

James E. Craig
[REDACTED]
[REDACTED]

January 31, 2011

Darrell Ludlow
Human Resources Department
805 Central Avenue, Cent. II, Suite 200
Cincinnati, OH 45202

Mr. Ludlow:

In response to the Cincinnati Police Chief selection, I am submitting my resume for your review and consideration. Since May 2009, I have been the Police Chief of the Portland, Maine Police Department (PPD), the largest municipal police department in the state. This appointment followed my retirement from an exceptional 28-year career with the Los Angeles Police Department (LAPD). I started my policing career with the Detroit Police Department, 34 years ago where I proudly worked and due to staffing reductions, was laid off after three and half years.

Upon my appointment as chief in Portland, it was clear that the department was in need of a "fresh outside look" to move a good department to greatness. I am both proud and humbled by the significant accomplishments that have taken place. Under my leadership, a renewed community policing effort was started where we established relationships with diverse immigrant communities that were nonexistent prior to my appointment. Customary trust-based relationships as a core strategy were used in moving the department forward in embracing a community policing philosophy. As a measure of our success, we observed a reduction in the fear of and incidents connected to crime. Additionally, through proven leadership practices, confidence, motivation, and trust were restored to a staff that experienced a morale decline. While significant change has taken place, I have enjoyed tremendous support from the Portland community and the PPD staff.

Prior to my retirement from the LAPD, I was assigned as a commanding officer of one of the more challenging areas within Los Angeles. Under my leadership, we were successful for not only improving the quality of life and reducing the fear of violent crime in our neighborhoods; we experienced an overall reduction in crime for three years using a variety of innovative strategies. In particular our community policing philosophy profoundly impacted our collaborative efforts in sustaining success in these areas.

Throughout my career, I have achieved a good balance of experience in both administrative and field-related assignments. I appreciate and embrace relationships with unions that have resulted in establishing productive working relations with all employees. As a former adjutant to an LAPD police chief, I gained experience in

understanding the political environment and managing a large police department in a complex city. It is through this level of experience that I have realized success in command and now in an executive level assignment. In these positions, I earned the reputation of being a "change technician," someone who was relied upon to facilitate change, when change was critical to the future effectiveness of the command or department.

I am excited to submit my resume in consideration of this prestigious position and would appreciate the opportunity to further discuss my qualifications. I would be honored to serve as your next police chief. I can be reached at [REDACTED], or by electronic mail at: [REDACTED] or [REDACTED]

Sincerely,

James E. Craig

Enclosure

James E. Craig



Contact Numbers:

[REDACTED] (personal cell)
[REDACTED] (business cell)
[REDACTED] (home)

E-mail Addresses:

[REDACTED]
[REDACTED]

Police Chief, Cincinnati Police Department

PROFILE:

- ❖ Diverse background in policing in a complex urban society, which includes experience at the supervisory and management levels of the Los Angeles Police Department and as the Police Chief in Portland, ME.
- ❖ Skilled in risk management assessments associated with personnel decisions and workplace evaluations.
- ❖ Planned and executed comprehensive plans for successful turnarounds to address operational (police) entities that have experienced work performance declines.
- ❖ Effective leadership skills in personnel selections, training, and reorganizing staff into cohesive motivated teams.
- ❖ Devised, implemented and directed successful innovative crime reduction strategies.
- ❖ Introduced and managed community policing strategies to address strengthening police-community relations.

EDUCATION AND CERTIFICATIONS:

- UNIVERSITY OF PHOENIX, November, 2010 to present. Doctoral candidate for a Doctor of Management/Organizational Leadership.
- UNIVERSITY OF PHOENIX, August, 2008 to August, 2010. Awarded Master of Management/Public Administration.

