



LVPPA VEGAS BEAT

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See Page 17

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

VOLUME 7 | ISSUE 6

March/April 2013

Visiting Walter Reed

Full story on page 16

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Adjudication Process page 5

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WANTED: 100 Police Officers with Ringing Ears

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Duration of Study: 10 days

To Participate: (702) 425-5648

If you have ringing ears (tinnitus) when an external sound is not present, you are needed to participate in a special program called the "10-Day Challenge." A recent study by Wichita State University shows a correlation between hearing loss in police officers and frequent gun usage. According to a 2009 study published in *Occupational Medicine*, one out of four police officers exhibit a noise-induced hearing loss and may have tinnitus as a result of occupational noise exposure. The Hearing Aid Specialists at AAA Hearing Aid Clinic are seeking 100 police officers—active or retired—with head noise to evaluate a tiny specialized instrument from Phonak that can be programmed to minimize or reduce the perception of tinnitus.

To take part in this program, you must call (702) 425-5648.



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New Research Discovers Relief for Many with Tinnitus

For policemen and women with ringing ears (tinnitus) now comes good news. The results of significant tinnitus research was presented at the 2012 American Academy of Audiology Conference held in Boston, MA. Researchers from renowned universities, medical schools and technology companies presented positive conclusions to work regarding treatment methods of tinnitus. Tinnitus research was presented by professors and clinical staff from: Wichita State University, the University of Miami Ear Institute, the Head & Neck Institute of The Cleveland Clinic, GN ReSound Corp., the Ear Science Institute of Australia, Widex Argentina and others.

One published study by Dr. Richard Tyler, University of Iowa and Dr. Sergei Kochkin of the Better Hearing Institute reported relief among 60 percent of patients from a sampling provided by 230 clinicians using tone-matching audiograms and frequency-matching programmable hearing aids.

Police officers with ringing ears may now be helped by hidden hearing aids with these special capabilities. The AAA Hearing Aid Clinic "10-Day Challenge" is an opportunity for members of local law enforcement to

find out if this Phonak technology will help reduce or eliminate their head noise and improve their hearing. Police officers who wish to keep the instruments may do so with a **50 percent discount off of MSRP**. To participate, call for an appointment. (702) 425-5648

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The Las Vegas Police Protective Association is affiliated with the following organizations at the state and national level:

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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Executive Director's Message

DETECTIVE CHRIS COLLINS, EXECUTIVE DIRECTOR

PPA Membership Survey

This past December, the PPA sent out a membership survey to our 2,487 members. I would like to thank the 378 of you who took the time to complete and return it to us. In general, the survey found that most of you believe the PPA is doing a good job protecting your rights. But there was some negative feedback as well, which I truly believe is more important and informative than the positive feedback. The PPA cannot make needed changes if we don't know there is a problem to fix. However, I should also point out that some of the comments addressed concerns or issues that we here at the PPA simply have no control over while others addressed issues that seem to stem from a lack of understanding of what we do or how a certain process works. I hope to address all three of these areas with this article.

First let's talk about the things we can make changes to. The PPA is your union and can only be effective with your input. One thing that came out in the survey is that some of you are not happy with your elected area representative who sits on the PPA Board. It sounds as though some of you don't even know who your elected representative is; this is just not acceptable. They were elected by you and your fellow officers where you work and should be present and accessible to provide information and hear your concerns. While some of you indicated

that your representative is communicating with you about what we are working on at the PPA, this should be true of all of you. If this is the case, please call the PPA office and find out who your representative is and make us aware of your complaint. We can then address it with that particular representative. In an effort to address this I have told the representatives that four or five times a year, each of them will be asked to speak in front of the entire Board and give an overview of what is going on at the location they represent. We hope this will encourage them to be more proactive in the areas they were elected to represent. Another issue we are working on is how to get more of you to come to the PPA general membership meetings. We understand because of shift work it is hard to have a single meeting time that can accommodate everyone. In the past we have tried holding several general membership meetings on the same day, for example, a meeting at 7 a.m., 11 a.m., 3 p.m. and 6 p.m. However when we tried this in the past we had almost no turnout so we did away with this idea. Those of us at the PPA would very much like to find a way to get more of you to the meetings, so if you have any ideas on how it might best work for you, we would love to hear your thoughts. There are some really important things we are working on right now (officer-involved shooting review processes, contract negotiations and legislative issues) that we think would be of interest to all of you. Other issues came up in the survey that we will be working on as well, but those were the two most prevalent concerns that I think we can fix.

Let's move on to things some of you brought up in this survey but that we have no control over. The first is the media. Many of you think the PPA should be more involved in getting the "good stories" out to the public. The good stories or the great things you have all accomplished through dedication and hard work would fill up the paper every day. The bad news for us is that we don't own the paper or any of the other media outlets. We have a public relations firm who works with us to help get our stories out or to put our own spin on stories that are already out there. But the reality is good cop stories don't make for good ratings. You all know how the press works — they would rather print something from years ago to make one of us look bad than to print a positive story such as one that points out the fact that with less cops on the street today than in the past, the crime rate is actually down. Of course, now that the shortage is critical and the crime rate is going up again, the media can't wait to report on that. I guess the point is we will never control the press and they will always look for the negative spin as they believe that is what sells papers. Just know that we work tirelessly to get our side out to the public as well. Another issue that came up but that unfortunately P# 8132 we have very little or no control over is policy changes. You should be aware that every member of the PPA Executive Board, as well as all three of our attorneys, receives a draft of any new or revised

(continued on page 18)

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INSIGHT

Without commonly shared and widely entrenched moral values and obligations, neither the law, nor democratic government, nor even the market economy, will function properly.

—Vaclav Havel (1936-)

"Politics, Morality, and Civility"

Summer Meditations, 1991, tr. Paul Wilson, 1992



Expedited Investigation and Adjudication Process

POLICE OFFICER MARK CHAPARIAN

Assistant Executive Director

I'm happy to report that the LVPPA and Metro have come to a resolution for expediting some of the complaints of misconduct that our members are accused of. This resolution should be considered a huge win for our members like you and me. Allow me to explain by using an example.

