

NAWLEE



NATIONAL ASSOCIATION OF WOMEN LAW ENFORCEMENT EXECUTIVES

April 2011

Message From President Katherine Perez

Spring has finally blossomed! Washington, D.C. has had the annual Cherry Blossom Festival, we are leaving our heavy coats at home and I am half way through my term as President of NAWLEE. With so much going on I have hardly had a moment to check my calendar and notice that my time has flown by so quickly.

I would like to take this opportunity to provide a few updates on what we have been up to as a Board. Of significant note have been our efforts to increase our outreach to other organizations to work collaboratively on issues of mutual interest. In this newsletter I have outlined our partnership on gun violence. I have attended several summits on this issue with our partner organizations at the national level and encourage all members to contact their elected representatives to take a stand on this issue. Nearly 30,000 people lose their lives to gun violence each year. This violence reaches across all jurisdictional lines, leaving in its path lives torn apart, this affects all of us! Law Enforcement has been hit especially hard this year; we cannot fight this battle alone. I look forward to your input on this issue as we continue to work tirelessly to implement common sense solutions to this deadly important issue.

We are looking forward to our rapidly approaching annual training conference in Milwaukee.

Please check out the conference website at www.nawleemilwaukee2011.org for all of the exciting details.

I hope all of you have had the chance to take a peek at our newly updated website, I think you find the work done there to be quite impressive! Feedback is always welcome, especially as we look for new and innovative ways to share information with our membership. Drop me a line; let me know what you think.

First Vice President, Lieutenant Dawn Layman continues to work diligently on our mentoring program and is looking for members interested in becoming mentors. Mentoring is the cornerstone of our mission and something we, as a Board have tried to put in the forefront our strategies for organizational improvement.

In early April the Board met for our mid-year meeting in Columbia, Maryland. We worked on several issues, but most importantly we interviewed candidates for the position of Executive Director. This vital position being vacated by our very own Chief Diane Skoog (Ret.) will be critical to our future success. We will announce our choice on our website very soon! Once again, we cannot thank Diane enough for all of the dedicated years of service and commitment to NAWLEE. We wish her much joy and happiness in her future endeavors! I sincerely hope to see Diane regularly at our annual training conference enjoying herself and being footloose and carefree!!

I look forward to seeing you in August and I thank you for your continued encouragement and support.

Katherine A. Perez

Executive Director's Report

By Chief Diane Skoog, Ret.



As my time as NAWLEE's Executive Director comes to a close, I can't help but reflect on the past 15 years.

I was inspired by my first meeting with 5 of NAWLEE's founders. Chief Alana Ennis, Chief Anne Glavin, Chief

Ellen Hanson, Chief Joy Rikala and Chief Sue Riseling were a force to be reckoned with back then. These ladies formed NAWLEE because they saw a need to support women who currently held command or chiefs and sheriffs positions. And then they recognized that along with that went the responsibility to mentor other women in law enforcement who aspired to command positions.

Each of these women has left her imprint on NAWLEE's core values. They were, and are still today, strong, dedicated leaders who saw a need and had the courage to fight to make it happen.

As I leave I wish 2 things for NAWLEE. First, I hope NAWLEE never loses its main focus – the supporting, training and mentoring of our members for command positions.

And second, I hope we never lose what Chief Sue Riseling coined as the "Magic of NAWLEE".

From the beginning, NAWLEE's Board of Directors went out of their way to make each and every person attending one of our conferences feel at home. We made sure no one was alone. We heard time and time again that that was one of the best parts of our conferences.

We gather there to learn, network and renew our energy. Being "the only" in an agency can be daunting at times and I always looked forward to my time at the NAWLEE conference for it truly did renew my energy, drive and determination. I always felt that Chief Riseling calling it the "Magic of NAWLEE" was spot on.

The new Executive Director has been chosen and will be in place shortly. I am thrilled with the Board's decision as I have known this person for a long time and I know she will be good for NAWLEE.

I will see you all in Milwaukee. Deputy Chief Mary Hoerig has a terrific conference planned and I am looking forward to seeing you all there.

"It is not the critic who counts, nor the man who points out where the strong man stumbled, or where a doer of deeds could have done them better. The credit belongs to the man in the arena whose face is marred by dust and sweat and blood, who strives valiantly, who errs, and who comes up short again and again, who knows the great enthusiasms, the great devotions, and spends himself in a worthy cause. The man who at best knows the triumph of high achievement and who at worst, if he fails, fails while daring greatly, so that his place will never be with those cold timid souls who never knew victory or defeat." **-Teddy Roosevelt**

Something so Heavy, that God Cannot even Move it

By Ken J. Good

Ever had a young child ask you, "Can God make something so heavy that even He cannot move it?"

