

# MICHAEL R. WOOD

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## LAW ENFORCEMENT EXECUTIVE | A STRATEGIC MULTI-AGENCY LEADER WITH THE EXPERTISE, INTEGRITY, COMMITMENT, AND TRANSPARENCY TO BUILD COMMUNITY TRUST

351 San Gabriel Drive | Rochester, New York 14610 | Mobile: (585) 233-8245 | mwood0606@gmail.com

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### PROFESSIONAL SUMMARY

A prolific record of collaborative leadership achievement across an array of operational, administrative, and executive positions. 34 years of comprehensive law enforcement experience, including 14 years in executive positions with three large New York State agencies. Offer key experience in coordinating with local, state, and Federal agencies and in leading pioneering efforts to improve law enforcement services. An open communicator, public speaker, and problem solver, adept at building and developing high performance teams and a track record of successfully executing complex, high profile assignments. Recipient of numerous awards and commendations for outstanding performance and leadership, with a reputation distinguished by impeccable ethics, and results. Hold Top Secret Security Clearance.

#### *Areas of Expertise:*

- Police Operations | Policing Policy
- Criminal & Internal Investigations
- Public and Private Ecosystems
- Officer Training & Education
- Professional Communication
- Building Trust Between the Police and Community
- Law Enforcement Transparency | Police Accountability
- Organizational Development and Improvement
- Issues of Process and Organizational Efficiency
- Officer Wellness/Resilience | Ethics & Professionalism
- Police Administration
- Strategic Planning
- Technology
- Social Media Strategy
- Diversity and Inclusion

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### LEADERSHIP SYNOPSIS

NYS DIVISION OF CRIMINAL JUSTICE SERVICES, **Deputy Commissioner** [2014 – Present], Albany, NY  
ROCHESTER POLICE DEPARTMENT, **Deputy Chief of Operations** [2011 – 2014], Rochester, NY  
MONROE COUNTY SHERIFF'S OFFICE, **Chief of Court Security** [2009 – 2011], Rochester, NY  
ROCHESTER POLICE DEPARTMENT, **Commander** [2007 – 2008], Rochester, NY  
ROCHESTER POLICE DEPARTMENT, **Lieutenant | Homicide | Major Crimes Unit** [2003 – 2007], Rochester, NY  
ROCHESTER POLICE DEPARTMENT, **Lieutenant | Administrative Aide to Chief of Police** [2000 – 03], Rochester, NY

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### PROFESSIONAL EXPERIENCE

NEW YORK STATE DIVISION OF CRIMINAL JUSTICE SERVICES, Albany, NY  
**Deputy Commissioner** [2014 – Present]

*Overall responsibility for the Office of Public Safety with nine major program areas: Law Enforcement Training, Law Enforcement Accreditation, Crime Analysis Centers, Missing Person Clearinghouse, Security Guard Program, Gun Involved Violence Elimination Initiative, Administrative Services, Highway Safety Technology, and the 1033 Federal Excess Property Program. Direct a staff of approximately 70, including 9 director-level positions, attorneys and numerous independent contractors. Coordinate the activities of statutorily mandated bodies including the Municipal Police Training Council (MPTC), Law Enforcement Agency Accreditation Council (LEAAC), Security Guard Advisory Council (SGAC). Serve as a Board Member and Northeast Regional Representative for IADLEST (International Association of Directors of Law Enforcement Standards and Training), and Director of P.O.S.T. (Peace Officer Standards & Training) for New York State.*

#### *Recent Achievements:*

- Successfully pitched a police reform agenda leading to the enactment of the Professional Policing Act of 2021
- Played a key role in DCJS receiving Top Workplace Honors for 5 years in a row with 2017 #1 among large organizations
- Thoroughly overhauled the Basic Course for Police Officers (BCPO) to enable officers to best serve their communities
- Provided crucial leadership to expand the much-heralded Crime Analysis Center Network from five (5) to ten (10) centers
- Interviewed in the May 2019 Police Chief Magazine on the impact of the CAC Network in New York State
- Published in the Translational Criminology Magazine, *The Evolution of New York's SNUG Street Outreach Program*, 2019
- Created a Media Production Unit to develop high quality videography to support live and distant learning efforts
- Implemented a NYS credentialing/training record system for 75K police, 110K peace officers, and 175K security guards
- Launched non-fatal shooting demo pilot programs, the first in the U.S., to improve investigatory/prosecutory outcomes
- Expanded the *Blue Courage* program in NYS, a multifaceted training program on the nobility of policing and resiliency

