



PHOENIX LAW ENFORCEMENT ASSOCIATION

# RECAP

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## HOW DID WE GET HERE?

by Ken Crane  
PLEA secretary

T

he past couple of years have been a time of great tumult for the Phoenix PD. The department has found itself in the spotlight both locally and nationally and in a negative light more often than not.

We have seen controversial arrest and use of force situations, divisive racial rhetoric, a crime lab in crisis, major criminal investigations being called into question, employees at all levels retaliated against by police management, and allegations of pension system abuse by the top police official. There has been a record number of EEO complaints, employees under indictment, a controversial death of a police supervisor (with everyone still awaiting a final outcome), employees being denied whistle blower protection and allegations of inflated kidnapping statistics to gain federal grant money. In addition, there are audits by federal authorities, a police management team that struggles with holding its own accountable, knee jerk reactions in transfers of supervisory personnel plus survey results, from not only PLEA but PPSLA as well, indicating that everyone sees problems with the leadership of the department and that it's time for a change.

On the heels of all of this, Chief Harris on March 2, 2011 while out at a shooting scene, met with assembled media and engaged in an extremely controversial press conference. The Chief was obviously upset and angry, and made statements consistent with his mood. The Chief sent out an ENS that same day encouraging employees to watch a replay of the press conference on the PD website. On March 3, 2011 City Manager, David Cavazos convened a press conference at City Hall and announced the re-assignment of Jack Harris while at the same time announcing that Executive Assistant Chief Joe Yahner would immediately take over as the Interim Chief. I don't believe it was the press conference that cost Harris his position, but rather it was the straw that broke the camel's back. However, one doesn't usually fare too well when they make comments that can be interpreted as a direct challenge to their immediate boss.

I'm sure many, in and out of the Department as well, find themselves pondering the question; "How did we get here?" I don't believe that there is one simple answer that explains what has gotten us to our present state, although there are many who will be quick to lay blame and reach for quick easy answers. One of the



City Manager David Cavazos at a March 3, 2011 press conference held at City Hall announces personnel changes within the Phoenix Police Department. Pictured in background from L-R are former Chief Jack Harris and Interim Chief Joe Yahner.

most common is that the police union and or union president are directly responsible for the dire straits we find ourselves in. There is no doubt that PLEA has been right in the thick of things on most of the issues cited above. Perhaps the better question is this: Is the union at fault for merely trying to bring accountability to some very serious issues that many others would have rather seen swept under the rug and forgotten about?

Often times when analyzing problems that confront us, we tend to grasp at symptoms rather than root causes. It is my belief that we have to go back several years to determine the genesis of many of the problems we are currently embroiled in. Several years ago (March of 2006) Chief Harris made several statements to PLEA after numerous complaints had been made about disparate treatment. Some of these statements were: "I'm not going to let PLEA or citizens tell me how and when to do investigations" and "the issue of disparate treatment is over, if you don't like the way we do investigations then promote." When reminded by then PLEA

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by Mark Spencer  
PLEA President

We've all taken a family trip. We pack our gear, lock up the house, get someone to take care of the dog, and hop in the car. For large families, reality and room in the car demand a driver, require a navigator, and mandate a passenger. The driver gets the group there, the navigator determines the course, and the passenger goes along for the ride.

Politics are similar to this large family outing – nationally and locally everyone is going on journey. Elections determine destination points – where we're going. Certainly a trip was underway in 2010 and input from PLEA members was consistent with the political compasses seen coast to coast; across the country and in Arizona a new driver was going to sit behind the wheel. The perception of a faltering economy, an ineffective, overreaching federal government, and out-of-control spending was the fuel moving this trip down the road. If one just took the time to look at the map it was easy to see party change was on the way.

