
PLEA recently finished a special survey sent to all PLEA members that supplemented the 2009 biennial questionnaire for the membership. The nearly 25% response rate to this survey was very encouraging considering in a city of 1.5 million roughly only 150,000 (10%) participate in council elections. A specific question in this 2010 survey validated a longtime concern that PLEA members had been communicating to the Association. The response to “The Phoenix Police Department needs a new police chief” indicated that rank-and-file police officers and detectives had “NO CONFIDENCE” in Chief of Police Jack Harris. Only 15% of Phoenix Police Officers communicated that Chief Harris should stay at the helm of the Phoenix Police Department. We saw this in 2009 and we continue to see just as clearly through this specific question in 2010. In addition, morale is at an all-time low in the Phoenix Police Department.

“Public Safety Isn’t a Game”

The lack of confidence in police management continues to fall. In 2010 only 4% of PLEA members saw leadership coming from Jack Harris. This lack of confidence is also seen by our community partners. The work-study company Berkshire Advisors is currently engaged in an efficiency study of the Phoenix Police Department. When speaking with community leaders in Phoenix during the week of October 24, the study coordinators were told that the
problem in the Phoenix Police Department did not lay with officers and detectives, but with police managers. Members of the PLEA board will be meeting with Berkshire on or around December 2.

When politics becomes the deciding factor as to who gets booked and who goes free, it’s time for a new chief. When successful crime reduction strategies that are easily recognized by the men and women who do the work but appear beyond the grasp of “the top person,” it’s time for a new chief. When superficial personnel “switcheroos” are considered a viable solution to a minority community in crisis, it’s time for a new chief. When questionable kidnapping numbers attached to federal monies attract the Office of the Inspector General to Phoenix, it’s time for a new chief. When party affiliations begin to fuel policing policies, it’s time for a new chief. When community leaders rely on Judicial Watch to police law enforcement managers, it’s time for a new chief. When patrons in a South Mountain barber shop see the same need for change on the 4th floor as police officers in a patrol car, it’s time for a new chief.

Why make a change in leadership through the replacement of Jack Harris? The following statement holds great truth and provides a reasonable answer: “The purpose for this leadership change is to offer police management a new perspective and fresh eyes for continued emphasis on developing community policing strategies which support increased community partnerships, organizational and transformational problem-solving. Losing the support of our community is not an option.” Jack Harris was right when he wrote this in an ENS on November 5, 2010. PPSLA recently communicated to their members on November 5 that “PPSLA cannot support the Department’s actions…Perhaps of greatest concern is that the affected lieutenants were rendered voiceless within their own precinct.” The notice concluded by saying, “We would like to gauge our members’ perception of some of the decisions being made by upper management…a satisfaction survey is forthcoming.” Many might translate these “fighting words” as an upcoming vote of no confidence.

Who sets the strategy for the Dallas Cowboys? Wade Phillips. I guess the Dallas Cowboys could have gotten a new group of 6 trainers. But they didn’t. What the Cowboy’s owner Jerry Jones did was implement a common sense strategy; fire the coach – the “top person.” Performance was more important to him than personality. Wade Phillips was the coach in charge and calling the plays. And even though the coach didn’t drop the pass, miss the field goal, or throw the interception, he was held responsible for the performance of the team. Consequence and accountability, as well as compensation, are directly connected to responsibility. Jerry Jones saw the big picture, enacted a reasonable solution,

and the team won the next two games without Wade Phillips. The Dallas Cowboys were in operation before Phillips and are playing well after Phillips. Lesson: everybody is replaceable, whether it be a US President, senators, legislators, governors, attorney generals, county attorneys, mayors, council members, union board members, and yes, even coaches and police chiefs.

Who sets the philosophy for police management? Jack Harris. Perhaps transferring and trampling on the rights of 6 lieutenants from South Mountain Precinct might make a difference with the “disconnect” our minority community partners are sensing – but the guys in the barber shop don’t think so. Perhaps throwing officers under the bus with sloppy indictments is useful if one’s solution is momentary deflection – but the guys in the patrol cars don’t think so. Perhaps the solution to the Department’s damaged image within our neighborhoods is wringing one’s hands in front of the media and stating:

“I’m the face of the Phoenix Police Department. Is there some way I could have prevented this? I’m not aware of that at this point. But of course I accept full responsibility for what goes right and what goes wrong in the organization.

But…

if you expect the top person to be able to solve every issue that is going on in the organization, and fix it, when they’re not even aware that it’s occurring, I don’t think that’s reasonable”

Translation: it’s not my fault for not paying attention.

