

DANIEL J. MAHONEY

June 12, 2012

Spokane Human Resources Department
Re: Chief of Police Application – Supplemental Questions

Dear Human Resources Director:

Below are both the Supplemental Questions and responses as outlined in the Spokane Police Chief Application Announcement:

1 - How does your specific experience apply – please elaborate on size, type, location of organization(s) where you have been employed; scope of responsibility, tenures, and career progress.

I am currently a command member of a major metropolitan municipal police agency in the City and County of San Francisco. The City is home to approximately seven hundred thousand (700,000) residents daily and over one million (1,000,000) people when including commuter employees on weekdays and tourists. In my current role, I serve as the Commanding Officer (Captain) of a district police precinct (Ingleside Police Station) where my district geographic footprint covers almost 6.3 square miles, serves over 123,000 residents and merchants, and covers five separate County Supervisorial Districts. I command 152 employees who consist of sworn Officers (112), Sergeants & Inspectors [Detectives] (21), & Lieutenants (5); as well as civilian personnel (6), citizen volunteers (3) and youth Cadets (5). My district is home to both affluent and impoverished communities, public housing communities, Elementary, Middle, High Schools and Colleges; merchant corridors, single-family residences and multi-family housing units. My primary scopes of responsibility consist of providing public safety for everyone in my district, as well as being a community partner with the various community and youth groups in the district. I am Chair of the Ingleside Police Station Community Police Advisory Board which is a member of the National Association of Town Watch, and meet regularly with many neighborhood groups including the Boys & Girls Clubs of the district.

I am a thirty-year veteran of the San Francisco Police Department and have held all permanent civil service class ranks. I have held the rank of Lieutenant or above since the year 2000—and worked in every separate organizational Bureau, which has given me a complete, global view of the law enforcement managerial experience. I have commanded personnel in Patrol, Investigations, Administration, and Risk Management. I have overseen diverse units such as the Community Relations Unit, the Internal Affairs Division (both Criminal and Administrative Units), the Legal Division, Human Resources Division, Media Relations, the Intelligence Unit, the Joint Terrorism Task Force, the Dignitary Protection Unit, and now a district precinct. I currently hold a Top Secret security clearance with the FBI and am a cross-designated Federal Officer (Special Deputy) with the US Marshal Office. I attained the Civil Service rank of Captain and the appointed rank of Commander under

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(then) Police Chief George Gascón—an innovative leader who served under Chief William Bratton in Los Angeles.

2 – How does your education & training apply – what is your highest level of education achieved; do you have any fields of specialty and what is its relevance to this position; what is your record of continuous education and development?

My education and training have directly attributed to my successes in the San Francisco Police Department and have prepared me for attaining an Executive position in a law enforcement agency. I hold a Baccalaureate Degree in Management and a Master of Science Degree in Business Management –both from accredited institutions. These collegiate degrees have allowed me to view the managing of a public institution as a “business” – complete with providing deliverables (efficient public service), marketing (Community-Engaged Policing), fiscal prudence (budget management), and employee relations (discipline, morale and union management). I am an internationally recognized expert in the field of traffic collision reconstruction, as I hold ACTAR accreditation—one of eighteen hundred worldwide—and have utilized this expertise in cases involving the traffic deaths of police officers—one a felony homicide case, as well as for traffic related policy creation. I have continued my education since attaining my collegiate degrees. I have successfully completed the Senior Management Institute for Police (SMIP) program that is offered by the Police Executive Research Forum and was taught by the academics from Harvard University’s Kennedy School of Government. The focus of each class was to study and manage various issues at the Executive level. I have completed the California POST Executive Development Course, which is an unofficial prerequisite for attaining Police Chief status and sat alongside County Sheriffs and Police Chiefs in the class. I have also completed the California POST Command College program. Finally, I am a current, active member in both the International Association of Chiefs of Police (IACP) and the Police Executive Research Forum (PERF) and receive daily updated training and education on current policing issues and challenges.

3 – What is your communication style?

My internal communication style is simple—it is very direct. I utilize various mediums of communication ranging from addressing line-ups directly and holding staff meetings, to e-mailing communiqué to all members to even using web-based and social media. All members under my command know I have an “open door” policy where they can see me at any time. I stress the importance of the chain of command but will not use that to avoid speaking directly with staff—or use it to be inaccessible. All affiliates (Police Union officials, City Council members, Civilian Oversight supervisors, community leaders, etc.) have my direct line (including my cell phone number) and know they can contact me at any time—day or night—weekday or weekend.

