		Page 1
1		
2	DETROIT BOARD OF POLICE COMMISSIONERS	
3		
4		
5		
6		
7	REGULAR BOARD MEETING	
8		
9		
10		
11		
12	/	
13		
14		
15		
16	PAGE 1 TO 64	
17		
18	Taken at 1776 W. Warren	
19	Detroit, Michigan,	
20	Commencing at 6:30 p.m.,	
21	Thursday, March 10, 2011,	
22	Before Wendy A. Boer, CSR 3505.	
23		
24		
25		



		Page	2
1	APPEARANCES:		
2			
3			
4			
5	ADELA RIVERA, VICE CHAIRPERSON		
6			
7	MICHAEL REEVES, COMMISSIONER		
8			
9	TONEY STEWART, COMMISSIONER		
10			
11	DONNELL R. WHITE, COMMISSIONER		
12			
13	GEORGE ANTHONY, EXECUTIVE SECRETARY		
14			
15	CHESTER LOGAN, ASSISTANT CHIEF OF POLICE		
16			
17			
18			
19			
20			
21			
22			
23			
24			
25			



Page 3 1 Detroit, Michigan 2 Thursday, March 10, 2011 3 About 6:30 p.m. 4 5 COMMISSIONER RIVERA: Good evening, ladies and 6 gentlemen. My name is Adela Rivera. I am the Vice 7 Chair of the Board of Police Commissioners. Our Chair 8 tonight, Jerome Warfield, is at his church. He's having 9 a revival. So he won't be joining us this evening. 10 With me to my immediate right is Commissioner Michael 11 Reeves. Next to him is Commissioner Donnell White, and 12 next to him is our Board Secretary George Anthony. 13 At this time, I would like to ask if Chaplain 14 James Powell is with us. Chaplain Powell is from the 15 Cornerstone Baptist Church in Detroit. He is going to lead us in our invocation tonight. 16 17 CHAPLAIN POWELL: Let us look to the Lord. Lord God of grace, in the name of Jesus, we thank and 18 19 praise you, Lord, for your keeping power and your blessing power, Lord God, for how you just protected us, 20 21 Lord, and how you just look down upon this group of 22 officers, Lord God. Lord, I ask you just to continue to 23 bless us, Lord, and help us. Look down upon our city. 24 Bless our mayor, look down upon our chief, Lord God, and



25

those, Lord God, that -- Lord, help him. Lord, I ask

1	you just to strengthen us, give us that that we need.
2	Help us to bring our minds together, Lord God. Help us
3	to do that, Lord, which is right and that which is
4	pleasing in your sight.
5	Lord, look down upon all of our officers.
6	Protect them, Lord, as they do their jobs. Watch over
7	them. Give them sound minds, sound thinking and Lord
8	God, let your blessings be upon them. We thank you,
9	Lord God. And we magnify your wonderful name, and we
_ 0	praise you. In Jesus, name, amen.
.1	AUDIENCE: Amen.
_2	COMMISSIONER RIVERA: At this time, I would
_3	like to introduce our Assistant Chief, Chester Logan.
_4	Okay. Excuse me. First I'd like to introduce George
. 5	Anthony, our secretary, and let him introduce our staff
_6	first.
. 7	SECRETARY ANTHONY: Thank you, Madame Chair.
- 8	For the record, Secretary for the Board, George Anthony.
9	I would like to introduce the staff members from the
20	Board of Police Commissioners. And I would ask that the
21	staff members stand up so that they can be identified.
22	Our Attorney Supervising Investigator, Celia Banks
23	Washington seated in the front. Ms. Dalph Watson,
24	Director of Police Personnel. With her is Commander



