

ARIZONA DEPARTMENT OF PUBLIC SAFETY
INTEROFFICE MEMORANDUM



FRANK L. MILSTEAD
DIRECTOR

DATE: March 2, 2018
TO: Colonel Frank L. Milstead, #12710, Director
FROM: Sergeant Andrew Williams, #2842, Professional Standards Unit
SUBJECT: INVESTIGATIVE NARRATIVE – PROFESSIONAL STANDARDS COMPLAINT #2017-401

On October 24, 2017, the Department of Public Safety (DPS) became aware of possible misconduct on the part of Camp Verde Marshal's Office (CVMO) Marshal Nancy Gardner. A Professional Standards case number was drawn alleging *Misuse of Public Funds, Misleading the Arizona Peace Officers Standards and Training Board (AZPOST), and Hostile Work Environment*. The alleged misconduct was said to have occurred from the time Marshal Gardner was hired at the CVMO, until she was placed on administrative leave (October 31, 2017).

Summary

On October 24, 2017, Camp Verde Town Manager Russ Martin contacted the DPS to request an investigation on Marshal Gardner, to determine the depth of her involvement in the following issues:

- 1) Exerting improper influence in a Departmental Incident Report
- 2) Using deception with AZPOST while applying for a candidate waiver
- 3) Paying personnel for shifts not worked
- 4) Misuse of petty cash account
- 5) Creating favoritism and a hostile work environment at the CVMO

On October 27, 2017, the investigation was assigned to Sergeant Andrew Williams, #2842, of the Professional Standards Unit for completion. On October 25, 2017, Major James McGuffin, #3852, and Sergeant Williams met with Mr. Martin who briefed them on specific details germane to the allegations, and provided a list of employees who possibly had information regarding the allegations.

On October 30, 2017, Sergeant Williams, and Sergeant Troy Titzer traveled to Camp Verde to conduct interviews with three employees. During those interviews, possible criminal conduct by Marshal Gardner was discovered and the case was placed on criminal hold on October 31, 2017.

The case was referred to the DPS Special Investigations Unit (SIU) for criminal investigation. (See DPS Case #AZ1700049926).¹

On November 27, 2017, the SIU completed their criminal case, and the administrative case continued with additional interviews of present and former CVMO employees.

Background

Marshal Gardner was hired as the CVMO Marshal in February of 2012. Mr. Martin was her immediate supervisor.

Investigation

Based on interviews and supporting documents, the investigation revealed the following facts about the incident:

Last summer, Mr. Martin began getting feedback from CVMO Human Resources Clerk Barbara Bridge that maybe everything was not as good as he thought it was at the CVMO. Mr. Martin had his review coming up with the town council and wanted to work on a plan to address the possible morale issues at the CVMO.

Mr. Martin decided to hold an all-hands meeting for Town employees to conduct Sexual Harassment training. Mr. Martin took that opportunity to make a speech about employees being comfortable in the workplace without fear of harassment or retaliation. Mr. Martin told the employees of the Town they needed to step forward if they had complaints about their workplace.

The employee meeting was held at the school, in the bleachers, where he felt he was up close to the employees. Mr. Martin wanted the employees to know he meant what he said and was not just checking the boxes.

Within a week of the Town employee meeting, Mr. Martin received complaints from other work units (not the CVMO) within the Town, so he felt his speech to the Town employees had been effective and they felt they could bring those complaints to him.

Mr. Martin stated within another week, Ms. Bridge notified him of a CVMO employee who wanted to talk with him about concerns at CVMO.

Mr. Martin stated he met with Administrative Assistant Darby Martin (no relation) who was visibly shaking as she laid out her concerns with the CVMO. Ms. Martin told Mr. Martin she had been sitting on a lot of information that was making her uncomfortable and she was worried about how this would turn out.

¹ AZ DPS Criminal Case #AZ1700049926

Mr. Martin said Ms. Martin told him that after his employee meeting, Ms. Martin went back and spoke with other CVMO employees and those employees contacted Ms. Bridge and asked if they could meet with Mr. Martin as a group.

Ms. Bridge compiled emails and notes from CVMO employees for Mr. Martin. Ms. Bridge entered the information and complaints in a spreadsheet assigning a level of priority regarding legality, policies, and morale.² Ms. Bridge informed Mr. Martin about several CVMO employees who requested to meet with him regarding their concerns. Mr. Martin did not remember the dates, but Marshal Gardner was going on vacation to the Midwest, and the employees felt it was a good time to meet with Mr. Martin without Marshal Gardner knowing.

Ms. Bridge set up a meeting with the employees and himself at the Town library. Mr. Martin did not remember the date, but thought it was within a week of being given the information.

Mr. Martin met with five employees of the CVMO, Ms. Martin, Canine Deputy Jeff Bowers, Evidence Custodian Debbie Hughes, Sergeant Steve Butler, and Dispatch Supervisor Mary Newton and heard their complaints and concerns both individually and collectively.

At the beginning of the meeting, Mr. Martin had difficulty convincing them to talk to him. CVMO Sergeant Stephen Butler was going to leave the meeting rather than participate because he did not believe Mr. Martin would take the complaints seriously. Sergeant Butler thought the close relationship between Mr. Martin and Marshal Gardner would make it difficult for Mr. Martin to take a neutral position when dealing with the issues the employees had.

By the end of that meeting, Mr. Martin was near tears, and apologized to the employees because he felt very responsible for having no clue about the issues that had been going on at CVMO, in some cases for years, and the employees did not feel they could come forward with their concerns.

Mr. Martin was frustrated the CVMO employees had been holding on to that information for so long without utilizing the complaint process and bringing it to his attention. Mr. Martin had a practice of visiting Town employees in their work areas and speaking with them. He hoped by doing that, the employees would feel they could approach him with problems or complaints.

Mr. Martin felt responsible because the employees at the CVMO did not have any resolution to their issues sooner.

Due to the variety of the employees that came forward, who had been affected by the culture and environment at the CVMO, it led him to believe he had a much bigger problem than a couple of disgruntled employees with a specific complaint or issue.

Mr. Martin felt he had a good working relationship with Marshal Gardner. Marshal Gardner always conducted herself professionally around him and he had a lot of trust and faith in her to

² Spread sheet showing employee complaints and level of priority

do her job. He believed Marshal Gardner was much better than the previous marshal at communicating with him about issues concerning the CVMO. Mr. Martin had begun to wonder if Marshal Gardner had been playing him the entire time she was there.

The nature of the complaints reported to Mr. Martin, ranged from the way Marshal Gardner addressed them, to the improper use of Town funds. Mr. Martin felt the complaints had a broad range and he needed to get advice from the Town attorney regarding how to proceed.

Mr. Martin consulted with the Town of Camp Verde Attorney Justin Pierce, who advised him to have an outside agency investigate the complaints made against the CVMO. Mr. Martin wanted some specific issues looked at with an administrative investigation, to determine if the culture within the CVMO was a problem for the employees.

The investigation by the DPS uncovered the following information about Mr. Martin's concerns:

Camp Verde Departmental Incident Report

On February 9, 2016, at 2011 hours, CVMO Deputy Jeff Bowers and Sergeant Butler, were dispatched to 1472 West Horseshoe Bend (Marshal Gardner's residence address, at the request of Marshal Gardner, who had contacted some suspicious persons in her trailer park. It was determined that no crime had occurred, but a departmental report was generated documenting the incident (CVMO report #V16000255).³

At the time the report was taken, Marshal Gardner considered herself to be off-duty, and a reporting party, but she was still law enforcement and would report any criminal activity she observed.

According to Deputy Bowers, he authored a departmental report for the incident and submitted it to Sergeant Butler, for review.

According to Ms. Martin, Marshal Gardner wanted to see the report authored by Deputy Bowers, before it was finalized, to make sure she was not portrayed in a bad light. After obtaining the report, Ms. Martin said Marshal Gardner told her there were things in the report that did not make her look good and she needed corrections made to show she was not the aggressor, and the other party involved in the incident was the aggressor. Marshal Gardner did not normally review reports authored by deputies unless it was a big case (i.e. homicide). Normally, sergeants read the reports then gave them to the commander for review.

According to Sergeant Butler, he and Deputy Bowers responded to Marshal Gardner's trailer park, at her request. Sergeant Butler reviewed the report and thought it accurately reflected what occurred at the scene. He said that normally the report would have gone directly to the records section and would not have been reviewed any further. Occasionally, Marshal Gardner would spot check reports to see if the sergeants were doing their jobs accurately, but she would not

³ CVMO Report #V16000255

usually require corrections from the officer who authored the report.

According to former CVMO Commander Jackie MacConnell, Marshal Gardner reviewed the report completed by Deputy Bowers, did not like some of the things in the report, and wanted them changed. Ms. MacConnell stated it was a supervisor's prerogative to review an officer's report, but when it came to changing facts within the report, that was a sticky situation.

A few days after he submitted the report, Deputy Bowers was contacted by Ms. MacConnell, who told him Marshal Gardner had pulled the report and wanted some things changed in the narrative. Deputy Bowers stated he was handed a copy of his report with a bunch of sticky notes on the pages that had the various requested changes Marshal Gardner wanted made to the report.⁴

Marshal Gardner said she requested both grammatical and content changes be made because she did not believe the report accurately reflected what had happened. Marshal Gardner said she had provided Deputy Bowers a briefing on scene and he did not put that in the report. Marshal Gardner said Deputy Bowers told her his canine was barking loudly in the car and he could not hear her when she briefed him.

When Marshal Gardner read the report, she learned the other party said he was going to call Mr. Martin to file a complaint against her for harassing him. Marshal Gardner wanted to make sure Deputy Bowers had the facts correct in case the other party filed a complaint against her. Marshal Gardner did not think the report painted her in a bad light, but said her concern was the accuracy of the report.

Deputy Bowers asked Ms. MacConnell if he was being told to make changes to a public document. Ms. MacConnell told him she was just passing the message on from Marshal Gardner, the decision was his and whatever he decided, she would back him one hundred percent.

Deputy Bowers ultimately made the changes to the report because he felt he would be retaliated against if he did not. Deputy Bowers thought his report was sufficient when it was originally submitted. Deputy Bowers was bothered about being requested to change his report because Marshal Gardner was directly involved. Deputy Bowers thought if it had been another member of the community, and not Marshal Gardner who was involved, he would not have been requested to change his report.

Marshal Gardner did not write a supplemental report regarding the incident. Deputy Bowers considered her a witness, or a reporting party, in the incident. Deputy Bowers could not recall a time when the Marshal, or a commander, requested he make changes to the content of one of his reports.

Marshal Gardner did not believe it was a conflict of interest to request changes to a report in which she was an involved party, in a non-law enforcement capacity. Marshal Gardner believed,

⁴ Rough draft copy of CVMO DR#V16000255 with sticky notes listing corrections

as the chief of police for the CVMO, it was important that Deputy Bowers do his job correctly, and write his report accurately.

Marshal Gardner stated Deputy Bowers was a pretty poor report writer and she had to previously deal with that problem several times before. Marshal Gardner said she talked with Sergeant Butler and told him he needed to do his job and make sure the reports written by Deputy Bowers were accurate.

Sergeant Butler was unaware any changes to the report were requested by Marshal Gardner, or if any changes had been made to the report, until two weeks ago, when Deputy Bowers brought the information to Mr. Martin at the CVMO employee meeting.

AZPOST Deception

Sergeant Butler was assigned to conduct background investigations for sworn and civilian job applicants for the CVMO. Sergeant Butler took that assignment very serious and believed he had a reputation to uphold.

Sergeant Butler stated he conducted a background investigation on a candidate for police officer, who had also applied at several other agencies. Sergeant Butler told Marshal Gardner that for him to do the job correctly, he needed to contact the other agencies where the candidate had applied. Sergeant Butler said Marshal Gardner told him not to contact the other agencies.

Marshal Gardner recalled Sergeant Butler told her he sent out release of information forms to the other agencies the candidate listed, but the agencies were not responding. Marshal Gardner thought what was probably said to Sergeant Butler was, "You know, if they're not calling you back, don't worry about them."

Marshal Gardner felt they did their best to contact as many agencies as they could. Marshal Gardner was told Sergeant Butler said she told him not to contact the other agencies when conducting the background investigation. Marshal Gardner said she had an issue with that statement and Sergeant Butler was not being completely honest. Marshal Gardner was asked if she was calling Sergeant Butler a liar regarding that statement. Marshal Gardner said, "Yes, I am."

According to Ms. Martin, Sergeant Butler approached Marshal Gardner and told her he would not recommend the candidate and they should not hire him. Marshal Gardner told Sergeant Butler they were having a hard time finding people to work at the CVMO and they would just apply for a candidate waiver from the AZPOST so they could hire him. Sergeant Butler did not agree with Marshal Gardner regarding a waiver request for the candidate. Ms. Martin said Marshal Gardner yelled at Sergeant Butler, called him a head hunter, and told him he did his best to disqualify people.