After nearly a quarter century of global training with military personnel, law enforcement officers, security teams, and assorted law-abiding citizens, the shroud of mystery covering this age-old dilemma has been pulled away, things are now in focus. I have come to understand that the Creator of the Universe has allowed an entity to exist that is so massive, so dense, and so terrifyingly resistant to outside influence, that even He cannot move it without assistance.

This mass is an ever-expanding giant. This behemoth is ultra resilient and unbreakable in nature. It is corruptive and corrosive. It has blocked the advance of human knowledge, technology and personal development throughout the course of human history.

What is this fearsome construction?

It is the runaway Human Ego, the epicenter of personal human disaster.

Let's face it; people would not be attracted to military or police work, or be successful in it, if not for a strong, healthy, properly functioning Ego. After all, we are not in the floral industry. But, we must be ever vigilant to temper it with regular doses of humility and reality checks. All things being equal, personal Ego is the single most important facet of the human condition that the individual must learn to tame in order to keep successfully climbing the proverbial mountain of tactical knowledge and prowess.

The Ego turns out to be the gatekeeper of the mind. This often over-zealous sentry observes the stranger trying to enter the city and without a moment of hesitation, draws his sword and ferociously cuts the visitor down where he stands and then turns his back on the carcass to find the next potential foe. It's a shame that this ambassador of goodwill was trying to warn all the inhabitants of this fair city that an attack was imminent, the incoming warriors strong, brutal, and unmerciful.

Those suffering from a diseased Ego can completely destroy any mortal relationship;

nations, organizations, institutions, and personal relationships are not immune. No known inoculation exists to completely irradiate this deadly plague.

The selfish Ego tells us to stop, dig in and defend that which we have seized. It demands that we hoard the intellectual wealth we have amassed. After all we've stepped out of the womb endowed with all knowledge: conceptual, practical, and

experiential. The rigid Ego tells us to be stiff and inflexible. There is nothing more. It drives us to hold-on with all of our strength. Yet we cannot fathom why we are constantly injured. The power-hungry Ego tells us to control the high ground atop the mountain and push away all those that try to occupy the space with us. What the deceptive Ego didn't tell us is this so-called mountain was a bump on access road to the summit of Mount Everest.



Countless individuals and teams have missed unique opportunities to learn new skills, principles, and techniques because their omniscient Ego had blinded them to new avenues of approach. Schizophrenic Ego has taken them off the path of objective reality and driven them deep into the deep recesses of the tactical insane asylum. The proud Ego will tell us "No this cannot be so!" well before true understanding of a matter has the opportunity to grow and mature.

Individualistic Ego will leave us standing all by ourselves in a stagnant cesspool formed by the machinations of our own mind.

Can we avoid this sweeping epidemic?
Thankfully, yes.

First, recognize that like gravity, the force of Ego is ever present. Structurally, we deal with the effects of gravity by constantly readjusting our posture to maintain balance. Check and recheck you mental alignment, it is mission critical. Train your "mental skeleton" to operate efficiently, not hunched over and awkwardly stumbling through life.

Secondly, understand that the force of prideful Ego is much like contracting a debilitating disease. In my youth, I witnessed one of my water polo coaches (member of the U.S. national team, a world-class, 260-

pound enforcer in one of the more brutal contact sports) deteriorate to a shell of a man in a matter of months as an unfound brain tumor destroyed his body and mind. Everyone was surprised as he was initially wheelchair bound. Days later, he was racing towards the grave with nothing to stop this onslaught. We were all staring death straight through him during his last days on earth. He was a great man. Runaway Ego can be the undiagnosed cancer within your mind.

Finally, the force of Ego can be neutralized through an underground, grassroots movement. Each and every individual operator should take on the moral responsibility to push back the tide of Ego within his or her sphere of influence. If you have defined yourself as your family's protector, your society's guardian, be excellent in this tasking. An unrealistic view of your Ego will only hinder you in this high calling.

Many desperately seek titles, crave recognition and pompously strut. If you have "arrived", get back on the train before it leaves. The destination you seek cannot be realized in your lifetime. So enjoy the journey. Oh yes, throw the extra baggage overboard so you can help somebody else climb on.



NATIONAL ASSOCIATION OF WOMEN LAW ENFORCEMENT EXECUTIVES JOINS NATIONAL LAW ENFORCEMENT PARTNERSHIP TO PREVENT GUN VIOLENCE

While attending the 2010 IACP Conference in Orlando last fall, NAWLEE joined nine other law enforcement organizations to take a stand on gun violence. “The National Law Enforcement Partnership to Prevent Gun Violence is comprised of the leading, national law enforcement organizations that share a commitment to address the pervasive nature of gun violence and its horrific impact on communities across America.” The partnership includes the International Association of Chiefs of Police, NAWLEE, the Police Foundation, the Commission on Accreditation for Law Enforcement Agencies, Inc., Major Cities Chiefs, the National Sheriff’s Association, the Hispanic American Police Command Officers Association, the International Association of Campus Law Enforcement Administrators, the National Association of Black Law Enforcement Executives, and the Police Executive Research Forum.

