



EXECUTIVE SUMMARY

Office of Sheriff policy expert backed by 30+ years of expertise in spearheading evidence-based initiatives that have produced unprecedented results. Day-one ready to implement constitutional reform to transform the Fulton County Sheriff's Office into the preeminent provider of court, corrections, and criminal enforcement excellence.

CORE COMPETENCIES

- Role & Duties of Sheriff
- Constitutional Law
- Law Enforcement Management
- Inter-Government Relations
- Compstat Analytics
- Internal Affairs
- Human Resources/EEOC
- Media & Community Relations
- Community Policing
- Mental Health Procedures
- Instructional Systems Design
- Train-the-Trainer

CAREER HIGHLIGHTS

01. ————— Decorated Lieutenant Commander (Retired)

Trained, directed, and supervised sworn and civilian staff to master law enforcement, corrections, judicial process, and investigative functions appertain to the Office of Sheriff.

02. ——— Accomplished Law Enforcement Labor Relations Executive

Interacted and influenced federal, state, and county legislators on public safety-related policies (not limited to) funding mechanisms, infrastructure improvements, human resources, and industry reform practices.

03. ——— Testified with Expert Knowledge before Georgia Legislators

Opposed HB 351 (Fulton County Blue Ribbon Commission) from abolishing or appointing the Fulton County Sheriff.

04. ——— Turned around County Jail Operations (2009-2016)

Implemented the Compstat management system in the Fulton Sheriff's Office, co-chairing weekly control meetings. Evaluated evidence-based presentations by commanders, mid-level managers, supervisors, and investigators, resulting in unprecedented compliance ratings in a federal consent decree order.

05. ——— Delivered Gold Standard Curriculum as a Georgia POST Senior Instructor

Improved core competencies among Sheriff command staff, mid-level managers, supervisors, and line staff. Optimized bottom-line results, including constitutional accountability, performance management, progressive discipline, and mitigating civil liability.

06. ——— Leveraged training as an Intelligence Analyst by the U.S. Dept of Homeland Security

Spearheaded and co-commanded the Sheriff Tactical Intelligence Network Group (STING). Developed a state of the art tracking system generating timely and accurate intelligence impacting criminal street gang enterprises operating between the county jail, state prisons, and Fulton regional counties.

07. ——— Reinforced Initiatives Directed from the Office of the Governor

Educated the public/peace officers on Police Legitimacy, Procedural Justice, and Community Relations, and the executive order issued to Sheriffs for a Safe and Healthy Georgia during the COVID-19 pandemic.

08. ——— Facilitated Youth Empowerment Programs

Collaborated with houses of worship, schools, and civic organizations in motivating youth about understanding their right and responsibilities to lead productive lives.



CERTIFICATIONS, EDUCATION AND MILITARY

Georgia Peace Officers Standards & Training Council (not limited to):

- Management Module 120
- Supervision Module 120
- Senior Instructor
- General Instructor
- Advanced Instructor
- Command Level fTO
- Special Weapons & Tactics
- High-Risk Warrant Execution
- Gang Investigator
- Criminal Investigator
- Sex Crimes Investigator
- Homicide Investigator
- Senior Deputy Sheriff
- Advanced Peace Officer
- Intermediate Peace Officer
- Jail Training Officer
- Basic Peace Officer
- Basic Jailer

Federal

- Intelligence Analyst - U.S. Department of Homeland Security
- Dignitary Protection - Hosted by U.S. Secret Service & Homeland Security
- Drone Pilot Part 107 - Federal Aviation Administration

College

Gupton-Jones College, Mortuary Science, Diploma. 1988

Military

United States Air Force - Honorable Discharge

DAY-ONE READY EXPERTISE

Chief Development Officer (Present) Rambo Solutions, LLC d/b/a Criminal Justice Learning Online Atlanta, GA

Provide subject matter expertise to legal, corporate, government, collegiate, and houses of worship to include:

- Expert witness testimony and reports.
- Policy development for Emergency Management implementation.
- Cutting-edge training multi-media for professional instructors and lecturers.
- Instructor-led and online courses accredited by the Georgia POST Council.
- Mass media and public commentary on stories related to law enforcement administration and operations.
- Consultation for dignitary protection and VIP events.

Emergency Management Coordinator (2011-Present) The Olivet Church of Christ Fayetteville, GA

Collaborate with Senior Pastor, Senior Elder, and House Counsel to develop policies guiding employees and congregants on proactive safety measures.

- Develop an emergency management manual detailing a plan of action for medical and safety scenarios that met the lender's requirements to secure \$3 million for new facility construction.
- Research and develop administrative and operational policies.
- Prepare investigative reports providing detailed information for church management to make informed executive decisions.
- Implement and train ministries on re-opening procedures during the COVID-19 pandemic.
- Participate in sessions with employees for performance evaluation and counseling.
- Perform ad-hoc trustee duties.
- Facilitate background investigations and training for Children and Youth Ministry volunteers.
- Provide advice, according to current events to mitigate potential threats to the church and its services.
- Co-facilitate church forums with local law enforcement. agencies to improve the relationship between peace officers and citizens.

