



Carolen Bailey papers

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A LOT HAS BEEN SAID TODAY, AND WE HOPE THAT YOU HAVE UNDERSTOOD THE MESSAGE.

YOU HAVE EACH BEEN GIVEN A ROSE. THE ROSE IS ONE OF THE MOST BEAUTIFUL OF ALL FLOWERS AND IS A SYMBOL FOR ALPHA GAMMA. THERE ARE THOUSANDS OF DIFFERENT VARIETIES OF THE ROSE. GROUPED TOGETHER IN A GLORIOUS ARRAY OF COLORS AND FRAGRANCE, EACH ROSE IS MADE MORE LOVELY AND DIGNIFIED.

APPROPRIATELY, WE HAVE CHOSEN THE STAGES OF THE ROSE TO SYMBOLIZE THIS IMPORTANT FUND RAISER. WE ARE GIVING YOU THE BUD WITH ITS LOVELY, FRAGILE PETALS.

LET'S ALL WORK TOGETHER SO THAT OUR SINGLE BUD CAN BLOOM INTO ITS FULL POTENTIAL, A RICH, COMPLETE ROSE TEAMED IN A BOUQUET THAT IS OVERWHELMING IN WHAT IT HAS ACCOMPLISHED. LET'S OPEN THE PETALS WIDE AND BRING ALPHA GAMMA TO ITS FULLEST POTENTIAL SO A.G. WILL CONTINUE TO BLOSSOM.

— ABOVE ALL THE OTHER BOUQUETS!

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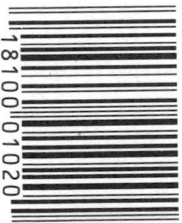
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Date

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Place

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My boss teased one day when I was asked to give a speech for one hour that one hour wasn't even enough time for me to give an introduction. His response to a half-hour limit is that's not enough time for me to comment about the weather, and I suppose if asked about ten minutes, he'd say that's just enough time for her to hic-cup!

I have always found it more difficult to say something meaningful when time is very limited, so I gave tonight some thought. There wasn't enough time to waste being witty or humorous, which I most enjoy. What points would I most like to make? Then two very important impressions that I have learned gradually through the years came to me; one relates to our sorority as a whole, and the other to each of us as individuals.

I just returned yesterday from N.Y.C. where I taught various professionals, - legal, medical, law enforcement, social services, etc. how to work together in a team to more effectively intervene, in this case, in the problem of incest. I have founded ~~many~~ ^{several} teams to deal with specific and complex problems, among them the R.C. Child Abuse Team. As I rode back on the plane last night, I thought of the first time I began working with a team concept and how I learned all of this many years ago in my sorority. I was in charge of Homecoming House decorations. It was a big job for the sorority, and everyone was assigned to put in so many hours on various projects, such as stapling crepe paper to chicken wire. Then, only 12 hours before the judges were to arrive early in the morning, we were allowed to put the decorations up. We worked all night using every resource we could muster, friends who knew carpentry, painting, lighting, etc. Then we collapsed! All the awards, trophies, etc. that I have received since that time, do not mean more to me than the first prize we won that year. But most of all, it was my first lesson in working together. ~~Now, I can receive a thousand dollars a day to teach it.~~

Our sorority is ^{like} a bouquet of roses, each rose made more beautiful as it is grouped together in a glorious array of colors. ^{as theme} It is appropriate to compare the stages of a rose to the stages of womanhood. The rose, one of the most beautiful of all flowers, is a symbol of fragrance, loveliness and dignity. There are thousands of different varieties of roses.

Ex. Phil Donahue.

Some grow to a rich, full bloom, ~~when they die they have not wilted or dropped~~ and their fragrance carries on to encourage and enrich others. Others never pass beyond the bud, lovely fragile petals that never ^{grow} progress to their full potential.

Ex. 10 yrs. ago when my son was 12 yrs. old, we discovered that he had a slowly deteriorating fatal illness. ~~He would have died as a bud that day~~, but he went on to graduate in physics from the U., ~~by that time in a wheelchair~~, and is now doing research at Univac.

Ex. Tomorrow I will be in the hospital Emergency Room for follow-up tests on what doctors believe is a brain tumor. I have never been apprehensive about previous surgery, but there is something unsettling about fooling with your head because your basic functioning can so easily be affected. I found myself ^{reassurance} seeking peace in asking myself, "Have I blossomed to a full rose? Have I opened my petals wide to the sun and breathed the whole world?" ^{today}

What will you do with your lives? Will you reach a full, rich bloom?



Delta Chapter
of
Alpha Gamma Delta
401 11TH AVENUE S. E.
MINNEAPOLIS, MINNESOTA 55414

WHEN BENJAMIN FRANKLIN DECIDED TO TRY TO INTEREST THE PEOPLE OF PHILADELPHIA IN STREET LIGHTING, HE DIDN'T ATTEMPT TO PERSUADE THEM BY TALKING ABOUT IT -- INSTEAD, HE HUNG A BEAUTIFUL LANTERN ON A LONG BRACKET BEFORE HIS OWN DOOR. THEN HE KEPT THE GLASS BRIGHTLY POLISHED, AND CAREFULLY LIT THE WICK EVERY EVENING AT THE APPROACH OF DUSK. PEOPLE WALKING ABOUT ON THE DARK STREET SAW FRANKLIN'S LIGHT A LONG WAY OFF AND CAME TO LOVE ITS FRIENDLY GLOW. IT WASN'T LONG BEFORE FRANKLIN'S NEIGHBORS BEGAN PLACING LIGHTS IN BRACKETS BEFORE THEIR HOMES, AND SOON THE CITY OF PHILADELPHIA BECAME A CITY OF LIGHTS.

We AM HERE TODAY TO LAUNCH THE DELTA CHAPTER 75TH ANNIVERSARY LOYALTY FUND CAMPAIGN. We AM GOING TO LIGHT A LANTERN, ~~SO TO SPEAK~~, JUST AS BENJAMIN FRANKLIN DID, WITH THE HOPE THAT DOZENS AND EVEN HUNDREDS OF OTHER LANTERNS WILL BE LIT FROM ^{OURS.} ~~MINE~~.

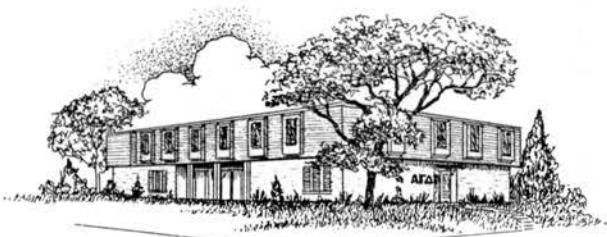
ALMOST 25 YEARS AGO DELTA ALUMNAE WORKING TOGETHER CONCEIVED AND ACCOMPLISHED A GREAT PROJECT -- THE BUILDING OF OUR BEAUTIFUL CHAPTER HOUSE. IT WAS APPROPRIATE THAT A SORORITY THAT HAD BECOME A LEADING ORGANIZATION ON THE UNIVERSITY OF MINNESOTA CAMPUS SHOULD HAVE A HOME WORTHY OF ITS HISTORY AND TRADITION.



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TODAY, THE HOUSE IS ONE ^{of which} WE ARE STILL EXTREMELY PROUD OF... A PLACE WHERE WE REMEMBER THE PAST AND CELEBRATE THE PRESENT. BUT, AS ~~ALL~~ ^{most} OF YOU KNOW, IT HAS NOT BEEN POSSIBLE SINCE THE HOUSE OPENED TO DO ANY MAJOR REDECORATING OR REPLACEMENT OF FURNISHINGS. DELTA'S CHAPTER HOUSE HAS CHANGED LITTLE SINCE 1965, AND UNFORTUNATELY IT NOW DRAMATICALLY SHOWS ITS AGE AND HEAVY WEAR.

THE 75TH ANNIVERSARY LOYALTY FUND HAS BEEN ESTABLISHED TO RAISE \$50,000 TO REFURBISH THE HOUSE, TO MAKE IT A MORE COMFORTABLE PLACE TO LIVE AND IN THE PROCESS TO STRENGTHEN OUR COMPETITIVE POSITION AMONG CAMPUS SORORITIES. THE NEED FOR THIS CAMPAIGN WAS ^{emphasized} ~~BROUGHT HOME~~ TO US LAST FALL DURING RUSH WEEK 1982, AND HERE TO TELL YOU MORE ABOUT WHAT HAPPENED THEN IS MOLLIE PRICE, WHO, WITH BARB TELANDER, IS SERVING AS CO-CHAIRMAN OF THE CAMPAIGN, ^{Molly} ~~and~~ ^{has} ~~already~~ ^{already} devoted many, many hours to this project.



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(REMARKS BY MOLLIE PRICE)

MAROLEN: NOW FOR A FEW DETAILS:

A DECORATING PLAN HAS BEEN PUT TOGETHER THROUGH THE HELP OF TWO COMMERCIAL INTERIOR DESIGNERS, WHO ARE DELTA'S: NANCY WAGNER FESLER AND ABBY ALBITZ. SOME OF THEIR DESIGNS ARE ON DISPLAY NEAR THE ENTRANCE, AND WE URGE YOU TO STOP AND TAKE A LOOK.

WE INTEND TO CONTACT EVERY ONE OF OUR 1000 ALUMNAE IN THE TWIN CITIES AREA AND ACROSS THE COUNTRY. AND HERE'S HOW WE PLAN TO DO IT. IN MAY, A LETTER AND BROCHURE WILL BE MAILED TO ALL ALUMNAE DESCRIBING THE REFURBISHING PLAN AND ASKING FOR SUPPORT. AT ABOUT THE SAME TIME ALL TWIN CITIES AREA ALUMNAE WILL BE INVITED BY OUR TEAM OF OUTREACH CHAIRMEN TO A SERIES OF PARTIES WHERE YOU'LL MEET AND SOCIALIZE WITH PEOPLE FROM YOUR OWN CLASSES. YOU'LL SEE A SPECIAL SLIDE SHOW AT THESE GET-TOGETHERS AND HAVE A CHANCE TO SHARE YOUR OWN IDEAS.

WE'VE BEEN ^{Very}~~SO~~ PLEASED WITH THE RESPONSE AND ENTHUSIASM WE'VE EXPERIENCED IN PUTTING TOGETHER A STEERING COMMITTEE AND IN RECRUITING OUTREACH TEAM MEMBERS FOR THE PROJECT. I'D LIKE TO NOW ANNOUNCE SOME OF THE KEY PEOPLE WORKING ON THE CAMPAIGN:

Would those who are here please stand.

SARA JANE OLIN PARSONS

MARGE McDougall BATTLE

Wini BAKER HED

KIM FREDEN

RUTH MILLER DAVIS

GINNY ROSACKER SCHWABEL

SUE REMES

JULIE MILLER

JEAN NORTHEY STODDARD

BETSY FRENCH LARSON

WINKY POWELL

~~B.~~ JUDY HARBER KOCH

ANN WESCOTT ZITNAK

BARB FINSON MOODIE

MARILYN MOENKE HALVERSON

LOUISE STEELE QUINN

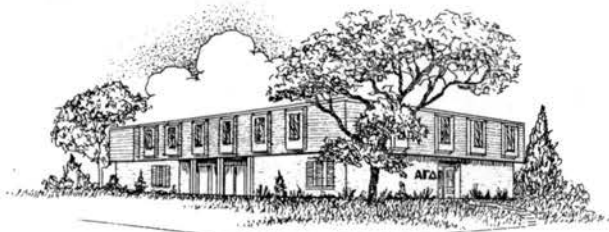
PAT BORG SCHULTZ

JO QUINN NELSON

SARAH SCHUETTE

STEPHANIE FULLER

-AND CHRIS COURTNEY FOR THE ^{DELTA} UNDERGRADUATES



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of
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I FEEL HONORED TO SERVE AS GENERAL CHAIRMAN FOR THIS EXCITING PROJECT,
ONE THAT I FEEL IS ENORMOUSLY IMPORTANT TO THE GROWTH AND PROSPERITY
OF OUR CHAPTER. I ASK YOU NOW NOT ONLY TO REMEMBER THE PAST WITH
AFFECTION BUT TO HELP US PLAN FOR A SOUND AND SUCCESSFUL FUTURE.

LET'S JOIN TOGETHER TO MAKE 1983 A YEAR DELTA'S WILL NEVER FORGET.

I have thought about everything our sorority
has done for me, the friends I've gained, the
teamwork I have learned, and my pride that
~~is~~ is still growing. This is ~~my~~ ^{our} chance,
in a concrete and satisfying way, to show
~~my~~ ^{our} appreciation.

Crosstown West to HW 100 North to 50th East ^{left then} (rt.)
on
50th

3-4 long bks on right.

I have thought about everything our sorority has done for me, the friends I have gained, the teamwork I have learned, & ~~the~~ ^{my} pride that is still growing. This is my chance to in a concrete & rewarding/satisfying way to show my appreciation.

"VIOLENT OFFENDERS: WHO ARE THE VICTIMS?"

Dept. of Corrections - 10-21-81

I. Introduction

A cartoon appeared in ^{a recent} ~~last Sunday's~~ newspaper in which an attorney advises a distraught man in jail, "Your first mistake was in taking a hostage. Shoplifters aren't supposed to take hostages." There is unfortunately some reality to this. Violence has been steadily increasing in the last two decades and has been permeating every aspect of our lives. Even the traditionally non-violent crimes have shown some evidence of this. The burglar who sneaks in a dark house, steals, and escapes without being seen may now seek out the lighted house, where he gags, beats, and robs the residents. We have all heard startling statistics on the incidents of murder, rape, robbery, and assault.

We are over-whelmed with violence, and we are losing the battle! The proportion spent on crime has been increasing dramatically, yet safety has decreased. There are 1,180,000 people working in the Criminal Justice System (1 in 285 Americans). 1/2 million people are in jail, and 340,000 are in prison. 2 1/2 million children appeared in Juvenile Court last year, and 12 million juveniles were arrested. - And crime increases.

Why is violence increasing? Where are we failing? What can we do about it? How adequate are our approaches to victims and offenders? When this question was suggested to me as part of my topic content today, I wondered why on earth I ever agreed to this subject and why didn't I try to divert the subject to something specific like "Mass Murderers and Their Origin"! So I gave it considerable thought, because there is much that we as police and you in Corrections share in our work experiences and our frustrations.

II. I have been infuriated by recent media attacks on Corrections personnel for claimed "failures" which resulted in parolees committing murders. After a Hennepin County man beat and killed his 66 yr. old mother, the defense attorney spoke of "three tragedies": First, the death of the mother; second, "the failure of the system to deal with the defendant effectively in the beginning so that his condition did not deteriorate to the point of homicide"; and third, the failure of the state Supreme Court to tell what a defendant's rights are in a Grand Jury proceeding.

