

# **New Orleans Police Superintendent Executive Search**

**Candidate Profile: Michelle Woodfork**

Contact information for the  
International Association of Chiefs of Police

Meghann Casanova  
44 Canal Center Plaza, Suite 200  
Alexandria, VA 22314  
[NewOrleansLA@theIACP.org](mailto:NewOrleansLA@theIACP.org)

## Contents

Resume .....	3
Assessment Center Score Results.....	13



# EXECUTIVE SEARCH

## Applicant for Superintendent

### Michelle M. Woodfork

City of New Orleans  
Superintendent of Police Selection Committee  
c/o The International Association of Chiefs of Police (IACP)

June 19, 2023

Members of the New Orleans Police Department Superintendent Selection Committee,

Thank you for providing the opportunity to submit my cover letter and statement of interest for your review and consideration for the position of Superintendent of the New Orleans Police Department. My resume highlights my career and accomplishments that span over three (3) decades of service within the New Orleans Police Department. It will give deeper insight into my many years of preparation to continue my service, as Superintendent, of the New Orleans Police Department.

As a thirty-two (32) year veteran of the New Orleans Police Department, I understand the value and importance of ensuring the department remains at the forefront of consent decree reform, recruitment and retention, community engagement and more importantly the overall reduction of violent crimes against New Orleans, her citizens and her many visitors.

While serving as, Interim Superintendent, I appointed new executive leadership to three (3) of the five (5) department bureaus, assigned new leadership in the Recruitment and Application Division, as well as initiated a robust recruitment and retention campaign that has increased the number of recruits entering the academy and the retainment of current officers. Community engagement efforts have been increased by launching the department's first Junior Citizens Police Academy and the re-implementation of Midnight Basketball to engage and build trust with the youth community. The department continues to strive toward substantial consent decree compliance by creating, reviewing, and revising departmental policies and procedures, holding public meetings to inform citizens of the department's compliance status, and conducting more frequent audits of suggested reforms contained within the paragraphs of the Federal Consent Decree. Finally, I presented and implemented my strategic crime plan that has yielded a significant decrease in violent crime.

As a native daughter of the City of New Orleans, I have first-hand knowledge and insight regarding the culture of the communities the department serves. I have a critical understanding of what it takes to lead the New Orleans Police Department. It takes a leader who will inspire, motivate, and ensure the men and women of the department continue to uphold and remain steadfast to the highest ideals of public safety, in the communities they serve. It takes a leader who listens to the men and women they lead to perpetuate optimal public service for the citizens and visitors, alike. I submit to the selection committee that I, Interim Superintendent, Michelle M. Woodfork, am the leader the New Orleans Police

CANDIDATE: Michelle M. Woodfork

Department needs and deserves. I request an interview before the selection committee so that I may be given the opportunity to prove my assertion, true. I look forward to hearing from the committee.

Sincerely,

Michelle M. Woodfork

Interim Superintendent  
New Orleans Police Department



# EXECUTIVE SEARCH

## Applicant for Superintendent

### Michelle M. Woodfork

#### SUMMARY

---

##### Years of Supervisory-Level Experience

Twenty years of supervisory-level experience.

##### Education

Southern University at New Orleans | Master of Arts, Criminal Justice

##### Career Profile

A dedicated, focused, transformational leader, who possesses a wealth of institutional knowledge in numerous areas of professional police practices and management. With 32 years of active service, remains committed to building trust through community policing and strategic planning to effectively reduce violent crime and protect the citizens, businesses, and visitors of New Orleans. Exemplifies the core values of police leadership, integrity, professionalism, transparency, and accountability. A record of effective leadership exhibiting the vision to move the New Orleans Police Department to the highest level of 21st century constitutional policing and substantial consent decree compliance. Skilled, professionally trained and educated, these attributes are key enhancers to showcase that I am equipped to protect with the highest level of integrity and to serve with the utmost form of humility.

