

D. SAMUEL DOTSON, III

October 12, 2019

Robert Burg
Ralph Andersen & Associates
5800 Stanford Ranch Road
Rocklin, California 95765

RE: City of Columbus, Ohio - Chief of Police

Dear Mr. Burg:

It is with great interest and enthusiasm that I offer my name for consideration as the next Chief of Police for the City of Columbus, Ohio. With over 25 years of service as a law enforcement professional, my diverse skills, real-world experiences, and qualifications will complement the leadership and vision in Columbus. My career includes serving as the Chief of Police for a major metropolitan police department in St. Louis, Missouri for nearly four and a half years. The Metropolitan Police Department in St. Louis employs 1,300 commissioned officers and nearly 500 civilian employees. It serves a diverse community of 320,000 residents and operates a budget of \$180 million, representing one-third of the city's general revenue fund.

My career is built on delivering results, holding organizations accountable and challenging them to be their very best. That commitment would complement the good work of the Columbus Police Department by creating a culture that is professional, transparent, values diversity and demands integrity. A police department's mission of service to the community along with its core values is paramount to the confidence the community has in their police officers. Having a department that is prepared is critical, not only when called upon to respond in times of crisis, but one that understands the root causes of crime, works within its community to build relationships, engages stakeholders and is empathic.

My experiences uniquely qualify me to understand the demands of law enforcement as well as the value a police department adds to a city's overall quality of life. As Chief of Police my department embraced community engagement, worked to better reflect the communities we served and kept a keen focus on reducing crime by over 22 percent during my tenure. While no two days in law enforcement are ever the same, there was continual work to develop staff, both commissioned and civilian, challenging them to expand operational goals, to improve relationships both inside and outside of law enforcement and focus on improving the quality of life for all.

I am thrilled about the possibility of joining the Columbus Police Department and look forward to the opportunity to meet with you and discuss the value I can bring to the team.

Very truly yours,

D. Samuel Dotson

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Law enforcement leader with more than 25 years of experience spanning the full spectrum of public safety operations in one of the largest and most dynamic metropolitan areas in the United States. Holds an exceptional background in policy development and implementation, public relations, and strategic planning at the executive level. Focused on community engagement and crime reduction. Proven track record of executing high profile special events with national and international coordination.

PROFESSIONAL EXPERIENCE

August, 2018 - Present

Assistant Chief of Police

National Passenger Railroad Corporation (AMTRAK), Washington, DC

EXECUTIVE LEADERSHIP: Responsible for 500 officers and civilians in a nationwide effort to ensure the safety of over 32 million passengers, 20,000 employees and multi-billion dollar infrastructure investments. Directs and sets priorities for law enforcement actions, technical deployments, and administrative staff. Conducts law enforcement operations in 46 states and oversees an \$81 million budget. Directs planning, strategies and operations to maintain a highly effective and adaptable law enforcement organization capable of responding to a full range of contingencies - from misdemeanor crimes to incidents of natural disaster, terrorism, and civil unrest. Propelled development of initiatives to improve police-community relations with specialized training.

COMMUNICATION AND COLLABORATION: Schedules regular engagements with stakeholders, political action groups, and civic leaders to plan and address service needs. Coordinates law enforcement operations with interdepartmental agencies to leverage the availability of special teams, equipment, and capabilities in response to unique National Security Special Event needs as well as daily operations. Conducts meetings with corporate leaders, governmental partners and operational assets to advocate for increased resource allocations in support of operations.

ADMINISTRATIVE MANAGEMENT: Directly responsible for administrative policies to enable recruiting, staffing, and training initiatives. Supervises and evaluates command structure nationwide. Adjudicates personnel actions, including administrative punishments, reprimands, commendations, and leave without pay. Monitors the progress of criminal operations and investigations with a high focus on intelligence and terrorism. Develops reporting mechanisms and data collection architectures to improve operational analysis. Assigns leadership to special task forces in response to unique nationwide needs.