Hey, wait a minute! ^{What kind of community created such an indiv. in the 1st place?} Where is the failure here? The "system" failed because the system is not causing the problem. Poverty, unemployment, the disintegration of the family, deterioration of moral values, community apathy, etc. etc. cannot be solved ^{on an individual basis} by human services. It is unfair to expect Corrections personnel to pick up the pieces and put it together without glue when the table on which it is sitting has a broken leg. Society as a whole must focus on the underlying causes and reassess values, or rehabilitation of the individual is like trying to bail the water out of the boat without fixing the hole. Sooner or later you get tired and sink.

- Overwhelmed with violence. For 3 decades steadily increasing - 2.
Agg. Assts. Even burglars....

- Asked ourselves many times why is violence increasing? Not a simple answer.
- Criminals prey on the most vulnerable... chd, senior citizens, handicapped, women.

✓ III. Where does violence begin? The most violent place in our country is in the home. Every 18 seconds a woman in the United States is beaten in the home; 4,800 women are beaten every day. Each year about 6½ million children are known victims of child abuse; approximately 14 out of every 100 children are subjected to attacks serious enough to be called child abuse. Recent research shows a range from 10 to 40% of all children are sexually assaulted by someone within their own family.

✓ According to Dr. Murray Straus, U. of New Hampshire, "the family is the most physically violent group or institution that the typical citizen is likely to encounter." Children learn from family behavior. Children imitate violent acts. Recent Yale studies have demonstrated a correlation between those children who watch violent T.V. programs and those who subsequently behaved violently in the classroom. Violence is learned at a very early age, and it is taught over and over into adulthood. Violence in child-rearing may be the only habitually learned behavior, and the victim begins to be the teacher. The next family begins, and the cycle continues. -And violence has a tendency to escalate, not only during a single episode (as seen in police domestic abuse calls) but throughout a series of events (many of us have heard the battered woman who has said, "Each time he beat me, it got worse"). A continued pattern of violence also tends to desensitize. (A healthy personality watching repeated violence action on T.V. may become less responsive to blood and guts, but one who has not been taught alternative behavior and consequences may act out with little hesitation.)

IV. I would like to briefly explore what we have learned about the incest family for two primary reasons:

1. These sexually abusive families frequently display all aspects of violence and most clearly demonstrate the repeated cycle of violence from generation to generation and from victim to abuser.

2. We have been beseiged with these cases, and if we can identify these families earlier before the personal damage is so extensive, perhaps we can interrupt the cycle. I have no doubt whatsoever that all of us have seen families where sexual abuse is occurring and we have not recognized it.

Example: A new sergeant in our unit was investigating his third incest case and was growing angrier and angrier at the abusive fathers. Before one of these fathers was scheduled to come in to see him he joked that we should have a "blanket party" (per armed services). Recognizing that this attitude was not likely to produce effective results, I suggested to him that he explore with this father what his own childhood was like. After about two hours of interviewing, the new sergeant came out looking very exhausted and said, "You want to know what he told me? He told me that when he was eight years old, his father beat him up, tied him to a chair and forced him to watch while his father beat and raped his mother, then his father took a shotgun and blew his mother's head away and killed himself. Then he sat tied to a chair for hours until someone found them!"

1. The Victim,

From our known data in Ramsey County, the child who is sexually abused is most often female, although a significant number are male (about 1/4). The oldest daughter is most often the first victim, but without outside intervention, the younger children are also likely to become victims. At the time of reporting, most victims are between 9 and 11 years of age, although the trend seems to be toward younger and younger children. Sexual abuse has occurred on an average of about two years prior to reporting. Often by eight years of age, the victim has the major responsibility for the housework and child-care in the home. Ignorance about sex is universal. Even though these children may have experienced all aspects of sexual contact, they often understand very little about it (example: the child who thought she could become pregnant when forced to swallow sperm). The majority of these victims have also been physically abused, and violence is either threatened or very real.

The child who is sexually abused experiences many of the responses that are prevalent in rape victims, but they are magnified because the abuse generally has occurred over a long period of time and by someone whom the victim trusts and is in a position of authority over them. Feelings of shame and guilt predominate ("Why didn't I stop it?" "I am dirty/no good"). The resulting low self-concept is frequently magnified by the abusing parent, who degrades and refers to the victim as "tramp", "whore", "slut", etc. The sexual experiences often lead to extreme attitudes about sex, either total aversion to sex ("I'll never let another man touch me") or promiscuity. The child who learns at an early age that sex earns favors may appear seductive and may later move in to prostitution. The victim frequently feels anger and fear toward the abusing father and extends this to all men, but ambivalently feels a need for acceptance and affection from her father. Fears of many kinds may lead to nightmares, which can prevail in to adulthood.

Low self-esteem leads to depression, and suicide attempts or threats may occur. A common characteristic of incest victims is seen in self-destructive behavior. Such acting-out has been well documented in the high incidence of run-away, alcoholism and drug dependency, prostitution, and delinquency. If these victims are not identified early, before adolescence, these are the children (and adults) who who are likely to come in to contact with the Dept. of Corrections. -And the well-guarded secret of incest may never be told.

These sexually abused children desperately need services which offer them support, build on their self-esteem, and recognize their unmet needs. Child Protection services are mandated by state law. In addition, individual and family therapy have been available. Groups of incest victims offer the opportunity for victims to share mutual feelings and concerns. These victims, however, may have to deal with inner turmoil for many years, perhaps throughout their lives. (example: Tammy Martinson)

The Minn. Program for Victims of Sexual Assault in your Dept. of Corrections has provided outstanding services, direction, coordination, training, and materials in this field. From my personal experience, this program has made the greatest over-all impact in the field of sexual assault of all known services.

2. The Sexual Abuser.

All members of the incestuous family are victims, and each role has its particular characteristics and problems, but the roles all merge in boundary difusion. At this time, I will mention only the sexual abuser.

REPEAT CYCLE
EXAMPLES

The large majority of sexual abusers are males, usually the natural father of the victim. Close to half have criminal records. The abuser is often overly restrictive and very controlling of the other family members. Control is maintained through excessive discipline, threats of violence and physical abuse. Many batter their wives. The "macho" image prevails! Research shows a range of from 60-80% who are chemically dependent. However, the father's drinking, like the violence and sexual abuse, may escape detection outside the family. Histories show that over half have been abused as children by their own parents.

The abusers often express many of the same feelings that their victims do. Poor self-esteem and sense of worthlessness predominate. Guilt and depression are common (some express relief that the "secret" is now out; some refer to themselves as "perverts" and say that jail is too good for them; some commit suicide). Many state that they are "over-sexed".

The most universal characteristic of these abusers, as with other violent offenders, is a lack of impulse control. They seem to be living in a state of constant chaos. These impulsive character disorders are involved in activities of the moment with little thought about future consequences of their behavior (I've often heard when I ask the abuser what they thought would happen as a result of their sexual abuse, "I never thought about it"). They live in the present and react to the current problem. They pursue and demand momentary satisfaction. They believe they are merely victims of external forces and fate beyond their control. This absolves them of any personal responsibility. They use this sense of powerlessness to justify their attitude of living for the moment.

I have found this to be an interesting dichotomy: The dominating incestuous father totally controls his family and yet he plays the "victim" role where nothing he does is his responsibility; he is merely reacting to uncontrolable forces in his environment. Example: Richard Duffert- demonstrated Hitler-type authority over his wife and children, and yet his wife and children fully accepted his "victim" role. His wife said to me, "Do you know why he went to the Workhouse? Because the poor guy tried to steal some tires to get food to feed his G.D. starving family!" It never occurred to her that he had any choice but to steal the tires. This man has never accepted nor been held accountable by his family for anything that he has ever done! This attitude of "You and me against the world" tends to unify the family and isolate them further from outside contact.

Some professionals accept the view that the violent offender is hopelessly unable to change and is not responsible for what he does ("What do you expect? That's all he knows how to do"). Violent offenders are victims, but each must be held responsible for his own actions. It seems imperative that we as professionals expect certain performance and demand limitations on behavior. No offender will respect or respond well to the professional who is easily manipulated, over-looks violent behavior or may even be the object of the abuse. According to

Dr. Howard Wishnie, Harvard Medical School, "No treatment can be successful when the patient believes his own violent impulses can control the situation."

Sexual abusers and violent offenders can be masters at "playing games". Their philosophy is often "Suckers are born to be taken advantage of" and they may feel their "real crime is in getting caught (We've all heard of the inmate who memorizes the Bible to gain parole!) These offenders are masters at avoiding responsibility. They must receive clear statements of consequences to avert their destructive behavior. Idle threats are meaningless to these offenders. The delays and breakdowns of the Criminal Justice System have all too often eliminated any effect of the "pain-pleasure" principle. When a person commits a violent act, he may not be apprehended (most likely not the first time). If arrested, he may not be charged. If charged, he may avoid trial on a legal technicality. A lawyer is hired or appointed to obtain the least possible legal consequences for his action. etc. etc. Six+ months later, the act for which he is to receive consequences is almost forgotten. If a burglar knows that when he commits a burglary, he will be caught and immediately sent to jail and stay there, he may think twice about doing it. We need to put some of that certainty back in the system. The verdict "Not Guilty by Reason of Insanity" is another example of avoding responsibility. "Guilty but Insane" seems far more appropriate. If I could do anything I wanted to do any time, it might be worth being insane!

V. Burn-Out.

Speaking of being insane, I'd like to at least mention "burn-out". Burn out is described as a state of fatigue or frustration brought about by a devotion to a cause that failed to produce expected rewards. That sounds like our jobs! Burn-out begins slowly and is gradually evidenced by a decrease of commitment to work, home or social environment. (My own definition after talking to three incest offenders one day: Burn out is:

1. When you're landing by air in a new city, and you look down at all those houses and wonder how many have incest going on in them.
2. When you figure it's in ALL of them!
3. When you actually begin to laugh when you hear all the excuses from the incestuous father because you've heard it so many times before.
4. When you wonder, since they're so many incestuous families out there, whether they're the normal ones and we're crazy to want to do anything about it!

We need to take care of ourselves. If someone has been asking you, "Why don't you give yourself a break?", it may be time to listen, for the greatest protection is self awareness. We may need to take a new look at ourselves, review our choices and decisions and admit that something we thought was right or beneficial in the past may need a new appraisal.

Do something you put off but always wanted to do (if it's legal!). Make the time for yourself. Talk out the job frustrations with the right co-workers. Take care of yourself or we aren't good for anyone.

V. Attitudes condoning, ignoring, and minimizing family violence must change. We must no longer tolerate violence in any form. The Criminal Justice System must take domestic violence seriously! When crimes within the family are ignored, which, if committed outside the family would have resulted in criminal prosecution, the message is conveyed that it's okay and not really serious. The fact that it is recognized as criminal may in itself be some deterrence (particularly in those who are not otherwise known criminals). Behavior changes slowly and resists change. Without court authority and controls, offenders are often not cooperative and treatment programs are less likely to be effective.

VI. We must be open and willing to explore a variety of alternative new solutions to unsolved problems. New research suggests exciting new possibilities for dealing with violent offenders.

Example: Alexander Schauss, criminologist and author of the book, "Diet Crime and Delinquency" (who will be presenting a program in the Twin Cities from Nov. 2-4) presents impressive clinical data and video documentation that a disproportionate percentage of violent criminals differ metabolically from the normal population and that by identifying specific allergies and adjusting diets, behavior can be remarkably changed. I was pleased to learn that a workshop at this conference by Bob Parker (298-4794) has addressed this subject. Several juvenile detention centers are demonstrating behavior change and reduction in violent behavior after adjusting diets. Some of you may be familiar with the astounding results of the treatment program of the Cuyahoga Falls, Ohio Probation Dept. which provides nutritional therapy to criminal offenders. I was a true skeptic about the impact of diet and/or allergy on behavior until I witnessed a chronically violent offender who had been identified as having a high allergy to oranges. After having been fed two slices of orange, his extremely explosive and uncontrolled behavior was similar to a trip on L.S.D.

VII. Conclusion.

Our increasing violence will continue unless we begin to focus on the whole process of the family and emphasize community standards and development. There must be emphasized a realistic sense of shared responsibility for oneself, one's family, and one's community. The millions of criminals, alcoholics, addicts, etc. will not go away. They continue to re-create the same problems that spawned them. The same kind of effort that mobilized the country in wartime is necessary if we are to begin to understand and deal with out spreading malignancy of violence.

Police work today is challenging, exciting, rewarding -- boring, demanding and frustrating! It's not easy to be a police officer. It requires good training, preparation, dedication, and a positive attitude. Law enforcement offers a diversified career with an opportunity to serve your neighbors and community in an ^{positive} constructive manner. ~~Opportunities exist in patrol, investigation, field work, crime mat. resources,~~

Training for peace officers in Minnesota is very different today than it was in the past. In 1977, our State Legislature made basic changes in the training requirements for peace officers. This resulted from a desire to decentralize police training and to utilize the excellent college and vocational school systems. Education and training are vitaly important in helping new officers to perform their jobs effectively and professionally. The Minn. Peace Officers Standards & Training Board is the ^{FIRST} licensing board for peace officers ^{anywhere} in the country, although other states are inquiring and expected to follow Minnesota's lead. The overall effect of POST licensing is high quality law enforcement personnel and strong public confidence in the officers who serve our communities. It helps to ensure that the best qualified individuals are hired into law enforcement and that the best possible training is given to them. This is ^{MAJ ENF. TRNG. CENTRAL} Alexandria. ^{INSTITUTE} Technicians and you graduates here today. We and your communities have respect and confidence in the skill and character of you men and women who will serve to protect and uphold the law.

transport, criminal, community, juvenile, at the state, city, local levels.

As you enter the police profession, you must learn what you need to know, and what you might need to know, and what you are not sure you'll need to know. You must know your job well. Performing your job well includes:

1. A personal commitment.
2. A sense of authority, confidence, and enthusiasm.
3. The ability to be flexible. Enforcement of the laws and dealing with people in crisis requires some flexibility to adapt to each unique circumstance.
4. -and flexibility requires Sensitivity, the ^{ability} need to be alert to the needs and responses of the people you serve. Police work is very little muscle and gun, but it IS dealing effectively with all types of people. As an officer, ^{you will} need to reduce tension, modify behavior, ^{which can best be accomplished if you get into} put yourself in another's position, anticipate questions, ~~and~~ discover the needs of others and care about them. ^{EX. accident} Performing your job well requires preparation. The training you ^{death notice} have just completed is an essential foundation, and training will continue throughout your career.

Training 5. is effective only when it is 6.7

A willingness to learn, not only in the classroom but throughout your job and life experiences. No one ^{ever} knows it all, ^{EX} and those who know the most realize most how much more there is to learn. We are always learning. I frequently recall my Chief's comment when I was just a rookie and he dumped a very unique case on my desk, and said "just when you think you've seen everything, something like this comes along!" I thought the Chief had been around a long g g time, yet he still hadn't seen everything! Right now, I feel like there's nothing new I haven't seen, but tomorrow it will be on my desk. When you stop learning or wanting to learn, you are ~~stop~~ being an officer.

