



City of Phoenix

OFFICE OF THE CITY MANAGER

November 4, 2008

Mark Spencer, President
Phoenix Law Enforcement Association
1102 West Adams Street
Phoenix AZ 85007

Dear Mark,

Thank you for your recent letter containing suggestions for balancing the budget, consistent with PLEA goals. I appreciate you taking the time to share your ideas.

I have asked the Budget & Research Department to review all of your ideas. In reviewing your list, I am sure that several will be implemented.

Thank you for sharing your ideas.

Sincerely,

A handwritten signature in blue ink that reads "Frank Fairbanks".

Frank Fairbanks

c: Mr. Washington
Mr. Harris
Mr. Zuercher
Ms. Gleason
Ms. Smith