



LVPPA VEGAS BEAT

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See Page 2

Representing Las Vegas Metro Police Department Officers and Deputy City and Municipal Court Marshals

VOLUME 7 | ISSUE 2

July/August 2012

METRO OFFICERS **WIN** **TOP COPS** AWARDS

SEE PAGE 8



**PROUD OF OUR
PROFESSION**

SEE PAGE 13

**WHAT MAKES A
LEADER?**

SEE PAGE 14


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1

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Giveaway #2: Five **\$50** prizes

2

We've hidden five personnel numbers within this issue of Vegas Beat. If your number is among them and you call (702) 384-8692 to let us know that you found it, you'll win \$50. If you didn't find your number this time, try again in the next issue where we'll hide five more!

Excludes P#s listed in Retirement and End of Watch sections of Vegas Beat

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Each issue gives you the latest information on

- Contract negotiations
- Benefit changes
- Retirement considerations
- Hot topics on the job
- Association news
- Upcoming events

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Representing Las Vegas Metro Police Department Officers and Deputy City and Municipal Court Marshals

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NAPO – National Association of Police Organizations, representing nearly 220,000 police officer members in 4,000 police associations nationwide.

"BIG 50" – An informal association of the 50 largest law enforcement associations in the United States.

SNCOPS – Southern Nevada Conference of Police and Sheriffs



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Cover photo: Mike Morgan for NAPO



Executive Director's Message

DETECTIVE CHRIS COLLINS, EXECUTIVE DIRECTOR

A Change on the Executive Board of the PPA

By the time you read this, many of you will have already heard that Michelle Jotz has left the PPA Executive Board. I want to start by saying that the dedication, professionalism and hard work Michelle brought to the job will be very difficult to replace. In late April or early May, Michelle first talked to me about leaving the PPA. I have to admit that at first I was a little shocked. It was one of those things that, even though she had said it, I really did not think would ever happen. I guess I was somewhat in denial because it would have been easier for me and good for the PPA if she had stayed. The second time she came in and talked to me about leaving the PPA, I began to see that she was serious. She was asking me to make calls to people and assist her in leaving and finding a new home within this agency. When I asked her why she was leaving, she told me it was just time, that seven years here at the PPA had taken a toll on her. She went on to say that new challenges and opportunities had come into her life (I won't go into detail about those as she may not want me to in this article). After hearing about these new things in her life, I was very happy for her and could only wish her the best. I promised to make whatever phone calls she wanted me to make to make her transition a smooth one.

Michelle is a wonderful person and a cop's cop, so it comes as no surprise that she was able to have one of her choice of jobs. Michelle chose to go to IAB,

where I expect her to work as hard and be as productive as she was here at the PPA. Some of you may think that Michelle working for Internal Affairs is a bad thing, but knowing Michelle I assure you it is not. She will work as hard there to protect your rights and clear you of any wrongdoing if it is not warranted as she did here at the PPA.

Each and every one of us here at Metro (and, for that matter, every police officer in the State of Nevada) owes Michelle a debt of thanks. Almost three years ago, Michelle agreed to be the person who would move to Carson City once every two years for four months to protect our rights while our state legislators are in session. In the beginning, I went to Carson City a couple days a week to help Michelle, but it soon became very apparent she did not need my help. In a very short time, Michelle had become a very good spokesperson on our behalf. I know this because I saw it for myself firsthand; many of the legislators I spoke with said she had done a wonderful job; and lastly, she won the award for best freshman lobbyist in 2011. So as much as we will all miss her, I hope you will join me in wishing her nothing but the best in her professional and personal life.

With that said, the PPA must continue our mission of protecting your rights and benefits. I must be a very lucky person because just as I knew Michelle was the right person for the job almost three years ago, I knew who the right person was this time the position was open as well, and he volunteered for the job. That person is Kirk Hooten. Kirk will be the new Director of Governmental Affairs. Many of you know Kirk and how passionate he is about his work, so I have no doubt that he will be every bit as successful as our past lobbyists have been over the years at protecting your rights and benefits. Kirk will certainly need all of our help to accomplish this. Please help him any way you can, but let's start with keeping the Democrats in control of both the Nevada state Senate and Assembly in the upcoming general election. I would like to take this opportunity to thank the Hooten family for understanding how important this job is and for their willingness to allow Kirk to be gone to Carson City for upward of four months for the greater good of our officers and agency.

Kirk moving to Director of Governmental Affairs left an opening at the Director of Communications spot on our Executive Board. After talking to several members of the Board who had an interest in the spot, I asked the Board of Directors to confirm my recommendation of Rory Neslund as the new Director of Communications. Now, I know this seems a little weird given the fact that Rory currently works out at the radio shop, where part of his job is to make the radio work, and currently none of you can communicate on the radio. But all kidding aside, there is no doubt in my mind that Rory will do a great job here at the PPA. Please help me make Rory feel welcome here at the PPA.

We are all lucky that through these changes we have had qualified, dedicated, professional people willing to step up and take on the challenge of a new job. The PPA will continue to protect your benefits and rights, as well as provide the same level of service you are accustomed to and deserve. AS ALWAYS, STAY SAFE AND FIGHT THE GOOD FIGHT. **VB**

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INSIGHT

If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

— John Quincy Adams



Are You Ready for Retirement?

POLICE OFFICER MARK CHAPARIAN

Assistant Executive Director

Retirement — it means many different things to many different people. To all of us in law enforcement, it usually means no more uniform, gun, badge, heavy gear, caseloads, etc. More importantly, it means not having to do the “dance” we all do for our Department and the public. Most of us look forward to doing what we want, when we want and how we want. After years of stress and taking risks most can’t imagine, you’ve earned your retirement! Are you ready for it? Most of us don’t hesitate to say yes immediately. But are you **sure** you’re ready to give it all up for permanent civilian life? How much do you really know about your pension and how it works? Have you calculated your benefit? Have you priced health insurance? What will you do with all your time once the novelty of being retired wears off? If you haven’t put much serious thought into retirement, you probably should. It doesn’t matter how few years you may have on today, before you know it, you’ll be looking back and wondering where all those years went.

Here is a fun “test” I stumbled upon a while ago and P# 12940 thought I’d share with all of you. It serves as a rough gauge as to your mindset which may make your transition into retirement a bit easier or maybe reaffirm your feelings that you are ready now. This “test” could also serve as a reminder to you that you may not be ready to pull the plug just yet. Regardless, take a few minutes to add up your results and see where you fall. Share this with your significant other and have some open and honest discussion.