Selected Achievements & Key Outcomes:

- Established a holistic approach to criminal and intelligence activity management by collaborating with stakeholders at every level (local, state and federal agencies).
- Created and sustained effective education programs resulting in improved awareness of community needs and a reduction in complaints.
- Championed the development of a reporting tool and data collection framework focused on operational analysis improvements.

D. SAMUEL DOTSON

December, 2012– April, 2017

Police Commissioner – Chief of Police

St. Louis Metropolitan Police Department, St. Louis, MO

EXECUTIVE LEADERSHIP: Chief of the St. Louis Metropolitan Police Department (SLMPD). Directed policy and strategy to shape law enforcement programs and operations for a 66-square-mile region with a population of more than 320,000 residents. Managed operational planning, administrative initiatives, training, and personnel actions for more than 1,800 law enforcement and administrative personnel. Maintained accountability for the security and maintenance of more than 19 major facilities. Planned and supervised operations supporting visits by VIPs and heads of state, concerts, sporting events, conventions, and responses to natural disasters and acts of terrorism. Participated in strategic planning initiatives including counterterrorism response and municipal development. Led law enforcement operations during civil unrest and crises covered by national and international media.

COMMUNICATION AND COLLABORATION: Served as the organization's chief representative and advocate. Developed and presented testimony in public hearings, to the Mayor of St. Louis, state and local government officials. Liaised with executive leaders from state and federal law enforcement agencies. Conducted negotiations with labor unions, professional societies, and nonprofit organizations to formulate agreements and strategies for the promotion of the welfare, safety, and effectiveness of law enforcement personnel. Raised benchmarks for professional conduct through training, data collection, and information analysis. Established and maintained an active presence in multiple national professional organizations to gather and synthesize advanced and emergent strategies in law enforcement and operations management.

ADMINISTRATIVE MANAGEMENT: Developed forecasts, justifications, documentation and supervised the execution of an annual operating budget of more than \$180M. Directed and managed high-profile personnel actions and initiatives. Reviewed and developed strategies to revise administrative architecture, including the enhancement of accountability in fiscal management and increasing the effectiveness of Human Resources (HR) policies to drive improved recruitment and staffing. Procured cutting-edge Information Technology (IT) network hardware and software to enhance the speed and volume of data sharing.

Selected Achievements & Key Outcomes:

- Created resource and personnel allocation strategies directly contributing to a 22% reduction in the crime rate in the 19th largest city in the U.S. Simultaneously managing a 100-person reduction in law enforcement staff.
- Spearheaded the implementation of a Public Oversight Board to improve community relations and reduce the number of official complaints by 10%.
- Created the SLMPD's Community Engagement and Organizational Development Division, a strategic planning office conducting engagements in 79 diverse neighborhoods in St. Louis.
- Restructured pay and benefits policies for 70 scientific and technical staff positions to prevent loss of critical forensic investigation and analytic skills. Preserved the organization's laboratory functionality through direct negotiation with technical staff.
- Envisioned and supervised the establishment of the SLMPD Real-Time Crime Center, a strategic 24-hour operations center leveraging cutting-edge IT systems and surveillance technologies to coordinate law enforcement and emergency response assets. This locally built fusion center identified as a model enterprise for other police agencies nationwide since initiating operations in 2015.

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May, 2011–December, 2012

Director of Operations – City of St. Louis, Office of the Mayor Office

EXECUTIVE LEADERSHIP: Directed a staff of 25 direct reports in the management of a \$1B annual budget and more than 6,000 municipal government employees. Maintained oversight of multiple programs including affordable housing, airport operations, liquor law enforcement, human services, IT, legal matters, parks and recreation, procurement, water, and public safety infrastructure.

COMMUNICATION AND COLLABORATION: Hand selected by the Mayor to serve as the chief “point of contact” on multiple politically sensitive issues. Worked closely with local and national news media to ensure the accurate and timely provision of information and official statements from the Office of the Mayor. Created official administrative policies for approval by the Chief of Staff and the Mayor. Led multidisciplinary meetings with leaders from a diverse range of city government departments to receive and analyze information, coordinate messaging strategies, and negotiate collaborative problem-solving approaches to complex issues spanning large populations and geographic areas.

