The City Manager’s PROPOSED budget was released on Thursday January 28, 2010. Many view his budget and police cuts as a clear attack on public safety. Mr. Cavazos is PROPOSING to lay off 349 Phoenix Police Officers which includes the demotion of 63 supervisors and the elimination of various command positions. These cuts on the back of 450 existing police vacancies are dangerous examples of poor public policy. These cuts will have a huge impact on the service police officers are able to provide to the community. This will set us back to the days when pages of calls were holding at any given time, priority 3 calls might be answered in 12 hours, and patrol will have no help because all of the support details will be decimated. These cuts affect everyone on the Department. Whether you are a detective that now has hundreds of extra cases a month to complete for victims, a specialty detail member who is now being told to return to patrol after years of successful work taking violent felons off the streets, or an existing patrol officer who might now have to change squads and operate with hundreds of fewer patrol officers than we have today, Mr. Cavazos’ budget is taking public safety the wrong direction. While the PROPOSED budget does bring some people back to patrol, it does not bring 349 people back, meaning we will have significant fewer officers in patrol on April 5th than today.

The crisis these public safety cuts will cause is straight from the desk of the City Manager, not Department management. Along with PLEA, the Public Safety Manager has been on TV, radio, and in the newspaper saying these cuts will affect the way the Phoenix Police Department operates. Chief Harris is saying that citizen’s will not be happy with the PROPOSED cuts. However, the City Manager is singing a different tune. While the City Manager is proposing to lay off over 12% of the Police Department, he is PROPOSING to only lay off 6% of the librarians, street’s workers, and park’s employees. Even more disappointing is that he is only cutting civilian management throughout the City by 8%. The other day the City Manager told one of our community partners that he sees “no difference between a police officer and a librarian.” According to Mr. Cavazos’ proposed budget, the sacrifices made by librarians equal the lives lost by police officers. His claim rings hollow in front of the pictures of over 30 Phoenix Police Officers at the PLEA office who were killed in the line of duty. His shameful comment lacks common sense and devalues the lives of law enforcement. PLEA has been in touch with the City Council. They have communicated to PLEA that this budget does not represent the value they place on public safety. They will have the FINAL say on the budget, not the City Manager.

What’s next?

PLEA began running public safety announcements on Thursday January 28th. They will continue to run through the community budget meetings. These PSAs have generated a positive response from the community. Please go to www.azplea.com to view them.

PLEA has also been meeting with the legislature and our community partners multiple times a day and will continue working

Continued on Pg.2
with them throughout this process. As in the past, the community understands the value of police officers and the costly commitment they make. The community does not see cuts to police as a viable option for the City of Phoenix. They remember what Maryvale was like three years ago; they remember waiting hours for a response to a call for service. They do not want the City Manager to take them back to those days. Ann Malone, Donna Neill, Paul Barnes, Greta Rogers, and Jeff Fine are some of the key leaders of a coalition of community groups. This coalition will have thousands and thousands of citizens all with one united voice: “NO SERVICE CUTS TO THE PHOENIX POLICE DEPARTMENT.” They will be advocating for a temporary food tax to get us through this recession without any further cuts to the Police Department. They will be at every single community budget meeting advocating for Phoenix Police Officers.

COMMUNITY BUDGET MEETINGS:

Community budget meetings will be held from February 10th through the 24th. Please go to the PLEA website, (www.azplea.com) for information on locations and times. We need every single PLEA member to be at each of these meetings. Make sure to bring your family, friends, and neighbors. The City Council will make their determination of where to cut and by how much at these meetings. Remind these council members that they ran on a platform calling for more cops and a commitment to public safety. You or your family may speak if you like. If you do not wish to speak, make sure that you still fill out a comment card and write “NO TO OFFICER LAYOFFS.” I can’t stress enough how important your attendance is at these meetings. I guarantee the “friends of the library” will be there.

FINAL DECISION:

On March 2nd at 1400 hours at the council chambers the City Council will vote on the final budget. This is “D-Day” for all intensive purposes. Please show up. You have to be off-duty and out of uniform. If you can’t make it, please send your family, friends, and neighbors in your place. This is the crucial day as the FINAL decision will be made by our City Council.

NEGOTIATIONS:

PLEA is currently in negotiations with the City. Before any contractual (MOU) rights and benefits are agreed upon, PLEA MEMBERS will be given the opportunity to ratify the agreement.