Every day is ^{on the job} a new experience, and you will never ^(over) know what the next day will bring. You must never stop learning or wanting to learn. Those of you who are the most ^{observed & stilling to understand} observant will find the job the most rewarding.

Some sacrifices will be made, but you will receive many benefits & rewards

There are many stresses in police work which can physically and psychologically take its toll. Enjoy your work, enjoy your leisure, and you'll take good care of yourself as long as you wear the badge. If you give more of yourself, you'll get ^{more} more.

You have all worked very hard and have earned the right to qualify as a Minnesota peace officer. Be proud! Carry on the tradition of law enforcement as an honorable profession.

~~My Chief had another wise observation, as Chiefs often do. He commented about my public speaking that it takes me one hour to give an introduction, one-half hour to comment about the weather, and ten minutes to hiccup. Ladies and gentlemen, I have just hiccupped!~~

~~The most difficult part of public speaking for me is to limit myself to a brief time period, and I have been advised that my comments should be about 5-10 minutes.~~

Congratulations! Go out there and do it! Make law enforcement an even prouder profession because you are in it!

In closing:

I will not wish you riches or greatness wherever you go,
but ^{I wish} that some weary heart may gladden whenever you show,
that some ^{unhappy} weary life will know hope for awhile
& because you are there, is able to smile,
And so your years shall leave a track of light,
As your passing footsteps protect the night.

11-9-84

THE CHANGING ROLE OF POLICE INTERVENTION IN FAMILY VIOLENCE

Family violence is not new to the police. The police have had many occasions to come into contact with children who have been abused. Police have observed for many years that a large percentage of murders are domestically related. Police represent the one agency which has long seen and recognized the existence of family violence.

And police are uniquely able to respond to family violence.

→ It is the responsibility of law enforcement to protect persons and property. The police are capable of providing immediate protection and 24 hour emergency service. Police have constant availability. They have authority no one else has. The police have the ability to conduct a thorough investigation, collect evidence, and prepare cases, thereby verifying a need for society intervention. They can, through photographs and other means, document the crime. - And the police have a responsibility to enforce the law. Violence is a crime. Why should violence within the family be any less a crime? Within the law, a person is considered to be responsible for his/her own actions. The law provides that a person must answer to society for a crime committed and can be punished. This is the basis for criminal justice in a free society.

If police are uniquely able to respond to family violence,

Why then, in past years, have police been only minimally involved?

The first problem has been DENIAL of the existence of any problem. This has stemmed from: 1) attitudes ("It's a family matter; outsiders shouldn't get involved", "A man's home is his castle and his wife & children are his property") and 2) difficulties in obtaining statistics to demonstrate the extent of the problem. Until recently, police records of murders, assaults, & sex crimes did not differentiate between those which occurred within and outside the family. There are still many deficiencies in the implementation of the Minnesota law which requires reporting of domestic abuse, in that actual reporting is not complete and not all types of family violence specifically require reporting.

Another reason not as involved,

The subject of child abuse is not new. For over 40 yrs., organizations such as the Society for the Prevention of Cruelty to Children, the American Humane Association, and the Child Welfare League of America have shown concern about this problem. Almost 20 yrs. ago, in the 1960's, the first state laws were enacted to mandate the reporting of suspected cases of child abuse. Today, all 50 states have such laws. However, many states still do not have follow-up laws which specifically provide authority to do anything about it after it is reported. EX. ASLT.

Past legislation generally ^{required} mandated social service/child protection agencies the responsibilities of protecting children, beginning with the investigative stage of child abuse. This seemed to permit police the opportunity to abdicate their role in these areas and not to become involved. Even today, the police decision to become involved is frequently based part on the seriousness of the offense. Police tended to deal with children primarily as offenders, and with the concept of children as suspects, it is no wonder that officers had difficulty becoming sensitive to children as victims.

Public recognition and pressure intensified in recent years. As the reporting of family violence increased, social service agencies and advocates began to demand the skills and authority of the police. Police were the only agency allowed to immediately remove children from dangerous home situations without a court order and without the parents' permission. This alone required the cooperation between police and child protection agencies.

It became ^{apparent} ~~obvious~~ a community-wide response, utilizing all available resources and developing new resources, was necessary. For many reasons, the upward trend in family violence was expected to continue. This demanded that all professions involved coordinate their efforts, and a multi-disciplinary TEAM approach began to emerge. ~~This has~~ ^{the team} primarily focused in the area of child abuse, because there were already funded agencies available who had the responsibility of protecting children and children were considered the most helpless and dependent in the community. The Ramsey County Child Abuse Team was formed in 1969 and involved all those professions in the community which dealt with child abuse (police, social service, medical, legal, education, mental health, etc.) in an organized effort to deal with the problem.

Frustrations developed as legal controls were lacking and ^{appeared} ~~there~~ essential to combat family violence. Criminal, Family, and Juvenile Court had become increasingly involved, but laws were limited. With extensive efforts of agencies, groups, and individuals, new laws and improved amendments emerged, which targeted the problem of family violence. Minnesota has become one of most progressive states in such legislation.

In 1981, the Minn. legislature enacted the Intrafamilial Sexual Abuse law. Sexual abuse by an adult against a child in a family setting was specifically criminalized by law, and all such sexual contact or penetration was a felony. The age of consent was raised to 18 yrs., and it was only necessary to show a family relationship without misuse of a "position of authority". Children under 10 were no longer required to meet the usual standard of competency requirements. This bill was a strong legislative statement that intrafamilial sex is a crime!

In 1984, further changes in the law occurred. It was specified that hearsay information obtained from a child under 10 yrs. describing sexual abuse is admissible into evidence even if the child is unavailable to testify provided there is some corroboration of the crime.

The Reporting of Maltreatment of Minors Act was amended to eliminate the privilege in testifying for psychologists as has already applied to physicians. The law also was extended to provide the same immunity from civil-criminal liability to persons who participate in assessment/investigation. The Juvenile Court may order schools to comply with requests for interviews at the school, and school officials shall not notify the parent of the interview.

The Domestic Child Abuse Act was passed to authorize Juvenile Court to issue orders for protection if there are reasonable ground to believe a child is in immediate and present danger of domestic abuse and permits exclusion of the abuser from the household. (LuAn will cover battered women laws)

These laws have demanding increased involvement of the police. Specialized units within the police departments have been developing rapidly to focus efforts in dealing with family violence.

As family violence cases continue to increase more rapidly than any other crime, police are confronted with new and still unresolved problems:

- 1) There is a shortage of officers handling these cases, and many feel over-whelmed with no relief expected.
- 2) Many officers are not receiving adequate training to deal with the unique aspects of these crimes.
- 3) There often is a lack of written procedures for handling these cases.
- 4) Some negative attitudes still exist about police involvement in family violence.
- 5) Communication and coordination among professionals frequently needs improving.

COMMENCEMENT ADDRESS - 9-13-85

LAW ENFORCEMENT TRAINING CENTER

Police work today is challenging, exciting, rewarding -- boring, demanding, and frustrating! It's not easy to be a police officer. It requires good training, dedication, and a positive attitude. Law enforcement offers a diversified career with an opportunity to serve your community in an essential manner. Opportunities exist in patrol, investigation, Vice, Narcotics, game & natural resources, jail, etc. at the federal, state, county and local levels.

Training for peace officers in Minnesota is very different today than it was in the past. In 1977, our State Legislature made basic changes in the training requirements for peace officers. Education and training are vitally important in helping new officers to perform their jobs effectively and professionally. The Minnesota Peace Officers Standards & Training Board is the first licensing board for peace officers in the country. The overall effect of POST licensing is high quality law enforcement personnel and strong public confidence in the officers who serve our communities. Licensing helps to ensure that the best qualified individuals are hired and that the best possible training is given to them. This is the Law Enforcement Training Center and you graduates here today. I have observed a notable increase in the quality of ^{officers} during the past twenty years. We and your communities have respect and confidence in the skill and character of you men and women who will serve to protect and uphold the law.

As you enter the police profession, you must learn what you need to know, what you might need to know, and what you are not sure you'll need to know. Every day on the job is a new experience, and you will never know what the next day will bring. You must never stop learning or wanting to learn. Those of you who are the most curious, eager to learn, and striving to understand will find the job the most rewarding. Performing your job well includes:

1. A personal commitment.
2. A sense of confidence and enthusiasm.
3. The ability to be flexible. Enforcement of the laws and dealing with people, especially in crisis, requires flexibility to adapt to each unique circumstance.
4. -And flexibility requires sensitivity, the ability to be alert to the needs and responses of the people you serve. Police work is very little muscle and gun, but it IS dealing effectively with all types of people.
5. Performing your job well requires preparation. The training you have just completed is an essential foundation, and training will continue throughout your career.
6. A willingness to learn, not only in the classroom but throughout your job and life experiences. No one ever knows it all, and those who know the most realize most how much more there is to learn. I recall my Chief's comment when he dumped a very unique case on my desk and said, "Just when you think you've seen

OVER

everything, something like this comes along!"

Phil asked me to comment about my experiences in law enforcement and more generally, women in law enforcement. Since the time is very limited, I will be very brief. I worked for many years as a Sergeant Investigator in our Homicide Unit, and then this past year, I was promoted to lieutenant and assigned to command our Northwest Patrol Team. It's great being out there. When the paperwork is done, I eagerly get out on the street.

Today, women officers are experiencing full acceptance as they have proven and continue to prove that they can compete equally with men on the job. Extensive research is now available and proves this. You as women officers must be prepared to accept equal responsibilities and duties - and to expect the opportunities to be there for you. I worked for twelve years before women were allowed to compete in any promotional exams, but today, each of you, as well as you men, can become Chief if you work hard at it.

You have worked very hard and have earned the right to qualify as a Minnesota peace officer. Be proud! Carry on the tradition of law enforcement as an honorable profession.

In closing:

I will not wish you riches or greatness wherever you go,
but I wish that some weary heart may gladden whenever you show,
that some unhappy life will know hope for awhile,
and, because you are there, is able to smile,
And so your years shall leave a track of light,
as your passing footsteps protect the night.

Congratulations@ Go out there and do it! Make law enforcement an even prouder profession because YOU are in it!

My over-all message;

There is an urgent need for professionals in a variety of fields to coordinate their efforts and services in dealing with several serious community problems. These are not ^{necessarily} unrecognized problems but have been expanding with new implications. Specifically, 1) Prostitution & Sexually Transmitted Diseases, 2) Drug Abuse, 3) Sexual Abuse & Family Violence, 4) Neglectful Living Conditions & Health Hazards, 5) Indigents/Street People, can be more effectively approached if appropriate agencies begin to meet in a Team effort, "brainstorm" solutions, and attack the problem from all aspects. These are multi-agency problems, and it appears that the efforts & responsibilities of any single agency are inefficient if other facets of the problem are not addressed simultaneously. (*Health Dept. deficient in coordination.*)

1) St. Paul has increasingly become a cosmopolitan center for prostitution. University Avenue has the distinction of being listed in national "underground" publications as a good place for "cruising" for prostitution and gay networking, with one publication commenting, "..but there's lots of fuzz". We have noticed a significant number of out-of-state prostitutes and pimps working the streets. Prostitution arrests have steadily increased from 265 arrests last year to more than 270 to date this year. Arrests don't seem to have much impact. In profiling the prostitutes arrested last year, it was determined that 60% are black, 38% white, 2% other; average age 23 yrs., 90% are single, 65% list their address as St. Paul (but this may simply be a current hotel), 25% Minneapolis, and 10% other, most often out of state. Their customers (JOHNS) are 80% white, 15% black, 5% other; average age 37 yrs., 50% single, 47% married, 3% divorced; 55% from St. Paul, 45% other cities, primarily Wisconsin; 90% employed. Some are carrying venereal disease, but it appears with publicity on Aids that many are now using contraceptives, which they often drop at the scene. If the Health Dept. should want our assistance in locating a transient carrier, for example, we will be glad to assist while maintaining confidentiality. ~~but I am not aware of such a request.~~ In addition, during a recent murder investigation, an alarming network of sado-masochism in porno stores has been described. Neighborhoods are complaining about the impact from prostitution in their front yards, and we are frustrated in how to deal with it. The community should not have to tolerate it, and there must be some approaches to the problem that can work.

2) One of the most persistent problems facing our community today is the use and addiction to narcotics. Recently, "CRACK" has emerged, a new form of cocaine, which can be so minute as to fit on the end of a hatpin and has much more serious physical and psychiatric reactions than inhaling (snorting) cocaine. An enormous craving results from the rapid alternating euphorias and depressions, and the smoker tends to become compulsive and less able to control amounts used. Consequently dosage and frequency tend

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to increase rapidly, with extreme dependency in a short amount of time. Overdoses can result in fatal cardiorespiratory arrest. The potential for violence and suicidal behavior are quite high among these individuals. A national campaign on drug education has been launched, but more can be done on the local level.

3) Services to sexually abused children and families where violence occurs are obviously dependent on detection. ^{the increasing awareness of abuse of elderly,} Agencies dealing with children need to be aware of early identifying signals. A significant signal is the presence of venereal disease (although not common). The Health Dept. must retain confidentiality or loss of confidence in the agency may result. A conflict can exist however with State Law which requires reporting to police and child protection agencies when sexual abuse is suspected. In one case, a family of seven children, ranging from 1 to 17 yrs. was found to have gonorrhea, but the Health examination report was withheld because it was argued this was not ground to suspect sexual abuse. Another case was not reported when a 10 year old boy reported sodomy by his father, then maintained he had been assured privacy of information. We need to communicate and to develop procedures on, what I believe, may be a large number of undetected cases. If these families are not identified and serviced, they deteriorate to present multiple community problems, such as suicide, mental illness, delinquency, prostitution, and other criminal behavior, in addition to perpetuating the sexual abuse through generations.

4) Police officers routinely encounter filthy living conditions. When these are so uninhabitable that the residents' immediate health is in danger, police can take extreme measures to assure their safety. -But for those long-term health hazards, such as rats, roaches, and food bacteria, police forward those reports to the Health Dept. I do not know the follow-up process, since there is no feedback. We pay particular attention to signs which indicate a building has been condemned by the Health Dept, such as one now where there is an illegal after-hours operation, and act when there is evidence someone is using the condemned building.

5) St. Paul, like many other larger cities, has a number of homeless people who are living on the streets, but unlike some of these cities, our winter can be bitterly cold. As concern about freezing weather mounts, our patrol precinct is receiving more calls from citizens about these indigents who are frequently found sleeping in alleys behind liquor stores. I believe ^{that we will throw in to an unpress community from Hoop!} someone else today plans to speak on this problem further, and my time is up.

In closing, I again express our eagerness to meet and talk with your agency, who shares common problems, in an effort to develop innovative and more effective remedies. Much more can be accomplished when we work together, are united in a common goal, and the primary beneficiary is the public.