Let's suppose you were stopped and arrested for DUI. This unfortunate situation will cost you a ton of money, humiliation and likely a major suspension of 40 hours. The standard course of action that Metro has used for years would include an Internal Affairs call out and response at the actual time of the incident. Rest assured that your demeanor, behavior and state of intoxication would all be documented. Once you've been released from jail you would typically phone the LVPPA for advice. If you spoke to me, I'd tell you that you need a competent attorney for your criminal defense, that a Statement of Complaint has been opened internally with Metro, and to expect to be noticed from Internal Affairs regarding an interview sometime in the near future. You were likely admonished by Internal Affairs not to speak about your case with anyone other than your association representative. Your friends are not happy with you either because the party you were at before you decided to get into your car and drive was hosted by your best friend who is also a Metro employee. In fact, 12 other Metro employees were at this party and ALL are going to be noticed by Internal Affairs to come down and be interviewed as to what they know, saw, observed and thought about the party you were at. Each and every painstaking detail of how much they observed you drinking, what kind of drink were you drinking, when you arrived, when you left, who you were with, etc., etc., etc. will be asked by Internal Affairs. Since all 12 of these fellow employees are giving compelled statements in an official investigation, they are required to tell the truth. The actions and decisions of all of these other employees will be scrutinized by Internal Affairs and possibly result in punishment for them based on what they say in their interview. There is also a risk that if Internal Affairs doesn't think they are being honest, they may move to terminate them. Some of them may admit to drinking alcohol and driving home and before they know it, BAM, they are noticed as a subject employee too for "Administrative DUI" or some other misconduct based on an interview that they were compelled to give because YOU got a DUI and they happened to be with you some time that night. At the very least, your friends are going to have to endure the nerve racking process of an Internal Affairs investigation and you're more likely than not to receive a 40-hour suspension. To say the least, not cool!

Fortunately, this new agreement called The Expedited Investigation and Adjudication Process can help alleviate much of the grief surrounding a situation such as a DUI. The criteria to qualify for this new process is as follows:

1. A Statement of Complaint must be created.
2. The allegation must be clear and concise.
3. The punishment must be clearly spelled out ahead of time. (In this particular case, a major suspension of 40 hours.)
4. The employee involved, the association, and the Office of Labor Management must all agree that this allegation meets the criteria and is eligible for this process.
5. The employee understands that this process is VOLUNTARY and can opt for a traditional Internal Affairs investigation instead.
6. The employee understands that by accepting the adjudication and punishment that they waive all rights to grieve the process altogether.

There are no interviews, no Internal Affairs notices, no harassing questions, no months and months of worry and no pissed off friends who had to endure the

wrath of Internal Affairs because of something you did and were unwilling to cop to. At the end of the day, if you know in your heart that you made a mistake and are willing to accept your punishment and put the case to bed once and for all, this process is for you. However, if you choose not to participate, the LVPPA fully supports your right to have a full investigation and be given due process with any and all allegations brought upon you. Not every case will qualify for this process but we'd like to see as many members as possible given the opportunity to choose this if they desire. I celebrate the fact that our officers are now going to have choices that did not exist in the past. We continue to search for ways to improve and enrich all of our lives. Thank you for your continued support and dedication to the LVPPA. **VB**

INSIGHT

United we stand, divided we fall.

—Aesop (6th century B.C.)

"The Bundle of Sticks," *Fables*, tr. Joseph Jacobs, 1894
(Alternative translation: Unity gives strength.)

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Bring Back the Woodshed

CORRECTIONS OFFICER THOMAS REID

Assistant Executive Director

Supervisors need to understand the power of having a “woodshed” moment with their employees instead of generating an SOC for minor issues.

I think most of us remember growing up at home and experiencing those defining moments when your parents confronted you to correct your poor decision making, forgetfulness, verbal tone and/or language or just general stupidity. Their means of dealing with this probably boiled down to either some form of restriction, some form of spanking (the belt, paddle or hand), or at the very least a very stern talking to. In my youth, I was taken to the proverbial “Woodshed” (with a capital “W”) on more than one occasion and it was a surprise as to whether I would get the paddle or a talking to. Thank goodness there was more talking than spanking.

For supervisors, spanking and restriction are not options as employees of LVMPD, but talking to you is I believe the best way for everyone involved in dealing with minor employee issues, even if the “talking to” is a good ass chewing to get the employee to wake up and change their behavior. The sad reality is that although a discussion, counseling or even an ass chewing by the supervisor would be the best course of action, in too many cases the supervisors involved simply get on the blue team and file a Statement of Complaint (SOC) against the officer. This is referred to in some Metro circles as the employee being “fed to the matrix.” I am certainly not suggesting that all lapses in an officer’s judgment or issues of misconduct should qualify for a “Woodshed” moment. I recognize that significant employee issues will rightfully have to go through the full IAB investigatory process. However, this is not true in every case.

The ability to actually sit down with an employee to discuss an issue does not come naturally to most people and this skill is not automatically conferred upon an officer that is promoted to the supervisory ranks.

To illustrate my point I will use this example: A corrections officer is working a physiological unit at CCDC and comes into the module at the start of his shift and greets the inmates with, “Good evening crazies, how we all doing today?” Some of the inmates laugh or sit silently. Others dismiss the comment with a wave or their hand. Weeks later, IAB calls the officer to state that he is a subject of an IAB complaint and the gist of the complaint was that he called these inmates “crazies.”

The Department is now going to spend a lot of time and money to investigate this relatively minor complaint. There will be several interviews with the inmates, witness officers and the subject officer. The audio transcription of these interviews will be all typed out. The Internal Affairs investigation team will spend hours reviewing the transcripts, writing up findings in an investigative report and sending the completed investigation through the chain that includes Internal Affairs supervisors, labor relations employees and the subject officer’s own chain of command. In the meanwhile, the officer has this investigation nagging at him for six to 12 weeks (or longer) before the adjudication is given to him for signature. Is this really in the best interest of the Department and employee?

I believe everyone would be better served by having this issue dealt with directly and immediately by the supervisor, kind of like as a “Woodshed” moment. This provides a conduit for the supervisor and employee to discuss and document the issue and it provides a realistic and almost immediate resolution and allows the employee to take the proper course correction.

