

PETER F. PACILLAS

pacillaspf@elpasotexas.gov

Cellular:

Section
552.101

| Office: (915) 212-4305

June 26, 2023

Dear Mr. Cary Westin:

Please consider this letter of introduction expressing my interest in the Chief of Police position. My résumé outlining my experience and expertise in law enforcement is enclosed for your review and consideration.

During my career with the El Paso Police Department, I have held various high-profile supervisory roles, including Assistant Chief, Interim Commander for the Directed Investigation Division, section commander as the lieutenant of the Criminal Intelligence, Homeland Security, and Crime Analysis sections, Patrol supervisor, Academy training sergeant, Tactical sergeant, and SWAT Team Sergeant, and Homeland Security Sergeant, where I was instrumental in leading and improving law enforcement training, developing procedures and methodologies, overseeing, pandemic operations/procedural development, tactical field operations and critical incidents, and writing bid specifications and managing capital and operational / confiscated funds budgets and grant budgets.

I attribute my success to date to several key factors: (1) a capacity for continued personal and professional growth, (2) advanced interpersonal and analytical skills, (3) a proven team player with the flexibility to adapt to situational demands, (4) a personal desire to serve, and (5) a serious career commitment to law enforcement and passion for excellence.

I am confident that the strength of my experience, combined with my dedication, energy, commitment, and attitude, will add measurable value to the City of El Paso. In the interim, thank you for your attention, consideration, and forthcoming response.

Sincerely,



Peter F. Pacillas

Encl.

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LAW ENFORCEMENT EXECUTIVE

DEDICATED LAW ENFORCEMENT PROFESSIONAL offering over 37 years of experience in various law enforcement disciplines and continuous commitment to excellence. Exceptional leadership skills, reliable, detail, and service-oriented, with the ability to exercise good judgment based on law, policy, and morals. Comprehensive knowledge of law enforcement issues combined with a strong record of effective executive-level experience, police work, and tactical field operations.

- Police Executive Level Experience
- Community Partnerships
- Oral & Written Communications/Reports
- Operational Planning
- Interview and Interrogation Techniques
- Expert Court Testimony
- Crime Prevention Programs
- Modern Principles of Criminology
- Use and Care of Firearms
- Arrest, Search and Seizure Laws
- Confidentiality Issues
- Public Presentation
- Law Enforcement Special Operation
- Knowledge of Criminal Statutes

Ribbons

Meritorious Service with Cluster, Station of the Year, Supervisor of Year & Medal of Valor

PROFESSIONAL EXPERIENCE

EL PASO POLICE DEPARTMENT

El Paso, Texas

1985-Present

Distinguished law enforcement career advancing through increasingly responsible technical and supervisory roles. *Career highlights include:*

Interim Chief of Police

02/23 - present

Plan, direct, manage, and oversee operations of the department. Create functional strategies and objectives for subdivisions. Oversee \$166M budget and department of approximately 1,377 personnel.

- Piloting the use of tablets at a regional command to streamline the report writing process, potentially decreasing overtime, and improving response times and accuracy of reports.
- Research alternative staffing schedules to address retention, work-life balance, and employee burnout.
- Modified procedures for discrimination and harassment claims to activate IA callout and allow use of external investigator.
- Implemented Officer Wellness Initiative which focuses on finding ways to improve Officer well-being. The current program includes free access to mental health professionals regardless of medical plan.
- Participated as a management representative in the most recent collective bargaining process.
- Partnered with Fire Department to expand the department's Citizens Advisory Board (CAB) and create a Public Safety CAB.
- Researching recruitment and retention best practices to modernize strategy and continue addressing employee priorities.
- Reallocated resources in response to community needs by creating Violent Crimes Task Force,

Assistant Chief

2/2009- 02/2023

Updated and modernized training methodology of the El Paso Police Department and Special Operations response principals & tactics. Responsible for the management of regional command operations, police HR section, traffic division, Crisis Intervention Team (CIT), litigation, COVID, and Presidential Visit Operations. Implemented several community partnerships and incorporated community involvement into department initiatives.

- Designed and oversaw Covid 19 Operations
- Implemented IAD Use of Force Section
- In partnership with Emergence Health Network, created the first Crisis Management Team
- Implemented Data Driven Approach to Crime and Traffic (DDACTS) – intelligence-based policing
- Instituted Bigs in Blue partnership with Big Brothers Big Sisters of El Paso
- Expanded police academy training classes to include emotional intelligence and other soft skills.
- Worked with Police Association, City Attorneys, and Police HR to create and implement the department's first drug test policy.
- Redesigned Discipline Review and Shooting Review Boards to incorporate citizens and department personnel
- Collaborated with Police HR to update the selection and interview board process for internal transfers as well as police trainee candidates to include objective, job-related skills.
- Oversaw HR's external validation of the physical fitness selection examination.
- Reset training academy and records management system which was incorporated into TCOLE statewide training

Interim Commander Directed Investigations Division

2008-2009

Assigned to oversee the Auto Theft Unit, Fusion, Intelligence Unit, and Narcotics Unit.

