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KENITH R. ADCOX

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**OBJECTIVE:** Police Chief, City of El Paso, Texas – Code 19020 – Grade EX 2

**SUMMARY OF QUALIFICATIONS**

- 20 years of progressive law enforcement experience in multi-jurisdictional environment.
- Deputy Chief of Police with more than 8 years of third level and above police supervisory experience.
- Knowledgeable and well rounded in all functions of El Paso Police Department, acquired while performing as Commander in each of the Department's major Divisions, including the Department's largest Patrol Division, Criminal Investigations, Directed Investigations, Auxiliary Support, and Special Operations.
- Strong formal education in the fields of Criminal Justice, Public Administration, and Organizational Management, augmented with the completion of four major Police Management Programs.
- Intimate knowledge of the present challenges faced by the El Paso Police Department relating to the recruiting of qualified personnel, the impact of the Fort Bliss expansion on the community, and target crimes such as gang violence and auto theft, along with strategies for addressing each of these challenges.
- Strong working relationship with El Paso County Sheriff's Department, Fort Bliss Military Provosts Office, and local, state, and Federal law enforcement agencies for furtherance of law enforcement mandates along the El Paso/Juarez Border.
- Innovative thinker with a focus on systems building, solutions through technology, and information sharing in order to improve productivity and performance.
- Demonstrated leadership over officers, civilian employees, and volunteers, with strong philosophy of mentoring employees to higher levels of performance through coaching, team building, and ongoing performance management methodologies.
- Articulate communicator with strong interpersonal skills necessary to interact with all levels of internal and external customers with diverse backgrounds, including: government agency representatives; federal, state and local officials; industry professionals; community leaders; and volunteer service affiliates. Exceptional presentation and writing skills.

- Extensive knowledge in Homeland Security and Critical Incident Management.
- Conceptual thinker with highly developed leadership skills; proven record in bringing diverse groups to consensus and building interagency and community partnerships to achieve common law enforcement goals.
- Thorough understanding and appreciation of culturally diverse El Paso/Juarez Border issues, particularly those relating to public safety.
- Thorough understanding of police staffing, training, disciplinary and labor processes.
- Adjunct Criminal Justice Professor at University of Texas at El Paso and University of Phoenix to further the understanding of law enforcement by college students.
- Community commitment through extensive civic involvement and volunteer service.

#### **MANAGEMENT AND SPECIALIZED TRAINING**

- DEA Drug Unit Commanders Course, Quantico, Virginia – September 2006
- Texas FBI National Academy Associates – Command College – May 2006
- Law Enforcement Management Institute of Texas – Leadership Command College, Sam Houston University, Huntsville Texas – February 2002
- International Association of Chiefs of Police – Leadership Series – November 1999
- Institute of Police Technology and Management – Police Internal Affairs Investigations, Jacksonville, Florida – September 1996
- Over 1900 hours of ongoing in-service training throughout career with El Paso Police Department – information furnished on request.

#### **EDUCATION**

- Doctor of Management, University of Phoenix, Phoenix, AZ. – Anticipated Completion: August 2010
- Masters of Public Administration (MPA) – emphasis in Criminal Justice, University of Texas at El Paso – May 2001. Honors: Summa Cum Laude / Outstanding Research Achievement Award
- Bachelors of Science Degree, Criminal Justice Administration, Park College – September 1995. Honors: Summa Cum Laude / National Pinnacle Society

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## PROFESSIONAL ACCOMPLISHMENTS

- As Deputy Chief of Operations, held key leadership role in the El Paso Police Department and achieved a 6% reduction in crime over last two years, which significantly contributed to recognition of El Paso, Texas, by Morgan Quinto Press, as the "2<sup>nd</sup> Safest Large City in the Nation." (2006-2007)
- Designed and facilitated creation of El Paso's current False Alarm Ordinance, which has become one of the most aggressive ordinances of its kind in the State of Texas, resulting in 50% reduction of False Alarm calls from 30,000 to under 15,000 annually, an annual cost savings of \$1.1 million, and a workload reduction equivalency of 16 full-time officers. (2005)
- Collaborated with County Attorney's office in creation of first "Civil Gang Injunction" strategy to deal with criminal gangs, which targeted 35 members of Barrio Azteca Gang and created a "Safe Community Zone" within El Paso's Downtown area, led to the arrest of targeted gang members and resulted in 33% decrease in Burglaries, 20% decrease in Robberies, and 12% decrease in overall crime within the zone. (2002)
- Collaborated with members of the El Paso business community and City Attorney's office in the design, creation and facilitation of "Pay Before you Pump Fuel" Ordinance, which was the second of its kind nationwide, and immediately eliminated city-wide gas runs that accounted for more than 3,500 thefts per year, with an estimated cost to consumers of \$150,000 annually. (2005)
- Negotiated new "School Resource Officer Agreement" with Ysleta Independent School District (YISD) for 2007-2008 school year and persuaded YISD to hire off-duty police officers at its own expense, rather than splitting the cost for 20 on-duty officers with the El Paso Police Department, resulting in the redeployment of 20 full-duty officers and saving the City of El Paso in excess of \$280,000 annually. (2007)
- Established El Paso Police Foundation. During its first full year of operation, the Foundation raised in excess of \$50,000 in support of critical police community programs, training, and technology needs. (2006)
- Recipient of the El Paso Police Department's first ever "Community Policing Award" for design and creation of "Citizens on Patrol Program" (COPs) in Downtown El Paso, where businesspersons teamed with foot patrol officers in order to enhance communication, cooperation, and understanding between the business community and the officers who serve them. (1996)
- Facilitated the design and publication of comprehensive "Neighborhood Watch and Crime Prevention" Manual for distribution to 117,000 El Paso residents. (2007)

