



Civil Service Commission

Albany, NY 12239

SECTION 211 APPLICATION

Application for Pension Waiver Pursuant to Section 211 of the New York State Retirement and Social Security Law

CSC-1 (8/16)

NOTE: THIS FORM IS TO BE COMPLETED IN DETAIL AND SUBMITTED BY THE APPOINTING AUTHORITY. USE THIS FORM ONLY FOR EMPLOYMENT UNDER SECTION 211. DO NOT USE FOR EMPLOYMENT UNDER SECTION 212. DISABILITY RETIREES ARE NOT ELIGIBLE FOR EMPLOYMENT UNDER SECTION 211.

SECTION A	Requesting Employer <u>City of Rochester</u>		Retiree's Last Name, First Name, and Middle Initial <u>Alexander, Gedric L.</u>		
	Employer's Mailing Address, Street, City, State, Zip <u>30 Church St., Rochester, NY, 14614</u>		Retiree's Mailing Address, Street, City, State, Zip [REDACTED]		
	Title of Position to be Filled by Retiree <u>Deputy Mayor</u>		Job Code (State agency use only)		
	Jurisdictional Classification of Position <input type="checkbox"/> Non-Comp. (<input type="checkbox"/> Policy Influencing <input type="checkbox"/> Non-Policy Influencing) <input checked="" type="checkbox"/> Exempt <input type="checkbox"/> Competitive <input type="checkbox"/> Unclass. <input type="checkbox"/> Labor <input type="checkbox"/> Other		Appointment Type <input checked="" type="checkbox"/> Permanent <input type="checkbox"/> Temporary <input type="checkbox"/> Provisional	Duration of Waiver (Two-Year Maximum) From <u>10/1/18</u> (MM-DD-YY) To <u>9/30/20</u> (MM-DD-YY)	Anticipated Annual Earnings <u>\$ 146,415</u>
	Name of Previous Public Employer <u>Div. of Crim Just Svcs</u>		Retirement System <u>NYS&RS</u>		
Will the retiree be employed by his or her former employer, as that term is defined in Retirement and Social Security Law (RSSL) §210? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No					
If yes, the signatories will ensure compliance with the RSSL §211 Earnings Limitations referred to on page 4 of this application.					
Retiree's SSN [REDACTED]		Retiree's Date of Birth [REDACTED]	Retiree's Retirement System Number [REDACTED]		
Date of Retirement <u>11/22/09</u>	Type of Retirement <input checked="" type="checkbox"/> Service <input type="checkbox"/> Disability		Anticipated Annual Pension Amount <u>\$ 7,500</u>		
IMPORTANT: Has the retiree previously been granted a waiver under section 211 prior to October 7, 2008? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No					
If yes, when? From _____ To _____ For what position? _____					
IF YES, COMPLETE NOTE 1 and NOTE 3. IF NO, COMPLETE NOTE 2 and NOTE 3.					
NOTE 1 – Pre-October 7, 2008 criteria (attach all documentation and additional sheets as necessary)					
SECTION B	1. Fully describe the duties of the position for which the waiver is requested.				
	2. Fully explain the minimum qualifications of the position. Official civil service qualifications must be used for recruitment. NOTE: Where minimum qualifications are established by the agency (unclassified service, exempt and other) they must be included in the recruitment advertising.				
	3. A formal recruitment effort must be conducted to determine that there are no other qualified non-retirees available for recruitment. If recruitment efforts are fruitless, such as hard to recruit or unique appointment process, you must provide a detailed explanation.				
	4. Otherwise, check that you have completed and provided the following documentation:				
<input type="checkbox"/> Fully describe your recruitment efforts such as, conspicuous posting of the employment opportunity within the organization, public advertising, and evidence that the New York State Job Service has been contacted in the recruitment effort. <input type="checkbox"/> Aside from 211 experience, if any, indicate if retiree has unique skill sets and/or if the position requires unique skill sets. <input type="checkbox"/> YOU MUST post for a reasonable duration and explain how you determined the appropriate posting period. Fully describe where you posted as well as the expected volume of circulation. Consider factors such as salary of position and location when determining the duration of posting. <input type="checkbox"/> YOU MUST advertise for the salary you offer or explain why the salary is commensurate with experience. <input type="checkbox"/> Attach a copy of the recruitment announcement and advertisement. <input type="checkbox"/> You must specify the results of your recruitment effort and supply details regarding candidate responses to advertisements, interviews, and available candidates.					

