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Let’s Move NAWLEE Forward!

An engaged membership helps spread the word about NAWLEE while at the same time providing opportunities for members and enhanced member benefits.

If you have an idea for training, research, or articles, we’d like to hear from you.

CONTACT INFORMATION

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President’s Message

Greetings NAWLEE Members, I hope you are having a terrific start to 2019.

Thank you to those that attended the NAWLEE breakfast at the IACP Conference in Orlando. We had over 125 attendees to the breakfast this year. The event was an excellent time to recapture some of the magic of NAWLEE – seeing old friends and meeting new ones.



During IACP I also attended a session discussing women police officers in the Ukraine. During the past few of years, policing has gone from a “militsiya” type of policing to a style more similar to policing in the United States. Officers were trained by specialists from the International Criminal Investigative Training Assistance Program (ICITAP) through the Department of Justice (DOJ). It was impressive to learn that 30% of their Patrol Police force is comprised of women police officers. This number is considerable as, until 2015, women were not even allowed to be police officers.

In December the NAWLEE Executive Director, Kym Craven, attended a meeting hosted by the National Institute of Justice (NIJ) which reviewed current literature on women in policing; identified barriers to recruitment, retention, and promotion; discussed the realities of women working in the policing field; and identified promising practices for increasing representation and improving the culture. NIJ will use this information to inform future research.

Along with the Executive Director, I also attended a round table on hate crimes put on by the COPS office at the DOJ in Washington DC. At the roundtable, Deputy Attorney General Rod Rosenstein announced new efforts to assist in combatting hate crimes, including an \$840,000 grant from the NIJ for a research study on data collection of hate crimes, and the extension of technical assistance resources relating to hate crimes through the DOJ/IACP’s Collaborative Reform Initiative. The DOJ also announced a new website to obtain centralized information and resources on combatting and reporting hate crimes. The resources include training

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materials, technical assistance, videos, research reports, statistics, and other helpful information from all the Department components working on hate crimes. Hate crime data is not reflected accurately in crime data sets as information is provided voluntarily by police departments, and not every department participates. The FBI needs all departments to participate in reporting these types of crimes, in order to provide accurate statistics, so agencies will continue to support funding for these resources.

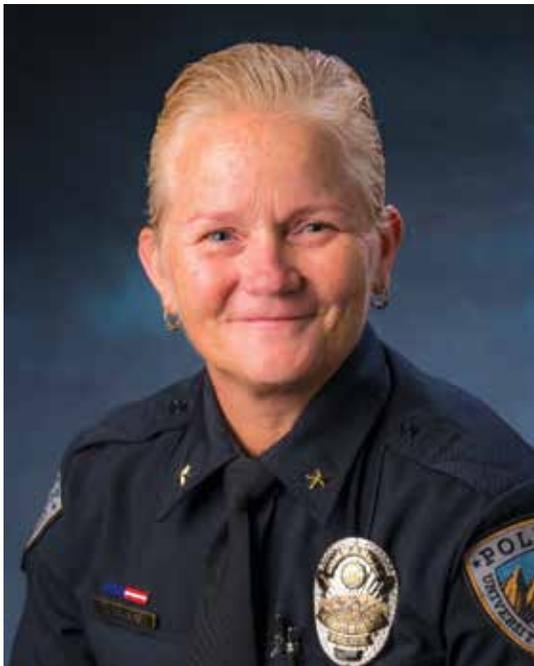
The Board of Directors of NAWLEE is looking forward to the Annual Conference – August 21-24, 2019 at the Convention Center in Providence Rhode Island. Registration and a welcome reception will be held on the 20th. Keep an eye out for registration details!

Stay safe,

Dawn Tondini

NAWLEE President
Chief of Police, Retired
Marion Illinois Police Department

Paula Balafas Elected 2nd Vice President of NAWLEE



Paula Balafas is the commander of the Professional Standards Division of the University of Colorado Boulder Police Department (CUPD). Commander Balafas has been with that department since 2017, and served as the interim chief for four months in 2018.

