

## **Thomas A. Quinlan – Candidate for Columbus Chief of Police**

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October 10, 2019

Ralph Andersen & Associates

RE: Application for Vacancy of Police Chief – City of Columbus

Dear Mr. Burg,

I respectfully request strong consideration of my application for the position of City of Columbus Police Chief. I am confident I possess the necessary skills and operational experiences Columbus is seeking. These experiences are accompanied by a verifiable work record that demonstrates my achievements over the past 33 years as a Certified Ohio Peace Officer. My experiences and responsibilities have focused on needed or necessary change within the Division to better serve our personnel and the community. Change has been a recurring theme throughout my career in the Division of Police. Working with the executive staff members of the Division of Police we have consistently sought opportunities to positively impact the Division's relationships with our community and the people we serve. Columbus is a diverse city of nearly 900,000 people across 225 square miles. Together, the Executive Staff team leads approximately 2,240 employees and manages an operating budget of \$343 million dollars. The Division of Police is CALEA accredited with a Gold Standard of Excellence. As my resume indicates, I possess progressive law enforcement experiences with a heavy concentration in areas of leadership, change and innovation. Our Division prides itself on building trust and legitimacy through extensive interactions with community groups, stakeholders, partnering agencies, and large/small private-sector businesses. Our current Executive Staff team has extensive educational accomplishments as students and as instructors along with private sector experiences which offer greater insight into a large constituency we serve. My professional resume includes experience serving in the United States military and as a veteran of a foreign war.

All metropolitan cities today face challenges that require a strong, mindful leader, highly competent first line supervisors, and a dedicated group of officers who serve their community. Columbus Police currently embodies these requirements. There are three essential leadership elements the current Executive Staff engenders: 1) Leading change and innovation using the 6 Pillars of 21<sup>st</sup> Century Policing; 2) Reducing crime and increasing solvability rates through efficient personnel deployments and technology advances; and 3) Transforming communications and transparency with all those who live, work, and/or play in Columbus. The predominant transformations currently evolving within the Division at a rapid pace include solutions focused on: 1) Gun violence and youth violence; 2) Officer Wellness needs; and 3) Technology concerns regarding Computer-Aided Dispatch (CAD), Records Management System (RMS), Criminal Case Management, and Early Intervention Alert Programming for Officers and First Line Supervisors.

I am dedicated to advancing the mission of the Division through strong leadership while maintaining a focus on community. I am purpose driven, have an unyielding passion for public service, currently achieving each of the specified responsibilities in the position announcement and exemplifying each of the attributes identified as the "ideal candidate." My resume is attached for your review and I welcome the opportunity to discuss with you personally how my transformation skills and innovation strengths can best serve the City of Columbus.

Respectfully Submitted,

*Thomas A. Quinlan*

Thomas A. Quinlan  
Candidate for Chief of Police

# THOMAS A. QUINLAN

## PROFESSIONAL WORK EXPERIENCE

**CITY OF COLUMBUS DIVISION OF POLICE** **1989 – Present**

**Interim Chief of Police** **February 2019 – Present**

- Led a massive re-organization of the entire Division of Police, increased operating & budget efficiencies, established strong community relationships, and confronted wrongdoing by holding officers accountable for their actions, including disbanding the Vice Section.
- Created a new innovative Mission Statement that is Community Focused and Service Driven and Changed Core Values leading to a cultural shift focusing on Accountability, Transparency, & Compassion.
- **Goals in Progress:**
  1. Transforming Positive Community (& Youth) Engagement, Transparency, & Education
  2. Positively Impacting Diversity Recruiting
  3. Leading Change and Innovation using 6 Pillars of 21<sup>st</sup> Century Policing
  4. Reducing Crime and Increasing Solvability & Prevention

**Police Deputy Chief – Patrol North Sub Division** **2013 – 2019**

- Led Implementation of Safe Streets Pilot and Expansion Program
- Liaison with Matrix Consultants & Mayor's Safety Commission