ADMINISTRATIVE MANAGEMENT: Established, implemented, and supervised a large portfolio of financial and inventory tracking tools, leveraging expertise in a host of IT and Microsoft Office and Google applications and utilities. Analyzed data and established policies for the improved management of funds. Managed personnel actions to include administrative punishments, reprimands, and removal for cause proceedings.

Selected Achievements & Key Outcomes:

- Led a dynamic initiative to restructure an at-risk pension system for city employees to ensure sustainability and profitability. Revisions to pension and disability benefits for employees of the Fire Department are expected to save \$50M over a 30-year period.
- Led negotiations with the Police Officers’ Union to secure the first collective bargaining agreement in the history of the Department. Established pay and labor protection policies satisfying all parties, enabling an end to labor disputes and preventing a shutdown of daily police operations.

October, 2010– May, 2011

Chief of Staff, Board of Police Commissioners, St. Louis, MO

EXECUTIVE LEADERSHIP: Chief of Staff responsible for the coordination of strategic initiatives to improve the quality and effectiveness of police services for the St. Louis metropolitan area. Conducted operational research and developed proposals for ways to improve the efficiency of business operations, facilities, and systems supporting SLMPD operations.

COMMUNICATION AND COLLABORATION: Served as the primary liaison to the Office of the Mayor and the City Board of Aldermen. Created and presented reports and official communications to news media and city political leaders. Worked to sustain existing networks of partnerships with nonprofit organizations, labor unions, and professional societies dedicated to the advancement of the quality of work and life for police officers. Strategized and implemented capital campaigns, plans for special events, and public outreach efforts.

ADMINISTRATIVE MANAGEMENT: Oversaw the creation, administration, and execution of special project budgets. Reviewed contracts, acquisitions proposals, and payroll actions. Managed a diverse portfolio of outreach and engagement programs with labor, nonprofit, community, and civic organizations. Established, improved, and negotiated relationships with state and federal authorities.

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Selected Achievements:

- Negotiated the purchase of new police headquarters facilities originally valued at \$10M for \$2.7M. Expanded usable floor space by 22K-square feet and upgraded capabilities through expansion of IT network infrastructure.

January, 2009– January, 2010

Seventh Police District Commander, Metropolitan Police Department, St. Louis, MO

EXECUTIVE LEADERSHIP: Commander of a 135-personnel unit of law enforcement, technical, and administrative staff conducting law enforcement operations in one of nine districts in the 19th largest metropolitan area in the U.S. Supervised the planning and execution of a \$20 million annual operating budget. Directed the planning of strategy and operations to maintain a highly effective and adaptable law enforcement organization capable of responding to the full range of contingencies from misdemeanor crimes to incidents of natural disaster, terrorism, and civil unrest. Propelled development of initiatives to improve local police-community relations. Strategized continuous improvement through the realignment of operational assets, patrol schedules, and staffing levels against emerging patterns in local criminal activity.

COMMUNICATION AND COLLABORATION: Served as the highest-ranking ambassador to the civic community in the local area. Scheduled regular engagements with community organizations, political action groups, and civic leaders to hear and address grievances. Managed the development of responses to official complaints from local citizens and city government officials. Coordinated law enforcement operations planning with interdepartmental agencies to leverage the availability of special teams, equipment, and capabilities in response to unique forms of criminal activity. Created and bolstered successful public outreach and education programs to improve community awareness of strategies to deter crimes. Conducted meetings with the Chief of Police and the Board of Police Commissioners to report on operational progress and advocate for increased resource allocations in support of operations.

ADMINISTRATIVE MANAGEMENT: Directed administrative policies to enable recruiting, staffing, and training initiatives. Supervised and evaluated eight direct-report personnel. Adjudicated personnel actions, including administrative punishments, reprimands, commendations, and leave without pay. Monitored the conduct of criminal operations and investigations. Developed reporting mechanisms and data collection architectures to improve operational analysis. Created and assigned leadership to special task forces in response to unique criminal activity.

