

June 17, 2016

Dear Honorable Mayor Jim Strickland c/o IACP Memphis Executive Search:

I seek to secure the position of Chief of Police for the City of Memphis, Tennessee, where I intend to use all of my knowledge, executive level skills, competent abilities and proven leadership to propel and maintain the great work of the city and police department in crime management and citizen engagement. The aforementioned attributes I have obtained in over 27 years in law enforcement enable me to lead such a venerated police force and serve the great citizenry of the city, with pride, integrity, transparency, character, and honor.

I am a twenty-seven year (27) plus police veteran of the Dallas Police Department and Dallas Sheriff's Office who is a highly self-motivated, goal-oriented individual with a passion for making a difference in my life, and the lives of others. I have a keen understanding of the culture of the city and what is required to make it successful. As a committed and innovative leader with initiative, drive, character, and integrity, I believe in collaborative problem solving, accountability, responsibility, and demonstrative leadership. I am a customer-focused professional with a strong track record demonstrating strong analytical and problem solving skills. The ability to build relationships through many outlets from various crime watch groups, subordinates, peers, associations, organizations, affiliations, and community involvement. I have the ability to follow through with programs and projects from inception to completion; a background in leadership, management, education and training; and proven strengths in achieving goals and motivating police and community teams in order to produce results through sound processes.

The City of Memphis seeks a qualified and credentialed community and police leader to guide the police department into a better future. Without a doubt I believe that I am the person with the necessary skills to lead the Memphis Police Department.

Respectfully,

*Malik Aziz*

Malik Aziz, MBA

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DEPUTY CHIEF: DALLAS POLICE DEPARTMENT

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## MANAGEMENT STYLE

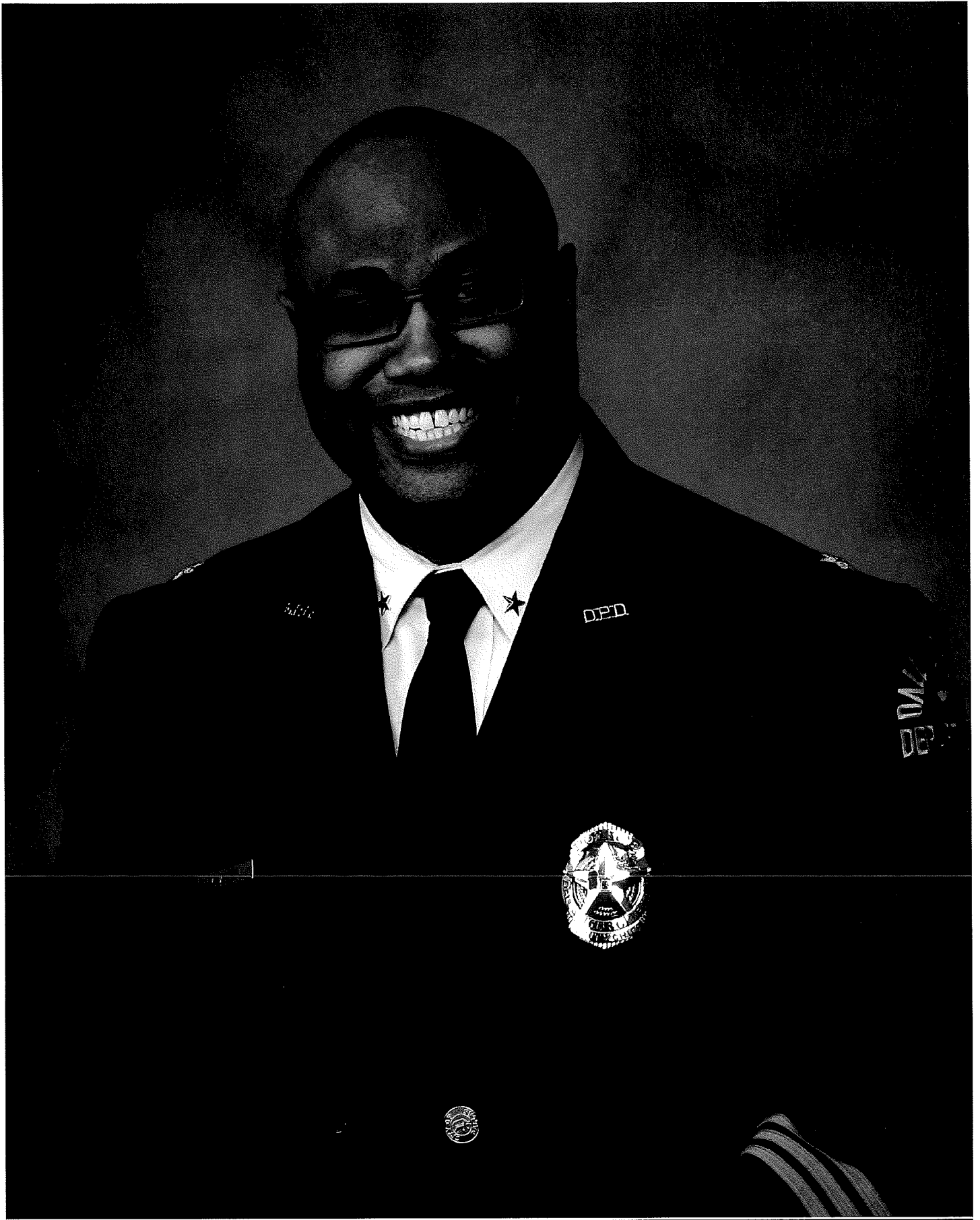
...Twenty-Seven Year and a half year police veteran who is a highly self-motivated, goal-oriented individual with a passion for making a difference in my life, the lives of others, and the City of Dallas. An understanding of the culture of the city and what is required to make it successful. As a committed and innovative leader with initiative, drive, character, and integrity, I believe in collaborative problem solving, accountability, responsibility, and demonstrative leadership. I am a customer-focused professional with a strong track record demonstrating strong analytical and problem solving skills. The ability to build relationships through many outlets from various crime watch groups, subordinates, peers, associations, organizations, affiliations, and community involvement. I have the ability to follow through with programs and projects from inception to completion; a background in leadership, management, education and training; and proven strengths in achieving goals and motivating police and community teams in order to produce results through sound processes.

