

# NAWLEE NEWS

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## Kathleen O'Toole: First Women Commissioner for Boston Police Department

By Capt. Kathy Stefani

On February 19, 2004, in a traditional ceremony complete with bagpipes, the 38<sup>th</sup> Commissioner of the Boston Police Department was sworn in. What wasn't traditional was the fact that the gold badge was handed to a woman – Kathleen M. O'Toole – to lead the department of over 2,000 sworn officers and more than 800 civilians.

Commissioner O'Toole was originally sworn in as a Boston police officer in 1979, and worked the streets and other assignments for the next 8 years. When Bill Bratton became Chief of the Metropolitan District Commission Police in 1987 he asked Kathleen O'Toole to come over as his Deputy. She thought she'd only be on leave from Boston PD for a year or so, but remained with the MDC until 1992 when they merged with the Mass. State Police. O'Toole then served for 2 more years with the MSP as Lt. Colonel until then Gov. William Weld appointed her to his cabinet as Massachusetts Secretary of



NAWLEE Members at Commissioner O'Toole's Swearing in: L to R: Mary Rabeadeau, NJ Transit PD (Ret.), Major Gail Cameron, New Jersey State Police, Comm. Kathleen O'Toole, NAWLEE Exec. Dir. Diane Skoog and Capt. Kathy Stefani, Mass. State Police

Public Safety. As Secretary, she was responsible for 20 agencies, more than 10,000 employees and an annual budget that exceeded \$1 Billion.

In 1998 O'Toole was selected to serve on the Independent Commission on Policing for Northern Ireland (The Patten Commission) created under the Belfast/Good Friday Agreement. **Continued on page 7**



## MESSAGE FROM THE PRESIDENT CHIEF VICKY PELTZER

What a great couple of years it has been for women breaking ground in becoming law enforcement leaders of major cities. Kathleen O'Toole was appointed to head Boston's Police Department in March. Heather Fong was just ap-

pointed the chief of police at the San Francisco Police Department in April. Prior to this year, Nannette Hegerty was appointed police chief at Milwaukee in November of 2003, **Continued on page 2**

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## SPOTLIGHT MEMBER

### CAPTAIN MICHELLE PERALTA NAWLEE SECRETARY

By Karen Ashley  
Deputy Police Chief  
Peoria, Arizona, Police Depart-  
ment

Captain Michelle Peralta of the Arlington County Police Department was voted Secretary of the NAWLEE Board of Directors at the Tempe conference in July of 2003. This was perfect timing, since Arlington will host the 2004 conference in late August. She and her fellow NAWLEE members have been very busy planning the 2004 conference, which promises to be great!

Michelle just began her 20<sup>th</sup> year of public service, and has served Arlington County for her entire law enforcement career. The Arlington County Police Department has over 400 employees responsible for law enforcement services in their 26 square mile

population. This area explodes with tourism and business, so the population during the day is about 250,000.

Michelle graduated from the police academy in 1985 and started her career in patrol. In 1988 she was promoted to Police Officer II and spent the next year processing crime scenes. In 1989 she was transferred to Research and Development, where she was very involved in drafting policies and procedures, preparing Board reports for County officials, and capturing the first 50 years of history for the Arlington County Police Department.

After spending four years in R & D, Michelle was promoted to Corporal and returned to patrol as a graveyard first line supervisor. In 1996 she was promoted to Sergeant and remained in patrol. She continued to climb the Department's ladder and her position was upgraded to Lieutenant in 1998, and in 1999 she was transferred to Criminal Investigations. While in CI, Michelle managed what today would be called the "Special Victim's Unit",

which handled sex, youth, and domestic crimes.

Michelle was selected to attend the FBI National Academy and graduated from the 201<sup>st</sup> Session in the Spring of 2000. She returned to duty and was promoted to Captain in October of 2000, and was transferred to Human Resources where she was responsible for recruiting, hiring, and training. While in this assignment she also managed the Recruit Academy, the Citizen's Academy, and the Volunteer Program. She was also highly involved in developing assessment centers for promotion.

In June of 2001, Captain Peralta was transferred to her current assignment in the Emergency Communications Center. She oversees a staff of 53 employees. At the time of this interview she was heavily involved in planning a celebration for two of her employees who were celebrating 30 years with ECC. I could tell with all the chatter in the background that Michelle truly values her employees.

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## MESSAGE FROM THE PRESIDENT

(continued from page 1)

Ella Bully-Cummings was appointed to police chief at Detroit in November of 2003, and Mary Bounds was appointed chief of police at Cleveland in 2002. All of these women started policing in the mid to late 70's, as well as many others who are currently in high ranking positions within their own agencies. This just made me realize that it is a good time to reflect on where we have been.

In the 1840's, women were

employed as prison matrons, but the first hiring of a woman by a police department didn't occur until 1905. Lola Baldwin became an 'operative' in the Portland, Oregon Police Department. Her duties were solely to prevent women and children from being molested by drunken sailors and lumberjacks who came into the town looking for excitement.

Then in 1910, Alice S. Wells became the first sworn policewoman with the powers of arrest. "Convinced

that she could be more effective in preventive and protective work with women and children if she had police powers, Ms. Wells petitioned and gained appointment from the police department and city council of Los Angeles" (Martin, 1980, Breaking and Entering Policewomen on Patrol). Wells became well known for promoting the policewomen's movement through organizing the International Association of Policewomen in 1915 (now known as the International Association of Women Police). The policewomen in this organization in 1915 wanted to be recognized as being separate from the male officers, to im-

prove their own standards and career mobility, and to publicize their existence. "They viewed themselves as social service workers rather than 'cops', and as such, they brought a philosophy of social work and reform into law enforcement, which emphasized the helping and reform of troubled and delinquent women and children" (Horne, 1980, Women in Law Enforcement).

