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Arkansas State Police Project

Interview with

Jim Elliott
Little Rock, Arkansas
9 October 2003

Interviewer: Michael Lindsey

Michael Lindsey: What was your motivation to join the state police in 1968?

Jim Elliott: I had been a policeman in West Memphis, and after I got into it, I liked it. It is just a natural progression. You move on to a job that is more respected. I was encouraged by some of the local troopers at West Memphis. It was really political in those days. I didn't want to go and ask somebody, but they told me that I needed to go see a state senator. Not everything was political, but when you have 2,000 applicants, you need something to bring you up and say, "Hey, look at this guy." You may be the finest person in the pool and they would never know. Colonel Mars is a perfect example of that. He couldn't get hired as a trooper. I went and talked to a state senator and he went and talked to the troop commander. I had been trying for two years. I went and talked to him on a Tuesday and I got a letter by Friday telling me I would be taking the test.

ML: I have heard that the key is to get called for your test.

JE: Yes. You are just floating out there in the pool, and unless something gets called to their attention, you may never get hired.

ML: After you were hired, did they send you straight to an academy, or did they put you on the road?

JE: I was hired in January and didn't go to the academy until July because I had almost five years of experience. I was hired with another trooper who didn't have experience. I wanted to go back to West Memphis, which a lot of people didn't want to do, but I liked it because there was always a lot going on. Instead, they sent the trooper with no experience to West Memphis and sent me to Augusta. It was like going from the daylight into the dark. I asked the captain to send me to West Memphis because I still lived there, but he said that since I had experience, I was going to be working alone. The other guy didn't [have experience], so they sent him over there to work with other troopers. My orientation was, "Son, do you know where Augusta is?" I said, "No, I don't." He said, "Go up to Wynne, turn left on [Highway] 64 and you can't miss it." [Laughs] That was it. He told me that I knew how to do the job. He gave me cards and papers and told me that this report came in once a week, and this report needed to come in every three days. I started to write all this down, but he stopped me and said, "Don't worry, it will come to you." He told me my post sergeant would be over to see me in a day or so, but it was three months [before I saw him].

ML: What was it like being a state trooper in Augusta?

JE: I wasn't real crazy about it. I came from a place where it rolled all day long, twenty-four hours a day, seven days a week. Now I was at a place that closed at

5:00 [p.m.]. On the weekends they stayed open till midnight. I hated it. I wanted to go somewhere where things were going on. I made requests for transfers and told them that my talents were being wasted in a little place like this. If you were getting along with the locals in those days and weren't getting a lot of complaints, most captains would leave you there forever. They would promise you anything, but leave you there. I finally made someone in Little Rock mad. I came back from vacation and found a letter saying that I was being transferred back to Little Rock effective immediately because of my "request for a larger area where your talents would not be wasted." I remember those words. I only worked there for three months. They switched me with a sergeant who had some problems with alcohol. They told him, "Why don't you move up there," which meant, "Move up there," and I took his place. Moving to Little Rock was the best thing that ever happened to me. I consider this my home. I have been here three times in my career.

ML: How long were you at Little Rock?

JE: Two months and then I came to Conway when a vacancy occurred. I stayed here until 1979 and made sergeant. They threaten you with being sanctioned in Eudora or Gravette. I chose Eudora. Eudora is in the southeast corner of the state. I remember one summer day I was doing my post sergeant thing, riding with and observing another trooper. It was hot and the Johnson grass was higher than the car and I was thinking that I had worked hard and competed to get here. I was only down there for nine months. I came back to Little Rock as a post sergeant. I spent my whole time in highway patrol. As far as I could tell, that was where

everything was.

ML: I have read some newspaper accounts about a special narcotics team that worked in Little Rock. Do you know anything about that?

JE: In 1986 they started the Criminal Apprehension Program.

ML: I am thinking of something else. It may have been a CID [Criminal Investigation Division] unit.

JE: When the state police really got into narcotics was the late-1970s. I am going to say 1976 or 1977. They hired a bunch of guys that were too young to be commissioned and put them to work undercover. Essentially, they were just paid informants, because they couldn't make arrests. They developed cases and then came back—just like anyone could—and went to a prosecutor and swore out a warrant. They had some training, but no real police authority. Probably ninety-nine percent of them stayed on and became commissioned officers. When I went to work, I stumbled on a narcotics case. Bear Chandler and the traveling squad came and picked up the materials and handled the case.