Marshal Gardner admitted she called Sergeant Butler a head hunter, not because of the quality of his background investigations, but because she felt he enjoyed trying to find a reason to eliminate

the candidates because he did not like them. Marshal Gardner felt Sergeant Butler would review their questionnaire, bring them in for an initial interview, and almost be happy if he found a reason to get rid of them. Marshal Gardner said she told Sergeant Butler that she wanted to get people hired at the CVMO, not try to eliminate them.

Sergeant Butler discovered some information about the candidate brokering some drug deals at a high school in Anthem when he was 16 years old.

According to Marshal Gardner, the candidate told them he had been present during some drug deals in high school, but never put his hands on the drugs, or the money. Marshal Gardner felt they should give the candidate an opportunity, if his facts were correct. Marshal Gardner stated she is not against hiring a person who has made an honest mistake, but she would not hire someone with "issues."

Marshal Gardner believed Sergeant Butler talked with AZPOST Compliance Specialist Mike Deltenre, prior to applying for the waiver, and if the candidate never handled the drugs or the money, he thought they would be okay with applying for a waiver to hire the candidate.

Sergeant Butler and Marshal Gardner had a meeting with the candidate, and it was decided they would attempt to request a waiver from the AZPOST to hire the candidate. According to Ms. Martin, Marshal Gardner was the person who authored the waiver request, prepared the background packet, and sent the background information to the AZPOST.

A date was set for the AZPOST waiver hearing and Sergeant Butler would be representing the CVMO, on behalf of Marshal Gardner, because she had scheduled vacation that day and they did not have a commander at CVMO, at that time.

Sergeant Butler took the background investigation to the AZPOST, so Mr. Deltenre could review it, prior to the hearing, and advise what kind of questions would be asked of him by the board. Mr. Deltenre gave him back the paperwork and told him he thought AZPOST and CVMO were in agreement that a waiver would be approved.

After the waiver was sent to the AZPOST, Ms. Martin received a call from Mr. Deltenre, who advised her that an AZPOST member, who sat in judgment of the waivers, recognized the candidate's name, and knew of disqualifying information because of another application the applicant made to another agency.

Ms. Martin told Mr. Deltenre she knew about the information because it was listed in the background investigation that Marshal Gardner sent to the AZPOST. Mr. Deltenre told Ms. Martin the disqualifying information he was referring to, was not included in the background packet submitted to the AZPOST for the waiver.

Mr. Deltenre asked Ms. Martin if they still wanted to pursue a waiver, since discovering the information disclosed in the other agency's background investigation. Mr. Deltenre asked Ms. Martin to send him the full background investigation on the candidate. Marshal Gardner was not

in the office when the request was made and she told Mr. Deltenre she could not send him the paperwork without telling Marshal Gardner. Mr. Deltenre told Ms. Martin it was okay to inform Marshal Gardner of his request.

The following morning, Ms. Martin advised Marshal Gardner about her conversation with Mr. Deltenre. Marshal Gardner called Mr. Deltenre to ask what was going on, then blamed the missing paperwork on the background investigator, Sergeant Butler, explaining she had not been informed of the information by Sergeant Butler.

Marshal Gardner stated Sergeant Butler was going to go to the hearing on her behalf, but while he was on vacation in Mexico, she received a call from Mr. Deltenre. Mr. Deltenre advised her of additional information that would exclude the candidate from being eligible for a waiver. Marshal Gardner stated the additional information was that the candidate had done these drug deals while on school grounds. Marshal Gardner said they called the candidate back in for a second interview and he stated the deals did not happen on school grounds.

While on vacation, Sergeant Butler received a text from Marshal Gardner, advising him the CVMO was not going to ask for the waiver, because the AZPOST discovered information about the candidate that the Marshal did not know about.

When Sergeant Butler returned from his vacation, Ms. Martin told him that Marshal Gardner complained to her that Sergeant Butler never told Marshal Gardner about the information discovered about the candidate. Sergeant Butler believed he tended to over-communicate and said he always kept Marshal Gardner informed of everything that was going on throughout the background investigation.

Marshal Gardner stated she considered Ms. Martin to be her right-hand person, her confidant, and said anything she said to Ms. Martin about Sergeant Butler was not meant to belittle him, but was said out of frustration because she wanted all the facts when they went to AZPOST.

Sergeant Butler later learned that a board member at the AZPOST recognized the candidate's name, and knew of some disqualifying information from the other applications the candidate filed with other police agencies. Sergeant Butler felt if he had been allowed to contact the other agencies, as he had requested of Marshal Gardner, he would have discovered the disqualifying information on the candidate, and saved the embarrassment of applying for a waiver.

Case Note: On October 31, 2017, Sergeant Williams spoke to Mr. Deltenre. Mr. Deltenre did not remember all the facts surrounding CVMO's request for a waiver, but said the exception waiver they requested probably would have been approved by the board had it not been for the additional information uncovered by the AZPOST. The additional information came from an application with another agency. With that additional information, he felt the AZPOST would not have allowed the candidate to be certified as a peace officer. Mr. Deltenre felt if the CVMO conducted a substandard background investigation that would be an internal problem for them. Mr. Deltenre remembered telling the CVMO they might not want to pursue the waiver, given the

additional information because it could be embarrassing to their agency if they did not do a thorough background seeking information from all the agencies, in which the candidate applied.

Marshal Gardner believed the candidate applied for so many agencies, she thought he had difficulty keeping his information consistent on all the applications. Marshal Gardner attempted to contact Sergeant Butler while he was on vacation, but he never responded to her.

Marshal Gardner stated when Sergeant Butler returned to work she confronted him about the other 25 agencies, and asked him why he did not contact them. Marshal Gardner said Sergeant Butler did not know about those agencies and he should have known about all of them. Marshal Gardner said Sergeant Butler probably was afraid he was going to get in trouble because he had not done an adequate background investigation.

Sergeant Butler did not know what paperwork was possibly left out of the packet sent to the AZPOST by Marshal Gardner. Sergeant Butler said he submitted the completed background in its entirety, in person, to the AZPOST prior to the hearing. Sergeant Butler said the CVMO did not learn what information the candidate put on the other agency applications because Marshal Gardner told him not to request them. Marshal Gardner prepared the letter and sent it to AZ POST requesting the waiver.

Marshal Gardner did not know if Sergeant Butler misunderstood, but she was very upset with the way the whole thing was handled. Marshal Gardner thought she sent Sergeant Butler to a background investigations training class after this incident. Sergeant Butler stated he had been sent to a background investigators school, but it was before this incident, not after the incident.

Marshal Gardner said she told Sergeant Butler she wanted more details in his background reports and believes he was threatened by that and she thought he was worried about repercussions from that incident. Marshal Gardner said Sergeant Butler did not face any repercussions.

Marshal Gardner said she did not intentionally leave any information out of the background packet that she sent to the AZPOST for the waiver. Marshal Gardner said she may have possibly told Ms. Martin, or Mr. Deltenre that Sergeant Butler left out information in the packet.

Marshal Gardner said they ultimately decided not to go forward with the waiver application for the candidate.

Paying Personnel for Shifts Not Worked

Ms. Martin assisted Marshal Gardner with employee time cards. According to Ms. Martin, Marshal Gardner told her that CVMO Sergeant Laura Robinson had been working really hard recently and needed some time off with her family. Marshal Gardner told Sergeant Robinson to take Mother's Day (May 14, 2017) off, but to claim the ten hours of pay, which left the Town without an on-duty sergeant that day.

According to Sergeant Robinson, on Mother's Day, Marshal Gardner told her to take the day off and claim the ten hours for the work day. Sergeant Robinson felt she was given that time because she had been working on a lot of other assignments for Marshal Gardner, such as taking calls after hours, filling in when there was no commander at the CVMO, and supervising Animal Control personnel. At one point, Sergeant Robinson was supervising five different units at the CVMO. Sergeant Robinson questioned Marshal Gardner about getting Mother's Day off, by asking if the men were going to get Father's Day off. Marshal Gardner told her they did not perform all the duties she did and not to worry about it.

Marshal Gardner did not remember the exact reason she gave Sergeant Robinson the day off and still paid her, but thought it might have been for overtime Sergeant Robinson worked, but had not put in for, or for time she had spent field training. Either way, Marshal Gardner justified Sergeant Robinson not working that day, but getting paid for it, as time she had previously worked and not claimed.

When asked if she told other employees that she gave Sergeant Robinson Mother's Day off because she was the only female on patrol, Marshal Gardner said she may have made that statement.

Sergeant Robinson stated she did a lot of extra work at the CVMO and Marshal Gardner told her she would make it up to her later. Marshal Gardner told her she was given Mother's Day off because of all the extra hours she worked, but did not claim.

Marshal Gardner was asked if she had given other employees time off at a later date, for time they previously worked, but did not claim. Marshal Gardner did not answer the question directly but said, CVMO employees do not make a ton of money and she tried every day to throw them a bone and let them know she appreciated their hard work, commitment, and loyalty to the CVMO and the Town.

Marshal Gardner was asked again if she ever gave paid time to employees who did not work that specific day. Marshal Gardner said, "I gotta think for a second, but I know that Sergeant (Steve) Ganis at one time, we've done that with him. Probably, Sergeant Butler. Um, uh I can't even think for sure. It's happened with other employees. It wasn't just Laura (Sergeant Robinson)."

Sergeant Butler stated he was never given a 10 hour shift off that he was paid for. Sergeant Butler said Marshal Gardner would offer to let him go home a little early and still claim the whole shift, but he said he never did it.

Mr. Ganis stated he was never given a ten hour shift off that he was paid for. Mr. Ganis said when he was the commander, he was on a salary, and sometimes went to a doctor's appointment without claiming it, with Marshal Gardner's permission. If Mr. Ganis had been offered a day off with pay by Marshal Gardner, he would not have accepted it, because he said it bordered on theft.

Marshal Gardner was asked if the CVMO's time accounting system allowed an employee to claim time they worked during a pay period that they were not actually paid for, and if she thought that system was an accurate way to track the time. Marshal Gardner said the time is not tracked that way, and if it was, she agreed, it would not be a very accurate way to do it.

Marshal Gardner believed she should be able to go back and look at the Tyler (time accounting) system and look in the comments section where it would be notated the employee worked extended or additional hours.

Marshal Gardner was asked if the Tyler system allowed employees to claim and record time they worked that they were not paid for. Marshal Gardner first answered she did not know, then ultimately said it did allow for that.

Marshal Gardner stated she previously worked for other agencies; she knew it was not acceptable to falsify time, and said that was not what she did in this case. Marshal Gardner could not remember the specifics regarding Sergeant Robinson being allowed to take the day off and still get paid, and asked the PSU investigators, "Did you talk to Laura (Sergeant Robinson) about it by chance?"

According to Marshal Gardner, an employee would typically have their overtime on their two-week paycheck, and if they did not put the overtime on there, and they wanted to have some time off, she would just flex it occasionally. Marshal Gardner referred to that as a flex day off.

Marshal Gardner did not feel she was just giving Sergeant Robinson free time. Marshal Gardner said she would never do that. Marshal Gardner felt it was a flex day for time that Sergeant Robinson already worked, during a different pay period.

Marshal Gardner said Ms. Martin had previously brought up the issue regarding pay to her because there was no way to track it accurately. Marshal Gardner brought it up with Mr. Martin and Camp Verde Legal Advisor Eric Edwards. After running it by them, they advised it was not a good idea, and so she decided they would not do it that way in the future. Marshal Gardner thought the procedure changed after May of 2017.

Sergeant Robinson stated if Marshal Gardner ever let her claim time for hours she did not work, it was because Marshal Gardner knew she had asked Sergeant Robinson to work numerous hours without pay, and told her that she would make it up to her later. Sergeant Robinson said she did not know if others were afforded the same offer.

Ms. Martin said Marshal Gardner approved all the time cards for every employee. Ms. Martin said Marshal Gardner referred to the days she paid someone when they did not work, as an "Appreciation Day", and told Ms. Martin they did it all the time at the Avondale Police Department (APD), where she previously worked.

Sergeant Robinson said she could not remember if Marshal Gardner ever used the term "Employee Appreciation Day" with her, but said that was what it was like when they could claim

time they did not actually work. According to Sergeant Robinson, on many occasions Marshal Gardner told her to go home 30 minutes early and claim her entire ten-hour shift, to make up for hours she was not paid for. Sergeant Robinson could not state specifically how many times that occurred.

Ms. Martin stated when Sergeant Robinson turned in her time card for Mother's Day, "A1" (Marshal Gardner)⁵ was noted. Marshal Gardner counseled Sergeant Robinson about the notation and told her not to make the "A1" notation in the future.