I would also like to see the Department incorporate some form of reality-based training for newly promoted sergeants or even all sergeants, lieutenants, etc. This would allow supervisors to work on their counseling skills in a training setting. I would also suggest that no SOC be generated until it is approved for investigation by the Bureau Commander or above after consideration to determine whether counseling might be a better course of action. In 2010 there were approximately 457 full internal affairs investigations on citizen-type contacts. Of these full investigations only 71, or 3.9%, were sustained. Over 65.4% resulted in no policy violation at all. I rest my case.

The supervisors need to be empowered to deal with employees using the “Woodshed” method and not automatically rely on the SOC and internal investigative process to deal with minor issues. **VB**

INSIGHT

I think it is a rule P# 4205 followed by most politicians that you never antagonize any group, no matter how small, if you can avoid it. If you have to choose between two groups, you always choose to antagonize the one that is less vindictive and organized.

—James Reston (1909-1995)
Letter to John Howe, September 29, 1954

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Low Morale

POLICE OFFICER MIKE RAMIREZ

Secretary

As many of you likely know, our Department has been struggling with a low morale issue for a number of years now. Recently I was tasked with visiting the various area commands to discuss the open enrollment process for insurance. In all cases, one thing led to another and as usual, the conversations led to gripes and complaints. I was aware of the morale issues previously but had not realized how intense it has become. I had input from both seasoned officers as well as new officers and the underlying message to me was, "What happened to this Department?"

Dwight D. Eisenhower once said, "The best morale exists when you never hear the word mentioned. When you hear a lot of talk about it, it's usually lousy." He was probably right because there is a whole lot of chatter out there. He also said of the military, "Morale is the greatest single factor in successful wars." Although we are not military, this concept also applies to the business world and just about any other type of organization. Las Vegas Metropolitan Police Department is no exception. Happier employees equal a more productive workplace. Poor morale issues can damage the agency and hurt our ability to provide effective service to the community.

In my travels to the area commands, I started to ask various officers at the different commands what they meant. Of course I had different answers from everyone. Some complained that morale was affected by poor leadership, some felt it was due to negative public perception, and some felt dissatisfied with area commanders. Many officers felt like a number. Others felt like a light bulb, meaning they get used until they burn out, then you throw them out and get a new one to burn out. Pretty much the only consensus was that we went from a family to a business. I get that we went from a small town to a big metropolitan city. With that, change must occur to keep up. Various seasoned officers told me that when we went from the Department knowing your name, to you being a number, is when this downturn in morale started.

Now everything, including YOU, are numbers: your P#, the number of bakers you do, the number of arrests you make, the number of people stops you conduct, the number of reports you take and so on and so on. Everything is statistic driven any more without considering why something may or may not have been done. Why did this P# write five tickets when this other P# wrote 30? Back when leadership knew your name, he could have defended the P# who only wrote five

tickets by articulating all the other things that P# did instead, i.e., he got five guns and two informants for dope. Now it seems the statistics are all that matters.

I guess that is the "cost of doing business," at least that is what I have heard. Unfortunately, along with this comes the low morale. Being staffed at minimum levels often makes the working officers feel overloaded, resentful and tired. Low productivity is another issue directly related to low morale. An unhappy officer might shrug off responsibility, do the bare minimum and waste resources. Low productivity will often lead to civil liability. Civilian complaints will rise if the officers appear lazy and exhibit negative feelings. You lose sight of where we came from. If a sergeant is so worried about stats and does not even know his own guys (whether they are married, single, going through a divorce, have kids, have elderly parents, have ongoing health issues, etc.), then how is that sergeant going to understand how an officer's personal life may be affecting his productivity and thus his stats? The bottom line is that he doesn't. He becomes just like everyone in leadership — concerned only about the numbers.

I was told that "Attitude Reflects Leadership." I think the management of our Department will agree that we need our officers on their toes at all times in order to avoid public scrutiny. To keep officers on their toes we need to strive as an agency to improve the attitude of all. Improving morale is not an overnight process but we have to start somewhere. For what it is worth I thank all of you who took the time to talk to me when I came around to the area commands. I really appreciate what you all do. Know the PPA will always have your back, and be there for you. Be safe out there. **VB**

INSIGHT

The speed of communication is wondrous to behold. It is also true that speed can multiply the distribution of information that we know to be untrue.

—Edward R. Murrow (1908-1965), October 1964

Last public speech (after receiving the Family of Man Award from the Protestant Council of New York). *Prime Time: The Life of Edward R. Murrow*, 1, 1969, Alexander Kendrick

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Giving Thanks!

CORRECTIONS OFFICER SCOTT NICHOLAS

Treasurer

I often try to address issues in my article that I think are a hot topic around the Department. Generally, the articles involve current events, recent issues that have come up with grievances or internal problems that have been brought to the attention of LVPPA. This issue's article is different because I just learned about the tragic death of a former Metro employee and her 5-year-old son. Their lives were cut short in a heinous, brutal and senseless crime. I know everyone has a right to their opinion and in this case my opinion is so strong that I will not print it!

I cannot begin to understand how anyone can take someone's life who has not been a threat to them. Taking the life of an innocent 5-year-old child is unthinkable, not to mention taking the life of his mother. I pray that mother and son are together in a better place. I said a prayer for their family that will have so many unanswered questions, which will likely never be answered. This has made me reflect on all of the tragic events that our Metro family has had to overcome this past year, and all of the things that I have personally complained about in my own life that now seem so trivial.

I stopped everything I was doing today when I learned about what had happened. I sat down and took a good look at my life. What was good in my life? I

started by thanking God for my two beautiful daughters, my beautiful granddaughter and my beautiful wife of almost 25 years. I said thanks for keeping them healthy and keeping them safe in a world filled with violence. I realized how truly lucky I am to have been given these gifts.

I sat and thought about all of the people in the world who were not as fortunate as I am to be blessed with an amazing family. I am also blessed with an amazing career working with some of the best people I have ever known (all of you). I feel very fortunate to have had the opportunity to work with so many amazing people over the last 13 years. I know we all have our complaints and we all come across issues that need to be addressed. I will be there to fight the fight. That hasn't changed. Today just seemed like the time to say thanks and appreciate what we have. Thanks for your friendship, thanks for being my backup, thanks for listening when I needed to vent, thanks for being a huge part of my life and part of my Metro family.