- 1 = Strongly agree
- 2 = Somewhat agree
- 3 = No opinion
- 4 = Somewhat disagree
- 5 = Strongly disagree


1. Cops are different from the general public.
2. I am not an organized person.
3. I am never really off duty.
4. I do not have a lot of hobbies.
5. I read police magazines.
6. I think that there is pressure for me to retire now rather than wait.
7. I have not thought about retirement very much.
8. I can talk shop for hours.
9. Often my significant other and I do not spend enough time discussing family decisions.
10. There is often tension in my household.
11. There are no special things that I have always wanted to do.
12. There are many things about the job that my significant other never knew.
13. Being a cop has its advantages.
14. I like action movies.
15. I am waiting until I retire to decide how I will spend my time.
16. I often get bored and do not enjoy vacations.
17. Working after 25 years is like working for half pay.
18. My significant other and I fight often.
19. It is often less stressful at work than at home.
20. I always carry a gun.
21. When I’m out with my significant other, we rarely laugh anymore.

22. In a way, retirement will be an escape from this job.
23. My significant other has apprehensions about my retirement.
24. I have tended to be a loner.
25. I am not often “up” on the activities of my group of friends.

Total score: _____

Scoring

- 25-40 = Poor candidate for retirement. Reassess your situation.
- 41-80 = Retirement will not be easy for you. Expect some problems and be prepared to work them out.
- 81-110 = Good candidate for retirement, but some issues will come up that you will be able to handle.
- 111-125 = Excellent candidate for retirement. Make an appointment with PERS today! **VB**



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Accessing Your Health Plan Information — It's Just a Click Away

CORRECTIONS OFFICER THOMAS REID

Assistant Executive Director

Did you know that the Las Vegas Metropolitan Police Department Employee Health and Welfare Trust (LVMPDEH&WT), by way of our third-party administrator, UMR, offers a wide array of information on your insurance via the web? It's quick and easy — just go to <https://member-fhs.umar.com>. If you are new to the website, you must register first, below the login screen.

Once you are logged in, you will see five tabs across the top of the screen:

1. My Home: This tab gives the user access to trust messages; your profile; medical provider directory; and other links to Web MD Health Care Advisor, where you can learn about medical procedures and conditions, understand treatment options and compare medications.

2. My Claim Center: This is the tab that gives the user access to you and your dependents' medical and dental claims that were submitted after November 1, 2010. You can also print out medical and dental claim forms for submission of reimbursement. Additionally, there is information on frequently asked questions and how to read and understand your explanation of benefits (EOB).

3. My Benefit Center: These tabs and sub-tabs are full of useful information such as the current dependent members showing active or inactive. Also, this area holds a link to a printable version of the employee benefits handbook. This handbook describes, in easy-to-understand language, the rules that govern the health trust and gives you a quick reference guide to help you determine the benefits and the amount the trust pays. As always, the handbook is a guide only and the health plan is governed by the legalese of the Summary Plan Document (SPD). This document can be obtained by calling UMR at 413-1701.

4. My Management Care Center: This section of the website allows users to enroll in the maternity management program and provides further resources through the health links from wellness topics; health tools; and professional health organizations like the American Lung Association, American Diabetes Association and the National Institute of Mental Health.

5. My Tools: This tab gives you the past copies of the *Your Health Benefits*

quarterly newsletters and allows you to have the option of receiving e-mail notifications when EOBs are processed.

Understanding health care terminology can give us all frustration at times. Here are six claim payment terms that can help you eliminate some of the confusion.

1. Explanation of Benefits: This is also referred as an EOB, which is a document sent to the member explaining the services provided, the date of service, the billed charges, the discount applied to the service (if any) and the amount paid to the provider. You should look at these EOBs carefully. If you have any questions, please call the local UMR office at 413-1701.

2. Annual Deductible: The amount you have to pay for certain health services before your plan benefits become payable. The trust plan deductible is \$250 for a single person or \$500 for a family, which resets on January 1 of each year.

3. Co-payment: This is a fixed fee that is paid at the time you see certain doctors or go to the hospital or surgical center or pick up certain medications at the pharmacy.

4. Co-insurance: This is a cost-sharing arrangement between you and your health plan in which you pay a set percentage after you meet your annual deductible and co-pay. Our plan pays 90% on most services that are provided "in-network," which means you are responsible for 10% of the allowable amount. Look out if you use an "out-of-network" provider because that only pays at 60% and you are on the hook for the remaining 40% after paying the higher annual deductible.

5. Coordination of Benefits (COB): Some of our Metro families are covered by more than one health insurance plan. The COB process determines which plan is the primary. The primary plan pays first and then the secondary plan pays a portion or all of the remaining eligible charges.

6. Out-of-Pocket Maximum: This is the "co-insurance" limit you will pay out of your pocket for certain health care services over a calendar year. Our plan has a \$2,000 limit per individual (limited to "in-network" providers). **VB**

Visit our website at www.lvppa.com.

You can also contact our webmaster at webmaster@lvppa.com.

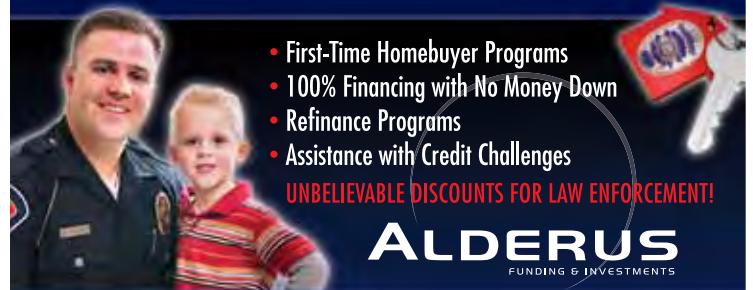


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Supervision

CORRECTIONS OFFICER SCOTT NICHOLAS

Secretary

Has anyone besides me noticed that, unlike rank-and-file officers, supervisors always make it through probation? I know of a few supervisors that have been “non-confirmed” for legitimate conduct issues, but I can’t think of one supervisor that has been “non-confirmed” for not meeting standards. Officers are “washed out” of the field training program on a regular basis. But how many sergeants, lieutenants or captains can you remember who have been told they are not meeting standards? My guess is none! Why is this? Our Department requires officers to be the best of the best, or they do not move on to the next level. Some of these officers are written up, or go through the Internal Affairs process to face discipline for not following policy or procedure. So again, my question is, why not probationary supervisors?

It seems to take an act of God to have a statement of complaint investigated by Internal Affairs when the complaint is filed on a supervisor. On the other hand, a supervisor files any complaint on an officer, regardless of it violating contract, Department policy or just common sense, and our Department conducts a full-blown investigation. Again, why? I believe Metro has too many officers, sergeants and lieutenants promoting to a level beyond their ability. I have watched great officers become horrible sergeants, great sergeants become horrible lieutenants and great lieutenants become horrible captains. Of course, I’ve also seen horrible officers, sergeants and lieutenants promote to be horrible in the next level, too.