Criminal Intelligence Section

2006-2008

Promoted to the rank of lieutenant and transferred as the section commander for the Intelligence, Homeland Security and Crime Analysis Sections. Initiated the El Paso Police Department's Fusion and Watch Center concept.

Homeland Security

2004-2006

Original sergeant selected for the newly formed Homeland Security unit. Responsibilities included planning for Weapons of Mass Destruction incidents and departmental preparedness. Administered Homeland Security Grants provided by the Federal Department of Homeland Security funds. Liaison with outside agencies to plan for critical incident response within the El Paso metroplex area.

SWAT Team Operations (collateral duties)

1990-2002

Original member of the department's first full-time SWAT team; advanced to Senior SWAT Team Sergeant. Participated and/or lead more than 300 critical incidents, including hostage rescues, barricade subject and high-risk warrants. Officer-In-Charge during SWAT Commander's absence. Accountable for training of Tactical Operations Office and SWAT Team. Co-founded and developed current SWAT Team standards and procedures to test job related skills. Worked with SWAT Team supervisors throughout the state to upgrade TCLEOSE standards for SWAT Teams. Upgraded and standardized training documentation. Developed and authored "Code Blue" proposal outlining procedures for school and workplace violence for the City and County of El Paso.

Police Sergeant – Field Operations

2002-2004

Supervised and directed 37 patrol officers. Scope of responsibility included acting lieutenant, officer training and scheduling; ensured proper application of laws, procedures, policies were followed.

Impact Sergeant

1998-2002

Proactive plainclothes unit challenged to catch suspects in the act of committing a crime. Concurrent duties in the Juvenile Investigation Section supervising four officers in follow-up investigations of juvenile crimes.

Training Academy Sergeant / Instructor

1996-1998

Pre-service and use-of-force instructor; accountable for scheduling all recruit training and ensuring departmental policies, Civil Service Rules, TCLEOSE Rules, ADA Laws, EEOC Regulations were followed and applied.

Sergeant/Shift Training Supervisor – Northeast Patrol Section

1993-1994

Supervised field training and probationary officers; accountable for documentation and allocation of training.

Patrol Officer – Tactical Operations

1989-1993

Hand-picked to transfer from patrol operations to the Tactical Operations Office. Immediately chosen over senior officers as one of the Tactical Squads Officer-In-Charge during the sergeant's absence.

EDUCATION AND TRAINING

BA in Organizational Leadership

Mountain State University

Over 3,094 training hours in various areas of instruction.

Lean Six Sigma Trained

2023

BOARDS AND VOLUNTEER EXPERIENCE

911 District Board

2009 - present

International Association of Chief of Police (IACP) Patrol Operations Subcommittee

2010-2021

Chairman for the Local Emergency Preparedness Committee

2004-2006

SISD Public Service Advisory Committee

2011-2012

Youth Wrestling Coach Wildcats Wrestling Club

2008- 2011

Cub Scouts of America Den Leader

2004-2005

PROFESSIONAL AFFILIATIONS

International Association of Chiefs of Police

Texas Police Association

Former Regional IV Director – Texas Tactical Peace Officers Association

Member, National Tactical Officers Association

Police Chief Pre-Interview Questionnaire
City of El Paso, TX
Response Due NLT: Friday, July 21, 2023, by 8:00 am CDT

Full Name (first, middle, last): Peter Francis Pacillas

Nicknames (if any): _____

Cell: Section 552.101

Please answer each of the following questions completely and thoroughly.

1. Provide a summary of what you have done to prepare yourself to assume the position of Police Chief within a police organization.

My preparation for leadership positions started at a young age, with the Boy Scouts of America being selected by the scoutmaster as the senior patrol leader. This progressed into the various jobs I held through high school and as a captain in competitive sports, and ultimately becoming an El Paso Police Officer.

Shortly after completing my second year as a patrol officer, I was selected by the chain of command to become a Field Training Officer, thus starting my leadership responsibilities in law enforcement.

During the next several years as a patrol officer, I was often selected to be the Officer In Charge during the sergeant's absence. Upon being promoted to sergeant, I was selected to be the Officer In Charge during the absence of the SWAT commander, thus thrusting me into midlevel leadership situations during stressful and demanding incidents. Also, during this time as a sergeant in the special operations division, I was now responsible for leading personnel who, days before, were my peers. I now had the responsibility to ensure that department rules & regulations, and laws were adhered to during the scope of my duties.

During my tenure as a sergeant, I quickly learned that I must become a good follower of successful mentors, listen to constructive criticism and be willing to implement the lessons from their wisdom and experiences. These experiences set the foundation for my professional leadership philosophy of being fair and strong yet compassionate for those I was responsible for. I honed my skills to work and network both internally and externally, especially with the community, to accomplish the mission of the El Paso Police Department.

After over a decade of learning law enforcement leadership from various mentors and through training, I earned my Bachelor of Science in Organizational Leadership Magna Cum Laude. I chose not to obtain the traditional criminal justice degree as I felt studying leadership outside the law enforcement profession would expose me to various other experiences in a formal education environment. At the same time, I was preparing for

PURPOSE

It is imperative for me to establish a vision for the future and to become thoroughly familiar with the operations, issues and concerns of the department and priorities of the community. The goals, objectives and strategies outlined in this plan are designed to enable me to accomplish five goals within the first year of my tenure as Police Chief.