All of us at the LVPPA will be there fighting for your next contract, fighting to protect your rights in Carson City and addressing all the issues that come up daily. We will all be there to answer your questions and represent you when the time comes. We will be there no matter what issues come up, but today was a day to slow things down to reflect on the good things and appreciate the people in my life whom I sometimes take for granted! Please be safe, and God bless you all! **VB**



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Caution! Discretion Ahead, Steep Incline

KIRK HOOTEN

Director of Governmental Affairs

As officers and an agency, we have thousands of contacts each day. Involved in these contacts is a great deal of officer discretion to handle these contacts as we see fit. This really hasn't changed much over the last 20-plus years. What has changed is the scrutiny in how you have handled the call after the fact. The policies that govern your actions have increased fourfold and multiple review entities have been established to evaluate your actions. This can come as the result of a critical incident, citizen or suspect complaint, fellow officer complaint or supervisor inquiry. The result is often a microscopic critical review through the 20/20 hindsight looking glass that can and usually does result in negative repercussions (discipline) for the officer. It also has the effect on the officer or officers involved of making them feel like a totally screwed up cop who has no idea how to do their job.

We used to be able to have reviews reserved for a somewhat private, guarded forum where some peer evaluation or supervisory mentoring took place in an acceptable way. Now with the onset of the most overused word in the last several years — TRANSPARENCY — we have landed on a public freak show, publicized and perpetuated by the media in which our officers are subjected to review and ostracized by completely unqualified civilians and special interest groups with their own agendas. Simply put, our officers are being offered as sacrificial lambs to keep the special interest wolves at bay. They are left completely unprotected in some instances.

Transparency does not mean unprotected; a car windshield is transparent, but it provides protection from a rock hitting you in the face at 70 miles an hour as you drive on the freeway. A window on a house is transparent but it provides protection from the elements outside and provides an additional level of safety against ease of access for intruders.

The changing times have made our profession much more difficult. The media explosion and information explosion of the internet has made everyone else an expert on our profession, even though 99% of them have never pushed a black and white around for a night or stood five minutes in a booking area or module. The moral to this story is really quite simple: We need to be cognizant of the potential for review and oversight and always make an effort to handle the contact in a manner that will not come back on us in a negative way. This is easier said than done. By our nature

as officers, we accept a tremendous amount of risk in doing our daily job. This is also true as it relates to our own agency and our chain of command. This has become more and more apparent in the era of TRANSPARENCY and accountability. We all know that in a hindsight review of any situation there are often many things that could be highlighted as a policy violation or an inappropriate decision or tactic. We all need to know that each and every time we make a decision; any decision we make may be subject to the interpretation of someone else as right or wrong. As a rank-and-file officer, this is likely to result in multiple levels of experts sitting around the round table critiquing your decisions and deciding your fate in a calm, quiet, warm room. As a representative of the LVPPA, I have seen this time and time again.

So as you go through the day-to-day rigors of your position, use caution and beware of the dangerous, steep incline ahead of you called "discretion." There is often a 10 car pile-up at the bottom of that incline! **VB**

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Where We Are and Where We Are Going

DETECTIVE DARRYL CLODT

Sergeant-At-Arms

As we begin this new year, all of us have issues and concerns we would like to see fixed. We here at the PPA have them also. One thing we can all do better is communicate with one another. I know that communication is a two-way street, and so when I say this I mean both that we could work to communicate more effectively with you but also that you could communicate more effectively with us as well. I can assure you that as we progress through the year we will do our best to get all the information out to you regarding contract negotiations, legislative matters and anything else we are working on for you that you need or want to hear about in as timely a fashion as we can. In return, please notify us as soon as you have an issue or problem; this allows us to properly work to address all of your issues. I do understand that there are problems that come up with little or no notice, i.e., a supervisor who refuses to acknowledge part of the Collective Bargaining Agreement and we need to intervene to make sure it is followed. Whatever the case may be, one of us will always be available to anybody who calls.

Let me give you some information right now that I believe each of you should be aware of.

The legislative session will already be in progress by the time you read this

article. Rest assured we are going to do the best job possible to protect your most important rights: your right to collective bargaining and your PERS retirement. There are a lot of other issues that will be addressed up in Carson City this session. We will be there looking out for your interests and we will strive to keep you posted on any relevant decisions or discussions.

Contract negotiations are in progress and will certainly still be ongoing when this article comes out. One of the rules of negotiations is that once we start, we cannot discuss details of what is occurring in the negotiations. I give you this promise though: We are working hard to capture any new benefits that we can and to protect all of the benefits and entitlements you already enjoy. This is YOUR union and we will always work for you. We will strive to keep you as informed as we are allowed to do about the contract and will let you know when we either have a tentative contract agreement for you all to vote on or that we are heading to arbitration. Please exercise your right as a union member and vote on the contract if we bring you one (regardless of what your vote is).

We are also continuing to review and evaluate all these reports that have recently come in from outside groups who have been tasked with evaluating this agency and looking into some of the processes that exist. We are making recommendations and having input into the changes that likely will be coming to the Department. As these changes are implemented we will work to do our part to make sure you are fully informed as to both the changes and the reasoning behind them.

Health and welfare issues are also on all of our minds. A couple of our Executive Board members serve as trustees on our Health and Welfare Trust and they work to ensure the health of the trust and the continuation of our health benefits. We work hard to get and maintain the great benefits we have and look forward to addressing what needs to occur to protect those benefits.

Finally, we understand that perhaps the most important issue to all of you is the continued health of the PERS retirement system and the maintenance of the retirement benefits you have been promised. This is one of the most important issues we face as well. We will be working this legislative session to see that this system continues to thrive and that benefits are protected. You should also be aware that your executive director has a seat as an appointed member of the PERS Board and works on a regular basis to ensure that this system remains healthy and stable. As any changes or discussions occur throughout the session regarding this most important of issues, we will keep you apprised.

