



THE INFORMER

The Georgia Jail Association Newsletter

FALL 2016

2016 GJA SUMMER CONFERENCE REPORT

The Georgia Jail Association 2016 Summer Conference, held this year at Brasstown Valley Resort in Young Harris, was a great success.

The conference began Sunday afternoon with a very special guest speaker, former commander of the U.S. Navy Blue Angels Captain Donnie Cochran. CPT Cochran spoke on the dynamics of leadership and how crucial a role teamwork plays in getting an organization's mission accomplished. This year's training schedule was rounded out by some exceptional instructors including Jack Ryan and Major Vance Williams of the Atlanta Department of Corrects.

On Monday, both the GJA Vendor Show and Golf Tournament were well attended and several members walked out with excellent raffle prizes.

On Tuesday, the GJA took time to reflect upon our departed brothers and sisters at the annual Prayer Luncheon.

Chaplain Al Booker gave a very special message and the GJA instituted a new tradition by the ringing of a memorial bell as the names of our fallen were read.

On Wednesday's Annual Business Meeting the GJA membership voted to honor the memory of Mr. Paul Strickland, a long time friend and vendor, by renaming the Professional Service Award to the Paul Strickland Professional Service Award.

The Conference closed out with the annual awards banquet. Many deserving officers were recognized for their efforts and the 2016-2017 GJA officers were sworn into office. The GJA was especially honored to have Sheriff Chris Clinton of Towns County be our featured speaker and to have his family as our banquet guests.



CPT Donnie Cochran, USN (top) demonstrating a leadership point and Sheriff Chris Clinton speaking at the GJA Awards Banquet

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Robert Sowell Sworn In As GJA President



**MAJ(R) Robert Sowell
2016/2017 GJA President**

On Wednesday, June 29th, Robert Sowell was sworn into office as the 2016/2017 GJA President by outgoing President Don Pinkard.

Hello Georgia Jailers and Supporters,

We have just completed another great training conference at the Brasstown Valley Resort in Young Harris, Georgia. Our conference was kicked off by the former Commander of the U.S. Navy's Blue Angels, U.S. Navy Captain (Retired) Donnie Cochran. Captain Cochran encouraged us by speaking to us about leadership. We then went on to receive many other

hours of training from excellent instructors.

On behalf of the board and all GJA members, I would like to congratulate Don Pinkard on his successful tenure as President of GJA. Don's dedicated service and commitment is exemplary. An especially big thank you goes to Don as well for orchestrating our vendor show this year.

A special thanks to Sheriff Chris Clinton of the Towns County Sheriff's Office, for your hospitality and for speaking at our awards banquet.

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2016-2017 GEORGIA JAIL ASSOCIATION OFFICERS

President	Robert Sowell	Clayton Co. S.O. (Ret.)	(678)588-6488
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2016-2017 GJA AREA REPRESENTATIVES

Region 1	Dereck Cochran	Bartow Co. S.O.	(678)721-3040
	Brent Upshaw	Bartow Co. S.O	(770)382-5050
Region 2	Daniel Coles open	Barrow Co. S.O.	(770)307-3080
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Region 5	Frank Woods	Gwinnett Co. S.O.	(770)668-6349
	Roy Johnson	Atlanta Dept. of Corrections	(404)865-8001
State-At-Large	Gary Dover	Bartow Co. S.O.	(770)382-5050
	Zack Greeson	Barrow Co. S.O.	(770)307-3080

2016-2017 GJA APPOINTED STAFF

Secretary:	James Walters	Bartow Co. S.O.	(770)382-5050
Chaplain:	Algernon Booker	Gwinnett Co. S.O.	(770)619-6500
Parliamentarian:	Tom Wilson	Forsyth Co. S.O.	(678)386-5598
Historian:	Frank Sosbee	Hall Co. C.I.	(678)989-9674
Sgt. at Arms:	Charles Johnson	Atlanta Dept. of Corrections	
Sgt. at Arms:	Sherita Ballard	GPSTC	(478)993-4560
Editor & Webmaster:	Bruce Bley	Barrow Co. S.O.	(770)307-3080
Vendor Relations:	Don Pinkard	Gwinnett Co. S.O.	(770)619-6670



2016 GJA Award Winners

The Georgia Jail Association salutes these award winning individuals.