Women were utilized in a quasi-police capacity during World War I, around military training camps. Many cities were so impressed

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## EXECUTIVE DIRECTOR'S MEMO

CHIEF DIANE SKOOG (RET.)

As I gear up to attend my ninth NAWLEE conference, I thought back to our very first conference held in Durham, North Carolina in August 1996.

NAWLEE did not have a president or board of directors then. Our founders spent the year prior to that getting organized, defining our purpose, setting goals for our first formal meeting and choosing a name for the organization.

The goals of the first conference were to get everyone together, exchange ideas, elect a board of officers and to set a course action that would start us on our way.

We spent the first two full days of the conference attending some terrific workshops while getting to know each other, networking and sharing ideas, problems and experi-

ences. On the final day, we held our first election where Chief Alana Ennis was elected NAWLEE's first president.

I came away from that conference rejuvenated and refreshed and couldn't wait to attend the next year's conference! Here was a group of people that understood my problems, concerns and issues and gave me advice, comfort and support in a no-nonsense, practical way.

I had just been exposed to the "Magic of NAWLEE"! What I had experienced has been felt by every other NAWLEE conference attendee - we just didn't know what to call it until Past President Susan Riseling coined the phrase a few



years ago. It has become our mantra since!

NAWLEE was formed to address the unique needs of women ascending the ranks and those that aspire to command level positions. Over the years, I have seen NAWLEE grow and gain respect and recognition in law enforcement circles.

I have been privileged to work

with five different Boards of Directors as secretary for 4 years and now as your Executive Director.

We have a lot to be proud of - we have built a strong networking system available to all our members, we have a formalized mentoring program, search agencies are contacting us for viable candidates for top level law enforcement positions, we have experienced and trained assessors at the ready to assist our members and outside agencies and our conference hosts have outdone themselves every year providing us with top notch workshops.

But most of all, we have the "Magic of NAWLEE". Come experience it for yourself - I promise you won't regret it.

See you in Arlington!

## BOOK REVIEW: CLEAN DIRT

BY CAPT. KATHY STEFANI

"Clean Dirt-A Memoir of Johnnie Mae Gibson, FBI Special Agent"  
ISBN# 1-4107-7941-6

Johnnie Mae Gibson grew up in poverty on the wrong side of the tracks in Florida, yet went on to become the first African American Female Agent to supervise a squad of FBI agents in a field office. She was the fifth African American female agent in FBI history and one of the first to work undercover. Her true-life story was featured in a two hour CBS movie in 1986.

"Clean Dirt" is her account of her 23-year FBI career on the streets, as a fugitive investigator (arresting a Top-Ten fugitive), supervising financial crimes programs and criminal informant programs, and as a spokesperson in Director Webster's press office. Hers is a story of endurance, personal sacrifice and work place discrimination. In spite of her many successes, her final chapter begins with the following: "My final years in the FBI were spent pushing paper. Although my credentials were impeccable, and my arrest record extensive, the Bureau no longer wanted me. Because of the bureaucratic makeup of the FBI, it was very hard for them to fire me, so they relegated me to a meaningless position, a dead-end job where I was in charge of a nonfunctional unit that barely existed, with no facilities or employees. My working conditions and work environment were so intolerable and hostile that I could no longer endure them. I retired in December 1999."

Her story is a dishearteningly familiar one, one that is too often overshadowed by the publicity accorded those women who are fortunate enough to work for agencies that respect and accept females in command positions. Instead, her story is a first person account of what it is really like to be a Black women working in the macho white male dominated culture that felt women and minorities didn't belong in the FBI.

Agent Gibson had many successes along the way, yet with much sacrifice. As a single parent, she often felt torn between her responsibilities as a parent and agent. She had to travel often yet strove to provide her daughter with a stable childhood. Throughout her life, and even more so towards the end of her career, her faith in God gave her comfort and strength to endure.

In spite of her negative experiences, she continues to serve as a role model, recruiting and motivating female and minority agents. "I developed a positive mental attitude, and took control of my life, recognizing that I had God-given creative power within me. This allowed me to overcome despair, discouragement and make good out of a bad situation. Today, I am focusing my mind on the things I want to achieve in life realizing that yesterday is gone forever, tomorrow may never come and only today is mine to live in."

"Clean Dirt" was both informative and personal. Ms. Gibson speaks of both good and bad times and her love of her work. It was inspirational to see her come out of it all with such accomplishment and commitment.

## PRESIDENT'S MESSAGE

(CONTINUED FROM PAGE 2)

### NAWLEE PROMOTIONS/ NEW MEMBERS/ CHANGES

#### Promotions:

*From Captain to Assistant Chief:*

**Kris Fitzpatrick** - University of Illinois Police

Department, Urbana, IL

*From Captain to Chief:*

**Regina Hays** - So. Illinois University at Edwardsville Police Department,

Edwardsville, IL

*From Sergeant to*

*Lieutenant:*

**Penny Kimball** - Sarasota County Sheriff's Office, Sarasota, FL

*From Assistant Chief to Chief:*

**Kevin Kotsur** - from the Tempe Police Department to the Avondale Police Department, Avondale, AZ

*From Sergeant to*

*Lieutenant:*

**June Murphy** - Brookline Police Department, Brookline, MA

#### New Members:

**Captain Sandra Baxter** - Bend Police Department, Bend, OR

**Chief Ella Bully-Cummings** - Detroit Police Department, Detroit, MI

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with their work, that they hired the women to work with women and children offenders within their police departments. After the war, over 220 American cities employed policewomen (Horne, 1980).

