

## ALLEN HUGGINS

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### COVER LETTER

I began my law enforcement career with the Costa Mesa Police Department in January of 1986. Costa Mesa is a city with a very diverse population of over 115,000 people, and is located in the Orange County metropolitan area of Southern California. At it's peak, the Costa Mesa Police Department had 164 sworn officers and over 75 non-sworn support staff. The Department fields approximately 100,000 calls for service during a typical year.

During my career at Costa Mesa, I provided the community with a superior level of public safety and service, in a professional and ethical manner. I worked diligently to develop and maintain a reputation of substance and professionalism. This included fair and equitable policing for all who lived, worked and recreated in the jurisdiction. My disciplined work ethic and solid core values are evidenced throughout my career. Law enforcement is a challenging and rewarding career, and one that I thoroughly excelled at and enjoyed.

As my career progressed and I promoted up through the ranks to Captain, I earned opportunities for additional responsibilities within the Department. Those opportunities enabled me to influence the organization toward the understanding that law enforcement is in the business of public service to the community it serves. Accordingly, I learned that I must carefully listen to the community's concerns, provide education and insight when necessary, and take the appropriate action to address their concerns and issues.

My leadership style has always been one of high integrity and ethics, combined with an inclusive decision making process. I believe it is important to gather input from the stakeholders during the decision making process, to ensure that a complete and accurate decision has been made. While I encourage subordinates to provide input and ideas, I understand that the ultimate responsibility lies with me, in the position of leadership.

As a leader, I am cognizant of the need to review prior decisions and how they are being interpreted and instituted, and if there are any unintended consequences of such. While leadership requires a vision toward the future, it also requires the need to reassess prior decisions on an ongoing basis.

My leadership and decision making style also incorporates balancing all decisions with the liability concerns related to that decision and with how that decision reflects upon the community, the City and the Department as a whole. Remaining aware of liability issues is a key concern of a successful leader in modern policing and one in which I am well versed.

During my career at Costa Mesa, I gained significant experience in fostering and maintaining relationships in the community, with the city management staff and with elected officials. One of my strengths is the ability to communicate effectively with a variety of people possessing differing backgrounds, personalities and agendas. Having the skills to maintain good professional relationships is a must for a Police Ombudsman, and one in which I am well versed.

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During my career at the Costa Mesa Police Department, I spent approximately nine years leading, managing and conducting personnel investigations in the Professional Standards Bureau. I was also the liaison with the City Attorney's office for litigation matters, and with Human Resources for personnel issues. This background helps me to have the proper knowledgebase and perspective on personnel investigations, their purpose and what a quality investigation should look like. This is a must for the Police Ombudsman position at Spokane.

Since retiring from the Costa Mesa Police Department in March 2013, I continued to seek opportunities to use and improve upon my skill set. In March of 2013, I started a private investigation business, serving public sector institutions as a Special Consultant in the area of personnel investigations and organizational structure review. Over the last two years, I have provided services to educational institutions and municipal agencies for personnel investigations. I am currently on staff with the North Idaho College Police Academy as a subject matter expert for Police Professionalism and Ethics, Patrol Procedure and Community Policing.

In continuing my law enforcement related career, I focused on finding an organization that has outstanding values. I spent my career in a professional policing environment, where ethics and values were important and where I could best use my outstanding sense of right and wrong and help impart that on the officers I served with, and in the community I worked. The City of Spokane Police Ombudsman position is a perfect fit based on my ethics based work history, as it provides an opportunity to fully utilize my existing skills to better a professional policing organization.

With my extensive experience of over nineteen years as a police leader and manager, I am prepared to provide outstanding leadership, management, and dedication as the Police Ombudsman for the City of Spokane. I am seeking a long-term opportunity in which I can embed myself in the community, and participate in maintaining and increasing the professional level of public safety.

The application package includes my resume and reflects my proven successes in managerial and leadership positions, including acting Chief responsibilities. This, coupled with my education and my desire to make a contribution to the community at large, makes me uniquely qualified. Included with the application, is a list of professional references, including several Chiefs of Police, that can attest to my qualifications and abilities.

I look forward to the process.