Marshal Gardner said if the notation "A1" was in the comments section of Sergeant Robinson's time sheet then she must have approved it. Marshal Gardner was asked if she told Sergeant Robinson not to write "A1" on any future time card notations, and to use some other notation for time she was paid for, but did not work at that specific time. Marshal Gardner did not answer the question directly, but instead, said "If I approve it, then put my name there."

Sergeant Robinson advised she made the notation to show who approved her taking Mother's Day off and still claiming the time. Sergeant Robinson could not recall Marshal Gardner ever instructing her to change the notation on her time sheet from "A1" to anything else. After additional questioning about detailed notations made on her time sheet, such as listing reasons for overtime, Sergeant Robinson acknowledged Marshal Gardner told her not to write the "A1" notation on her timesheet anymore, for hours she did not work, but still claimed the time.

Sergeant Robinson was shown her time sheet dated February 5, 2017, the notation in comments section was "****."⁶ Sergeant Robinson was asked if she put the notation in the comments section and what it meant. Sergeant Robinson stated she did not put the asterisks in the comments section and did not know what it meant.

According to Ms. Martin, the only person who could make notes on the timesheet was the employee themselves in the Tyler system.

Sergeant Robinson thought the three asterisks could have notated the ten hours she received for her accommodation, but was not sure. Sergeant Robinson said it was not unusual for Ms. Martin and Marshal Gardner to go through the timesheets and change, or add hours to the timesheets if they were short hours.

Case Note: During Sergeant Robinson's interview she left the room to retrieve a memorandum she believed may explain the three asterisks notated on her time sheet. Sergeant Robinson returned and produced two memorandums, one authored by Ms. MacConnell requesting Marshal Gardner credit ten hours of pay to CVMO Detective Steve McClure and Sergeant Robinson for an accommodation they received for working on a homicide case.⁷ The other memorandum was an accommodation for other work

⁵ Time Card Log for Laura Robinson showing "A1" in comments section dated 05/14/2017

⁶ Time Card Log for Laura Robinson showing "****" in comments section dated 02/05/2017

⁷ Memorandum authored by former Commander Jackie MacConnell requesting 10 hours of pay for Sergeant Robinson

performed, but did not request any hours be credited to Sergeant Robinson.⁸

Sergeant Robinson did not feel it was wrong to accept ten hours of pay on Mother's Day when she did not actually work that day. That was not the first time Sergeant Robinson was rewarded that way for working long hours and covering four to five other units for Marshal Gardner. Sergeant Robinson had previously been given one other ten-hour day off, but still claimed the time. Sergeant Robinson thought the other 10 hours were for an accommodation she received from former Commander MacConnell.

Sergeant Robinson felt it would have put her in a precarious position to have said no to Marshal Gardner. Sergeant Robinson said you do not turn down Marshal Gardner, or try to correct her. Sergeant Robinson had an adequate vacation balance and some compensatory time she could have used to take Mother's Day off. Ms. Martin confirmed Sergeant Robinson had plenty of leave time she could have used to take the day off.

Ms. Martin said in the past, Marshal Gardner told her to claim time she had not actually worked. Ms. Martin said she never claimed any time she did not actually work.

Ms. Martin added Marshal Gardner also told her to credit Neil Lanning, one of the Volunteers in Policing (VIP), with his required hours for the month, so he would be in good standing, even though he had not done work for the CVMO, in over three months. As the VIP coordinator, Ms. Martin questioned Marshal Gardner about the fraudulent hours, Marshal Gardner told her VIP Lanning had been doing work for her that Ms. Martin did not know about.

Ms. Martin knew Mr. Lanning had not worked any hours for the CVMO, but Marshal Gardner made her submit 35 hours per month for VIP Lanning, even though there were no time cards, or work descriptions to back up the hours listed. Ms. Martin stated VIP Lanning was a big supporter of Marshal Gardner.

When asked about instructing Ms. Martin to credit VIP Lanning with 35 hours a month for volunteer time he did not work, to keep him in good standing, Marshal Gardner said she might have done so, after she spoke to VIP Lanning and he told her those were the hours he put in. Marshal Gardner stated it was her understanding that VIP Lanning worked those hours, she was not going to question him, and if he said he put the hours in, then he put the hours in.

VIP Lanning stated he had broken his foot at his regular job in July of 2016, he did not return to CVMO as a VIP until February of 2017. VIP Lanning said he would usually work between 30 and 108 hours per month. VIP Lanning stated if he forgot to fill out a time sheet with his hours for the month, the VIP coordinator would normally call him for his hours.

Ms. Martin had been the VIP coordinator during that time, and said the hours are documented on a separate paper time sheet that goes to Finance, so they can track the VIP hours for workman's

⁸ Memorandum authored by former Commander Jackie MacConnell notating recognition for work performed by Laura Robinson

comp reasons.

Case note: The actual hours worked by VIP Lanning and the hours credited to him are unresolved. Records for the hours either do not exist or cannot be found and VIP Lanning is not sure of the month in question.

Marshal Gardner was asked what kind of volunteer work VIP Lanning did for the CVMO. Marshal Gardner said he is a jack of all trades, but master of none. VIP Lanning had worked in the detective area, helped with sex offender notifications, helped at accident scenes, and assisted with road closures.

Marshal Gardner said VIP Lanning was caught driving Code 3, so she had to remove him from patrol, she put him in the Fleet department, working on the CVMO vehicles until she realized he did not know what he was doing and was screwing up the vehicle repairs.

Misuse of Petty Cash Account

According to Ms. Martin, when Marshal Gardner did not want to buy certain things, she would use Ms. Martin as a scapegoat, by telling other employees Ms. Martin would not allow her to buy the items. Ms. Martin decided to bring the information to Mr. Martin regarding the way Town funds were being spent because she was an ethical person and she repeatedly tried to warn Marshal Gardner about the way she spent money and did not tell the truth about it.

Ms. Martin stated Marshal Gardner would tell her, "Don't worry about it," or "I've cleared it with Russ Martin (Town Manager), he is totally on board with it, we're good." Ms. Martin stated she did not understand why Marshal Gardner lied about little things when there was no reason to do so.

Ms. Martin stated Marshal Gardner purchased Class A uniform pants for Sergeant Robinson because she could not afford them and needed them for a promotional oral board.

Case Note: Marshal Gardner was shown a receipt from United Uniforms dated December 8, 2014, showing \$50.66 for one pair of Class A uniform pants with Sergeant Robinson's name on it.⁹

When Marshal Gardner was asked if she allowed Sergeant Robinson to be reimbursed out of the petty cash account, for a pair of uniform pants, she said it was possible. It was hard for Marshal Gardner to remember because they were talking about something that happened in 2014. Marshal Gardner thought it might have been a test uniform.

Marshal Gardner added it could have been a time when another employee ordered a pair of pants then left the CVMO, and the pants were a size that fit Sergeant Robinson. If the pants fit

⁹ Receipt from United Uniforms dated December 8, 2014, for \$50.66 for one pair of Class A uniform pants

Sergeant Robinson, the CVMO would not have been opposed to giving them to Sergeant Robinson and paying for them.

Sergeant Robinson received a uniform allowance of \$1200 per year, which was paid quarterly (\$300 dollars every quarter). Sergeant Robinson confirmed she purchased a pair of Class A pants for an upcoming promotion, but could not remember if she was reimbursed from the CVMO petty cash fund. Whenever Sergeant Robinson purchased uniforms, she said she paid for them herself and had receipts for the purchases.

According to Sergeant Robinson, there was a time when Marshal Gardner purchased a pair of pants that did not fit Marshal Gardner and she thought she may have been given that pair of pants, but she could not remember the details.

Sergeant Robinson said she paid for all her uniforms and was never reimbursed for them. Sergeant Robinson said Marshal Gardner never reimbursed her for any of her uniforms and she had always purchased her own, and she had receipts for them. Sergeant Robinson said she knew better than to owe Marshal Gardner for anything.

Case note: After questioning Marshal Gardner and Sergeant Robinson, the issue regarding the cost of the uniform pants being reimbursed with the petty cash account is unresolved.

When Animal Control Officer (ACO) Britt Allen was hired by the CVMO, she did not have the money to purchase her initial uniforms. Marshal Gardner said CVMO paid for Ms. Allen's uniforms¹⁰ and allowed Ms. Allen to receive her entire uniform allowance.

Ms. Martin stated Ms. Allen was talking in the office, and ACO Dave Marshall heard her say Marshal Gardner had authorized the purchase of her uniforms with CVMO funds and let her keep her uniform allowance check. Ms. Martin stated the ACO's are allotted \$900.00 per year for uniforms and the money was paid out four times a year, at \$225.00 per quarter.

Marshal Gardner was asked if she purchased uniforms for ACO Allen and instructed Ms. Martin to reimburse Ms. Allen the money for the uniforms. Marshal Gardner said when ACO Allen came to CVMO she was tight for money and they did purchase her initial uniforms. Marshal Gardner stated the cost to the CVMO for the purchase would have been reimbursed to CVMO from ACO Allen's uniform allowance. Marshal Gardner said that was the way it had always been, if that did not happen, it would have been because Ms. Martin did not process it correctly.

Marshal Gardner was asked why ACO Allen could keep her uniform allowance for herself and not have to pay back the CVMO for the initial uniform purchase. Marshal Gardner said, "I don't know why, maybe because of poor record keeping by my admin (Ms. Martin)."

Marshal Gardner stated nothing was ever hidden, all her receipts for purchases were signed off

¹⁰ Receipt from United Uniforms dated November 14, 2014, for \$575.875 for 5 pair 5.11 pants, 5 Polo shirts for Britt Allen

by Mr. Martin, and he had no issues with anything she was doing. Marshal Gardner felt it was about helping the new employees get started in their job, before they received their initial uniform allowance.

Ms. Martin stated the practice of purchasing the employees initial uniform(s) then having the employee pay back the amount spent with their uniform allowance, had been in effect for as long as she could remember. Ms. Martin said the problem with uniform purchases for ACO's Allen and ACO Marshall was that they never reimbursed the CVMO from their first uniform allowance checks and they were allowed to keep their entire uniform allowance money. Ms. Martin stated, Marshal Gardner had Ms. Martin pay for the uniforms out of the line item account labeled "Uniforms," which was meant to pay for items like badges, both steel and cloth, shoulder patches, service pins, etc.

Ms. Martin stated ACO Marshall had confronted Marshal Gardner about why she did not purchase his uniforms when he started, and allow him to keep his uniform allowance too. Ms. Martin stated, ACO Marshall threatened Marshal Gardner he would go to Finance and file a grievance if he were not offered the same deal. Marshal Gardner told ACO Marshall to go buy his uniforms and bring the receipt to Ms. Martin, and she would reimburse him.

Case Note: Marshal Gardner was shown a receipt from United Uniforms, showing \$211.30 for one pair of 5-11 cargo pants and two long sleeve shirts with patches sewn on.¹¹

Marshal Gardner was asked if she was approached by ACO Marshall and if he threatened to tell the finance director about ACO Allen's uniforms being purchased for her unless he received the same deal. Marshal Gardner said it was her understanding ACO Marshall had purchased a pair of uniforms with his own money, and she decided to buy him another set of uniforms to pay him back. Marshal Gardner denied that ACO Marshall ever threatened to go to the finance director if he was not provided the same reimbursement as ACO Allen, but Marshal Gardner did say she purchased his uniforms because, she had purchased ACO Allen's and she wanted to be fair to both employees.

Marshal Gardner stated she was initially going to take the money out of a different account and then decided to take it out of his uniform allowance. Ms. Martin stated she had been told by Marshal Gardner to pay for the uniforms with CVMO funds and let ACO Marshall keep his uniform allowance. Marshal Gardner said sometimes the finance director said they could not take the money out of the uniform allowance accounts, because the employees each had their own uniform allowance. Marshal Gardner thought that may have had something to do with it, but because it was three years ago, she did not remember exactly.

Marshal Gardner said, "My goal is to be fair, and the ACO's only make \$14 an hour." Marshal Gardner said, "Darby (Ms. Martin) gets all butt-hurt like it's her money." Marshal Gardner said Ms. Martin gets her uniform allowance and she sits behind her desk, but these guys are out in the

¹¹ Receipt from United Uniforms for \$211.30 for one pair of pants and two long sleeve shirts with patches

field and should be reimbursed for their uniforms.

Marshal Gardner said the uniform allowance was one big pot of money and there was no way to draw money out individually.

Marshal Gardner was asked how that would be possible, given the fact she said it was one big pot of money. Marshal Gardner stated, "It is one pot of money, it's a line item, but every quarter, you get paid \$200, or whatever."

Case Note: The investigators told Marshal Gardner her explanation was confusing and did not make sense regarding how the uniform allowance money was allotted.