The partnership has developed the following principles to reflect their shared commitment to address this incredible scourge on our society.

1. The level of gun violence in the United States, specifically firearm-related injuries and deaths including homicides, suicides, and accidental shootings, is unacceptable and demands immediate attention.
2. As law enforcement organizations, we believe the level and lethality of gun violence directed at police officers requires an organized and

aggressive response from policy makers at the federal, state and local levels.

3. Elected officials must commit to closing gaps in the current regulatory system, including those that enable felons, minors, persons with mental illness, and other prohibited persons to access firearms, and those that allow the trafficking of illegal guns.
4. Law Enforcement plays a central and critical role in preventing gun violence and solving crime. Effective strategies for the strict enforcement of laws concerning the illegal possession, trafficking and criminal use of firearms are vital, and need to be supported by data, research, technology, training, and best practices.
5. Because the public’s health and safety depends on the efforts of law enforcement, agencies must have resources sufficient to prioritize the protection of officers and communities against illegal guns and firearm violence.
6. The crisis of gun violence in our country necessitates a sustained, coordinated and collaborative effort involving citizens, elected officials, law enforcement, and the entire criminal justice system.

The Partnership has met twice since the IACP conference to continue to work on action items. If members have any ideas, comments or questions they are encouraged to contact President Perez directly.



Practical Wisdom and it's Application to Policing

By Commander Kristen Ziman



Aristotle theorized that practical wisdom--- having the moral will to do the right thing coupled with the skill to know what the right thing is--- was the highest virtue one could attain.

least the officer will do if there are no arrests to be made is to write a report documenting the incident and moving on. In doing so, nothing has been done to solve the problem and we will most likely be called back as the tension escalates.

In their book “Practical Wisdom”, authors Kenneth Sharpe and Barry Schwartz detail the psychology behind Aristotle’s theory and its application to real life and the way institutions are managed. They found most employees of organizations have to choose between doing the quick or expected thing, over doing the right thing because they feel as though they do not have the autonomy or authority to choose the right thing if it conflicts with production or operations.

This pressure for productivity overrides the logical approach one might take in mediating the conflict. A better approach might be to learn the root of the problem and discussing the underlying issues with the parties involved. Sometimes misunderstandings are the catalyst for incidents that turn violent and can be diffused with some effort. This is why the judgment of the officer is crucial. The moral will to want to right a wrong must be coupled with the officer’s skill in knowing if the participants are reasonable enough to work on the issue.

I couldn’t help but make the correlation to police work since there are specific sets of policies that dictate how police officers are to respond to given situations. A great example is an officer who is dispatched to a residence for a conflict between neighbors. In the interest of time (productivity), officers are expected to handle the call and move onto the next one so the calls don’t back up. The very



Some officers might believe that practical wisdom is impossible to apply because we cannot overcome the culture of policing that pressures officers to be rapid in their response to calls. It can be problematic to

spend time getting to the root of a problem because of other citizens waiting for their calls to be answered. Because we have always considered rapid response as an imperative, changing the culture is challenging.


During his research, Aristotle studied the great craftsmen of his time. He was particularly fixated on the artisans who built columns and structures. The craftsmen quickly learned that it was difficult to use a ruler to measure the cylinder-shaped columns so they figured out a way to bend the ruler so it wrapped around the column. This bended rule is what we know today as a tape measure.

This analogy is quite powerful because it speaks to the practical wisdom that Aristotle felt was applicable to all human beings abilities to adapt to their surroundings and come up with solutions to specific issues. Policing is no different. We want to empower our police officers to determine that each situation is unique and problem-solving requires the moral aptitude and skill to do what is best in that particular situation. When dealing with human

beings, we have to be able to exercise judgment and adaptation to allow the best outcome.

However, Schwartz and Sharpe point out that no matter how specific the rules, there will never be an absolute approach that fits all situations. This is indicative of policing by the level of discretion afforded our officers as they carry out their duties.

The most important aspect of the “bended rule” is the moral will. It is not enough to be a skilled craftsman or a skilled police officer if ones moral compass is askew. Applying discretion to serve yourself is a form of manipulation and so the only adaptation made in any situation should be with the service of others in mind.



“Be brave. Take risks. Nothing can substitute experience.”