The current strategies of City Manager David Cavazos and Assistant City Manager Ed Zuecher of getting the Phoenix Police Department back in gear appear about as useful as Jack Harris’ fifth star. It seems David and Ed have given up on performance and have instead committed to a personality. It’s easy for Jack Harris to say he’s responsible for the poor performance of the police department. It’s fun for him to accept the compensation. But now it’s time for him to embrace the consequence and accountability that comes with failed leadership.

The Phoenix Police Department was in operation long before Jack Harris came along. Phoenix Police Officers will still be bleeding and dying to protect citizens long after he’s gone. The way the City Manager’s office can correct decisions, reduce the turmoil, improve morale, reconnect with communities, adhere to contracts, eliminate frustration, and stop the in-fighting is to fire Wade Phillips Jack Harris. Just ask Jerry Jones what the termination of a head coach did for his team who just plays a game. Political and petty paybacks won’t generate effective and responsible policing. Backroom deals behind closed doors won’t restore the dwindling confidence of our community and cops. Maybe Mr. Cavazos and Mr. Zuercher will spend time in barber shops and with beat cops to discover the solution to the leadership void; it’s not through old superficial games but a new coach police chief.
Illega Immigration has been and will continue to be a controversial issue for some time to come. Even though the recent Association survey showed that nearly 80% of PLEA members see the connection between falling crime rates and a proactive approach to illegal immigration, there isn’t 100% consensus.

As police officers, I believe we all understand the “broken windows” theory in law enforcement. The idea is that if you allow the “little” crimes to go unchecked, tacit approval is granted through ignoring it. As a result these “little” crimes lead to more serious violations. This holds true with prostitution, drunk driving, gang activity, narcotics, and also illegal immigration. If you allow an illegal sub-culture to exist in a community it can provide an environment that perpetuates more crime. Phoenix homicide stats for 2006 show that the illegal immigrant community suffered the brunt end of crime – this was an intolerable situation to turn a blind eye to.

Two things that might bring about positive change to the illegal immigration situation: SECURE THE BORDER and ENFORCE THE LAW! Sounds simple, but in the context of the world, sovereign nations, economies, and families, it can be complex.

Securing the border is an absolute must if the issue is ever to be solved. It is the duty and responsibility of the federal government to do so. This is the “simpler” side of the issue. I believe the vast majority agree with the idea of a secure border in a post 9-11 world. The United States has a proven record of securing borders all over the world; surely we have the ability to secure our own borders.

Enforcing the law is where it can get complicated. I know, I know, “The law is the law and that’s that!” But we would be kidding ourselves if we did not acknowledge the fact that for decades “we” (the U.S. government as a whole) have allowed this situation to exist for the mutual gain of many. I understand the arguments that the conditions in Mexico are such that working in America is a very attractive option. This is true of countries all over the world. But the reality is America cannot afford to take in the millions/billions of people who wish to come here for a better life. As a sovereign nation we have a right and a duty to our citizens to protect our economy and resources. And we should. But they should be granted permission, have legal entry into the country, and be free to work here without the threat or fear of being in violation of immigration statutes. The past history for over several decades shows us that we also have a need/desire to employ millions of immigrants 

Clearly there’s a need to address this issue on a national level. There is nothing that can be done that is going to make everyone happy. Given the history of illegal immigration in America, its mere existence, acceptance and duration indicates that “sending them back” would be an insurmountable task. The solution as I see it:

1) SECURE THE BORDER
2) ENFORCE THE LAW
3) NO AMNESTY
4) PATH TO LEGAL PRESENCE

Is there any end in sight? Yes. Certainly compassion, compliance, and compromise will bring about reasonable closure to this national concern.

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.

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
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.
Politics can be an ugly business. In the last couple of years it seems that the political landscape has gotten intensely competitive and cutthroat. We dread election cycles and the negative campaigning that goes along with it and as a result most Americans look at politicians with the same disdain usually reserved for used car salesmen. Promises made are seldom fulfilled and it seems politicians are more concerned with attacking the person rather than the issues. Nowadays, politicians often employ people whose sole job it is to dig up dirt on their opponents. I believe it’s for these reasons that most Americans can’t wait for election cycles to pass.

Some officers don’t understand why PLEA is active in the political arena. Whether it be championing issues or endorsing a certain political candidate, the negativity of politics often prompts some members and non-members alike to question even chasitise PLEA’s involvement in the political scene.