#### PROFESSIONAL EXPERIENCE

---

##### NEW ORLEANS POLICE DEPARTMENT

1991 – PRESENT

The mission of the New Orleans Police Department is to provide professional police services to the public to maintain order and protect life and property. This city is full of rich culture and authentic residents. Our main priority is to protect and serve!

##### Interim Superintendent

December 2022 - Present

- Personally responsible for the oversight, planning, organizing, managing and evaluating the operations and capabilities of the department and its members
- Identify and appoint Chief Deputy Superintendent and Deputy Superintendents to oversee the management of designated bureaus within the department
- Provide direct day-to-day supervision of all Bureau Chiefs and police officers and police professionals assigned to perform duties within the Superintendent's office
- Develop and implement department goals, objectives, policies, and priorities
- Preparing and implementing a strategic crime plan based on analytical data to reduce violent crime

- Implement a robust Recruitment and Retention campaign to hire additional officers and civilian employees and retain current officers and civilian employees
- Prepared and presented an annual budget for the New Orleans Police Department forecasting the need for additional or supplemental staffing, purchase of equipment, and expendable materials used in the course of departmental operations
- Initiate, process, review and manage all formal disciplinary investigations and hearings
- Attend and participate in community meetings and work proactively with all stakeholders to facilitate a proper relationship between the citizenry and police
- Respond to all major events, significant crimes and unusual occurrences and provide live on-scene updates to the news media
- Responsible for overseeing sustainable reforms in numerous areas throughout the department as agreed to in the Federal Consent Decree. And to present the sustainable reforms to the United States Department of Justice and the United States District Court for Eastern District of Louisiana in efforts to reach full consent decree compliance
- Initiated new community engagement initiatives to forge positive relationships with community youth
- Strengthen and retain partnerships with local, state and federal law enforcement partners.
- Conduct weekly MAX (Management Analytics for Excellence) meetings with command and executive staff to discuss crime trends, analytical data, and share information among the districts, units, divisions and section throughout the department
- Prepared media briefings and held press conferences related to all aspects of the department
- Prepared presentations and attended speaking engagements for several schools, colleges and civic organizations
- Task with obtaining the latest and best tools in technology to aid the department in crime reduction
- Attend and present departmental updates at the Mayor's weekly Public Safety meeting and actively participate in the Mayor's Violent Crimes Task Force
- Conduct quarterly meetings with police organizations and associations to discuss their concerns and suggestions

**Captain, Management Services Bureau**

**November 2021 – December 2022**

- Provided Supervision for commissioned and civilian personnel in the Recruitment and Applications Section, Human Resources section, Public and Criminal Records, Budgeting and Fiscal, Payroll section, IT Section, Fleet Division, and Carpenter's Shop section
- Personally, responsible for the daily operations and functions of each section, unit, and division, under the direction and supervision of the Deputy Superintendent of Police, of the NOPD, Management Services Bureau
- Personally responsible for monitoring and conducting disciplinary investigations of subordinates
- Completed annual performance evaluations of subordinates
- Reviewed and approved departmental purchase order request
- Responsible for participating as a panelist on accident review board hearings
- Responsible for participating as a panelist on disciplinary hearings

- Coordinate barrier and barricade placement for all major events
- Coordinate repairs and new construction of buildings and facilities through capital projects

**Lieutenant, First District**

**April 2019 – November 2021**

- Provided supervision of subordinate platoon personnel in patrol functions
- Ensured all personnel abided by the rules, regulations, and policies of the Department.
- Supervised and controlled all work tasks assigned to or initiated by subordinate personnel  
Responsible for the continued training and evaluation of subordinate personnel
- Ensured all payroll information was accurately and timely recorded and all required administrative and criminal reports were completed in approved form, timely submitted, and processed
- Personally responsible for monitoring the performance of subordinates and conducting disciplinary investigations of subordinate personnel
- Deployment of platoon personnel in the field based on analytical data and crime trends
- Attended and participated in community meetings within district of assignment
- Attended and presented platoon status and statistics at weekly district and command staff meetings