Paulo Coelho

Police Use of Statements by a Dying Victim in Court and whether it is a Violation of the 6th Amendment's Confrontation Clause: Michigan v Bryant, 562 U. S. ____ (2011).

By F/Lt. Penny Fischer, Michigan State University Police Department



The United States Supreme Court in February 2011 revisited and clarified two earlier holdings about the Confrontation Clause of the 6th Amendment. In two previous cases, Crawford v Washington (2004)

In Crawford, police interrogated the defendant's wife about his role in a stabbing and his counsel could not later cross-examine the wife in court due to spousal immunity. In Davis, there were statements made on a 911 call that were determined to be non-testimonial and that was because of the intent of the caller to report facts as they were occurring. In the current case, Covington had been mortally shot and was speaking to the police prior to emergency medical personnel's arrival. Police arrived and asked Covington what happened. Covington told police he had been shot by the defendant, Bryant, outside Bryant's house and had then driven himself to the lot where the police found him. Covington was transported

and Davis v Washington (2006), the Court analyzed police interviewing or interrogating persons and that later use against a defendant when defense counsel did not have an opportunity to cross-examine the witness.

Some of the key elements include: whether the statements were testimonial (intended to be used in court to support the prosecution's case) or non-testimonial (not gained with the intent to use them as testimony); what is the primary purpose of the interrogation that resulted in the statements being made; and what is an "on-going emergency" based on an objectively reasonable interpretation of facts.



to the local hospital where he later died from his injuries. Additionally, police found evidence outside of Bryant's house to corroborate that statement by Covington.

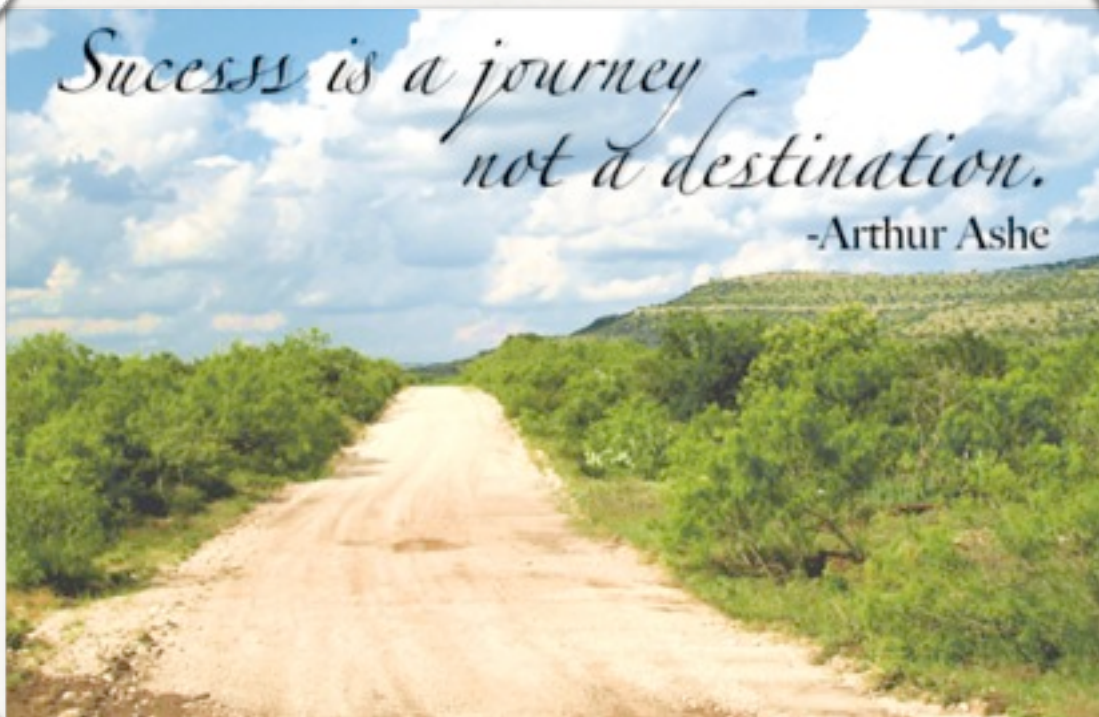
To answer the three elements of this case, the Court held that Covington's statements to the police were non-testimonial. This was based on objective facts that Covington was not answering the questions based on a need

to provide testimony for the prosecutor, he was elaborating events as they were occurring waiting for medical help. For the second element, the court stated that the primary

purpose inquiry is objective and includes understanding the circumstances in which an encounter occurs—e.g., at or near a crime scene versus at a police station, during an ongoing emergency or afterwards— and are clearly matters of objective fact (Bryant, Syllabus p. 2). Finally, whether an ongoing emergency exists is a highly context-dependent inquiry. An assessment of whether an emergency threatening the police and public is based on objective factors. These might include: if the threat to the first responders and public may continue; a victim’s medical condition at the time; whether first responders find there is a continuing threat to the victim, themselves, and the public; and the encounter’s informality or location of the encounter (i.e., questioning occurring in an exposed, public area, before emergency medical services arrive or disorganization in how it is obtained).

