



# ANTONIO GILLIAM

## PROFESSIONAL SUMMARY

I am an Assistant Police Chief, for the St. Petersburg Police Department (St. Petersburg, FL) currently serving a municipality of over 250,000 citizens. With over 18 years of diversified law enforcement experience, I have successfully progressed through every rank within the career field. I have achieved several years of Budgetary experience, Community Partnerships, Local, State, and Federal law enforcement collaboration, and City Government interaction.

I am a native of Tallahassee, Florida, and a graduate of Florida State University and a graduate of the Police Executive Research Forum (PERF), Senior Management Institute for Police (SMIP). I have an intimate knowledge of the geographic and cultural identity of the Capital City, which, I believe is a vital asset for the position of Chief of Police for the Tallahassee Police Department.

## SKILLS

- Detail Oriented
- Operational Planning
- Public Speaking
- Multi-Tasking
- Budget Management
- Problem Solving

## EXPERIENCE

Assistant Chief Of Police February 2018 - Current

Investigative Services Bureau

Bureau Chief of all Agency Investigations, to include: The Youth Resources Division, Homicide/Robbery, Vice & Narcotics, Economic Crimes, Property Crimes, Child/Adult Special Victims, Forensic Technicians, Special Investigations, and Intelligence. Investigations Services Bureau (ISB) personnel total 186 sworn and 27 civilian employees. The current ISB Budget is approximately over 20 million dollars, against a total Agency Budget of over 100 million dollars.

Major October 2016 - February 2018

Uniform Services Bureau District III (Western District)

District Commander of the most diverse area of the city, both ethnically and in commercially. Responsible for over 65 sworn employees.

Major February 2015 - October 2016

Vice and Narcotics Division

Division Commander of the Vice and Narcotics Division. This position entailed supervision of several dozen (total assets confidential) undercover personnel. Responsible for all Budgetary aspects of the Division, and

overall responsibility for the planning, staging, and execution of several High Risk events. During my tenure, I also acquired additional specialized units under the Vice umbrella, to include the Special Investigations Unit (surveillance unit) and the Career Offender Tracking and Apprehension unit.

**Acting Major**

May 2014 - February 2015

**Vice and Narcotics Division**

Was selected for this position by the Chief of Police, upon the retirement of the incumbent Vice and Narcotics Division Major. Performed the same duties as stated under the Vice Major position.

**Lieutenant**

April 2014 - May 2014

**Vice and Narcotics Division**

Reported directly to the Major of the Vice and Narcotics Division. Primarily responsible for the Field Operations during covert activities.

**Watch Commander**

December 2012 - April 2014

**District I Patrol**

Lieutenant rank, responsible for all city functions in the absence of the Chief/Assistant Chiefs of Police, during the evening and midnight shifts. Responsibilities included staffing, scheduling, High Risk situational command, and squad training. Personnel oversight ranged from 10 - 60 sworn personnel, dependant upon the day of each week.

**Commander**

February 2010 - December 2012

**Street Crimes Unit**

Lieutenant of a highly trained and skilled, specialized unit. Operated within a flexible manner, with varied shifts. Responsible for the purchasing of unit equipment, unit budget, training, and overall oversight of field operations. Unit strength included 20 Officers, 2 Sergeants, and 1 Civilian.

**Sergeant**

February 2009 - February 2010

**Vice and Narcotics Division**

Reported directly to the Lieutenant of Vice and Narcotics.

**Sergeant**

January 2008 - February 2009

**Field Training Division**

Responsible for 7 - 9 direct reporting Field Training Officers, and their respective Probationary trainees.

**Detective**

December 2005 - January 2008

**Vice and Narcotics Division**

Position entailed covert operations, to include: Search Warrant Affidavit authoring, planning, and execution, surveillance operations, and undercover transactions of contraband.

**Field Training Officer**

March 2005 - December 2005

**Field Training Division**

Responsible for the training and development of probationary officers.

**Officer**

October 2003 - March 2005

**Street Crimes Unit**

One of the original twelve members selected department wide. The Street Crimes Unit was created by the Chief of Police and Command Staff, at the request of the community and city leaders, to address rampant gun violence occurring at the time.

Patrol Officer

October 2001 - October 2003

Uniform Services Bureau District I (South St. Petersburg)

Patrol officer, with the primary responsibility of responding to calls for service.

## EDUCATION

Bachelor's of Science Degree

April 2000

Florida State University, Tallahassee, FL

Graduated Cum Laude

Police executive research forum (perf) august 4, 2016 senior management institute for police (smip)

session 65 graduate

## INTERESTS

- Founding/Current Member of the Men in the Making Role Modeling Program (meninthemaking.org). Mentoring over 50 young men each year.
- Current Co-Chair of the Florida Department of Law Enforcement - Missing Endangered Persons Information Clearinghouse (MEPIC).
- Former Training Team Member of the Civilian Police Review Committee.
- Former Member of the Pinellas County Substance Abuse Advisory Board.
- 2015 American Heartwalk Association Fundraising Leader for the City of St. Petersburg.
- 2018 ABC Action News First Responder of the Year.
- Current Community Actions Stops Abuse (CASA) partner and advisor.

## ORGANIZATIONAL ABILITIES

- 2013 Dr. Martin Luther King Jr. Post Parade Event Commander
  - estimated 50,000 citizens
- 2014 Dr. Martin Luther King Jr. Post Parade Event Commander
  - estimate 50,000 citizens
- 2016 St. Petersburg Pride Parade Event Co-Commander
  - estimated 200,000 citizens
  - multi-agency participation
- 2016 St. Petersburg Grand Prix Event Co-Commander
  - estimated 140,000 citizens
  - multi-agency participation



# ANTONIO GILLIAM

STARS Executive Search Program  
Florida Police Chiefs Association  
P.O. Box 14038  
Tallahassee, FL 32317

To: Florida Police Chiefs STARS Program

I am writing today in application to the Chief of Police - Tallahassee Police Department position. I am confident that my detail oriented management style, operational expertise, community engagement, and public speaking skills, as well as my work experience and education, make me an extremely viable candidate for this position.

As my attached resume outlines, I have 18 years of experience working in a myriad of assignments within the law enforcement field. I have achieved the position of Assistant Chief at the City of St. Petersburg, FL Police Department. I have attributed greatly to my current Agency's success, and, and I am confident I can achieve similar results for the City of Tallahassee and the Tallahassee Police Department.

I am a native of Tallahassee, a Florida State University Graduate, and a candidate with intimate knowledge of every facet of the City.

I greatly appreciate you taking the time to consider my application. I look forward to the opportunity to speak with you further regarding my application for the Chief of Police position. Thank you again.

Regards,

Antonio Gilliam,

Assistant Chief of Police, St. Petersburg, FL



# Chief Argatha Gilmore

September 9, 2019

STARS Program – Florida Police Chiefs Association

RE: Chief of Police Position – Tallahassee Police Department

STARS Search Committee Members:

It is an honor to apply for the position of Chief of Police of the Tallahassee Police Department. The potential to return to the agency that shaped my career as I advanced from Patrol Officer, retired as a Captain, and moved on to serve as Chief of the Lake City Police Department presents a unique "homecoming" opportunity. I took the helm at LCPD in an era of instability, accepted a mandate to turnaround performance, spearheaded operational reforms, elevated the brand image, rebuilt morale, restored public confidence, and built a foundation that equips the agency for long-term success in delivering quality police services in dynamically evolving society. If chosen as the new Chief of Police I stand prepared to accomplish similar goals for TPD. My qualifications are presented for your review in the accompanying résumé and three supplementary documents, including: (1) Training Record, (2) Organizational Development Highlights at LCPD, and (3) Program & Outreach Development Highlights at LCPD.

TPD is in search of a degreed law enforcement professional with at least 10 years of experience as a sworn officer including six years at the command level. They must be an executive-level strategist with a progressive vision, the insight to reach sound informed decisions on complex and sensitive issues, the expertise to build relationships of mutual trust in communicating with to strengthen connections and foster collaborations with all segments of constituents to deter crime, protect safety, and enrich the quality of life in the community.

My service with LCPD, TPD, professional associations, faith-based groups, and community service organizations combined with my expansive knowledge of Tallahassee's culture, demographics, history, and challenges equip me to take stewardship in leading the agency through the next chapter in its mission to protect the interests and safety of a rapidly growing municipality. My credentials include the facts that I have:

- a Doctoral Degree in Strategic Leadership Foresight, a Master's Degree in Public Administration, and a Bachelor's Degree in Criminology, in addition to having completed numerous professional development and training programs with such organizations as LCPD, TPD, FPCA, FDLE, FBI, and Harvard University
- 35 years of law enforcement experience in positions of progressive responsibility which displays respect for the chain-of-command, the ability to optimize accountability in reporting to multiple layers of authority, skill in working within tightly-regulated settings under public and the media spotlights, and diligence in monitoring compliance with policies, procedures, laws, regulations, professional ethics, accreditation standards, and best practices in administration, law enforcement, criminal justice, and social reforms
- credibility as a liaison, spokesperson, and organizational advocate who is focused on inclusiveness, builds bridges, facilitates communications with diverse internal and external stakeholders, forges strategic relationships, and collaborates with other public agencies at the local, state, and federal levels to expedite sharing of information, plan logistics of joint actions, and provide security to protect public safety in planning logistically to control traffic and crowds at large-scale community events
- the mental agility and critical thinking skills to analyze existing, emerging, and potential issues, assess threats, forecast impacts, target needs, chart strategic directions, plan workflow, control costs, maintain documentation, administer programs, lead projects, and develop the workforce while allocating human, physical and financial resources to attain optimal value and ensure integrity in expending public funds

Thank you for considering my qualifications. I would welcome your invitation to move on to the next step in the selection process and initiate a discussion to explore how I can put my talents, time, and energies to work in the service of TPD, the City of Tallahassee, and the citizens whom they serve.

Sincerely  
  
Argatha Gilmore

Enclosures (4)

# Chief Argatha Gilmore

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## QUALIFICATIONS SUMMARY

- 35 years of leadership in law enforcement, government, business, and community service reflecting the ability to analyze all facets of complex issues, analyze trends, forecast needs, facilitate change, build consensus, guide others to find common ground, and align physical, financial, and human resources with the organizational vision
- Served the **Tallahassee Police Department** for 25 years, consistently demonstrating responsiveness, integrity, and effectiveness as an administrator that earned exemplary performance ratings and won confidence of peers, officials, citizens, strategic partners, business owners, a diversity of community-based groups, and the media
- Credentials in **Public Administration**, understanding of municipal infrastructures, and awareness of the interplay between local, state, and federal agencies required to meet both day-to-day and emergency needs of the public
- Dedicated to community policing exemplifying ethics, respect diversity, openness to divergent views, and use of new technologies to combat crime, manage emergencies, and protect the safety, property, and rights of citizens
- Skillful writer and speaker with a compelling stage presence polished through experiences in educating, training, and motivating domestic and international audiences in one-on-one, small group, and large auditorium settings

## EDUCATION

REGENT UNIVERSITY, Virginia Beach, Virginia

*Doctorate* in **Strategic Leadership Foresight**, 2018

Dissertation: **The Mega Leadership Model: Multi-Dimensional Leaders**

**Thriving in the Realm of Uncertainty and Unthinkable Ideas** (a practical guide in preparing 21<sup>st</sup> century leaders to build and sustain a flourishing organizational culture)

FLORIDA A & M UNIVERSITY, Tallahassee, Florida

*Master of Applied Social Science* in **Public Administration**, 1991

FLORIDA STATE UNIVERSITY, Tallahassee, Florida

*Bachelor of Science* in **Criminology**, 1980

INDIAN RIVER COMMUNITY COLLEGE, Fort Pierce, Florida

*Associate of Arts*, 1977

## LEADERSHIP DEVELOPMENT

LAKE CITY CHAMBER OF COMMERCE

*Leadership Lake City, Graduate*, 2015

FLORIDA CRIMINAL JUSTICE EXECUTIVE INSTITUTE

*Chief Executive Seminar (Class 43)*, 2010

GREATER TALLAHASSEE CHAMBER OF COMMERCE

*Leadership Tallahassee, Graduate (Class 24)*, 2007

FBI NATIONAL ACADEMY – 214<sup>th</sup> SESSION, Quantico, Virginia

*Certificate Program* in **Executive Management**, 2003

CHARLES HARRISON MASON BIBLE COLLEGE, Tallahassee, Florida

*Certificate of Divinity*, 2003

HARVARD UNIVERSITY, JOHN F. KENNEDY

SCHOOL OF GOVERNMENT, Boston, Massachusetts

*Certificate Program for Senior Executives*

*in State and Local Government*, 2002

FLORIDA POLICE CHIEF ASSOCIATION

*Executive Development for New Police Chiefs*, 2002

FLORIDA STATE UNIVERSITY, Tallahassee, Florida

*Certified Public Manager*, 2001

*Certified Supervisory Manager*, 2001

THE COMMISSION ON CRIMINAL JUSTICE STANDARDS & TRAINING,

FLORIDA DEPARTMENT OF LAW ENFORCEMENT, Tallahassee, Florida

*Basic Recruit Certificate – Law Enforcement Officer*, 1984

## LAW ENFORCEMENT EXPERIENCE

### **Chief of Police, LAKE CITY POLICE DEPARTMENT (LCPD), Lake City, Florida, 2009 — present**

- Budget Administration: \$5.2 million
- Chart a path as a **Servant Leader** to design forward-thinking programs, policies, procedures, and standards based on best practices in administering operations, managing organizational change, and forging **inclusive relationships** with internal and external contacts to engage all segments of constituents in building a safe city
- Serve as **Assistant Emergency Operations Commander to the City Manager** in overseeing activations of the **Lake City Emergency Operations Center** for hurricanes, floods, and other major incidents; coordinate staffing, assess threat levels, set priorities, draw on external resources, and collaborate with **City Officials** to develop and implement strategies to optimize capability to handle disaster from pre-planning, response, and recovery; manage communications with outside agencies and the media in incidents with potential to bring severe economic, social, and environmental impacts to **Lake City**
- Leveraged expertise in **Strategic Leadership** to **turnaround** a department impacted by multiple transitions in top-tier administration by **restructuring** the agency, guiding a team to devise enhanced **policies and procedures**, elevating the **public image**, expanding **community involvement** to build visibility, regaining **accreditation status in 2013**, and monitoring **compliance** to ensure accountability and pass **2016 and 2019 accreditation reviews**
- Implemented **internal controls** and **best practices** in business and law enforcement to attain optimal **ROI** in allocating resources of an agency with **71 employees** including **46 sworn officers** who protect a service area with **12,000+ residents** and a **transient population of 60,000+** including **visitors** from across the nation and the world
- Developed and implemented a multiplicity of **solutions** while gaining the trust of all levels of stakeholders to establish professional credibility, cultivate relationships based on mutual respect, overcome innate resistance, and inspire cooperation to move past the status quo to achieve **systemic organizational change** and create numerous **outreach programs** to build bridges that connect **LCPD** with the diverse populations that make up the community (**NOTE: See addenda for a highlights of operational reforms and programming achievements**)

### **TALLAHASSEE POLICE DEPARTMENT (TPD), Tallahassee, Florida, 1984 — 2009**

- **Division Commander (Captain) – Southern Sector** (2008 – 2009)
  - Budget Administration: \$6.2 million
  - Directed operations in the **Southern Sector**; coordinated with the **Northern Sector Commander** to work across sectors to deploy **160± personnel** serving a population of **275,000±** (including unincorporated areas)
  - Assisted in recruiting, training, mentoring, supervising, building teams, celebrating excellence, evaluating, and disciplining officers of a department that had become a role model and training ground for other agencies
  - Optimized individual and team performance and promoted customer satisfaction by delegating tasks and duty assignments to capitalize on the unique talents and personalities of each member of the division
  - Played a leading role in developing and implementing a **Target Enforcement Squad** that was dedicated to handling burglaries, robberies, and other felonies with the goal to deter and reduce incidents of crime
- **Division Commander (Captain) – Internal Affairs** (2007 – 2008)
  - Budget Administration: Total – \$450,000
  - Served for **1.5 years** overseeing **Internal Affairs** investigations of alleged misconduct and other incidents
  - Managed a high-profile inquiry into the murder of a police informant (**Rachel Hoffman**), working with the **Attorney General of Florida** and **FDLE** on an internal investigation that attracted national media coverage; scheduled and led interviews; analyzed findings, and reported recommendations to the **Chief of Police**
  - Applied knowledge of **TPD** protocols to support accreditation standards, limit risks, assure confidentiality, and maintain quality in developing, interpreting, and implementing policies, police procedures, and safety practices
- **Division Commander (Captain) – Special Operations** (2004 – 2006)
  - Budget Administration: Total – \$4 million
  - Handled administrative functions that have included managing grants of **\$100,000**
  - Directed operations and personnel in multiple high-profile areas within **Special Operations** comprised of the **Cadet Program, Citizens Police Academy, Crime Prevention, Traffic, Training, and Special Events**
  - Supervised major incidents at events that attracted crowds of up to **80,000** to **FSU** and **FAMU** football games, **VIP** visits, parades, festivals, patriot celebrations, political demonstrations, and other large-scale gatherings

## Chief Argatha Gilmore

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- Functioned as liaison to the **Tallahassee Regional Airport**, coordinating police services for a **2,800-acre** facility operated by the **City of Tallahassee** that provides commercial, commuter, and charter air services
- Improved organizational effectiveness by analyzing input from focus groups, researching options, initiating suggestions, and spearheading projects to enhance programs, policies, manuals, and testing processes
- Represented the **Chief of Police** and **TPD** at meetings and community events, such as educating nonprofit, business, and professional groups to programs and delivering keynote speeches before large audiences
- Facilitated the sharing of information with related agencies to coordinate activities and solidify alliances
- Advocated for statutory reform on law enforcement issues before members/staff of the **Florida Legislature**
- **Division Commander (Captain) – Technical Services Division** (2002 – 2004)
  - Budget Administration: Total – \$1.5 million
  - Directed a multimillion dollar project to implement technological resources that touched all aspects of community policing, marketing the resources internally to overcome natural resistance to change
  - Oversaw the introduction of programs relating to public safety, dispatching, and communications, such as: Computer Aided Dispatch, Advanced Tactical Map, Mobile Data Computer, TPD-Net, Law Enforcement Record Management, CrimeView, FireView, and other high-level integrated systems
- **Division Commander (Captain) – Alpha District** (1998 – 2002)
  - Budget Administration: Total – \$5.9 million
  - Compiled data and prepare reports to document actions and provide a valid foundation for decision making
  - Assisted in recruiting, training, mentoring, supervising, and evaluating the performance of police officers
  - Optimized individual contributions, team performance, and morale by delegating tasks and duty assignments to best utilize the unique talents and personalities of each member serving in the district
- **Assistant Division Commander (Lieutenant) – Charlie District** (1998)
  - Held a command position managing major crimes and unusual incidents
- **Lieutenant – Neighborhood Service Division** (1997 – 1998)
  - Supervised three community-oriented policing **Bike Squads**, the **Teleserve Unit (Community Officer I)**, the **Crime Prevention Unit**, and the **Taxi-Wrecker Unit**; managed two federal grants
  - Directed the operations of the entire division in the absence of the **Commander**
- **Patrol Lieutenant – Watch Commander** (1996 – 1997)
  - Directed the activities of the shift to assure proper handling of crimes and unusual occurrences
  - Analyzed citizen complaints and personnel issues to facilitate effective resolutions
  - Monitored the performance of officers to ensure conduct befitting the department
- **Field Sergeant – Patrol Division** (1991 – 1996)
  - Directed the daily operations of a patrol squad to ensure the effective delivery of police services
  - Oversaw the appearance, activities, and behavior of officers under direct command
  - Provided supervision for any department members demonstrating need for professional guidance
  - Directed activities at major crime scenes, until relieved by a senior officer
- **DARE Officer** (1989 – 1991)
  - Played an instrumental role in organizing the initial **DARE Program** for the department
  - Taught the **DARE Program** in three elementary schools, facilitating the ability of children to recognize and resist the pressures to experiment with alcohol and drugs
  - Conducted after-school meetings with teachers, parents, and students to nurture positive interactions with the **Tallahassee Police Department** and the community at large
  - Encouraged student-generated responses to problem-solving situations
- **Patrol Officer** (1984 – 1989)
  - Carried out sworn duty to combat crime conditions on assigned beat to serve and protect citizens
  - Initiated enforcement actions in accordance with department directives and city rules and regulations

## OTHER EXPERIENCE

### **Trainer, PERSONAL SUSTAINABILITY PROJECT, CITY OF TALLAHASSEE, Tallahassee, Florida, 2009**

- Participated in implementing an employee–led volunteer effort to carry out the city’s **Green Initiative** while continuing to perform law enforcement responsibilities as a **Division Commander** with TPD:
  - Designed and delivered training to personnel from all departments; lead dialogues on concerns and identify methods to support organizational values as adopted by **Environmental Policy & Energy Resources**
  - Equipped participants with the insight to recognize that reducing waste, protecting natural resources, and changing personal behaviors can positively influence the quality of life on a local and global scale

### **City Emergency Management Liaison, TALLAHASSEE POLICE DEPARTMENT, CITY OF TALLAHASSEE, Tallahassee, Florida, 2006 – 2009**

- Coordinated communications between TPD and other agencies staffing the **Leon County Emergency Response Management Center** during hurricanes, floods, wildfires, and other natural disasters while continuing to perform law enforcement responsibilities as a **Division Commander** with TPD

### **Budget Analyst/Intern, OFFICE OF MANAGEMENT & BUDGET, CITY OF TALLAHASSEE, Tallahassee, Florida, 1993 – 1994**

### **Tax Auditor I, FLORIDA DEPARTMENT OF REVENUE, Tallahassee, Florida, 1982 – 1983**

### **Store Manager, CHESS KING, INC., Tallahassee, Florida, 1979 – 1982**

- Earned fast–track advance from **Sales Clerk** to **Assistant Manager** to **Store Manager**

## FAITH–BASED LEADERSHIP

- Proactive in faith–based organizations providing executive–level leadership, serving others, participating in missions to foreign countries, and acting as a prime mover in designing, implementing, and administering domestic and international programs for the **Church of God in Christ (COGIC)**, which has included:
  - Appointed to coordinate the activities of the church’s **International Department of Women for Special Work** that operates as a part of **COGIC’s Department of Women**
  - Appointed as **Director of Urban Initiatives** for the church’s **International Department of Women** with accountability for **cultivating strategic partnerships with local officials, the general public, and private industries to organize and coordinate Job Fairs in cities throughout the country**
  - Advance **Urban Initiatives** goals, working with **local and state agencies** to develop programs on topics such as **breaking the cycle of teen pregnancy, second chances for ex-offenders, helping children succeed, and financial literacy**; provide advice, assistance, and resources such as templates to ensure quality and optimize outcomes in overseeing women leaders who implement these local programs in their communities throughout the country
  - Previously served as **Chief of Operations (2009 – 2013)** in the **Office of the Bishop of the Western Florida Jurisdiction**
  - Appointed in **2013** to serve as **Assistant Jurisdictional Supervisor** and moved on in **2017** to serve as the **Jurisdictional Supervisor of Women for Western Florida Jurisdiction**
  - Appointed to serve **National Catastrophic Emergencies** acting as the **General Supervisor’s Representative Liaison to the Presiding Bishop Response Team of COGIC Charities**
  - Participated in missions to underserved communities in **Canada, Brazil, and South Africa**
  - Held state–wide administrative authority for **Western Florida Jurisdiction** of the **Church of God in Christ Outreach Mission**, acting as liaison churches and strategic partners

