City of Cincinnati



Mayor John Cranley

Office of Mayor John Cranley

801 Plum Street, Suite 150 Cincinnati, Ohio 45202 Phone (513) 352-3250 Fax (513) 352-5201 Email: John.Cranley@cincinnati-oh.gov

October 12, 2020

MOTION

I MOVE, in light of the attached report highlighting cases where arbitrators overturned police disciplinary decisions, that the Administration prioritize efforts to reform the arbitration process.

I FURTHER MOVE that the Administration work with the Fraternal Order of Police on arbitration reforms in upcoming contract renegotiations. Proposed provisions should work to preserve due process, while also removing barriers to police accountability. Any reform measures should make it easier, not harder, for the Chief to appropriately discipline officers.

Mayor John Cranley

BACK ON THE JOB: THE CASES

reschool settlements with the city that allowed them to return to work. One of-ficer, Eric Schneider, was fired and rehired twice. The following is based on personnel files, court records, police inernal investigations records and the



Set. Particle Cation
Test Favors: Site I was a final to 1006

I limited for the particle fo



Officer Terrance Dobbins
Pred Worshelz 2012, institute flaggard 2012

B. Wit Face: Choise was free for the face of the face of

Why relative Perinative Dis is entitless.
If Performance sides retent the value shripted in December on changes of conducting an unabstrated step statute of window about size or suitable, the device relationship of the shripted of the statute of the size of the statute of the size of

Officer Andre Ewing
The April 2919, revised Appart 293

It like fine to was their der the water account on a party grant of the Time water and the Time water account on a party grant or Time Galantel et an entre land, account on the Time to wide the control and the time to wide the control account on the time to wide the control account on the time and grant committee systemes is a point of party and grant gran

ing people.

III. Performance since relains for has been promoted to seignest and his evaluations describe him as a good suppliers with "process as a relations to young officiers." He has received no discipline kines his return.

Performance since return: His two most incost eval-vations bound he "creets standards" in most since and has a post-time attitude, but he needs improvement in al-tendance and work product. He mostled a replimand this

Rehired: City finds it difficult to fire officers under arbitration

From Project B.

Others or the Orabination our more illustrated to the Designation of the Designation of the University of the University

as as officer. No personnel file total a timing of provinciary and provinciary and provinciary and provinciary and provinciary and provinciary and province manufactures and province and an analysis come of the entire such a foreign.

**The Provinciary 2000, "selectured provinciary and province and provi

No. Purel Section 200111950H

First Openhar 1999, releastant August 2002

Bit Wiley Revisit Internal was fined other size was changing with ministernation that for involvement in an integral courses seen that names \$15 fines in Angine stress, less most encore and personnel file appear to Nave Series in Jourged, is no in Information in auxiliable on how the cope was recorded.

banded on cover from the coperation and to have the challenge. Private his family, from the west stages and the challenge from 2000 of their the sees secreted of defining a warrant 1000 for the section of the challenges and the section of the challenge from the challenges and the first of the challenge from the challenges and the first of the challenge from the challenges and the challenges and the challenges from the









Officer Robort Joinson

First Streember 2002, illustrated Systems 2005 of the property of the Officer Joshua Phillips
Fred Februry 2005, whichised Marke 2004
B. With Pedra Philips are secured of ring short for involvement or and rind play pressed to 2004. These distance
said is required to the rind of the press of the rings
said in required to the rings of the rings of the rings
said in required to the rings of the rings of the rings
said in required to the rings of the rings of the rings
said in required to the received free of the rings
said to the required free rings said to the rings
said to the rings of the rings of the rings
said to the rings of the rings of the rings
said to the rings of the rings of the rings
said to the rings of the rings of the rings
said to the rings of the rings of the rings
said to the rings of the rings of the rings
said to the rings of the rings of the rings
said to the rings of the rings of the rings
said to the rings of the rings of the rings of the rings
said to the rings of the rings of the rings of the rings
said to the rings of the rings of the rings of the rings
said to the rings of the rings of the rings of the rings
said to the rings of the ri