Although most officers might not view PLEA as a political organization, that is exactly what it is. The PLEA leadership is a board comprised of the executive or E-board which consists of the president, vice president, treasurer and secretary along with seven other board members. The entire board must stand for election every two years. Although any PLEA member can run for a board position, most who run for a position come from the Rep ranks and know what it’s like to do battle in the trenches as a field Rep helping their peers out with discipline and grievance issues, or by sitting on any number of Department committees as PLEA’s representative.

Some officers feel that PLEA should limit its activity to representation and contract negotiations only and stay out of politics completely. On the surface this may seem reasonable. The reality of the matter however is far different. In order for any labor organization to be a viable force for its members they must be politically active. Even though politics is often looked upon as unsavory, you either learn to operate in the political environment or get left in the dust.

Consider the following labor organizations: The AFL-CIO, the Teamsters, the Detroit Auto Workers, the Communications Workers of America, the Teachers Unions, the Airline Pilots Association, PLEA, the National Association of Police Organizations (NAPO) and any other labor organization you might care to mention. What do all of these organizations have in common? Answer: They are all politically active. They all know that to provide effective representation and protection for their membership, political involvement is not an option, it is a necessity. Many of these organizations operate on a national level and spend large sums of money on professional lobbyists who carry their water in Washington D.C.

PLEA learned years ago that it was important to be active on the political front. In the early days of the organization the PLEA President did double duty as a lobbyist at the state legislature. As time went on PLEA saw the value of hiring professionals with the experience and background to operate effectively and represent our needs in the political arena.

On the State level PLEA is a part of the Arizona Police Association (APA) that is a coalition of 23 police labor groups from around the Valley and represents approximately 10,000 officers on the state level. On a national level we are a member of the National Association of Police Organizations (NAPO) which represents approximately 240,000 officers nationwide and addresses our interests on the national level.

PLEA endorses political candidates during every election cycle. In deciding whether or not to endorse a candidate, PLEA looks at their background, issues, and campaign platform. We also examine their prior track record for being able to work effectively with police labor groups. If a given political candidate is new or a relative unknown, they must be vetted by the PLEA board or by PLEA’s lobbyist in order for us to learn about them and their issues and most importantly to determine whether they will be able to support issues important to you in the police labor arena. This is far more important than whether or not the candidate has an (R) or a (D) beside their name.

PLEA’s endorsement is something that must be earned rather than gifted. It requires both professional exchange and contribution and a keen knowledge of the subject matter which consistently results in us being invited to stakeholder meetings on proposed legislation. The following are some examples of what PLEA’s political involvement have produced:

- **Being politically active during the last contract negotiation is what helped to avert hundreds of police layoffs.**
- **Being politically active is what allows us to secure benefits for our members.**
- **Being politically active is what allowed us to get “just-cause” legislation passed into law at the legislature. Although PLEA was successful in getting “just-cause” contractually it is now protected legally and extends to public safety throughout the State.**
- **Being politically active is what allowed us to get an obscure law rewritten that previously mandated police transport of extremely contagious TB patients to a medical confinement facility even though we were not properly equipped and to do so placed our officers at extreme risk from a health perspective.**
- **Being politically active has allowed us to stave off continual threats to our post-employment health care benefits.**
- **Being politically active has allowed us to monitor and keep in check the threats that would diminish or eliminate retirement benefits.**

Having lobbyists active on our behalf who are respected locally and nationally allows them to intervene at the early stages of the legislative process which gives us a voice in and allows us input into determining what the end product will be.

How can officers help out in the process? There are several ways but the two most important are time and money. Every labor organization has political action contribution funds often referred to as PAC funds. PAC funds are most commonly used for campaign contributions and can also be used in support of propositions and
initiatives. Contributing to PLEA PAC is as easy as filling out a payroll deduction card obtainable at fiscal or the PLEA office. Many officers contribute via payroll deduction to things such as the Police Explorers, the Police Museum, and the Police Athletic Club. Making a payroll deduction donation to PLEA PAC is just as easy and is a valuable investment in having an impact on political forces that impact our careers.

Time is also a valuable commodity. While giving a candidate an endorsement means a lot, showing support by walking a neighborhood for a few hours to distribute campaign literature or place signs means even more.

Food for thought in closing: Fire department union membership is approximately half that of the police union but their PAC fund is 10 times the size of ours. When fire walks a neighborhood for a candidate they can muster 30-40 firefighters on a Saturday morning to hang door flyers or pound signs. Fire gets it when it comes to politics. They take it serious and put serious effort into it.

The new threat looming on the political horizon both nationally and locally is attacks on pension systems (for additional on this read the article in this issue Is Your Pension Worth Protecting). I would encourage all officers to get more active in supporting your Association on the political side of the house, whether it’s through payroll deduction to PAC every month or by donating some time to support endorsed candidates during election season or both. The time and money invested do make a difference.