**Police Commander – Patrol, Traffic, & Training** **2009 – 2013**

- Led Change – Training Outside Agencies Recruits & Scenario Training

**Police Lieutenant** **2001 – 2009**

- Subject Matter Expert in Crowd Control Intervention Tactics
- Led Change – PIT Policy & Tactics used for OSU Campus Riots

**Police Sergeant & Detective**

- Led Change – Created Case Screening & Inkless Fingerprinting Program in the Forgery/Fraud Unit

**1996 – 2001**

**Police Officer & Detective (Field Training Officer)**

- Led Change – 1st ever internally approved BAC Datamaster Instructor

**1989 – 1996**

**MADISON TOWNSHIP POLICE OFFICER (Groveport, Ohio)**

**1986 – 1989**

## LAW ENFORCEMENT CERTIFICATION TRAINING

**Columbus Division of Police Academy Graduate** **(26 weeks)** **1989**

**Ohio State Highway Patrol Police Academy Graduate** **(14 weeks)** **1987**

**United States Air Force Security Police Academy Graduate** **(14 weeks)** **1984**

## EDUCATION

<b>Nominated for FBI National Executive Institute (NEI)</b>	<b>2020</b>
<b>Graduate – Major Cities Chiefs Police Executive Leadership Institute (PELI)</b>	<b>2019</b>
<b>FBI National Academy</b> Session 249 – University of Virginia	<b>2012</b>
<b>Paralegal Post Graduate Certificate</b> Capital University School of Law	<b>2003</b>
<b>Master of Science in Human Resource Administration</b> Central Michigan University	<b>2001</b>
<b>Bachelor of Arts &amp; Sciences in Criminal Justice</b> The Ohio State University	<b>1993</b>

## PROFESSIONAL / INSTRUCTIONAL EXPERIENCES & CAREER DEVELOPMENT

<b>Columbus State Community College – Adjunct Faculty</b>	<b>2013 – Present</b>
<b>Ohio University – Adjunct Faculty</b>	<b>2004 – Present</b>
<b>Bricker &amp; Eckler LLP</b> Employed and experienced as a Paralegal & Investigator for one of Ohio's largest law firms working for Ohio's public owners.	<b>2004 – 2015</b>
<b>Ohio Peace Officer Training Academy</b> Employed and experienced as a state certified police instructor in multiple fields of study including Ethics, Conducting Internal Investigations, and First Line + Mid-Level Supervision & Management and served as a Certified Basic School Training Commander.	<b>1999 – 2009</b>
<b>Ohio Air National Guard – United States Air Force</b> Including Service in Theatre of Operations (Operation Desert Shield/Desert Storm – 1990 to 1991) at rank of Staff Sergeant of Police.	<b>1984 – 1993</b>

## PROFESSIONAL MEMBERSHIPS & PROGRAMS PARTICIPATION

International Association of Chiefs of Police  
 Major Cities Chiefs of Police Association  
 Ohio Association of Chiefs of Police  
 FBI National Academy Associates  
 Police Executive Research Forum  
 Columbus Metropolitan Club  
 Bloomberg – Harvard City Leadership Initiative Innovation Track Member  
 2019 Public Safety Summit – Harvard University  
 2019 National Joint Terrorism Task Force Conference – FBIHQ, DC  
 Published in Columbus Bar Association (Past Associate Member)  
 International Law Enforcement Educators and Trainers Association (Past Member)

# OPPORTUNITY COLUMBUS PLAN

## 21ST CENTURY POLICING PRACTICES, IMPLEMENTATIONS, & INNOVATIONS

MISSION ALIGNMENT & CHANGING METHOLOGIES  
COMMUNITY FOCUSED, INSPIRING TRUST & TRANSPARENCY  
BUDGET & OVERTIME MANAGEMENT, TECHNOLOGIES & INNOVATIONS  
OPERATING EFFICIENCIES, PEAK PERFORMANCE & PROGRESSIVE ACTIONS  
OFFICER WELLNESS, EMPLOYEE DEVELOPMENT & QUALITY OF WORKING LIFE  
GOALS FOR YEAR 1 AND BEYOND

