

Todd Baxter

Sheriff

24 King Fisher Drive
Spencerport, New York 14559
585-490-3213
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Accomplishments

- Monroe County Sheriff
- Chief of Police, Greece (NY) Police Department. Recruited to reorganize and revitalize department following the arrest of five sworn officers, including the former Chief of Police. Credited with leading the restoration of the Department.
- Commander, Patrol Division East of the Rochester (NY) Police Department. Led and managed a team of over 200 personnel consisting of officers, investigators and supervisors of five platoons, non-sworn employees, a fleet of 50 vehicles, and management of a new police facility. Partnered with community groups to develop crime fighting strategies to target and attack serious crime.
- Commander of the City of Rochester's Emergency Task Force, a 32-member SWAT team responsible for bringing the safest conclusion to the most violent and unique law enforcement situations. Highly respected tactics and team development that has resulted in hundreds of successful operational conclusions.
- Developed and implemented "In-Service Training" programs for multicounty area law enforcement agencies centering on patrol tactics, active shooter response, progressive leadership and management and leadership for investigators. I have taught thousands of police officers. Developed several new police training disciplines to include NYS Physical Fitness Instructor (for Monroe County), Active Shooter Response, Tactical Warrant Service, and Progressive Leadership.
- Adjunct Professor, Monroe Community College where I instructed Personal Defense for the Physical Education Department. Adjunct Professor, Roberts Wesleyan College where I teach Leadership and Research Methods for the Criminal Justice Department.
- Coordinated with elements of the Secret Service and local law enforcement agencies in development of security plans and details for visiting politicians, including Presidents, Vice Presidents, candidates and dignitaries.
- Coordinated with elements of the US Marshals and local law enforcement agencies to conduct fugitive apprehension details.
- United States Army Master Sergeant, Principal Noncommissioned Officer of a Brigade element leading units in eight states in the development of technical and tactical issues centered on antiterrorism efforts. Instructor for the United States Military Police School and ascended to the level of Chief Instructor, covering an area of eight states.
- Lead mission trips to Haiti, Jamaica and New Mexico.

Employment

Monroe County Sherriff – January 2018 to present

Elected to Monroe County Sheriff in November 2017 by nearly 57% of the vote.

The Monroe County Sheriff's Office (MCSO) provides law enforcement for Monroe County which is located in Western New York State. The sheriff's office's constitutional authority is to operate the county jail and provide a civil function. However, the MCSO also provides a wide range of police services as well and provides physical and operational security to the courts (City, County, Family and State). MCSO runs on a \$154 million budget and employs over 1,100 personnel.

Developed ROCTAC, a multifunctional threat assessment team designed to prevent targeted violence. ROCTAC is being copied across NYS, via NYS Homeland Security.

Launched a multifaceted response to the opioid crisis; education, enforcement, recovery.

Established the Andrew P. Meloni Strategic Training Advancing Re-entry (S.T.A.R.) Academy designed to develop, educate, and provide the necessary tools and resources to shape inmates into citizens who strive to become model neighbors in our community after incarceration.

Successfully negotiated four contracts for MCSO employees.

Executive Director – Veterans Outreach Center April 2014 to May 2017

Recruited as the Executive Director, Veterans Outreach Center (VOC), the oldest non-profit providing premier supportive service to 88,000 veterans of the U.S. Armed Forces and their families. The VOC has 52 employees who serve over 1,400 veterans a years in transitional services, job training and placement, mental health and housing of homeless veterans.

Significant achievements:

- Moved the organization towards their first accreditation;
- Led the organization to financial well-being for the first time in several years;
- Asked to participate in a panel discussion on veteran services with President George W. Bush in Dallas, TX;
- Instructed ongoing leadership training;
- Recognized with the Lifetime Achievement Award, 12th Annual Human Service Worker of the Year Awards program;
- Named the St. Patrick's Day Parade Community Leader of the Year
- Built the first housing for female veterans in Monroe County (NY)

Chief of Police – Greece Police Department

February 2010 to April 2014

Hired to reorganize and revitalize department following the arrest and conviction of five sworn officers, including the former Chief of Police. Lead a department with a total of 140 sworn and civilian employees, a fleet of 80 vehicles, and an annual budget of \$18 million, serving a community with 100,000 residents.

