

# CANDIDATE SUMMARY

## DANIEL GARCIA

### PERSONAL

Address:

[REDACTED]

Telephone:

[REDACTED]

E-mail address:

[REDACTED]

### EDUCATION

- BS, Criminal Justice; Sam Houston State University

### SUMMARY OF RELATED EXPERIENCE

2004-present	Assistant Chief City of Dallas, Texas (1,269,000 population)
1993-2004	Deputy Chief City of Dallas, Texas (1,269,000 population)
1992-1993	Police Liaison to City Manager's Office City of Dallas, Texas (1,269,000 population)
1990-1992	Sergeant City of Dallas, Texas (1,269,000 population)

To Whom It May Concern:

I would like to please be considered for the posted position of Chief of Police for the City of Phoenix, Arizona. I have attached my resume as requested to this email and wait to hear from your office regarding this process. I am a 33 year veteran of the Dallas Police Department with various work experience as reflected in my resume. My current salary is \$125,644.

Respectfully Submitted

D. V. Garcia  
Assistant Chief of Police  
Dallas Police Department



## **Daniel V. Garcia**

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### ***Experience***

*1978 - Present*

**33 year veteran of the Dallas Police Department**

*2010-Present*

#### **Assistant Chief of Police, Support Services Bureau**

- Bureau Commander over the following Divisions: Communications, Detention Services, Property Division, Legal Services Unit.
- 453 personnel
- \$31,666,232 operating budget
- Responsible for all communication services, detention services, and property retention services issues.

*2008-2010*

#### **Assistant Chief of Police, Administrative Bureau**

- Bureau Commander over the following Divisions: Personnel Division and Internal Affairs Division.
- 355 personnel
- \$19,154,418 operating budget
- Responsible for recruit and in-service training, all departmental personnel issues, and all internal investigations on officers.

*2008*

#### **Assistant Chief of Police, Patrol Bureau**

- Bureau Commander over all 7 Patrol Operations Divisions: North Central, Northwest, Northeast, Southwest, Southeast, South Central and Central.
- 2,193 personnel
- 385 square miles with a population of 1,197,816
- \$179 million dollar operating budget
- Responsible for providing patrol and selected investigative services to the entire City of Dallas.

2005-2008

**Assistant Chief of Police, Patrol West Bureau**

- Bureau Commander over 4 Patrol Operations Divisions: Southwest, Northwest, North Central and South Central.
- 1,253 personnel
- 147.16 square miles with a population of 864,011
- \$108 million dollar operating budget
- Responsible for providing patrol and selected investigative services to specific geographic areas of the city.

2004

**Assistant Chief of Police, Patrol Central Bureau**

- Bureau Commander over 4 Operations Divisions: Central, North Central, Homeland Security/Tactical Division and Traffic Division.
- 829 personnel
- 59.43 square miles with a population of 500,000
- \$64 million dollar operating budget
- Responsible for providing patrol and selected investigative services to specific geographic areas of the city.
- Homeland Security / Tactical Division - Respond to major incidents involving acts of terrorism, high-risk criminal apprehensions, civil unrest, disaster response and other special events.
- Traffic Division - Accident investigations, traffic enforcement and dignitary escorts.

2004

**Deputy Chief of Police, Personnel and Development Division**

- Recruiting – Recruitment and selection of qualified applicants to be police officers.
- Background Investigations-Conduct investigations and verify information concerning applicants.
- Training / Academy - Manage training and professional development of rookie officers and veterans.
- Employee Relations - Handle employee issues related to compensation, benefits and personnel records.

*1998 - 2004*

**Deputy Chief of Police, Central Operations Division**

- 300 personnel
- 11 square miles with a population of 76,000
- \$21 million dollar operating budget
- Implemented Patrol crime reduction strategies, and community-policing partnerships

*1994 - 1998*

**Deputy Chief of Police, Northwest Operations Division**

- 320 personnel
- 46 square miles with a population of 270,000
- \$15 million dollar operating budget
- Implemented Patrol crime reduction strategies and community-policing partnerships.
- Love Field Airport Police Operations

*1993-1994*

**Deputy Chief of Police, Support Services Bureau**

- Communications Division - Police dispatch of all calls for service.
- Auto Pound - Storage and inventory of all towed vehicles.
- Police Property Room - Storage of property and evidence seized.
- S.A.F.E Abatement Unit - Operations of abatement and seizure cases.
- 430 personnel
- \$11 million dollar operating budget

*1992 - 1993*

**Liaison to the City Manager, City Manager's Office**

- Police Liaison assigned to the City Manager's Office. Liaison to the City Manager, Mayor, City Council and all other city departments.