Selected Achievements:

- Hands-on leader who was visible to his officers as well as those in the community. Supported major economic development for residential and business. Provided police services to entertainment districts as well as light rail stations and major universities.
- Successfully managed a culturally and economically diverse police district within the City of St. Louis. Was responsible for daily decisions about allocations of resources and prioritization of mission.
- Collaborated with surrounding jurisdictions to provide a holistic regional approach to criminal activities. Created partnerships with other municipal law enforcement agencies and university police departments to provide joint patrols.

D. SAMUEL DOTSON

May, 2001– June, 2003 and October, 2004- January, 2009

Aide to the Chief of Police, Metropolitan Police Department, St. Louis, MO

EXECUTIVE LEADERSHIP: Aide to the Chief of Police for the St. Louis Metropolitan Police Department. Directed the planning and execution of daily administrative operations in support of key decision-making processes.

COMMUNICATION AND COLLABORATION: Maintained constant communications with precinct chiefs; departmental leaders; HR, IT, and other SLMPD support offices; and political leadership in the Office of the Mayor and the Board of Aldermen of the City of St. Louis. Monitored developing operational, administrative and media events to ensure the Chief of Police maintained constant situational awareness.

ADMINISTRATIVE MANAGEMENT: Made critical decisions regarding information flow, precedence of issues brought before the Chief of Police, and structure of meetings. Maintained the daily and long-term calendar for the Chief. Managed the budget for the Office of the Chief. Prepared official correspondence, drafted policy letters, and coordinated press releases.

Selected Achievements:

- Provided special advisory support to government and law enforcement staff of New Orleans, LA, on-site during the planning for the Super Bowl XXXVI halftime show. Collaborated with the New Orleans Police Department, Sheriff's Department, U.S. Secret Service, and other federal agencies to enable the first large-scale public performance since the 9/11 attacks.

- Recognized by St. Louis City and County Police Departments, United States Secret Service, FBI and St. Louis Archdioceses for efforts related to security planning for historic Papal visit, January 1999. Coordinated safety and crowd control with federal, state and local agencies in a regional planning effort. Oversaw activities of seven officers in planning effort. For City of St. Louis coordinated not only the law enforcement response but also directed planning for all City resources.

D. SAMUEL DOTSON

Education:

Master's Degree, Business Administration, Fontbonne University, St. Louis, MO, 2001
Bachelor's Degree, Business, Minor: Political Science, Webster University, St. Louis, MO, 1994
Graduate, National Executive Institute for Police, Federal Bureau of Investigation, 2016
Graduate, Police Executive Research Forum (PERF), Senior Management Institute for Police, 2007

Additional Professional Experience:

Detective, St. Louis Police Department Intelligence Unit, 2000 – 2001
Police Officer, St. Louis Police Department, 1993 – 2017
Corporate Security Manager, Anheuser- Busch, St. Louis (Managed domestic and international assets in the U.S., Mexico, Asia)

Professional Training:

Emergency Response, U.S. Environmental Protection Agency
Professional Development Series, Federal Emergency Management Agency
Domestic Preparedness Workshops, U.S. Department of Defense
Clandestine Drug Operations, University of Missouri
Crisis Negotiations Course, U.S. Army Military Police School, Hostage Negotiator

Professional Affiliations:

Major City Chiefs of Police, Member of Homeland Security Committee
International Association of Chiefs of Police
National Executive Institute for Police, Federal Bureau of Investigation Alumni
U.S. Department of State

Awards:

Metropolitan Police Department Chief's Letter of Excellence, 2000, 2008
St. Louis County Award of Excellence, 2000
Metropolitan Police Department Award of Excellence, 1997, 1999 and 2000
Metropolitan Police Department Officer of the Month, 1995, 1997
Special Recognition by the United States Secret Service