

## Christopher J. Donahue

July 28, 2019

Jessica Porter, MPA  
Human Resources  
455 Concord Ave  
Belmont, MA 02478

Ms. Porter,

I am writing to you in regards to the new Belmont Police Chief position. Over the last 23 years I have been both a formal and informal leader in the Belmont Police Department. Obtaining the position as the Belmont Police Chief will be an honor and great opportunity for me to transcend the Belmont Police Department into the finest police agency in the Commonwealth. I understand and respect the individuals in the Belmont Police Department. With my leadership, the Belmont Police Department can work with the entire community and improve the quality of life for everyone.

In the next few years, The Town of Belmont will be facing tough decisions financially. The Department heads will be faced with doing more with less, and being creative when handling their budget. With my financial background, my knowledge of the police department, and the community, I am the most qualified leader for the Belmont Police. I am confident in my abilities to make right and some times tough decisions to help our town to continue to be a top tier community in the New England Area. Also, I will set up goals and objectives based on our mission statement. I have attached a strategic business plan that has 16 proposed Focus areas. Although I created these initial areas, it is important to get input from community members, Town Administrator Patrice Garvin, Selectmen, and others for their input. The 16 focus areas will be considered small profit centers and will be monitored and evaluated to gauge their success. There will be 4 to 5 officers assigned to each focus area. Those officers will be empowered to be effective problem solvers and held accountable with measurable outcomes. I am a firm believer that metrics help employees thrive to be successful and enables management to differentiate the top performers. I will create a culture inside and outside the department of inclusion and allow everyone to contribute to the outcomes to make Belmont a safe environment that we are proud to work and live in.

In the past week, I have had conversations with some of our top Law Enforcement leaders in the state, Attorney General Maura Healey, District Attorney MaryAnn Ryan, and Executive Office of Public Safety under Secretary Terry Reidy. In addition, I am working on talking to Boston Police Commissioner William Gross and Major City Chief Brian Keyes from Chelsea. These contacts and other local area Chiefs have allowed me to take advantage of their wealth of information on the opioid crisis, mental health, racial bias, juvenile issues, domestic violence, elder abuse and fraud, traffic issues, accreditation, and grants

available to help in Belmont. I will continue to educate myself, build strong networks, and collaborate with leaders across the state and other regions to prepare our town to be known as a proactive community.

In addition to the local contacts I have access to Law Enforcement leaders across the world from the FBI National Academy that I graduated in 2013. While I was attending the FBI Academy I was fortunate to take several courses and learn about youth issues, threat assessment, leadership, communication, terrorism, evidence based policing, and crime analysis. In addition, the police leaders all over the world gave me an incredible perspective on effective policing. Over the past 30 years whether it was my jobs in the accounting profession or in the Belmont Police Department, I have been an effective leader. Through my past experiences, education and ability, I believe I would be a great candidate to fill the Belmont Police Chief position. My background in management, police leadership, budgeting, and most importantly community relations, will allow me to immediately run the department efficiently. The most important part in forming a great partnership with the community members is to work continuously to improve relations in every area of the Town. I have done that in my current and previous jobs and have the ability to do the same as the Chief.

After an outside search, assessments and a public interview I was unanimously selected by the Board of Selectmen to be the Chief of the Belmont Police in 2006. While in the top position I was able to get funding for a feasibility study for New Police Station, 75 new police radios for all police personnel, new police wagon and new AFiS Finger print scanner. My most important accomplishment was to start up "Community Policing by Precinct, Schools, and various interested community members." This led to many problem solving opportunities and solutions regarding traffic, youth, opioid use, and other quality of life issues. By focusing on the Total Quality Management (continuous improvement) approach we were very effective in a short time.

I have mastered my roles as Lieutenant in charge of the night shift, court prosecutor and traffic supervisor. In addition, I have used my experience as a Cost Accountant and Accounting Manager to apply cost cutting measures. I have always stressed the importance of setting and following a Mission Statement and its corresponding goals and objectives. This starts with effective leadership and always understanding the culture of the numerous areas of the department. When I first started supervising, I informed my officers of my goals and objectives and stressed how important it was to follow our Mission Statement. I empowered the officers and encouraged them to share their ideas to improve relations with the community. The greatest component I stressed towards achieving these goals was teamwork. As the Police Chief of Belmont, I will maintain the same positive attitude and continue to have great integrity and a strong work ethic. I will encourage each member of the police department to assist one another in accomplishing the goal of improving the quality of life in Belmont. This will be done by having effective communication and forming partnerships with the residents. In addition, I will continue to create a work environment in which officers will have dedication and commitment to have pride in their job.

I currently possess a Bachelor of Science in Accounting from Bentley University and Masters Degree in Criminal Justice from Western New England College. I have been fortunate to be able to apply this background to many of my current and past assignments.

With the success I have met in the areas of policing, management, budgeting, and leadership, I am confident in my ability to effectively lead the Belmont Police Department. I will stress the importance of avoiding any kind of bias, or perceptions thereof, whether within the department or in the community. This will be done through transparency, policies, procedures, education, training and supervision.

My past education and commitment to higher learning will serve as a foundation to create and foster a professional environment. This environment will empower officers to form lasting partnerships with the community and make the Belmont community feel safe and improve their quality of life. I have enclosed my resume and strategic plan. I am excited to talk to you about what I can bring to the Belmont Police and the Town of Belmont. Thank you for your consideration.

Sincerely,

Christopher J. Donahue