Marshal Gardner said, "It's kind of confusing because, um, our finance director, he- he- maybe there wasn't, I, I don't know. I don't know the spec- I can't remember the exact specifics from three years ago and I'm not trying to, you know, make up anything up."

Ms. Martin stated when the receipts for uniforms were submitted to Marshal Gardner, she would whiteout the name of the employee and have Ms. Martin code the purchase as "Uniforms." When the bill was sent to the Finance Department, they did not realize there was anything wrong with the purchases.

Marshal Gardner was asked about the two receipts for uniforms that had been whited out and the notations were changed. Marshal Gardner said, "I'm going to tell you I don't remember whiting them out, and I don't want to take the blame for something I didn't do. If, uh, if it was on a white piece of paper with the, with the receipt on there, that probably was Darby (Ms. Martin) that did it."

When Marshal Gardner was asked if she was saying Ms. Martin whited out the receipts, Marshal Gardner said it was possible that Ms. Martin had. When Marshal Gardner was asked if Ms. Martin whited out the receipts at Marshal Gardner's direction, Marshal Gardner said, "Possibly. Not my, I didn't tell her to white it out. I might have told her what it was for and she changed it."

Ms. Martin stated the receipts originally listed the name of the employee being reimbursed; however, they were changed by Marshal Gardner to say, "Dept. covering cost per N. Gardner" or "Please pay out of uniforms- thank you N. Gardner." Ms. Martin said she never whited out or changed any of the receipts, Marshal Gardner changed them when she was signing all the invoices prior to sending them to the Finance Department. Ms. Martin said she was never directed by Marshal Gardner to white out or change any of the receipts herself.

Marshal Gardner was asked why she changed the receipts, and if she changed them because she did not think the purchases would be approved by Finance. Marshal Gardner said she thought the changes better reflected the accuracy of what she was spending money on.

When asked about the spending of Racketeer Influenced and Corrupt Organizations Act (RICO)

funds for employee award banquets, Ms. Martin stated the only items purchased with RICO funds, were the employee awards themselves.

Ms. Martin added that Marshal Gardner told her that she convinced the employee union representative for AZCOPS, Deputy Dave Freeman, to use union dues for food and other items related to the CVMO employee award banquets. Ms. Martin said she was not aware how much money was provided for the banquets.

Ms. Martin stated, on June 21, 2017, she went to Phoenix for Crystal System training in her personal vehicle because she was going to make some personal stops while there. Marshal Gardner told her to take the Town credit card and put fuel in her personal vehicle, but also told her not to tell anyone about it.

Ms. Martin stated she took the Town credit card with her because she knew Marshal Gardner would target you if she suspected you were not on board with her, or if she knew you caught her doing something wrong, but Ms. Martin never used the card to pay for her fuel.

At some point, Marshal Gardner gave Ms. Martin a credit card receipt from one of Sergeant Robinson's personal credit cards¹² and told Ms. Martin to give Sergeant Robinson \$25 dollars out of the petty cash drawer. The charge was for gasoline purchased in Phoenix, Arizona.

Case Note: Investigators showed Sergeant Robinson a credit card receipt for fuel, costing \$25.00 that was submitted to the CVMO petty cash account for reimbursement. The receipt had the notation, "Laura Robinson Fuel" in the right margin and contained Marshal Gardner's signature.

Sergeant Robinson stated she recalled submitting the personal credit card receipt for fuel, for her personal vehicle, to be reimbursed by the CVMO petty cash account, and added Marshal Gardner would have instructed her to do so.

Sergeant Robinson stated if she took her personal car to Phoenix for training, it would have been because she had personal errands to handle while there. Sergeant Robinson also offered a possible scenario of her filling a Town vehicle with fuel, using her personal credit card after a long week of driving to training. Sergeant Robinson said if it was a Town vehicle, she may have left Camp Verde for the training too early in the morning to obtain a fuel card from Ms. Martin.

Marshal Gardner was shown the fuel receipt and asked if she approved Sergeant Robinson's reimbursement using the petty cash funds. Marshal Gardner said if Sergeant Robinson had produced a receipt for fuel, she probably approved the reimbursement.

Ms. Martin advised the Town had two fuel credit cards and two travel cards, and all purchases for fuel were to be made using the fuel cards. Ms. Martin said the Finance Department did not like when fuel was purchased through other cash accounts.

¹² Copy of Receipt dated December 4, 2015 for \$25.00 of fuel with notation "Fuel Laura Robinson"

According to Ms. Martin, one time, Sergeant Robinson took Detective Steve McClure to lunch for his birthday and submitted the receipt to Marshal Gardner with the notation "Birthday lunch" on the receipt. Marshal Gardner called Sergeant Robinson and scolded her, by telling that when she did those things for her, she was not supposed to document it. Marshal Gardner whited-out the notation and wrote "Detective meeting" on the receipt.

According to Sergeant Robinson, she had taken detectives and other CVMO employees to lunch for their birthdays. Sergeant Robinson said that practice was something Marshal Gardner encouraged, to show the employees they were appreciated. Sergeant Robinson said she took Detective McClure to lunch for his birthday and got preapproval from Marshal Gardner. After returning from lunch, Marshal Gardner told Sergeant Robinson to get petty cash from Ms. Martin to pay for the birthday lunch.

Sergeant Robinson could not remember if Marshal Gardner told her not to write "Birthday lunch" on the receipt, when submitting a receipt for reimbursement from the petty cash account. Sergeant Robinson did not know the receipt she submitted to Marshal Gardner for Detective McClure's birthday lunch had been changed to read "Detectives meeting." Sergeant Robinson could not recall if Marshal Gardner told her to change the wording on any other receipts.

Sergeant Robinson did not think anything was wrong with being reimbursed for a birthday lunch, since Marshal Gardner had encouraged that practice in the past. Sergeant Robinson said they did not try to be "sneaky" about it.

Marshal Gardner was asked if she whited out the receipt for Detective McClure's birthday lunch and changed the notation to read "Detectives meeting," and if she told Sergeant Robinson not to write birthday lunch on any future receipt. Marshal Gardner said it was three years ago and she could not remember, then asked, "Did I white that out, or did Darby (Ms. Martin) white that out?"

Marshal Gardner thought it may have been a birthday lunch that turned out to be more of a detective meeting than it was a birthday lunch. Marshal Gardner did not remember, but said she probably told Ms. Martin the receipt was not accurate, and told Ms. Martin to change it.

Marshal Gardner did not remember whiting out the notation and said her style would have been to scratch out the notation and change it, she would not take the time to find whiteout.

Marshal Gardner was asked if the way she had spent the petty cash fund was questionable, she said, "Absolutely not."

Sergeant Robinson thought someone may have said something about the CVMO paying for someone's birthday lunch because, when she took ACO Jim Simmons out for his birthday lunch, she was told rather sternly by Ms. Martin, the lunch would not be reimbursed, per Marshal Gardner. Sergeant Robinson paid for the lunch with her own money. The lunch for ACO Simmons, was after the birthday lunch for Detective McClure.

Marshal Gardner was shown a copy of the Town of Camp Verde General Rights and Responsibilities, Section 1-2-2- Abuse of Position, Subsection D,¹³ and asked to read the section. Marshal Gardner was asked if she thought she was in compliance with the policy, with regard to the way the petty cash fund had been used. Marshal Gardner said, "Yes I do."

Marshal Gardner said she was careful about what she sent over to Finance because she wanted to make sure she was within the rules and the policies of the Town. Marshal Gardner said she was good about letting Mr. Martin know what she was spending and added, if she kept Mr. Martin informed about what she was doing, he really did not care.

Favoritism and Hostile Work Environment

Ms. Martin was a member of the hiring board, along with the city manager, when Marshal Gardner was hired, and once believed Marshal Gardner was the best chief Camp Verde ever had.

According to Ms. Martin, during the first two years, Marshal Gardner did an amazing job cleaning up the CVMO. Marshal Gardner got rid of some of the personnel who needed to leave the agency, she obtained better equipment, and improved the office. After two years, Marshal Gardner began to gather praise from the community and Ms. Martin felt Marshal Gardner thought she was invincible and that she could do anything she wanted, because of the way people in Camp Verde felt about her.

According to Ms. Martin, as Marshal Gardner was given more praise and accolades from the community, she became empowered, and the way she treated her employees got worse. The morale of the CVMO began to decline and she witnessed Marshal Gardner being vindictive toward some employees, while showing favoritism toward others.

Ms. Martin felt guilty for bringing the issues to the attention of Mr. Martin because Marshal Gardner had always relied on her and treated her very well, most of the time.

At some point, Marshal Gardner reclassified the ACO and Code Enforcement Officer (CEO) jobs into one position. Eventually, Finance began questioning why the Town was paying an employee the higher CEO pay, when the employee only had ACO responsibilities.

When Ms. Martin showed Marshal Gardner that she, herself had approved the reclassification, Marshal Gardner said, "You must have done that, I would never have approved that." Ms. Martin said Marshal Gardner told her, "I don't look at half the stuff that you do, I assume you do everything right, and I just sign it, I trust you".

Ms. Martin believed it was typical of Marshal Gardner to throw her employees under the bus to save herself any embarrassment. Ms. Martin said she began to realize Marshal Gardner would blame her for mistakes, rather than take responsibility herself.

¹³ Town of Camp Verde Rights and Responsibilities, Section 1-1-2, Abuse of Position, subsection D

Ms. Martin added that since Marshal Gardner had been suspended from her duties, work place stress had gone away. Ms. Martin said the only stress now, was wondering if Marshal Gardner was coming back after this investigation, and what their lives would be like if she came back to work.

Case Note: Some of the employees contacted by Sergeant Williams for this case were hesitant to interview at the CVMO building, and asked instead, to be interviewed at the library.

Ms. Martin advised some of the employees would be hesitant to interview inside the CVMO building because Sergeant Robinson was on duty, they knew she was a supporter of Marshal Gardner, and they believed she was still in contact with Marshal Gardner. Ms. Martin said they were afraid Sergeant Robinson would inform Marshal Gardner of who talked to the DPS and what was said.

Ms. Martin believed if you supported Marshal Gardner, you got rewarded. If you did not support her and did not concede to her, you would feel her wrath. Ms. Martin said there was a lot of conflict and issues between the supporters of Marshal Gardner, and the non-supporters within the CVMO.

Marshal Gardner thought there were a few employees, both current and former, at the CVMO who did not like her and had spread rumors about her. Marshal Gardner said it did not take long in a small agency for those rumors to filter throughout the agency.

Marshal Gardner said, "I suppose if you support your supervisor, people are going to think you're getting treated better, and if you don't support them, you're going to think you don't." Marshal Gardner believed her training records would show she had spread the wealth to all her employees. Marshal Gardner said she did not do anything to favor one employee over another.

Ms. Martin and Dispatch Supervisor Mary Newton had been friends for a long time, and ended up having a falling out over things that were told to them, about each other, by Marshal Gardner. They recently went to the same conference, where they confronted each other, compared notes, and found each of them had been lied to by Marshal Gardner. They have since mended their relationship.

Ms. Martin believed Marshal Gardner worked at dividing CVMO employees so they would not talk to each other and figure out what was really going on with Marshal Gardner. Ms. Martin stated Marshal Gardner would pit the long-time employees against each other by spreading lies.

Sergeant Robinson felt the employees wanted to do the right thing; however, when working with a difficult personality, "It's one of those things where we do a lot of, 'Okay,'" meaning the employees did as Marshal Gardner told them. Sergeant Robinson said the difficult personality was "Nancy" (Marshal Gardner).

Sergeant Robinson was asked to explain why she felt Marshal Gardner was difficult. Sergeant Robinson said, "She's very mean, she's very vindictive, very controlling, very manipulative." Sergeant Robinson was privy to conversations with Marshal Gardner about how she viewed certain people who should be promoted, would not be promoted, and/or who would never be promoted.

Case Note: At that point during her interview, Sergeant Robinson became emotional and stated, Marshal Gardner was a very scary person to work for.

Sergeant Robinson felt she worked under very difficult circumstances with Marshal Gardner, "To the point to where I go home night, after night, crying. I am absolutely not being protective of her, I owe the lady nothing, but a whole lot of heartache, many, many hours of heartache." Sergeant Robinson believed Marshal Gardner had not only been that way with her, but with many other people.

Sergeant Robinson felt everything about her relationship with Marshal Gardner had an inequity, whether it was her supervision, her squad, promotions, assignments, pay, or her gender. Sergeant Robinson said she showed up for work every day and did the best she could.

Sergeant Robinson stated it did not matter whether Marshal Gardner came back to work or not, because she was going to be honest about everything. Marshal Gardner would know everything that was said, and she knew Marshal Gardner would get to read this report. Sergeant Robinson would like to believe in the system and that retaliation would not be an issue. Sergeant Robinson said Marshal Gardner and Commander Bruce Girnt had retaliated against people before.

