



the San Francisco POLICEMAN

OFFICIAL PUBLICATION OF THE SAN FRANCISCO POLICE OFFICERS ASSOCIATION

To Promote the Efficiency and Good Name of the San Francisco Police Department and its Members



Member of COPS - California Organization of Police & Sheriffs

Member of IUPA - International Union of Police Assns.

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MANAGEMENT

Hanging on by a Thread

by Gerry Schmidt

Sergeant Al Johnson of the Court Liaison Unit and his civilian staff of two, have a tremendous job on their hands and it's getting larger by the day.

Twenty different court departments both at City Hall and the Hall of Justice, depend on Al, Carla Rosenbaum and Tatiana Savatieff to prepare and distribute over two hundred subpoenas per day (27,000 in 1979) to civilians and police officers alike. On certain days an additional one hundred standby subpoenas must go out and be monitored between the various assistant D.A.s and potential police witnesses.

In their spare moments, housekeeping duties such as keeping track of personnel transfer orders so that subpoenas go to appropriate stations, updating a current list of officer star numbers for tracking purposes, maintaining a daily record of 647(f) P.C. drunk bookings, keeping track of all court overtime cards submitted, documenting complaints and answering dozens of phone calls per day tend to keep these three out of mischief.

"It wasn't always this bad," says Carla. "We used to get a helping hand from the Mayor's Summer Youth Volunteers, various C.E.T.A. employees, and officers temporarily on light duty." Proposition 13 cutbacks, increased workloads by hardworking district attorneys, as well as increased arrest rates by diligent investigative and patrol forces, have all compounded the problem.

NOT AN ISOLATED PROBLEM

Court Liaison is not the only unit within the Support Services Bureau suffering from a shortage of personnel. The I.D. section which updated over 30,000 entries on criminal records in 1979, the Control Warrant section which received over 40,000 criminal warrants and served over 75,000 traffic warrants, the Record Division which processes all incident reports, and the Communications Division where dispatchers processed more than 926,000 radio calls all performed these difficult tasks with a combined staff of 96 officers and 253 civilians.

While the police department is one of the few citywide departments receiving full budgeting for FY 1981-82, the number of civilians available will probably decrease. As a result we will all become even more dependent upon our brother and sister officers in the Support Services Bureau. With the increased workload, prudence would dictate that officers throughout the department be patient and verify the status of documentation, particularly warrants, before taking action.

All the officers and employees in Support Services are to be commended for a job well done under difficult circumstances.

Labor's Most Effective Organizer

By WALT H. SIRENE
Special Agent
Management Science Unit
FBI Academy Quantico, VA

Reprinted FBI Bulletin, Jan. '81

Employee organizations are made, not born. Rarely does the seed of organized labor sprout in a well-managed organization which has as one of its major objectives the welfare of its employees. Whether intentional or not, the best organizers of labor are managers who, through poor management, lack of concern for legitimate grievances, or plain ignorance, antagonize the workers to the point where their only alternative is to form collectively so as to bargain. It's fair to say that throughout the history of the police labor movement, few police officers promoted unionism as the ultimate solution. Most likely, they were forced to reluctantly change their fraternal organization into a collective bargaining unit.

Police today have even taken a further step. As they become more and more frustrated at the bargaining table, they are turning toward affiliation with the Teamsters and the AFL-CIO to gain power through intimidation, experience in bargaining, and broader financial resources by which to gain their demands. The Teamsters and the AFL-CIO are both making a concerted effort to organize a national police union. This is evidenced by the fact that the AFL-CIO has recently granted a charter to its first police union affiliate — the International Union of Police Associations (IUPA) — to compete with the Teamsters' bid to organize law enforcement. The IUPA already claims a membership of more than 40,000 police officers throughout the country. As for the Teamsters, at least 10,000 police officers are presently members of their locals. Teamsters' officials estimate that they bargain on behalf of 15,000 police officers in approximately 225 municipalities.¹

In the 1980's, the question is posed, "How can this occur?" Can we learn from the history of law enforcement labor relations or must we repeat the mistakes which have been made from city to city, from jurisdiction to jurisdiction, since the Boston police walkout in 1919. How many times must city officials and police managers be reminded that bad faith bargaining with local, independent police association will lead to the introduction of organized labor union in the labor/management equation?

On the other hand, how many times must inexperienced members of employee organizations representing their membership in collective bargaining allow emotion to overrule judgment, promoting irresponsible job actions? The prime responsibility for good management of an organization lies with managers, not employees. Therefore, when local employee organizations are formed and subsequently affiliate with organized labor, one usually finds the prime cause to be the outgrowth of a management problem. This article identifies for managers the warning signals which lead police employees to unionize and

seek organized labor's influence to force city officials to improve police pay and benefits. The following case study is typical of many cities and depicts why more and more police are joining the Nation's largest labor unions.

Case Study

Dellwood, a community with a population of 55,000, has 50 police officers. It is located in the heartland of the United States and has had collective bargaining legislation in force since early 1973. Its law provides a system whereby a State agency certifies a democratically selected "union" or "association" as the employee's sole representative in collective bargaining. In 1973, very few of Dellwood's police officers foresaw the day when they would begin bargaining collectively for wages, hours, and working conditions, let alone be represented by organized labor. After all, they were one of the highest paid departments in the area. Their chief of 12 years was considered to be somewhat autocratic and tough, but he was fair and consistent. Furthermore, he was a pillar of integrity and had established respect and support throughout the community for both the department and himself. This apparently was the lull before the storm.

The chief died unexpectedly, and his successor was a lieutenant with 20 years' experience on the Dellwood police force. The new chief was respected by the department's employees and was dedicated to law enforcement. The employees hoped that an already good situation would improve. This was not realized, however, as communications and morale began to deteriorate shortly after he took office. It became popular in the early tenure of the new chief to refer to the barriers of communication as the "brass walls". Officers began complaining openly that the brass was unwilling to listen to their concerns or grievances.

Another source of dissatisfaction voiced by the officers pertained to the lack of planning and training. They cited the example of the purchase of a new radio system through Law Enforcement Assistance Administration (LEAA) funds. By the time the system was installed and activated, no one had received any in-

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WIDOWS & ORPHANS

The meeting was called to order at 2:15 p.m. by President James Sturken, Wednesday, March 18, 1981 in the Traffic Bureau Assembly Room, Hall of Justice. All Officers and Trustees present.

On motion McKee, 2nd Quaglia, the following were accepted at members: Nicolai Andrejeff, Darlene Nan Ayala, Lewis E. Bronfeld, Jeremiah E. Buckley, Michael A. Curran, James I. Dudley, Frank Donahue, Michael J. Flynn, Angela C. Getas, John B. Harrold, Jack Killough, Gilbert T. Lemelin, Alexander Lukin, Justin P. Madden, Charles Maher, Joseph M. McKenna, Antonio Parra, Arlana P. Spikener, Edward L. Waldorph.

The Secretary reported the following donations: Mrs. James Murray — In memory of son Lloyd Enmark and husband Lieutenant James Murray. Mrs. Murray also donated shares of stock in Pan America to the Association. Mrs. Eda Edward — For courtesies extended by Richmond Station. John Wenham — From England through Sandi Daly, Intelligence Unit. Anonymous — Many donations.

The following donations were sent in memory of Lieutenant Vernon McDowell: Dorothy J. Griffin, Mr. & Mrs. Pfaab, John & Elaine Mandas, Executive Meeting Consultants, Employees of Robert Morry, Inc., Sergeant & Mrs. Howard Kyle, Mr. & Mrs. Harold Hobbs, Sergeant & Mrs. Ronald Martin, Mr. & Mrs. Berninger, Mrs. Anne Englehardt, Mr. & Mrs. John Behlmer, Loch Lomond Yacht Club, Mr. & Mrs. Edmund Pecinovsky, Mr. & Mrs. Simmons, Warren Lockhart Productions, Burglary & Pawnshop Details, Anne Harrington, Jerry DeFilippo, Ebano & Lucy Dal Parto, Michael & Susan Zatto, David & Helen Wink, Vivian Zatto, Cal Mart Super, Silio Antonelli, Sr.

Treasurer Barney Becker reported the following deaths:

VAN DENIKE — Born in San Francisco in 1905, Van joined the Department in 1938 at age 32. After service in Co. K for 8 years, he was transferred to the Bureau of Inspectors where he served until his retirement on disability in 1957. Appointed an Assistant Inspector in 1947, full Inspector in 1950. Van was awarded a 2nd grade Meritorious in 1948 for the capture of armed holdup men; in 1948 a 1st grade for rescue of a woman attempting to jump off the Appraisers Building. Van was 75 at the time of his death.

JOSEPH MANGAN — Joe was born in San Francisco in 1906, entering the Department in 1936 at age 29. He worked at Southern Station until transferred to Headquarters Company where he worked both World Fairs in 1939 and 1940. Returned to Co. B until he went on Military Leave from 1942 through 1946. Upon his return he worked at Richmond until transferred to Co. K where he worked as Fixed Post and Three Wheel Sergeant, having been appointed Sergeant in 1948. He was in charge of Parking Control and 3 Wheel personnel when he retired on service in 1969. Was awarded a Captains Commendation for assistance in the arrest of several armed holdup men who had severely wounded three fellow officers. Joe was 74 at the time of his death.

CHARLES NELSON — Another San Francisco native born in 1912, he entered the Department in 1944 at age 32. Worked at Potrero before being transferred to Traffic on Fixed Post. Transferred to Park for several years, then returned to Traffic on 3 wheel duty until his retirement in 1965 on disability. Received the following awards: In 1951 a Captains Commendation for the arrest of an ex-con in a holdup; in 1962 a Captains Commendation for the arrest of 3 suspects wanted for robbery in Nevada. Charlie was 68 when he passed away.

DAVID STEVENSON — Born in Minnesota in 1945, Dave entered the Department at age 26 in 1971. After his studies at the Academy, Dave was assigned to Richmond where he served for 6 years until his resignation. He went to work for the South Lake Tahoe P.D. but was forced to resign when stricken with cancer. Dave was a young 25 when he died.

TIMOTHY SULLIVAN — Born in Massachusetts in 1902, Tim became a San Francisco policeman in 1938 at age of 35. Served at Co. G until 1940 when he was assigned to Treasure Island for the 1940 Worlds Fair. Was assigned to Mounted Patrol at Richmond for 5 years during which time he was appointed a Sergeant. Appointed a Lieutenant in 1953 he was assigned to the Bureau of Inspectors where he worked as the Night



"Some people must learn that a meeting of minds and a bumping of heads are quite different things."

When I read the above I couldn't help but connect it with the way the world situation is today. Terrorists taking over aircraft. Hostages being taken in exchange for political prisoners. And the latest assassination attempt on the life of the President of the United States. Now, something like this transcends all party lines and political parties. I guess this is the price we pay for a free society. But, it is a frightful price.

There are too many men who have given their lives to protect this right for us to take it lightly. As policemen, by our actions and diligence, whether active or retired, we have the responsibility to insure that we and our fellow man shall never lose this.

Mark Hurley is on the home stretch as Commander of S.F. Police Post #456. It has been a very innovative year, starting with his boat trip up to Sacramento. Guys like Mark and the incoming Commander, as well as all of the other Post Officers, need and welcome your



TIME:

THURSDAY, MAY 28, 1981

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Chief of Police before his retirement for service in 1967 at age 65. Tim was 78 at the time of his death.

The usual bills were presented by the Treasurer and after motion and 2nd, were approved. Senior Trustee Frank Jordan reported Hibernia Bank had no recommendations for purchase of stocks. However they were watching the Federal Bond Market with intentions of some purchases in this area if conditions warrant. Portfolio still showed a growth for the past month.

Membership approved the printing of 4,000 Constitution and By-Laws booklets. Low bidder to be contacted by Secretary. Books will probably be distributed with annual letter.

There being no further business to come before the membership the meeting was adjourned at 3:00 p.m. in memory of the above departed brothers.

Fraternally,
Bob McKee, Secretary

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Members or readers submitting letters to the editor are requested to observe these simple rules:

- Address letters to the Editor's Mail Box, 510 - 7th St., San Francisco, CA 94103
- Letters must be accompanied by the writer's true name and address. The name, but not the street address will be published with the letter.
- Unsigned letters and/or articles will not be used.
- Writers are assured freedom of expression within necessary limits of space and good taste.
- Please keep letters and/or articles brief and legible.
- The editor reserves the right to add editor's notes to any article submitted, if necessary.
- Articles should be limited to two pages, typed, double-spaced.

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A wonderful person and dedicated public servant passed away recently in San Francisco.

Supervisor Ella Hill Hutch is no longer with us and the loss to public safety officers as well as to all San Franciscans will be a great one.



Ella Hill Hutch

Ella displayed her political prowess in 1977 by winning the 4th District race over numerous opponents. She worked well within the district supervisory system but

was also popular throughout the City. In 1980 she silenced the critics and negative voices by being elected handily city-wide to a four year term on the Board of Supervisors.

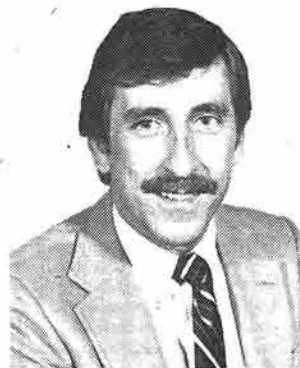
Supervisor Hutch was a staunch defender of the labor rights of police officers. On many occasions she was the 6th vote on 6-5 splits where we narrowly won our position. But Ella voted on the issues utilizing her experience as a BART Director and former union official.

Supervisor Hutch was also a firm believer in working with the police department at the district station level. Captain Joseph Lordan, former commanding officer of the Northern Station, has remarked on Ella's willingness to address problems and complaints with the Captain rather than calling downtown directly to the Chief of Police. The members of the Northern knew that Ella would give them a fair shake.

Supervisor Hutch's ability to transcend partisan politics was well known. One of her best friends was Supervisor Lee Dolson, though Ella and Lee would disagree on many important issues before the Board of Supervisors. To watch those two city pols laugh over a private joke was a joyful sight.

I have missed Ella's smile, her way of telling a story, her way of fighting an injustice. Ella Hill Hutch meant a lot to San Francisco — she will be remembered by all of us for a long time.

PRESIDENT'S REPORT



by BOB BARRY

SILVER'S SALARY REDUCTION FORMULA FAILS

The Board of Supervisors Legislative and Personnel Committee chaired by Supervisor Hongisto tabled Silvers Charter Amendment that would have provided higher income for police and fire personnel residing in San Francisco and less money for non-residents.

The adjustment mechanism, not to exceed 10 percent per year would have been arrived at by conducting an annual survey to determine the cost of living as shown by the Consumer Price Index in San Francisco as compared to the average cost of living in the Bay Area Counties of Alameda, Contra Costa, Marin, San Mateo and Santa Clara. However, all counties mentioned in this amendment do not compile these statistics as the amendment calls for, which would then place the Civil Service Commission into a position of "grocery shopping" to determine the average cost of meat, vegetables, clothing, mortgage rates and heating and fuel costs. This function would not only require additional staff, but the added task of verifying the residence of police and fire personnel would have created another level of bureaucracy at a cost the city obviously does not want to incur.

However, in compiling these statistics, should the Commission determine that the cost of living in the City exceeds the average cost of living in the other counties, then that increase would be established in terms of a percentage and paid to San Francisco residents. Although the amendment was fraught with inequities, the major deficiency is that the additional percentage paid to S.F. employees would have come out of the pockets of those members residing in other Bay Area counties.

"The monies allocated among police officers and firefighter of each salary level shall be divided in such a way that those police officers and firefighters who reside within the city shall earn an amount equal to the percentage differential . . . more than those police officers and firefighters who reside outside of the city."

On April 6th, the Civil Service Commission voted to reject this amendment and forwarded that recommendation to the Board of Supervisors. On April 7th, Legislative and Personnel committee members Hongisto, Walker and Britt also voted to reject the amendment.

PENSION BUY OUT

The Retirement Board has advised that they have selected the actuarial firm of Coopers and Lybrand to implement the Pension Buy Out proposal. The written contract is now being prepared and should be finalized shortly.

The firm will then begin to develop the necessary printed material for distribution to our members. The Retirement Board is now estimating that the plan will not be ready for implementation until the end of June 1981.

The Board of Directors is now contemplating retaining an independent actuarial firm to "oversee" the implementation of the City's proposal, as the Board wants to insure that the representation(s) concerning the value of your pension are correct assumptions.

All members that are interested in the buyout will be provided with individual counselling by the City. The deadline for accepting the buyout is December 31, 1981. All members should exercise the greatest caution prior to opting out of the pre-1976 pension system. Members will be advised of any new information as it becomes available.

DEPARTMENT YEARBOOK

by Gerry Schmidt

The P.O.A. Board of Directors took action at its March 19, 1981 Board meeting which will authorize the Publications Committee to begin preparation of a new Police Department Yearbook.

Committee Chairman, Sergeant Gale Wright of the Traffic Bureau, presented the results of recent negotiations with Institutional Services, Inc. and Program Manager Ms. Madison Kane. I will be acting coordinator of the project in behalf of the Association.

If there is anyone who is interested in working on the project, or if you have photographs/documentation you feel is worth preserving in the book, please don't hesitate to contact either Gale or myself.

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AROUND THE DEPARTMENT

by Al Casciato

... Promotional Testing: Questions, rumors, doubts, fears and more ?'s and now add this one. Why did the P.O.A. send 3 people and the Consent Decree Unit, 3 people to San Diego on March 30, 31 and April 1 to attend a convention (workshop) on assessment centers? When the heads (Geoff Rothman and Ray Wong) of the Testing Unit both agree and profess that the applicant pools for the Lt.'s, Sgt.'s and Asst. Inspectors exams are much too large for any type of assessment center process. So, why the trip? Those attending on behalf of the P.O.A. were Ted Schlink, Jim Strange and Ron Vernali...

... Most Board of Supervisors' meetings are pretty dry, boring and frustrating to listen to. But recently while sitting in the audience, I overheard two women commenting on the board. Here are a few of their quips. "They can capture a hill but not hold it." "No one is playing with a full deck up there." "Supes don't really know" "If this place ever gets on an even keel, I'll faint." "This is the true house of cards". Perceptive ladies...