### **President & Founder, E. L. SHEPPARD MINISTRIES, INC., Tallahassee, Florida, 1993 – 2009**

- Initiated the concept, brokered an agreement with a respected local pastor, secured financing, spearheaded the startup of a television ministry, and aired the first program within three months:
  - Directed daily operations, overseeing the technical, business, marketing, and development teams in producing two half–hour programs per week for regional broadcast on public access channels
  - Reviewed, analyzed, and synthesized data to measure performance, identify opportunities to improve effectiveness, prepare written reports, and brief the board of directors



## PROFESSIONAL HONORS & AWARDS

- Received the **Women in American History Award** from the **Daughters of the American Revolution (DAR)**, Edward Rutledge Chapter, Lake City, Florida, 2018
- Received an **Agency Award of Excellence in 2017** from **MADD** for dedication its mission to end drunk driving, help **fight drugged driving, support victims, and prevent underage drinking**
- Received numerous **commendations** expressing appreciation for service to the community from citizens, churches, organizations, businesses, and a female officer of the **Broward Sheriff Office**
- **Florida Council on Crime and Delinquency, Chapter V, 2019 Criminal Justice Distinguished Service Award**, for demonstrating an exceptionally strong commitment to the community
- Recognized by **TPD** with numerous **Outstanding Service Citations** during 25 years of service
- Led a unit that won the national **IACP Champions of the Chief's Challenge (Best in Traffic)** in 2006
- Led a unit named as **Best Traffic Unit** in the state by the **Florida Department of Transportation** in 2006
- Led a unit that was named as the **Best Crime Prevention Unit** in the **State of Florida** in 2006
- Distinguished by **Tallahassee Community College** as a **2005 Women's History Month Honoree**
- Received the **2002 Black Achiever Award** from the **NAACP** for commitment to the community
- Received unsolicited letters of appreciation from individual citizens and diverse sources, including the **Mayor of Tallahassee**, the **Steele–Brown Institute**, and the **Griffin Heights Neighborhood** in 1999

## PROFESSIONAL AFFILIATIONS

- **Altrusa International of Lake City**, *Member*
- **City of Tallahassee**, *Former Member of the Community Improvement Advisory Council*
- **Columbia County School District Strategic Planning Committee**, *Former Member*
- **Commission for Florida Law Enforcement Accreditation, Inc.**, *Commissioner*
- **Florida League of Cities**
  - **District 2**, *Director*
  - **Florida Municipal Insurance Trust–Law Enforcement Advisory Panel (LEAP)**, *Member*
- **Florida Council on the Social Status of Black Men and Boys**, *Former Vice President*
  - **Criminal Justice Committee**, *Member*
- **Florida Police Chief Association (FPCA)**, *Member*
  - **Chief & Sheriff Association**, *Member*
  - **FPCA 3<sup>rd</sup> Circuit**, *Former President*
  - **FPCA 3<sup>rd</sup> Circuit**, *District 16 Director*
  - **FPCA Training Committee**, *Member & Past Chair*
- **International Association of Chiefs of Police**, *Lifetime Member*
  - **IACP Executive Board**, *Former Member*
  - **IACP Policy Administration Committee**, *Chairperson*
  - **IACP Community Oriented Policing Committee**, *Former Member*
- **Lake City Medical Center**, *Board of Trustees*
- **National Organization of Black Law Enforcement Executives**, *Former Chaplain of Tallahassee Chapter*
- **National Forum for Black Public Administrators**, *Former Member*
- **National Association for the Advancement of Colored People**, *Member*
- **Partnership for Strong Families, Inc.**, *Consultant & Former Member*
- **Project on Accountable Justice – Florida Criminal Justice Reform**, *Board of Trustees Member*
- **Southside Rotary Club – Tallahassee**, *Former Member*
- **Tallahassee Police Department**, *Former Member of Service Standards Training Team, Strategic Planning Team, and Training Committee*
- **Tallahassee Urban League**, *Former Member*

## **PUBLIC SPEAKING**

- Sought out as a **Guest Speaker** addressing audiences on topics involving policing, criminal justice, safety, Women's History, Black History, and the health of communities; delivered presentations to peers in law enforcement, churches, community groups, business organizations, professional associations, public agencies, schools, and institutions of higher learning, including serving as **Commencement Speaker** for **St. Leo University**, **Baccalaureate Speaker** for **Columbia High School**, and multiple graduation ceremonies, in addition to addressing agencies such as the **Florida Department of Corrections**
- Deliver presentations as a **Trainer** speaking to other law enforcement professionals, representatives of nonprofit organizations, and business leaders on issues in community policing, criminal justice, crime prevention, risk reduction, and leadership, including speaking to **Regional Supervisors of Walmart's Transportation Department** and the **Board of Directors of The Greater Lake City Community Development Corp. Inc.**, on implementing the principles of **Strategic Leadership Foresight**
- Invited by the **FPCA and Florida Chief STARS Program** to participate as a **Panel Member** on the **Chiefs Roundtable Panel** in discussions of **Innovations and Best Practices** in **2017**
- Spoke to legislative committee on **Texting and Driving** as a representative of the **FPCA** in **2017**
- Served as a **Presenter** at the **Elder Abuse Prevention Summit – Community Advocate** that was held at the **Life Enrichment Center** in **Lake City, Florida**, on **June 10, 2014**
- Invited to the **White House** during **President Obama's** administration; traveled to **Washington, D. C.**, and addressed the topic of **21<sup>st</sup> Century Policing** with police executives from across the country to cover **Six Pillars (Building Trust & Legitimacy, Policy & Oversight, Technology & Social Media, Community Policing & Crime Reduction, Training & Education, and Officer Wellness & Safety)**

# AUDREY SMITH, MS, CPM

## LAW ENFORCEMENT

## PUBLIC SAFETY

## COMMUNITY PARTNERSHIPS

8 September 2019

Florida Police Chiefs Association  
2636 Mitcham Drive  
Tallahassee, FL 32308

RE: Chief of Police Position

Today's climate demands excellence in the members of a police agency and its leaders. The City of Tallahassee's Chief of Police must have a progressive vision in directing the department and be able to effectively communicate with law enforcement and all community members. They must also be guided daily by forward-thinking leadership, integrity, and fiscal accountability. As a proud Tallahasseean for nearly 40 years and as a retired member of the Tallahassee Police Department after nearly 30 years, I believe my qualifications are a great fit for the Chief of Police position. Due to my long-term relationships, I have a keen awareness of the needs and concerns of the agency, its 585 members, and the community we serve. My professional philosophy is "We, the police, must be accountable to the people we serve and to each other," which aligns with the agency's core values of *Trust, Loyalty, and Commitment*. This will enable me to direct the department's personnel as we work together to make the City of Tallahassee a safer place to work, live, and play.

Throughout my career, I have been a self-directed leader who has a record of implementing community policing strategies and enhancing the well-being of agency members. I am a strong proponent of building trust and legitimacy and having a visible presence in the community. As Chief of Police, I would direct staff to not only protect public safety, but also respect the constitutional rights and dignity of all citizens. I would work cooperatively through professional partnerships with our diverse citizenry, businesses, and other law enforcement agencies to prevent and reduce crime. If given the opportunity to serve as Chief of Police, I would be fully committed to continue serving the Tallahassee community and leading the Tallahassee Police Department as it implements innovative techniques and policing methods to further advance the mission of the agency and community. Please note some of my most recent achievements which demonstrate my commitment to excellence:

- *Led 175 members of Operations Bureau and managed daily operations of Uniformed Patrol, Community Relations Unit, Community Policing Squads, K-9 Unit, and all other ancillary patrol functions*
- *Directed 28 sworn officers/supervisors, 30 Reserve Officers, and 7 civilians assigned to Special Operations Division*
- *Acquired \$45K grant to launch Back on Track Program to provide intervention services for 1<sup>st</sup> and 2<sup>nd</sup> time offenders*
- *Authored Community Policing grant awarding 15 additional officers for community oriented policing program*
- *Selected to attend Florida Department of Law Enforcement's Chief Executive Seminar*
- *Partnered with Tallahassee Future Leaders Academy to provide youth summer employment for 3 years resulting in Partnership Award*

I am confident my education and experiences have prepared me for the next phase in my career. I would welcome the opportunity to interview with you to discuss how I can assist the Tallahassee Police Department in engaging both employees and citizens and exploring new ideas and innovations to propel the agency forward as a premier 21st century law enforcement entity. Thank you for considering me for this position. You may contact me at the information given above.

Sincerely,

Audrey Smith, MS, CPM



# AUDREY SMITH, MS, CPM

## LAW ENFORCEMENT

- Strategic Planning
- Training | Lesson Plans
- Policies & Procedures
- Accreditation Process

## PUBLIC SAFETY

- Performance Improvement
- Budget Recommendations
- Ordinance Implementation
- Grant Writing

## COMMUNITY PARTNERSHIPS

- Contract Negotiation
- Community Policing
- Crime Reduction
- Traffic Safety Plans

## EDUCATION | CERTIFICATIONS

<b>Certified Public Manager</b> ▪ Florida State University, Tallahassee, FL	2009
<b>Accreditation Assessor and Team Leader</b> ▪ Commission for Florida Law Enforcement Accreditation, Tallahassee, FL	2005
<b>MS, Applied Social Sciences (Concentration: Public Administration)</b> ▪ Florida A & M University, Tallahassee, FL	2000
<b>Florida Crime Prevention Practitioner</b> ▪ Florida Attorney General's Office, Tallahassee, FL	1991
<b>Florida Basic Law Enforcement Certification</b> ▪ State of Florida	1988
<b>BS, Criminal Justice</b> ▪ Florida A & M University, Tallahassee, FL	1987

## NOTABLE ACCOMPLISHMENTS

- Acquired \$45K grant funding to launch Back on Track Program to provide intervention services for 1<sup>st</sup> and 2<sup>nd</sup> time juvenile offenders
- Selected to attend Florida Department of Law Enforcement's Chief Executive Seminar (2019)
- Created bi-annual interactive youth forum "Wake Up Call" to address concerns to public officials and community leaders
- Partnered with Tallahassee Future Leaders Academy to provide youth summer employment for 3 years resulting in Partnership Award (2019)
- Served on Sound Advisory Council and worked with City's Attorney Office to draft sound ordinance for the City of Tallahassee
- Orchestrated the City's Operation Safe Neighborhood Initiative (2015 & 2016)
- Led Tallahassee Police Department's 1<sup>st</sup> Gun Buy Back Initiative to reduce gun violence (32 seized weapons)
- Developed lesson plan and facilitated training of 345 TPD sworn members on Community Policing and Problem Solving
- Authored Community Policing grant awarding 15 additional officers for community oriented policing program (2015)
- Managed opening of major venues – CollegeTown (2013) and Cascades Park (2014)
- Oversaw compilation of data/reports for FL Law Enforcement Liaison and IACP Law Enforcement Challenges – 1<sup>st</sup> and 2<sup>nd</sup> place (2012), 1<sup>st</sup> place (2011), Special Olympics Community Partner of the Year (2012)
- Served as promotional assessor for other law enforcement & public safety agencies, i.e. Orlando FL Police, Louisville, KY Public Safety, Jefferson County, AL, Tallahassee Fire Department, FAMU Department of Public Safety, etc.

## RELEVANT EXPERIENCE

Leon County Sheriff's Office, Tallahassee, FL 2017 - Present

### CHIEF

***Direct operations of Department of Youth & Accreditation Services comprised of School Resource Unit, School Crossing Guards, and Accreditation Team***

- Write, execute, and manage grants (up to \$48K) to supplement and sustain youth programs and services
- Coordinate Sheriff's ALLin Leon crime reduction initiative targeting prevention, reentry, enforcement, and community involvement
- Negotiate contractual services with Leon County Schools for School Resource Program and ensure compliance with Major Stoneman Douglas Act
- Oversee state accreditation processes for law enforcement and corrections and seeking national accreditation with Commission on Accreditation for Law Enforcement Agencies (CALEA)
- Serve as agency representative to Department of Juvenile Justice, Circuit II Advisory Council, Department of Children & Services, Leon County School Board, Safe Kids of the Big Bend, Tallahassee Human Relations Council, etc.

## LAW ENFORCEMENT

## PUBLIC SAFETY

## COMMUNITY PARTNERSHIPS

### RELEVANT EXPERIENCE

Tallahassee Police Department, Tallahassee, FL

1988 - 2017

#### RETIRED MAJOR (2014 - 2017)

**Led 175 members of Operations Bureau and managed daily operations of Patrol Operations, Community Relations Unit, Community Policing Squads, K-9 Unit, and all other ancillary patrol functions**

- Served as member of Executive and Command Staffs and provided direction to all levels of organization
- Served as liaison/advisor to various City and agency committees i.e. Consolidated Dispatch Agency, Sound/Noise Advisory Committee, Park and Recreations Department, and Collective Bargaining Unit
- Authored/Updated Standard Operating Procedures and General Orders related to patrol units
- Provided input, statistical data, and recommendations during the annual budget process
- Responded to complaints from citizens and other entities regarding agency members' conduct and behavior

#### CAPTAIN (2011 - 2014)

**Directed 28 sworn officers/supervisors, 30 Reserve Officers, and 7 civilians assigned to Special Operations Division**

- Provided daily guidance for Special Events, Traffic Education, Investigations, and Enforcement, Airport Police Unit, Parking Enforcement Unit, School Crossing Guards, Reserves Program, Downtown & Star Metro Officers
- Oversaw administration of multiple traffic safety grants and managed special event contracts
- Met with Airport Operations to ensure Tallahassee Regional Airport to ensure safety for air/ground passengers
- Provided advanced training opportunities for Division members and department personnel i.e. Drug Recognition Experts Certifications, Traffic Crash Reconstruction, Child Safety Seat Installation course, etc.
- Oversaw budgets for Special Events and Special Operations and advocated wage increases for temporary employees
- Joined with community organizations, City Departments, university officials and other law enforcement agencies to provide safe events i.e. football games, parades, dignitary protection/motorcades, concerts, etc.

#### LIEUTENANT (2010 - 2011)

#### SERGEANT (1996 - 2010)

### AWARDS & RECOGNITION

The "I Am Dreams" Nehemiah Award	2019
Pineview Elementary School Outstanding Mentor/Volunteer	2018
Tallahassee Democrat's "25 Women You Need To Know"	2016
Florida A & M University Heroines Tea Honoree	2016
Tallahassee Community College Women's History Honoree	2016
Dr. Martin Luther King Jr. Foundation's Humanitarian Award	2015

### PUBLICATIONS & PRESENTATION

Presenter: "The Law & Your Community." *National Organization of Black Law Enforcement Executives*. 2015 - Present.

Featured: WTXL's Tallahassee Icon. *Black History Month Special*. 2019.

Featured: *Women Who Mean Business Magazine (Inaugural Issue)*. 2016.

Featured: Dr. Ronald W. Holmes. "Professional Career Paths." *Law, Public Safety, Corrections and Security Career Cluster*. 2013.

Compiled: IACP Law Enforcement Challenge publication and application. *Tallahassee Police Department*. 2013

Editor: "The Superintendent's Newsletter." *Florida A & M University Developmental Research School*. 2009 - 2010.

## LAW ENFORCEMENT

## PUBLIC SAFETY

## COMMUNITY PARTNERSHIPS

### PROFESSIONAL DEVELOPMENT & TRAINING

Restorative Justice Practices	2019
Cover and Tactics Awareness: Active Shooter	
School Safety and Threat Assessments	
FDLE's Chief Executives' Seminar	
Florida Sheriffs' Institute Commanders Academy (Class 6)	2018
Police/Citizen Contact: 4 Principles to Improve Relationships	
Procedural Justice Train the Trainer	2017
Racial & Ethnic Disparities/Disproportionate Minority Contacts	
Southern Police Institute's Chief Executive Leadership Course	2016
FDLE's Executive Leadership Seminar Class #4	
Procedural Justice for Law Enforcement Agencies	
Fair and Impartial Policing Practices	2015
Special Events Safety and Management	2013
21st Century Law Enforcement Leadership	
Strategic Planning for the Public Sector	
Cultural Competency for Supervisors	2012
Future Law Enforcement Executive Leadership Seminar	
The Accountable Leader	2011
FDLE's Legacy Leadership for Turbulent Times	
FDLE's Florida Leadership Academy	2009

### PROFESSIONAL & COMMUNITY AFFILIATIONS

Florida Sheriffs' Commanders Institute	2018 - Present
Florida A & M University's National Alumni Association Life Member	2018 - Present
<ul style="list-style-type: none"> <li>Life Member   Developmental Research School Parent Volunteer/Mentor</li> </ul>	
Florida Sheriffs' Association	2017 - Present
International Association of Chiefs of Police (IACP)	2017 - Present
Club 25 (25 Women You Need to Know)	2016 - Present
National Association for the Advancement of Colored People (NAACP)	2015 - Present
<ul style="list-style-type: none"> <li>Life Member   Tallahassee Chapter Executive Board Member</li> <li>Criminal Justice Committee Chairman</li> </ul>	
Alpha Kappa Alpha Sorority, Inc. (Delta Kappa Omega Chapter)	2013 - Present
<ul style="list-style-type: none"> <li>Financial Secretary   Global Impact Committee Chairman</li> <li>Delta Kappa Omega Foundation</li> </ul>	
Lincoln Neighborhood Advisory Council (2 terms)	2013 - Present
<ul style="list-style-type: none"> <li>Secretary</li> </ul>	
National Organization of Black Law Enforcement Executives (NOBLE)	2006 - Present
<ul style="list-style-type: none"> <li>National Member   North Florida Chapter   Membership Chairperson</li> </ul>	
Tabernacle Missionary Baptist Church	1989 - Present
<ul style="list-style-type: none"> <li>Ministry Leader &amp; Security Coordinator</li> </ul>	
John G. Riley House & Museum Board of Directors	2014 - 2018
<ul style="list-style-type: none"> <li>Board Secretary   Agency Representative   Rock-A-Thon Committee</li> </ul>	

Benjamin J.M. Hadley

To Whom It May Concern:

I am submitting my resume for the position of Chief of Police position within the Tallahassee Police Department. I believe my skills, abilities, and attributes match your requirements and would appreciate consideration for this position.

Having held my current position of Chief of Police for the City of Mission, Ks for five years, I have revamped our community efforts, overseen the department management, responsibly managed budgets, and enhanced our staff to provide the best service for our community. I attended Park University and earned a Bachelor of Science Degree in Administration of Justice: Law Enforcement. Furthermore, I have attended training sufficient to become a certified instructor in multiple categories associated with law enforcement and have been utilized extensively throughout the state as an instructor on proper procedures and techniques associated with such fields of study.

In terms of successful community interface, we have hosted a Citizen's Academy each year, held monthly "Coffee with a Cop" events, attended and participated in the planning of City events, and strived successfully to maintain positive working relationships with the varying departments in the City of Mission as well as the surrounding cities.

The three most important components for any position are employees, community, and City Command Staff working together. I am fully aware that organizational change, policy development, and best practices are constantly evolving and in need of maintaining. The work of a Chief of Police is never completed and the self evaluation of the department must never end. I have the determination and energy required to fulfill all of these objectives and provide the citizens of your city with the best possible service as Tallahassee continues to grow and thrive.

I would appreciate the opportunity to speak to you further regarding my qualifications. Thank you for your consideration.

Sincerely,

# BENJAMIN J.M. HADLEY

## Summary of Qualifications

Extensive and varied law enforcement background with twenty-four years experience and a record of consistent achievement. Experienced police administrator with excellent organizational skills, problem-solving abilities, is computer-literate, community engagement, and detail-oriented.

## Experience

### **MISSION, KANSAS POLICE DEPARTMENT**

***Police Chief (promoted June 18, 2014)***

***July 1, 1997 to Present***

- March 2005: Promoted to the rank of Captain in Operations.
- December 2003: Reclassified to rank of Lieutenant in Patrol Division.
- November 2003: Promoted to the rank of Sergeant in Patrol Division.
- February 2002: Promoted to the rank of Corporal in Patrol Division.
- July 1997- February 2002: Patrol Officer and four year assignment in the Traffic Division.

### **JOHNSON COUNTY SHERIFFS DEPARTMENT**

***Deputy Sheriff***

***March 13, 1995 to June 1997***

- Adult Detention Center: booking, intake, and housing
- Court Security
- State Transportation
- Extraditions

## Management Training

- Graduate of Kansas Police Administrators Seminar, Kansas Law Enforcement Training Center, Hutchinson, Kansas, 2007
- Central States Law Enforcement Executive Development Seminar, Lawrence, Ks, 2006
- Basic Supervision, 2003/Advanced Supervision, 2004
- Attended the FBI-NA April 6, 2014-June 13, 2014 in the 255<sup>th</sup> session.

## Professional Associations

- International Association of Chiefs of Police (IACP)
- Kansas Association of Chiefs of Police (KACP)
- Kansas Peace Officers Association (KPOA)
- Law Enforcement Executive Development Association (FBI-LEEDA)
- International Law Enforcement Educators and Trainers Association (ILEETA)
- Johnson County Chiefs and Sheriffs Association (president 2018)

## Education

**Park University, Parkville Missouri**

**December, 2010**

- B.S. in Criminal Justice Administration: Law Enforcement

## Previous Certifications

- CLAMP/GRASP Master Instructor
- TASER Instructor
- Excited Delirium Instructor
- Close Quarters Strategies Instructor
- Reality Based Scenario Instructor
- Defensive Tactics Instructor  
Baton/OC/Handcuffing



September 2, 2019

Eric Smith  
Deputy Chief/Orlando Police

The Florida Police Chiefs STARS Program  
Florida Police Chiefs Association  
2636 Mitcham Drive  
Tallahassee, FL 32308

Dear FPCA Stars Program:

Please accept this letter as my application for the position of Chief of Police of the Tallahassee Police Department. As a Deputy Chief entering my 26th year with the Orlando Police Department, I believe the versatile, comprehensive experience I have gained make me the leader you are looking for at your agency.

In my fifth year as an OPD Deputy Chief, I have commanded three of the department's four bureaus and routinely serve as acting Chief. I am also the agency's High-Risk Incident Commander, in charge of the department's special teams. I consistently collaborate with our local, county, state, and federal partners to lead various taskforces and coordinate security plans of large-scale events. Over the course of my career, I have handled hundreds of employee evaluations, grievances, arbitrations, and terminations and worked closely with our Police Union. I regularly work with budgets and legal advisors to keep officers informed of changes in laws and city ordinances.

I am a strong communicator and understand the magnitude of representing one's department as a positive force in its community. I have chaired numerous meetings, briefings, and committees on both law enforcement and non-law enforcement topics and led press conferences and media interviews on events ranging from officer-involved shootings to city initiatives. I have traveled the U.S. and Canada to conduct more than fifty presentations on the 2016 Pulse night club tragedy to share recommendations that improve agency response to an active shooter or terrorist attack.

I believe my qualifications have molded and equipped me to lead an agency committed to maintaining the trust of the community it serves. I am proud of the community outreach that has been a constant focus in my career. I would be honored to bring that balance of community policing and intelligence tactics to the Tallahassee Police Department. Thank you for your review of my application. I appreciate your time and consideration.