Input is only as good as the view. When one is locked in the trunk of the car, criticism of the driving and the route carries little weight. Because they're both in the back with the rest of the luggage, some tabloids and management fraternities share the same perspective. This baggage believes that when PLEA reaches out across aisles to partner with both halves of the partisan process, PLEA members are hurt and our ability to solve police labor issues is compromised. In contrast, your Association understands that wise political investments benefit both cops and communities. That's why PLEA's input in the political process is critical for a successful journey.

Since a Republican driver was going to be steering at the State legislature, PLEA had a choice: sit in the back seat with our Democratic partners, get stacked in with the fraternity baggage, or provide input to the operator with a route. The destination of the country was fiscal responsibility and this political excursion included state pension reforms. The crucial role that PLEA members play in our communities demanded that your Association get up in front with the driver and deliver valuable input as to how to reach the destination. As always, it's important that law enforcement has a seat near the wheel.

Your Association's political endorsements and support placed PLEA members up front. The past positive partnerships with our elected Republican partners made the choice of the right front side of the car an easy decision. The route taken by management fraternities was muted and ineffective. Their endorsements for Romley and Rotellini coupled with fruitless attacks on Republican

leadership have relegated them to the luggage rack with no voice.

It's hard work being up front with the majority driver. An incomplete list of legislators that PLEA and the APA are "traveling" with include Kirk Adams, John Kavanagh, Steve Montenegro, Andy Tobin, Jerry Weiers, Bob Robson, Senate President Russell Pearce, Lori Klein, Michele Reagan, Linda Gray, John Nelson, John McComish, Andy Biggs, Al Melvin, Frank Antenori, and Governor Brewer. It's from our crucial front-seat position with these "drivers" that PLEA and the APA have navigated to legislative protections for rank-and-file officers throughout Arizona. Just like they did in the legislative session, Republican "drivers" in this session once again see police needs and are willing to solve police problems by supporting what many might label "pro-union" front-line legislation:

- **HB2613 – Law Enforcement Officer Misconduct Reporting: Police Associations can report police management misconduct directly to AzPost for investigative support and certification action.**
- **HB2476 – Workers' Comp MRSA: Police personnel now have more time to report and manage MRSA infections.**
- **HB2477 – Law Enforcement Witness Representation: Police personnel who are called in as administrative witnesses now have the right to representation.**
- **HB2444 – Polygraph and Investigations: Applications for the use of polygraphs are limited and internal administrative investigations are limited to 120 days.**
- **SB1057 – Law Enforcement Officer Discipline Action: Violation of "Just Cause" legislation from last session now has "teeth." Officers can appeal to Superior Court if a department violates "Just Cause."**
- **SB1235 – Law Enforcement Discipline Procedures: Discipline administered to law enforcement personnel must be based on parity.**

Through open and honest dialogue and a commitment to reasonable reform, PLEA and the APA continue to be important co-pilots in protecting police pensions. The pension road some want to take is unreasonable, inconsistent, and unconstitutional. Certainly PSPRS appears as an obstacle to many of the "drivers" when it ought to be seen as a promise that should be kept. PLEA and the APA are aggressively navigating with the drivers with real and reasonable solutions (seen any lieutenants or commanders or chiefs testifying at the legislature to protect your pension?). We're hopeful the final destination will not be in court. Throwing active and retired police officers under the bus is not the definition of a good trip. But neither is getting car sick in the back with fraternity bags.

# HOW DID WE GET HERE?

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Secretary, Mark Spencer that PPD policy states: "All alleged or suspected personnel misconduct observed or suspected by supervisors, Department employees, or citizens will be thoroughly investigated" Chief Harris' response was "That's not true." Although this exchange occurred several years ago, in my opinion, this was the beginning of the end and is where the organization began to go off the rails. Aside from remarks such as this being egotistical, arrogant and in violation of policy, they appear to be institutional corruption which, like many diseases, can be a slow insidious process, growing until it suddenly boils to the surface in a crisis of epic proportions.