... Secondary Employment on the way out? If the judicial opinions of civil cases about police officers working off duty in a security capacity continues to place all liability upon the officer, the new general order proposed by the Chief will have to be issued thus effectively eliminating 90% of all secondary employment. Copies of the proposed order are available from station representatives, planning and research and the commission office...

... Imagine Supervisor John Molinari proposes that police officers ride for free on Golden Gate Transit in order to protect the public. Yep, that same supe who forced us out on strike in 1975 by withholding our rightfully due wages now throws a bone. Hope you are not too grateful because if you get involved in an incident on a bus, you'll be out there all alone...

... Ever wonder what happens to all the money collected in traffic ticket fines? Well, since most of the funds are laundered through the general fund, it's very hard to trace exactly which pot they finally end up in. But two police officers and a politico are going to try to straighten that problem out in November if they can make it on the ballot. Doubtful...

... "The Patrol Force is the backbone of the police department." Anyone who ever studied for promotion remembers that section of the "green book" aka Municipal Police Administration. So why does the patrol force have the least benefits, lowest pay and generally the least incentives? Because the public, politicians and administrators don't even think about the backbone until there's a crisis...

... How do you avoid paying parking tickets? Simple, buy a used car from a private party and never register it. Then just park any old place in town and accumulate as many tickets as you want because they'll never turn in to warrants. How do we know this? Well, while serving a felony arrest warrant Sgt. Bill Kidd found a box in the suspect's living room that contained over 200 parking citations received during a one year period and on the same car. When Bill checked with the Warrant Bureau re the tickets, nothing, no info. The Muni Clerk's Office? Oh, yeh! All those tickets came through here but we notify Sacramento not the police department. The DMV? The car has to be registered in order to issue warrants...

... Congrats to Ken and Susan Moses, Crime Lab, who welcomed cute and cuddly Lil' Hillary Lauren, 6 lbs. 7 oz., March 8, 1981...

... "Supplement your income, ladies" says Nancy Rodriguez, wife of Ed Rodriguez, Co. A. Part-time work is available in a cosmetic line. If interested, call Nancy at 892-9912...

... Traffic Merger: Off. Mike Cofey, Co. K and Meterchecker Connie Shephard, tied the knot on March 27 at Carmel's Highlands Inn and are presently honeymooning in Mexico. Congrats and good luck...

... Prince Strange — That is how lil' 1 year old Jimmy Strange is being referred to by Mom Marianne, Co. K and Dad Jim, Recruitment, after having won that title at the San Mateo Baby Contest. Congrats Lil' Jim...



SAN FRANCISCO

Fellowship of Christian Peace Officers

Dear Fellow Police Officers:

Last March 12 at our monthly luncheon held at Zukas (across from the Hall), Inspector Jim Crowley was the guest speaker that day. He discussed with the thirty-six police officers in attendance how his life has been radically changed. He told us that before this change, he was on a self-destructive windmill, having problems in regard to excessive drinking (alcohol), carousing with his police buddies and self-image.

I believe that many of us have been swept up by this same windmill that Jim was once on. How did Jim get off this windmill and get a handle on his problem? Jim explained to us that he accepted Jesus Christ into his heart as his personal Lord and Savior and let Jesus control and direct him through life's problems.

To hear Jim say how Jesus Christ gives him victory over life's on-going problems, testifies to the fact that Christ Jesus is the answer to everyone's problems. May one of the board members explain this truth to you? Feel free to call Jim Crowley and Ed Erdelatz (Homicide), Jim Higgins (Robbery), or Joe Mollo and Dan Hampton (Academy) for an explanation.

During this same luncheon, eleven police officers asked Jesus to come into their hearts! It was quite exciting to see how the Holy Spirit used Jim to touch these eleven police officers. Thanks, Jim, for your testimony.

Our next guest speaker on May 14, at the luncheon, will be George Martin of the New York Giants football team. Don't forget to attend, 12 noon, at Zukas.

Cops for Christ and Church of the Highlands invite you to enjoy the music of Dave Boyer, Tuesday, May 5th, 7:30 p.m. Dave Boyer has been featured in numerous Christian T.V. programs such as the PTL, 700 Club and Billy Graham Crusades. To see Jesus Christ minister to people through Dave's beautiful voice is love personified. Please bring your own family and invite your friends to attend this night fellowship. I know the Holy Spirit will minister through Dave and touch all those in attendance.

The location of Church of the Highlands is Skyline Blvd. at Sneath Lane in San Bruno.



New Board of Directors, Cops for Christ 1981. From L to R: Dan Hampton, Ed Erdelatz, Jim Crowley, Joe Mollo and Jim Higgins.



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ERNIE

by Bob Guinan, Co. D

A San Francisco policeman was severely injured early Sunday when a man driving the wrong way on Highway 101 in Novato slammed head-on into his car.

Novato firemen, using a Jaws of Life tool, had to cut away a portion of the car to remove Ernest A. Ferrando, 27 of Petaluma from the wreckage. He was taken to Novato Community Hospital, where he was reported in stable condition today after undergoing surgery.

The Highway Patrol said an initial examination following the crash showed he suffered broken ribs, bruised lungs, a broken pelvis, a dislocated hip and a broken right knee cap.

The accident occurred about 3:30 a.m. when Ferrando, returning home after a shift at Mission Station in San Francisco, was struck head-on by a car driven by Bradley Barrus of Sonoma.

Barrus was southbound in the northbound lanes of Highway 101 just north of the Alameda del Prado exit. He was arrested at the scene on suspicion of felony drunken driving. He was treated at the hospital for minor injuries and booked at the Marin County Jail.

He was being held today in lieu of \$5,000 bail.

Barrus told police he was driving north from San Francisco and planned to take the Highway 37 exit. He told officers he had no memory of how he got going the wrong way on the highway.

The above reprinted article was provided by courtesy of the Marin County Independent Journal.

Ernie Ferrando joined the San Francisco Police Department approximately four years ago. Ernie was trained at Mission Station and later transferred to Richmond Station. At the end of his probation he requested reassignment back to Mission Station. Ernie has been working at Mission for the last three years and is presently a Field Training Officer. Ernie recently requested assignment to the seven to three watch (1900/0300) so that he could spend more time with his wife (who is expecting their second child) and their five year old son. At Mission Station, Ernie is known by the members of Co. D as a good, hard working police officer, partner, and a good personal friend. Ernie has picked up the nickname of "Rocky", a symbol to all of us at Mission Station of Ernie's dedication, devotion, hard work, and drive. Most important of all is his strong desire to come back to work.



By Stan Pechner

Rescue workers look over wreckage of Ernest Ferrando's car
San Francisco off-duty officer was struck head-on while driving on Highway 101 in Novato

On Sunday, March 15, 1981 at approximately 3:30 a.m., Ernie Ferrando was on his way home having just gotten off duty, when he was struck head on by a drunk driver, who was driving the wrong way on the freeway. Ernie saw him coming in the fast lane and swerved to the right, but the drunk followed him and hit him head on. It was more than a half hour before the rescue unit could free him from the wreckage. Ernie is now home recovering from the injuries. However, he is in a wheelchair and unable to walk, but is expected to begin to walk with crutches in about two months.

One unfortunate part of this incident is that Ernie will have a very long recovery time (approximately 6 months or more) involving extensive therapy, and we all know, a police officer is not covered off duty by the city or by state compensation. Ernie has enough time on the books to carry him through the middle of May. After which he will be carried as sick without pay, and the

bills will keep coming.

The driver that hit him has no insurance and Ernie's off duty coverage is minimal. The members of Mission Station have organized a fund raising raffle to help Ernie through his period of recovery and therapy. The raffle is to be held on June 5, 1981 at the P.O.A. Hall. Generous donations have been received from the community and the members of Mission Station for the raffle.

WE ARE ASKING YOU TO HELP US HELP ERNIE THROUGH HIS LONG RECOVERY AND GET HIM BACK TO WORK.

Tickets will be available at all stations and details. Contact Bob Guinan or Sgt. Dan Hallisy at Mission Station, Ext. 1544. No host cocktails and hors d'oeuvres will be served at the drawing on June 5, 1981. See you at the raffle drawing. From all of the members, Ernie — get well soon.

Benefit Show for Ernie Ferrando

MICHAEL PRITCHARD is a super, funny comedian. He has been on the Johnny Carson Show, the Merv Griffin Show, the Today Show, the Comedy Shop and appeared on the Emmy Winning show, TAXI.

Michael is currently appearing at the Boarding House at 901 Columbus. When he heard about Ernie Ferrando, he volunteered to do a benefit performance for the Ferrando Family.

Michael is a former St. Louis police officer. His partner was killed while on duty by a drunk driver. He knows how the debts pile up.

There will be two shows on the evening of May 1, 1981 at 8 p.m. and 11 p.m. Jeff Levin and Mike Dempsey of Mission Station have commandeered all the tickets for the 8 p.m. show. They are selling these tickets for just \$5 a piece to all law enforcement personnel (police, sheriffs, D.A.s, etc.) and their friends.

Contact Mike or Jeff at Mission Station, 553-1544 or any member of the Board of Directors at their stations/units.

The show is on Friday, May 1st at 901 Columbus at 8 p.m.
Buy your tickets now.



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Guy Wright/Police strikes and the FBI

Reprinted S.F. Examiner

Police strikes have received a surprisingly sympathetic treatment from a source you would never guess — the Federal Bureau of Investigation.

The FBI Bulletin devoted a recent issue to a roundup of articles on collective bargaining by police, including the ultimate weapon, the strike.

Although the Bulletin stressed that "the FBI is not making any value judgments," the articles dealt with the why and how of police unionization rather than with whether it should be permitted.

"That debate largely is philosophical, because in reality police officers do join and are represented by unions," wrote Assistant Labor Secretary William Hobgood.

Why are police joining unions when for years the idea was anathema? Special Agent Walt Sirene of the FBI Academy faculty blames their bosses. He wrote:

"Whether intentional or not, the best organizers of labor are managers who, through poor management, lack of concern for legitimate grievances, or plain ignorance, antagonize workers to the point where their only alternative is to form collectively so as to bargain."

Many police strikes are triggered by inept politicians, according to Special Agent Richard Ayres, who used San Francisco's 1975 police strike as a bad example.

A tense situation here was pushed over the brink, he said when San Francisco's supervisors refused to let the president of the Police Officers Association address them and Mayor Joe Alioto heated the air with his bombast: "Any policeman who strikes will be fired . . . I want everyone around here to know we're not quaking in our boots . . . We can 'win' against a strike!"

Police strikes produce few real winners, and one article was devoted to techniques for minimizing the damage.

"The number one goal should a strike occur (is) to have an effective organization with a good working relationship when the strike is over," wrote Santa Barbara Sheriff John Carpenter, drawing on his experience in a 1978 strike.

"Open communication, rumor control and up-front honesty" during the strike hasten the healing process afterward, he said.

Although most states forbid police strikes, police are striking with increasing frequency, but "only in cities where impasse procedures are non-binding or where there is no collective bargaining legislation at all," according to labor relations consultant John Burpo.

The AFL-CIO affiliate, International Union of Police Associations, claims 40,000 members. The Teamsters, 15,000 on 225 police forces.

Police inexperienced in collective bargaining sometimes blunder into strikes. For that reason Special Agent Edward Tully proposed that police officers who become labor leaders should receive training in the techniques of contract negotiation, grievance handling and related skills.

He suggested joint training sessions for labor and management officials as a way to dispel distrust and produce more equal contestants at the bargaining table.

Several writers commented that strikes are more likely to occur when politicians feel they can outwit green police negotiators. But the tactic boomerangs. Agent Sirene wrote:

"How many times must city officials and police managers be reminded that bad faith bargaining . . . will lead to the introduction of organized labor unions?"

OPERATION I.D.

by Tom Del Torre, Crime Prevention Unit

Millions of dollars worth of property stolen in San Francisco is never returned to the owners. More than half the property recovered by the police is eventually auctioned off or destroyed because the goods have no identifying characteristics.

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Engraving tools are available 24 hours a day at our District Stations. Crime Prevention brochures and a "WARNING" sticker are also in stock. During the next few months the Attorney General's Office will be providing media attention to the program. Officers are encouraged to give this information to the public when possible.

The Crime Prevention Unit is available to educate actual and potential crime victims on how to better protect themselves, their homes, vehicles, schools, parks, businesses and streets from the threat of criminal activity.

For further information, contact the Crime Prevention Unit weekdays, 8 a.m. to 6 p.m.

SOUTHERN STATION POA DIRECTOR

by

Members of the P.O.A. assigned to Southern Station:

I would like to take this time to thank all the P.O.A. members assigned to Southern Station who expressed their support of me as their elected representative to the Association. Your kind words went a long way towards giving me the confidence to continue the outstanding performance of our past station representatives. I pledge to you that I shall do my very best to continue in the footsteps of our past leaders.

It is very important that you understand that your problems, questions, and anxieties are shared by me. There is no problem too trivial to be dealt with by me. I shall make myself available to you to ask questions, and if I cannot offer relief on the spot, I will find the person with the answer and relay it to you.

On August 15, 1977 I became a proud member of the San Francisco Police Department, part of the 129th Recruit Class. My experiences in that Academy, as well as being the second class to be a part of the Field Training Program, showed me that the strength of our department coincides with the strengths of our Police Officer Association. Were it not for the efforts of dedicated officers of this Association and its membership, the standards of an entry level officer would have been thrown out the window in lieu of hiring quotas.

The time has come for me to do my best to further the professionalism that I witness each working day and to concurrently strengthen this Association. Should anyone ever ask: "Who cares about San Francisco, its police department or its Police Officers' Association?", tell them Dan Linehan, Southern Station representative and forever proud of it!

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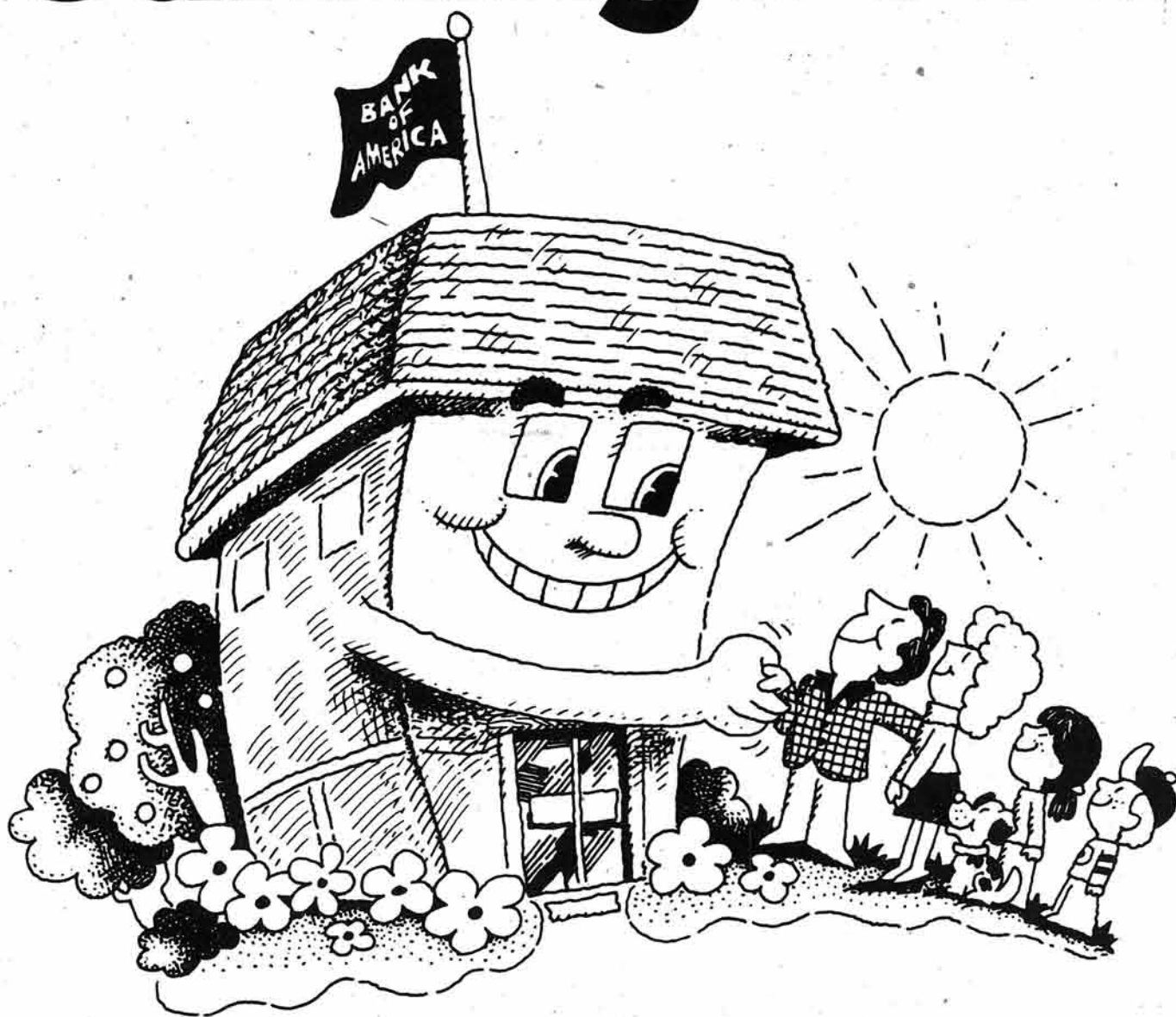
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President's Message

Edward J. Kiernan, President, I.U.P.A.

Like most Americans we have watched the proceedings in Poland with a great deal of interest. These dedicated labor union leaders have fought to organize their workers under the most difficult conditions imaginable and once they had committed themselves to the battle, they had no recourse except to fight until they win. For in Poland and most other Soviet countries, to lose is to die.

We here in America, face the same kind of fight in organizing police officers throughout the United States and Canada. In many of the States and Provinces it is against the law for a police officer to belong to a union affiliated with the AFL-CIO. In many of these places there is no such thing as collective bargaining, arbitration, whether it be binding or otherwise, or even the right to discuss their conditions of employment. When we organize a local, in many states, the Chief or Sheriff immediately turn around and fire the officers of the Local.