## LEADERSHIP COMPETENCIES

Organizational Analysis • Sound Fiscal Management • Leadership Development  
Community Action and Response • Strategic Mission and Vision Planning •  
Council Response to Concerns and Actions • Community Policing Action  
Operations Management • Crime Reduction Strategist • Program Creation  
Technology and Information • Ethics and Diversity Trainer

## POLICE EXECUTIVE, COMMAND AND SUPERVISION EXPERIENCE

- City of Dallas, Texas, Deputy Chief of Police, 2008-Present
- City of Dallas, Texas, Acting Deputy Chief of Police, 2007-2008
- City of Dallas, Texas, Administrative Commander, Lieutenant of Police 2007
- City of Dallas, Texas, Patrol Commander, Lieutenant of Police 2006-2007
- City of Dallas, Texas, Traffic Commander, Lieutenant of Police 2004-2006
- City of Dallas, Texas, Communications Commander, Lieutenant of Police 2004-2006
- City of Dallas, Texas, Sergeant of Police – Administrative Patrol, 2001-2004
- City of Dallas, Texas, Sergeant of Police – Anti-Crime Unit, 2000-2001



## **EDUCATION - COMMAND - LEADERSHIP**

University of Texas at Arlington

- B.A., Criminology and Criminal Justice
- Golden Key National Honor Society

University of Dallas

- M.B.A.
  - Sigma Iota Theta Honor Society
  - Graduate School of Management
- PERF Senior Management Institute for Police (SMIP) – Boston, MA
- FBI National Academy Session 240 (FBINA) – Quantico, VA
- International Association of Chiefs of Police (IACP) – Leading in Police Organizations
- NBPA International Leadership Institute
- Presenter to the Task Force Members of the President's Task Force On 21st Century Policing

## **PERFORMANCE SUMMARY AND KEY ACCOMPLISHMENTS**

**2015 (Nov) – Present      Dallas Police Department      Dallas, TX**  
Deputy Chief of Police

- Specialized Investigations Division (Investigations Bureau)
  - Command (Investigators and Undercover Officers)
    - Auto Theft
    - Financial Crimes
    - Major Crimes
    - Youth Operations
    - Property Recovery
  - Citywide Jurisdiction of 385.8 square miles