*1990 - 1992*

**Sergeant of Police, Central Operations Division**

- Supervised Police Patrol personnel assigned to a particular geographic area in the Central Business District.

*1987 - 1990*

**Detective, Vice Division**

- Undercover officer responsible for the enforcement of vice-related offenses.

1984 - 1987

**Firearms Instructor, Dallas Police Academy**

- Responsible for training of police recruits and veteran officers.

1981 - 1984

**Detective, Vice Division**

- Undercover officer responsible for enforcement of vice-related offenses.

1978 - 1981

**Police Officer, Northwest Operations Division**

- Responsible for responding to police calls for service. Enforce city ordinances, state and federal law.

**Certifications**

**Management Schools and Certifications**

- Senior Management Institute for Police
- TCLEOSE Instructor
- FBI National Academy #224
- Police Executive Research Forum

**Professional**

**Memberships**

**Boards and Committees**

- International Association of Chiefs of Police
- North Texas Police Chief Association
- NTCOG/Law Enforcement Advisory Committee
- Law Enforcement Television Network (LETN)
- FBI National Academy Member
- United States Private and Public Partnership (USB3)
- Dallas Hispanic Chamber of Commerce

**Awards**

**Recognition Awards**

- 1978 Runner-Up Rookie of the Year
- Dallas Police Certificate of Merit 1979, 1992
- 11 Dallas Police Shooting Awards
- Texas State Rifle Association Marksman Champion 1986
- Placed in the National Police Pistol Championships 1986, 1987
- LULAC Council 100 Certificate of Appreciation 1999

- FBI National Academy #224 - Class President

***Education***

**Colleges**

- Sam Houston State University
- Bachelor of Science Degree in Criminal Justice 1978
- Police Executive Research Forum (PERF), Graduate
- FBI National Academy, Graduate

***References***

**References are available upon request**



# SUPPLEMENTAL QUESTIONNAIRE FOR POLICE CHIEF SEMIFINALISTS



Name: Daniel V. Garcia

[Redacted]

Home/Work/Cell phone numbers:

[Redacted]

E-mail address: [Redacted]

1. What is the largest number of employees you have managed and where?

The Dallas Police Department currently has 3,428 officers and as an Asst. Chief I have commanded many sections of our department, for example in 2008 I was in charge of the Patrol Bureau which consisted of 2,193 officers. This assignment would have been the largest number of employee's under my direct command.

2. What are the largest operating and capital budgets you have managed and where?

Again, in 2008 as the bureau commander of the Patrol Bureau of the Dallas Police Department I was responsible for a \$179 million dollar operating budget. In my current assignment as the bureau commander of the Support Services Bureau I am responsible for a \$28 million dollar operating budget. This assignment also includes a \$116 million dollar capital improvements budget specific to technology upgrades in CAD (computer aided dispatch), workstations upgrades, and hardware upgrades in the Communications Division and across the department.

3. Please describe your leadership style as it relates to City management, other City departments, Police Department employees, elected officials, and community members.

In 1992 as a Sergeant I was selected by the Dallas Police Department to be the Police Liaison to the City Managers Office of the City of Dallas and I worked directly for the Asst. City Manager over the police department. This assignment demanded that in behalf of the Chief of Police and the Dallas Police Department that I work directly with the City Manager,



Asst. City Managers, Mayor and Council, all city department directors and community leaders as they needed police assistance. This assignment clearly helped me define my leadership style of management.

Therefore, I would describe my leadership style as inclusive, teamwork oriented, customer service oriented, and open to communications with a common objective of problem resolution.

4. What strategies have you used to meet community public safety needs in an environment of constrained Police Department resources?

In 2008 as the Patrol Bureau Commander I decided that "Random patrols will give you Random results" therefore, I implemented a higher work standard by directing that all seven patrol stations implement monthly operational plans that were specific to each officer's daily activity by targeting crime problems specific to persons, places, and behaviours in each assigned area. I reviewed every stations operational plan by watch and sector and randomly met with Deputy Chiefs, Lieutenants, Sergeants and Officers from each station to ensure that the operational plans were being adhered to in relation to responsibility and accountability. The department ended the calendar year with a 10.71 % reduction of crime for the City of Dallas.