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.

JANET FELTZ was admitted to practice in Arizona in 1985. Prior to joining the firm in 2005, she served as an administrative hearing officer for twenty years in disciplinary and other employment matters on behalf of merit boards and commissions throughout the State. She also served as an administrative law judge for the Arizona Department of Economic Security from 2001 – 2005.

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 Schechter.

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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Fallen Hero
Phoenix Police Officers

- Goelet Bell
  November 1, 1999
- Quincy Haywood
  November 22, 1971
- Michael Hemschmeyer
  November 2, 1973
- John Robertson
  November 19, 1984
- Paul Salmon
  November 29, 2005
Is Your Pension Worth Protecting?

Will Buividah
Elected Police Pension Board Member / Chief Contract Negotiator

Recently, there has been tremendous media attention to all public pension systems within the State of Arizona, including ours. These articles are trying to spin our system and make it appear to be a “Ponzi” scheme which it is not. They talk about how public pension systems are costing state and local governments over 1.39 BILLION dollars a year and that the number is expected to rise considerably in the coming decade. They speak of DROP payouts, six-figure pensions, and double-dipping abuses (by management in Phoenix and elsewhere). What they fail to mention is that just a few short years ago the City was paying less than we pay into the system (as low as 3.5%). They fail to mention that the average police officer retires with just over 22 years of service; compared to over 27 years of service for the average firefighter (maybe that is why on average Firefighters have higher DROP amounts and pensions than we do). They refuse to acknowledge that the average pension for a police officer is in the 40 thousand dollar range, not six figures as they would have you believe. They don’t mention that the average police officer does not even come close to finishing their DROP period. These “golden-handshakes” they speak of are only available to upper-level management, not to the rank and file police officers who perform the work. What is quickly forgotten are PLEA’s efforts to protect the pension from management abuse. Five years ago Joe Clure cried “foul” when sergeants and lieutenants tried to acquire, with City approval, a sick leave conversion benefit in violation of the law. PLEA also was assisted by Senate President Russell Pearce to prevent further double-dipping by police management by defining “same position” as “any similar duties.”

The bottom line: with the backdrop of 38 dead Phoenix Police Officers on the PLEA office wall, our pension system is fair and adequate for those who put their lives on the line; it’s not a golden egg!

The articles are correct that the future sustainability of our retirement system is in jeopardy. Currently, the system only has 63% of the money it needs to pay future benefits (a retirement system is considered healthy at 80% or above) and that number is expected to drop to around 50% funded over the next 15 years. There are a number of reasons for this: large investment losses in the last decade, employers contributing next to nothing for several years, the failure of the cities to hire when people went into DROP, and a significant increase in the number of retirees over the next few decades with a stagnant workforce. Currently, there are two active employees for every one retiree. Over the next few decades that number will drop to the point that there will be less than one active member paying into the system for every retiree collecting a retirement. Over the next 15 years the City of Phoenix will have to contribute significantly more per employee into the system.

Changes need to be considered to ensure our current retirees receive a check each month and that we will have a retirement when it is time for all us to retire. Thankfully, the State constitution protects our pension and the legislators are currently prohibited from diminishing any of our existing benefits, including DROP! This means that any changes will have to occur with “new hires” or people who have not been hired yet and probably won’t be in Phoenix until at least 2014. If we do nothing, I have no doubt “new hires” will be placed into a 401K style plan instead of the pension system each of us enjoy. I believe this is unacceptable and merits concern from all of us! PLEA will continue to work with the State legislators and the Governor (read PARTNERSHIP) and hopefully obtain a solution that will still provide rank and file officers a retirement plan that will enable us to attract good quality candidates. In all reality, this new plan might look substantially different then the plan we all enjoy today.

The possible atomic bomb for all of us is a possible push to change the State constitution. In one recent article the Speaker of the House stated that it might be time to change the constitution to give State legislators the ability to change the systems for current employees and retirees. This is alarming! The only way this could occur is through a vote of the people. For instance, the legislature could refer a constitutional amendment to the ballot for the people to vote on; if it passed they could then make changes to our system with no recourse. If it goes to the voters it will cost millions of dollars to defeat. The fire union already has a huge war chest to fight this because ALL of their members contribute significantly to their PAC (Political Action Committee) fund. I am asking every member to protect their pension through a $20 a month investment to PLEA PAC. This is a small price to pay to ensure that we have a retirement going forward. The current risks to our system are real and they are not going away! The question you have to ask yourself, is $20 dollars a month worth your hard-earned pension? I think it is! Come by the PLEA office to fill out your PAC card.