I have an opinion, and it’s only mine, but I feel like people promote to promote; they don’t promote because they are going to be a great supervisor and because they have the ability to lead people. They promote only to get to the next pay grade or the next level of personal satisfaction (ego). I think it’s time that our Department began to weed out supervisors that have promoted above their ability. I know we all have to test to promote, but does passing a test make one a good supervisor? Does passing a test mean those who are promoted can handle the new tasks that face them? I have been around some really poor supervisors in my career. I have also been around some really poor officers that think they should be supervisors because they have the ability to retain what they read. Does this mean they will be good supervisors? No, it doesn’t!

I know we can all tell when a supervisor is doing a great job. People want to work for them. Period. Officers will give up days off, shift preferences and even shift differential pay to have the opportunity to work for a good supervisor. I know when officers feel good about the supervisors they work for because I’ve been around some great ones in my career. I was privileged to work for Lieutenant Fass (retired), Lieutenant Riffle and Sergeant Karkos (now Lieutenant Karkos). My best experience with these supervisors was

their ability to communicate. All of these supervisors took the time to sit down with me and their other subordinates and “TALK.” This seems to be a lost art in our Department. I don’t want to blame anyone for this change in culture, but it’s not effective in helping our officers become better at their jobs. I know we can all sit down and file a statement of complaint, but how many supervisors know how to sit and talk to an officer, one on one, and get the officer to understand the goals of our Department or make the officer understand the directives of our Department, in simple and understandable terms and without laying blame on others for the creation of these policies and directives? Not too many! A lot can be accomplished by having supervisors who can talk to their officers and effectively communicate with them. Internal Affairs is overwhelmed with complaints that are often avoidable, if someone would have sat down and talked to the officer.

Maybe we need to find out why this isn’t being done? Maybe we need to test for individuals who know how to supervise, mentor and communicate with officers so we can get back to the basics of what we are all here for? We were all hired for some type of public safety, whether you are a police officer or corrections officer. We are here to keep our community safe and serve the people in our neighborhoods who pay their taxes and expect us to perform at the highest level. All of us! **VB**

INSIGHT

To be a great leader and so always master of the situation, one must of necessity have been a great thinker in action. An eagle was never hatched from a goose’s egg.

— James Thomas

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TOP COPS 2012

POLICE OFFICER PAUL BIGHAM

Treasurer

On September 9, 2011, a routine call for service at a Walmart store in our Las Vegas Valley turned out to be far from routine. Officers were dispatched to a possible credit card caper based on suspicion by the Walmart security. Security at the Walmart called Metro to advise that a couple was putting some \$4,000 worth of high-end electronics in shopping carts. There was concern they might try to pay with a stolen credit card. First, two officers, Mike Ramirez and John Able, tried to make contact with the two suspects, one male and one female. Other officers arrived to help out because the night before that had a similar credit card caper. Thank God they did. As Officers Ramirez and Able began to escort the two suspects up to the security office, the male subject pulled a gun from his waist area under his T-shirt and began shooting at Officer Ramirez. Ramirez and Able returned fire as the suspect fled down the aisle of the Walmart. Officers Corey Staheli, Beaumont Hopson and David Williams were at the front of the store and responded to the shots fired, exchanging gunfire with the suspect until he was down and the threat was over. Officer Ramirez was struck in forearm, elbow, bicep and upper chest; thankfully, his bulletproof vest saved his life.

These officers were submitted as nominees for a TOP COPS Award. Some nominees are ultimately selected as honorable mentions and fewer still are honored as TOP COPS honorees based on a vote by a committee. Our five nominees were honored as winners in the TOP COPS Awards, along with several other officers from around the country who were involved in similar heroic line-of-duty incidents.

On May 12, 2012, our LVMPD Officers Mike Ramirez, John Able, Beaumont Hopson, Corey Staheli and David Williams were invited to the White House to meet President Obama and Vice President Biden. After their private meeting with the TOP COPS winners from around the country, the officers came out into the Rose Garden on the steps of the White House



Photo by Mike Morgan for NAPO

with the President of the United States for a short speech and a meet and greet with the officers and their families. It was a great thing to see our guys from LVMPD recognized and honored in such a grand fashion for their act of heroism.

Later that evening, the actual TOP COPS Awards dinner was held at the historic Mayflower Hotel in Washington, D.C. During the ceremony, each TOP COPS winner's story was told to the audience. It was a very humbling experience to hear all the stories of what happened to these officers and to learn that some of their fellow officers did not survive these encounters. After listening to several of these stories, it was time for our guys to come up on stage and the big screen had a photo of our badge. You just couldn't help but burst with pride and excitement that our LVMPD officers were recognized on stage and honored by fellow officers in such style.

So I say congratulations to Officers Mike Ramirez, John Able, Beaumont Hopson, Corey Staheli and David Williams for a job well done and making us here at LVMPD very proud of you. **VB**

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INSIGHT

Absurdum est ut alios regat, qui seipsum regere nescit.
(It is absurd that a man should rule others, who cannot rule himself.)

— Latin Proverb



Tenured Detectives — a Double Standard

KIRK HOOTEN

Director of Governmental Affairs

I remember it well, sitting in the Task Force bay in the DEA office engaged in the normal daily discussion about sports, movies and, of course, our ongoing work chasing major drug traffickers. Someone sitting at their computer said, "Look at this," and showed us an e-mail stating that there were four immediate openings in the HIDTA Task Forces and to submit your letter of interest to the lieutenant in charge of those teams. Everyone looked around and said, "Who is leaving? Are they adding positions? Who is in trouble?" All this because no one in the chain had the common courtesy to let the four sacrificial lambs know who was on the chopping block before they posted for the openings.

Of course, as is always the case when something goes under the radar in the Narcotics section, the phone tree lit up and in short order we all found out that the four most tenured detectives were being rotated out of the Task Forces simply because someone in a command position felt there needed to be a change to give some of the other detectives a chance at these highly coveted Task Force positions. Now, if there hadn't already been 12 openings through promotion and unit change posted and filled on the Task Forces in the preceding four years I might have agreed with the move. There was ample opportunity for movement into these positions. Clearly, the decision was made out of ignorance of the process, a personal vendetta with collateral damage or the pervasive fear of tenure in covert specialized units. I'll leave my opinion for personal conversation and not the pages of this magazine, but I will be happy to share it with anyone interested. The focus of this article is on fear of tenure in select specialized units.