In 1994 as the Deputy Chief of Police of the Northwest Patrol Division I requested the City of Dallas assign a Code Inspector, Fire Code Inspector, and a Health Inspector to my Community Policing Unit. I felt very strongly that by bringing all these city departments together to work on a quality of life crime initiative we could close down crime nuisance locations in my division. As a result of this program we were able to close down 80 residential crime locations in our police district in one year.

5. What is your philosophy regarding community based policing? Also, please provide examples of community based policing programs you have implemented.

My philosophy regarding community based policing is grounded on the principal of having strong open lines of communications between the community and all the officers of our department as well as using all city department resources in a unified effort to address crime and quality of life issue. Let me be clear on this issue, I believe that every officer on the department needs to embrace the community based policing philosophy.

In 1994 as a newly promoted Deputy Chief I was asked by the Chief of Police to start a community policing program for the Dallas Police Department, this program is still in existence today commonly referred to as the NPO's; Neighborhood Police Officers.

6. Describe your experience working with diverse population groups. How have you attempted to improve the relationship between these groups and the Police Department? Please describe the success of these efforts.

As previously mentioned I have held many positions early in my career where I had an opportunity to interact with numerous community leaders. As the police liaison at Dallas City Hall I interacted with many diverse community members who required help acquiring city services. Additionally, as a Deputy Chief of Police I started the Dallas Police Departments community policing program and again worked with many community groups encouraging partnership between the community and the Dallas Police Department.

7. Describe your experience managing in a collective bargaining environment. If you have none, what is your understanding of the dynamics of such an environment?

Currently, the City of Dallas has a Meet and Confer Agreement with the five police associations within our department and this agreement also includes the fire associations. As an Asst. Chief in our department I have been working for many years with each of the police associations regarding issues of pay, discrimination concerns, discretionary leave, sick leave, family medical leave, grievance concerns, overtime and compensatory leave issues. In addition, I have also served as the Asst. Chief and Deputy Chief over the Personnel Division of the Dallas Police Department; therefore I am confident in my experience in addressing human resources issues. While the City of Dallas does not have collective bargaining I feel the aforementioned qualifications would help me make a smooth transition into managing and working with all employee groups.

I understand the dynamics of collective bargaining as a negotiation between city management and employee representatives on various employees issues and benefits where upon mutual agreements are binding to both parties. Additionally, grievances regarding any of these issues are open to arbitration for settlement. **In short, the purpose of collective bargaining is to promote a harmonious, impartial, productive, working relationship between the city and its employees.**

8. Describe your experience in using performance metrics to make resource allocation and deployment decisions.

The Dallas Police Department has 7 police divisions across the city and in each division we have identified specific high crime enforcement areas referred to as "TAAG areas." (Targeted Action Area Grids/ 27 across the city) While crime is addressed in all neighborhoods these TAAG areas were mandatory scheduled beats with additional resources being allocated into the areas. As a Deputy Chief and Asst. Chief of Police over the patrol stations I have used many deployment strategies in addressing crime reduction needs. These strategies may have been specific to using additional patrol officers in these areas, to creative enforcement efforts using multiple departmental resources such as swat, traffic, mounted horse patrol units, bike officers and/or covert officers in identified areas. Other strategies may have included using high police visibility enforcement in entertainment districts or high volume population locations such as malls. In addition, using police, fire and code enforcement in a multi-departmental enforcement efforts as described on Answer 4 have also proven beneficial to our crime reduction efforts. It should be noted that the City

of Dallas will be seeing its eighth consecutive year of crime reduction this year.

9. Describe your experience in overseeing technology improvements and how those improvements benefited the Police Department.