*PREPARED BY:  
INTERIM CHIEF  
THOMAS QUINLAN  
OCTOBER 10, 2019*



# 21ST CENTURY POLICING PRACTICES, IMPLEMENTATIONS & INNOVATIONS

## MISSION ALIGNMENT & CHANGING METHODOLOGIES

## GOALS MET

- ☒ Held Executive Staff Retreat and re-aligned Mission to add a community component. Focus first prevention and deterrence, then apprehension and prosecution, both encompassing community transparency and relationships, geared towards trust.
  - ◆ New Mission & Core Values: *The Men & Women of the Columbus Division of Police serve our community guided by our Core Values of Integrity, Compassion, Accountability, Respect, Excellence [iCARE—Beyond the Call]*
- ☒ Selected a Commander as Interim Deputy Chief who has implemented a Cadet program, a new Police & Community Together Team, resolved labor relations issues with major restructuring of Property Crimes, and preparing a new Youth Services Unit. Jennifer Knight is an FBINA graduate and is a member of the Ohio Bar.
- ☒ Posted a Bill of Rights in each Academy recruit classroom—focus of every lesson is on Constitutional Policing and incorporates core values in each lesson.
- ☒ Served on the Mayor's team for the Bloomberg/Harvard City Leadership Initiative on Diversity Recruiting. Working on goal to double diversity within 10 years.
- ☒ Implemented the Cadet Program with the inaugural class commencing August 26th with primary goal of increasing diversity in the workforce. Also striving for greater diversity in all ranks within the Division. Cadets diversity 72%.
- ☒ Changes to Organizational Components: Strategic Response Bureau became the Community Response Bureau, expanding role of Truancy to include greater positive youth interactions. Moved Nuisance Abatement Group to working under the Community Services Bureau.
- ☒ New Sub-Divisions: 1) Criminal Investigations, 2) Community Services, 3) Patrol Operations, 4) Special Services, 5) Support Services, & 6) Public Accountability (creating a Chief of Staff position). Each completely re-imagined and re-focused on new Mission.
- ☒ Met with FOP Union Executive Board, prominent clergy and city/community officials (e.g. Experience Columbus, COSI, Health, CHOICES) for relationship building and planning for future. Ensured continuity of services and transition planning.
- ☒ Re-aligned weekly Crime Strategy Sessions with the Prevention and Deterrence first model, then investigate, apprehend, and prosecute model second with focus on forward looking approaches, not recent or past successes.
- ☒ First 8 months of Interim Role actions and decisions focused on promoting innovation and excellence in policing which is aligning policing with community expectations. 6 Pillars of 21st Century Policing heavily incorporated.

Created a policing model aimed at being more responsive to the public and their expectations

Building diversity, legitimacy and trust

Leading Change and Innovation [consistent with Matrix & Commission recommendations]

Positive Community Engagement, Transparency & Crime Reduction  
Consistent with Matrix Report & Mayor's Commission