Some police administrators recognized that crime prevention, not just crime repression, was a legitimate function of the police. This enhanced the policewomen's movement because administrators also recognized that policewomen performed as well as social workers and were effective in preventive work with women and children. As a result, many policewomen were assigned to separate women's bureaus within the police departments. Their duties were mostly preventive in nature and included such things as juvenile delinquency, female criminals, missing persons, and aiding and interviewing victims of sex crime (Fleming, 1975, New on the Beat: Woman Power in the Police Force).

Most policewomen, during these times, were unarmed, did not wear uniforms, and were usually paid less than their male counterparts, even though most of the women far surpassed the male officers in terms of educational qualifications (Martin, 1980).

The women received resentment from most male officers because the male officers felt that police work did not involve social work; social work belonged to social workers (Martin, 1980). For many years, policewomen had to prove themselves good police officers, and most could not meet the male expectations. It was

felt in most departments, that as long as the women kept out of the men's way and in their own women's bureau, they could remain as a link between the police agencies and the social work agencies (Horne, 1980).

That is where the police-women's dilemma remained for the next four decades. The women worked in areas that were considered "feminine"; an extension of women's roles as mothers, guardians of children, and protectors of the public morals. The women also undertook clerical tasks. The Depression did not help their effort either. Recruitment, training, salary, work role, and promotion didn't exist.

Then, things began to change. "What was once looked upon as a novelty has now become commonplace. In 1968, the Indianapolis, Indiana Police Department assigned the first female police officer to patrol duty" (Payton, 1977, Patrol Procedure). Then in 1972, the Equal Opportunity Act extended Title VII of the 1964 Civil Rights Act to public employees. The Act empowered the Equal Employment Opportunity Commission (EEOC) to take legal action against state and local agencies that were found to sexually discriminate (Hays & Reeves, 1984, Personnel Management in the Public Sector). Therefore, it became illegal to deny women the opportunity to compete with men for police jobs, solely on the basis of their sex.

In prior years, departments eliminated female candidates through male oriented agility tests and requirements. Then, in 1972, police agencies added female officers to their patrol forces. Police organizations presented themselves as being progressive and innovative by placing women on their patrol forces. Why, all of a sudden

did police agencies open their patrol positions to women? It was simply because the federal government had mandated that cities either hire women for patrol duty or face the loss of federal funding (Payton, 1977). In those times, and even today, large cities were heavily dependent upon federal funding. In 1973, the Crime Control Act also banned sex discrimination by police agencies receiving federal aid. Entrance exams and physical agility tests were found to be discriminatory towards females and certain races. The height and weight requirements were also found to be discriminatory. Police departments had to change their hiring practices which caused a great influx of women police officers.

So there you go. Today, policewomen across the country occupy numerous different positions, carry guns, wear uniforms, receive equal pay, and have been promoted into higher ranks.

In 1995 at the IACP conference in Miami, Florida, several visionary women from various law enforcement backgrounds recognized that a professional executive women's law enforcement association was needed to promote the ideals and principles of women executives in law enforcement. In addition, training was needed to educate women executives in law enforcement. A forum for the exchange of information and fostering effective law enforcement was also needed. Hence, NAWLEE was born. In addition, NAWLEE provides mentoring opportunities for women in mid-level management positions and those new to senior management positions and roles. NAWLEE also provides opportunities for men and women in senior management positions to better understand how to retain and mentor women in their organizations. We now

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## TRUST

By Lieutenant Marcy J. Miller, Scottsdale Police Department

### HELP US KEEP IN TOUCH WITH YOU

Please forward any  
name, address,  
rank and agency  
changes to :

Executive Director,  
Diane Skoog at  
dmskoog@juno.com

Most of us have heard someone saying it: "I just can't trust my boss." How many of us have had it said *about* us? If our personnel don't trust us, would they say so? Don't count on it: it takes trust to give your boss honest and open feedback.

It's a sad, counterproductive situation, and one destined to bring long-term frustration to the individuals involved. Unfortunately, it's also a common situation – in every type of human relationship. Perhaps not enough of us, as leaders, are thinking about *trust*: what it is, what builds it, and most importantly – what destroys it. Most of us recognize that once it's gone, it's gone for a long time – if not forever. Even if we are thinking about it, perhaps we're not honoring it – on a daily basis – until it becomes a habit and not just a pleasant thought.

## Destroying Trust in Professional Relationships

Rather than discuss what *builds* trust, let's focus on avoiding some of the most common trust-annihilators. Turn them upside down and you'll easily find the trust-builders. Recognize that building trust is like training a horse – it takes an awfully long time to do it right, but one brief and thoughtless act can undo it beyond repair.

**Outright lying.** Need I say more?

**Saying one thing and doing another.** Refer to, "Outright lying."

**Failing to give credit.** When employees tell me they can't trust their boss, and I do some probing to find out why, this is one of the most common responses. Their supervisor will put his own name on a document the employee generated, or verbally take credit for their idea. In one egregious case, the lieutenant actually took the employee's name off documents that had been submitted electronically to the lieutenant, and passed it up the chain of command with his own name.

**Betraying a confidence.** An employee/supervisor relationship is a sacred bond. Employees will, because they must, share intimacies with their supervisor. Their supervisor is privy to medical information, psychological issues, and – obviously – work performance issues (including any variety of embarrassing incidents). It is not appropriate to share these unless it is *necessary* to share these. Ask yourself: is it appropriate? Is it professional? **And** is it necessary?