Officer of the Year

Officer Sabrina Henley
Atlanta Department of Corrections



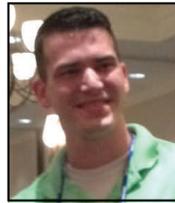
Supervisor of the Year

SGT Cheryl Spencer
Troup County Sheriff's Office



GJA Meritorious Award

LT Michael Holmes,
Atlanta Department of Corrections



GJA Meritorious Award

Officer Jonnathun Mouton
Walton County Sheriff's Office



GJA Civilian Award

Ms. Jamille Bradfield
Atlanta Department of Corrections



Training Officer of the Year

CPL Shannon Barnes
Troup County S.O.



President's Award

LT Evette McKenzie
Gwinnett County Sheriff's Office



President's Award

CPT Bruce Bley
Barrow County Sheriff's Office



Administrator of the Year

MAJ Anthony Rhodes
Fayette County Sheriff's Office

Longtime Loyal Friend to the GJA, Paul Strickland Passes Away



The Georgia Jail Association mourns the death of Mr. Paul Strickland who passed away Tuesday, June 28, 2016. Paul was one of the founding members of A & S Commissaries and had a multitude of friends throughout the GJA membership.

In honor of the life and legacy of Paul Strickland and his many years of dedication to the Georgia Jail Association, the members of the GJA voted to rename the GJA Professional Service Award to the Paul Strickland Professional Service Award at their annual meeting on Wednesday June 29, 2016.

The below article was published on the AJC.com on August 1, 2016.

Paul Strickland, 82: Georgia State Trooper's Life A 'Success Story'

David Schick, Atlanta Journal-Constitution

"If there's such a thing as a success story in this world, it's my dad," Derek Strickland said.

"If anybody had a right to be sorry in life, it was my father. He was born poor. He had to live in an orphanage most of his life. He worked farms all of his childhood. But Daddy made something of himself he didn't let those circumstances keep him down and he bettered himself."

Paul Strickland, a sharecropper's son who became a University of Georgia basketball star and longtime Georgia State Patrol officer, was born April 28, 1934, in Clarke County. He died June 28 at age 82.

His father "grew up with "nothing," Derek Strickland said, in a large family, 11 brothers and sisters and a lot of mouths to feed. The family was poor, but found a way to earn a living as sharecroppers.

"All of them worked," he said. They worked and picked crops by hand. "My daddy and his sisters and brothers picked cotton. They still have the scars on their fingertips from when they picked it."

When he was nine years old, Paul's mother died and Paul went to a "boy's home," which was what they called the local orphanage. From nine to 19, the Boys' Estate in Darien, Ga. was where Paul grew up.

He excelled in all sports, from football to track to baseball, but it was his

basketball prowess that earned him a scholarship to the University of Georgia. Derek said he still has newspaper clippings with headlines that credit his dad with various game-winning points or other game highlights.

After college, Strickland joined the Georgia State Patrol, where he worked for 34 years. He retired in 1988 at the rank of lieutenant with many honors. After his passing, the Georgia Jail Association officially renamed the GJA Professional Service Award the "Paul Strickland Professional Service Award in honor of his unwavering and selfless support of the GJA and its member agencies."

He was also one of the founding members of A & S Commissaries, a company he and his son worked at together that supplies commissary items to sheriff's offices in Georgia.

One day, Derek remembers, he got a call from the secretary for the Thomas County Sheriff's Office. "We tried to get a piece of business in Thomas County Sheriff's Office, and we could never get in there," he said, "Never could make any headway with it." Before that day.

Derek said he noticed the whole time they were talking, Sheriff Carlton Powell was just looking at his dad. Eventually, Powell told his father, "I know you from somewhere."

When he asked, "Where'd you go to high school?" Strickland replied that

he had gone to Darien High School. "I thought I remembered you," Powell said. "Y'all played us in the 1954 State Basketball Championship game in Macon, Ga."

They started talking about the game like it had happened yesterday, going through the various plays, layups, rebounds, and steals. "Your daddy was a thief on that basketball court," Powell told Derek.

Strickland later brought back a gift for Powell, a copy of a printed-out program from that basketball game. Powell said it was a well-received gesture, especially since he didn't have many things from his past because of a house fire.

From that point on, every time they got together, Powell said he and Strickland would have a little chit-chat about their old high school days. "It was a just a coincidence that we all came to know each other," he said.

Strickland often said, "A stranger is just a friend I haven't met yet."