ML: Talk about the CAP [Criminal Apprehension Program] program.

JE: That was in 1985 or so. I was the youngest sergeant in the troop. The other sergeants had about ten years on me, and as you get older you lose your energy and your fire for the job. I guess that is why I got assigned to CAP. Each troop with an interstate had one sergeant and two troopers assigned. You worked twelve-hour shifts. It would all balance out because you worked five days one week and the next week you would work two. At that time, it was a serious no-no, and I understand why—we actually profiled. That was our job. We knew that Hispan-

ics in large cars with border license plates were hauling dope. That was what we were looking for. We had to have a reason to stop them, but that was what they taught us to look for in the school. That was the way it was. It makes sense, and I understand the principle behind not profiling, but I got into an argument with a guy about profiling Hispanics and asking them for documentation to prove whether they were legal aliens or not. Who would you ask? Someone who speaks English with a southern drawl or someone speaking Spanish? If I heard someone speaking Russian, I would ask them for their documents. Anyway, it worked fine until people started abusing it. It would have stopped anyway, but it would not have stopped as soon as it did if people hadn't started abusing it.

ML: Who provided the training?

JE: The principal instructors were the Louisiana State Police, which had been working it on Interstate 10 and Interstate 20. We had some guys in the class from the Georgia State Patrol who had some luck at it. They were there to receive some additional training because Louisiana had had so much success with it. Also, there was one guy from the New Mexico State Police. The basic strategy was to find the profile that they gave you. Our team didn't have a lot of success. I don't think as many drugs travel I-40 as they do I-30 and I-40 east of Little Rock. It was a successful program overall, and we caught a lot of other things besides drugs. We would get stolen cars and other stuff. They also gave us more tools than the average trooper, much like the CID. We also had priority on calling CID to come and do forensic tests, instead of them telling us they will be here tomorrow. A lot of troops—Troops A, D, G, and K—had a lot of success. Troops J

and H didn't have a great deal [of success] in catching narcotics. We got nailed pretty good on it after a bad search in Troop A. I think we all knew it was coming. Maybe it was jealousy, but I know that I am trying to do it right and not having much success while these guys are having all of this success. We hated to see it happen, but also felt that they got there comeuppance.

ML: Do you think that headquarters placed a lot of weight on what these teams did? For example, if the team in Little Rock found 100 pounds of marijuana and your team did not find anything, then the next time the promotions and tests came up you would be penalized?

JE: I don't think so. I like Colonel Goodwin, and it seemed to me that his philosophy was to keep the status quo. This came up and it was something that we needed to do. I think it was somebody else's idea. He never showed any abiding interest in it. I am sure he was pleased with the narcotics arrests. He was secure in his job and he was like me, getting older, and it took a lot to get him enthused. He was a nice guy and understanding. He had been around a long time. I always liked directors who had been there and done that. He had been shot and had worked rural areas.

ML: You were troop commander of Troop D and later highway patrol commander. What is the difference as far as day-to-day responsibilities for the sergeant's position and that of a troop commander?

JE: A post sergeant is the first line. He has got his finger on the pulse of what is going on. He knows his people, how they work, and when they work. He keeps abreast of everything out there and keeps them out of trouble while giving them

guidance and passing along his expertise. I was a lieutenant in Little Rock and, as far as troop administration is concerned, the lieutenant does more. I acknowledged that as a troop commander. It's like in a family, you may be the father, but the mother runs it. If it gets out of control, the father steps in. When you are a troop commander, you are the ultimate authority to discipline and do those sorts of things. A lieutenant can only recommend. An assistant troop commander, at least when I was one, ran it, and my troop commander acknowledged that I ran the business. I saw that the bills got paid and things got done. Being a troop commander is pretty easy. It is the best job in the state police. That and being a post sergeant allow a lot of latitude. I treated my post sergeants like my commanders treated me. If you took care of your business, they would stay out of it. As a troop commander, your primary job, as I saw it, was to maintain good working relationships with your other agencies. I would visit the sheriffs and county judges just to touch base with them. If we had problems, then we would work them out. I once had a county judge call me down to see him, and he told me that my troopers weren't holding up their end of the bargain. He told me they weren't raising the funds that they were supposed to and they weren't meeting the county's budget figures. I told him that I wasn't even going to discuss that with him because it wasn't our responsibility. We were there to enforce the law. Revenue is something that occurs as a result of our actions, but that is not our mission.