NOTE 2 – Post-October 7, 2008 criteria (attach all documentation and additional sheets as necessary):

1. Is the retiree seeking re-employment within one year of retirement Yes No (If no, skip ahead to question #3.)

If yes, what is the date of retirement? **November 22, 2009**

Title of position retired from: **Deputy Commissioner**

2. If within one year of the date of retirement, the retiree is barred from having the same duties and responsibilities. Fully explain how retiree will have different duties and responsibilities than performed in the prior position.

3. Fully explain the minimum qualifications of the position. Official civil service qualifications must be used for recruitment. **NOTE:** Where minimum qualifications are established by the agency (unclassified service, exempt and other) they must be included in the recruitment advertising.

The Deputy Mayor classification at the City of Rochester has been previously approved by the New York State Civil Service Commission as an Exempt class position. As a result, no minimum qualifications for this title have been established by the Civil Service Commission for the City of Rochester.

4. **YOU MUST** select **ONE** of the following and provide detailed documentation and explanation that (attach additional sheets as necessary):

a) There is an urgent need for his or her services in such position as a result of an unplanned, unpredictable, and unexpected vacancy where sufficient time is not available to recruit a qualified individual and that such hiring shall be deemed as non-permanent rather than a final filling of such position. An explanation must be provided on the circumstances which created the unplanned, unpredictable, and unexpected vacancy for which a retiree is needed (for example, did the previous incumbent resign, transfer to another position, etc.) or that recruitment efforts are fruitless, such as hard to recruit or unique appointment process.

In June of 2016, the Deputy Mayor at that time was diagnosed with a terminal disease and as a result had to step down from his position. A former City Commissioner was appointed interim Deputy Mayor until a permanent replacement could be identified. In April of 2017, Mayor Lovely A. Warren appointed the retiree to the position of Deputy Mayor.

The Deputy Mayor position at the City of Rochester exercises the functions, powers and duties of the Mayor under the direction and control of the Mayor. In addition, the Deputy Mayor is responsible for acting as the Mayor in her absence and in the event that the Office of the Mayor becomes vacant, the Deputy Mayor will be responsible for acting as the Mayor until the vacancy is filled. The immense authority vested in this position does not permit itself to be a position for which a recruitment is practical.

OR

b) I have undertaken extensive recruitment efforts to fill such vacancy and as a result thereof, have determined that there are no available non-retired persons qualified to perform the duties of such position. Documentation that the employer has undertaken extensive recruitment efforts to fill such vacancy must be provided. The documentation must support the fact that there are no available non-retired persons qualified to perform the duties of such position.

Check that you have completed and provided the following documentation:

Fully describe your recruitment efforts such as, conspicuous posting of the employment opportunity within the organization, public advertising, and evidence that the New York State Job Service has been contacted in the recruitment effort.

Aside from 211 experience, if any, indicate if retiree has unique skill sets and/or if the position requires unique skill sets.

YOU MUST post for a reasonable duration and explain how you determined the appropriate posting period. Fully describe where you posted as well as the expected volume of circulation. Consider factors such as salary of position and location when determining the duration of posting.

YOU MUST advertise for the salary you offer or explain why the salary is commensurate with experience.

Attach a copy of the recruitment announcement and advertisement.

You must specify the results of your recruitment effort and supply details regarding candidate responses to advertisements, interviews, and available candidates.

5. Fully describe, in detail, your **future** recruitment plan to fill this position on a permanent basis with a qualified non-retiree.