He is survived by his wife of 60 years, Patricia Bond Strickland; sons Derek Strickland and Jason Strickland, both of McDonough; grandsons Bryson Strickland and Joshua Mundy, both of McDonough; sister, Nell Caldwell and a host of nieces, nephews and friends.

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A Gift to Yourself

Rick Almand, Certified Personal Trainer



Rick Almand

We find ourselves moving at an ever more hectic pace, in part due to the technology boom (everyone is connected to everyone instantaneously). We are far removed from the 50s and 60s where the “Leave It to Beaver” neighborhood actually existed (I lived it). Add to the mix the seemingly more uncertain nature of our future. The stability that was more common in the mid to late 20th century has given way to a more fluid dynamic. Through this prism, view the following scenario many of us are living to-day.

Focused on Helping

For those of you who are head/s of the household, you are often times focused on helping other family members that have one or more jobs and/or one or more children, all of which, along with your own life commitments, has become very time consuming. There are aging parents, aunts and uncles who may also need your support. Now add the arrival of the holiday season with little sister Thanksgiving and big brother Christmas and stir. The result is a whirlwind of non-stop action for a 30 day period with seemingly no way to get

off the merry-go-round. You can only soldier on. It is at this time of the year that you begin to wonder if you can handle it all.

Be Heartened

But, to neglect yourself because you feel there is just no time, in the long run, becomes very counter-productive. I have several clients that, over the course of this year, have taken on the responsibility of a family member - a sister, a father, a mother or a brother. One underlying theme has come to the surface. They all (yes, all) realized that if they had not committed to a fitness regimen, the tasks at hand would have been far more difficult. The stairs have become easier. Carrying bundles of clothes is not a challenge. Moving furniture takes less out of them. Grocery shopping and preparing meals doesn't drain them. They face the next morning with less trepidation because they feel better than they have in years. They have come to the realization that they still have an upside.

How Did That Happen?

There are several reasons why working out does the opposite of tiring you out. First, you know you are supposed to be exercising. Whether it's consciously or subconsciously, you are taking care of business. Check one off your bucket list. Second, by concentrating on the process of exercising, you are, for a period of time, not distracted by the day-to-day. Coming to the gym becomes an hour of respite, 60 minutes of taking time for yourself to regroup and reenergize, where the responsibilities of the world take a back seat. Third, the exertion of pushing, pulling, lifting, jogging helps burn off your stress. Move it to lose it. The exercise helps flush out the trials of the day and re-sets your focus. You will actually

leave the gym with more energy than when you walked in. So now you know the answer to the title of this column. The gift you give yourself is the gift of health. If you neglect yourself in the mistaken belief you'll get around to it later, your well-intended efforts will spiral down and could become an albatross around your neck. Yes, you will continue to persevere, willing yourself forward but, your health will suffer for it.

The Difficult Decisions

The hardest decision you may have to make (other than starting an exercise program) is how much of your time do you commit to other people. Sometimes you have to learn to say no or ask other family members to pitch in. The end game should be to make sure that you take care of yourself so you can have, over the long haul, a better chance of taking care of others. I know it may be difficult and you may see it as selfish, but would sacrificing yourself truly benefit your family? Come next holiday season, will you still find yourself 'soldiering on' with no relief in sight?

Good Luck and Good Health!

Rick Almand is a certified personal trainer based out of Winder, GA. He can be contacted at 404-312-9206 (or) Rick@UltimateBest.net. His websites are UltimateBest.net and BabyBoomersSurvival-Guide.net

GEORGIA JAIL ASSOCIATION



Robert Sowell Sworn In As GJA President (cont. from pg. 1)

Thank you to all the vendors for their unselfish commitment to the GJA, supporting our organization all these years. Also, to the dedicated instructors which are so much a valuable part to the success of our conference each year, thank you.

To the board members, thank you for your dedication and hard work year after year, your commitment to GJA is so important. It's through the support of our members, Sheriffs, Chiefs, Wardens, family and friends that GJA continues to exist, you are a tremendous help and the backbone of our organization.

My background is in training and it is my intent to increase the amount of training available to our members and guests in Georgia. The association was founded to provide free or low cost training to jailers all over the state. I along with Major Gary Dover and Captain Derrick Cochran are working on a two day training opportunity that will be available toward the end of the year. This training will be offered in Cartersville and will attract jailers from across the State.