ML: There seem to be a lot of differences between Little Rock and Forrest City and other places that you have been. Can you tell me a little bit about how your experiences differed?

JE: You feel that headquarters is over there [in Little Rock] and they are looking at you. As a trooper, you feel guarded in what you are going to say and about procedures. As a sergeant, you feel you are under close scrutiny at all times. To a degree, that is the case. Colonel Bailey was bad about that. He would call me and say, “We’ve got an abandoned car on this overpass for three days. Why has that not been moved?” Heck, I didn’t know. I was in the office all day, but I knew that I would take care of it. You feel that is the case all the time, even if they don’t say anything. When they moved headquarters off Roosevelt Road, the troop commander in Little Rock didn’t want to be just down the hall [from the director] so he talked them into putting it [his office] at the opposite end of the building. [Laughs] When I went to Forrest City, I felt “Free at last, free at last, thank God Almighty—free at last.” I knew I had a good troop. Troop D did more interdiction work than anyone. We seized more narcotics than everyone else combined. We did pretty well and kept it straight. Of course, in east Arkansas they are still twenty years behind the times in prosecution. At least we got the dope out, though. It is just a lot simpler. They [troopers] know that the director or the highway patrol commander can come through at any time, but it is not that likely. For years this county [Faulkner] was in Troop A, and whenever I would go to headquarters I would begin to get uncomfortable from Pulaski County on in. [Laughs] I told Colonel Mars after I made Major that I hated this place [headquarters]. He asked me why and I told him that these people made me nervous. He said that I was one of them; but it didn’t make any difference [to me].

ML: What year were you appointed highway patrol commander?

- JE: In 1999. I am very proud of that, but I have no idea why I got the job.
- ML: During your thirty-two years [1968-2000] with the state police, did you see the mission of the highway patrol change?
- JE: It stayed pretty constant, but Colonel Mars was trying to get away from strictly traffic enforcement. Troopers tend to be alike. If they get a stolen car, you call CID to process the vehicle and interview the driver. The troopers preferred traffic enforcement, accident investigation, and first responder duties, but at the first opportunity they were ready to slid out and get back on the road. It seems that when I first went to work all people wanted to do was light correction. Then we got radar and during the energy crisis [of the 1970s] the focus was nearly ninety-five percent on speed enforcement to save energy. I never told my troopers that they needed to write more tickets, but I did tell them they needed to increase their activity. You know about what it takes. If you were in court four hours a day, that would be fine, just account for it in your report. The guy who works all week and only contacts five violators isn't working.
- ML: Were there other ways than OVCs [Office for Victims of Crime?] to track activity and gauge how a trooper was doing?
- JE: No, because the personnel were so spread out. I might see my guys once a month and if I didn't have something to gauge them by, they might be sitting in the sheriff's office all day or in the coffee shop all day. I know an old guy in one of these rural counties who got caught fishing on duty. He was a nice guy, just lazy.
- ML: You talked about how the troopers preferred CID to takeover some of these investigations. In your opinion, is there a distinct separation between these two divi-

sions? In other words, were there two separate teams?

JE: Yes, that is true. I have heard some CID people say they are the brains of the state police. CID could wear long hair, drive unmarked cars, and work when they wanted, which created some dislike. Most of the ones who make a career in CID are lazy. A hard working investigator really works, but most of them are out there taking up space. We had a good one in Forrest City, and I am happy to see that this year he made Trooper of the Year. A lot of them are not that way. There is a lot of paperwork in CID and potential for long hours if you are following a hot lead. They have tried to bring the two together several times and the ones who fight it the hardest are the CID. Colonel Mars tried to put a CID lieutenant under each troop commander. That was unsuccessful.

ML: How have the technology and strategies changed?

JE: For instance, we didn't have radar until 1969 or 1970. We had one or two sets in the entire division. Now everyone has one. They have cameras, which is an easy way to show what really happened. In the old days, you didn't have those things. The methods have changed, but the strategies haven't changed. The tools to create a policeman are better. We didn't have a police academy in this state. When I joined the police force at West Memphis, they sent me to the Memphis Police Academy in 1965 and their school lasted twelve weeks. In Arkansas, the state police school was only two weeks. Training has increased out of necessity. There weren't that many Breathalyzers [reference to test to check for alcohol]. The courts just took your word for it. On time, I arrested a guy for DWI [driving while intoxicated] in Cotton Plant. The county had a little jail there with no heat.