Carolyn Bailey

Commencement Address: Law Enforcement Training Center, July 31, 1987

As you enter the police profession, you will find that police work is challenging, exciting, rewarding -- boring, demanding, and frustrating. Even though the majority of police work is community services, you can even get hurt out there! Recently I was transferred to head our Vice Unit, but during the past couple years while I was working as a Patrol Commander, I became keenly aware of the importance of officers working together as a closely knit TEAM. I watched the activities - and the injuries of about 100 officers working our high-crime area in the Northwest Team, and it is tough to see them get hurt! As officers, you must continually remind yourselves that this next call might not be routine. It's easy, after responding to a dozen false alarm calls, to forget that on the next call there could be an armed burglar waiting inside. Especially when it gets hot, it's more comfortable to believe you don't need to wear a bullet-proof vest.. since you've never needed it before. Three of our Northwest officers were shot last year and would have been killed without their vests. Please wear the vests! On our department, I won't have to say "please", because next February vests become mandatory.

Take care of each other. Back up each other on calls. Not only can more than one officer maintain better physical control, but the presence of several squads at fights and crowd calls can often prevent any problem in the first place (it's called "show of force").

Many injuries occur in auto accidents. In addition to complying with your department's policy on vehicle chases, consider carefully when it is wiser to discontinue hot pursuit. It may hurt your ego, but your safety and the safety of the public may warrant letting the bad guy get away some times. Especially the lesser experienced officers also seem to be inclined to race to calls with lights and siren when it may not be justified. If other officers are already at the scene, if a couple minutes won't make a difference, and if there is no life-threatening emergency, obey the traffic laws and arrive there safely. In my neighborhood, I am convinced that the Sheriff's Deputies use their siren at the same time & route every day to get to their coffee break!

Police work requires good training. You must learn what you will need to know and what you're not sure you might need to know. Every day on the job is a new experience, and you'll never know what the next day will bring. We must never stop learning - or wanting to learn. Those of you who are the most curious, eager to learn, and striving to understand will find the job the most rewarding and will get the best results.

Training for peace officers in Minnesota is very different today than it was in the past. In 1977, our State Legislature made basic changes in the training requirements for peace officers. Education and training are vitally important in helping officers to perform their jobs effectively and professionally. The Minnesota Peace Officers Standards & Training Board is the first licensing board for peace officers in the country. The overall effect of POST licensing is high quality law enforcement personnel and strong public confidence in the officers who serve our communities. Licensing helps to ensure that the best qualified individuals are hired and that the best possible training is given to them. This is the Law Enforcement Training Center and you graduates here today. I have observed a notable increase in the quality of officers during the past twenty years. We and your communities

(over)

have respect and confidence in the skill and character of you men and women who will serve to protect and uphold the law.

You have worked very hard and have earned the right to qualify as a Minnesota peace officer. Be proud! Carry on the tradition of law enforcement as an honorable profession.

In closing I will read a little verse I wrote for the graduating class two years ago:

I will not wish you riches or greatness wherever you go,
But I wish that some weary heart may gladden whenever you show,
That some unhappy life will know hope for awhile,
And, because you are there, is able to smile,
So your years shall leave a track of light,
as your passing footsteps protect the night.

Congratulations! Go out there and do it! Make law enforcement an even prouder profession because YOU are in it!

Carolyn Bailey

WOMENPOLICE PUBLICATION: EXECUTIVE DIRECTOR MESSAGE

For Christmas, I received the book, "How to Talk Minnesotan", and as I glanced through it, I discovered that my Minnesota methods of communication were not universal. Until then, I thought that everyone used the all-purpose Minnesota reactions, "It could be worse" (in Minnesota, you know it will be, especially when referring to the weather) and "It's a good deal"(which means it's better than "It could be worse"). -So I have studied my new book in order to be better understood!

When President Kathy Burke asked me to serve as Executive Director, I felt very honored to continue to work with Kathy and on the IAWP Board. My admitted reluctance was over-come by my confidence and admiration for Kathy and my loyalty to IAWP, so I pledged my full support. You can expect outstanding accomplishments by President Burke and our new Board. They can be even more effective if all of our members provide in-put. IAWP is a rapidly growing organization that needs your suggestions, priorities and directions. There are many active, alert members out there with great ideas, so please let us know.

One good method of sharing and exchanging views is the Readers Forum in WomenPolice. What issue has gotten your blood pressure climbing? Sound off to us. Maybe it's something in which we may all become involved to make an impact for change. A recent issue and disturbing trend: Many police departments have recently begun using a "Promotability Index" for deciding promotions. Is this method of using high ranking officers within the department as raters for promotional candidates just perpetuating the "good old boys"?

I was sad to learn that the bi-monthly publication, "Balancing the Badge", has printed its last copy. Linda Miller and Connie Anderson are to be commended for a great job. It will be missed.

(next page)

In the 1970's, the concept of affiliate state memberships in IAWP emerged as growth was envisioned from the local more accessible level to the national and international levels, and in turn, strength gained from the increased numbers down to the local affiliate organizations. That's not Minnesotan talk, but "it's a good deal" and it works. If IAWP can provide assistance and expertise to those of you interested in starting a state/local women police group or in affiliating with IAWP, again let us know. Not every member is able to attend the International Conferences each year but may be able to attend more frequent local meetings.

IAWP has made progress in advancing our international perspective. There is much that we can learn (and enjoy) from officers of countries other than our own. If you have an opportunity, such as the outstanding Conference for Policewomen in the Netherlands, please give serious consideration to attending. After visiting Israel and China as guests of their national police, I know there is no better way to travel and exchange information!

I am here to serve you, and if you have any questions, comments or criticisms, please do not hesitate to call or write. Your opinions are very valuable to me. Look me up if you get to Minnesota. "It could be worse", and we'll show you a "good deal"!

Carolyn Bailey

April 11, 1989 - Wisconsin Association of Women Police

Introduction: *What is the 1st most popular leisure-time conversation - leaving your job.*

Quite often in police work ^{we} you get small pleasures in unexpected ways. I'll bet many of you here tonight can relate to a similar experience as this: Our very efficient secretary in the Vice Unit answered the telephone and was quite capable of dealing with the routine inquiry, but the caller demanded to talk to a "real police officer". Officer Ann St. George took the call. Ann is a great under-cover street cop but did not have the tolerance to cope with this caller when he refused to believe that she wasn't "just another secretary". She cheerily transferred his call when he demanded to talk to her supervisor. Sgt. Cheryl Indehar took the call! Cheryl can talk anyone under the table, and it became quite clear that this male caller didn't believe women can handle the job and didn't want to deal with a woman. He demanded to talk to the "person in charge of Vice", and Cheryl said, "One moment, please, I'll transfer you to Lt. Bailey." By the time I took the phone, they were all gathered around chuckling, and the caller quickly accepted the fact that he was going to have to deal with a woman!

Women have moved into and up in police work for one reason: Women can do the job! Much of the progress of women can be attributed to three supporting factors: Federal legislation, a few enlightened police administrators, and the determination of women. Let's not fool ourselves. There's still resistance out there to using women in police work. We have come a long way, but we still have a long, long way to go

In 1971, the Police Foundation changed the course of history for women in policing. Until then, much of police work for women pertained to women, children & typewriters! The basic conclusion of Police Foundation studies was clear - women can do patrol! --And all other police duties. The law further enforces this in stating clearly that women can no longer be restricted in any police duties. The opening of patrol has provided a broad base of experience and career development opportunities. Women can now have the same career paths as men. - But some are STILL arguing about it. There should no longer be any doubt about it! The public has presented little problem and has been supportive. The wives movement died a quick death. The biggest problem has been some male officers. The number of women police officers is continuing to increase, and it will be only with larger numbers that women will become fully accepted. Only numbers will make the reality that a police career is open to all qualified persons. Today police are confronted and must deal more than ever with the diversity and integration of a variety of cultural groups. Police Departments should be representative of the communities they serve. Great strides have been made, but the focus must now also be on women moving up.

Stephanie Peterson asked me to talk a little about leadership, how to deal with power, and how women can move up. These are not fun topics but important to think about, complex but closely inter-related. I gave this some thought because I wanted to relate not only from my experiences but the viewpoints from others. From this, I made up an incomplete list of suggestions and comments.

2nd most popular leisure-time
conversation today is talking about
leaving your job!

what you want.

1. To begin, determine your GOALS. We must know what we want and be prepared to go for it. Most people don't stop and consciously think about where they'd like to be - tomorrow, a year from tomorrow - and ten years. Think about it. If you could accomplish anything you want in your career, what would it be? (pause) You can do it, if you want it badly enough!

If you have decided, honestly determined that where you are is exactly where you want to be and you will be happy to always be there, that's great. You are fortunate. Your only goal responsibility is to study your job and do the very best you can do. One of our patrol officers says that she does not take the sergeants' exams because she truly loves her job and wants to stay there. She does well, and I think she has made an honest decision. We need good, experienced patrol officers. There is also NOTHING wrong with seeking those police jobs which have been traditional for women. There's still a need for the traditional roles, and these officers have blazed the trail for the new police roles.

-But you must be honest with yourself. Another officer says she does not take the exam because "the men wouldn't like it". Some women don't seek positions because it's easier not to rock the boat. If there are fears interfering with an underlying desire to do it, fear of the unknown, fear of failure, fear of acceptance, etc., work to over-come these fears -- and go for it.

Every goal means a price. Does the benefit exceed the price? I never changed an assignment because I didn't like what I was already doing, but I valued the challenge more. *Moving up can be very isolating & lonely.*

#1 Intro Have you ever said, "I wish that I had done this or that with my life" or "If I was starting all over again, I would ..."? Whatever you wanted to do, do it now! It's never too late, and you're never too old. After almost 20 years working as a homicide investigator, I was assigned as a patrol lieutenant and conducted my first roll call with new braces on my teeth. If I can do that, you can do anything!

Try a new challenge if:

1. You feel boredom.
2. You feel isolated.
3. You want to change everything and everybody.
4. You see only one way of doing things.

or

5. You never try anything new, you stick to weary routines, and you always do what is expected.

Show patience and persistence in attaining your goals. "Damn the torpedoes, full speed ahead" is often not the most effective way to get what you want. It may not happen when you had hoped, but keep working at it. For example, Promotional exam results tend to show groups of high, middle and low range, and these groupings tend to move up with each testing process.

** Study your promotion process! If it is an assessment center --- pass-outs.*

2. Develop and radiate SELF-CONFIDENCE. Self-confidence is the ability to accept what you are and know it isn't so bad after all. We need to learn to convey an inner belief in ourselves.

Have the courage to be yourself and believe in yourself. Don't let anyone convince you that you can't do the job. How many here have been told at some time in your career that you couldn't do a certain job essentially because you are a woman? (Be honest, how many believed them at the time?)

Related to this, it's important to think calmly and remain unruffled. It's surprising how many officers, who are accustomed to crisis and surprise, lose their cool. Winners deal with such situations by refusing to acknowledge that they are at all unusual. An example is when your boss enters the State Capitol and, in front of the Governor, falls flat on his face and tears his clothes. You quietly pick your boss up and act as though nothing significant happened.

3. Be willing to take RISKS. Don't set limits on your efforts. Try new things. A fundamentally confident person will go ahead and try different behavior even though there's anxiety attached. Others who lack confidence may remain in old traditions and less effective ways. It's important to maintain openness to explore change.

Ask yourself, "What is the worst thing that can happen?" Don't expect the worst, but be prepared to deal with it. Many years ago when I decided to challenge the restriction on women to take promotional exams, the Chief said to me with a twinkle in his eyes, "I can transfer you to Juvenile Division (as though that was a penalty worse than death)". I responded, "Chief, you can't hurt me", because I had considered all possible consequences.

Learn to accept mistakes. Don't be too hard on yourself. One mistake will not destroy you. If the going seems especially rough, remind yourself that it too will pass, and a year from now it will look very different. Powerful people accept the necessity of taking risks and of being wrong. Trying never to make mistakes impairs your ability to take CALCULATED Risks. Taking appropriate risks and being willing to stand up when a mistake is made rather than blaming everyone else is one measure of whether you're ready to move up to greater responsibility. Don't waste time justifying mistakes. Nothing is more demeaning than the inability to admit a mistake.

Stop worrying about what other officers will think of us. We need to get rid of the idea that everybody will hate us if we don't follow that tired old path which really doesn't work anymore. You don't have to go on hanging onto dreary old patterns.

Understand yourself. Don't try to be perfect or strain after the unattainable. Know what your talents are (and your limitations) and fit your ambitions to them. Look at what you avoid, get into it, and go through with it. Is it possible that we as women are too willing to act passively as if we are unqualified or apologetic? We cannot think of ourselves as losers. If you take the risks, if you go after the job you think you can't have, it's amazing how often you'll get what you want.

Take care of yourselves out there - and forgive yourselves along the way.

✓ * 4. Maintain a positive attitude. people who are angry and fighting all the time with a chip on their shoulders, don't seem to get as far and are soon avoided. Avoid being openly critical. Every department has policies its officers think are dumb. Often they are dumb! Let the others voice their discontent, but avoid Joining in bad-mouthing. Don't be against but for something else. Winners display grace under pressure, optimism when things look dismal. View each new assignment as a challenge, and look for the areas that need your attention and where you can excel.

✓ No matter how small the task, do it the very best you can. Everything you do matters and is a reflection on you. It is better to do nothing than to do it badly. Seek more responsibility with a goal in mind that demonstrates you'll be good at the job you're seeking. One of our officers wanted to work in Juvenile Division, so she volunteered to work as Officer Friendly in the schools. When she was promoted to sergeant, this experience was a determining factor in her assignment to Juvenile. Recognize the opportunities, and volunteer for those which lead in your direction.

* ✓ 5. Keep your SENSE OF HUMOR. Humor is survival. It is ridiculous to take yourself too seriously, because in the long run, nothing makes any difference. One day the earth will be a lifeless iceball. Some comments should not be taken too seriously and most easily returned with similar humor. With grace, humor, and comradery, we will pull through anything. Besides, humor can give us great joy.

✓ 6. Work on your PEOPLE SKILLS. The direction of police work is relationship-oriented (i.e. the ability to deal differently with different people), which serves women very well. The authoritarian, military style of taking control is not really the most effective method for getting performance from people (except in extreme emergencies). Asking style is more effective in motivating than ordering with no explanation. The "chain of command" contradicts the emergence of "quality control".

✓ Concentrate on good communication skills. Even more important than having great ideas is being able to communicate them both verbally and in writing.

* ✓ Make others feel important using honest appreciation rather than flattery. Praise people. If you're trying to change someone, praise every slight improvement. Example: I had a chavenist Hitler working for me. He knew his people skills because he treated me and his superiors superbly, but his peers and subordinates had a tough time with him. I told him I knew he could do it because he had me in the palm of his hand, after which I watched him show a small sign of consideration for a subordinate. I praised him repeatedly, then when an unpleasant assignment came along, he used such superb skills that two officers felt honored to get the duty!

✓ It is especially important to be courteous to those below you. Rudely ordering others around does not gain cooperation. You can measure the big person by how she treats the little person.