In the examination of these case facts and previous case analysis, the Court found that

the informality in this questioning of Covington demonstrated that the primary purpose of the police was to address what they considered to be an ongoing emergency, and the circumstances lacked a formality that would have alerted Covington to or focused him on the possible future prosecutorial use of his statements. Therefore, they held that the circumstances of the interaction between Covington and the police objectively indicate that the “primary purpose of the interrogation” was “to enable police assistance to meet an ongoing emergency.” The important lesson learned from this case is to clearly articulate in the report how the questioning occurred, the mindset of the person(s) involved, and where the encounter happened. As with all opinions, please seek the advice of your own prosecuting officials for their interpretation of this key case on the Sixth Amendment’s Confrontation Clause.



Reviving the female warrior (Part 1)

With Roy Bedard

A women warrior's prowess should not be defined by how big or physically powerful she is – in fact, neither should a man's.

They say first impressions die hard, and since the first police agencies in America permitted only men, some women have struggled to acclimate to the profession.

The original police uniforms were designed for the male body;

straight legged with a flat waist, wide shouldered and with buttoning on the right.

Weapons like the truncheon represented the source of a male's power being predominantly based on upper-body strength. The first multi-shot

pistol used in law enforcement was manufactured by Samuel Colt in the 1850's. The first firearms had large handgrips and significant resistance in the trigger pull that many women struggled with for over a century. Standards and policies were also developed using linear "if/then" problem solving methods typical to men. By the time women were invited into the profession, the archetype of the ideal police officer had been firmly constructed in the likeness of a man.

The Formation of the Police Officer Archetype

For decades, women have struggled with this archetype and many have attempted to model their behavior and demeanor towards the masculine, often at the expense of discarding

their own critically important feminine attributes.

Today many woman police officers feel lost as they enter the profession, constantly being steered by their male counterparts towards a male model of policing.

Some women adapt to the modality by reflecting a masculine bearing and demeanor.

They essentially become more "male-like" in their presentation, showing behavioral signs and cognitive functioning more typically associated with men. Along with recruiting positive male traits like confidence, toughness and directness, these women

characteristically become more aggressive, more self-serving and more cynical in their policing methods. Such is the nature of modeling behavior.

Still, others battle to formulate a new female officer archetype that could effectively compete with the existing male archetype in a postmodern culture that demands diverse problem solving techniques. Often they resent the male archetype considering it fundamentally wrong, overtly excessive and unfairly repressive.

Time has taught us that a well-rounded police officer archetype must have many personality constructs including the mentor, the nurturer, the educator, the sage and the warrior. These



Reviving the female warrior (Continued)

constructs are necessary for effectively dealing with the myriad of social problems that cops regularly face. Gender lays claim to these constructs, each considered either more masculine or feminine in nature.

This is part of our socialization, a deterministic belief that the softer skills are the domain of the woman while the harder skills are reserved for men. It is not therefore surprising that the original archetype of the police officer had evolved in a lopsided way, with men placing greater emphasis on the warrior than the other equally important constructs.

The 1960s began an era of archetype reconstruction as the warrior was challenged by the realization that nurturers, educators and mentors were equally important to community policing.

This was a tremendous shake-up for male officers who were previously selected and nurtured within the profession specifically for their overt warrior personalities. As the occupation underwent massive political change, an identity crisis occurred to the police archetype. The warrior construct was threatened by a pendulum swing that suddenly preferred the softer service skills over the harder enforcement ones for community policing. All at once the warrior became demonized, cast down and scrutinized by the profession, the community, the courts and the media.

Women entering the profession are often intimidated by the warrior construct as a matter of cultural conditioning. In a modern sense, the warrior is culturally perceived as the one who goes to war – who battles in a physical contest of strength and strategy, roles typically associated with men. The characteristics of the warrior both physically and mentally are often perceived as being “male-like”.

But warriors are not fictional creatures to be imagined in one particular way or another. Warriors are and always have been the

protectors of culture and community, a role shared by both men and women equally throughout antiquity. Men have no valid exclusivity claim to the warrior construct. History has shown us that battles are often won with physical prowess but wars are won with intellectual savvy necessitating a marriage of male and female constructs in order for a culture to prevail.