As indicated above, the uniqueness of this position does not permit it to be one for which a traditional recruitment can be conducted to fill it.

6. Fully describe how the individual is duly qualified, competent and physically fit to perform the duties of such position.

In July of 2002, the retiree was appointed as Director of Organizational Development for the Rochester Police Department. In this role he was responsible for the day-to-day managerial, administrative, and operational leadership of a Police Department consisting of 708 sworn and 165 civilian employees with a budget of over \$55 million dollars. In March of 2005, the then Police Chief and former Mayor and Lieutenant Governor Robert J. Duffy, resigned to run for Mayor at which time the retiree was appointed Acting Chief of Police.

In January of 2006, the retiree was appointed to the position of Deputy Commissioner with the New York State Department of Criminal Justice Services. As Deputy Commissioner, the retiree was responsible for statewide public safety and homeland security training that directly supported the operational and administrative functions to all law enforcement agencies across the State of New York.

From January of 2007 to March of 2013, the retiree was appointed as Federal Security Director for the United States Department of Homeland Security at the Dallas / Fort Worth International Airport. The Dallas / Fort Worth International Airport serves as the third busiest airport in the world in operations with 44 international destinations served by 17 air carriers.

In April of the 2013, the retiree was appointed Police Chief for DeKalb County (GA) and in February of 2014 became the county's public safety director responsible for oversight of the county's police, fire, 911 and emergency services. The retiree served in this role until April of 2017 when he was selected by Mayor Lovely A. Warren to serve as Deputy Mayor for the City of Rochester.

A copy of the retirees' resume is attached for your reference.

7. Fully explain how employment of the retiree is in the best interest of government service.

The retiree's distinguished career in public safety made him the ideal choice for the position of Deputy Mayor due to the vital importance public safety plays in the lives of the citizens of the City of Rochester. Mayor Lovely A. Warren's administrative agenda is focused on fostering safer and more vibrant neighborhoods for which the retiree's previous positions of overseeing large public safety operations uniquely positions him for.

- 5. Fully describe, in detail, your **future** recruitment plan to fill this position on a permanent basis with a qualified non-retiree.
- 6. Fully describe how the individual is duly qualified, competent and physically fit to perform the duties of such position.
- 7. Fully explain how employment of the retiree is in the best interest of government service.

NOTE 3

Certification By Appointing Authority

I, the appointing authority, hereby affirm under penalties of perjury as provided for in Article 210 of the Penal Law, that the statements made herein (and on attached papers) are true and correct, to the best of my knowledge, and that I have determined that the applicable criteria prescribed for approval under section 211 have been satisfied and appropriate documentation has been provided.

[Signature] 8/19/18 *Lorely A. Warner Mayor* [Redacted]
 * **Signature of Appointing Authority** **Date** **Print Name and Title** **Telephone Number**

***NOTE:** Only persons with the lawful authority to appoint may certify this form. Appointing Authorities comprised of boards or commissions must attach a current resolution which certifies the information requested in NOTE 3.

Certification By Retiree

I hereby affirm that under penalties of perjury as provided for in Article 210 of the Penal Law, that the statements made in this application are true and correct, to the best of my knowledge, and if applicable, I acknowledge that I am barred from performing the same duties and responsibilities that I performed in the position from which I retired for one year following my retirement.

Fully describe how prior duties of the position differ (attach additional sheets as necessary).

X *[Signature]* _____
Signature of Retiree **Date**

E-mail Notification – Distribution of final determination will be sent through e-mail. Please provide current e-mail addresses.