I would like to congratulate those elected or appointed to the Georgia Jail Association board, I look forward

to working with you. There is a broad range of experience on this board and many have various backgrounds with valuable knowledge throughout the state. Let me encourage you to get to know the board members as they have an array of knowledge and experience.

I look forward to working with each of you.

Robert Sowell
Robsowell2011@gmail.com
(678)588-6488.



2016 GJA Summer Conference Highlights





The Number One Way to Deal with Pride: Employing Seeing Eye Dogs – Accountability

Jack Enter, Jack Enter Associates



Jack Enter

In the last discussion we had, we examined how we all are self-deceived and manage to see all the faults that everyone else has while missing or minimizing our mistakes. That is why most of us do not change very much. We focus on what everyone else is doing wrong and spend little or no time dealing with our own behavior – which is the only thing we have any real control over.

Since self-deception is present to some or a great degree in everyone, what do we do about it? To set this up, I would like to share something that happened a few years ago. A large police agency asked me to give them questions for an oral interview board for three individuals who were competing for the Chief of Police. What was interesting was that I was asked to focus on coming up with questions that would help the assessors to determine which candidate was most likely to succeed because of their character, humility, and interpersonal skills. The following are the three questions that I sent:

- “What are three weaknesses that have plagued you throughout your career that made you less effective as a leader?”
- “What are you doing about these three weaknesses? Be specific.”
- “Name three people who have the right to hold you accountable for these three weaknesses?”

If you think about it, the first question deals with my article from last time – self-awareness. Self-aware people deal with their own issues, and are willing to be teachable and admit their mistakes, etc. All of you reading this realize that people who are self-aware are good with people around them – they are not “Kings” or “Queens” who spend all their waking moments judging others, while failing to deal with their own behavior and weaknesses. We like to work with and serve under people who do not take themselves too seriously but rather take off their “crowns” and work alongside people, not over them.

The first question, however, was not the most important. The third one was. If we are naturally self-deceived (and we all are), then we do not naturally see how we come across with people, how we are harboring a grudge, etc. So the way we become self-aware is by having others who see us objectively remind us when we are getting impatient, prideful, etc. in order to help us deal with our “blindness”. Our friends and closest co-workers see us more objectively than we see ourselves. We can use their objectivity about us to help minimize our self-deception by allowing them to hold us accountable when they see us getting foolish or impatient or doing anything that will affect our ability to deal with others. To summarize – the key to self-awareness and minimizing pride and being stupid is to have others in our lives actively keeping us honest. Welcoming others’ feedback by reminding us of our mistakes and when we are taking ourselves too seriously is the only way we can be truly aware of our weaknesses. This accountability is what I mean by “seeing eye dogs”.

Who should be the ones to hold us accountable? I think the two most critical factors in answering that question is best answered by relational issues and exposure issues. First, men and women in our lives who know us the best are likely to see us more objectively – they understand the “norm” of our lives and are also likely to have a good idea about our weaknesses. They know the “real you” so they know when you are just having a bad day or if your behavior is actually a pattern that you are falling into that is detrimental to you and those around you. Second, exposure is important. Those around you more often have a great deal more data to see how you are doing than those who aren’t around you often. I know this next idea might be controversial but who is the best person(s) to hold a sergeant accountable? Police officers, deputies, and correctional personnel who work under his or her supervision. They are on the receiving end of his or her leadership (or lack of leadership) so they are likely the most crucial in helping the person the role as supervisor. Yet what do most agencies do?

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POLICE-MINORITY RELATIONS: WHAT SHOULD BE DONE?

Richard R. Johnson, Ph.D., PATC Legal & Liability Risk Management Institute

A national disconnect appears to exist between the law enforcement profession and members of racial and ethnic minority groups. Gallup poll data has revealed that citizen satisfaction with the police is at an all-time low, and it is lowest among African-Americans and Hispanics. Nationwide, less than 50% of Hispanics and less than 35% of African-Americans surveyed by Gallup in 2014 had confidence that police officers would treat them fairly (Gallup, 2014). Think about that. One out of every two Hispanics and two out of every three African-Americans has a mistrust of law enforcement. This is a national crisis in law enforcement that needs to be addressed. But how do we address it?