BOTTOM LINE:

Now is the time for us to stick together. We are only as strong as our weakest link. We need to be united not divided. Pointing fingers and selfishness will certainly detract from any successful outcome. It appears that Mr. Cavazos would like nothing more than to divide us so he can start dismantling the Phoenix Police Department by PROPOSING to lay off 349 of our fellow officers. It’s important that the City Manager not be allowed to increase the risks to cops and decrease the quality of life for the community.

Only PLEA MEMBERS will have a voice and a vote in any concession issues.

If you have any questions, concerns, or comments, please do not hesitate to call the PLEA office (602-246-7869) or email your PLEA board or reps at office@azplea.com.

Fallen Heroes

Phoenix Police Officer Walter Stewart February 19, 1952
Phoenix Police Officer John MacInnis February 23, 1976
Phoenix Police Officer Haze Burch February 5, 1925
The Tooth to Tail Ratio

By Ken Crane
PLEA Secretary

Many years ago when I was in the military I learned of a term called “Tooth to Tail Ratio”. Although unfamiliar with it, I quickly learned what it meant and why it was important for combat operations. Tooth to tail was a term used to describe how many support personnel were generally required to support one combat troop. Back when I was in, the ratio was generally about eight support troops to keep one combat troop going giving a ratio of 8:1.

A bean counter somewhere had to actually figure out the money, logistics and manpower needed to keep one combat soldier in action. I’m sure the same is true of public safety entities. Somewhere in city government or maybe even the department, someone has probably crunched the numbers to figure out how much money, logistics and manpower are required to keep an officer or firefighter out on the street. What this ratio might be is anyone’s guess.

In light of the recent concerns over the state of the city budget along with concerns of possible layoffs to public safety personnel, the tooth to tail ratio becomes an important concept. While some may say that services to city residents will not be impacted by the significant personnel cuts being proposed, we all know that quite the opposite is true. Yes, if front line police personnel are laid off, those positions will obviously have to be back filled. This will occur by taking manpower from specialty and detective details to bolster the patrol ranks. The technical labor term for this crafty manipulation of manpower is called “robbing Peter to pay Paul”. It is a buy now pay later scheme that can have devastating consequences in the long run.

While a proposal of this nature might allow the organization look good on the front end, the support infrastructure gets gutted on the back end. The organization essentially becomes a paper tiger, a house of cards, where risk of collapse is imminent and can occur with minimal stress.

The recent earthquake in Haiti comes to mind. As one who has spent some time living in third world countries I can tell you that countries like Haiti aren’t usually overly concerned about things like the quality of construction materials and building codes. This “fly by the seat of the pants” mentality works great until something comes along to shake your foundations and that is usually when the fun begins. Citizens and city government officials alike are going to have some tough decisions to make in the next month or so. The city is experiencing an economic earthquake. It is my hope that they choose wisely in order to maintain a strong public safety foundation.

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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(602) 248-9107 • www.napierlawfirm.com

**PLEA Feature of the Month**

Disneyland

Three Day Park Hopper - Adults & Kids same price: **$135**, get your tickets at the PLEA Office.
Police work is dangerous. Our job is a valuable asset. The FOP is once again making the tired, old FOP pitch. This offer is like selling a cheap handgun to a cop because it saves money. “Hey! A Lorcin .380 shoots bullets and it won’t cost you as much as a Glock. Since it saves you money, buy it! A gun is a gun and a bullet is a bullet.” This might prompt one to think – “Hmm... I’ve never been in a shooting with my current Glock before. Odds are I’m not going to need my Glock in the future. Besides, I’m not the kind of officer who gets involved in shootings. Why spend all that money on a Glock when I can go cheap?”

But remember, you get what you pay for. Has Lorcin all of sudden outperformed Glock because three FOP reps say so? Would the crew at the armory advise one to go for a cheap price and product in lieu of a well-proven and reliable Glock? To trade a Glock for a Lorcin might be considered dangerous, short-sighted, and foolhardy – penny wise and pound foolish. If we shouldn’t bet our lives on a cheap, raunchy handgun, why should anyone bet their career on cheap, retreaded FOP myths?