Like our brothers in Poland we must continue to fight to get all police officers into the I.U.P.A. Each and everyone of us has the responsibility to support our leaders and to assist them in their organizing efforts.

Unlike our brothers in Poland, when we lose a battle we get up and try again and again until we win. If they lose a battle the odds are that they will never again arise to continue the fight. I assure you that we will never stop until every police officer in the U.S. is a part of the International Union of Police Associations. Let's apply the courage and drive of Polish labor to our own I.U.P.A.

To All Locals:

Commencing this month, you will be receiving a monthly Secretary-Treasurers' Report, as recommended at the recent Executive Board Meeting. I hope this report will keep you advised of the activities of my office.

I am happy to report that the Maryland State AFL-CIO and this International will jointly sponsor a collective bargaining bill for police officers and other public employees in the State legislature. From all indications, the passage of this vitally needed legislation looks good for this session.

We also opposed two bills in the Virginia General Assembly: one in the State Senate to limit the salary range of local police officers to not exceed the salary received by Virginia State Police, and a bill in the House of Delegates to prohibit police officers from wearing their uniforms while on private duty. The Senate bill failed to pass while the House bill died in Committee.

On the Federal level, we have again been in touch with Senator Kennedy's office relative to re-introducing the Police Officers' Bill of Rights on the Senate side. The legislation has again been introduced on the House side.

Of major concern to all locals, and in particular to all Federal police locals, are the budget-cutting recommendations made by the new Administration. OMB has proposed a 1700 man cut in the FPS force which represents a loss of almost 50% of the force. The IUPA is in the process of contracting all members of Congress, expressing our opposition to the proposed cuts.

A bill to force mandatory Social Security coverage on Federal employees has been introduced by Congressman Barbo Conable (R-N.Y.). We envision another long and bitter fight to prevent mandatory coverage of Federal officers as well as all public employees.

We anticipate a strong opposition from Congress to the passage of a national collective bargaining bill as the Republican Party supports the right-to-work concept.

All in all, we will have a busy schedule, on both the Federal and local level. We will keep you advised as to our progress.

Fraternally,
Robert D. Gordon
Secretary-Treasurer
I.U.P.A.

Open Letter to Arlo Smith, D.A.

by Gary Delagnes, Co. A

I have been a member of the S.F.P.D. for approximately three years, and have encountered a number of instances where I have felt the patrol force was getting the short end of the stick. We all complain a lot, but pretty much stick with the "grin and bear it" theory. I have looked the other way most of the time (until now) and for two reasons: 1) I like my job, and 2) we really don't have it that bad, overall. However, there is one instance where I can no longer look the other way, and that is the absolute disregard for the plight of the midnight policeman where the travesty referred to a "court" is concerned. To put it mildly, the situation is appalling!

I had never had extensive dealings with "court" until I began working in the Tenderloin 8 or 9 months ago. Now, I receive 2 or 3 subpoenas a week; only when you attend court this often do you gain a grasp of how absolutely fouled up the system is. On many occasions, I sleep in my car at the Hall from shortly after 7:00 a.m. until 9:00 a.m., when court is scheduled to convene, then quite often sit in the courtroom until the judge strolls in at around 9:45 a.m. I also find it very irksome to kill a couple of hours, or answer a subpoena on my day off, only to find that the case has been "put over" or the defendant has "plead out" with no effort whatsoever made to contact me to advise me of that fact.

The final straw for me was when I recently misplaced a subpoena, and failed to appear for a preliminary. I had previously bent over backwards for this Asst. D.A. on other cases, and gone out of my way for her more than once. Without calling me, or dropping me a note to find out why I missed, she sent an interdepartmental to my Captain, chastizing me for not attending court, and blaming me for "freeing a felon". You can bet I won't knock myself out for that particular person again.



Another shocker was a day last December when I finally took the stand at about 11:30 a.m. only to have the court break for lunch at noon. I hadn't had any sleep in 30 hours, but didn't feel too badly when the judge stated court would reconvene at 1:30 p.m. Minutes later, it was announced that the time was changed to 2:30 p.m. because "the public defender had to get some Christmas shopping done".

I don't pretend to have the answers; perhaps a lounge for us would help, or night court might be feasible. There simply has to be a better way; as things stand now, it is utterly ludicrous — no more than a bad joke!

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In Search of An Audit: A Report on the IUPA

by Reno Rapagnani, Treasurer

The International Union of Police Associations, AFL-CIO, held its second annual convention in Washington D.C. on July 11-17, 1980. At this convention, a 55% dues increase, imposed on all locals, was voted in, but in a manner which I judge will present serious problems for the SFPOA.

Eli Miletich, the IUPA's finance committee chairman, recommended this rather substantial increase. After reading Miletich's report, it appears that the sole basis for the increase centered on Secretary-Treasurer Bob Gordon's remarks that if the dues weren't increased, "there is a possibility that the IRS, because of tax debts, tax deficits, could lock our doors".

Why does the IUPA have tax debts and tax deficits? Some insight was provided by John H. Burpo, a labor relations consultant to the Combined Law Enforcement Association of Texas (CLEAT), in this article, "The Police Labor Movement — Prospect for the 1980's" (which appeared in the Jan. 1981 issue of the *FBI Law Enforcement Bulletin*). Burpo writes:

Some police unions have engaged in business practices that are, at best, questionable. For example, the Florida Police Benevolent Association and the now-defunct ICPA were cited for improper fundraising tactics during the 1970's. Additionally, the past ICPA leadership has been criticized for incurring a substantial debt prior to that organization's demise.

We should all remember two things. First, that the past leadership of the now-defunct ICPA is the present leadership of the IUPA (the president and the treasurer) and second, that the ICPA's debt to which Burpo referred was transferred to the IUPA. This second fact was confirmed in IUPA Secretary-Treasurer Bob Gordon's report to the second annual convention in which he states that

financial restraints that have been placed upon us — by unforeseen expense for organizing and our political involvement on a fairly large scale, coupled with several large outstanding financial obligations that are falling on our doorsteps from the ICPA that, before this convention ends, will require some action by the Executive Board of the International.

The "action" to which Gordon referred to is, of course, the 55% dues increase, which he recommended to the finance committee chairman, Eli Miletich, in May 1980. Miletich then recommended the increase by forwarding it to the by-laws committee for action. All of this activity took place prior to the second annual convention in July. POA President Bob Barry, along with Vice-President Paul Chignell, were never informed of this increase until August 1, when Barry received the notice of the increase via IUPA correspondence (clearly a violation of the IUPA by-laws). At the time of the increase notice, IUPA Regional Vice President, Jerry Crowley and IUPA Vice President, Joe Patterson, had not notified either Barry or Chignell of the increase. The IUPA by-laws clearly state that a local must be notified 60 days prior to the implementation of a dues increase.

POA Board of Directors

In August, when the POA board of directors convened, we were advised that a vote of the delegation at the second annual convention had directed all locals to pay \$1.55 per member (\$27,000 annually), and although Jerry Crowley admitted that there were problems with IUPA finances, and that our association was not notified of the pending dues increase, he nevertheless advised that we should vote for the increase. There was hot debate on this issue, but a compromise was reached in which our association would grant the increase, but would also require the IUPA to audit their financial records, which would then be sent to the POA. To date, we have received no audit.

Back in June 1980, Barry had requested the IUPA's financial records when Joe Patterson had asked that the board of directors advance three months' dues to the IUPA because it was having money problems. Bob requested and received these financial statements, forwarded them to the Office of Certified Public Accountant, Alan C. Lindquist, for evaluation. In a letter dated July 30, 1980, Michael Keiser, employee of this accounting firm, stated the following to Bob Barry:

1. The package of IUPA statements you have submitted to us is not considered a complete set of financial statements under generally accepted accounting principles, as it does not include a statement of changes in financial position or schedule of footnotes (disclosure of financial information).
2. The statements have not been audited by a Certified Public Accountant.
3. During the fiscal year, the IUPA has not been filing payroll tax returns.
4. Based on the large liability for payroll taxes (\$32,913), it would appear that the IUPA has not been filing payroll tax returns.
5. The monthly budget, included in the package, reflects a projected monthly loss of approximately \$9,000.
6. Included in the monthly budget is an expense item of federal income taxes of \$4,000. We cannot determine why the IUPA would be paying federal income taxes.

7. In reviewing these statements, we are not able to ascertain loan repayment requirements or office and auto leasing commitments.

8. From the statements, one would have to believe the IUPA will either have to reduce its expenses or increase per capita dues substantially, to become solvent.

Bob Barry then sent this letter to IUPA Secretary-Treasurer, Bob Gordon, but before Gordon replied to said letter, he wrote Barry a letter (dated August 28, 1980) which states

It has been brought to my attention that a controversy has been created, relative to the IUPA dues increase that was adopted unanimously by the delegates at the convention. As it is the responsibility of this office to publish and mail proposed amendments to the by-laws to every local 60 days prior to the convention, I am somewhat concerned as to whether you are receiving your mail from the IUPA office. All too often, we find that a communication gap exists only after a serious problem arises . . .

On September 3, 1980, apparently after Gordon had received Michael Keiser's letter, he wrote another letter to Barry that refuted, point by point, Keiser's interpretation of IUPA financial statement.

Whether Mr. Keiser considers this report (IUPA financial statements) unacceptable under generally accepted accounting principles is of little consequence to me, as members of the finance committee (IUPA) or the delegates at our convention who unanimously adopted this report.

Gordon further writes that "... it is not my intention to become embroiled in local disputes, be they politically motivated to otherwise".

On September 30, 1980, Barry wrote again to Gordon and restated to him

In accordance with a motion that was introduced and approved at the August 19, 1980 Board of Directors' meeting of the San Francisco Police Officers' Association, I hereby request the International Union of Police Associations conduct an audit of the IUPA financial records. The audit should include an examination of the IUPA Balance Sheet for the fiscal year 1979-80 and the related statements of revenues and expenses and fund balance and changes in financial position for the period covered".

To this, Gordon replied, in a letter dated November 3, 1980

Your request was discussed at length by members of the committee, myself and our auditor, and it was felt that your request should be brought before the Executive Board at the meeting scheduled in February (1981) as a re-audit would present a considerable financial burden at this time.

At the Board of Directors meeting, I asked Jerry Crowley, who is the IUPA Executive Vice President of Region Two, which includes California, Alaska and Hawaii, if the IUPA has given our association the audit it had requested in August 1980. Mr. Crowley told me that the IUPA had complied with our request and, at the end of our meeting, I was given an eleven-page document entitled "Financial Statements — International Union of Police Associations — April 1, 1980 to December 31, 1980." Let there be no mistake — the document that Crowley had represented as an IUPA audit was, in fact, not an audit at all, but a review. If Mr. Crowley had turned to page three of that document, he would have read CPA Eric Jannsson & Company's statement that a

review consists principally of inquiries of the organization's personnel and analytical procedures applied to financial data. It is substantially less in scope than an examination in accordance with generally accepted auditing standards, the objective of which is the expression of an opinion regarding the financial statements taken as a whole. accordingly, we do not express such an opinion.

Compare the statement with the statement that C.P.A. Alan C. Lindquist & Company made for the S.F.P.O.A. for the fiscal year 1980:

We have examined the balance sheets of the S.F.P.O.A. as of June 30, 1980 and 1979 and the related statements of revenues and expenses and changes in fund balance and changes in financial position for the years that ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such test of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In my opinion, the IUPA's repeated delays and misrepresentations have subverted our attempt to closely scrutinize their financial statements via an audit. At the March Board of Directors meeting, I pointed out to

Continued on Next Page

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IUPA AUDIT Continued

all the representatives present that in August 1980, we made a request for an audit and had, since that time, received only a review.

There are too many unanswered questions as to why the IUPA Secretary Treasurer refuses to comply with our request for an audit. If, in fact, a local such as the S.F.P.O.A., cannot have a system of checks and balances with its parent organization, then perhaps it may be time to leave home. \$27,000 of our dues are given annually to the IUPA so that we can have a voice in Washington. To date, the voice of the IUPA has been muted by its considerable financial problems. On two occasions, our association has advanced dues to the IUPA so it can help meet its financial obligations. It is well worth noting, too, that the present leadership of this financially troubled organization, IUPA President Edward Kiernan and Secretary-Treasurer Bob Gordon, were, respectively, the President and the Secretary-Treasurer of the now-defunct ICPA.

I believe I have shown Mr. Gordon's defensive attitude with respect to his not notifying us of the dues increase, or, even being concerned with the evaluation written up by our associations' CPA, Mike Keiser. In a union that proclaims the high ideals and goals of someday gaining a single voice in Washington to speak on behalf of all police officers, we have, instead, a voice that condescends to its local and is silent to its legitimate demands.

As Mr. Burpo concludes, in this article about the police union movement,

Both union leaders and rank-and-file members must be cognizant of their responsibility to preserve the integrity and vitality of the police labor movement. Only through an awareness that problems do exist and a desire to solve these problems can this responsibility be fulfilled.

We, the Board of Directors of the S.F.P.O.A., have shown a responsibility to "preserve the integrity" of the IUPA by demanding an audit. We also realize "problems do exist" and can be solved, but apparently, the IUPA is only concerned with "appearing" to solve problems and keeping its local in strict obedience.

There is presently a hotly debated issue going on between the IUPA and James Woodward, who represents the New York State Federation of Police. In a letter dated March 31, 1981, Bob Gordon's characteristic attitude comes through in his personal attack on Woodward. It is the same kind of personal attack that had caused yet another union, the American Federation of Police, to file a \$5 million libel suit against Gordon and the IUPA. It is ironic that Gordon accuses the American Federation of Police President Gerald Arenberg, of "ripping police officers off for years".

As your treasurer, I strongly recommend that we reconsider our involvement in the IUPA. In the near future, I will recommend that our organization, for the present time, use our resources (dues money) in a more prudent manner and suspend further payment of dues to the IUPA. It should be the goal of all responsible union officers to someday have one voice in Washington. Thus far, the IUPA and its leadership have demonstrated its inability to reach that goal.



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Dear Mr. Bell:

On May 3, 1981, the International Institute of the East Bay, a United Way Agency, takes pride in sponsoring the Twelfth Awards Dinner honoring outstanding foreign-born members of the East Bay community.

You were nominated by Judge Robert L. Bostick, Paul C. Chignell, Mr. & Mrs. E. R. Schmidt, the San Francisco Police Officers' Association, Mr. & Mrs. David M. Reay, Dr. & Mrs. Harry W. Kirby, Mr. & Mrs. Barry Hart, Mr. David Bascom, Mr. Richard V. Anderson, Barbara Gray Boyd and Elizabeth Norton, Mr. & Mrs. Bruce Gore, Mr. Roger Bourke, Jennifer Craig, Mr. & Mrs. Herman Wollenweber, Mrs. George W. Truitt, Mr. & Mrs. Donald Culp and Mrs. Patricia M. Thompson as an outstanding immigrant from Austria-Hungary.



Anthony J. Bell

We are delighted to inform you that the Awards Dinner Selection Committee has met and you were chosen to receive this distinguished award because of your many contributions to our community. We are very proud that individuals representing 43 different ethnic communities will be so honored this year.

Congratulations again, and we look forward to sharing this special evening with you.

Sincerely,
Co.-Chairwomen Mrs. Reda Afifi &
Awards Dinner Committee Mrs. Hewitt D. Kendall

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The course is planned to be given in June of this year. It is a 60 hour course, scheduled to be given over a three week period. The classes will be held on Monday, Tuesday, Wednesday — 1800 to 2200 hours — and on Saturday from 0900 to 1700 hours. The location of the course will be the Police Academy, 2055 Silver Avenue.

The course is not being sponsored by the San Francisco Police Department and attendance cannot be during on-duty time. The cost for registration will be \$90, payable to the University of California, plus a \$5 fee for the course syllabus.

If you are interested in attending this course please contact Sgt. James Dachauer, Police Academy, 641-8827. There is limited enrollment available so students will be signed up on a first come first served basis.

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THE END OF THE STREET CRIME UNIT

by Lieutenant Charles Beene

On March 10, 1981 a memo from Deputy Chief Shannon crossed my desk. The subject of this memo was the fact that the Chief of Police had merged the uniformed section and the plain clothes section of the Tactical Division. The result of this merger is that transfer requests to the Street Crime Unit and transfer requests to the Uniformed Section of the Tactical Division are now to be placed on a single transfer list.

As I read this memo, I realized that this was the end of the San Francisco Police-Department Street Crime Unit and I thought that a brief article laying down an informal history of the Street Crime Unit and a formal thanks to all who participated in it, would be in order.

THE BEGINNING

Chief Gain formed the SCU November 26, 1976. He directed the mission of the Unit to be an aggressive, lawful campaign against the assorted criminals who make life so miserable for so many citizens, especially those citizens who are weak, sick, elderly, or forced by circumstances to live in those sections of the City that are most subject to the depredations of criminals.

The goal of the Unit, the Chief said, was to reduce the violent crime rate. He said the Unit would be given flexibility to innovate but would be closely monitored and held accountable.

My part, he directed, was to establish the guidelines and the procedures for street tactics, the hours and days of deployment, and the areas of deployment. I was told to develop the expertise necessary to establish these guidelines and procedures within the parameters of an aggressive, lawful campaign against violent crime.

HOW THE UNIT WORKED

The Street Crime Unit was assigned to work during the peak crime hours (1100-0300) in the highest crime areas (Tenderloin, Western Addition) against the most violent street criminals (211's, 212's, and 213's).

All the officers were volunteers who passed an exacting selection process before receiving assignment to the

Unit. They were all experienced police officers with varied backgrounds in police work. They were all of a uniform high caliber. As time passed they demonstrated a high degree of resourcefulness, personal courage and intelligence.

The Sergeant supervisors demonstrated an ability to develop among their subordinates a common spirit of devotion, pride, and enthusiasm for police service. Additionally, the Sergeants continually developed plans and strategies. They implemented successful tactics to cope with on-going situations. They conducted intensive on-going training within the Unit to constantly improve surveillance techniques, decoy methods and other anti-crime tactics.

The SCU target assignments were not hit and miss but rather were the result of analysis, evaluation, and planning. The Unit closely monitored the City's criminal activity on a daily basis and made fine adjustments in their deployment and tactics as needed.