The May whole Description by an another The orbital property of the property o

Officer Anthony Planmer
Free August 2005, visuatised September 2007
Why free Furname was not for visuating procedure
during a 2000 "mainly visualize" account, Freder investigat,
and a 2000 "mainly visualize" account, Freder investigat,
and the second of the second of

Sgt. Eric Schneider (Brist Bring)
Five Aliques 2006, inelastical Application

If they found the was vidicated on their in office and
manipering with response changin in 2003, after city officials accused their officing table their planet that
planet the city 2,000 for founds in each of which with its
supervision, after a was the property prepared for
court appearations, we also, accorded of the other land,
court appearations, we also, accorded of the other land,
changes, A virolle print to bit thing described from it is
"quality supervision."

Why published: Reinstance by settlement agreement spokes delay.

Sgt. Eric Schmelder (second firing Free Beseite 2017, released a war 2016 11 Why free Prince efficiel but him the triving the advanced section in bigomines to good of by watching 17 and playing 4 who gives a man fee should be set to be set to be seen to be set to be actived 17 and playing 4 who gives a man fee should be actived 17 and playing 4 who set to find received and under 18 Way salvine. Rejected to settlement, appeared to disc, the religious hand begond to undersit of his first fining it biomedia's advanced having to at the settlement of the settlement of the first fining it biomedia's settlement having first fining it biomedia's settlement having first fining it biomedia's settlement first fining it biomedia's settlement first fining it would not like the of the little first fining it would not like it and it will be first fining it first fining it fining it



Fired 2397, Newtonine Researcher 2001.

Fired 2397, Newtonine Researcher 2001.

Fired Researcher 2001.

Officer Freddie Vincent

The Way whose I is the control to yet a publisher.

If Way whose I is the control to yet a publisher.

If where whose I is the control to the is a member cover at the control to the in-accordancy postulated as per what provide a more in accordancy postulated as per what provide a more invalidation as the feet provided as the control to the publisher is the control to the publisher and to predict provided as the control to the control to the other provided as the control to the publisher. I involve the control to the control to the publisher is the publisher in the control to the control to the publisher is the control to the con

Fired 1998, reinstated 1999

Why fired: A civilian 911 operator, Gibson was fire:



IN BUSINESS J1

GILLETTE'S MESSAGE: MEN, LOOK SHA

COUPONS \$105

SUNDAY, JUNE 29, 2008

Up Front

Fuel prices strike at Amish wallets

From buggy whips and taxi trips to horse feed, even the Amish are feeling the gas-price pinch. LOCAL B1

Reds romn over Cleveland 5-0

Paul Bako snapped a cold streak to give the Reds three of their five runs. SPORTS C1

Who said modern art was easy?

It's been one tumultuous year since Raphaela Pla-tow took the Contempo-rary Arts Center's helm. A&E D1

Outer Banks offer seaside sanctum

These wind-swept islands stretching along the North Carolina coast boast rustic cottages and mouth-watering seafood.

TRAVEL F1

High court ends term with a growl

From guns to Guantana-mo to child rape, the final weeks reveal divisions in the Supreme Court.
NATION & WORLD A2

The latest generation of GM vehicles is catching car buyers' attention. CARS.COM G1

A pregnant band geek, a Christian cheerleader. ABC Family delves into "The Secret Life of the American Tecnager." TV WEEK

After 40 years on tour, it's good to be Jimmy Buffett. Plus, a chance to win a trip to Parrothead paradise. USA WEEKEND

WEATHER



COMPLETE FORECAST: BS

INDEX

Ten section	th year, No. 81		
135			
funress			
18th	F6	Puzzles	-3
Forum	E1	Sports	mil
Latteries	B6	TV	NWE
Dasified		M7-10, 11-	8. G1:



ENOUIRER ANALYSIS • CINCINNATI POLICE

Fired cops often return to force

City's record poor when dismissals go to arbitration

Sp Dan Mera

Genimatif Dan: Wes video from W.W.T. The appeals process is the main readment facilities and failed 19 times to fire officers and dailed 19 times to fire officers to fire of the class of the man of the control of the contr

ruled against the city in 16 of the 18 firing cases they decided in the past 10 years. El Editorial: Arbitvation system needs to be fixed. E2 E Why 18 were fired, then rehired. E4-5

A year of natural disasters and weather extremes

Are We Due?

By Tony Lang

ust this year, an earthquake killed 60,000
people in Clina, and a
people in Clina, and a
people in Clina, and a
lives in Myannar
More thant, 1900 tornadoes nore through the
U.S., killing il Ba and setting
a record pace for twisters.
Floodwaters overwhelmed at least 30 leves
along the Mississippi and
Missouri freers, casaling
Missouri freers, casaling
Rorely have so many
weather extremes and nayweather extremes and naymajor natural disaster here?

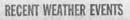
"It's a good question to
add, says Mark Bourlman,
with a support of the companymajor natural disaster here.

"It's a good question to
add, says Mark Bourlman,
with a support of the companymajor natural disaster here.

"It's a good question to
a support of the companymental Sciences Unfortunetally be supported to
a support of the companymental Sciences Unfortunetally support of the companymental Sciences Unfortunetally support of the companymental Sciences of the companymental Sciences



1









Bush calls for tougher action on Zimbabwe

Criticism of one-man election grows louder

by Jagus Shaw
The Americal Press
HARARE, Zimbathwe — Zimbathwe
came under threat of further sanctions on
startudy as President Bush said the US
was working on new ways to punish loagtime leader Bother Magabe and the silies
following the widely denounced presiders
following the widely denounced presiders
which was the said of the silies
following the widely denounced presiders
of the said of the said of the silies
following the widely denounced presiders
of zero and travel ban on regime officials. Bush said in a statement.
The European Union said it would not
rule out sanctions against 'those responsible for the traige events of recent months.
Friday's runoff election was widely contempted by Antonia Statement.
Friday's runoff election was widely condemned by Antonia of the widely contempted by Antonia of the said of the sa

Inside, A14

Mugabe, once a liberation hero, also has a long history of brutality.



Backyards are Designed for Entertaining!



Patio Furniture, Chemicals Excludes Bag Chairs Firepits and Patio Heat While Supplies Last

Furniture, Lawn Decor 25%-33% or Garden with OFF Shelf Tag Reflects Savings

BACK ON THE JOB: THE CASES

incinnati has rehired 18 fired police officers and police dispatchers in the past 10 years. Most returned after arbitrators ruled their firings were unjustified, and a few reached settlements with the city that allowed them to return to work. One officer, Eric Schneider, was fired and rehired twice. The following is based on personnel files, court records, police internal investigations records and the Enquirer archive.

Sgt. Barry Carr

- Sgt. Barry Carr
 Fired Neirember 1999, relatated March 2000

 Why fired, Carr was fired for repeated wage gamishments, which are assessed to pulycheds when someone ones a dest he a unsate to pay. Debt is considered a problem because it could allow outsides to influence an officer. Can received 15 gamishments in a three-law profice fired in 1999. He previously was disciplined for neglect of duty in time separate incidents indicated to job performance.

 Why real-red. Reinstated by settlement agreement with the circ.
- with the city:

 We performance since return: He received at least five wage garnishments since he returned to work and was suspended twice because of them. He has received reprinted to the manacks for failing to bring in a other secuse, failing to turn in paperwork out time and failing to process a city-area complaint. He also was warned about missing a grand july appearance. His most recent evaluation says he is "causable and completed" but struggles with deadlines and administrative duties.