Commander Balafas has nearly 30 years in law enforcement, serving with the Denver Sheriff's Department (1989-1993), the Wheat Ridge Police Department (1993-2013) and the Cherry Hills Village Police Department (2013-2017), prior to becoming part of the CUPD team.

During her career, Paula has held positions as a patrol sergeant, administrative sergeant, crime prevention sergeant, and professional standards sergeant. She has also supervised field training programs, volunteer programs, and a physical fitness program. Paula has served as a skills instructor for arrest control and firearms.

Paula holds both a B.A. (1989) and an M.A. in English (2001) from the University of Colorado at Boulder. In addition to being a member of

NAWLEE since 2000, Paula is an active member of the IACP and IACLEA.

Paula served as the NAWLEE associate member at large from 2010-2013 and collaboratively hosted the NAWLEE annual conference in 2013 in Denver with several local police agencies.

NAWLEE Receives First Ever COPS Office Grant

Currently women in policing are underrepresented at all ranks and account for approximately 13% of police department members across the country. To address one of the many issues related to why the numbers are low, NAWLEE requested funding from the COPS office and were pleased when COPS Office Director Phil Keith announced at NAWLEE Leadership Breakfast sponsored by Whelen, that our request was approved.



COPS
Community Oriented Policing Services

With this project, NAWLEE will evaluate the restrictive factors for women already in and those entering the policing profession in order to develop a curriculum for gender intelligence and awareness training which will be open to all law enforcement professionals. A long-term goal is to have this type of training integrated into academy sessions with advanced training for supervisors and executives.

As part of its efforts on this project, NAWLEE will develop partnerships with other police organizations who have a similar vision for increasing the number of women in law enforcement.

CRI-TAC Collaborative Reform Initiative – Technical Assistance Center

Do you have a project you would like to get started or policy to review?

Thinking about using data to drive decision making?

Are you considering increasing the community engagement for your agency?

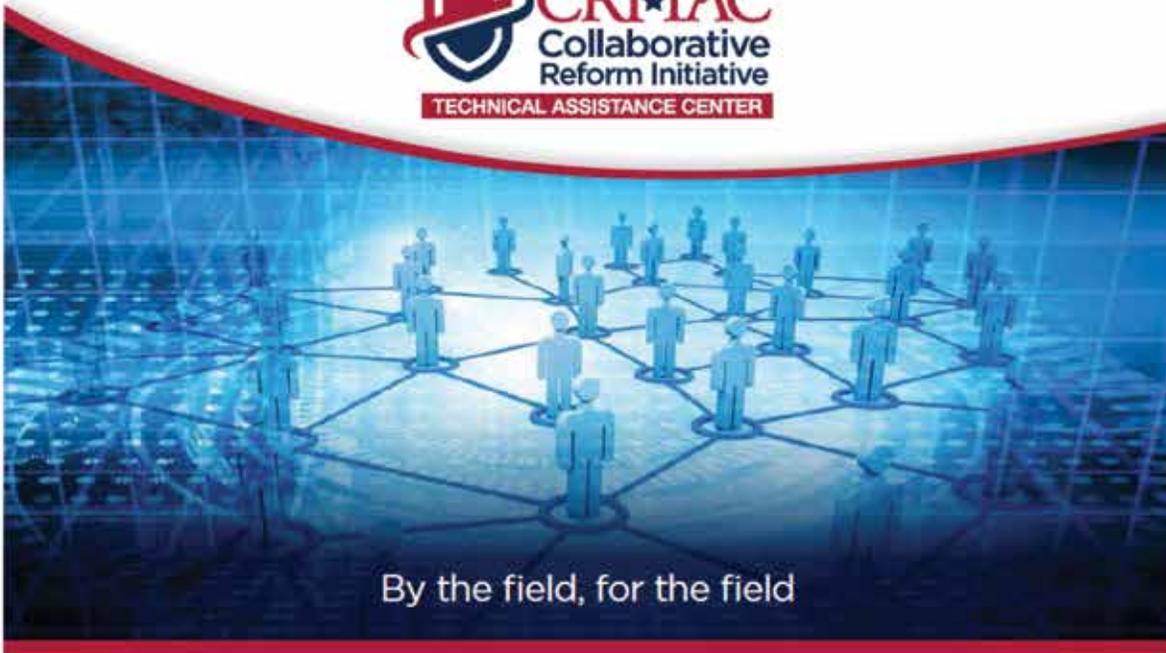
CRI-TAC is here to help. CRI-TAC is made possible through a grant from the COPS Office. The International Association of Chiefs of Police is managing this cutting edge technical assistance program. NAWLEE is a part of this effort and meets weekly with IACP, The Fraternal Order of Police, Major City Chiefs, National Tactical Officers Association, National Organization of Black Law Enforcement Executives, International Association of Directors of Law Enforcement, FBI National Academy Associates, and International Association of Campus Law Enforcement Administrators to discuss requests made by police departments from across the country.