Women have fought on the battlefield, led armies and managed kingdoms. While doing so, they have provided for, mentored, and nurtured their families and communities. These female warrior values have not been lost in time; rather they have been inculcated by subsequent generations making women equally responsible for bringing our culture to this point by which we can now all reference ourselves within the ruminations of the warrior's work.

Many women have risen from obscurity to take up arms in support of a cause that they were willing to die for and for this they are marked in history as pillars of our high-minded culture. Women have marched forward in battle, at times with a sword or halberd and at times with other weapons more subtle but profoundly more effective. It is the work of many female warriors that has given us our freedom, our dignity, and preserved us as a nation.

Some of our oldest cultural icons show women bearing arms. Where men view weapons as a sign of strength, women more typically view them as a sign of protection. It is interesting to note that it is the woman who is typically depicted bearing the most powerful arms known to mankind. Consider Lady Liberty who bears the light of wisdom, projecting it upward to gain the maximum luminescent effect. To her breast she clutches the book of freedom. Her face is stoic, resolved. If you look at her deeply you conclude that there is nothing temporary about this woman. Her weapons -- light and wisdom -- leave a lasting effect that cannot be

Reviving the female warrior (Continued)

struck down by bullets or blades. At her feet lie broken chains, a conclusion that punctuates her warring strategy. Consider also the iconic figure of Lady Justice, a woman who bears scales, blindfolded to bias in order to measure truth and fairness accurately. What lasting culture is not firmly seated on these moral virtues? But note that she also holds a sword, a double-edged sword denoting not only the importance in enforcing the cultural code but the impartiality of reason that is sometimes in favor and sometimes against an individual's private motives. Where else is the concept of law enforcement so eloquently characterized and the image of the law enforcement professional so clearly displayed but in the embodiment of this woman?

The Physical Female Warrior

One of the greatest criticisms of females as warriors is waged upon her natural physical limitations (in particular reduced body composition and inability to recruit massive amounts of muscle fiber due to genetic make-up). This is the most simplistic and yet most profound of the gender based stratifications because it is based on the faulty premise that physical strength is the most important feature in human performance. If one can be persuaded to accept this premise, then it follows that women can never be as adequate as men in the role of the warrior. For dubious reasons, physical strength has often intentionally been over emphasized as the leading virtue of the warrior; this being clearly part of a larger agenda. Unfortunately, this distorted agenda has morphed into a more lasting cultural belief that is almost universally accepted by both men and women alike.

Recall Rosie the Riveter, a character on the famous World War II recruitment poster. She boldly flexes her bicep over the words, "We

can do it!" This character was designed to attract women to the workforce by projecting the warrior attributes of power, confidence and assertiveness using a typical male convention, the flexing of muscle. Here is an example of how warrior attributes have been traditionally associated with men, even when directed towards women. Though this poster was designed to get women out of the house and into industry, it heavily relied on the strongly held convictions put in place by a chauvinistic western culture. The underlying message was that men were warriors and women should learn to behave like them. This theme remains with us today. Regrettably our contemporary industrialized western culture continues to send these behavioral and attitude cues that women find difficult to ignore.

But if you think more globally, you will recall images of warrior women like Nike, Artemis, Deborah, Joan of Arc, Zenobia Cleopatra and Boudica, captured in the painter's brush or the sculptor's blade -- feminine symbols of power and profound strength.

Have a look at the artistic interpretations of these women. They are never depicted as physically menacing or grossly distorted in their physical attributes. Rather, they are all relatively small, well proportioned, well conditioned and armed.

A women warrior's prowess should not be defined by how big or physically powerful she is – in fact, neither should a man's. The warrior construct is a mental model that hovers far above the limitations of flesh and blood. It is the constitution of fulfilling objectives using all available resources, the least of which is muscle fiber. Warriors are clever, wily, and adaptable precisely because they recognize that physical strength is a limited variable. Men have to learn this. Women intuitively know it.

Board of Director Mid-Year Meeting: A Success!

The NAWLEE Executive Board of Directors met in Columbia, Maryland April 8-10, 2011 to discuss upcoming plans for the future. President Kathy Perez welcomed members of the Board including: Diane Skoog (Executive Director), Penny Fischer (Treasurer), Dawn Layman (First Vice President), Susan Rockett (Past President), Sharon McDonald (Second Vice President), Karen Soley (Secretary), Paula Bafalas (At-Large) and Jackie Wasni (Ex-Officio) who hosted the meeting at her Motorola offices.

A major topic of excitement for the three day meeting was NAWLEE's plans surrounding their upcoming annual conference in Milwaukee, Wisconsin. The Milwaukee Police Department joined by phone and shared plans for the upcoming conference to be held August 4-6, 2011. The attendance for the meeting is on course for record numbers and events include a charity softball game and Saturday night award spectacular. We hope to see you join us so be sure to register early at www.nawlee.org.