Lieutenant -Retired (1989-2016) Fulton County Sheriff's Office Atlanta, GA

Managed and trained a diverse workforce of 1,100 civilian and sworn personnel across various disciplines of law enforcement, judicial process, corrections, investigations, criminal intelligence, labor relations, human resources, and academy instruction functions

Leadership and Strategic Initiatives:

- **Federal Consent Decree Compliance:** Headed the implementation of Compstat (Harvard's John F. Kennedy School of Government Innovations in Government Award) in the county jail, achieving a remarkable 95%+ compliance ratings with the federal consent decree within six months of deployment.
- **Budget & Management:** Demonstrated exceptional leadership and strategic acumen by conducting a meticulous analysis for the Sheriff and Board of Commissioners, allocating \$5 million for urgently needed repairs to faulty locks on inmate cell doors.
- **Intra-Agency Collaboration:** Facilitated a comprehensive S.W.O.T. analysis, strategically addressing administrative and operational gaps to ensure compliance with federal monitor reports..
- **Inter-agency Collaboration:** Conceptualized and co-commanded the Sheriff's Tactical Intelligence Network Group (STING) to mitigate criminal street gangs between the county jail, state prisons, and regional communities.
- **Restructuring Operations:** Implemented Correctional Oriented Policing and other special tactical operations, successfully restructuring major jail functions to restore high levels of sanitation, internal order, and inmate discipline.

Legal Expertise and Case Management:

- **E.E.O.C. Compliance:** Lectured on sexual harassment training for new hires, in-service, and management courses, contributing to a reduction of complaints within the organization.
- **Case Management:** Documented criminal cases with solid probable cause, resulting in 97% conviction rate through plea deals in state and superior courts.
- **Constitutional Law Instruction:** Delivered lectures on constitutional law applications for law enforcement, enhancing the legal knowledge base of the agency's personnel.
- **Simulation Expertise:** Conducted intensive mock trials for recruits and veteran officers, improving response to calls for service, evidence collection, report writing, and courtroom testimony.
- **Use of Force Oversight:** Analyzed incident reports as a committee member of the agency-wide use of force board, making informed recommendations for final dispositions.





Organizational Development and Mentorship:

- **H.R. Best Practices:** Created best-in-class human resource orientation training for newly promoted supervisors focusing on performance management, progressive discipline, and labor relations.
- **Academy Drill Instructor:** Indoctrinated and mentored recruits enrolled in Georgia POST basic law enforcement and jailer certifications.
- **Statewide Mentoring:** Trained and mentored statewide peace officers in the Senior Deputy Sheriff certification program, emphasizing the Sheriff's role, duties, and powers.
- **Training Program Enhancement:** Redefined the FTO program, incorporating skills specific to Sheriff's Office competencies.
- **Workshop Leadership:** Led Socratic-based workshops in line with staff and managerial courses on proper escalation, de-escalation, and documentation in the use of force.
- **Guest Instructor Recognition:** Recognized as a gold standard guest instructor at regional academies, contributing to the Georgia POST Instructor Training, Supervision 120, and Management 120 courses.

Innovative Approaches

- **Inmate Welfare Transformation:** Transformed special needs housing pods for inmates with mental health disorders, infectious diseases, and physical impairments into a world-class humane environment.
- **Disciplinary Process Streamlining:** Streamlined inmate disciplinary review processes to ensure consistent due process for rule infractions and sanctions for administrative segregation.

Law & Order Effectiveness:

- **Community Enforcement:** Executed general patrol duties, civil process service, and criminal warrant execution in diverse municipalities and unincorporated areas.
- **High Risk Operations:** Participated in apprehension of fugitives, sex offenders and other dangerous persons in county-wide communities.
- **Mental Health:** Executed Probate Court Orders and physician's 1013 certificates, ensuring the proper handling of mentally ill persons.

- **Dignitary Protection:** Coordinated and led executive protection details for dignitaries.
- **High-Risk Transportation:** Extradited high-risk fugitives and inmates back to Fulton County for criminal prosecution or appeals hearings.

National Vice-President (1997-2008)
International Brotherhood of Police Officers
Quincy, Mass

Elevated to the board of directors and later elected as national vice president with oversight of the Southeastern region for members serving in the Fulton County Sheriff's Office, Atlanta Police Department, East Point Police Department, Gwinnett County Police Department, Dekalb County Police Department, and Chattanooga, Tennessee Police Department.