**Lieutenant, Administrative Duties Division**

**February 2017 – April 2019**

- Provided assistance at the N.O.P.D training academy with all administrative duties assigned, while on limited duty status due to an on-duty injury

**Lieutenant, Second District**

**April 2016 – February 2017**

- Provided supervision of subordinate platoon personnel in patrol functions.
- Ensured all personnel abided by the rules, regulations, and policies of the Department. Supervised and controlled all work tasks assigned to or initiated by subordinate personnel. Responsible for the continued training and evaluation of subordinate personnel.
- Ensured all payroll information was accurately and timely recorded and all required administrative and criminal reports were completed in approved form, timely submitted, and processed.
- Personally responsible for monitoring the performance of subordinates and conducting disciplinary investigations of subordinate personnel.
- Deployment of platoon personnel in the field based on analytical data and crime trends
- Attended and participated in community meetings and events within district of assignment
- Attended and presented platoon status and statistics at weekly district and command staff meetings

**Lieutenant, Seventh District**

**January 2016 – April 2016**

- Provided supervision of subordinate platoon personnel in patrol functions
- Ensured all personnel abided by the rules, regulations, and policies of the Department
- Supervised and controlled all work tasks assigned to or initiated by subordinate personnel
- Responsible for the continued training and evaluation of subordinate personnel
- Ensured all payroll information was accurately and timely recorded and all required administrative and criminal reports were completed in approved form, timely submitted, and processed
- Personally responsible for monitoring the performance of subordinates and conducting disciplinary investigations of subordinate personnel
- Deployment of platoon personnel in the field based on analytical data and crime trends

CANDIDATE: Michelle M. Woodfork

- Attended and participated in community meeting and events within district of assignment
- Attended and presented platoon status and statistics at weekly district and command staff meetings

**Sergeant/Commander**

**December 2012 – January 2016**

**Alternative Police Response Unit, Communications Division**

- Initiate and implement the operations of the newly formed Alternative Police Response Unit
- Provide supervision of subordinate personnel
- Ensure all subordinate personnel abide by the rules regulations and policies of the department
- Supervise and control all work tasks assigned to or initiated by subordinate personnel
- Responsible for the continued training and evaluation of subordinate personnel
- Ensure all payroll information is accurately and timely recorded and all required administrative and criminal reports are completed and in approved form, timely submitted and processed
- Personally, responsible for monitoring the performance and conducting disciplinary investigations of subordinate personnel
- Authoring a weekly report of statistical data to be presented at the department's weekly COMSTAT meeting

**Sergeant, Third Police District**

**March 2012 – December 2012**

- Provide supervision of subordinate personnel
- Ensure all Subordinate personnel abide by the rules, regulations, and policies of the Department
- Supervise and control all work tasks assigned to or initiated by subordinate personnel
- Responsible for the continued training and evaluation of subordinate personnel
- Ensure all payroll information is accurately and timely recorded and all required administrative and criminal reports are completed and in approved form, timely submitted and processed
- Personally, responsible for monitoring the performance and conducting disciplinary investigations of subordinate personnel

**Sergeant, Sixth Police District**

**May 2011 – March 2012**

- Provide supervision of subordinate personnel
- Ensure all subordinate personnel abide by the rules, regulations, and policies of the Department. Supervise and control all work tasks assigned to or initiated by subordinate personnel
- Responsible for the continued training and evaluation of subordinate personnel
- Ensure all payroll information is accurately and timely recorded and all required administrative and criminal reports are completed in approved form, timely submitted, and processed
- Personally responsible for monitoring the performance of subordinates and conducting disciplinary investigations of subordinate personnel

**Sergeant / Bureau of Investigations (Child Abuse) February 2009 – May 2011**

- Provide supervision of subordinate personnel, conducting child abuse investigation
- Ensure all subordinate personnel abide by the rules, regulations, and policies of the Department
- Supervise and control all work tasks assigned to or initiated by subordinate personnel
- Responsible for the continued training and evaluation of subordinate personnel