John Serda, also from the Police Division or the

1	Personnel Division. Ms. Yolonda Caudle who is our
2	Community Affairs Coordinator. We also have Lieutenant
3	Tim Leach is here who is here from our Office of the
4	Chief Investigator. Our records for the day are
5	Mr. Robert Brown our Office Manager, Officer Terrence
6	Bell seated to the left. Sergeant Allen Quinn, also
7	seated to the left and Ms. Wendy Boer from Hanson Court
8	Reporting Service. Welcome. That completes the
9	introduction, ma'am.
10	COMMISSIONER RIVERA: Thank you, George. At
11	this time, I would like to introduce our Assistant Chief
12	Chester Logan. And if you wouldn't mind introducing
13	your staff tonight, please?
14	ASSISTANT CHIEF LOGAN: Yes, ma'am. There's a
15	number of different ways we can do this.
16	COMMISSIONER RIVERA: How about we just have
17	them stand and say their names or just
18	ASSISTANT CHIEF LOGAN: I wanted to be a
19	little more make it a little bit shorter than that.
20	COMMISSIONER RIVERA: Let's just introduce the
21	people who aren't here.
22	ASSISTANT CHIEF LOGAN: This is the Command
23	Staff of the Detroit Police Department. Did you want to
24	introduce you can. I thought I had already done it.
25	This is the collective staff of the Detroit Police



1	Department. In the interest of time, I'll just say
2	that.
3	COMMISIONER RIVERA: Is there anyone in
4	particular that any citizens would like to acknowledge?
5	Okay. At this point, is there anyone here from the Boy
6	Scouts of America tonight? Okay. We want to thank them
7	for the use of their hall. They have always been very
8	generous to us, and we appreciate it. Commissioner
9	Reeves, if you don't mind, would you please read the
10	duties of the Board of Police Commissioners?
11	COMMISSIONER REEVES: The duties of the Board
12	of Police Commissioners are as follows: Establish
13	policy, rules and regulations in conjunction with the
14	Chief and the approval of the Mayor. Review and approve
15	the department budget, review and approve the department
16	promotions, receive and resolve complaints concerning
17	the operations of the Police Department, final authority
18	to impose and/or review discipline of the Police
19	Department employees, appoint civilian Personnel
20	Director and finally prepare an annual report of the
21	department's activities for the public, Mayor and City
22	Council.
23	COMMISSIONER RIVERA: Thank you, Commissioner
24	Reeves. At this time, I will entertain a motion to
25	approve the agenda for Thursday March 10th, which is



1	today.
2	COMMISSIONER WHITE: So moved.
3	COMMISSIONER REEVES: Second.
4	COMMISSIONER RIVERA: All in favor?
5	COMMISSIONERS: Aye.
6	COMMISSIONER RIVERA: The agenda has been
7	approved. At this time, I will ask for a motion to
8	approve the minutes of Thursday, February 24th.
9	COMMISSIONER REEVES: So moved.
_ 0	COMMISSIONER WHITE: Support.
.1	COMMISSIONER RIVERA: All in favor?
_2	COMMISSIONERS: Aye.
.3	COMMISSIONER RIVERA: Let the record show that
_4	the minutes for February 24th have been approved. I
.5	just have one simple thing to mention tonight. I know
-6	alot of you are tired today. We have all been doing alot
. 7	of meetings. So we are going to try to get through this
-8	as quickly as possible.
-9	I just attended Commissioner Reeves and I
20	just attended and Assistant Chief Logan just attended the
21	Consent Decree dialog held at Wayne State University by the
22	Lawyers' Guild. And we had some very interesting
23	comments from the citizens, a lot of input. I was
24	telling Deputy Chief Simenauer that he was a
) 5	hig tonic of discussion. We had those cameras and those



cars, that audio working, that seems to be a very
pressing issue with the community and of course getting
out of the Consent Decree and getting some involvement
from Ron Scott's group, the Coalition Against Police
Brutality because they feel that they haven't had a say.

It was also mentioned at that meeting -- and I'm sorry they are not here right now. Are you here, Ron? That they mentioned that some of the people don't feel that their complaints are fully addressed when they make them. And I want to reassure every one of you that every complaint that comes into the Police Department and to the Office of the Chief Investigator is thoroughly investigated. It's part of the Consent Decree. And we are obligated by law to investigate every single complaint.

