

**National Association
of
Women Law Enforcement Executives**



Strategic Plan

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Prepared for NAWLEE by:

The Public Safety Strategies Group
www.publicsafetystrategies.com

Contact:
Kym Craven
978-314-7283
kcraven@publicsafetystrategies.com

Introduction

The National Association of Women Law Enforcement Executives (NAWLEE) was the first organization established to address the unique needs of women holding senior management positions in law enforcement.

The general purpose of NAWLEE is to promote the ideals and principles of women executives in law enforcement by:

- providing training programs on leadership, management, administration and related topic,
- providing a forum for the exchange of information concerning law enforcement,
- providing mentors for those achieving or desiring management roles, fostering effective law enforcement through innovation, and
- rewarding excellence through yearly awards.

NAWLEE operates with a part time Executive Director, and a Board of Directors that consists of the following officers:

- President
- 1st Vice President
- 2nd Vice President
- Treasurer
- Secretary
- Associate Member at Large
- Immediate Past President

In addition to the officers, there are chairs for the following committees,

- Awards
- Legislative
- Membership
- Nominating
- Publications
- Mentoring
- Organizational Structure
- Professional Development

As a non-profit organization, NAWLEE provides educational opportunities and mentoring to its members as a means to enhance the careers of current members and



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provides support to those seeking to advance their careers. Quarterly newsletters advise members of activities and provide resources in the form of articles directed at police leaders.

Each year NAWLEE holds a conference in partnership with police departments in host cities that assist with event coordination. The conference provides educational opportunities and networking events. At the conference, Motorola announces the NAWLEE Women Law Enforcement Executive of the Year award.

NAWLEE developed this strategic plan to aid with future growth and development of the organization. Strategies in the plan provide guidance to the Board of Directors, Executive Director, and members of NAWLEE. The plan provides a framework for changes allowing NAWLEE to build upon its success while improving its ability to inspire, lead and mentor women in the law enforcement profession. The plan includes strategies in each of the following areas:

- Membership
- Website
- Conference
- Operations
- Research and Development
- Training

The plan is not exhaustive, but rather it is a living document serving as starting point for action. Given the experience and expertise of the members of the Board of Directors, it is likely additional strategies will emerge as refinements occur. Through this process, the Board of Directors and members of NAWLEE will “own” the development, implementation and results of strategic plan.



Membership

Current Status

The current membership is 443. The membership database is in an excel file allowing for greater analysis of who are the members, what agencies they represent and the length of membership. It is important that the membership database act as a tool for understanding the membership and targeting services. Further, the membership would benefit from knowing where its members are located. Currently there is a long list of members on the webpage. The webpage does not list the membership by state / region / type of membership or another meaningful categorization, in fact, the state in which the member is located does not appear. This is a missed opportunity and limits the collaboration between members. More discussion on mapping the location of members appears in the Website section of the document.

The Board of Directors believes that women leaders do not know about NAWLEE and NAWLEE does not know the women leaders. In order for the organization to experience growth, raising the awareness level and considerable outreach by NAWLEE is required. Past strategies, such as passing out cards at the IACP luncheon is not effectively recruiting members on a large scale. Each year membership increases resulting from the conference as attendees receive a one-year membership as part of the conference registration fee. However, it appears, the membership of many of these individuals is short lived ended after the first year.

Individuals join groups and associations for a variety of reasons; a sense of belonging, shared interests, educational opportunities, professional development, networking, to further a belief, influence policy, and learn more about their profession. NAWLEE must commit itself to understanding what motivates people to join and just as importantly – why women law enforcement executives and appropriate vendors are not joining NAWLEE and refine its operations accordingly.

A strategy under consideration is to develop a state coordinator. To ensure this initiative is successful, NAWLEE must create a job description, determine the process for selecting state coordinators, develop a mechanism for communication and determine the expected outcomes of the process. All members of NAWLEE must receive the information on the opportunity to allow any interested person the opportunity to participate.



Goals and Objectives and Strategies

Goal: NAWLEE will be the premiere education and training association of women law enforcement executives.

Objectives: Increase membership to 1000 members over the next five years.

- Create realistic for incremental increases over the next five years goals

Create a state representative in each state (or region as appropriate)

- Determine what state associations are in operation
- Determine the role of the state coordinator
- Determine the selection process
- Select coordinators
- Introduce coordinators through official NAWLEE communication channels
- Establish web conferencing meetings to facilitate the role of the coordinator

Create state chapters in each state

- Determine criteria for chapter development by answering the following questions
 - Do NAWLEE members automatically become members of the state association?
 - Are there additional state fees?
 - Do chapters pay a fee to the national organization?
 - Will the bylaws mirror the national organization?