1. Establish clear lines of communication.
2. Establish effective professional relationships with other law enforcement officials in the city, county, and across the state.
3. Reach out to the community, businesses, schools, and establish community partnerships to foster a collaborative relationship.
4. Evaluate the state of the department. Review all departmental policies and procedures, MOUs, and strategic plans, budget, human capital, and crime statistics and initiate any action necessary to update and/or improve on them.
5. Strengthen the state of the department. Assess and evaluate the department's strengths and areas in need of improvement, then develop strategies to build on strengths and address areas in need of improvement.

This *First Year Plan* is based on the time I would need to gauge the current operational and administrative status of the department and determine where enhancements and/or modifications may be needed. Working with sworn and professional staff we will develop strategies necessary to move the police department forward in a progressive, innovative way, to be better prepared to meet the challenges of the future.

GOAL 1: ESTABLISH CLEAR LINES OF COMMUNICATION.

Objective 1.1: Meet with City Manager.

Strategy: Meet with city manager to obtain perspective, priorities, direction, and determine cadence for meetings, and communicate expectations.

Objective 1.2: Meet with all internal stakeholders.

Strategy: Hold one-on-one and small group meetings with sworn and professional staff. Begin the process of developing my own observations about priorities for the department and I will eventually develop an internal survey that will be delivered to staff.

Objective 1.3: Meet with the El Paso Municipal Police Officers Association.

Strategy: Meet and develop mutual areas of interest and concerns. Establish a meeting cadence to further develop an effective and productive relationship.

Timeline: 1- 30 days.

GOAL 2: ESTABLISH COLLABORATIVE RELATIONSHIPS WITH OTHER LAW ENFORCEMENT OFFICIALS AND OTHER OUTSIDE STAKEHOLDERS.

Objective 2.1: Establish cooperative relationships with law enforcement colleagues.

Strategy: Make personal contact and establish effective working relationships with department heads of law enforcement agencies in the city, county, and state. To include the District Attorney's Office. Meetings are for the purpose of leveraging our resources and developing long-term partnerships and identifying opportunities for collaboration.

Objective 2.2: Meet Fire Department officials.

Strategy: Meet with the Fire Chief along with other disaster preparedness leaders within the county, to identify opportunities for partnerships and collaboration.

Objective 2.3: Establish mutual productive relationships with local media outlets.

Strategy: Seek out members of the media community, as they are important to our communication efforts to our community. These meetings are for the purpose of developing a mutual understanding of roles and responsibilities and identifying opportunities to work together.

Timeline: 30-60 days.

GOAL 3: CREATE OPPORTUNITIES TO HEAR FROM COMMUNITY GROUPS, BUSINESS OWNERS, AND COMMUNITY MEMBERS TO ESTABLISH COOPERATIVE PARTNERSHIPS.

Objective 3.1: Meet with community leaders, business owners, organized neighborhood groups and associations.

Strategy: In addition to formal introductions, meet personally with community leaders, official and unofficial, business owners, and neighborhood groups and associations to establish strong working relationships and develop partnerships. Learn about their views and perspectives of the police department and the community and provide an opportunity for their voice to be heard and convey anything they feel necessary toward my responsibility as the Police Chief.

Objective 3.2: Establish cooperative relationships and partnerships with community organizations.

Strategy: Set up regularly scheduled meetings with community leaders from various community organizations.

Objective 3.3: Establish opportunities to meet with community members.

Strategy: Develop quarterly opportunities for the community to meet with me, assistant chiefs, and regional commanders and discuss any concerns they may have. Establish a mutual understanding of the issues and look for short and long-term solutions to problems that

affect the quality of life for all people who live, work, and play in El Paso.

Timeline: 30-60 days.

GOAL 4: EVALUATE THE STATE OF THE DEPARTMENT.

Goal 4.1: Review and update policy manual as needed.

Strategy: Establish committee to review and update the entire policy manual, focusing on those high risk/high liability areas (e.g., use of force, failure to supervise, failure to train, etc.). Committee group will consist of supervisory staff, officers, and the police association.

Goal 4.2: Review department's organizational chart, long-term strategic plan, and MOUs.

Strategy: Consider the necessity for a SWOT analysis to determine the strengths, weaknesses, opportunities, and threats to the agency and determine if department's strategic plan and MOUs align. Create small groups of supervisory and line personnel, including professional staff to provide input as to their current observations and/or perceptions.

Goal 4.3: Begin to compile crime and response time data from a historical perspective as well.

Strategy: Compile agency statistical data. Knowing what crime is happening in the community, where, and when is vital to effective deployment strategies. Utilize community surveys to establish priorities for specific areas within our community.

GOAL 4.4: Review department expenditures and overtime.

Strategy: Begin the process to compile historical and statistical data on department's budget to develop a broad picture of the department's financial wellbeing.

Goal 4.5: Start the process of formally evaluating human capital.

Strategy: Utilize one-on-one conversations and a 360-degree evaluation to evaluate command and supervisory staff.

Goal 4.6: Review recruitment and retention efforts.