When a Chief of Police feels that selected persons in the organization can be granted immunity from following the rules or being held accountable it promotes a system of "haves and have-nots", a "good ol' boy system", and an "us vs. them" mentality that starts at the upper levels of the organization and over time, slowly trickles down and permeates the rest of the organization. Instead of focusing on the overall mission of the organization, people begin to spend more time focusing on whether they are associated with the group that is in or out of favor with the boss. The organization becomes dysfunctional because the rules have been enforced in such an arbitrary and selective manner they soon become meaningless, unless of course you are the one on the receiving end on a given day when they do decide to enforce the rules. To illustrate this point: is there anyone on the PPD who hasn't heard the acronym FOJ (Friend of Jack)?

I was recently given a copy of a book titled Winners Never Cheat:

Everyday Values We Learned as Children (But May Have forgotten) authored by Jon M. Huntsman. Huntsman is one of those guys that came from austere beginnings, worked hard and eventually became the CEO and chairman of a global multi-billion dollar corporation known as Huntsman Chemical. The book could easily be considered a manual for those in positions of leadership or who aspire to be leaders. Huntsman is one of those rare types that understand that you can delegate authority but that responsibility, for whatever goes wrong, ultimately rests with the guy at the top. The refreshing thing I found in reading this book is that Huntsman clearly states and gives examples of how honesty and integrity are the cornerstones of the foundation of any successful organization. Maybe the management of the Police Department ought to scrap Enlightened Leadership and start handing out copies of Winners Never Cheat in order to change the paradigm of the upper management of the PPD.

Huntsman relates a story of his time in the Navy as a junior lieutenant serving a midnight shift as the Officer of the Deck on a flagship in a 40-ship fleet. A course correction given to the helmsman was misinterpreted resulting in half of the fleet deviating from the proper course, putting the entire fleet in disarray. The Captain of the ship was notified and rushed to the bridge in his bathrobe, took charge and got the fleet realigned and on proper course over the next several hours. Huntsman later expressed his embarrassment at what had happened and conveyed that he felt that he had let the Captain down. The Captain's reply was, "To the contrary, lieutenant, now you will never permit such an act to occur. You will stay on top of every order you ever give. This will be a life-long learning experience for you. ***"I am the captain of the ship.***

***Everything that happens is my responsibility. You may not have caught the helmsman's mistake, but I am responsible for it. The Navy would hold a court martial for me if any of the ships had collided in that exercise.***" Huntsman goes on to relate, "I learned then and there what it means to be a leader. Even though the commanding officer was asleep, my actions were his actions."

I read a passage like this and my mind jumps back to a time period a couple of months ago when indictments were announced against some of our officers in the Cotton Center Town Homes investigation. While at a news conference held at 620 W. Washington, a news reporter asked Chief Harris if he planned on stepping down, Harris responded that he had no plans to step down and stated, ***"I take responsibility for the Phoenix Police Department, I am the face of the Phoenix Police department, is there some way I could have prevented this, I'm not aware of that..."*** Although Harris stated that he took responsibility he went on to say there's nothing he could have done to prevent it, which albeit a true statement, seemed to be a veiled way of saying, "I'm responsible, BUT...not accountable."

When the Chief of the sixth largest city in the nation is reassigned, it's a source of major news. I watched a recording of Channel 12's local weekend news show, Sunday Square Off involving a panel of persons discussing the issue of the shakeup on

the PD and some of the comments from the panelists were insightful.

On being "demoted" one panelist stated, ***"Well, he's not coming back. Obviously the council has lost faith in him, the City Manager has also lost faith in him."***

On being reassigned, another panelist stated, ***"When someone***

***is temporarily reassigned, usually you don't get your job back."*** On the issue of being demoted and accountability, another panelist commented, ***"I was in the Navy and when the ship runs aground the captain gets relieved no matter whose fault it is."***

Huntsman goes on to talk about the importance of a management or leadership team having the same basic set of values when he states, ***"Like minded associates are not always easy to locate, but the effort is worth it. Together you will be responsible for establishing and enforcing ethical standards. Together, you will set the examples. If an executive has a background of cutting corners or of dishonesty the organization and everyone inside it eventually will pay a price."***

I read this passage and wonder what values are of importance in the highest levels of our Department? We talk a good game when we speak of truth, honor, and integrity but what do those inside the organization really see? When PLEA receives reports from managers telling us that the fourth floor is in disarray and that upper level managers are running for cover, fighting and engaging in finger pointing and where assistant chiefs are divided into cliques in an "every man for himself" environment, it's probably safe to say that people aren't on the same page with their values and ethics.