I went down to the justice of the peace. I had a good case, even though I didn't have a Breathalyzer. He was swerving and his speech was slurred and he was staggering. The JP [justice of the peace] called his name and told him he was charged with DWI and asked him if he was guilty or not guilty and the guy said, "Not guilty." This made the JP mad. He asked the guy, "Were you driving a car?" [The guy said,] "Yes, sir." [The JP asked,] "Have you been drinking?" [The driver said,] "Yes, sir." [Then the JP said,] "By God, you are guilty then." That was it. I didn't like that too much because I could have made a case against him. That is just one example of how things have changed in technology and courts. The new equipment, training, and requirements to make a case are the major changes over that time. One time I went in to see a judge to get a search warrant. He was a retired military guy from the Judge Advocate General [JAG] division in the [U.S.] Navy, but he didn't know how to write a search warrant. He asked me if I knew how and I told him I thought so. We went through the deal and he asked me if I thought it would work and I told him it was his court and he said, "By God, it will work then." [Laughs] We had pace cars to measure the speed, and I had one in Memphis. This guy saw me back there pacing him, so he hit his brakes. I pulled him over and wrote him a ticket, but the guy said that he would die and go to hell before he paid it because he didn't believe I paced him for long enough. So he got a lawyer and we went to court. This judge said that of all the tickets that came his court, only two had been contested in court and that he was the second one. The judge said that I couldn't be right all of the other times and wrong on just two, so he would consider me an expert in measuring

speed and found the guy guilty. That stuff wouldn't fly nowadays, which is good. I charged a guy one time for crossing an unprotected fire hose. These guys had set fire to a business in town and they were driving around looking at their handiwork. I knew who they were. When they drove over the fire hose, I charged them. When it came to court, the judge asked me if such a law existed. I told him that [one did]. He said that he was going to find them guilty anyway, but just wanted to make sure. [Laughs] I came from West Memphis where they had the strictest, by the book judge you had ever seen. I was a bailiff in his court for three years. Everybody had to earn extra money and that is what I did on my time off. I knew that this other judge wasn't doing it right.

ML: In 1968 when Martin Luther King [Jr.] was killed—did you go [to Memphis]?

[Editor's note: Martin Luther King, Jr. was assassinated on April 4, 1968.]

JE: No. Some of the West Memphis police went over on their own in patrol cars, even though it wasn't authorized. It was a pretty good ways from West Memphis to Memphis. Colonel Scott was a retired FBI [Federal Bureau of Investigation] agent, and the Memphis director of fire and police was a retired FBI agent. They had all of these people over there in West Memphis, and the Shelby County Sheriff and Chief of Police were trying to get some help from the Tennessee Highway Patrol. The Arkansas State Police were in Memphis eight hours before the Tennessee Highway Patrol. For years after that, we owned that town. They were in real trouble over there for a while. They were under siege. I think they even had some from Mississippi come up there at one time. A lot of troopers told me that the Shelby County Sheriff said he didn't know if the swearing [in] of this crowd

of state troopers [as sheriff's deputies] was legal or not, but he had them raise their right hands anyway. They put them in a car with a sheriff's deputy or a city police officer. We did that a lot in riots in east Arkansas. We might have some from adjoining counties come in to help.

ML: There were disturbances in Pine Bluff, Marianna, Forrest City . . .

JE: We had a civil rights march that occurred from West Memphis to Little Rock. We didn't have any confrontations the whole way. The CID stayed with them, and we paralleled them in the car. I was in Troop D at the time, and two of us in a car would parallel them on the interstate and we would have responded if there had been a problem.

ML: Did you ever see the potential for problems [during the march]?

JE: In Hazen, the mayor said that he was not going to allow them in his town. I think they [CID] went over and told the local police that they could not block a state highway. He couldn't figure out what to block the side streets with to keep them from coming down the side streets. The farmers brought in their combines and parked them side-by-side and blocked the side streets. We had quite a few problems in Forrest City [at other times]. It was over in Marianna before we got down there. We actually had to use riot formations in Forrest City. It was the only place where we had to use that. It got pretty hairy there. I had my three guardsmen and we were passing by an alley. I happened to glance down it and saw a trooper and his three guardsmen back up in this alley by a pretty good-sized crowd. They were about ready to start shooting and then they saw us coming. We worked twelve-hour shifts and provided twenty-four hour support. Once you

get the curfew in place, you patrol and enforce it. Most of the curfews were from 6:00 a.m. to 6:00 p.m. I was in the 101st Airborne when they integrated Ole Miss [University of Mississippi, Oxford] and was sent down for that. That was the hairiest thing I have ever been in.