Getting back to the day in the Task Force bay in January 2011 when Detectives Hooten, Murray, Jones and King were led to the gallows for a combined 40-plus years of dedicated, hardworking and productive Narcotics Task Force service. This brings echoes of a phrase Detective Clete Meegan always says at a bitter ending: "Thanks for coming!" Thanks for nothing. None of us were even told this was happening, and one detective even found

out through the grapevine while sitting around the dinner table with the rest of his squad at a training conference in California. Classy move for sure. Six months later, Detectives Pannullo and Fielding were shown the door on the same premise, gutting another 20-plus years of dedicated service from the Task Forces. The reality of this entire situation illustrates a bigger and more glaring problem facing the Department today. This is the fear of tenure in some units and the celebration of tenure in others, a clear double standard.

Using the brilliant ideology employed to rotate the Task Forces, we should then rotate out our tenured captains, lieutenants and sergeants for the newer model to give them a chance. What's good for the goose is good for the gander, right? Even though I would love to see this in many cases, it is truly absurd and fails the test of fundamental fairness and common sense. We don't tell the homicide detective with 20 years' experience in the unit, "Hey, buddy, I think we need to get some fresh blood in here. You do a great job and you've dedicated 20 years to this unit and solved 150 P# 9678 homicides, but there's a shit hot robbery detective on the horizon and we need to give him a chance." We don't go to the senior captains and tell them they need to step down and let a hard-charging lieutenant with call sign 399 take the reins. We don't ask experienced pilots with thousands of flight hours or SWAT operators with years of experience to rotate. Why, then, is it imperative that rotations occur in the Narcotics section and Gang section in these Task Forces? To date, the only detectives that have had their heads lopped off based on tenure are Narcotics and Gang Unit Task Force officers. There is really no difference between these situations. The career paths chosen were different, that's all. Some people chose to promote through the ranks; some people chose to dedicate their energy toward perfecting a knowledge and skill base in a particular discipline and dedicate their career to it. This is present in every area of the Department, including the Air Unit, SWAT, the Detective Bureau, Training, Gang Unit and Traffic, to name a few. Tenure is celebrated in most of these units but negatively associated in others.

We as an agency need to embrace the tenure and dedication to these disciplines and respect that many officers choose to remain in their unit because they love the work and are passionate about that particular corner of the law enforcement field. We clearly don't need to cherry pick at certain units' tenured detectives and celebrate others. It's a confusing message and smacks of personal bias and inconsistency. **VB**

CONGRATULATIONS

TO THE CONTEST WINNERS
FROM THE LAST ISSUE!

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Bradley Sakoff, P# 9681

P# Contest (\$50)

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Greg Flores, P# 6071

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Amanda Judd, P# 8131



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Catastrophic Leave — a Benefit Available to Everyone

DETECTIVE DARRYL CLODT

Sergeant-At-Arms

One of the many jobs I do here at the PPA is manage and oversee the Catastrophic Leave Program. It is a benefit available to all employees covered under the contract. I wonder if maybe it is time for a change; maybe this should only be available to dues-paying members. Let's talk a little about the program first.

Catastrophic leave is covered under Article 11.5 of the collective bargaining agreement. The following are the requirements for entitlement:

1. We must have a letter or email from the member requesting Catastrophic Leave.
2. The employee requesting catastrophic leave must have a medical statement from the attending physician explaining the nature of the illness/injury and an estimated amount of time the employee will be unable to work.
3. We must have evidence of the Bureau Commander's approval of leave of absence.

* The employee requesting catastrophic leave must have exhausted all accrued leaves as a result of the illness/injury.

I am including the exact contract language governing this process so that everyone fully understands what is required and hopefully all of your questions are answered.

11.5 Catastrophic Leave. When an eligible employee suffers a catastrophic illness or injury, and the eligible employee has exhausted all accrued leaves as a result of the illness/injury, then the eligible employee may file a request for donations of leave with the Association.

The request must be accompanied by:

- A medical statement from the attending physician explaining the nature of the illness/injury and an estimated amount of time the employee will be unable to work.
- Evidence of the Bureau Commander's approval of leave of absence.

The Executive Board of Directors for the Association will establish eligibility standards and will review the request to verify the employee's eligibility to receive leave donations.

The Association will conduct the solicitation of donations and will be limited to an information-only solicitation, with no personal lobbying

by employees. Solicitations will be conducted for 30 calendar days and all donations will be submitted to the Association on the provided form.

Donations can be made from the donor's bonus hours, vacation leave, and/or professional leave. Sick leave cannot be donated. The minimum donation is four (4) hours. Employees must have a vacation leave balance of at least 40 hours after the donation.

The Association will forward donations to the Department Payroll Section, where the donated time will be converted to dollars at the hourly rate of the donor. The dollars will then be converted to sick leave at the hourly rate of the recipient. If any donated sick leave hours remain at the end of the catastrophic leave, they will be transferred to the Catastrophic General Fund Account (bank).

Bank hours, if any, may be approved by the Association Executive Board on a matching basis, if needed (e.g., a solicitation for an approved employee nets 100 hours - after the 100 hours are used, the Association Executive Board may approve up to another 100 hours from the bank, if hours are available). However, employees will be eligible to utilize up to 160 hours of bank time prior to applying the matching standards set out herein.

Eligible employees:

- The Catastrophic Leave Program is available to all collective bargaining unit employees who require a minimum of 80 hours of leave after all accrued leaves have been exhausted. This may also apply to intermittent leave situations directly associated with the catastrophic leave request.

- Employees who have graduated the Academy and are covered by the collective bargaining agreement.

- Employees must meet the following definition of catastrophic illness/injury:

"Catastrophic Illness/injury is an illness or injury that keeps an employee from performing the duties of their job (i.e., the employee is hospitalized, homebound, or is the primary care giver to a member of their immediate family). The illness or injury cannot be a result of an illegal act, nor can it be intentionally self-inflicted."

- Employees with work-related Worker's Compensation claims are not eligible for the Catastrophic Leave Program.

When an employee utilizes this benefit, the employee will be required to reimburse the above described bank with accrued vacation at a rate of 1.5 hours per pay period. This reimbursement will be required for any hours utilized from the Catastrophic Leave Bank up to a maximum of 160 hours per incident.

The parties agree that should any problem or abusive practice arise, the parties will meet to make reasonable adjustments to facilitate the administration of the program or to eliminate these abusive practices.