The most common recommendations from civil rights leaders, politicians, and other policy makers is multicultural training for law enforcement officers and the diversification of law enforcement agencies by hiring more police officers from underrepresented racial and ethnic minority groups. For example, these were two major recommendations in the Final Report of the President's Task Force on 21st Century Policing. In this report, under "Pillar One – Building Trust and Legitimacy," the Task Force wrote, "law enforcement agencies should strive to create a workforce that encompasses a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities" (President's Task Force on 21st Century Policing, 2015: 2). Under "Pillar Five – Training and Education," the Task Force stated that police officer training should include, "implicit bias, fair and impartial policing, historical trauma, and other topics that address capacity to build trust and legitimacy in diverse communities" (President's Task Force on 21st Century Policing, 2015: 56). Many individual states and communities have also recently formed commissions that have made similar recommendations.

Is there research evidence that creating a more diverse police force or requiring officers to go through multicultural or implicit bias training has any effect on the attitudes and behaviors of officers, or the attitudes and behaviors of citizens? Is there any evidence that these things will "improve understanding and effectiveness in dealing with all communities" as the President's Task Force has claimed? Are these "evidence-based" recommendations or ideological / political rhetoric? After all, similar recommendations have been made by many commissions on law enforcement over the last half century, yet relations between the law enforcement profession and minority communities, especially the African-American community, still remain strained. This research newsletter will examine the empirical research evidence on the effects of police agency racial diversity, and multicultural

/ human diversity training, on behavior and attitude outcomes.

Multicultural Awareness Training

The underlying theory behind multicultural awareness training (formerly known as cultural diversity training) is that if law enforcement officers have greater knowledge of the experiences, histories, and cultural norms of groups other than white males of European descent, they will become "enlightened," more sensitive to the experiences and cultural norms of others, hold fewer prejudiced opinions, and behave in a less prejudicial manner toward citizens they encounter that are not white males of European descent (Schlosser, 2013). These types of training experiences often involve a combination of video clips, lectures, discussions, and field trips that seek to educate officers. More recently, training in "implicit bias" has arisen. This training informs officers about the prevalence of their unconscious biases and their unconscious racist actions (Paluck, 2006).

Unfortunately, even though such training has been going on for decades, there is little published research on whether or not this sort of training has any effect on attitudes or behaviors. The majority of the existing research on police multicultural training simply discusses the amount or type of training conducted, or how the training was perceived by the officers (Blakemore, Barlow, & Padgett, 1995; Schlosser, 2013; Zimny, 2015). Mostly this training is perceived negatively by law enforcement officers and recruits, even among officers who are members of racial minority groups (Bolton & Feagin, 2004; Cashmore, 2002). Only three studies could be found that examined the effects of this sort of training on officer prejudicial attitudes.

The first study, conducted in 1975 in three police academy classes of the Detroit Police Department, involved diversity training in which white and African-American recruits discussed problems associated with human relationships and responded to role-play scenarios regarding issues of racial diversity (Teahan, 1975). Compared to control groups of academy cadets who did not receive the training, white recruits who completed the training exhibited more prejudiced attitudes toward African-Americans, while African-American recruits developed more positive attitudes toward whites. More recently, a study was conducted among police academy recruits in Illinois who completed a block of training on multicultural diversity (Schlosser, 2013). Attitude surveys of the recruits before and after the training revealed that the training had no influence on the racial attitudes of the recruits.

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The Number One Way to Deal with Pride (cont. from pg. 8)

They have a superior officer like a lieutenant fill out the supervisor's evaluation when he or she really does not have much information on how the supervisor is really doing. Having a person above us in rank being the only person to rate us also presents another problem in that it naturally makes us focus on pleasing the boss while forgetting about our subordinates!

Now that we have tried to answer the "who" of people to hold us accountable, I think another important issue is "how many?" You will notice that in the third question to be asked of the Chief's candidates, I told them to ask for three names. Why three? Three is by no means a magic number. The issue is plurality. One person cannot really hold us accountable as well as two or three or more. Why? First and foremost, it is a huge responsibility for a single individual to go head to head with us and try to help us. I promise you that if you ask just one person to hold you accountable, they will not be as proactive or honest as they could be because they are naturally intimidated to be on equal numerical footing. Let us face it, no one likes the role of pointing out weaknesses in a proactive way. Secondly, from your perspective, you will be less likely to receive counsel from someone when it is only one person. Your pride will be much more prone to dismiss what they say as untrue, a misinterpretation of what you said

or did, etc. The bottom line is that we do not listen to a rebuke or recommendation as much when it is just one person rather than two or three.

