

May 25, 2022

REF: City of Bexley, Ohio | Police Chief

Robert Burg, Executive Vice President
Ralph Andersen & Associates
5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
(916) 630-4900

Dear Mr. Burg;

Thank you for the opportunity to apply for the Chief of Police position at the Bexley Police Department. After reviewing the position announcement, it is evident you are searching for a collaborative leader committed to accountability, transparency, and professionalism, with the ability to positively engage a wide range of stakeholder groups. Given these requirements, I am confident that I am uniquely qualified to lead such a department as a 26-year veteran, with nine years of command experience, two of which as Deputy Chief, managing an annual budget of 9 million dollars, with 57 sworn officers, 36 professional staff, servicing 55,000 residents.

My ascent to Deputy Chief is partly due to my collaborative style and ability to build consensus among the rank-and-file and Members represented by the Fraternal Order of Police in my departments. The command staff support has made up for any shortcomings in my management practices to ensure we make decisions for the betterment of all. The achievement of advanced degrees and credentials proves I have the competency to apply best practices needed to limit liability to the organization and risk to the community. In addition, I have extensive experience in managing organizational change amid a crisis, evidence-based practices, increasing the number of diverse candidates, including command level positions, problem-oriented policing, and success in implementing comprehensive reforms recommended by the President's 21st Century Policing Task Force.

Please review the tentative assimilation plan and priorities I will establish if selected to serve as the city's next Police Chief.

- Align police operations with Mayor Kessler's vision for Bexley and the community's service needs.
- Meet with City Auditor Matt McPeck to review and discuss the police department's budget.
- Create a 90-day transition plan that includes listening sessions with residents, police department staff, city leaders, religious institutions, activists, neighboring police agencies, and approved media outlets.

Victor McDowell, Jr., M.A., SHRM-CP, FBINA-274

- Formulate the results from the listening sessions into a SWOT analysis and debrief the findings with Mayor Kessler.
- Lead with an equity focus, emphasizing fairness for all and dismantling inequities within police operations.
- Implement two dynamic community education programs to enhance mutual trust between youth, all residents, and the police department.

After reviewing my resume, I hope you will agree that I am an ideal candidate for this fantastic opportunity. Having toured the city, I have found Bexley to be a charming place, one in which I have a deep desire to serve and be a part of its continued growth and development.

I appreciate your consideration.

With humility,

Victor S. McDowell, Jr.

Summary of Qualifications

Deputy Chief of Police

A compassionate visionary law enforcement executive with comprehensive knowledge in community-oriented policing and problem-solving strategies, evidence-based policing, change management, employee relations, and public speaking, with a record of building partnerships. Skilled in multiple areas of technology, including Microsoft Office software, social media, and virtual meeting platforms.

Education

- CLEE XXVII Expected Graduation 02/2023
- Federal Bureau of Investigation National Academy 12/2018
- Society for Human Resource Professionals-Certified Professional 8/2017
- Master of Arts in Psychology-Cleveland State University 12/2013
- Diversity Management-Cleveland State University 12/2013
- Master Criminal Investigator-OPOTC 11/2010
- Bachelor of Science in Management-Indiana Wesleyan University 4/2008
- Ohio Basic Peace Officer Training Academy-BAS99-039

Experience

City of Richmond Heights, Ohio Civil Service Commission

Commission Member: April of 2022

The Civil Service Commission consists of three city residents not holding any other city office appointed by the mayor to serve staggered terms as outlined in the Charter of the City of Richmond Heights, Ohio.

Ohio Association of Chiefs of Police Advisory Services Program

Law Enforcement Consultant: September 2021-Present

The Advisory Services Program provides multiple consulting services, including entry-level and promotional exams.

Cuyahoga Metropolitan Housing Authority Police Department, Cleveland, Ohio

Deputy Chief of Police: September 2019-Present

Cuyahoga Metropolitan Housing Authority Police Department (CMHAPD) is a nationally accredited agency by the Commission on Accreditation of Law Enforcement Agencies (CALEA). The Police Department has an authorized strength of 80 sworn officers and 30 civilians staff servicing 55,000 residents, including Cleveland and surrounding suburbs in Cuyahoga County, Ohio. CMHAPD operates with an annual budget of \$9,000,000. CMHAPD is nationally recognized for providing culturally responsive 21st Century Policing initiatives in a dynamic urban environment.

- Assumes command of the Police Department in the chief's absence;
- Responsible for the oversight of the day-to-day policing operations for sworn, non-sworn personnel, SWAT Team, Detective Bureau, K-9 Unit, and Crime Suppression Unit;
- Secured more than \$200,000 in grant funding to purchase and implement a BWC program;
- Led the agency through its eighth accreditation;

- Represents the Department at community and business meetings to promote the organization's mission;
- Experienced in handling citizen complaints with a successful record of problem resolution;
- Possess a wealth of knowledge in implementing special projects and major event planning;
- Worked in collaboration with marketing to develop a police recruitment video to enhance the Department's brand equity and updated the website content;
- Implemented quarterly data analytics reporting to identify areas of improvement and to assess management practices;
- Within the first ninety days of appointment to Deputy Chief, I increased the number of candidates for various positions, designed and delivered leadership development programs with an emphasis on the use of force investigations and management accountability;