In addition to individual information, employees will often come to you with concerns about issues within your agency. Seek to protect them for their candor. Sometimes it is impossible, other times difficult, but when ethically and morally correct to do so, honor their confidences.

**Publicly laying blame.** This is huge. Although denial of responsibility is inappropriate, throwing down a subordinate in a staff meeting or other public setting is unforgivable. Trust-destroyer: "Sgt. Doe didn't complete that assignment on time and that's why we're in the bind we're in." Trust me ... Sgt. Doe *will* find out that you gave him up, and your working relationship *will* suffer as a result. Acceptable verbiage, if asked about an issue, is along the lines of: "We are already taking action to resolve that ..." and, if that action includes counseling your subordinate, let it be done privately. (Of course, this trust-destroyer is indescribably worse if you lay blame that is *undeserved*. But if you're the type to do that, you probably quit reading this article a long way back.

**Operating from a personal agenda.** A personal agenda is just fine – *if* your own personal agenda is to always do the right thing for the right reasons. If, however, your only reason to want to see your employee succeed is that it makes you look good, you're on the wrong track.

**Failing to recognize what is important to the employee.** Our employees are likely influenced by different conditions than those that influence us. It's a good idea to pay attention to what is important to them – whether it's respect, credit, allowing them to attend training, or warm fuzzies like asking them how their family is. Dismissing those factors, or worse yet – mocking them – is one way to build distrust.

**Cold ambition.** Ambition is good – if ethical and thoughtful. But if it is ambition to rise up the food chain at the expense of others, it is a betrayal. If your only reason for promoting was the status, the power, and the fact people are awed by your rank, you are dangerous. You might be upwardly mobile, but at the expense of some pretty darned important values. When you're well positioned at the top, do you really want it to be popularly accepted that all your accomplishments were merely "resume builders?"

**Not sweating the small stuff.**

I learned a valuable lesson from an officer who worked for me many years ago. He was a passionate person, passionate about integrity and passionate about policing and passionate about the right way to do things. He had high expectations of his supervisors, and higher expectations of himself. He told me how he had once lost all respect for a lieutenant. I waited for a story of an abuse of authority, or of some serious misdeed. Instead, I received an eye-opener: he told me how he'd asked his lieutenant if paper towels could be made available at the gas pumps. When officers were checking oil and servicing their vehicles, as required by policy, they had nothing to clean their hands with. The lieutenant didn't take this minor request seriously,

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**Trust- Continued from page 5** didn't follow up, and didn't arrange for paper towels to be placed at the pumps. "I'll never respect him again," the officer told me. And this was about paper towels.

It's easy to laugh at this story, easy to discount it. But think about it: if you can't be trusted with the small stuff – the stuff that's easy to handle, easy to accomplish – than how can you possibly be trusted with big requests? If you aren't perceived as effective at little things, you aren't going to be perceived as effective. Period.

A few years after this, I spoke with an officer from another agency about the best supervisor he'd ever had. "What made him so great?" I asked. Brian smiled as he began to recall The Great Sergeant. "You know, every time he would be headed to the supply shop, he'd get me on the radio and ask if there was anything I needed. Even if I said no, he always brought something. Sometimes he'd bring a shovel to keep in the trunk, in case I needed it. But he always brought something to make my job easier." Take care of comfort, and – at all costs – do sweat the small stuff. It pays big dividends.

**Playing favorites.** If you clearly grant preference to specific employees, and it isn't directly related to performance, you will diminish the trust of the other employees. Letting one employee work holidays for overtime, and telling the other he/she can't do so, will jeopardize the other employees' ability to believe you are impartial in other areas (such as in administering discipline or performance evaluations.) However, it is acceptable if you are fair and tell an employee he/she is being denied training because he/she didn't accomplish the goals and expectations clearly articulated for them, and the other employee did and is being rewarded for their effort.

**Being vindictive.** If you retaliate or hold grudges against personnel who have done you wrong, you will never have their trust. You might be willing to accept this as a trade-off – a "cost of doing business" as it were. Think about this approach. You might not like your employees, but you have an obligation to lead them – each and every one of them -- fairly. If you don't take the high road and avoid "getting even" with them for some wrong real or perceived, you will be ineffective as a leader.

You might never know if your employees trust you. If you're in doubt, consider talking to a peer – of course, someone you can trust. Ask them about your reputation; it's crucial to your success. If the response is that your employees don't trust you, dig until you know why. You might not be able to repair the damage, but if you know the cause you can at the least address the issue headlong.

**President's Message**

**Continued from page 4** have over 377 members. We've come a long ways. The fruits of the equality issues raised in the early to mid 70's are now revealing themselves. There is still work to be done. We have great role models. NAWLEE is stepping up to the plate with the mentoring program, regional training, annual conferences, and communications improvements to help us grow as an organization, in order to help others grow in their professional development and careers. All of this speaks to NAWLEE's new tag line of:

- Leadership in Action
- Mentoring for the Future
- Inspiring Criminal Justice Professionals Today

*(Excerpts of this article came from Chief Peltzer's masters paper from 1986)*

**CAPTAIN  
MICHELLE  
PERALTA-  
NAWLEE  
SECRETARY**

**Continued from page 2**

Captain Peralta also values higher education, having earned a Bachelors Degree in Police Science from York College of Pennsylvania and her Masters Degree from George Mason in January of 2004. She also attended the Senior Management and Policing School in Boston in 2000.

It would seem that with working full time and completing her Masters Degree that Michelle would have little time for hobbies. She told me that she now will make time to do what she enjoys in her personal life, which is arts and crafts, scrap booking, and teaching water aerobics. Michelle has been teaching water aerobics for 14 years and says it is a great stress reliever!