Strategy: Conduct surveys to determine why staff leave and why they stay. Data will help inform a comprehensive strategy around recruitment and retention. Look to aggressively recruit state wide and nationally with review of certification standards and training.

Goal 4.7: Review and/or start to develop an officer wellness program.

Strategy: Review and/or develop an officer wellness program and begin considering resources and training that are available to help in this endeavor.

Timeline: 90-180 days.

GOAL 5: STRENGTHEN THE STATE OF THE DEPARTMENT.

Goal 5.1: Start to solidify strategies, goals, vision, mission, and values.

Strategy: Engage a cross-section of the department and community stakeholders for the development of strategies, goals, vision, mission, and values. Develop a short video presentation on our vision for the future and encourage participation.

Goal 5.2: Update robust strategic planning process.

Strategy: The process will get the community involved with the department in setting policing priorities for the future. Information used from community surveys will help inform the priorities.

Goal 5.3: Complete the assessment of the professional capacity of the department, including what training may be necessary.

Strategy: Put the right people in the right seats. Develop and reinforce the desired organizational culture and manage the changes created by it. Hold people accountable for doing the right thing. And conduct after action review sessions around tasks, issues, crime initiatives and calls for service.

Timeline: 180 days to first full year.

ASSURANCES

Executive leadership transition plans are critical, particularly in cases where the safety of a community is at stake. If selected for the position, I will begin with a clear understanding of the challenges faced by leaders in general, and by department heads in particular including:

- Revenue and expenditures limitations.
- High public expectations and accountability of the police department.
- Continuing to re-establish public confidence, trust, and support.
- Community and business concerns about crime and fear of crime.
- Labor and police union concerns.

DESRED OUTCOMES

The goals and activities accomplished in my first year bring forth the opportunity for a seamless, informative, and productive beginning. In turn, a smooth, collaborative transition reinforces the police department's ability to continue moving forward and never falling back. Overall, this enhances my effort to make informed, well-thought-out decisions commensurate with the continued goal of making El Paso a safe place to live, work and play. Fulfilling the initiatives of my transition plan will afford me the best opportunity to "hit the ground running" and immediately be engaged within the department and the community to develop short and long-term solutions to problems and concerns.

promotional exams for mid-level leadership with the department as a lieutenant. Once promoted, I was assigned to a highly sensitive division whose duties I had never experienced. During this time, I developed the effective leadership skill of listening to those with operational experience and new mentors internally and externally. This new position also allowed me to create innovative law enforcement practices within the department. I acquired skills to locate funding streams, such as grants or other outside reimbursement streams, and to help move the department into the Intelligence Base Policing through real-time data to track crime trends while setting the foundation for the El Paso regional fusion center and real time watch center. I was once again placed into another advancement by being selected by the chief's office to be the interim commander for the entire division I was assigned to as a lieutenant. This would prove to be the shortest leadership position in my career as I was promoted to assistant chief.

I was selected to become the assistant chief to re-establish the El Paso Police Academy as a premier training academy. The training as mentioned earlier, education, experiences, successes, failures, and wisdom helped prepare me for the demands of executive leadership. I evaluated the strengths and shortcomings of the current training programs for both cadet and in-service training. I established a team of personnel that was experienced, committed to excellence, and had a strong work ethic. From this team, we developed, updated, and modernized the training methodology of the El Paso Police Academy, the Field Training Program, and the Special Operations group. TCOLE has since recognized this training methodology as a model for other Texas academies to follow.

In a continual effort to develop at the executive level of the police profession, I repeatedly sought real-world opportunities and challenges by attending Major City Chief's and International Association of Chief of Police annual conferences. In addition, I volunteered to design and implement the chief of police's visions for significant process improvements such as redesigning the Discipline Review and Shooting Review Boards to incorporate citizens from the community and department personnel. I designed and oversaw the department's COVID 19 Operations, implemented the IAD Use of Force section partnered with Emergence Health Network to create the initial Crisis Intervention Team, implemented the intelligence-based policing model of Data-Driven Approach to Crime and Traffic model, introduced a collaboration with Big Brothers Big Sister for the Bigs in Blue program, collaborated with the Police Association, City Attorney's and Police Human resources to implement the department's first drug testing policy, external validation of the physical fitness selection test for police applicants, and collaborated with Police HR to update a job-related selection and interview board process for internal transfers as well as police trainee candidates.

2. Discuss your view on the best way for a police department to ensure its policies are current, relevant, effective, and followed.

A police department's general manual/rules & regulations are the cornerstone to implementing the mission of any department and the community it serves. This living document must be constantly evaluated through validated process improvement methodology. A chief of police should be aware that one incident does not make good

policy but also be astute to an incident warrants a critical review of a procedure, policy, rule, and/or regulation. To ensure that policies are relevant, effective, and followed, the chief must realize how they interact with the community it serves and works for. Albeit one can learn from good and/or questionable policies in various jurisdictions within the United States or, for that matter, around the world, one does have to be sensitive to how those policies may or may not be acceptable to the community and the department personnel. The Chief, along with his staff and attorneys, must also glean from lessons learned through external and internal litigation or case law. To help a policy become effective, a policy must be applied in training and accountability, but more importantly, a chief of police must listen to those who implement the policy and to the community it affects.