Requesting Employer	E-mail Address
Retiree	E-mail Address
Retirement System	E-mail Address
Disbursing Officer	E-mail Address

For Civil Service Commission Operations Use Only

Final Determination
 Approve From _____ To _____
 Disapprove
Comments/Recommendations

X _____
Signature **Date**

GENERAL INFORMATION

Section 150 of the Civil Service Law provides, generally, that a retiree's pension shall be suspended during periods of reemployment in the public service. **Section 211** of the Retirement and Social Security Law provides for the reemployment of a retiree under certain circumstances without loss or diminution of pension. This Law has several requirements which are reviewed by the State Civil Service Commission in reaching a determination. **Section 212** of the Retirement and Social Security Law provides for the reemployment of a retired public employee, with an earnings limitation (currently \$30,000), without loss or diminution of pension. However, there are no earnings limitations on or after the calendar year in which the retiree attains age sixty-five. Information on current limitation and procedures for approval is available from the New York State Retirement System. <http://www.osc.state.ny.us/retire/>

Commission approval is not approval of an appointment. For agencies subject to the Civil Service Law, the appointment must meet the requirements of all applicable laws, including the Civil Service Law, rules and regulations, and policies for that agency. Questions about civil service appointments should be directed to the agency having jurisdiction. For further information regarding the New York State Civil Service Commission please visit our web site at <http://www.cs.ny.gov/commission/>.

EARNINGS LIMITATIONS

If the retiree returns to work for a former employer, the earnings may be subject to earnings limitations. The term "former employer" means the state or a political subdivision, public corporation, school district, board of cooperative educational services, county vocational education and extension board, or an agency or organization which contributes as a participating employer in a retirement system or pension plan administered by the state or any of its civil divisions, which directly paid the salary or compensation of a retired person at any time during the two years immediately preceding his/her retirement **and who paid the salary on which the retiree's retirement allowance is based.**

Please see Retirement and Social Security Law §211 for details regarding these earning limitations.

Return form to:

**Office of Commission Operations & Municipal Assistance
New York State Civil Service Commission
Albany, New York 12239**

Dr. Cedric L. Alexander

[REDACTED]
Rochester, NY [REDACTED]
Cell: [REDACTED]
E-mail: [REDACTED]

WORK EXPERIENCE

Office of the Mayor, City of Rochester, Rochester, New York, United States

April 2017 – Present

Deputy Mayor

Responsible for the day-to-day operations of a thriving mid-size city and as the Chief Operating Officer has oversight of Emergency Communications, Environmental Services, Finance, Fire, Law, Human Resource Management, Information Technology, Neighborhood & Business Development, Department of Recreation and Youth Services, Police, Office of Management & Budget, and the Parking & Municipal Code Violations Bureau. Maintains a working relationship with the Deputy County Executive of Monroe County, City Council President and Councilmembers, Union leaders, and other officials within the community.

University of Rochester Medical Center, Department of Psychiatry, Rochester, New York, United State

April 2017 – Present

Clinical Professor of Psychiatry

DeKalb County Police Department, Tucker, Georgia, United States

December 2013 – Present

Deputy Chief Operating Officer/Public Safety Director

Responsible for the day-to-day operations of DeKalb County Police/Fire Department, Medical Examiner's Office, Animal Services as well as 911 Communications. Responsible for making fiscal decisions that impacted this position's multi-million dollar budget. Maintain a close working relationship with county's CEO and Board of Commissioners to establish and develop strategic plans for the department. Ensure departmental agenda items are submitted and addressed before the Board of Commissioners to obtain essential equipment and budgetary items.

DeKalb County Police Department, Tucker, Georgia, United States

April 2013 – December 2013

Chief of Police

Responsible for the day-to-day operations of a large metropolitan county police department (DeKalb County) with over 1200 sworn and civilian employees that provides public safety service

Chief of Police, cont.

to over 700,000 citizens within 271 square miles. Manage a departmental budget of over \$100 million. Made a number of guest appearances on CNN with Piers Morgan, MSNBC Morning Joe Show, CBS Evening News, ABC World News with Diane Sawyer, NBC Nightly News.

