

THE COMMAND POST

Institute for Law Enforcement Administration Alumni Association

DECEMBER 2013



Welcome from the President

Alumni phrase for this year: **“New and Innovative!”**

It is my pleasure and honor to have been elected as the Alumni President for the 2013/14 year. A special thanks to outgoing President – Chief Deputy A. Jay Six, Jr. His efforts have not gone unnoticed – thank you!

With the economy still in a state of flux, the uncertainty of police agencies budgets, and other shortfalls in training, ILEA is looking for new and innovative ways to increase course attendance and develop topics based on today’s needs.

The Alumni and Institute are looking into some great changes for next year’s Contemporary Issues and Ethics Conference. I have made a suggestion to offer social activities to enhance a homecoming feeling. This conference was originally designed to offer topics relevant to law enforcement and to create an opportunity for Alumni to reconnect with former classmates and make new friends. The upcoming conference is being held in a different time frame than what we are accustomed to – the new date is August 6-8, 2014. A tentative agenda is in place and listed below are a few of the proposed topics:

- Ethics of Force
- Law Enforcement Interrogation: An Ethical Perspective
- Electronic Control Devices
- Law Enforcement and the Mentally Ill
- Henry Lewis Gates and Racial Profiling
- Role of Supervision in Motivating and Maintaining a Culture of Ethics

Please mark this on your calendar and don’t forget that Alumni members attend **FREE!**

I look forward to serving you. If you have questions, concerns, suggestions or just want to have coffee – I can be reached at 972.547.2785 (work) or 214.725.3689 (cell).

**EARN TCOLE CREDIT
FOR FREE! ATTEND
THE CONTEMPORARY
ISSUES AND ETHICS
CONFERENCE!**

2013/14 ALUMNI BOARD

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Sergeant Randall E. Meyer
McKinney Police Department, TX
rmeyer@mckinneytexas.org

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Midwest City Police Department, OK
tblackwell@midwestcityok.org

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McKinney Police Department, TX
jellenburg@mckinneytexas.org

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jkitchens@dallascounty.org

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McKinney Police Department, TX
sbrewer@mckinneytexas.org

ILEA STAFF LIAISONS

Gregory Smith
gsmith@cailaw.org

Tracy Harris
tharris@cailaw.org

Policy Considerations: Planning and the Punishment Process

There is Not Adequate Collaboration between the Public, Politicians, Practitioners and Researchers in Order to Improve the Punishment and Sentencing Process

Political leaders are influenced by public opinion. If they develop legislation and/or policy that are not in accord with what the public thinks then elections may be lost. Policies may be enacted that are popular with the public but have little impact on crime or support by researchers. These planning issues are widespread and are not limited to the United States. For example, England was one of the first countries to emulate American criminal justice policies, adopt harsh criminal justice sanctions and, in turn, created an overcrowded prison system. The literature suggested that England's policymakers were motivated by political self-interest.¹ Many times U.S. criminal justice legislation and/or policy are adopted for similar reasons. The "three strikes" laws, for example, are embedded in political issues related to being labeled as either soft or "get tough" on crime and controversy remains as to whether these strategies are effective at controlling crime.

Policy is now trending toward "softer" alternatives that reduce criminal penalties, invest in human capital, and rely less on the prison as the primary mode of punishment. This "smart on crime" philosophy involves a shift in collective attention as it relates to crime control issues. It moves the debate away from an emotionally-based understanding of crime that views punitiveness and the prison as essential crime fighting instruments, to the efficacy and moral justness of softer data-driven prison alternatives.² The Council of State Governments is currently partnering with the Pew Center and has been instrumental in supporting this effort through a "justice reinvestment" approach. Justice Reinvestment researches "evidence-based practices" from around the country in order to reduce crime and thereby reduce the need for more prison beds." How long will this "smart on crime" strategy exist? How similar is this model to the rehabilitation model of the 1960's-1970s? Have political leaders been influenced by political self-interest or is this a new era of solution-based practices that will begin to address these deficiencies?