In another passage, Huntsman speaks on ethical dilemmas and states: ***"Most ethical dilemmas boil down to the color gray. We are aware of right and wrong situations, but some conclude we may cruise in gray areas with impunity so long as we don't drift into what is demonstrably illegal behavior. They are deluding themselves. We inevitably cross ethical boundaries somewhere prior to the behavior becoming unlawful."***

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# HOW DID WE GET HERE?

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The pension issue comes to mind as I read this passage. Chief Harris was given special privilege which many feel is a violation of existing pension laws. It was an improper privilege that hasn't been extended to or allowed for any other police department employee. Those that assisted him, in securing this position, knew exactly what they were doing and had to come up with a fancy new position and title to circumvent existing rules and laws so he could come back and do the same job. More importantly, the Chief seems to think it is OK simply because the position was offered to him and he was asked to come back. This is flawed logic and clearly demonstrates that there are those that are content and comfortable with operating in the gray areas and crossing those ethical and potentially illegal boundaries.

On being a leader and handling bad news, Huntsman says, ***"I have always held in high regard individuals who informed me that certain behavior or policies were inappropriate. I respect candor. My door is always open for news-good or bad. Many leaders only want to hear the positive. It is dangerous to be employed by such people. Those who never want to hear bad news also never want to know when they are off course. That, sadly, is the reason the news media is full of so many stories about whistleblowers, individuals who usually are neither disloyal nor disgruntled employees. They were frustrated about an internal warning system that wasn't operational or valued. Higher-ups didn't want to hear bad news."***

On courage as a part of leadership, Huntsman states, ***"Each of us starts with an ability to be a moral leader. From parents to CEO's, we possess the wisdom to see and appreciate the ethical, decent course. It is courage that separates those with wisdom from those who commit that wisdom to action. It is courage, and not the title, that separates genuine leaders from the pretenders."***

In one recent news broadcast regarding the kidnap numbers, Mayor Gordon was quoted as saying: ***"Do they [the feds and or citizens] care how we report it or do they care how, if they're gonna be safe and whether the police get these bad guys."*** I did a double take when I heard this remark and had to view the segment again to make sure I had heard correctly. I heard correctly. What our mayor essentially said was that the ends justify the means and the way the numbers were reported is irrelevant. Unfortunately for Mayor Gordon, I don't think the feds are going to quite view it the same way. This is clearly flawed thinking coming from the highest levels in City government.

There are many people in positions of authority within the Phoenix PD who know what the right thing to do is but just don't seem to have the courage to commit the wisdom to action. It can be tough swimming against the stream especially if there are some above you who choose not to operate in an ethical manner.

When entities are engaged in a struggle, whether actual physical combat or public debate, it is natural to want to categorize people as winners and losers. This is clearly evident as certain media outlets have painted the struggles of the past couple of years as a contest between police management and the union, or a contest between Mark Spencer and Jack Harris. I'm sure from a media perspective this is great for selling papers or increasing news

ratings. In my opinion, this type of struggle isn't about winners and losers and it certainly isn't about celebrating, back slapping, or "taking a victory lap" as some in the media have tried to portray PLEA. It's much bigger than that and it is certainly much bigger than, as one councilman put it a couple of years ago, a mere "pissing match".