The process to request assistance is simple.

You can go to the CRI-TAC website to submit an inquiry and then IACP will schedule an intake call. The partners will help you with creating a project scope. IACP then handles the approval process. All of the services are free.

Think of CRI-TAC as a grant program – without the red tape and customized to your needs. Visit the CRI-TAC website to learn more, click the “Request Technical Assistance” button to submit your need, or simply email CRITAC@theIACP.org.





By the field, for the field

The Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) provides no-cost customized technical assistance solutions designed to meet the unique needs of state, local, tribal, and campus law enforcement agencies throughout the United States.

THE CRI-TAC IS HERE TO HELP

- Tailored, scalable solutions
- Informed by cutting-edge innovation and evidence-based and promising practices
- Designed in a collaborative manner with the agency
- Delivered by subject matter experts from the field
- No cost to the requesting agency

SERVICES PROVIDED:

- | | | | |
|---|--------------------|---|----------------------|
|  | Resource Referral |  | Virtual Coaching |
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|  | In-Person Training |  | On-Site Consultation |

Visit www.CollaborativeReform.org for more information and to request assistance.



This project was supported, in whole or in part, by cooperative agreement number 2017-CR-WX-K001 awarded by the U.S. Department of Justice, Office of Community Oriented Policing Services. The opinions contained herein are those of the author(s) or contributor(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific individuals, agencies, companies, products, or services should not be considered an endorsement by the author(s) or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues.

Improving Performance of Tactical Athletes: What Is Required?

Written by: Dr. Felicia Gomez, Founder Wellness Solutions and Pinnacle Training Systems

The Tactical Athlete

I am often asked to provide seminars and workshops on various topics related to health and wellness. My favorite audience is first responders. I usually open up the conversation asking the question “how many of you were athletes in high school?” Generally, over 75% raise their hands. Next question: “how many of you were athletes in college?” Maybe 40% raise their hand. Last question: “how many of you are athletes now?” At most, 10% raise their hand.

The truth of the matter is...100% of everyone sitting in that room are athletes. They are what we call “tactical athletes”. The term “tactical athlete” is commonly used to identify personnel in law enforcement, military, and rescue professions that require them to perform physically demanding job tasks on a regular basis.

When a traditional athlete is compared to a tactical athlete, there are many similarities. Both types of athletes need to be adequately trained in order to perform to their maximal potential. Both types of athletes require optimal nutrition to allow their bodies to perform at its highest level. There are also stark differences.

As a former professional athlete, I looked forward to my off-season – a time I didn’t have to be entirely focused on high performance training and nutrition. There is no “off season” for the tactical athlete. A police officer can never say to the criminal, “I can’t fight you today, I am taking a break from being in peak shape”. Another difference; if I didn’t perform at my best in a particular race, I didn’t make the podium, or I missed an opportunity to represent my country at the World Championships or Olympics. If a tactical athlete does not perform to their highest potential, it could result in injury or death. The stakes are much higher for tactical athletes, therefore the need for optimal physical fitness, healthy nutrition and peak mental focus is paramount.

Health Status of Law Enforcement Officers

Despite the fact that police officers are tactical athletes, most do not train, eat or take preventative health measures to ensure they can perform as efficiently and effectively as possible. LEO and other first responders have the highest obesity rate of any other occupation. The FBI has recently estimated that 80% of law enforcement officers (LEO) are overweight and obese compared to 70% of the general public. The average life span of a LEO is 60 years, compared to 72 years in other individuals. LEO are 30 times more likely to suffer from a heart attack. Furthermore, a police officer is 25x more likely to die from weight-related cardiovascular disease than from the actions of a criminal.