Respectfully,

**Allen Huggins**

## RESUME

### WORK EXPERIENCE

- **Owner / Manager / Special Consultant** - Paragon Investigative Services (March 2013 to present)
- **Educator**, North Idaho College Police Academy (October 2013 to present)
- **Acting Chief of Police**, Costa Mesa Police Department, various time periods during COP absence or transition (February 2012 to March 2013)
- **Captain**, Costa Mesa Police Department – Field Operations Division (February 2012 to March 2013)
- **Commander / Lieutenant**, Costa Mesa Police Department – Professional Standards Unit (July 2007 to February 2012)
- **Lieutenant**, Costa Mesa Police Department - Logistical Support Bureau (January 2004 to July 2007)
- **Lieutenant**, Costa Mesa Police Department - Administrative, Patrol (May 1999 to January 2004)
- **Sergeant**, Costa Mesa Police Department – Professional Standards Unit (September 1997 to May 1999)
- **Sergeant**, Costa Mesa Police Department - FTO Training Program, Bike Detail, Citizen's Academy, Westside Community Substation, Patrol (November 1994 to September 1997)
- **Detective**, Costa Mesa Police Department – Regional Narcotics Suppression Program (RNSP) Major Narcotics Task Force, Street Narcotics (June 1990 to November 1994)
- **Officer**, Costa Mesa Police Department – South Coast Plaza Detail, Special Enforcement Detail, Patrol (May 1986 to June 1990)

### SUMMARY OF QUALIFICATIONS

I have over 27 years of law enforcement experience with the Costa Mesa Police Department, which is located within Orange County in Southern California. Costa Mesa has a population of over 115,000 people, with a very diverse population. Costa Mesa is the cultural center of Orange County with the Performing Arts Center, and also is home to South Coast Plaza, which is the highest grossing shopping center in the United States. Costa Mesa also has a large residential area, and a significant immigrant population.

Of the over 27 years of law enforcement experience, I have more than 18 years of supervisory and management experience. This experience includes providing leadership and management to the Patrol Division with over 100 personnel, and over seven years managing personnel investigations in the Professional Standards Unit as a Commander / Lieutenant and Sergeant.

I have extensive budgetary experience. As the Patrol Division Captain, I created and managed a 22.5 million dollar budget (55% of 40.6 million dollar Police Department

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Budget). As a Commander / Lieutenant I was responsible for creating and managing my respective budget. As one of the Patrol Division Lieutenants, I was responsible for creating the Patrol Division Budget.

I have substantial experience in working with diverse City Councils. I have made numerous presentations to City Councils representing the Police Department on a variety of issues, including budgetary requests, and responding to community issues and concerns.

I am an articulate and effective communicator, with a proven ability to work with people who possess diverse interests and concerns. I have excellent people skills and possess the knowledge and experience required for executive managers.

### **Achievements include:**

- Owner / Manager of Paragon Investigative Services providing services as a Special Consultant for personnel investigations for governmental organizations.
- On staff educator for the North Idaho Police Academy through the North Idaho College, where I instruct on Police Ethics and Professionalism and Patrol Procedures.
- Published author of Law Enforcement related material in the California Police Officer Association (CPOA) publication.
- Captain in charge of Field Operations. Provided leadership and management for over 125 personnel. Managed several significant projects, including the implementation of new work schedule for all uniformed personnel, identification and procurement of new patrol vehicles and liability training for all supervisors in the police department.
- Commander / Lieutenant in charge of Professional Standards Bureau. I managed all facets of personnel investigations and other personnel related matters. I provided ethics training to all new personnel and in community settings.
- I helped to create and establish the Costa Mesa Police Citizen's Academy, which provided education to the public during a three-month program on what the Police Department does. I was also responsible for creating and establishing a Spanish-speaking version of the Citizen's Academy.
- I was the Police Department Project Manager for a 27 million dollar, 32-month CMPD Facility Expansion Project from design to completion.
- I was the Project Manager for the evaluation and procurement of the Mobile Data Computer (MDC) for both the Police and Fire Departments

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and the Mobile Video System (MVS) for the Police Department. I also was the Project Manager for the implementation for a new CAD/RMS computer system for the Costa Mesa Police, Fire and Communications Departments.

**PROFESSIONAL SKILLS**

**Leadership**

- Professional achievements and demonstrated ability to lead in the law enforcement organizational environment. I have contributed immeasurably to sustained, superior performance at all levels in a police organization.

**Interpersonal Relationships**

- I have effectively worked with the political leadership in the community and with a variety of community groups on very difficult and politically sensitive issues.

**Supervision**

- Police Captain managing Field Operations Division with over 100 sworn personnel and over 25 non-sworn personnel. A total of over 18 years of progressive supervision experience with the Costa Mesa Police Department.

**EDUCATION**

- 36 Units (Core) for Master of Science, Criminal Justice, Central Missouri State University, Warrensburg, MO.
- Bachelor of Science, Criminal Justice, August Vollmer University, Orange, California - Awarded B.S. Degree
- Graduate of the Sherman Block Supervisory Leadership Institute

**AFFILIATIONS / CERTIFICATIONS**

- Member of Peace Officers Research Association of California (PORAC)
- Member of California Chiefs of Police Association
- Private Investigators License (CA - # 28207)
- Graduate of the POST Supervisor's Leadership Institute (8 month program).
- Prior Southern Chair for CPOA Legal Advisors

**PERSONAL DATA / INTERESTS**

- [REDACTED]
- I enjoy running, photography, and boating



**EMPLOYMENT HISTORY:** List all experience, paid and voluntary, related to the position for which you are applying. Beginning with your most recent employment first, list all employment experiences within the last ten years.

