

FORWARD FOCUSED CRIMINAL JUSTICE PROFESSIONAL - CHIEF OF POLICE
Resource Maximization - Community Relations - Multi-Agency Collaboration

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Servant Leadership - Persuasive Communication - Community Confidence - Shaping Culture - Workforce Diversity

A committed **Criminal Justice Professional**, with 32-years of law enforcement experience, 8-years at command level, the past 6-years as **Chief of Police** of the **Pacifica Police Department** in California, where I manage 55-department members, including sworn staff, support staff, and volunteers. Experience encompasses management of Investigative, Administrative, and Patrol divisions, as well as unique participatory experience in multi-agency administrative and command-level policing projects.

Budget Management

My administrative experience includes the development and administration of a departmental budget averaging \$10.1MM annually over the past 5-years; realizing a 3% under budget figure each fiscal year. Coming from a city that continually operates on a very tight budget, seeking alternative funding sources has been a strong suit dating back to my time as a sergeant. Specifically, seeking grant funding and collaborative opportunities with other police departments to reduce costs, and every piece of traffic equipment my department owns is a result of my grant endeavors.

Conflict Resolution

Customer Service

Incident Command

Interagency Liaison

Leadership Development

Local-Government Liaison

Succession Planning

Transparent Dialogue

Diverse Communities

Superior Performing Teams

Complex Environments

Innovation Support

Always approachable, my servant leadership style applies both to the community and my staff, and my demonstrated success in increasing and maintaining morale is based on communication and gaining the trust of staff through inclusion and consistency. In my current agency, this strategy resulted in a dramatic reduction in the number of officers leaving to work for other agencies.

My leadership philosophy supports preparing department members for performing the duties one step above their current rank or assignment. In my current position, I have implemented a formal succession plan that is complemented by a "one-step-up" training program as well as a mentoring program. Also, I assure my leadership team is mentored and receives the appropriate development training to ensure succession opportunities.

As Chief, working with internal and external stakeholders, I have conducted managerial and leadership responsibilities outside the department, often working with the City's Executive Team co-managing or managing programs and initiatives, including authoring of local ordinances and City Council proposals for major city projects.

My career achievement is complemented with a **Master of Science in Strategic Leadership**, a **Bachelor of Science in Criminal Justice**, an **Associate of Arts in Liberal Arts**, and **Texas Commission on Law Enforcement (TCOLE)** certification. My peers, staff, and superiors respectively have described me as take charge, caring, disciplined, dedicated, eager, organized, people-person, thorough, collaborative, and well-informed. Away from my workplace, I am a commercial aviation enthusiast who studies commercial aviation, I never miss the opportunity to observe airliners or get to the airport 2-hours early.

"Dan is a strong leader for his department, a developer of leadership skills in his staff, and a leader within his regional and statewide police network. My confidence in Dan to handle the numerous and varied public safety challenges that may arise in Pacifica is extremely high, and his sense of humor, interpersonal skills, thoughtfulness and insight are key assets to the City Executive Team."

Kevin Woodhouse, City Manager of Pacifica, CA, 2018

CAREER PROGRESSION

Pacifica Police Department, Pacifica, CA

1993 - Present

CHIEF OF POLICE (2015-Present)

The City Manager was looking for a unique law enforcement leader that could provide strong, assertive leaderships skills while maintaining a level of compassion. Upon my appointment, the City Manager stated, "Dan has something extra -- a true passion for Pacifica that set him apart."

Manage budget of \$10.1MM in overseeing 55-department members, including sworn staff, support staff, and volunteers.

- Plan, direct and coordinate through subordinate level staff, the PD's work plan: assign projects and areas of responsibility.
- Provide support and assistance to the City Manager, participate on boards and committees, prepare/present staff reports.
- Oversee the selection, training, and motivation of personnel, provide and coordinate staff training, and career development
- Assess and monitor workload, administrative and support systems, internal reporting relationships, identify opportunities for improvement, and direct/implement changes.

MORALE AND RETENTION

Low morale and retention problems, created by a lack of assignment and career development opportunities, had led to the department historically losing personnel to larger agencies to pursue opportunities for specialty assignments. And this, coupled with the lack of attention to personnel development, had created a systemic morale problem within the department.

- Upon being appointed Chief of Police, I created collateral duty positions that involved specialized skills (motorcycle patrol, bicycle patrol, homeless outreach liaison, expanded K-9 program) which allowed officers to perform these assignments in addition to their normal patrol duties.
- While these positions are not full-time dedicated positions as is the case with larger agencies, they provide opportunities for officers to develop and perform new skills.
- The supervisory staff was directed to identify training needs outside of legislatively required training to further develop personnel.

IMPACT: An increase in morale has been realized as evidenced by the department retention rate. In the 5-years before the implementation of these actions, the department averaged the loss of 3-4 officers per year to other law enforcement agencies. In the past 5-years, the department has lost only a total of 3-officers to other law enforcement agencies. Officers are taking the initiative to make suggestions regarding development and training opportunities that benefit the department and the community.