✓ 7. Expect EQUALITY and work for it. Protect your own legitimate rights, but don't expect favors. We must assume the responsibility with our expanding roles. We should not seek a job simply because we are female but for our skills and strengths.

8. Maintain FEMININITY. Being a police officer does not mean you have to be one of the fellows. Be a woman in a man's world. Retaining your own identity commands more respect than superficially assuming behavior that you believe is characteristic of the role. Femininity is an asset as long as we don't confuse it with being sexy or sissy. Brigadere General Gail Reals, the highest ranking woman in the Marines, was recently quoted as saying, "I don't think to be professional I have to be more masculine. I'm not a very good imitation man."

✓ 9. NETWORK. We must learn to draw and build on resources. Develop positive contacts everywhere. People who may be insignificant now may be important to your task in the future.

✓ Don't forget the little people. The mail clerk will always volunteer to turn on the stamp machine for me when I have a late letter to go out. Contacts with other agencies can be imperative in problem-oriented policing.

✓ It's wise to get involved in organizations and politics. Women Police Associations offer networking and shared support as well as an opportunity for excellent training. Particularly if you are isolated from other women on the job, as many still are, we need to know we're not alone.

✓ Women must learn to gain support from other women, just as men do with other men. As you climb in your profession, reach back and give a hand to other women. Women are usually alone as they move up. When you bring up others with you, you also increase your power. Most top people build their own armies to get the job done. They help them and receive loyalties from them. We must have people we can count on and trust. Build a team of support by treating people fairly and standing up for them when they are right. If they've done a good job, tell them. Let them know they're part of a team. Ask their opinions. Learn to communicate exciting ideas so others jump in to assist. Example: The Vice Unit is pro-active and must decide priorities for enforcement. I decided to operate it on a Team concept, which also eliminated problems of one lazy sergeant and the men excluding a woman from the planning & execution of details. Each week we met as a unit and decided where to concentrate our attention. As a result, the investigators became more enthusiastic, creative, and work production tripled.

10. Everyone has a BOSS, and your working relationship with your boss becomes even more crucial as you move up. Make your boss look good! Your success is a positive reflection on your boss's ability to train and develop employees, etc. Publicly praise him or her and her programs when appropriate.

Keep your boss informed and up-dated. Make progress reports, and make yourself visible. Sign your name on all your work. Document everything you do, particularly if you expect problems. When you bring up a problem, be prepared to suggest a solution. Ask informed questions.

Ask for what you want or need rather than expecting your boss to know. Timing for requests is important. The best time to ask is when they're dependent on you, you've made a significant contribution or you have a priority task to perform. Be punctual. Arriving late is inconsiderate and an annoying habit. -But don't lose patience when your boss is late!

Remember too that bosses need support. If you sincerely believe (avoid "brown-nosing") they have helped you in some way, let them know. Example: I will always appreciate a Christmas card with a note from an officer thanking me for the support when he shot a suspect.

The introduction of women to MANAGEMENT will create an incentive in police departments to examine many administrative practices, which will improve the over-all department and police-community relations.

The period of tokenism is over in that women who have been tokens realize they have responsibilities. Women who move in to management must adapt to rules we didn't make and behave as "managers". Fortunately we are better "dancers" than men.

Studies regarding police LEADERSHIP have shown:

1. Women have greater flexibility and less tendency to stick to old routines. Examine standard practices. They may not be the best, but nobody's ever questioned them.
2. Women showed more, not less, emotional independence.
3. Women displayed greater social intelligence and were more extroverted.

Men showed greater persistence!

How can women get POWER and use it?

✓ First, being a woman can be an advantage. Men don't always know how to deal with you and how to fit you in. They generally don't feel threatened or consider you a rival. While some ambitious male managers seem very concerned about who's going fishing or golfing with the Chief, I'm not concerned about it.

Women are more free to break the rules of power and get away with it. Since women are new to the power structure, they're often not even expected to know what the rules are (who sits where at a staff meeting, etc.). One of the fears men have is that women won't abide by the rules (sit in right place, etc.), and it can cause some to be unsure of themselves.

Some men prefer to avoid a face to face confrontation with women. They have a tendency to forget requests in writing from a woman but will frequently grant requests in person rather than argue or listen to persuasion (so wherever possible, make personal contact).

1. DELEGATE! When you become a supervisor/manager, you must behave as a supervisor/manager. Managers didn't get to be managers by making people do work for them, but now they must delegate and learn new skills. The classic mistake is to think if you do your job very well, you'll be promoted. To move up, you must also be concerned with preparing yourself for the job you're aiming for rather than just utilizing your present skills. The supervisor must be mainly skilled in helping other develop. Not only do you have the satisfaction of seeing your staff blossom, but you can move on to bigger projects and more responsibility.

✕ Women often depend just on themselves. We need to take command of our resources and delegate duties. Some supervisors feel threatened as if they delegate duties and decisions they will be less important. Women tend to take on more responsibilities and as a result become over-worked.

2. Use TIME, and don't waste it going after things you don't want. Too often we're fighting time, and it uses us. Powerful people devote exactly as much time to what they're doing as they need or want. Have you ever noticed that the Chief may abruptly end a meeting because he or she is ready (the mission is accomplished)? Events do not control them; they control events.

We need to set aside time to think about how we can do it smarter, to set our priorities and stick to them.

3. Make CHANGES slowly and smoothly with minimal disruption. Recently there were many transfers in our department of higher ranking personnel. Without question, the loudest complaints were about those commanders who moved in to new assignments and immediately disrupted things. It is particularly important when you are learning a new job that you don't make demands on minor matters. An exceptionally capable and experienced sergeant was ordered by the new Captain on his first day to get a haircut. The haircut was not as important as developing a satisfactory working relationship, which appears unlikely now.

"Play the game"

✓
* It is not people but "SYSTEMS" that have power. To gain power, you must be effective in dealing with systems, both formal and informal. Don't delude yourself; the "GOOD OLD BOYS" system is alive and well. The problem erupts when the "good old boys" are really "bad old boys". Women need to learn the political as well as technical skills as they move up. The top is a political arena. Most who are in top positions are successful politicians or they wouldn't be there. Don't buy in to the good old boys system to be liked. You'll be patronized and won't get anywhere. Be aware of it, learn how it works, work around it, and fight it when necessary IF you have the tools. Fighting it can be fun and very satisfying but stressful. Example: I won a million dollar law suit unequivocally from a powerful man but it was stressful! Bureaucracies seldom change internally. There are almost always external pressures present.

CONCLUSION:

We develop our mind by giving it problems to solve, by listening, thinking clearly, by acquiring a capacity for choice and discrimination, by daring to plunge in alone if we have to, and by coming to an intelligent conclusion about our own personal beliefs and goals. Then we are ready to make the most of opportunity, to be able to assess the price against the desire.

When opportunities come along, throw them out for an instant test.

✓ If you really want it, take the ball, and run! At an IAWP Conference in Baltimore in 1975, long before she became the first woman United States Supreme Court Justice, Sandra Day O'Connor, almost propheticly, said, "Many of the world's greatest movements began from a single person."

This is not the end or even the beginning of the end, but perhaps it is the end of the beginning.

Carolyn Bailey
St. Paul Police Dept.

ECONOMICS OF PROSTITUTION

Minnesota Women's Economic Roundtable, June 13, 1989, Minneapolis, MN

Prostitution has long posed a serious problem to law enforcement. Law enforcement officials have been trying for decades to combat and curtail its growth. The lack of success can be attributed to apathy, which permeates from the community throughout the criminal justice system, and the enormous profits that are accumulated from prostitution. In addition, prostitutes are often transitory and are involved in various types of clandestine operations, ranging from street walkers, bar prostitution, call girls, escort services, modeling studios, brotherls, and massage parlors/health clubs.

Fees vary enormously. Typically:

Intercourse for streetwalkers = \$20-30

vs. attractive, well-dressed call-girl = \$100- 500 (dinner dates \$50 per 1/2 hr.)

Tips for masseuses = \$20-75 (plus 40-160 for parlor management)

Escort services = \$50-100

Bar trade = \$20-100 plus

Hotel bell captains = \$50 plus

Brothels = \$20-100 (County license fees in Nevada range from \$20-100,000 yr.)

Far more than the prostitutes are involved in the (financial) transactions. The majority of the street prostitutes have "pimps" who "manage" their activities and receive most of the earnings. One documented case showed the yearly earnings of a pimp with three prostitutes working for him at \$343,000. Pimps are constantly trying to recruit people to work for them. Most "stables" are 2-10. Beyond this size becomes difficult to manage and control.

The often hidden owners of clandestine operations, such as massage parlors and escort services, quickly become wealthy. The financial records seized from two escort services, each employing 12 to 15 prostitutes, showed that each grossed in excess of \$250,000 annually. This does not include the tips for the sexual transactions but simply the up-front entry charges. The overhead of operating these services is minimal, leaving the operator a high-profit margin. Prices vary, but generally run \$30 as a service fee for one masseuse and \$50 for a one-half hour session. Higher prices are charged for longer periods of time. The prostitute tells the customer that these fees are for her time and companionship. It is only on rare occasions that sexual acts are discussed at the point of hiring. After the prostitute has arrived at the meeting place and checked out the customer's identification, etc., she collects the escort service fee and her own fee. This is usually done in cash, although large services will accept credit cards. As soon as she collects the money, the prostitute calls the escort service operator, who then begins to monitor the time spent with the customer. The number of prostitutes working for an escort service varies from 1 to approx. 30.

It is estimated that there are one-half million prostitutes working in the U.S. today. Some are full-time, some part-time, most are women. A very conservative estimate is that each earns \$200 a day. Most work every day, but allowing amply for sick leave,

(next page)

etc., if each worked 300 days a year, annual earnings would be \$60,000. If we took a very low estimate of \$40,000 a year, the combined incomes would be \$20 billion a year, ~~(the equivalent to amount all Americans spend on shoes per year)~~. \$14.4 billion is estimated not reported to the IRS or \$2.9 billion in lost tax receipts.

✓ Prostitution abounds in the Twin Cities. Recent research estimates report there are 600-1000 juveniles alone currently working on the streets in the Twin Cities as prostitutes.

✓ Police use discretion in enforcement, and the level of enforcement pertaining to prostitution is primarily influenced by community pressure. Example: Neighborhood pressure for enforcement of street prostitution in St. Paul is extremely strong and results in frequent prostitution sweeps. Due to the high visibility and resulting citizen complaints, most prostitution arrests involve street prostitution.

✓ Collecting data on (the economics) of prostitution cannot be done in the traditional manner (of economics) because numerical data is few and unreliable. Example: Statistics on arrests, charges, and convictions are inaccurate because frequently offenders are charged with loitering and other misdemeanors when actually they were engaged in prostitution. The court process also is very lenient with the customers who equally violate the laws, allowing the total purging of arrest records after one year.

✓ Police expenditures can increase or decrease the probability of apprehension. The police budget is primarily costs of personnel. If larger amounts of money are budgeted toward the problems of prostitution, the level of enforcement will increase. Personnel costs to the S.P.P.D. directed toward prostitution is probably the least complex measurement of the economics of prostitution.

✓ (Pass out & discuss "Personnel Costs at S.P.P.D.)

✓ The criminal activities associated with prostitution reach far beyond the sexual acts. Crimes of theft, drug abuse, robbery, and assault are frequent byproducts of prostitution. In addition, the public health can be affected through the spread of communicable diseases.

✓ Although not likely the primary reason people enter prostitution, there appears to be a strong relationship between drug use to coerce into prostitution as well as prostitution used to support drug habits. It seems that the majority of street prostitutes in St. Paul are addicted to cocaine today. If the costs to society of prostitution were associated with the costs as a result of drug abuse, it is astronomical and so far-reaching as to be impossible to closely estimate.

(Decisions regarding enforcement cannot be considered only in monetary terms. The psychic/social costs of crime need also be considered. In using Cost Effectiveness Analysis (CEA) to determine whether a project (i.e. prostitution sweep, etc.) represents a worthwhile use of resources, it is necessary to convert the costs (disadvantages) of the project and the benefits into dollars.

advantages

✓ This is very difficult to value. Example: The mother who discovers her two-year old playing with a used condom in their front yard left by a prostitution trick the night before will put a far greater value on the benefit of eliminating her neighborhood street trade. If dollar amounts could be agreed upon, then the people in the community would need to make the decision as to how much they are prepared to pay for each level of service. A heated debate would occur before any decision might be made!

Rarely does just "common sense" lead to an economically efficient allocation of resources. Economists are seldom employed in the criminal justice system. Crime and its control is increasingly expensive. The economists have much to offer in the explanation of causes and the selection of policies for control. Police objectives/services are more vague and not easily subjected to measurement. This is further complicated by the absence of readily available information on values attached to outputs (i.e. money values on loss of life, rape, burglary, etc.).

George Bernard Shaw said: "Prostitution is caused, not by female depravity and male licentiousness, but simply by underpaying, undervaluing, and overworking women so shamefully that the poorest of them are forced to resort to prostitution to keep body and soul together."

Why do women enter prostituion? Many reasons have been given but one predominates. They do it for the money. The earnings are normally greater than from other "female occupations", particularly those which existing prostitutes can perform with poor educations and few marketable skills. They do earn more, but I strongly dispute some researchers conclusions that they can then "buy more and live better" or "the highest attainable standard of living" "to acquire material possessions".

have
Pimps + managers receive vast majority of income.

Show book →
In closing: *(I haven't decided if this is amusing or tragic, but in any case, it's interesting)*
The nation's largest legal brothel, Nevada's Mustang Ranch, was offered for sale for \$18 million. Strong Point, Inc. sought to finance the purchase with the public stock offering. The problem was that the sale of sex, though legal in Nevada, is out-lawed in states where shareholders are located. Consequently the shareholder might be considered violating the law for deriving income from the earnings of a prostitute. Most of us would question, "Who would want to own such a sleazy stock?" The founder says, "So they can brag to everybody they've got stock in the biggest whorehouse in the world."

APPROXIMATE PERSONNEL COSTS RELATED TO PROSTITUTION AT ST. PAUL POLICE DEPT.

*Note: All identified estimates are conservative.

Costs of Street Patrol Time:

arrests in 1988 = 614

Estimated 3 hours per arrest involving two officers = 6 hours per arrest

6 hours x 614 arrests = 3,684 hours

3,684 hours x hourly salary for officer \$18.26 = \$67,263.84

Citizen calls to police re. complaints of prostitution in 1988 = 938 calls

Squad time spent per dispatched call = 7.8 minutes

938 calls x 7.8 minutes = 7,316.4 minutes = 121.9 hours

121.9 hours x \$18.26 = \$2,325.89

Note: This does not include Dispatcher time etc.

