

10<sup>th</sup> Annual  
Police Union Leadership Seminar



Labor and Worklife Program

Harvard Law School

April 16-19, 2009

# AGENDA

**Thursday April 16, 6:00 - 7:30 PM**  
**John F. Kennedy Jr. Forum**  
**Harvard Kennedy School**  
**79 JFK Street**  
**Cambridge, MA**

## **Joining Forces to End Gang Violence**

Moderator: **PROFESSOR CHRISTOPHER STONE**

Panelists: **CHIEF WILLIAM J. BRATTON, SHERIFF LEROY D. BACA, and  
CONSTANCE L. RICE**

Generous contributions from the following organizations made this program possible: Blauer Manufacturing, GLOCK, LexisNexis, Sprint Nextel, Taser International, TARGET Corp., and Unisys.

In the past ten years approximately 300 people have died in the state of California due to natural disasters. During the same ten year period an astounding 5,752 people, including innocent bystanders, have been killed in Los Angeles County alone as a direct result of gang violence.

The problem has become so severe, that epidemiologists and public health experts are starting to see it as a public health disaster that has reached epidemic proportions. Gangs have become a durable feature of inner city life in most major US cities. The current recession and rising unemployment could make this problem even worse.

Despite decades of a law enforcement focus on gangs, gang membership has doubled. Today in Los Angeles County, police count over 1000 gangs and more than 80,000 gang members. From January 1, 2004, to May 31, 2007, police counted 6,656 gang-related shootings and 10,094 gang-related robberies. According to a study conducted by the Vera Institute of Justice, the cost of gang violence to taxpayers and victims has reached over \$2 billion dollars a year. That research provided the impetus for the ground breaking report entitled *A Call to Action: A Case for a Comprehensive Solution to LA's Gang Violence Epidemic* which prompted all of the current changes in law enforcement policy with regard to gangs in Los Angeles.

For the most part, law enforcement has been expected to provide the solution to gang violence and crime using politically popular suppression and incarceration strategies, but the number of gangs and gang members has burgeoned. Federal, state, and local governments spend close to one billion dollars annually on anti-gang strategies, but the gang problem just gets worse.

However, there is a bright light at the end of this long dark tunnel - an innovative program in Los Angeles that dramatically reduced violence attributed to gangs during the months it was operating. The "Summer of Success" was coordinated by the Advancement Project's Connie Rice who partnered with the Los Angeles Police Department, the Los Angeles County Sheriffs Department and former Los

Angeles City Council member Martin Ludlow. With funding secured by Ludlow, the "Summer of Success" program connected the resources of scores of public and private agencies for a nine-week neighborhood-based, gang violence reduction program. Working together, law enforcement, parole boards, local churches, schools and other social service providers centered their efforts on assisting at-risk young people. The program was a powerhouse of teamwork and the results were stunning. Homicides dropped to zero while other violent crimes dropped 20 percent during the months the program was operating.

This panel discussion will focus on the potential for this program to help resolve one of our nation's most pressing problems, exploring what it would mean for cities as complex as Los Angeles to maintain this effort year-round and for the nation as a whole to embrace such an approach to ending the epidemic of gang violence.

**Moderator:**

**Christopher Stone** is the Daniel and Florence Guggenheim Professor of the Practice of Criminal Justice and faculty chair of the Program in Criminal Justice Policy and Management. His work focuses on two distinct subjects: the improvement of criminal justice systems, particularly through the use of performance measurement and empirical research, and the leadership and governance of nonprofit organizations.

From 1994 to 2004, he served as director of the Vera Institute of Justice, having joined the Institute in 1986 as head of its London office. In 2006, he was awarded an honorary OBE for his contributions to criminal justice reform in the United Kingdom. Stone serves as the founding chair of Altus, an alliance of nongovernmental organizations and academic centers in Russia, India, Nigeria, Chile, Brazil, and the United States that are jointly pursuing justice sector reform. In all, he has guided the start-up of eight nonprofit organizations pursuing justice from Johannesburg to Los Angeles and New York.

Stone received his AB from Harvard, an MPhil. in criminology from the University of Cambridge, and his JD from the Yale Law School. He became faculty director of the university-wide Hauser Center for Nonprofit Organizations in January 2008.

**Panelists:**

**William J. Bratton** was appointed chief of the Los Angeles Police Department in October 2002. Chief Bratton oversees the third largest police department in the United States, managing 9,800 sworn officers, 3,000 civilian employees, and an annual budget of more than one billion dollars. After directing a major re engineering and reform effort, he is now driving initiatives in LA aimed at utilizing real-time information to further reduce crime, target gang violence, and mitigate the threat posed by terrorism. After six years in office, crime in LA has been reduced to historically low levels, with Part I crimes down 33 percent and homicides down by 51.9 percent.

The only person ever to serve as chief executive of both the LAPD and the NYPD, Chief Bratton established an international reputation for re engineering police departments and fighting crime in the 1990s. As the New York City Transit Police Chief, the Boston Police Commissioner, and the New York City Police Commissioner, he revitalized morale and cut crime in all three posts, achieving the largest crime declines in New York City's history. He led the development of CompStat, the internationally acclaimed computerized crime-mapping system developed by the NYPD in the 1990s and now used by

police departments nationwide. By bringing all crime and arrest data together by category and by neighborhood, CompStat revolutionized policing, enabling officers to focus their efforts in problem areas, armed with real-time information, accurate intelligence, rapid deployment of resources, individual accountability, and relentless follow-up. From 1996 on, Chief Bratton worked in the private sector, where he formed his own private consulting company, The Bratton Group, L.L.C., working on four continents, including extensive consulting in South America. He also consulted with the Kroll Associates monitoring team overseeing the implementation of the Federal Consent Decree with the LAPD.