What's really been going on for the last couple of years is not a battle between personalities or a battle between the police union and the police department but a battle over ethics and integrity, right vs. wrong, and maintaining standards of transparency and public accountability. The damage that occurs in an organization over time when these crucial elements aren't in place is devastating. Disagreements not resolved quickly can get ugly and it can get bloody even for those who are in the right. I don't know if anyone can really declare a person or an organization a winner as many in the media would like to do. In many respects we all lose and the organization as a whole suffers the ill effects from top to bottom when the leadership of an organization fails to maintain these important principles. The lack of leadership and management accountability within the PPD has caused everyone who wears a Phoenix Police uniform to suffer harm to their reputation.

In the last couple of years it's become painfully evident that the upper management of the Phoenix Police Department is not fond of truth tellers. This is ironic since truth, honor and integrity are

***In the last couple of years it's become painfully evident that the upper management of the Phoenix Police Department is not fond of truth tellers.***

considered to be the cornerstones of our profession. Some with courage speak out in an attempt sound the alarm, point out corruption, right a wrong or to defend someone that needs help. Often, those who attempt to report corruption or bad practices are looked upon as trouble makers. More often than not, the standard operating

procedures for dealing with those that try to do the right thing are to victimize, retaliate against, investigate, discredit, intimidate, forcibly transfer or even terminate the employee in an effort to shut them up and avoid dealing with the ugly truth (especially those instances that might reflect poorly on the performance on someone with rank). Red flags such as these are indicators of serious problems concerning the principles that the organization is governed by. How logical is it to have policies that require people to report suspected misconduct then punish and retaliate against them when they do?

This then begs the question; should we as individuals, or PLEA as an organization, just roll over, put the blinders on, and forget about fighting the good fight? Turning a blind eye and ignoring obvious problems, also known as taking the path of least resistance, is certainly much easier. Should we NOT fight the good fight simply because, as one officer complained a few months ago that: "It just makes us all look bad."? I don't think so; this is what transparency and accountability are all about. People have and always will pay a price in order to do the right thing. The price can be high, some pay with their health, some with their careers, while others suffer retaliation and false accusations which usually results in tremendous emotional and reputational damage.

To NOT do the right thing is neglectful, shameful, and just plain wrong. It allows those who are incompetent at best and malicious at worst to continue their harmful practices unchecked. We cannot afford to continue to turn a blind eye to those who engage in selectively following the rules.

# Silence in the Face of Evil

by Mark Spencer  
PLEA President

In President John F. Kennedy's book, Profiles in Courage, he wrote,

"In whatever arena of life, one may meet the challenge of courage, whatever may be the sacrifices he faces if he follows his conscience, the loss of his friends, his fortune, his contentment, even the esteem of his fellow men, each man must decide for himself the course he will follow." Frequently the course of courage requires one to speak up. Hebrew wisdom literature reminds us that "there is a time to speak" (Ecclesiastes 3:7b). The uncommon courage that Kennedy writes about comes with a cost – most rare things do. Bold men and women, who are willing to pay the price, consistently overcome fear and selfishness by speaking truth to correct a wrong - even when it's safer to say nothing.

The City of Phoenix recently released an EEO report (January 13, 2011) based upon a retaliation complaint filed by former Phoenix Police Lieutenant Heston Silbert. Shamefully this report highlights the lack of courage (**cowardice**) of upper level Phoenix Police Managers and their willingness to trade truth. When it comes to maintaining silence for the select - keeping their mouths shut to protect the "fraternity" of the few, they're masters at being mute.

A noticeable and frustrating obstacle encountered by the investigator is spelled out in her final product. She states:

◆ "There was insufficient evidence to evaluate many of Lieutenant Silbert's allegations because the witnesses (retired/former employees) **declined to participate** (emphasis mine) in the EOD investigative process."

◆ "Several critical witness [sic] who no longer worked for the City of Phoenix **declined to participate** (emphasis mine) and therefore **made it difficult** (emphasis mine) to verify many of the allegations made by Lieutenant Silbert."

If the standards of an organization come from the top, one can imagine the struggle rank-and-file officers face in maintaining their moral compass in the face of the ethical drought in police management. The following documented pattern of conduct on the part of upper-level Phoenix Police Managers is not only alarming, but frightening.