The Unit was production oriented toward a goal of reduction of violent crime by quality arrests (a quality arrest was defined as an arrest that resulted in a conviction). A tracking system was initiated to determine the judicial outcome of each arrest.

WHY THE UNIT WORKED

The Street Crime Unit worked because of three conditions: **Systems and Techniques, Support and Personnel.**

The **Systems and Techniques** I learned from New York City Street Crime Unit. I spent two weeks there and learned the philosophy and systems from their top administrators. I also became a part of the nationwide network of Street Crime Unit administrators and corresponded with them frequently. While in New York I observed all phases of the program from the top administration down to the level of execution on the street. I first observed and then worked the street with the men and women of the NYPD Street Crime Unit and learned first hand the actual street techniques.

I learned from the top administrators the necessity of **Support**. Support from the public, the District Attorney's Office, the Mayor, the Board of Supervisors, the Police Commission, and our own Command Officers. When I asked Street Crime Unit top administrators what is the single most important element that is needed to make a Street Crime Unit work they replied, "support".

But any program is only as good as its **Personnel**, the third condition. I believe that San Francisco's single most important ingredient was our personnel. I am very proud of the SCU's personnel and their record on the street. The success of the S.F.P.D. Street Crime Unit's effort in crime fighting gained national recognition, and in some cases, international recognition. (I received inquiries from England, Hong Kong and Australia). The members took great pride in the Unit and its accomplishments. But with all the systems and techniques that I could give them the Officers still had to be quick thinkers and innovators on the street. They had to outsmart the streetwise criminal on his turf.

These Officers used their experience and knowledge to find criminals rather than the traditional police method of waiting for a radio call. The Officers were self-motivated and highly committed to the ideals of the Street Crime Unit and the Department.

Their dedication was the heart of the SCU success. These officers lived up to the highest standards of the police profession under the most adverse conditions — a police administration that was not popular, pay raises that were lower than the inflation rate, departmental fiscal restraints, and manpower shortages.

However, the Officers continued to serve the citizens unselfishly. They made arrests at a pace that was almost three to one better than their popular counterparts in New York City. The only reward they asked was the opportunity to work in the City's highest crime areas and to observe the results of their quality arrests. This was in keeping with the highest traditions of the Law Enforcement profession.

LAPD SCU

I read an article the other day in the "Police and Peace Officers Journal", (Feb./Mar. 1981) and learned that the "latest, innovative, progressive tactic" being instituted by the LAPD is a plain clothes, blending, decoy-type operation. I found this very reminiscent of our Department's publicity releases when our Unit was formed. I wish them a long and continuing success.

As I read the article I thought to myself, if they were to ask me why our Unit ended so quietly on March 10, 1981, I would reply, "look back to the three conditions that make Street Crime Units work."

First, the **Systems and Techniques**. They certainly will have access to this information because there is a wealth of information available to them, both written and from personal contact with the various SCU administrators around the Country.

Second is **Personnel**. I am certain that the LAPD will also find highly motivated personnel in their Department just as I found them in our Department.

Third is **Support**. I recall once more the advice that I received from those SCU top administrators. I remember that I was warned, not only by NYPD but other administrators from around the Country, about support. The warning said that the most probable agency to withdraw support is the Police Department itself. The warning said that the withdrawal of support probably would not be overt but very subtle. The withdrawal of support would take the form of administrative decisions in the areas of hours and days of deployment, the types of deployment, the areas of deployment, the tactics and techniques, increases or decreases of personnel, conflicting assignments (assignments other than what the Unit was designed for) and even the types of disguises for individual officers.

If L.A. would ask, I would tell them that this is what occurred in our Department just as it occurred in other Departments throughout the Country.

THE END OF THE SFPD SCU

This article was partially intended to be an informal history of SFPD SCU and any history, to be complete, must include an ending. Our SCU ended March 10, 1981 but the beginning of the end started the day that it was formed.

The second purpose of this article was to say thanks. I would like to say that there are few people in this world who have had the opportunity I have had these past four years. I have been in command of the elite of the finest police officers to be found anywhere. They got the job done, not because of but in spite of adversities. Thank you officers and join me in saying "GOOD LUCK LAPD" in your new project.

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NOTES ON THE COMMISSION

by Gerry Schmidt

WEDNESDAY, MARCH 4, 1981

The Police Commission took action at its March 4th meeting which authorized the transfer of funds from the Muni Police budget (\$245,552.00) to the regular police budget. The monies, if approved by the Finance Committee of the Board of Supervisors, would provide twenty nine E.W.W. watches per day from April 1st to the end of the fiscal year. The new police budget (F/Y 1981-82) will provide fifty watches per day of E.W.W. at various district stations where officers are currently being detailed from to ride the Muni coaches.

Also at this meeting Inspector Sam Hamilton of the Burglary Detail was granted permission to accept a \$150.00 reward which was offered to him for the recovery of valuable equipment.

WEDNESDAY, MARCH 11, 1981

The Commission received formal notification of the retirement of several officers including Captain Francis B. Syme and Lieutenant Edward Epting. A warm farewell to these fine gentlemen of distinction. The entire department will remember and miss you both for a long time to come.

Sergeant Al Benner addressed the Commission with regard to the recent recruitment effort which has emphasized getting more women and minorities in the department. He noted the high attrition rates of applicants who fail to take the Q-2 entrance exam when it is finally given. By now, most female officers in the department have received a letter from Chief Murphy requesting their aid in the recruitment of qualified women. Two additional female officers have also been assigned to the recruitment unit.

Public hearing dates were set to deal with revisions to General Order A-1 (Written Communications) and the department's Light Duty policy. (See Informational Bulletin #80-122.)

Sergeant Dennis Gustafson and Lieutenant Frank Jordan helped present the proposed 1981-82 Senior Escort Outreach Program budget. It was noted that the funds, which come from the San Francisco Commission on Aging, will probably be cut by at least 9% of last year's budget.

WEDNESDAY, MARCH 18, 1981

Commissioner Al Nelder made a point of commending Examiner reporter Larry Matz on his recent series of articles entitled, "Sting". Larry went undercover with several officers involved in the program to reveal an insight to the world of crime rarely presented to the public. His articles were of great service to both the public at large and the department which serves it.

Chief Murphy put drivers in the downtown area on notice that henceforth people who park in yellow zones illegally or who double park, can look forward to having their cars cited and towed.

Seven gold medals were recently awarded at the Awards Committee meeting chaired by Police Commission President David Sanchez. They were presented at the Commissioner's weekly meeting on Wednesday, April 8, 1981. (See Informational Bulletin #81-27.)

WEDNESDAY, MARCH 25, 1981

Commissioner Joe Daly was joined by all of her colleagues in commending the department's handling of the recent hostage situation on Page Street.

Sergeant George Wallace had his grievance heard by the full Commission regarding the department's current Like Work/Like Pay policy. As the senior patrolman during his tenure in the Warrant Bureau, George would often take the Sergeant's place on those occasions which found him absent. This included all supervision, necessary paperwork and the resultant

responsibility of errors in judgment, yet he was only compensated as a Sergeant on those occasions when the Lieutenant (Officer in Charge) was also absent. Officer Arleen Martin testified before the Commission that as the senior officer in the Records Room, to which a Sergeant was not assigned on the midnight shift, she received Sergeant's pay for approximately one full year. This in violation of the department's own Permanent Order (P.O. #1 dated 1/13/76) which specifically states: There will be no like work/like pay appointments in the rank of Sergeant. The grievance, which was presented by P.O.A. Vice President and Grievance Committee Chairman Paul Chignell, was unanimously denied by the Commission.

A heated discussion then ensued between P.O.A. President Bob Barry, V.P. Paul Chignell, and the Police Commission regarding the administration's proposed amendments to the Light Duty policy. (See Informational Bulletin #80-122) The department wished to change only one word in the policy. As it now reads . . . the medical fitness and job performance of Limited Duty member(s) shall be re-evaluated at intervals of not less than six months and upon a finding that said member has failed to convalesce as scheduled or has become permanently incapacitated for performance of normal duties, the Police Commission (shall), by resolution recommend that the member be retired.

The department would like to see the word shall changed to . . . may, by resolution recommend . . . At a later date the department has indicated a desire to amend the policy further with regard to the promotability of Limited Duty members as well as a third party arbitrator for disability pension cases. The P.O.A. feels all of the amendments and additions should be negotiated as a single item and therefore objected to the "piecemeal" approach of the administration.

To further complicate the matter, the P.O.A. alleged that the department had not met all of its obligations as required by the Meet and Confer process in not notifying them of the proposed changes. The department presented a copy of a letter which was sent to all employee organizations in January notifying them of their intent to alter the policy. The department further claimed they had not received a response from the P.O.A. under the Meet and Confer process. Unless an organization responds within ten days, it can be assumed that they either agree with the changes or choose not to Meet and Confer on the item. By adopting the proposed amendment before the Association had an opportunity to meet in good faith with the department, V.P. Paul Chignell told the Commission they would be, "denying us our rights as provided in the Government Code" and he demanded that they do so or face, "litigation". In an effort to appease the situation and, because the Commission without legal advice was unsure of what action it could take, Commissioner Nelder moved that the matter be put over one week to get things straightened out.

At the following meeting on April 1st, P.O.A. President Bob Barry presented the Commission with a copy of a letter he says was sent back to the department two days after receiving their letter of intent to change the policy. All of the confusion regarding the letter was somehow attributed to that of the recent P.O.A. elections.

It was finally resolved that the administration and P.O.A. should meet and negotiate all of the items of discussion and bring their conclusions to the April 15th meeting.

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1981 PENAL CODE REVISIONS

by William Fazio
Assistant District Attorney

This month's article discusses 1981 Revisions in the California Penal Code as it relates to assault on a Peace Officer (241 P.C.) battery on a Peace Officer (243 P.C.) and Possession of tear gas (12420 P.C.).

Section 241 of the California Penal Code Now reads:

241. PUNISHMENT — ASSAULT ON PEACE OFFICER OR FIREMAN.

An assault is punishable by fine not exceeding five hundred dollars (\$500), or by imprisonment in the county jail not exceeding six months, or by both. When it is committed against the person of a peace officer, as that term is defined in Chapter 4.5 (commencing with Section 830) of Title 3 of Part 2 of this code, or a fireman, and the person committing the offense knows or reasonably should know that such victim is a peace officer or fireman engaged in the performance of his duties, and such peace officer or fireman is engaged in the performance of his duties, the offense shall be punished by a fine not exceeding one thousand dollars (\$1,000), or by imprisonment in the county jail not exceeding one year (1), or by both such fine and imprisonment.

The definition of the persons affected has been limited and restricted to "as defined in Chapter 4.5 (commencing with Section 830) of Title 2 of this Code, or a fireman." More important is the fact that the violation is now a misdemeanor therefore, any arrest under 241 is only a misdemeanor. Interestingly enough Section 241.1 (assault of a Custodial Officer) as defined in Section 831 or 831.5 may be filed as either a misdemeanor or a felony. Likewise Section 241.4 (Assault on a School Security Department Member) may still be charged as a felony.

Section 243 of the California Penal Code now states:

243. Punishment — Battery Against Peace Officer or Fireman.

A battery is punishable by fine of not exceeding one thousand dollars (\$1,000), or by imprisonment in the county jail not exceeding six months, or by both such fine and imprisonment. When it is committed against the person of a peace officer, as that term is defined in Chapter 4.5 (commencing with Section 830) of Title 3 of Part 2 of this code, or a fireman, and the person committing the offense knows or reasonably should know that such victim is a peace officer or fireman engaged in the performance of his duties and such peace officer or fireman is engaged in the performance of his duties, the offense shall be punished by a fine not exceeding one thousand dollars (\$1,000), or by imprisonment in the county jail not exceeding one year, or by (1) both such fine and imprisonment.

When it is committed against a peace officer, as that term is defined in Chapter 4.5 (commencing with Section 830) of Title 3 of Part 2, or a fireman, and the person committing the offense knows or reasonably should know that such victim is a peace officer or fireman engaged in the performance of his duties, and such peace officer or fireman is engaged in the performance of his duties, and an injury is inflicted on such peace officer or fireman, the offense shall be punished by imprisonment in the county jail for a period of not more than one year; or by a fine of not more than one thousand dollars (\$1,000), or by imprisonment in the state prison for 16 months, or two or three years. When it is committed against a person and serious bodily injury is inflicted on such person, the offense shall be punished by imprisonment in the county jail for a period of not more than one year or imprisonment in the state prison for two, three, or four years.

As used in this section, "serious bodily injury" means a serious impairment of physical condition, including, but not limited to, the following: loss of consciousness; concussion; bone fracture; protracted loss or impairment of function of any bodily member or organ; a wound requiring extensive suturing; and serious disfigurement.

As used in this section "injury" means any physical injury which requires professional medical treatment.

This section has been changed in several important ways. Again the person affected has been defined as a "peace officer as that term is defined in Chapter 4.5 (commencing with Section 830) or title 3 or part 2 of this code or a fireman."

A battery involving no injury is exclusively a misdemeanor. Where injury (defined as "any physical injury which requires professional medical treatment") is inflicted on such peace officer or fireman, the offense may be charged as either a misdemeanor or a felony punishable by 16 months, 2 years, or 3 years in state prison.

When it is committed upon a person and serious bodily injury is inflicted upon such person, the offense may be charged as either a misdemeanor or a felony

punishable by 2 years, 3 years, or 4 years in state prison. Serious bodily injury is defined in the statute.

Section 12420 of the California Penal Code now reads:

12420. Sale, Possession or Transportation Prohibited.

Any person, firm or corporation who within this state knowingly sells or offers for sale, possesses, or transports any tear gas or tear gas weapon, except as permitted under the provisions of this chapter, is guilty of a public offense and upon conviction thereof shall be (1) punishable by imprisonment in the (2) county jail for not exceeding one year or by a fine not to exceed two thousand dollars (\$2,000), or by both.

Section 12420 no longer may be charged as a felony, it is exclusively a misdemeanor offense.

In preparing your police report of a violation of Section 243 P.C., be sure that the report reflects the nature and extent of injuries sustained by the victim. Such information is required to sustain the charges, i.e.; if there are no injuries, it is a misdemeanor; if there are injuries, include them in the report and make a felony arrest.

Thanks and a tip o' of the hat to Inspector James White of the San Francisco Police Department, Liaison with the District Attorney's Office, for the idea for this month's article.

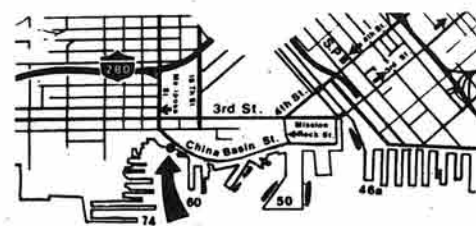


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AFL/CIO Beneficial?

President Robert Barry
Editor G. Le Wright

What have we (policemen of various ranks) gained by being members of the AFL-CIO?

Samuel G. Hamilton
Member, S.F.P.O.A.

Officer Hamilton:

Your question is well taken. Quickly, the answers are:
1. \$50,000 Death Benefit to the widow of any law enforcement officer killed in the line of duty, benefit paid by the Federal Government.

2. Labor affiliation which grants us a seat on the San Francisco Labor Council and COPE (Committee on Political Education).

3. Continued opposition to Social Security for police officers.

To explain:

The IUPA (International Union of Police Associations) used to be the ICPA (International Conference of Police Associations). They helped lobby the U.S. Congress to pass the death benefit, signed by President Ford. I believe such benefits now approach the \$10 million mark.

The IUPA was chartered by the AFL/CIO. The SFPOA (and other California POAs) is a local of the IUPA. As such, we sit on the S.F. Labor Council and COPE (Committee on Political Education). Labor issues and political endorsements are an important part of S.F. government. Thus, we help decide issues and candidates, or support for incumbents in this City. Offices which directly affect you and me include the Mayor's office (and her/his appointments to Commissions, etc.) The Board of Supervisors likewise make decisions which affect you and me. Therefore, it is necessary to be involved in those selections, either by vote or lobbying.

The IUPA continues the yearly battle to include police officers in the Social Security System. Not because of the benefits we may (or may not) receive, but rather to help bail out a system which is either \$40 billion or \$27 billion in debt.

Per capita, our annual dues to the IUPA may be cheap indeed, compared to several hundreds of dollars contributions to Social Security by each police officer each year. You didn't ask, but I'll say it anyway, and Guy Wright of the S.F. Examiner has said it several times too, and that is the SS went broke because of the Instant Pensions given to foreigners with as little as 30 days in the United States. They qualify for SS, and Medicare too. You and I have the privilege of paying for that fiasco through our taxes and they (the Feds) want you to pay more through SS contributions. (Contributions! What a misnomer!)

I readily admit I don't have all the answers, but you can start with these above. Editor

Fairfield POA

Dear Editor:

I was recently elected President of the Fairfield Police Association. Among the various hand-me-downs from president to president, was an April '79 issue of *San Francisco Policeman*, the most recent issue we have.

The *San Francisco Policeman* impressed me as a well organized and progressive publication. Controversial issues were raised then that my Association queries today.

The mailing label is enclosed. Please update the label to be addressed to the FPA on this letterhead. I do not know if you are still mailing the *Policeman* to the old address.

I'm anxiously awaiting the next issue of the *San Francisco Policeman*.

Sincerely,
Frank Grenko, President
Fairfield Police Assn.
Fairfield, CA

Blood Bank

Dear Mr. Wright:

We are delighted to see that an excerpt from our "Report to the Community" has been reprinted in the March issue of *SAN FRANCISCO POLICEMAN*. In reproducing "A Special Message", you enabled us to give recognition and thanks to the members of the San Francisco Police who have contributed so significantly to our blood program over the past 40 years.

We are most grateful to you for your support and help in disseminating our "message" to your readers.

Sincerely,
Mrs. Bernice M. Hemphill
Executive Director
Irwin Memorial
Blood Bank

Quentin Kopp

Dear Ladies and Gentlemen:

I just received your \$100 check in favor of the Friends of Kopp Committee and I write to thank you very much for your generosity.

I am grateful for the confidence reflected by the contribution and appreciation of your expression of support for my "modest" civic endeavors.