A U.S. Army veteran who served in Vietnam, Chief Bratton began his policing career in 1970 as a police officer with the Boston Police Department, rising to Superintendent of Police, the department's highest sworn rank, in just ten years. In the 1980s, Chief Bratton headed two other police agencies, the Massachusetts Bay Transportation Authority Police and the Massachusetts Metropolitan District Commission Police. Chief Bratton holds a Bachelor of Science Degree in Law Enforcement from Boston State College/University of Massachusetts. He is a graduate of the FBI National Executive Institute and was a Senior Executive Fellow at the John F. Kennedy School of Government at Harvard University. He is also the only chief executive to serve two terms as the elected president of the Police Executive Research Forum (PERF). He is a frequent lecturer, writer, and commentator. His critically acclaimed autobiography, *Turnaround*, was published by Random House in 1998.

Among his many honors and awards, Chief Bratton holds the Schroeder Brothers Medal, the Boston Police Department's highest award for valor. In 2007, Chief Bratton was honored with the Executive Leadership Award from the UCLA Anderson School of Management and by *Governing Magazine* as one of their Public Officials of the Year. In 2008, he was honored with the Outstanding American Award by the Los Angeles Philanthropic Foundation. Chief Bratton is married to Attorney Rikki Klieman and has one grown son, David Bratton.

**Leroy D. Baca** is the sheriff of Los Angeles County, the largest sheriff's department in the United States with a budget of \$2.5 billion dollars. He leads over 18,000 employees including sworn, technical and administrative personnel who provide law enforcement services to 40 incorporated cities, 90 unincorporated communities, nine community colleges, and over a million daily commuters of the Los Angeles Metropolitan Transportation Authority and the Southern California Regional Rail Authority. Over four million people are directly protected by the Sheriff's Department including the 58 Superior Courts and the 600 bench officers of the largest county court system in the U.S. The Department also manages the nation's largest jail system, which houses nearly 20,000 inmates.

Sheriff Baca is a strong proponent of incorporating innovative best practices based on pro-active, progressive problem solving. His approach has resulted in strong solutions to problems such as gangs, at-risk youth, parenting, drug addiction, domestic violence, illiteracy, homelessness, and the quality of life in the neighborhoods of Los Angeles County. He also developed the Office of Independent Review, comprised of six civil rights attorneys who provide oversight for all internal affairs and internal criminal investigations concerning alleged misconduct by Department personnel. This unique model of civilian oversight is a national model for police accountability.

He earned his Doctorate of Public Administration degree from the University of Southern California and is a lifetime member of the Honor Society of Phi Kappa Phi, USC Chapter. A strong advocate of

education, he developed the LASD University system in conjunction with 20 universities where over 1,000 members of the Sheriff's Department are enrolled in Bachelor's and Master's Degree programs. He also manages fourteen non-profit Youth Athletic League Centers serving at-risk youth in after-school programs involving academics, sports, and cultural arts.

Lee Baca was elected Sheriff of Los Angeles County in December 1998 and was re-elected in June 2006 for his third term in office. He served with the United States Marine Corps Reserves and entered the Sheriff's Department on August 23, 1965.

**Connie Rice** is a graduate of Harvard-Radcliffe, class of 1978. She is co-director of The Advancement Project, a policy and legal action think tank dedicated to the opportunity agenda that levels the playing field for the poor. She has led coalitions of unlikely allies to win over \$20 billion in damages, bond funding and injunctive relief for the poor successfully changing policy in policing, transportation, school construction, employment, environmental safety, voting rights, domestic violence and community safety.

At the invitation of LAPD Chief William Bratton, Connie investigated the biggest police corruption scandal in Los Angeles history and obtained the commitment of the Chief to reform LAPD's training and incentives system through an internal commission that she co-chairs. Connie also conducted a landmark 18-month assessment of the City of Los Angeles' anti-gang programs and drew up the blueprint to reduce gang violence through a regional, multi-jurisdictional comprehensive strategy to right the balance between suppression and prevention.

Her latest mission is to ensure that every child in LA's gang hot zones can walk to school, attend school, engage in after school enrichment and get home from school without being shot, beaten, bullied or subjected to levels of post traumatic stress syndrome that rival war survivors.

In 2000, California Law Business recognized Rice as one of the top ten most influential lawyers in the state of California along with Warren Christopher and Governor Gray Davis. In 2006, Los Angeles Magazine recognized the Advancement Project as the group that "has picked up where Clarence Darrow left off." And the same magazine declared, "Rice is the voice of LA's oppressed."

Finally, she has a First Degree Black Belt in the Korean martial art of Tae Kwon Do.

**Friday, April 17**  
**Meals and classes will be held at the Harvard Faculty Club**  
**20 Quincy Street**

**8:00-9:00 AM**  
**Full Breakfast**  
**Harvard Faculty Club**

**9:00- 9:30 am**  
**Introductions and Brief Comments**  
**Dr. Elaine Bernard**

Dr. Elaine Bernard, the director of the Labor and Worklife Program at the Harvard Law School, will welcome participants and give a brief overview of the three day program Following her remarks, each participant will introduce themselves, tell what organization they're with and whether they are here for the first time or a veteran of the program.