There is a gap between politicians, practitioners, and the public that brings a different set of priorities to bear on this issue. For example, political leaders that support alternative sanctions were concerned about prison overcrowding and the cost of incarceration. They thought the public would favor using alternatives for the same reason; however to the contrary; the public favors multiple sentencing goals, and a balanced approach that includes being "tough" with the most violent and dangerous offenders while simultaneously increasing the effort to rehabilitate those offenders the public believes can be turned around without serious risk to the community.³

THERE IS A GAP BETWEEN ACADEMICS AND PRACTITIONERS

The gap between academics and practitioners is of greater concern. A systematic study conducted by Debra J. Jordan and Michelle Roland found statistically significant differences between academics and practitioners related to the type of material read in periodicals. The results indicated that academics read research articles more frequently than other types of journal material, while practitioners were more likely to read practice-based articles.⁴ Academics conduct unbiased research intended to determine which correctional programs achieve their objectives and why they are or are not effective in reaching their goals. Ideally, practitioners would then use these findings to design and implement programs that replicate the methods found by academics to be most fruitful in achieving correctional objectives. Often, however, this does not occur due to a lack of collaboration between academics and practitioners.

BASIC SOLUTIONS

Academics are advised to strengthen their partnerships with practitioners by including



ILEA VISITS LEBANON ISF IN BEIRUT

ILEA Director and CAIL President Travel to Lebanon

As part of the on-going training initiative with the U.S. Department of State and the Lebanese Internal Security Force, CAIL's president, Mike Marchand and vice president Neil Moore recently visited the headquarters of the Lebanese Security Forces in Beirut.

The purpose of the trip was to conduct a site visit of the facilities to be used to train 200 mid-level ISF commanders in U.S. police principles of leadership and ethical decision-making.

The training of ISF mid-level commanders was scheduled to take place in September but was postponed due to instability in the region. Associate directors Gregory Smith and Daniel Primozić will conduct two one-week seminars for junior officers in May 2014.

This training is a continuation of the initiative to train ISF Colonels and Generals in these same leadership principles that has taken place at CAIL's facility in Plano since 2009. In fact, the seventh group of high level ISF commanders to visit the Center was here November 4-15.



continued



49TH MANAGEMENT COLLEGE

The 49th Management College graduated 29 officers on April 26, 2013. Included in the class were officers from Alaska, Arkansas, Louisiana, Missouri, Oklahoma and Texas. Congratulations to the following outstanding men and women:

Brian S. Alford, Farmersville PD, TX
 Patrick D. Bonner, Dallas County SD, TX
 David S. Campbell, Juneau PD, AK
 Chris Carlson, Grand River Dam Authority, OK
 MaKeshia Carr-Harris, Bossier SO, LA
 James E. Cook, Coppell PD, TX
 Jeff Garner, North Richland Hills PD, TX
 Stephan Granberry, Irving PD, TX
 Sonny Hall, Malvern PD, AR
 Tommy Hamilton, DFW Airport DPS, TX
 Donnie Keith, Bossier SO, LA
 David LaRocca, Wylie PD, TX
 Shannon Mack, Bossier SO, LA
 Robert McAmis, Southlake PD, TX
 David Miller, Bossier SO, LA
 Matt R. Miller, Wylie PD, TX
 Kyle Coby Pewitt, Richardson PD, TX
 Tuck Saunders, Hewitt PD, TX
 John Singleton, Carrollton PD, TX
 Brice Smith, Sherman PD, TX
 Charles Smith, Duncanville PD, TX
 David L. Stevens, Arlington PD, TX
 Andrew M. Tatsch, Tarrant Co. SO, TX
 Jon "JT" Taylor, DFW Airport DPS, TX
 Roy True, Kansas City PD, MO
 Thomas D. Turpin, McKinney PD, TX
 David Valliant, Rockwall PD, TX
 Garland Wolf, Midlothian PD, TX
 Ted Zettle, Irving PD, TX

ENROLLING NOW FOR 2014 50TH SCHOOL OF EXECUTIVE LEADERSHIP (FORMERLY THE MANAGEMENT COLLEGE)

This is an intensive eight-week program (March 3-April 25) designed to prepare senior-level law enforcement managers and administrators for leadership in the complex world of public executives.

