

Colorado State Patrol
2010 Women's Resource Network



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EXECUTIVE SUMMARY

The mission of the Colorado State Patrol Women's Resource Network is to provide a positive network of resources, mentorship, training and opportunities for community involvement to members for the purpose of ultimate life enrichment, while honoring the Colorado State Patrol core values.

The Colorado State Patrol Women's Resource Network (WRN) was created to enrich the personal and professional lives of its female members, while honoring the core values and mission of the Patrol. Women currently make up approximately 6 % of the uniformed members within the agency. In order to supplement and sustain the retention and recruitment of these valuable members' career and personal development, the Patrol has identified better methods and best practices towards the recruitment and retention of women in the law enforcement field.

The Women's Resource Network core committee assembled and developed a means by which to enhance its female uniformed members and tailor an internal support program. The WRN is a peer support system through which the Patrol can provide its members with life and career enrichment resources, mentorship, training and opportunities for community outreach. The emphasis of the CSP Women's Resource Network initiative is positive and promotes communication (information sharing, member interaction, and community partnerships), as its medium for success.

In its first year, the WRN program focused on establishing its purpose and function. A comprehensive survey was administered and analyzed in order to gain a better representation of the members the WRN was serving. This resulted in the overhaul and update of the women trooper webpage, amplified communication improvements, increased contribution in a variety of public safety and community events, and successful accomplishment of the inaugural WRN conference. The updated women's webpage on the CSP website provides a venue through which members can have access to resources, training opportunities and outreach to the community through public safety and community events. The webpage also serves as an outreach for future female recruitment. As some of the structural elements of the WRN have established, the momentum of the program focuses on distinctive goals and program accomplishments. The initiatives of the WRN program, such as stated in the mission, reach far beyond the benefits of growth to its members; the benefits reach to the values of the Patrol and betterment of the community.

OVERVIEW

The Colorado State Patrol Women's Resource Network (WRN) is a program that has been created to recognize, support, develop and honor female uniformed members within the Patrol. The WRN concept was established by a dedicated committee of various ranks of females in the Patrol and developed through communication with uniformed female members throughout the agency. Through the revision of the WRN webpage and implementation of the Outlook email system, the core committee has better rapport building and information sharing capabilities with the female uniform members. It is through communication that the WRN program can achieve a support network for its members for resources, mentorship, and other opportunities. Communication improvements, facilitated by the web, email and district/branch liaisons, through which members can keep in contact and receive information in a timely manner help facilitate this program.

Alongside the desired advancement of its member's focus group, the WRN members also enhance the values of the Patrol by efforts put forth to the community. This component of the program provides life enrichment and public safety ideals to the communities in which we serve and reside. Additionally, members are participating in public safety events across the state that instills the core values and mission of the Colorado State Patrol. Reaching out to the communities in which members live and serve helps build partnerships amongst each other and partnerships with the communities.



Women's Resource Network



One of the most beneficial aspects of the WRN is the annual event; the WRN conference which creates an environment for unity and strength among members. The WRN conference allows for leadership training, mentorship, team building and life enrichment. Recruitment and retention of female uniform members is an important goal for the WRN. Through continued interactive means of gathering feedback from the focus members of this program, the CSP Women's Resource Network is able to create a cohesive foundation from which to retain and enhance the skills of qualified members of the agency.

BACKGROUND

The Colorado State Patrol was established in 1935 as a division of the Colorado Department of Highways; its title at that time was the Courtesy Patrol. On September 23, 1935, forty-four men, selected from a pool of 7,500 applicants, began six-weeks of intensive training at the Camp George West training academy in Golden. By 1945, the ranks of the Courtesy Patrol had grown to 100



Class of 77-1

Patrolmen, 10 Sergeants, 6 Captains, 1 Assistant Chief and the Chief. At the conclusion of World War II, the Courtesy Patrol title was changed to the Colorado State Highway Patrol. It wasn't until January of 1977, over four decades later, that the first three women began academy training to become Colorado State Patrolmen. At that time they were considered "Patrolmen" until 1979, when the terminology was changed to "Trooper".

Today, the Colorado State Patrol is comprised of approximately 736 uniformed members, of which, approximately six percent are female uniformed members (Appendix A). One may ask where that ratio falls in comparison to national statistics for women in the law enforcement field. Women make up 13% of all sworn law enforcement positions, this according to the most recent data from the 2000 'Status of Women in Policing' survey.¹ The national progression of women in the law enforcement field has increased annually by only 0.5% in the last several years; a slow rate of growth. This information also enlightens the significance of the Women's Resource Network as a necessity for retaining existing female members of the Patrol as well as progression through future recruitment of qualified female applicants.