**9:30-10:30 am**

**Racial Profiling: How police labor organizations can fight back against bogus charges of racism**

**Presenters:**

**BRENT MEYER & MARK TYNDALE, Sacramento Police Officers Association**

One of the most sensitive issues in our society is the interaction of police with what we commonly call racial minorities. The term racial profiling generally means using racial or ethnic traits and characteristics, in order to determine the probability and/or likelihood that a person or group of persons, will commit particular types of crime or they will conduct themselves in an expected and predictable way.

No police officer, police union or police agency wants to be labeled as "racist." Not only is it morally wrong to be racist, it is also debilitating to our ability to protect the public. Accusations of racism challenge our professional standing and integrity and credibility on the witness stand; not just as individuals but as a police organization. At the center of the racial profiling issue are two questions:

1. Do police officers initiate vehicle stops of minorities based solely on the racial or ethnic traits and characteristics?
2. Is it possible to statistically document racial profiling?

Those seeking to prove that police do in fact racially profile have relied on both anecdotal and "statistical" evidence to "prove" that police officers racially profile particularly, black and brown drivers. The concept has come to be known by the term DWB: "Driving While Black" or "Driving While Brown."

As of 2001, the American Civil Liberties Union (ACLU) had filed lawsuits challenging the police practice of racial profiling in eight states. But others have written that the statistical methodology used by the ACLU employed a "crude population measure" which "contains huge and fatal data gaps." Simply put, the opposition to the ACLU argues that the data are virtually impossible to accurately collect and analyze because there are too many uncontrolled variables, therefore it is all but impossible to make valid and reliable conclusions.

Nevertheless numerous cities and their police departments continue to be accused of racial profiling. The accusations most dramatically affect uniformed officers and their unions. This class will be presented in town hall format. It will briefly review the Traffic Stop Data Analysis Project of the Sacramento Police Department. Then the presenters will explain how and why they disputed and challenged the controversial and dubious methodologies used to support allegations resulting from racial profiling studies.

**Brent Meyer** began his career with the Sacramento Police Department in 1992. He earned his Bachelor of Arts degree in Criminal Justice Management in 2004. Since 2003, Brent has participated in the implementation of the department's DUI enforcement grant receiving recognition from MADD for his efforts in 2005, 2006, and 2007. He also received the MADD California Hero Award in 2007 for his dedication to removing impaired drivers from Sacramento's roadways.

Officer Meyer was elected to the Sacramento Police Officers Association Board of Directors in 2001. He was appointed president in 2007. In addition, he serves on the board of the Sacramento Police/Sheriffs Memorial Foundation, is a commissioner on the City's Community Racial Profiling Commission, and is the treasurer of The River District, the private business improvement district which encompasses the rail yards and riverfront area in downtown Sacramento. He has participated in the Police Union Leadership Seminar at Harvard University since 2002.

**Mark Tyndale** is the son of an Air Force officer. After graduating from high school, Mark joined the Air Force where he served as a K-9 handler working both patrol and narcotics. While in the Air Force, Mark earned an A.S. Degree in criminal justice from the Community College of the Air Force, and later earned a B.A. Degree from Columbia College. In 1988 Mark joined the Sacramento Police Department. He has served on the Board of Directors of the Sacramento POA since 1998 and is currently the vice president. He is also a member of the SPOA contract negotiations team that negotiated the most recent contract. He serves as a director at large for the Peace Officers Research Association of California (PORAC) and is on the Fiscal Management Committee and the Insurance and Benefits Trust.

**10:30-12:00 pm**

**Priorities of the Obama administration for law enforcement**

**Presenter: Eric Holder, Attorney General of the United States**

Eric Holder will discuss the new administration's priorities for U.S. law enforcement followed by an informal question and answer session.

**Eric Holder** was sworn in as the 82nd Attorney General of the United States on February 3, 2009 by Vice-President Joe Biden. President Barack Obama announced his intention to nominate Mr. Holder on December 1, 2008. In 1997, Mr. Holder was named by President Clinton to be the Deputy Attorney General, the first African-American named to that post. Prior to that he served as U.S. Attorney for the District of Columbia. In 1988, Mr. Holder was nominated by President Reagan to become an Associate Judge of the Superior Court of the District of Columbia.

Mr. Holder, a native of New York City, attended public schools there, graduating from Stuyvesant High School where he earned a Regents Scholarship. He attended Columbia College, majored in American History, and graduated in 1973. He graduated from Columbia Law School in 1976.

While in law school, he clerked at the N.A.A.C.P. Legal Defense Fund and the Department of Justice's Criminal Division. Upon graduating, he moved to Washington and joined the Department of Justice as part of the Attorney General's Honors Program. He was assigned to the newly formed Public Integrity Section in 1976 and was tasked to investigate and prosecute official corruption on the local, state and federal levels.

Prior to becoming Attorney General, Mr. Holder was a litigation partner at Covington & Burling LLP in Washington. Mr. Holder lives in Washington with his wife, Dr. Sharon Malone, a physician, and their three children.