Research has demonstrated higher mortality rates for cancer and suicide, higher levels of hypertension as well as more sleep disorders in LEO vs. the general public. These researchers found lifestyle factors such as eating habits, stress, irregular sleep habits, lack of exercise and drug and alcohol use as primary causes.

What Can Be Done?

So the question becomes, what can be done to change these statistics and create a culture within departments where officers view themselves as athletes and take the responsibility of regular physical training, optimal nutrition and stress management seriously? The first step in changing one’s behavior is education. Knowledge is power.

What Can Be Done continued from page 5

Departments who have incorporated a health and wellness program that is comprehensive and focuses on sustainable lifestyle behavior change and whereby a culture of wellness is created have been successful in saving officer lives, reducing injuries and workers compensation claims, decreasing medical costs and improving the overall morale.

Assess the Athlete

Health screening should be the first step in assessing the overall health of the officer. This should include biometric data such as percent body fat (not just BMI) and resting blood pressure. Due to the high levels of cardiovascular disease and sudden cardiac deaths, a resting and stress EKG should be performed. We have saved 4 officer's lives and identified numerous cardiac issues from performing these tests on 1st responders.

During the stress EKG, the officer's cardiovascular fitness can also be assessed. A high level of aerobic fitness is the single most important health-related area of physical fitness. There is much research demonstrating an inverse relationship between high levels of aerobic fitness and cardiovascular disease and all-cause mortality. Comprehensive blood work focusing on cardiovascular disease and diabetes risk should also be included in the health screening portion of the program.



According to the Cooper Institute, results of several public safety studies consistently show 20-30 strenuous and critical physical tasks that are job related. These tasks are necessary to perform essential functions of the job.

There is ample data to document that physical fitness components are the underlying and predictive factors for performing tasks. The Cooper Institute lists each test category and the component of fitness that is assessed below.

Test Category	Areas of Fitness Assessed
Sustained Pursuit	Aerobic Power
Sprints	Anaerobic Power
Lifting and Carrying	Muscular Strength/Muscular Endurance/Anaerobic Power
Dragging and Pulling	Muscular Strength/Muscular Endurance/Anaerobic Power
Jumping	Anaerobic Power/Leg Power and Strength
Use of Force <2 mins	Anaerobic Power/Muscular Strength/Muscular Endurance
Use of Force >2 mins	Aerobic Power/Muscular Strength/Muscular Endurance

Fitness testing is an important first step in any law enforcement health promotion program. A general fitness test battery is highly predictive of an officer's ability to perform job related tasks (accounts for between 50-90% of physical performance). In fact, the Cooper Institute does not generally recommend job task simulation testing exclusively, because they are not as accurate and predictive of physical ability as fitness tests.

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Serve on a Committee*

- Awards/Nominating
- Best Practices
- Membership
- Mentoring
- Organizational Structure
- Training
- Social Media

If you are interested in serving on a committee, please contact Lt. Anna Richardson-Griffin at 1stvicepresident@nawlee.org

Assess the Athlete continued from page 6

Fitness Test	Areas of Fitness Assessed
300m Run	Aerobic Power
Hand Grip	Muscular Strength
Push-ups, Sit-ups, Curl-ups	Muscular Endurance
Bench Press, Leg Press	Muscular Strength/Anaerobic Power
Vertical Jump	Anaerobic Power
Sit and Reach	Flexibility/Injury Prevention

A third and vital component of a program with the intent to change individual behavior and department culture is wellness coaching. Officers need to be educated on what their results mean and be provided practical tools they can utilize to be successful in lifestyle modifications. Ongoing consultations and education on a variety of topics specific to the LEO is required in order for the program to have success. Training programs that target injury prevention and functional fitness specific to the types of movements required by LEOs is necessary. Education on optimal nutrition that addresses the unique challenges faced by police officers is intricate to disease and injury prevention. Creating holistic health and wellness programs for the LEO that targets both physiological and psychological health is recommended.

