



STRATEGIC PLAN

2024 - 2029

Women in Federal Law Enforcement, Inc.
WIFLE Foundation, Inc.



WIFLE
2200 Wilson Blvd.
Suite 102, PMB-204
Arlington, Virginia 22201-3324

Women in Federal Law Enforcement, Inc.
January 1, 2024 – December 31, 2029

WIFLE HISTORY

Women in Federal Law Enforcement, Inc. is a non-profit organization established in June of 1999. Women in Federal Law Enforcement, Inc. and WIFLE Foundation, Inc. continue to expand the work of an inter-agency committee formed by the U.S. Departments of Justice and Treasury in the 1970s, addressing issues related to the underrepresentation of women in federal law enforcement.

Mission

WIFLE's mission is to promote gender equity through leadership education and provide training, research, scholarships, awards, and networking opportunities in partnership with federal law enforcement agencies, WIFLE members, and WIFLE sponsors.

Vision

WIFLE's vision is to strengthen federal law enforcement operations through the achievement of gender equity and inclusiveness at all levels.

Values

WIFLE values communication, collaboration and credibility as an effective leadership style while maintaining a commitment to high ethical standards.

Goals

- To assist federal agencies to recruit, retain, and train women in federal law enforcement.
- To identify federal agency barriers to hiring, promoting, and retaining women in law enforcement professions.
- To monitor progress and recommend methods to hire, promote and retain women in federal law enforcement.
- To enhance the image of women in federal law enforcement in the communities we serve.
- To promote the value of communication, collaboration, and credibility in leadership styles.
- To research issues affecting women in federal law enforcement and establish and maintain an information-sharing network.

Goal 1: Transformative Leadership Training and Professional Development

WIFLE's goal is to strategize, plan, and deliver a forward-leaning annual leadership training and professional development program to maximize career opportunities for women in federal law enforcement to successfully compete and excel in their chosen profession.



Priority 1.1: Enhance Your Career Capabilities

WIFLE's priority is to serve as an educational and professional training resource to prepare our members and WIFLE attendees to assume positions of greater responsibility by presenting a robust training agenda that includes tactical, operational, and professional development topics for women in sworn and non-sworn positions; providing resume guidance and interview preparation; increasing opportunities to network with high-profile executive mentors; and expanding your professional readiness.

Performance Outcomes

- Address female underrepresentation by highlighting the systemic barriers that prevent women from maximizing their full career potential.
- Allow women in law enforcement to better position themselves to compete for promotion and other high-profile assignments and professional career development opportunities.
- Assist federal, state, and local law enforcement agencies who are working to increase the percentage of women within their respective ranks.
- Ensure that the platform for achieving gender equity in law enforcement is recognized, valued, and remains a major organizational priority.

Priority 1.2: Maximize Professional Development

WIFLE will continue to partner with our federal executives and leaders as we develop significant training topics -- relevant to all member agencies -- and ensure they are presented during our Annual Leadership Training workshops and general sessions.

Performance Outcomes:

- Expand the number of WIFLE Executive Leadership Institute (WELI) sessions that are held at our Annual Leadership Training. WELI workshops are specifically designed to prepare women at the GS-13, GS-14, GS-15, and SES levels to lead, become change agents, and challenge them to accomplish greater goals.
- Empower more women to attain the rank of Senior Executive Service (SES) and additional high-profile executive-level positions.
- Continue to highlight emerging topics that promote and encourage diversity, equity, inclusion, accessibility, leadership, professional development, and "out of your comfort zone" philosophies and principles.
- Expand participation in the free webinars offered exclusively to WIFLE members through Justice Clearinghouse (JCH) where they can take advantage of the year-round virtual sessions on a variety of relevant topics taught by thought leaders and experienced law enforcement professionals.
- Encourage our members and WIFLE attendees to participate in Flash Mentoring at our Annual Leadership Training to connect with our cadre of accomplished professionals who support this yearly endeavor.



Goal 2: Connecting through Collaborative Partnerships

WIFLE will maximize partnership alliances with senior law enforcement executives within the federal government, members of Congress, academicians, policy and decision-makers, diversity and inclusion practitioners, and advocates for change.

Priority 2.1: Address Female Underrepresentation

WIFLE's goal is to prioritize every opportunity to collaborate with affinity groups/organizations, corporate sponsors, colleges and universities, professional associations, and public, private, and non-profit sectors to devise viable strategies for addressing the underrepresentation of women in federal law enforcement.