Sgt. Patrick Caton



Sgt. Patrick Caton
Fired February 2003, reinstated April 2006

If the Special Patrick Caton was charged and acquired of assault in the death of Roger Oversby Jr. in 2000. Police said Oversby, a father and Amy veteran, died after Caton and Amy veteran, died after Caton and other officers tackled after Caton and other officers said they were trying to determine whether Oversby was a forg student. Caton was acquired of assault. The city paid a 56.5 million settlement to Oversby's relatives. It is the largest such estillement to Grant Special Special Patrick Special Speci

- pealed in court, and lost.

 Performance shace return: He has received no disciplent since returning to work. His 2007 evaluation says he
 meets standards aind is a good offloor. He received one obzen complaint signing him, but, but a review broad off not sustain the allegation. He was promoted to sergeard enfeit this
 year after posting a good score on the chill service exam.

Officer Terrance Dobbins



Officer Terrance Dobbins
Fired Nevember 2001, reinstated August 2002

Why fired, Dobbins was fired for dishoneaby, insubordination and failure of honeaby, insubordination and failure of the face. Police officials say he used unnecessary force, failed to notify a superior about the incident in the face. Police officials say he used unnecessary force, failed to notify a superior about the incident. Prior to his fing, he received seven reprimands and a 15-hour suspension for offenses such as insubordination, failing its follow orders, missing court appearances and fing an improper offense report.

Why resides: Reinstated by an arbitrator.

court appearances and filing an improper offense report.

Why rehired: Reinstated by an arbitrator.

Performance since returns: He was arrested in December on charges of conducting an unauthorised strip search of a woman who was in usuator, He denies strip search of a woman who was in usuator, He denies strip search of a woman who was in usuator, He denies strip pending the outcome of his case in municipal court. He also was reprimitanced in 2006 for conducting an improve reservin. In that case, police officials say, Dobbins placed a woman in the back of his cruiser without justification and professed her by pull her bra away from her body. His most recent evaluation was pie meets standards and is "an intelligent, hard-working officer."

Officer Andre Ewing

- Officer Andre Ewing
 Fired April 1999, reinstated August 1999
 Why fired: He was fired after three women accused him of asking them for say. They claimed he made interpropriate comments and asked them bow much they would charge him. He also was accused of sending lap-propriate comments to a police dispatcher and symposite comments to a police dispatcher and symposite comments to a police dispatcher was periodic incidents. Ewing deried the allegations. Ewing principally received two reprincipals for neglect of duty.

 Who askings Plaintainto I was administrated a submitted.
- previously received five reprintantics for neglect of duty.

 Why relabel, Reministant by an authoristic. An arbitration closed Euring violeted department policy by calling one of the women a deepington word, but but the evidence of did not support the women's claims or the disension.

 Performance shake returns "Nit to more incont evaluations found he "meets standards" in most awas and have provided a stratus, but the needs improvement aid-tendance and work product. He received a reprintant this year for miscing three courts appearances and another in 2005 for being absent without permission.

Sgt. Robert Hill



Fired July 2000, reinstated January 2001
Fired July 2000, reinstated January 2001
Why fired: Hill was free for subduling a 88-year-old Atheimer's patient too eggressively at a Madisposible convenience stote. The incident was captured on video, which shows Hill grabbing and foreing Robert Wittenberg to the floor, Wildenberg's doctor

dards and is "an intelligent, hard-working officer.