United States Department of Homeland Security, Transportation Security Administration
September 2007 – March 2013

Federal Security Director, Transportation Senior Executive Service

As the Transportation Security Administration's (TSA) Federal Security Director at Dallas/Fort Worth International Airport (DFW) I am responsible for Federal oversight of security and regulatory inspection compliance programs at DFW, the third busiest airport in the world in operations with 44 international destinations serviced by 17 air carriers. Responsible for development and execution of the vision and strategic direction of the US Department of Homeland Security. Responsibilities include leadership and management of a workforce of over 1,100 employees, \$85M in assets, operations budget of \$1M and annual payroll of \$61M. Recognized by TSA Headquarters as 2010 Category X Airport of the Year. Develop and maintain effective internal and external alliances with stakeholders to include Senior DFW Airport Executives, air carrier vice presidents, Customs and Border Protection, local law enforcement, and other Federal partners.

Oversee passenger screening, world's largest inline baggage handling system, cargo, domestic and international carrier aviation compliance programs in accordance with TSA transportation programs and security directives. Recognized by TSA Office of Inspections (OI) as one of the best Regulatory Compliance operations in the nation due to the diligence of our inspectors in enforcement activity and industry outreach. Restructured Continuity of Operations (COOP) plan to include development of COOP tabletop exercises with Federal and local partners to ensure effective operations in crisis situations. Conduct Visible Intermodal Prevention and Response (VIPR) events in collaboration with DFW Airport Department of Public Safety, local law enforcement, Federal Air Marshal Service (FAMS), and other Federal partners to deter terrorist activity.

Responsible for workforce training and recertification to include classified intelligence briefings. Ensure effectiveness of security plans through consistent monitoring and analysis of regulatory compliance, passenger and baggage screening, VIPR, Playbook, and K-9 activity, MANPADS and Joint Vulnerability Assessments. Established a Mentoring Program to promote workforce career development and bench strength in support of TSA succession planning. Recognized by TSA OI for establishing a comprehensive Management Control Objective Plan and audit process to ensure compliance with administrative and security requirements used as an example to other airports.

Developed regional training program for TSA Security Coordination Centers. Selected by TSA Headquarters to participate in a Strategic Planning Field Leadership Action Group to formulate a 5-year Strategic Plan proposal for TSA Assistant Administrator Lee Kair. Appointed by TSA Headquarters to a Senior Leadership Team to design and develop the TSA Academy. Organized quarterly Dallas/Fort Worth Criminal Justice Executive Luncheon to promote information sharing throughout the law enforcement community. Appointed as TSA Federal Security Coordinator for

Federal Security Director, Transportation Senior Executive Service, cont.

Super Bowl XLV. From May 2011 to September 2011 deployed to Baltimore-Washington International Airport as Acting Federal Security Director at the request of TSA Headquarters Senior Leadership while still maintaining communication with an effective operation at DFW Airport.

New York State Division of Criminal Justice Services, Albany, New York, United States

January 2006 – August 2007

Deputy Commissioner

Responsible for statewide public safety and homeland security training that directly supports the operational and administrative functions to all law enforcement agencies across the state of New York. In addition, this position challenged my leadership ability to provide support at all levels in assisting statewide law enforcement agencies in achieving their mission in the reduction of crime and violence in their respective jurisdictions.

- * Accountability is the hallmark of my daily responsibilities as demonstrated by overseeing and exercising constant concern for statewide public safety and the training of over 6,600 law enforcement personnel annually throughout the state of New York, from U.S. Homeland Security training and human trafficking to fraudulent documents, etc.
- * Role consisted of providing daily oral and written communications with area law enforcement personnel from local police to State and Federal officials, listening to and facilitating the needs of law enforcement agencies throughout the state of New York in carrying out the functions of public safety. This was accomplished by formal and informal public and written presentations. These presentations outlined upcoming training courses, executive development classes held for Police Chiefs and Sheriffs, sensitive briefings on combating domestic violence and international terrorism. Written documents were delivered throughout the state that detailed facts and ideas relevant to public safety. Both oral and written skills notably fostered an environment of cooperation and collaboration as demonstrated by awards received from local, state and Federal law enforcement agencies.
- * Administrative and management skills were critically important to the business function of this agency. Daily effective planning for the future, while remaining cognizant of the present is a very vital function as it relates to statewide public safety. Successful planning of new training initiatives and coordinating those initiatives with the needs of law enforcement agencies throughout the state of New York resulting in continued training of law enforcement personnel in 2007.
- * Decisiveness is a significant responsibility. Responsible for making fiscal decisions that impacted this position's multi-million dollar budget. When immediate funding was needed to expedite a critical initiative, complex decisions were made based on current information.
- * In the area of operational management, consistent adherence to the laws as they related to New York State, which included mandatory certification for sworn police officers.
- * Problem solving is constant as demonstrated by daily analyzing problems and working with other agencies in problem solving as our national threat changed on a daily basis.