If the policy needs to be amended, the chief must have the courage to adapt procedures, not simply issue a directive or completely abandon controversial or difficult to apply policies. To ensure compliance, accountability methods must be established through audits, incident lessons learned and administrative investigations that may expose non-enforcement of policies by supervisory personnel. This can be mitigated by training supervisors and officers and setting the example that personnel can be corrected by addressing the "little" things and never dismissing a mistake. This helps the department culture know that infractions will be addressed regardless of how "insignificant" it may seem.

3. In the leadership roles you have held, discuss how you have nurtured commitment to the organization's mission and vision throughout the department.

Adhering to our mission, "... to preserve life, to provide services with integrity and dedication, to enforce the law and to work in partnership with the community to enhance the quality of life in the City of El Paso." My goal has been to fulfill the department's mission and service to the community. In my 30 years as a leader in the El Paso Police Department, starting as a sergeant to my current position as the interim chief of police, I have continually worked to improve the section/unit or division I was assigned to and the entire department. Just six months after being promoted to sergeant, the assistant chief of police transferred me from patrol operations back to the Tactical unit, which was being redesigned into the department's gang unit due to the increase in gang-related incidents. It should be noted that in nine of my thirteen years as a sergeant, I had collateral duties as a SWAT sergeant. Shortly after the Jonesboro, AK school shooting in 1998, and as a sergeant on the department's SWAT team, I began to develop plans for how we should respond and how to help school districts in El Paso develop strategies. I assembled a team of officers and other sergeants to develop the protocols.

The plans were submitted and tabled for a few months until the Columbine school shooting, when I was called in by my commander to proceed with the training and outreach to the school districts.

I led the training of over 1,000 officers of all ranks to be trained in Active Shooter response. Simultaneously I established a working cross-functional team from the department, Office of Emergency Management, and the area school districts to

implement the area "Code Blue" plans, training, and response. The fundamentals of the response plan sadly had to be implemented and used during the August 3, 2019, active shooter/mass murder of 23 individuals that occurred in our city.

In 2004 the department formed the Homeland Security Section in response to the 9/11 attacks. This unit was primarily designed to identify critical infrastructure, develop department protocols for response to acts of terrorism, and to locate funding streams to help harden police facilities. I was selected to initiate this unit with a small team of officers. We secured funding to secure our facilities, developed the department's terrorism response plan, and helped institute the Citizen Emergency Response Teams (CERT) program for our residents. I established relationships with the Council of Governments, federal agencies, and the Texas Governor's Grant Office. This unit helped set the foundation for my transition to lieutenant, where I was assigned to the department's Intelligence Section, which absorbed the Homeland Security unit. During my tenure as a lieutenant, we secured funding to start up the department's Multi-Agency Fusion Center. I continued to nurture cooperative relationships with the local, state, and federal agencies to help the department achieve its mission, helping it become one of the safest cities in the nation.

After two years, I was selected by the chief of police to be the interim commander for the Directed Investigation Division and, within a year, was appointed by the chief of police as an assistant chief. Once again, I was called upon to help ensure the department's mission was accomplished. I was assigned to revamp the department's cadet and in-service training methodology. I was tasked with all special operations and the department's Human Resources Division.

During my fourteen years at this executive level I volunteered and/or was tasked with additional duties to help accomplish the chief's vision for community involvement in the Discipline Review Board (DRB), the Shooting Review Board (SRB), reformulated the call for services responses from nine priorities to four priority types, institute a Use of Force section in the Internal Affairs Division, implement the Data-Driven Approach to Crime and Traffic Safety (DDACT model), implemented the department's response to the global COVID pandemic, worked through the anti-police movement and established a mutual working relationship with local advocacy groups which help them become involved in our DRB and SRB boards, worked with the local mental health authority to develop the department's Crisis Intervention Team (CIT), Migrant Crisis of 2022 & 2023, and prior to the COVID pandemic held a large scale "A Day with the El Paso Police Department" where the community was welcomed to the El Paso Police Academy to learn about the various department units, understand the requirements to become a police officer and to personally meet the chief of police and executive staff.

During my current interim chief of police responsibility, I have implemented process improvement strategies to help address the sliding morale and workload on limited staffing. I directed my staff to utilize Lean Six Sigma processes for (1) Alternative Staffing strategies to determine the best possible shift work hours to address the high response times, increase the number of officers on a shift and allow a positive work/life

balance for the patrol officers, (2) to seek out and implement officer wellness alternatives that officers would utilize to help them through the stress, mental and emotional demands of law enforcement and (3) to develop strategies to upgrade recruiting and retention methods. In less than six months we have collaborated with City HR and Atena Health insurance to provide a no cost program that officers can seek peer to peer support regardless if the officers have a policy with Atena, we have increased the number of police applicants from the hundreds to now breaking into the thousand mark for the first time in over two and a half years. The alternative staffing is currently being formulated in collaboration with the police union and initial indications are positive.

I have always answered the call of the El Paso Police Department, and willing to be assigned to units, the department felt like my skills best accomplished the mission and vision of the department.