Thanks again
Quentin L. Kopp

Community Services

Henry Friedlander, Chairman, Community Services Committee, S.F.P.O.A.

Dear Henry:

On behalf of the San Francisco Commission on the Status of Women, I would like to express a strong sense of gratitude for your recent contribution of \$250.00.

The money will be used exclusively to fund and pay for a week-long series of programs on RAPE. Guest speakers, films, demonstrations, and lectures have been scheduled at the five Health Centers throughout San Francisco to provide easy access to its residents on a broad range of subjects.

The Commission, along with most other City commissions, has suffered budget cutbacks reducing its staff down to one person. At the same time, however, the crime of rape has increased. It is vitally important that a forum exists whereby the concerns of people can be heard.

Without your generous donation and others like it, the Commission would be unable to provide these opportunities.

Various aspects of rape will be discussed by women involved in all of its dimensions. A "kick-off" formally announcing the week's events will be held during the lunch hour in Union Square on May 8th from 12 noon to 1:00 p.m.

Once again, thank you and all of your committee members for their very thoughtful and much needed donation.

Sincerely,
Gerald J. Schmidt, Chairman, Fundraising Subcommittee; Rosemary Farac, Commissioner, Chairwoman, Rape Committee; Gladys Sandlin, Commission Chairwoman
City & County of S.F.
Commission on the Status of Women

GUN CONTROL

by Robert M. Swall, Director Co. A

It is difficult to address such a politically volatile subject as gun control. Why this matter seems to follow down strict political lines is a mystery to me. This seems to be a problem that concerns all of us, no matter how we align ourselves politically. The plain and simple fact is that there are just too many people in our society today that own or have access to guns, who are unable to exercise that right sensibly.

The rise in violent crime in the Bay Area, as well as across America, and the role guns play in violent crime, is simply disgusting. Just during the past few weeks we can see that armed criminals, and their shooting sprees, are on the rampage. On March 31, 1981 two S.F. police officers were shot while trying to affect an arrest in this City. On March 30, 1981 President Reagan, his press secretary, a Washington D.C. police officer, and a secret service agent were all shot down by yet another gunman. On March 28, 1981 two South San Francisco police officers were gunned down while responding to a call. These are only a few of the atrocities that have occurred recently.

The March issue of "Newsweek" is titled "The Epidemic of Violent Crime" with a picture of a revolver pointed at the reader. The March issue of "Time" is titled, "The Curse of Violent Crime" against with a picture of a revolver on the cover. "Time" did a survey of the 25 largest cities in America for the first 6 months of 1980. S.F. ranked 18th in murder, number 2 in rape, number 5 in robbery, number 6 in assaults. Violent crime is obviously on the increase, and the fact that we are arming these violent criminals with guns is just adding fuel to the fire.

The present system of allowing just about anyone to own whatever type of gun they choose is obviously not working, as we see the bodies of innocent victims hitting the pavement at an ever increasing rate. The only way to stop this senseless violent crime is to enact a strong gun control law, one that would ban the sales, manufacturing, buying, giving, receiving, etc. of hand guns. (There would have to be some obvious exceptions such as military and police personnel.) There would also have to be a two-pronged effect in that not only must there be a strong gun control law but there must also be a mandatory type prison term enforced, that could not be compromised once a violator goes to court. Once this is done, and only when this is done, will we see a decrease in gun related violent crime.

If people want to exercise their right to keep and bear arms, they can keep and bear rifles and/or shotguns. There is no need for people to have handguns. Hand guns are designed for one purpose and one purpose only, and that is to kill other human beings. If hunters feel a need to murder animals, they can do so with rifles and/or shotguns. The use of handguns in hunting is unnecessary. Let us enact a strong handgun control law before anarchy reigns here in America. Let us enact a strong handgun control law before more presidents are assassinated, before more of our brother or sister police officers are murdered in the line of duty, before more citizens spill their blood on our already blood-stained city streets.

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Calif. State Automobile Assn. M

Eight decades and a year after an historic meeting at the same site, directors of the California State Automobile Association (AAA) recently (March 26, 1981) gathered at San Francisco's Cliff House to commemorate the auto club's founding and officially proclaim that the association's membership has exceeded two million.

On a typically blustery day in March of 1900, a group

of visionaries, who could see the automobile becoming a future means of basic transportation, met at the historic building overlooking Seal Rocks to organize an "auto club".

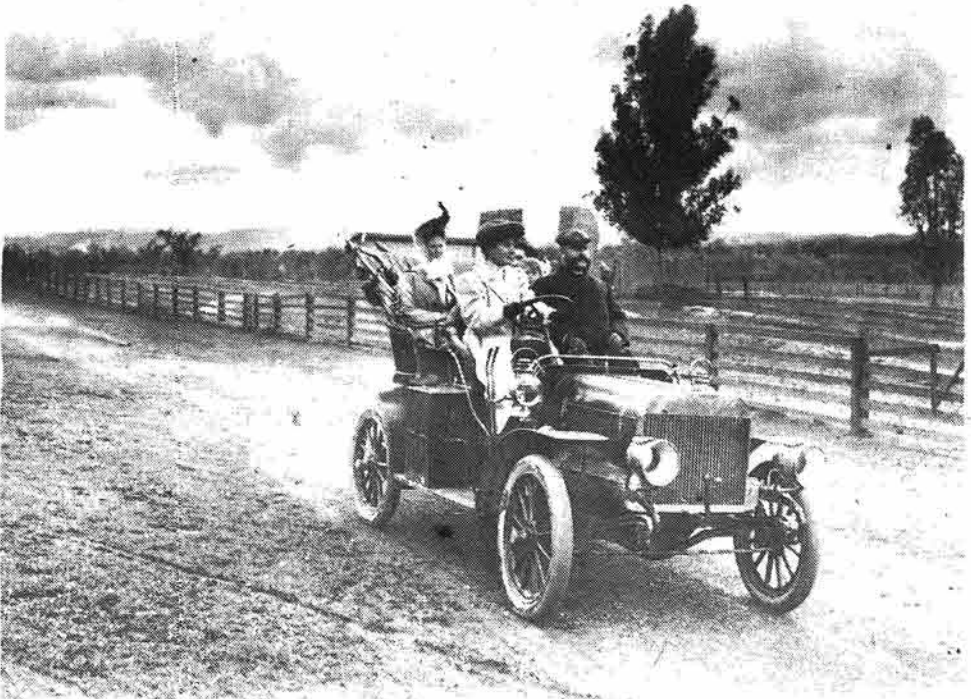
Seventeen months after the founding of the Automobile Club of San Francisco, mergers with several groups of similar orientation resulted in the creation of the Automobile Club of California. This, in

turn, evolved into what became the California State Automobile Association.

The original organization was created to resist a growing number of unfair and highly prejudicial laws written solely to harass "automobilists". Among the earliest objectives of the fledgling club was to make available to automobiles several Bay Area roads that banned the mechanized vehicles.



The birthplace of what was to become the California State Automobile Association makes a fitting backdrop for this early photograph. It was at the Cliff House (middle left) that CSAA's parent organization was founded in March, 1900. This picture taken about five years later depicts an interesting combination of past and future modes of transportation, as horseless carriages mingle with two-wheeled flies and single-mounted equestrians on San Francisco's Great Highway just south of the Cliff House of that era. (Bancroft Library photo)



A typical family outing circa 1904. Notice the lady driver and the unpaved roadway. The vehicle is a gasoline powered Winton, and the picture was taken in the vicinity of Santa Ysabel Hot Springs, CA.



A graphic illustration of what was meant by the oft-heard cry, "Get a horse!" in the early days of motoring. Today familiar yellow tow trucks bearing the California State Automobile Association's (AAA) emblem often replace the one horsepower effort being brought to bear in the picture above.

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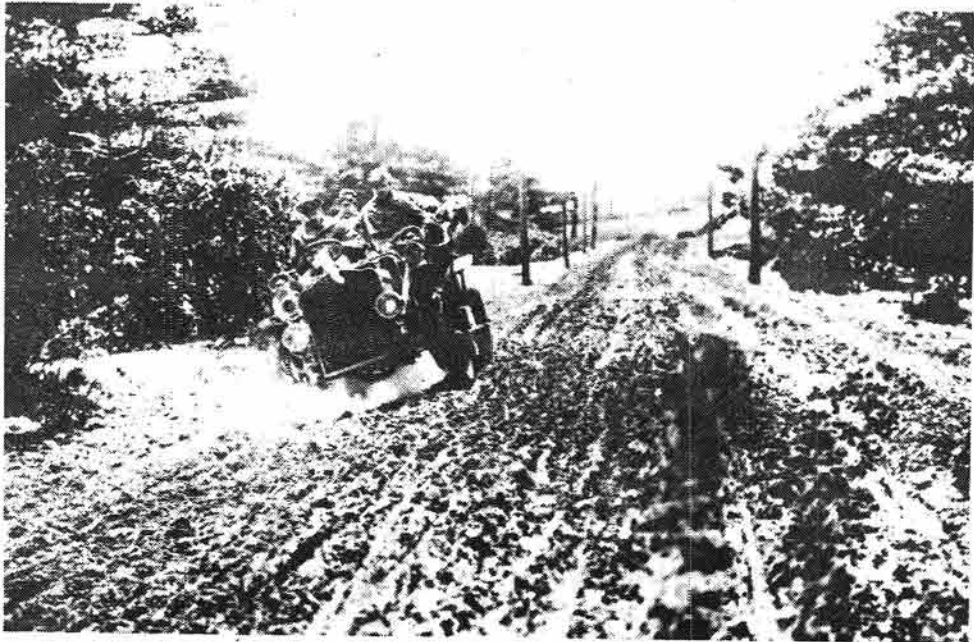
239-9400



Not a great deal is remembered about this 1907 AAA Tour, nor how this mired vehicle was extracted. What we do know is that Pathfinder Tours such as this paved the way (forgive the pun) for the great transcontinental freeways of the future.



Triumphant arrival of a Saurer Motor Truck in New York City on August 2, 1911. Early photograph shows the jaunty, but road and weather worn vehicle heading for Broadway accompanied by an escort of early day automobilists. Notice the "San Francisco to New York" legend on front of the truck. "Ocean to Ocean" was the slogan.



"Perseverance," a quality of character frequently found among early motorists, would seem an apt title for this historic photograph. The crew of this vintage automobile seems determined to get to their destination in spite of deep mud and fresh snow. From the beginning the California State Automobile Association has been in the vanguard of those seeking good roads and adequate maintenance of our freeway and highway system.

membership Now Over 2 Million

SAN FRANCISCO POLICEMAN - Page 17

April 1981

Today, eighty-one years later, directors of CSAA oversee many facets of one of the largest and most influential of America's auto clubs — an organization that offers its over two-million members a variety of services through more than sixty offices, encompassing the forty-five counties of Northern California and the entire State of Nevada. (Since 1907 CSAA has enjoyed affiliation with the American Automobile Association, having

a current membership of over 2½ million in the United States and Canada.)

From beginnings that evoke images of ladies and gentlemen in Victorian "motoring attire", riding high aboard brass-trimmed and mechanized behemoths that frequently required the assistance of true horsepower to be extricated from mired trails that passed for roads, the California State Automobile Association

has consistently championed the needs of the motoring public.

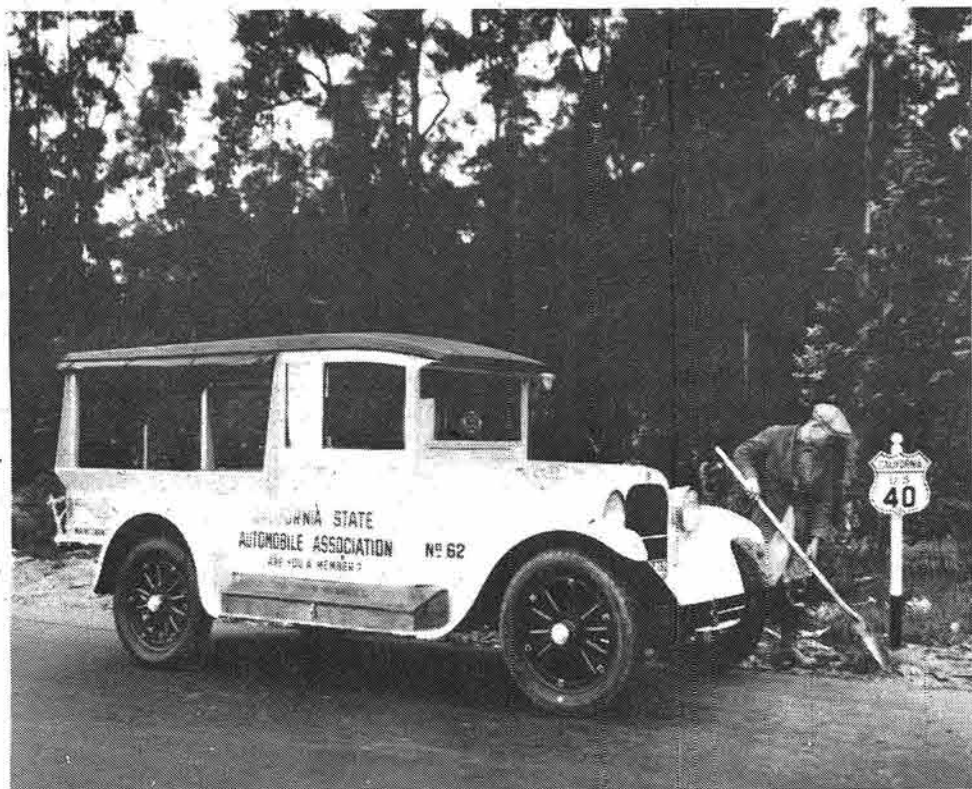
This is a proud tradition. One that has gained strength through four generations of "automobilists" to become the primary and most prestigious organization representing the needs of car owners and drivers throughout Northern California and Nevada — a spokesperson role that will continue to increase and be felt for many decades ahead.



A family outing circa 1914 in a Cadillac touring car. Notice the four extra tires — a good precaution in those days, "just in case". The background is Mt. Tallac as seen from the Lake Tahoe, or eastern side.



"Anybody seen the highway?" That might be the appropriate question posed by the portly individual to the right of this early Buick. This historic photo shows just a portion of an auto expedition trying to negotiate the Sierra Nevada in 1912. The route was from Sacramento to Reno. It's reasonably safe to assume this picture was taken in the vicinity of Donner Pass.



Many of the original directional signs and highway markers installed and maintained by the California State Automobile Association are still around. In the picture above, a CSAA road sign maintenance worker clears the undergrowth from around a CSAA highway marker along U.S. Highway 40 — a transcontinental route more recently succeeded by Interstate 80.



A super highway? Not by 1981 standards, but shortly after World War II this was considered a well maintained cross-country route. CSAA has steadfastly fought for improved highways and ongoing maintenance.

Above photos from the CSAA Archive Files



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COMPLAINT ABOUT THE D.A.

by Bill Kelly, Mission Station

Most experienced police officers realize that the District Attorney and his staff are working under considerable handicaps, as compared to their counterparts in other jurisdictions. Mr. Smith lacks adequate staff, both prosecutorial and investigative; and, the number of courtrooms available to Mr. Smith is substantially less than the case load would appear to demand. It is still, however, incumbent upon Mr. Smith's staff to make every effort to vigorously follow through on as many cases as possible. Realizing that our new District Attorney is a vast improvement from his predecessor; and, taking into account that the relationship between the D.A. and the police department have vastly changed for the better; I still find myself highly dissatisfied with the continuing lack of prosecution of persons who attack police officers.

On Friday, January 30, 1981 during the late afternoon, I had occasion to detain a known prostitute near 18th and Mission Streets. This detention was made in response to long standing and continuous complaints from citizens relative to her unusually and threatening behavior; and, additionally, upon personal observations which led me to suspect that she was under the influence of a drug or narcotic. She made repeated efforts to avoid detention, and when physically stopped attempted to strike me in the face with her fist. She was arrested and charged with violating 241 P.C. (assault on a police officer) and 647(f) P.C. (drugs, being under the influence of drugs). This individual has a long history of criminality in San Francisco and is currently on probation here. Notes on the Inspector's worksheet (signed by an assistant D.A.) indicate that the plan was to discharge the 241 because there had been no injury, and attempt to obtain an additional probation relating to the 647(f) (drugs). This did not occur. What did occur is that she pled guilty to 647(f) (drugs) and received 5 days in County Jail. Since she had already been in custody for five days, that time was credited and she

was released. Literally within hours of her release, she returned to 18th and Mission Sts. Once there she renewed the behavior which had led to the citizen's complaints. Furthermore, she began to harangue and threaten those citizens whom she considered responsible for her arrest. Those citizens expressed dissatisfaction at the action taken by the police.

Concerned due to this type of blanket dismissal continuing, I requested a written explanation of the D.A.'s actions. The response indicated that the discharge had been based on: 1. The fact that I incorrectly charged 241 as a felony; 2. The fact that I was uninjured; 3. The fact that the defendant had been under the influence; and 4. Discussions with the Inspector, who was said to concur. I was directed to make any additional inquiries of the Inspector. The letter was signed by Ms. Susan K. Eto, who had also signed the notation on the Inspector's worksheet.

I find that I am compelled to respond to Ms. Eto.

Firstly, the issue is not whether the crime was prosecuted as a felony or a misdemeanor; but, rather that no prosecution took place as a result of the assault. My being uninjured is completely consistent with the elements of 241 P.C. Had I been struck or injured, other charges would have been appropriate. 241 P.C. merely requires that there be the unlawful attempt to use force against the person of a police officer engaged in the performance of his/her duties. I was in uniform, lawfully detaining a person whom I believed to be committing a misdemeanor IN MY PRESENCE, when I was attacked.

Additionally, whether the defendant's actions were as a result of her being under the influence of drugs is a matter of fact, and should be determined by the jury, who is the trier of fact. The defense would have had an opportunity to submit to the jury the suggestion that the defendant act was not willful, but resulted from intoxication. It seems inappropriate that the person

assigned to prosecute should assume that a position which might possibly be taken by the defense, is correct. That is not to say that the defendant was not under the influence, but I dispute that the assault was caused by her intoxication. The assault was as a result of the defendant's assaultive and hostile nature.