During the meeting, members of the Board participated in the oral board interviews of the finalists for the position of NAWLEE Executive Director. As the current Executive Director, Diane Skoog, has announced her intentions to retire, it is critical that the Board hire and transition the

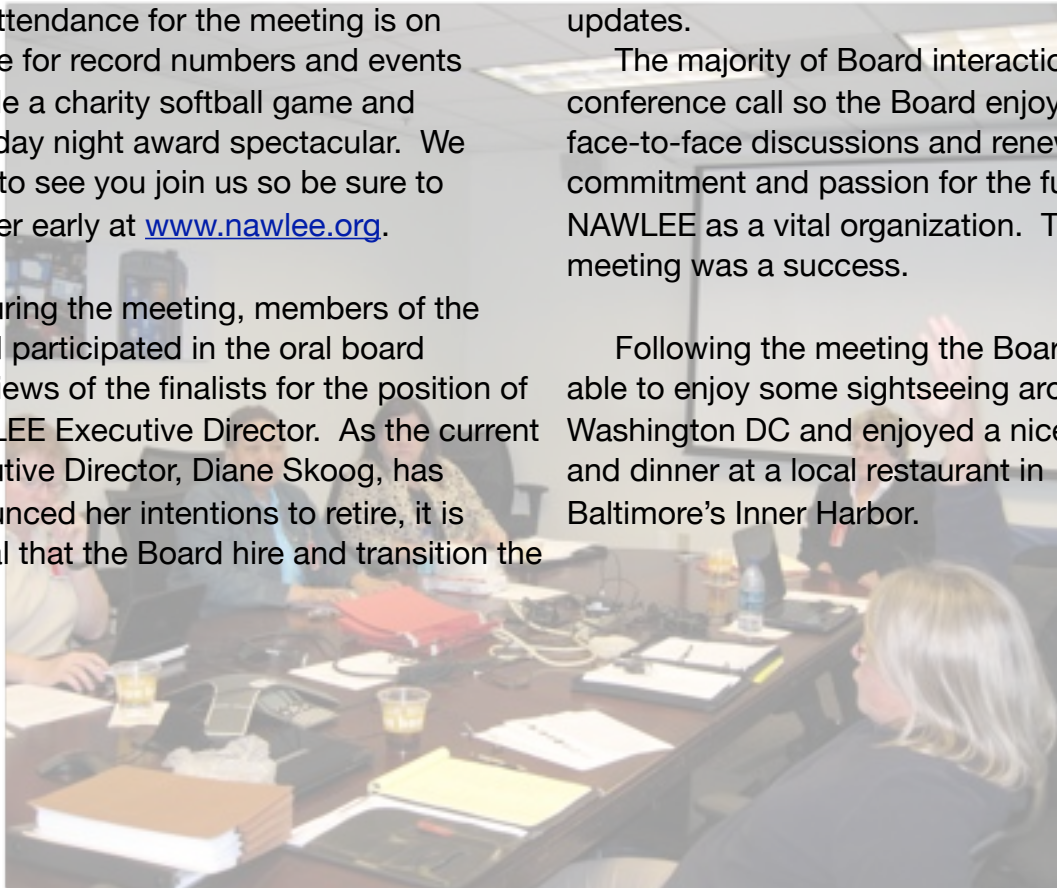
responsibilities of this important role prior to the August conference. Four qualified candidates were interviewed and a selection process is underway.

The Board established a new Legislative Action Committee at the meeting. Kathy Perez, Sharon McDonald and Penny Fischer will lead this committee whose goals will be development of a NAWLEE legislative agenda and research of new legislative policies that impact and are of importance to our membership. For example, the Prevention of Gun Violence Initiative will be one of the many topics that the committee will be discussing.

The rest of the meeting was filled with animated discussion on topics such as by-law updates, strategic planning, alliance partners, conference events, and mentoring updates.

The majority of Board interaction is via conference call so the Board enjoyed the face-to-face discussions and renewed their commitment and passion for the future of NAWLEE as a vital organization. The Board meeting was a success.

Following the meeting the Board was able to enjoy some sightseeing around Washington DC and enjoyed a nice evening and dinner at a local restaurant in Baltimore's Inner Harbor.



NAWLEE Conference - Call for Bids

We are very excited to be heading to Milwaukee, WI in 2011 and Austin, TX in 2012! Where will we be in 2013? That is up to you! Hosting the annual conference is challenging, exciting and very rewarding experience.