Michelle desires to continue to promote in her career, and plans to remain in the law enforcement profession for another 5 to 7 years. However, she stressed that she sees the importance of balance in her personal and professional life, and now wants to devote more of her time to her personal needs. (Sounds like you deserve it Michelle!)

Captain Peralta has been involved with NAWLEE for five years. Her goals for NAWLEE are to mentor others and to use the contacts made for networking and helping other women to grow in their careers. She is proud to be a member of the Board and wants to be an integral part of developing a future plan and goals for NAWLEE.

**THE BOARD OF DIRECTORS WANTS TO HEAR YOUR OPINIONS!**

Please take the time to fill out a short survey on the website. It should only take a few minutes to fill out. Deadline for surveys in May 30.

**Thank You!**

**SPREAD THE MAGIC OF NAWLEE!**

Sponsor members during the 2004 President's Membership Drive! Qualified members who sponsor new NAWLEE members will qualify to win a prize! Sponsor 5 new members: Receive an NAWLEE membership complimentary for one year. In order to qualify for the prize the membership application must have the name of the sponsoring member. **Deadline: July 15, 2004**

**O'TOOLE Continued from page 1**

This 8-member team published 175 recommendations in their report, [A New Beginning: Policing in Northern Ireland](#). For the past 5 years most of these recommendations have been implemented.

In addition to her service in Ireland, Comm. O'Toole founded her own consulting firm and served as President of O'Toole Associates LLC with offices in Boston and Dublin. This international firm specialized in public affairs, business and economic development, crisis management, organizational change and security services.

Comm. O'Toole is a graduate of Boston College and New England School of Law. She resides in Boston with her husband Dan and daughter Meghan. She is a member of the International Assoc. of Chiefs of Police and serves on the Committee on Terrorism. She is a member of the Police Executive Research Forum, the FBI National Executive Institute Associates and the Massachusetts Women's Forum. She has served on the Board of Women Executives in State Government and chaired that organization in 1999. But—more importantly—she is a member of NAWLEE!

On April 26, 2004, I had the opportunity to interview Comm. O'Toole. She was gracious enough to carve out some time during her hectic day only 2 months after her appointment. Here are some of her thoughts on the following questions:

**Q-Can you tell us a bit about your work on the Ireland peace process?**

"That was without a doubt the most fascinating experience I've had, just unbelievable. It was a heart-wrenching experience. I was part of an 8 member commission that developed a whole new framework for policing and security in Northern Ireland. Policing was one of the most contentious issues there. The police force for many years was more like a military force given that all they were facing over there was terrorism. I was in a unique posi-

tion because when I was first appointed people said – Oh, that's the O'Toole women from Boston-she must be an IRA sympathizer-She's going to support the Catholic minority position. And then, within days people said – Well, wait a minute – she's a police officer and she knows people in the Royal Ulster Constabulary – Maybe she's really a wolf in sheep's clothing. She's really going to side with the police. So, for 18 months while I was there nearly full time, people were trying to figure out which side I was on. In retrospect, it was really an advantage for me because everybody wanted to talk to me. So- unlike everyone else on our commission who could easily be place in one camp or the other, they weren't quite sure where I fell and frankly, I was perfectly neutral because I went there without any political baggage or without a real understanding of the history. I went there representing the police perspective and so we came up with the 175 recommendations, and while some of them are unique to Northern Ireland our report was really a model for policing in a democratic society, and they moved to a much more community-oriented, problem-solving model of policing.

**Q-What advice would you give to another women just starting out in policing now?**

"I would say work ethic and a good mentor—that's what made a difference for me. Really—once you've demonstrated your willingness to work hard, there's always somebody out there who's willing to kind of take you under his or her wing, and in my case my mentor's were men—probably because we've been working in a male dominated environment.

**Q-What advice would you give to a Supervisor who wants to become a Manager?**

"I would say get out

of the police environment and get some training. Definitely – I think sometimes we spend or do all our training in a very insular environment. I had the good fortune to go to an executive program at Harvard, and management training programs at MIT. Also-as much as I hated it in the early 80's while on Boston PD I was convinced to do the job of Director of Contracts and Development, and then I became Director of Planning and Research. I resisted the administrative stuff because I really liked being in the field, the operations aspect of the job. But I learned a lot about budgets and capital planning and labor relations and things that came in extremely handy later on. In fact, when Bill Bratton offered me a position as his Deputy with the Mets he said one of the reasons I want you is because you have a firm understanding of management systems. I truly believe that a lot of us who come up through the ranks, and we're great cops and great detectives, but not many people are trained to be effective managers. Even though I only spent probably 4 years of my career really focused on things like budgets, resources, facilities and all that—that knowledge was very valuable later. I would say to women don't get stuck in one career track. I was able to go from administration to patrol operations to special operations. Try to explore as many as you can."

**Q-The City of Boston is hosting the Democratic National Convention this summer. What do you foresee as the greatest challenges facing Boston PD that week?**

"Two issues—it will be a logistical headache, like the closure of North Station and the closure of the roadway each night during the convention that will create big challenges not only for Boston PD but for the State Police and neighboring entities. But also—in today's environment, now we have these new concerns about homeland security and counter terror and the possibility of other groups coming to town in some way determined to disrupt the

convention. So—I want to make sure our officers are well equipped and well trained. Now—I think we have been able to address all the equipment issues. There were some equipment issues that were raised as concerns during my first weeks here, and we've addressed those all head on. Now we have to make sure that we accelerate our training so that everybody feels comfortable going in there well equipped and well trained."