Case Note: Sergeant Robinson warned the PSU investigators to be careful when gathering information for the investigation, to be aware that other people had a personal stake because they (other people) had changed a lot of paperwork in that office. Sergeant Robinson pointed toward the office of Ms. Martin and said, "That one, in Darby Martin's (Ms. Martin's) office."

If she had something to lose, Sergeant Robinson felt she could go to another agency, demote to patrol, and continue working. Sergeant Robinson stated other people had 20 years on the job, and far more to worry about, "like covering their ass for changing stuff, changing time cards, or making notations, or adding notations, or making remarks to maybe not be the ones under the limelight at some point for doing those things, even if they were under the direction of Nancy" (Marshal Gardner).

Sergeant Robinson stated Marshal Gardner did not do favors for her specifically, and who Marshal Gardner did favors for, had more to do with what she needed from a specific person at the time.

Sergeant Robinson stated, from her specifically, Marshal Gardner gave her a lot of extra assignments and she put in a lot of extra hours supervising and covering areas others could not, such as internal affairs investigations, background investigations, criminal investigations, and animal control.

Sergeant Robinson stated Marshal Gardner allowed her to claim two hours a day for two weeks, to be on-call to supervise Sergeant Butler's employees in the Investigations Unit, while he was on vacation. Sergeant Robinson did not know if other sergeants had been allowed to do the same.

Sergeant Robinson stated if Marshal Gardner ever let her claim time for hours she did not work, it was because Marshal Gardner knew she had asked Sergeant Robinson to work numerous hours without pay, and told her that she would make it up to her later.

Sergeant Butler said when he was in patrol, he worked four days a week, but was asked to oversee employees in the Investigations Unit as well, who work for Sergeant Robinson, while she was on vacation. Sergeant Butler said he did not receive any overtime for the extra duties.

Sergeant Butler was aware that when he went on vacation, Marshal Gardner authorized two hours per day of overtime, for a two-week period, for Sergeant Robinson to be on-call to supervise his additional employees. Sergeant Butler did not understand why the overtime was not distributed equally between the sergeants.

Sergeant Robinson did not know if Marshal Gardner purchased uniforms, fuel for personal vehicles, or gave time off to other employees.

Sergeant Robinson said that after Commander Jackie MacConnell left the CVMO, Marshal Gardner told Ms. Martin she was going to promote Sergeant Robinson to interim commander because she was the only one with the experience and she had been basically doing the job already.

Sergeant Robinson stated Marshal Gardner offered her the interim commander position, then later recanted the promotion.

Sergeant Robinson stated when the testing process for the commander position was announced, she told Marshal Gardner she was going to take the test. Sergeant Robinson said Marshal Gardner told her she could test if she wanted, but would not be selected for the position because Marshal Gardner had talked with her husband, and he thought it would be better for Marshal Gardner to have a male counterpart because a lot of people could not handle how female heavy they were on that side of the building.

When Sergeant Robinson tested for commander, Marshal Gardner was very clear that because she was a female, she would never be her commander no matter what she did. Sergeant Robinson said she did test for the commander position and was told by Marshal Gardner she had done "very, very well" and she was neck and neck with Brian Armstrong (the current Commander).

Sergeant Robinson stated the difference between her and Commander Armstrong was she had been here for many years and had worked her way through the ranks, but she would never be good enough to be the commander.

Sergeant Robinson stated even though she had an amazing annual review, and Marshal Gardner supposedly talked with Mr. Martin, Marshal Gardner told her that as long as she was at the CVMO, Sergeant Robinson would never be her commander, because she needed a man in the position.

Marshal Gardner stated she had encouraged Sergeant Robinson to test for commander because she thought the experience would be good for her, but she told Sergeant Robinson with only two years as a sergeant, she should not expect to be selected, as other candidates were competing who had more experience. Marshal Gardner said she would never tell a person they could not get promoted to commander because they were a male or a female.

Marshal Gardner stated she did have a separate conversation on a different date with Sergeant Robinson, where she told her, her husband had made the comment that maybe a female/male pair up in management would work better than the female/female pair up that CVMO had previously.

Sergeant Robinson said there were times when she sat in Marshal Gardner's office and "she would just tell me what a piece of shit I was." There were times Marshal Gardner would humiliate Sergeant Robinson in front of former Commander Girnt, while she was briefing cases.

According to Sergeant Robinson, former Commander Girnt would complain to Marshal Gardner that he would "glaze over" as soon as Sergeant Robinson would begin talking to him. Sergeant Robinson would look at Marshal Gardner to defend her, only to be told by Marshal Gardner, in front of the commander, that Sergeant Robinson just did not get it and that she would never make it to sergeant, because she had to "dumb down" her briefings. (This was when Sergeant Robinson was a deputy).

Marshal Gardner said she called Sergeant Robinson in to the office many times and dressed her down because she needed it, but denied calling Sergeant Robinson a "piece of shit." Marshal Gardner said she did not use that term. Marshal Gardner stated Sergeant Robinson was great as a supervisor, "but she falls down, and she does not have what it takes," she was not professional, she was giddy, and made poor decisions. Marshal Gardner told Sergeant Robinson if she did not make improvements, she would not move up in rank. Marshal Gardner said Sergeant Robinson did very well in the commander testing process, but she had only been a sergeant for two years, and she needed to work on her relationships with the other sergeants.

Sergeant Robinson said Marshal Gardner told her that her personality was not helping her become a sergeant because she was too positive, happy, and friendly with other people in the office.

Sergeant Robinson said Marshal Gardner would criticize the way she did investigations and compare them to the way they were done at the APD or Gilbert Police Department (GPD). Sergeant Robinson had been doing investigations for years and had a good conviction rate on her cases, but she was never good enough for Marshal Gardner.

Sergeant Robinson stated she hoped that would help enlighten the investigators about her going along with Marshal Gardner's agenda, because "there was never a good agenda for Laura, there

was never a kind thing said to Laura (Sergeant Robinson).”

Sergeant Robinson felt you could not be a supporter of Marshal Gardner’s agenda because you never knew what her agenda was, only Marshal Gardner knew her agenda.

Sergeant Robinson said it had never been about the position for her, “It’s about the mission. It was about helping our patrol guys get what they needed, and putting up with a lot of bullshit from Nancy (Marshal Gardner), abuse if you will.”

Sergeant Robinson witnessed Marshal Gardner mock employees and other people from the Mayor on down. Sergeant Robinson tried to convince Marshal Gardner to promote Deputy Brandon Collins to sergeant, but Marshal Gardner said he was a piece of shit and she would not promote him because he did not agree with her.

Sergeant Robinson stated, that years ago, Marshal Gardner promoted Deputy Oscar Berralez to sergeant, who had always been deficient in the performance of his duties, over Deputy Jeff Patton or herself, even though they were both stellar employees. Sergeant Robinson said Sergeant Berralez was on board with Marshal Gardner, but in the end, Marshal Gardner ran him out of the CVMO too.

Sergeant Robinson said since Marshal Gardner had been placed on administrative leave, “The morale is up, people are learning, people are happy, people are mentoring, people are developing, people are functioning.”

Sergeant Robinson stated when Tom Basil was recently promoted to corporal, she felt he should have been promoted to sergeant. Marshal Gardner told her he will never make sergeant, “Because he is a piece of shit, a drunk, and a screw up.”

Sergeant Robinson said Marshal Gardner told her, “Gee, I wonder why the Mayor’s wife didn’t show up, because she’s drunk again. Have you looked at her nose? The size of her nose? Jesus Christ, she’s got to be an alcoholic. She’s a piece of work.”

Marshal Gardner was asked if she made that comment. Marshal Gardner asked if we were talking about a former mayor’s wife, because everyone knew she was an alcoholic, but said she would never have called her a drunk or a piece of work. Marshal Gardner said she did not think it was in reference to the current mayor’s wife, and added, “I don’t even think she drinks.”

Sergeant Robinson said Marshal Gardner also mocked the way other women in the office dressed. Marshal Gardner told Sergeant Robinson, “Your hair is just way too fucking blonde, you look like shit with that hair, you need to put it up, you need to straighten it.”

Marshal Gardner said she may have told Sergeant Robinson her hair was too blonde and she did not like her hair style, but denied using the word “fucking” or that she told her she “looked like shit” with that hair.

Sergeant Robinson said Marshal Gardner criticized everything about her to include, “What I look like, how I laugh, to how I express myself, to the way I talk, to whether I’m wearing makeup or

not wearing makeup, to if my hair is one color, or I change it to another, to whether I've gained weight or lost weight, and that's just me, that's how shitty she can be."

Sergeant Robinson stated she could "not think of a single person Marshal Gardner had not talked shit about, and not just in passing." Sergeant Robinson said if she had met you (DPS Sergeant Williams), she would "find something to say about you, and when you walked out the door, she would just rip you up."

Sergeant Robinson agreed the people in the pro-Marshal Gardner camp got rewarded. Sergeant Robinson felt Marshal Gardner went after the people in the anti-Marshal Gardner camp and targeted them. There were also some employees who tried to remain neutral. Sergeant Robinson stated the people in the pro-Marshal Gardner camp were usually on the lower end of the power scale, like the administrative staff at the CVMO.

Sergeant Robinson said that Evidence Custodian Debbie Hughes was a strong-willed employee and Marshal Gardner "ripped her ass" for attending a city council meeting without telling her first. Sergeant Robinson was Ms. Hughes' supervisor at the time and Marshal Gardner wanted Sergeant Robinson to "rip her ass" for going to the city council meeting.

Sergeant Robinson stated she had a "love-hate relationship" with Marshal Gardner, and she knew other employees felt she had been in Marshal Gardner's camp, but she learned not to go against her, and just to stay clear of Marshal Gardner.

Sergeant Robinson said there had been a 50 percent attrition rate at the CVMO and they had gone through five commanders since Marshal Gardner had been in office. Sergeant Robinson said they all left because of Marshal Gardner.

Sergeant Robinson thought she was at a point with Marshal Gardner where there was, "No bullshit, either she will let me do my job, or she won't."

Sergeant Robinson said the CVMO employees are fearful of retaliation because they had seen it happen. Sergeant Robinson said she had been a Support Observer for Deputy Russell Grover during a meeting, which included Marshal Gardner, Commander Girnt, and Mr. Martin. Mr. Martin asked Sergeant Robinson some questions during the meeting, she did not want to say anything, but felt she needed to stick up for the employee. Sergeant Robinson told Mr. Martin, in front of Marshal Gardner, that the morale was worse since Marshal Gardner took over. Sergeant Robinson said that was the start of some awful times at the CVMO for her.

Sergeant Robinson said Marshal Gardner and Commander Girnt were awful to her and they would not promote her for 18 months after that meeting. Employees are scared Marshal Gardner will come back to work, the fear of retaliation is very real, and she thought a lot of people would quit their jobs, at the CVMO, if Marshal Gardner returned.

Sergeant Robinson intended on remaining at the CVMO, if Marshal Gardner did not return. Sergeant Robinson said the dynamic at the CVMO, with Marshal Gardner in place had been toxic for a long time, and if she were to come back, Sergeant Robinson would be looking for a

new job.

Dispatch Supervisor Mary Newton had been employed with the CVMO for twenty years. For the last six years, Ms. Newton was supervised by Marshal Gardner.

Ms. Newton relayed a time she witnessed Marshal Gardner mock CVMO employees on several occasions. Ms. Newton said Records Supervisor Robin Bruno had [REDACTED] which rendered her arm and leg paralyzed. Ms. Newton stated she was present in the office with Marshal Gardner, Ms. Martin, and former Commander Ganis, when Marshal Gardner mocked the way Ms. Bruno was forced to walk, due to the paralysis caused by her stroke. The mocking incident was within the first six months Marshal Gardner was employed at the CVMO. Ms. Newton said she did not think Ms. Bruno was aware she was being mocked, because she had taken a medical retirement due to the [REDACTED] she suffered. Ms. Newton thought Ms. Bruno worked for the CVMO for approximately 16 years.

Ms. Newton was asked to explain how Marshal Gardner mocked Ms. Bruno in the office. Ms. Newton stood up from her chair, tucked her right arm to her chest, and walked across the room while dragging her right leg behind her.

Ms. Martin confirmed she was present during the mocking of Ms. Bruno. Former Commander Ganis did not recall being present during the mocking incident.

Marshal Gardner was asked if she ever mocked Ms. Bruno by imitating her walk, in front of other employees. Marshal Gardner admitted she mocked Ms. Bruno and said she had done it once or twice, but added she mocked Ms. Bruno in front of other supervisors, not employees. Marshal Gardner was asked if supervisors were not also employees, and Marshal Gardner agreed they were. Marshal Gardner was asked if she thought that was appropriate behavior in front of her CVMO employees, Marshal Gardner said, "No, that's not appropriate. You're right, absolutely. It's not."