Women's Resource Network

¹ National Center for Women in Policing survey, conducted in CY2000.

SCOPE STATEMENT

- The Colorado State Patrol Women’s Resource Network is a definitive program that relies on the feedback of its focus group; the CSP female uniform members. The WRN program continues to provide the female members of the Patrol with a resource site for career development and life enrichment. Much of the resources and substance of the program are available within the Colorado State Patrol website, localized in the “Women Troopers” section. The resource site contains information about various areas of career and life enrichment opportunities for female uniform members within the Patrol. A majority of this information is managed through the newly developed WRN communication matrix, use of the WRN webpage, as well as the Outlook email blast addressed to the focus group members of the Women’s Resource Network. Some key components of the WRN website include:
 - **Professional networking list for links to training opportunities in skills, leadership and career development.**
 - **A section recognizing current female trooper outstanding accomplishments.**
 - **A page dedicated to the “Featured Trooper of the Quarter” recognition by peer nomination as well as bio/photos of current female troopers that expand the insight into the life of a female trooper.**
 - **Tools for recruitment of qualified females into the Colorado State Patrol and contact information for the CSP Selection Unit recruitment team.**
 - **Highlights of the history of women troopers in the Colorado State Patrol, to include a pictorial comparison of then and now.**

- A link to opportunities for community events and public safety involvement, as supported by the Colorado State Patrol, on a voluntary basis.
- A WRN Conference page highlighting the opportunities and events offered.



STRENGTH & UNITY

- The CSP Women’s Resource Network aims to provide its members with an annual conference featuring opportunities for leadership development, communication, training, career enhancement, empowerment and team building. The 2010 conference is designed to highlight the skills and abilities of current Patrol members, with a tailored confidence course designed by WRN committee members. The conference will also present training perspectives from various instructors and keynote speakers on leadership and career development. Attendance to the conference is optional and open to all uniform members of the CSP, regardless of gender. WRN conference activity promotes positive peer support and mentoring opportunities.

- Involvement with the community through volunteer-based opportunities is periodically advertised to Patrol members via the WRN webpage. Since many of the community events and public safety programs are offered throughout the state opportunities will be updated regularly to encourage participation in both metropolitan and rural areas.

Continued evaluation of this program is essential to its overall function and quality of deliverables. Therefore, members will have the opportunity to provide feedback in a number of ways. First, the development of the communication matrix allows for the exchange of information and feedback on events and components of the WRN program throughout the year, such as involvement in community events or substantiation of training information provided. Also, members may provide feedback annually at the WRN conference with open responses on the quality of the WRN program and its components through a closing survey. Through continued evaluation of the WRN program, members will benefit from the varied curriculums and events planned and provided to meet their needs.

EXECUTIVE/COMMAND STAFF SUPPORT

The concept of the Women's Resource Network program was presented to the CSP Command Staff; support for the WRN program was provided by the CDPS Director and Deputy Director's office, as well as, the CSP Command Staff office. Executive sponsors include Colonel James M. Wolfenbarger and Lieutenant Colonel Doyle Eicher. Lieutenant Colonel Doyle Eicher will be the banquet speaker at the 2010 WRN conference. Support from the upper management of the agency is an integral part in the success of the WRN program. Funding has continued to be granted to fulfill the annual Women's Resource Network event; the WRN conference scheduled to occur in August of 2010.



WRN PROGRAM REPORTING

An annual report will be provided to the Executive Command Staff in order to assess the overall successes and value of the WRN program. The reporting document will include the following information:

- Overview of the Colorado State Patrol Women's Resource Network goals and objectives for the applicable calendar year
- Quantifiable successes of the number of training events attended by female troopers
- Recruitment/ retention of quality uniform female members within the Patrol
- Assessment of the mentoring component of the WRN program
- Career development prospects provided to members through available resources
- Evaluation of the CSP WRN program from member satisfaction reports
- An account of the WRN conference agenda and feedback from attendees
- Participation in community outreach/volunteer opportunities across the state
- Participation in statewide public safety events in the metro and rural communities
- Updated information regarding uniform/equipment committee involvement