Significant achievements:

- Successfully took the helm of what was once the most dysfunctional police force in the country;
- Reorganized the department with a bilateral checks and balance system that requires accountability from all levels of the organization;
- Hired new officers, taking an organization from 78 to 101 officers, and directed 31 promotions to various levels;
- Instituted a variety of initiatives to engage the community and rebuild citizens' trust in the department including town hall style meetings and a Police Chief Interaction Committee;
- Introduced labor management and professional counseling strategies to support law enforcement officers and administrative staff, successfully changing the culture and improving employee morale;
- Instituted ethics training, overhauled the entire General Orders Manual, established new Rules and Regulations and pro-actively worked on accreditation, bringing all polices in line with current standards;
- Initiated discipline, counseling and service referral for members resulting in the reduction of citizen complaints against officers, the number of sick days taken, and the number of fleet motor vehicle accidents;
- Engineered the department's training function to be more compatible with the modern patrol strategies and expectations. Quadrupled the number of department training hours;
- Developed youth-oriented programs and established two Crime Prevention Officers;
- Took a lead role in media relations to enhance the public image of the department;
- Named "Newsmaker of the Year" by 13WHAM News (local ABC Affiliate) in 2010;
- Achieved Top Secret Security Clearance (March 2011);
- Appointed Chair Person of New York State Counter-Terrorism Zone 16 and the Statewide Counter-Terrorism Executive Committee;
- Instituted a K-9 program, tactically trained officers on each platoon, rifle qualification for all members of the department, and established "Go-bags" in each car;
- Emphasized collective impact by forming an investigative tasks force to work on a triple murder when led to the successful apprehension for three fugitives in Arizona and the final prosecution of eight people for a drug conspiracy related to the murders. The task force included multiple agencies including the US Marshalls and the FBI;
- Trained each member in active shooter response and multiple attack management;
- Trained all town employees in active shooter response.

Rochester Police Department

Captain, October 1987 to February 2010

Commanded a Division of over 150 personnel consisting of officers, investigators and supervisors in five platoons, non-sworn employees, a fleet of 50 vehicles, and managed of a new police facility. Served as the Administrative Aide to three Chiefs' of Police in an organization consisting of 893 sworn and non-sworn employees. 19 year member of the SWAT team, completing my assignment as the team Commander.

Significant achievements:

- Directed and oversaw the work of more than 150 officers covering the entire city, supervisors and civilians performing the law enforcement function for a population that surges over 500,000;
- Responsible for the operational control of all major events, including significant crime scenes, natural disaster, crowd management and media relations;
- Spearheaded the operational deployment of a simple, speedy and accurate crime mapping system for police officers in the field;
- Provide Departmental support for the families of officers who have been seriously injured in the line of duty;
- Under my supervision my Division led the City in crime reduction of 3.5 percent and in felony arrests;
- Reduced response times to Priority One and Priority Two calls for service by 2 minutes during a time when call volume increased 2 percent;
- Partnered with neighborhood groups during my Police Community Interaction Committees and developed quality of life and crime fighting strategies;
- Strongly emphasized youth-oriented programs such as Teen Empowerment;
- Consulted with District Attorney's Office and investigative staff and instituted division wide Legal Issues Training for all members;
- Administered efforts of strategic planning committees whose members included command-level personnel, representatives of major community organizations, City and County government;
- Developed tactical plans and implemented strategies to thousands of high risk police situations including hostage, sniper, active shooter and multi-jurisdictional incidents;
- Coordinated fugitive apprehension details with the US Marshall service;
- Conducted Threat Assessment Surveys for the Rochester City School District and made recommendation to improve their security profile.

United States Army

Master Sergeant, Brigade Ant-terrorism, Safety and Training NCO, Drill Sergeant, September 1983 to July 2005

Significant achievements:

- Served 1 year in Korea and 2 years in Kansas as a Military Police Officer;
- Consistently evaluated as among the best in leadership;

- Achieved Honor Graduate status in all four military leadership schools attended;
- Designated Drill Sergeant of the Year for the 98th Division
- Instructor for the United States Military Police School and rose to the level of Chief Instructor; Designated Instructor of the Year
- Appointed Training NCO for a brigade level unit, reaching across eight states; developed and maintained training materials, developed methods to measure the success of the training objectives
- Appointed as the Brigade Ant-terrorism, Safety NCO
- Chosen above peers to develop and implement a new training base for heroic Soldiers deploying to war. This position required an innovative set of instructional standards, as the Army had never faced this type of mission before. Activities included the development of a new team of instructors, expansion of a reserve training base in Indiana, evolving several facilities to include shooting ranges, urban training areas, school houses and developed relationships with the hosting garrison.