Marshal Gardner was asked to read the Town of Camp Verde Anti-Harassment Policy, Section 1-1-5.¹⁴ After reading the policy, Marshal Gardner was asked if she thought she was in compliance with the policy at the time she was mocking her employee. Marshal Gardner said "No."

Marshal Gardner stated it was not that she was mocking her, it was that she was being more sympathetic to her, because Ms. Bruno had recently had a relationship break up and it was most likely due to her medical condition [REDACTED]. Marshal Gardner said "I was feeling more sorry for her. It wasn't, oh, she looks funny."

Marshal Gardner stated the mocking incident was reported to the town council three years ago in a letter that was contained in the report authored by Cheri Wischmeyer,¹⁵ Marshal Gardner said

¹⁴ Town of Camp Verde Anti-Harassment Policy, Section 1-1-5

¹⁵ Incident and Document Review authored by Cheri Wischmeyer, dated September 17, 2014.

she admitted to it then and added, “Russ Martin was the human resources person and didn’t really enforce the anti-harassment policy or any of this type stuff.” Marshal Gardner said the Town really started enforcing it hard the last few years. Marshal Gardner said she recognized there were things she could do better as a person and as a Chief. Marshal Gardner added, “And honestly, I mean, I’m human. My best that I have is circle of trust and I feel like I could speak openly with them about some things.”

Marshal Gardner stated the mocking incident had been investigated by Mr. Martin three years ago, she was exonerated, and had not received any punishment.

Mr. Martin confirmed he investigated the mocking incident after the Wischmeyer report was released, and believed he addressed the incident with Marshal Gardner in a memorandum that outlined several other issues at the CVMO.¹⁶

Ms. Newton relayed another time she witnessed Marshal Gardner mock someone. Ms. Newton witnessed Marshal Gardner mock Deputy Freeman because he was a large man. Ms. Newton stated Marshal Gardner called him fat and said he smelled.

Marshal Gardner denied calling Deputy Freeman fat, she said he was overweight and Ms. Martin had previously complained about him smelling bad. Marshal Gardner said she had spoken to Deputy Freeman about his hygiene before.

Ms. Newton talked about another time when Dispatcher Jason Toogood applied to be an ACO and Marshal Gardner commented to her that she “could not imagine him out there as an ACO because he is so fat, and he sits there like a big lump.” Ms. Newton stated Marshal Gardner made fun of Dispatcher Toogood’s significant other, Rebecca. Ms. Martin stated Marshal Gardner had called Rebecca a “shaved-head freak”. Ms. Newton said there was an incident where Rebecca asked to go on a ride-along with Sergeant Robinson. Ms. Newton said Marshal Gardner came in to Dispatch and said, “Laura doesn’t want her (Rebecca’s) fat ass riding with her.” Ms. Newton said Marshal Gardner changed the ride along policy to exclude Rebecca from riding with the CVMO in the future.

Ms. Martin said an email¹⁷ was sent out to CVMO employees by Marshal Gardner on May 1, 2017, stating the ride along program was primarily for citizens with an interest in a law enforcement career; however, Ms. Martin said the actual policy was never changed in the general order. Ms. Martin said Marshal Gardner never discussed the change with her.

Marshal Gardner said she told Ms. Newton she needed to motivate Dispatcher Toogood because he just sat there like a lump and he wanted to test for ACO and needed to get in better shape before he applied for the position. Marshal Gardner recalled commenting that Rebecca had a shaved head, but said she never used the word “freak” when referring to Rebecca. Marshal Gardner said she did not use the term “fat ass” when referring to Rebecca while in Dispatch, but

¹⁶ Memorandum authored by Russ Martin to Marshal Nancy Gardner dated May 20, 2014.

¹⁷ Email Dated May 1, 2017, from Nancy Gardner to CVMO staff

she did change the ride along policy after speaking about it with Ms. Martin because Sergeant Robinson said Rebecca rode too often and used the program for her personal entertainment.

Ms. Newton stated Marshal Gardner also made fun of VIP Lanning because he dressed different and his appearance was unkempt. Ms. Newton said she was able to provide many examples of employees being mocked because it was a daily occurrence with Marshal Gardner.

Marshal Gardner said she thought the world of VIP Mr. Lanning and she would never make fun of him. Marshal Gardner said she had commented that he looked much older than his true age.

Sergeant Butler also stated he could not give any specific examples but he had heard Marshal Gardner make disparaging comments about other employees at the CVMO. Sergeant Butler felt that was insensitive and showed poor leadership.

Ms. Newton said that besides being a dispatch supervisor, she also worked part-time as a Human Resources Specialist for the Town of Camp Verde. Ms. Newton said Marshal Gardner was very pushy about who she would hire and which caused conflict for Ms. Newton and made her job difficult as the dispatch supervisor.

Ms. Newton asked Mr. Martin to remove the specialist position from the CVMO because it had not worked out well, due to Marshal Gardner's influence. Ms. Newton said she had been helping human resources part time because there was not a specialist in place.

Ms. Newton said Marshal Gardner passed a letter around the CVMO for employees to sign. The letter requested the town council limit information requested by Ms. Wishmeyer through her multiple information requests to the CVMO. Ms. Newton saw the letter and noticed one of her new dispatchers signed it. Since she was brand new to the CVMO, Ms. Newton advised her dispatcher not to get involved in that kind of politics.

Ms. Newton stated while she was out of town the following week for a funeral, she received an email from the human resources manager, advising her she had been removed from the specialist assignment. Ms. Newton said she was fine with the decision because she had been asking to be released from the assignment.

Ms. Newton said she was concerned about losing pay because of the removal. Marshal Gardner previously told her she would not lose any pay because of the extra duties she performed as a dispatch supervisor.

Ms. Newton stated when she returned to work at the CVMO from the funeral, she was served with a letter of expectations, which contained a paragraph that indicated that if Ms. Newton could not support Marshal Gardner, she would be demoted, or fired from her job.

Ms. Newton stated Marshal Gardner then had her sign a Personnel Action Form (PAF) reducing her pay by ten percent. Ms. Newton said Marshal Gardner told her if she had a problem with it, she could talk to Mr. Martin.

Ms. Newton stated that during her meeting with Mr. Martin, there was a knock on the door to his office, when he opened the door, Marshal Gardner stood in the doorway, glaring at Ms. Newton, but not saying anything. Ms. Newton was sure Marshal Gardner had heard some of their conversation. After the meeting, Mr. Martin ultimately overturned the pay reduction.

Ms. Newton said after that incident, her relationship with Marshal Gardner was tense. Ms. Newton said she was overlooked for any pay increases by Marshal Gardner, even though her annual evaluations always exceeded standard ratings. Ms. Newton stated money was important to Marshal Gardner, "If she can give somebody a raise, it means, look what I did for you, you're my buddy now."

Ms. Newton said she agreed, if you were a supporter of Marshal Gardner, you got rewarded, and if you were a detractor, you got penalized. Ms. Newton said Marshal Gardner gave all the other supervisors a one dollar per hour raise, but she did not receive one.

Ms. Newton stated she heard Marshal Gardner told others in the hallway that she gave Sergeant Robinson Mother's Day off because she was the only female in patrol. Ms. Newton said there were other woman in dispatch who did not get that day off.

Ms. Newton stated Marshal Gardner was very supportive of women at the CVMO and not very supportive of men. Ms. Newton said she believed Marshal Gardner was a "man-hater."

Ms. Newton said every year the CVMO sent personnel to the Spillman conference. Ms. Newton said she always attended because she was a Spillman administrator for the CVMO. In 2013 or 2014, Marshal Gardner selected a female civilian employee and a male deputy to attend the conference, so the three of them would be attending the conference.

Ms. Newton reserved three hotel rooms for the three employees. Marshal Gardner told her to cancel one of the rooms because she knew two of the employees were having an affair and would most likely stay together. Ms. Newton told Marshal Gardner they could give the room to one of the other agencies attending the conference. Ms. Newton said Marshal Gardner told her, "No, just cancel the other room, unless you have a boyfriend you want to take."

Ms. Newton understood people were going to do what they were going to do, but felt it was very inappropriate for Marshal Gardner to promote such behavior, by providing and paying for a room at a week-long conference, thus condoning the activity.

Case Note: Ms. Newton did not want to list the names of the two employees because, at the time, they were both married to other people.

Marshal Gardner did not recall making that comment to Ms. Newton. Marshal Gardner said her and Mr. Martin were aware of the situation with the two employees and did not think it was necessary to pay for two hotel rooms when they both knew the two employees would just stay together in one room.

Ms. Newton said that because she worked in Dispatch, she did not have direct physical contact with the public. The dress code for dispatchers authorized blue jeans and tennis shoes. Ms. Newton said she had an outfit she wore many times to work, which consisted of capri pants, slip on tennis shoes, and a "Dispatch" t-shirt that was bought for the dispatchers, by Marshal Gardner. Ms. Newton stated, last summer Marshal Gardner went in to Dispatch and summoned her to the hallway. Ms. Newton said Marshal Gardner berated her, told her she looked very unprofessional, said she needed to dress more appropriately as a model for her dispatchers, and said she would never allow her own administrative secretary to wear tennis shoes. Ms. Newton said Marshal Gardner told her it looked like she was going to a baseball game.

Ms. Newton stated, during the conversation with Marshal Gardner in the hallway, they were within hearing distance from her employees and thought the conversation should have been handled privately.

Ms. Newton said that on Sunday nights she would not be able to sleep because of the stress of not knowing what Monday would bring with Marshal Gardner. Ms. Newton said Marshal Gardner's mood would change from minute to minute and you never knew what to expect.

Ms. Newton stated that since Marshal Gardner had been gone from the CVMO during this investigation, there was a lot less tension, people were able to do their jobs, and felt comfortable doing their jobs.

Ms. Newton stated there were two camps within the CVMO, those who supported Marshal Gardner, and those who did not. Ms. Newton said it was sad because they had a lot of new employees and they should not have to choose sides.

Sergeant Butler related, he was aware Sergeant Laura Robinson had been paid for ten hours of work on Mother's Day when she had not actually worked that day. Sergeant Butler felt that bordered on fraud.

Sergeant Butler also felt the approved time off was not equitable and told the investigators about a time, in June of 2016, when [REDACTED] within seven weeks of each other. Sergeant Butler requested a day off to be with his wife during that stressful time. Sergeant Butler planned to use ten hours of his vacation time for the leave. The commander at that time was Jackie MacConnell. She told Sergeant Butler that if he could find someone to cover his shift, he could take the day off. Sergeant Butler found a sergeant to cover his shift.

Sergeant Butler stated prior to the scheduled leave day, Commander MacConnell told him the leave day had been rescinded and he would have to work his shift. Sergeant Butler requested a meeting with Commander MacConnell to ask whose decision it was to cancel his leave request. Sergeant Butler said Commander MacConnell told him she would take the blame for it. Sergeant Butler believed the decision to cancel his leave time came from Marshal Gardner because he asked Marshal Gardner if she cancelled his leave and she told him that Commander MacConnell had done it. Sergeant Butler felt Commander MacConnell was covering for Marshal Gardner

and did not want to bad mouth her to Sergeant Butler.

Sergeant Butler said some sergeants were reprimanded for having employees with late reports, while other sergeants, who had the same issue, did not receive any discipline. Sergeant Butler believed Marshal Gardner had a double standard when dealing with the supervisors under her command.

Sergeant Butler said that during the year his [REDACTED], he took a lot of time off. Sergeant Butler stated he was singled out by Marshal Gardner as being the supervisor who had taken the most time off in one year. Sergeant Butler was told he needed to be more dedicated now that he oversaw the Investigations unit for the CVMO. Sergeant Butler felt Marshal Gardner was insensitive.

Sergeant Butler stated he was recently the subject of an internal investigation because he pointed his handgun at a suspect while backing up one of his officers during an arrest. Sergeant Butler said the suspect was not armed, but was a well-known criminal. Sergeant Butler felt he was now more hesitant to display his handgun to possibly defend himself because of the overzealous use of discipline within the CVMO.

Sergeant Butler stated every time an employee had anything negative happen to them, the Marshal initiated an internal affairs investigation. Sergeant Butler felt that was an abuse of the internal administrative investigation process.

Sergeant Butler stated he heard Marshal Gardner was looking for a reason to get him out of the Investigations Unit and felt they were looking for anything he was possibly doing wrong. Sergeant Butler said if Marshal Gardner had a problem with him, she should talk to him directly.

Deputy Bowers said, in 2012, Marshal Gardner had issues with the quality of reports written by Deputy Bowers, Sergeant Berralez, and Sergeant Brett Hood. Deputy Bowers said they were the subjects of an internal affairs investigation because of the quality of their reports.

Deputy Bowers stated at the completion of the investigation, he and the two other sergeants were told they were required to complete an online report writing class through Rio Salado Community College.