ML: Was that assignment a complete shock for a soldier, or did they try to prepare you before they sent you down?

JE: No, [they did] not really [prepare us]. We were the law enforcement authority in Oxford, Mississippi. The U.S. Marshal Service, some FBI, and federal prison guards were down there. They were getting their butts kicked. A lot of the marshals were injured. We were in what they called a strike unit. The 82nd and 101st [Airborne Divisions] were strike units in the Strategic Army Corp and had to be able to be on an aircraft in one hour. We took turns acting as first ready units, which meant that we kept our bags packed and sitting on our bunks with our weapons stuck underneath. That way you would just pick up your bags and go. Your civilian clothes were packed and ready to be dropped off at supply for shipment home. We flew C-130s to an airbase and then got on Caribous, which were able to land at the small airport in Oxford. We got off from one aircraft and right onto another. I had never seen us move that fast. There was no hurry up and wait. We pitched our tents inside the football stadium at Ole Miss and we used the yard markers to line up the tents. The headquarters was up in the concession stands.

ML: Were you all “locked and loaded” and ready to go?

JE: Yes. We were issued ammunition. It was a bad time and it was hard on the unit

because they took the black personnel out. We didn't think anything [was wrong] about having blacks in the unit. They would take them uptown to the showers and make them ride in the "deuce and a half" [a two and one half ton army truck] with the cover pulled all the way back. I resented the hell out of that. It was hairy there for a while. They would steal vehicles and tie the gas pedal down and stick it in gear and head it toward our liens. Fortunately, none of them ever made it. They would hit a tree or curb. They would fire shots and you would hear a "pop," then a "zing." I don't think they were trying to hit anything, but it sure was uncomfortable. One of those fraternities down there had this humongous PA [public announcement] setup. One night it sounded like everyone in the world was screaming and yelling. We jumped up from our camp and got in the "deuce and a halves" and headed for the campus. Normally we would try to ride near the tailgate, but this whole time that whole truckload of GIs was pressed in toward the front of the truck where the cover was. What had happened was this fraternity had just cranked up this PA and made it sound like a riot was breaking out. It made your hair stand on end. Another time I was out with "Say" Macintosh when he was burning his flag. Another trooper and I were on the Capitol steps and he came up there with his trashcan and he was mouthing with the crows out there. He finally struck a nerve with one of them and they started running toward him. There were probably 150 of them that came after him. He was coming to us for protection from 150 people. It was hard to keep from running the other way, but I stayed. They never touched us, but we had to drag them off of him.

ML: What year was that?

JE: 1990 or so. I was a lieutenant then. I was down there when they had the Ku Klux Klan rally in 1979. The Klansmen were walking around in a circle in front of a building at UALR [University of Arkansas at Little Rock] and this guy from Vermont grabbed his hat. The Klansman came up to me and said, "He took my hat," sounding like a kid in school. The Vermont guy wouldn't give the hat back, so we had to arrest him. After everything settled down, I was a sniper and they sent me to a sniper position. Another sniper and I tried to sneak into a building to take our positions, but it was pretty tough to hide our equipment. There is not much else a rifle case could hold, except maybe a pool cue. We also had sandbags to steady the weapon and the news people saw us and made a beeline trying to talk to us before we went into the building and we started running for the door.

ML: Is there anything in your career that we haven't talked about today that is something that needs to be discussed?

JE: You may already have information on it, but the thing that happened over in Fort Chaffee [reference to 1980 riots involving Cuban refugees held at Fort Chaffee].

ML: Did you get sent over for that?

JE: I was a drill instructor at the academy and we had a training class going on at the time, or I am sure I would have been sent over. That and the CSA [Covenant Sword and Arm of the Lord, a radical organization formed in 1971 in the small community of Elijah in northern Arkansas] deal were the only major things I ever missed. I was in the snipers, SRT [special response team], DI [drill instructor], and was part of a lot of new programs the state police started. I hated that I missed those situations because I liked that type of excitement. It gets your blood

flowing.

ML: When did the state police create the SRT?

JE: They started the sniper and counter-sniper program in 1979. The SRTs came along about 1980.

ML: Do you know what the motivation was?