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For my external communication style, I believe in being the face and voice of the Department. I am accessible to the media and I reach out to them in order to put the Department and its members in a positive light. I speak directly with community groups and discuss my enforcement strategies, as well as current crime trends and preventative education. I utilize communication through my own website (inglesidepolicestation.com) and through the creation of educational brochures and posters—all in multi-languages.

4 – What is your leadership style? How would you go about gaining the trust of the City’s police department and leading them forward?

Similar to my communication style, my leadership style is to be direct, inclusive, and to be accessible. As the perennial “outsider”, it will be my organizational priority to bond with the rank and file. To do that, I will have a series of meetings—starting with the top command and working my way down to the line officers. I would attend every line-up and meet with every divisional unit. I would hold a series of “vertical staff meetings” where it would be a meeting with just myself and members of a particular select rank—to hear and address their concerns—but most importantly giving them a voice and access to the Chief. As Chief, I would respond to the scene of all critical incidents to show support. Additionally, I would begin an aggressive “positive media campaign” where all the good work done by the members of the Department were put on press releases and issued. I would initiate a SPD Facebook page and get those messages to all who are “friended” on that page. In short—I would verbally and demonstrably support the members of the Department.

At the meetings, I will discuss my approach to law enforcement—mainly targeted enforcement with a focus on the utilization of technological advancements and stress the positives of community-engaged policing. I would remind all members that we are there to serve the public—not the other way around. I will outline my 30 day – 90 day – 1 year and 5 year plans in order to receive not only feedback but buy-in and acceptance.

5 – Why do you feel you would be a good fit for this position?

I believe my training, my education, and my experience has prepared me for an Executive level position and I believe I can be an asset to the City of Spokane. Furthermore, I believe my strengths as a leader and manager can address the current policing issues surrounding Spokane. Although all police departments have challenges and internal strife (to some extent), the current challenges in Spokane (Federal investigation request from Mayor Verner, officer misconduct, litigation scrutiny, fiscal challenges, decrease in offered police services) are areas that I have played a significant role in my current agency and fall in line with my organizational priorities. Some examples are:

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- I have worked extensively with many State and Federal partners (FBI, Secret Service, State Department, Department of Justice) on joint collaborative operations and investigations. Having the benefit of holding a Top Secret Security Clearance AND holding Special Deputation allows me access to workspace areas, work product, attendance in high-level meetings and lends credibility to my involvement with those agencies.
- In my role as overseeing the Risk Management Division and the Legal Division, I had many opportunities to work with the heads of our civilian oversight organization (similar in scope to the Spokane Police Ombudsman). Although the San Francisco Police Department's relationship with them is sometimes acrimonious in nature, I was able to mend fences to the point where I hold a complimentary letter in my Personnel File from the Director of the civilian oversight group praising my collaborative effort. It is that work ethic and managerial mindset that I bring to the table. Additionally, I enjoy an outstanding working relationship with our Police Union—even while overseeing the discipline process. I am seen as fair and accessible. I see the role of discipline as the opportunity to modify the behavior of the member—not simply as a punitive measure.
- As the Commanding Officer of the Legal Division, I was frequently tasked with representing our Department's interests in both Federal and State Court as it pertained to filed litigation. I had settlement authority and often worked with Federal Magistrates in settlement conferences to either reach fair settlements or to outright deny and litigate frivolous claims.
- Although San Francisco is a large agency, it too has undergone its share of fiscal challenges and "belt-tightening". I have seen and participated first hand in developing and maintaining cost-cutting policies. Furthermore, I have been able to find resources other than General Fund for equipment purchase and positional employee funding.
- In my role as adjutant to the Assistant Chief of Police (and as Commander of the Office of Chief of Staff), I was tasked with overseeing technological innovative projects that were being considered for implementation. Some examples are: the gaining approval from our civilian oversight body for the equipping our members with ECW-Tasers; the equipping each member with a Smart Phone for community policing; the e-citation pilot project; the in-car video and body-camera project.