Deputy Bowers was selected to attend a canine school in Tucson, Arizona. The canine school was 40 hours a week, for nine weeks. Deputy Bowers found the school to be very challenging, due to the new skill development, long hours, and time away from his family.

Deputy Bowers stated he stayed in Tucson during the week, for all nine weeks of the school and returned home on weekends to see his family. Deputy Bowers spent his weekends home, studying for the online report writing class, in order to comply with Marshal Gardner's order.

Deputy Bowers felt Marshal Gardner tried to set him up to fail the canine school by requiring the online report writing class. Deputy Bowers said it took approximately six weekends to complete

the online course. Deputy Bowers was not compensated for the time or tuition.

Deputy Bowers and Sergeant Berralez were told that everyone in patrol would be required to take the online report writing class. To date, Deputy Bowers and Sergeant Berralez were the only two who had enrolled and completed the class. Deputy Bowers said Sergeant Hood resigned from CVMO before completing his online class.

Deputy Bowers believed himself and retired Sergeant Berralez were singled out and picked on by Marshal Gardner. Deputy Bowers felt he was targeted because of his long-standing friendship with Sergeant Berralez. Deputy Bowers said Marshal Gardner did not like Sergeant Berralez.

Marshal Gardner was asked if taking the online report writing class was a condition of Deputy Bowers' continued employment. Marshal Gardner said he was required to take the course as a result of his internal investigation.

Marshal Gardner was asked if the course tuition was paid by the CVMO and if Deputy Bowers was paid for the time he participated in the course. Marshal Gardner said the tuition was paid by the CVMO and she assumed Deputy Bowers had been paid for the time he spent in the course because she gave Sergeants Hood and Berralez time at the office to complete the course.

Deputy Bowers believed Marshal Gardner had done some great things for the CVMO, but felt most of it had been for show, such as purchasing new cars and new computers. Deputy Bowers felt Marshal Gardner did not do anything for her employee's well-being.

Deputy Bowers related a time, in 2014, he was requested to participate in the National Night Out program with his canine. Deputy Bowers told the event coordinator he would not be available for the program because he had already been approved to take the shift off to attend his son's first day of school.

Deputy Bowers stated he was in his car with his son, when he received a phone call from Marshal Gardner, who swore at him and told him he would be attending the National Night Out program. Deputy Bowers said Marshal Gardner told him it was the only mandatory canine event for the entire year. Deputy Bowers stated he had never been told the event was mandatory before he received the phone call from Marshal Gardner.

Deputy Bowers said Marshal Gardner made him feel bad and since he did not want to lose his canine, or his job, he put the CVMO ahead of his family, and agreed to attend the event. Deputy Bowers said if it were not for Sergeant Berralez talking him out of it, he planned to resign from the CVMO that day.

Deputy Bowers discussed another incident, the following year in 2015, when Marshal Gardner did not attend the National Night Out program because she was on vacation in California.

Deputy Bowers said, during her time at the CVMO, he received numerous phone calls from

Marshal Gardner, where she swore at him regarding different issues.

Marshal Gardner said she did not yell and scream at employees, she never uses profanity, and would not use profanity when speaking with Deputy Bowers. Marshal Gardner said if Deputy Bowers said she yelled at him and used profanity, then he was lying.

Marshal Gardner said she provided Deputy Bowers a lot of training and tried to help him to do his job better. Marshal Gardner held Deputy Bowers to a higher standard because he was a specialty officer (canine). Marshal Gardner said if she was trying to run him out of the CVMO, she would not have invested so much in him.

Deputy Bowers stated when he was on vacation, in Las Vegas, with other CVMO employees and friends, he received a text and phone call from Sergeant Dan Jacobs, telling him he needed to take a random drug test. Deputy Bowers said he was on vacation, so he did not respond to the text, or phone call. Deputy Bowers stated he then began to receive text messages and phone calls from Marshal Gardner, stating she was not informed of his vacation leave and wanted to know who was watching his canine. Deputy Bowers said he left his status on the board in Dispatch, made the required notifications, and planned for his canine to board at the home of the Cottonwood Police Department canine handler.

Deputy Bowers said he found out Marshal Gardner insinuated to other employees at the CVMO, she thought the CVMO employees vacationing in Las Vegas were all drunk and having an affair with one of the dispatchers who was with them. Deputy Bowers stated if his wife had not been with him in Las Vegas and that rumor had spread, it could have ruined his marriage, or the marriages of other employees in the group. Deputy Bowers felt the rumors were potentially very damaging.

Deputy Bowers said the lack of fairness and the favoritism regarding certain employees was so “blatant and in your face.”

Deputy Bowers stated the former CVMO Marshal would send each employee a birthday card on their respective birthday. Deputy Bowers said Marshal Gardner only sent Sergeant Robinson a birthday card. They both decorated each other’s offices and baked birthday cakes for each other. Deputy Bowers said no other employee birthdays were acknowledged by Marshal Gardner.

Deputy Bowers said the CVMO mission statement talked about the employee being valued. Deputy Bowers did not feel valued in his position during the last six years. Deputy Bowers felt Marshal Gardner “does not care about this community, or her personnel, even though she says she does, it doesn’t feel like it’s there.”

Deputy Bowers believed the actions of Marshal Gardner were killing the morale at the CVMO. Deputy Bowers said the turnover rate was approximately 40 employees in the last six years, which he believed was proof it was Marshal Gardner killing the morale.

Marshal Gardner said there were two employees who left the CVMO when she started, and she

felt they needed to leave, she had two who did not make probation because of officer safety issues, and she had the largest turnover rate in Dispatch and Animal Control. Marshal Gardner said for a small-town agency that does not pay much, the turnover rate was not too bad.

Ms. Hughes said Marshal Gardner ruled the CVMO with a “divide and conquer method,” and used fear and intimidation with her and other employees. Ms. Hughes said Marshal Gardner fostered a “quid pro quo” atmosphere within the CVMO.

Ms. Hughes stated if you were friends with Marshal Gardner, you could do what you wanted and nothing happened to you and if you were not a friend, or you were one of the people trying to stay out of the politics, you would have something to worry about.

Ms. Hughes sent a memorandum to Ms. Bridge on October 2, 2017, outlining her concerns about Marshal Gardner.¹⁸ Ms. Hughes wrote the memorandum to Ms. Bridge over a weekend and the thought of writing the memorandum gave her heart palpitations. Ms. Hughes said she was scared, uncomfortable, and had nightmares about losing her job at the CVMO.

Ms. Hughes said she attended the meeting with Mr. Martin because they had concerns about the working conditions at the CVMO. The reason Ms. Hughes came forward to express her concerns was because she loved her job and the people she worked with, but the atmosphere at the CVMO had been “absolutely horrible” and she no longer liked going to work.

Ms. Hughes said she went to a town council meeting during the 2013-2014 budget year, to hear issues, and express her concerns regarding problems with the personnel manual. Ms. Hughes said she attended the meeting on her own time and in civilian clothing.

Ms. Hughes stated Marshal Gardner went to her office the next day and told her, under no circumstance, was she to attend a town council meeting without telling her first. Ms. Hughes said she attended as a concerned citizen, none of the issues directly involved the CVMO, and she had not attended as a representative of the CVMO.

Ms. Hughes stated she had an accounting background and previously worked in the Town Finance Department. Ms. Hughes said she cared about the town and the employees.

Ms. Hughes said that during the 2015-2016 budget year, she again had concerns and attended another town council meeting with the intention of speaking on an issue (Ms. Hughes could not recall the issue), but discovered the meeting was not open for public comments.

Ms. Hughes stated she wore civilian clothing, arrived late to the meeting on purpose, and sat in the back of the room to avoid Marshal Gardner because she did not want to be confronted by her again.

Ms. Hughes stated after the meeting started, Marshal Gardner spotted her in the crowd, walked to

¹⁸ Copy of Memorandum authored by Ms. Debbie Hughes to Ms. Barbara Bridge

the front of the room in her CVMO uniform, pointed at Ms. Hughes and motioned with her finger, in a “come here” manner, and called her outside.

Ms. Hughes stated Marshal Gardner stood at the entrance door to the meeting, where others were entering and used a stern “Mom” voice to tell Ms. Hughes she had no right to attend, or ask questions at the council meeting without her knowledge, and told her she should not be there.

Ms. Hughes states she (Ms. Hughes) was stubborn and wanted to speak at the council meeting to show Marshal Gardner that she could not intimidate her. Ms. Hughes said she eventually spoke at the council meeting, and offered a solution to the Town’s problem with their salary study.

Ms. Hughes stated the following morning at work, she was asked to go to an office, where she was met by Commander MacConnell, Marshal Gardner, and her immediate supervisor, Sergeant Robinson. Ms. Hughes stated Marshal Gardner told her she consulted with the Legal Department and was told she could not prohibit Ms. Hughes from attending the council meetings, but Marshal Gardner told her she was not allowed to attend as a representative of the CVMO.

Ms. Hughes stated she felt if she ever went to another council meeting, Marshal Gardner would have found a way to terminate her from her job. Ms. Hughes said she felt she was targeted because she went against Marshal Gardner’s rules.

Marshal Gardner stated she never told Ms. Hughes she could not go to a council meeting, but she did tell her if she planned to speak at the meeting, she needed to discuss it with her beforehand, and make sure her facts were correct. Marshal Gardner said both her and Mr. Martin had given Ms. Hughes those instructions in the past.

Marshal Gardner said she never talked to any legal counsel and did not tell Ms. Hughes she consulted with the Legal Department. Marshal Gardner said she encourages all her employees to attend town council meetings. Marshal Gardner said Ms. Hughes becomes emotional and angry on issues and Marshal Gardner thought it was best for Ms. Hughes to discuss those issues with her or Mr. Martin, before she speaks at a Town council meeting.

After the meeting, Ms. Hughes was “extremely intimidated” and worried about losing her job. Ms. Hughes stated Marshal Gardner constantly talked poorly about employees, with other employees, which she felt was inappropriate.

Ms. Hughes said that other female employees at the CVMO approached her and ask if they looked all right because Marshal Gardner was always criticizing their makeup, hair, and clothing.

Marshal Gardner said she did not know why other women at the CVMO would be worried about what she thought about their hair, clothing, or makeup because she did not care. Marshal Gardner said it might be a “catty girl thing.” Marshal Gardner said, “If that’s their opinion, then that’s their opinion, we all talked as girls, but not about me saying they were inappropriate, or anything like that.”

Ms. Hughes had been upset with Marshal Gardner and Sergeant Robinson for discussing her performance evaluation in public and within earshot of other employees, when Ms. Hughes was not present. Ms. Hughes said she walked up on their discussion and they were laughing about her written response to the evaluation.

Ms. Hughes had five years until she could retire, and all she wanted to do was her job, stay out of trouble and survive, so she could make it to her retirement date.

Former Commander Ganis had been employed with the CVMO for 21 years, and was currently retired. During his career, Mr. Ganis held various positions in the CVMO such as Deputy, Sergeant, Commander, and Animal Control Officer.

Mr. Ganis was a sergeant and was promoted to commander by Marshal Gardner. Mr. Ganis said after one year, he voluntarily demoted back to the rank of sergeant because he was not allowed, by Marshal Gardner, to do his job. Mr. Ganis originally intended to stay at the CVMO for another four years, but decided to retire because of the working conditions at the CVMO, under Marshal Gardner. Mr. Ganis stated after he retired, he returned to the CVMO as an ACO and CEO.

Mr. Ganis stated he was hesitant to talk with Sergeant Williams because he heard rumors that if this investigation went nowhere, and Marshal Gardner returned to the CVMO, she said she would file a lawsuit against anyone who talked about her.

Mr. Ganis said when he was the commander, he heard Marshal Gardner say, "If you weren't afraid of me, you wouldn't do what I told you." Mr. Ganis said that was how Marshal Gardner operated.

Mr. Ganis stated Marshal Gardner told him, "You'll do what I tell you, or I'll find someone who will." Mr. Ganis said everything was scare tactics with Marshal Gardner. It was one of the reasons Mr. Ganis demoted back to sergeant, because he could not take working so close with Marshal Gardner any longer.

Mr. Ganis said after he returned to the CVMO, as an ACO, officers at the CVMO would still go to him for information and advice. Marshal Gardner told him not to tell other employees what they should, or should not do. Mr. Ganis said he was fine with that, but when Marshal Gardner had a disagreement over the way Deputy Bowers handled a call, she asked Mr. Ganis, "How would you have handled that call?" Mr. Ganis said he felt like he was being dragged back in to management again.

Mr. Ganis stated the morale at the CVMO was terrible and he could not take it any longer, not even as an ACO, so he resigned. Mr. Ganis said he took a five dollar an hour cut in pay, and is now a dairy manager at a grocery store in Camp Verde.