As you can see, it is fairly easy to apply for this benefit. I will tell you that some at the PPA and some of our membership believe that this should change and that this should be a benefit available only to our PPA members. After all, membership should have its benefits — there should be some things that you would not be able to get otherwise. And trust me, access to catastrophic leave is a huge benefit — just ask anyone who has used it and they will tell you it was a lifesaver. However, I work for each and every one of you, whether you are a member or not, so please, as always, if you have thoughts on this subject, call us up and share your thoughts. Until next time, STAY ALERT AND STAY ALIVE. VB

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DAVID ROGER
General Counsel

Anatomy of an Officer-Involved Shooting

Recently, I represented an officer who used force to stop a suspect vehicle. The suspect led police on a chase throughout the Valley for over 1.5 hours. Finally, as the driver was making a U-turn to avoid spike stripes, the officer rammed the vehicle, which allowed other units to arrest the occupants.

When I arrived at the scene, the officer was standing on the side of the road all alone. The officer seemed relieved to see his PPA representative and his attorney. As the officer related, his fellow officers initially congratulated him for his quick actions. Shortly thereafter, someone announced that Force Investigation Team (FIT) investigators were responding to investigate the incident. Almost immediately, officers started to clear from the area. The officer related he felt as though he was all by himself on a secluded island.

This scenario is very typical as the mere mention that the FIT team will be converging on the scene strikes fear in most officers. This article will walk you through the typical officer-involved shooting/use of force investigation. The process is substantially the same for subject officers and witnesses.

Once you advise dispatch that you have been involved in a shooting, a supervisor will respond to order you to provide a Public Safety Statement. This series of questions focuses on identifying suspects, searching for victims and locating physical evidence. Before answering the supervisor's questions, you should read from your *Garrity* card and invoke your constitutionally protected rights.

Contemporaneously, dispatch will notify a number of people, including your PPA representatives. At that point, you should not discuss the incident with anyone until your PPA attorney arrives. Your PPA attorney will be by your side during the rest of the investigation. Remember, the only privileged conversation you will have is with your attorney. Therefore, do not talk to anyone else without your attorney.

One of the groups that will be dispatched to the scene is the Critical Incident Review Team (CIRT). These detectives are responsible for investigating and reviewing aspects of the event, focusing on training, tactics and policy. The detectives will schedule your interview, which will be a compelled *Garrity* interview, within a few days.

On the other hand, FIT will conduct the bulk of their investigation immediately. The FIT team members are experienced homicide detectives who will investigate possible criminal charges.

FIT detectives, in the presence of a crime scene investigator (CSI), will ask you to participate in a walkthrough of the crime scene. Accompanied by your PPA lawyer, and protected by *Garrity*, you will identify the location of the shooting and the physical evidence. While it is tempting to elaborate on the circumstances of the event, you should limit your responses to the questions posed by detectives.

The next phase of the investigation will be held at a nearby substation or back at headquarters. A CSI and FIT detective will likely impound your firearm and inventory the ammunition. Of course, this phase will also be conducted under the *Garrity* umbrella. CSI will then photograph you to document your condition at the time of the event.

FIT detectives will then interrogate you. Presently, the Department's practice is to schedule the subject officer's interview 48 hours after the event. Detectives will interview witness officers immediately. Regardless, while detectives will ask you to provide a voluntary statement, you should decline to do so and demand your *Garrity* rights. Your interview, while accompanied by your PPA lawyer, will be tape-recorded. Detectives will zero in on the circumstances surrounding the event and the basis for your decision to use deadly force.

While this process will be demanding, rest assured that you will not be on that island all by yourself. Your PPA attorney P# 7527 and representatives will be with you to make sure your rights are protected every step of the way. **VB**



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Sheriff's Message

SHERIFF DOUGLAS C. GILLESPIE

Leadership

Law enforcement agencies today face a number of issues keeping up with a society that is constantly changing, and the Las Vegas Metropolitan Police Department is no different. Like many other agencies across the country, our agency has been challenged with a number of significant issues that have impacted us as an organization — issues like an unstable economy, a drastically reduced operational budget, forced manpower reductions, keeping up with changes in technology, the coroner's inquest process and, most recently, changes to our use of force policy and the handling of critical incidents. These issues and some others have, in some manner, likely affected everyone reading this article.

I believe that the single greatest difference between the success and failure of a law enforcement organization, especially during difficult times, is leadership. Leadership, not only from the top down but from the bottom up, is a vital component of our ability to continue to provide quality service to our community, regardless of obstacles we face. I also believe that to be a successful leader within an organization in an evolving world, one must continue to evolve as well, both professionally and personally. A leader must avoid the mistake of making decisions based on dated wisdom, assumptions and old habits which can lead to repeating past mistakes and missing key opportunities. When a leader stops growing, the organization stops growing as well. As a leader grows, the people around him will grow, and that will result in the growth of an organization.

Leadership starts within each of us through self-examination, and manifests itself through outward actions. A person must identify and understand his/her strengths and weaknesses, which will create a great opportunity to grow as an individual and leader. Leaders who understand and develop their strengths and openly address their weaknesses create an environment where others around them will do the same.

To be a successful policing agency, we have to continue to evolve and find ways to improve and provide better service to our public. We have to put our people in the best positions to be successful. I believe we have an obligation to develop our current leaders and identify future leaders because that is essential for our continued progress. I recently had the pleasure of attending the final session of a leadership training series completed by some of our current and future supervisors on this Department, and I was particularly impressed by what I observed. I saw the future of our Department sharpening their leadership skills to take on the future challenges of this organization. The feedback I received through e-mails from class attendees at the conclusion of the training series was overwhelmingly positive. Attendees were empowered by being called upon to take on the reins of leadership and the responsibilities that come with it.

As the head of this organization, it is my responsibility to make difficult and sometimes unpopular decisions on a daily basis to ensure this organization thrives, even in the most challenging times. These decisions are P# 9165 not made in a vacuum, but with a great deal of deliberation and input from a number of exceptional leaders on my executive staff and throughout the organization. Our success is truly a team focus.

The strength of any organization is measured by the strength of its people. Being a leader does not depend solely on rank and is not simply telling people what to do. An effective leader creates a compelling vision and inspires others to action by aligning their goals with that vision. Knowing what we are working toward allows everyone to move forward to implement change, as well as to be resilient in the face of obstacles. A leader also sets the example for others to follow and exemplifies the behavior and attitude that he asks of others. A leader will take responsibility for his actions and decisions and do what he/she believes is right, even if it's not popular. Doing what is right is often not going to be what everyone would prefer for individual reasons, but it might be the best option for everyone's benefit. A leader is constantly looking for ways to improve himself, the organization and community.