**Lunch: 12-1:00 PM**  
**Harvard Faculty Club**

**1:00-2:30 PM:**

**"Education-Based Discipline": A big agency takes a new approach**  
**Presenters: LEE BACA and MIKE PARKER**

The Los Angeles County Sheriffs' Department (LASD) is currently making dramatic changes to the disciplinary system. The comprehensive procedures emphasize "Education-Based Discipline" (EBD). It is an alternative to the traditional approach of suspension without pay which is perceived as punitive to both the officer and his/her family. There are often additional costs to the suspended officer including the unspoken stigmas of non-promotability and/or the inability to transfer for unspecified periods of time.

Education Based Discipline is centered on the theory that a people cannot be punished into excellent performance but rather excellence can only be attained through learning and practice. For example, the stars of your favorite sports team do not excel because they have been mentally or physically punished. A star athlete performs well based on several factors including their knowledge, skills and abilities which have been taught and developed by coaches. Physical and or mental abuse never results in positive outcomes.

EBD is an optional behavior-focused education and training opportunity which will be offered to peace officers whose actions warrant some form of discipline but where a suspension of pay may not be reasonable and/or may be counter productive to all concerned. The new approach to discipline builds competence, enhances communication skills and ensures that officers maintain the highest degree of character.

It is expected that EBD will reduce management-employee conflict, including the bitterness that results from withholding an employees' pay. It will reduce the incidence of a phenomenon where officers who feel they were wrongly punished, subtly resist and subvert management. Finally, it should significantly reduce legal representation costs for the police unions.

Sheriff Lee Baca and Lt. Mike Parker will explain Education-Based Discipline and discuss the challenges and successes of its implementation for the 10,000 sworn personnel of the LASD ([www.lasd.org](http://www.lasd.org)).

**Lee Baca** (See bio on page 4).

**Mike Parker** is a captain and 24 year veteran of the Los Angeles County Sheriff's Department. He has worked patrol and jail assignments at three ranks, has managed as many as 160 patrol personnel, is multilingual, and has worked several administrative assignments including Chief's Aide, Press Relations, and International Liaison. His current assignment is Unit Commander of the Sheriff's

Headquarters Bureau. He has co-developed, written about and lectured on award winning patrol and jail programs including criminal abatements, transients, and the mentally ill. He has earned recognition awards for supervision, and co-created and authored "Operation Outreach," the winner of the 1996 International Association of Chiefs of Police (IACP) Webber Seavey Award.

He is the author of scores of nationally published policing articles, with an emphasis on successful policing partnerships. He is the editor of the Peace Officers Association of Los Angeles County Journal ([www.poalac.org](http://www.poalac.org)), and is chairman of the Communications Committee of the California Peace Officers Association. ([www.cpoa.org](http://www.cpoa.org)). Utilizing experience gained while working Internal Affairs, he created two California POST-certified classes to explain employee rights and since 2007 has taught them to over 1,500 peace officers from over 50 agencies. He also co-created and co-presents training on "Preparing for Promotional Exams."

### **2:30-2:45 PM: Coffee Break**

### **2:45-4:00 PM: New tools can protect your members and your union**

**Presenters: RICK SMITH and TED HUNT**

This class will explore new technologies which are designed to protect an officer from the physical and psychological harm stemming from false accusations. Rick Smith and Ted Hunt will lead a discussion on the potential use of sophisticated technology to protect your members and to reduce both liability and litigation costs for your union.

Technology has advanced significantly in the past 30 years and much of it, such as an individual handheld radio, has improved officer safety. When the micro-cassette recorders became commercially affordable in the 1980s some police officers assigned to traffic enforcement began to carry the small device to protect themselves from false accusations by angry violators. Some departments ordered their officers not to use the devices, but in several cases the police union negotiated with the department and struck a deal to allow officers to carry the recorders for protection against personnel complaints. Today, technology has advanced to the point where cell phones that just two decades ago were the size and weight of bricks, are now the size of a credit card and capable of capturing still photos and videos.

While pictures do not lie, they may not tell the whole story. Did the camera capture the whole scene or just a portion? A dash mounted camera only records what occurs directly in front of the police vehicle and thus does not provide a complete picture of what happened. In the most famous police video ever shot, the Rodney King footage, an entire segment was edited out and never shown to the public. The catastrophic events that resulted from this footage would not have occurred if the public had seen what the officers saw - a huge, muscular, out of control man, violently resisting arrest while screaming, threatening and charging them.

One of the new technologies now available is a micro-camera which has interoperability with an officer's personal police radio. This small camera can capture the audio from dispatch so officers can prove what they saw, heard and said. It includes ambient visuals and noises. In other words, it shows what the officers saw and heard not some faint, highly edited image from a significant distance which can be manipulated by those who do not have the officer's best interests in mind.

**Rick Smith** is the CEO of TASER International, a company he founded with his brother Tom Smith in 1993. TASER International, headquartered in Scottsdale, Arizona, is the world's leading manufacturer of electronic control devices currently deployed by more than 13,000 international, federal, state and local law enforcement agencies and the U.S. military. Mr. Smith has served as CEO and as a director of the company since its inception in 1993. As CEO, Rick is actively involved in the marketing, strategic planning, R&D, corporate financing, medical and technical research for consumers, law enforcement and military. Since the company's beginnings, Rick has also been extensively involved in product concepts, testing, prototype design and fabrication of the TASER® brand devices including all of its core TASER products and its new XREP™ (eXtended Range Electronic Projectile), TASER Shockwave™ and accessories. His high commitment and belief in the company's mission to protect life by providing innovative, high quality, products that exceed customer expectations every time has helped TASER International become the largest electronic control devices manufacturer in the United States.