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- WEST COAST UNIVERSITY, Los Angeles, CA, September, 1988 to September, 1995; Awarded a **B.S. Degree in Business Management**
 - UNIVERSITY OF DETROIT/MERCY, Detroit, Michigan; September, 1978 to June, 1980 Coursework toward a BA in Law Enforcement
 - FBI NATIONAL ACADEMY, Quantico, VA; April, 1998 to June 1998; Graduated from the 193rd Session
 - LOYOLA MARYMOUNT UNIVERSITY, Los Angeles, CA selected to attend a ten-week workshop on Diversity. Group comprised of management level personnel across the City and County of Los Angeles.
 - CALIFORNIA COMMISSION ON PEACE OFFICERS STANDARDS AND TRAINING (POST), Awarded Management Certificate

PROFESSIONAL EXPERIENCE:

POLICE CHIEF

Portland Police Department

PORTLAND, MAINE

May 4, 2009 to Present

- Exercises executive command of 215 sworn and civilian personnel of the state of Maine's largest municipal police department. Reorganized the department to improve both efficiency and effectiveness through the development of a first strategic plan. The organization is now comprised of the following: uniformed operations group, including a community services section; criminal investigations division; a regional emergency communications and crime lab, administrative support including Internal Affairs Section; and Homeland Security Section.
- Implemented the CompStat process an effective crime reduction strategy. Executed during the fourth quarter, ended the year with a 10% reduction in violent crime and a 1% reduction in property. Developed a strategic response that improved internal and external communications and collaborations with outside law enforcement agencies.
- Enhanced community policing through the establishment of the Chief's Community Advisory Board, the implementation of Senior Lead Officers, and redefined community partnerships. Implemented a neighborhood prosecutor program and held community forums representative of Portland's diverse community.
- In support of improving relations in the City's immigrant communities, started a Police Athletic League, Explorer Post and "*Students in Action*" a youth forum in the high schools and juvenile detention center. Created a play performed by police

officers and immigrant youth to build bridges between the immigrant community and the police.

- In furtherance of improving labor management relations through the input of the bargaining units, launched a new work schedule and streamlined the disciplinary process.
- Established the Incident Command System (ICS) that was non-existent in the Department. Successful collaborative operation during a recent visit by President Obama.
- Established the Department's first Strategic Plan.
- Selected as one of six police departments in the nation as a learning site for law enforcements' response to the mentally ill.
- Recognized as the most influential person in Portland by a local magazine in Maine.

CAPTAIN III, COMMANDING OFFICER, WEST LOS ANGELES AREA

Los Angeles Police Department

March, 2009 to April, 2009*

***Note:** Retired effective April 30, 2009, to accept appointment as Portland ME Police Chief.

CAPTAIN III, COMMANDING OFFICER, SOUTHWEST AREA

Los Angeles Police Department

July, 2005 to February, 2009

- Exercised line command of approximately 390 sworn and civilian personnel, which includes a patrol division commanded by a Captain I, a Detective Division, several specialized entities (gangs, vice, narcotics) and administrative support functions within Southwest Area, 12.3 sq miles with a diverse population of 184,381 residents.
- Implemented effective strategies to sustain crime reduction efforts over a three year period. By the end of 2005, by reducing Violent Crime by 27%, Property Crime by 21%, Part I Crime by 23%, Homicide by 22%, and Shooting Victims by 31%. Ranked first in the Department with property crime reduction and second in Part I crime reduction. In 2006, Part 1 crime reduction was 4% and at the end of 2007, crime reduction was at 7%.
- Redesigned the Area's involvement in youth initiatives. One such initiative implemented is the *Students-in-Action*, which operates in one of the Area's high schools. In another high school started a monthly *A Day of Dialogue*, and in one of the middle schools started a Juvenile Impact Program (Boot Camp).
- Provided oversight of a year-long joint LAPD/FBI operation that targeted a local gang in the Baldwin Village area that culminated in the warrant service of 22 locations.
- As the incident commander managed significant events such as the Annual Martin Luther King Day parade, a joint operation that focused on a local violent street gang involving the FBI/LAPD that culminated in the successful service of 22 search warrants, the *BET Awards*

Show, the Emmys and major University of Southern California sporting events.

- Effectively instituted Community Policing strategies (Safer Cities Initiatives) to reduce violent crime, improve quality of life and police-community relations.
- Launched a successful community event over the past two years the "Southwest Area Classic Car Show," to raise funds for the Southwest Area's Youth Programs Unit and to build relationships with the local neighborhood residents and merchants.

CAPTAIN II, COMMANDING OFFICER, JUVENILE DIVISION

Los Angeles Police Department

April, 2005 to July, 2005

- Exercised line command over investigative, youth programs and administrative units.
- Recognized as the Department's Youth Services, Sexual Offender Criminal Information Coordinators, and the Chair of the Scouting Control Committee.
- Designed and implemented the reorganization of Juvenile Division.
- In association with BSS staff, designed and implemented "Solutions Meetings" to address personnel morale and motivational issues.