**2015 (Sep) – 2015 (Nov)      Dallas Police Department      Dallas, TX**  
Deputy Chief of Police

- Property Crimes Division (Investigations Bureau)
  - Command (Investigators and Undercover Officers)
    - Investigations (7 Patrol Division Units)
    - Auto Theft
    - Financial Crimes
    - Property Recovery

**2015 (May) – 2015 (Oct)      Dallas Police Department      Dallas, TX**  
Deputy Chief of Police

- Special Projects Division (Administrative Bureau & or Strategic Bureau) – May 2015 to Sept. 2015
  - Research Projects assigned by the Chief of Police
    - Projects
      - Early Intervention Program
      - Draft of Supervisory Personnel to IAD
      - Home Storage Vehicles

**2013 – 2015**

**Dallas Police Department**

**Dallas, TX**

Deputy Chief of Police

- Support Services Division (Administrative & or Support Bureau) – November 2013 to Present
  - Command Control (10 million dollar budget)
    - Communications (911 & Dispatch)  
Approx. 2 million calls handled per year with a 97% service level
    - Auto Pound  
Approx. 32,000 vehicles impounded yearly
    - Property Unit  
Approx 3 million pieces of property and evidence to manage
    - Detention Services (Jail)  
Process approx 60,000 intakes per year
    - Alarm Unit
    - Camera Unit  
Manage approx. over 140+ cameras in the city
    - Facilities Security at Headquarters
    - Facilities Management of the Headquarters (until 12/31/14)
    - Records/Open Records (until 12/31/14)
    - Legal Services
  - Command Control:
    - Manage over 500 essential sworn and non-sworn personnel
    - Manage over 50 supervisory personnel
    - Big Events: JFK 50th Commemoration; Final Four 2014

**2012 – 2013**

**Dallas Police Department**

**Dallas, TX**

Deputy Chief of Police

- Field Services Division(Strategic Deployment Bureau) – May 2012 to November 2013
  - Command Control: (Approximately \$35 million budget)
    - SWAT
    - Traffic Enforcement
    - Accident Investigations
    - DWI
    - Canine
    - Mounted
    - Helicopter
    - Special Events & Planning
    - School Safety Crossing Guards (400 personnel)
  - Citywide Jurisdiction of 385.8 square miles
  - Over 638 sworn and non-sworn personnel assigned
  - **3-Time Commander of the State Fair of Texas with 3.5 million people in 3 weeks**
  - **Commander of the Bush Library Opening/Dedication**
    - Biggest Security Event in the City of Dallas (5 Living Presidents visited the city)

- Northwest Division – October 2008 to May 2012
  - *Over 49.98 square miles and 152,314 static population (200,000+ transient)*
  - *H-75K+, W-50K+, B-14K+, A-5K+, O-500+*
  - Borders Farmers Branch, Carrollton, Irving, University Park, Highland Park
- Northwest Division
  - *40 Million dollar operating budget for NW or 15 percent of Patrol Budget*
  - Responsible for management and oversight of over 329 personnel assigned to Northwest
    - Personnel includes 5 lieutenants, 30+ sergeants, and over 300 officers
  - Act for Bureau Commander and provide leadership and management for 2200 patrol officers
  - Manage largest per capita of clubs, bars, and sob's in the city of Dallas
  - Responsible for growth and safety to two distinguishable and vibrant Entertainment Districts
  - Manage most motels and home to several large hotels in the city
  - Home to the *Stemmons Corridor Business Association (SCBA)*
    - 20% of Dallas' tax base
  - Home of the Greater Dallas Hispanic Chamber of Commerce
  - Oversee the only Asian Trade-Business District in the city Dallas
    - Includes the Korean and Asian Business Chambers
  - Responsible for very diverse demographics including vibrant LGBTQ population
- **Accountable to over 165 Active Crime Watch and Business Watch Groups**
- **Key Focus on Community Oriented Policing and Engagement**
- Liaison with 18 personnel in Northwest Investigative Unit formerly under my command
- Liaison with City Attorney's Office through NW Community Prosecutors
- Liaison with Code Enforcement for NW Operations
- Director of the citywide Dallas Police Athletic League (PAL)
- Command citywide Lesbian, Gay, Bisexual, Transgender (LGBTQ Team)
- Command citywide Unidos Team for the vibrant Latino Community
- **Strong Record of Reducing Crime (FBI UCR Dept. Stats)**
  - **2007: Negative 5 Percent (-5%)**
  - **2008: Negative 8 Percent (-8%)**
  - **2009: Negative 7 Percent (-7%)**
  - **2010: Negative 16 Percent (-16%)**
  - **2011: Negative 4 percent (-4%)**
  - **2012: Negative 19 percent (-19%)**
- Meet Daily, Weekly and Monthly with Community Leaders
- Implemented Career Enrichment *Program* for NW Officers
- Established Monthly/Quarterly Meetings with Club Owners, Managers and Coordinators
- Championed and oversee the NW ETS Bait Property *Program* and ushered it in citywide
- **Leader of the 2010 Summer Crime Initiative – Operation Triangle (most successful in DPD history)**
- Coordinated the initial plan as the NBA Hotels Coordinator until Dec. 2009 for the 2010 NBA All-Star Game
- Committee member of the Firearms Review Board Member
- Committee member on the Training Advisory Board

