring; financial/fiscal analysis and reporting; development of management/administrative policies and procedures; analysis of existing and proposed legislation, legal standards and regulatory mandates; development and administration of contractual agreements; and/or grant monitoring and administration.

Ability to: identify, research and gather relevant information from a variety of sources; read and interpret complex written materials; analyze and evaluate data, procedures, interrelated processes and other information; formulate conclusions and/or alternatives and develop effective recommendations; use work-related computer applications, including e-mail, word processing, spreadsheets, databases and the internet; prepare well-organized and accurate documents such as reports, memos, and correspondence; synthesize ideas and factual information into clear and logical written statements; speak clearly and concisely in order to express ideas and communicate work-related information to a variety of individuals and groups; listen, ask appropriate questions and effectively elicit information; establish and maintain effective working relationships with staff, officials and the general public, including a variety of individuals and groups.

Experience and Training

These minimum qualifications are to be used as a guide for establishing the education, training, experience, special skills and/or license which may be required for employment in the class. Although these minimum qualifications are typical of the class, additional minimum qualifications and special conditions may apply to a particular position and will be stated on the job announcement.

1. Possession of a graduate degree (Master's degree or higher) from an accredited college or university; and one (1) year full-time equivalent experience performing professional-level analytical work,as described in Note A; OR

2. Possession of a graduate degree (Master's degree or higher) from an accredited college or university with major coursework as described in Note B; OR

3. Possession of a baccalaureate degree from an accredited college or university, and two (2) years full-time equivalent experience performing professional-level analytical work as described in Note A; OR

4. Possession of a baccalaureate degree from an accredited college or university with major coursework as described in Note B and one (1) year full-time equivalent experience performing professional-level analytical work as described in Note A;

SUBSTITUTION: Applicants may substitute up to 2 years of the required education with additional qualifying experience in budget analysis, financial analysis and reporting, legislative/policy analysis, or contract/grant administration. One year (2000 hours) of additional qualifying experience will be considered equivalent to 30 semester units/45 quarter units.

Notes on Qualifying Experience and Education:

A. Qualifying professional-level analytical experience must be in one or more of the following functional areas: complex budget analysis, development and administration; complex financial/fiscal analysis and reporting; development of complex contracting systems and administration of competitive bid processes and complex contractual agreements; development and evaluation of complex management/administrative policy; complex grant administration and monitoring; complex program evaluation and planning; complex legislative analysis; complex economic analysis; or other functional areas related to the duties of positions in Class 1822, where the primary focus of the job is complex professional-level analysis for evaluation, recommendation, development and implementation of major programs and functions of department/organization. Analytical experience equivalent to the duties of Class 1820 is considered qualifying.

B. Coursework applicable to a baccalaureate or higher degree in specialized subject matter areas such as public or business administration, management, business law, contract law, public policy, urban studies, economics, statistical analysis, finance, accounting or other fields of study closely related to the essential functions of positions in Class 1822.

License or Certificate

None.

Notes

AMENDED: 9/28/09

Disaster Service Workers

All City and County of San Francisco employees are designated Disaster Service Workers through state and local law (California Government Code Section 3100-3109). Employment with the City requires the affirmation of a loyalty oath to this effect. Employees are required to complete all Disaster Service Worker-related training as assigned, and to return to work as ordered in the event of an emergency.

CLASS: 1822	**EST:**	**REV:**	**FORMERLY JOB TITLE:**	**REPLACES JOB TITLE:**
EEOC: 2		**MEDICAL:**		

Appendix 6: Research Partner Addendum

Research Partner Addendum

Justice & Security Strategies, Inc. (JSS) will serve as the Research Partner for the San Francisco District Attorney's Office (SFDA). JSS has specific knowledge and expertise in predictive analytics and has extensive experience in conducting research with criminal justice agencies.

Roles and Responsibilities for Smart Prosecution

JSS will work closely with the Crime Strategies and Intelligence Unit (CSIU), Neighborhood Prosecutors, and Neighborhood Courts. JSS staff will assist CSIU in gathering appropriate and valid data, and in using statistical tools (ArcGIS, Stata, predictive analytics) to identify chronic locations and chronic offenders. Further, JSS will assist CSIU with the SARA process -- problem identification, data analysis of the problem, and in assessing and evaluating the interventions/responses that take place in the field.

JSS will assist the CSIU and Neighborhood Prosecutors with data analysis to: 1) Identify suitable cases for Neighborhood Prosecutor vertical handling based on the spatial location of the crime relative to current neighborhood hotspots; 2) Identify suitable individuals for Neighborhood Courts – specifically those minor offenders who are unlikely to escalate their offending behavior; 3) Assess the beneficial aspects of Neighborhood Prosecution and Courts relative to decreases in crime hotspots; and 4) Disseminate information to the public about recent successes of Neighborhood Prosecution and Courts to increase the perceptions of procedural justice and collective efficacy within the community.