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## PROFESSIONAL EXPERIENCE

NEW YORK STATE DIVISION OF CRIMINAL JUSTICE SERVICES, Albany, NY

**Deputy Commissioner** [2014 – Present]

### ***Recent Achievements (Continued):***

- Initiated the crime gun intelligence center model across the CAC's to determine the entire life cycle of crime guns
- Chaired the NYS NICS Task Force, improving automated reporting to the National Instant Background Check System

### ***Previous Highlights:***

- Initiated a comprehensive review of the Basic Course for Police Officers (BCPO) that had not been reviewed since 1998
- Championed regulatory amendments to support police decertification, supported by MPTC
- Published an online training for first responders on responding to child abuse and minimal facts interviews
- Facilitated the training of almost 12,000 law enforcement personnel in 2014, a 20% increase from 2013
- Implemented a nationally recognized training of more than 5000 officers in opioid overdose & intranasal naloxone
- Sponsored the IACP LPO program in New York, including an executive seminar and fair/impartial policing
- Partnered with National Network of Safe Communities and National Initiative for Building Trust and Justice
- Facilitated technical assistance to municipal police departments on focused deterrence, CPTED, hotspot policing
- Organized professional symposia on evidence-based policing and procedural justice
- Developed model policies for police on Use of Force, Body Cameras, Naloxone, and Eyewitness Identification
- Completed a comprehensive review/modification of all law enforcement accreditation standards in 2015

ROCHESTER POLICE DEPARTMENT, Rochester, NY

**Deputy Chief of Operations** [2011 – 2014]

*Comprehensive responsibility for the overall direction and coordination of all operational units in the Department with an \$85 million budget, 726 sworn officers, and 140 civilian employees, including a large majority working in the Operations Bureau. Rochester is a city of 210,000 in western New York, located between Buffalo and Syracuse. The RPD has been a leader for decades in the areas of community policing, managing criminal investigations, and has been accredited both nationally and statewide. Provided key budget leadership responsibility with respect to mid-management accountability.*

- Devised and oversaw implementation of the Department's crime reduction strategy (firearms/violence/burglary)
- Drove numerous policy/administrative amendments to improve departmental efficiencies and overall effectiveness
- Reduced a critical backlog in biological and DNA evidence testing by creating a new RPD/laboratory interface
- Improved recovery of digital video evidence in the field via training and equipment for investigative personnel
- Expanded video recording of interrogations including additional training of investigators and supervisors
- Developed Rochester's COMPSTAT program, which includes federal, state, & local law enforcement partners
- Leveraged the public and private sector for consolidating the use of existing and new video surveillance systems
- Created the Economic Crimes Unit to address this fastest growing area of crime
- Created specific neighborhood-based community engagement events to improve police-community relations
- Built a culture of inclusion and enhanced motivation by expanding tools and access to a wider pool of personnel
- Launched a citywide anti-burglary strategy resulting in a 12% decrease in 2012 and a 20% decrease in 2013
- Championed legislation to create an online database of pawnshop transactions as part of the burglary strategy
- Directed and oversaw the posting of open homicide cases on the Internet
- Expanded and decentralized the use of Hyper-Reach reverse 911 calling system
- Created a multi-agency gang task force to address increased gang related shootings and other associated violence
- Won multi-year funding for crime research, i.e., Smart Policing Initiative Grant on Violent Retaliatory Disputes
- Increased revenue 63% over two years at Animal Services as a result of strategic planning & restructuring efforts
- Received national attention for early use of *Twitter* in law enforcement for community engagement
- Expanded the use of social media generally for enhanced crime fighting/crime pictures/video use
- Recipient of Founders Award by the Center for Public Safety Initiatives
- Initiated and personally conducted leadership training for all new supervisors

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## PROFESSIONAL EXPERIENCE

MONROE COUNTY SHERIFF'S OFFICE, Rochester, NY

**Chief of Court Security** [2009 – 2011]

*Bureau Chief responsible for providing a safe, secure environment at 3 separate court facilities within downtown Rochester, NY. Led a team of 130 sworn deputies responsible for the physical protection of judges, court personnel, attorneys, juries, witnesses & citizens who utilized the court system.*

- Developed new emergency management procedures and other policy and procedural enhancements
- Ensured the safety/security of over 650,000 annual visitors to these facilities
- Initiated concept and design work on a state-of-the-art command and control center at the Hall of Justice
- Implemented significant security upgrades (additional cameras, access control, and weapons)

ROCHESTER POLICE DEPARTMENT, Rochester, NY

**Commander** [2007 – 2008]

*Provided oversight and direction for 200+ officers, including six direct reports. Managed facility, equipment, and materials functions. Co-managed a \$70M department budget. Ensured compliance with two collective bargaining agreements, as well as federal and state regulations.*

