

Dr. Cedric L. Alexander

WORK EXPERIENCE

DeKalb County Police Department, Tucker, Georgia, United States

Dec 2013- Present

Deputy Chief Operating Officer/Public Safety Director

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

DeKalb County Police Department, Tucker, Georgia, United States

April 2013 – Dec 2013

Chief of Police

Responsible for the day-to-day operations of a large metropolitan county police department (DeKalb County) with over 1200 sworn and civilian employees that provides public safety service to over 700,000 citizens within 271 square miles. Manage a departmental budget of over \$100 million. Made a number of guest appearances on CNN with Piers Morgan, MSNBC Morning Joe Show, CBS Evening News, ABC World News with Diane Sawyer, NBC Nightly News.

United States Department of Homeland Security, Transportation Security Administration

September 2007 – March 2013

Federal Security Director, Transportation Senior Executive Service

As the Transportation Security Administration's (TSA) Federal Security Director at Dallas/Fort Worth International Airport (DFW) I am responsible for Federal oversight of security and regulatory inspection compliance programs at DFW, the third busiest airport in the world in operations with 44 international destinations serviced by 17 air carriers. Responsible for development and execution of the vision and strategic direction of the US Department of Homeland Security. Responsibilities include leadership and management of a workforce of over 1,100 employees, \$85M in assets, operations budget of \$1M and annual payroll of \$61M. Recognized by TSA Headquarters as 2010 Category X Airport of the Year. Develop and maintain effective internal and external alliances with stakeholders to include Senior DFW Airport Executives, air carrier vice presidents, Customs and Border Protection, local law enforcement, and other Federal partners. Oversee passenger screening, world's largest inline baggage handling system, cargo, domestic and international carrier aviation compliance programs in accordance with TSA transportation programs and security directives. Recognized by TSA Office of Inspections (OI) as one of the best Regulatory Compliance operations in the nation due to the diligence of our inspectors in enforcement activity

and industry outreach. Restructured Continuity of Operations (COOP) plan to include development of COOP tabletop exercises with Federal and local partners to ensure effective operations in crisis situations. Conduct Visible Intermodal Prevention and Response (VIPR) events in collaboration with DFW Airport Department of Public Safety, local law enforcement, Federal Air Marshal service, and other Federal partners to deter terrorist activity. Responsible for workforce training and recertification to include classified intelligence briefings. Ensure effectiveness of security plans through consistent monitoring and analysis of regulatory compliance, passenger and baggage screening, VIPR, Playbook, and K-9 activity, MANPADS and Joint Vulnerability Assessments. Established a Mentoring Program to promote workforce career development and bench strength in support of TSA succession planning. Recognized by TSA OI for establishing a comprehensive Management Control Objective Plan and audit process to ensure compliance with administrative and security requirements used as an example to other airports. Developed regional training program for TSA Security Coordination Centers. Selected by TSA Headquarters to participate in a Strategic Planning Field Leadership Action Group to formulate a 5-year Strategic Plan proposal for TSA Assistant Administrator Lee Kair. Appointed by TSA Headquarters to a Senior Leadership Team to design and develop the TSA Academy. Organized quarterly Dallas/Fort Worth Criminal Justice Executive Luncheon to promote information sharing throughout the law enforcement community. Appointed as TSA Federal Security Coordinator for Super Bowl XLV. From May 2011 to September 2011 deployed to Baltimore-Washington International Airport as Acting Federal Security Director at the request of TSA Headquarters Senior Leadership while still maintaining communication with an effective operation at DFW Airport.