I will keep you updated over the next several months as this issue progresses and promise to give you the real information, not just fluff to make you feel good. If you have any questions call the PLEA office.
On Saturday November 7th the 3rd (and final) Annual Indian School Corridor Block Party was held to raise money for charity organizations that included PLEA Charities.

The event sold out all booth spaces, increased the Classic Car & Truck Show from 77 vehicles to 125, and had three entertainment stages with some of the best educational and music entertainment the city has to offer. The crowd estimate was 30-35,000 attendees and $42,000 was raised for PLEA charity!

On the day of the Block Party, numerous volunteers participated. They came and manned the barricades, helped coordinate booth set-up, worked the registration for the car show, hung up the banners and fire extinguishers, and then came back and cleaned up the street until 6:45 pm when we were able to turn the street back over to the City of Phoenix as if nothing had ever happened! One of the greatest benefits of being a part of this organization is finding out how many good people, neighbors and business owners alike are in this group.

The number of friends and members who went above and beyond was incredible: Special thanks to Bill Coniam at 25th Street Automotive; all the volunteers from the Arcadia Camelback Neighborhood Association, Arcadia Lite Neighborhood Association, and the Midtown Museum District Neighborhood Association; Linda Remick and her team at A-Z Rentals & Equipment Sales; the Arizona Ghostbusters; Nancy Perry with Arizona Sportswear; Carole at Bartholomeaux Public Relations; Mandy at Bricks Studio, Kim Carroll; Timmy Coughlin of Coughlin Chem-Dry; ECCO Car Club; Dorena Mello at Fast Signs at 32nd and Indian School; Jo Wolff of Hair Productions; Gary Morrison of Hillcrest Ranches; Howard’s Ace Hardware; Dick Crowley of Kitchell Construction; Karen Lewsader; Frank Grassi at Mamma Mia Pizza; Rich Walton of Maroney’s; Barry Paceley of Paceley Constructors; David Mitchelson of Park Avenue Dry Cleaners; the many volunteers from the Phoenix Arcadia Rotary Club; PLEA Members Mark Spencer, Joe & Annette Clure, Ken & Julie Crane, Franklin Marino, Jerry Gannon, Rusty Stuart who worked all day with us; Jim and Mickey Wilkinson who ran the car show registration and so much more; Reliance Property Management; the Sonoran Cadillac LaSalle Club; all the guys at Ticket Lobster; Tami Chapman, and Dawn. Thanks also to Jay Swart, Susan Bitter-Smith, and Mike Curley who helped raise over $12,000 for our charities.

Frankly, this event couldn’t have taken place, or have been as successful as it was, without the support of the Maricopa County Sheriff’s Office who once again donated all of the security required by the City; our own District 8 City Councilman, Michael Johnson, who had our event featured on the City of Phoenix Channel 11’s “On the Issues;” Councilman Sal DiCiccio who helped us raise $2,000 for our charities and attended the event with his twin daughters; to Lisa-Huggins Hubbard with the Neighborhood Services Department and at least a dozen of the employees with the City Parks Department who ran our stages and worked with groups on our education stage, and last but not least, the Phoenix Explorers – 25 of the finest young adults in the city who came out and donated their time directing traffic, crowd management, and quietly setting an example of hard work and dedication for all of us.

Duty and Honor

By Bryan G. Hanania
PLEA Representative

Every once in a while, an issue comes before me as a representative and an officer that I just have to shake my head at in disbelief. In many of those instances, management and the decision makers in this Department stick to the letter of the law and view our policy as black and white, without taking into account extenuating and rare circumstances.

At the request of the affected officer, I will not go into many details of the incident in question. However, I would like to personally thank Commanders Joe Klima and Jeff Alexander for their care, understanding and leadership in resolving this issue. On the night Officer Travis Murphy was killed, an officer from the South Mountain Precinct was ordered to perform a difficult assignment by his lieutenant; this was a duty that in our darkest hour no one wants to perform. This officer completed his assignment with honor and professionalism, and in a manner, that make all of us proud to call him "Brother."

During the performance of his tasks, this officer activated several photo radar cameras. This was done to the benefit of Officer Murphy, his family and to promote the best interests of the Phoenix Police Department. Instead of beginning a formal investigation, making this officer relive on paper the tasks he had to perform, Commanders Joe Klima and Jeff Alexander saw the officers' policy violations for what they were; the honorable completion of a lawful order by one's superior in a time of crisis.

Thank you again to Commander Joe Klima and Commander Jeff Alexander for their leadership and compassion.
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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.