Regards,



Eric Smith

# ERIC D. SMITH

*Accomplished law enforcement administrator with 25 years of experience with the Orlando Police Department, including 10 years as a command-level officer and two decades in tactical and high-risk operations. Results oriented, decisive leader who continually engineers effective crime reduction strategies and has worked on and/or led more than one hundred local and federal task force investigations. Demonstrated strength in orchestrating interagency collaboration and a proven ability to generate excellence and cultivate persistent success.*

## **QUALIFICATIONS**

- ✓ Maintains strong network of law enforcement, government and business relationships throughout Central Florida
- ✓ Vast experience in personnel administration, human resources, training and evaluation, budget management, marketing and innovation
- ✓ Established in public speaking, media relations, and community projects
- ✓ Oversees patrol functions, investigations, and Internal Affairs/Professional Standards, Community Policing and Outreach, Intelligence-led Policing, long term Organized Crime Investigations, and Task Force Operations
- ✓ Two decades of handling High Risk and High Liability Tactical Operations and Incidents
- ✓ Extensive experience in planning and leading of security and staffing for large scale operations and high attendance events, including, but not limited to, the NBA All-Star game, NFL Pro Bowl, WWE WrestleMania, Electric Daisy Carnival, NCAA Bowl Games, MLS and US Soccer International Games
- ✓ Routinely performs all responsibilities as Chief of Police when needed, commanding the 1000+ person department and 163-million-dollar budget
- ✓ Extensive travel throughout the U.S. and Canada to share recommendations from Orlando's 2016 Pulse night club tragedy that improve agency response to an active shooter or terrorist attack (conducted 50-plus presentations)

## **EDUCATION**

M.S. Criminal Justice (6 credits left) University of Oklahoma, 2020  
National Academy, Federal Bureau of Investigations, Session 269  
B.A., Criminal Justice, University of Central Florida

## **PROFESSIONAL EXPERIENCE**

### **2014- Present *Deputy Chief***

- (2016-Present) High Risk Incident Commander over all Special Teams, SWAT Team, Crisis Negotiations Team, Emergency Response Team,

Emergency Services Team, Crisis Intervention Team, Crisis Intervention Stress Management Team, and Honor Guard

- (2019-Present) Commander of Patrol Services Bureau consisting of nearly 450 officers among 4 uniform patrol divisions and ten bicycle squads
- (2018-19) Commander of Investigative Services Bureau consisting of the Criminal Investigations Division and the Special Enforcement Division (Drug Units, Tactical Patrol, Fugitive Unit, Intelligence Unit, and Federal Agency Liaison Officers)
- (2014-18) Commander of Special Services Bureau consisting of Special Operations Division, Downtown Community Policing Division, Airport Division

**2013-2014 *Captain***

- Airport Division Commander Orlando International Airport

**2009-2013 *Lieutenant***

- 2011-2013 Metropolitan Bureau of Investigations Narcotics Commander
- 2010-2011 Tactical Patrol Commander
- 2009-2010 Served as West Patrol Watch Commander

**2005-2009 *Sergeant***

- 2006-2009 K-9 Sergeant\*
- 2005-2006 South East Patrol Sergeant

**1994-2005 *Police Officer***

- 2004-2005 K-9 Unit
- 2000-2004 Drug Enforcement Division
- 1999-2000 Parramore Bicycle Unit
- 1998-1999 East Patrol
- 1995-1998 Drug Enforcement Division
- 1994-1995 Central Patrol

**1996-2014 *SWAT Team***

- 2012-2014 SWAT Team Commander\*
- 2009-2012 SWAT Deputy Team Commander
- 2005-2009 SWAT Team Leader
- 1996-2005 SWAT Team Member

\*Denotes department's first African American in rank



## **PROFESSIONAL TRAINING**

- 2019 Major Cities Chiefs Association, MCCA Police Executive Leadership Institute (PELI) VII
- 2015 Orlando Mayor's Executive Leadership Class
- 2016 Leadership Orlando, Class 90
- 2012-19 Service on numerous Community Boards of Directors including, YMCA, Boy Scouts, Valencia College Student Affairs. Director of After School All Stars mentorship program.

## **AWARDS**

- Award of Valor
- Award of Merit
- 5x Award of Commendation
- Award of Administrative Excellence
- Chiefs Special Award
- 2x Community Service Award
- 3x Award of Special Service
- 6x Unit Citation
- 5x Award of Fitness

**ERIC D. SMITH**

September 9, 2019

Florida Police Chief's Association  
STARS Program  
2636 Mitchem Drive  
Tallahassee, Florida 32308

Dear Search Coordinator:

Please accept this letter and attached resume for the position of Chief of Police for the City of Tallahassee Florida. My 34 years of extensive law enforcement experience include careers with the Tallahassee and Quincy Police Departments as well as professional experience with the US Army Military Police and the Florida Department of Law Enforcement. My career will demonstrate that I possess superior written and verbal communication skills along with a clear understanding and history of the Tallahassee Police Department, community policing and restorative justice. My career will demonstrate that I am well equipped with the necessary intellectual and emotional skills and knowledge and abilities to accept the helm of "Servant Leader" with the Tallahassee Police Department.

To understand the leader I am today and why I care so much about children and citizens I must share a little of my early life. My criminal justice career began in January of 1987 as a senior in college. I was notified that my biological father was near death while incarcerated in a Georgia State Penitentiary. While I did not know my father, because he was an absent parent my entire childhood, out of respect several siblings and I did travel to visit him in this prison hospital immediately prior to his death. During that prison visit I made a commitment to myself to do everything in my power to serve my children and others and not live a "wasted life".

In 1988 I began my formal police career with the Tallahassee Police Department where I rose through the ranks and retired in 2011 at the rank of Captain/Patrol Division Commander. As the Patrol Division Commander I was responsible for managing a Patrol staff of over 150 police officers and numerous civilian personnel. In this position I also managed the Division's 16 million dollar budget. I was responsible for protecting Tallahassee's greatest resource; it's 190,000 citizens. My roots in Tallahassee are deep and I am indebted to the Tallahassee community. My wife and I raised three children here; the youngest a Medical Doctor. My connection to the community and grassroots organizations is strong. Whether it is the Tallahassee branch of the NAACP, 100 Black Men of Tallahassee, Distinguished Young Gentlemen (DYG), The Tallahassee Urban League or the many neighborhoods that I have worked with that make up the Council of Neighborhood Association (CONA). In 1995 I assisted the City of Tallahassee create it's Neighborhood and Customer Service Department. While in this position I helped to empower Tallahassee neighborhoods by travelling to Neighborhoods USA (NUSA) conferences with Tallahassee residents to teach them about their power to affect positive change by working together. My love for and commitment to the Tallahassee grassroots community is proven and to this day unwavering.

I retired from the Tallahassee Police Department 2 years early to become the Assistant Chief of Police with the City of Quincy Florida. As the Assistant Chief my first duty was to be a loyal supporter of the

Police Chief who at this time was also the President of the International Association of Chiefs of Police (IACP). In this role I was responsible for answering to the Chief and assisting him in managing all of the day to day operational, investigative and support duties of the Police Department.

After three and a half years in 2014 I became and remain the Chief of Police for the Quincy Police Department. As the Chief of Police I am proud that we have continuously reduced Quincy's UCR crime rates for both persons and property crimes. I am also proud of overseeing all aspects of managing the Quincy Police Department such as Patrol, Community Policing, CID, budgets, Communications Center and total renovations of the Quincy Police Department headquarters building. I am responsible for recruiting and retention and all labor negotiations between the City and the Florida PBA. I am most proud of the community based programs that I implemented while Chief of QPD. Programs like our "Books and Badges" program that I brainstormed to stock police cars with children's books as well as tactical gear. This youth literacy program won my Department the Florida Police Chief's Association's (FPCA) prestigious "Rocky Pomerance Award" in 2017. I am also proud to have personally awarded hundreds of dollars of my family's personal money in the form of scholarships to deserving high school graduates of Quincy. At least one of the scholarship recipients did graduate from Florida State University which gave me a great sense of pride. I believe that "to whom much is given, much is required". I have been blessed with much in my life and I therefore am obliged to reach back and help others.

Lastly, during my entire career I have always looked for the good in people (both employees and citizens) even when they had committed very bad acts. I believe in trying to live the example of the "Good Samaritan" and in the saying that "Every saint has a past, and every sinner has a future". For me community policing and police work are both a passion and a calling. I have been recognized many times by my peers and organizations like the NAACP, National Forum of Black Public Administrators, churches and civic organizations for the work that I have done to help disadvantaged youth and minority communities in Tallahassee, Quincy and the region live better lives.

I look forward to the opportunity to become Tallahassee's next Police Chief and once again serve the Great City of Tallahassee and its great citizens.

Sincerely,

Chief Glenn H. Sapp, Sr.

# Chief Glenn H. Sapp, Sr.

## PROFILE

*Dedicated goal oriented career law enforcement professional with over 31 years of demonstrated excellent community policing record. Passionate about teamwork and impacting the lives of citizens, youth and employees. A skilled and passionate department and community motivator and speaker specializing in empowering neighborhoods, community groups, civic and church groups to make change through unification teamwork. A servant leader with excellent crisis and critical incident management skills. A well rounded career professional, husband, father of three, military war veteran with an excellent career record of integrity and ethics.*

## PROFESSIONAL HISTORY

### Quincy Police Dept. "Chief of Police" Sept. 2014 to Present

Administer all day to day operations of the Quincy Police Department's sworn and non-sworn personnel. Responsible for strategic planning, budgetary oversight and implementation, training, and policy development for police department. Excellent written and oral communications skill to include experience as a past public information officer for the Tallahassee Police Department. Knowledgeable and experienced at participating in regional intra-agency law enforcement task forces and mutual aid agreements. Excellent record of exceeding both community and city agency goals and objectives set for police department. Experienced at recruiting and retaining department staff to include hiring new employees and when necessary terminating employees who do not meet the agency and community's expectations of a professional.

### Quincy Police Dept. "Assistant Chief of Police" April 2011-Sept. 2014

Responsible for reporting directly to the Chief of Police and assisting the Chief in managing all day to day operational and support functions for the Police Department. Responsible for managing the activities for all sworn and non-sworn staff perform all functions in the Patrol and Criminal Investigations Divisions and all other agency support functions such as Records, Communications, Property and Evidence, Fleet and School Resource. Responsible for entirely revising the agency policy and procedures manual and modernizing the procedures and practices of the agency.

### Tallahassee Police Dept. "Division Commander/Captain" (retired) 2010-2011

Responsible for leading and inspiring the Tallahassee Police Department's Patrol Division which consisted at that time of 150 Patrol Officers and non-sworn support staff. Managed a Patrol Division budget of \$16,000,000.00. Responsible for overseeing the agency's response to numerous high risk incidents and investigations. Established a strong network of law enforcement, citizen and grassroots, and government and business relationships throughout the City of Tallahassee's city limits for the purpose of effecting crime fighting strategies and reductions. Served on Chief's Command Staff and assisted in coordinating department policy and major decisions.

### Earlier Operations and Administrative Experience

#### Tallahassee Police Dept. "Asst. Division Commander/Lieutenant" 2004-2010

- |                           |                                     |           |
|---------------------------|-------------------------------------|-----------|
| ▪ Administrative Sergeant | Tallahassee police Department       | 2003-2004 |
| ▪ Sergeant                | Criminal Investigation Division     |           |
|                           | Leon County-Wide Robbery Task Force | 2001-2003 |
| ▪ Sergeant                | Community Oriented Policing         |           |

## Chief Glenn H. Sapp, Sr.

	/Problem Solving Squads	2000-2001
▪ Sergeant	Patrol Division Squad	1996-2000
▪ City Manager's Office Special Assignment		1995-1996
Helped Develop Tallahassee's Neighborhood and Customer Service Department		
▪ Investigator/CID	Robbery/Auto Theft Unit	1993-1996
▪ Chief's Office	Assistant Public Information Officer	1992-1993
▪ Officers	DARE (Drug Abuse Resistance Education)	1991-1992
▪ Sergeant	US Military Service 400 <sup>th</sup> MP Company (Gulf War/Saudi Arabia/Iraq)	1991
▪ Officer	Public Housing Unit	1989-1991
▪ Patrol Officer	TPD	1988-1989
▪ CJIS Information Tech.	Fla. Department of Law Enforcement (FDLE)	1987-1988

### EDUCATION AND TRAINING

**Florida A&M University, Tallahassee, FL**  
*Bachelor of Science: Criminal Justice*  
 1987

**Florida Department of Law Enforcement Executive Institute**  
*Senior Leadership Program/  
 Masters Degree Level Program*  
 2011

**Federal Bureau of Investigation (FBI)**  
*Executive Development Seminar  
 Masters Degree Level Program*  
 May 2014

**US ARMY Primary Leadership Development Course**  
*Ft. Bragg North Carolina/Class Commandant Award Winner*  
 1987

▪ Florida Martin Luther King Institute for Nonviolence Instructor	2002
▪ Law Enforcement Certification, Lively Law Enforcement Academy	1988
▪ US Army Persian Gulf War Veteran	1991
▪ U.S. Army Military Police Academy, Fort McClellan, Anniston, AL	1985
▪ Boy Scouts of America "Adult Wood Badge Leadership Training"	

### AWARDS, COMMENDATIONS AND ASSOCIATIONS

• Florida Police Chiefs Association (FPCA) – "Rocky Pomerance Excellence in Policing Award"	2017
• National Hook Up of Black Women Inc. "Person of the Year"	2017
• Dr. Evelyn Ploumis-Devick Passion Excellence Award	2012
• FDLE Sergeant's Leadership Academy Charter Class President	2003
• NAACP Distinguished Citizen Award (Gadsden County Chapter)	
• Tallahassee Police Department – Employee of the Month	2001
• Most Outstanding Non-Commissioned Officer Leadership Award (400 <sup>th</sup> Military Police Battalion) Gulf War	1991
• American Society of Public Administrators/Tallahassee Chapter Public Servant of the Year	1998
• National Forum of Black Public Administrators, NFBPA Public Service Award for Public Safety	1998
• US Army Primary Leadership Course Commandant's Award – Fort Bragg, NC	1987
• Florida Public Safety Institute Distinguished Career Award Winner Black History Program	2018
• Kiwanis International, Quincy Chapter	
• American Cancer Society Relay for Life Team Chairman (2014 and 2015)	
• Florida Police Chiefs Association Member (FPCA)	
• International Association of Chiefs of Police Member (IACP)	
• National Organization of Black Law Enforcement Executives (NOBLE First Chapter Vice President after reorganization)	
• NAACP Life Member	
• Tallahassee Urban League Associate	

## **Chief Glenn H. Sapp, Sr.**

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- Martin Luther King Institute for Nonviolence Certified Instructor in “Kingian Nonviolence”
- Keiser University (formerly College) Criminal Justice Advisory Board (past)
- ITT College Criminal Justice Advisory Board (past)
- Tallahassee Homeless Shelter Former Board Member
- AMIkids Tallahassee Former Board Member
- American Legion Member
- Kappa Alpha Psi Fraternity Inc., Tallahassee Alumni Chapter
- The Excellence Church Midway, Fla. Associate Member
- Former Scout Master Boy Scouts of America, Troop 160
- Founder of The CELL System (Citizens Encouraging Lawful Lifestyles) grassroots youth inner city crime prevention
- Keynote Speaker, Florida Office of The Attorney General National Conference on Preventing Crime in the Black Community Jacksonville, Fl. (2018)
- Keynote Speaker, National Forum of Black Public Administrators National Conference Atlanta, Ga. (2013)
- Gadsden County Commission Ad Hoc Health in All Policies Committee
- Published Author: “From Prison to Promise, How I went from prison to Police Chief” – Amazon.com

REFERENCES AVAILABLE UPON REQUEST

# JAKARI E. YOUNG

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September 11, 2019

STARS Program, Florida Police Chiefs Association (FPCA)  
2636 Mitcham Dr.  
Tallahassee, FL 32308

Re: Application for Police Chief Opening, Tallahassee Police Department (TPD)

Dear Hiring Director:

I am a servant leader who is ready to deliver outstanding results as Tallahassee's next Police Chief. With more than 15 years of law enforcement experience and a strong track record of achievement in community policing and violent crime reduction, I am confident of my ability to excel in this position. As such, I have enclosed my résumé for your review.

In my current role as Deputy Chief of Police for the city of Daytona Beach, I focus on creation and implementation of strategic programs that build positive, trustful relationships with community members and agency partners. One of the initiatives I've spearheaded includes the annual "Daytona 100," event in which approximately 100 children and officers ride together on bicycles through a popular community neighborhood followed by a community barbeque.

In addition, over the past 3 years I have worked with my fellow command officials to implement the Violent Crime Initiative (VCI) across Daytona Beach, which has resulted in a 23% reduction in violent crime over 2 years (including a 30% reduction in 2017). This was achieved by following up on the activities of local repeat offenders and reallocating resources to high risk areas. If given the opportunity, I would eagerly accept the challenge of eradicating violent crime throughout Tallahassee, while strengthening relationships with the communities most affected by crime.

Every day I hold myself and my team to the highest standards of ethical conduct. With this understanding I train my staff to **ask for help**, **work together**, and **show respect**, both to each other and the public. Furthermore, I subscribe to Sir Robert Peel's model of "policing by consent," which regards officers as simply citizens who exercise their power with the implicit consent of the community. Thus, I challenge my officers to treat every community member like their own family.

I recognize that my duty extends not only to protecting the public but also the health and well-being of "those that protect and serve." This is critical since the Chief's efficacy depends on the confidence of the officers who implement the agency's mission on the ground.

It would be an esteemed honor and privilege to lead the men and women charged with protecting our state's capitol. Please reach out to discuss in further detail how I can serve the people of Tallahassee.

Sincerely,



Jakari E. Young, Deputy Chief of Police  
Daytona Beach Police Department

Attachment: Résumé

# JAKARI E. YOUNG

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## POLICE ADMINISTRATION

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Law enforcement leader with more than 15 years of progressive experience with the Daytona Beach Police Department. Track record of implementing effective community policing and engagement strategies. Dedicated to implementing modern, highly effective policing tactics that measurably reduce violent crime throughout the city.

Build strong relationships with law enforcement, service agencies, and community partners including faith-based organizations. Cultivate internal culture that encourages community engagement and high ethical standards. Outstanding communication skills; demonstrate calm, supportive presence during high stress situations.

Community Partnerships | Public Safety | Resource Allocation | Budget Administration | Public Relations  
Staff Supervision & Training | Emergency Response | Disaster Preparation | Risk Mitigation | Reporting  
Public Education | Process Improvement | Legal Compliance | Program Management | Relationship Building

### KEY INITIATIVES

- Collaborated with command team to establish **Violent Crime Initiative (VCI)** – a cross-functional initiative to reduce spike in violent crime. **Decreased violent crime 30% city wide in 2017.**
  - Increased probation checks, warrant service, and tracking of violent offenders which led to 500+ arrests.
  - Utilized CompStat model to identify high risk “micro zones” of criminal activity and optimized rapid response resources to target those areas (particularly during summer months).
- Founded the **“Daytona 100”** – an annual bike ride for ~100 children and police officers which promotes strong, positive relationships between children and law enforcement.
  - Held post-ride barbeque with music and games at popular neighborhood community center.
  - Promoted event via social media and school flyers. Attended local school with “McGruff the Crime Dog.”
- Planned and coordinated roll out of **DBPD Mobile App** to serve as “one stop shop” for police interaction with the public online, improving transparency and strengthening community ties.
  - Provided links to key police resources such as press releases, FAQs, contact info, and safety tips.
  - Integrated access to all department social media outlets into one user friendly location.

### PROFESSIONAL EXPERIENCE

DAYTONA BEACH POLICE DEPARTMENT | 07/2000 – Present

Daytona Beach, FL

#### Deputy Chief of Police

01/2017 – Present

Supervise day to day operations for ~370 sworn and civilian employees, including 10 direct reports. Oversee police department budget of \$35M. Command all major department divisions, including special units. Serve as Chief of Police during absences. Interact with the press and make public statements. Train officers in policies and best practices.

Develop and implement community policing initiatives to improve policing quality/efficiency. Analyze crime stats to identify trends and brainstorm solutions. Prepare compliance records and reports. Collaborate with county officials to coordinate disaster preparations and response for high impact storms, including Hurricanes Irma, Michael, and Dorian.

- Lead implementation of officer wellness program (in progress) to address stigma related to mental health and PTSD amongst officers. Established wellness committee to develop training curriculum and promote awareness.
  - Offer free yoga classes to sworn officers; currently discussing meditation and mindfulness training.
- Oversaw development of PSA video “Road Range. Don’t Do It!” which aired on local television networks. Conceptualized project after police investigated 3 road rage incidents involving firearms.
- Conceptualized and launched Ministerial Liaison Group, enlisting local pastors to act as “olive branch” between law enforcement and potential witnesses in criminal investigations.
  - Conducted training for pastors on what to expect at crime scenes.

JAKARI E. YOUNG

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### PROFESSIONAL EXPERIENCE

DAYTONA BEACH POLICE DEPARTMENT | Continued

Daytona Beach, FL

#### Captain – Criminal Investigations

07/2016 – 01/2017



Supervised up to 5 sergeants and 54 detectives to investigate allegations of criminal behavior, including property crimes, crimes against persons, and robbery/homicide crimes. Administered budget of ~\$4M. Supervised Special Investigations Unit focusing on upper level narcotics crimes.

Reviewed all investigative reports and approved use of surveillance equipment. Managed work assignments and created department schedules. Tracked department expenditures and complied with legal/internal reporting standards. Trained officers to conduct investigations centered around the "Compstat" process.

- Volunteered for "End the Silence of Domestic Violence" campaign, placing white and purple door hangers at local residences to bring awareness to domestic violence and encourage reporting.
- Served as invited speaker for local community policing forum, advocating for more frequent communication between law enforcement and the public.

**Captain – Patrol Division, District One**

11/2014 – 07/2016

Led patrol operations across 48 square miles with ~43K residents. Supervised 72 officers, 11 sergeants, and 5 lieutenants. Held lieutenants and sergeants accountable for effective supervision of shifts. Attended community meetings and responded to concerns of citizens and visitors across the district.

**Lieutenant – Patrol Operations**

11/2012 – 11/2014

Managed 15 police officers and 2 sergeants as shift commander for Delta Platoon in west side police district. Protected and served 65K residents on night shift (5pm-5am). Prepared operational plans to address current crime trends. Oversaw pro-active operations as preventative maintenance to deter violent crime. Served as incident commander for critical incidents which arose during tour of duty.

- Commanded platoon which was instrumental in deterring property crimes in the district by exercising the fourth principle of the Compstat process, "Relentless Follow-up".