Moreover, with two or three people holding you accountable, the entire dynamic changes. From their perspective, there is "safety in numbers" as they point out questionable behavior or ask you to justify why you made (or did not make) a decision. I also believe that two or three people collectively help each other to define real problems you are having instead of you being singled out for a pet peeve by one individual. Recently I was going to confront someone for a pattern of behavior that I thought was detracting from his ability as well as the credibility of his supervisor. When I mentioned this to a friend, he told me that he believed I was being too hard on this person and was making the proverbial "mountain out of a mole hill". When I listened to this friend's advice, I saw his points and declined to confront the other party.

From your perspective, having two or three people hold you accountable is also much different than having just one person do it. When you are facing two or three people who have seen the same pattern and are standing in front of you, it is much harder to dismiss their comments as untrue. Their superiority of numbers will make you much less likely to be defensive or angry and more likely to listen to what they have to say.

To conclude, having three or more individuals holding you accountable makes you a better leader and serves as a means of minimizing pride and foolish decisions in your life. Without it, we will continue to be stuck in ruts of behavior that make us ineffective. Life was always meant to be lived in the context of relationships and community. We are "our brothers' keepers" if we are to make the most of our life. Most people fail at leadership and relationships because they try to do it on their own. Make sure you do not allow yourself to fall into delusion thinking.

Jack Enter began his criminal justice career in 1972 and has worked as a street police officer, detective, investigator, and as the administrator of a law enforcement agency. He obtained his Ph.D. in 1984 and has served as a university professor and as Director of Information and Education for the Governor's Criminal Justice Coordinating Council. Dr. Enter was served as a research associate in the planning of security for the 1996 Summer Olympic Games. He currently lectures law enforcement throughout the U.S. and abroad.

The Informer is your newsletter. Please drop us an e-mail with any news from your agency. Promotions, retirements, special projects, officer achievement...we'd love to print it all.

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GJA VENDOR DIRECTORY



These vendors were exhibitors at the GJA 2016 Summer Conference. When your facility has the need for a product or service, please offer your business to those vendors who support the Georgia Jail Association.

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cory@cpiguardian.com

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Chris.larimer@cts-america.com

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lharris@cashbondonline.com

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Corizon Health

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Norix Group

Tommy Jernigan
(205)910-0201
tommy@tjsalesassociates.com

Oasis Inmate Commissary

Bill Davenport
770 889 9191
oasis@oasiscommissary.com

Pay Tel Communications

Randy Chester
(866)729 8352 ext. 105
sales@paytel.com

SECMG

Timothy Wilemon
Timothy.wilemon@cmgcos.com
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Securus Technologies

Stacy Fehrenbach
(404)329-2862
stacyf@securustech.net

SimplexGrinnell

Keith Fuquay
(336)841-8550
kfuquay@simplexgrinnell.com

South Western Communications

Rick Holmes
(256)898-3713
rick.holmes@swc.net

Tri-State Laundry Companies

Janice Ayers
(678) 618-6280
tlctrystate.com

Trinity Services Group

Janie Calhoun
(404)202-8101 Atlanta Office
jbcalthoun@msn.com

Tsantes & Assoc.

Stan Jackson
(770) 412-3515

POLICE-MINORITY RELATIONS: WHAT SHOULD BE DONE? (cont. from pg.11)

After learning the results of the study, this police academy changed their multicultural diversity training curriculum, but a second study still found that the new training still had no influence on recruit racial attitudes (Zimny, 2015).

While the research is limited to only three studies, all three of these studies agree that police multicultural diversity training has no positive influence on officer attitudes. These findings are also consistent with the research on multicultural training more broadly. Bigler (1999) reviewed 13 studies that evaluated the influence of multicultural education on attitudes among grade school students. Eight of the studies (62%) showed the education had no influence on student racial attitudes, and the remaining five only showed limited results, such as only improving attitudes about Jewish persons but not members of other groups. Even among the studies showing limited results, surveys 6 months after the program showed the students' attitudes had returned to the same levels as before the training. More recent studies continue to demonstrate the same results (Paluck, 2006; Paluck & Green, 2009; Pendry et al., 2007; Stewart et al., 2003). It is safe to say that there is no evidence that traditional multicultural or implicit bias training has any significant positive influence on attitudes or behavior.