Recently a two-page flyer from the FOP was distributed in inter-department mail. In just two pages the authors challenged the working conditions, benefits, and legal protections that Phoenix Police Officers currently enjoy. The FOP claimed it could do better for less dues. Yet, the FOP offered no proof or evidence that they have provided any, let alone superior, benefits than PLEA has provided Phoenix Police Officers for the past 35 years. The flyer was full of complaints and sharp bullet points but not a single specific example of improved contractual working conditions or benefits provided by the FOP in our state or our city. That’s because NO contractual rights or benefits are provided to any law enforcement officer in Arizona by the FOP. The FOP is not the designated bargaining agent under a meet and confer system for any police officer in the state.

In contrast to the empty, angry rhetoric behind little black bullet points, here are some reasonable facts that make a difference:

It was PLEA, not the FOP, which negotiated a 13.7% pay increase, the largest in police history, for Phoenix Police Officers. The flyer’s authors enjoy this money but yet weren’t on the negotiation team and weren’t sitting at the negotiation table with PLEA. Could it be because they and the FOP offer no negotiation experience for Phoenix Police Officers?

PLEA is currently engaged in a public awareness campaign to highlight the crucial role police and fire provide to taxpayers. PLEA works at the table with council members, the city manager, and other labor unions to facilitate solutions to the current budget crisis; the FOP is nowhere in the mix.

While the FOP stood behind police chiefs and managers on a stage in support of a failed immigration policy that was killing and injuring Phoenix Police Officers, PLEA responded to change the broken and dangerous Phoenix policy. The FOP was absent from Blue Ribbon Panel and missing from the public forum to offer suggestions or input to this crucial police problem. Resolution was obtained by PLEA at great expense to PLEA members (their lives).

The FOP embraces police management and the conflict that comes with them. Does the FOP choose the officer under investigation or the investigating supervisor? PLEA, along with over 17 other Valley and state police labor groups in the APA (Arizona Police Association), provides a unified, consistent, and reasonable voice for over 8,000 working law enforcement, correction, and detention officers. Why didn’t the FOP flyer name any “strategic professional relationships” in the bullet points? Maybe it was just made up. If indeed they have these relationships, wouldn’t they mirror their complaint and make the FOP a “puppet for local management agendas?” PLEA is able to make the distinction between a puppet and a partner. It appears that the FOP struggles to understand the difference.

PLEA employs accountability when dealing with police management—asking who’s responsible for a broken booking system, an inadequate rifle policy, or abuse of our pension system. The healthy status of the relationship between PLEA and police management can be seen by how often and how quickly police managers seek a PLEA endorsement, not the FOP’s, when vying for outside chief jobs.

PLEA is extremely successful at open communication and successful representation without truth trading or blind eyes.

PLEA walks point with three full-time lobbyists at the State Capitol addressing the needs and concerns of Arizona law enforcement—protecting state-shared revenues, just cause protection for police, pension reform and protection, photo radar exemption, and exclusion from transporting contagious prisoners to name a few.

NAPO (National Association of Police Organizations) is PLEA’s partner on a national level. FOP reps haven’t provided legislative testimony or created new protective police legislation like PLEA has. PLEA board members and lobbyists were in Washington DC with the Mayor and NAPO working for federal funding essential for police services. During this strategic trip to the offices, the halls, and the lobby of Congress meeting with congressmen and senators, the FOP was nowhere in sight.

FOP representatives are contractually prohibited from representing Phoenix Police Officers under investigation. When’s the last time an FOP rep was allowed to sit through a PSB interview, attended a DRB, or represented an officer at an IRP or a Use of Force Board? Over 30 committed and trained Phoenix Police Officers serve their peers as PLEA representatives.

PLEA members are protected with a $50,000 LOD death benefit, FOP members are left with $1000. Perhaps FOP reps will pick up the remaining $49,000. PLEA continues to not only offer...
Verizon discounts, but the PLEA front office staff continues to provide members with professional and prompt resolution of difficulties and issues. Perhaps the flyer’s authors will fix your phone problems during their days off. PLEA has a 35 year track history of discounts and service. Additionally, PLEA offers a $1 Million off-duty insurance policy to the members.