◆ "Commander (now retired) **Milstead** informed the investigator that he **did not wish to participate** in this investigative process."

◆ "Assistant Chief **McCort** (now retired) **did not participate** in this investigative process."

◆ "Commander **Milstead** **declined to participate** in the investigative process."

◆ "Assistant Chief **Louis** (now retired) **declined to participate**."

◆ "Many of the comments were witnessed by retired Commander **Milstead**, who **declined to participate** in this investigative process."

◆ "Commander **Milstead** (now retired) was the witness to these comments and he **declined to participate** in this investigative process."

◆ "Commanders **Milstead** and **Halstead** (both now retired) **declined to participate** in this investigative process."

◆ "Commander **Milstead** (now retired) is the witness to these comments and **declined to participate** in this investigative process."

◆ "Commander **Milstead** (now retired) **declined to participate**."

Do we really think this absence of conscience kicks in when one retires – or is it more likely created and cultivated over time? The investigator summed up these wretched examples with the following:

"There was insufficient evidence to evaluate many of Lieutenant Silbert's allegations **because the witnesses** (retired/former employees) **declined to participate** in the EOD investigative process."

Dietrich Bonhoeffer was a protestant theologian and a participant in the resistance movement during WWII. He was killed by the Nazis in 1945, twenty-three days before Germany surrendered. The mute mouths, deaf ears, and empty hearts of some police managers are a black stain against the brilliant backdrop of courageous truth penned by Bonhoeffer and understood by Kennedy:



*Silence in the face of evil is itself evil.  
God will not hold us guiltless.  
Not to speak is to speak.  
Not to act is to act.*

## DATES TO REMEMBER & BENEFITS TO MEMBERS

Rep from Aflac will be in the PLEA Office the second Wednesday of each month. Call Aflac Office @ 602.870.1122

Hester, Heitel & Associates Exclusive group insurance offers to PLEA Members only for homeowners, and auto and liability. Please call Mark or Loretta at 602.230.7726

Tom Jonovich Financial & Retirement Planning Sessions  
3rd Thursday each month at PLEA Office 10am - Noon  
602.954.5025 or 602.989.3560

Rep from Nationwide will be in the PLEA Office the 4th Thursday of each month to assist with Deferred Comp, 401(a), or PEHP and updating your beneficiary. Call Kathleen Donovan @ 602.266.2733, x 1161.

# The Cars, They Are A Changin'

Franklin R. Marino  
PLEA Chairman



The market for marked patrol vehicles has changed drastically over the course of the past five years and continues to be a challenge for automobile manufacturers as a push to downsize and make “green” vehicles continues to drive (no pun intended) this sector of the automotive market, which has changed considerably in the last thirty years.

Today’s police vehicles come off the same production lines as vehicles made for the civilian market, but all have specific modifications for law enforcement use. They may include heavy duty suspension/brake components and upgraded electrical/charging system capabilities. While they are commonly referred to as a “police package” depending on the manufacturer, these vehicles are marketed as “pursuit rated” or “special service” vehicles.

Back in the day, the then “Big Four” United States based automotive manufacturers, Ford, General Motors, Chrysler, and American Motors produced vehicles specifically designed for the law enforcement market. While Ford, Chevrolet, and Chrysler were the most popular, American Motors produced the Matador, with a 429 cubic inch V8 engine, which was a part of the Arizona Highway Patrol’s marked fleet in the 1970’s.

Chrysler’s Plymouth division was well known for its Fury, which was equipped with a 440 cubic inch “Interceptor” engine that was first introduced in 1967. Their Dodge division produced the St. Regis and Diplomat, which were popular until they were discontinued in the mid 1980’s. Dodge was dormant in terms of producing anything for the police market until the millennium with the introduction of the Magnum and Charger.