- Departmental Representative in the multi-million Northlake-Cypress Waters Development
- Anti-Prostitution and Vice Management
- Oversee Homeless Initiatives
- Liaison with the largest Hospital Systems in Dallas and Texas (Parkland and SW Medical)
- Manage Maple-Cedar Springs Neighborhood Officers (formerly a storefront)

**2007 – 2008                      Dallas Police Department                      Dallas, TX**

Acting Deputy Chief of Police

- Northwest Division – October and November 2007; December 12, 2007 to October 13, 2008
  - Approximately 1 year as Acting Division Commander of Northwest Division
  - Over 47.7 square miles and 155,000 population (before October 2007)
  - Responsible for over 236 personnel assigned to NW
  - *2007 Crime Stats: Negative 5 Percent (-5%)*
  - Daily, Weekly and Monthly Meetings with Community Leaders
  - Manage Weekly CompStat for watch commanders

**2004 – 2008                      Dallas Police Department Dallas, TX**

Lieutenant of Police

- Northwest Division – June 2007 to Present
  - Over 47.7 square miles and over 155,000 static population
  - Administrative Lieutenant supervising
    - Interactive Community Policing
    - Safe Officer – Neighborhood Nuisance Abatement
    - Business and Crime Prevention Officer Liaison
    - Lakewest Neighborhood Assistance Center
      - West Dallas Development Areas
      - Community enhancements and cleanup
      - Directed burglary reduction efforts in the area
      - Aggressively addressed quality of life issues
      - Managed Walker Consent Decree post requirements
    - Geographic Commander for the NW Entertainment District
    - *Citations Review Committee Member*
    - *Meritorious Awards Committee Member*
  - Executive Officer for the Division Commander
  
- Southwest Patrol Division – November 2006 to June 2007
  - Responsible for 1<sup>st</sup> Watch and 40 plus officers
  - 87.2 square miles and over 235,000 population
  - Verifiable crime reductions on 1<sup>st</sup> Watch under my leadership
    - *Efforts produced one straight week and zero offenses on citywide high Beat 464*
  - Directed Action Plans and crime reductions efforts that resulted in double digit crime decreases in November and December 2006

- Coordinated efforts for officers to get Gang Unit and Auto Theft training as career enrichment  
Designed and implemented the *Builders Crime Prevention Program* which was directly responsible for lowering theft offenses in and around construction sites
- Traffic Section (Patrol Division Northwest and Southwest) – January 2005 to November 2006
  - Citywide Jurisdiction
  - Over 400 total sworn and non-sworn personnel under my leadership and command
  - Motorcycle Enforcement Unit
  - Accident and Investigation Unit
  - Camaro Enforcement Squad
  - Commercial Vehicle Squad (expanded the capabilities and enriched training)
  - Multi-million successful Grant Management
  - School Crossing Unit
    - Over 390 non-sworn personnel
    - Responsible for school crossings in Dallas and other selected suburbs
  - Coordinated and presented the Annual Click It or Ticket Press Conference with Grant Management
  - *Accident Appeals Board Member*
- Communications/Detention Services Division – August 2004 to January 2005
  - Responsible for 5 sergeants and over 25 civilians and officers
  - Areas of control: Expediter, Direct Entry, Staff Review and Dispatch
  - Identified and reviewed the S.O.P. for errors and updates that would be subsequently updated
  - Identified measures to implement for more efficient operations