Conclusion

Just like a traditional athlete is provided coaches and experts to help them reach their potential, tactical athletes require similar expertise. Without a concerted effort by police departments to provide comprehensive wellness programs LEO will not have the tools or training to perform at their best.



With over 20 years of experience in the fitness and wellness field, Dr. Gomez has unparalleled expertise in transforming personal health. Her passion for fitness developed from her successful career in elite sports as a professional cyclist and duathlete.

Her favorite saying: *“If you love something with all your heart – do it,”* captures how she lives her life – dedicating herself to excellence in every endeavor.

Dr. Gomez is an Associate Professor at Fresno State in the Department of Kinesiology and has over 20 years teaching at the undergraduate and graduate level. She has published several articles in peer-reviewed journals and presented at National and International Conferences on topics related to nutrition, supplements and exercise performance. Dr. Felicia Gomez has a Ph.D. in Exercise, Metabolism, and Nutrition.

NAWLEE Participated in NIJ Women in Policing Summit

In December 2018, NAWLEE was pleased to participate in the National Institute of Justice (NIJ) Research Summit on Women in Policing. Approximately 100 police leaders representing law enforcement agencies of varying sizes, research institutions, non-profits, foundations, and federal agencies participated in a two-day session. The summit aimed to understand research related to women in policing and to develop a series of additional research questions that will guide future efforts. The summit also served to generate a research agenda of questions that women leaders in the field have identified as priorities in moving the profession forward toward parity.

NAWLEE looks forward to future conversations and collaboration with NIJ as we advance with researching topics related to women in policing such as performance, recruitment and retention, promotion, equity, and other issues.

What to Look for in a Good Drug and Alcohol Treatment Program?

Written by: Dr. Daniel Headrick, Medical Director – Center for Professionals Behavioral Health, Laguna Beach, California

When faced with the important decision to get treatment for Substance Use Disorder, it is hard to find reliable research data on how “successful” is a given treatment program at helping their patient improve their health and functioning and ultimately, sustain longterm recovery. Law enforcement officers who struggle with substance abuse and police agencies across our nation have the daunting task of ‘What to look for in a good drug & alcohol treatment program? A program that can help a first responder, and a police officer sustain long-term recovery and deliver quality services to the public.

Harvard Medical School has been at the forefront in conducting extensive clinical and research focused on addiction medicine, treatment and the recovery process.

Dr. John F. Kelly, Professor of Psychiatry in Addiction Medicine at Harvard Medical School, points to 11 indicators of a high quality addiction treatment:

1. Assessment and Treatment Matching
2. Comprehensive, Integrated Treatment Approach
3. Emphasis and Assertive Linkage to Subsequent Phases of Treatment and Recovery Support
4. A Dignified, Respectful, Environment
5. Significant Other/Family Involvement in Treatment
6. Employ strategies to Help Engage and Retain Patients in Treatment
7. Use Evidence-based and Evidence-informed Practices
8. Qualified Staff, Ongoing Staff Training, and Supervision
9. Personalized Approaches that Include Specialized Populations, Gender and Cultural Competence
10. Measurement of Program Performance Including During-treatment “Outcomes”
11. External Accreditation from Nationally Recognized Quality Monitoring Agencies. (JCAHO; aka “the Joint Commission”)

The 5th indicator – Significant Other/Family Involvement in Treatment is one of the most important aspects of recovery. Engaging significant others and family in treatment increases the odds of longer sobriety. Participants feel less guilt and shame based on the concept of “we are all in it together”.

What to look for continued from page 8

Another dimension to relapse prevention is assessing for and treating trauma. The Joint Commissions' research confirms that over 80% of substance abuse is attributed to some type of trauma, much like PTSD, and other forms from which the patient suffers.

Each and every treatment program must perform early assessment of trauma and deploy Somatic or EMDR (Eye Movement Desensitization and Reprocessing) trauma or both treatment modalities. Women and other first responders in law enforcement face traumatic experiences often in performing their duties. It becomes mandatory of any treatment program dealing with a woman struggling with substance use disorder to thoroughly assess and treat for trauma.