New York State Division of Criminal Justice Services, Albany, New York, United States
January 2006 – August 2007

Deputy Commissioner

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

- * Accountability is the hallmark of my daily responsibilities as demonstrated by overseeing and exercising constant concern for statewide public safety and the training of over 6,600 law enforcement personnel annually throughout the state of New York, from U.S. Homeland Security training and human trafficking to fraudulent documents, etc.
- * Role consisted of providing daily oral and written communications with area law enforcement personnel from local police to State and Federal officials, listening to and facilitating the needs of law enforcement agencies throughout the state of New York in carrying out the functions of public safety. This was accomplished by formal and informal public and written presentations. These presentations outlined upcoming training courses, executive development classes held for Police Chiefs and Sheriffs, sensitive briefings on combating domestic violence and international terrorism. Written documents were delivered throughout the state that detailed facts and ideas relevant to public safety. Both oral and written skills notably fostered an environment of cooperation and collaboration as demonstrated by awards received from local, state and Federal law enforcement agencies.
- * Administrative and management skills were critically important to the business function of this agency. Daily effective planning for the future, while remaining cognizant of the present is a very vital function as it relates to statewide public safety. Successful planning of new training

initiatives and coordinating those initiatives with the needs of law enforcement agencies throughout the state of New York resulting in continued training of law enforcement personnel in 2007.

- * Decisiveness is a significant responsibility. Responsible for making fiscal decisions that impacted this position's multi-million dollar budget. When immediate funding was needed to expedite a critical initiative, complex decisions were made based on current information.
- * In the area of operational management, consistent adherence to the laws as they related to New York State, which included mandatory certification for sworn police officers.
- * Problem solving is constant as demonstrated by daily analyzing problems and working with other agencies in problem solving as our national threat changed on a daily basis.

Rochester Police Department, Rochester, New York, United States

July 2002 – December 2005

Chief of Police/Deputy Chief

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

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

Schenectady, New York, provided assistance and expertise in reviewing several of his internal policies for clarity and/or recommendations.

- * During Chief of Police tenure, developed and implemented new policies and practices in a successful effort to implement valuable programs in a law enforcement environment. For example, the policy on how to confront persons with perceived mental illnesses, police car pursuits, and procedures to follow regarding police-involved shootings, and the like, were developed and supported as Chief of Police.
- * Comprehension of security components and programs at the local, state and Federal levels, such as the Department of Homeland Security, provided the knowledge necessary to better understand how these relationships work. Several years of understanding and working with various government agencies has been demonstrated throughout my work history.

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

July 1997 – July 2002

Assistant Professor

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

OTHER RELEVANT WORK EXPERIENCE

Miami-Dade Police Department, Miami, Florida

Police Officer 1981 – 1992

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

Orange County Sheriff's Department, Orlando, Florida

Sworn Deputy Sheriff 1980 – 1981

Enforced Florida State laws and statutes.

Leon County Sheriff's Department, Tallahassee, Florida

Sworn Deputy Sheriff 1977 – 1980

Enforced Florida State laws and statutes.

EDUCATION

Post-Doctoral Fellowship- July 1997-1998
University of Rochester Medical Center
Rochester, NY

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

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

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

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

CERTIFICATIONS

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

Transportation Senior Executive Service
September 2007- Present

Leadership Development – October 2004
Cornell University

AFFILIATIONS

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

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

FBI National Executive Institute Graduate, 2015

CNN Law Enforcement Analyst, 2015-Present

PROFESSIONAL PUBLICATIONS

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

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

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

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

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

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

ADDITIONAL INFORMATION

My educational training in psychology and my experience as a long time law enforcement official has prepared me for various executive positions. I have been formally trained to understand human behaviors and organizations in a more detailed manner. Training received at the doctoral level consisted of leading and managing people who are in some crisis, but also how to manage and lead people in organizations. Participated in numerous speaking engagements about leadership development in the criminal justice field. Provided leadership on the implementation and delivery of mental health care training to law enforcement personnel in the state of New York. Received recognition awards in regards to community cooperation and collaboration amongst law enforcement agencies and community members. In addition, awards of recognition received from the New York State Police; Drug Enforcement Agency (DEA); and the Bureau of Alcohol Tobacco and Firearms (ATF), District Attorney's Office Monroe County, New York, and various other community and civic organizations throughout the states of New York and Texas.