Officer Andre Ewing

Fired April 1999, reinstated August 1999

- Why fired: He was fired after three women accused him of asking them for sex. They claimed he made inapprografe comments and asked them how much they would charge him. He also was accused of sending inappropriate comments to a police dispatcher and giving contradictory statements to police when asked about specific incidents. Ewing denied the allegations. Ewing previously received two reprimands for neglect of duty.
- Why rehired: Reinstated by an arbitrator. An arbitrator decided Ewing violated department policy by calling one of the women a derogatory word, but that the evidence did not support the women's claims or his dismissal.
- III Performance since return: His two most recent evalgations found he "meets standards" in most areas and has a positive attitude, but he needs improvement in attendance and work product. He received a reprimand this year for missing three court appearances and another in 2005 for being absent without permission

Sgt. Robert Hill



Fired July 2000, reinstated January 2001

Why fired; Hill was fired for subduing a 68-year-old Airheimer's patient oo aggressively at a Madisonville convenience store. The incident was captured on video, which shows Hill graphing and forcing Robert Wittenberg to the floor. Wittenberg's doctor

said he suffered fractured ribs, a punctured lung and a lacorated liver. Hill referred to the takedown in an electronic message to another officer, saying "Beat three ain't soft." The city settled a lawsuit with Wittenberg's family for \$700,000, the largest excessive force settlement in city history. Hill also was disciplined for making derogatory remarks about Madison ville residents during an interview with investigators about the incident.

- Why rebired: Relostated by an arbitrator. An arbitrator found Hill acted in a "reasonable manner" because a dispatcher had "embellished" conditions at the scene, tearling Hill to believe an intoxicated man was threaten-
- M Performance since return: He has been promoted to sergeant and his evaluations describe him as a good suvisor who "serves as a resource to young officers." He has received no discipline since his return

Officer Stephen Hoerst

Fired November 2005, reinstated December 2006

Why fired: Hoerst was fired for insubordination and failure of good behavior after his supervisors said he was absent without permission from his work station at the telephone crime reporting unit. They also said he disrestarded an order from his supervisor not to leave the building. Prior to his firing, Hoerst was charged with solic iting in 2003 after he was accused of offering a woman \$100 for sey. Hoest depled the allegation and the charge later was dropped. Hoerst paid a fine on a misdeneanor disorderly conduct charge and continued to work. as an officer. His personnel file lists a string of procedural violations for missing court dates, failing to process reports on time and failing to care for department equipment. He was suspended three times and reprimanded five times before his firing.

- Why rehired: Reinstated by settlement agreement
- Performance since return: Hoerst received an 80hour suspension last year for an incident that occurred while he was annealing his firing. He was charged with speeding and operating a car while intoxicated in October 2006, but those charges were dismissed and he pleaded no contest to a misdemeanor charge of willful o wanton disregard of safety on a highway. He was then convicted of that charge. He has received no other discipline since returning to work.

Officer Lisa Johnson

Fired October 1999, reinstated August 2002

- III Why fired: Johnson was fired after she was charged with misdemeanor theft for involvement in an alleged coupon scam that netted \$14 from a Kroger store. Her court record and personnel file appear to have been expunged, so no information is available on how the case was menlund
- # Why rehired: Reinstated by settlement agreement
- Performance since return: Recent evaluations say she meets standards and is an active beat officer who can be counted on by her fellow officers. She has recalved no discipline since retriming to work.

Officer Robert Johnson

Fired December 2002, reinstated September 2003



had consensual sex. Johnson had sex with Unthicum second time, two weeks after the first incident. After a civil trial, a jury found the officers committed battery and awarded Linthicum \$10,000. No criminal charge were filed. Retween 2000 and 2002. Johnson receive three reprimands for missed court appearances and procedural violations.

- Why rehired: Reinstated by an arbitrator. The arbitrator found the department did not uniformly apply discipline.
- III Performance since return: He has received no discipline since returning to work. His evaluations say he neets or exceeds standards in most areas and describe him as a conscientious officer with "excellent interperennal ekille."

Officer Robert Kidd

Fired December 2002, reinstated September 2003

III Why fired: Kidd and his partner. Robert Johnson.

here accused of driving an intoxicated woman home and having sex with her while they were on duty. The woman, Kandy Linthicum, claimed she was too drunk to consent and seed the city and the officers. The officers initially denied sexual involvement with her but later admitted they had consensual sex. After a civil trial, a jury found The officers committed battery and awarded Linthicum \$10,000. No criminal charges were filed. Prior to the incldent with Linthicum, Kldd was warned about mishandling rendence and was reprimanded for failing to secure a treamer allowing him to escape.