Early Department Roles:

**Sergeant – Internal Affairs Supervisor**

05/2011 – 11/2012

**Sergeant – Patrol Operations**

07/2008 – 05/2011

**Detective – Criminal Investigations**

12/2004 – 07/2008

**Patrol Officer**

04/2001 – 12/2004

Ancillary Duties:

**Adjunct Instructor, Daytona State College, School of Emergency Services**

04/2010 – Present

**Special Weapons & Tactics (SWAT) Unit** (previously known as Special Response Team)

08/2003 – 04/2006

**EDUCATION**

BETHUNE COOKMAN UNIVERSITY

Daytona Beach, FL

**Master of Science in Criminal Justice Administration**

07/2016

**Bachelor of Science in Criminal Justice**

03/2004

DAYTONA STATE COLLEGE, SCHOOL OF EMERGENCY SERVICES

Daytona Beach, FL

**Law Enforcement Academy**

12/2001

**PROFESSIONAL TRAINING**

275<sup>th</sup> Session, FBI National Academy (FBINA)

03/2019

Police Executive Research Forum (PERF), Senior Management Institute for Police

08/2016

Command Officers Development Course, Southern Police Institute, University of Louisville

02/2013

**JAKARI E. YOUNG**

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**SELECT HONORS & AWARDS**

Distinguished Man Leadership Award, Divine Designs Event Planning & Decor LLC

06/2019

Government Leader of the Year, Omega Psi Phi Fraternity, Omicron Omicron Chapter

11/2019

President's Award, NAACP Daytona Beach Branch

06/2018

Hometown Hero Award, Juneteenth Festival Committee

06/2017

**AFFILIATIONS & LEADERSHIP**

Board Memberships:

Board of Directors, Stewart Marchman-Act

12/2012 – Present

Law Enforcement Associations:

FBI National Academy Associates (FBINAA), Florida Chapter  
Police Executive Forum (PERF)  
International Association of Chiefs of Police (IACP)  
Florida Police Chiefs Association  
Volusia/Flagler Police Chief's Association

03/2019 – Present  
08/2016 – Present  
11/2016 – Present  
07/2018 – Present  
01/2017 – Present

**ADDITIONAL ACTIVITIES**

Community Policing Forum, Midtown Cultural & Educational Center, Daytona Beach, FL

05/2016

**James W. Lowery, Jr.**

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August 24, 2019

**RE:** Cover Letter Chief of Police Position Vacancy

To Whom It May Concern:

Thank you for providing me the opportunity to submit my cover letter and resume for the Police Chief position for the City of Tallahassee, Florida. I am an accomplished law enforcement executive with 35 years of policing experience. I began my career in Arlington, Texas, and I continue to serve the residents of Arlington where I am currently assigned as the Deputy Chief of the Central Investigation Division. I have a very strong ethos that is based on protecting and serving the members of our community. This is further exhibited by the fact that the Arlington Police Department was selected as one of 15 nationwide police agencies to be a model for President Obama's 21st Century in Policing task force. I believe my leadership has played an integral and a succinct part in this distinction as I promoted through the ranks. I have extensive experience in amending policies, writing new policies, and developing strategies to address a myriad of issues facing the department and community. For law enforcement to be successful they must have positive relationships with all members of the community. I have been able to foster, cultivate, and sustain such genuine relationships while addressing crime, quality of life issues, and police accountability.

The Arlington Police Department is a TRI-ARC accredited agency through the Commission on Accreditation for Law Enforcement Agencies (CALEA), that serves a community of approximately 390,000 residents and is home to the University of Texas at Arlington (UTA). It is a value driven, full service, community oriented organization. I have observed and experienced a remarkable amount of growth during my tenure with Arlington. I have had the privilege and honor of being part of a law enforcement team that has experienced many successes and some challenges that provided opportunities as we grew with the community. During my career with the Arlington Police Department, I have served in both Operational and Administrative roles with a continuous record of success. Throughout my career, I have developed excellent communication skills that have provided me the wherewithal to develop effective partnerships between citizen groups, elected officials, and labor (Meet and Confer and multiple Associations). In all of my positions, I have been able to mentor and motivate employees to allow them to visualize how their role fits into the department's mission. I have demonstrated my ability to work with diverse community and work groups that further build upon our mutually dependent relationships that have allowed us to work collaboratively addressing crime trends and quality of life issues. Furthermore, I am fully cognizant that the pillars of procedural justice: fairness, voice, transparency and impartiality, are the cornerstones of any law enforcement agency. These tenets build and establish trust with not only our external customers, but also our internal team members. Constitutional policing and Procedural Justice are doctrines that will generate an environment of legitimacy in all aspects of serving the community members of Tallahassee. I am a Servant Leader; this allows me to be a humble steward of the organization's human, financial, and physical resources.

I have worked with the Arlington & Mansfield Independent School Districts and developed safety protocols to enhance campus safety regarding natural and manmade critical incidents and I have been engaged in community events with these educational institutions that foster and promote positive relationships with our community members. Arlington is home of the Dallas Cowboys, the

Texas Rangers, Six Flags Over Texas and we have a substantial entertainment district. I have experience working a wide variety of events in an assortment of roles, and working collaboratively with local, state, and federal agencies, that include regular season games, World Series, and a Super Bowl with a strong demonstrated understanding of policing and tourism. My knowledge and experience will allow me to make significant contributions to the Police Department and the diverse community members, individually and organizationally, that the Police Department serves. I have experience and success in addressing a wide variety of social ills that affect a community that includes, but is not limited to, racism, homelessness, mental health issues, panhandling, and family disintegration.

I am fully engaged with the responsibilities of my job and would look forward to the opportunity to move to Tallahassee to enjoy many of the attractions and ambience of such a vibrant community. I have an eight year old daughter and my wife and I believe the City of Tallahassee is a safe community, has good schools, and affordable housing. My parents live just outside of Tallahassee and I have several relatives who have graduated from Florida State University. I have several family members who have retired or are still active in Florida law enforcement and Florida Benevolent Police Association that provides me further insight and understanding to issues facing law enforcement in Florida. In my youth I spent several years in the Tallahassee area and I continue to visit the area at least once a year. I consider this a great prospect in becoming an innovative leader for a professional law enforcement agency and community that will challenge my leadership skills by moving the Tallahassee Police Department forward, utilizing my educational background, professional work experience, forward-thinking ideas, value driven mindset, leading by example and incorporating my passion for success throughout the organization. I have learned through my experience that law enforcement is a service based profession and is relational. Relationships are perishable and must be genuine and nurtured with deliberate and sincere effort. Moreover, positive interaction with the youth of the community is paramount for law enforcement and that is why I stay active in a wide variety of programs invoking a guardian mindset of the community. My extensive law enforcement training through the Texas Commission on Law Enforcement provides me the ability to obtain a Law Enforcement Certificate from the Florida Department of Law Enforcement.

Without a doubt, the daily actions and words of all members of the Tallahassee Police Department are paramount to our ability to enforce the laws, prevent crimes and safeguard the constitutional rights of all people. I believe my demonstrated abilities will promote the department's mission to be the national leader in the delivery of public service. This goal can also be advanced by building upon and advancing the core values of the city. Although I feel that I am capable of exceeding all expectations for the new Chief of Police, I am also keenly aware that the Police Chief, working in conjunction with the mayor, City Commissioners, and City Manger, will make the decision that best serves the community and police department. Again, thank you for taking the time to review my documents regarding this position. I believe I am an excellent candidate and I look forward to hearing from you in the near future.

Sincerely,

A handwritten signature in cursive script, appearing to read "James W. Lowery, Jr.", written in dark ink.

James W. Lowery, Jr.

## James W. Lowery, Jr.

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**Objective:** Become an innovative leader for a professional law enforcement agency and community that will challenge my leadership skills by moving an organization forward utilizing my educational background, professional work experience, forward-thinking, value driven mindset, leading by example and incorporating my passion for success throughout the organization.

**Overview of Capabilities:** Offers a bachelor's and master's degree and more than 35 years of professional law enforcement experience with the following abilities: Time Management, Interpersonal Relationships, Financial Planning, Budget, Leadership, Community Development, Conflict Resolution, Marketing, Critical Incident Management, Experienced Policy and Procedure Assessor and Creator, and Inter and Intra Agency Coordination, and a proven record of developing and improving community relationships with a diverse community.

### **Achievements:**

- **Successful:** A 35 year record of innovation in a nationally recognized and awarded law enforcement agency, mentoring and challenging employees to strive for continuous improvement in all facets of service delivery. In 2016, Arlington PD was selected as one of 15 communities as a model for Advancing 21st Century Policing Initiative. I clearly have played a role in implementing processes that concentrate on the six building blocks that strengthen trust and collaboration while ensuring public safety through meaningful dialogue and cooperation. The Arlington Police Department is a Nationally TRI-ARC Accredited law enforcement agency with CALEA (Commission on Accreditation for Law Enforcement Agencies, Inc.).
- **Leader:** Implemented proactive, measurable solutions to save lives, reduce crime, and address quality of life issues that make our community safe. Engaged personnel to work for a common goal and collaboratively while ensuring accountability is maintained. Successfully built lasting relationships with all members of our diverse community. Recently drafted policies for investigating officer involved shootings and hate crimes that are frequently requested as a model for agencies located within the metroplex.
- **Innovator:** Developed a peer support group working with officers, command staff, and families to provide counseling and guidance on all officer involved shootings and other critical incidents. This group aided in the retention of officers and improvement of processes related to these events. Proposed and implemented a jail work unit, utilizing commissioned and civilian investigators reducing the work load of detectives by 10,000 cases a year - allowing them to work cases with leads rather than deal with administrative paperwork on cases that already had an arrest.
- **Community Minded:** Created the Santa Cops program working with single parent families. Program was initiated in 1986 with two officers providing food and Christmas gifts to five families. It has evolved into a program encompassing over 300 volunteers serving over 1,200 children each year. Instituted Trunk or Treat police night and Back to School Fair in the South Patrol District over the past three years. Fostered and cultivated genuine

relationships with community members of diverse backgrounds to address crime, quality of life issues and police accountability.

- Tackles Complexity: Co-Chair of the SWAT/Tactical Operations Center for Super Bowl XLV. Worked with Federal, State, and local agencies to develop organizational operational plans to address critical incidents, including terrorism, hostage rescue, dignitary protection, and natural disasters. Effectively trained in all aspects of the National Incident Management System (NIMS).
- Communication/Problem Solver: Ability to communicate clearly, written and orally, with all levels of management and inclusive of our diverse community members with a demonstrated history of excellent analytical and problem-solving skills in developing policy and procedures improving business processes.
- Technology Driven: Leveraged technology and intelligence to formulate effective and efficient use of resources for multi-year planning, leading to sustainable long term solutions for addressing processes/protocols and crime trends. This includes the use of dashboards, cold/hot spot mapping, predictive modeling, and Data Driven Approaches to Crime and Traffic Safety to address crime trends, traffic safety and quality of life issues.

**Experience**: *Arlington, Texas Police Department*

Title: **Deputy Chief**

**01/2018 - Present**

**Central Investigations Division**

- Responsible for the daily operational and administrative management of the Central Investigations Division that houses 115 employees (commissioned and civilian)
- Central Investigations Division includes Homicide, Fugitive Unit, Domestic Crimes, Economic Crimes, Auto Theft, Sexual Assaults, Vice & Narcotics, Crimes Against Children, and Robbery units
- Appointed by the Chief of Police as his alternate sitting on the Executive Board for the Texoma High Intensity Drug Trafficking Area and on the Executive Board for the Texas Anti-Gang Initiative
- Implemented a Gun Initiative program to address violent crime, known offenders, drugs, subjects experiencing mental crisis, and gang members with an emphasis on leveraging technology through intelligence gathering, predictive modeling, and ATF assets including eTrace and NIBIN (National Integrated Ballistic Information Network)
- Working with Federal, State, and local agencies and responsible for management of officers assigned to 7 different Task Forces that include FBI, IRS, Cyber Task Force, Homeland Security, United States Marshals service, DEA, and Tarrant County Regional Auto Crimes Task Force
- Coaching and Mentoring to high school athletes, male and female, by facilitating and promoting Coach 5-0 program - improving law enforcement relationships with the youth of our community
- Increased volunteer citizen participation to assist with administrative tasks by 7% that allowed detectives to work active cases
- Tasked with and conducted a full review and implemented changes of Central Investigations workload, policies, and procedures to amend as necessary to ensure every segment is producing the desired outcome, working under best

practices and current case law - leveraging technology to streamline investigative efforts and enhance customer service delivery points

- Responsible for overseeing the Central Investigations budget of \$11 million and multiple grants
- Recently assigned to the District Attorney's Sexual Assault Work Group to identify best practices for sexual assault investigations and evidence processing for all county wide agencies

Title: **Deputy Chief**

**07/2014 - 01/2018**

**Field Operations Bureau - South District**

- Responsible for the daily operational and administrative management of the South Field Operations Bureau that has 115 employees (commissioned and civilian)
- Collaboratively worked with a multitude of diverse community groups to address crime and quality of life issues regarding law enforcement on a local and national level including NAACP, Muslim Community, Hispanic Community, LGBT and Church Groups
- Implemented Crime fighting strategies accounting for an 8% reduction in violent Crime and an overall 7% reduction in NIBRS Crime Reporting offenses during the last year and maintained an overall clearance rate of 26% for all geographic cases with a lead
- Responsible for the public safety oversight of the city's largest tax generating source located within my District, steadfastly based on geographic and tourism policing models
- Implemented a strategic plan to resolve an overwhelming number of calls for service (-30% reduction) regarding mental health patients that were not police related without sacrificing service delivery to citizens in need
- Worked with Federal, State, and local agencies to develop organizational operational plans to address criminal activity within the District
- Resurgent effort in working with our volunteers and COP Mobile with a conspicuous effort in recognition of their service while increasing their donated time more than 5% from the previous year and increasing citizen participation in neighborhood Crime Watch Groups by 11% from the previous year
- Assisted in implementing a Restorative Justice Program with Wal-Mart that reduced calls for service with arrest by 35% and worked to expand and replicate the program to other large retail establishments within the District
- Coaching and Mentoring to high school athletes, male and female, by facilitating and promoting Coach 5-0 program - improving law enforcement relationships with the youth of our community
- Responsible for overseeing the South Field Operations Bureau budget of \$12 million

Title: **Interim Assistant Chief**

**11/2013 - 07/2014**

**Community Support Bureau**

- Responsible for the operational and administrative management of the Media Office, Community Services, Personnel & Recruiting, Training Academy, Community Outreach, Victim's Assistance, and facilitated multiple boards of volunteer programs within the department

- Responsible for implementation of the Department's and City Council's vision and strategic initiatives which include crime reduction, increased community partnerships and improving the overall quality of life
- Represented management with labor discussions as a sitting member of a Meet and Confer board
- Implemented Random Drug Testing Policy department wide
- Implemented Hometown Recruiting Program in collaboration with the Arlington Independent School District and the University of Texas at Arlington
- Put into practice a virtual crime prevention program utilizing social media via Nextdoor.com
- Responsible for overseeing the Community Support Bureau budget of \$8 million

Title: **Lieutenant / Commander** **09/2013 – 11/2013**  
**Training Center and Personnel & Recruiting**

- Maintained and monitored training and licensing for 640 officers to ensure compliance with the Texas Commission on Law Enforcement
- Managed and directed the hiring protocols identifying diverse qualified applicants
- Managed the scheduling, training, and oversight of recruits attending our internal state recognized basic recruit training class
- Developed awareness training regarding Lesbian Gay Bisexual Transgender (LGBT) for all department personnel working with Fairness Fort Worth
- Appointed as the Chair of the Credentialing Committee for the 2014 NCAA Final Four games

Title: **Lieutenant / Commander** **07/2011 – 09/2013**  
**West Patrol Day Shift and Geographic CID**

- Managed day to day operations for Patrol functions and Criminal Investigations addressing crime trends and quality of life issues
- Identified and implemented Crime fighting strategies that accounted for an 8% reduction in Uniform Crime Reporting Type I offenses two years in a row, while increasing the overall clearance rate of geographic cases from 14% to 29%. During this same time frame, the unit produced more arrest and search warrants than in the previous five years combined
- Coordinated and developed policies and procedures for volunteers that allowed them to handle ancillary related matters, which provided officers more time on traffic and criminal patrols
- Established and implemented effective relationships with crime watch stakeholders and facilitated a synergistic response to everyone's concerns to a wide variety of issues related to crime and quality of life concerns within the bureau

Title: **Lieutenant / Commander** **11/2007 – 07/2011**  
**Special Operations**

- Incident Commander for SWAT and Critical Incident Operations; effectively handled over 250 operations that resulted in successful outcomes with no officer having been injured in any of these incidents



- Implemented succession planning by identifying future SWAT leaders, developed an Executive Officer program, mentored employees in the following areas: legal aspects, command leadership, tactics, negotiation, and incident planning
- Played an integral part in the Security Planning for Super Bowl XLV and the 2011 World Series and other Mega Events that included coordination with Municipal, County, State, and Federal Agencies
- Assisted in the development and execution of Active Shooter training for the University of Texas at Arlington
- Testified as a subject matter expert at the State Court of Appeals in Austin regarding the release of After Action Reports to the media – decision was in favor of law enforcement and remains current case precedent for such issues
- Drafted and crafted new Department General Orders and Standard Operating Procedures to improve internal processes and protocols
- Worked in conjunction with USSS to provide security for multiple former Presidents
- Participated on a National Work Panel in Washington DC regarding sUAS (small Unmanned Aircraft Systems) use by US law enforcement
- Effectively taught over 100 employees on Supervisor's Leadership Skills and Critical Incident Management

Title: **Lieutenant / Commander** **05/2007 – 11/2007**  
**East Patrol Midnight Shift and Geographic CID**

- Utilized crime and crash analysis to effectively deploy officers to high crime and crash areas, resulting in a 20% decrease in violent crimes and a 9% reduction in crashes
- Established effective relationships with community leaders to address crime trends and quality of life issues
- Established a project management model with a focus on motivating and mentoring employees to achieve the Department's goals and objectives

Title: **Sergeant** **10/1992 – 05/2007**  
**Patrol/Community Services/In-Service Training**

- Appointed by the Chief of Police as the Chairperson for the Employee's Relations Board; served for 10 years
- Coordinated with school officials to draft and develop annual contracts regarding the utilization of officers supporting D.A.R.E. and the School Resource Program
- Effectively worked with local retailers, educating them on the sale of merchandise that is frequently used in criminal activities
- Selected and served five years on the Arlington Boys and Girls Club Board of Directors

Title: **Officer** **03/1983 – 10/1992**  
**Patrol/Community Services/Warrant Division**

- Patrol assigned area to protect people's lives and property. Identify and arrest people accused of criminal violations and enforce motor vehicle laws.
- Selected as a Field Training Officer below recommended time in grade
- Mentored Reserve Police Officers

**Experience:** *Trinity Technical Group, Inc*

Title: **Facility Security Officer**  
**Part Time Job**

**04/1988 - 03/1990**

- Responsible for supervising and directing security measures within the facility that created a secure environment for employees, vendors, and company visitors
- Facility authorized to generate, hold, and destroy classified material at the Secret level - assured proper marking, safeguarding, and transmission of all classified material
- Conducted security trainings, briefings, and debriefings
- Primary contact for DSS reviews and correspondence

**Education:**

- Master of Science in Strategic Leadership (2007)  
Mountain State University - GPA 4.0
- Bachelor of Science in Organizational Leadership (Magna Cum Laude) (2006)  
Mountain State University

**License/Certifications/Training:**

- TCOLE Master Peace Officer's License
- Police Instructor
- Firearms Instructor
- EOD Explosive Breaching
- National Incident Management System (FEMA) IS-100, IS-200, IS-300, IS-400, IS-700, and IS-800
- Texas Drivers License Class CM
- MCATI (Managing Civil Action in Threat Incidents) - Basic, Protester Devices, and Commander's Class
- WMD - Incident Management/Unified Command
- Over 5,000 hours of certified TCOLE training  
*\*Copy of full training record available upon request*

**Awards:**

- Distinguished Service Award (3x's) Arlington PD
- Life Saving Award (3x's) Arlington PD
- SWAT Award Arlington PD
- Community Service Award (3x's) Arlington PD
- Honor Guard Award Arlington PD
- Police Officer's Award Arlington PD
- Medal of Merit Arlington PD
- Salutatorian Basic Peace Officer Academy Class Tarrant County Community College
- Rotary District 5790 Vocational Excellence Award/Law Enforcement 2017

**Professional Development:**

- FBI National Academy #259
- Senior Management Institute for Police (PERF - Police Executive Research Forum)
- 7 Habits of Highly Effective Law Enforcement Leaders
- LEMIT - Law Enforcement Management Institute of Texas (Modules I,II, & III)
- 50th Command Institute for Law Enforcement Executives
- 56th School of Supervision ILEA
- Leadership Arlington

**Community Involvement:**

- Member of 121 Community Church
- Volunteer with 10-7 Outdoors, 501(c)3 Organization that works with children of fallen officers
- Arlington PD Coach 5-0 Sequin High School coordinator
- Member of Arlington, TX Chapter of the NAACP
- Past President and founding member of Arlington Highlands Rotary Club
- Arlington Independent School District PTA Volunteer
- Santa Cops - Arlington Police Association

September 9, 2019

Florida Police Chief's Association  
2636 Mitcham Dr.  
Tallahassee, FL 32308

Dear STARS Committee,

It is with great interest and enthusiasm that I submit my resume for the position of Police Chief for the City of Tallahassee. During my prior visits to your city, I have found it to be a diverse and vibrant community. As such, I am truly excited by the unique opportunity to serve your city and lead the men and women of the Tallahassee Police Department.

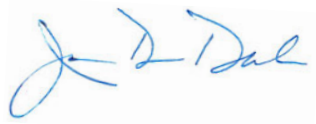
For almost thirty years, my law enforcement career has been dedicated to public service in a wide variety of leadership roles, both in a large municipal police department of 500 sworn officers and a major county sheriff's office of 2,800 sworn deputies. These positions have provided me with significant management, operational, investigative, and administrative experience to include the supervision of large-scale events, disaster operations, high profile investigations, critical incidents, technological improvements and community engagement programs.

Throughout my career I have sought to further prepare myself for the role of Chief through the completion of undergraduate and graduate degree programs, through active participation with the International Association of Chiefs of Police (IACP) and the Police Executive Research Forum (PERF). My prior agencies have also granted me the privilege to attend the FBI National Academy, the FBI National Executive Institute and PERF's Senior Management Institute for Police.

I believe my experience in policing diverse populations has provided me with the knowledge to proactively identify and address issues before they become larger problems. By improving community partnerships and working cooperatively with elected officials to support their strategic vision, the police department can play a vital role in the quality of life for its residents and further earn their trust. As your Chief of Police, it would be my goal to improve upon the agency's past successes and work with staff to reduce crime and better connect with the residents of Tallahassee.

I thank you for your consideration and look forward to speaking with you soon.

Sincerely,



John D. Dale

# John D. Dale

## Professional Summary

Dedicated law enforcement executive with diverse leadership experience in a variety of management and operational roles. A proven track record of building teams, developing personnel and instilling a culture of continual improvement, accountability and transparency. A strong background in the development of crime reduction strategies, patrol tactics, investigations, problem solving, critical incident response and training. A reputation for competence, hard work and integrity built over almost 30 years of public service.

## Experience

### BROWARD SHERIFF'S OFFICE

2013 - 2019

Served as one of two direct reports to the Sheriff as a second in command and the executive director for multiple departments simultaneously. BSO is considered a Major County Sheriff's Office responsible for law enforcement, detention, fire rescues, regional communications and other support services (5,600 full-time employees including 2,800 sworn personnel) for a county of 1.9 million residents.

### Colonel/Executive Director – Dept. of Investigations (2 years)

Areas of Responsibility – Criminal Investigations, Strategic Investigations (Homeland security, joint terrorism task force, narcotics, domestic interdiction, money laundering, gangs, bomb squad), Threat Assessment and Management, Real Time Crime Center, Crime Scene Unit, Crime Laboratory and Child Protective Services.

- Expanded efforts to identify prolific offenders and reduce the incidence of crime through the arrests of individuals committing a disproportionate number of offenses.
- Expanded DNA testing to assist in the investigation and reduction of property crimes.
- Led agency efforts for an est. \$100M crime laboratory construction project.
- Responsible for all law enforcement investigative divisions to include personnel assigned to both the Fort Lauderdale Airport shooting (2017) and Parkland School Shooting (2018).
- Initiated a threat assessment and management program to identify individuals who posed a threat to the community and ensure they receive the appropriate services.
- Expanded the testing of DNA evidence for inactive county wide sexual battery cases.
- Oversight of the construction of a digital forensic laboratory to aid in the investigation of Internet crimes against children and retrieval of electronic evidence.
- Initiated project to acquire and build a real time crime center and monitor video from all county school security cameras and other critical infrastructure.
- Executive leadership for all county-wide/federal task forces (FBI security clearance).