That being said, there was also a comment about what happens when you don't feel like you have any redress. And I must say that, you know, we do a very very thorough job of investigating each complaint. And sometimes, you know, you just have to agree to disagree. And I think the bulk of the people that have complaints about their complaint not being handled properly really has more to do with they maybe didn't agree with the findings. But you have to remember that we are a citizen review board and that we do our best to look at



1	all of the facts and discipline officers when necessary,
2	ask that they be retrained or go through discipline.
3	So, I just want to make sure that all the
4	citizens here are aware that we do take our citizens'
5	complaints very seriously and they are really looked
6	into. If you have any problems with a citizen complaint
7	and you're not satisfied with what you hear at this
8	meeting, you can always give it to any one of our
9	commissioners here, and they will personally make sure
10	that someone pays attention to your complaint. Okay.
11	That being said, we have a report from
12	Chief Logan today or a presentation. I'm going to let
13	turn the meeting over to you at this point.
14	ASSISTANT CHIEF LOGAN: Yes, ma'am. Through
15	the Chair, I call upon Commander Kenneth Williams of the
16	Central District to come forward and introduce himself.
17	And, Commander, would you also introduce your staff?
18	COMMANDER WILLIAMS: Yes, sir. Commander
19	Kenneth Williams, Central District. My support staff
20	are Lieutenant Charles Fitzgerald, 13th Precinct patrol,
21	Lieutenant Lashinda Houser, central events and gaming,
22	Christopher Vinavogel (phonetic) is my administrative
23	lieutenant. Could my community relations staff please
24	stand. Sergeant Quick back there who is about to leave
25	us rather quickly. Officer Nelms and Officer Dorsey



1	Earlier.	Ι	think	that's	S	about	it,	sir.

I wanted to give you a brief overview of the
Central District if I could. But I wanted to first
welcome the distinguished board, Mr. Anthony, Assistant
Chief Logan and citizens and colleagues that are in
attendance today. Just a brief overview. The Central
District encompasses roughly eight square miles. The
district is comprised of the 1st and 13th Precinct,
which is patrolled and investigative in nature and
located 7310 Woodward. Gaming operations is also housed
at 7310 Woodward, and central events is located at 20
Atwater.

The Central District is bounded by Woodland to the north in Highland Park, St. Aubin and the Chrysler Freeway service drive on the east and the John C. Lodge and west Grand Boulevard to the south and west and Michigan Avenue from 14th to Atwater. The Central District population has approximately 100,000 citizens.

I make it a point to point out every Friday afternoon, we become the second largest city of Michigan just in downtown Detroit on a regular basis. There is a resurgence of night life, sporting and I think more importantly residential area in the downtown area. And we are actually getting involved in some initiatives that we are very excited about. Our community relations

team is charged and energized towards getting to all of
the stakeholders in the district, corporate, community,
clergy, education and to me, most importantly, the human
services division.

Page 11

As you know, there's a growing number of homeless and vagrants in the downtown area. And one of the things that we want to do is start increasing our social advocacy so that we can reduce those numbers dramatically in the next upcoming year. I think the most important exciting thing for us is that we have set about the goal of creating a corporate block club that's going to engage the community, business leaders downtown, as I said earlier, the clergy. And we are not doing it from a security aspect or law enforcement aspect.

We are actually using this opportunity to engage every resident, business owner, patron, citizen that visit, frequent and lives in the downtown area. We are starting to see some of that come to fruition already as Commissioner Reeves kind of graciously helped us out today. We had a call from a concerned citizen for a B&E in progress. That citizen happened to be Commissioner Reeves who immediately called 9-1-1. And as a result, we immediately took into custody a person who was attempting to break in.

Page 12

	And I think that's what the citizens really
want in	this district and city wide. They want to know
that we	talk partnership and we say get involved. They
want to	know that when they do call, the police will be
there.	And I think that's a prime example of how we can
improve	in that area.

As we indicated earlier, every Friday evening, downtown Detroit becomes a city in and of itself. We want to make our downtown area vibrant, the club life, the River Walk, all the sporting venues, the eateries and things of that nature, we want to make user friendly. We are going to do everything we can to provide proactive positive patrol that encourages this kind of vibrancy and dissuades those who would use our downtown area in a disrespectful manner, whether it's parking anywhere you want to park, creating crime scenes or criminal activity.