In closing I look forward to the challenges we face, and always be safe and stay alert. **VB**

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01/18/2013 Raymond J. Flynn, III, P# 2201	Asst. Sheriff
02/06/2013 Kevin C. Johnson, P# 2892	PO II
02/28/2013 Preston S. Farnsworth, P# 3706	PO II
03/04/2013 Kai M. Degner, P# 3704	PO II
03/13/2013 William P. Carpenter, P# 4523	CO II
03/13/2013 Michelle A. Strobeck, P# 4698	CO II
03/14/2013 David K. Thompson, P# 3523	PO II
03/14/2013 Steve L. Tsapatoris, P# 6036	PO II



Protecting the Protectors

RORY NESLUND

Director of Communications

When you're on duty, do you wear a vest? What kind of vest do you wear? What brand do you wear? And most importantly, why do you wear it? I assume that your answer to the first question is an absolute "Yes!" The kind and brand of vest you wear most likely differs depending on what job you are assigned or the level of threat you are exposed to. The answer to the "why" question is, I know, the same for all of us, because at the end of the shift we are all going home.

At first glance, most of us may think it is a stretch to compare the importance of protecting our lives and future to something as basic as body armor. That aside, I want you to take a conceptual journey to explore this metaphor with me. If you would, think of your assets as your body or life. We all have assets. It may be our home, our car, income, PERS, our deferred comp and our lives. How do we protect these staples of our financial life? The answer is simple: insurance.

Just like the vest you wear, insurance protects you. The kinds and brands may differ but you depend on it to serve its purpose. Allow me to ask you a very simple question: If you could buy a vest for a great price but it only stopped a .22-caliber round, would you buy and wear it? Seriously, would you? The point of the question is a very easy principle. If what you are purchasing doesn't serve the purpose it was intended for, what good is it? Does the few dollars saved make the risk more acceptable?

Enough analogies on the importance of protection — I want to address who we have identified as a worthy provider of it. Over the past 18 months or so the LVPPA has been screening and vetting several insurance companies and brokers. After an extensive process we identified a local insurance broker, NLS Insurance, as the organization that could and would serve our association and membership best.

The goal of our search was to improve upon our group and supplemental life insurance. By now I'm sure most of you have seen the NLS team of Bill Rohac, Brandi Mitchell, Chris Garness and Matthew Risher at your area commands with detective Mike Ramirez or me, who are making the rounds in the Department to inform you of our change to The Standard. This open enrollment is to give you all the opportunity to participate or make adjustments to your existing coverage or policies.

The principal broker of NLS Insurance, Bill Rohac (who is also a former Metro officer and LVPPA member), suggested that we could take the insurance protection to a level never achieved before. We listened to the concept and to be frank, we are on board. NLS Insurance is a brokerage and not an agency; they are independent and work for "us." Instead of being tied to one insurance company, they have the ability to write insurance through more than 30 companies. This gives all of us an edge. Not only is NLS Insurance able to serve us with superior companies, they are local and provide face-to-face service and professional care.

Later in 2013 you will see many positive changes and new information that will be made available to you all. Some will come in emails, articles and informational videos NLS will be providing for us. NLS is working on additional coverage for us, like long-term disability and professional liability. The entire process is going to take some time, but NLS has made a long-term commitment to the LVPPA and we are excited for what is to come.

The NLS office is located at 4850 W. Sunset Road Ste. 125 Las Vegas, NV 89118. The office number is (702) 432-5551. You can also visit their website at www.nlsins.com. They don't have machines to answer the phone, only people, 24/7. **VB**

BLOOD DEBT

In the closing days of the Vietnam War, a young Special Forces recon team leader, Sergeant Jack McCoy, is sent on a secret mission into Laos. Jack's team is ambushed by the NVA and he, his best friend, Charlie Mills, and a Montagnard team member are captured. The leader of the enemy unit is a Russian Spetsnaz officer who, in a fit of rage, kills a defiant Charlie in cold blood using Jack's own knife. Jack eventually escapes his captors and vows to one day avenge the death of his friend.

Thirty-five years later Jack is the commander of a Sheriff's Department SWAT team in Las Vegas, Nevada. On a VIP protection detail at a Las Vegas hotel, Jack encounters the former Spetsnaz officer, now a diplomat and spy for the Russians. After a violent confrontation, Jack threatens to reveal the man's murderous act in Laos. A high-level CIA official intervenes, claiming the Russian is a valuable Agency asset.

Jack cannot be dissuaded so the official and the diplomat go after him with hired assassins and the streets of Las Vegas run red with blood. After two failed attempts on his life, Jack, now reunited with his Montagnard teammate and assisted by two friends, both Special Ops veterans, lures his enemies to a remote ranch in Colorado. In the bloody showdown that follows, Jack learns why they are trying to kill him and why his team was ambushed in Laos. In the process he keeps a decades old promise to a friend and learns the true meaning of honor, loyalty and friendship.

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KATHY WERNER COLLINS
General Counsel

Labor Management Boards to Evaluate Discipline: Good for the Employee, Good for the Department

When I first joined the LVPPA legal team in September 1998, the Collective Bargaining Agreement in place at the time allowed an employee to appeal suspensions up to and including 60 hours to the Civil Service Board. Any appeal of a suspension of more than 60 hours was resolved by an independent arbitrator. Contractual matters were appealable to the Civil Service Board as well. I personally had a number of appeals heard by the Civil Service Board, some with a favorable result, some not. However, I think that regardless of the outcome, there was a concern shared by both myself and the officer I was representing and even representatives of the Department's Labor Relations section, that members of the Civil Service Board, all of whom are civilians, and not necessarily familiar with many of the Department's rules, regulations, policies, procedures, critical procedures and training that you receive, were probably not the most qualified to pass judgment on your actions and conduct under these rules. Beyond that, I felt strongly that if an officer's actions were being questioned or judged, the judging should be done by the officer's peers who can more fully appreciate the challenges an officer faces and the difficult decisions he or she must make, rather than a civilian or a group of civilians who would not necessarily have that same understanding or appreciation.

As a result of these concerns, we developed a new process in the 2001-2005 negotiation process by which suspensions would be appealable to a Labor Management Board comprised of five members: two selected by the Labor Relations Bureau from Department employees at a schedule D or above; two selected by the association from our bargaining unit (POIIs and COIIs); and a fifth member to come from a standing list of three individuals from outside the Department. Contractual disputes would also be resolved by this Labor Management Board. (Termination cases would still be handled by our Department's pre-termination board and, if necessary, then an independent arbitrator.)