**Q-The Boston Police Patrolmen's Union has been without a contract for over 2 years now. Will you be involved in the contract negotiations before the DNC?**

"I was a member of all 3 Boston PD unions at one point or another. So I haven't forgotten where I came from. I was a proud and active member, but now I understand that I have a management role to play. My hope is that the contracts get done. Nobody wants to see them done more than I do because it will be a huge distraction eliminated for all of us. It hasn't interfered so far—it hasn't been an impediment to effective communications with the unions. I have been meeting with them regularly and talk to them on the phone regularly—So, I've really worked at keeping the lines of communication open. My hope is that they will have a contract because if it goes beyond July then there is less of an inclination for anybody to work hard to get it done."

**Q-What has been the most surprising thing to you since becoming Commissioner of Boston PD?**

"The overwhelming response—and guaranteed it's the honeymoon period, and I'm sure I'll have days when I question why I've made this decision, but so far, internally and externally, the support has been overwhelming. I've gone to every station in the city and held a meeting. I've gone to roll calls and said—OK-lets roll up our sleeves—I've left my rank at the door—let's get some input from everybody here—and the response has been overwhelming. People have been very positive,  
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people have contributed in a very constructive way, and similarly, when I go out to community and neighborhood meetings, the response has been outstanding, too. I attribute that in large part to the great work the Boston PD has been doing on the community front over the last 10 years, so I'm reaping the benefits of all that hard work. So far, the response has far surpassed my expectation."

**Q-You've served on the Boston PD, MDC PD and the Mass State Police, as well as serving as Secretary of Public Safety and working on the Irish peace process. What do you take from these opportunities that helps you most to be an effective Commissioner?**

"None of it was by design – people ask me what my strategy was – there was no strategy, it just happened, it evolved. I have been extremely fortunate and I think I've learned something from each one of these experiences. I left the BPD in 1986. I took a leave of absence thinking I'd be away for a year or two because Bill Bratton made me an offer I couldn't refuse. He was recognized as being a shining star then and I thought it would be a really unique opportunity to work with Bill Bratton, and I did latch onto him as a mentor—no doubt. Little did I know that my career would take me in so many different directions. I think I learned that every department has a unique culture, but at the same time there are things that are common to all law enforcement agencies everywhere, whether in Boston or Belfast. It's been interesting experiencing the different cultures and I think the Boston PD is very different for instance from the State Police in large part because we deal with the same community day in and day out."

**Q-You recently re-structured your command**

**staff, including the promotions of both women and minority officers to key positions, making it one of the most diverse command staffs in Boston PD history. What changes do you hope to address with these promotions?**

"I definitely tried to identify the best people for the right position, to get the round pegs in the round holes, and at the end of the day I came up with this great, diverse command staff which just evolved. I tried to select people who are respected by their peers, some of them I've known for many years – one in particular was a classmate of mine. But, as I said at the promotion ceremony – they didn't get the job because they're my friends, they didn't get the jobs because they were political – they got the jobs because they deserved to get the jobs. Some of them I didn't meet until the day I called them in and offered them the positions because they were so highly regarded by their peers that I thought that they were the best people for the jobs. So – it's a very diverse team not only in terms of race and gender but also in terms of experience and personality. We had our first command staff meeting the week before last and it was a very spirited discussion – there were no wallflowers among them. I said I'd probably be refereeing some interesting discussions around here – but, I wanted people who aren't going to be yes people, but individuals who love this department, have great work ethic, really care about the people who work in this organization and who also really care about the type of service we offer to the neighborhoods in the city."

**Q-Bill Bratton, former Commissioner of Boston PD and current Chief of Los Angeles PD had been credited as being your mentor. What were some of the important things you learned from him?**

"We have entirely different personalities, but I think that's why we really complemented each other while we

worked together. One thing I learned is that it's often a benefit to have people who are very different from yourself working on your team - that diversity in terms of style and personality is important, too. But I learned just how important it is to emphasize integrity, and I learned a lot about leadership style. I would say that even though we had different personalities, our leadership style was similar in that we're kind of situational leaders, and that if we have to make a decision, we can make a decision. If it's an urgent situation and we have to make a decision, we have no trouble being autocrats and being decisive. I often say that a bad decision is better than no decision in a case like that. But, if we have the luxury of time, then we're more likely to get lot's of people involved and really generate enthusiasm down through the ranks about this whole participative management style. So, I did learn that from him, that, unless you get input from all levels of the organization, unless you get buy-in from people, it's just not going to work. So you really need to work on that buy-in."

**Q-Have you ever had a female mentor?**

"Unfortunately – No – but only because of the circumstances – there were no others really senior to me. There were certainly women outside of policing that I admired who did really well in their professional careers. And I've admired the qualities of different women who have done well elsewhere, but not as personal mentors in the policing arena. But I think now that we have a definite responsibility to be role models and mentors and bring the next generation along – not just women, but men as well."

**Q-You've been away from Boston PD for 17 years—what have been the most significant changes on the Department?**

"I've been asked to reminisce a lot lately about my early days in policing, and it has underscored how dramatically

things have changed in the policing business. When we first started we were trained in military like police academies, an all our instructors were former drill instructors in the military. We didn't receive the same level of academic training that the recruits today receive, and we were trained to go out and fight the war on crime—and it was the police vs. the community. We never interacted with other police agencies, we never interacted with Probation, Parole and Corrections and we never thought of partnering with the community. So, as we chased 911 calls throughout the 80's, our crime rates continued to skyrocket and the quality of life in the city continued to deteriorate, and finally, in the early 90's we woke up and said—Wait a minute, maybe there is something to this community policing, and maybe we do need to break down the barriers and work more effectively with those who are out living and working in our neighborhoods. I truly believe that just as the best answers come from cops on the beat when you're trying to resolve issues in the department, I also believe that some of the best answers come from people living and working in our neighborhoods. That's why I've spent lots of time out at community meetings over the last several weeks. So—that what's changed most—this big paradigm shift on how we police. There are a lot of the same faces and a lot of old friends—it's great to renew some of these old acquaintances and work with them. I think this is a really proud organization. I think it's a great police department with a lot of camaraderie, and the more I traveled to other organizations I really did come to appreciate even more what we have here, because there is a lot of pride and a lot of camaraderie. But the way that we do our business has changed immensely.