Routine patrol time (observation, etc.) spent = 12 hours per week
(based on three officers estimates of 4 hours per week)

12 hours x 52 weeks = 624 hours per year

624 hours x \$18.26 = \$11,394.24

Total Street Patrol Time = \$80,983.97

Vice Unit Personnel:

1 Lieutenant	\$ 48,916.92	
5 Sergeants	213,376.60	(\$42,675.32 x 5)
1/2 Officer	18,989.49	(37,978.98 divided by 2)
Total:	<u>\$281,283.01</u>	

Estimated % of time spent re. prostitution = 60% = \$168,769.80

TOTAL PERSONNEL COSTS = \$249,753.77

(Total Departmental Budget = \$26,037,003)

PERSONNEL

Personnel costs are the most expensive part of John Sweeps. The usual staffing for a John Sweep is five sergeants and three patrol officers. Total cost per hour is \$149.15 before fringe benefits and overhead; \$223.72 per hour includes fringe benefits and overhead.

The above is for ten-year sergeants and five-year police officers.

John Sweeps can be done with fewer officers, but the safety of the decoy officer is compromised.

Each arrest takes approximately 45 minutes. Personnel cost per arrest is \$167.79.

AUTOMOBILES/EQUIPMENT

At least seven marked and unmarked vehicles are used for each John Sweep. A minimum cost per vehicle is \$10 for a total of \$70.

Other equipment such as hand-held radios and electronic equipment is used. The cost of this equipment is at least \$30 per day.

BOOKING

Lieutenant Grace Tester, Ramsey County Sheriff's Department, states it costs \$25 to book each prisoner. The booking process is completed by Ramsey County Sheriff's Department and includes the creation of a record, the setting of a court date, the setting of bail, inventory of property, the detention and an interview with a remand officer.

PROCESSING

Lieutenant Joe Polski states it costs \$65 to process each prisoner. Processing includes photographing, fingerprinting, creation of a record, checking for previous names used, checking for previous records, and maintaining records.

COURT COSTS

Mr. Jerry Hendrickson, Assistant City Attorney, states court costs can run from \$300 and up depending on what action the defendant takes. If the defendant pleads not guilty, court costs will be in the \$300 range. Higher costs come from jury trials and depends on the length of time the case takes and the number of witnesses needed.

Continued

Personnel Costs Per Arrest	\$167.79
Automobiles/Equipment Per Arrest	3.00
Booking Per Arrest	25.00
Processing Per Arrest	65.00
Court Costs Per Arrest	<u>300.00</u>
TOTAL COST PER ARREST	\$560.79

3-23-89
K. Bystrom
consideration

MINNESOTA WOMEN'S ECONOMIC ROUNDTABLE

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March 9, 1989

RECEIVED
MAR 14 1989
CHIEF'S OFFICE

Police Chief William McCutcheon
City of St. Paul Department of Police
100 East 11th Street
St. Paul, MN 55101

June 13

Dear Chief McCutcheon:

The Minnesota Women's Economic Roundtable wants to invite Officer Carolen Bailey of the St. Paul Police Department to speak on Tuesday, May 9, 1989, at our regular monthly lunch meeting.

We want her to talk on the "The Economics of Prostitution" and what it costs the police department, the court system, the city/county/state and the taxpayer, as well as the social costs.

We are aware of the fact that Officer Bailey is no longer a member of the vice squad, but several of our members have heard her give presentations elsewhere and they specifically have asked for her because she is articulate, knowledgeable and an excellent speaker.

The Minnesota Women's Economic Roundtable is a group of about 80 women from St. Paul, Minneapolis, the suburbs and Greater Minnesota who meet to educate themselves on the economy and economics - local, national and international. In May the meeting will be at the Minneapolis Club, 12 Noon to 1:30 or 1:45 PM. NE. Corner of 2nd Ave. + 8th St. (East direction)

Please let us know if an honorarium is appropriate for Officer Bailey or for the Police Department.

We look forward to hearing Carolen Bailey and hope that you will approve this request. I can be reached at 228-0338; Minnesota Women's Consortium, 550 Rice Street, St. Paul, MN 55103.

Thank you for your consideration.

(5th St. exit
Right on 7th Street
to 2nd Ave.
Left 1 block
Left on 8th

Sincerely,
Gloria Griffin
Gloria Griffin
Program Co-Chair

GG/lh Brick Bldg
with Jerry!
cc: Officer Carolen Bailey Pkg directly behind bldg.

MINNESOTA WOMEN'S ECONOMIC ROUNDTABLE

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MEETING NOTICE

WHEN: Tuesday, June 13, 1989

WHERE: The Minneapolis Club

TIME: 12:00 Noon

SPEAKER: Lt. Carolen Bailey, St. Paul Police
Lt. Bailey was the first woman Lieutenant on the St. Paul force.
She was past President and is now Executive Director of the
International Association of Women Police.

TOPIC: "The Economics of Prostitution"

IMPORTANT: All members are required to make reservations for lunch
themselves, as well as for their guests, to be received no later than 12:00
noon, Monday, June 12.

Please use the enclosed card for making reservations.

GUEST FEE REMINDER: All checks to cover the cost of attending guests (\$10.00)
should be sent to Deephaven Office Service.

ROSTER CHANGES: Please make the following changes to your Roundtable roster:

Lynda J. Burton
Sr. Vice President
Suite 1210

Judith K. Healey
4800 Fremont Avenue S.
Minneapolis, MN 55409

Kris Johnson
Vice President and General Manager
Peripheral Vascular Division

Virginia L. Ward
President
Scott's, Inc.
(W623-0027)

[Sept. 1, 1989]

A POLICE GUIDE TO HEALTH ENFORCEMENT

The public expects the police to handle a large number and variety of problems. Many of these problems perpetuate, and we're called repeatedly to deal with the same problem over and over again. The traditional police solutions, i.e. more patrol and more investigations, are limited and often have not been effective. When standard police methods do not have a substantial effect on problems that citizens want police to help solve, we should consider utilizing all available resources to target and eliminate problems. Enforcing criminal law is just one way to deal with community problems.

Resources that can be used include Health, Building, and Fire Codes. Recently, several crack houses have been condemned by the Health inspector as "Unfit For Human Habitation". Even when the dealers bail out of jail, they cannot set up operations at that same location. If a house has been placarded, that is, a sign is on the entrance door condemning the building, any person inside can be removed and tagged for "Occupying" the condemned building. This is a misdemeanor, so discretion can be used regarding making an arrest. Frequently such individuals also have existing warrants.

Buildings can be condemned as "Unfit For Human Habitation" if there are "gross unsanitary" conditions or the building is lacking in any of the "basic facilities". Basic facilities include all of the utilities i.e. gas, electricity, and water. The lack of any one of these is sufficient to condemn the building. The building or apartment unit must also have a toilet that's operational, an operational lavatory, tub or shower in the bathroom, a sink in the kitchen, and hot water. There must be heat in the winter. Although not always obvious, the electrical, plumbing, and heating systems must be in good condition.

"Gross Unsanitary Conditions" are those which the average person finds disgustingly dirty. Examples of this are massive infestations of cockroaches, an excess of dog and cat feces, or garbage in inappropriate places, such as the livingroom, particularly if maggots are present. "Garbage" means animal and vegetable waste resulting from the preparation of food. Flies in the house in the winter may be a tip-off. If the place really stinks, there's a reason and it's not always obvious.

In targeting a building location, be alert to your first over-all impression as you approach the building. If there is an over-powering smell, there is probably cause for a housing inspection. Junk in the yard or porch and a halo of scum around the door handle are early signs of probable violations. Junk cars in the yard can be towed through the Health Department, and the property owner can now be billed for \$150 plus storage. Note torn screens (= bugs in the house), "glazed" windows with years of crud never washed off, and shredded shades behind them. There is probably a worse mess inside.

If the resident opens the door, you'll have a line of sight of the interior. Try to not allow the resident to step outside so that you have an opportunity to step in. As you enter, a smell may radiate. Attempt to define it. Odors are difficult to hide. If you have probable cause to believe conditions are unfit, you can ask to inspect. Most will allow it. If it becomes necessary, you can explain that the Health Inspector may get a warrant and force entry. If you are allowed to enter and have probable cause to believe a violation exists, there is probably no problem in taking photographs. Check the kitchen facilities for the presence and condition of food.

What can we do when we see obvious violations? Action varies with the degree of severity. If circumstances are obviously hazardous or life threatening, the Health Inspector can be called to the scene for immediate action. From 0700 until 1630, the Health Inspector can be called at 292-7771 or contacted via radio. After these hours, the Communication Center will have phone numbers to call in emergencies. A beeper system may also be available. Examples of emergencies include no heat in the winter, where residents can be forced to leave. There are also stricter standards when children are involved because they are not in a position to correct the situation. If there are children living in a house without a toilet, for example, action can be taken the same day and the children removed versus a man living alone where follow-up is not as urgent.

In all cases, a detailed police report should be written with a copy directed to the Health Department. These reports should be very specific to facilitate action and prioritizing. A common mistake is the officer describing a "filthy mess that no one should live in", after which children are left there. The more vividly details are described, the more likely follow-up action will be successful. If you believe conditions are serious or it has already gained media attention, the Health Inspectors would appreciate a phone call early the next morning due to a time lag in their receiving police reports. The patrol day supervisor can make this call if provided with the information.

The Health Inspector advises if immediate action is not apparent, it does not mean that they aren't doing something. In non-emergency cases, standard procedure is to issue an order with a period of time to correct the problem, generally ranging from 24 hours to 30 days.

Also, keep in mind Basic Fire Safety Requirements. Contact the Fire Dispatcher or Fire Prevention for on-the-spot correction of serious life-safety violations, such as chains on exit doors, or situations which might immediately start a fire, such as chimney sparks or large accumulations of flammable waste, toxic materials, and combustible storage. The Fire Department and/or our Ornance Disposal Unit can respond to potentially dangerous conditions involving flammable liquids, blasting caps, explosives, fireworks, etc. Contact NSP for possible gas leaks.

Again, write a detailed police report, with a copy to Fire Prevention. If it is not an emergency and involves a building with three or more units, the Fire Inspectors will conduct inspections later according to priority to enforce standards of safety while considering the potential for loss of life and property. This includes checks on smoke detectors, extinguishers, fire door obstructions, etc. Fire Inspection also enforces the City Code which requires that every building/house has a numbered address on the front and rear, if there is an alley. Fire inspections are followed with written orders allowing specified times for compliance.

Health Enforcement is also responsible for violations in vacant buildings, which create an attractive nuisance, and will secure those that are open and/or vandalized. The process may, however be lengthy (6-10 days usually). The owners must be given an order and time to secure the building before the City can do the work. They are also responsible for enforcing noise codes (not loud parties), such as air conditioners and early construction crews.

If we use these resources available to us, some long-standing problems can be eliminated. There may not be another call.

9-1-89
C. Bailey

ROAST OF JOHN GILMORE, 1-12-90

When I confused the street that John lives on as Chickadee Lane instead of Hawk Lane, John explained, in his typical sense of humor, that it was because he was more of a chickadee than a hawk! Now I agree with that, except when he's playing the violin! - Though I must grudgingly admit that I was amazed that John played so beautifully.

John is the stereotyped mild-mannered, kind-hearted minister -until you find out where he lives. He's got to be on the take! God is not that good to him. -We never did launch an investigation because ~~it would~~ not be a good public relations thing for the police department ~~to~~ do. I have heard about a minister who throws the offerings up in the air, and "what God wants, he takes, and the rest the minister keeps"!

John is the perfect example of "what works for one may not work for the rest of us". John doesn't keep a notebook or calender like most of us for reminders. He keeps little, itty, bitty pieces of paper! -And they're in chronological order. You probably have noticed that he messes them up regularly, which is the only reason we excuse him when he fouls things up! *EX, I TRIED HIS TECHNIQUE OUT & IT DOESN'T WORK SO WELL FOR ME,*

My next door neighbor did the balloons. We needed helium, not hot air, or we would have asked John to help. I wasn't concerned about the color scheme, because Marlice says John "isn't very color oriented" and it's been obvious to the rest of us. I do know that his maturity level loves balloons!

Actually we used all the colors of the rainbow, because that's where John and Marlice will be - "somewhere over the rainbow". In case he gets in to trouble over there, we have a few things for John. (crime prevention materials)

John has done alot of ministering to emotionally ill persons and criminals, and some of this has rubbed off on him. Exhibit A is irrefutable proof of this (mug of John).

If you get in just a little bit of trouble, nothing big, something simple like spitting on the sidewalk, it might help to make you an honorary police reserve captain (badge and shield).

Seriously, John, we all dearly love you and already miss you. Though I did hear the comment that you ought to be a little concerned when alot of people are having such a good time trying to get rid of you!

ACADEMY ORIENTATION
2-27-90

Welcome! I'm Lt. Carolen Bailey from our Volunteer Services/Special Events Unit, which is responsible for our Police Reserve and Neighborhood Assistance Officer programs. We are pleased to have all of you join our academy. You are part of a select group that we believe can proudly represent and assist our department and the citizens of St. Paul.

You will be joining 123 Reserve Officers and 64 Neighborhood Assistance Officers who are well trained, dependable, and highly experienced. Our Reserves supplement the police department in situations that require extensive manpower. This includes traffic and crowd control at parades and large events, such as the Winter Carnival, State Fair, Taste of Minnesota, Civic Center activities, and soon the United States Olympic Festival. They also assist at fire scenes, crimes scenes (especially homicides), and other emergencies.

Our Neighborhood Assistance Officers assist within their own neighborhoods in crime prevention and a wide variety of non-law-enforcement duties. They are a welcome sight to those who have locked themselves out of their cars! Based on their knowledge of their communities, NAO's are able to detect problems early and direct citizens to proper sources for help. Other activities include house and business checks, premise surveys, searching for missing persons, dropping off crime prevention literature, identifying abandoned & stolen vehicles, directing traffic at accidents and special events, and attending neighborhood meetings.

The total number of hours contributed by Reserve and NAO's last year was 41,943! This is even more than the record previous year of 34,591 hours. This year and next year is expected to surpass this. The US Olympic Festival and the International Special Olympics will challenge us with many demands as well as great satisfactions.

Today I received a copy of our 1989 Annual Report - Patrol Division, and I'd like to read you part of it. (attached)

Now, perhaps you would like to know a little about this class. You will all become well acquainted and hopefully some good friendships will develop. Right now, you may feel a little lost and alone, but this will pass! 58 were accepted for this class. You have a wide variety of expertise which covers most basic human needs, including lab technicians, food preparation, security officers, teacher, cashier/clerk, word processor, interviewer, writer, legal secretary, secretary, computer programmer, sweeper, telecommunicator, forklift driver, sales, student, computer consultant, carpenter, brewery worker, car inspector, bilingual coordinator, and those privileged enough to be retired. The last class had a bar tender, but that seems to be missing here. You also have a psychiatric aid, mail handler, bus driver, construction worker, managers, factory assembly line, and grocer.

You have given many reasons for wanting to join the programs. 20 of you said you want to serve the community, 9 want to help people, 3 want to help and provide relief to the police, 2 want to help out at events. Other reasons given include: be active

(next page)

in the community, meaningful activities, meet people, personal enrichment, something always wanted to do, be active in the community, and think it will be fun! All of these reasons are justified. The program can be all of these and will give to you what you put in to it. About half of you indicated that you might be interested in law enforcement. The training you receive will be invaluable to you if you choose a police career as well as in your own personal lives. You will receive training and experience that many police departments cannot provide.