Polaris Career Center, Middleburg Heights, Ohio

Basic Peace Officer Academy Unit Instructor: October 2007-Present

- Instructor approved curriculum from the Ohio Peace Officer Training Commission;
- Provides instruction in introductory, advanced, and technical subjects for the law enforcement community;
- Maintained expertise in subject areas and Ohio Peace Officer Unit Instructor Certification;
- Highly skilled in Microsoft Office software, adult learning theory, lesson plan development, and virtual training platforms;

Cleveland Metroparks Police Department, Cleveland, Ohio

Patrol Captain / Director of DE&I: May 2017-September 2019

Patrol Lieutenant: December 2013-May 2017

Patrol Sergeant: July 2012-December 2013

Detective: September 2007-July 2012

Patrol Officer: April 2002-September 2007

Cleveland Metroparks Police Department (CMPD) is one of the largest regional full-service police departments in Northeast Ohio, servicing nearly 18 million visitors in 48 diverse communities. The Department is a nationally accredited agency by the Commission on Accreditation of Law Enforcement Agencies (CALEA). The Department has an authorized strength of 90 sworn officers and 30 civilians and operates a \$12,000,000 annual budget. The Department offers a full complement of services, including a 12-hour holding facility, Communications Center, Detective Bureau, K-9 Unit, Marine Unit, Mounted Unit, Drone Unit, and Dive Team in a regional environment.

- The Patrol Captain is the second-highest rank in the police department and reports directly to the chief;
- Served as Acting Chief of Police in the chief's absence;
- Effectively managed the overtime budget for two consecutive years during a staffing shortage and periods of growth in adherence to established budget guidelines;
- Implemented a Management by Objectives Philosophy patrol strategy with an emphasis on improving organizational performance and employee satisfaction;

- Served as Hiring Manager during the recruitment, interview, and employee selection process and hired exceptional employees;
- Effectively lead a team of lieutenants, sergeants, patrol staff, and civilian employees;
- Coordinated with the Accreditation Manager for all matters of accreditation and compliance to all regulations relating to CALEA and Emergency Management;
- Prepared operational plans to ensure adequate staffing, permit compliance, and appropriate emergency response for 18 million annual visitors to Northeast Ohio;
- Participated with the Department of Human Resources and other internal divisions in introducing employees to Cleveland Metroparks policies, core values, and visitor management for more than 1,800 full and part-time employees;
- Worked in collaboration with representatives from law enforcement agencies on the municipal, regional, county, state, federal levels, and social service agencies to maximize mutual aid agreements;
- Worked with marketing to develop Facebook live segments and other related media stories;
- Requested by the CEO to serve as first appointed Interim Director of Diversity Equity and Inclusion to engage underserved communities;

Village of North Randall Police Department, North Randall, Ohio

Part-Time Patrol Officer: September 2001-May 2005

The Village of North Randall is a suburban community located southeast of Cleveland, Ohio. Twenty-nine police officers provide municipal police service to more than 1,000 residents and business owners.

- Served as court security in Mayor's Court;
- Provided for public safety by maintaining order, responding to emergencies, conducting house checks, enforcing motor vehicle and criminal laws, and promoting community relations;

Cleveland Metropolitan School District Division of Safety and Security, Cleveland, Ohio

Regional Supervisor: August 2000-April 2002

Lead Officer: September 1997-June 1999

Officer: December 1996-September 1997

The Cleveland Metropolitan School District was once the largest K-12 district in Ohio, with over 69,500 enrolled and 106 schools. The Division of Safety and Security comprises sworn and civilian officers, seven sergeants, two lieutenants, two captains, deputy chief, and chief. Officers patrol school campuses and the surrounding areas and partner with state and local law enforcement partners.

- Effectively led and supervised patrol staff and gang task force members;
- Managed and oversaw investigations related to gang activity throughout the school district and various communities in Cleveland, Ohio;
- Provided professional development for CMSD staff;
- Prepared, supervised, and conducted metal detector screenings for 106 schools;
- Served as the security liaison for parents, civic organizations, and law enforcement partners;
- Organized a fight against gang violence with school officials, parents, and community leaders, which resulted in a significant reduction in school violence;

Professional Speaking Engagements

- 2022 Webinar: Diversity Equity and Inclusion in Law Enforcement
- 2022 Webinar: Succession Planning for Law Enforcement
- 2017 Ohio Police Juvenile Officer's Association Conference
- 2017 26th Annual Two Days in May Ohio Attorney General's Conference
- 2016 Ohio Attorney General's Law Enforcement Conference
- 2015 Cleveland Marshall College of Law Police Use-of-Force Programs: Cleveland's Consent Decree
- 2012 Cleveland State University Leadership Forum on Diversity
- 2012 Ohio Conference for Certified Grief Recovery Specialist
- 2011 Third Annual Lorain County Hate-Free Conference
- 2011 Cleveland Metropolitan School District's Annual Family and Community Empowerment Conference

Awards and Recognition

- 2016 Campus District Leadership Award
- 2010 African American Male Image Award
- 2010 The Ohio Attorney General's Distinguished Law Enforcement Group Achievement Award
- 2009 Meritorious Service Award
- 2001 St. Luke's Foundation of Greater Cleveland

Professional Associations and Affiliations

- Northeast Ohio FBI Joint Terrorism Task Force Partner
- Ohio Association of Chiefs of Police
- National Organization of Black Law Enforcement Executives-Second Vice President
- FBI National Academy Associates, Inc.
- Society for Human Resource Professionals (SHRM)
- Westshore Critical Incident Response Service (Former Team Member)