- Appointed to the transition committee for restructuring headquarters operations as outlined in key compliances directed by the U.S. Department of Labor.
- Invited to the United States Department of Justice to attend a small group forum with the Attorney General and Civil Rights division on racial profiling. Leveraging the findings to create the first Racial Profiling Prevention & Awareness curriculum taught to thousands of Georgia peace officers.
- Served three terms as local president of the Fulton County Deputies Local 453, increasing membership from 105 to 300 members in less than one year.
- Improved union representation (Weingarten Rights) in employee grievance, internal affairs, and pre-deprivation hearings, resulting in a 90% reversal of recommended sanctions.
- Researched and prepared a comparative white paper study submitted to the Fulton County Board of Commissioners, resulting in pay increases of up to \$15,000.00 for Sheriff Deputies.
- Appointed as Chairman of the Fulton County Public Safety Labor Coalition, a combined group of labor organizations representing county sheriff deputies, police officers, deputy marshals, firefighters, and 911 communication operators for improvements in working conditions and compensation.

Consultant (1998-2004)
Morehouse College Police Department
Atlanta, GA

Collaborated with the Vice President, Chief of Police, and Dean of Student Affairs to reform campus policing practices and student relations through training and CALEA policy development.

Sergeant - Honorable Discharge (1986-1994)
United States Air Force Reserve
Dobbins AFB, GA

Served as a mortuary affairs specialist and weapons courier in stateside and overseas reserve missions. Deployed to Operation Just Cause in the Republic of Panama.

PROFESSIONAL AFFILIATIONS

- Transformation Leadership Collaboration, Vice President
- Georgia Gang Investigators Association
- International Law Enforcement Educators and Trainers Association
- DeVry Criminal Justice Program, Advisory Board (Past)
- National Sheriffs' Association
- Georgia Sheriffs' Association

AWARDS & RECOGNITION

- *Navigating the World of Black and Blue as a Black Police Officer* - Featured on 11 Alive New during Black History month.
- *Pinnacle Leadership Award 2017*- Honored by the Fortitude Educational Development Center for law enforcement contributions to community.
- *Point of Light* - Recognized by the late Dr. Joseph Lowery at the Peoples Agenda for leadership during the 2005 Fulton County Courthouse shooting.
- Conducted tours of the Fulton County Jail for delegations from Nigeria, Japan, South America, and Fulton Grand Jury observing humane conditions.
- Commended by the federal monitor and Plaintiff's Counsel for introducing "steps in the right direction" to comply with the federal consent decree order over the County Jail.
- Complimented by a state court judge for conducting a scenario-based approach to mock trials and discovery for law enforcement students.

MEDIA & CIVIC ENGAGEMENT

- Invited guest speaker at Crown Forums-Morehouse College.
- Recognized as a law enforcement expert providing reliable mass media commentary on law enforcement public policy.
- Guest panelist for the Male Mentorship Forum sponsored by the Gwinnett County Chapter of Delta Sigma Theta.
- Developed and moderated *Know Your Rights and Exercise Common Sense*, a forum educating youth on interacting with law enforcement officers sponsored by the Fayette County N.A.A.C.P. Juvenile Justice Committee.
- Guest law enforcement panelist on *State of Black Men in America* at Morehouse College.



- Guest law enforcement panelist on *State of Black Gay America* Summit at LGBTQ Institute.
- Annual guest law enforcement speaker at *Stop the Violence* for the neighborhood-based. L.I.N.K.S organization of South Fulton County.
- Guest law enforcement speaker and panelist at the Fulton Leadership Academy for male youth empowerment.
- Featured on the Atlanta Interfaith Broadcast (AIB) for delivering workshops *Covering Your Covering*

WHITE PAPERS & PUBLICATIONS

Public and Political Policy over Jail Initiatives (November 2013) – Conclusive white paper report presented before the Fulton County Board of Commissioners resulting in \$5 million in funding to replace faulty cell door locks.

Balancing Jail Consent Decree Compliance and Safe Communities (September 2013) — White paper intelligence report provided to the senior Fulton County Superior Court judge countering baseless claims by the Atlanta mayor about high-value inmates housed in the county Jail.

Criminal Deviance-Rule Breakers-Law Breakers, Devry University (2011) lecture before students enrolled in the Sociology Degree Program.

Law & Order Magazine, *Compstat Too Big for Small Agencies (March 2011)* — Featured accomplishments of Compstat implementation in the Fulton Sheriff's Office. *Leadership from the Inside Out (November 2010)* — Featured keynote speaker highlighting the HR concepts of Compstat before the National Association of African Americans in Human Resources -

Human Needs are Human Rights (April 2010) — Human rights training prepared for delegation of. senior officials from the Nigeria, Africa Prison Service.

Operation 901- Countering Correctional Insurgency (February 2010) — After action report to the Sheriff on measures implemented to counter criminal street gang cultures/activities influence in the jail.

The Keys to Federal Consent Decree Compliance (December 2006) — White paper analysis and recommendations presented to the Sheriff-Elect to achieve jail consent decree compliance.

Seize the Moment (September 2007) — White paper analysis and presentation before the Blue-Ribbon Joint Commission Study on Fulton County defeating special interest groups and legislative efforts to abolish or appoint the Office of Fulton County Sheriff from an elected position.

Serious Work Ahead Part I and II (March 2005) — White paper analysis and recommendations presented for security improvements in the aftermath of the courthouse shooting