We're going to be very diligent in making sure that our downtown area is vibrant. The larcenies that we have had are an issue downtown. One of the things we want to do is increase the patrol. We have a very — not a new approach to crime prevention. Let's put the patrols out there before the crime happens and hopefully, you know, our instances will go down dramatically.



	Page 13
1	I don't have anything other than just to say
2	we are engaged, we are excited. We are kind of young
3	and kind of vibrant, the new leadership team of the
4	district. And we are looking for all the support we can
5	have from the citizens and of course this board.
6	COMMISSIONER RIVERA: Okay. Is there a
7	presentation tonight?
8	COMMANDER WILLIAMS: Yes.
9	COMMISSIONER RIVERA: Would you like to
LO	COMMANDER WILLIAMS: Yes, I sure would. I
L1	would if I could call Lieutenant Houser and Lieutenant
L2	Fitzgerald and Sergeant Quick to join me. We wanted to
L3	take this opportunity to present the Spirit of Detroit
L 4	Award to one of the leaders in our district and one of
L5	the people who has made their civilian status in the
L6	district powerful and very inclusive, and that is
L 7	Mr. Jeff Debruyn from the Corktown Residents'
L 8	Association. Mind if I read it into the record?
19	COMMISSIONER RIVERA: We have it on the agenda
20	for after the 9-1-1 presentation. Is there a 9-1-1
21	presentation tonight? Okay. Can we do that after the
22	presentation?
23	COMMANDER WILLIAMS: Certainly.
24	COMMISSIONER RIVERA: Who is in charge of the



presentation from 9-1-1?

1	ASSISTANT CHIEF LOGAN: Commander Russell
2	Decrease is making his way forward.
3	COMMISSIONER RIVERA: I'd like to welcome our
4	Commissioner Toney Stewart who has just joined us for
5	the record and our Chief Investigator Tina Orr I see has
6	also joined us. Welcome.
7	COMMANDER DECREASE: Good evening, board and
8	citizens who are with us. My name is Russell Decrease.
9	I'm a Commander at Emergency Communications, here to
10	give a presentation about 9-1-1. But before I start,
11	I'd like to acknowledge a couple people. From Technical
12	Services, we have Deputy Chief Andre Simenauer
13	who is over Emergency Communications. And
14	from the $9-1-1$ , we have Administrative Assistant Hayes
15	and Senior ESO Watson.
16	COMMISSIONER RIVERA: Welcome.
17	COMMANDER DECREASE: I've got a lot of
18	information packed into the slides here. So if there's
19	anything you'd like information additional
20	information on, please let me know. First thing that we
21	are always trying to push out to the community is when
22	to call 9-1-1. First of all, it's to report a situation
23	that requires police officer at the scene or to summon
24	an ambulance for emergency medical service, also to
25	report a fire or a crime in progress or any suspicious

1 activity.

The reason we put that out there is there is a
lot of misuse of the 9-1-1 system. We have a lot of
people who are calling for things that are not
emergencies. Believe it or not, we even get calls for
toothaches as well as to find out what time the fire
works start. Calls are actually quite amazing. One of
the big questions and problems that people have is they
are really not sure who else to call and who they can
call when they actually do need something that's not an
emergency.

For general information, we do have our Public Information office at 596-2200. For general city service matters, we have 3-1-1. And they do have an alternate number, which is the 224-4636. We also have a 2-1-1 that is not a city entity, but they are able to help with a lot of issues, with bill payments, shelter, things of that nature. The last number I'd like to give is telephone crime reporting at 267-4600. They are able to take reports on crimes where there is not evidence or there is not — there is no immediate threat or things of that nature.