During 2007, Rick helped guide TASER International to focus on continuing to build momentum in the law enforcement community and increasing domestic and international market penetration delivered a record level of annual sales. This resulted in a 49% sales increase in 2007, growing to a record \$100.7 million.

Rick along with his brother, Tom, were honored as co-winners of the Ernst and Young 2002 Entrepreneur of the Year in Arizona, awarded by CNN, AT&T, NASDAQ, Marsh and USA Today. In 2004, TASER International was listed as the #1 Fortune Small Business Fastest Growing Company in America by Fortune Magazine. That same year, TASER International was the #1 top performing stock as listed by the Wall Street Journal.

The company's vision is to "Protect Life" with its TASER brand devices. The values and passion that TASER International were built upon have created a company successful in its mission, and in enhancing the capabilities law enforcement officers, military, security and correctional personnel and private citizens worldwide in more than 40 countries.

Rick graduated with a B.A. degree in biology in just three years from Harvard University. He earned two Master's of Business Administration with foci on Finance and Marketing from the University of Chicago School of Business, and International Finance from the University of Leuven, in Leuven, Belgium.

**Ted Hunt** is a consultant to police organizations specializing in organizational development, contract negotiations, planning and budgeting. He is an expert in training systems including policy analysis, training needs analysis and curriculum development. His practice includes helping rank and file associations and the management of agencies to work together for their mutual benefit and a safer public. He has also planned and implemented numerous organized confrontations with managers who did not want to work collaboratively and ignored input from rank and file officers.

He served 32 years as an LAPD officer, including concurrent service on the California Commission for Peace Officers Standards and Training (nine years), Speaker's Commission on Police Conduct (two years), and as chair of the California Alcoholic Beverage Control Appeals Board, an appellant tribunal (six years). He was on the Executive Board of the Los Angeles Police Protective League for 12 years

and the National Association of Police Organizations for six years. He has spoken at numerous universities in the United States and abroad and to several businesses, legal and civic groups. He has appeared on virtually all Los Angeles based and most national news programs explaining significant public safety issues and actions from the field officers point of view.

He was an instructor at the Los Angeles Police Academy including two years as the coordinator of management and executive development training at LAPD. He has published over 200 articles including several academic pieces and has produced four training videos. He is the recipient of four service medals, six service ribbons and numerous commendations from chiefs of police, sheriffs and other civic leaders. He is the co-founder of the Eagle & Badge Foundation and has served on several boards of non-profits. His doctorate is from the University of La Verne (California). You can reach Ted Hunt at 702-949-3225 or [jtedhunt@yahoo.com](mailto:jtedhunt@yahoo.com).

**4:00-5:00 PM**

**What's up with those younger cops? Everything you wanted to know about the "Millennials" but were afraid to ask**

**Presenter: JOHN DELLA VOLPE**

In 2000, a Harvard University survey found that "Millennial Generation" students were looking for a new way to effect change in the public realm. Findings included:

- 60 percent of college students were involved in community service during the past year
- 85 percent believed that a better way to resolve important community problems was as a community volunteer rather than political engagement
- 97 percent believed "enjoyment of activity" was an effective factor in motivating them

The law enforcement profession is more directly engaged in the day to day interconnection between people, public policy and community service than any other occupation, so it's important that personnel understand the dynamics of different groups they must deal with. One of the most significant problems facing the law enforcement profession is the increasing difficulty in finding qualified candidates who want to be peace officers. To recruit and retain young people just entering the workforce, police union leaders need to understand the psychology of this new generation in order to make the job a desirable one and keep the new members happy. John Della Volpe, who has studied this demographic extensively, will share his insights into what makes these kids of today tick.

**John Della Volpe** is the Director of Polling at Harvard University's Institute of Politics and has been affiliated with the IOP since the late 1990s. Each semester, John leads a public opinion survey group of students who develop, field and report on the attitudes of young Americans (Millennial Generation) toward politics and public service. Since 2000, the IOP survey has tracked pre- and post-9/11 attitudes; accurately predicted the spikes in youth turnout in the 2004, 2006 and 2008 elections; addressed the growing importance of religion in the lives of young people; marked the generational shift in attitudes toward foreign policy; and provided insight into the ways in which Millennials communicate and form opinions.

In addition to his work on four presidential campaigns and dozens of other high-profile races in the U.S. and abroad, John is an entrepreneur. His latest venture, SocialSphere, is a Web 2.0 products and strategy

company that was founded in 2007 in Harvard Square. One of his main clients at SocialSphere is the United States Marine Corps, where he advises on recruiting and retention issues. In 2008, John was awarded an Eisenhower Fellowship for which he studied the use of technology among young people in Korea and China. He is a member of the University of Massachusetts Civic Initiative Board of Advisors and also on the Board of Advisors of SchoolPulse, Inc.