In this era of forced downsizing (due to financial constraints), one often hears that we have to do "less with less"—meaning cutting programs and investigative steps. I believe in working "smarter—not harder" and doing "more with less". I have implemented a "Target Enforcement" philosophy in my district which stems from "Intelligence-led" and "Evidence-based" policing. With limited staffing, I believe in putting my resources where

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crime occurs and at the same time, using proactive measures to educate the community to not become victims of crime. Every policing issue I face is approached from a two-pronged method—education and enforcement (in that order). Putting “cops on the dots” (think pin-maps) aggressively targets the current crime hot spots, and proactively using all forms of media (print, video, web-based, social) gets our message out in terms of prevention and gaining community trust and support. Being transparent is the key to success in today’s community policing prioritized world. It is a philosophy I would bring to Spokane.

Finally, I consider myself a hybrid leader—one who has worked in management for the entire Department and has made decisions from a global (macro) viewpoint, and also one who has managed smaller divisions and made decisions from a narrow (micro) viewpoint. I work in a large agency but reside in a city with a similar population size, department size, and demographic to that of Spokane. I treat people fairly, honestly and ethically and make all my decisions with those mantras in mind.

6 – What is your experience in balancing tough budgets and what kind of cost savings measures would you consider?

As previously stated, San Francisco is not immune to the global recession and has been forced to reduce its budget several times. As the Adjutant to the Assistant Chief of Police (Chief of Staff Office), I worked directly with the Chief Financial Officer of the Department in the preparation of the budget and the prioritization of the Chief’s programs—as it pertained to funding those priorities.

One such program I developed led to the savings of almost \$200,000 each fiscal year for the Department after the program’s implementation. While commanding the Legal Division, I determined that the Department may be paying out excessive amounts of Court Appearance overtime to our members. I conducted an audit and assigned one officer to exclusively handle the processing of Court Appearance overtime. I also worked with the Office of the District Attorney and the Office of the Public Defender in streamlining subpoena issuance and timely cancellation notifications. The results were that we were able to deny a number of overtime compensation submissions and increase timely cancellation notices. The Office of the Controller advised me that in FY 09-10 and FY 10-11, a reduction in Court Appearance overtime of almost \$200,000 each year was realized.

Additionally, I have been an appointed member on the Approval Authority for the Bay Area Urban Area Security Initiative (UASI) with the task of overseeing the disbursement of millions of dollars of Homeland Security funds. In that capacity, I was able to steer funding to projects and personnel costs in San Francisco—thus replacing the funding that would have been General Fund dollars to Homeland Security funding.

Training is another area that I have been able to maintain while lowering costs. In my precinct, I have been directing those under my command to take advantage of not only POST reimbursable training, but also no-cost training that is offered by Federal & State agencies, as well as non-profit organizations. Such examples consist is:

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- The Office of Justice Programs - Bureau of Justice Assistance (OJP-BJA) classes and webinars;
- The United States DOJ Community Oriented Policing Services (US-DOJ COPS) “Link-to-Learn Center” on-line training programs;
- “Combating Sexual Assault” CD & web-based training through the non-profit organization “Jane Doe No More” (particularly important to agencies that have large college-aged populations—such as my current precinct);
- Managerial updated training through the free subscription to *Management Education Group*, which provides monthly “E-Tips” and complimentary webinars on managing public employees.

This is not a complete list but some examples of no-cost training that I would bring to Spokane—it allows the member to receive valuable training but does not lose that employee from police service for a full day—they can watch a 30-minute video and continue on patrol for the remainder of the watch—and at no cost.

I have an open mind and would consider all cost saving measures that bring about an increase in efficiency but ones that never compromise officer safety. Additionally, I am a proponent of Regionalization—where Departments share resources. SWAT, specialty K-9 Units, Explosive Disposal vans, Air Patrol, and Forensics are such examples of resources that can be shared among several municipalities—thus reducing the cost to maintain and house those units.

7 – What innovative programs have you implemented in your current department and which ones could be implemented in Spokane?

Implemented

During my tenure, I have been able to implement several programs that have had far-reaching effects upon my organization and have led to not only an overall increase in efficiency, but also have led to increased community trust in our agency. Those programs consist of:

- Assisted in the creation and adoption of a “Brady” Policy with a 30-year backward review process. Put together the “Brady” Panel (consisting of a retired State Circuit Court Justice & Legal Attorneys). Worked with the Union and District Attorney through the Meet & Confer process, and presented the final version to the Police Commission for approval.