**Q-You were recently interviewed in Newsweek and featured along with Chief Ella Bully Cummings from Detroit and Chief Heather Fong from**  
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San Francisco. That article focused on how far women have come in the upper ranks of law enforcement. Do you agree?

"I just think it's in the natural course of things. I started in the business 25 years ago, and most women started in this business over the last 25-30 years. Prior to the early 70's major cities just weren't hiring women as patrol officers so I think, in the natural progression of things it's not coincidental that women are now rising to the top ranks. It's happening all at once in so many cities but, I hope that the Mayor selected me because he thought I was the best candidate and not because of my gender and I believe he did, I'll say that humbly. I was incredibly impressed with the credentials of these other women that I met who are Chiefs now, too. So, I've been blessed because I have a lot of friends in the business that have faced more obstacles than I have. I have just been really fortunate to work for good bosses and have good mentors who gave me the support that I needed coming up through the ranks. But I know others who have been less fortunate."

## A NEW LOOK FOR THE NAWLEE NEWSLETTER!!!

### CONTEST ANNOUNCEMENT

The Publishing Committee of the NAWLEE Newsletter wants to upgrade both the content and presentation of our quarterly newsletter—But we need your help!

We are looking to change to a more "magazine" type format with a glossy cover—meaning we need a cover design! If you (or a friend, family member or co-worker, on your behalf) has the talent to design a cover for us—You could win one year's free dues to NAWLEE!

Winner will be chosen from all entries by the Executive Board at the NAWLEE

Conference in Arlington, August 19-22, 2004. Please email your design to

[kstefani@adelphia.net](mailto:kstefani@adelphia.net) by August 1, 2004.

The winner will be announced at the conference.

**GOOD LUCK!**

## EMPOWERMENT 2004—WOMEN IN LAW ENFORCEMENT CONFERENCE

**OCTOBER, 2004**

Since 2000 the Essex County Sheriff's Department has hosted a women and law enforcement conference for the New England region that has grown to 600 participants with some from other parts of the country.

Massachusetts is the perfect location for a women in law enforcement conference with Kathleen Dennehy, the new Commissioner of the Department of Corrections and Kathleen O'Toole, the new Boston Police Commissioner—both are invited speakers. Confirmed speakers include: Sheriff Beth Lundy of Calcasieu Parish, Louisiana and Sheriff Carolyn Welsh of Chester County.

Some of the topics for this years event are Identity Theft, Designer Drugs, Re-Entry Initiatives, Leadership, Adjusting to Change, Lifetime Supervision for Parolees, The Rape Paradox, Motivation, Stress Management, Collaborating in the Commonwealth, Defending and Prosecuting High Profile Cases, Drug Court, Recruiting and Retaining Women, Working with Incarcerated Parents, and Elderly Victims.

The fee is a mere \$75.00 for two days of training. That includes a small, light breakfast and two lunches.

For more information go to <http://www.eccf.com/empowerment/index.html>

The NAWLEE Board of Directors and Conference Committee cordially invite you to attend the 9<sup>TH</sup> Annual NAWLEE Conference in Arlington, Virginia, August 19-22, 2004. This year's conference will include excellent training, informative workshops, superior speakers, friendly social events, and the 2<sup>nd</sup> Annual Woman Law Enforcement Executive of the Year Award sponsored by Motorola™. The 2004 theme is 'Five Sides of Success,' which embraces our mission to Lead, Network, Educate, Motivate, and Mentor.

The workshops' topics will include, but are not limited to:

Achieving a Chief's Position

Leading Change in an Organization

Healthy Habits for Busy Women Executives

Navigating Legislature

Financial/Retirement Planning

Ethical Decision Making

Risk Management

Emotional Quotient for Women

Thursday morning, NAWLEE will host its Annual Mentoring Workshop. The workshop is a great opportunity for participants to gain the necessary skills for coaching and guiding others. The registration fee is \$35.00.

Our Thursday afternoon pre-conference event will be an exciting 18 hole round of golf at Arlington's Army/Navy Country Club, a presidential favorite! We have reserved 12 tee times for 48 golfers. Spaces are limited, so please register early. You will receive a confirmation that will include your tee time. The price is \$72.00 per person.

Join us for a reception on Friday night, honoring the recipient of the 2<sup>nd</sup> Annual Woman Law Enforcement Executive of the Year Award hosted by Motorola™. This is what it is all about - celebrating women in law enforcement and their accomplishments.

Saturday night, we will cruise the Potomac River aboard the premiere cruise line of the area, the Spirit of Washington. See spectacular views of national monuments; enjoy an elegant buffet dinner, open bar, dancing, entertainment, and even a fun casino. This event is included in your conference fee and is \$75.00 for guests.

Make plans for a late departure on Sunday! A new conference **experience** will be added on Sunday morning. Obtain an exclusive access tour of the Pentagon terrorist attack site. View the actual crime scene to enhance your Critical Incident Management knowledge. Hear first hand, how Incident Command was established.