Ford’s roots in the police vehicle business go back to the 1930’s and remained popular through the millennium. Their flagship LTD eventually evolved into the Crown Victoria Police Interceptor, which will no longer be produced as of this year. The Mustang was very popular with many State Police and Highway Patrol agencies starting in the mid 1980’s and there were police versions of the Taurus and Thunderbird Super Coupe.

Chevrolet had the Malibu, Nova, Celebrity, Cavalier, and Caprice, which was last produced in 1996 and currently produces the Impala and Tahoe. However, for 2011, they have reintroduced the Caprice. The 2011 Caprice is based on an existing platform built by GM Holden Limited, an Australian based, wholly owned subsidiary of General Motors. It has a 355 horsepower Flex Fuel, 6 liter, V8 engine, coupled to a six speed automatic transmission with a Sport mode for performance, and has a limited slip differential. In addition to better performance, the Caprice has more interior room.

In June 2010, Phoenix based, “Big C” Courtesy Chevrolet had the new Caprice on display for local agency fleet managers to check out. In January, Chevrolet held their “Ride and Drive” event to give fleet managers and officers an opportunity to operate the Caprice, however, we will have to wait for a demo version to become available to evaluate before we can determine whether or not it will be a consideration for our fleet.

The latest entry into the police vehicle market is the purpose built Carbon Motors E7. The Carbon E7 is a radical change from all other police vehicles in the sense that it is not a standard production vehicle which has been modified for police use, but has been designed for police use from the ground up. They currently have only one vehicle, essentially a four million dollar working prototype, which has been touring the country for the past year.

PLEA had the distinction of hosting one of the stops for the Carbon Motors 2009 “Pure Justice Tour” in September 2009. This invitation only event gave fleet managers and officers a forum to discuss logistics regarding potential service and warranty issues for the vehicle as well as an opportunity to look at and sit inside the vehicle. Carbon says they have approximately 14,000 pre orders and are looking to start production in 2012. As with the Chevrolet Caprice, we will have to wait for a demo version to become available so we can evaluate it. Carbon has stated that unlike the other “Big Three” police vehicles, theirs will not be available for sale to the public after they have met their service lives, but will be taken back by the factory for recycling.

Keep in mind that in these frugal economic times, overall vehicle costs, including initial purchase, markings, outfitting of emergency and communications equipment, and cost per mile will be major factors in determining what types of vehicles are purchased for marked patrol use. Thankfully, over the course of the past ten years, PLEA has earned a place in this decision making process and will continue to look out for everyone’s best interest when it comes to recommending vehicles. Ultimately it is the City’s Budgeting and Research Department’s position to determine how much money will be set aside for vehicles and the Public Works Department’s decision to actually purchase the vehicles. In the meantime, taking care of our current fleet so vehicles aren’t lost due to damage outside of normal wear and tear is everyone’s responsibility as maintenance intervals and mile-out limits are being stretched to keep vehicles in service.

## Mountain View Precinct Ribbon Cutting

On Friday March 18, 2011 PLEA was honored to attend the ribbon cutting ceremony commemorating the opening of the new Mountain View Precinct located at 2075 E. Maryland Ave.

This new state of the art facility will replace the old Squaw Peak Precinct at 24th St. and Lincoln Dr. In attendance at the ceremony were City leaders, Community partners, members of the Departments Executive staff, Representatives from PLEA and PPSLA as well as several members of the media.

After a brief ceremony, citizens and members of the media were given tours of the new facility which will formally open for business on March 25th.



*Pictured L-R: Councilman Tom Simplot, Councilman Claude Mattox, Mountain View precinct Commander AB. Smith, Councilman Michael Nowakowski and Interm Chief Joe Yahner.*

## Thank You

To everyone at PLEA, Thank you for your kind expression of sympathy. Our family appreciates your thoughts. Your support means more to me than words can say. Sorry this has taken so long to send.