The D.A.'s office must at some time realize that people who will assault uniformed, armed police will assault anyone. And I do mean anyone, even an Assistant D.A. or a judge in open court. They will not hesitate to assault small children, the elderly, they will hesitate to assault no one. The failure of the D.A.'s office to actively and vigorously proceed against these individuals adds credibility to the criminals' belief that cops are fair game.

Ms. Eto's failure to obtain probation in this matter is inexcusable. Her failure to proceed on the assault charge would suggest a lack of concern for the victims of violent crime. Her attempt to place the blame and the heat at the feet of the Police Inspector was cowardly. Had Ms. Eto, or any other attorney, been attacked in a like manner while meeting their professional responsibilities, I strongly suspect that the result would have been vastly different.

Maybe Ms. Eto considers assaulting a cop to be acceptable and understandable behavior, but, I don't. Nor do I think most other cops do, or most citizens for that matter. Possibly Ms. Eto should avail herself of an opportunity to come out of her ivory tower and into the real world of the street. Hopefully, if she did her outlook would change.



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The name is well, but don't be fooled. The American Police Foundation (AMP) just wants your money. If you need a decal, or plaque or membership card to tell yourself how very much you like law enforcement, don't spend \$10 or \$20 or \$100 with the AMP; rather buy a subscription to this newspaper for \$6 a year.

The International Union of Police Associations (AFL/CIO) has stated many times that the AMP is a rip-off. They sent out fancy red, white and blue letters which appeal to people who support law enforcement. Most people don't want to get involved, so sending \$10 bucks to AMP is an easy thing to do. They would be ahead of the game by just transferring that money from their right pocket to their left pocket.

The new wrinkle (spinoff) is the American Law Enforcement Officers Association National Medical Services Advisory Board. A red, white and blue letter, plus a heart-tugging testimonial letter by a police officer (signature is illegible), plus the "PHYSICIAN ON CALL" placard is the pitch. "Dues are \$20 a year for a membership card, and an ALEOA shield". "A gold shield is available if a deposit (additional) is paid." "POLICE TIMES newspaper and a \$5,000 life policy." "Travel discounts at hotels, motels and tourist attractions". GOSH! What a deal!

Seriously, folks... Save your money, please.

(Letter was courtesy of Bob Kurpinsky, Co. K. Letter came via bulk mail to his doctor.)

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Uniform & Safety Committee Report

by Jim Hughes

The Uniform and Safety Committee meeting was held on March 19, 1981 at 10:00 a.m. Present for the Administration were Deputy Chief Cordes, Deputy Chief Eimil and Deputy Chief Ryan. Present for the POA was Jim Hughes. Absent members were Jim Hall and C. Tedrow.

The items discussed with decisions made are listed as follows:

1. A presentation of a patch for the solo motorcycle detail was presented by Officer Bisordi from the Solo Motorcycle Unit. It was noted that the patch had 75% support from the unit. The patch was adopted as presented to be worn on the right sleeve of the members of the unit. 3 yes and 1 no.

Also Officer Bisordi presented a uniform depicting the stripe (in bright blue color) to be added to the pants of the solo uniform and to replace the stripe on the uniform jacket. The striping would be located in the places where the patrol officer's uniform now has a black stripe. This item was also adopted by the committee. 4 yes.

2. Sergeant J. Bailey from the Tactical Division presented the SWAT assault team uniform for the making of assaults. The uniform was approved in concept however, the committee wanted to see the uniform presented as it would be worn with the patches and star patch, etc. Also, Sgt. Bailey presented a holster for use with the uniform which was approved. The holster is canvas providing a greater degree of flexibility for the members of the unit. 4 yes.

3. The test jackets as worn by six members of the department was discussed. The jacket under consideration is similar to the old "teddy bear" jacket that we had several years ago and is the jacket currently being used by the LAPD. The jacket was unacceptable as issued and is being modified for an examination in a future meeting. The modifications to the jacket are as follows: a removeable lining, epaulets on the shoulders, a shortened star holder and a removal of approximately 80 to 90 percent of the elastic from the back of the jacket.

The jacket seems to have some support from the membership and has several advantages, besides being considerably cheaper to buy. The jacket allows easier access to the equipment, is more flexible and comfortable to wear, while maintaining the warmth flexibility of the removable lining.

4. The department is considering the purchase of the "TASER" gun. The "TASER" gun is a non-lethal weapon which shocks the suspect and renders him helpless. The gun is designed for use against persons under the influence of drugs as PCP and allows the securing of the suspect without a severe fight. The gun is to be demonstrated on March 26, 1981 and a decision on its purchase and deployment should come in the next meeting.

5. The street guide that is being issued is also being changed as presented in the meeting. The department is now issuing a large book type of guide and a pocket sized street guide found similar to the old blue street guide issued years ago. The pocket sized guide was approved for purchase and issue (even though it has an orange cover). Approval was 4 yes.

6. The current speed loader (the rubber holder) is no longer being manufactured and the department must change to a new manufacture for a speed loader. The speed loader which is spring loaded and has the least amount of mechanical parts was approved. It was the best of the available options and seems to be durable suffering from no defects in use and may be better than the current rubber issue. 4 yes.

The Uniform and Safety Committee acts on behalf of the desires of the membership of the department and the more information of the desires of the members improves the decisions of the committee. Your input is needed so that we know what you want.

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S.F. AIRPORT COP ARRESTED

SAN MATEO COUNTY SHERIFFS DEPARTMENT ARREST SAN FRANCISCO
AIRPORT COP FOR IMPERSONATING SWAB-JOCKEY.

This letter is reprinted in part at the request of the S.F. Airport Police Officers' Association. Editor

The San Mateo County Sheriffs Department worked hard on March 18, 1981 to make themselves look foolish in what has to be one of the, if not the most bizarre occurrences ever, at busy San Francisco International.

The Deputies out did themselves as they recorded one of the biggest boners they, or any other police agency has pulled in this county in recent memory. Their arrest of an Airport Police Undercover Officer (who had a prisoner in custody) because he used the disguise of a Navy seaman during the course of his undercover work, ranks right up there in the wisdom department with Muhammad Ali's decision to fight Larry Holmes.

The SM Sheriffs Deputy Meyers placed Airport Officer Jim Janakes under arrest, and charged him with impersonating a U.S. serviceman shortly after Officer Janakes, working an undercover assignment had himself, arrested a suspect for priate limousine activity in the Airport's North Terminal.

The re-cap goes like this: Airport Officer Jim Janakes, has been attempting to break down the racket of pirate limousine operations at S.F. International Airport for years. Because servicemen have been targeted and ripped off recently by some of these pirates, Janakes, in a stroke of brilliance hit upon the idea of wearing a sailor suit as an undercover get-up to see if he could catch any of these pirates in the act. Janakes struck pay dirt and discovered a well-known and long-time pirate suspect with a load of passengers he had freshly solicited and assembled. When our hero approached him and requested identification, the suspect ran. Janakes pursued the fleeing pirate and caught and apprehended the suspect with backup help, in the Central Terminal garage area. Janakes escorted his prisoner up to the Patrol Briefing Room, and then proceeded down the hall to confer with Captain O'Malley on how he wanted him to handle the matter.

ENTER THE SMSO!! Sheriff Deputy Meyers, under the knowing supervision of his superior, one Sergeant Boyd, approached Officer Janakes in the hallway, and grim and determined asked him to come into the Sheriff's office. Janakes, while he didn't see the need to stop and chat with Deputy Meyers, figured a little courtesy for a minute or two wasn't going to kill him and maybe some of it would run off on the Deputies who never have shown much class in this area.

Once in the Sheriff's office, alone with no radio, still dressed like Popeye, the door locked behind him, Officer Janakes was informed by Deputy Meyers that he had violated a Federal law prohibiting the impersonation of a U.S. serviceman and that he was under arrest. Deputy Meyers produced a Face Sheet, read Janakes his Miranda rights, took photographs of Janakes in the sailor suit, demanded that Janakes turn over the suit for evidence, and told him he could keep his shoes.

He was in the performance of his duty as an undercover police officer, and had the approval of his supervisors to wear whatever he needed to do the job. Did Officer Janakes try to extract from the Federal Government, services, property, money, etc., or use the sailor suit to gain favors ordinarily accorded a U.S. serviceman? No, no, a thousand times NO!! Did the Sheriff's Deputies involved show an understanding of the law, and did they exercise competence and professionalism? Hell no, what they did was detain and interfere with a police officer in the performance of his duties.

Officer Janakes was detained by Deputy Meyers and his playmates who knew what was taking place, for over half an hour. Since nobody could find him and since the limo suspect was his prisoner, nobody let the suspect loose, and he remained in the Briefing Room, handcuffed for at least 45 minutes. His only consolation in this was that pleasure a man in his position would obviously derive from witnessing a scene such as this, and the chuckles he could not hold back as a result.

Finally, after securing the Navy uniform as evidence, Deputy Meyers lets his "suspect" go on his own recognizance. The suspect, after having been detained far too long because of the mysterious disappearance of his arresting officer, is let go.

Entering the scene in the final act of this unbelievable play is SMSO Lieutenant Pedrini with one of those "to err is human, to forgive devine" speeches, you know; "alright guys, this has gone far enough and let's let by gones be by gones, forget the whole thing, only kidding fellas, I'm real sorry my men are such boobs and I'll take care of them, whatdayasay gang?, Friends? We won't make a report on this after all." No Lieutenant! With all due respect sir, that simply won't get it done, ya know what I mean?

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HISTORY OF THE SFPD

SAN FRANCISCO POLICEMAN - Page 21

April 1981

by Gerry Schmidt

Photos by Al Casciato

119TH CLASS

The 119th S.F.P.D. Recruit Class will be having a 10th year reunion dinner dance on May 2, 1981 at Ft. Mason's Officers' Club.

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Gladys Hansen of the San Francisco Archives, located in the Civic Center's Main Library, has recently authored a book entitled *Behind the Silver Star*. The book provides a very interesting chronological development of the San Francisco Police Department.

Complete with illustrations by Ronald Reiss, the sixty-seven page paperback describes not only the growth of the department, but gives clues as to the political climate of the times. The *Illustrated Daily Wasp* of July 17, 1880 satirized the police department

when it recommended, "Every police officer must be an American citizen, of Irish or German descent. He must not be over 37 years of age, at least five feet in height and measure 50 inches around the waist." It goes on to say, "The Chief of Police shall be obeyed by everybody, even the Police Officers."

With the purchase price of \$3.00, you can finally find the answer to the question, "What do the seven points of the S.F.P.D. star represent?" While you're at the archives, take a moment to enjoy the fine exhibits and artifacts on display.



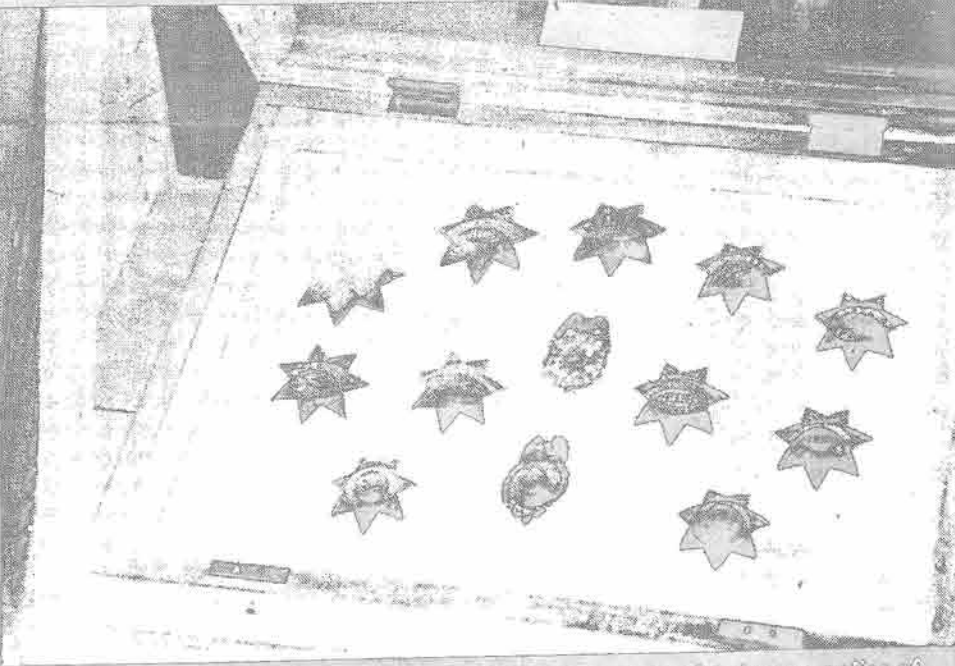
Shows a display of some of the very first ringbooks used by the San Francisco police circa 1910-12.



The uniform shown here is from the turn of the century.



Ms. Gladys Hansen is the curator of the San Francisco History Room at the S.F. Main Library at Larkin and McAllister Streets.



All of these stars or badges were worn at one time or another by one police officer who rose through the ranks.

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RAINS TOUGHENS BURGLARY LAW

Citing the rapid increase of crime in California, Senator Omer L. Rains (D-Santa Barbara/Ventura) has successfully moved a bill to increase the penalties for residential burglary through its first legislative committee.

Senate Bill 200, authored by Senator Rains, would abolish the present distinction between daytime and nighttime burglary and make all residential burglary a first degree felony. Once enacted, Rains' bill would mean that anyone who robs a home would be mandatorily sent to prison. The Senate Judiciary Committee approved the measure by a vote of 7-0, and it will now be heard in the Senate Finance Committee.



Senator Omer L. Rains

Analyzing the motivation for the measure, Senator Rains pointed out that over 350,000 homes were burglarized last year. Fifty eight percent of these robberies occurred during the day. "SB 200 will provide a strengthened deterrent to address the growing threat of crime," said Rains. "Predictably, the less severe penalty for daytime burglaries has provided incentive to the professional burglar to work by day in anticipation of

weaker penalties if apprehended and convicted. Clearly, the time has come to send a message to burglar that society will no longer tolerate this calculated and inexcusable invasion of the most private sanctuary of our homes."

"In addition, SB 200 will provide a more consistent approach to criminal justice," continued Senator Rains. Under current law, the penalty for daytime burglary of a home ranges from up to one year in the county jail (if treated as a misdemeanor) to between 16 months and 3 years in the state prison (if treated as a felony). SB 200 will increase the term to two, four, or six years in state prison for all first degree burglaries. "They are the same crime," said Rains, "and they should be treated as such."

As chairman of both the Senate Judiciary Committee and the Joint Committee on Revision of the Penal Code, Rains will be in the forefront of the anti-crime movement in Sacramento this year. "The growing public furor over high crime rates and low criminal penalties has provided a reminder to each of us that the first function of society is to protect its members," said Rains. "SB 200 is part of the comprehensive approach we must take to emphasize justice to the victim, and I look forward to the opportunity to accomplish even more in the fight against crime."

"It is with good reason that crime and violence are fast becoming the issues of greatest concern to the people of California," concluded the Senator. "While broad changes in our society will, of course, be required before the crime problem can be solved, we simply must not idly accept violent crime as part of our lives. Clearly, no individual or group can single-handedly reduce this deep-seated problem. Nonetheless, the Legislature is committed to more effectively addressing the issue, and I am convinced that positive effects can result."

DO-GOODERISM AND THE PUBLIC WELFARE

by L. Davis Almand
Traffic Administration

In this day and age of unhealthy passivity and altruism it has become the fashion to talk of "helping people" and "doing good" for one's fellow man. This fashionable do-gooderism is especially noticeable among politicians, who constantly talk about assisting the "poor" and the "disadvantages" — while conveniently ignoring the worthwhile middle-class people who are struggling to support both themselves and their wasteful government. How many political candidates would be concerned with the rights and welfare of poor and minorities if there were no publicity involved? None of them, probably.

It is all well and good to help those who are worthy of assistance, but we should nevertheless keep in mind the Biblical warning: "Cast not your pearls before swine, lest they trample them underfoot." Perhaps the boys in Washington who dispense the foreign aid money should re-read that passage.

The Bible also states: "Though I have faith to move mountains and have not charity . . . I am as sounding brass or tinkling cymbal . . ." So far as do-gooder politicians are concerned, the term "sounding brass" is a highly appropriate descriptive phrase.

I frankly believe that one reason why there is so much crime in our society is because criminals are fully aware of the prevailing do-gooder attitude and are quick to take full advantage of it.

The altruistic philosophy reached the depth of stupidity recently when it was suggested that Los Angeles police be "warm and cuddly." Since criminals are anything but cuddly to their innocent victims, I fail to see how teddy-bear police officers would improve matters.

We often wonder why certain people suffer misfortune when they are so very "good," as if fate should protect their lily-white souls from evil. According to what I have observed, the main reason good people suffer is because they allow themselves to be psychologically manipulated and taken advantage of. Their very goodness leaves them open to exploitation. Such people would be wise to remember yet another Biblical passage: "Be ye therefore wise as serpents and innocent as doves." Which means, of course, be good but don't be a sucker.

As we grow older and learn more about human nature, we often come to the realization that people who constantly harp and clack about "doing good" for their "fellow man" and "loving humanity" are the ones who have the least compassion, the very least consideration for their fellow human beings.

Nowdays if we don't give to a lot of "worthy" causes we are made to feel evil and guilty. The name of the game in such charitable pitches is, of course, to create guilt in order to get money out of the gullible. This psychological manipulation, known as the "guilt gimmick" is highly effective, especially in regard to the money-garnering schemes of religious groups.

I have often been called an s.o.b. — among other polite terms — because of my own basic rule against doing personal favors. Be that as it may, I still believe that it is better to be disliked than to be taken advantage of.

In addition, I also believe that the main reason many characters go about "doing good" is merely because it gives them an excuse to meddle in other people's business.

People who are truly good are those who have genuine consideration for others . . . and keep their mouths shut about it.

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struction on its use, adding to the frustration level.

As unrest increased in the department, neighboring police agencies were unionizing and engaging in collective bargaining. Dellwood's officers repeated, with envy, the rumors about the contract provisions that provided formalized grievance procedures and new financial benefits being obtained by other agencies through negotiations. Needless to say, the stage was set, and Dellwood's officers began talking about forming a union to bargain with the city.