**6:30- 10:00 pm**

**Cocktail reception and dinner  
Harvard Faculty Club  
20 Quincy St., Cambridge**

**Sponsored by TASER International**

TASER International was founded in September 1993 and has remained committed to providing solutions to violent confrontation by developing products that enable people to protect themselves. We are committed to protecting life by providing innovative, high quality products and services. TASER International's products protect life, providing advanced Electronic Control Devices (ECDs) for use in the law enforcement, medical, military, correctional, professional security, and personal protection markets. TASER devices use proprietary technology to incapacitate dangerous, combative, or high-risk subjects who pose a risk to law enforcement/correctional officers, innocent citizens, or themselves in a manner that is generally recognized as a safer alternative to other uses of force. TASER technology protects life, and the use of TASER devices dramatically reduces injury rates for law enforcement officers and suspects. For more information go to: [www.taser.com](http://www.taser.com).

**Saturday, April 18**

**Harvard Law School  
1563 Massachusetts Avenue  
Langdell North  
Vorenberg Classroom #225**

**8:00 – 9:00 am: Breakfast at the Langdell North Classroom #225**

**9:00-10:15 AM:**

**Getting your slice of the incredible shrinking pie**

**Presenter: GARY McLHINNEY**

There is a traditional negotiations dynamic which exists between police associations and the municipality. The associations demand more money and better benefits in order to stay competitive with other agencies. The municipality claims it is broke whether it is or is not suffering financial hardships. After rounds of bargaining a settlement is usually reached and the city and the union agree to a new contract which generally satisfies the membership. However, in the current recession, when cities cry poverty, they may be telling the truth.

This class will analyze a typical municipal budget and explain where funds come from including local taxes. For example, many cities have enterprise funds which are also known as government sponsored enterprises (GSEs) such as municipally-owned airports, seaports, water and power services, and for-

profit toll bridges. In addition, nearly all cities receive income from the state and federal government. It's important to know what they may be hiding from the union's contract negotiation team. In addition, Mr. McLhenny will discuss how the funds are divided among the city's various departments and how they are spent so your association can assess its realistic goals and expectations.

**Gary McLhinney** is a labor consultant/negotiator for the law firm of Schlachman, Belsky and Weiner, P.A. in Baltimore, Maryland. The firm represents public safety labor organizations throughout the state on matters relating to discipline, labor negotiations and employment law. He joined the firm after serving four years as Chief of Police for the Maryland Transportation Authority. As chief, Gary McLhinney was responsible for the security of most of Maryland's critical infrastructure including, Baltimore Washington International Airport, the Port of Baltimore, Maryland's commuter rail system along with two commuter tunnels and four toll bridges, and supervised over 625 employees. Prior to becoming chief of police, Gary served as president of the Baltimore City Fraternal Order of Police, representing approximately 5,000 active and retired police officers. During his five terms of office, President McLhinney negotiated the largest pay raise in the history of Baltimore City and the organization became known for its political activities and defense of officers accused of misconduct. He also served for 12 years on the National Fraternal Order of Police, Board of Directors. He holds a bachelor's degree in criminal justice and has lectured to law enforcement professionals across the country on issues of homeland security, labor negotiations and political activity. You can reach Gary by calling 410-685-2022 or email: [gmcLhinney@sbwlaw.com](mailto:gmcLhinney@sbwlaw.com).

#### **10:15-10:30 AM: Coffee Break**

#### **10:30 - Noon: Leadership in times of crisis**

**Presenter: MARTY LINSKY**

Over the next few years, police association leaders will be facing unprecedented economic turmoil and will be called upon to make unprecedented decisions. The current upheaval in the U.S. economy and the severe loss of tax dollars collected by local and state governments will directly impact police associations and their members particularly those who have pending contract negotiations.

Law enforcement agencies are one of the largest components of state and local budgets and law enforcement officers typically earn higher salaries and receive better benefits and pensions than other public sector employees as well as those who work in the private sector. Government agencies looking to restore financial stability will be forced to make drastic cuts in expenditures and the police will be on the top of their hit list. In a similar scenario to what we just witnessed with the auto manufacturers, police union leaders can expect to see their members' salaries and benefits blamed for the city's financial woes. If the cities are successful, the public will not only support wage and benefit cuts for their law enforcement personnel, they will demand it.

This class will introduce association leaders to the Adaptive Leadership™ model, a different approach to leadership that has proven effective around the world with groups facing a difficult time. The skills you learn in this class could prove invaluable as you attempt to navigate the dangerous waters ahead.

Participants will receive a copy of Marty's latest book just released in April, *The Practice of Adaptive Leadership* by Alexander Grashow, Ronald Heifetz and Marty Linsky.

**Marty Linsky**, co-founder of Cambridge Leadership Associates, an international leadership development consulting firm, has had extensive experience as a consultant, facilitator, teacher and trainer in leadership with a wide range of public and private sector clients in the US and abroad. He is a prolific author; his most recent book is *Leadership on the Line*, co-authored with Dr. Ronald Heifetz.

Marty is also a full-time faculty member at the John F. Kennedy School of Government at Harvard, where he has been since 1979, except for three years in the early 1990s when he served as Chief Secretary and Counsel to then-Massachusetts Governor Bill Weld. Before coming to Harvard, he had careers in politics and journalism. At Harvard, he teaches about leadership, press, politics, legislatures, and public management. He has been faculty chair of several of the school's executive programs on leadership and public management, both here and abroad. Marty is a graduate of Williams College and Harvard Law School. He is married and the father of three children. For relaxation he runs (nine marathons, but no more), works out, enjoys good beer and all Mexican food (a reward for the running and working out) and collects baseball cards (over 25,000 of them).