# John D. Dale

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## **Colonel/Executive Director – Dept. of Professional Standards** (6 years)

Areas of Responsibility – Internal Affairs, Public Corruption, Professional Standards Committee, Human Resources, EEO, Training, Accreditation, Internal Audit, Policy, Staff Inspections, Disciplinary Processes, Labor Relations.

- Training Director under the Florida Criminal Justice Standards and Training Commission.
- Final decision maker for all discipline issued to both sworn and civilian personnel covered by seven separate collective bargaining agreements and the involvement of a citizen's review board.
- Command over all hiring and promotional processes.
- Created a Public Corruption Unit to address criminal actions of deputies resulting in the federal and state indictment of individuals engaged in illegal activity.
- Responsible for all review boards pertaining to all officer involved shooting, in-custody deaths and vehicle pursuits.
- Spearheaded the implementation of Body Worn Cameras for 1,500 deputies reducing complaints by more than 40%.
- Implemented a robust employee complaint and disciplinary tracking system.
- Served as the agency witness for all lawsuits and arbitrations.
- Expanded the use of internal audits to examine a variety of high-risk areas and identify areas for improvement.
- Responsible for all staff inspection personnel and the maintenance of 17 separate agency accreditations.

## **Colonel/Executive Director – Dept. of Administration** (3 years)

Areas of Responsibility – Budget, Finance, Fleet, Information Technology, Records, Grants, Purchasing, Building Maintenance.

- Responsible for an annual operating budget of approximately \$740 million, a capitol improvement budget of approximately \$30 million and all forfeiture accounts.
- Provided executive leadership for the acquisition of a budgeting software system resulting in the significant reduction of labor intensive processes.
- Managed personnel to spearhead a lease buy-back program to replace an aging fleet of more than 1,000 emergency vehicles.
- Responsible for all public safety contracts with municipalities (12), Port and Airport.
- Initiated efforts to design a \$20M training center for law enforcement deputies.

# John D. Dale

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**FORT LAUDERDALE POLICE DEPARTMENT**

1990-2013

## **Captain (7 years)**

Served as the acting Assistant Chief of Investigations for an extended period of time. Commander in charge of personnel assigned to uniformed patrol, internal affairs and criminal investigations.

- Commanded uniformed patrol resources for one of three districts to include the formulation of crime reduction strategies, planning and command of large-scale special events, response to critical incidents and management of the emergency operations center during natural disasters.
- Commanded the Internal Affairs Divisions and served as the liaison to a civilian police review board.
- Commanded the Criminal Investigations Division and staff of approximately 70 detectives assigned more than 17,000 cases per year.
- Management oversight and liaison for the federal review of five police involved shootings.
- Acquired a system to manage and track all Internal Affairs cases and establish an employee early warning system.
- Responded to and reviewed all use of deadly force by officers.
- Led project to migrate all photographic, video and audio evidence from analog to digital acquisition and storage.
- Acquired grants to eliminate forensic backlogs and investigate cold cases.
- Initiated an enhanced tactical training program for detectives.
- Co-developed a leadership-training program for all supervisors and managers.

## **Sergeant/Detective/Patrolman (15 years)**

Supervised uniformed and investigative personnel. Served as an Internal Affairs investigator, SWAT member and team leader, narcotics detective and supervisor. Uniformed Patrol Officer and Street Crimes Detective. Trainer in the areas of tactics and firearms.

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## **Education**

**Nova Southeastern University, Huizenga School of Business**

- Master's Science – Leadership

**Florida Atlantic University**

- Bachelor's Degree – Public Management (Summa Cum Laude)
- Minor in Criminal Justice

**Federal Bureau of Investigations (FBI)**

- National Executive Institute (NEI), Session 40
- National Academy (NA), Session 255

**Police Executive Research Forum (PERF)**

- Senior Management Institute for Police (SMIP), Session 35

# John D. Dale

## Associations

- International Association of Chief of Police (IACP)
  - Member of the Committee for Human and Civil Rights
  - Policy group subject matter expert - Body Worn Cameras
  - Policy group subject matter expert for sub-committee on Constitutional Policing
- Member of the Training Director's Association – Florida Criminal Justice Standards and Training Commission.
- FBI National Academy Associates (FBINAA)
- FBI National Executive Institute Associates, (NEIA)
- Police Executive Research Forum
- Broward County Police Chief's Association
- Advisory Board – Broward College Institute for Public Safety
- Advisory Board – Nova Southeastern University
- International City/County Management Association
- Society for Human Resource Managers



## Lawrence E. Revell

September 7, 2019

The Florida Police Chiefs STARS Program

Greetings,

Thank you for your consideration of my application for the position of Chief of Police for the Tallahassee Police Department. I have had the privilege and honor of serving the City of Tallahassee and its citizens for more than twenty-seven years. I believe my experience, accomplishments, dedication and love for the Tallahassee Police Department make me uniquely qualified for this position.

As someone who was born and raised in Tallahassee, I have always loved this city. My roots include attending Sable Palm Elementary School, Nims Middle School, and Rickards High School before signing to play baseball and continue my education at The Florida A&M University. I earned my Bachelor's Degree from Florida State University and my Master's from New Orleans Baptist Theological Seminary. Kimberly and I raised our five children here and have always been heavily involved in this community. I have coached our local youth in baseball, basketball, and football for over 20 years and I am very involved with my local church; currently serving as the Vice-Chairman of the Deacons and a Sunday School teacher. I have always been raised to give back to the community and one of the ways I'm most proud of is Team TPD's partnership with the City and Habitat for Humanity. I have had the honor to serve as our point person, coordinator, and general laborer for three years helping build homes for these deserving families.

My family represents over five generations of law enforcement in North Florida with two direct generations here in Tallahassee. I have served under five different Chiefs and have gleaned the most positive leadership traits from each of them. All five placed a tremendous emphasis on Community Oriented Policing and I still believe it is the best way to serve our community today. Other traits include: the need to take care of our members, transparency, integrity, clear communication, and attention to detail. I have worked in nearly every bureau in the department, in some capacity, and have always strived to lead in each of those positions. As a commander, I have led Patrol (as the lone Captain at that time), Research and Development, High Risk Offenders, the Chaplain Program and Criminal Investigations (twice). I have also been the Captain/Major of the TAC and SRT teams. I have had the privilege to represent the department as a member of the Florida Police Chiefs Association Professional Standards Committee and have twice been elected as the Chair for the Special Response Team Focus Group for the Department of Homeland Security Domestic Security Coordinating Group. I have had extensive experience planning, organizing, and managing the day to day operations and budgets of my departments and bureaus and I believe these experiences will make me an even more valuable asset in leading the entire department.

Strong relationships are critical to success. I have had the ability over my twenty-seven and a half years to build very strong and lasting relationships. These relationships are built on trust and mutual respect and include our State Attorney, the Sheriff, FDLE Commissioner and SAC, the

Chiefs for FSU and FAMU, our own Police Union, ATF, and FBI. However, it takes more than Law Enforcement relationships. I have also had the privilege to build strong partnerships with leaders in our community to include several neighborhood association presidents, the Tallahassee Urban League, local pastors, and community leaders. These partnerships are already strongly established and will assist in moving the Tallahassee Police Department to even greater heights.

My love for, and dedication to this city and the Tallahassee Police Department, along with my strong moral, ethical, and proven leadership abilities will be a benefit to every member of our department and every citizen in our city. Thank you for taking the time to consider my application.

Sincerely,

A handwritten signature in blue ink, appearing to read "Lawrence E. Revell". The signature is fluid and cursive, with the first name being the most prominent.

Lawrence E. Revell

# LAWRENCE E. REVELL

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## **PROFESSIONAL EXPERIENCE:**

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**November 2017 to Present**

**Major, Criminal Investigations Bureau  
Tallahassee Police Department**

- Senior Executive Staff assisting with oversight of 46 sworn officers and 18 civilian support staff
- Oversight of \$7 million budget - plan, develop, and administer
- 100% Clearance rate for homicides during 2018
- Successfully orchestrated clearing the backlog of unsubmitted sexual assault kits
- Updated nearly every policy related to the Criminal Investigations Bureau
- Implemented and grew the Internet Crimes Against Children (ICAC) unit and established a Human Trafficking Task Force

**December 2016 to November 2017**

**Major, High Risk Offenders Bureau  
Tallahassee Police Department**

- Senior Executive Staff assisting with the development of this new bureau.
- Oversight of 21 sworn officers and 2 civilian support staff
- Implemented the identification, tracking, arrest, and diversion of our most violent offenders. Initiated and tracked diversion, education, and assistance using the Suppression Prevention Intervention Referral Intelligence Tool (SPIRIT) program
- Developed policies and guidelines for the bureau
- Worked closely with the United States Marshalls Fugitive Task Force as well as other local, state, and federal agencies

**January 2016 to Present**

**Chair, Department of Homeland Security Domestic Security  
Coordinating Group -Specialty Response Teams for the State  
of Florida (DSCG- SRT)**

- Elected as the first chair, and re-elected for a second term, for this group which encompasses all specialty teams throughout the State of Florida (SWAT, Bomb, Hazmat, Urban Search and Rescue (USAR), Aviation, Incident Management Teams, Waterborne Response Teams, and Forensic Response Teams)
- Lead this coordinated group to identify and fill gaps in the state's defense against domestic and international terrorism
- Secure Federal grant funds in excess of \$6 million yearly. This is nearly 60% of all allocated money to the state through this grant. (State Homeland Security Grant Program)
- Oversight of 35 voting members and nearly 40 additional subject matter experts
- Developed 5-year strategic plans for each SRT team as a model a to the other DSCG focus groups,

**November 2013 to Present****Major/Captain, Tactical Apprehension and Control Team (TAC)**

- Oversight of 42 team members and approximately \$1.4 million in assets
- Hosted a basic SWAT School for the region
- Enhanced training and equipment for the team (new weapons, TAC truck, Command Vehicle, shields, vests, helmets)
- Hosted Leadership Tallahassee, and numerous other demos for the community
- Oversaw the development of the TAC Students program to develop leadership skills in our youth
- Oversaw the development of a program in cooperation with Tallahassee Memorial Hospital in which we “adopted” a youth with special needs and treated them to a special day with the team.

**June 2017 to Present****Major, Special Response Team**

- Assigned the responsibility to build a team from the ground up
- Recruited and assigned an excellent leadership team
- Discarded outdated equipment and secured funding for equipment for all sworn personnel
- Oversight of nearly \$365 thousand dollars over six years
- Hosted a Field Force Class through the Department of Domestic Preparedness which included the Leon County Sheriff’s Office and Capital Police
- Hosted a Train the Trainer class through the Department of Domestic Preparedness
- Sent the leadership team to meet with the SRT team leaders from Charlotte, NC for lessons learned after their riots.

**September 2015 to December 2016****Captain, Research and Development**

- Oversight of all the departments training, recruiting, backgrounds, hiring, and human resources
- Secured and hosted Procedural Justice, Fair and Impartial Policing, and Implicit Bias training for the entire department.
- Oversight of the department’s Crime Analysts
- Revamped the recruitment brochure and recruiting tools used at recruitment fairs
- Expanded recruitment efforts to include more Historically Black Colleges and Universities (HBCU) and training facilities throughout Florida, Georgia, Alabama, and Mississippi
- Developed Officer Wellness programs to be incorporated into the yearly In-Service training. This included nutrition, health, and mental well-being

**August 2014 to September 2015****Captain, Criminal Investigations Division**

- Reorganized the units into a configuration which maximized efficiency and accountability to all areas of our city.
- Developed and implemented operational plans related to violent crime, burglaries, and human trafficking.
- Oversight of a massive sting operation targeting predators who were soliciting minors for sex. Worked closely with State and Federal Prosecutors and made over 30 arrests.
- Worked closely with the Refuge House and our Victim Advocates to provide award winning services for our victims

**November 2013 to August 2014**

**Captain, Patrol Division**

- Supervised 158 sworn officers and a \$25 million budget
- Modernized much of the issued equipment to include flashlights, gun belts, holsters, and uniforms
- Performed the duties of both Patrol Captain roles for the majority of the year after the retirement of the second Patrol Captain.
- Refocused the mission and utilization of our COP squads for enhanced community policing initiatives

**Jan. 2000 – Present**

**Chaplain Program Director**

- Created and implemented the chaplain program for the department
- Created/developed by-laws, policy, procedures, and uniforms
- Led the establishment of the program as a 501c3 for transparency with the finances
- Oversee all functions of the program and the four additional Chaplains now serving
- Manage the 100+ contacts the chaplains have with officers and their families monthly.
- Organize and participate in prayers for formal events

**July 2013 – Nov. 2013**

Lieutenant – Criminal Investigations  
Assistant Division Commander, Persons

**Feb. 2013 – July 2013**

Lieutenant – Criminal Investigations  
Assistant Division Commander, Property

**June 2012 – Feb. 2013**

Lieutenant – Watch Commander, Patrol

**Jan. 2009 – June 2012**

Sergeant - Criminal Investigations  
Special Victims Unit, Serious Habitual Offender  
Comprehensive Action Plan, and Internet Crimes Against  
Children

**Oct. 2004 - Jan. 2009**

Patrol Sergeant

**May 2000 - Oct. 2004**

Investigator, Financial Crimes

**June 1997- May 2000**

Field Training Officer

**1995 - 1999, 2002 – 2005**

Tactical Apprehension & Control Team, Sniper

**Jan. 1993 - June 1997**

Community Oriented Policing Squad

**Jan. 1992 - Jan. 1993**

Officer, Uniform Patrol

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## **EDUCATION**

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- December 1999 M.A., Master of Divinity, New Orleans Baptist Theological Seminary
- December 1990 B.S., Criminology, Florida State University
- December 1987 A.A., General Studies, Florida A & M University

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## **PROFESSIONAL ASSOCIATIONS**

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### **International Association of Chiefs of Police**

#### **Florida Police Chiefs Association**

Professional Standards Committee

#### **Department of Homeland Security, Domestic Security Coordinating Group**

Chair – Specialty Response Team Focus Group

#### **National Tactical Officers Association**

#### **Florida Swat Association**

#### **Department of Corrections**

Leon/Gadsden Cross-Disciplinary Work Group

#### **Police Benevolent Association**

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## **EXECUTIVE DEVELOPMENT**

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- FDLE Executive Leadership Seminar
- IACP Conference – Chicago (Predictive Policing, ILP, Platforms)
- Diversity in Recruiting and Hiring
- Procedural Justice Training
- Fair and Impartial Policing
- FDLE Senior Leadership Program
- Working, Controlling, and Managing Major Cases

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## **COMMUNITY AFFILIATIONS**

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- Lead TPD's Habitat for Humanity team assisting in the construction of homes for local families
- Big Brother with Big Brothers/Big Sisters of the Big Bend – Bigs in Blue
- Born and raised in Tallahassee
- Coached local youth football, baseball, and basketball for over 20 years
- Vice Chairman of Deacons and Sunday School teacher. Heavily involved in my local church
- Attended both Florida A&M University and Florida State University
- Support numerous local charities to include TMH Foundation-Cards for a Cure, American Cancer Society, Literacy Volunteers of Leon County, American Heart Association Heart Walk, and others

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## **CERTIFICATIONS**

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- Certified High Liability Instructor  
Advanced Firearms, Defensive Tactics, Emergency Vehicle Operations
- Sig Armor Instructor
- Physical Fitness Specialist-Cooper Institute

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## **PROFESSIONAL DEVELOPMENT**

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- Northern District of FL ATAC Domestic Terrorism & Hate Crimes
- Federal Emergency Management Certificates 700, 800, 100, 200, 300, 400,
- Title 19 Cross Designation Training-ICE
- Specialized Investigative Techniques in Child Abduction Cases
- Elder Abuse Investigations
- CPS Peer to Peer Investigations
- Protecting Our Children
- Mass Fatalities Incident Response
- Sudden Unexplained Infant Death Investigations
- Missing Children Exploitation
- Child Abuse Investigations
- Sexual Assault Response Team Regional Training (SART)
- Investigating Acquaintance Rape
- Drug-Facilitated Sexual Assault Investigations
- Physical Evidence in Forensic Science
- Office of Civil Rights Hate Crimes Training
- Weapons of Mass Destruction Incident Complexities
- The Trauma of Law Enforcement Death
- Advanced Police Sniper School
- Dignitary Protection-United States Secret Service
- Basic SWAT School
- Community Policing
- Basic Hostage Negotiations
- Over 370 additional hours of professional training courses.

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## **SPECIAL RECOGNITION**

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- Medal of Bravery - October 2007
- Medal of Bravery – October 1997
- Meritorious Service Award – May 2008
- Meritorious Service Award – June 1996
- Life Saver Award – September 1998
- Committee of 99 Officer of the Year - 1997
- Tactical Officer of the Year – December 1996
- Unit Citation Award - Special Victims Unit (Sergeant) – August 2009
- Unit Citation Award – Charlie Midnight Squad (Sergeant) – May 2008
- Unit Citation Award – Chaplain Program (Lead Chaplain) – January 2007
- TAC Students Founding Member – July 2009
- S. W. A. T. Roundup Team (Periodically)
- Big Bend Critical Incident Stress Debriefing Team
- Deacon at Bradfordville First Baptist Church
- 23 Letters of Commendation



Lonnie Scott Jr.

September 10, 2019

Florida Police Chiefs STARS Program  
RE: Tallahassee Police Department Chief of Police

To whom it may concern,

Please accept this letter and the enclosed resume as my application for your consideration for the position as Chief of Police for the City of Tallahassee, Florida.

I have worked in law enforcement for thirty-four years, all in the state of Florida. Initially serving the citizens of Gainesville, Florida for 29 years, rising through the ranks from Police Officer to Police Captain before accepting a position with the Tallahassee Police Department as a Police Major. I fully embrace this opportunity to utilize my life experiences, as well as the knowledge, skills, and abilities that I have acquired during my career in law enforcement to establish the Tallahassee Police Department as the vanguard of contemporary policing. I have a history of utilizing community and business partnerships to identify and address community issues. I believe given the current state of policing and violence in the United States, that we must endeavor to eliminate the walls that separate communities from law enforcement agencies. This can only be accomplished in concert with the community, to include schools, religious institutions, families, mental and medical health providers and legislative boards.

A review of my resume will reflect that I have all the requisite qualifications and experience for the position of Police Chief. The review will also reflect that I have worked extensively in a Community Policing environment that placed a high value on community partnerships. I have a passion and commitment for serving the community and am dedicated to protecting those that can't protect themselves. Because I excelled in the job duties at the beginning of my career, I quickly advanced through the ranks and achieved the rank of lieutenant in five years and one month. Consequently, I have supervised law enforcement personnel for over 30 years. I have a history of working with diverse populations and developing partnerships involving a multitude of citizen groups, organizations and businesses to provide high quality police services with professionalism and dependability.

I have also worked effectively with elected officials, city management and the public to identify and address community needs. I am familiar with the responsibilities of a police chief and look forward to the opportunity to display my leadership abilities. A police chief functions not only as a leader of the police department but also in the community. During my career, I have developed effective techniques to strengthen public participation and increase effective communications with various community groups and businesses to improve public safety.

I am confident my background and experience will be extremely beneficial to the Tallahassee Police Department and the citizens of Tallahassee, and I look forward to working with city management to leverage my experience and knowledge to improve police services and ensure public safety for the citizens of Tallahassee, Florida. I am prepared to put my background, talents, and service commitment to use as the next Police Chief for the City of Tallahassee.

Thank you in advance for your time and consideration. I look forward to speaking with you in the near future.

Sincerely,  
Lonnie Scott Jr.

Enclosed: Resume

# **Lonnie Scott, Jr.**

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## **O B J E C T I V E**

To become Chief of Police of the Tallahassee Police Department and fully utilize my life experiences, as well as the knowledge, skills, and abilities that I have accumulated during my 34 years of employment with the City of Gainesville and City of Tallahassee Police Departments.

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## **S U M M A R Y O F Q U A L I F I C A T I O N S**

I have been employed by the Tallahassee Police Department for over 5 years as a Police Major. I previously worked at Gainesville Police Department for 29 years rising to the rank of Captain. The majority of time in law enforcement has been in positions of command and/or supervisory responsibility, such as Interim Assistant Chief of Police for Operations, Bureau Commander for Patrol, Administrative Services and Support Services, Patrol District Commander, Police Personnel Unit Commander and Internal Affairs Commander. These assignments have allowed me to cultivate a wide variety of experience, and accomplish the following:

- Served as project manager for construction of new Gainesville Police Department Headquarters and Training facility.
  - Successfully developed and managed police department's annual budgets, resulting in surpluses for 4 years.
  - Evaluated and resolved complex (employment and operational) issues.
  - Worked effectively under stressful conditions.
  - Managed multiple high priority tasks in administration and operations.
  - Effectively communicated with superiors, peers, subordinates and the public.
  - Coordinated with other entities including the community to plan, organize, and implement various projects.
  - Worked with the community to effectively identify and analyze problems and developed viable alternatives for implementation.
  - Planned, developed, and implemented innovative programs and techniques using community policing philosophies and principles.
  - Prepared and presented electronic presentations to varied audiences.
  - Developed, composed and implemented policies and procedures.
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## **W O R K E X P E R I E N C E**

**TALLAHASSEE POLICE DEPARTMENT**  
Tallahassee, Florida

August 2014-Present

**01/2017 - Present**   **Administrative Services Bureau Commander**  
**Rank -- Major**

Current duties included managing the Fiscal Management Office, Records, Facilities, Property and Evidence, Fleet, and Supply.

**08/2014 - Support Services Bureau Commander**  
**12/2016 - Rank -- Major**

Duties included managing the Criminal Investigations Division, the Special Operations Division (including Traffic Safety, Special Events)) and the Intelligence and Research Division (including Training and Employment).

**GAINESVILLE POLICE DEPARTMENT**  
**Gainesville, Florida**

July 1985-August 2014

**01/2010 - Professional Standards and Support Services Bureau Commander**  
**08/2014 Rank -- Captain**

Duties included the management of the Personnel Unit, Records Division, Property and Evidence Unit, Facilities, Fleet, Training, Fiscal, Accreditation, Information Technology, Department Timekeeping, Special Events and Billable Overtime, Vehicle for Hire and Tow vehicles Administration. Also functioned as the Budget Officer for the GPD. Representing the Chief of Police and Gainesville Police Department at various functions

**02/2013 - Emergency Manager for the City of Gainesville**  
**08/2014 Rank -- Captain**

Coordinated and developed plans and procedures using the National Incident Command System for emergency operations using an all-hazards approach, including establishing and maintaining networks of expert advisors and damage assessors for all hazards. Represented the city at county wide emergency meetings. Led the response during and after emergencies, often in coordination with other public safety officials, elected officials, nonprofit organizations, and government agencies.

**01/2010 - GPD Commander for UF Football Game Day Operations**  
**02/2013 Rank -- Captain**

Coordinated game security with campus police. Worked collaboratively on planning and operational management of home football games. Facilitated a plan for GPD to assist stadium and campus security, parking enforcement, traffic safety and order maintenance before, during and after games.

**12/2007 - District Commander, District 2**  
**01/2010 Rank -- Captain**

Duties included the management of police services for the Center City District. Responsible for implementing and coordinating the integration of the Information-Led Policing into daily district operations. Directed personnel to effectively and efficiently address crime by utilizing the analysis of crime data and information obtained from neighborhood/business contacts. Attended community meetings and developed partnerships to address crime patterns and neighborhood concerns. Coached subordinates to identify neighborhood problems and resolutions. Planned, coordinated and facilitated research to identify and address problems including crowd control and order maintenance.