**2000 – 2004                      Dallas Police Department Dallas, TX**

Sergeant of Police

*Southeast Operations Division*

*Population: 250,000; Square Miles: 92*

- Administrative Sergeant for Deputy Chief. (SE is approximately 250,000 people and 92 square miles)
- *Grievance Committee*
- Vehicle Coordinator supervisor
- Crime Prevention Unit supervisor
- Criminal Analysis Unit supervisor
- Significant input in boundary planning of the Divisions

*Southwest Operations Division – Patrol Bureau*

*Population: 250,000; Square Miles: 74.99*

- *Southwest Acting Watch Commander – January 2001 through April 2001*
  - Over 125 officers and 12 supervisors under my leadership
- Supervisor of the Southwest Anti-Crime Unit (23 man unit) simultaneously
  - Watch jurisdiction over 87.2 square miles and over 235,000 population
  - Covert (surveillance) Coordinator – Third Watch



- *Part of a team that was sent to Northeast for Three Weeks to address problems in high crime locations. My team was responsible for numerous arrests and a verifiable crime reduction in the Northeast Division. This effort would be instrumental as part of the foundation for Operation Disruption.*
- Special Projects Coordinator
  - Glendale Park/Big T Bazaar – designed, implemented, and enforced progressive plan to reduce cruising and violent offenses in and around the park area. That plan under my leadership is still considered to be the most progressive and turbulent free time in the division in dealing with this issue.
- *Wrote numerous Operation Plans for Special Enforcement Operations*
- Operations Conducted: Anti-Prostitution, Drug Enforcement, BMV/UUMV Outstanding Warrants, Apprehension and Surveillance
- Bicycle Squad Coordinator
- S.T.A.R.R. Unit (Road Rage Vehicle) Coordinator
- Mobile Storefronts (RV) Coordinator
- Paddy Wagon Coordinator in Southwest Special Operations
- Response Team Coordinator
- Mobile Field Force Coordinator

**2001–2001 (Jan.-Apr.)                      Dallas Police Department                      Dallas, TX**

Acting Watch Commander (Lieutenant) – Southwest Division

- Crime decreased to negative percent under my leadership
- Received and Exceeds Objective Performance Rating as a result of my efforts. Only 2 of 9 sergeants received this high rating.
- Provided leadership for 100 people plus officers through the use of enthusiasm, motivation, and interest.
- Provided leadership for 9 sergeants through the use of enthusiasm, motivation, and interest.
- Delegated responsibility and commensurate authority to sergeants, corporals, and officers.
- Responded to all incidents requiring my presence
- Completed Performance Evaluations on Sergeants under my command
- Attended multiple Community Meetings building coalitions
- Provided support and implementation of Department and Division goals, objectives, and directives.

**1998–2000                      Dallas Police Department Dallas, TX**

Senior Corporal – Walker Coordinator Unit

*Central Operations Divisions – Patrol West Bureau*

- Purchasing Coordinator for 11 Neighborhood Association Centers
- Petty Cash Coordinator for 11 Neighborhood Association Centers
- Price Agreement Coordinator for 11 different organizations
- Auditor of 9 Neighborhood Assistance Centers and 1 Lakewest Riding Club under the federally mandated *Walker Consent Decree*
- Designed and Implemented 4.2 and 4.3 Security Audit Form
- *Wrote the Purchasing, Petty Cash, and Price Agreements Standard Operating Procedure (S.O.P.)*
- Assisted in rewriting the 4.2 and 4.3 Security S.O.P.
- Coordinated invoice/purchasing payments to Financial Services Section
- Worked as a team player under constant deadlines and special projects

- Vehicle Coordinator
- Telephone Audit Coordinator

**1997–1998                      Dallas Police Department                      Dallas, TX**

Senior Corporal – Field Training Officer (FTO)