Strategies:

Strategy	Priority Level	Cost	Person Responsible	Timeframe
Use LinkedIn as a tool for awareness and discussion				
<ul style="list-style-type: none"> • Create a NAWLEE group and use to promote discussion related to the priorities of NAWLEE 				
<ul style="list-style-type: none"> ○ The site must be monitored and remain active 				
Current members invite prospective				



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Strategy	Priority Level	Cost	Person Responsible	Timeframe
members via personal databases				
<ul style="list-style-type: none"> • Create a standard letter regarding the benefits of joining NAWLEE and members circulate as direct invitation 				
Direct marketing via mail chimp / constant contact				
<ul style="list-style-type: none"> • Use mass mailing tools to raise awareness and interest in NAWLEE <ul style="list-style-type: none"> ○ These tools allow for tracking opens/clicks and individuals can forward to others 				
Create incentive program for recruiting new members				
<ul style="list-style-type: none"> • Provide a discount on the conference registration fee for those recruiting new members 				
<ul style="list-style-type: none"> • Determine what other incentives might be appropriate (resume refresh, interview prep, other services or products that can be secured (NAWLEE binders, gear bags) 				
Focus on women executives from LE stakeholder agencies / businesses as potential members				
<ul style="list-style-type: none"> • Request members send a customized letter (and follow-up) to women leaders in their communities such as attorney's to increase members at the associate level 				
<ul style="list-style-type: none"> • Collect business cards at tradeshow and send a follow-up with membership information 				
Recruit members are part of a sponsor outreach initiative				



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Strategy	Priority Level	Cost	Person Responsible	Timeframe
<ul style="list-style-type: none"> Host regional events with sponsors 				
<ul style="list-style-type: none"> Ask sponsors to include NAWLEE as link on their site, or to include NAWLEE in their promotions 				
Coordinate group / member discounts				
<ul style="list-style-type: none"> Provide incentives and benefits to members such as airline, telephone discounts, educational incentives and other products 				
<ul style="list-style-type: none"> Review IACP benefits and see if there is a cross over and possibility of gaining the same benefits for NAWLEE 				
Outreach to past / non-participating members				
<ul style="list-style-type: none"> Invite past members back via a mass mailing 				
<ul style="list-style-type: none"> Survey past and inactive members to find out about their reasons for leaving 				
Collaborate with other national organizations (PERF, NOBLE, Police Futurists, FBI NA, POLEX) for recruiting dual members				
<ul style="list-style-type: none"> Conduct outreach to these organization to see if a small reduction in association fees is possible if a person joins more than one organization 				
<ul style="list-style-type: none"> Determine if each organization is willing to mention and provide a link to the other organization 				
Target other women based membership groups for leaders in complimentary fields				
Place NAWLEE members on other				



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Strategy	Priority Level	Cost	Person Responsible	Timeframe
conference panels				
<ul style="list-style-type: none"> Determine the strengths of board and other members 				
Develop a marketing strategy for IACP, PERF, COPS and other national conferences				
<ul style="list-style-type: none"> Determine what other strategies beyond the luncheon are appropriate such as participating in opening ceremonies, speaking on panels or other measures to raise visibility 				
<ul style="list-style-type: none"> Mini-recruitment at events i.e. each board member approaches two women to make an introduction and provide a NAWLEE business card 				
<ul style="list-style-type: none"> Board members follow-up with new contacts via email, asks them to consider joining NAWLEE and tracks the results 				
Create / enhance new member packets to include material for recruiting online / at conference / through direct marketing				
<ul style="list-style-type: none"> Review the branding of NAWLEE materials, update as needed 				
<ul style="list-style-type: none"> Create standard brochures, and promotional packets to include contact information, example newsletters, past conference agendas, award winner 				
Connect members via the website				
<ul style="list-style-type: none"> List members by state not just city 				
<ul style="list-style-type: none"> Create a state by state directory with contact information 				



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Strategy	Priority Level	Cost	Person Responsible	Timeframe
<ul style="list-style-type: none">• Group members by state / region and show on a Google map				
<ul style="list-style-type: none">• Introduce new members to current members via the newsletter and an email to members in the same state or region				



Website

Current Status

The current website contains pertinent information, but could use a “refresh” and should contain more details on the organization, its members, and the resources available to members. For example, there is information on the mentoring program, but not a case study or results section. The current website dedicates minimal space to sponsors and does not provide information on the type of support nor on the offerings of the sponsor. The lack of information does little to assist NAWLEE with recruiting additional sponsors or members.

The website does not provide an individual the opportunity to understand why NAWLEE is important to them and how they in turn can contribute to the organization. Pictures on the website should contain information on who is in the pictures so viewers can begin to learn more about the members.