CANDIDATE: Michelle M. Woodfork

- Ensure all payroll information is accurately and timely recorded and all required administrative and criminal reports are completed in approved form, timely submitted, and processed
- Personally responsible for monitoring the performance of subordinates and conducting disciplinary investigations of subordinate personnel

**Adjunct Instructor / Delgado Community College, Westbank Campus August 2007 – December 2007**

- Provide academic instruction to students on the criminal justice process during the fall semester of 2007

**Sergeant, First Police District**

**January 2008 – August 2007**

- Provided supervision of subordinate personnel
- Ensured all personnel abided by the rules, regulations, and policies of the Department
- Supervised and controlled all work tasks assigned to or initiated by subordinate personnel
- Responsible for the continued training and evaluation of subordinate personnel
- Ensured all payroll information was accurately and timely recorded and all required administrative and criminal reports were completed in approved form, timely submitted, and processed
- Personally, responsible for monitoring the performance of subordinates and conducting disciplinary investigations of subordinate personnel

**Sergeant, Second Police District**

**September 2003 – January 2005**

- Provided supervision of subordinate personnel
- Ensured all personnel abided by the rules, regulations, and policies of the Department
- Supervised and controlled all work tasks assigned to or initiated by subordinate personnel
- Responsible for the continued training and evaluation of subordinate personnel. Ensured all payroll information was accurately and timely recorded and all required administrative and criminal reports were completed in approved form, timely submitted, and processed
- Personally responsible for monitoring the performance of subordinates and conducting disciplinary investigations of subordinate personnel

**Detective, ISD, Child Abuse**

**December 1998 – September 2003**

- Conducted complete and thorough investigations on all allegations of child sexual and physical abuse and death
- Networked with other agencies for the overall protection of children and assisted in providing a safe environment for abused children
- Educated police officers and the community regarding issues of child abuse cases and mandatory reporting laws
- Provided courtroom testimony in prosecution of assigned investigations

**Police Officer-Field Training Officer**

**August 1991 – December 1998**

**Seventh Division-Police District Task Force Unit**

- Duties consisted of general law enforcement activities, street patrol, primary unit investigations and preparing incident reports
- Trained, instructed, and evaluated new recruits in field assignments

CANDIDATE: Michelle M. Woodfork

- Task Force responsibilities included directing patrols, tracking leads, gathering evidence, and locating witnesses
- With the use of intelligence, support units, and advanced computerized technology, developed and identified suspects
- Provided courtroom testimony in prosecution of affected arrest

**Police Recruit / Municipal Training Academy**

**April 1991 – August 1991**

- Completed academic, physical, first aid/CPR, and firearms training. Received post-certification

**Police Recruit / NOPD Applicant Investigations**

**January 1991 – April 1991**

- General clerical duties

**Criminal Sheriff Deputy, Orleans Parish Criminal Sheriff's Office**

**October 1989 – January 1991**

- Provided courtroom security and escort for female inmates

## **EDUCATION**

---

Master of Arts, Criminal Justice | Southern University at New Orleans

Bachelor of Science, Criminal Justice | Southern University at New Orleans

## **PROFESSIONAL DEVELOPMENT & TRAINING**

---

Executive Leadership and Police Organization Training, Bureau of Justice Assistance

Leadership in Police Organization (LOP)/International Association of Chiefs of Police

Responding to Allegations of Racial Profiling/Louisiana National Guard(LANG)

Standardized Field Sobriety Testing

Chemical testing for Intoxication

Darkness to Light Training/Child Abuse

Child Advocacy Centers Training

Interviews and Interrogations Training Course

Responding to Missing and Abducted Children/National Center for Missing and Exploited Children

Practical Homicide Investigations/Vernon J. Gerberth

Child Exploitation Investigations

Dispatcher and Domestic Violence Seminar

Death Investigation Seminar/F.B.I.

Sexual Deviant Behavior Training Course/F.B.I.