**07/2000 - 12/2007**     **Sector Commander, Sector 2 of District 2**  
**Rank -- Lieutenant**

Duties included the management of police services for a three-zone sector. Responsible for implementing and coordinating the integration of the Community Oriented Policing philosophy into daily sector operations. Identified crime patterns through the analysis of crime data and information obtained from neighborhood contacts. Attended community meetings and developed partnerships to address crime patterns and neighborhood concerns. Coached subordinates to identify neighborhood problems and resolutions. Planning, coordinating and facilitating details to address identified problems. Crowd control and order maintenance.

**05/1997 - 07/2000**     **Internal Affairs Unit Commander**  
**Rank -- Lieutenant**

Duties included facilitating and coordinating the intake, investigation, and disposition of complaints against Police Department personnel. Coordinated the preparation of investigative reports and recommended corrective actions in accordance with city policy and department rules and regulations. Evaluated the application and effectiveness of department policies and procedures. Represented the Police Department in grievances before various committees, etc.

**06/1996 - 05/1997**     **Operations Bureau Commander/Assistant Chief**  
**Rank -- Acting Captain**

Duties included planning, coordinating, and facilitating the delivery of uniform law enforcement services for the City of Gainesville. Managed the supervision, coordination, and delivery of covert law enforcement services. Prepared and managed multi-million-dollar annual budgets, supervised staff, resolved subordinate and citizen complaints, represented the Chief of Police and Gainesville Police Department at various functions, etc.

**01/1991- 06/1996**     **Police Personnel/Recruitment Unit Commander**  
**Rank -- Lieutenant**

Duties included conflict resolution, recruiting, managing and conducting background investigations, facilitating the development and coordination of promotional processes, tracking Police Department personnel, monitoring sick leave usage, verifying compliance with state and federal laws and regulations, developing personnel policies and procedures, hiring, terminating and transferring personnel, developing and implementing various programs, advising the Chief of Police on personnel issues, representing the Chief of Police internally and externally on personnel issues, coordinating and advising the department on medical and personnel matters, coordinating the completion of performance evaluations, preparing and managing unit budgets, preparing agenda items and presenting to the City Commission, etc.

**06/1989 - 01/1991**     **Special Operations Unit Supervisor/Commander**  
**Rank -- Sergeant/Lieutenant**

Duties included supervising and coordinating covert law enforcement services, supervising and coordinating surveillances, creating rosters, planning, staffing and coordinating targeted uniform and covert enforcement activities, planning, supervising and coordinating street level narcotics enforcement for the police department, developing operation plans, etc.

**11/1988 - Patrol Shift Supervisor**  
**06/1989 Rank -- Sergeant**

Duties included supervising and coordinating the delivery of uniform law enforcement services, supervising and coordinating a squad, creating and updating rosters, planning, staffing and coordinating targeted uniform enforcement activities, planning, supervising and coordinating traffic and selective enforcement details, developing operation plans. Preparing nightly summary reports. Preparing monthly activity reports, etc.

**08/1987 - Community Oriented Police Team (inaugural)**  
**11/1988 Rank -- Corporal**

Duties included attending and participating in community meetings and activities, coordinating the delivery of non-law enforcement services, acting as mediator for community disputes, coordinating uniform law enforcement services for a selected area, coordinating surveillances, creating rosters, planning, staffing and coordinating targeted uniform enforcement activities, planning, supervising and coordinating street level narcotics enforcement for the police department, developing operation plans, etc.

**07/1985 - Patrol Officer**  
**08/1987 Rank -- Officer**

General law enforcement services included the investigation of crimes and automobile crashes. Detection and apprehension of criminals. Traffic direction and enforcement. Proactive vehicle and foot patrols of assigned area to deter criminal activities. Providing medical assistance to injured citizens.

**SANTA FE COMMUNITY COLLEGE**  
**Gainesville, Florida**

1992-2002

**1992-2002 Adjunct Instructor**

Introduction to Law Enforcement, Patrol Functions, Police Administration  
Human Diversity-State of Florida, Criminal Justice Standards and Training

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E D U C A T I O N

**UNIVERSITY OF FLORIDA**  
**Gainesville, Florida**

Bachelor's Degree - Business Administration, Finance Major

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A C C R E D I T A T I O N S

In addition to basic law enforcement courses, I am a graduate of the **Southern Police Institute's Command Officer's Development Course** and ranked third in the class upon graduation July 18, 2003. I have also attended a wide array of other professional development courses that include but are not limited to the following:

Advance Courses:

- Community Oriented Policing (1)
- Community Oriented Policing (2)
- Community Oriented Policing (3)
- Preparing an OFCCP Affirmative Action Plan
- Conducting Internal Investigations
- How To Conduct Internal Investigations

What Really Works (Problem Oriented Policing Conference)  
Personnel Issues (Family Medical Leave Act)  
Americans With Disabilities Act (3)  
Employment Laws  
Equal Opportunity Laws  
Line Supervision  
Instructor Techniques  
Officer Survival I and II  
Basic Incident Command System  
FEMA Incident Command System Courses  
Professional Development Series  
SFCC Weapons of Mass Destruction  
National incident Management System (Homeland Security) Series  
Managing Critical Incidents for Higher Education Institutions: A Multi-Disciplinary  
Community Approach

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C I T Y - W I D E C O M M I T T E E / O R G A N I Z A T I O N  
A S S I G N M E N T S

Refuge House (Board of Directors)	2015 to Present
National Organization of Black Law Enforcement Exec.	2014 to Present
Leon County Health Assessment Taskforce	2015 to 2017
Emergency Management Team	2014 to 2016
Emergency Management Committee	2012 to 2014 (Chair)
Capital Improvement Plan Committee	2010 to 2014
Combined Communications Center	2010 to 2014
Equal Opportunity Committee	2002 to 2014
GPD Representative - Homeless Coalition	2001 to 2014
Affirmative Action Task Force Committee	1994 to 2014 (Chair)
Black on Black Crime Task Force	1990 to 2014
Family Medical Leave Act Committee	1993 to 1996
The Employee Action Motivators (T.E.A.M.)	1992 to 1996
Occupational Health Committee	1992 to 1995

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A W A R D S R E C E I V E D

I have received an assortment of awards, commendations and recognitions that are available for review upon request.

Orrin K. Gallop

August 29, 2019

To Whom It May Concern

I would like to be considered for the position of Chief of Police with the Tallahassee Police Department.

As indicated in my resume, I have over 25 years of experience as a police officer. The last 5 years of my career have been at the rank of Captain and Assistant Chief. The rank of Major was eliminated and replaced with the rank of Assistant Chief to better reflect the job responsibilities.

My resume highlights specific examples of my leadership and administrative duties and responsibilities. What you will notice in my resume is my work in the area of youth violence specifically among African-American males. In the City of Hampton, Virginia, African-American males in the age range of 15-24 are both the majority of the victims and suspects of violent crime; specifically, gun and gang violence. I led our City's efforts in forming a partnership with Hampton University to turn the focus to Black Male Achievement. Our focus has now shifted from programs that are successful with young black males. My work in that effort is the reason why I was the recipient of the Pat Minetti Leadership Award in 2015. It is the highest award received by a police officer in the area of leadership and the Chief of Police makes the decision based on input from the Executive Staff and Community Leaders. I am currently working with researchers from Johns Hopkins with a gun violence reduction program that I created called Community Empowerment Reduction Violence initiative (CERV).

I have proven that I can handle complex tasks and gain the support of not only my subordinates but that also of the Chief of Police, members of City Government and Community Leaders. Implementing change such as the 12-hour shift, the Community Problem-Oriented Policing Model and developing new and innovative crime reduction strategies with little disruption are only a few of my accomplishments. I was tasked with implementing our Real-Time Information Center. I believe change is necessary, but it is important to explain to everyone in the organization the benefits and importance of their input.

I promise if I am honored to be hired by City of Tallahassee, you will receive 100% of my effort and a police force that will be the envy of not only the State of Florida but also the country. Thank you for considering my resume.

Sincerely,

Assistant Chief Orrin Gallop  
August 29, 2019  
Page 2

Orrin K. Gallop

Assistant Chief of Police, Hampton Police Division



# Assistant Chief ORRIN K. GALLOP

## EDUCATION

### **University of Phoenix,**

- Masters Business Administration/Public Administration 2006-2008
- Bachelors of Science Criminal Justice Administration 2003-2006
- Associates Degree Criminal Justice Administration 2003

### **North Carolina State University, No Degree Obtained 1985-1988**

- Majored in Electrical Engineering

## PROFESSIONAL EDUCATION

### **FBI National Academy**

- April 2010- June 2010
- College Credits Obtained, Session 241

### **College of William & Mary Leadership Institute**

- May 2006, August 2006

## Professional Affiliations

- Vice- President of local NOBLE Chapter

## PROFESSIONAL TRAINING

- SWAT Team member 1997-2005
- General Instructor
- ASP Baton Instructor
- Fatality Investigator
- Police Mountain Bicycle Instructor
- Expert Witness for Illegal Narcotics
- Fatality Investigator
- Redman Instructor

## PROFESSIONAL EXPERIENCE

### **Hampton Police Division Hampton, Virginia**

**September 1993 - Current**

*Promoted to the rank of Assistant Chief October 2015.*

**Commander of Investigative Services September 18 ,2018-Present.** I am currently in charge of Investigative Services. The units that are under my command are Special Investigations, Crimes Against Persons & Property, Joint Terrorism Task Force and other Federal Task Forces. Investigative Services investigates all criminal activity to include but not limited to special victims, illegal narcotics, economic and financial and major crimes such as homicide. I also chair the City's Nuisance & Abatement Teams. I am also responsible for submitting the budget for Investigative Services and developing long range drug reduction and violent crime strategies. I serve as Acting Chief when the Chief is out of town

**Commander of Support Services Branch March 2017-September 2018.** As the Commander of the Support Services Branch, I was responsible for E911 Dispatch, Records, Homeland Security, Community Engagement, Special Services and the Police fleet. I was in charge of completing our Real Time Information Center and integrating our current traffic cameras with all newly purchased cameras with businesses that we have partnered. Served as Acting Chief when the Chief is out of town.

**Commander of Operations/Uniform Patrol October 2015-March 2017.** I was responsible for all Uniform Patrol Shifts to include the Traffic Unit, Business Improvement District Officers, SWAT and Mobil Response Team (MRT); Responsible for development of the budget and goals & objectives on behalf of all units under my command; Served as Acting Chief when the Chief of Police is out of town. I implemented crime reduction strategies and improved community policing initiatives. Supervised approximately 130 uniformed personnel. Served as Acting Chief when the Chief is out of town.

**Promoted to the rank of Captain August 2012.** Deputy Commander of Operations for the Wythe Sector of the City of Hampton; Responsibility for 3 Uniformed Patrol Shifts, Business Improvement District and Animal Control; Responsible for the budget on behalf of the aforementioned Units and their Goals and Objectives; Served as Operations Commander when the commander was out of the office; Implemented various community policing initiatives such as the door to door program which led to decrease in burglaries and increase in apprehensions. The program was used as a model for the City's Safe and Clean Initiative; Tasked with bringing Animal Control under the command of the Police Division and making budgetary and policy modifications; Served as a member of the City's Achievement Award Committee that revamped the process in which employees received special recognition; Supervised approximately 65 uniform and civilian personnel. Was tasked with implementing the Police Division's transition from 8 to 12-hour shifts.

**Promoted to the rank of Lieutenant November 2006.** Commanded various shifts (Days, Evenings & Midnights) as a Lieutenant; While serving as Commander of Midnight Shift, we were voted by the Senior Staff as the Unit of Year for 2010; Recognized as one of the first commanders to recognize the increasing gang presence in the City and developed policing strategies to apprehend gang members;

**Commander of Training, Personnel and Recruiting;** Implemented and commanded Hampton Police Division's first Police Academy; Implemented a new system for managing specialized assignments within the police division; Facilitated the committee that changed the promotion system to the current Assessment Center for promotion; Implemented

- BPAD Evaluator
- Basic & Advanced Internal Affairs
- Officer Involved Shooting

### SPECIAL RECOGNITION

- Sons and Daughters of the American Revolution Officer of the Year, 1997
- Meritorious Service Medal , 2006 and 2012
- Recipient of the Pat Minetti Leadership Award for efforts in reducing youth violence among African-American males

electronic training request system.

***Promoted to the rank of Sergeant March 2004.*** Lead Investigator for Internal Affairs; Investigated all of the fraud cases involving civilian and uniformed personnel related to Hurricane Isabel which also included Fire Division personnel; Reviewed all Use of Force packets and made recommendations; Police Division's EEO representative and investigated all cases involving discrimination and harassment.

***Promoted to the Rank of Corporal September 1999.*** Assigned to Day Shift Chesapeake & Investigative Service; While in Investigative Services, my assignments included Crimes against Property and Special Investigations; Managed major drug cases with DEA and the State Task Force; Supervised Street Crimes Unit.

***Special Committees.*** I have chaired, facilitated or served on numerous committees within the Police Division to include:

- Chaired committee to implement assessment center promotional process
- Chaired Leadership Development Committee
- Served as member of the Accident Review Board
- Served on Committee to modify our Performance evaluations
- Chairman Nightclub task force committee
- Chairman SPO/MPO Selection Review Committee
- Chairman Public Safety Academy Committee with Hampton City Schools
- Serve as member of the Public Safety/Freshmen Academies Committee responsible for Implementing Academies in Hampton City Schools. I am the current chair of the Public Safety Advisory Committee.

### PROFESSIONAL EXPERIENCE (continued)

#### **Hampton University**

**Hampton, Virginia**

**August 2009 - October 2009**

*Adjunct Professor.* Taught Risk Management Class to Undergraduate Students

#### **United States Naval Reserves**

**June 1985 - January 2004**

*Master at Arms NAS Oceana.* Activated for Operation Enduring Freedom; Certified over 200 active and reserve personnel with the ASP Tactical Baton in Rota Spain; Received 2 Naval Achievement medals while in the Naval Reserves; Unit was activated during 2001 for Operation Enduring Freedom after the 9/11 attacks

#### **United States Navy, Honorable Discharge**

**June 1981 - June 1985**

*Aviation Electronics Technician.* Weapons , Radar and Communications Tech for F-14 Aircraft

### COMMUNITY INVOLVMENT

As a strong proponent for Community-Based Policing, I am active on several boards and organizations as follows:

- *Reeds Landing Owners Association, Former President*
- *Y. H. Thomas Community Center Board of Directors, Current Board member*
- *Youth Violence Committee, Member.* Created and implemented the City's Youth Connect program that directs teens in need of assistance to the program that best helps their current situation.

- *Community Action Committee, Current member.* Purpose is to reduce Youth Violence especially among African-American Teens. My committee was responsible for the kickoff event to publicize City services and a charity Basketball Game.
- Member Hampton United. Hampton United is model after Cities United to reduce violence, specifically among African-American males. Committee is responsible for adopting best practices to reduce youth among African-American males. Developed protocol with Hampton University to analyze our crime data and forming a partnership in seeking grants to improve the relationship between police and African-American Teens and reduce Criminal activity.
- Developed a community-based violent crime gun reduction initiative in coordination with researchers from Johns Hopkins and the Virginia Action Network The initiative is the Community Empowerment Reduction Violence Initiative (CERV). The initiative is still in development but the Hampton Commonwealth Attorney Office has partnered and parts of the initiative will be implemented in the Spring of 2018.
- Serves on the Board of Directors for Healthy Families. Healthy Families is to improve the quality of life young family through parenting and educational services.

# Perry A. Tarrant

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## **DYNAMIC AND INNOVATIVE POLICE EXECUTIVE**

**Dedicated to effective police service through proactive community engagement, technology, and private-public collaboration.**

Proven experience in managing police and community relationships. Effective crime reduction through community collaboration and multi-level government coordination. Academic foundation in leadership and organizational structure. Structural efficiency demonstrated through community-based diversity recruiting, retention, strategic staff development, and mentoring. Depth of law enforcement and life experience. Effectively combines academic skills, practical, and personal experience in decision-making and integrates appropriate technologies into problem solutions.

Disciplined, highly motivated, and inspires others. NOBLE National President. Experienced and committed to developing staff and the law enforcement profession. Builds and rallies the team around the mission. Subject matter speaker in law enforcement, academia, and community forums. Successfully works with multiple organizations in disaster mitigation and response. Recognized as an innovative crisis incident tactician and subject matter expert. Manages high stress, life-threatening crises, organizes complex operations, and ensures neighborhood quality of life.

### **PROFESSIONAL SKILLS**

#### **LEADERSHIP**

- Instructor/Collaborator at the Washington State Law Enforcement Command College
- President Obama's Law Enforcement Association Working Group
- Elected President of National Organization of Black Law Enforcement Executives (NOBLE)
- Exceptional Public Safety consensus builder between large corporations and public to reduce crime and build community policing
- FEMA Certified Incident Commander Incident Management Team (IMT) for Southern Arizona. Command of a nationally standardized, multi-disciplined, multi-jurisdictional IMT charged with responding to any type of large complex event, mass casualty hazards, or disasters in the region. Team building and training regional response capabilities.
- Experience in transportation and infrastructure security. Extensive training in Domestic Preparedness and Response.
- Highly successful at developing resolution strategies for over 1,000 high risk, life-threatening incidents through negotiations and/or SWAT tactics.

#### **OPERATIONAL PLANNING**

- Effective development of counterterrorism strategies, complex and large-scale events planning, Presidential and dignitary protection and transportation, protests and civil disobedience response, and labor strike.
- Super Bowl XLIX Executive Planning Committee and Resource Working Group
- Executed crime reduction strategies, achieving a sustained reduction in criminal activity during the strategic operational period (National recognition for best practice strategic model; larceny reduction plan)

#### **INNOVATION**

- IACP Collaborative Reform Initiative – Technical Assistance Center Subject Matter Expert
- Co-founder of Greater Seattle Security Council (corporate security and area law enforcement) for community safety
- Chair of NOBLE Technology Taskforce - community engagement, officer safety, and effective crime reduction
- "The Future of Policing." (Keynote speaker, 2018 FBI National Academy Associates Annual Conference)
- Collaborative community approach to reduce violent crime
- Develop efficiencies in resource deployment for events/incident response
- NOBLE Technical Assistance (Community engagement, Policy Audit, Investigation Review)
- "A Whole Community Plan for Reducing Gangs and Violence." Yakima, WA
- City of Yakima Comprehensive Emergency Management Plan (and staff training model)
- "A Plan to Recruit & Retain a Diverse Law Enforcement Workforce." (President's Task Force on 21st Century Policing via NOBLE)
- Architect of property crime reduction using the systems-approach Tucson Police Department (NOBLE conference lecture)
- Developed best practices for "securing communities" from drug trafficking organizations (Border Security conference)
- National support Rapid Response Teams for National Safety Security Events (2007 RNC, 2009 G20 Summit)
- Applying information technology to improve information sharing and mission focus in public safety (Major City Chiefs 2007)
- Gang outreach protocols based on counter-terrorism strategies and United Kingdom international gang conference
- Innovating Hate-crime and Bias-based Policing and principle outreach liaison focusing on needs of unique communities
- Project Manager for the grant management and procurement of mobile video systems for the Tucson Police Department

**LANGUAGES:** Spanish – non-technical (Latin America)

## EXPERIENCE

### **SEATTLE POLICE DEPARTMENT**

#### **ASSISTANT CHIEF OF POLICE**

**FEB. 2015~SEP. 2018**

- Operational command and fiscal responsibility of Special Operations & Homeland Security
- Management representative for labor negotiations (3 unions)
- Operational training and compliance with DOJ Settlement Agreement
- Oversight of 1,100 Special Events requiring law enforcement deployment
- All-hazard and threat preparedness/ response
- Liaison to securing pro sports venues, major events, and infrastructure

### **NATIONAL ORGANIZATION OF BLACK LAW ENFORCEMENT EXECUTIVES (NOBLE)**

**2016~2017**

- Elected to lead national law enforcement leadership professional association
- Developed NOBLE's Center for Policing Excellence (Think tank)
- Created Crisis Community Response and "NOBLE Town Halls"
- Comprehensive constitutional policing management/organizational review

### **NORTHERN ARIZONA UNIVERSITY**

**2012~2016**

- Adjunct faculty – Public administration instructor (leadership focus)
- Intelligence Analysis BA & MA degree/curriculum development

### **FEMA EMERGENCY MANAGEMENT INSTITUTE (EMI)**

**2011~2015**

- All-Hazards Incident Management Teams (AHIMT) Type III curriculum evaluator/instructor
- Arizona Department of Emergency Management (ADEM) AHIMT Type III responder/instructor

### **CITY OF YAKIMA, WA**

#### **EMERGENCY PREPAREDNESS DIRECTOR (PUBLIC SAFETY DIRECTOR)**

**2014~2015**

- Develop and maintain an integrated hazards reduction, mitigation, and recovery plan
- Migrate police operational planning and city events to NIMS/ICS format

#### **GANG INITIATIVE MANAGER**

- Build and direct a suppression, intervention, and prevention plan for the community
- Coordinate execution with area law enforcement and criminal justice agencies (courts, jails, and DOC)
- Oversee intervention case-management
- Manage grants and service providers

### **TUCSON POLICE DEPARTMENT**

#### **POLICE CAPTAIN**

**2005~2014**

- Investigation Division Commander  
Commanding officer of detectives. Responsible for ensuring follow-up investigations and crime suppression strategies. Maintained investigative taskforces, business networks, and community group interaction toward crime reduction.
- Specialized Response Division Commander  
All-hazards Preparedness Commander, Counterterrorism Commander, Operations Chief (Incident Action Plans). Crisis tactical & technical operational planning and response. Complex special event & dignitary protective operations commander.
- South Patrol Division (precinct) Commander  
Management and delivery of public safety-first responders and investigators. Neighborhood & local business coalition builder. Targeted crime/area deployments, Co-chair of City services team "City Team South."

#### **POLICE LIEUTENANT**

**1997~2005**

- Executive Officer to the Chief of Police  
Communication liaison & project/assignment tracking, Research & Analysis.
- South Patrol Commander  
Personnel management of patrol squads and shifts, Neighborhood association liaison, Crime reduction project manager.
- Tactical Support Section Commander  
Fiscal management of aviation and canine operational readiness. Personnel selection, training, and deployment.
- Neighborhood Crimes Commander  
Management of decentralized detective squads.
- East Patrol Commander  
Personnel management of patrol squads and shifts. Neighborhood association liaison. Probationary officer training & tracking.