CITY MANAGER

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Resume of Kenneth R. Adcox

- While chair of the El Paso Law Enforcement and Private Security consortium, awarded one of only three Organizational Awards of Merit given world-wide by the American Society of Industrial Security in recognition of the El Paso program's leadership and training innovations. (2007)
- Collaborated with Institute of Policy and Economic Development, University of Texas at El Paso, in the design and implementation of a citywide Citizen Satisfaction Survey relating to police services, which identified critical need areas and set future priorities for the El Paso Police Department. (2005)
- Established Cold Case Homicide Unit, staffed with combination of experienced homicide investigators and crime-scene officers, which, shortly after its creation, solved its first cold case murder. (2004)
- Established the El Paso Police Department's first Special Victims Unit to focus on crimes against the elderly and person's with mental disabilities. (2005)
- Led Departmental efforts in the successful certification of its Narcotic Laboratory through the American Society of Crime Laboratory Directors (ASCLAD). (2005)
- Authored El Paso Police Department's first Emergency Preparedness Manual while assigned to Planning and Research Division. (1993)

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### PROFESSIONAL EXPERIENCE

**Deputy Chief, Regional Operations**

**11/05 -- Present**

Direct operations and provide emergency and non-emergency police services throughout the City of El Paso, through oversight of three of the City's five full-service, decentralized Police Regional Command Centers. Lead and direct the activities of over 400 officers and 25 civilian employees.

- Chair of El Paso Law Enforcement and Private Security (LEAPS) Consortium, with 70+ members from local, state, federal, and military law enforcement groups, and private security professionals.
- Departmental Representative at City Council, Legislative Review, and general community meetings.
- Serve as Law Enforcement Coordinator for City's Emergency Operations Center.
- Serve as Departmental Representative to Rio Grande Safe Communities Coalition, tasked with instituting innovative strategies to target underage drinking, including passing of Special Curfew Ordinance in Downtown El Paso, with end result of greatly reduced nighttime crossing of minors to the City of Juarez for underage alcohol consumption.

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**Commander, Directed Investigations Division**

05/05 – 11/05

Directed and fiscally managed Directed Investigations Division, including Narcotics, Vice, Criminal Intelligence, Crime Analysis, Auto Theft Task Force, and Abandoned Auto Sections. Led and directed the activities of 97 officers, detectives and civilian employees.

- Managed multi-agency High Intensity Drug Trafficking Area (HIDTA) Narcotic Task Force, including administration of \$1.9 million in Federal grant monies, and Task Force seizures in excess of \$300,000 in illegal assets and over 40,000 pounds of narcotics.
- Refocused Crime Analysis Unit on crime trends and pattern recognition, with emphasis on proactively forecasting future criminal events, resulting in increased utilization of crime analysis information by street level officers.
- Led newly created multi-agency Human Trafficking Task Force, consisting of 15 different law enforcement and social service groups tasked with working together to rescue human trafficking victims and apprehend traffickers; and administered group's \$600,000 in Federal grant funds.

**Commander, Auxiliary Services Division**

03/04 – 02/05

Directed and fiscally managed Auxiliary Services Division, including Crime Scene, Forensic and Narcotic Laboratory, Property Office, Domestic Violence, Regulatory Services, Volunteer Services, Transfer Office, Warrant Services, Alarm Detail, and Victims Services Sections. Led and directed activities of 76 officers, detectives, and civilian employees, and 380 volunteers.

**Interim Deputy Chief, Major Crimes Bureau**

12/03 – 03/04

Directed undercover operations and major crime investigations throughout City of El Paso, including Narcotics, Vice, Criminal Intelligence, Crime Analysis, Auto Theft Task Force, Homicide, Crimes Against Children, Juvenile Services, Gang Suppression, Serious Offenders, Fugitive, and Financial Crimes Investigative Sections. Led and directed the activities of 189 officers, detectives and civilian employees.