Performance Outcomes:

- Engage in meaningful dialogue about existing policies, programs, initiatives, and processes that impact the recruitment, hiring, retention, and promotion of women to positions of greater authority and responsibility throughout the law enforcement ranks.
- Enable WIFLE Foundation's Leadership to present thought-provoking general sessions and workshops on topics that will increase the number of women recruits as well as advance the rate of women applying for promotions within the law enforcement ranks.
- Encourage greater collaboration with colleges and universities with a high percentage of female students who are interested in pursuing careers within the law enforcement profession.
- Develop and support the discussion and sustainability of family-friendly policies; workplace flexibilities; pregnancy and post-pregnancy accommodations; workforce disability and accessibility concerns; mental health, trauma and well-being, safety issues, firearms proficiency, and threat management concerns.

Priority 2.2: Leverage Federal Partnerships, Affinity Groups, and Private Sector Organizations

WIFLE will continue our strong alliances with federal partners, affinity groups, and private sector organizations through important discussions on strategies, trends, programs, policies, and initiatives affecting women in law enforcement.

Performance Outcomes:

- Establish a stronger connection and rapport with heads of federal agencies and progressive executive leaders to engage in partnership meetings, town hall discussions, and other topics relevant to the continual progression of female employees and leaders.
- Engage with the U.S. Office of Personnel Management (OPM) Office of Diversity, Equity, Inclusion, and Accessibility (ODEIA) concerning Executive Order (EO) 14035

and work with the experts in assessing barriers to achieving diversity and inclusion in the Federal workforce.

- Represent WIFLE Foundation, Inc. at leadership development forums with the following affinity groups and stakeholder organizations: National Organization of Black Law Enforcement Executives (NOBLE); Hispanic American Police Command Officers Association (HAPCOA); National Asian Peace Officers Association (NAPOA); National Native American Law Enforcement Association (NNALEA); and National Association of Women Law Enforcement Executives (NAWLEE), Federal Law Enforcement Officers Association (FLEOA) and other important stakeholders.
- Leverage federal agency partnerships to create equitable opportunities to maximize the recruitment, hiring, promotion, retention, professional career development, leadership development, mentoring, and networking of women in federal law enforcement.

Goal 3: Highlight WIFLE Foundation, Inc.’s Scholarship Program and the WIFLE Mentor Program

Each year at WIFLE Foundation, Inc.’s Leadership Training, we host an Awards Ceremony to highlight the courage, bravery, and dedication of women whose tremendous accomplishments in law enforcement are unparalleled. During this memorable event, we also award scholarships to deserving undergraduate, graduate, and post-graduate students interested in a career in law enforcement.

Priority 3.1: Expand the Level of Awareness About WIFLE’s Professional Career Development Opportunities

WIFLE offers several scholarships to talented individuals to meet demands in the field of law enforcement and to foster the professional development of those engaged in this honorable profession. Eligible students may major in criminal justice, social sciences, public administration, computer science, finance, chemistry, and physics. Students must be enrolled full-time in a four-year, accredited U.S. college or university, must maintain a grade point average of 3.0 or above, and are required to have completed one year of college before applying for the WIFLE scholarship.

Performance Outcomes:

- Engage with colleges and universities with criminal justice and related curriculums to promote WIFLE scholarship opportunities and eligibility criteria.
- Expand our sponsorship outreach to inform potential WIFLE supporters about our goal to impact the career aspirations for young women who are interested in pursuing degrees in law enforcement and related fields of study.
- WIFLE Leadership expands the level of participation in local area job fairs and listening sessions to engage with students about their law enforcement aspirations.

Priority 3.2: Increase Mentoring Connections and Community Outreach



Established in 2020, the WIFLE Mentor Program was designed to encourage more women and men to pursue careers within the law enforcement profession. The goal is to set the foundation for mentors and proteges to engage in a real-time dialogue about work-related challenges or concerns that are preventing women from reaching their greatest career potential.

Performance Outcomes:

- Establish a WIFLE-focused community outreach process to impact young girls and expose them to female law enforcement leaders who can serve as coaches and mentors.
 - (WECEI – WIFLE Engagement and Community Impact).
- Launch a publicity campaign within the WIFLE membership to garner additional mentors and invite them to participate in Flash Mentoring at our Annual Leadership Training.
- Offer WIFLE’s Flash Mentoring sessions to additional federal agencies and organizations with the goal of increasing our networking capabilities through community outreach.

Goal 4: Expand Relevant and Credible Research

WIFLE is the only non-profit organization in the United States dedicated to identifying barriers to the recruitment, retention, and promotion of women in federal law enforcement. As a result, we offer empirical research from renowned researchers who have identified significant trends, barriers, and insights into issues facing women in law enforcement.

