

January 31, 2012

Dr. Dan Murphy, Chair  
Chief of Police Search Committee  
The University of Tennessee  
405B Andy Holt Tower  
Knoxville, TN 37996-0145

Dear Dr. Murphy,

Please find attached my resume, which is being forwarded for your review for the position of Chief of Police. As my resume highlights, I have an extensive background and experience in many functional areas of Public Safety, which I feel will add strength to the University of Tennessee Police Department. After a period of employee turmoil, and a series of very short tenured police chiefs, my longevity at the University of Nevada has provided long term stability to the department and the university, which I hope to emulate at the University of Tennessee.

With more than thirty years of experience, extensive education and training, and community involvement, I am prepared me to seek and experience new challenges. I am confident in my abilities to provide the leadership and managerial experience that this position requires. As Director of Police Services for the University of Nevada, I am familiar with the special needs, challenges, and hands on community oriented policing approach required in the unique environment of a university.

Despite legal, labor, and employee challenges, I have been instrumental in implementing cultural change in the department to a service, community oriented policing model within the department and instituted wide ranging changes which include:

- A complete department reorganization (2008) that saved nearly \$200,000 from the university budget, created accountability and support for university initiatives;
- Developed a department mission that changed the police culture from an employee centered and response driven agency to that with a student and community service centered philosophy.

In addition, I and members of my staff have introduced new and innovative concepts at the University of Nevada, Reno which include:

- Establishment of satellite offices to better accommodate the needs of the university community and provide for adequate response times. The locations include five in the Reno Metropolitan area, several in Las Vegas, and one in Elko County.
- An office to aggressively seek alternative funding methods to supplement state funding. To date, the department has been successful at garnering millions of dollars in local, state, federal and private funding for emergency operations, training, equipment, overtime, and staffing.
- Assignment of members of Police Services to the City of Reno SWAT Team, in order to provide adequate response to the university in the event of a tactical situation. The ability to plan, mitigate, respond and recover to an event has become clear after numerous acts of violence at educational institutions throughout the country.
- Creation of an Office of Emergency Management, a multi-use, state-of-the-art self sustaining Emergency Operations Center with appropriate communications capability within the Police Department. The EOC is a fully, self contained Center, and personnel assigned to the EOC are responsible for a variety of redundant emergency community and campus-wide communication methods (text messaging, reverse 9-1-1, video displays, e-mail alerts, telephone messaging and web site display).

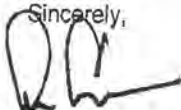
February 1, 2012

- Creation of a university-wide Council of Professional Standards, which reviews allegations of police misconduct and makes recommendations to the Director, Chancellor and President.
- Establishment of and funding for oversight of the university's alarm, perimeter security program and related IT computer components that ensured appropriate accountability for these programs.

Because of the sensitive nature of my current position, I am requesting that my inquiry into this position be kept confidential, until mutual interest has been established.

I am eager to meet with you to further discuss my qualifications, and at the same time demonstrate to you that I have the experience, integrity, and drive to become an asset to the University of Tennessee.

Sincerely,



Adam Garcia



agarcia@police.unr.edu



## Adam Garcia

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### EXECUTIVE PROFILE

Over 30 years of law enforcement, fire service and emergency management training, education and experience, including current position as Director of Police Services for the University of Nevada; past employment as Director of Public Safety for the City of Center Line, Michigan; and patrol officer, sergeant and lieutenant with the Saginaw, Michigan Police Department; Master of Arts degree in Criminal Justice and Master of Arts degree in Political Science; Bachelor of Arts degree in Criminal Justice; Associate in Applied Science in Criminal Justice; State certified fire fighter I & II; Training in Incident Command (FEMA); Graduate of the Federal Bureau of Investigation Law Enforcement Executive Leadership Institute (LEEDA); Graduate of the Law Enforcement Leadership Institute; Graduate of the 224<sup>th</sup> session of the Federal Bureau of Investigation National Academy; Past Chair University & College Section of the International Association of Chiefs of Police (2006-2007); Past Board member of the IACP Foundation (2006-2007) and Homeland Security Committee; Commissioner on the State of Nevada Homeland Security Commission and recipient of numerous commendations and awards.

### PROFESSIONAL BACKGROUND

University of Nevada, Reno, Reno, Nevada

#### **Director Police Services: 2001 – Present\***

The Director of University Police Services is responsible for law enforcement services to the 21,000 students, faculty and staff at the University of Nevada, Reno campus, which consists of 261 buildings, a 433 acre Fire Science Academy and additional satellite locations scattered throughout the Reno and Las Vegas metropolitan areas. The university is home to the 32,500 seat Mackay Stadium and the 14,000 seat Lawlor Events Center. Nevada is a NCAA Division I institution in the Western Athletic Conference.

The university is the state's flagship land-grant institution and one of the top 150 research institutions in the country. The university has a state-wide mission, and has a physical presence in all Nevada counties. The campus includes the University Of Nevada School Of Medicine in Las Vegas, which is affiliated with and attached to the University Medical Center of Southern Nevada. The 588 bed medical center is the only level 1 trauma center in Nevada. In addition, the Nevada State Health Laboratory is housed on the campus main campus.