NAWLEE maintains a Facebook page; however, the link the main NAWLEE webpage does not highlight the link. Viewers and members must visit two different sites to obtain information.

Visitors to the website must open every individual newsletter to see the contents. This process is cumbersome and does not add value to members trying to use the newsletter as a resource. The topics and articles should appear next to each month and an overall index created.

Goals and Objectives and Strategies

Goal: The NAWLEE website will be a resource to its members and entice new members to join.

Objectives: Ensure that website is easy to navigate.

- Create pages that are descriptive and contain all information.
 - For example the committee page lists names, but not the function of the committee or an email link to the Chair

Ensure that the home page highlights key resources.

- The navigation bar is busy – condense and have the pages guide the user

Ensure the website is up to date



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- Facebook has current information, the website appears to become dated quickly

Strategies:

Strategy	Priority Level	Cost	Person Responsible	Timeframe
Rebrand the website as a resource to members				
<ul style="list-style-type: none"> • Consolidate the home page 				
<ul style="list-style-type: none"> • Expand the information on the subpages 				
Create case studies and articles				
<ul style="list-style-type: none"> • Highlight what members are doing 				
<ul style="list-style-type: none"> • Create special interest stories (similar to Facebook) 				
<ul style="list-style-type: none"> • Encourage members to write articles and connect with universities to solicit authors to provide articles on research on women in law enforcement, strategies on leadership, the role of mentoring and coaching and other related topics 				
Promote the newsletter				
<ul style="list-style-type: none"> • Reorganize newsletter links with a quick description of contents (rather than requiring a user to open everyone to find out what is happening or what resources are in each issue) 				
Highlight sponsors				
<ul style="list-style-type: none"> • Create a landing page with short summaries and then provide more details such as contact information, contributions to NAWLEE, etc. 				
Develop a partner link program to raise				



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Strategy	Priority Level	Cost	Person Responsible	Timeframe
traffic to the website				
<ul style="list-style-type: none"> • Create agreements with sponsors, other organizations, board members etc. to establish links to NAWLEE on their sites and/or include a NAWLEE link in their signature line 				
Review and analyze traffic reports				
<ul style="list-style-type: none"> • Determine who reads the newsletters and what articles generate clicks 				
<ul style="list-style-type: none"> • Determine website referrers and search strings 				



Conference

Current Status

The conference is an annual event held in different cities each year. Sponsor marketing is year by year with a focus on the local area in addition to support from national companies.

A database of conferences, locations, attendance, sponsors, speakers, topics should support the development of future conferences and act as marketing items to solicit additional conference sponsors.

NAWLEE needs to develop a vendor database of current and prospective vendors to recruit as sponsors. A complete sponsorship packet needs to appear on the NAWLEE website as well as print copies prepared for distribution.

Currently, the general and conference sponsorships are identical. While the conference sponsorship provides some level of detail on what the vendor receives for its contribution, the general sponsorship levels do not provide specifics. The two opportunities should reflect different offerings while allowing customization based on the priorities of the vendor.

Individual cities that host the conference appear to take ownership of the process. While this is a positive step, the NAWLEE organization and its message become lost. Each member of the NAWLEE Board of Directors needs to take an active role at registration, greeting attendees and networking, especially with new members. The Board of Directors should consider “hosting” tables at meals and receptions as a way to connect with new or prospective members. This step will show individuals that the organization is inclusive rather than centered on a core - established group of members.

Goals and Objectives and Strategies

Goal: The NAWLEE website conference will be “the” conference to attend each year.

Objectives: Increase the number of conference attendees by 50 each year for the next three years.

Increase the number of sponsorships by five in each year for the next three years.



Strategies:

Strategy	Priority Level	Cost	Person Responsible	Timeframe
Expand the speaker pool				
<ul style="list-style-type: none"> Partner with university based centers for support / instructors / panelists 				
<ul style="list-style-type: none"> Research centers that focus on women / leadership for recruiting speakers 				
<ul style="list-style-type: none"> Survey members to determine if they are interested in panel participation 				
Create a multiyear marketing strategy				
<ul style="list-style-type: none"> Generate a plan that allows sponsors to buy into a multiyear program 				
<ul style="list-style-type: none"> Give a “package price” for general and conference sponsorship allowing the conference planning team to more accurately project revenue and provide an incentive for the sponsor 				
<ul style="list-style-type: none"> Create a multi level sponsorship package that includes conference, website, newsletter, regional events 				
<ul style="list-style-type: none"> Create a consistent conference website that archives information in the same place 				
Create a multiyear planning team				



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including local law enforcement representatives and event planning experts				
<ul style="list-style-type: none"> Update the conference planning guidebook 				
Determine marketing strategy for IACP, PERF, COPS and other national conferences (see membership) to recruit participants				
Create a conference networking plan for NAWLEE Board of Directors and Committee chairs ensuring attendees are greeted by NAWLEE representatives at registrations, meals, special events and upon entering the workshop				
Create round table discussions as part of the conference to increase networking				



Operations

Current Status

NAWLEE operates with a Board of Directors and Executive Director.