Diversifying Police Forces

Law enforcement organizations, like all government agencies, should have racial, ethnic, and gender diversity because that is embodiment of the American ideals of fairness and the ability of every person to achieve their dreams if they work hard enough. In democratic, fair, and free societies people should not be barred from employment in law enforcement due to their race, sex, ethnicity, and sexual orientation. Police departments should have diversity simply because it is the right thing to do. Having a department that is diverse in terms of race, ethnicity, sex, and sexual orientation, with a clear plan to recruit and hire individuals of diverse characteristics also helps agencies defend against legal challenges of employment discrimination. The premise behind the argument in the President's Task Force report, however, is that racially diverse police forces will improve understanding and effectiveness in dealing with all communities. Unfortunately this argument is contrary to all the existing research evidence.

Hickman and Piquero (2009) examined a national sample of 496 city police agencies in the U.S. and found that the amount of racial diversity within each police department had no influence on the number or proportion of excessive force complaints filed by citizens, or the percentage of these complaints that were substantiated. Eitle, D'Alessio, and Stolzenberg (2014) studied a national sample of 497 municipal police agencies and found the racial diversity of the organization had no influence on the number of citizen complaints filed against officers. Willits and Nowacki (2014) explored a sample of 325 large and small city police departments and found that the degree of racial diversity within each department had no influence on rates of deadly force incidents. Sharp (2014) used a national sample of city police departments and found that racially diverse police forces were no more or less likely to make arrests for minor order maintenance offenses such as loitering, disorderly conduct, or public drunkenness. Finally, Hur (2012) looked at a national sample of 464 municipal police departments and found that, even after controlling for the economic conditions of each city, more racially diverse police forces actually had lower clearance rates for both violent and property crimes.

There is also evidence that communities of color do not show African-American officers any more respect. In fact, the research has revealed that African-American police officers tend to be treated worse than white officers when dealing with African-American citizens. Several studies with African-American law enforcement officers have revealed that they encounter more hostility and resistance from citizens of all races than do white officers (Bolton & Feagin, 2004; Dulaney, 1996; Leinen, 1985; Martin, 1994; Sun, 2003). Finally, research interviews of African-American residents of high crime neighborhoods have consistently revealed that these individuals generally either perceive law enforcement officers equally, or have even less favorable attitudes toward African-American officers, referring to them as "sell-outs" or "race traitors" (Anderson, 1992, 2000; Brunson, 2007). There is absolutely no research evidence to support the argument that increasing racial diversity in a police force will result in improved understanding and effectiveness in dealing with minority communities.

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Georgia Jail Association
PO Box 490938
Lawrenceville, GA 30049

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So What Works?

Yale University Psychologist Elizabeth Paluck has suggested that multicultural education and implicit bias training be dropped as methods to reduce prejudice and replaced with programs that foster intergroup contact. Her research has revealed that when people of different backgrounds (be it race, ethnicity, sex, sexual orientation, socioeconomic status, or whatever) are required to work cooperatively on a project, or engage in leisure activities together, the biased attitudes of all involved decline, and the decline remains consistent for long periods after the experience. In fact, psychologists Thomas Pettigrew of the University of California and Linda Tropp of Boston College examined 515 separate research studies on inter-group contact experiments and found overwhelming support for the argument that these experiences reduce prejudicial attitudes and behaviors, with the effects lasting months or years.

This suggests situations that cause law enforcement officers and minority citizens to work together in partnership to solve a specific problem, and situations which cause officers and minority citizens to engage in recreational activities together, can reduce bias and animosity on both sides. Consider community meetings with African-American residents of a neighborhood dealing with a crime problem where the meeting involves breaking into groups of 5-10 citizens, and one officer per group, for the purposes of working through the S.A.R.A. process and developing a response to the crime problem. According to the research, such an activity of officers and citizens working together will see any preconceived prejudices reduced on both sides.

Likewise, when officers get out of their patrol cars and intentionally focus on getting to know minority citizens on their beats, these informal interactions can also reduce bias for both the officers and the citizens. These types of activities have already been shown to improve citizen satisfaction with the police (Zhao, Scheider, & Thurman, 2002),

and the results of 515 studies on intergroup interaction suggests these types of interactions will reduce biases held by officers and citizens. Rather than wasting money and time on multicultural or implicit bias training that shows no evidence of effectiveness, perhaps law enforcement resources would be put to better use engaging in intentional activities that bring officers and minority citizens in closer contact for the purposes of getting to know each other informally, and working together to solve neighborhood problems.

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Richard Johnson is an Associate Professor at the University of Toledo.

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