All of those things are components of leadership, but none are specific to rank. It's easy to sit back and complain because things in your workplace are not perfect, or your morale is not what you think it should be. It is, however, a great deal more beneficial to take personal responsibility for improving your workplace and to help implement positive change in our organization.

Leadership means many different things to different people, and there is a myriad of books and articles that address various leadership principles and ideas. The basic thought that I want to pass along is that strong leadership throughout this organization is not just important, it's vital! It is just as essential to this organization today as it was in 1980, when I came into the law enforcement profession. Strong leadership built this organization into what it is today, and it will take strong leadership to continue into the 21st century.

The fact that this Department sets the standard for other departments throughout the country is not an accident or coincidence. It is our people that make this Department a standout organization that others emulate. Continued success as an agency will require everyone to take an active leadership role in this organization. I am proud and honored to be the Sheriff of an organization with individuals that prove on a daily basis why we are the best law enforcement agency in the country! **VB**

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PROUD OF OUR PROFESSION

BY MIKE RAMIREZ

Police Officer

In early May, I had an opportunity of a lifetime. As most of you know, I, along with four of my colleagues, was nominated for the prestigious national award of TOP COP for the highly publicized Walmart shooting incident last September. John Abel, Corey Staheli, Beaumont Hopson, Dave Williams and I, along with our families, were invited to attend the recognition ceremony in Washington, D.C. The TOP COPS Awards recognition banquet coincided with the 24th Annual National Police Week.



It is hard to express in words the honor I felt in being recognized for such an important award. It was a very humbling experience knowing that we were nominated along with nine other very deserving individuals and groups of individuals that were also involved in serious, life-threatening situations. Each nominee had a chance to address the crowd, and I used that opportunity to thank not only those people who helped me through my personal situation, but also to thank all the men and women in uniform for doing what they do best: protecting their communities despite it sometimes being a thankless job.

National Police Week is an annual event that draws tens of thousands of police officers to Washington, D.C., from all over the country each year. It is a time of camaraderie for the officers as well as a time to honor fallen officers and to recognize officers for a job well done. There were several official activities planned for the attendees, and I had the opportunity to attend several of them and want to share the highlights.

On Saturday, May 12, I had the once-in-a-lifetime opportunity of hanging out in the West Wing of the White House! Well, I guess it wasn't quite "hanging out," but I was actually in the West Wing! All of the TOP COPS honorees were invited inside for a short private tour prior to exiting to the Rose Garden for a speech given by President Obama. After the speech, President Obama, Vice President Biden and Homeland Security Secretary Janet Napolitano were available for handshaking and picture taking. What an awesome experience! By the way, the Rose Garden had a total of about five rose bushes in it!

Later that day, the Police Unity Tour was coming to an end. This is an annual bike race for officers with thousands of participants. The money raised from this tour goes to the National Law Enforcement Officers Memorial Fund, and to date, it has raised almost \$6 million. The race ends at the National Law Enforcement Officers Memorial, which holds the names of all known law enforcement officers who have lost their lives in the line of duty nationwide. This was an inspiring event to see (though not inspiring enough to get me in a pair of Lycra shorts on a 10-speed).

Sunday night was the 24th Annual Candlelight Vigil for fallen officers. It took place at sundown and was a very moving experience. It is open to the public and annually draws about 20,000 attendees. U.S. Attorney General Eric Holder was the keynote speaker for this year's ceremony. He led the lighting of the candles as well as read the names of some of the 362 new fallen officers added to the wall this year. Of the 362, 163 of them were killed in 2011 alone. The balance of the names (199 of them) were from earlier in history but had not been previously documented. If anyone ever has the opportunity to attend this event, I would encourage you to do so. This is a wakeup call for the general

public to understand the risks involved in our line of work. For the officers in attendance, it gave us a true feeling of brotherhood.

The weekend in Washington, D.C., was P# 3638 awesome. As a recipient of the TOP COPS Award, I am grateful for the opportunity to have attended this event, and I know my colleagues that went with me feel the same way. This trip would not have been financially possible for our officers and their families if it were not for the assistance of the LVPPA. I think I speak for all of us when I say thank you again to the LVPPA. (With five officers from Las Vegas Metropolitan Police Department being invited to attend, the Department was

approached and it agreed to cover a small portion of the overall cost of this trip. As of the time this article was written, that assistance had not happened.) Attending National Police Week on behalf of the Las Vegas Metropolitan Police Department is something I feel every officer should have the opportunity to participate in at some point in their career. I left Washington, D.C., with a feeling of tremendous pride for being a part of a brotherhood like no other. **VB**

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What Makes a Leader?

BY LUIS PAYAN

PPA Director

A recent article in *Vegas Beat* entitled “Enough Is Enough” caused me to dust off an article I wrote a couple years ago for school. In it, I delve into the topic of what makes a good leader. The answer to the question varies, depending on what source you rely upon. I took the time to research various leadership principles and looked into what others believe constitutes a great leader. After reading the articles, I think there are certain common qualities that go into being a good leader.

To me, a great leader is a person who is exemplary, somebody that others would choose to follow. *Webster’s Dictionary* defines “exemplary” as “being worthy of imitation or serving as a model.” So again, to me, being a great leader means being a great example. In addition, a leader is someone that is loyal, courageous and honest. A leader is someone who doesn’t use facades, someone who doesn’t allow ego to stand in the way and someone who is open to new ideas and changes even if they are not popular. Leaders are people that can express new ideas without being concerned about conflict or rejection.

Great leaders come from all walks of life and credit various principles to their accomplishments. A leader is exemplary because of his common sense approach and his ability to lead all who follow in a positive direction or an action that many will follow. Great leaders will value contributions and ideas from others and will understand that there may be better options. Great leaders develop great reputations due to their key leadership attributes.

Overall, I think there are five primary attributes of a great leader and I personally strive to live by each of these. They are: being honest, being loyal, being dependable, being decisive and having humanity.

I start with *honesty* because, let’s be honest, it’s neither easy nor believable when someone states their own qualities. Complimenting yourself is like feeding someone a bunch of fluff. That being said, I take pride in being

honest. Sometimes, I think my peers don’t understand or appreciate how committed I am to these personal values, which I suppose is normal. People will not assume you are honest just because you never get caught lying; you have to prove it over time. I believe living an honest life, both personally and professionally, will enhance your ability to function as a leader both at home and in your profession.

Your reputation is everything in the world. I take pride knowing that I have earned trust from my family, community and co-workers. *Honesty* is a big deal to me. Of course there will be times that the honest truth isn’t popular or nice, but must be expressed in order to lead by standing up and admitting to a mistake.