Many meetings occur via telephone with a limited number of in person meetings.

Basic responsibilities of each committee appear in the bylaws however, they lack clarity. In addition, there is not a formal follow-up process on committee work by the Executive Director or President.

Goals and Objectives and Strategies

Goal: NAWLEE will maximize technology to streamline meetings and provide a web based portal housing all organization related materials.

NAWLEE will increase effectiveness with standardized operating procedures and creating manuals for general operations, training development and hosting the training.

Objectives: Investigate on line meeting tools.
Investigate on line portals and FTP sites.
Develop committee member handbooks.
Develop / refine conference development guidebook.
Determine the needs of the membership and design programs and outreach according to need.

Strategies:

Strategy	Priority Level	Cost	Person Responsible	Timeframe
Standardize the administrative process for operations of the Board				
<ul style="list-style-type: none"> Post all meeting notes, planning documents, contact database on an password protected portal or FTP 				
<ul style="list-style-type: none"> Create a standard meeting template 				
<ul style="list-style-type: none"> Create a standard template 				



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Strategy	Priority Level	Cost	Person Responsible	Timeframe
for meeting notes including assignments and due dates				
<ul style="list-style-type: none"> • Create a standard attendance sheet 				
<ul style="list-style-type: none"> • Create a presentation format in PowerPoint and use as an online enhancements for conference calls 				
Create a “permanent” phone by securing a cell phone and number that transfers with Executive Director to ensure consistency				
Create standard emails at NAWLEE.org for members of the Board of Directors, the Executive Director and those involved in conference planning to ensure proper NAWLEE branding and presentation of a professional image – this also allows emails to remain for use by the next person assuming the position assisting with continuity				
Create a standardized “brand” so that NAWLEE material is easy to recognize				
Use the survey account for polling members on issues or operational needs				
<ul style="list-style-type: none"> • Post poll results as appropriate 				
Research what each committee is supposed to do / has done (an highlight success stories in the newsletter and on the web) and establish future goals				
Write operations manuals for Board and Committee members				



Research and Development

Current Status

NAWLEE does not have a research and development program.

NAWLEE needs to establish areas of interest for the organization then conduct research on the topics and publish results. Members need to view NAWLEE as a resource and publishing research is a way to create interest in NAWLEE while at the same time positioning the organization as a leader in policing.

Goals and Objectives and Strategies

Goal: NAWLEE will be a leader in contemporary police leadership and development.

Objectives: Develop position papers on a regular basis.
Determine research topics and conduct research on a new topic each year.
Submit for NIJ / NJA / other grants as appropriate.

Strategies:

Strategy	Priority Level	Cost	Person Responsible	Timeframe
Partner with University based centers and private companies for research associations and build NAWLEE grant management credentials				
<ul style="list-style-type: none"> • Create capabilities as a research agency by partnering with outside entities 				
<ul style="list-style-type: none"> • Create NAWLEE specific text and financial information to have on hand to respond to grants 				
Survey membership for SME's on emerging topics (trafficking, DDACTS, predicative policing, new generations in the workforce,				



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Strategy	Priority Level	Cost	Person Responsible	Timeframe
Gender based leadership comparisons etc.)				
Select topics and publish articles in journals and periodicals				
Place NAWLEE members on panels at other conferences to discuss research findings				



Training

Current Status

NAWLEE does not have internal training capacity.

NAWLEE lists outside training on its website, but the number of resources and collaborative efforts are limited.

To interest members, NAWLEE should be leading and / or collaborating on training in all areas of the county.

Goals and Objectives and Strategies

Goal: NAWLEE will be a leader in police management, operations and special interest training.

Objectives: Create a cadre of instructors.
Schedule training programs.
Recruit participants as NAWLEE members (or for current members to become more active)

Strategies:

Strategy	Priority Level	Cost	Person Responsible	Timeframe
Determine training topics				
Survey membership for SME's / members already certified to conduct training				
Partner with University, private companies recruit as members and add to training team				
Develop corporate training partners (instructors and funding)				
Determine fee structure				
Determine member benefits related to training				
Develop a priority calendar for				



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Strategy	Priority Level	Cost	Person Responsible	Timeframe
training events				
Develop partnerships for permanent satellite training sites				
Investigate online training programs (partnering with a university might be a cost effective solution)				
Investigate hybrid training programs				
Investigate webinars as a training outlet				
Determine training sponsorship opportunities				