- Improved staff productivity and operational efficiency through process automations/new procedure development
- Created and implemented new uniformed police response procedures to drug house complaints

ROCHESTER POLICE DEPARTMENT, Rochester, NY

**Lieutenant – Homicide / Major Crimes Unit** [2003 – 2007]

*Commanding Officer of Major Crimes Unit responsible for investigating all homicides, suspicious or unexplained deaths, police involved shootings, bank robberies, and other major crimes. Served on multiple community-based committees formed to identify system-wide improvements for violence prevention. Staff of 24 detective sergeants, detectives, and non-sworn personnel. Managed confidential funds. Acted as a key point of contact with David Kennedy, internationally renowned consultant specializing in work with troubled communities. Raised homicide clearance rates to nearly 70% within two years.*

- Realized a 38% reduction in homicides among target population leading the Operation Ceasefire Project
- Improved relations with families of homicide victims and the local community; served as MC at offender calls-ins
- Established relationships with the Director of Families & Friends of Murdered Children and Victims of Violence
- Protected identity of homicide witnesses by initiating program to redact identifying data from attorney files

ROCHESTER POLICE DEPARTMENT, Rochester, NY

**Lieutenant – Administrative Aide to Chief of Police** [2000 – 2003]

*Served as Police Chief's personal aide, confidant, writer, and representative at Executive level meetings and public events. Conducted monthly fiscal report analysis and documentation for Chief and Senior Staff at budget hearings. Performed grant and contract management functions for Project Safe Neighborhoods and laid the foundation for Rochester's contract with Harvard-JFK School, David Kennedy, and Operation Ceasefire. Liaised with Mayor's Office, City Council, city department heads, and community leaders. Managed community, media, labor, and internal relations. Coordinated multiple major events. Supervised Police Chief's staff.*

- Played a key role in the largest reorganization in department history, *RPD Reorganization*, implemented in 2004
- Reduced costs, accelerated police response times, balanced workloads, and enhanced management flexibility
- Improved efficiencies by designing/co-writing an Access-based automated system to manage complaint tracking
- Utilized a researcher to study crime problems and devise data driven strategies for violent crime reduction
- Member of Executive Committee for Strategic Approaches to Community Safe Initiatives.

### **Previous Experience:**

Lieutenant, Crime Analysis Unit [1999 – 2000] Lieutenant, Neighborhood Empowerment Team [1997 – 1999]; Lieutenant, Patrol Division [1996 – 1997]; Sergeant, Tactical Section [1995 – 1996]; Sergeant, Patrol & Headquarters [1991 – 1995]; and Police Officer [1987 – 1991]. Recognized within the section/department on multiple occasions with official letters and awards.

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## EDUCATIONAL AND PROFESSIONAL DEVELOPMENT

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LEMOYNE COLLEGE, Syracuse, NY

**BS | Bachelor of Science in Mathematics and Management, 1986**

SENIOR MANAGEMENT INSTITUTE FOR POLICE (Class 51) Police Executive Research Forum, Washington, DC  
**Graduate | Professional Management and Executive Development Education for Law Enforcement Executives**

LEADERSHIP ROCHESTER, Rochester, NY

**Class of 2011 – 2012**

*Additional:*

Governor's Law Enforcement Leadership Series

City of Rochester's Emerging Leaders Series

National Center for Missing & Exploited Children's CEO Seminar (#133)

Countless other professional development schools and seminars during my professional career.

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## PROFESSIONAL AFFILIATIONS, BOARDS, AND COMMUNITY INVOLVEMENT

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***Member:***

Board of Directors & NE Regional Representative, International Association of Directors of Law Enforcement Standards and Training (IADLEST)

Executive and Governance Committee member, National Decertification Index Expansion Project, empaneled after a Presidential Executive Order to better track police use of force and serious misconduct

Police Executive Research Forum (PERF)

International Association of Chiefs of Police (IACP)

New York Women in Law Enforcement (NYWLE)

Co-Chair of the NYS Committee for the Coordination of Police Services to Elderly Persons

***Past Member:***

Board of Directors & Program Committee Chair – Bivona Child Advocacy Center

911 Center Operating Practices Council

MCC Public Safety Training Center Operating Practices Council

Monroe Crime Analysis Center

Board of Directors – Downtown Special Services, Inc.

Blue Courage Strategic Advisory Board

Pastoral Council St. Joseph's Church

Rochester Rotary Club

Leadership Rochester

References Furnished Upon Request