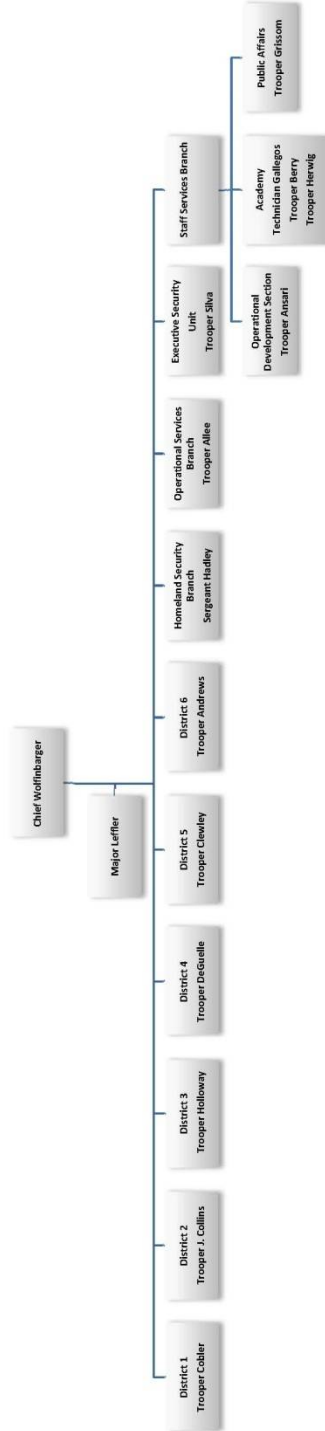
WRN SPONSORS/CORE COMMITTEE MEMBERS

After completing nationwide research of law enforcement programs focused on the needs of female law enforcement officers, only to find very few programs in existence, the Colorado State Patrol took the initiative to develop an internal working group. The WRN was created to address the needs of the CSP female trooper populace. In the winter of 2008, a small working group, representing a small group of CSP female members, was developed to create a framework that would maintain a program serving female troopers, the Colorado state Patrol and the communities in which they serve. The WRN committee consists of fifteen members from various ranks and units within the Patrol. Initial meetings that were conducted clarified the purpose of the WRN committee and intention of the WRN program. The WRN committee will meet and provide program solutions both proactively and reactively. As the committee program initiatives expand, more members have been inducted to supply an even representation of the women in the Patrol that serve across the many communities in the state.

Project Sponsors & Members	Role	Organization
Colonel James M. Wolfenbarger	Sr. Executive Sponsor	Colorado State Patrol
Lieutenant Colonel Doyle Eicher	Executive Sponsor	Colorado State Patrol
Major Brenda Leffler	Project Sponsor	Colorado State Patrol
Sergeant Laurie Hadley	Core Member-HLS Branch	Colorado State Patrol
Trooper Joy Grissom	Core Member-SSB	Colorado State Patrol
Trooper Afsoon Ansari	Core Member-SSB	Colorado State Patrol
Trooper Penny Gallegos	Core Member-SSB	Colorado State Patrol
Trooper Teri Herwig	Core Member-SSB	Colorado State Patrol
Trooper Dawn Berry	Core Member-SSB	Colorado State Patrol
Trooper Stormie Allee	Core Member-OSB	Colorado State Patrol
Trooper Valerie Silva	Core Member-ESU	Colorado State Patrol
Trooper Heather Cobler	Core Member-District 1	Colorado State Patrol
Trooper Jessica Collins	Core Member-District 2	Colorado State Patrol
Trooper Tammie Holloway	Core Member-District 3	Colorado State Patrol
Trooper Angela DeGuelle	Core Member-District 4	Colorado State Patrol
Trooper Stephanie Clewley	Core Member-District 5	Colorado State Patrol
Trooper Alia Andrews	Core Member-District 6	Colorado State Patrol

As the Women's Resource Network has developed and expanded to include more core members, volunteer District representatives have been added as liaisons. Liaison responsibilities include, but are not limited to lines of communication with outlying troops, coordinators for activities and community outreach in their local areas and mentors to troopers new in their District. Each liaison is managed through a core committee member.

WRN COMMUNICATION MATRIX



Colorado State Patrol
2009 Women's Resource Network Core Committee

GOALS/OBJECTIVES

The mission of the Women's Resource Network was developed by the core members of the committee and signifies the program's affiliation with its members and its purpose within the Patrol and community. Based upon the mission statement, the members are the focal point of the program. However, the program far exceeds the personal and professional growth of the WRN members; the program provides the community with support and Patrol mission oriented contributions as well. This form of service from the WRN program members impact communities across Colorado and honor the public safety values of the Patrol.