The Labor Management Board process has now been in effect for more than 10 years. I think that I speak for the entire LVPPA Executive Board and Board of Directors when I say that it has been very successful. Regardless of what process is in place, there will always be employees who are upset about discipline and dissatisfied with the outcome of a disciplinary appeal. Nonetheless, I do believe that all officers participating in the labor management process have been more fully satisfied with the result, even if their discipline was upheld altogether or only reduced and not completely overturned. Why? Because you have had an opportunity to have the matter reviewed by fellow officers. This relatively informal process has also created a forum in which genuine communication occurs at the end of many of these meetings. Often, a chief or captain who participated on the Board put an officer at ease following a hearing by assuring the officer that this matter will not define his career and that the discipline is intended to teach and change behavior, nothing

more. In my experience most officers look upon the process in a positive way, treat it as a learning experience and do P# 10105 in fact move forward in a positive way.

In a subsequent contract negotiation, the process was amended somewhat so that selection to the Board is random. Also the Board now has the authority to increase discipline if it deems more discipline is warranted. Here are the basics of how the process works today.

- **Selection of Board members:** The IT Bureau has created a program that randomly kicks out one name from each of four different groups of Department employees:
 1. One Department member from the rank of lieutenant;
 2. One Department member from the ranks of captain and deputy chief combined;
 3. One Bargaining Unit member from the Association Board of Directors; and
 4. One Bargaining Unit member from a designated pool to be determined by the association. This last pool, combined with the Association Board of Directors pool shall be equal in number to the number of lieutenants, captains and chiefs combined.
- **Selection of chairman:** The fifth member, who serves as the chairman, shall be an arbitrator from the parties' arbitration panel. The arbitrators serve on a rotational basis. It should be noted that of the five arbitrators, two are selected by the Department, two are selected by the association and the last is a joint selection unless the parties cannot agree, in which case the panel is only four.
- **Hearing schedule:** All Labor Management Board hearings for an entire month are conducted on one day, if possible, and by design are limited in time to be efficient and cost saving. Each party has 90 minutes within which to present its case, including argument, presentation of witnesses and cross-examination of the other party's witnesses. The purpose of this time limit is to encourage the parties to conclude these matters in an efficient fashion. While this time limit is not strictly adhered to, there are only a few instances in which a hearing has exceeded this time limit.
- **Board's authority to increase discipline:** The Board may deny an appeal or grant an appeal. If an appeal is granted, the Board may overturn the sustained finding and remove the discipline altogether or uphold the sustained finding and reduce the discipline. If, alternatively, the appeal is denied, the Board may keep the discipline as is or it may increase the discipline imposed by a maximum of an additional one half of the original discipline (e.g., 8 hours to 12 or 20 hours to 30). However, this increase may only occur if the Board deems the additional discipline to be warranted based on the factual circumstances of the case. A Board cannot increase discipline simply because it feels that an appeal was

(continued on page 19)



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Sheriff's Message

SHERIFF DOUGLAS C. GILLESPIE

A New Direction with the Fatality Review Process

For many years, the Coroner's Inquest process was the principal mechanism used to present the facts and provide transparency when an officer's actions resulted in the death of a citizen. The process provided an opportunity for the public to hear directly from the involved officers as they explained why they took the necessary actions they did.

In recent years however, the Coroner's Inquest process has been the subject of heated debate, scrutiny and litigation. As a result of the Nevada Supreme Court's decision that the Inquest ordinance was unconstitutional with a justice of the peace presiding over the process, the time has come to re-establish a process that protects the rights of our officers, reveals the facts of an incident and builds trust with our community.

Some community leaders have proposed simply changing the language of the ordinance to replace the justice of the peace with a hearing master. I was not convinced that this simple change would solve the many concerns and negative stigma surrounding the Inquest process. Late last year, I presented a viable alternative that will return the process to its original fact-finding role and provide our community with the information they expect and deserve.

The new process, appropriately called the Police Fatality Public Fact Finding Review (PFPPFR), will be significantly different from past practices, but will retain many of the same characteristics of the previous Coroner's Inquest process. The PFPPFR will provide the community with an open public presentation regarding the facts and circumstances of officer-involved fatalities. This will allow our citizens to make their own determinations of what occurred, without relying solely upon media accounts or misinformation.

First, a presiding officer will be selected to oversee the PFPPFR process. This individual must have a significant understanding of the judicial process and be in good standing with the State Bar of Nevada. As of the date of this article, the Clark County Commission has appointed a panel of retired judges and attorneys that can be used to participate in the PFPPFR process.

Another important participant in the process is the ombudsman, who will represent and interact with families of the decedent. The ombudsman will have access to the investigative case files and will give the family an understanding of what took place. In addition, the ombudsman can ask questions on behalf of the family during the review process. This interaction with the ombudsman and the family does not prevent individual organizations from

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meeting the families as well, to explain the circumstances leading up to that particular event involving their deceased family member.

The next obvious change is the removal of the panel or jury setting. This change is intended to help remove the impression that the process is a judicial proceeding. Hopefully, this will also lessen the concerns witnesses may have regarding their participation.

When an officer is involved in a deadly force incident that results in the loss of life, the current investigative process will remain the same. The law enforcement agency that has primary jurisdiction will move forward with the criminal and internal investigation as before. When the incident involves members of the Las Vegas Metropolitan Police Department, our use-of-force investigation team will proceed with their criminal investigation. Once that criminal investigation is complete, it will be forwarded to the district attorney's office. The district attorney will review the case and make a determination on criminality. If the district attorney determines that no criminal charges are to be filed, we will move forward with the Police Fatality Public Fact Finding Review Process.

This review will consist of a presiding officer as the overseer of the process. This process will be a public forum. A representative of the district attorney's office will present the facts and call witnesses. Once the facts and witness testimony are presented, the ombudsman, as well as the presiding officer, will have the ability to ask questions of the witnesses. This proceeding does not have subpoena power, and witnesses have the option to decline participation in the process.

The lead FIT investigator will present an in-depth overview of the criminal investigation. This will provide insight into what led up to the incident, what occurred during the incident and what facts the investigation revealed after the incident. Once the lead investigator has presented this particular set of facts,

the presenting district attorney, the ombudsman and the presiding officer have the ability to ask questions of this witness.