CAPTAIN I, COMMANDING OFFICER, SOUTHEAST PATROL DIVISION

Los Angeles Police Department

January, 2004 to April 2005

- Exercised line command over patrol operations in Southeast Area.
- Designed, implemented, and managed the Area's *Crime Intelligence Team*.
- Facilitated the reassignment of a number of personnel after completing a risk assessment analysis.
- Managed personnel and community relations following a highly publicized incident involving the use of force at the termination of a vehicle pursuit.

CAPTAIN I, COMMANDING OFFICER, SOUTHWEST PATROL DIVISION

Los Angeles Police Department

March, 2003 to January, 2004

- Exercised line command over patrol operations in Southwest Area.
- Fostered relationships with local outside law enforcement agencies operating in the Area, including but not limited to California State Police and the University of Southern California, Department of Public Safety.
- Proposed a successfully implemented safety security plan for Exposition Park.

**CAPTAIN I, COMMANDING OFFICER, WILSHIRE PATROL AND OPERATIONS
SUPPORT DIVISIONS**

Los Angeles Police Department

January, 2002 to March, 2003

- Exercised line command over patrol operations, Special Enforcement Units and the Area's administrative support unit.
- Recognized as the Area's violent crime coordinator where crime strategies were implemented.
- Exercised line command of the former Operations Support Division, which included Detective Section, Vice Unit and a Special Enforcement Unit.
- Assisted in the implementation of the Department's first *Smart Board*.

POLICE LIEUTENANT II, ADJUTANT TO THE CHIEF OF POLICE

Los Angeles Police Department

May, 2000 to January, 2002

- Assisted the Chief of Police in maintaining liaisons between the Chief's Office, the Office of the Mayor, the Board of Police Commissioners and the Department.
- Prepared and reviewed written correspondence for the Chief's signature.
- Processed reports and other matters that were directed to the Board of Police Commissioners.
- Assisted the Chief of Police at Department functions and ceremonies.

POLICE LIEUTENANT II, OFFICER-IN-CHARGE, TRAINING DIVISION

Los Angeles Police Department

August, 1998 to May, 2000

- Provided overall management and supervision of sworn and civilian personnel assigned to the Recruit Training Section.
- Coordinated the overall scheduling of recruit officer classes.
- Reviewed and evaluated lesson plans, evaluated the effectiveness of the instructional cadre and assisted in revision to the basic academy curriculum.
- On a frequent basis, assumed the duties of the commanding officer during his absence.
- Selected as a member on the *Rampart Area Board of Inquiry Subcommittee*.
- Loaned to Training Group to manage complex administrative projects.

**POLICE LIEUTENANT II, OFFICER-IN-CHARGE, OFFICER REPRESENTATION
SECTION**

Los Angeles Police Department

July, 1997 to August, 1998

- Provided overall management and supervision of sworn personnel loaned to the Section as employee representatives and established

working relationships with the Directors of the *Los Angeles Police Protective League*.

- Developed systems to monitor and track the performance of employee representatives.
- Interpreted the *Memorandum of Understanding* to improve not only the supervision of the employee representative, but to control and manage overtime expenditures.

POLICE LIEUTENANT I, PATROL WATCH COMMANDER, 77TH STREET AREA

Los Angeles Police Department

February, 1996 to July, 1997

- Supervised and directed the activities of sworn and civilian, both supervisory and personnel assigned to the watch.
- Directed the administrative functions assigned to the watch.
- Assumed the duties of the patrol commanding officer in his absence.

POLICE SERGEANT II, INVESTIGATOR, INTERNAL AFFAIRS DIVISION

Los Angeles Police Department

October, 1993 to February, 1996

- Investigated serious allegations of misconduct.
- After the reassignment of the Officer in Charge (OIC), assumed the duties of the OIC for a period of three months.

POLICE SERGEANT II, INVESTIGATOR/ADVOCATE, EMPLOYEE RELATIONS SECTION

Los Angeles Police Department

October, 1991 to October, 1993

- Conducted grievance investigations and represented Department management (the Chief of Police) during arbitrations and Boards of General Appeals.
- Participated in *Meet and Confer* sessions and negotiations with the *Los Angeles Police Protective League*.
- Instructor at supervisor school on employee relations.