It is also interesting how you found out about the programs. 20 of you responded to an ad in the newspaper, 13 learned about it from other volunteers, 9 heard through a friend, 7 were referred by police officers, 4 learned from schools, 1 heard on the radio, two called in on their own initiatives, and 1 learned about the program from watching special events.

President George Bush recently said about volunteers, "What you're doing goes above and beyond dollars and cents. Your work and the work of many others as motivated as yourselves is a testament to the powerful idea that, along with the many rights and privileges that distinguish us as Americans, is the shared responsibility to look after one another.... I challenge every American who cares about the future of this country to get involved. Find a place or an organization where you can make a difference for someone else. From now on in America, any definition of a successful life must include serving others. It's not simply volunteering, but the personal act of helping others, which gives us membership in a community. Giving and expecting nothing in return is what it means to be a citizen. When you volunteer you confirm your citizenship. Volunteering is an act of heroism on a grand scale. And it matters profoundly..."

Welcome aboard! If you can make the commitment to attend and work in the classes, you will have passed the biggest hurdle. This will be the only time that you will be required to be available during specific hours. Your volunteer activities will be at your choice and convenience. We may plead, and cry a little, when we need you badly, but it is up to you. Every year, early in the year, we provide a volunteer banquet to honor you, where awards are presented for service and there's a lot of fun. We hope we'll see you all there.

You will have excellent instruction by both sworn police officers and our volunteers. Our training committee represents some of the best, and they along with Officers DeWitt and Golden are available to assist you along the way. If there is anything that I can also assist you on, I will be glad to do so.

C. Bailey

In effect, a relatively stable personnel pool has responded to increased reactive calls for service while at the same time, dramatically increasing proactive enforcement of serious crimes which can only speak to the productivity of the individual officers in the division.

Another major goal of the Division was to more effectively enforce traffic laws in a more rational manner than in the past through two means: The STEP program which targets times, locations, and behaviors; and DUI enforcement which targets status and behavior, any time, any place.

Hazardous summons, all other summons, and DUI arrests all showed significant increases for the year (See Charts 5 & 6).

1989 will provide our first opportunity to evaluate the STEP program with a comparative period (1989).

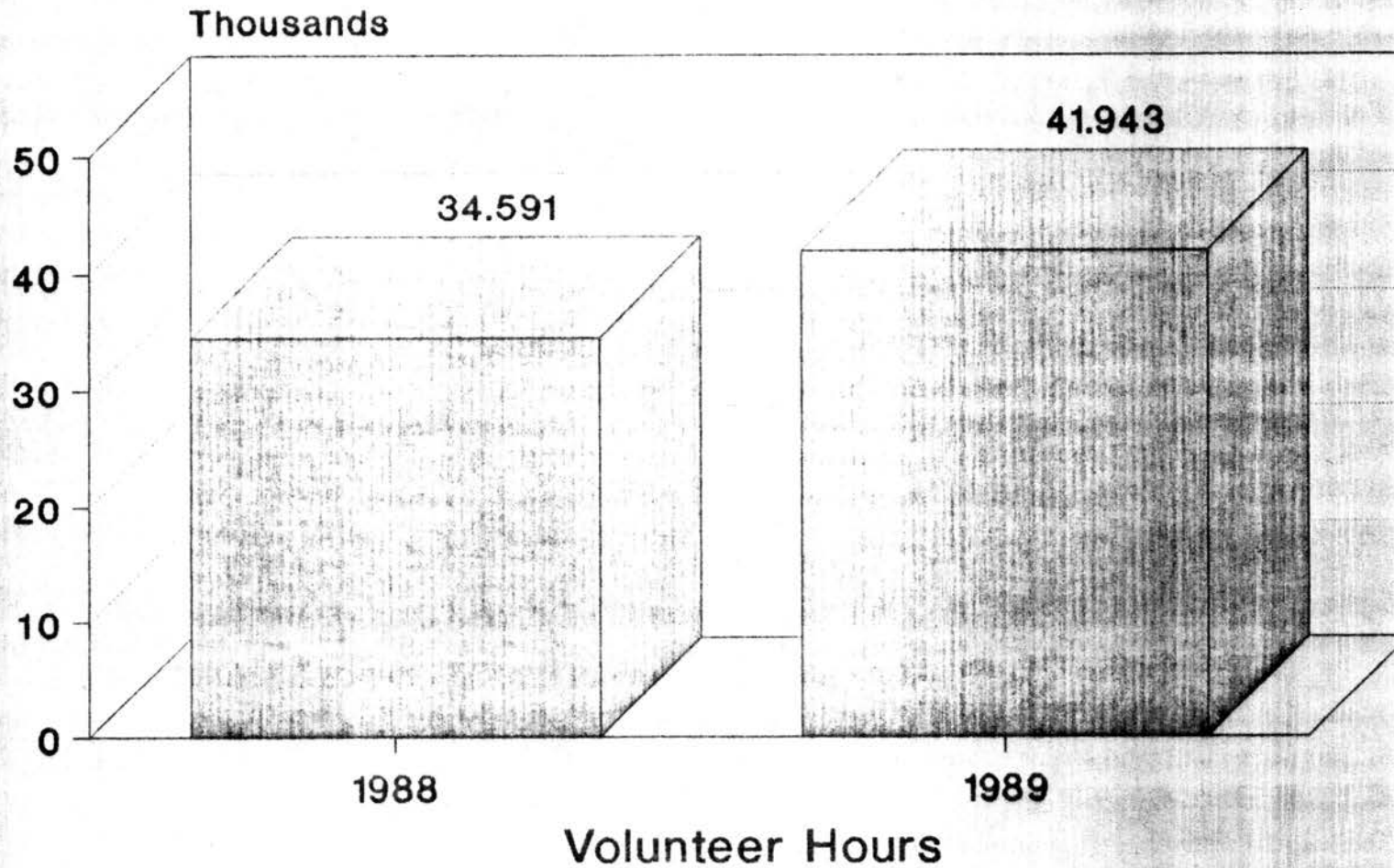
Our last significant goal has been to adequately staff and serve the multitude of public events that St. Paul enjoys. The list seems to grow each year and in many of them so does the number of people participating. The past year was a particularly strenuous year because of the National Street Rod Association's national meet which occurred during the busiest time of the summer. All of the events were handled with virtually no complaint, much praise, and no serious incidents.

As you can see from Chart 7, the number of hours volunteered to the Department by both the Reserves and NAOs increased significantly in 1989 and we expect that trend to continue over the next several years.

I am proposing to maintain basically the same goals and objectives for 1990. They are basic, largely measurable, and have proven effective over the past two years. We will continue to stress officer safety and survival, control street crime through vigorous law enforcement, with particular emphasis on serious Part I offenses, street narcotics, and prostitution violations, and we will continue to emphasize traffic safety and accident/injury reduction through vigorous enforcement in STEP areas and an emphasis on DUI offenses.

Given the constraints in assimilating the 1989 data, I have had a look at approximately 15% of 1990. Although I may be getting somewhat ahead of myself, I am extremely pleased with what I see as we are off to a screaming start. All of the fore-going is really a reflection on the men and women of this division who are in the trenches. They are the ones who really make it happen and the more I see of their tremendous efforts, the more impressed I become.

NAO & Reserve Volunteer Hours 1988 vs. 1989



Source: Volunteer Services

ACADEMY GRADUATION
December 18, 1990

Welcome! We are pleased to have all of you join us this evening for our celebration and graduation of the St. Paul Police Reserves and Neighborhood Assistance Officers. We are also proud to graduate six South St. Paul Police Reserve Officers who successfully completed our academy!

I'm Lt. Carolen Bailey from the Volunteer Services/Special Events Unit. I would also like to introduce to you:

Sworn personnel

Training Committee:

Tonight's graduates are part of a very select group that we believe can proudly represent and assist our department and the citizens of St. Paul. They began training on September 25 and have participated in 100 hours of specialized courses every Tuesday and Thursday evening with some Saturdays. Training included Traffic & Crowd Control, Police Radio Procedures, Report Writing, Self Defense, First Aid & CPR, Defensive Driving, and a variety of other subjects. They have already experienced traffic coming at them from every direction. While I was standing with five recruits and training officers at Arcade & Maryland, a mailman came by grumbling loudly about the waste of taxpayer's money while police stand around watching each other! This class has worked hard and performed exceptionally well, and they have earned the right to wear this uniform!

This class will be joining 123 Reserve Officers and 64 Neighborhood Assistance Officers who are well trained, dedicated, and highly experienced. Our Reserves supplement the police department in situations that require extensive manpower. This includes traffic and crowd control at parades and large events, such as the Winter Carnival, State Fair, Taste of Minnesota, the U.S. Olympic Festival, and the Gorbachev motorcade. They also assist at fire scenes, crimes scenes (especially homicides), and other emergencies.

To further acquaint you who are guests, our Neighborhood Assistance Officers assist within their own neighborhoods in crime prevention and a wide variety of non-law-enforcement duties. They are a welcome sight to those who have locked themselves out of their cars! Based on their knowledge of their communities, NAO's are able to detect problems early and direct citizens to proper sources for help. Other activities include house and business checks, premise surveys, searching for missing persons, dropping off crime prevention literature, identifying abandoned and stolen vehicles, directing traffic at accidents and special events, and attending neighborhood meetings.

Many of our referrals in to the programs come from our volunteers themselves (Pat Hustings), who relay the tremendous satisfaction that can be received from serving your community in this way. If any of you guests here tonight may be interested, we'd be glad to give you an application. Two of the graduates tonight were guests at our last graduation ceremony! The total number of hours contributed by Reserve and NAO's last year was 41,943! This year and next year are expected to even surpass this. The International Special Olympics will challenge us with many demands as well as great satisfaction.

It is now my pleasure to introduce our guest speaker, Marshall Schwartz from the International Special Olympics:

Marshall Schwartz grew up in Minneapolis. He graduated from the United States Military Academy at West Point in 1965. After eight years in the Army, he was recruited to the CIA, where he served for 15 years. His last assignment was as Chief of Station in a major U.S. metropolitan area. He is currently working as a member of Roy Smalley's staff, helping to coordinate planning for the 1991 International Special Olympics Games, which will be held in the Minneapolis-St. Paul metropolitan area next July.

We are pleased to assist the South St. Paul Police Department in training five of their Reserve Officers in this Academy. To pay proper recognition to these successful candidate, the South St. Paul Police Department is represented this evening by Captain David Vujovich.
Captain Vujovich:

Will the graduating class please stand and repeat after me the Oath of Office:

As your name is read, will you please come forward for your certificates:

We're very proud of this outstanding class and expect great things from you!

Will you all join us now for refreshments.

"I _____ AS A POLICE VOLUNTEER OFFICER, RECOGNIZE MY
PRIMARY RESPONSIBILITY IS TO SERVE THE PUBLIC. TO ACHIEVE THIS END, I
SOLEMNLY SWEAR TO UPHOLD THE CONSTITUTION OF THE UNITED STATES AND OF THE
STATE OF MINNESOTA, AND TO OBEY THE LAWS OF THE UNITED STATES AND THE STATE
OF MINNESOTA, AND THE ORDINANCES OF THE CITY OF SAINT PAUL.

I WILL OBEY THE RULES AND REGULATIONS OF THIS DEPARTMENT, THE ORDERS OF
MY SUPERIOR OFFICERS, AND STRIVE TO MAINTAIN A SPIRIT OF TEAMWORK AND
COOPERATION WITH MY FELLOW OFFICERS."

*Hoagie 2nd Tues. of June
lunch*



CITY OF SAINT PAUL
OFFICE OF THE CITY COUNCIL

JANICE RETTMAN
Councilperson

M E M O R A N D U M

TO: Carolen Bailey
Police Department

FROM: Janice Rettman, Councilperson *[initials]*

DATE: April 17, 1990

RE: Speaking Engagement Request

Carolyn, I would like to request that you attend the next meeting of the 3PR Committee (Property rights, Property responsibilities, and Property remedies Task Force) chaired by Ramsey County Commissioner, Ruby Hunt; and myself.

The meeting will be held Thursday, May 10, 1990, at 4:00 p.m., in Room 326, at the Landmark Center. You would be the first speaker. The remainder of the meeting, after you have spoken for 30 to 45 minutes, would be updates by the individual subcommittees.

At each general meeting of the 3PR Task Force, we have a speaker who presents their particular vantage point of housing. The first speaker was Ann Norton, the new Housing Court Referee. The second speaker was Frank Staffenson, who identified the housing code enforcement components as they relate to different types of problems found inside housing units.

in her usual enthusiastic, thorough, solve the problem style, asked me
Specifically, Commissioner Hunt and I would like you to speak in regard to what the Police Department is seeing in terms of housing problems, in terms of crime in neighborhoods, in terms of stabilizations of neighborhoods, vandalism, gang activity, criminal behavior, and the impact those things have on housing and the stability of a neighborhood. *since this encompasses most of what we do, I have selected a couple points to open for questions/discussions*

As I will be on vacation, please feel free to confirm with either of my Legislative Assistants, Joe Collins or Kathy Ziemann, at your earliest convenience. It is my understanding you will be on vacation until I leave, and vice versa. I am hopeful that you will be able to attend. Thank you very much.

JR:cln

cc: Commissioner Ruby Hunt

DEPARTMENT OF POLICE
CITY OF SAINT PAUL
INTER-OFFICE COMMUNICATION

5-7-90

Ed:

Prior to sending this letter, they talked to me about attending and indicated they would obtain Chief's approval (and I didn't discuss any specifics, pending approval). Since I received the letter, I have been trying to contact all three of them and still have not talked to them about this. Their suggestions for subject matter are so general that I have no idea what they want or how this relates to their Committee!

Can you check to see if the Chief has approved this and/or if he wants me to appear? This will take preparation, and it is likely that others would be more appropriate (though I don't know who, since I have been unable to get any more information). I certainly would prefer not to do it (and was going to agree because I thought the Chief agreed), though there isn't much notice to cancel unless you have a substitute?

I left another message today for them to call me on Wednesday morning (I will be gone Tuesday). Will you let me know what I should do? Thank you for any help!

Carolyn
Carolyn Bailey

May 10, 1990 - Property Rights, Responsibilities, & Remedies Task Force

Before I mention some dismal issues, I would like to begin on a note of optimism. Generally, our housing and neighborhoods in St. Paul are exceptionally good. I have escorted numerous visiting police officials from other states and countries who are unanimously astounded at the condition of even our lower socio-economic neighborhoods, commenting about how clean they appear, the absence of trash, etc. Also, having just returned from observing housing in Russia, I am particularly grateful. Other than a few palaces, there are virtually no homes the quality of our average homes, and in Moscow, there are no private dwellings whatsoever. A residence permit is required to live in Moscow, most apartments are two rooms, and since there are no new permits available, it is usually necessary to sub-divide your own unit if your children marry and want to live alone. It is good to occasionally count our blessings!