The deputy district attorney who performed the case review and made the recommendation to the district attorney will also present their review of the findings during this process. After presenting their review of the case, questions can be asked by the three mentioned parties. In some cases, it may be necessary to call additional witnesses, such as the coroner, to provide further details regarding toxicology or the exact manner of death. In most cases however, the process will be limited to the representative from the district attorney's office and the lead FIT investigator.

In addition to the Police Fatality Public Fact Finding Review Process, the Las Vegas Metropolitan Police Department's Office of Internal Oversight will continue to release our investigative findings to the public on our website. I believe the combined processes listed above make our agency one of the most transparent law enforcement agencies in the country.

Every critical incident that results in the loss of life is tragic. The Las Vegas Metropolitan Police Department has taken an aggressive approach to reduce the number of officer-involved fatalities that occur. In addition, we must strive to ensure that the men and women of Metro have the proper training and equipment necessary to keep them safe and accomplish their very difficult job. When situations arise and we must use deadly force, our agency needs the proper process to disclose the facts and maintain public trust.

There is no doubt that this new process will face challenges and criticism. I would ask that you to keep an open mind as we move into the future. You continue to prove that Metro is the finest police department in the country. You do an exceptional job of keeping our community safe while maintaining a high standard of professionalism. This process will allow the public to observe the exceptional work you do, even in the most extreme circumstances. Stay safe. **VB**

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A Trip to Walter Reed Hospital

BY CHRIS COLLINS

Executive Director

As the executive director of the PPA, I have had the honor of representing our members at several functions around the country. This past December I was given the greatest honor to date when I was asked by my good friend Hugh Cameron, President of UMASS COPS, to join him in visiting the wounded warriors at Walter Reed National Military Medical Center in Washington, D.C. Hugh and I would both like to thank Col. Kyle M. McClelland and Maj. Kristin M. Andrews for putting this trip together. Without their care for and dedication to the wounded warriors and staff at Walter Reed Bethesda this trip that literally changed my life would not have happened. When we arrived at Walter Reed Bethesda with police hats and shirts to hand out I was a little nervous to go inside not knowing how we would be perceived. Once inside, my concern quickly went away. The staff and the wounded warriors both welcomed us with open arms. One of the wounded warriors I met was a service member who had lost one of his legs just below the knee. As we entered his room he was on the phone telling someone his injury changed nothing and not to give his ticket away that he would be skiing on the upcoming ski trip with his buddies in March. He hung up the phone and was happy to pick out a shirt and hat from our cart. During our conversation he was very upbeat and happy. Then a general came into his room and he thanked him for coming and TOLD him not to give his command away because he would be back to lead his men. That is just one of the many stories I had the privilege of hearing about.

I mentioned this trip was life changing — every single person I met at Walter Reed Bethesda was pleasant and upbeat. God knows many of them had reason to be pissed off at the world for what had happened to them. This really makes you stop and take notice of the things going on in your own life. We have all heard it before: No matter how bad things seem, someone has it worse. I will tell you though that those wounded warriors I spent time with at Walter Reed Bethesda do not believe they have it that bad. They don't feel sorry for themselves and they don't want your sympathy; they simply want to get back to doing a job they love DEFENDING THE UNITED STATES AND OUR FREEDOM. God bless them for that. I only hope that I can live the rest of my life following the example they set. I hope next December that there are no wounded warriors at Walter Reed National Military Medical Center to visit but I make you this promise: if there are I will be proud to visit again. **VB**



The group of UMASS COPS and LVPPA representatives who went to visit the Wounded Warriors



UMASS COPS Pres. Hugh Cameron, Maj. Kristin Andrews and LVPPA Exec. Director Chris Collins

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EXECUTIVE DIRECTOR'S MESSAGE

(continued from page 4)

policy the Department is considering. We all then send back our concerns if we have any and ask for changes to be made accordingly. It may surprise you to know that once in a while our recommendations are taken. This means that the policy you finally see could have been much worse as originally drafted. However, the Department really has no obligation to include us in the loop on policy revisions so while we agree that the administration is changing too many policies too quickly, which we have told them, the reality is if the policy is legal and not immoral, there is little the PPA can do when the Department decides to implement policy change.

The last few things I want to address are certain concerns that came to light in the surveys that I believe stem more from a misunderstanding as to how things work than anything else. Some of you felt that the PPA dropped the ball by allowing the Department to "illegally" take the 2011 PERS increase off your base pay. This is simply not true. If you read the statute that governs PERS, it expressly states that all increases to the contribution rate must be split equally between the employer and the employee. The employee's half must come from a reduced cost of living adjustment (COLA) or off of base pay. In 2011 there was no cost of living increase to offset the PERS contribution increase so the money came off of your base pay that you were already receiving. As you can see, there was nothing illegal about what occurred nor was there anything the PPA could have done to stop it. Some of you also expressed your beliefs in the survey that the PPA Executive Board members should be employees of the PPA rather than the Department. That all sounds good until you consider the financial realities of such a change. If this were to occur, your dues would have to go up significantly. There are eight full-time representatives that serve on the Executive Board; assuming they all received a salary of \$75,000 a year with no other benefits, that would amount to \$600,000 dollars a year that dues money would have to cover. I am not aware of a single police union in the country that pays its full-time officers who represent the members. The officers assigned full time to the New York PBA, the largest police union in

the country, the Los Angeles Police Protective League, another large police union, and all others that I am aware of, receive their base pay and other benefits from the agency that employs the officers they represent. Yes, you could turn the union over to the FOP or some other national organization, but you would surrender control of the day-to-day operations and would have to live with the financial and other decisions made in some other city or state by representatives who do not know what goes on at Metro on a daily basis like we do. The last thing I want to address were the concerns some of you raised about the political endorsements the PPA makes. To start, I would like to invite any of you who want to become involved in the endorsement process to please call the PPA office — we would be glad to have your help and involvement. As your union, it is our job to try and protect your benefits and salary. We keep that in mind as we do our endorsement interviews. We ask all candidates about matters intended to identify whether they would be willing to protect the Peace Officers Bill of Rights and NRS 289, as well as our right to collectively bargain, our right to binding arbitration and our PERS retirement. Our endorsement decisions are based largely on how candidates respond to those pointed questions, regardless of party affiliation. Some of you would like us to endorse candidates whom you believe best represent your personal values. While I can appreciate that, you need to understand that the mission of the PPA is to protect the benefits and salary of commissioned officers at Metro, of the city and statewide and not to promote any one individual's ideals or values. As you can imagine, conflict most often arises when we endorse Democratic candidates. Like most of you, I am a registered Republican. But if you look around the country and right here in our own state, it is the Republicans who are attempting to take away or change most of the benefits we as police officers and public employees all enjoy. Just look at the bills already introduced for the 2013 legislative session here in Nevada. Republicans have already introduced several bills aimed at stripping away benefits you currently enjoy. If we were to alter our endorsement strategy, you would need to be prepared to suffer the loss of benefits and salary. In short, get educated and involved about the process and help us protect your rights and benefits. The PPA is only as strong as you make us.