POLICE SERGEANT I, RESEARCHER, OFFICE OF OPERATIONS

Los Angeles Police Department

February, 1991 to October, 1991

- Conducted staff research and completed detailed written evaluations for the Office of Operations.
- Staff research culminated with recommendation to the Office Director.

POLICE SERGEANT I, OFFICER IN CHARGE, PACIFIC AREA CRIME PREVENTION UNIT

Los Angeles Police Department

June, 1989 to February, 1991

- Supervised, selected, trained and assigned duties to sworn, civilian and reserve officers assigned to the Area Crime Prevention Unit.
- Coordinated and delivered speeches to community and business groups.

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- Developed a youth program the Area's Police Athletic League.
 - Participated in a community cable-access television show on crime prevention.

POLICE SERGEANT I, PATROL SUPERVISOR, PACIFIC AREA

Los Angeles Police Department

June, 1998 to June, 1998

- Supervised police officers assigned to patrol duties.
- Assumed command of critical incidents the in field unless relieved by a ranking officer.
- Conducted training to and debriefed officers following critical incidents.
- Assumed the duties of the watch commander when directed or in his absence.

POLICE OFFICER III+I, SENIOR LEAD OFFICER, SOUTHEAST AREA

Los Angeles Police Department

November, 1986 to June, 1988

- Performed the duties of both a field training officer and the senior officer assigned to the Area's basic car.
- Coordinated the activities of officers assigned to the basic car.
- Coordinated and participated in neighborhood watch meetings.
- Developed and coordinated a successful strategy to combat blatant sale of narcotics referred to as, *Stop the Rock Assist Police (STRAP)*.

POLICE OFFICER III, VICE INVESTIGATOR, SOUTHEAST AREA

Los Angeles Police Department

May, 1985 to November, 1986

- Received and initiated vice complaints, which included prostitution, bookmaking and quality of life complaints.
- Prepared search and arrest warrants.
- Provided training to less tenured officers assigned to the unit.

POLICE OFFICER III, FIELD TRAINING OFFICER, WILSHIRE AND 77TH ST. AREAS

Los Angeles Police Department

August, 1983 to May, 1985

- Performed the duties of a field training officer.
- Assumed the duties of the assigned Senior Lead Officer in his absence.
- Attended Neighborhood Watch Meetings.

**POLICE OFFICER II, GANG SUPPRESSION, OPERATIONS-SOUTH BUREAU
(CRASH)**

Los Angeles Police Department

April, 1983 to August, 1983

- Conducted gang suppression activities primarily focused in the Southwest Area.
- Conducted preliminary and follow-up investigations on gang-related crimes.
- Responded to gang-related homicide scenes and performed preliminary investigations until relieved by detective personnel.

POLICE OFFICER II, PATROL, PACIFIC AREA

Los Angeles Police Department

January, 1983 to April, 1983

- Performed patrol related duties, which included assignment to desk operations and a Special Problem Unit.

POLICE OFFICER II, JAILER, JAIL DIVISION

Los Angeles Police Department

January, 1982 to January, 1983

- Processed male misdemeanor and felony arrestees.
- Maintained the care and custody of arrestees, which included inmate feeding and procurement of medical treatment.

POLICE OFFICER I, RECRUIT AND PROBATIONARY OFFICER, PACIFIC AREA

Los Angeles Police Department

January, 1981 to May, 1981

- Received training and instruction in performing the duties of a police officer assigned to patrol related duties.

POLICE OFFICER, CITY OF DETROIT, MICHIGAN, 10TH PCT.

Detroit Police Department

January, 1977 to September, 1980

- Performed wide range of patrol related duties.
- Assigned to a foot beat and worked out of a "Mini-Station," as part of a community oriented policing strategy.
- Assigned to a Special Problems Unit that concentrated efforts on combating serious crimes throughout the area.

MEMBERSHIPS:

- Police Executive Research Forum (PERF);
- National Organization Black Law Enforcement Executives (NOBLE), Member;
- International Association of Chiefs of Police (IACP) selected as a member on the IACP's Civil Rights Committee;
- Oscar Joel Bryant Foundation (OJB), Past President; and,
- United Way, Portland, Maine, Board of Directors.