CANDIDATE: Michelle M. Woodfork

National Certification for Field Training Officers

Leading by Example: Ethics and Resilience/F.B.I. National Academy Associates

Leadership and Management Training/ F.B.I. National Academy Associates

ATF Gun Violence Seminar

Strategic Community Police and Problem Solving

Violence Interdiction Training

United States Secret Service Seminar

ATF Chiefs of Police Executive Forum on Gun Crimes

Intensive Media Training/Retired Professor Lisa Martin, Loyola University

Ethics Training (annually)

Active Shooter Training

Command Staff Training (annually)

NOPD Rifle Training

NOPD Taser Training

NOPD Supervisor Training

Advance Training for Police Officer II, III, and IV

## **PROFESSIONAL AFFILIATIONS**

---

St. Peter Claver Catholic Church

Alpha Kappa Alpha Sorority Incorporated (AKA)

Fraternal Order of Police – Crescent City Lodge (FOP)

National Organization of Black Law Enforcement Executives (NOBLE)

International Association of Chiefs of Police (IACP)

Police Executive Research Forum (PERF)

Black Organization of Police (BOP)

International Association of Women Police (IWAP)

Assessor for several police and sheriff organizations to assist in the promotional selection process for rank of sergeant, lieutenant and captain

## **ADDITIONAL INFORMATION**

---

### **Awards**

Fannie C. Williams Certificate of Appreciation

Louisiana Center for Law and Civic Education Award

5-Police Officer of the Month Awards

Life Saving Commendation

5 Citizen Letters of Commendation

2-Departmental Letters of Commendation

Eleanor McMain, Certificate of Appreciation

Purple Heart Letter of Commendation

Supervisor of the Quarter Award

New Orleans City Council Women of Steel Award for Service in Government



# NEW ORLEANS SUPERINTENDENT ASSESSMENT CENTER Individual Candidate Report

Candidate: Michelle Woodfork

Below are the individual competency and overall score for the Analysis Presentation, Structured Interview, and Written Exercise. Along with the score is the average of all candidates whose profiles have been submitted. Each competency is worth five points for a maximum total score of 35 points. At the bottom of the page are the overall scores for the entire promotional process including the Analysis Presentation, Structured Interview, and Written Exercise.

## Assessment Center Scores

Competencies	Analysis Presentation		Structured Interview		Written Exercise	
	Candidate	Average	Candidate	Average	Candidate	Average
Written Communication					3.11	3.46
Oral Communication	4.75	3.94	4.50	3.94		
Interpersonal Insight	4.00	3.84	3.33	3.13	2.75	3.19
Problem Analysis	4.36	4.31	4.00	3.45	2.64	3.12
Judgment	4.58	4.12	3.64	3.36	2.72	3.25
Decisiveness	4.33	4.38	3.30	3.29	2.71	3.20
Planning & Organization	4.17	4.17	3.75	3.53	3.20	3.38
Delegation & Control	2.75	3.56	3.50	3.23	1.79	2.2
Total (35)	28.94	28.99	26.02	23.91	18.92	21.78
Total %	83%	83%	74%	68%	54%	62%