### **Noon-1:00 PM: Lunch at the Langdell North Classroom #225**

**1:00-2:00 PM:**

#### **From the Beat to the Board Room**

**Presenter: Dr. Elaine Bernard**

What are the greatest challenges in leading a police association? What resources (educational, professional, institutional) are available to assist police association leaders? What further assistance do you wish was available? And what has been the most helpful connection, contact or assistance that you have received?

While most police officers in large cities receive many months of training at a police academy before they are expected to serve – police association officials rarely have any formal training in the management of a labor organization. Your experience as police officers is not designed to prepare you for many of the challenges of leading a democratic advocacy organization and representing your members in labor relations. In this group discussion we will explore what the group views as the most important challenges of leading a police association and resources that are available to assist leaders in their jobs.

**Dr. Elaine Bernard** is executive director of the Labor and Worklife Program at Harvard Law School and the Harvard Trade Union Program. The Labor and Worklife Program (LWP) is Harvard University's forum for research and teaching on the world of work and its implications for society. Located at the Harvard Law School, the LWP brings together scholars and policy experts from a variety of disciplines to analyze critical labor issues in the law, economy, and society. The LWP also provides unique education for labor leaders throughout the world via the oldest executive training program at Harvard University, the Harvard Trade Union Program, founded in 1942. This year there were three police union leaders attended the Harvard Trade Union Program.

Bernard has a BA from the University of Alberta, a MA from the University of British Columbia and a Ph.D. from Simon Fraser University. She has conducted courses on a wide variety of topics for unions, community groups, universities and government departments. Her current research and teaching interests are in the areas of international comparative labor movements and the role of unions in promoting civil society, democracy and economic growth.

## **2:00-2:15 AM: Coffee Break**

## **2:15-3:30 PM**

### **“Developing Strategies & Tactics to Survive the Global Structural Changes Impacting the Police Profession in the 21st Century”**

**Presenter: Ron DeLord**

Local politicians often work quietly to create policies which can be detrimental to the mission and goals of a police association. The politicians then use public forums and the media to convince the public that the proposed policies are best for the people. It is incumbent on police associations to constantly and consistently monitor policy making bodies and to be vigilant in protecting the membership from multiple threats to the best interests of the police association and the people of the city.

This class will examine strategies and tactics to be used if an association is caught up in a policy brush fire. It begins with the supposition that the association did not correctly analyze the situation and did not stop potentially harmful policies in the early development stages.

DeLord will start with a scenario where the union has its back against the wall and must react decisively to reverse implementation of a bad policy. DeLord will use case studies to show how association leaders can be persuaded by competent advisors to use the wrong strategies which can damage the organization and its financial wellbeing. This session will address the importance of understanding what kind of fight you're in and what weapons you need to emerge the victors.

Participants will receive a copy of Ron's most recent book, *Police Union, Power, Politics and Confrontation in the 21<sup>st</sup> Century* written with John Burpo,

**Ron DeLord** served as Beaumont police officer from 1969-1971 and as a Mesquite police officer from 1971-1977. Since 1977 he has been elected to ten, three-year terms as president of the 17,000-member Combined Law Enforcement Associations of Texas (CLEAT), a statewide police labor organization. He assumed the job of executive director of CLEAT (2007-2008) and is presently serving as Special Counsel. CLEAT provides legal assistance, labor relations, political action, insurance programs and legislative representation to its members. DeLord has a Bachelor of Science degree in Government from Lamar University (1971); a Masters of Arts degree in Police Science and Administration from Sam Houston State University (1982); and a Juris Doctorate from South Texas College of Law (1986). He has been a licensed Texas attorney since 1987 and is a graduate of the 10-week Harvard University Trade Union Program (1992).

Ron is the co-founder of the Police and Fire Labor Institute and has authored and co-authored many books and articles, including *Police Union Power, Politics and Confrontation in the 21st Century: New Challenges, New Issues* (2nd Edition); *Police Association Power, Politics and Confrontation: A Guide*

for the Successful Police Labor Leader 1st Edition); Unionization, The Encyclopedia of Police Science; The Ultimate Sacrifice: The Trials and Triumphs of the Texas Peace Officer; Navigating Dangerous Waters: The Real World of Police Labor-Management Relations; and Working Together: A Police Labor-Management Practitioner's Guide to Implementing Change, Making Reforms and Handling Crisis. He is the co-director of the National Joint Police Labor-Management Executive Symposium at the School of Labor and Industrial Relations at Michigan State University in East Lansing, Michigan.

**3:30 - 4:00 PM: Coffee break**

**4:00 - 5:00 PM**

**Town Hall Meeting: Critical Issues Facing Police Unions**

**Facilitator: David Kallas, Las Vegas Metro Police**

This one hour segment, presented in a town hall meeting style format, will focus on discussing critical issues facing police union leaders including the ongoing assault against public sector and law enforcement pensions. This session will present a valuable opportunity for participants to raise issues they feel are the most pressing.

**Dave Kallas** has been an officer with the Las Vegas Metropolitan Police Department for almost 30 years. He was hired in August of 1979 and spent his first 11 years working in patrol as a field training officer, street narcotics officer and a member of the department's original Gang Unit. In 1990, after a short time in the Vice Unit, David was assigned to the Criminal Intelligence Section of the Organized Crime Bureau where he worked for 11 years as both an investigator and undercover.