In my current assignment as the bureau commander of the Support Services Bureau I am in charge of all technology upgrades for the Dallas Police Department. I have been working with the Communications & Information Services of the City of Dallas to upgrade the radio communications system of the City of Dallas. The city is currently moving from a very old analog system into a digital communications system. The Dallas Police Department and the City are currently working toward narrow banding and interoperability programming into our police radios. We have currently replaced 749 police handheld radio's and will replace a total of 4000 handheld radios before the conclusion of 2012. In addition, the department will also be upgrading the software of 1,460 mobile data computers in our police vehicles. We are also working on upgrading our court notification system, upon completion it will allow our officers to check court settings and make scheduling notifications from home if necessary. This week we started our E-citation system which eventually will allow every officer in the field the ability to use a small hand held device to issue traffic citations. This system will eliminate the number of citations incorrectly handwritten and will improve citation verification and court settings for the City of Dallas. In 2012 we will be moving our department into a new RMS (record management system) and we are currently preparing training schedules for all 3,428 officers of our department. The RMS will become the official record of every incident reported to the department. Officers will be able to enter offenses and arrest reports from their police vehicles with information being provided to investigators in a matter of minutes.

10. Periodically issues surface that damage the public's confidence in the Police Department. Please provide an example of an issue like this you experienced and how you dealt with rebuilding community confidence in the Department.

As a Chief level officer of the Dallas Police Department I have had my share of critical incident management, I have also come to understand that critical incident management can come as a result of a controversial police shooting, a planned or unplanned events or in some cases an incident that places your department in a very unfavourable public relations position.

On March 17<sup>th</sup> 2009 the Dallas Police Department found itself in a public relations nightmare as a result of an officer issuing a traffic citation to a citizen. The incident involved a man who was driving erratically due to the fact he was trying to get his wife and family to the hospital in time to say goodbye to his wife's dying mother. The officer refused to let the driver leave the hospital parking lot as he wrote the citation and ultimately the citizen wasn't at his mother-in-laws side as she passed away. The story was video taped entirely on the officer's in-camera video. The incident was immediately on television, and quickly went viral and was carried on all major sports media programming across the country as the man detained

was an NFL football player. At the time of this incident I was in charge of the personnel department of the Dallas Police Department my role was working with the city attorney in ultimately allowing this officer the ability to resign. The incident required a number of meetings with the family, the officer and community leaders who were outraged at the insensitivity of this officer and in addition required that we look at all our training regarding racial and sensitivity training. This incident ultimately didn't reflect the good work that the men and women of the Dallas Police Department do everyday; therefore we had to be proactive in getting that message out to the community, our officers, our government leaders and the media.

11. Please describe any experience you have with border issues including human and drug trafficking.

In my current assignment as the bureau commander of the Support Services Bureau I am in charge of the Detention Services Division. Currently the City of Dallas is under contract to house prisoners with the Dallas Sheriffs Office/Dallas County Jail. Once we approve our own arrest reports we turn the detainee over to the DSO for detention processing and housing. The U.S. Immigration and Customs Enforcement (ICE) has an office in the book-in section of the Dallas County Jail and reviews arrest daily where origin of citizenship is outside of the United States. Any officer who has a serious criminal case can leave prisoners information with the ICE office 24 hours a day. Although the City of Dallas does not enforce Immigration Law 287G, we do support ICE in arrest warrant executions specific to criminal offenses. While I admit I have very limited work experience with border enforcement I clearly see the problem it presents to Phoenix, Arizona. I am also aware of the recent passing of SB 1070 and the enforcement required.

In 1981 I worked in the Vice Control Division of the Dallas Police Department as an undercover officer I enforced the arrest of prostitution as well as some narcotics enforcement. I worked in this assignment for approximately 7 years at which time I witness the dark world of narcotic sales and human trafficking. In today's world of technology the enforcement challenges for law enforcement has increased tremendously in both these categories.

12. Please describe any experience you have providing Police services to a major airport and/or a transit system.

In 1998, I was the Deputy Chief of Police of the Northwest Patrol Division, which also gave me operational and security authority over the Love Field Airport for the City of Dallas. I commanded the operations of the airport for 4 years.

13. Do you have any unusual personal considerations that need to be resolved before you could accept this position? If so, please explain.

No, I do not.

14. Is the resume you submitted for this position accurate and current? If not, please explain any discrepancies.

Yes, my resume is accurate.

15. Are you currently employed?

Yes, I am currently employed as an Asst. Chief of Police for the Dallas Police Department and have served on the department for 33 years.

16. Have you ever been fired or resigned under pressure from a job? If so, please explain.

No, I have never been fired or resigned from employment.

17. Have you ever sued an employer or been sued by an employer or employee? If so, please explain.

No, I have never sued an employer, nor have I been sued by an employee.

18. What is your present or most recent salary?

My current salary is \$125,644 a year.