CAPTAIN (2013-2015)

The Chief of Police was looking for a leader than could both manage and lead effectively. He was looking for a candidate that could potentially be the next Chief of Police, knowing he would retire in 2-3 years.

- Assumed the role of the Police Chief in the absence of the Chief, collaborating with divisional commanders to maintain consistency in all operations, and recommended policies and procedures.
- Coordinated Internal Affairs investigations and reported the findings to the Chief of Police.
- Prepared press releases and communicated with media as Press Information Officer (PIO).
- Planned, assigned, supervised, and participated in the programs and activities of the Patrol or Investigative operations.
- Developed staffing plans, studied crime and other reports to determine trends, made recommendations for changes in organization and operating procedures to obtain the most effective results.
- Managed and reviewed efficiency of all service delivery methods and procedures and resolved all employee issues and prepared schedules for all programs.
- Supervised and provided training if required to all division staff and assisted to resolve all issues for subordinates.

AUTO BURGLARIES

An increased rate of auto burglaries occurred, resulting in the need for a proactive, community-involved approach to solving the problem. With the community experiencing a spike in auto burglaries in several neighborhoods in late 2014, a newly implemented citizen crime application caused further community concern as community members began monitoring burglary rates and locations. Also, normal patrol monitoring was ineffective in decreasing the number of burglaries.

- Directed beat officers to promote the use of the citizen crime application as a method of being aware of where the burglaries were occurring.
- Officers recruited community members to host neighborhood watch style meetings that were attended by officers to educate community members regarding crime trends and crime prevention tactics.
- Plainclothes detectives borrowed *bait vehicles* from an allied agency and *bait merchandise* from a local department store to conduct sting operations in problem areas.

IMPACT: Suspicious vehicle, and suspicious persons calls dramatically increased in areas where the community meetings were held, and several arrests were made in problem areas, resulting in a decrease in burglaries. Collaborative relationships were built between PPD officers and community members. These collaborative relationships still exist today.

DETECTIVE SERGEANT (2009-2012)

The Chief of Police was seeking an experienced sergeant with excellent investigative skills who could lead a team of younger, less experienced detectives. Brought into this largely self-supervised position to develop and mentor younger investigators while also handling higher-profile cases. Directed the day-to-day operations of the department Investigative Unit and assigned/supervised all activities of personnel relating to criminal investigations and mentored and developed investigative personnel.

- Acted as liaison to local, county, state, and federal investigative entities, and as investigative lead in high-profile criminal cases and cases of sensitive political nature.
- Researched and recommend programs and technology advancements relating to criminal investigations.

Previous positions within Pacifica Police Department

ADMINISTRATIVE SERGEANT (2008-2009)

PATROL SERGEANT (2005-2008)

CORPORAL/FIELD TRAINING OFFICER (1997-2005)

PATROL OFFICER (1993-1997)

DEPUTY SHERIFF

Contra Costa County Sheriff's Department

1990 - 1993

RESERVE POLICE OFFICER

Pinole Police Department

1989 - 1990

EDUCATION

Master of Science - Strategic Leadership, Mountain State University (2011)

Bachelor of Science, Criminal Justice, Mountain State University (2006)

Associate of Arts - Liberal Arts, Diablo Valley College (1999)

CERTIFICATION

California Peace Officer Standards and Training: Basic, Intermediate, Advanced, Supervisory, Management, Executive Certifications
Texas Commission on Law Enforcement: Certified March, 2021

PROFESSIONAL DEVELOPMENT

LEADERSHIP DEVELOPMENT

- CA Peace Officer Standards and Training Command College
- CA Peace Officer Standards and Training Executive Development Course
- Role of the Police Chief – California Police Chiefs’ Association
- CA Peace Officer Standards and Training Management Program
- Strategic Leadership – Master’s Degree Program
- Sherman Block Supervisory Leadership Institute
- California Police Chiefs Association Annual Conferences
- International Association of Chiefs of Police Annual Conferences
- San Mateo County Chiefs of Police and Sheriff Association Annual Conferences

PROFESSIONAL TRAINING

Approx. 3,500 hours of diverse and varied law enforcement training. Areas of training focus and expertise include:

- Strategic Leadership
- Executive Level Leadership
- Organizational Risk Management
- Mentorship and Development of Personnel

PROFESSIONAL AFFILIATIONS - BOARD APPOINTMENTS - MEMBERSHIPS

International Association of Chiefs of Police (IACP)**Police Executive Research Forum****California Police Chiefs Association****Rotary Club International****California Peace Officers Association****Member** Legislative Committee, California Police Chiefs Association, 2018-Present**President**, San Mateo County Police Chiefs and Sheriff Association, 12/2020- Present**Vice-President**, San Mateo County Police Chiefs and Sheriff Association, 12/2019-12/2020**Board of Directors Liaison**, Pacifica Resource Center, Pacifica, CA, 2016 - Present**Board of Directors**, Pyramid Alternatives, Drug & Violence Rehabilitation program, Pacifica, CA, March 2015-December 2018