As always, be safe and fight the good fight. **VB**

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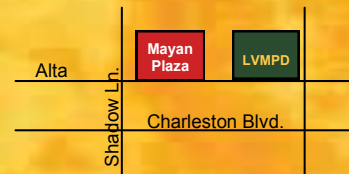
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LEGAL CORNER

(continued from page 12)

frivolous or unwarranted or for any other reason other than that the facts of the case warrant more discipline than was originally imposed. This authority to increase discipline was developed to discourage officers from bringing frivolous appeals.

You can probably tell from my comments that I feel the process is a great benefit to our officers who are covered by this contract. What you may not know is that I believe it is of equal benefit to the Department. The process is quick; it is timely; it is cost effective; it is balanced; it discourages frivolous appeals; it is based on peer review. Simply put it makes good sense. It makes sense from a business standpoint in that it is quick and relatively inexpensive. It makes sense from a leadership standpoint as well as representatives and officers believe in the system and are accepting of the outcome which equates to good morale.

I welcome your feedback and would love to hear from any of you who think you would be interested in serving on Labor Management Board yourself. **VB**

CONGRATULATIONS

TO THE CONTEST WINNERS FROM THE LAST ISSUE!

Hidden Symbol Contest (\$250)

Hector Navarro, P# 4052

P# Contest (\$50)

Sean Hubbard, P# 7212

Katherine Miller, P# 8560

Novelta Morales, P# 7360

Christian Pastuna, P# 10040

BAKERTO VEGAS 2013



Race day is quickly approaching
— we are less than 60 days out!

We are still in need of runners and volunteers for the upcoming Baker to Vegas event being held the weekend of April 13-14, 2013.

If you are interested in joining the **men's commissioned team**, please contact Sgt. Anthony Bricker or Jared Wicks.

If you are interested in joining the **civilian team**, please contact Sr. Programmer/Analyst Lisa Zelazny at 17667z@lvmpd.com or (702) 828-8213 or Johnny Lopez.

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THANK YOU LETTERS

Dear Friends at the LVPPA,

We hope your holidays were filled with joy and excitement for a new year is upon us. There cannot be enough gratitude to express to you for your heartfelt gift in the efforts we pursued in helping a family in need. Andrea is a 30-year-old mother that has sacrificed everything for her 3-year-old son Alex, who is suffering from the daily severities of a rare Leukemia. Her husband has sporadic work to continuously attempt to keep rent and utilities afloat. Their nights are usually sleepless because Alex suffers from the daily medications during the late evening hours.

As we entered their apartment, we were greeted with humility, personal shame, but also a warm gratitude. Their kitchen was bare of food and necessities, and their meek Christmas tree stood empty. But because of the love and empathy you shared from your heart, that all changed in a moment in their lives. Wrapped presents not only showered young Alex as his astonishment reveled in wondering why he deserved such treatment, but Andrea, who has never owned anything new for herself, also was touched by your generosity. We were able to supply Andrea and her husband with gifts of pots, pans, dishes, utensils, gift cards for food and gas as well as groceries and other new clothing. Your care brought tears to their eyes as every present was placed under their tree. Because of you, this Christmas was filled with a gift to a family. It was not only everything that you provided, but it was of telling

them that someone they have never met cares. Our passions will continue to reach out to those families that most have forgotten. Your embracing nature will be more than welcomed as we pursue our next mission to touch the lives of one family at a time.

With deep warmth and gratitude,
Ian and Diana Ritchie, Founders of Us 2 U Inc.
In partnership with Nevada Childhood Cancer Foundation

To All at the PPA,

Thank you GREATLY for this letter [to D.A. Wolfson regarding the new Police Fatality Public Fact-Finding Review] and going to bat for us all of last year! Forgive us not all always taking the time to stop and tell/write you that we appreciate you and the crazy insane unreasonable amount of work you have to do and issues you have to address — but we talk amongst ourselves and you ARE appreciated, valued and we are sincerely indebted to YOU! Thank you PPA; one of the very FEW who still understand the work we do and the grossly unfair treatment LVMPD officers get from the media, DOJ, criminal “victims” and our own higher-ups in the department. Please don’t give up leading the fight. You have an army behind you who support your efforts.

Appreciative,
[From one of our members]



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CALENDAR

- March 7 General Membership Meeting, 5 p.m.
- March 10 Daylight Savings Time begins
- March 17 St. Patrick's Day
- March 20 Spring begins
- March 29 Good Friday
- March 31 Easter

* 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.

EDITORIAL POLICY

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 P# 10059 for submissions to *LVPPA Vegas Beat* is approximately 30 days prior to the issue date.

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Discount Theme Park Tickets

Tickets P# 9222 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	\$59.99	\$34.00
	One Day Ticket - Junior (3-11)/Senior (62+)	\$30.99	\$25.00
	2 and under Free		
Legoland	Two Day Ticket - Legoland Only - Adult/Child (3-12)	Adult - \$98.00/Child - \$88.00	\$62.00
	Two Day Ticket - Legoland Hopper - Adult/Child (3-12) (Legoland, Sea Life, Water Park)	Adult - \$110.00/Child - \$100.00	\$71.00
	2 and under Free		
Magic Mountain	One Day Ticket - Adult/Child	\$64.99	\$36.00
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)	\$73.00/\$65.00 one day ticket	\$51.00
	2 and under Free		
Universal Studios	CALL PPA OFFICE FOR CURRENT STATUS		
Wild Animal Park	One Day Ticket - Adult	\$42.00	\$37.50
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	2 and under Free		

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