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PLEA’s legal counsel, in partnership with PLEA reps, can demonstrate their effectiveness in serving Phoenix Police Officers at the Civil Service Board by showing files upon files of reduced discipline and overturned terminations for PLEA members. Perhaps there’s a good reason that FOP lawyers might struggle to do the same. Perhaps the reason for the struggle is that no one in Arizona can match PLEA’s legal experience, with over 300 Civil Service Board cases and dozens of superior court victories for police officers. One might question the value to Phoenix Police Officers of one FOP win for Yuma civilian employees in Superior Court. Unlike PLEA, the FOP fails to provide 24/7 Unit 4 (police) representation. Unlike PLEA, the FOP fails to provide a 24/7 officer lounge downtown. While PLEA leads the way and walks point in actively making a difference in the real world for police officers, the FOP is “transitioning” (definition – trying to catch up with PLEA). The FOP appears perfectly comfortable in taking undocumented credit for police benefits (and possibly the internet and the air we breathe). It may be easy for FOP reps to deliver drop cards to payroll; it’s another thing to deliver competent representation to Phoenix Police Officers. Many might say that FOP reps have “no skin in the game.” That’s because leaders serve. Talk, like FOP dues, is cheap. Two-page flyers, like FOP promises, don’t meet the needs of Phoenix Police Officers. Rhetoric, like FOP performance, can’t be seen. Past history is a reliable indicator of future performance. How has the FOP served Phoenix Police Officers beyond a two-page flyer and a beer at the lodge? Where has the FOP been for Phoenix Police Officers for the last 35 years?

In the FOP flyer, the three FOP authors used an interesting term: “puppet.” Like the friendly little puppet, the FOP is full of questionable dialogue. Have they offered any proof of being trustworthy? The FOP, like that puppet, dances to the strings of a national organization that isn’t made up of “uniformed officers who patrol the streets” and certainly not from Phoenix. Out-of-state access and control of the money raised and paid to the FOP is a reality. Should your dues be used to maintain an alcohol license at a bar here and in another state’s lodge? Do FOP phone solicitations present a professional, independent picture to taxpayers on the other end of the line? Do you think that the 20 cents of each dollar raised by these phone solicitors for the FOP is an appropriate funding strategy to protect the careers of Phoenix Police Officers? Phoenix Police Officers deserve more than Friends Of Pinocchio; we need a time-tested, proven, and professional organization – PLEA, the Phoenix Law Enforcement Association.

If you have any questions or input for your Association, please don’t hesitate to contact the office or your legal counsel. Stay safe.

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.

Rep from Aflac in the PLEA Office second Wednesday of each month. Call Aflac Office @ 602 870-1122 for more info.

Rep in the PLEA Office 4th Thursday of each month to assist with Deferred Comp, 401(a), or PEHP and updating your beneficiary. For more info call Kathleen Donovan @ 602 266-2733, x1161.

Hester, Heitel & Associates
Exclusive group insurance offers to PLEA Members only for homeowners, auto and liability. Please call Mark or Loretta or 602 230-7726
The picture you see to the right is one of the greatest photos of all time. Of course I’m incredibly biased as the picture is of me and two of my sons, Sean and Brian, taken on Hitler’s back porch at his Eagle’s Nest (The Kehlsteinhaus) near Berchtesgaden, Germany this past October. A surprise birthday present for Das Idiot Fuhrer’s 50th, the Eagle’s Nest is located 6,000 feet up a mountain and is today a tourist destination. More interestingly, it’s a beer garden (Biergarten) — ironic because Hitler didn’t touch liquor. Also ironic is the fact that the diminutive dictator suffered from vertigo, so he hated the place and rarely went there. What does this have to do with anything related to law enforcement? Well, from a purely technical standpoint, probably nothing, but let’s contemplate the connection as we explore a little history and human behavior.

I had an interesting talk with Lt. Randy Sutton while at the Street Survival Seminar in Las Vegas earlier this month. Randy is a true warrior from a variety of perspectives. Veteran of approximately 30 years in law enforcement, the last 24 being with the Las Vegas Metro PD, Randy has been involved in four officer involved shootings, rose to the rank of lieutenant, and has authored three books. Randy and I had lunch together along with Betsy and Dave Smith. We spent maybe 45 minutes together but quickly bonded as we discussed teaching, our admiration for cops, the tribulations of leadership and being veteran officers (old guys). We compared resumes and interests, our thoughts about management and the officers with whom we bonded during our careers. But one topic spiked the conversation — ethics. I taught a class in Ethics for Northwestern University and still teach portions of the subject in the classes more real and more interesting. And quite frankly if our profession is waiting for he/she without sin to teach the subject, it missed its chance by about 2,000 years.