4. What would you do to earn, and then maintain the trust and respect of your new employees if you are selected for this position?

To earn and maintain the respect of personnel is a long-term commitment. In my thirty-eight-year career with 30 years as a leader in the El Paso Police Department, I have worked hard to maintain standards, know the people I work for, care for them in their darkest days, correct them when they fall short, and listen to their concerns and ideas.

You must be honest with them, even when it is not a popular decision, and most of all, help ensure they know their wellness is essential to them and the organization's mission.

5. As the Police Chief, how do you ensure your officers deliver services consistent with the principles of "procedural justice", and what, if any, impact do you believe it will have on the community?

Procedural justice fundamentally starts with the selection and basic training of a police recruit. One learns from the environment they are exposed within an organization.

When your officers are treated with dignity and respect even when discipline is required the officers will feel valued. You must then impress upon the officers that police contacts in the community need to be handled the same way. One can provide police services and treat victims, reporters and even violators with professionalism, dignity, and respect even if the officers had to use force.

I was speaking to an officer who spoke of an encounter with an out of state citizen. After the encounter the citizen told the officer he had encountered El Paso Police Officers at different times and stated they had to be the most professional and polite police officers they have ever met. The officer was surprised by this comment, to which I had them think about what types of encounters this individual may have had in other areas of the country.

Officers must know where their chief stands and how officers are expected to deliver services to their city. During my Lean Six Sigma training, we had to introduce our commitment statement to the class. Therefore, I feel it appropriate to share my commitment statement based on the studying of Steven Covey:

"The El Paso Police Officers report to duty daily and are committed to protecting our community. Therefore, a firm commitment to them with effective training and equipment is fundamental to the residents of El Paso and the El Paso Police Department.

I am committed to a highly trained and effectively equipped police department, which is the first line of safety and security for El Paso residents. This is not hyperbole; every community demands its police department to be committed to service, justice, and fundamental fairness".

Procedural Justice would positively impact the community, knowing that the El Paso Police Department will carry on its strong relationship with the community we serve.

6. Describe efforts you have led to enhance and/or maintain strong community connections?

Efforts that I have led started when I was a sergeant in helping schools develop safety plans for their campus, held career days where school-age children could meet officers, as some only encountered officers in bad circumstances due to their environment. Progressing through the ranks especially as an assistant chief I have worked to maintain our Police Area Representative (PAR)/Community Service Officers to not merely count the number of meetings but guide their outreach by the number of participants attending meetings and events, establishing a relationship with Big Brothers Big Sisters to help get officers to mentor a child, developed the "A Day with the El Paso Police Department" event, continue outreach to help the community know how to respond to active shooter events, working with a non-profit organization to build the nation's only first responders museum and cemetery where dispatchers, police and fire personnel who have honorably served their community can be laid to rest and a museum where the public can learn about their public safety departments. Most recently, the fire chief and I have collaborated for his battalion chiefs to join our long term running Citizens Advisory Boards to enhance the meetings to public safety centric not only law enforcement centric.

7. How have you worked to develop and enhance your leadership skills?

After over a decade of learning the sergeant's leadership skills from various mentors and through training, I earned my Bachelor of Science in Organizational Leadership Magna Cum Laude. I chose not to obtain the traditional criminal justice degree as I felt studying

leadership outside the law enforcement profession would expose me to various other experiences in a formal education environment.

At the executive level, I have attended various workshops on leadership. e.g., Major City Chiefs Association and IACP conferences for 12 of my 14 years as an assistant chief, but I have always felt one learns more by honing their leadership skills in a real-world application, not merely by attending seminars to help their resume.

I have sought out law enforcement leaders both internal to the El Paso Police Department and external leaders from not only significant departments but from leadership whose skills have been tested in the dynamic world of military combat. I have studied and learned important leadership skills directly from members of 1st Special Forces Operational Detachment – Delta.

I was asked and accepted an invitation from Federal Homeland Security Investigations (HSI) 2023 Managers Conference to be the Keynote Leadership Speaker.

8. When we conduct comprehensive reference checks and background investigation, to include media , what will we find that may warrant explanation or that could be of concern? N/A

Policing the largest US city on the US-Mexican border, adjacent to New Mexico and the largest Army Military Base in the country presents unique complexities, challenges, and opportunities no other municipal police department faces. This dynamic and challenging location requires leadership and personnel that understands, serves and adaptively protects the community.

As Interim Chief of Police for six months, I have demonstrated the ability to lead the Department through multiple crises and situations, external and internal, while laying the groundwork for a modern Department that will continue to promote El Paso as one of the safest cities in the country. My First Year Plan reflects 38 years of policing in El Paso and over a decade of executive experience. It also brings to bear my network of state, national and international resources that builds on the quality of the Department.

The foundation of good policing is trust - with and between the public; with and between peace officers and operations; and with and between our "neighbors" and coordinating agencies. Trust is built on honesty, integrity, and accountability.

My First Year Plan activates efforts to improve trust, increase public safety, and efficiently use and deploy limited resources. The Plan necessarily has both Internal and External components to achieve a solid foundation for growing improvement following its first year. It's also a plan that "hits the ground running" and integrates well with the City's strategic plan and budget.