JSS will develop a *predictive* tool to identify suitable candidates for the Neighborhood Courts program. Ultimately, the success of the Neighborhood Courts program is contingent upon the suitability of offenders for this program – specifically, these offenders should have low-risk

of engaging in future violent criminal activity. JSS and CSIU will explore the use of predictive analytic tools – statistical learning and pattern recognition techniques, including boosting, bagging, random forests, support vector machines, neural networks, and other models.

JSS will conduct process and outcome evaluations of components of the program. The methodology of the evaluation will be contingent upon further discussions with the SFDA's Office during the planning period of the grant. For the impact evaluation, JSS will determine whether a randomized control trial or quasi-experimental design is most appropriate to measure the effects of the SFDA intervention.

Justice & Security Strategies, Inc. (JSS)

The SFDA has selected JSS because of its extensive knowledge and expertise with police agencies and prosecutor offices across the country and internationally. JSS is the national expert on predictive policing and has conducted applied research for over 17 years.

Dr. Uchida is the President and Founder of JSS where he oversees contracts and grants with cities, counties, criminal justice agencies, foundations, and foreign nations. He is a nationally known expert in policing and has conducted numerous studies with law enforcement agencies.

Past Experience with Law Enforcement Agencies

JSS is involved in multiple BJA projects in the field, including: serving as the Research Partner for the LAPD, Cambridge (MA), and York (ME) Police on Smart Policing and Predictive Policing; assisting the Miami Dade State Attorney's Office on reducing violent crime and gangs in the County; and assisting the State Attorney with mortgage fraud cases in Miami-Dade. JSS has received a number of research grants from the National Institute of Justice, most recently one

that evaluates predictive policing in Columbia, SC and another that evaluates the LAPD's early warning system regarding police officer behavior.

JSS has worked with more than 50 police agencies across the country since its inception in 1997. The larger departments include Austin, Baltimore, Colorado Springs, Dallas, Fairfax County (VA), Honolulu, Jersey City, Kansas City (MO), Los Angeles, Long Beach, City of Miami, Miami-Dade, Minneapolis, Newark, Oklahoma City, Phoenix, San Francisco, Seattle, and Washington, DC. Medium-size departments include Cambridge (MA), Concord (CA), Fort Lauderdale (FL), Hialeah (FL), Hollywood (FL), Inglewood (CA), Little Rock, Miami Gardens (FL), Redlands (CA), Salt Lake City, and the US Virgin Islands. Small departments include Everett (MA), Hoover (AL), Somerville (MA), Spartanburg (SC), and Westwood (MA).

From 2005 to 2009 JSS worked with George Mason University researchers to reform and modernize the Trinidad and Tobago Police Service (TTPS). JSS had responsibility for two major activities: 1) conducting a manpower study of the 7.200 member TTPS that demonstrated that less than half of the officers reported for duty on a daily basis; and 2) a revision of the entire training system for the TTPS, including the creation of a new recruit-training curriculum, the implementation of a field-training program, and the development of in-service training components at all ranks.

JSS has conducted applied field research throughout the country on a variety of topics, including: predictive policing, drug enforcement, use of force, community policing, search warrants, problems in schools and gangs, violence reduction, and domestic violence.

Dr. Uchida recently completed an evaluation of Smart Policing in Los Angeles, known as Operation LASER. By focusing on chronic offenders and chronic locations the LAPD was able

to significantly reduce violent crime, homicides, robberies, and gun-related crime in Newton Division.

Dr. Uchida has published numerous articles on policing, and conducted evaluations of community policing programs, domestic violence, gangs, gun-related issues, jail recidivism, and police technology. He has also published monographs, and book chapters and has edited two books – one on police innovation and the second on evaluations of anti-drug programs. His published work on search warrants and the exclusionary rule has been cited in US Supreme Court decisions. His doctorate is in criminal justice from the University of Albany and he holds two master's degrees, one in American history and the other in criminal justice.

Dr. Uchida will be joined by Ms. Shellie Solomon, the Chief Executive Officer of JSS and by Dr. Marc Swatt, senior statistician at JSS. Ms. Solomon oversees the Florida Office and works closely with the Miami-Dade State Attorney's Office, local police agencies in South Florida, and the Florida State Department of Corrections. She has over 20 years of GIS experience and is completing her doctorate at the University of Maastricht in the Netherlands, a UN public policy program.

Dr. Swatt is a Senior Research Associate/Statistician at JSS who specializes in advance statistical methods, particularly predictive analytics, hierarchical linear modeling, time series, and regression-discontinuity design. Dr. Swatt received his doctorate from the University of Nebraska Omaha.