The public expects the police to handle a large number and variety of problems. If there seems to be no other solution or resources, "call the police!" Many of the problems seen by police perpetuate, and we're called repeatedly to deal with the same problem over and over again. The traditional police solutions, i.e. more patrol and more investigations, are limited and often have not been effective. When standard police methods do not have a substantial effect on problems that citizens want police to help solve, all available resources should be utilized to target and eliminate problems. Law enforcement has moved in to an era of "Problem-Oriented Policing". As a background for addressing housing concerns, particularly as it relates to our department's attack on "crack houses", I would like to briefly describe Problem-Oriented Policing. The title seems to be a euphemism for "targeting" (hit the problem with all the resources you've got). However, it also encompasses the re-emergence of the philosophy of community policing as it was originally intended to be, that is, police represent and facilitate the work of the community. Community policing tells us the right things to do (the priorities of the community), and problem-oriented policing directs us in how to get those things done right. In this context, a problem is something that concerns or causes harm to citizens, not just the police. Addressing problems means more than quick fixes but dealing with conditions that create problems. Initially, any and all possible responses and resources available to resolve a problem should be considered. Police must proactively try to solve problems rather than just react to the harmful consequences of problems. This philosophy allows officers freedom to experiment with new approaches and identify new resources and contacts.

This approach is particularly effective in eliminating neighborhood nuisances. Cooperation between the police, other agencies, and the neighborhood residents have resulted in the closing of facilities which have been seriously disruptive in the neighborhoods. (Recent example: restaurant on University Ave.)

Perhaps the worst housing conditions seen by police are the "crack houses". To attack these problems, we have joined forces with the Health, Building, and Fire Inspectors. Frequently the inspectors had been unable to gain entry to inspect, and our search warrant provides this opportunity. Previously, those charged with cocaine offenses bailed out and were back operating the same crack houses, but

(over)

70%

the inspectors have condemned many of these houses as "unfit for human habitation", preventing the re-entry of the crack dealers. It is common to find these houses without water, electricity, floors rotting through, windows broken, garbage and trash everywhere, etc. These are major concerns to the neighborhoods. The key to our enforcement is community support. The community quickly becomes alert to the crack house with traffic increasing at all hours, physical deterioration of the property, etc., and it is crucial that these citizen concerns are reported to the police for quick action, particularly since many crack houses are continually on the move. For the purpose of alerting our officers on the streets of health enforcement codes, I prepared a training flier identifying possible violations. Unfortunately, these crack houses are increasing in numbers (1987 - 37 CIRT raids, 1988 - 52 raids, 1989 - 64 raids). Typically, these crack operations are gang related with fire arms present. Following the condemnation of these houses, the owners begin to be concerned about to whom they are renting, because it costs money to bring the house up to housing codes. Most of the building owners seem to be aware of their renters' activities. Unfortunately, some are afraid or unsure of the procedure to follow in eviction. The eviction process is slow, and even a conscientious owner loses enthusiasm with delays and bureaucratic procedures. Abatement or confiscation of such property after three convictions for narcotic, prostitution or disorderly house violations is appropriate for those owners who have been appropriately notified and warned, but this law is cumbersome and courts are reluctant to remove property from owners.

There are many other problems associated with housing, including the lack of housing facilities for those who are homeless and a critical need for temporary housing for those who are attempting to escape from violent situations. Transients moving in and out of neighborhoods create an atmosphere of apprehension and distrust as residents question who belongs in the neighborhood. Residents perceive of everyone as transient, therefore concluding that no one cares about the neighborhood.

It is the perception of the neighborhood that becomes the neighborhood - just as it is the perception of crime, not crime itself, that creates fear. At the community level, disorder and crime are closely linked in a developmental sequence. Untended property becomes fair game. A car with a broken window will soon be attacked by further vandals. A vacant lot with garbage will quickly be used by others to dump more trash. Once the barriers are lowered to signal that "no one cares", vandalism and crime begin to flourish. "Untended" behavior leads to a breakdown of community controls, and a stable neighborhood rapidly becomes a jungle (example: graffiti sends the message that the neighborhood is uncontrolled and anyone can invade it). Failing to do anything about drunks and vagrants or gangs standing about in a menacing manner can destroy an entire community, and yet no one may be breaking the law. In response to fear and believing no one else in the neighborhood cares, people then begin to avoid one another, further deteriorating the neighborhood. There is a close relationship between order-maintenance and crime prevention. (In case you have not read the excellent article, "Broken Windows", I brought some copies and think you will find it interesting and helpful)

Lt. Gary Briggs from our Crime Prevention Unit and Sara Cwayna, our recently hired Crime Prevention Coordinator, are also here today to answer any questions.

C. Bailey

Quite often in our work we get small pleasures in unexpected ways. I'll bet Our efficient secretary in the Vice Unit answered the telephone one day and was quite capable of dealing with the routine inquiry, but the caller demanded to talk to a "real police officer". Officer Ann St. George took the call. Ann is a great under-cover street cop but did not have the tolerance to cope with this caller when he refused to believe that she wasn't "just another secretary". She cheerfully transferred his call when he demanded to talk to her supervisor. Sgt. Cheryl Indehar took the call! Cheryl can talk anyone under the table, and it became quite clear that this male caller didn't believe women can handle the job and didn't want to deal with a woman. He demanded to talk to the "person in charge of Vice", and Cheryl said, "One moment, please, I'll transfer you to Lt. Bailey." By the time I took the phone, they were all gathered around chuckling, and the caller quickly accepted the fact that he was going to have to deal with a woman!

There's still resistance out there to using women in traditionally male fields, higher level professions, and management. Women have moved into and up in the workforce for one reason: Women can do the job! Much of the progress of women can be attributed to three supporting factors: federal legislation, a few enlightened administrators, and the determination of women.

Judy Rodine asked me to share a little of my personal and professional experience, how I got where I am, who provided support, etc.

I have been fortunate because I have had a very supportive husband for thirty years, but that's because he's a vocational education instructor! Both he and our three sons have always appeared proud of what I have done, even when their teachers posted newspaper stories in the classroom.

I'll very briefly share a few things that have worked for me:

1. First, we must know what we want and be prepared to go for it. That's called, determining our goals! Most people don't stop and consciously think about where they'd like to be - tomorrow, a year from tomorrow - and ten years. Think about it. If you could accomplish anything you want in your career, what would it be? You CAN do it, if you want it badly enough!

Every goal means a price. Does the benefit exceed the price? I never changed an assignment because I didn't like what I was already doing, but I valued the challenge more.

Have you ever said, "I wish that I had done this or that with my life" or "If I was starting all over again, I would .."? Whatever you wanted to do, do it now. It's never too late, and - you're never too old. After almost 20 years working as a homicide investigator, I was assigned as a patrol lieutenant and conducted my first roll call with new braces on my teeth. If I can do that, you can do anything!

2. Be willing to take RISKS. Try new things, and don't set limits. Ask yourself, "What is the worst thing that can happen?" Don't expect the worst, but be prepared to deal with it. Many years ago when I decided to challenge the restriction on women to take promotional exams, the Chief said to me with a twinkle in his eyes, "I can transfer you to Juvenile Division (as though that was a penalty worse than death)". I responded, "Chief, you can't hurt me", because I had considered all possible consequences, and none of them outweighed my goal.

Learn to accept mistakes, and don't be too hard on yourself. We all make them. If the going seems especially rough, remind yourself that this too will pass. Trying never to make mistakes impairs your ability to take calculated risks.

3. Keep your SENSE OF HUMOR. Humor is survival. It is ridiculous to take ourselves too seriously, because in the long run, the earth will be a lifeless iceball. With grace, humor, and comradery, we can pull through anything. Besides, humor is fun!

4. Work on PEOPLE SKILLS. Even more important than having great ideas is being able to communicate them both verbally and in writing. The asking style of leadership is far more effective in motivating than ordering with no explanation.

It is especially important to be courteous to those below you. You can measure the big person by how she treats the little person. Besides, it can pay off. The mail clerk will always volunteer to turn the stamp machine on for me when I have a late letter going out.

5. NETWORK. Develop positive contacts everywhere, especially at conferences like these. Women must learn to gain support from other women, just as men do with other men. As you climb in your profession, reach back and give a hand to other women. Most top people build their own armies to get the job done. We must have people we can count on and trust. Build a TEAM of support by treating people fairly and standing up for them when they are right. Example: The Vice Unit is pro-active and must decide priorities for enforcement. I decided to operate it on the Team concept, which also eliminated problems of one lazy sergeant and the men excluding a woman from the planning and execution of details. Each week, we met as a unit and decided where to concentrate our attention. As a result, the investigators became more enthusiastic, creative, and work production more than tripled over previous years.

6. Being a woman can be an advantage. Men don't always know how to deal with us and how to fit us in. Women are more free to break the rules of power and get away with it. Since women are new to the power structure, they're often not even expected to know what the rules are, such as who sits where at a staff meeting, etc. Men seem to prefer to avoid a face to face confrontation with women. They have a tendency to forget requests in writing from a woman but will frequently grant requests in person rather than argue or listen to persuasion.

It is not people but SYSTEMS that have power. To gain power, we must be effective in dealing with systems. We can't delude ourselves - the "GOOD OLD BOYS" system is alive and well. The problem erupts when the good old boys are really the bad old boys. Women need to learn the political as well as technical skills as they move up. The top is a political arena. Don't buy in to the good old boys system or you'll be patronized and won't get anywhere. Be aware of it, learn how it works, work around it, and fight it when necessary IF you have the tools. Fighting can be fun and very satisfying but stressful. Example: I won a million dollar law suit from a once powerful man, but it was time-consuming and tiring. Bureaucracies seldom change internally. There are almost always external pressures present.

7. Radiate SELF-CONFIDENCE. Don't let anyone convince you that you can't do the job!

C. Bailey

MINNESOTA CENTER FOR WOMEN IN GOVERNMENT

September 25, 1991

Laura Savin asked me to speak on your theme for this year, "Risk Taking", and to relate this to my own personal experiences. Twenty minutes to say something meaningful is tough! Especially for me when my boss once recognized that it takes me that long to present an introduction. When I learned that the "text" would be published, I knew I had to organize my thoughts.

Have you ever said, "I wish that I had done this or that with my life" or "If I was starting all over again, I would .."? Whatever you wanted to do, do it now. It's never too late, - and you're never too old. After almost twenty years working as a homicide investigator, I was assigned as a patrol lieutenant and conducted my first roll call with new braces on my teeth. If I can do that, you can do anything!

Taking risks ranges from risking mere embarrassment to losing your job, health or life. We begin risk-taking by pursuing (or if the opportunities come easier, accepting) the challenges of a new job, no matter how insignificant it may seem. Approximately fifteen years ago, Judge Poritsky ruled that male police officers could not work as under-cover decoys to arrest female prostitutes unless female officers also worked undercover as "prostitute" decoys to arrest male customers. There was a serious neighborhood problem with young girls, mostly 12-14 years old, working the streets as prostitutes with heavy male traffic. I was eager to work as the first "cop prostitute", and the Chief agreed, with the sceptical comment, "-but I think you're too old!" In the first hour and five minutes, I arrested eleven, and my total tally was sixty. I never let the Chief forget his comment, but it could have been humiliating to have gotten all dressed up and nobody took the bait.

Women seem not so much to avoid risk-taking as to be accepting of tradition or their current status. (example:) In the early days, it was customary for a woman to complete schooling and marry a "nice man" without considering there might be alternatives. I did just that; the only unusual difference at that time was I then began a career. I was soon told by the Personnel Director that women with children shouldn't work, which I ignored. Today many women choose to begin their careers and consider marriage later - and they would likely react appropriately to the statement that women with children should not be working! However, there remain some women who achieve a certain comfort level in their jobs and do not challenge their right to advance further. If this is because they are consciously satisfied, that's okay, but if it is because they fear "rocking the boat" or not being liked/accepted, this is unfortunate. A well qualified woman officer once told me that she wasn't going to take a promotional exam because the men "wouldn't like it". This was even a poorer excuse because it wasn't true and such reasons lose respect.

We can't delude ourselves. The "GOOD OLD BOYS" system is alive and well. We can't buy into the good old boys system to be liked or we'll be patronized and won't get anywhere. However, to advance, we need to learn the game and to adapt to rules we

didn't make. Fortunately, women are much better at adapting than men. Entering a domain (management, etc.) inhabited by men and fashioned after male stereotypes is not easy. We need to find out what rule is stopping us from doing what we want to do, then find out what other rules will help us do it and what rules can be changed. The most feared word in the "game" is "WHY", why have we always done it this way, why is this the only/best way, etc. Work organizations are in transition, and bureaucracy is too expensive and inflexible. They can no longer do it because "it's always been done". It's a great time for women to break the pattern. We also need to learn the political as well as technical skills to move up. The top is clearly a political arena. Management is too important to leave to the boys and the old games!

Perhaps the first risk I took in challenging the administration occurred when I pursued the right to take a promotional exam to Sergeant. As a "Policewoman", I had not been allowed to take promotional exams. In addition, there was Veteran's Preference which was a federal barrier that I didn't know how to fight. However, in 1971, Veteran's Preference was revised to apply only to entry level exams, so I began talking to people in authority and received various assurances and was even offered the promotion without exam which would not have made it available for other women. Finally I went to the Dept. of Human Rights, who were eager to accept a complaint but added the media would pick it up, so I delayed long enough to notify the Commissioner first. The Chief said at that time, perhaps with a twinkle in his eyes, "I could transfer you back to Juvenile Division." I responded, "You can't hurt me, Chief", because I had considered all possible outcomes. I learned very early that if you're going to take on the good old boys, you must believe you can win with the tools you have and you must be fully aware of the worst possible repercussion. Don't expect the worst, but be prepared to deal with it. (Example: Maplewood law suit).

-But we all know repercussions as a result of discrimination law suits are "against the law"! In reality, all things are possible, and court action is difficult to prove, prolonged, expensive, and very stressful. -And always be alert to "hidden agendas"/motives in the "game"; they're usually there!

Keep your sense of HUMOR. Humor is survival. It is ridiculous to take ourselves too seriously, because in the long run, nothing makes any difference. One day the earth will be a lifeless iceball. Some comments should not be taken too seriously. We need to differentiate intentional versus non-intentional sexism, not necessarily to tolerate it but to respond differently/appropriately to it. The punchline in "Wings" T.V. show was, "Some people are not insensitive; they're just stupid!" With humor and comradery we will pull through anything. Keep in mind during tough times, "this too will pass".

In playing the game, there will be a time when we must give serious consideration to our own ethical limitations. We can't be silent or apathetic when we see something we know is wrong. If we fail to respond, we are as guilty as they are. We need to set our goals, accept the risks, and take control!

If we are the best that we can be, no matter what our assignment, treat other people fairly and with respect, then somehow it all seems to happen.

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