- Why rehired: Reinstated by an arbitrator. The arbitrator found the department did not uniformly apply discipline.
- I Performance since return: He received a reprimand in 2007 for missing three court appearances in a oneyear period. His most recent evaluation says he meets standards in most areas but needs to improve his patrol practices and problem-solving skills.

Lt. Christopher Matzen

Fired October 2003, reinstated December 2006

. M Why fired: Matzen was fired after supervisors actused him of spraying chemical irritant in a suspect's face without justification and failing to properly fill out forms afterward. He also was accused of being dishoneat because he placed another lieutenant's name on a form about the incident, Matzen's lawyers said the form he filled out was merely an explanation of the incident and the other lieutenant's name was added because he was the investigating supervisor. He denied any attempt to deceive

- Why rehired: Reinstated by an arbitrator. The arbitrator found the city did not prove he had been dishones The city appealed in court, but a judge upheld the arbi-
- Performance since return: He has received no discipline since returning to work. His recent evaluations say he "meets or exceeds standards" in every category. Reviewers describe him as a good example for officers and say he has "fremendous potential."

Officer Joshua Phillips

Fired February 2003, reinstated March 2004

- Why fired: Phillips was accused of lying about his involvement in an off-duty pursuit in 2002. Police officials said he made false statements about hitting another driver's car and failed to ask a supervisor to respond to the scene of the accident. Four witnesses told police they saw the crash and were outraged that Phillips left the scene. The firing came one month after the police chief issued a new zero-tolerance policy on dishonesty. He previously had been reprimanded for missing court appearances and had been warned about making an arrest without probable cause.
- Why rehired: Reinstated by an arbitrator.
- Performance since return; He was reprimanded in 2007 after he released his grip on a prisoner, allowing him to fall to the floor. The prisoner suffered facerations to his elbow and his forehead in the fall. His most recent evaluation says he meets standards and works well with citizens, but he needs to improve in showing up for court

Officer Anthony Plummer Fired August 2006, reinstated September 2007

Why fired: Plummer was fired for violating procedures during a 2006 "family trouble" incident. Police investigators say Plummer arrested a woman at the scene without good reason and unnecessarily escalated a situation that had been under control. It was the second time in three years he was accused of making an improper arrest.

Plummer also used a Taser on the woman even though

- she did not pose an imminent threat, police officials say. A supervisor reported seeing Plummer laughing and taunting the woman. He previously had received a 32hour suspension for using excessive force when he hit a man with his nightstick.
- Why rehired: Reinstated by an arbitrator.
- Performance since return: He has received no discipline since returning to work. His 2007 evaluation says he meets standards and is a good beat officer.

Sgt. Eric Schneider (first firing) Fired August 2005, reinstated August 2006

Why fired: He was indicted on theft in office and

- tampering with records charges in 2003 after city officials accused him of filing false time sheets that charged the city \$2,200 for hours he didn't work. His supervisors also said he was not properly prepared for court appearances. He was acquitted of the criminal charges. A review prior to his firing described him as a quality supervisor."
- Why rehired: Reinstated by settlement agreement

with city that resulted in a reduction of his punishment from dismissal to a 320-hour suspension.

Performance since return: Schneider was fired again test December and ministated again.

Sgt. Eric Schneider (second firing)

- Set. ETIC Scittlestuct (Secured thing). Fred December 2001, relinstated June 2008

 Why fred: Police officials fired him eter finding the allowed to officers he supervises to good fill by watching TV and playing sideo games when they should have been partialing the streets. Union officials called the fining excessive and unfair.
- the thing excessive and unital.

 B. Why rehiters Reinstated by settlement agreement, with city. City officials had hoped to use details of his first fining at Schneider's arbitration hearing, but high feared the arbitrator would not allow it and settled for a 20-day suspension.