Reporting to the Vice President for Finance and Administration, I am responsible for administering a 62 member, service-oriented, full service Police Department comprised of patrol operations, administration, and emergency operations. Services include a canine program, walking and bicycle patrols, and pro-active, selective traffic enforcement program as well as an Emergency Operations Center. The EOC is a fully, self contained Center, and personnel assigned to the EOC are responsible for a variety of redundant emergency community and campus-wide communication methods (text messaging, reverse 9-1-1, video displays, e-mail alerts, telephone messaging and web site display).

As a change agent, I have implemented a service, community oriented policing model within the department and instituted wide ranging changes which include:

- A complete department reorganization (2008) that saved nearly \$200,000 from the university budget, created accountability and support for university initiatives;
- Developed a department mission that differed from an employee centered, response driven, to a service centered philosophy.

Emphasis has been placed on LEXIPOL standardized policies and procedures, integration of the department into community and university events, and a formalized budgeting process. The goals, mission and philosophy of the Director are achieved through staff development and commitment, accountability and effective public education.

Under my direction, millions of dollars of local, state, federal and private funding has been obtained for emergency operations, training, equipment, overtime and staffing.

I have implemented a university-wide Council of Professional Standards, which reviews allegations of police misconduct and makes recommendations to me; and the community-wide Police Advisory Board, provides input to my office on issues of concern from the university and the greater Reno metropolitan area.

I am a past member of the International Association of Chiefs of Police Executive Board, the non-profit Foundation, past General Chair of the University & College Section and past member of the IACP's Homeland Security Committee

I am a nationally recognized subject matter expert in the field of planning and responding to emergencies and crisis situations, especially in the field of Weapons of Mass Destruction, Terrorism, and Homeland Security and I have consulted on these matters for South West Tennessee Community College, Community Research Associates, Michigan State University, The University of Nevada Fire Science Academy and West Virginia University. In addition, I traveled to Kuala Lumpur, Malaysia in November 2006 and provided training to members of the Malaysian National Fire and Rescue Hazardous Materials Department in Weapons of Mass Destruction and Terrorism. I hold a current DHS national security clearance.

I currently serve as a member of the Nevada Homeland Security Commission with the Governor, promoting issues related to campus Homeland security issues.

Critical incident management has included a major flood affecting the main campus and the university's agricultural station and a series of earthquakes in 2008. A number of sexual assaults and a homicide of a student in 2007-2008 resulted in the arrest of a suspect who currently sits on death row. This event garnered world-wide, intense media coverage of the assaults and kidnapping/homicide for a period of months.

I continue to take an active, hands-on role in preparation and management of a wide variety of special events which include athletic events, concerts, and many political and presidential visits to the campus.

City of Center Line, Michigan, Center Line, Michigan

**Director of Public Safety: 1998 - 2001**

Managed and supervised 100 dual-trained Public Safety Officers, paid on-call firefighters, Reserve Police Officers, and an E-911 call center in an urban, densely populated city one mile north of Detroit in southeast Michigan. The position commanded four levels of subordinate employees and enforced contract compliance with three collective bargaining groups. I was successful in implementing the department operation as a service oriented agency where prevention and proactive strategies were emphasized. In addition, a long term, goal oriented philosophy had been adopted. The philosophy included the implementation of a school liaison program, K-12 drug/gang/alcohol resistance program, active motorcycle traffic enforcement team, and an aggressive training and modernization program, in particular as it related to fire suppression service, and strict compliance with OSHA and MI-OSHA regulations.

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City of Saginaw, Michigan, Saginaw, Michigan

**Police Lieutenant: 1983 - 1998**

The City of Saginaw, the economic and population center of mid-Michigan is a culturally diverse community located approximately 90 miles north of Detroit. My last assignment was as Lieutenant Commander of the Operations Section. I was tasked with supervising numerous aspects of the department, including CALEA Accreditation, the motorcycle traffic enforcement unit; K-9 operations; cadet program; the community oriented policing program; special events; reserve police officer unit, and Field Training Unit Commander. Other assignments as Lieutenant included watch commander, Detective Division Commander and Commander of the department's specialized Directed Patrol Unit.

Other assignments included patrol officer, field training officer (FTO), and patrol sergeant.

- As special events Lieutenant, coordinated and commanded in excess of 400 state troopers, city and county officers during two Ku Klux Klan (KKK) rallies that generated local, regional and nationwide media interest.
  - As the field training unit commander, coordinated and supervised the departmental training process involving numerous recruits and established a department specific program.
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Nevada System of Higher Education- Reno, Nevada

**Adjunct Faculty Member: 2001 - Present**

Instruct and develop courses on-line and on-ground in Criminal Justice and Political Science, including Forensic Science; Introduction to Criminal Justice; Firearms; American Government and Introduction to Investigation.