Please submit an "Intent to Bid" to the NAWLEE Board of Directors at least 60 days prior to the Annual Business which will be held on Saturday, August 6, 2011. The "Intent to Bid" will include:

- the year and location of the bid

contact information for the conference director and co-director/ coordinator:

name, title, contact address, phone, email

department or agency and years of service

number of years as active NAWLEE member

number of NAWLEE conferences attended

Please contact Lt. Dawn Layman, 1st Vice President for additional information:
dlayman@ci.lenexa.ks.us (913)825-8042

NAWLEE Mentoring Spotlight – Call for Candidates

While at the NAWLEE Spring Board meeting we thought that it would be interesting to include the NAWLEE Mentoring Spotlight in the NAWLEE Newsletter.

We will feature a Mentor/Protégé pair in the newsletter to highlight members' career and the mentor/protégé relationship.

We believe this will help others understand the benefits of the Mentoring Program and also provide the membership with additional insight on fellow members.

If you are interested in participating, please contact Lt. Dawn Layman, 1st Vice President dlayman@ci.lenexa.ks.us (913) 825-8042.

Thomas Wolfe on Mentors...

"I was sustained by one piece of inestimable good fortune. I had for a friend a woman of immense and patient wisdom and a gentle but unyielding fortitude.

I think that if I was not destroyed at this time by the sense of hopelessness which these gigantic labors has awakened in me, it was largely because of the courage and patience of this woman.

I did not give in because she would not let me give in."



Milestones

Promotions, Retirements and New Members

PROMOTIONS:

Catherine Ochs - from Detective/Captain to Major at the West Warwick Police Department, West Warwick, RI

Melanie Schaper - from Sergeant to Deputy Chief at the Pittsburg Police Department, Pittsburg, KS

Stacy Simmons - from Corporal to Sergeant at the Douglas County Sheriff's Office, Lawrence, KS

Heather Wurth - from Sergeant to Lieutenant at the Milwaukee Police Department, Milwaukee, WI

Kathy Zoner - from Deputy Chief to Chief at the Cornell University Police Department, Ithaca, NY

Ana Zsak - from Lieutenant to Captain at the Union County Prosecutor's Office in Elizabeth, NJ

RETIREMENTS:

Captain Janice Blue from the Washoe County Sheriff's Office in Sparks, NV after 28 years of service

Deputy Chief Leslie A. Houston from the Long Beach Township Police Department in New Jersey after 28.5 years of service

Lieutenant Angela Mitchell from the City of Snellville Police Department, Snellville, GA after 34 years of service



If you would like to make a submission to the July NAWLEE newsletter, please send contributions to KristenZiman@mac.com for consideration.



Milestones

Promotions, Retirements and New Members

NEW MEMBERS:

Deputy Chief Belinda Baker - Delaware State University Police Department, Dover, DE

Executive Director Patricia A. Borrelli - of the Mid-Atlantic-Great Lakes Organized Crime Law Enforcement Network, Newtown, PA

Deputy Chief Bridget Brennan - Manitowoc Police Department, Manitowoc, WI

Director of Public Safety Patti Buhl - Northeastern State University Police Department, Tahlequah, OK

Detective/Sergeant (Ret.) Angela Chainer - DeKalb Police Department, Boynton Beach, FL

Chief Pamela K. Church - Western Springs Police Department, Western Springs, IL

Lieutenant Nora Coaxum - Federal Reserve Board, Annapolis, MD

Chief Teresa Crocker - Georgia Tech Police Department, Atlanta, GA

Lieutenant Lisa M. Dadio - New Haven Police Department, New Haven, CT

Senior Sergeant Patricia Davies - New Castle County Police, New Castle, DE

Captain Karen Davis - Memphis Airport Police Department, Memphis, TN

Sergeant Nefertoria Harris - of the University of Tennessee Campus Police Department, Memphis, TN

Lieutenant April Hasting - Orlando Police Department, Orlando, FL

Sergeant Tracie Keillor - Sacramento County Sheriff, Sacramento, CA

School Resource Officer Diane Moody - Fulton County Schools Police Department, Stone Mountain, GA

Chief Michelle Morris - Sebastian Police Department, Sebastian, FL

Sergeant Jennifer Myers - Village of Plainfield Police Department, Plainfield, IL

Commander Lisa Nash - Monterey County Sheriff's Office, Carmel, CA

Lieutenant Christine Orrey - Hayward Police Department, Castro, Valley, CA

Officer Sharon Pauls - Clayton County Police Department, Fairburn, GA

Lieutenant Specialist Regina Robertson-Hart - Cumberland County Sheriff's Office, Hope Hills, NC

Lieutenant Marie Romo - Rockaway Township Police Department, Rockaway, NJ

Sergeant Felecia Y. Williams-Dennis - of the Austin Police Department, Austin, TX

Captain Ana Zsak - Union County Prosecutor's Office, Elizabeth, NJ