**Commander, Criminal Investigations Division**

11/03 – 12/03

Directed and fiscally managed Criminal Investigations Division, including Homicide, Crimes Against Children, Juvenile Services, Gang Suppression, Serious Offenders, Fugitive, and Financial Crimes Investigative Sections. Led and directed the activities of 102 officers, detectives and civilian employees.

**Commander, Central Regional Command**

12/99 – 11/03

Directed and fiscally managed Department's largest command, which accounted for 1/3 of City's service demand, including Patrol Operations, Criminal Investigations, Traffic Enforcement, and Community Services. Led and directed the activities of 206 officers, detectives and civilians, responsible for police services throughout Central El Paso, including the Downtown Business District and three of the City's four international bridges.

- Established a strong focus on Team Policing within all sections of Command, fostering collaboration among patrol officers, detectives, and community services personnel, with an end result of the Central Regional Command being one of the most productive in the city, while maintaining one of the lowest crime rates in the community.

**Commander, Special Operations Division**

09/99 – 12/99

Directed and fiscally managed Special Operations Division, including Aviation Unit, Airport Operations, SWAT Team, Bomb Squad, Crises Management Unit, Mountain Rescue Unit, Canine Section, Traffic Enforcement, and Crime Analysis Section. Led and directed the activities of 96 officers and civilian employees.

**Commander, Shooting Review Team (Collateral Duty)**

06/97 – 04/00

Recruited, equipped, trained and managed 16-member specialized team tasked with conducting critical investigations regarding officer-involved shooting incidents.

- Performed as Subject Matter Expert during civil trials and hearings.
- Conducted pre- and in-service training for employees in "Use of Force" and officer-involved shooting incidents.
- Sought out training opportunities and ensured that all members of the investigative team had attended Basic, Intermediate, and Advanced "Officer Involved Shooting" investigative courses.

**Lieutenant, Sergeant, Detective, and Patrol Officer Positions**

11/87 – 09/99

Served in ongoing management, administrative, investigative, and operational assignments while progressing through the ranks of the El Paso Police Department.

- Member of first Gang Task Force.
- Assigned to Special Investigate Unit responsible for investigation of high-profile child abuse and exploitation cases.
- Assigned to Police Planning and Research Division responsible for the creation and implementation of Departmental Policy and Procedures.
- Supervisor to Internal Affairs.

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**Adjunct Professor, University of Texas  
at El Paso and University of Phoenix**

**08/01 – Present**

Lecturer within Criminal Justice Department, facilitating 18 different undergraduate and graduate level courses, including:

- Organizational Behavior
- Critical Incident Management
- Terrorism and Homeland Security
- Contemporary Issues in Criminal Justice
- Criminological Theory
- Program Development and Evaluation
- Organizational Behavior
- The Private Sector and Criminal Justice
- Legal Issues in Criminal Justice and Security
- Survey of Justice and Security
- Juvenile Issues
- Management of Criminal Justice Personnel
- Ethics in Criminal Justice
- Introduction to Criminal Justice
- Organized Crime
- Public Policy in the Criminal Justice System
- Research Methods and Statistics
- Police Systems and Practices

**United States Army Reserves**

**08/84 – 08/92**

- Rank at Separation: Sergeant (E-5)
- Trained as Medical Laboratory Technician
- Served in Operation Desert Storm

#### **CERTIFICATIONS**

- Master Peace Officer, Texas Commission on Law Enforcement Officers Standards & Education (TCLEOSE) – July 2000
- "Ethics – Train the Trainer" – Southwest Law Enforcement Institute – July 1998
- Law Enforcement Instructor, Texas Commission on Law Enforcement Officers Standards & Education (TCLEOSE) – April 1994
- Advanced Peace Officer, Texas Commission on Law Enforcement Officers Standards & Education (TCLEOSE) – March 1994

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### PROFESSIONAL AFFILIATIONS

- Member, International Association of Chiefs of Police
- Member, Associated Security Services and Investigators of the State of Texas
- Member, Texas Police Association
- Member, American Society for Industrial Security
- Member, El Paso Municipal Police Officers Association
- Chair, El Paso Law Enforcement and Private Security Consortium
- Police Liaison, El Paso Police Foundation

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### CIVIC INVOLVEMENT

- President, El Paso Downtown Lion's Club
- Chairperson, Advisory Board, Master of Public Administration (MPA) Program, University of Texas at El Paso
- Board Member, Advisory Board, El Paso Salvation Army
- Board Member, Advocacy Center for the Children of El Paso
- Board Member, Hidalgo Volunteer Services Board

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### WRITTEN WORKS / PUBLICATIONS

- "The Effects of Higher Education on Public Officer Transgressions" – January 2002
- "Police Assessment Centers: How to Successfully Compete" – December 2001
- "Doing Bad things for Good Reasons – A Police Culture" – January 2000
- "Policing the Border: A Fiscal Comparison of Three Texas Cities" – December 1999
- "Increasing the Effectiveness and Efficiency of the Police Service" – April 1999