<b>COMPANY NAME:</b> Paragon Investigative Services <b>ADDRESS:</b> 2900 N. Government Way, St. 212, CDA ID <b>PHONE:</b> 949-264-3114 83815 <b>SUPERVISOR NAME:</b> Self Employed <b>REASON FOR LEAVING:</b> Still in Business <b>MAY WE CONTACT THIS EMPLOYER:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DATES EMPLOYED (Mo/Day/Yr)</b> <b>FROM:</b> 03 / 31 / 13 <b>TO:</b> 03 / 17 / 15 <b>Last Salary:</b> \$50 per hour	<b>JOB TITLE:</b> Owner / Manager <b>NO. &amp; TYPE OF EMPLOYEES SUPERVISED:</b> Sole Proprietor <b>DUTIES AND/OR RESPONSIBILITIES:</b> I conduct personnel investigations for educational institutions and municipal government agencies.
<b>COMPANY NAME:</b> North Idaho College (NIC) Police Academy <b>ADDRESS:</b> 510 Clearwater Loop, St. 201, Post Falls ID <b>PHONE:</b> (208) 769-4376 83854-6930 <b>SUPERVISOR NAME:</b> Michael Berg <b>REASON FOR LEAVING:</b> Still teaching at NIC <b>MAY WE CONTACT THIS EMPLOYER:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DATES EMPLOYED (Mo/Day/Yr)</b> <b>FROM:</b> 09 / 01 / 13 <b>TO:</b> 03 / 17 / 15 <b>Last Salary:</b> \$25 per hour	<b>JOB TITLE:</b> Educator <b>NO. &amp; TYPE OF EMPLOYEES SUPERVISED:</b> I teach 10 to 15 students in a classroom environment <b>DUTIES AND/OR RESPONSIBILITIES:</b> I instruct in Professionalism and Ethics, Patrol Procedures, Homeland Security, and Community Policing.
<b>COMPANY NAME:</b> Costa Mesa Police Department <b>ADDRESS:</b> 99 Fair Drive, Costa Mesa, CA 9226-6520 <b>PHONE:</b> 714-754-5281 <b>SUPERVISOR NAME:</b> Tom Gazsi <b>REASON FOR LEAVING:</b> Retired <b>MAY WE CONTACT THIS EMPLOYER:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DATES EMPLOYED (Mo/Day/Yr)</b> <b>FROM:</b> 01 / 20 / 86 <b>TO:</b> 03 / 31 / 13 <b>Last Salary:</b> \$12,900 mo	<b>JOB TITLE:</b> Police Captain <b>NO. &amp; TYPE OF EMPLOYEES SUPERVISED:</b> As a Captain, I supervised over 100 sworn and 25 non-sworn personnel. <b>DUTIES AND/OR RESPONSIBILITIES:</b> My last responsibility was overseeing Field Operations, where I lead and managed all uniformed personnel.
<b>COMPANY NAME:</b>  <b>ADDRESS:</b>  <b>PHONE:</b>  <b>SUPERVISOR NAME:</b>  <b>REASON FOR LEAVING:</b>  <b>MAY WE CONTACT THIS EMPLOYER:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	<b>DATES EMPLOYED (Mo/Day/Yr)</b> <b>FROM:</b> ____ / ____ / ____ <b>TO:</b> ____ / ____ / ____ <b>Last Salary:</b> ____	<b>JOB TITLE:</b>  <b>NO. &amp; TYPE OF EMPLOYEES SUPERVISED:</b>  <b>DUTIES AND/OR RESPONSIBILITIES:</b>  

**ADDITIONAL INFORMATION:** You may include any comments that may show further qualifications for this position or any other information you feel the City should know about you. (Attach additional information, if necessary) During my career at Costa Mesa, I spent almost nine years leading, managing and conducting personnel investigations for the Professional Standards Bureau. In that position, I was the liaison with the City Attorney's Office for all litigation matters. Since leaving Costa Mesa, I continued to conduct personnel investigations for educational institutions, and municipal police and fire agencies. I have well over a decade administering personnel matters.

**AGREEMENT:** I understand that any misrepresentation or omission in my application will be justification for termination or refusal of employment. If I am considered as a finalist for appointment, I hereby authorize any individual, company or institution with whom I have been associated to furnish the City of Spokane any pertinent information concerning my employability which they may have on record or otherwise. I do hereby release the individual, company, or institution and all individuals connected therewith from all liability for any damages whatsoever incurred in furnishing such information.

Signature

This form must be signed (digital signatures are accepted).

March 17, 2015

Date