As a profession, Law Enforcement has a practice and culture of management by crisis. We are good at adapting to dynamic, often dangerous, situations and then learning by critique and case study. It starts from the patrol officer and extends up through the command. The modern El Paso Police Department I am proposing requires us also to implement a culture that values improving internal processes and becoming more efficient and effective with technology and limited resources.

The Plan reflects our responsibility to both listen, internally and externally, and communicate "our story" to stakeholders so everyone understands and anticipates their roles (i.e. resources, responsibilities, and actions) in making El Paso a safer and more secure community. Finally, the First Year Plan is budget neutral - its reorganization increases efficiency, effectiveness, and accountability with currently available resources.

0 - 60 Days

Internally roll out plan, expectations and objectives across EPPD. Externally meet with constituents, stakeholders, media and the public to "introduce" myself and what they can expect and how we can work together.

INTERNAL

Organize Department into two (2) Bureaus - Operations and Support. Each Bureau led by an Executive Assistant Chief reporting to me.

OPERATIONS BUREAU

Operations focuses on Patrol, the officers in the field, with the aim of improving response times, officer health, and mental well-being, and optimizing deployment across the current 5 regions and a soon-to-be 6th Regional Command Center.

CRITICAL MEASUREMENTS: Response Times; Officer Time out; Officers in the Field;

- Evaluate and recommend shift format. Examine using different shift formats (5 X 8 hrs., 4 X 10 hrs., 3 X 12 hrs.) to improve Response Times and Officer well-being.
- Initiate Work-Life Balance Program. EPPD Officers are exhausted. August 3, 2019, mass murder, CoVid Pandemic, Migrant Crisis, and two Presidential visits to name just a few recent situations along with mandatory overtime due to limited officer availability comprises EPPD effectiveness. A Work-Life Balance program will improve officer productivity, increase retention and make EPPD attractive to new recruits.
- Identify and trial Physical and Mental Wellness programs for rapid implementation. Evaluate and scale up the "Responders Health Program", a partnership with Aetna.
- Evaluate and recommend best practices for training and re-training from Officer Involved Critical Incident procedures.

SUPPORT BUREAU

Support improves resource effectiveness and efficiency in the field through increased recruitment and retention, customer service improvements, Record Management System streamlining, technology updates, and deployment (e.g. Body Worn Cameras, and tablets).

CRITICAL MEASUREMENTS: Academy class sizes; Retention statistics; technology absorption;

- Direct EPPD HR to align recruitment written exams and job simulation to one day
- Identify and deploy marketing platforms to increase outreach to potential recruits. Rebrand EPPD including recruitment messaging.
- Develop a long-term (8 - 10 year) strategy targeting youth (middle-high school) and educators. A majority of EPPD officers are native El Pasoans. It's critical to reach young people as they are making career decisions.
- Leverage and replace outdated technology in the field.
- Identify integration issues with countywide RMS for remedies.

EXTERNAL

EPPD cannot be an island. Leadership needs to be visible and credible. All EPPD officers and civilian staff need to understand and project commitment to our community. Improving community safety requires proactive engagement with City officials and other City departments; state and federal agencies; EPPD union officials; community groups, associations, and NGOs; school districts and educators; the media; public supporters and detractors. Engagement requires good listening, honest communication, credible information, and data.

City Attorney's Office

- Identify trends potentially affecting EPPD and the City for exposure to litigation. Evaluate for cause and remedy proactively.
- Identify strategies, policies, and training to mitigate legal exposure for officers, the Department, and the City of El Paso.

- Improve relationship with the Union leadership addressing matters affecting the CBA with an aim to eliminate or mitigate the need for costly arbitration hearings.

Outside Law Enforcement Agencies

- Continue and improve cooperative operations with other local municipal police departments, EPCC and ISD police departments, the Sheriff's Office, and State of Texas law enforcement (e.g., TX DPS, TX Park & Wild Life, TABC, UTEP, and TTU) and Federal law enforcement agencies.
- Re-establish cooperative efforts with the FBI.

Community Relations

- Proactively meet with community groups, organizations, and associations to improve City safety. Living, working, and providing law enforcement services requires a leader willing to listen to diverse community groups/organizations, understand their concerns and needs, and articulate EPPDs role and services. Understanding the community's organizations, neighborhoods, and influencers are key to relationships improving public safety.
- Meet with local media market leadership to improve communication and address expectations.

61 - 180 Days

During this period the organization is testing/piloting process improvements and collecting/evaluating data for scale-up or revisions. Critical measurement data is shared to increase understanding and improve adoption across the Department.

INTERNAL

OPERATIONS BUREAU

Scheduling methodology deployment.

CRITICAL MEASUREMENTS: Units in the Field; Response Times; Officer Time out; Training Time; Overtime

- Work with Union leadership on alternative staffing and impacts/concerns to CBA. Come to an agreement and work cooperatively to implement EPPD changes.
- Monitor implementation through data and subjective feedback. Adjust and revise as necessary.
- Identify early Physical and Mental Wellness impacts. Investigate data for adjustments.
- Develop and implement Officer Involved Critical Incident aftermath procedure.