What struck me most about Mr. Sutton wasn’t some holier-than-thou attitude about the topic. It was his passion for justice, especially for working cops. We talked about how police officers have been victims of unethical behavior on the part of some supervisors. He didn’t view ethical violations in terms of street cops taking free coffee, half price meals, or grabbing paper clips from the department supply closet. He is most concerned about what he termed “administrative corruption.” Randy explained that administrative corruption was when supervisors utilize the power bestowed upon them through rank and use it for personal gratification: settling old grudges, rewarding friends and like thinkers, demonstrating power to higher authority, etc. “Too often administrators miss the point of ethics and honor as they focus on minor infractions as they put their own careers ahead of their guys and the mission of the organization.”

And he’s right. I’m not saying there aren’t ethical violations in the line-level ranks, but, I can guarantee this: if there is a pervasive ethics problem in any organization — no matter what the size — then there is only one reason. It’s part of the culture. And an organization’s culture is established, maintained and encouraged by who? You guessed it: Management.

Sure you are going to have the occasional line level individuals who lack moral fiber and commit crimes and ethical violations. But, if it is insidious within the organization, if squads, shifts, platoons, and groups are involved in such behavior, then it’s an accepted cultural phenomenon supported by the administration.

Management is always demanding appropriate and courteous behavior of its line personnel towards the public. And they should demand it. But what about the way management treats its own employees? What about management standing up to unethical behavior within its own ranks? I can absolutely guarantee that line cops notice when there is hypocrisy among their leaders. Cops can’t take a free cup of coffee but Chiefs play free rounds of golf with business owners? Cops have to be nice to the public but are treated like scum by their first line supervisors? Small infractions by line employees? What about management standing up to unethical behavior within its own ranks? I can absolutely guarantee that line cops notice when there is hypocrisy among their leaders. Cops can’t take a free cup of coffee but Chiefs play free rounds of golf with business owners? Cops have to be nice to the public but are treated like scum by their first line supervisors? Small infractions by line employees?
If ethical violations are commonplace in an organization it’s a failure of leadership.

Hitler’s back porch and the problem of ethics

Recently retired from the Lombard, Ill. Police Department after 29 years of service. During his career Jim was a patrol officer, detective, shift sergeant, and Commander in both patrol and the Investigations Unit. In 1998 he was selected as the first Commander of Investigations for the newly formed DuPage County Major Crimes (Homicide) Task Force. Jim has been an instructor in both the law enforcement field and private industry for more than 17 years. He teaches courses in the fields of interview and interrogations, communication skills, and leadership methods for police supervisors. Lt. Glennon is currently the lead instructor for the Calibre Press Street Survival Seminar. He has an undergraduate degree in Psychology and a Masters Degree in Law Enforcement Justice Administration.

Editors note: The above article recently ran on the PoliceOne.com website and is reprinted with their permission.

Legislative Update
By
Levi Bolton, PLEA Lobbyist

This year promises to be one of the most contentious sessions in recent years due to huge budgetary concerns. There are rumblings of a number of “fix-it” bills that will be challenging in that while creating a short term reduction of budget liability, there may be long term unintended consequences. There have been a number of interesting rumors that DROP is in jeopardy or facing some uncomfortable reform. Frankly those discussions are taking place among some at the legislature and we have been spending exhaustive hours placing “butts in seats” to redirect some of those efforts to target the wonderful benefits we enjoy through our retirement systems into alternative methods to improve revenue streams to insure the fund’s long-term and short-term health. So far most of our talks look very promising. I have attended a significant number of stakeholder meetings on law enforcement issues and I am encouraged that most law makers are deeply interested in the impact of proposed legislation on the law enforcement community and have sought our input. Regular session has not yet begun but PLEA will be proposing a number of bills this year and among them will be:

• Just Cause in discipline
• MRSA presumption in worker’s compensation
• Adding heat index precautions to enforcement authority of OSHA
• Increased access by DES to sex offender registry information (to improve licensing background checks)
• Introducing some means to manage the disparity of DUI alcohol and DUI drugs as it pertains to ignition interlock devices (they don’t affect drug users)
• Enhanced penalties for false information to police officers

We plan to continue to aggressively fight against reductions in state shared revenue, harmful legislation targeting PSPRS benefits and continue to push for good law enforcement tools to make the work of law enforcement personnel safer and easier.

We will keep you informed as session begins and bills are introduced.
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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.

PLEA Legal Resources
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