



**International Association of
Chiefs of Police**

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January 15, 2004

The Honorable Gale A. Norton
Secretary of the Interior
U.S. Department of the Interior
1849 C Street, N.W.
Washington, D.C. 20240

Dear Secretary Norton:

I understand that officials at the Interior Department have proposed the U.S. Park Police Chief Teresa C. Chambers be removed from her position and have initiated a series of administrative steps that would lead towards her dismissal. The charges made against the chief and the recommendation that she be removed from office are extremely serious and require the greatest possible level of scrutiny and care as these actions are considered. I have every reason to believe that you will ensure that a fair and impartial review is conducted in this manner and thank you for every effort you make in this regard.

As President of the International Association of Chiefs of Police, I want you to know that Chief Chambers enjoys tremendous respect among her peers. Her law enforcement career spans nearly three decades and is filled with notable accomplishments that worked to promote strong and effective policing in the communities she has served. It also is a career that reflects the dedicated efforts of a talented public servant who has frequently been asked by the law enforcement executive community to play a leadership role on its behalf.

As an individual with substantial experience in administering large and complex agencies, I know that the challenges you face in rendering a final judgment here are enormous. Without the full record before me, I can make no assumptions about the facts that are before you nor do I send this communication to you with a specific recommendation for any action you should take.

I do, however, write to ask that you take into consideration the whole person--and the truly successful track record of Chief Chambers—as you conduct your final analysis.

Secretary Norton
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I am sure that it goes without saying that as human beings, we will certainly make mistakes at some time or times in our lives. That is a reasonable expectation, and as leaders we encourage those we supervise not to be afraid to make mistakes—not the same mistakes. A zero defect environment thwarts initiative.

In doing what has to be done, in this case, we, in the law enforcement executive community only ask that consideration be given to allowing this proven, outstanding performer, the opportunity to continue to serve.

I appreciate the fact that you have taken the time to read this letter and look forward to hearing from you in the very near future.

Sincerely,

Joseph M. Polisar

Joseph M. Polisar
President