Southwest Operations Division

- Primary Field Training Officer
- Trained numerous recruits in the Field Training Program
  - *Trained recruits who would be awarded Officer of the Year in subsequent years.*
- Completed quality Daily and Weekly Observation Reports

**1994–1997                      Dallas Police Department                      Dallas, TX**

Police Officer – Southwest Specialized Crime Unit

- Worked covert (plainclothes) capacity conducting surveillance on drug dealers, drug houses, auto thieves, serial or pattern rapists, and criminals with trends
- Closed hundreds of drug houses and made hundreds of arrests while working as a team member of this specialized unit
- Operated the Mobile Storefront as unit assignment

**1992–1997                      Dallas Police Department                      Dallas, TX**

Police Officer – Southwest Patrol Division

- Patrol Officer
- Coordinated, Planned and Conducted Zero Tolerance Operation where numerous drugs, weapons, and stolen vehicles were recovered and numerous arrests were made.
- Selected for the Southwest Specialized Crime Unit as a result of constantly carrying the highest activity in my sector and being a team player.

**PROFESSIONAL LEADERSHIP SUMMARY AND NOT-FOR-PROFIT ACCOMPLISHMENTS**

National Chairman and Former Southern Region President of the National Black Police Association

**2007 – Present                      National Black Police Association                      Dallas, TX**

**2015**

- **Presenter to the Task Force Members of the President's Task Force On 21st Century Policing**
  - **Available at [www.cops.usdoj.gov/policingtaskforce](http://www.cops.usdoj.gov/policingtaskforce) or [www.blackpolice.org](http://www.blackpolice.org)**
- Duly Elected against Incumbent Opponent
- *Liaison with Chairs, Presidents and Directors of Peer and Function Relative National Organizations*
  - *NOBLE, NABLEO, IACP, NFOP, PERF, NAPO, IUPA, NAACP, BLF, ACLU, NBPA UK, NBPA Bermuda, and NBPA Canada, etc*
- Oversee Board and Committee meetings
- Plan Education and Training Conferences (over 15 conferences planned under my leadership)
- *Act as a spokesperson for the organization and be one of the voices that speak for approximately 100,000 black law enforcement officers in the US*
- Responsible for Leadership, Education and Training for officers in all 50 states and US territories
- Provide leadership and direction for 26 Board Members and 5 U.S. Regions



- Incident Management Command
- Basic Knife Defense
- Microsoft Office (Basic – Word, Excel, Access, Power Point)
- Microsoft Publisher (basic)
- Radar Certified
- Electronic Tracking System (ETS) and LoJack
- Mobile Field Force; Response Team; Rapid Response
- Bicycle Trained (Standard 3-Day Course)
- Mental Health Certified

## **CERTIFICATES/HONORS**

- Outstanding Texan Award presented by the Texas Legislature
- Master Peace Officer
- Advanced/Basic Instructor
- Cultural Awareness Instructor
- Islam and Middle Eastern Instructor
- Basic Police Supervision
- Crime Prevention Specialist
- Intermediate Arabic Certificate
- Basic Arabic Certificate
- Ethics Train-The-Trainer
- Diversity Train-the-Trainer
- WMD Train-the-Trainer
- Incident Command System Trainer
- United Way Panel Member
- Over 20 Career Commendations
- TCLEOSE Licensed Peace Officer
- TCLEOSE Jailers License (1989-1992)
- Facilitative Leadership Training Certificate
- Detective Development Course
- Field Training Officer Certificate and Bar
- 15 Year Perfect Attendance Certificate and Bar
- No sick time use in 20 years
- Expert Marksmanship Award and Bar
- 20 Year Safe Driving Certificate and Bar eligible
- Over 20 Police Commendations (Internal/External)
- Dallas Police News Top Cop (July 15, 1994)
- Conflict Management and Resolution Certificate
- 20 Year Service Pin eligible
- Professionalism & Customer Service for Public Safety Personnel
- Chemical Agents in Law Enforcement (FBINA)
- The Design and Application of Organizational Ethics (FBINA)

- University of Virginia Certificate of Achievement (FBINA)
- Advanced Seminar in Interview and Interrogation
- Basic and Advanced Accident & Investigations (DPD A&I)

PROFESSIONAL REFERENCES LISTED SEPARATE

POLICE ASSOCIATION CONTACTS LISTED SEPARATE