### **SUPERVISORY ASSIGNMENTS:**

Internal Affairs, Traffic, Bomb Squad, SWAT, Adam One Team (community project), West Patrol supervisor

**1990~1997**

### **OTHER ASSIGNMENTS:**

Canine Unit, SWAT, Adam One Community Policing Team, West Patrol officer

**1980~1990**

**EDUCATION**

**NORTHERN ARIZONA UNIVERSITY**  
Flagstaff, AZ  
Master of Public Administration  
[Leadership Emphasis] with Distinction

**UNIVERSITY OF VIRGINIA**  
Charlottesville, VA  
Graduate Certificate  
[Criminal Justice]

**THE UNIVERSITY OF ARIZONA**  
Tucson, AZ  
Bachelor of Arts in Political Science  
[Counterterrorism Minor]

**CERTIFIED LEADERSHIP PROGRAMS**

FBI Academy Quantico, VA  
FBI National Academy (Session #247)

Center for Leadership Excellence, Phoenix, AZ  
Leading Police Organization (Faculty Development)

National Organization of Black Law Enforcement Executives  
& Cedarville University, Alexandria, VA  
Law Enforcement CEO Training & Mentoring Program

International Association of Chiefs of Police, Alexandria, VA  
West Point Leadership

National Fire Academy, Emmitsburg, MD  
FEMA All-Hazards Incident Cmdr. (Instructor Certificate)  
FEMA All-Hazards Operations Chief.  
U.S. Forestry Academy, Tucson, AZ  
NIMS Command & General Staff

The University of Arizona, Tucson, AZ  
Eller Southwest Leadership

Arizona State University, Tempe, AZ  
Public Manager Course

Police Executive Research Forum, Washington, D.C.  
Senior Management Institute for Police

International Association of Chiefs of Police, Alexandria, VA  
Civil Disorder Resolution: Command Strategies

**OTHER CERTIFICATES**

Federal Aviation Administration (FAA) – Commercial Pilot - Instrument rated

**ARTICLES**

“Hiring & retaining a diverse workforce in law enforcement.”  
President’s Task Force on 21st Century Policing

“Securing Local Communities from Drug Trafficking Violence.”  
3rd Annual Border Security Conference.

“Human smuggling human trafficking for law enforcement.”  
Arizona Black Law Enforcement 2014 Annual Conference

“Policing in America: Lessons From the Past, Opportunities for the Future.”  
Heritage Foundation, Washington, D.C.

“Focused police recruiting of minorities and women in law enforcement: A new plan.”  
City of Tucson

**ADDITIONAL LEADERSHIP EXPERIENCE**

National Organization of Black Law Enforcement Executives (NOBLE) National President 2016–2017  
Our Family Services Board of Directors President 2012–2014  
NOBLE Region IV Vice-President 2012–2014  
Tucson Police Commanders’ Association Member and co-Founder (Past Executive Board) 2003–2014  
Our Family Services Board President 2012–2014

The University of Arizona Alumni Assoc. Black Alumni Club (Past President) 2005–2009  
The University of Arizona Alumni Assoc. Nat’l Bd. 2006–2009  
NOBLE Arizona Chapter President 2003–2005  
Our Family Services Board of Directors 2001–2010  
Information & Referral Board of Directors 2001–2006

**PROFESSIONAL AFFILIATIONS**

Law Enforcement Leaders  
FBI National Academy Associates (FBINAA)  
International Association of Chiefs of Police (IACP)  
All-Hazards Incident Management Teams Assoc.  
National Organization of Black Law Enforcement Executives

Police Executive Research Forum  
Tucson Police Commanders’ Association  
Airborne Law Enforcement Association  
National Tactical Officers’ Association

### **AWARDS & RECOGNITION**

2017 Robert Lamb Humanitarian Award  
Retirement Medal (Tucson Police Department)  
City of Tucson Mayor's Recognition of Community Service  
Unit Medal of Excellence 3x (Tucson Police Department)  
Medal of Meritorious Service (Tucson Police Department)  
Medal of Exemplary Service (Tucson Police Department)

2017 Trail Blazer (The University of Arizona Alumni)  
25 Most Influential African-Americans (Vanguard-Tucson, 2013)  
2009 Supervisor of the Year Arizona Black Law Enforcement  
100 African-American Men Making a Difference  
Male Role Models and Mentors (Delta Sigma Theta)

### **COMMUNITY ORGANIZATIONS & BOARDS**

The Breakfast Group (Professional men mentoring youth)  
Community Leaders Board (Youth detention diversion)  
Safe Yakima Valley Board of Directors  
United Way of Central Washington  
We Care Coalition (Tucson, AZ)

Our Family Services (Board President)  
The University of Arizona Alumni Association National Board  
The University of Arizona Black Alumni (Immediate Past President)  
Information & Referral Board of Directors (Former President)



Honorable Reese Goad  
Tallahassee City Manager  
City Hall  
300 S. Adams St.  
Tallahassee, FL 32301

September 9, 2019

Re: Tallahassee Police Chief

Dear Hon. City Manager Goad:

This letter expresses my desire to become the Tallahassee Police Chief. I respectfully request your consideration of my more than three decades of law enforcement experience, formal academic achievements, professional credentials, and community partnerships committed to reform, accountability, and Constitutional policing. My initial Police Officer Certification was obtained in Arizona, and I currently hold an active Law Enforcement Certification in the State of Washington.

Since retiring from Seattle's Police Department, I have remained active in public safety by consulting in the areas of law enforcement technology, leadership, and collaborative police reform. I focus on organizational structure for effective policing and constituent relationships (internal and external). Additionally, I hold a Subject Matter Expert designation from the International Association of Chiefs of Police Collaborative Reform Initiative-Technical Assistance Center and am a Past President of the National Organization of Black Law Enforcement Executives (NOBLE). My résumé is replete with leadership experience, assignments, and accomplishments, but I will expand on areas not obvious in that document.

I excel at effective community engagement as exemplified by requests and accolades by the President Obama White House as well as from local communities. At the request of The White House, congressional leaders, local advocates, and law enforcement leaders, I have assisted communities in crisis following police shootings of people of color. For my continuous work in advancing 21st Century Policing through community trust building dialogue, I was the 2017 recipient of the Robert Lamb Jr. Humanitarian Award. My experience with community engagement and structuring community policing programs is the core of my personal philosophy and policing strategy. It is my belief that building trust through community policing will remain an integral part of my leadership style. I have had significant success in building and leveraging partnerships with multiple church denominations and religions. Churches have provided access to immigrant communities and cultures while also serving as neutral venues for dialogue. These relationships have added invaluable perspectives and have changed police practices, policies, and training.

A national law enforcement crisis has created an urgency for local change. I lead understanding the intersections of American policing history, civil rights, and 21st Century Policing. My penchant for constitutional policing and procedural justice were personal drivers for accepting a leadership role as Assistant Chief of Police with the Seattle Police Department, which was under a Department of Justice (DOJ) negotiated settlement agreement. Coming into the organization, I identified some underlying structural issues affecting culture and proposed solutions to effect change. Also, I have worked to develop technologies that support police response to homeless and mental health crisis calls for service. In addition to my experience in Seattle, my prior experience working with organizations under DOJ monitoring includes Oakland and Ferguson. I have experience with both documentation and reporting requirements having previously worked closely with external oversight for transparency and independent police auditors. I have also worked with police departments lending my skillsets for inspection management/organizational efficiency reviews similar to DOJ inquiries.

I capitalized on the invitation to provide testimony to President Obama's 21st Century Policing Taskforce to share my experience and academic research on the future of policing. Serving as one of twelve members on President Obama's Law Advisory Group chaired by Vice President Biden, our task was to provide recommendations for expanding 21st Century Policing in the context of Black Lives Matter and recent police ambush attacks. In addition to contributing to the Taskforce inquiry and President Obama's law enforcement advisory group, I continue to co-present with several task force members at leadership conferences. Likewise, the U.S. Senate and House of Representatives



invited me to relay my experiences and recommendations toward contemporary civil rights struggles and improving criminal justice.

Serving in the capacity as NOBLE's Vice President and then President, I have gained valuable experience responding to communities in crisis following officer-involved shootings. I assembled a response team and academic think tank to build capabilities and initially address challenges in Ferguson. While in Ferguson, we had the opportunity to engage active members of the community and advise the Interim Police Chief with high frequency. A "lesson learned" from community interaction was the need to construct transparent policing and city government processes. The think tank codified the 21st Century Policing tenets as we responded to other police shootings in several cities.

With respect to leadership, I have benefited from mentoring programs with opportunities to shadow effective chiefs of police. Professional development opportunities are necessary in a disciplined organization. I have identified critical leadership development skill sets and created a structured pathway for promotion and succession for subordinates. Professional training (local and national) aligned with the community and organizational needs was made available to subordinates seeking advancement.

Misconduct investigations and discipline were sometimes necessary during my 19 years in command ranks and 28 years' assigned subordinate personnel. I have worked with independent police auditor/accountability offices (in two jurisdictions) and citizen review committees. As an Internal Affairs sergeant and commander, I was the designated committee liaison. A board, committee, or commission may add a layer of review more palatable to constituencies.

I have engaged residents and community organizations to reduce violent and property crimes. Program success was based on analytics of crime and offenders but also included community mobilization. Technology was important, however, it was the analysis of variable factors that resulted in efficient deployment of resources. Teams had clear objectives supported by data and resources toward reducing victimization, and the impact on crime was significant. We were successful in reducing crime without over policing or disparate treatment of minority populations. The task forces were well-disciplined and produced measurable results.

Furthermore, I value the communities, businesses, congressional and professional relationships, which have broadened my networks. I have been described as a leader having a multi-dimensional perspective on public safety and an exponential approach toward problem resolution. My participation in professional and academic cohort organizations enables me to engage in problem examination and develop nonlinear resolution strategies. I have also utilized novel approaches to leverage partnerships with neighborhoods and communities to address systemic issues. While in Seattle, I formed an extensive public and private safety and security council which provided grants to local law enforcement and donations to the local police foundations in the interest of advancing public safety and community policing.

Last, I am active in several law enforcement professional affiliations and remain contemporary in the industry and maintain tactical, analytical, and leadership networks. I continue my leadership roles as a law enforcement trainer, mentor, and as a congressional resource. Most recently, I have been keynote speaking at law enforcement events and continuing community presentations on 21<sup>st</sup> Century Policing. However, I place greater value on personal contributions of time giving back to the community through community service on boards and local non-profit organizations, which helps build relationships and legitimacy. I am excited by the opportunity to role model for youth and engage them at every turn. I am currently involved with three programs that focus on youth second chances, mentoring, and building STEM enthusiasm through flight training for youth.

Thank you for this opportunity. I am available to clarify any of the items contained in my résumé or to discuss my experiences.

Best Regards,



Perry A. Tarrant

Attachment(s): Résumé

**Richard M. Taylor**

August 27, 2019

**Florida Police Chiefs Association STARS Program**

2636 Mitcham Drive  
Tallahassee, FL 32308

Dear **Florida Police Chiefs Association STARS Program**:

Please accept this resume and cover letter in response to your advertisement for the Tallahassee Chief of Police position. After reviewing the posting, I feel confident I meet and/or exceed the qualities and expertise this community is looking for in their next Chief of Police. As a current Assistant Chief of Police for the Lakeland Police Department, I have worked in, supervised or been in a command role over every unit, division and bureau of the agency. This experience has provided me with the knowledge and insight necessary to lead an agency at the highest level.

You will find my commitment to the community and the men and women of my agency are my primary areas of focus as evidenced throughout my career. While policing has changed dramatically in the 21<sup>st</sup> century, you will find my leadership style and philosophies to be traditional as it relates to crime and quality-of-life issues, while also being very progressive as it pertains to community policing, outreach, social media, and fostering a positive agency culture from within.

Innovation has been the cornerstone of my career as demonstrated by my ability to create new programs, while inclusion, teamwork and outward thinking are my base values as shown through my ability to fully staff the Lakeland Police Department during today's hiring challenges.

Thank you for reviewing my resume and I welcome any questions you might have. I can be reached by phone at \_\_\_\_\_ or by email at \_\_\_\_\_ I look forward to hearing from you.

Sincerely,



Richard M. Taylor

# Richard M. Taylor

## Professional Summary

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Veteran with 26 years of sworn law enforcement and law enforcement leadership experience. Extensive leadership experience in police operations, public service management, training and employee development. Responsible for development, management and administration of police services, law enforcement human resource management, hiring, training and police dispatch services. Previous responsibilities include, social service programs, criminal and special investigations, traffic and patrol operations and school resource programs. Manage budgets, personnel allocation, career development, training programs and long and short-term strategic plans. Extensive expertise and experience commanding community policing programs, violent crime reduction, emergency situations, special events, critical incidents, and hiring/recruiting.

## Education

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- **Master of Public Administration – 2017**  
Troy University; Troy, Alabama
- **Bachelor of Science/Public Administration – 2013**  
Polk State College; Lakeland, Florida
- **Federal Bureau of Investigations National Academy (FBINA) – 2015**  
Class 261; Quantico, Virginia
- **Senior Management Institute for Police (SMIP) – 2012**  
Police Executive Research Forum (PERF); Boston, Massachusetts
- **Graduate Certificate of Achievement, Criminal Justice Education– 2015**  
University of Virginia; Quantico, Virginia
- **Florida Public Employer Labor Relations Association, Graduate – 2012**  
Orlando, Florida
- **Certified Public Manager, Graduate – 2012**  
Florida State University; Tallahassee, Florida

## Professional Experience

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### Lakeland Police Department

Lakeland, Florida

1996 - Present

- **Assistant Chief of Police**

Neighborhood Services Bureau

October 2018 - Present

Assistant Chief of all patrol operations. Responsible for leading and managing a patrol staff of 124 sworn officers and a support staff of 11 non-sworn members. Duties also include the accreditation management for patrol operations of both the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) and Commission for Florida Law Enforcement Accreditation (CFA), along with the management of approximately \$16 million of an overall operating budget of more than \$43 million.

The Lakeland Police Department provides law enforcement services to a diverse population of more than 106,000 residents and is home of the Detroit Tigers Spring Training facility. To facilitate my community policing philosophies, I monitor crime trends, direct community-based problem-solving activities, attend community-based meetings, neighborhood association meetings, quarterly neighborhood clean-ups, Police Athletic League (PAL) programs, faith-based meetings and programs, along with city commission meetings, city planning and budget meetings, community redevelopment association meetings and quarterly human resource planning sessions.

- **Police Captain**                      July 2012 – October 2018

Special Services Division

March 2017 – October 2018

Responsible for the management of all human resource activities which included; recruiting, hiring, background investigations and training of all Lakeland Police employees, along with the development and management of all promotional assessment processes. Further duties also included Emergency 911 Communications Center (47 ECS employees), Property and Evidence, Quartermaster, fleet and building maintenance.

Accomplishments include process improvements to the recruiting and hiring process which led to the Lakeland Police Department being fully staffed for the first time in 5 years. Successfully organized the search and hiring of several key positions, which included Planning and Research Supervisor, Communications Center Manager and agency Legal Advisor. Created and ran the agency's first High School Summer Police Academy (2018), which was created as a platform for recruiting for the future.

Criminal Investigations Division

June 2015 – March 2017

Responsible for the administration of all criminal investigations and ancillary units to include violent crimes, special victims, forensics services, crime analysis, records and UCR reporting.

Accomplishments include management of new Sexual Battery Kit procedures and process for testing and disposing of over 400 kits previously stored at the agency. Developed strategy to cut overtime spending to meet budget constraints within the bureau.

Special Operations Division

July 2012 – June 2015

Commanded Vice and Narcotics units, Street Crime Unit, K-9 Unit, Computer Forensics Unit, S.W.A.T., Traffic Unit (crash investigators and motorcycle enforcement), Community Services Unit, School Resource Officers and community policing unit. Responsible for all special events within the city which include Detroit Tigers Spring Training, Lakeland Linder annual Sun N Fun Fly-in, all Lakeland Linder Airport security operations and airport incidents and all extra and special off-duty details.

Accomplishments include leading agency's efforts to reduce violent youth and gang crime. Responsible for the acquisition of the agency's first armored tactical vehicle. Managed the creation of the agency's new Bike Unit to foster community policing. Created a program designed to aid in the quick recovery of missing person's and those known to wander within the community.

• **Police Lieutenant**      November 2009 - July 2012

Community Services Unit

October 2011 - July 2012

Managed and lead the daily operations of a community policing unit, a unit consisting of civilian community services workers, school resource officer unit, juvenile services unit and domestic violence unit.

Uniformed Patrol Division

November 2009 - October 2011

Managed and lead patrol operations for day and night shifts. Duties included direct supervision of 18-25 sworn officers and Public Safety Aides, daily work assignments, scheduling and payroll and managed a nine-member K-9 unit.

• **Police Sergeant**      July 2002 – November 2009

Sergeant and first line supervisor for patrol operations (night and day shifts), community policing unit, surveillance unit, and S.W.A.T. team leader.

- **Police Officer** July 1996 – 2002

Patrol, community policing, Street Crimes Unit, S.W.A.T., Field Training Officer, Internal Affairs/Staff Inspections

### **Titusville Police Department**

Titusville, Florida

1993 – July 1996

Patrol officer, community policing officer, K-9, Police Athletic League officer, S.W.A.T.

### **United States Army/Florida National Guard**

1990-1998

Military Police Officer – E5

## **Professional Affiliations**

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- **CJSTC Region 8 Training Counsel**  
Chairmen (2018 – Present)
- **Florida Police Chief's Association**  
Professional Standards Committee Member (Present)  
Private/Public Committee Member (Present)  
Highway Safety Committee Board Member (2012-2015)
- **Polk County Police Chief's Association**  
Member (2012 – Present)
- **MADD Polk County Advisory Board**  
Member/Vice President (2012 – 2015)
- **International Association of Chiefs of Police (IACP)**  
Member (2015 – Present)
- **City of Lakeland Community Gang Taskforce**  
Board Member (2012 - Present)
- **Police Athletic League Executive Board**  
Board Member (2012 - 2015)

## **Instructional Experience**

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- **Union Institute and University**  
Adjunct Law Enforcement Instructor (On-line)  
Undergraduate criminal justice ethics instructor.  
2018 – Present
- **Lakeland Police Department Instructor**

General Law Enforcement Curriculum

Firearms, Police Driving, Defensive Tactics, use of force, leadership and supervision, mid-management, community policing and ground defense instructor.

2000 – Present

- **Kenneth C. Thompson Institute for Public Safety**

Lakeland, Florida

Adjunct Instructor

2000-2008

- **St. Pete Junior College SEPSE**

Tactical Drug Operations 1 and 2

Camp Blanding Florida, Forsyth Georgia, Kentucky

2002-2009

## **Contact Information**

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# RODNEY B. SMITH

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August 31, 2019

Florida Police Chiefs Association  
STARS Executive Search Program  
star@fpca.com

Dear Florida Police Chiefs STARS Program:

If your senior leadership team could benefit from vision-driven, goal-focused law enforcement executive with a proven history of innovation and achievement, look no further than the enclosed resume. After reading your requirements for the Tallahassee Police Chief opening, I am certain of my ability to excel in this capacity.

Throughout my career, I have established a reputation as a transformational leader who is driven by challenge, undeterred by obstacles, and committed to furthering standards of excellence. My experiences have prepared me to take on some of the national challenges associated with today's police department. As a result, my work portfolio reflects a diverse career with a record of accomplishments. Moreover, I have always taken pride in my job and role in the community and I still find myself on a course for continuous improvement to develop my leadership skills and ways of thinking.

My expertise encompasses all aspects of department development and administration, from controlling costs and maximizing revenues to harnessing team strengths to improve department-wide performance. Further, my ability to build consensus among executive teams and community stakeholders to promote transparency and influence positive change has been repeatedly proven. I look forward to bringing these strengths and more to the team at the Tallahassee Police Department

Please consider the following highlights of my qualifications:

- A Doctor of Business Administration candidate in Criminal Justice coupled with over ten years' experience as the Deputy Chief of Police for Florida's City of Ocala.
- Served as Interim Chief.
- Proven ability to reduce crime through strengthening community partnerships.
- Aptitude for training, developing, and leading effective police forces that take pride in serving the community they vowed to protect.

I look forward to meeting with you and learning more about the Tallahassee Police Department and the goals for this position . Until then, thank you for consideration.

Sincerely,



Rodney B. Smith  
Enclosure



# RODNEY B. SMITH

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## Law Enforcement Executive

*Repeated success applying best practices to improve force performance and better serve community at large*

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Dynamic, passionate, and hardworking law enforcement executive with demonstrated success leading, guiding, and influencing daily operations of diverse city police force. Provide strategic direction to effectively allocate resources and maximize impact. Communicative and personable with an aptitude for leading teams of officers to uphold their oaths and respect dignity of every human being. Servant-minded leader adept at building strategic partnerships with community organizations that strengthen municipal programs, increase opportunities for citizens, and reduce risks that perpetuate crime.

### Highlights of Expertise

- Program Development & Oversight
- Media Relations & Press Conferences
- Internal & External Relationships
- Risk Management & Incident Response
- Resource & Inventory Management
- Performance Management
- Incident Investigations
- Community Engagement
- Staff Training & Development
- Statute Interpretation

## WORK EXPERIENCE

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### DEPUTY CHIEF OF POLICE, 2008 – 2018

- Served as Acting Chief of Police during the absence of the Police Chief; responsible for assisting in the overall operation and direction of the Police Department.
- Created and implemented the department's strategic plan.
- Entrusted to serve as Interim Chief of Police from October 2016 to January 2017.
- Redefined community partnerships to prevent crime.
- Conducted regular inspections of facilities to ensure compliance with all regulating authorities.
- Demonstrated exceptional ability to maintain calm, present, and focused composure during time of great peril.
- Strengthened collaboration between municipal offices by spearheading joint efforts.
- Praised by constituents, colleagues, and subordinates alike for maintaining an open-door policy regarding citizen and departmental complaints.

**REASON FOR LEAVING:** RETIRED AFTER 30 YEARS OF DEDICATED SERVICE

## EDUCATION

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**DOCTOR OF BUSINESS ADMINISTRATION CANDIDATE** • AUGUST 2009 • NORTH CENTRAL UNIVERSITY  
Public Administration-Criminal Justice

**MASTER OF SCIENCE DEGREE** • JUNE 2005 • UNIVERSITY OF CENTRAL FLORIDA  
Criminal Justice

**BACHELOR OF APPLIED SCIENCE DEGREE** • JUNE 2003 • SAINT LEO UNIVERSITY  
Criminology

**CERTIFICATE -CLASS #222** • SEPTEMBER 2005 • FBI NATIONAL ACADEMY

## OTHER PROFESSIONAL EXPERIENCE

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**FocusUp Consulting, LLC** • Ocala, FL • Law Enforcement Consultant • Aug 2015 – present

Part-time consultant in the area of diversity and leadership; Currently consulting with Volusia County School District's School Guardian Program

**Ocala Police Department** • Ocala, FL • Law Enforcement • 1988 – 2008

Bureau Major, Police Captain, Police Lieutenant, Police Sergeant, Police Officer & Community Service Officer

**Hardwick Group Inc**, Valrico, FL • Law Enforcement Consultant • Apr 2008 – present

Part-time consultant in the areas of Leadership, Progressive Leadership, Community Policing, and the federally funded Weed & Seed Initiative; Consulted for Atlanta (GA) Police and Philadelphia (PA) Police Departments on Community/Police Engagement

**21ST Century Consulting Research and Evaluations, Inc** • Tallahassee, FL • Law Enforcement Consultant •

Aug 2015 – 2016

Part-time consultant in the area of Realistic and Effective Community-Based Prevention Strategies (Law Enforcement); Consulted Bakersfield Police (CA) Department on Community/Police Engagement

**Southeastern Public Safety Institute** • St Petersburg, FL • Instructor • May 2011 – Jun 2012

Designed and instructed "Leadership Traits for Effective Policing" for law enforcement executives, mid-managers, and frontline supervisors; This leadership course was adopted as a requirement for first-line promotional testing process

**College of Central Florida** • Ocala, FL • Criminal Justice Instructor, Oct 1998 – Feb 2018

Instructed police recruits on the Florida Criminal Justice Standards using a variety of instructional techniques, such as role playing, simulations, team exercises, group discussions, videos, and lectures. Assisted with revising the Criminal Justice Standards and Training Commission for the State of Florida

## CREDENTIALS/LICENSES

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- FBI National Academy
- FEMA Homeland Security
- Florida Criminal Justice Standards & Training
- Northeastern Illinois University Diversity Practitioner

## VOLUNTEER/LEADERSHIP EXPERIENCE

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- International Association of Chiefs of Police (IACP)
- Florida Police Chiefs Association (FPCA)
- National Public Employer Labor Relations Association (NPELRA)
- Ocala/Marion Leadership Ocala Alumni
- Marion Juvenile Correctional Facility
- Racial Harmony Task Force
- Governor's West Ocala Neighborhood Revitalization Council (Vice Chair 2017)
- Dr. Martin Luther King Jr Commemorative Commission Committee, Ocala
- National Organization of Black Law Enforcement Executives (NOBLE)
- National Preventing Crime in the Black Community Conference (PCBC)
- National Association for the Advancement of Colored People (NAACP)

## REFERENCES

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Darrell Daniels  
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ellspermann@marioncountyclerk.org

Emery Gainey  
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(850) 414-3300  
Fax: (850) 413-0633  
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Scott Hackmyer  
Retired Administrator/Educator Marion County Public Schools  
622 SW 80th Lane  
Ocala, FL 34476  
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Wayne Helsby  
Allen Norton & Blue, PA (City of Ocala Labor Attorney)  
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Winter Park, FL 32789  
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ocaladiana@aol.com

John Zabler  
City Manager, Ocala  
110 SE Watula Avenue  
Ocala, FL 34470  
352.629-8401  
jzabler@ocalafl.org

March 25, 2019

Florida Police Chiefs Association  
STARS Program

Florida Police Chiefs Association,

Thank you for the opportunity to apply for the position of police chief for the City of Tallahassee. Enclosed is my resume, which indicates that my background, experience and education have prepared me for this position. I heard about the opening through the Georgia Association of Chiefs of Police.