## Overall Assessment Center Scores

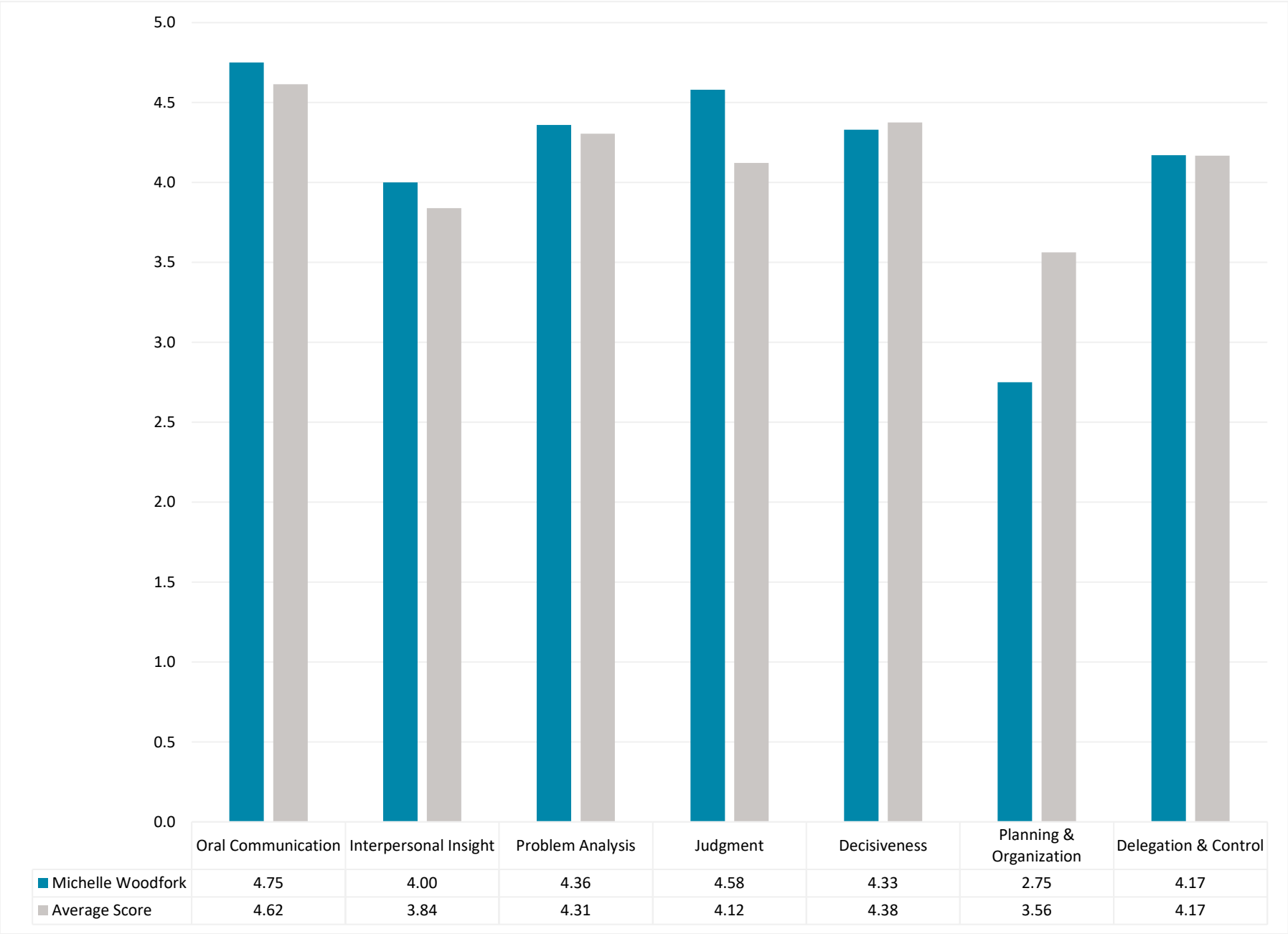
Analysis Presentation		Structured Interview		Written Exercise	
Points (35)	%	Points (35)	%	Points (35)	%
28.94	83%	26.02	74%	18.92	54%