Rochester Police Department, Rochester, New York, United States

July 2002 – December 2005

Chief of Police/Deputy Chief

Responsible for the day-to-day managerial, administrative and operational leadership of a vibrant, upstate New York metropolitan police department.

- * Accountable for providing effective leadership and ensuring the high integrity level of the Rochester Police Department. This was evidenced through collaboration with the United States Secret Service during U.S. Presidential visits. Managed and provided leadership to approximately 850 sworn police and civilian employees as Chief of Police. Responsible for a \$54-million dollar budget.
- * Operational and tactical responsibility was delegated to my senior staff executives, whom through the departmental chain of command delivered work expectations and assignments daily. Authorized and recommended personnel actions as deemed necessary. As an example, if a citizen made a discourtesy/abuse complaint against a police officer, it would be appropriately investigated and the findings would dictate the appropriate disciplinary action to be administered, if warranted.
- * Effective problem-solving objectives resulted in a number of quantitative and qualitative plans being developed to implement various proposed departmental projects in an effort to identify key crime issues. For example, scientific and analytical studies were conducted to determine the cause of new and emerging crime patterns, resulting in how to best identify the crime patterns and then assign appropriate personnel and resources into those areas. Other projects included the development of a mental health training program of “best practices” to train police officers in developing a suitable approach that is proper and safe when engaging with mentally disturbed persons/criminals on the streets of our cities.
- * Interpersonal and administrative decision-making skills on a senior management level are critically important. In planning and coordinating effective joint efforts with other agencies, a number of multi-disciplinary approaches must be considered and decided upon. For example, an enforcement effort amongst various law enforcement agencies during my tenure as Chief of Police required in-depth preparation and organization of over 100 law enforcement officers working together to locate and apprehend 100 of Rochester’s worst criminal offenders. Sound leadership and reliable judgment was required in synchronizing agencies in an effort to establish open communication models and delegate assignments to appropriate personnel.
- * Communicating effectively and openly with colleagues and peers, as well as with all levels of personnel, cultivates the opportunity to exchange and share ideas in an effort to reach and maintain departmental goals. As an example, at the request of the Chief of Police in Schenectady, New York, provided assistance and expertise in reviewing several of his internal policies for clarity and/or recommendations.
- * During Chief of Police tenure, developed and implemented new policies and practices in a successful effort to implement valuable programs in a law enforcement environment. For example, the policy on how to confront persons with perceived mental illnesses, police car pursuits, and procedures to follow regarding police-involved shootings, and the like, were developed and supported as Chief of Police.

Chief of Police/Deputy Chief, cont.

- * Comprehension of security components and programs at the local, state and Federal levels, such as the Department of Homeland Security, provided the knowledge necessary to better understand how these relationships work. Several years of understanding and working with various government agencies has been demonstrated throughout my work history. (Contact supervisor: Former Mayor William Johnson at 585-748-9515 or 585-244-7511)