JE: There were so many hostage situations that were happening in the rest of the country. We were moving away from the macho idea of charging in on a hostage situation. An armed assault is the last resort. You only want to do that when someone is in there killing somebody. You don't go in there because he threatens someone or inconveniences someone. They are getting away from that a little bit now. I saw a woman killed by a sheriff because he wouldn't wait. I wouldn't let my team go in and I warned him that it wasn't the time to do that. I told him we should maintain our perimeter until he starved to death or he started to kill someone. They went in on their own. Then he came to me afterward and said we needed to go down here and talk this over. I told him there wasn't anything to discuss. I wanted no part of that, and I told him that before he went in.

ML: You mentioned the "hard-nosed" training academy. Is that something that changed from previous academies?

JE: There are two basic philosophies. When I went through the academy, it was "an officer and a gentleman." They didn't yell at you and barely raised their voices. They called you "mister." You performed or you were out. The first day we went out and ran, but one of the guys couldn't even run around the track twice after calisthenics. He couldn't run around the track without stopping, so they cut him

then and there. I was in the 101st Airborne and jump school was a nightmare and I would guarantee you that it is as tough as SEAL [Sea, Air, Land—the U.S. Navy’s maritime Special Forces] training. Bill Bounds started the new training style. Colonel Harp wouldn’t put the troopers to work until they finished the academy. There were twenty-five or thirty to a class, and on your first day at the academy it starts. When they first walked in the door we would ask them, “What are you doing? What do you want?” We used to love guy who came in early. They were supposed to be there at 4:00, and if someone got there early, you would ask them, “Can I help you?” [The recruit would respond,] “I am here for the training academy.” [We would then ask,] “Did you get a letter?” [The recruit would say,] “Yes, I did.” [We would say,] “Read the bottom part on when and where it says to report.” [They would read it:] “June 6 at four o’clock p.m.” [We would ask them,] “What time is it now?” [The recruit would say,] “Three-thirty.” [Then we would say,] “Can’t your dumb ass follow instructions? One of the first things you have to learn is how to follow orders. Get out of here and don’t come back until you are supposed to be here!” If someone showed up with an inappropriate haircut, we would tell them they had five minutes to fix it. I once saw a woman cut her hair with a pocketknife. She came in wearing a business suit and had makeup on—well-dressed and attractive. Bill Bounds laid into her, “You have got five minutes to get a haircut or don’t come back!” She went back to her car and cut it with a pocketknife and she came back in with eye makeup running down her cheeks, but she came back and was never a problem. Bounds handled the Arkansas Military Academy. I had been in the Airborne. The reason for this

style is to instill a real high regard for the post sergeant. You want them to see the post sergeant as God. You want them to respect their sergeant. We had good physical fitness programs. We started them off slowly and then began to expect more. I had a guy whose father came up to me after graduation and shook my hand and thanked me because his son had belonged to every gym and taken every diet supplement and hadn't lost any weight. After he got out of the academy, he had lost thirty pounds and the father was happy about that. It [the training style] developed camaraderie. The older troopers that went through the program resent the way they do it now. We drove them hard and didn't cut [them] any slack. I enjoyed the end product and feeling like I had something to do with it. At the graduation ceremony, they start from two blocks away and march up in formation. Seeing them transformed from such a rag-tag band is a good feeling. I think that is something I am most proud of. That is really where [Colonel Tom] Mars became aware of me. He had a lot of friends in the state police before he became director, and they probably talked about me being their DI. When he was sworn in as director, I went down there. I was standing in the back of the room and I was talking to the Little Rock commander who about knocked me down to shake Mars's hand. Mars shook his hand and then walked past him to talk to me. I introduced myself and said I was his troop commander from Forrest City. He told me that he had already heard a lot about me. That could go either way, though.

[Laughs]

ML: Do you know when they started changing the schools around?

JE: Colonel Bailey started softening it a little bit. Then they got a female in charge of

the personnel division and women don't seem to be as aggressive. They make fine officers, but just aren't as hard-nosed. Bailey was a post sergeant down there for a while, and he could be a mean bastard. But he didn't seem to subscribe to that a whole lot. I would never tell anyone to do anything that I wasn't willing to do. I didn't run before the training academy, so I would be in as bad a shape as everybody else. That way I knew that if I could do it, they could, too. I was older than they were, but I could make myself do it. You have a lot more in you than you realize if you push yourself. I never faulted anyone that tried. If someone quits in the academy, he isn't going to stick around on the highways when it gets tough.

[End of Interview]

[Edited by Rebecca Willhite]