PBA vs. Teamsters

As the concept of unionizing gained momentum, factions developed within the department over who would represent them. Should the Teamsters or the Police Benevolent Association (PBA), which had existed as a social organization in the department for 20 years, be elected as the exclusive bargaining agent? A groups of young officers sought Teamster representation, while PBA support came from "the old guard."

A heated campaign preceded the election, resulting in further polarization of the department. Each side developed their arguments:

In Favor of the PBA

1. Better results with local people dealing with local problems;
2. Lower dues;
3. More control over expenditures;
4. More personal relationship between union and management;
5. No conflict of interest when enforcing laws involving organized labor, and
6. More positive image for professionalism.

In Favor of the Teamsters

1. More experience in bargaining;
2. More influence;
3. Management respect for union power,
4. More money, experts, and legal support;
5. Political impact through lobbying and candidate support; and
6. More benefits, such as union insurance programs.

Issues concerning the effect of the Teamsters image on public opinion and the officers' own self-images continued to be mentioned in locker room debates. Officers frequently questioned the Teamster's negative image and asked, "What about our image?" The responses heard included, "More police officers are indicted every year than Teamster officials," and "If you

want results, choose a union with power. The only union more powerful than the Teamsters is the Soviet Union."

"The prime responsibility for good management of an organization lies with managers, not employees."

Management's Mistake

The election was held in January 1974, and the PBA won with a 2-1 margin. Out of 40 persons eligible to vote, only 3 voted "no union". In city hall, the chief of police, the city manager, and mayor were quietly rejoicing because the Teamsters lost. They anticipated a local PBA, unskilled in the bargaining process, would be easier to negotiate with and would lack the financial resources to employ a labor consultant, whom they refer to as a "hired gun." The city administration viewed collective bargaining as undesirable, but they were confident they would "win" by outwitting the PBA.

By summer 1974, the first labor contract was negotiated. Personalities aside, the bargaining was primarily a battle rather than a negotiation. Both parties came to the bargaining table ready to reject the others demands and proposals as being unreasonable. By expecting these things and preparing for them, each set a tone which brought about the expected conduct. Neither party wanted to lose, and as a result, a bitter fight or a stalemate usually occurred. Numerous grievances were filed in the next 3 years concerning overtime, court-time pay, and past practice issues which were the product of poorly written contracts. The officers during this period were frequently talking about the city's bad faith in both bargaining and contract administration. The city, according to Dellwood's officers, continually had indicated "there was no more money in the budget," when in fact there was. As a result, Dellwood's police officers were now one of the lowest paid in the area.

By 1977, after three contracts, "teamsters" were saying, "I told you so," and officers who had previously promoted the PBA were not silent.

The Weight of Self-Image

When the contract was about to expire, officers supporting the Teamsters obtained over 30 percent of their fellow officers' signatures on a petition to compel an election to determine who would be the bargaining agent for the next contract. Both the PBA and the Teamsters once again qualified for the ballot.

On this occasion, the Teamsters won the election hands down. During this period, there was little discussion regarding the Teamsters' impact on the police public image. As one officer put it, "We just balanced the sensitivity of our image and appearance of professionalism against the desire to make management sit up and listen." In 4 short years, Dellwood's police department had unionized and become affiliated with the Nation's largest labor union. City administrators were at a loss to understand why its police officers had unionized or sought affiliation in organized labor. One thing was certain, they all agreed it wasn't going to be easy to outwit the Teamsters.

Analysis

An analysis of the case study reveals the most common reasons why police unionize and why they eventually become affiliated with organized labor. If management is to be successful in deterring unionization or keeping labor/management conflict at a minimum, they will have to address these issues.

Low Salary

Salary is not generally recognized as a major cause for forming employee organizations. However, salary becomes an employee dissatisfied, if wages and benefits received are not comparable to those of other organizations in the surrounding areas and significantly less than neighboring police agencies. From this dissatisfaction, other employee grievances form, much as electrons around a nucleus. Managers must realize that the true cost of dealing with the union is not higher wages but having to share management practices with the union. Once an employee association is formed, management loses its right to act unilaterally; valuable time must now be spent in negotiations. The real cost then lies in negotiations concerning disciplinary actions, personality clashes, or patrol assignments. When added up, one could argue it would be less expensive to pay the prevailing wage than to bear the expense of shared management.

The other benefits of competitive wages are the attraction of better qualified personnel to the organization, a more content work force, the removal of wages as a rallying point, and the belief that management is concerned with the welfare of the worker's families. Adequate compensation for employees should not, however, be construed by management to be merely a cynical process used to buy off employees. It must be accompanied by a genuine concern for the employees' welfare. The concern can be illustrated by periodic wage reviews in order to keep wages in line with the cost of living. Management should also insure that each employee understands what they may be able to anticipate in terms of wage increases so that sound economic planning by the employee can occur. In general, salary can be identified as one triggering cause of employee dissatisfaction; rarely though, does money promote job satisfaction. Adequate compensation is a reflection of management concern for employee welfare. The more management understands the role of money as a motivator, the less salary will be a causative factor in the formation of employee associations. Consider this statement by Gus Tyler in the March/April 1972, issue of *Public Administration Review*:

"Among the first to unionize are the better paid, better situated employees, while the very last to organize are the most deprived and aggrieved. The cycles of unionism seem to come not when a new outrage is perpetrated against employees, but when the class or subclass is ready and times are propitious."2

Personnel Problems

Personnel problems are often cited as the "trigger mechanism" in police job actions. Pent-up employee frustrations concerning policies which they consider unfair, poorly administered by a rotating cadre of managers or administered solely to still dissent, often

Continued on Next Page

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MANAGEMENT Continued

combine around a single instance. The emotions generated inevitably lead to more serious dissatisfaction, or in the extreme case, a strike. "Each organization should have one person who has direct, personal responsibility for employee relations."³ If the organization is widespread geographically or relatively large in size, it should have one representative for each precinct or department, as Joseph Latham in *Employee Law Relations Journal* correctly points out:

"The appointment of one person will facilitate development of a rapport with all the employees. He or she should take the time to get to know the employees and to listen to their questions and problems, providing relief for complaints when possible and, when relief is not possible, explaining why."

"In addition, the person responsible for employee relations should: Train and evaluate supervisory personnel to handle employee relations; Keep informed about local wage and benefit surveys; and Ascertain that the employer is getting a good compensation package for its money."⁴

A labor relations individual can assist not only the aggrieved employee in reaching a just solution to his problem but also the organization in learning firsthand the type and scope of employee problems. It would seem far better to trade this management prerogative to the employee rather than surrender it later to the labor organizer.

Lack of a Grievance Procedure

Separate from the appointment of one or more individuals to handle employee relations, each organization should have a separate path for employees to air grievances. This more formal path allows employees to present their grievance in the manner of their choice. History is replete with examples of organizations which deemed grievance procedures a sign of weakness. Adoption of such procedures was considered an insult to enlightened management and a right to be denied a mere employee. Such arrogance has led to the formation of employee associations or unions in a number of organizations in both private and public sectors. Rather than indulge in the belief that grievance procedures are a sign of inherent weakness, management should recognize the necessity of establishing a procedure by which complaints can be heard by managers sympathetic to employee concerns. If organizations do not have such procedures in place, it is logical to anticipate some degree of employee dissatisfaction.

Poor Working Conditions

Poor working conditions are not a concern of a satisfied employee. However, once employees become dissatisfied with other circumstances, poor working conditions intensify discontent. Working hours, poor equipment, fringe benefits, discipline procedures, and the condition of the work environment all influence morale. While it is probably true that poor working conditions will not cause employees to organize, they do become a sustaining factor for employee complaints until a more substantive issue comes along. Of all the expenses incurred by a police organization, the maintenance of good working conditions is minimal. There is little doubt that a poor working environment is a direct reflection of poor management.

Lack of Identity and Recognition

"The desire for self-expression is a fundamental human drive for most people. They wish to communicate their aims, feelings, complaints and ideas to others. Most employees wish to be more than cogs in a large machine. They want management to listen to

them. The union provides a mechanism through which these feelings and thoughts can be transmitted to management."⁵

The police believe they are playing an important role in society, and in return, they are not receiving the compensation or recognition they believe they deserve and the responsibility they want. This belief of nonappreciation can have a far-reaching impact on police work itself. As the police begin to feel less and less important they begin to accept the idea that their's is just another profession, and at that point, the romance, glory, and commitment go out of the job.

"Once an employee association is formed, management loses its right to act unilaterally . . ."

Lack of Administrative Leadership

At the 1967 Conference of Mayors, Jerry Wurf, President of American Federation of State, County and Municipal Employees (AFSCME) stated:

"You (the mayors) represent our best organizers, our most persuasive reason for existence, our defense against membership, apathy and indifference, our perpetual prod of militancy, and our assurance of continued growth . . . Unions would be unable to sign up a single employee if he were satisfied, if his dignity were not offended, if he were treated with justice . . ."⁶

Mr. Wurf could also have leveled his charge against some police managers. If organizations lack individuals who exhibit the quality of leadership, again the potential for employee dissatisfaction is increased. Of all organizational problems, this is probably the most vexing.

Simply put, the foundation of all leadership is knowledge. Some leadership qualities can be imparted through the process of training, while other more subtle qualities are seemingly genetic in origin and can only be obtained by a careful selection procedure for individuals as managers.

Lack of Internal Communications

No better statement on this problem exists than one made by Commissioner Don Pomerleau of Baltimore:

"Employee organizations develop many times because we have not established all inclusive and progressive communications. We and our subordinates have not listened, nor have we provided our personnel with a means to seek redress for their real or imagined problems. The old autocratic and dictatorial approach to problem solving has come under severe criticism, and rightly so."

"Opening lines of communication is an effective means of creating a stable labor environment. Communication between the police administrator and his officers give each an understanding of the other's problems. Two-way communication is best facilitated by periodic, informal discussions. An informal discussion offers three decided advantages: officers are able to express their needs and dissatisfactions; more time-consuming and costly methods of achieving changes in employment conditions, such as lobbying and collective bargaining, are avoided; police officers develop a better

understanding of management problems."⁷

Suffice it to say, if managers are dedicated to improving channels of communications, the labor relations battle is more than half over.

Organized Labor

Public officials, having ignored the causes of unionization, now maintain that if the police must join a union, they would prefer it to be a local, independent association. The majority of city and police administrators are, therefore, opposed to organized labor's efforts to step-up their drive to unionize the police. Yet, by adopting a win/lose bargaining philosophy that eventually evolves into a losing situation of frustration and job dissatisfaction, management once again falls prey to helping the union in its organizing efforts.

When management fails to negotiate in good faith with a local, independent police association, they invite and are, in fact, the catalyst for its subsequent affiliation with organized labor. The scenario presented in the previous case study is typical of many cities in the country today.

Many city officials have been approaching collective bargaining in a negative manner, and a self-fulfilling prophecy results. Good faith bargaining doesn't mean giving in to the union's demands — it does mean attempting to develop an atmosphere of trust and cooperations, opening lines of communication, and working toward common goals where the needs of both parties can be realized. Cities that fail to recognize this basic principle of good faith bargaining push the local, independent police association to their tolerance point. Frustrated with their inability to have the city fathers listen to what they perceive to be legitimate demands, the police look for other alternatives to gain the city's attention. One alternative in such an emotionally tense situation is for the police to participate in some type of job action — a slowdown, speedup, or blue flue. Another alternative, less radical than a job action, is to affiliate with organized labor. The police realize that the power of organized labor is its ability to intimidate the city administration. It is no wonder, therefore, that more and more police are joining the Teamsters and the AFL-CIO in order to "force" cities to listen to their demands and bargain openly. If cities prefer not to deal with organized labor, then they must recognize that the answer to this dilemma is to learn to deal with the local, independent police association in an atmosphere of trust and cooperation, promoting the true tenants of good faith bargaining. It is unfortunate that it often takes an act of intimidation to cause a shift from a competitive or combative approach to collective bargaining to one of collaboration. Needless to say, if management were truly wise, it would direct its efforts toward identifying the cause of unionization are eliminating the need for a union in the first place.

Footnotes

1. Alan Dodds Frank, "When All Else Fails, Call the Teamsters," *Police Magazine*, September 1978, vol. 1, No. 4, pp. 21-34.
2. Gus Tyler, "Why They Organize", *Public Administration Review*, March/April 1972, p. 98.
3. Joseph Al Latham, Jr. "Susceptibility to a Successful Union Organizing Campaign — The Seven Warning Signals", *Employee Relations Law Journal*, Autumn 1980, vol. 6, No. 2, p. 231.
4. *Ibid.*
5. Dale S. Beach, *Personnel — The Management of People at Work*, 2d ed., New York: The MacMillan Co. 1970), p. 83.
6. John H. Burpo, *The Police Labor Movement* (Springfield, Ill.: Charles C. Thomas, 1971), p. 11.
7. *Ibid.*



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by David Toschi, Inspector

On Tuesday, December 30, 1980, Sergeant John Macaulay, Northern Police Station, on duty and in uniform, observed a vehicle in the Northern Police District that resembled a wanted vehicle containing suspects wanted for a strongarm robbery several hours earlier. Sergeant Macaulay ordered both occupants to exit their vehicle and with reasonable cause arrested both male occupants.

While searching both suspects at the Northern Police Station, Sergeant Macaulay found a credit card with the name of a woman who had been a strongarm victim at Fell and Webster Streets on Saturday, December 27, 1980. This credit card was on the person of one of the suspects. Three bank deposit slips were also discovered; said bank slips had been dropped to the floor by one of the suspects. This property turned out to be part of the stolen property from a second strongarm robbery victim on the same day of this arrest, Tuesday, December 30, 1980.

A ring found on the person of one of the arrested suspects was later found to be stolen. Unfortunately, none of the three female victims were able to make positive identifications on the two arrest suspects. As a result, both suspects were charged with Possession of Stolen Property after the matter was discussed with the District Attorney's Office. However, I told Sergeant Macaulay that there was a good possibility that one of the victims might make an identification if suspects were seen at the preliminary hearing.

On January 15, 1981, in Municipal Court during a preliminary hearing, one of the victims positively identified one of the suspects as the man who had strongarmed her of her property. The hearing was continued to Friday, February 20, 1981, and the charge of 211 P.C. Robbery, was added to the original complaint.

I wish to thank Sergeant John Macaulay for his outstanding work and his follow-up investigation which he continued long after the arrest was made. I encountered very little difficulty in making verification of the stolen property due to the diligent police work and excellent police report made by Sergeant Macaulay.

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BARRY URGED INVESTIGATION

Reprinted S.F. Examiner 3/20/81

**He's accused of
\$100,000 City fraud**

A San Francisco man has been arrested and charged with defrauding the City's health service of more than \$100,000.

Andres L. Mizzaro, president of C.G.M. Enterprises Inc. has been charged with misappropriation of public funds and attempted grand theft. He was booked on the charges at county jail and then released on his own recognizance.

The charges, according to District Attorney Arlo Smith, stem from Mizzaro's alleged "misuse of monies entrusted to him to administer the prescription drug plan of the City's health service system."

Mizzaro and his firm had previously been under fire by the Board of Supervisors for their accounting practices and slow payments to druggists filing prescriptions to City employees and retirees.

Board hearings were held in October to inquire into both matters. The first, held on October 21, arose out of claims by Police Officers' Association head Bob Barry that bill collectors had been dunning his association's members for prescription charges that should have been paid by C.G.M., contracted by the City to do just that.

At the second, on October 29, auditors threw up their hands in despair at attempting to understand C.G.M.'s books. Some \$300,000 in City funds were unaccounted for at that time, auditors told the supervisors. Mizzaro agreed at that hearing that his firm had commingled City funds with other clients' accounts. "I agree," he said at the time, "it's a shabby way of doing business."

Mizzaro was arrested by investigators of the district attorney's special prosecution unit.

Mizzaro's firm contracted with the City early last year to administer a prescription drug plan for City employees and retirees. There were, Smith said, 15,000 subscribers to the plan. Mizzaro's firm was paid \$6 a month per subscriber to reimburse participating pharmacies and was entitled to retain 50 cents for each claim it processed.

Mizzaro's problems stem from his firm's failure to process all the claims, Smith said.

Between February and October of 1980, Smith said, C.G.M. Inc. was issued more than \$550,000 by the City's health service system to reimburse pharmacists who filled prescriptions for City employees and retirees. But, beginning in early June, the health service system began receiving complaints from pharmacists. They said C.G.M. wasn't paying its bills.

A five-month investigation was begun by the district attorney's office, resulting in Mizzaro's arrest.

Mizzaro had, according to Smith, diverted more than \$100,000 in City funds to "unauthorized purposes," and had commingled City funds with C.G.M.'s general accounts.

An investigation into Mizzaro's background also disclosed that he had misrepresented his past to the health service system when he applied for the drug plan contract, Smith said.

Mizzaro had claimed graduation from St. Ignatius High School here, as well as a master's degree from Stanford and a doctor of pharmacy degree from the University of the Pacific. All were found to be untrue, Smith said.

Footnote:

A New Jersey based drug company, 'Paid Prescription' is under contract with the City and County to continue providing all members of Health Service System Plan I a low cost prescription program.

The \$4.00 deductible, per prescription, entitling members to a 3 month supply of drugs will remain at the same rate. The firm has mailed each member of Plan I an identification card that is to be presented to the pharmacy providing this service. All members that have not received the identification card should contact the Health Service System as soon as possible.