Marshal Gardner said when Mr. Ganis left the CVMO as a sergeant, he went to Mr. Martin and

told him that Marshal Gardner set the bar too high and nobody could reach the level she had set.

Marshal Gardner stated she did not understand half of what Mr. Ganis was saying about her because he came back as an ACO and worked for her. Marshal Gardner said "Mr. Ganis would spend 45 minutes every day in my office at CVMO shooting the shit, and have a cup of coffee." Marshal Gardner said it was obvious he was not intimidated by her at all.

Marshal Gardner was comparing notes with Mr. Ganis' supervisor Carmen Howard, in Code Enforcement and found that neither she nor Ms. Howard had seen much of him during a work week. Marshal Gardner said Ms. Howard told her, "He's a lazy piece of shit."

Mr. Ganis said at least he had an option to retire, many other employees did not have that option and were stuck working in a difficult situation.

Former Commander MacConnell was employed by the CVMO for one year and she was supervised by Marshal Gardner. Prior to her employment at CVMO, Ms. MacConnell retired after 20 years with the Phoenix Police Department (PPD), having attained the rank of lieutenant. Ms. MacConnell currently works in law enforcement, out-of-state.

Ms. MacConnell stated Marshal Gardner made statements about the CVMO personnel being second rate, and not as good as the officers in the Phoenix area. Those comments were made in front of several CVMO employees.

When she started working at the CVMO, Ms. MacConnell planned to work there for five years. Ms. MacConnell resigned from the CVMO approximately one year later.

When Ms. MacConnell resigned, she told Marshal Gardner she was not the person Marshal Gardner needed in that position. Ms. MacConnell said she told Marshal Gardner she was not in to investigating her employees for things she did not believe needed investigating.

Ms. MacConnell believed in holding her employees accountable and she had high standards for her employees. Ms. MacConnell said when she had deputies who only made \$18.82 per hour and they loved their jobs, it did not mean her expectations were less, but she believed there needed to be fairness with those employees.

Ms. MacConnell stated she was not able to nurture her employees and take care of their needs. Ms. MacConnell felt it was not appropriate to bad mouth Marshal Gardner to her employees and she found it hard to walk that fine line.

Ms. MacConnell said the relationship between Sergeant Robinson and Marshal Gardner was "very twisted," and caused a lot of stress within the CVMO. That relationship also caused Ms. MacConnell a lot of stress. Ms. MacConnell said if she took a week off from work, she would not know what she was coming back to. When Ms. MacConnell would come back to work, she would be confronted with some issue by Marshal Gardner that would blindside her.

Ms. MacConnell told Marshal Gardner that in the twenty years she worked at the PPD, she had never been spoken to by a supervisor the way Marshal Gardner spoke to her. Ms. MacConnell said Marshal Gardner spoke to her like she was her teenage daughter, using a very stern tone.

Ms. MacConnell said she had worked for difficult supervisors in the past and was able to maintain a good working relationship. She even had supervisors who were not very good at their jobs, but she worked with them successfully.

Ms. MacConnell understood there were big differences between working in a small police department versus a large police department, but felt she would have been able to adapt if the work environment had been different.

Ms. MacConnell felt it was stressful “going to work every day with such a, for lack of a better word, mental mind fuck.” Ms. MacConnell said she would pray every day as she drove to work, “God help me with my actions and words, keep me honorable,” to help her get through another day working with Marshal Gardner.

According to Ms. MacConnell, Marshal Gardner was tough on certain people, such as Deputy Bowers and Sergeant Robinson. Ms. MacConnell did not believe Sergeant Robinson would come forward with any information regarding Marshal Gardner during this investigation because Marshal Gardner had power over Sergeant Robinson, due to the fact that Sergeant Robinson wanted to promote within the CVMO. Ms. MacConnell said Sergeant Robinson wanted her commander job and would do everything to undermine Ms. MacConnell to Marshal Gardner, and Marshal Gardner loved it because Marshal Gardner loved drama. Ms. MacConnell said Sergeant Robinson also loved drama.

Ms. MacConnell said Sergeant Robinson would tell her that she told Marshal Gardner things because she felt she had to. Ms. MacConnell said Marshal Gardner had a way of pulling information out of people.

Ms. MacConnell stated Marshal Gardner would tell you, someone told her something, even if it was a lie. Marshal Gardner would do everything she could to pull information out of you. Ms. MacConnell said she would use the situation to create an integrity issue with you and those were careful conversations.

Ms. MacConnell said Sergeant Robinson had a “love/hate relationship” with Marshal Gardner. Ms. MacConnell said when you saw them together, it was disgusting, in that, they hug each other and fawn over each other.

Ms. MacConnell said that behind each other’s backs, it was different. Sergeant Robinson had conversations with Ms. MacConnell, where she would cry because Marshal Gardner made her feel like such shit about herself. Ms. MacConnell said the only way for Sergeant Robinson to get promoted was to kiss Marshal Gardner’s ass, and be on her good side, even if she was miserable doing it.

Ms. MacConnell stated she had talked with Sergeant Robinson about her inappropriate conversations with Marshal Gardner. Sergeant Robinson was told she was in a male dominant environment and she had conversations with Marshal Gardner that could be overheard by others, about her hair, eyelashes, and how she looked overall.

Ms. MacConnell said Sergeant Robinson felt she had to have these conversations because it was a way for her to communicate with Marshal Gardner and to have something to talk about with her.

Ms. MacConnell said there was nothing wrong with having those conversations, but having them in the public work space, did not help Sergeant Robinson with the respect of other employees. Ms. MacConnell stated she would personally get up and leave when they had those conversations.

Ms. MacConnell said Sergeant Robinson had done just about everything she could do to alienate herself from the other CVMO employees, to further her relationship with Marshal Gardner, and she felt sorry for Sergeant Robinson.

Ms. MacConnell said in a large police department, you could always transfer and get away from a bad environment, but at the CVMO, there was no place to go to get away.

Ms. MacConnell stated the last straw for her was when Marshal Gardner went to her with a list of Disposition Reports from Deputy Bowers and Sergeant Berralez and told her they were not clearing calls for service correctly. Ms. MacConnell could not understand why Marshal Gardner would concern herself with such a minor issue.

Ms. MacConnell said after doing some soul searching, she confronted Marshal Gardner and told her she was not the person Marshal Gardner needed in that job (commander). Ms. MacConnell thought about going to the city manager, but she knew of two prior commanders who had gone to the city manager with problems and it had not been fruitful. Ms. MacConnell stated she decided to leave respectfully and she resigned from her commander position at the CVMO.

Ms. MacConnell said she told Marshal Gardner when she resigned that she did not work well in an environment of fear. Ms. MacConnell said that was how Marshal Gardner supervised, through fear and she played mind games with her people.

Ms. MacConnell stated the CVMO had at least two people quit years earlier than they planned to, and/or retire, rather than continue working under the stress and mind games of Marshal Gardner. Ms. MacConnell said Sergeants Ganis and Berralez would have stayed five, and ten years more if Marshal Gardner had not made it so difficult on them.

Marshal Gardner said Mr. Ganis could hardly do his commander job because half the people in town were his friends and he was not handling situations appropriately. When he stepped down from the commander position, Marshal Gardner asked him to be the senior sergeant and help mentor the other junior sergeants.

Marshal Gardner said Sergeant Berralez was not up to standards in the way he handled calls and had an internal investigation case against him, where he was written up for failure to supervise. Marshal Gardner said she tried to develop people and there was no fear involved, she just raised the bar and held her employees accountable.

Marshal Gardner said she had not run Mr. Ganis and Sergeant Berralez out of the CVMO, but had instead tried to develop them and she encouraged them both to stay.

Ms. MacConnell said she realized the environment was not good after the first three months as the commander. Ms. MacConnell said she had discussions with Marshal Gardner and hoped things would change, or at least get to the point where she could tolerate the job.

Ms. MacConnell said after she announced her intention to resign, Marshal Gardner approached her and asked her to reconsider. Ms. MacConnell said she had a long talk with Marshal Gardner and gave her a list of things that needed to change. Ms. MacConnell said Marshal Gardner agreed to the changes, including transferring Sergeant Robinson back to patrol, where Ms. MacConnell could supervise her. Ms. MacConnell said she rescinded her resignation and intended to stay with CVMO.

Ms. MacConnell stated she was offered a job out of state three weeks later and decided she would resign after all because it was difficult to work as the commander at the CVMO, unless you were a "yes man" and just want to do everything Marshal Gardner told you to do.

Ms. MacConnell stated it was difficult to work there because of the distrustful environment Marshal Gardner created within the CVMO. Ms. MacConnell said Marshal Gardner would plant seeds within the CVMO to create distrust among personnel.

Ms. MacConnell said the sad thing was, there were employees at the CVMO who had been friends for years, who were no longer friends because of the seeds of doubt planted by Marshal Gardner.

Ms. MacConnell said Marshal Gardner would drive a wedge between employees to keep them from communicating with each other and that would prevent the employees from getting together and figuring out what Marshal Gardner was doing.

Ms. MacConnell stated the only way Marshal Gardner knew how to do business was the way she did business, and she would not change. Ms. MacConnell said Marshal Gardner admitted to her that the only way she knew how to supervise was through fear, that was the way it had worked at APD and it was the way it had worked at GPD.

Ms. MacConnell stated Marshal Gardner was a very manipulative person on purpose and did not think she knew how to operate any other way. Ms. MacConnell stated she did not necessarily like having this conversation, but felt it was appropriate to interview with the DPS, and verify the environment at the CVMO was not good.

Marshal Gardner said her and Commander MacConnell had a very different style of supervision. Marshal Gardner said she did not use fear, but expected people to do their job and she held them accountable. Marshal Gardner said Commander MacConnell's style was to be the employee's buddy and if people did not get their reports finished, she would help them by doing it for them.

Marshal Gardner said she had conversations with Commander MacConnell about their different styles, she told Ms. MacConnell she needed to hold her people accountable and not be their best friend.

Marshal Gardner said she never used the word "fear," she said that what she had learned from GPD and APD, that in her position as Chief of police, intimidation can sometimes be construed as fear, but it's not fear, it's about me expecting the job to get done.

Marshal Gardner said Ms. MacConnell instilled a fear in the sergeants by telling them to talk to her first and not Marshal Gardner, if they did not want to get in trouble. Marshal Gardner said she had conversations about that with Mr. Martin. Mr. Edwards told her that was how Ms. MacConnell operated at PPD, she liked to divide and conquer.

Marshal Gardner said Ms. MacConnell was badmouthing her to her troops and she did not feel that Ms. MacConnell had her back. Marshal Gardner said Ms. MacConnell and Sergeant Robinson butted heads quite a bit because Sergeant Robinson went to Marshal Gardner with issues and did not follow the directive to leave Marshal Gardner out of the loop. Marshal Gardner felt Ms. MacConnell purposely left her out of the loop on information.

Marshal Gardner said she tried not to show favoritism to any one employee, but if anyone was favored, it was probably Ms. Martin because she was her right hand administrative assistant.

Pursuant to ARS 38-1104, Marshal Gardner was given the opportunity to make a statement about the facts and circumstances surrounding the case. The following is her statement:

"And all I can say is that people, I'm not going to make everybody happy. I have worked well with other departments and I believe we are a professional organization and we're well respected. I'm, whether I'm, uh, paying for a meeting lunch that was apparently, initially, a birthday lunch or whether I, uh, you know, approve, uh, an early payment on an animal control uniforms, I'm doing the best I can. I'm there (not) intentionally trying to fraud or- or, uh, uh, be a jerk to anybody. I want to be the best Chief I can be because I might want to be a Chief someday somewhere else. I'm not trying to- to, uh, get a criminal allegation or a, um, you know, hostile work environment thing. Um, I am- I am- my- I always have an open-door policy and I respect anybody to come in. I've told them all openly, come in here and tell me what you feel. We'll shut the door. We might not agree on it but when we walk out the door, you know, I might change my mind and- and we'll go with your way. You have- you can yell at me, scream at me, whatever you want. Shut the door and that to me, that's not a fearful organization attitude. Um, I can tell you that, um, that I- I would encourage you to speak with anybody about the type of language that I use because I believe that I- I go to work every day trying to do the best job that I can do. And, I'm not perfect and, uh, I'll admit to my mistakes and -but I want to do the best

job I can do and I think, uh, anybody you want to talk to as far as chiefs or who's been worked in my agency, uh, he's been a part of my testing processes. (points to Clarkdale Police Chief Randy Taylor – Support Observer). He's been involved in a lot of different issues. He's aware of some of the cattiness that I've already discussed with him before it even, uh, became an issue here. And, um, so, it-it's to me, some of it is-is people who just think that they're going to get somebody else in there, uh, that's going to let them do what and get away with that they want. I believe if I was a man sitting here, have done some of these things, they would have never brought it up. And, that's just the truth.