Thank You.  
Colleen Drenth

## Fallen Hero

### Phoenix Police Officers



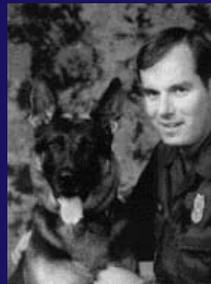
Phoenix Police Officer  
Rusty Hawkins  
April 24, 1984



Phoenix Police Officer  
Arthur Del Gaudio, Jr.  
April 22, 1976



Phoenix Police Officer  
Tim Landers  
April 20, 1997



Phoenix Police Officer  
K-9 Hunter  
April 17, 1996

Membership meetings are the last Tuesday of  
each month  
at 7:30, 12:30,  
and 5:30.

Board meeting is held the  
3rd Tuesday  
each month  
and members can attend at  
8:30 am.

## LAW OFFICES OF MICHAEL NAPIER, P.C.

**MICHAEL NAPIER** has been representing Phoenix officers for over 32 years. Mr. Napier is one of the most experienced labor and personal injury attorneys in Arizona. Mr. Napier has represented hundred of officers before administrative bodies throughout Arizona, and has assisted critically injured officers and the survivors of the officers in obtaining compensation for their injuries and losses.

**ANTHONY COURY** has focused his 9 years of practice primarily on personal injury and wrongful death lawsuits in which he has served as plaintiffs' counsel. He has experience in cases dealing with dram shop liability, negligence, governmental claims and products liability including service as counsel on the litigation team for Phoenix Police Officer Jason Schechterle.

**KATHRYN BAILLIE** was born and reared in Phoenix, Arizona, completing her undergraduate degree at Arizona State University. She served as a J.A. for the Third Circuit Court and then worked as a Public Defender in the Commonwealth of Kentucky before joining the Law Office of Michael Napier, P.C. She has worked with Michael Napier on personal injury and wrongful death cases, dram shop liability, negligence, administrative, disciplinary, and other employment matters.

**JAMES P. ABDO** was born in Omaha, Nebraska. He earned his undergraduate degree from the University of Rochester in 1984 and his Juris Doctorate from the College of Law at Arizona State University in 1991. Mr. Abdo served as an Assistant Attorney General for Arizona before entering private practice as a partner at two major Phoenix law firms, where his practice focused on commercial litigation of all types. He has extensive experience both representing government bodies appearing before numerous state, county and city agencies in numerous licensing, procurement and labor/employment matters. His practice also includes the formation, counseling and representation of business entities, the drafting of a wide variety of real estate and other contract documents in addition to litigating disputes arising out of contracts.

In addition to the full services provided to PLEA members to protect their careers, the Law Offices of Michael Napier P.C. provide the following:

**Personal injury recovery** (on or off duty); experienced representation at a reduced fee;

**Reduced fees** for matters not covered by the PLEA legal plan;

**Free probate** of officer's estate for line-of-duty death;

Free consultations to members on any matter, and

**Referrals** to attorneys or specialists for matters not handled by the firm.

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# Representation Committee



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Tim Baiardi • Ken Barton • Brent Bundy  
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Anthony Navas • Steven Perrotta • Scott Sayban  
Clark Schwartzkopf • Rick Simonick • Frank Smith  
Kevin Smith • Rusty Stuart • Tom Tardy • Mike Walsh  
Rob Warren • Valerie Whitchurch

#### *If You Have A Grievance*

**FIRST:** Attempt to resolve the matter informally with your supervisor.

**SECOND:** If you cannot resolve this with your supervisor, contact one of the representatives above.

**REMEMBER:** There are time limits to initiate a written grievance.

#### *If You Are Being Investigated*

**RECORD:** All interviews once you have been given an NOI.

**COPY:** All memos or paperwork related to the investigation.

**TRUTHFULLY:** Answer all questions related to the investigation.

If you are called by Professional Standards Bureau or any police supervisor regarding an investigatory interview or interrogation, you may have PLEA representation during that interview.

Call for representation as soon as possible. For your convenience, a PLEA board member and representative are available 24/7.

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