Support Community like Alcoholics Anonymous (AA) and AA12-step work has been widely embraced. The recent ASAM (American Society of Addiction Medicine) annual 3-day conference in San Diego was dominated by AA workshops, and mindfulness modalities. ASAM is one of the most prestigious and oldest scientific body. It has historically and carefully examined the latest addiction treatment medications and treatment modalities. In a good treatment program, each and every patient should be thoroughly assessed and evaluated for the best approach on relapse prevention and continued sobriety. AA 12-step programs are most common with many treatment programs, whereas Smart Recovery is less prevalent.

Law enforcement and police agencies that take a positive, proactive and supportive role in the evaluation and selection of a treatment program for a member of its force greatly benefits its entire force and the public at large.



Dr. Daniel Headrick, is the Medical Director at the Center for Professionals Behavioral Health, Laguna Beach, California. Prior to opening Headrick Medical Center, Dr. Daniel Headrick served for eight years as the Medical Director at Mission Hospital in Laguna Beach, California. Before that, he was the Medical Director of Hoag Hospital Chemical Dependency Center in Newport Beach, California for 11 years. Dr. Headrick dedicates much of his time to the care and treatment of his individual clients, overseeing their stabilization to make sure they have a sound transition to treatment and recovery. He cares for each of his clients individually as they transition into recovery and into follow up aftercare.

He is distinguished by his postgraduate certification from the American Society of Addiction Medicine in 1988, and is also an associate professor at the University of California, Irvine Medical School. Dr. Headrick received his medical degree from the University of California, Los Angeles Medical School.

NAWLEE Participated in Hate Crimes Summit

NAWLEE was fortunate to be invited to participate in the U.S. Department of Justice Hate Crimes Enforcement and Prevention Initiative roundtable. The roundtable explored successful practices and challenges in identifying, reporting, and tracking hate crimes. The goal of the roundtable was to bring together law enforcement and other leaders from around the country and to recommend actionable next steps on this crucial issue.

Hate Crimes Summit continued on page 10

Hate Crimes Summit continued from page 9

Two inspiring presentations were given during the 1.5 day session. The first presentation was shared by Judy and Dennis Shepard whose son Matthew Shepard, was brutally attacked in Laramie, Wyoming, and after six days in a coma died as a result of his injuries. The second presentation was conducted by Pardeep Kaleka whose father was killed during the Sikh temple attack in Oak Creek, Wisconsin.

Both presentations discussed the heartache and pain resulting from the senseless and unwarranted acts of violence committed because of the feeling of hate toward the victims. The moving presentations provided insight to agencies on how to address hate in the community.

The roundtable proceedings included review of material available through the Department of Justice to address hate in communities. A newly designed website has a multitude of resource that can be used to address hate. This link <https://www.justice.gov/hatecrimes> goes directly to the site.

An excellent documentary was presented on the tragedy at of the attack on the Sikh community in Oak Creek, Wisconsin. The documentary shows how the local community finds inspiration, after six worshippers were killed, to come together in the Sikh tradition of forgiveness and faith. Lieutenant Murphy, who was shot 15 times in the attack, joins the mayor and police chief as they forge new bonds with the Sikh community. Young temple members, who were still grieving emerged as leaders in the quest to end the violence. The film was produced in conjunction with the U.S. Department of Justice COPS Office as part of the Not in Our Town: Working Together for Safe, Inclusive Communities Initiative. The film can be viewed here: <https://www.niot.org/cops/wakinginoakcreek>

Motorola Women Law Enforcement Executive of the Year Award 2018

The Motorola Women Law Enforcement Executive of the Year Award 2018 was bestowed upon Major Rhonda Lawson of the Texas Department of Public Safety.

Major Rhonda Lawson is a native of Washington, D.C. who attended Northland College in Ashland Wisconsin, and graduated in 1987 from the University of North Texas, in Denton, Texas with a Bachelor of Science Degree in Criminal Justice. In 2006, she graduated from the Northwestern University Center for Public Safety's Police Staff and Command School where she served as Vice-President.