In July of 2000 David was appointed as the volunteer assistant executive director of the Las Vegas Police Protective Association (LVPPA). In March of 2001 he became the interim executive director of the LVPPA while negotiating the Association's collective bargaining agreement. In October of 2001, David was elected by the membership to a five-year term as the Association's full time executive director. In December 2006, after announcing his decision to not seek re-election, the LVPPA Board of Directors confirmed David's appointment as the Association's director of governmental affairs. In 2005 and 2007, he was the Association's lobbyist at the Nevada State Legislature and is currently their lobbyist for the 2009 legislative session. He has been the law enforcement appointment to the Nevada Public Employees Retirement System Board since 2002.

**Hosted by GLOCK**

**6:00 pm: Boston Red Sox vs Baltimore Orioles at Fenway Park. Game starts at 7 pm**

**Food and drinks at the end of 7<sup>th</sup> inning**

**"Who's On First?" a Fenway Park pub at 19 Yawkey Way**

You can get into the bar from Yawkey Way only if you have a ticket to the game. If you don't have a ticket, you can enter by way of Brookline Ave. Those who have a ticket can exit "Who's on First?" directly into Fenway Park but only with a ticket. Bracelet will entitle you to free food and drinks. You can pick up your bracelet when you get your baseball ticket on Saturday afternoon.

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concepts to provide the international benchmark for safety, reliability and ease of maintenance. *GLOCK's* remarkable knowledge and experience from their applications and processing of steel and polymer are being used to design revolutionary products. These products meet and exceed the ongoing demand of law enforcement, military and civilian customers for firearms which demonstrate the very best in reliability, durability and safety of use. Their high-tech engineering and construction create a handgun that can stand up to more punishment than even the most unforgiving conditions can generate. When you investigate the individual advantages of a *GLOCK*, you'll see that it will outperform whatever you're shooting now. *GLOCK* "The best product for the best value."

**Sunday, April 19**  
**Harvard Law School**  
**1563 Massachusetts Avenue**  
**Langdell North**  
**Vorenberg Classroom #225**

**8:00 – 9:00 am: Breakfast at the Langdell North Classroom #225**

**9:00 - 10:00 AM: Swimming with the sharks, and surviving**  
**Presenter: KEVIN CASAS-ZAMORA**

For high profile law enforcement labor leaders, trying to effect change through innovative programs is a minefield. The threats to success of any given initiative come from both external and internal actors. Leaders willing to take the risk of trying something new frequently become targets of political opportunists as well as diehard association members who will fight change no matter what. Police union leaders have to walk a virtual tightrope spanning the gap between the interests of the political powers that be, the members, and an increasingly hostile media and citizenry and balance those interests with their own agenda for progress and change. In this segment Kevin Casas will address this problem and provide insight into the importance for leaders to see issues from different viewpoints and address the concerns of all stakeholders in order to be successful implementing change.

**Dr. Kevin Casas-Zamora** is a senior fellow in foreign policy at the Brookings Institution, in Washington D.C. In 2006-2007, he was Minister of National Planning and Economic Policy and Second Vice-President of the Republic of Costa Rica. He was selected as Young Global Leader by the World Economic Forum in 2007. He has worked as international consultant in the field of campaign finance, as well as program officer at the Arias Foundation for Peace and Human Progress, and General Coordinator of the United Nations Development Program' National Human Development Report for Costa Rica. He holds a Law degree from the University of Costa Rica, as well as masters and PhD degrees in Political Science from the universities of Essex and Oxford, respectively. He has authored several studies on political finance, elections, democratization and civil-military relations in Latin America. His doctoral thesis, entitled "Paying for Democracy in Latin America: Political Finance and State Subsidies for Parties in Costa Rica and Uruguay", won the 2004 Ph.D. Prize of the European Consortium for Political Research (ECPR) and was published in 2005 by the ECPR.

## **10:00-11:00 AM: Learning to Take Control**

**Presenter: RAY GARUBO**

Creating a new policy, changing an existing one or eliminating a policy is typically a response of government officials to a significant incident. For example, the televised "beating" of a suspect engenders community outrage resulting in demands for "reform" which leads elected officials to create new policies or to modify and/or eliminate old policies. These changes typically have a direct and critical impact on the police union membership because the union and its members are forced to abide by the new rules.

This class will explore the problems of living with policies that the police association had no input in formulating. Dr. Ray Garubo will provide insights into the advantages and disadvantages of taking a proactive rather than a reactive approach when it comes to getting a seat at the table during the process of policy development. If union leaders can provide rational input into policies they will be able to positively and directly impact the police union and its membership.

Dr. Garubo will also discuss the linear approach which police unions have historically used to shape and influence the public policy process. This presentation will also describe a systems approach which can be used to gain access to the means and ends of public policy development, implementation, evaluation and modification that will have more long lasting beneficial effects for the law enforcement profession.

**Ray Garubo** has not been a stranger to unions and member associations. He has been a member of Retail Clerks as well as state and national teacher and administrator associations. His father Vito was a leader in independent sand and gravel trucker's attempts to unionize in the 1950's in Miami, Florida. Dr. Garubo received his Ph.D. from The Claremont Graduate University in California. He has been a professor of public administration and public policy for over 30 years and the author of numerous academic articles and a book on supervision. He is currently an administrator for the University of Phoenix and is the founder and managing member of Political Harmony Group, LLC, a survey and assessment organization for local government.

## **11:00 - Noon: Summary, Evaluations and Certificates**