- Assisted with the creation of an “Officer-Involved Shooting” card that is kept by supervisors in the field. It is a template of questions to ask the involved officer at the scene of a shooting for public safety purposes but also to ensure protection of the officer’s Peace Officer rights, while not compromising the investigation.
- Supervised the creation of a Unit that conducts Criminal Investigations of Police Officers titled “Internal Affairs Division—Criminal Unit”. This unit is housed in a covert, confidential location and its investigators were hand-selected based on their experience and reputation as being professional and ethical. Reviewed all work product and interacted with the District Attorney’s Office on each case.
- Streamlined the Dignitary Security protocol and the Investigation of First Amendment activity—rewrote the General Order on First Amendment activity investigations complete with civilian oversight provisions.
- Worked with others on the creation of the Community Advisory Boards and Community Forums in San Francisco where the community meets with police leaders to jointly tackle the current policing issues. Each District precinct has an Advisory Board and the Chief has specific forums set up (Inter-Faith, LGBT, African-American, Youth, etc.) to get input from people spanning the whole city, as opposed to a smaller geographical area.
- Streamlined and updated the website for my District precinct – inglesidepolicestation.com, including the placing of multi-language safety flyers, brochures, a weekly Captain Message, an up-to-date crime blog, and the Ingleside Facebook link.
- Implemented the Department’s first “Major Accident Investigation Team” (MAIT) with its primary function of conducting forensic collision reconstructions for serious injury/fatality cases for prosecution, as well as Department vehicle collisions for administrative hearings.
- Continued and enhanced the Ingleside’s “Focus on the Five” traffic enforcement program—targeting the top five collision locations for enforcement with the goal of the reduction of collisions at those locations.

Proposed

As the one overseeing Risk Management, I recommended a number of innovative programs, which are currently in the “review” stage. I had prepared pilot projects for the below listed items after collaborating with vendors and even arranged partial vendor-discounted funding. All could be implemented in Spokane and I would support their implementation. Those consist of:

- Equipping our members with Electronic Controlled Weapons (ECW-Taser)
- Electronic Citation Writers (e-Citation)

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- In-Car Video Systems
- Lapel Cameras
- Issuance of “Blackberry” Smart Phones to each member for investigative purposes

Would Propose in Spokane

Although I have not been involved in the actual creation of any of the below programs, I see their importance and would work on implementing these programs in Spokane:

- *CompStat* -computer-based analysis for the timely and accurate reporting of crime and accountability from the Department’s supervisors.
- CALEA-Accreditation
- Online Reporting System for property crimes
- Cease-Fire Program for dealing with Gang Violence
- Collaboration with schools & colleges on crime prevention education
- Unpaid Internships in various divisions by College (WSU) students
- Senior Volunteer “Ambassador” Program which focuses on quality control

All in all, I see tremendous opportunity for the Spokane Police Department to increase its community support, transparency, professionalism, efficiency, and bringing it to current technological levels—and can do it with minimal cost to the City.

8 – What would you hope to achieve as Chief of the Spokane Police Department?

I would hope that my legacy as Chief of Police in Spokane would be remembered as one that increased community support by the use of progressive community policing programs, which brought about unparalleled trust in the Department. I would like to return services previously removed (i.e. Property Crime investigation). I would like to see Spokane PD be talked about in our nation’s think tanks (PERF, RAND, Hoover Institute, etc.) as a leader in innovative policing by focusing on what is important—the lowering of crime and the raising of professionalism—and all in a time where public sentiment of public safety workers and fiscal support is at an all-time low. I would also like to see the Department as the one everyone wants to work for—not simply the one to be used as a springboard for other agencies. I see the position of Police Chief as the one who sets the ship in motion and on a specific course—much like the Captain of a sailing vessel. The Chief is accountable for everyone under his/her command and must be the face of the Department—which I will be. My satisfaction as Chief of the Spokane Police Department would be to have attained the acceptance and admiration of the men and women under my command and the community as a whole, at the same time.

June 12, 2012

Sincerely,

Daniel J. Mahoney

Daniel J. Mahoney
Police Chief Applicant