

October 8, 2019

Ralph Andersen & Associates
5800 Stanford Ranch Rd
Rocklin, CA 95765

Dear Mr. Burg:

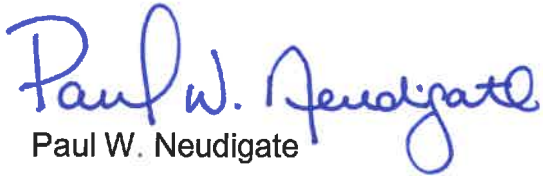
Please accept this correspondence, as well as the attached resume and reference page, as my application for the position of Police Chief for the City of Columbus, Ohio. I have had the pleasure to work for the citizens of the City of Cincinnati for the past 29 years as a member of the Cincinnati Police Department (CPD); a renowned agency with 1,050 sworn officers serving a residential population of 300,000, as well as the 2.1 million residents in the Greater Cincinnati Region that routinely work or visit the city. My current role is the Assistant Chief of Police of the Patrol Bureau where I have the honor of leading 800 sworn officers plus professional staff who take great pride in being part of the community, providing exemplary customer service, and reducing crime.

The CPD is an agency that strives to reflect the diversity of the community it serves both in the rank and file as well as leadership positions; CPD also highly values outside leadership training for our personnel which has allowed me to learn from some of the brightest minds how to best serve our communities while attending executive leadership training at the FBI, Major Cities Chiefs Association, and Police Executive Research Forum. The combination of working in a diverse community, diverse organization, and learning how to build community trust from some of the best practitioners in the world has developed me into an individual who has shown the ability to establish the positive relationships, both internal and external, necessary for an agency which has embraced the concepts of 21st Century Policing.

As an agency, we are very familiar with the pillars identified in the 21st Century Policing Report, as unfortunately we had not always been a leader in the forefront of police-community relations. As a result, we experienced civil unrest in 2001 which led to our historic Collaborative Agreement. This agreement, between the community and numerous affected partners, established best practices for the CPD that changed both the culture of the agency and our relationship with our community, as well as set us on a path to address many of the pillars that would ultimately be identified as necessary for progressive police agencies in the 21st Century. An example of such change is our use of problem-solving to identify and address the underlying cause(s) of a recurring situation, therefore reducing our reliance on arrests to solve issues and increasing our ability to work towards long-term resolutions. Because of this change in policing philosophy, the CPD was able to harness our experience using problem-solving to recently win the prestigious Herman Goldstein award for Excellence in Problem-Oriented Policing for our implementation of PIVOT (Place-Based Investigations of Violent Offender Territory).

I have had the privilege to be part of a team that is experienced in contemporary policing practices, as well as knowledgeable and proficient in utilizing current intelligence-led, data-driven strategies and technology to reduce crime and the fear of crime. I have a history of the necessary leadership skills and effective communication skills to foster positive relationships with the community, elected officials, City Administration, and all levels within the Police Department.

I would be honored to serve as the next Police Chief for the City of Columbus and thank you for your consideration,


Paul W. Neudigate

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LAW ENFORCEMENT EXECUTIVE

Dedicated and accomplished law enforcement professional with 29 years' experience in investigation, patrol, administrative, and supervisory positions. Proven leader with the ability to deliver results in high-pressure situations. Consistently recognized for innovative crime-solving techniques and utilization of technology, data analysis, and evidence-based practices. Excellent research and problem-solving skills. Confident public speaker with experience in media and civic leadership relations.

PROFESSIONAL EXPERIENCE

ASSISTANT POLICE CHIEF

Cincinnati Police Department (February 2016 to current)

PATROL BUREAU COMMANDER (February 2016 to current)

- Patrol (Operations) Commander responsible for 800 sworn officers plus professional staff. Serving a residential population of 300,000 with a Metropolitan Statistical Area of 2.1 million.
- Responsible for oversight of six neighborhood police districts and support units: Canine, Crime Analysis and Problem-Solving, Gangs, Placed-Based Investigations (PIVOT), Traffic, Marine Patrol, Mountain Bike, Youth Services/School Resources Officers, and the Special Events Unit.
- SWAT Unit Commander.
- Civil Disturbance Response Team Commander.
- Responsible for CPD's oversight and implementation of the Cincinnati Initiative to Reduce Violence (CIRV) founded on the focused deterrence/Group Violence Interruption methodology.
- Previous Coordinator, Department of Justice's National Public Safety Partnership.
- **Significant Accomplishments:**
 - 2018 versus 2017 crime reductions:
 - ❖ Total Part I crime -9.3%.
 - ❖ Part I Property Crimes -8.0%.
 - ❖ Part I Violent Crimes -17.7%.
 - ❖ Homicides -16.9%.
 - ❖ Total shooting victims -18%.
 - **30% reduction in total shooting victims last three years (2018 compared to 2015).**
 - Implemented ShotSpotter technology as part of an overall violence reduction strategy.
 - Implemented Place-Based Investigations of Violent Offender Territory (PIVOT), a city-wide strategy that addresses systemic violent locations for disruption of violence and long-term sustainability; winner of the 2017 Herman Goldstein Award for Excellence in Problem-Oriented Policing.
 - ❖ Reduced shooting violence in targeted area by 27 days between offenses (averaged every 17 days prior to intervention compared to one every 44 days post intervention).