51ST SCHOOL OF EXECUTIVE LEADERSHIP (FORT WORTH)

We are bringing our eight-week school to Tarrant County! It will be offered in four two-week sessions per month beginning in September 2014. Check www.theilea.org for details.

Policy Considerations *continued*

them in the development of evaluation plans and translating evaluation findings into practical suggestions for program improvement. Researchers should instruct practitioners in basic evaluation research goals and methodologies. This enables practitioners to be competent consumers of research studies and their findings. Researchers should also assess the effectiveness of current methods for disseminating information to practitioners. Direct contact with appropriate agencies is better than expecting practitioners to find relevant research in professional journals and other publications.⁵

Guidelines for practitioners in improving partnerships with academics include recognition that research is essential to the effective and efficient use of their time and resources. Otherwise, they have no objective measure of whether their work is having its intended effect. Practitioners must also commit themselves to continuous quality improvement by creating a learning culture, choosing appropriate measures of program implementation and client performance, and using data for action planning. Practitioners must also supervise staff to ensure they are trained and guided to execute evidence-based structures and methods.⁶

Recommendations⁷

In order to address these issues and solidify these strategies more collaboration is needed between the 10 planning collaborations and/or forums at the national, state and local level that include representatives from the community,

address key issues in punishment, sentencing and corrections issues to provide participants with new information, stimulate discussion, and offer best practices and *solutions* to emerging criminal justice strategies.

¹Tonry, Michael, *Punishment and Politics: Evidence and Emulation in the Making of English Crime Control Policy* NCJ # 205917, 2004

²Percival, Garrick, *'Smart on Crime': How a Shift in Political Attention is Changing Penal Policy in America* (2011). APSA 2011 Annual Meeting Paper. Available at SSRN: <http://ssrn.com/abstract=1901238>

³Roberts, Julian V., Hough, Mike, *Attitudes to Punishment in the U.S.: Punitive and Liberal Opinions* (From: Doble, John, *Changing Attitudes to Punishment: Public Opinion, Crime and Justice*, P 148-162, 2002 NCJ-199891).

⁴Jordan, Debra J., Roland Michelle, *Journal of Leisure Research*, "An Examination Of Differences Between Academics And Practitioners In Frequency Of Reading Research And Attitudes Toward Research" Vol. 31, 1999

⁵Sperber, Kimberly G., Hanley, D., Henderson-Hurley, M. *Federal Probation* "Bridging the Gap between Theory and Practice: A Call to Action" Volume: 69 Issue: 1 June 2005 3:6 NCJ 210864

⁶*Ibid.*

⁷*Policy Considerations: Planning and the Punishment Process* is a series of articles that summarizes research on criminal justice issues we are facing today, with special emphasis on planning and the punishment process in U.S. Criminal Justice Systems. Each article in the series identifies the problem(s), offers basic solutions and concludes with policy recommendations based on research knowledge available at the time of writing. *Policy Considerations* presents the authors' own views and/or research on the selected issues. Les Smith 2022 Forest Hills Rd. Grapevine, Texas 76051 Email grapevineles@verizon.net Phone: 817 994 8851.

Les Smith is the Criminal Justice Coordinator with the Tarrant County Administration Criminal Justice Office. Les is a long-time supporter of ILEA and a member of the Alumni Association. Note: This article is the personal opinion of Mr. Les Smith and not a position of the Tarrant County Government.