The goals and objectives of the WRN program are to recognize, develop and encourage female troopers to enrich their careers, communities and ultimately their lives. The goals of this program may be met through different types of objectives set forth by the program, such as, improving communication, providing training opportunities, mentoring, recruiting and recognition of female uniform members within the organization. Members are provided with information and opportunities to enhance their careers, the Patrol and the communities in which they live and serve. This is an ongoing task, as goals remain fixed and objectives may be modified to improve the programs quality as it evolves. Goals at the forefront of the WRN program for CY 2010 include:

2010 Women's Resource Network Initiatives

Based upon feedback from members that attended the 2009 Inaugural WRN Conference develop a tailored agenda and host a successful 2010 WRN conference with a minimum 75% female uniform member attendance rate.

Improve the dissemination of leadership training opportunities through the District/Branch core committee representatives and the WRN program announcements via the WRN webpage, increasing web participation.

Coordinate and implement community events that meet CSP core value initiatives statewide in CY2010, ensuring successful events have participation of a minimum of 5 WRN members.

Coordinate and implement WRN member participation in two public safety events in Colorado allowing for the achievement of mission based goals.

Synchronize with the CSP Equipment Committee chair person to appoint a female representative on the committee in order to address female member uniform/equipment issues as they arise.

DELIVERABLES/MILESTONES

The success of the Colorado State Patrol Women’s Resource Network is based upon the continued assessment and evaluation of the communication, training opportunities and leadership development programs provided to its members. Additionally, evaluation of the feasibility of the WRN program within the Colorado State Patrol and the program’s positive impact on the community will be important factors. Significant milestones for each goal statement of the WRN program include the following:

WRN CONFERENCE
Based upon feedback from members that attended the inaugural 2009 WRN Conference, develop a tailored agenda and host a successful 2010 WRN Conference with a minimum 75% attendance rate of female uniform members
Obtain executive leadership approval for funding of the annual WRN event
Draft the WRN Conference agenda and finalize by April 2010, based upon identified priorities
Coordinate training sites and conference facilities required to fulfill agenda topics
Confirm Conference speakers and presenters
Complete the Conference After Action Report reflecting successes and/or failures of the annual event

The 2009 WRN Conference was developed as an introduction of the WRN program. The first annual conference was intended to establish the WRN program with the CSP female trooper core and to provide them with a foundation geared toward assembling a program tailored to build strength and unity among its members. Conference attendees were provided with a formal WRN overview, teambuilding activities and various informative presentations. The Colorado State Patrol had 49 female troopers at that time, 29 of which attended the 2009 WRN conference, a sixty-two percent attendance rate. Of all the attendees, 98% rated the conference overall as excellent.

The 2010 WRN Conference has been developed in continuance of the WRN program. It is being held in Pueblo, Colorado at the Hampton in Suites in conjunction with the Pueblo State Park facilities for the skills portion. The three day agenda includes a formal overview of the WRN accomplishments, guest speakers, leadership/career development training and a CSP confidence course, designed by CSU, to accomplish team building and skills augmentation. The success measurable will be evaluated based upon attendance rate and feedback from members in attendance at the conference.



WRN COMMUNICATION

Improve the dissemination of leadership training opportunities through the District/Branch core committee representatives and the WRN program announcements via the WRN webpage, increasing web participation.

Develop liaisons between WRN core committee and district/branch WRN members

Provide information on leadership/career development training opportunities as they become available

Manage, update and track the WRN webpage to ensure adequate utilization of WRN site

One of the concerns that female uniform members expressed as a result of responses to a preliminary survey was the lack of accurate representation of female troopers on the women's page on the CSP website. As a result of the overwhelming requests, the WRN committee has developed a plan on restoring the page, updating member profiles and tailoring the page into an avenue for the WRN initiatives.

WRN member profiles are now updated and maintained and the WRN site updated to include a featured female trooper for each quarter; selected through a peer nomination process. The featured female trooper page also contains three additional female troopers presented through a photo and short bio for each. A recognition page has also been included to note special professional and personal accomplishments. Other features added to the page include the finalized WRN logo, female trooper history and statistics, and WRN communications about opportunities and the annual WRN conference.