# 21ST CENTURY POLICING PRACTICES, IMPLEMENTATIONS & INNOVATIONS

## COMMUNITY FOCUSED, INSPIRING TRUST & TRANSPARENCY

## GOALS MET

- ☒ Revised policies on IAB dispositions and Use of Force decision levels.
  - ◆ Adding tactics as a part of the consideration, i.e. legal standard under *Graham v. Conner*, but if bad tactics contributed to need to use force, discipline or re-training.
  - ◆ Also amending directives to allow for consideration that an officer's actions, verbalizations, and demeanor may contribute to the citizen's behavior and handle as discipline & implemented changes in discipline policies.
- ☒ Creating an Ombudsman program for citizens to resolve complaints in lieu of filing complaints as a mediation program
- ☒ Created a FBI Public Corruption Task Force officer and sergeant to conduct Criminal Investigations as a direct report to the Chief of Police while expanding IAB role as Use of Force responders to high profile incidents.
- ☒ Creating a Community Advisory Committee to the Chief made up of key community stakeholders to include high school students and young adults from the community who will meet with the chief and review policy, expectations, and at times investigation findings and recommendations.
- ☒ Selected 4 highly respected and competent patrol lieutenants to serve as Watch Commander as a direct report to the Chief of Police with Functional Authority.
- ☒ Assigned Training Bureau to develop Inservice training aimed at implicit bias, critical incident management, officer wellness and de-escalation for officers.
- ☒ Continued cultural competency training annually sending 110 Division employees to Washington DC Holocaust Memorial Museum & National Museum of African American History & Culture.
- ☒ Created a Community Education Officer to provide programming directly to the public seeking training in active threats, self-defense, crime prevention, & more.
- ☒ Released new mobile application for smartphones to enhance Community Engagement providing a push notification emergency public alert system.
- ☒ Public Information Office to be expanded with a civilian professionally experienced media personality to host a weekly podcast to directly engage with the public and highlight great police work and put into context questionable police incidents and BWC footage review; selected Sgt. James Fuqua as the new PIO.
- ☒ Authorized property crimes detectives to wear a Polo and alternate uniform versus a suit, when practical, so the public will see greater diversity among our officers.
- ☒ Expanded staffing in Domestic Violence Unit with aggressive investigation, apprehension, and prosecution of Domestic Violence offenders and requiring officers to follow up with victims within set time frame to assist in safety.

Each Consistent with Matrix Report & Mayor's Commission

Policy & Oversight;

Trust, Legitimacy, and Accountability

Officer Training & Education

Technology & Social Media

Positively Impact Diversity Recruiting Community Policy & Crime Reduction; Increased Prevention



# 21ST CENTURY POLICING PRACTICES, IMPLEMENTATIONS & INNOVATIONS

## BUDGET & OVERTIME MANAGEMENT, TECHNOLOGIES & INNOVATIONS

## GOALS MET

- ☒ Assigned a committee to ensure Division is aligned with community expectations and prepared for implementing recommendations of Advisory Commission and Matrix Consulting.
- ☒ Reduced annual overtime expenditures for sworn members saving nearly \$1 million dollars under budget year to date, resulting in greater oversight and operational efficiencies.
- ☒ Increased our K-9 unit by 2 dogs and ordered new K-9's not be imprinted with Marijuana, providing a total of 4 of 9 dogs free from an obsolete imprint.
- ☒ Identified expansion needs of Shot Spotter in select neighborhoods as currently being deployed and work with Dept. of Health [Violent Crime Review Group] to identify common traits and actions of persons committing and impacted by violent crimes. Aggressive enforcement of gun laws & NIBIN traces.
- ☒ Supported a new helicopter make/model to increase efficiency, usage, and lifespan for aviation unit; added new computer technology in helicopter for mapping and video recording using grant funding.
- ☒ Working to renovate HQ lobby to improve security for building and employees.
- ☒ Partnering with COSI, progressing plans for the Police Foundation funded Mobile CLUE (Center for Learning, Understanding, and Education) aimed at middle school student educational and engagement opportunities. Growing teen programs and relationships via Teen & Police Service Academy & Explorers.
- ☒ Created 7 permanent Mobile Crisis Response Teams for handling calls dealing with mental illness and expand the CIT program to become more widely utilized.
- ☒ Created Therapy Dog program with 5 officers and trained dogs for community/victim wellness and serves officers experiencing crisis; implemented mid-budget cycle without taxpayer funds required—dogs, supplies, food, equipment provided entirely by community donations. Negotiated with FOP for rapid startup. Positive results seen include CHOICES and the Child Advocacy Center.
- ☒ Creating a Neighborhood Officer Program to micro target select Columbus neighborhoods, to be more responsive beyond precinct and block watch boundaries by micro-targeting individualized responses to neighborhoods.
- ☒ Working with city officials to develop the driving track, with hopes of creating a teen driving program for City of Columbus teens and teens of City of Columbus employees to promote safer driving, thereby reducing insurance rates, and promoting safer streets. Residual benefit is quality time spent with police officers and community youth engaged in a common purpose strengthening relations.
- ☒ Created an OVI Countermeasures Sergeant to enhance safety of motorists and requiring targeted enforcement along routes to schools where students do not have sidewalks to utilize.