Priority 4.1: Encourage Policy Review and Analysis

To increase gender equity in law enforcement, WIFLE must continually encourage agency-wide policy reviews and analysis of the following issues relevant to women: work-life balance, pregnancy accommodations, mental health, recruitment, promotion, retention, gender identity, systemic and attitudinal barriers, workplace and sexual harassment, and female underrepresentation – a universal problem that has been in existence since the early 1970s.

Performance Outcomes:

- Increased collaboration with colleges, universities, and foundations that advocate for reformation, refinement, and implementation of programs, policies, processes, and initiatives that support gender equity.
- Stakeholders within the federal government promote and cultivate a culture of inclusion and receive a return on investment through increased performance, morale, and productivity.
- WIFLE Foundation, Inc.’s Leadership training hosts relevant workshops and general sessions that provide significant research findings and recommendations to executive leadership and other critical decision-makers.
- Increased percentage of females reaching levels of greater responsibility within the law enforcement profession.



Goal 5: Strategic Communications, Social Media, Branding, and Professional Associations

WIFLE uses a variety of internal and external platforms to share our organization's foundational values of communication, collaboration, and credibility. These are important principles of leadership to our law enforcement counterparts and stakeholders because they serve to advance diversity, empowerment, inclusiveness, and integrity.

Priority 5.1: One-Voice Policy

WIFLE's executive leadership team and Board of Directors maintain a one-voice policy when communicating with traditional media, social media, legislative offices, and WIFLE members.

Performance Outcomes:

- Build new relationships with stakeholders, media, and lawmakers.
- Conduct press conferences, issue press releases, and publish articles to increase awareness and advocate/educate on issues impacting the recruitment, retention, and promotion of women in federal law enforcement.
- Educate the public and increase interest in matters concerning women law enforcement professionals through external media outlets (television, newspaper, radio, internet, etc.)
- Present research and scientific findings that promote and increase the recruitment, hiring, retention, and promotion of women in federal law enforcement.
- Deliver timely information via the WIFLE website, Twitter, Facebook, and LinkedIn, etc. to its membership, to law enforcement components, and to the public regarding applicable changes in policy, emerging trends in law enforcement, and items of concern and relevance impacting federal law enforcement.

Priority 5.2: Maintain Our Critical Rapport with Members of Congress and Federal Agency Representatives

One of WIFLE's main priorities is to establish and/or maintain an excellent rapport with members of Congress and Federal agency representatives so we can stay current with any concerns regarding the recruitment, hiring, promotion, and retention of women in federal law enforcement.

Performance Outcomes:

- Conduct monthly agency representative meetings, quarterly executive meetings, and quarterly conference calls within WIFLE membership as well as outreach to all law enforcement components and the public where applicable.
- Deliver timely information via published quarterly newsletters, posted agency job announcements, and professional development opportunities.
- Seek out opportunities to prepare and submit congressional testimony on issues and barriers affecting women in federal law enforcement.
- Increase awareness of WIFLE's actions among members and potential members



WIFLE
2200 Wilson Blvd.
Suite 102, PMB-204
Arlington, Virginia 22201-3324

Goal 6: Maximize Sponsorship and Maintain Strong Sustainability

WIFLE will maintain its reputation and authority as a non-profit organization and the only one of its kind by continuing to identify, support, recommend, champion, promote, and encourage identified best practices that increase the recruitment, retention, and promotion of women, at all levels, in federal law enforcement.

Priority 6.1: Increase Sponsorship through Advocacy Engagement

Since 2006, the WIFLE Foundation, Inc., has provided scholarships to scores of deserving young women who are interested in joining the ranks of federal law enforcement. The Foundation is also the educational entity responsible for our Annual Leadership training, professional career development, mentoring, networking, and effective partnerships.

Performance Outcomes:

- Allows WIFLE Foundation, Inc. to host state-of-the-art yearly leadership training -- as well as seminars and workshops -- on timely topics of significant relevance to women in law enforcement.
- Enables WIFLE Foundation, Inc. to provide scholarships to foster the professional development of students who have a desire to pursue a career in law enforcement.
- Provide the highest quality professional leadership training for our stakeholders.
- Enables WIFLE Foundation, Inc. to organize, direct, and promote the Annual WIFLE Silent Auction, Julie Y. Cross Memorial Golf Tournament®, and other annual fundraising events to raise funds for the Scholarship Program.

Performance Measures:

Each January, the WIFLE Board will meet with the President and Vice President to review and approve the strategic plan. The Board will also review the annual operating plan to include all strategic goals and outcomes, such as specified future actions, responsible persons, and completion dates throughout the year that will be executed in furtherance of the strategic tactics selected for completion.