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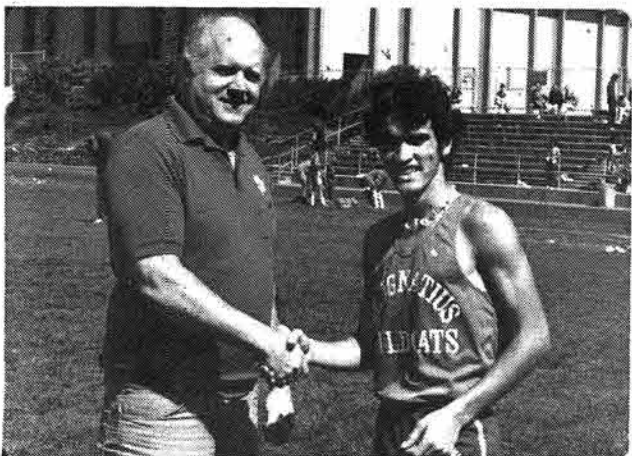
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POLICE ACTIVITIES LEAGUE

by Herbert P. Lee
Director of Activities



Jim Harrison of St. Ignatius (right) being congratulated by PAL Track and Field Commissioner Sgt. Jim Meyer. The mile specialist scored 2460 points to place 2nd in the pentathlon. (Photo by Herb Lee)



Shown above are members of the victorious girls track and field team with their team trophy. The trophy represents city champions in the PAL sponsored AAA-WCAL against all public and parochial high schools. (Photo by Herb Lee)



A Galileo anchorperson is seen sprinting for the tape to help her team win the 440 sprint relays. The team went on to win the Girls Division Championship.

TRACK AND FIELD

The 10th annual San Francisco Police Activities League High School Relays providing competition for public and parochial schools were held on Saturday, March 14, 1981 at St. Ignatius Field, 2001 - 37th Avenue. Under a sun drenched sky, more than 400 boys and girls competed in team competition for city honors. Team events were in three categories, varsity boys, frosh/soph boys, and varsity girls. Included in the 14 running and 12 field events was a varsity Pentathlon.

Galileo High, under the able direction of Head Coach George White, won top honors in all three divisions, and walked away with team championships. Other standings in the boys varsity included: St. Ignatius 2nd with 39 points, Balboa 3rd with 37 points, Washington 4th with 14 points, Mission 5th with 10 points, Sacred Heart 6th with 9 points, Riordan 7th with 6 points, and Wilson 8th with 2 points. In the Frosh/Soph competition in which Galileo won with 56 points, St. Ignatius came in 2nd with 39 points, Balboa 3rd with 26 points, Riordan 4th with 17 points, and Sacred Heart 5th with 9 points. In the girls division in which Galileo won with 27 points, Balboa and Mission both came in 2nd and 3rd respectively with 15 points, and Wilson 4th with 4 points. Congratulations to Galileo Coach George White for fielding such outstanding teams.

A new record was set in the pentathlon with Nat Banks of Balboa amassing a total of 3001 points. Jim Harrison of St. Ignatius came in second with 2460 points. Other coaches who worked very hard in this meet were: Rob Hickox, St. Ignatius, Bruce Nelson, Washington, Ernie McNealey, Mission, Medford Todd, Balboa and Ron Isola, Riordan.



A Mission High Varsity Member in the long jump.



Nat Banks (center) of Balboa receiving his championship trophy in the pentathlon from Sgt. Jim Meyer (right) as Head Coach Medford Todd (left) looks approvingly on. The track star established a new record of 3001 points in the pentathlon. (Photo by Herb Lee)

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POLICE ACTIVITIES LEAGUE

by Herbert P. Lee
Director of Activities



BOXING

San Francisco PAL Boxing has returned to the old National Guard Armory located at 14th and Mission Streets. There was another typical PAL Boxing Show held Monday, March 23, 1981, which produced three winners for the SF PAL Boxing Team. 13 year old Jimmy Ford of PAL at 70 lbs. won over a game Anthony Lopez of Sacramento PAL. Ford's older brother, Mike, at 14 years, 80 lbs. won his bout from Frank Lopez of Sacramento PAL in what proved to be the best bout of the night. In other action, Bobby Bowman won a unanimous decision over Jason Perry of Ravenwood Boxing Club in Est Palo Alto. Bowman also was judged the best fighter of the night and won another trophy for his efforts. Also participating from San Francisco PAL in losing decisions were Ben Cobb, Kevin Henry and Carlos Pardell.

The PAL Boxing Program is open to all youths between the ages of 8 through 21. Anyone interested in joining please call PAL Headquarters (567-3215) for signups. Workouts are daily MONdays through Fridays, 3:30 p.m. through 7 p.m. at the Old National Guard Armory, 14th and Mission Streets.

In other boxing action, Eric Martin, the PAL's Boxer of the Year, was the only boxer from the San Francisco PAL to survive preliminary rounds of the San Francisco Examiner's recently concluded Golden Gloves. Martin was matched in the finals of the 147 lb. class with 16 year old Glen Corbus, a highly touted boxer from San Jose PAL. In what proved to be one of the best fights in the five day tournament, Corbus had to settle for a split decision over Martin. Martin thought he won and so did many of the fans in the Cow Palace audience. Only two of the five judges agreed, however, and the very close contest was won by Corbus.

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BASEBALL

Baseball signups for the PAL Bantam League (boys 11 and 12 years) will be held on Saturday, May 16, 1981, 10 a.m. at Balboa Park, Ocean Avenue and San Jose Avenue. The three month league will begin sometime in June. Games will be played on Tuesdays and Thursdays at 5:30 p.m. at South Sunset Park located at 39th Avenue and Vicente. All interested boys must report in person for signups. Baseball caps, balls, bats, and referees will be provided free of charge. T-shirts are also provided. Trophys will be awarded to the championship teams.

Baseball signups for the PAL Intermediate League (boys 13 and 14 years) will be held on Saturday, May 9, 1981 at 10 a.m. at Balboa Park, Ocean and San Jose Avenue. This league play will also begin sometime in June. Games are played on Saturdays at three locations: The Presidio, West Sunset Park, and Balboa Park.

All equipment provided at no charge. All interested boys must report in person for signups. There are NO PROVISIONS for late signups. All interested adults who wish to volunteer as coaches are to report at the same time.



Mayor Dianne Feinstein is flanked by (left) Tim Oberzeir, 17, PAL Boy of the Year, and (right) Angie Amato, 14, PAL Girl of the Year. Also in the photo from left to right, Jack Immendorf, PAL Booster President, Chief Con Murphy, and Guardsmen President Bob Goldsmith. (Photo by Herb Lee)

PAL BOY AND GIRL OF THE YEAR

The San Francisco PAL has chosen Tim Oberzeir and Angela Amato as their boy and girl of the year for 1980. In a press conference held in Mayor Dianne Feinstein's office on March 12, Oberzeir and Amato received their trophys. They were chosen among the more than 5,000 youths who participated in PAL sponsored sports activities in 1980. In addition to winning the boy of the year, Oberzeir also won the Outstanding Law Enforcement Cadet Award. This award is given in honor of Sgt. McDonnell, Off. Brodnick and Off. Radetich who were killed in the line of duty. In addition, Oberzeir also won the valor award. Amato, 14 years old, also won the Doris Lee Memorial Most Valuable Softball Player Award. Also in attendance at the press conference were Chief Con Murphy, Jack Immendorf, President of the PAL Boosters, and Bob Goldsmith, President of the Guardsmen.



Chief Murphy is presenting a trophy to Angie Amato, PAL Girl of the Year in a press conference held in Mayor Feinstein's office. (Photo by Herb Lee)



PAL Boy of the Year Tim Oberzeir takes over the Mayor's desk to thank the PAL for naming him Boy of the Year, as both Mayor Feinstein and Chief Murphy looks approvingly on. (Photo by Herb Lee)



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DEPUTY CHIEF JIM SHANNON

Elected CHAIRMAN of the BOARD

San Francisco Police Youth Fishing Program

Deputy Chief Jim Shannon has been elected Chairman of the Board of Directors of the San Francisco Police Youth Fishing Program for 1981-1982. Former Police Officer Michael O'Toole is the new President and Deputy Chief Jim Ryan is a Vice President along with Mounted Unit Sgt. Owen Kenny. Directors for the two year term include Commissioner Al Nelder, Jane Murphy, Burl Toler and Dr. Davis Sanchez. Sgt. Larry Minasian, Vince Simpson and Chief Cornelius Murphy will also serve as Directors.

This will be the 12th year for the program, which each year takes 5,000 to 6,000 boys and girls from over 450 agencies from every section of the city fishing in party boats, deep sea and fresh water fishing at Lake

Merced. Col. Don Gallagher, C.O. of the 504th M.P. Battalion at the Presidio of San Francisco, will also serve as a Vice President. His men will participate again in the program this year as they have for the past five years. Col. Whitney Hall, Jr., Commanding Officer at the Presidio of San Francisco, also serves as a Director.

The program needs volunteer officers to assist the program more than ever this year. Those who care to participate or want further information, please call Deputy Chief Shannon's office at 553-1014. Dianne Bates will assist you. The program begins after school is out on June 17 and continues through Labor Day in

September when school begins again. The program not only teaches boys and girls fishing but also helps them to understand and work with law enforcement officers.

The Board of Directors is made up of a mixture of businessmen and women along with police personnel. Other officers are Vice President John Chase, Vice President of Genstar Corporation, Treasurer L. Jack Block, Vice President of Bateman Eichler, Hill Richards, and Mrs. Betty Davis, Sportsman Secretary. The satisfaction and enjoyment received from this program each year has been beneficial to both the Department and community. Come out and try out and give the San Francisco Police Youth Fishing Program a hand.

THE COYOTE POINT MUSEUM

The recently completed 1.9 million dollar structure built with a combination of federal, state, county and private monies, houses a one-of-a-kind permanent exhibition, "The Place Called San Mateo", scheduled to open to the public on May 16, 1981.

This exhibit is an attempt to acquaint people with some of the aspects of nature that they don't see when they are out in nature, so they can appreciate their place in nature. Many natural systems are not visible to the casual observer. When you look at trees, mountains, water, etc., you appreciate their beauty with little understanding of the intricate systems involved in maintaining that beauty.

Unless we understand natural systems, we may accidentally destroy them. The exhibit represents an effort to understand the various phenomenon connected with our natural surroundings so that we can learn to live in accord with them.

The permanent exhibition, "The Place Called San Mateo", is a very special place, not some stuffy and sterile monument to the past. Built on four descending levels, visitors follow the eastward flow of water from the crest of the Santa Cruz Mountains down to San Francisco Bay and its westward flow to the Pacific Ocean.

The "journey" has combined the talents of leading designers, artisans, craftsmen and fabricators dedicated to telling stories about human relationships with the environment. A careful, painstaking orchestration of design materials, graphic details and exhibit fabrication makes this exhibit a model for communication centers across the country.

Coyote Point Museum, Coyote Point Recreation Area, San Mateo, CA, demonstrates a blend of public and private enterprise dedicated to environmental education.



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SPORTS

RUNNING THROUGH MY MIND

by Walt Garry

It was 4 a.m. when the alarm went off. By five we were on the road headed for Napa with three of us sharing a cup of coffee. This would be the last of the fuel we'd store, before the start of the race. We arrived at the High School, the site of the finish, just in time to board buses for our trip to the starting line, 26 miles away in Calistoga.

Passing through the wine country the early morning light was starting to reveal the course we'd be covering on our run back to Napa. The weather was still in our favor, low fog and cool temperatures. At the starting line just outside of town, we depart the bus and each started their own pre-race routines.

Stretching, vaseline application and "carbo unloading" at numerous facilities provided. With the five minute warning, pre-race nerves started to show. The talk among the runners grew louder, as we moved on to the Silverado Highway that would be our path to the finish, 26 miles away.

The Napa Valley is one of the most popular Marathons in Northern California. The course is mild rolling hills that takes the runner through farm and dairy land as well as vineyards in bloom with yellow mustard weed. At ten miles the light fog had laced a mantle of water droplets on the heads of the runners, and with vapor rising from our soaked T-shirts, this scene looked like something from "Encounters of the Third Kind", as we moved in and out of the fog banks that swirled around us.

At twenty miles the sun broke out forcing us to take in more liquid at the aid stations. With only three miles left we were on the outskirts of Napa and fighting off the cramps and fatigue that are always present, at least

for me, during the final couple of miles. Suddenly it was over, and you say to yourself "It wasn't that bad". After a couple bowls of soup and a few beers, you start thinking about the next one.

Four SFPD runners added the 1981 Napa Valley Marathon to their running accomplishments — Tom O'Connell, Solo's, 3:16; Jeff Brosch, Homicide, 3:29; Marty Walsh, Oper. S, 3:40; and Walt Garry, P & R, 4:16.

The Lion of Judah, 5 miles classic in Golden Gate Park, drew over 2,000 persons, including the entire 142nd Recruit Class, a 100% turnout, led by Tony Ribera. Not to be out done, 141st Class was represented in the persons of Brian Canedo, Jennifer Forrester, Wilfred Garcia, Paul Guinasso, Kevin Hall, Donald "JD" Hicks, Lori Kamler, Vickie Son, Michael Vallanueva, Sam Wong, Rosalinda Woolard and Miguel Cosio, who ran a 32:18 to finish in the top 200. Right in the middle of the pack were the class TAC officers, Joe Currie, Cathy Mukulsky and Pat White, plus Morgan Peterson and John Wydle from the Bureau. This was only the second race for these new officers. Keep it up, ladies and gentlemen, you're looking good.

The same day over the East Bay, the Pleasant Hill 10K was run between showers. Co. A's Midnite Express was there, Bob Cooke, Nelson Lum, Henry Parra, Steve Venters and Jim Speros. Good race and a tasty barbecue afterward made it a great day.

Upcoming races: May 3rd, Novato Ridge Run; May Day Run, G.G. Park and Devil Mt. 10K, Danville, May 9th; Angel Island, May 17; Bay to Breakers, May 25; Pacifica Sun Marathon and 10K, College of Marin, and many more.

Golf Club News

On Friday, March 20, 1981 seventy-five out of ninety-five golfers who had originally signed up, showed up at Hayward Golf Course to play in the March tournament.

The reason that twenty-five didn't show up was that for two days prior it had rained and rain was forecast for the day of the tournament.

Out of the seventy-five who teed off, fifty-five finished. As I said to Vic about the fourteenth hold, "Today we have separated the men from the nuts".

The weather (rain) notwithstanding the scores were pretty good, especially those who started early. Darol Smith had the low score of the day, a fine seventy-four. Tom O'Connor and Ed Garcia both had seventy-sixes, and Con Nichols had a seventy-eight. Larry Dubour and Dave Kranci both had seventy-nines.

Ed Garcia was the low net winner with a sixty-six.

The flight winners were: First, Larry Dubour, Tom O'Connor and Con Nichols; Second, Vic Macia, Paul McGoran and Ray Symington; Third, Dennis McClellan, Wally Jackson and Ronny Rhoades; Fourth, Ray Seyden, Larry Minasian and Rich Renehan.

The hole-in-one winners were: Ray Gordon, the Petaluma Flash, at the second hole with a shot only 1'9" from the hole. Darol Smith was close at the fourteenth hole with a shot 5'0" away.

The guest flight was won by new member Quinn 'Buzz' Jones followed by Bob Lall, Frank Seput and another new member, Warren Omholt.

At present we have one hundred and twenty members in the club. For those who are unfamiliar, the club is open to all active and retired San Francisco police officers. The dues are \$5.00 per year (calendar). Anyone interested, send me the dues as below or to Lt. Victor Macia at the F.T.O. Office at 2475 Greenwich St., S.F.

Jerry Cassidy

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SWIMMING — Police Olympics 1981

This year the California Police Olympics will be held in Sacramento, July 22 to July 26 with the swimming event scheduled for Saturday, July 25,

Several female officers have expressed interest in the swimming event. It would be great if our Department could finally get 4 women together to

field a relay team.

Remember, only 3 participants can swim in each category of race in each of the age groups (except the relay events). The Master

age division (44 and over) always has a large amount of interest so it may become necessary to hold time trials.

Please call Howard Kyle, Ingleside Station (day watch), 553-1603, as soon as possible so that we can get our teams together.

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Seasons Greetings to the S.F. Police and their families from Vic Melendez.

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ANNUAL POLICE/FIRE MEMORIAL MASS

Sunday, May 17, 1981

**St. Mary's Cathedral
Geary & Gough Streets
San Francisco**

The San Francisco Police Department has been designated as "Host" for the 1981 Annual Police/Fire Memorial Mass. Archbishop John R. Quinn will preside.

A number of plans are now underway to combine the 1981 Memorial Mass with the culmination of National Police Week activities (May 10 - 16th, 1981). Letters of invitation have been sent to a variety of law enforcement agencies in San Francisco in appreciation of our mutual cooperation and concern as members of the local police community.

The Police and Fire Departments welcome and encourage participation from both sworn and civilian personnel. We also look forward to participation from the Sheriff's Department, Patrol Special Officers' Association, San Francisco Airport Police, Harbor Police, U.S. Park Police and the U.S. Military Police.

The Memorial Mass is our way of honoring all members who have been killed in the line of duty and to remember all deceased members who have served in the Police and Fire Departments. In addition, this is our opportunity to pause and reflect in memory of personal

friends and associates who have worked with us through the years.

Coffee and donuts will be provided after the cathedral services and — immediately following, there will be a Police Family Day Open House at the Police Pistol Range from 11:00 a.m. to 3:00 p.m.

Please join me on this very special day and bring your families.

CORNELIUS P. MURPHY
Chief of Police

NATIONAL POLICE WEEK May 11 - 15, 1981

Public Law 87-726
87th Congress, H.J. Res. 730
October 1, 1962

ITINERARY

MONDAY, MAY 11, 1981
10:00 a.m. to 2:00 p.m.
Civic Center Plaza

Displays & Exhibits - U.S. Navy
Bank Concert, Presentation of Horse
(Anheuser-Busch) to San Francisco
Police Mounted Unit

TUESDAY, MAY 12, 1981
10:00 a.m. to 2:00 p.m.
Civic Center Plaza

Displays & Exhibits - U.S. Sixth
Army Band Concert

WEDNESDAY, MAY 13, 1981
10:00 a.m. to 2:00 p.m.
Embarcadero Plaza
Vaillancourt Fountain

Displays & Exhibits - U.S. Sixth
Army Band Concert

FRIDAY, MAY 15, 1981

NATIONAL POLICE MEMORIAL DAY

SUNDAY, MAY 17, 1981
9:00 a.m. -
St. Mary's Cathedral

ANNUAL POLICE/FIRE MASS

11:00 a.m. to 3:00 p.m.
S.F. Police Pistol Range
John Muir & Skyline Blvd.

**POLICE OFFICERS/CIVILIAN
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Any questions or inquiries, please contact Sergeant Gary Epperly, 553-1551.

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