I am currently employed as a Deputy Chief with the Atlanta Police Department, which is a full-service police agency of nearly 2,500 employees. I serve a diverse community of over 550,000 residents that allows me to have a cultural awareness and sensitivity unlike any other candidate for this job. I am also committed to improving our profession by making common-sense criminal justice reforms utilizing the 21<sup>st</sup> Century Policing and Procedural Justice models. These improvements cannot be achieved without working closely with all members of city government, business and community partners and Tallahassee's college campuses. My experience with these groups give me the tools necessary to build a solid foundation for public safety to succeed in Tallahassee. From running the largest police precinct in downtown Atlanta that include Georgia State University and Georgia Tech, planning and executing this year's Super Bowl LIII and working in the most challenging neighborhoods in Atlanta allows me to hit the ground running in Tallahassee.

My passion for public safety began after receiving an Honorable Discharge from the United States Navy in 1990 and I immediately launched my formal education at Georgia State University. While attending GSU, I was fortunate to participate in ride-along programs with APD and began my love-affair with law enforcement. I graduated with a Bachelor of Science degree in Criminal Justice and was hired by the Atlanta Police Department in January of 1993. As you review my resume, you will see I continue to seek advanced training and education to improve my profession and the ability to better serve my communities. I completed my Master of Science degree in Criminal Justice at the University of Cincinnati in 2007 and currently teach Criminal Justice courses at Georgia State University as a part-time instructor. As our profession continues to improve, I am always seeking ways to implement reforms that will allow our communities to be proud of their police department.

My vision for the Tallahassee Police Department is one that collaborates with all our stakeholders no matter the zip code or street name. I expect our department to be transparent and accountable from the top down. Inclusion of our citizens in our police department should not be looked upon as a burden, rather it should be welcomed and embraced. Providing every citizen, student and visitor of Tallahassee a safe city while protecting their constitutional rights is how I will lead the Tallahassee Police Department.

I look forward to the opportunity for a formal interview and a chance to lead the Tallahassee Police Department. I have enclosed a copy of references that you may contact immediately.

Sincerely,  
  
M. Scott Kreher

# MICHAEL SCOTT KREHER

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A 26-year veteran of one the largest nationally accredited law enforcement agencies in the United States. A Deputy Chief familiar with all aspects of criminal investigations, patrol and administrative police functions. Advanced rapidly through positions of increasing responsibility in both the Field Operations and Criminal Investigations Divisions. A problem solver experienced in working high profile cases and meeting deadlines. Proven ability to delegate authority and deploy manpower to meet goals. An articulate and honest law enforcement supervisor that leads by example and earns respect from all ranks. Ready to lead a police agency as the Chief that will move the department in a positive direction utilizing the 21<sup>st</sup> Century Policing model, while partnering with the community and its leaders to provide police services the community can be proud to call their own.

## EXPERIENCE

### **Deputy Chief, Atlanta Police Department, 1993 – Present**

The City of Atlanta has over five hundred thousand full-time residents, with the population swelling to over one million during a work day and sometimes higher during weekends. Our police department is the largest, CALEA accredited agency in the southeast with over two thousand authorized sworn positions and over 400 non-sworn positions.

### **Support Services Division (SSD) Commander, 2019-Present**

*Citywide/Deputy Chief*

- Responsible for the Atlanta Police Department's FY2019/20 annual operating budget of over 200 million dollars under the Corporate Services Section. The section also includes the Procurement and Grants Management units.
- Instrumental in advocating and implementing a historical pay raise for employees resulting in an average 25 percent pay raise.
- Responsible for the Atlanta Police Department's E911 Center that handles over 1 million calls for service annually and spearheading a new Computer Aided Dispatch (CAD) and Reports Management system project costing over 10 million dollars.
- Responsible for the Atlanta Police Department's Police Academy. The academy trains and prepares over 200 police officer candidates annually and is responsible for annual in-service training for all 2500 sworn and civilian employees.
- Increased hiring sworn officers 68 percent as of July 2019 from 2018.
- Responsible for the Atlanta Police Department's Personnel Section that includes recruiting and hiring new sworn and civilian employees. The Section is also responsible for the department's payroll, personnel files and all other personnel matters.
- Responsible for the Atlanta Police Department's Information Services Section that include the Property Control and Fleet units, Crime Scene Inspectors and the Crime Lab.

## **Contingency Operations Division (COD) Commander, 2017-2019**

### *Citywide/Deputy Chief*

- Created this division for researching, developing, budgeting, planning and implementing a strategic force for all major events in the City of Atlanta. This includes parades, protests, marches, rallies, large gathering permits, sporting and entertainment venues. The Division's responsibility is to ensure everyone involved in the event is safe and all constitutional guarantees are provided to those involved.
- Planned and implemented the overall Public Safety Plan for Super Bowl LIII; Partnering with Federal, State and Local law enforcement officials to ensure a safe and successful event for over one million visitors over a ten-day event. Supervised over three thousand Public Safety officers from over forty jurisdictions with an overall budget of twelve million dollars.
- Planned, budgeted and implemented over 25 major events in 2018/19 with successful conclusions utilizing all sworn staff within APD and partnering agencies.
- Responsible for the overall Public Safety Plan and budget for the 2020 NCAA Final Four Basketball Championship games; Partnering with Federal, State and Local law enforcement officials to ensure a safe and successful event for seven hundred thousand visitors over a six-day event.
- Responsible for the planning, budgeting and execution of the five-day College Football Championship game event in January 2018 without any significant incidents.
- Responsible for representing the police department during monthly Public Safety and Finance Committee meetings with council committee members to present on any police department legislation or concerns by council members and the administration.

## **Zone Commander / 5th Precinct, 2015-2017**

### *Downtown Atlanta-6.7square miles/Major*

- Commanded the largest precinct in the city, responsible for 1 Captain, 7 Lieutenant Commanders, 23 Sergeants, 12 Investigators, 180 officers and 3 civilian support staff while creating the annual budget and overseeing disciplinary hearings with the union.
- Winner of the Atlanta Police Department's Crime Reduction Award for 2016 with an 11 percent reduction in crime utilizing 21<sup>st</sup> Century policing strategies and Procedural Justice models.
- Coordinated the implementation of the newly created Atlanta/Fulton County Pre-Arrest Diversion Program downtown to keep our most vulnerable population out of jail for minor offenses while providing housing, job placement, substance abuse counselling and mental health services.
- Partnered with the Chief of Police at Georgia State University and Georgia Tech to reduce crime around their campuses with student populations over eighty thousand combined.
- Created a Midtown Powershift, Bike and Foot patrol for 2016 that resulted in a 35 percent reduction in crime in Midtown neighborhoods with diverse community partnerships.
- Created a Greyhound Bus Station detail that utilized a combination of Community Oriented, Problem Oriented and Hot Spot Policing models that reduced pedestrian robberies to its lowest levels in 8 years.
- Initiated Segway patrol areas in partnership with private donors to reduce crime throughout several business districts. This initiative allowed officers to get out of patrol cars and interact with the public face-to-face.

### **Assistant Zone Commander / 4th Precinct, 2013-2015**

*S.W. Atlanta-35.18 square miles/Captain*

- Second in Command of the second largest precinct in the city, responsible for 5 Lieutenant Commanders, 15 Sergeants, 12 Investigators, 150 officers and 4 civilian support staff.
- Responsible for the daily activities of the precinct, to include operations, budget, personnel, discipline, fleet and maintenance.
- Managed all watches to ensure crime reduction plan is implemented as directed.
- Implemented crime fighting initiatives to reduce crime using resources available internally and externally.
- Responded to all community concerns and attends monthly Neighborhood Planning Unit and Community meetings.
- Attended weekly COMSTAT meeting to address crime trends citywide and within precinct boundaries.

### **Night Watch Commander, 2013**

*Citywide/Captain*

- Senior Manager responsible for all operations city-wide during the hours of 2200-0600 for over 300 uniformed officers and specialty units.
- Supervised all significant incidents throughout the city to ensure resources were available to responding units.
- Responded to all six precincts nightly to inspect the worksites and provide assistance if needed to Watch commanders and Field supervisors.

### **Vice Unit Commander, 2011-2013**

*Citywide/Lieutenant Commander*

### **Watch Commander / 4th Precinct, 2009-2011**

*S.W. Atlanta-35.18 square miles/Lieutenant Commander*

### **Mobile Precinct Supervisor / 3<sup>rd</sup> Precinct, 2007-2009**

*S.E. Atlanta-18.66 square miles/Sergeant*

### **Unit Supervisor / Fugitive Unit, 2005 - 2007**

*Major Felon Fugitive Apprehension / City and State wide/Sergeant*

### **Unit Supervisor / Zone 1 Investigations, 2004-2005**

*N.W. Atlanta-18.65 square miles/Sergeant*

### **Unit Supervisor / Zone 5 Investigations, 2004**

*Downtown Atlanta-8.23 square miles/Sergeant*

### **Robbery Unit Supervisor, 2002-2004**

*Citywide/Sergeant*

### **Mobile Precinct Supervisor / Zone 5<sup>th</sup> Precinct, 2001-2002**

*Downtown Atlanta-8.23 square miles/Sergeant*



**Detective / Major Fraud Unit, 1999-2001**

*City wide/Investigator*

**Field Investigations Team Officer / 2<sup>nd</sup> Precinct, 1997-1999**

*North Atlanta-34.11 square miles/Officer*

**Red Dog Unit Police Officer / SOS Division, 1997**

*City wide/Officer*

**Police Officer / 3<sup>rd</sup> Precinct, 1993-1997**

*S.E. Atlanta-18.66 square miles/Officer*

**Military Service**

- United States Navy, Honorable Discharge, 1986-1990

**Additional Employment**

- Current Part Time Instructor for Georgia State University in the Andrew Young School of Policy Studies/Criminal Justice Department.
- Winner of the Judge Andrew Mickle Outstanding Instructor Award for 2018 at Georgia State University.

**EDUCATION**

- Master of Science, Criminal Justice, University of Cincinnati, 2007
- Bachelor of Science, Criminal Justice, Georgia State University, 1992
- Northwestern University School of Police Staff and Command, Class 312, May, 2011
- POST Certified Instructor, July, 2013
- PERF SMP Session 58, July, 2014
- Atlanta Police Leadership Institute Tier 4, May, 2014
- 429<sup>th</sup> GILEE Israeli Police Professional Education Series, May, 2017
- Atlanta Police Leadership Institute Tier 5, May, 2018
- Major Cities Chiefs Association PELI VI Class, March 2019

**PROFESSIONAL MEMBERSHIPS**

- International Association of Chiefs of Police (IACP)
- Major City Chiefs Association (MCCA)
- Police Executive Research Forum (PERF)
- Georgia Association of Chiefs of Police (GACP)



# Cover Letter

Steven D. Outlaw

The Florida Police Chiefs STARS Program

P.O. Box 14038

Tallahassee, FL 32317

stars@fpca.com

I have worked alongside hundreds of great members of the Tallahassee Police Department (TPD) for thirty-two years, while building mutually respectful relationships throughout the various neighborhoods and the law enforcement community. I have held all ranks, from Officer Trainee to the current Interim Chief. I am excited for the opportunity lead the agency forward as the permanent Chief of Police.

TPD is a professional agency, already grounded in a community policing philosophy. My intent is to enhance the internal organizational design, recruiting efforts, member development, critical incident preparedness, empowering the community through engagement, empowering department members, continue implementing 21<sup>st</sup> Policing strategies. TPD should always be the lead agency, in the region, in all matters pertaining to policing and provide guidance and support to all other agencies.

#### Recent initiatives:

- Assisting the City of Tallahassee craft the City's first Strategic Plan.
- Changed our strategic plan concept to an annual process, with a 5-year projection, allowing for agility in technology and methodologies, while preserving the priorities and objectives.
- Initiated a Viable Candidate Program, providing the ability to hire a viable candidate without waiting on a training-based hiring cycle.
- Expanded the pool of applicants regarding who can apply, while maintaining screening standards.
- Improving internal communications via newsletters and other media.
- We initiated a relationship with the Tallahassee Community College's Workforce Development organization, regarding recruitment enhancements and occupational visibility.

#### Initiatives in planning:

- Development of a Public Relations Unit to maximize our information exchange with the public, marketing, and connecting with potential applicants.
- Design an internal Leadership Development Academy, to develop members at all ranks, both sworn and non-sworn.
- Development of holistic information integration center.
- Development of career and positional training tracks, for all members (sworn and non-sworn).
- Working with the school system to co-develop an elective course, as an introduction to 'public safety and service'.

#### Unique experience:

- Approximately 16 years of my career's formal assignments have been focused on organizational and personnel development, thus I commonly assess projects and initiatives based on their purpose and objectives, and the desired outcomes and behaviors.

# Cover Letter

Steven D. Outlaw

- I am very comfortable engaging with any community member, within their own environment, regardless of socio-economic status or conditions, resulting in a new or renewed relationship.

## Critical organizational beliefs:

- Leaders must have a vision and be able to articulate their vision and intent in all matters.
- We should focus on teaching people how to think, not merely what to think.
- No siloed operations at the management level. All managers should have some knowledge of the operations and projects of other bureaus.
- The most appropriate person for any leadership position, is the one who is the best fit, not based on a self-belief of being the 'most qualified'.
- Community-based crime is not primarily a City or Police problem; however, we have a very important partnership role to assist the community take the lead role.
- The Chief's primary identity as a sworn member should be as a police officer, with the title of Chief providing further definition of their sworn role.
- Humility is the foundation of genuine relationships and relationships (without exception) is the foundation of successful policing.
- Leaders' primary focus should be on developing and growing other leaders and organizational systems, while ensuring positive work cultures.

I look forward to further explaining my leadership philosophy, our current initiatives, and the future of the Tallahassee Police Department.

Respectfully,



Steven D. Outlaw

# Steven D. Outlaw

## OBJECTIVE

Seeking a police executive position, to have a broader influence on ensuring a value-driven culture, an effective organizational design, functional integration of all missions, and the establishment of a talent management system, especially addressing leadership development at all levels.

## STRENGTHS

- A multifaceted problem solver. Addresses issues requiring immediate correction and mitigation, with a parallel analysis of the system's contributing design for possible long-term modification.
- Program planning, with an emphasis on identifying the program purpose/goals, program costs, budget design, and sustainability.
- Value-based decisions, with the ability to reconcile any decisions with the mission of the Tallahassee Police Department and our core values.
- A rich balance of operational and administrative experience, with many relationships established within the Criminal Justice and local communities.
- An understanding of how the missions of our bureaus, sections, and units should complement each other, instilling the value of relationships, having a perspective for the overall mission of the department with an understanding of the role of police in our community.

## PROFESSIONAL EXPERIENCE (Tallahassee Police Department)

*Interim Chief*; Jul 2019 – present (until permanent police chief is selected)

- All authority and responsibilities associated with department operations, policy, strategic planning, budget, organizational design, discipline, and employment decisions.
- Maintain close relationships within the community, at the individual, neighborhood, civic, and in faith-based organizations.

*Patrol Bureau Commander (Major)*; Dec 2016 – Jun 2019

*Patrol Division Commander (Captain)*; Mar 2016 – Dec 2016

- Both periods were essentially the same role, because of the organizational design being flattened.
- All authority and responsibilities associated with patrol operations, allocation of resources, creation of policies/procedures, complaint resolution, development of shift commanders and patrol leadership.
- Fulfilled the role as Acting Chief on several occasions.

*Shift Commander (Lieutenant)*; May 2014 – Mar 2016

- Managed staffing and provided command and leadership for all on-duty patrol operations and critical incidents.
- Focused on developing the assigned supervisors to lead and make decisions at their level.
- Provided for a positive culture at the shift level.

*Training & Development Manager (Lieutenant)*; Oct 2012 – May 2014

- Primary goal was to change the position's role to managing the overall department's organizational development, within a sense of talent management, from the traditional FTO Coordinator role.

- Identified and prioritized all department training needs. Allocated and managed all training monies and resources.
- Oversaw the selection, development, certification, and credentialing of training developers and instructors, and certification compliance for officers' recertification. Ensured members were developed in their core and specialized roles, and initiated leadership development for new officers.
- Established and coordinated hiring/training cycles for new officers and ensured they received all training leading to solo status.
- Led new officer hiring boards, ensuring the most viable applicants were considered for employment.
- Oversaw the research, evaluation, and adoption of new field equipment.
- Created/published the vision and mission of the Training & Development Section.
- Established the agency's development priorities and strategy after a high-profile arrest in 2013.
- Led the design of the Verbal Defense & Influence curriculum adopted by the agency.
- Designed the implementation strategy for 100% issuance of the TASER program.
- Designed the selection strategy for members desiring to attend advanced leadership development.
- Designed the concept and oversaw the development of a large-scale response active threat scenario in the community.

*Shift Commander (Lieutenant); Oct 2011 – Oct 2012*

- Managed staffing and provided command and leadership for all on-duty patrol operations and critical incidents.
- Focused on developing the assigned supervisors to lead and make decisions at their level.
- Provided for a positive culture at the shift level.

*Gang Unit Supervisor (Sergeant); Jan 2009 – Oct 2011*

- Responsibilities included the selection, development, and operation of assigned personnel in the detection, identification, and the development of gang-related intelligence products.
- Chairman; Florida Attorney General's Gang Reduction Strategy - Region II Criminal Justice Committee, (Sep 2010 – Oct 2011).

*Training Coordinator (Sergeant); Nov 04 – Jan 09*

- Developed fulltime high-liability coordinators and support staff members. Coordinated the department's training, ensuring all training requirements were integrated into the training courses. Established strategic direction of the department's training function.
- Established the TPD-Florida Public Safety Institute (FPSI) satellite office.
- Created the original Second Dollar allocation/tracking mechanism for training dollars.
- Managed the rollout of previously-selected department handguns.
- Managed the next subsequent department handgun rollout; including the establishment of selection criteria and testing protocols, research, testing, and final selection.
- Mentored high-liability coordinators and staff instructors in how to conduct equipment testing.

*Patrol Supervisor (Sergeant); Jan 03 – Nov 04*

- Responsible for direct supervision of officers in the application of laws and ordinances.
- Mentored officers in determining career development paths. Evaluated substandard performance, determining the need for discipline, training, or closer supervision.

*Firearms Coordinator – Training Staff Member (Officer); Oct 94 – Jan 03*

- Responsible for the development of the department's firearms training programs, coordinating/supervising all firearms adjunct instructors in multiple and simultaneously delivered training programs.

- Supervision and evaluation of all attending students, identification and documentation of substandard performance, and the development, coordination, and scheduling of any needed remediation. Designed the previous training wing at TPD (2<sup>nd</sup> floor) and coordinated the establishment of the Tallahassee Mall Training Annex (TMTA).

*Patrol Officer; Jun 87 – Oct 94*

- Basic Recruit academy and initial department and field training program.
- Initial patrol squad assignments.
- Begin adjunct instructorships in firearms and defensive tactics.

## **MILITARY HISTORY**

*U.S. Army; Florida National Guard (Special Forces) (Retired). 1989 – 2006*

- Combat deployment to Afghanistan. Helped identify and plan all tactical operations of the Team. Trained and led assigned host-nation forces. Responsible for the administration of operational funds, including the management and payroll of local support personnel.
- Multiple advisory and assistance deployments to South America.

*U.S. Air Force; Active Duty (Security Police). 1979 – 1987*

- Assignments in Germany and the United States.

## **ANCILLARY TPD DUTIES**

- SRT Commander / Executive Officer, 2003 – c2011
- Instructor; Fair and Impartial Policing, communications, firearms, defensive tactics, and driving
- Instructor; Crisis Intervention Team (CIT) training course
- Grand Jury witness; (multiple) Use of Force Subject Matter Expert (SME)
- Agency representative witness; (multiple) Civil Use-of-Force lawsuits
- TAC Team: Sniper and Entry elements, 1990 – 1995

## **EXTERNAL AFFILIATIONS**

- Board Member; Living Stones International, 2017 - Present
- Florida Public Safety Institute; Assistant Night Coordinator, 2011 – 2016
- Florida Public Safety Institute; Adjunct, Line Supervision and Middle Management courses
- Keiser University; Advisory Board – Criminal Justice 2013 - Present
- Steering Committee member; “50-Large”. (Gang prevention/intervention) 2010 – 2015
- Executive Board member; Visions of Manhood, Inc., 2010 – 2012
- Advisory Board member; Jack McLean Community Center, 2009 – 2012
- CJSTC Defensive Tactics Task Force (appointed), 1996 – 2000
- Thomasville Road Baptist Church; Deacon
- BSA; Scout Master / Assistant Scout Master, 1995 – 2003

## **EDUCATION**

- Saint Leo University, 2011. Bachelor of Arts in Criminal Justice
- Certified Public Manager (CPM) Program (FSU), 2012 – present

## **MEMBERSHIPS**

- Association for Talent Development (ATD)
- International Association for Chiefs of Police (IACP)
- Florida Police Chiefs Association (FPCA)

## **TRAINING & CERTIFICATIONS**

- Instructor: Fair and Impartial Policing
- Instructor: (CJSTC) Firearms, Defensive Tactics, and Driving; Simulations
- Instructor: Prevention of In-custody Death (IPICD)
- Instructor: NTOA Active Shooter / MACTAC courses
- Instructor: Verbal Defense & Influence (VDI)
- Florida Leadership Academy (FLA) (FDLE Executive Institute)
- Line Supervision and Developing Law Enforcement Manager courses
- Criminal Intelligence Officer and Manager courses

## **CLOSING**

I attempt to integrate servant leadership in my daily relationships. My job satisfaction is primarily based on seeing our members prepared to fulfill their missions, and our programs are designed for functionality and sustainability. I believe experience and education are building blocks for promotion; however, the crucial attributes of a leader are integrity, humility, demonstrated respect, relationships (without exception), being genuine, having a vision for the assigned position, and being the best fit for the position.