Policy & Oversight; Transparency

Each consistent with Matrix Report & Mayor's Commission

Technology, Crime Reduction, and Transparency

Education

Community Policing & Crime Reduction, Leading Change & Innovation

Officer Training & Education; Innovation





# 21ST CENTURY POLICING PRACTICES, IMPLEMENTATIONS & INNOVATIONS

## OPERATING EFFICIENCIES, PEAK PERFORMANCE & PROGRESSIVE ACTIONS

## GOALS MET

- ☒ Abolished (Disbanded) Vice Section. Created a Police & Community Together (PACT) Unit to replace the duties previously completed by VICE along with other community needs and expectations. Allows officers to rotate through temporary positions. Involves community in solutions to quality of life issues in their neighborhoods.
- ☒ Implementing a Citation in lieu of Arrest policy requiring supervisory approval for slating, ready for implementation by 4th quarter.
- ☒ Implementing deferred adjudication and diversion programs for juveniles, ready for implementation in 4th quarter.
- ☒ Met with City Attorney to determine areas and programs available to reduce unreasonable guard duties, warrant set asides, and diversion or mediation to ensure officers have greater time for prevention and deterrence.
- ☒ Recruiting Unit created a lesson plan and hiring procedures for Cadets. Resolved the problematic 365 day probation period for recruit officers hired, 1 year period to begin upon graduation from Academy.
- ☒ Created changes to the Restricted Duty Officer program where on-duty injuries will be "assignment" protected for 12 months and off-duty injuries "assignments" will be protected for 6 months. Positively impacts Full Time Equivalents.
- ☒ Implemented 53% of the Matrix Group recommendations prior to the release of their recommendations and currently on pace to have done the same with the anticipated recommendations of the Mayor's Safety Advisory Commission prior to the Commission even voting on the sub-committee recommendations.
- ☒ In process of creating Memorandums of Understanding with Central Ohio agencies to determine in advance how officer involved shootings will be investigated in our respective jurisdictions.
- ☒ Assigning officers on foot and bikes in the downtown and short north areas to assist in our predominant financial tax base sections, a type of officer on the block program. (Reserve Officers and Community Crime Patrols discussed.)
- ☒ Expanded the Safe Streets program to a wider section of our individual communities. All Index Crimes reduced in the first 6 months of 2019, one of only eight U.S. major cities out of the largest 70.
- ☒ Ordered all Domestic Violence warrants be entered into statewide database for pickup anywhere in the state.
- ☒ Invited vendors to demonstrate products for a new Computer Aided Dispatch system, Records Management System, Criminal Case Management, and an Early Intervention System for officers.
- ☒ Committee seated to plan for a Division-wide patrol re-distribution plan.

Building Trust & Legitimacy;  
Transform Positive Community & Youth Engagement;  
Community Policing

Officer Training & Education

Officer Safety & Wellness

Building Trust & Legitimacy;  
Policy & Oversight; Transparency

Community Policing & Crime Reduction

Technology & Social Media;  
Officer Safety & Wellness;  
Crime Reduction & Prevention