Instructor

Instructor, Public Safety Training Center, Rochester, New York, 1992 to Present

Significant achievements:

- Taught Supervisor School – Leadership, Ethics, Critical Incident Management & Leadership Reaction Course;
- Developed one-week Progressive Leadership and Management School that has run for several years;
- Taught Investigator School – Leadership, Police & Society
- Developed Tactical Warrant School – taught over 900 students, including all local law enforcement agencies, NYSP C-NET, DEA and FBI
- Developed four RPD and two County wide In-Service programs
- Developed New York State Physical Fitness Instructor School for PSTC
- Developed Basic SWAT School – taught throughout central and western New York
- Facilitated an urban training evolution for the US Navy Special Warfare Development Group
- Developed three Special Investigation In-Service programs
- Coordinated the Physical Fitness and Defensive Tactics programs for several recruit classes
- Instructed Recruit training in: Crime Scenes & Preliminary Investigations, Observation & Patrol, Alcoholic Beverage Control Law, Public Health Law, Mental Hygiene Law, EnCon Law, Agriculture and Markets Law, Civil Disorder, Crowd Control and Mobile Field Force, Vehicle Pullover, Juvenile Procedures, Traffic Control, Critical Incident Management, Incident Command System, Active Shooter, Building Search, Firearms, Arrest Warrants, and Missing Persons.

Adjunct Professor, Roberts Wesleyan College 2015 to Present

- Teach Leadership and Research Methods for the Criminal Justice Department.

Adjunct Professor, Monroe Community College, Rochester, New York, 2009 to 2010

- Taught Personal Defense for the Physical Education Department

Summary of Committee Work

NYS Department of Criminal Justice Services - SWAT Standards Committee, 2009-present. Working through the New York State Tactical Officer's Association to develop standards and training modules for the uniformity of SWAT teams throughout the State of New York.

Rochester Police Department Record Management System Project member, 2010. Capture activities done on a daily basis, identify enablers and obstacles to effective organization management and develop a systemic approach to improve the organizations capability.

Public Safety Training Center Defensive Tactics Review Committee, 2008. Reviewed all modules of the Defensive Tactics program and case law, developed new lesson plans and published a new manual.

Promotional Exam Evaluator; Metro Dade Police Department, Miami, Florida, September 2005, Greece Police Department 2008, Monroe County Sheriff's Office, Rochester, NY, May 2009.

Coordinated a consortium in the Fight Village Apartment complex, 2006. Following two homicides, the consortium worked with community members, business owners and law enforcement to reduce criminal activity.

City of Rochester Leadership Academy Youth Employment Committee, 2006. Worked with the Chamber of Commerce and local businesses to develop work skills and provide mentorship to youth in the City of Rochester.

Operation Rolling Thunder, December 2005. Coordinated a fugitive apprehension detail with the US Marshal's Office, the Monroe County Sheriff's Office and the New York State Police. The detail lasted over two months, resulting in the apprehension of almost 100 wanted criminals.

Coordinated a conference between the Rochester Police Department and the Muslim Business Association, 2004. Following several violent activities at including a homicide, I worked with Muslim business owners to reduce criminal activity.

Less Lethal Study, 2002. Coordinated the study of over 25 less lethal weapons resulting in adoption of two new tools: the tail stabilized bean bag round and the Taser. Both products are now commonly used throughout the law enforcement community.

Strategic Planning Committee, 2001. Developed the mission and goals of the Rochester Police Department.

Special Investigation Section Improvement Committee, 2001. Developed policy and training following the accidental death of a citizen during a drug raid. Testified in several court proceedings in relation to department policy and procedures.

Integrated Force Management Committee, 1999. Spearheaded the review and improvement of Use of Force Instructors of the Rochester Police Department.

Summary of Speaking and Professional Engagements

The Genesee Valley School Boards Institute, School Safety Conference, Rochester, New York, November 2009. Presentations on Active Shooter techniques and appropriate response for educators, followed by a Question & Answer period.

The Rochester City School District, August 2008. Conducted school safety audits based on NYS law and then presented recommendations for Emergency Procedures to RCSD Superintendent and staff.

The OpTac International SWAT/Sniper Symposium, Gaithersburg, Maryland, January 2007. Debriefing of the Rochester Police Department's involvement in search and apprehension of Ralph "Bucky" Phillips.

Center for Dispute Settlement – Use of Police Force Seminar, 1997, 2006. Panelist along with community policing experts presenting from a practitioners point of view on force issues and the community, followed by a Question & Answer period.

Local and National Radio Talk and Television News, 1996 – present. Participated in numerous radio and television news shows on NPR Radio, CNN, ABC News, FOX and Friends, and all local television news.

Board of Directors

Greece (NY) Chamber of Commerce
Villa of Hope – troubled youth children's center
Salvation Army
RoCcovery – addiction recovery through fitness and wellness
Monroe Community College Foundation
Monroe Crime Analysis Center
New York Care Coordination Program