110th School of Police Supervision

On June 28, twenty-seven officers graduated at ILEA headquarters from the 110th School of Police Supervision. The class was comprised of 16 different agencies from the states of Texas and Oklahoma. Congratulations to the following graduates:

Carlos Below, Mansfield ISD PD, TX
 Geoffery Caldwell, Mesquite PD, TX
 Min Chong, DFW Airport DPS, TX
 John DeLong, Univ of North TX PD, TX
 Denise Dimonda, Addison PD, TX
 Brad Ewell, Plano PD, TX
 Joseph Florance, Rockwall PD, TX
 William Franklin, DART PD, TX
 Sylvester Fumey-Nassah, DART PD, TX
 Joseph Hernandez, DFW Airport DPS, TX
 John D. Holyfield, DART PD, TX
 Paul Huchton, Kerrville PD, TX
 Justin Jewell, Texarkana PD, TX
 Johnny Johnson, DART PD, TX
 Shane R. Keenan, Midwest City PD, OK
 Chris Kjelsen, Kennedale PD, TX
 John Lee, Highland Park DPS, TX
 Billy McAnally, Texarkana PD, TX
 Cameron McBean, Plano PD, TX
 Ramona Rosborough, Univ of North TX PD, TX
 Joe Smith, Mesquite PD, TX
 Dale Stevens, Rowlett PD, TX
 Pete Uranga, Univ of North TX PD, TX
 Caren Wolf, DFW Airport DPS, TX
 John Woodruff, McKinney PD, TX
 Jaiman Yarbrough, Kerrville PD, TX
 Teddy Yoshida, Richardson PD, TX



111th School of Police Supervision

On October 25, twenty-nine officers graduated at ILEA headquarters from the 111th School of Police Supervision. The class was comprised of 19 different agencies from North Carolina, Oklahoma and Texas. Congratulations to the following graduates:

Keith D. Barrow, Apex PD, NC
 Robert Beavers, Moore PD, OK
 Steven Brassil, Rockwall PD, TX
 Sherry Buford, Richardson PD, TX
 Jered Cameron, Highland Village PD, TX
 Cari Coker, Denton Co SO, TX
 Derick Daniel, Tarrant Co Hosp Dist PD, TX
 Jarrod Davis, Coppell PD, TX
 Vernell Dooley, Denton PD, TX
 Kyle Dudley, Moore PD, OK
 Paul Fritz, Carrollton PD, TX
 Robert Hamilton, Denton County SO, TX
 Lucky Harkins, Midwest City PD, OK
 Steve Hayslip, Farmersville PD, TX
 George Hensley, Mesquite PD, TX
 Jacob Hill, Texarkana PD, TX
 Aaron Krause, Addison PD, TX
 Josh Laird, McKinney PD, TX
 Monique Lenczycki, McKinney PD, TX
 Katie Moore, Sherman PD, TX
 Farrel Ritchie, McKinney PD, TX
 Randy Robinson, Corinth PD, TX
 Wes Rutherford, Carrollton PD, TX
 Brad Sweeden, Texarkana PD, TX
 Jamie Taylor, Tarrant Co Hosp Dist PD, TX
 Sarah Tharp-Hernandez, Denton Co SO, TX
 Stoney Ward, Little Elm PD, TX
 Randi Wiggins, McKinney PD, TX
 Tony Zanolini, Mesquite PD, TX

ILEA UPCOMING PROGRAMS

| | |
|---|--------------------|
| Basic Police Supervision | Dec 2-6, 2013 |
| Advanced PIO Training: Communicating in Crisis | Dec 16-18, 2013 |
| Social Media | Dec 19, 2013 |
| School of Police Supervision (Arlington) | Jan 6-31, 2014 |
| Crime Analysis (Fort Worth) | Jan 6-7, 2014 |
| Police Leader Development (Fort Worth) | Feb 10-14, 2014 |
| 50 th School of Executive Leadership | Mar 3-Apr 25, 2014 |
| Internal Affairs | Apr 7-11, 2014 |
| Leadership Conference | May 5-7, 2014 |

THE MANAGEMENT COLLEGE CHANGES ITS NAME!

In keeping with the mission of the Institute to provide continuing education that prepares the next generation of leaders for law enforcement, the ILEA staff, with the assistance and consultation of our Advisory Board and students, decided to change the name of our flagship program. The Management College is now the School of Executive Leadership. This name change reflects our continuing effort to provide modern, innovative and excellent education in the challenging and rapidly changing field of law enforcement.