 B. Performance since return: Returned to work four weeks aro.

Sgt. John Sess

Fired 1997, reinstated November 2001



Fired 1997, reinstated Revember 2001

Why fired. Seas was fired after admitted from the state of the control of

Officer Freddie Vincent

Fired January 2000, reinstated July 2000



Fired January 2000, reinstated July 2000

Why fired: He was caught speeding on his motorycle and was convicted of failing to have an operator's Icense. He visiously had received four suspensions and four reprintmends for offerses such as dischosesty, region of duty, failure of good behavior and six negligent accidents in a police cutiesr. He was fired in 1992 because he failed probation as a new officer. He was reinstanted as a recruit in 1995 and became an officer.

Why rehired: Reinstated by an arbitrator

Why rehired: Reinstated by an arbitrator.

If Performance since return: He was ordered to take a mendial course at the police academy in 2003 after he accidentally discharged his gain while making an errest. He was courseled by his supervision in 2007 after attempting to buy stolen property while in uniform. Recent reviews to the control order and reduction say he frequently requests time oft on enable reviews that contentions say he frequently requests time often on enable president sizes that contention, saying his supervisor has presided as "heroic" by Chief from Streicher in 2007 after he pushed another officer behind a car and out of the line of fire during a ginfight with a suspect.

Sgt. Bradley White

- Sgt. Bradley White
 Fired June 2005, relnstated December 2005
 Why fired. White was fired after pointing the red laser sight of his Taser at another officer during roll call and then discharging the weapon into the ceimig. White claimed the discharge was "an equipment matiunction," but other officers said he was "home playing." He previously had been counseled for failing to take a citizer complaint and for failing to conduct a proper investigation.
- Bon.

 Why rehired: Reinstated by an arbitrator.

 Performance since return: White was reprimanded in 2007 for failing to submit several reports in a briefy mariner. His most recent review say he meets standards and is a "calming influence" on other officers, but it also other problems, such as not reporting for duty on time and requesting time off on short notice.

Eugenia Boiman, 911 dispatcher Fired 1998, reinstated 1999

- First 1998, relatated 1999

 Why first: She was the supervisor of Angela Gibson, a 911 dispatcher into also was fired after her boses said she mishandled calls related to the fatal shootings of officers Daniel Pope and Ronald Jeter in 1997. City officials concluded Boilman mishandled the situation and cancelled one of the first calls for help, contributing to 47-minute delay in finding the officers.
- Cers.

 If why rebired: Reinstated by an arbitrator, As in Gisann's case, an arbitrator found the police officies did not follow procedures that night and the dispatchers were not to blaim for all of the confision.

 If Performance since return: She received a repirmand for procedural problems in 2005, but her evaluations since then have been good. Her most recent review states that the "exceeds expectations." She received three commendations and no complaints during the evaluation period.

Angela Gibson, 911 dispatcher

- Fired 1998, reinstated 1999

 Why fired: A civilian 911 operator, Gibson was fired ■ Why fired: A civilian s11 operator, custom was reveal after city officials concluded she made critical missakes that delayed police response to the fatal shortings of in-fices Daniel Flore and Ronald Jeter. An earlier response might not have saved the officiers, but errors and confu-sion at the communications center led to a 47-minute cellary in finding the officers.
- delay in finding the officers.

 If they rehired: Reinstated by an arbitrator. An arbitrator said Gibson shoule not be disciplined and found the officers fatiled to call for back-up or notify dispatch of their location than night.

 If Performance since return: Her most recent evaluations are as a "valued employee." She incolved a commendation from Chief Streicher in 2004 for a "continuous display of excellence" and another in 2005 her handling of and calls in a hazardous materials emergency. In 2006, she was counseed for three procedural violations, including one that let to a middleil response delay.

 Compiled by Dan Hors.

- Compiled by Dan Horn