Motorola Emily Allen Presents the 2018 WoLEEY Award to Major Rhoda Lawson

Major Lawson began her law enforcement career in Forest Hill, Texas as a Patrol Officer in 1993. As an Officer, she worked in Patrol, Community Policing, and Crime Prevention. In 1996, Rhonda attended the graduation of a colleague from the Texas Department of Public Safety and in that moment realized her passion to become a Texas State Trooper. At the age of 35, she was selected to attend the 26-week academy. In her graduating class there were only seven women.

Special Award continued on page 11

Special Award continued from page 10

After graduating from the academy, she was stationed as a Highway Patrol Trooper in Alpine, Texas for 6 months of FTO training and then moved to the duty station of Fort Stockton. In 2000, she transferred to Hurst, Texas where she was then promoted to Sergeant and stationed in Sherman and Hurst, Texas. She became an advocate for encouraging women to advance within the department. She held study sessions, shared recommended study material and assisted with preparation of appearing before interview boards.

In 2004, Rhonda was promoted to Lieutenant and stationed in Corpus Christi, Texas supervising over 30 employees in 8 counties. She had the privilege to work alongside the first female Highway Patrol Lieutenant for the Department and saw that as a wonderful opportunity for both of them to learn from and support one another.

In 2008, Rhonda was promoted to Captain and remained in Corpus Christi. She oversaw the administration of a traffic and criminal enforcement program in an extensive geographical area of the Corpus Christi District that was comprised of 81 commissioned and 19 non-commissioned personnel covering 12 counties. She served as the Disaster District Chairperson and was responsible for working closely with emergency managers and other state, county, and local government officials to ensure jurisdictions were prepared when hazardous weather or events threatened. While stationed in Corpus, she supported emergency management operations during Hurricanes Gustav, Dolly, and Rita. She assisted Louisiana Air Evacuees move to Texas at Corpus Christi Airport during Hurricane Katrina.

In October 2012, she transferred to the Division of Emergency Management, assigned as a Captain in Emergency Operations. In 2016, she was appointed to her current position as the Major for the Division of Emergency Management.

Rhonda has accomplished many firsts for Department of Public Safety. She was the first black woman and fifth woman to promote to the rank of Sergeant in the Texas Highway Patrol Division. She was the first black woman and second woman to promote to the rank of Lieutenant in the Texas Highway Patrol Division. She was the first woman to promote to the rank of Captain (field) in the Texas Highway Patrol Division and the first black woman to promote to the rank of Major in the history of the Texas Department of Public Safety. She is currently the only female Major (of 36 in the Department).

Congratulations Major Lawson. NAWLEE wishes you continued success if your career.

Thank You to Our Sponsors

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NAWLEE 2019 Conference

Save the Date – August 21-24, 2019

August 21, 2019 – Registration and Evening Welcome Reception

August 22, 23, 24, 2019 – Education Sessions

Conference Location

Rhode Island Convention Center
Providence Rhode Island

Conference Hotel

Omni Providence Hotel

NAWLEE is excited to be hosting our conference in Providence this year.

Check out all there is to do in Providence: <https://www.goprovidence.com/things-to-do/>

There are lots of transportation options, too!

Easily accessed via Interstate 95, Providence is a 50-minute drive from Boston and a three-hour drive from New York City. With its convenient Northeast location, 25 percent of the nation's population is within a 500-mile proximity to Providence!

[Green International Airport](#) is only a 10-minute drive from Providence and offers an average of 100 nonstop daily flights and connections to a number of destinations.

[Boston's Logan International Airport](#) features nonstop air service from more than 100 worldwide destinations. Located less than 50 miles from Providence, Logan offers convenient transportation options from Boston, including bus service pick-up within steps of all five of its airport terminals.

[Peter Pan's](#) 10 daily departures leave directly from Logan to downtown Providence, and [Amtrak](#) and commuter rail service are readily available from Boston.

Providence is located on Amtrak's Northeast Corridor between Washington, D.C., New York City and Boston. High-speed Acela Express train service transports passengers from New York City to Providence in about two and a half hours.