- Successfully managed numerous demonstrations and protests, to include those resulting from trial and acquittal of a University of Cincinnati Police Officer indicted for Murder from an on-duty shooting.
- Implemented numerous successful Neighborhood Enhancement Program initiatives in conjunction with other city Departments and various community councils helping to stabilize neighborhoods in need.

POLICE CAPTAIN

Cincinnati Police Department (2010-2016)

SPECIAL INVESTIGATIONS SECTION COMMANDER (August 2014 – February 2016)

- Commanded Intelligence, Narcotics, Vice, Real Time Crime Center, and officers assigned to federal, state, and local task forces.
- Representative to federal Joint Terrorism Task Force (JTTF), in possession of Secret level clearance.
- Steering committee member, Hamilton County Heroin Coalition Task Force.
- Department representative, Hamilton County Police Chief's Association.
- **Significant Accomplishments:**
 - Implemented National Integrated Ballistic Information Network (NIBIN), which links ballistic evidence (shell casings) at crime scenes and recovered firearms to offenses/individuals. NIBIN has played a pivotal role in the shooting reductions obtained since 2015; program has become a national role model.
 - Implemented Liquor Permit Premise working group to address problematic liquor locations that contribute to violence and disorder, significantly reducing the number of liquor objection requests due to proactive intervention.
 - Worked with Community Police Partnering Center and the Department of Youth Services, to develop an intervention model to steer juveniles away from violent crime in areas impacted by police enforcement efforts.

DISTRICT FIVE COMMANDER (January 2012 – August 2014)

- Responsible for oversight of all police services in eight communities.
- Member, University of Cincinnati (UC) Safety Committee
- **Significant Accomplishments:**
 - Obtained external funding for dedicated crime cameras and over 200 additional streetlights around UC campus for enhanced visibility and safety.
 - Co-creator of "Unity in the Community" event for the Winton Terrace Housing Complex, annual event bringing educational and job-related resources to the community in a festive environment.
 - 22.1% reduction overall Part I crime during tenure.
 - ❖ Part I Violent Crime -24.1%
 - ❖ Part I property crime -21.7%.

NIGHT CHIEF (December 2010-December 2011)

- Citywide oversight of all police activity during night hours.

DEPUTY SWAT COMMANDER (2011-2013)

POLICE LIEUTENANT

Cincinnati Police Department (2007-2010)

- Member of SWAT Unit (2007-2010)

POLICE SERGEANT

Cincinnati Police Department (1997-2007)

- Member of SWAT Unit (2002-2007)

PLANNING SECTION RESEARCHER (2005-2007)

- Implemented new Performance Evaluation Process for all sworn personnel, first significant change in over 25 years.
- SWAT UNIT (2002-2007)

POLICE SPECIALIST

Cincinnati Police Department (1997)

POLICE OFFICER

Cincinnati Police Department (1990-1997)

EDUCATION AND EXECUTIVE LEADERSHIP SCHOOLS

- Master of Science, Criminal Justice, University of Cincinnati.
- Bachelor of Science, Justice Administration, University of Louisville.
- FBI National Executive Institute (**NEI**)
- Certified Law Enforcement Executive (**CLEE**), Law Enforcement Foundation, Ohio Association of Chiefs of Police.
- Leadership Cincinnati, Cincinnati USA Regional Chamber of Commerce.
- Major Cities Chiefs Association, Police Executive Leadership Institute (**PELI**)
- Police Executive Leadership College (**PELC**), Law Enforcement Foundation, Ohio Association of Chiefs of Police.
- Police Executive Research Forum (**PERF**) Senior Management Institute for Police (**SMIP**)
- Southern Police Institute (**SPI**) Administrative Officers Course (AOC)

AWARDS AND RECOGNITIONS

- Cincinnati City Manager's Award for Innovative Government
- Medal of Valor, Cincinnati Police Department
- Valor Award, Cincinnati Rotary Club
- Winner of 2017 Herman Goldstein Award for Excellence in Problem-Oriented Policing

PROFESSIONAL ORGANIZATIONS

- ATF National Crime Gun Intelligence Governing Board
- FBI National Executive Institute Associates
- Major Cities Chiefs Association Forensic Science Committee
- International Association of Chiefs of Police
 - Private Sector Liaison Committee
- National Organization of Black Law Enforcement Executives (NOBLE), Southern Ohio Chapter
- Police Executive Research Forum