Loyalty is another important quality, and I am proud to say that I am a loyal individual. *Loyalty* is even contemplated in the Nevada Constitution as part of the sworn oath of office. It is thought to be a trait that everyone should possess, but unfortunately I fear this is not often the case. A great leader should be loyal to those he leads and in return should expect loyalty from those he leads. *Loyalty* is a characteristic that I have cultivated as long as I can remember. I truly value this attribute so much because *loyalty* is a rare characteristic in today’s society. I get so upset when *loyalty* isn’t respected and returned. I feel that I am loyal to everyone that I care about and anything I am working to accomplish. I believe that it is a reputation that will follow you into great leadership.

Dependability is another attribute of a great leader. This isn’t just about showing up on time; it also means being committed to the positions that you hold. *Dependability* requires a personal commitment to working hard each and every day. It is a great feeling to be recognized for your *dependability*. Someone who possesses many leadership attributes without having the reputation of being dependable does not display the ultimate attribute of an exemplary leader. I believe that your friends,

family and co-workers should be comfortable knowing that you can be depended on during any situation or crisis.

Leaders often have to make sudden, split-second decisions in critical situations, and so it is imperative that they be *decisive*. In critical situations, there is no time to sit back and analyze what might be the best decision. A great leader can make these split-second decisions without worrying about being judged. Great leaders are confident enough to explain their decision despite the outcome. Leaders must also be able to formulate new ideas that may not always be popular. A great leader is willing to implement new ideas without concern of rejection. I have suggested new ideas to supervisors that may not have been popular and were thought to be unnecessary, but I was decisive and straightforward and was able to prove the idea would be successful.

Yet another quality of a good leader is *humanity*. This is the ability to have empathy and compassion and to be able to understand people, and not just people you know. Many of you entered this profession for this very reason — to help others. I know this profession can take its toll and that many officers become jaded and lose their *humanity*. I think that it's those ever-present "few bad apples" that occasionally make it difficult for us to help those we are sworn to serve. We can't allow some people who take advantage of the system to change the way we see things or the reason we became peace officers. We have too few positive situations and we see too many worst of the worst. I believe that you have to hold strong to your *humanity* in order to see past the "bad apples."

Everyone has certain needs or challenges in life and will generally respect a leader who can appreciate tough situations. We as peace officers deal with difficult and sometimes emotionally challenging situations within our field of work. We, too, become emotionally affected by tragedy. Part of having *humanity* is realizing when we are affected and when we should take a timeout. Being able to filter our emotions allows us to continue as police professionals. The tough economic climate affects officers not only at work, but at home with their own families. Great leaders stay strong. Great leaders have the attributes of *honesty, loyalty, dependability, decisiveness* and *humanity*.

Believing in various principles of leadership is important. Not believing will probably lead you to fail as a leader. I don't believe that you can be a great leader by following the strict guidelines of leadership, but I do believe you do need to support the basic principles and be a leader in your own way. You must have the vision to take calculated risks and move forward with great ideas without being concerned about failure. Be willing to learn from your failures and recognize your successes by inspiring your peers. New ideas in a new era will create great policing. Networking and developing relationships within your organization and community can help you be successful as a great leader. You cannot be a great leader on your own. You will need support from your subordinates, organization and community. Great leaders get respect by giving respect!

In closing, ask yourself whether your supervisor has strong leadership qualities. Or is he simply a supervisor that prefers to manage your duties as a police/corrections officer? **VB**

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THANK YOU LETTERS

The following are just some of the letters and e-mails we have received over the past couple of months, from both members and nonmembers:

To the PPA,

... I am writing to say that your article "Enough is Enough" was one of the best I have read in a very long time. I am at the "slightly over 15" year mark in my career and I find myself shaking my head (sic) more and more at this department's direction. Good job on the article. ...

Mark,

[I] just wanted to let you know that I enjoyed the article that you wrote. I like the new posture that the PPA is taking in this troubled time at the LVMPD. Keep up the good fight and pass on my thanks to the others. I am glad that I bought 3 years and I am considering buying 2 more, this place is not what it was before. ...

Mr. Collins,

Thank you for fighting for our best interest. I also want to extend thanks to the great team at the PPA, the troops appreciate the personal visits made by you and David Roger. ...

Phone message: ... Just called and wanted to extend his BIG THANK YOU to all who wrote "controversial" articles addressing the concerns our members are dealing with every day. He told me it's the best issue he's ever seen.

To the PPA,

Regarding the articles in the PPA Vegas Beat: I am a non-member, but after reading the articles in the most recent newsletter, I have reapplied for membership and I am encouraging others to re-join and support the PPA. That was some good stuff (informative, insightful and true). ...

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CALENDAR

August 7-11 Nevada Police and Fire Games

September 6 General Membership Meeting

October 1-31 Health Trust Open Enrollment

** General Membership Meetings are quarterly rather than monthly. If you need to present something before the Board prior to a regularly scheduled General Membership Meeting, please contact the PPA office so you can be accommodated.*

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1. Opinions expressed in *LVPPA Vegas Beat* are not necessarily those of the Las Vegas Police Protective Association.
2. No responsibility is assumed for unsolicited material.
3. Letters or articles submitted shall be limited to 500 words and must be accompanied by writer's name but may be reprinted without name or address at writer's request.
4. Freedom of expression is recognized within the bounds of good taste and limits of available space.
5. The Board of Directors reserves the right to edit submissions and/or include Editor's Notes to any submitted material.
6. The deadline for submissions to *LVPPA Vegas Beat* is approximately 30 days prior to the issue date.

RETIREMENTS

05/22/2012 Shawn C. Allen, P# 4632	PO II
06/29/2012 William Redfairn, P# 4135	PO II
07/12/2012 Dean F. O'Kelley, P# 4209	PO II
07/20/2012 Michael J. Pendleton, P# 4343	PO II
08/23/2012 Jerard R. Pribyl, P# 3242	PO II

INSIGHT

The ultimate measure of a man is not where he stands in moments of comfort, but where he stands at times of challenge and controversy.