University of Phoenix, Reno, Nevada

**Criminal Justice Chair and Faculty Member: 2002 - Present**

Instruct courses in Criminal Justice, including, Contemporary Issues in Criminal Justice; Introduction to Criminal Justice; Criminology, Criminal Procedure; Introduction to Policing; Ethics in Criminal Justice, and Cultural Diversity in Criminal Justice.

In addition, supervise faculty members of the criminal justice program.



Delta College, University Center, Michigan

**Faculty Member: 1998 - 2001**

Instructed courses in Forensic Science and Police Administration

### **EDUCATION**

**Federal Bureau of Investigation National Academy**

224<sup>th</sup> Session

Quantico, Virginia: 2005

**University of Nevada, Reno**

Doctoral Studies: 2006 – Present

Public Administration

**London Metropolitan University**

London, England

Historical Studies: May – July 2005

**Saginaw Valley State University**

University Center, Michigan

M.A., Criminal Justice, 1998; M.A., Political Science: 1998

GPA: 3.80

**Saginaw Valley State University**

University Center, Michigan

B.A., Criminal Justice; Minor: Political Science: 1994

GPA: 3.57

**Delta College**

University Center, Michigan

Associate, Criminal Justice: 1989

**Central Michigan University**

Mt. Pleasant, Michigan

Certificate: 1998

Law Enforcement Leadership Institute

**Department of State Police – State of Michigan**

**Firefighters Training Council**

Certificate: Firefighter I & II, 2000

### **PROFESSIONAL TRAINING**

- Federal Bureau of Investigation Law Enforcement Executive Development Training – Las Vegas, Nevada: 2004
- Measuring Performance - Commission on Accreditation for Law Enforcement Agencies- Detroit, Michigan: 2003
- IS-195 Incident Command System - Emergency Management Institute, National Emergency Training Center: 2000
- Firefighter I & II Training - Fire Fighters Training Council, Saginaw, Michigan: 2000

- Basic Police Officer Training - Michigan Law Enforcement Officers Training Council, Kalamazoo, Michigan: 1979
- In Lieu Training Program - Commission on Peace Officer's Standards and Training, Reno, Nevada: 2003
- Advanced Criminal Investigation - Delta College, University Center, Michigan: 1985
- 1979 – 2010: Numerous other training including: Recruiting & Retaining Law Enforcement Officers (Las Vegas, NV-2001); Range Development and Operations (Las Vegas, NV-2000); When Disaster Strikes: Are You Ready (Lansing, MI - 1999); Dealing Effectively With the Media (Lansing, MI - 1999); Law Enforcement Executive Leadership Institute Update (Mt. Pleasant, MI -1998, 1997, 1996, 1995, 1993); Blood borne/Airborne/Hazardous Materials (University Center, MI - 1998); Crowd Control (Auburn Hills, MI - 1997); What Works: Tactics That Really Work (Charleston, SC - 1997); Grant Writing for Law Enforcement (Lansing, MI - 1994); Supervising and Managing the Field Training Process (University Center, MI - 1993)

### **HONORS**

- Instructor of the Month - University of Phoenix, Reno, Nevada, 2003
- Mayoral Proclamation of Tribute - City of Center Line, Center Line, Michigan, 2001
- Commendation - Tuscola County Sheriff, Caro, Michigan, 1997
- Commendation (2) - Michigan State Police, Saginaw, Michigan, 1997
- Officer of the Month - City of Saginaw, Saginaw, Michigan, 1995
- Meritorious Service Award - City of Saginaw, Saginaw, Michigan, 1995
- Appreciation Award - Special Olympics, Mt. Pleasant, Michigan, 1994
- Outstanding Hispanic Alumri Award - Delta College, University Center, Michigan, 1994
- Unit Citation - City of Saginaw, Saginaw, Michigan, 1992
- Commendation - City of Saginaw, Saginaw, Michigan, 1991
- Commendation - City of Saginaw, Saginaw, Michigan, 1990
- Commendation - City of Saginaw, Saginaw, Michigan, 1990
- Exceptional Performance - City of Saginaw, Saginaw, Michigan, 1989
- Commendation - City of Saginaw, Saginaw, Michigan, 1988
- Commendation - City of Saginaw, Saginaw, Michigan, 1988
- Commendation - City of Saginaw, Saginaw, Michigan, 1986
- Commendation - City of Saginaw, Saginaw, Michigan, 1984

### **AFFILIATIONS**

- Member - International Association of Chiefs of Police, Washington, DC – Executive Board Member; Foundation Board Member & Chair, University & College Section.
- Member – FBI National Academy Associates, Washington, DC.
- FBI Law Enforcement Executive Development Association, Washington, DC.
- Member-International Association of Campus Law Enforcement Administrators, Washington, DC
- Member - Nevada Chief's & Sheriff's Association, Reno, Nevada
- Member - National Latino Peace Officers Association, Reno, Nevada

### **PUBLICATIONS**

- Campus Policing in America: A Twenty-Year Perspective  
Police Quarterly, Volume 11, Number 2 (June 2008) Sage Publications