Just minutes from historic Washington, D.C., Arlington is close to museums, national monuments, tours, exciting nightlife, shopping, and much, much more. It is the perfect setting to conduct business as well as vacation.

To register, please visit [www.nawlee.com](http://www.nawlee.com). You can also reach Lieutenant Karen Herchenroder at 703-228-4458 or email [Kherch@co.arlington.va.us](mailto:Kherch@co.arlington.va.us) or Captain Tonya Woodson at 703-228-4062 or [Twoods@co.arlington.va.us](mailto:Twoods@co.arlington.va.us) for more information. Your presence will be an added pleasure to the conference and will ensure its success. I look forward to seeing you there!

Sincerely,

Rebecca Hackney

Deputy Chief

Arlington County Police Department

# 9TH ANNUAL NAWLEE CONFERENCE ARLINGTON, VIRGINIA AUGUST 19-22

Please complete this form and mail with registration fees.

Last Name \_\_\_\_\_ First \_\_\_\_\_ M.I. \_\_\_\_\_

Agency \_\_\_\_\_ Rank/Position \_\_\_\_\_

Mailing Address \_\_\_\_\_

City, State, Zip \_\_\_\_\_

Daytime Phone \_\_\_\_\_ Fax Number \_\_\_\_\_

Email Address \_\_\_\_\_

**Registration Options (please check all that apply):**

Mentoring Workshop (Thursday Morning) - \$ 35.00

Pre-Conference Golf Event (Thursday Afternoon) - \$ 72.00

NAWLEE Member General Conference Fee - \$375.00\*

Non-NAWLEE Member General Conference Fee - \$425.00\*

(Payment includes a one-year membership to NAWLEE)

Guest Participation for Saturday Dinner Cruise - \$75.00 per guest

(Number of Guests \_\_\_\_\_)

Total number of people (including yourself) that will attend the Pentagon crime scene tour FREE

Total Cost \$ \_\_\_\_\_

*\*Payment of General Conference Fee includes all sessions except mentoring workshop and golf event.*

Make checks or money orders payable to **NAWLEE/ACPD**, and mail with completed registration form to:

**NAWLEE /Arlington Police Dept**

Contact Information

**1425 North Courthouse Road**

Captain Tonya Woodson

**Arlington, VA 22201**

(703) 228-4062

**Attn: Captain Tonya Woodson**

Email: [Twoods@co.arlington.va.us](mailto:Twoods@co.arlington.va.us)

Please visit the conference website at [www.nawlee.com](http://www.nawlee.com) for additional information about conference sessions and activities.

**Hotel Reservations:** Please visit [www.doubletreecrystalcity.com](http://www.doubletreecrystalcity.com) or call 1-866-999-VIEW for reservations or hotel information. State that you are with group code NWL and book by July 31, 2004 to get the conference rate of \$99.00 per night (single rate) and ensure availability. Free shuttle service is provided for transportation to and from Ronald Reagan National Airport.



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We're on the Web:  
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**Captain Michele A. Braatz** - San Diego County Sheriff's Department, San Diego, CA

**Detective Lieutenant Debbie Burnett** - Rome Police Department, Rome, GA

**Chief Michael Carroll** - West Goshen Township Police Department, West Chester, PA

**Chief Joseph C. Carter** - Massachusetts Bay Transportation Police Department, Boston, MA

**Chief Heather Coogan** - Auraria Campus Police Department, Denver, CO

**Captain Nancy L. Grimes** - Palm Beach County Sheriff's Office, West Palm Beach, FL

**Captain Julie Harris** - Tulsa Police Department, Tulsa, OK

**Sergeant Patricia J. Hellen** - Minneapolis Police Department, Minneapolis, MN

**SAIC Jane Hendrick** - National Park Service, Anchorage, AK

**Law Enforcement Technical Advisor Lynn Holland** - DynCorp International, Plano, TX

**Sergeant Anita L. Kichefski** - University of Wisconsin - Madison Police Department, Madison, WI

**Deputy Jody Kovacek** - Middlesex Sheriff's Office, Billerica, MA

**Commander Barbara Lewis** - Orange County Sheriff's Office, Orlando, FL

**Lieutenant Sharon D. McDonald** - New Jersey State Police, East Orange, NJ

**Assistant Director/Major Ann Melle** - U.S. Forest Service - Law Enforcement Investigations, Arlington, VA

**Lieutenant Marcy J. Miller** - Scottsdale Police Department, Scottsdale, AZ

**Deputy Chief Cathleen L. Moniz** - Fall River Police Department,

Fall River, MA

**Captain Janet Moon** - Suwanee Police Department, Suwanee, Ga

**Officer Ivelisse Muller** - Rutgers Police Department, Edison, NJ  
**Assistant Chief Tracy E. Nielsen** - Pascua Yaqui Police Department, Tucson, AZ

**Lieutenant Kathy B. Thompson** - Rialto Police Department, Rialto, CA

**Executive Director Chuck Wexler** - Police Executive Research Forum, Washington, DC

**Sergeant Shawna Williams** - Knoxville Police Department, Knoxville, TN

**Police Officer II Amy Zavadil** - Arlington County Police Department, Arlington, VA

*Agency Change:*

**Kathleen O'Toole** - from President of O'Toole Associates to Police Commissioner of the Boston Police Department, Boston, MA

**Kirk Sanfilippo** - from Captain at the Sunnyvale Department of Public Safety, Sunnyvale, CA to Captain at the San Diego Harbor Police Department, San Diego, CA

CONGRATULATIONS!

WELCOME NEW  
MEMBERS!