SUPPORT BUREAU

Implementing regular annual recruitment cycles and communicating (all available channels) the cycles broadly throughout the community to increase the quantity and quality of applicants.

- Evaluate the customer service strategy. Preliminary results show an approximate 50% increase in applications and exam attendance.
- Formalize the 8-10 year strategy targeting youth (middle and high school). Work with ISD leadership to identify Stage 1 campuses across the City for program introduction.
- Evaluate adoption tablets across officer demographic throughout Mission Valley Regional Command
- Develop job specifications for a Director of Research Analytics. The wide range of data within the police department (e.g., crime data, traffic data, use of force incidents, administrative investigations, Code Department data, training & litigation data) requires the

ability to research, evaluate and use the data to improve public and officer safety, become more efficient in assigning limited resources, evaluating and predicting risks and opportunities, improve services and accountability just to name a few.

EXTERNAL

Outreach continues with meetings used to inform policy and procedures, improve articulation between agencies, and formalize an annual community outreach calendar.

City Attorney's Office

- Incorporate formal and bulletin training at all levels within the police department.
- Formalize ongoing dialog with the Union leadership. Trust that issues will be taken seriously increases the effectiveness of this channel for EPPD officers to air concerns to both Union and Police leadership.

Outside Law Enforcement Agencies

- Multi-agency cooperation resulted in a 30% decrease in non-domestic crimes of violence. A multi-agency/multi-state operation is currently planning to address criminal elements crossing both international and state borders.
- Re-establish Memos Of Understanding with the FBI.
- Began internal & external planning for the 2024 Presidential Campaign season, recognizing El Paso as a focal point of national issues (e.g. migration).

Community Relations

- Build on meeting with local human rights group members to re-engage dialog and understanding of officer accountability and how this group can contribute to the process. Use insights to inform similar meetings with other City groups and organizations.
- Plan and market "Spend a Day with the El Paso Police Department" (October 2023).
- Regional commanders work with their respective fire department battalion chiefs to turn our Regional Command Police/Citizen Advisor Boards into more Public Safety Centric Citizen Advisory Boards.

REMAINING 6 MONTHS

Utilize the continuous process improvements (data-centric and field informed) to develop a 5 - 10 year strategic plan that assists the City Manager in projecting EPPD resource requirements and improves sustainability. Make strategic planning dynamic utilizing "new information" previously unseen or less understood through a rigorous analysis of data sets (i.e. Director of Research Analytics). Work with The University of Texas at El Paso to develop law enforcement analytics as a research interest and to improve talent acquisition.

Seek grant funding compatible with Strategic Plans and state/federal opportunities. Distill effects of grant funding on longer-term impacts for City planning and leadership commitments (e.g. matching requirements, out-year fiscal impacts, program trade-offs).

Actively work with media outlets to provide timely information while respecting our judicial processes.

Amplifying and expanding effective strategies addressing crime trends. Communicate the effect of these strategies on improving El Paso's quality of life and the economic attractiveness of a "Safe City". Promote

EPPD's role in making El Paso an increasingly desirable city to live in, raise a family and visit as a tourist destination.

Implementing active Internal and External Chief's Advisory Boards with the purpose of improving overall city safety, identifying problems and issues at the earliest opportunity, and increasing the effectiveness of EPPD in its mission of serving our community. My effectiveness improves by actively seeking advice and counsel, listening to differing perspectives to have a better understanding of the community, and developing tools and data-based insight to inform decisions and planning.

Law enforcement anywhere is a dynamic and complex endeavor. Nowhere in our country is the dynamism and complexity of municipal law enforcement more acute than El Paso due to international pressures, multiple jurisdictions, global trade and commerce, and a diverse community.

Modernizing EPPD for El Paso today and tomorrow requires the ability to understand the law enforcement challenges of our community and make evidence (data) based decisions critical to the health and safety of our citizens. Hiring a Director of Research Analytics is critical to short and long-term safety planning. I will work with the City Manager on this critical hire.

My philosophy and commitment to El Paso are reflected in almost 40 years of continuous service through the El Paso Police Department to the safety and security of all our citizens.

El Paso Police Officers don't just work in El Paso, they live and raise their families here. Each Officer reports to duty daily with a commitment to protect our community even at the risk of their life. Our officers and their families deserve training and equipment consistent with El Paso's aspirations. Our effectiveness is reflected in our record and still, I know we can do even better.

I am committed to leading a highly trained, effectively equipped, and deeply committed team that reflects the best of our City. I am also committed to honesty that informs good governance, justice, and fundamental fairness equally applied to all. I recognize we, the EPPD, are the first line of safety and security for El Paso and do not underestimate the awesome responsibility of the position of Chief. This is not hyperbole: every community expects its highest and best values to be reflected in its police department - I am committed to leading a police department that makes this our daily duty.

Redaction Log

Redaction Reasons by Exemption

Reason	Description	Pages (Count)
Section 552.101	Confidential Information: Information is excepted from [required public disclosure] if it is information considered to be confidential by law, either constitutional, statutory, or by judicial decision.	1(1) 3(1) 6(1)