Any formalized WRN leadership and mentoring program initiatives will be integrated with the overall Patrol leadership and mentoring programs which are currently pending implementation. Career development also occurs through many facets of the of the WRN program. Members will be provided with challenges to educate themselves in the direction they wish to pursue in their future with the Patrol. These challenges may occur through skills/leadership training or mentoring programs. However, the initiatives are likely to be interjected into events such as the 2010 WRN Conference. Components of that conference contribute to the building of WRN members through activities such as the newly developed CSP WRN challenge course arranged for 2010.



COMMUNITY EVENTS

Coordinate and implement community events meeting CSP core value initiatives statewide in CY2010, ensuring successful events have participation of a minimum of 5 WRN members.

One community event to be accomplished each quarter

Two Metro area community events

Two Rural area community events

Ensure each community event has a minimum participation of five WRN members

The 2010 WRN goals include various community outreach program opportunities that provide service to the communities in which the CSP members live and serve. For CY2010, members will be able to participate in four community events that will be held statewide; two rural events and two metro area events.



PUBLIC SAFETY EVENTS

Coordinate and implement WRN member participation in two public safety events in Colorado allowing for the achievement of mission based goals of the WRN.

CY 2010 accomplishments to include participation in two public safety events in Colorado to instill core values and mission of the Patrol

One Metro area public safety event

One Rural area public safety event

Ensure each public safety event has a minimum participation of five WRN members

In support of the mission and core values of the Patrol, members have the ability to participate in two public safety events in Colorado. Through WRN core meetings with representation of WRN members across the field, participation in community based and public safety focused goals were identified as a priority for members. The WRN core committee will seek supplemental community and public safety events as opportunity arises.



UNIFORM/EQUIPMENT COMMITTEE

Synchronize with the CSP Equipment Committee chair person to appoint a female representative on the committee in order to address female member uniform/equipment issues as they arise.

Coordinate with Equipment committee Chair and appoint a WRN female trooper to the Colorado state Patrol Equipment committee

Volunteer to test uniforms and equipment and provide feedback

Solicit information regarding uniform/equipment issues at the annual WRN event through survey

The WRN committee has received a substantial response to existing uniform issues for female uniformed members in the Patrol. With the budgetary challenges and vendor restrictions as the primary obstacles, the WRN will need to work closely with supply and the equipment committee in order to address uniform and equipment issues that face female troopers. By gaining a position on the equipment committee a female can represent the WRN program members and recommend uniform/ equipment improvements.



Women's Resource Network



SUMMARY

The Women's Resource Network is working closely with the Colorado State Patrol Selections Unit, the CSP Media Center, and the Operational Development Section to create better ways to recruit and retain qualified females in the agency. By integrating the use of the Colorado State Patrol website, WRN webpage, and communication lines viable interactive options are available to members. Representation of what a female trooper experiences may draw potential recruits who can identify with the real side of our members. The WRN program in itself is a means by which the CSP may recruit and retain quality female troopers within the agency. The Women's Resource Network has been established to build strength and unity among its members; female uniform troopers within the Patrol

The mission of the Colorado State Patrol Women's Resource Network is to provide a positive network of resources, mentorship, training and opportunities for community involvement to members for the purpose of ultimate life enrichment, while honoring the Colorado State Patrol core values.



2009 Women's Resource Network Conference attendees

APPENDIX A

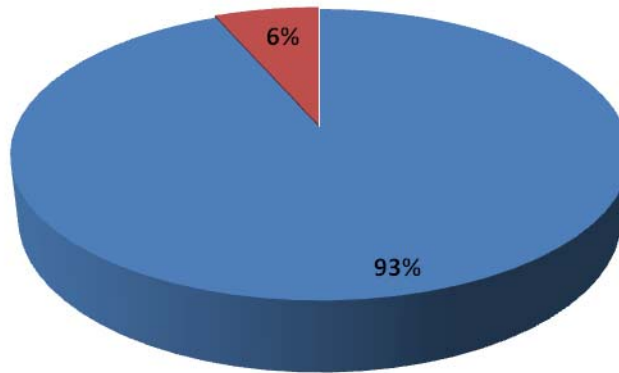
Colorado State Patrol

Members	Tangible Number	Percentage
Total Uniformed Members	736	100%
Male Uniformed Members	687	93%
Female Uniformed Members	49	6%

*Numbers approximate based on data collected for 2010



Colorado State Patrol Uniform Members



■ Male ■ Female