HONORS and AWARDS

Lion's Club Award for Community Service (2002 & 2007)**California Office of Traffic Safety**, "*Above and Beyond Award*" for traffic safety excellence (2011)**President's Award**, Academic achievement in maintaining a 4.0 GPA, Mountain State University (2005 & 2006)**Class Speaker**, California Peace Officer Standards and Training Command College (2017)**Commendation** Letters and Memos

SPECIAL PROJECTS

Grant Director, authored, budgeted, and administered multi-agency Department of Alcohol and Beverage Control grant awards for San Mateo County to fund education and enforcement programs in a collaborative effort to combat underage drinking, San Mateo County, CA, July 2008-June 2013**City Project Manager** Cannabis Business Implementation Program, Pacifica, CA, November 2016-present**Implemented** department mentoring program, Pacifica Police Department, 10/2007 (the program is currently active)**Authored** Municipal Ordinance regulating massage therapy professionals, Pacifica, CA May 2016**Co-Authored and implemented** Municipal Social Host Ordinance relating to fireworks, Pacifica, CA, June 2018**Co-Authored and implemented** Municipal Ordinance regulating smoking in multi-unit residences, Pacifica, CA, October 2018**Researched and processed** and received multiple grant awards from the Office of Traffic Safety to fund passenger safety, traffic enforcement safety, and D.U.I. enforcement programs and operations, Pacifica PPD, 2007-2013. (Still Active)**Implemented** Police Department modern policy management program, Pacifica Police Department, January 2019

SPEAKING ENGAGEMENTS AND PRESENTATIONS

Managing Multi-Agency Grants

Annual Conference, California Department of Alcoholic Beverage Control, South Lake Tahoe, CA, 2009

Law Enforcement in Pacifica, Rotary Club International, Pacifica, CA, 2016**Crime Prevention Town Hall**, City of Pacifica, Pacifica, CA 2017**Graduating Class Speaker**, CA Peace Officer Standards and Training Command College Graduation, Del Mar, CA, 2017**Policing in Pacifica-Community Relationships**, Peninsula Council of Lions Club, 2018**Community Policing**, Pacifica Democrats Club, Pacifica, CA, 2019**Social Media Address to Community – COVID-19**, 2020<https://twitter.com/PacificaPolice/status/1242211606831878145>**Policing in Pacifica-George Floyd Response**, Pacifica City Council, Pacifica, CA, June 2020https://www.youtube.com/watch?v=LJwZg4wp_w&list=PLFUunuheJ0ZU25IaKfa31mnHMxGy_V4Ob&index=15

PUBLICATIONS

Pacifica Tribune – Interpreting Crime Data, September 2016 (authored column)

<https://www.cityofpacifica.org/civicax/filebank/blobdload.aspx?BlobID=11421>

Authored Municipal Ordinance regulating massage therapy professionals, Pacifica, CA May 2017

<https://www.cityofpacifica.org/civicax/filebank/blobdload.aspx?BlobID=11415>

International City Managers Association – Local Impacts of Commercial Cannabis, September 2018 (quoted)

https://icma.org/sites/default/files/Local%20Impacts%20of%20Commercial%20Cannabis%20Final%20Report_0.pdf

Pacifica Tribune – Cannabis Business Licensing and RV Parking Issues, November 2018 (authored column)

<https://www.cityofpacifica.org/civicax/filebank/blobdload.aspx?BlobID=15376>

Pacifica Tribune – Active Shooter Response, April 2019 (authored column)

<https://www.cityofpacifica.org/civicax/filebank/blobdload.aspx?BlobID=16069>

California Police Chiefs Association News, Pacifica PD Leads Regional Efforts to Halt Old Problem of Young Drinkers, 02/2013

[\(link- expired\)](#)

SKILLS AND COMPETENCIES

Administration	Interagency Liaison	Problem Oriented Policing
Budget Management	Internal Affairs Investigation	Recruiting and Training
Capital/Operating Budgets	Performance/Acceptable Conduct	Public Information
Coaching/Mentoring	Law Enforcement	Public Speaking
Community Relations	Leadership Development	Purchasing
Public Relations	Local-Government Liaison	Resource Maximization
Conflict Resolution	Major Event Control	Strategic Planning
Crime Analysis	Media Relations	Succession Planning
Crisis Management/Intervention	Officer Morale/Welfare	Sustainable Relationships
Customer Service	Operational Manuals	Budget Management
Deployment Strategy	Operational Readiness	Coaching/Mentoring
Disciplinary Procedures/appeals	Work Assignment Review	Community Relations
Ethics	Organizational Communication	Conflict Resolution
Fleet Management	Perception Management	Customer Service
Incident Command	Persuasive Communication	Incident Command
Intelligence Led Policing	Policy/Procedure Development	Interagency Liaison
Succession Planning	Political Awareness	Leadership Development
Perception Management	Resource Maximization	Local-Government Liaison
	Technology Implementation	