University of Rochester Medical Center, Rochester, New York, United States

July 1997 – July 2002

Assistant Professor

Provided senior level administrative and clinical leadership direction over mental health services within the Department of Psychiatry. The population served included police officers, firefighters and their families, and members of the general population throughout western New York. Further consulted with, and provided clinical supervision to postdoctoral fellows, residents and medical students. Provided clinical consultation and service to various school systems within Rochester/Monroe County. During my tenure, provided leadership in training as demonstrated by guidance given to medical students and interns for approximately five years. Knowledge of psychology is clearly demonstrated through extensive educational training and understanding of qualitative and quantitative research as a medical school professor. Interpersonal and administrative skills were challenged on a daily basis in meeting with patients and making critical decisions at a senior level to prescribe the best treatment plan for their overall well-being. In mental health, a number of multidisciplinary measures must be considered at all times when managing training to medical students or providing good health care. These were, and remain to date, sensitive issues as it relates to the care and training of others at all levels of our society. (Contact supervisor: Dr. Susan McDaniel at 585-244-0975 – home)

OTHER RELEVANT WORK EXPERIENCE

Miami-Dade Police Department, Miami, Florida Police Officer, 1981 – 1992

Enforced Florida State laws and statutes with additional assignments in the Detective Bureau.

Orange County Sheriff's Department, Orlando, Florida Sworn

Deputy Sheriff, 1980 – 1981

Enforced Florida State laws and statutes.

Leon County Sheriff's Department, Tallahassee, Florida Sworn

Deputy Sheriff, 1977 – 1980

Enforced Florida State laws and statutes.

EDUCATION

Post-Doctoral Fellowship – July 1997-1998

University of Rochester Medical Center

Rochester, NY

EDUCATION, cont.

Doctorate of Clinical Psychology – June 1997
Wright State University, Dayton, Ohio

Master of Marriage and Family Therapy – June 1992
St. Thomas University, Miami, Florida
Major: Marriage and Family Therapy

Bachelor of Sociology – December 1983
St. Thomas University, Miami, Florida
Major: Sociology

Florida A&M University – Tallahassee, Florida
Major: Sociology - Some college coursework completed

CERTIFICATIONS

New York State Licensed Marriage and Family Therapist
June 2006 – Present

Transportation Senior Executive Service
September 2007 – Present

Leadership Development – October 2004
Cornell University

AFFILIATIONS

International Association of Chiefs of Police
Immediate Past National President, National Organization of Black Law Enforcement Executives (NOBLE)

By Executive Order, appointed to President Obama's 21st Century Task Force, January 2015

FBI National Executive Institute Graduate, 2015

FBI National Training Advisory Board, Member

CNN Law Enforcement Analyst, 2015 – Present

PROFESSIONAL PUBLICATIONS

CNN Opinion Editorial, *How to build a more sensitive cop*, December 4, 2014

CNN Opinion Editorial, *Police and communities of color need to build trust*, October 10, 2014

CNN Opinion Editorial, *Attacks on police are an attack on community*, September 2, 2015

CNN Opinion Editorial, *Can we have gun rights and safety*, October 16, 2015

CNN Opinion Editorial, *Laquan McDonald's shooting took seconds; cover-up took more than a year*, December 2, 2015

PROFESSIONAL PUBLICATIONS, cont.

CNN Opinion Editorial, *Orlando spotlights our big constitutional responsibility on guns*, June 2016

CNN Opinion Editorial, *When police are shot, America is the target*, July 2016

Released June 2016, *The New Guardians, Policing in America's Communities for the 21st Century*, 2016

ADDITIONAL INFORMATION

September 2016 – Congressional Testimony Hearing: U.S. House Committee on Homeland Security, Subcommittee on Counterterrorism and Intelligence Hearing on “State and local perspectives on federal information sharing”

November 2015 – Congressional Testimony Hearing: U.S. Senate Judiciary Committee on “War on Police: how the federal government undermines state and local law enforcement”

February 2015 – Congressional Testimony Hearing: U.S. House Committee on Homeland Security, Subcommittee on Counterterrorism and Intelligence “What progress has been made to improve the amount and quality of information shared between Federal, State and local law enforcement”

December 2014 – Congressional Testimony Hearing: U.S. Senate Judiciary Committee Subcommittee on the Constitution, Civil Hearing on “The State of Civil and Human Rights in the United States”