# 21ST CENTURY POLICING PRACTICES, IMPLEMENTATIONS & INNOVATIONS

## OFFICER WELLNESS, EMPLOYEE DEVELOPMENT & QUALITY OF WORKING LIFE

## GOALS MET

- ☒ Assigned a Deputy Chief to draft amended policies to have Rules of Conduct and Central Work Rules that focus on requirements for officer conduct and violations warranting corrective action, i.e. discipline. Division Directives will be operating parameters and less authoritative.
- ☒ Required Training Commander to personally approve each test generated for recruits prior to administration.
- ☒ Using Seizure Funds and with permission of judges and county facilities, creating a resting room for 3rd shift officers attending court as part of our wellness program...5th floor of courthouse with seizure funds used to outfit.
- ☒ Created a human factors requirement to up fitting police cruisers.
- ☒ Starting a Quality of Working Life (QWL) process for officers and supervisors to better connect with General Staff and reduce rumors while establishing greater buy-in. Creating a new innovative Daily Briefing Memo.
- ☒ Approved the use of personally owned, but approved, patrol rifle program to increase safety of officers and the public from threats of mass shootings, approved transition from the Smith & Wesson M&P40 to the M&P 9mm, both at no costs to Division.
- ☒ Created a Detective Silver/Gold badge program awarded at discretion of the Chief. Funding provided using Drug Seizure Funding.
- ☒ Investigating methods of re-introducing a "Retired-to-Reserve" program to staff special events, special projects, homeless outreach, officer on the block program in the tax base corridor, and neighborhood coordination officers.
- ☒ Working on implementing changes to EARS early warning system to focus on preventing high-risk behaviors prior to policy violations by expanding the scope of triggers and creating a monitoring dashboard for supervisors.
- ☒ Worked with Fire to obtain Grant Funding to add 2 additional officers dedicated exclusively to the formation of a REACT team for overdose crisis events teaming a medic and officer in same vehicle for responses. Strengthen training platforms, police/fire joint directives, and tactical medic program.
- ☒ Substantially expanded Federal, State, & Local task force positions focusing on human trafficking, opiate crisis, public corruption, illegal gun sales and crimes.
- ☒ Participated in U.S. Conference of Mayor's in Toledo and at the Ohio Statehouse to address gun related crimes and illegal sales. Worked with the Ohio Governor to announce new legislation plans aimed at reducing gun crimes and accountability.

**Building Trust  
& Legitimacy**

**Officer Training  
& Education**

**Officer Safety  
& Wellness**

**Consistent with  
Matrix Report  
& Mayor's  
Commission**

**Building Trust  
& Legitimacy,  
Transparency**

**Community  
Policing &  
Crime Reduc-  
tion**

**Positive Com-  
munity Engage-  
ment, Trans-  
parency, &  
Crime Reduc-  
tion**



## INNOVATIONS AND FOCUS AS CHIEF OF POLICE

### GOALS NEXT 24 MONTHS TO PROGRESS THE OPPORTUNITY COLUMBUS PLAN

### TIMEFRAME

- |  |              |
|--|--------------|
| 1) Firmly establish recruiting, hiring, and promoting of diversity to more closely resemble the community served, consistent with the Mayor's 10-year diversity recruiting strategic plan and the Bloomberg-Harvard City Leadership Initiative Plan Innovation Track.  | 18+ months   |
| 2) Address spans of control and staffing levels identified by the Matrix Consulting Group and the Mayor's Safety Commission by re-organizing Patrol staffing models and sergeant assignments.  | 9 months     |
| 3) Re-envision Division's use of technology to gain efficiencies by working towards cloud based solutions for records management, computer aided dispatching, criminal case screening, an early intervention program for officers, along with civilianization of tasks.  | 24 months    |
| 4) Focus on labor agreement issues to gain greater compliance with the recommendations set by the Matrix Consulting Group and the Mayor's Safety Commission.   | 18 months    |
| 5) Promote greater effectiveness and transparency of Division in terms of crime prevention, case solvability, and community engagement by establishing a real time crime center, increasing use of criminal intelligence analysts, adding software solutions for predictive forecasting of criminal activities, expanding Shot Spotter technology and creating professionally produced podcasts to reduce barriers within community. | 18-24 months |

REFERENCES AND LETTERS OF RECOMMENDATION AVAILABLE.