— Martin Luther King Jr. (from Christian Leadership World)

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WHAT WE DO FOR YOU

APRIL/MAY 2012 REPRESENTATION STATISTICS

LABOR MANAGEMENT BOARDS

Hearing Date	Alleged Violation(s)	Original Discipline	Decision
5/24/2012	Truthfulness	40 Hours	Upheld

PRE-TERMINATION HEARINGS

Hearing Date	Alleged Violation(s)	Original Discipline	Decision
4/19/2012	Conduct Unbecoming	Termination	Upheld
5/7/2012	Violation of Driving Policy	Termination	Upheld
5/31/2012	Conduct Unbecoming	Termination	Pending

ARBITRATIONS

Hearing Date	Alleged Violation(s)	Original Discipline	Decision
2/6-7/2012	Discrimination	Termination	Pending
3/1/2012	DUI; Conduct Unbecoming	Termination	Pending
3/6-7/2012	Dissemination	Termination	Upheld
3/19-20/2012	Arrests w/o Warrants; Use of Force; Transporting Prisoners; Interaction w/ Public	Termination	Pending
5/2/2012	3rd DUI	Termination	Pending
5/31/2012	Conduct Unbecoming; Truthfulness	Termination	Pending

CITIZEN REVIEW BOARD COMPLAINTS

Dismissed	Alt. Recommended	Referred to IAB for Review	Concurred w/ IAB Finding	Pending CRB Decision
0	0		0	2

OFFICER INVOLVED SHOOTINGS/USE OF DEADLY FORCE INCIDENTS

Date	Use of Force Board Decision	Inquest Decision
8/27/2010	Justified	Pending
11/15/2010	Justified	Pending
11/15/2010	Justified	Pending
12/26/2010	Justified	N/A
2/15/2011	Justified	Pending
2/23/2011	Justified	Pending
3/8/2011	Justified	Pending
4/3/2011	Justified	Pending
4/12/2011	Justified	Pending
4/19/2011	Justified	Pending
5/27/2011	Justified	Pending
7/5/2011	Justified	Pending
7/14/2011	Justified	Pending
8/26/2011	Justified	N/A
9/9/2011	Justified	Pending
10/24/2011	Justified	N/A
11/6/2011	Justified	N/A
11/21/2011	Pending	Pending
12/12/2011	Pending	Pending
1/17/2012	Pending	Pending
1/21/2012	Pending	Pending
1/24/2012	Pending	Pending
1/31/2012	Justified	N/A
2/1/2012	Pending	Pending
3/11/2012	Pending	N/A
3/16/2012	Pending	Pending
4/6/2012	Pending	N/A
4/21/2012	Pending	Pending
5/14/2012	Pending	Pending

INTERNAL AFFAIRS SECTION AND BUREAU LEVEL INTERVIEWS

Declined	Represented	Total
27	128	155

ACCIDENT REVIEW BOARD

Unk	Excusable	Non-Negligent	Negligent	Rescheduled
	0	1	22	1



The LVPPA invites all members to help take care of our own. The LVPPA has started a 501(c)(3) charity organization called the LVPPA Metro Charities, Inc. The goal of this organization is to help the survivors of fallen officers. The long-term goal of the charity is to ensure that survivors have the opportunity to go to college. As such, the charity will donate the cost of Nevada state tuition rates to the survivors of fallen Metro officers, to include children and spouses. The charity is off to a strong start, but we need your help and ask all officers to donate. Please look into your hearts and determine if you can give. The back of this form is a payroll deduction form. Just rip out this page, fill out the back with your deduction amount in block 5200 under LVPPA Metro Charities, then send the form in a 1000 miler to the LVPPA for processing. The LVPPA Metro Charities hopes that you will never need this, but will be here when you do. **VB**



LAS VEGAS METROPOLITAN POLICE DEPARTMENT
PAYROLL RECURRING DEDUCTIONS SHEET

Employee Name	P#	Daytime Contact Number
---------------	----	------------------------

Wage Type	Deduction Type	Deduction Amount	Start Date	Stop Date	
DUES					
5009	Black Police Dues (24 pay periods)				
5010	NLPOA Dues (24 pay periods)				
5007	PMSA Dues (24 pay periods)				
5005	PPA Dues (24 pay periods)				
5006	PPACE Dues (24 pay periods)				
5008	SPA Dues (24 pay periods)				
MISCELLANEOUS DEDUCTIONS					
5405	City Hall Parking (24 pay periods)				
5200	LVPPA Metro Charities (24 pay periods)		ASAP		<input type="checkbox"/> One Time <input checked="" type="checkbox"/> Recurring
5403	Police Museum (24 pay periods)				<input type="checkbox"/> One Time <input type="checkbox"/> Recurring
5404	Prepaid Legal Svcs. (24 pay periods)				
5400	United Way (26 pay periods)				<input type="checkbox"/> One Time <input type="checkbox"/> Recurring
	Other				
LOANS					
					Declining Amount
4532	Misc. Payback (one time deduction)		Reason:		
5200	PPA Assoc. Loan (24 pay periods)				\$
5220	PPACE Assoc. Loan (24 pay periods)				\$
5210	SPA Loan (24 pay periods)				\$
5410	Purchase Retirement (24 pay periods)	<i>To purchase retirement you must initiate your request through PERS. You may stop the deduction using this form.</i>			\$
5413	Purchase Retirement 2 (24 pay periods)				\$

Employee Signature & PN <i>(Sign name as it appears on paycheck)</i>	Date	Representative Signature	Date

Discount Theme Park Tickets

Tickets may be purchased in person at the LVPPA office located at 9330 W. Lake Mead Blvd, Suite 200 during normal business hours (M - F 7:30a - 5p).
ACCEPTABLE METHODS OF PAYMENT ARE CASH, CHECK, CREDIT/DEBIT (Visa/Mastercard only).

For questions and information, please contact the LVPPA at (702) 384-8692.
The LVPPA makes no profit from the sales of Theme Park Tickets; however, our ticket costs are rounded to the nearest dollar.

THEME PARK	TICKET	GATE PRICE	LVPPA PRICE
Knott's Berry Farm	One Day Ticket - Adult	\$47.99	\$32.00
	One Day Ticket - Child (3-11)	\$26.99	\$23.00
	2 and under Free		
Legoland	Two Day Ticket - Legoland Only - Adult/Child (3-12)	Adult - \$92.00/Child - \$82.00	\$59.00
	Two Day Ticket - Legoland Hopper - Adult/Child (3-12) (Legoland, Sea Life, Water Park)	Adult - \$110.00/Child - \$100.00	\$69.00
	2 and under Free		
Magic Mountain	One Day Ticket - Adult/Child	\$61.99	\$33.00
San Diego Zoo	One Day Ticket - Adult	\$42.00	\$37.50
	One Day Ticket - Child (3-11)	\$32.00	\$29.00
	2 and under Free		
Sea World	One Day Ticket - Adult/Child (3-9)	\$69.99/\$61.99 one day ticket	\$48.00
	2 and under Free		
Universal Studios	One Day w/2 Days free Ticket — Adult/Child under 48"	\$77.00 one day	\$69.00
	2 and under Free		
Wild Animal Park	One Day Ticket - Adult	\$42.00	\$37.50
	One Day Ticket - Child (3-11)	\$32.00	\$29.00
	2 and under Free		

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