Analysis Presentation

Candidate:Michelle Woodfork

Candidate Total Score:28.94

Average Total Score:28.99

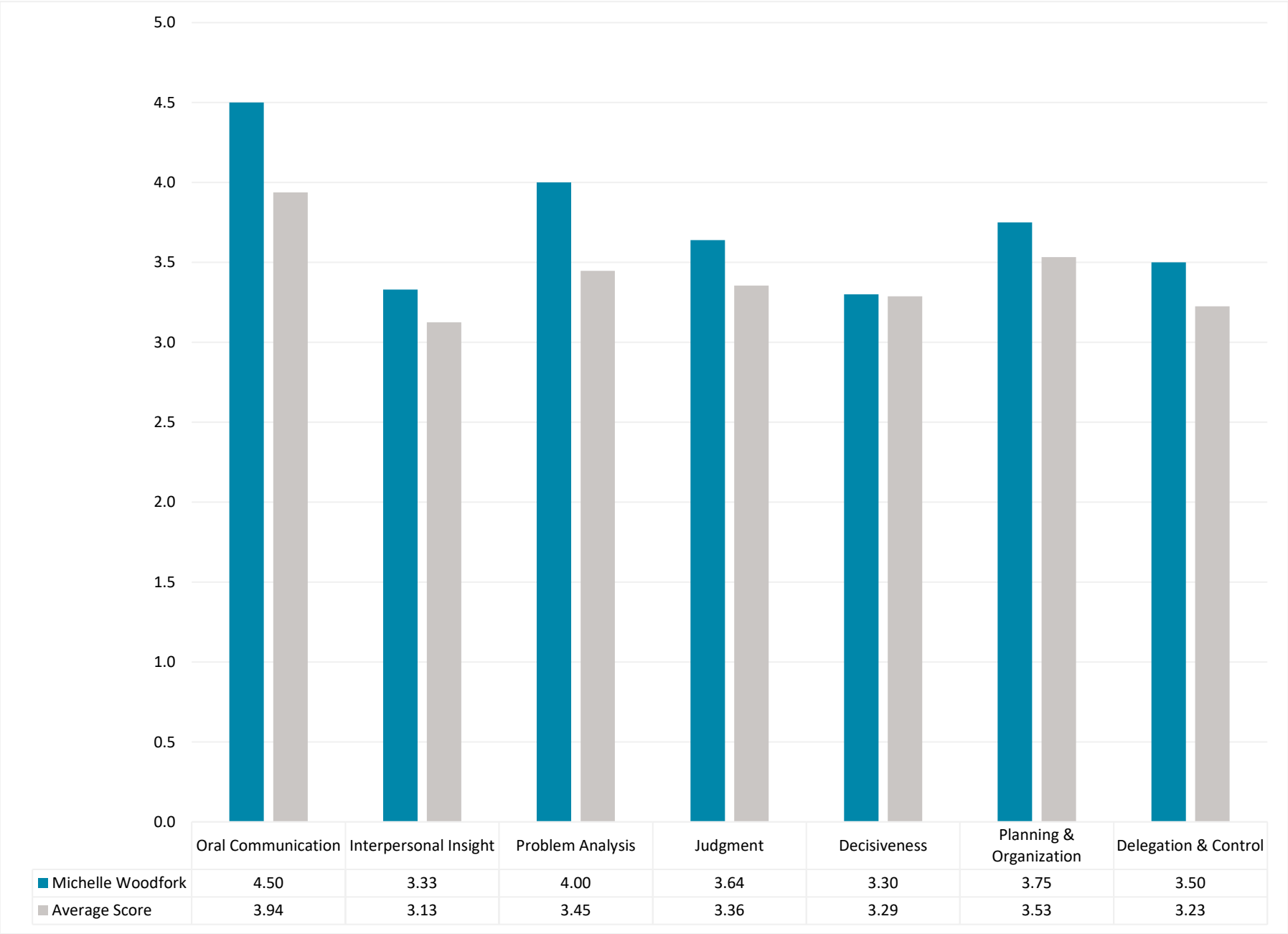


Structured Interview

Candidate:Michelle Woodfork

Candidate Total Score:26.02

Average Total Score:23.91

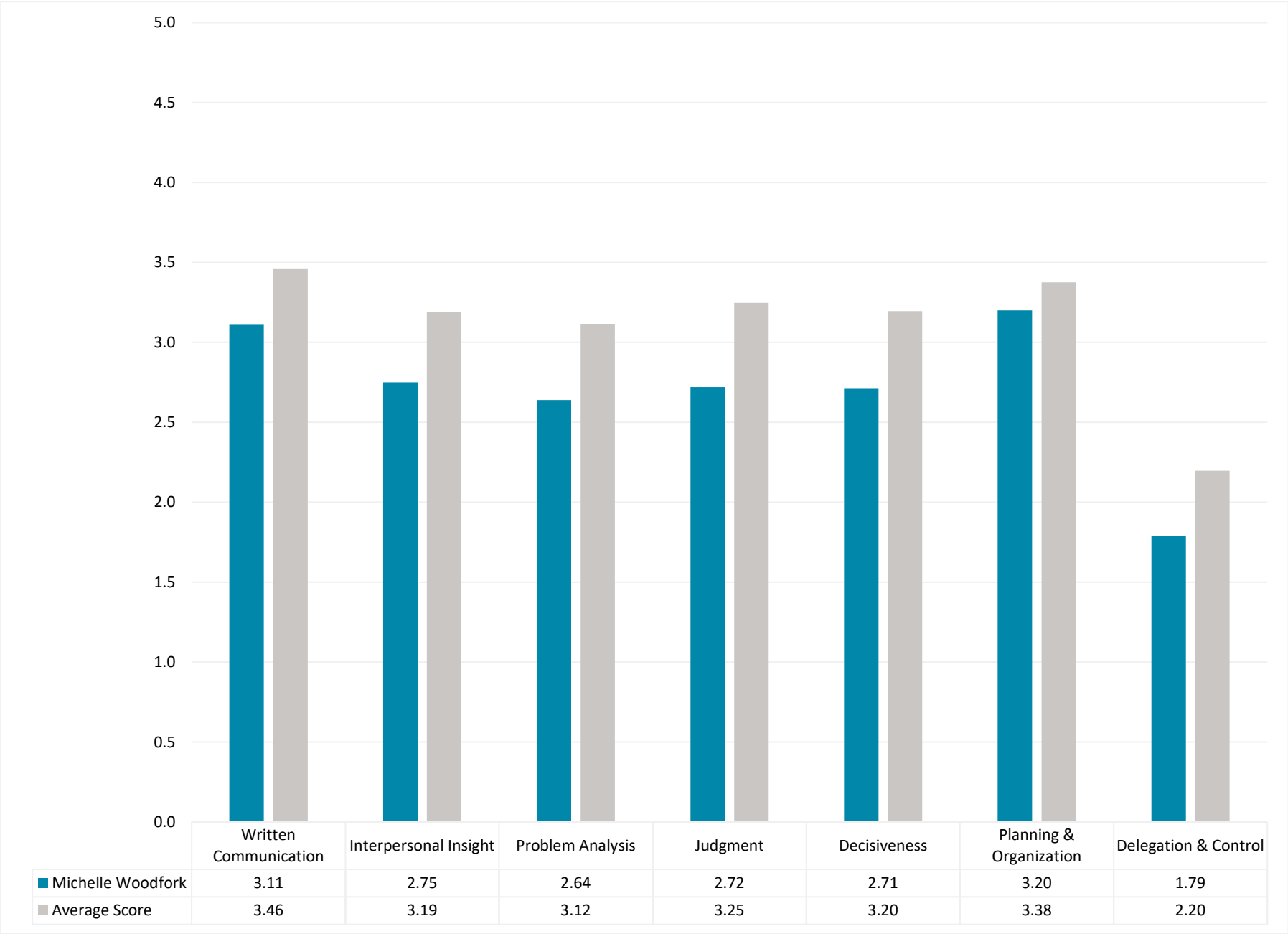


Written Exercise

Candidate:Michelle Woodfork

Candidate Total Score:18.92

Average Total Score:21.78







**International Association of Chiefs of Police**

44 Canal Center Plaza, Suite 200  
Alexandria, VA 22314

Direct: 703-836-6767  
Main Line: 800-THE-IACP  
Fax: 703-836-4543

**[www.theIACP.org](http://www.theIACP.org)**