Next slide. How does 9-1-1 work? It's always kind of shrouded in mystery. Your call is actually answered by an Emergency Services Operator. They have a



	Page 16
1	series of questions that they have to go through in
2	order to figure out exactly where to send your call and
3	how to prioritize it. Once that happens, the
4	information is directly forwarded to the dispatchers.
5	There's two separate sets of dispatchers. One is for
6	police, and the other is for fire and EMS. They are
7	completely separate entities.
8	The dispatcher will call the unit on the
9	street, whether that's police or fire or EMS, relay the
10	information. And then obviously the unit shows up at
11	the scene. Some of the questions we get is why do we
12	have to wait if we are calling 9-1-1? And the first
13	issue is there's 1.5 million calls a year into the 9-1-1
14	center. That's about 183 calls per hour.
15	We normally run a staff, depending upon the
16	time of day as well as the season, of approximately 12
17	operators. So that means those operators are constantly
18	churning calls or doing at least 15 per hour.
19	Unfortunately, the calls don't come at a constant rate.
20	So there are times where we are going to get very few
21	calls, and there are times they are going to be all
22	bunched up. Average wait time is only three seconds.
23	You will hear sometimes some of the people say
24	that they called 9-1-1 five times in a row before they
25	got through. The unfortunate truth is had they just



	raye 17
1	held on the line, probably within about three to four
2	seconds the operator would have been able to pick up.
3	So, especially to the citizens, if you do call
4	9-1-1 and you get a recording saying please stay on the
5	line, please stay on the line. It should only be a few
6	seconds. If you hang up and you call back, you're
7	immediately back at the start of the line again. Again,
8	in 2001, we received approximately 1.5 million calls.
9	Breaks down to 44 I'm sorry 4,400 per day.
_0	One of the big problems we have as I said is
.1	the calls that are truly not emergencies. 37 percent of
_2	all calls are either pranks or hang-ups. A lot of those
_3	are from cell phones, especially burnt out cell phones,
_4	the cell phones that you tossed in your drawer or gave
.5	to a little child because you got a new one, those can
_6	still dial 9-1-1. A lot of pranks actually come from
. 7	those phones, burnt out phones. 63 percent actually do
-8	generate a run. 80 percent are for police, 15 percent
_9	are for EMS and 5 percent are for fire. But even out of
20	those 63 percent, only 17 percent of the police runs
21	actually require immediate assistance.
22	What determines a call's priority, because
23	sometimes the question is, I called the police several
24	hours ago, and I didn't see them. Well, first thing is

the highest priority to the police department is any

1	type of a danger of loss to life, physical injury or a
2	serious loss of property. Also, the apprehension
3	likelihood really doesn't matter if it's a life
4	threatening situation. Below that we have something
5	that is serious but the situation is stabilized. Below
6	that we have requires police assistance but in some
7	cases can escalate to emergency status.

Below that, we actually have the more minor situations where an immediate response is not necessary. We do make a lot of special accommodations. The first one is actually the language line. We have a lot of people who are either residents in the city or who are visiting the city who don't speak English. We have a service available to us where we can have interpreters on call for over 150 different languages. We also have what is referred to as the TDD line, which is for the hearing impaired. And they actually have devices in their homes where they can communicate to us without actually talking back and forth.

When I always talk about 9-1-1 to citizens and how they can actually improve their experience, the first thing I always say is do not hang up. Again, we have so many people who will sit there and say I called several times before I got through, not realizing that every time they hung up and called 9-1-1 again, they

	Page 19
1	went to the back of the line. Had they stayed on the
2	phone, it probably would have only been a couple seconds
3	wait.
4	First thing is give the location. If you
5	don't know the address, provide a landmark. When the
6	emergency service operator comes on, that's the first
7	thing that they are trying to get is the address because
8	if the call gets cut off, we at least know where the
9	person is. We'll ask a number of questions. The
10	questions are very important because we truly don't know
11	how to prioritize it and how important a run is unless
12	we get all the information.
13	Briefly state the problem. Never hang up.
14	Again, there is a number of questions. And a lot of
15	callers will give minimal information and then hang up.
16	A lot of times we need to keep that person on the line
17	because it's an emergency situation, and we have to
18	monitor it. And of course if there's any problem that
19	is experienced through the 9-1-1 center, please ask for
20	a supervisor. We do take complaints very seriously.
21	And the number of complaints has actually gone down



significantly.

22

23

24

and say, is the car coming? Is it here now? The 9-1-1
operator does not have that information. The questions
that are asked, they are required. We really do need to
know what the situation is so we can know how quickly we
need to send a car. Please be patient. We do serve
over a million citizens.

Page 20

One of the big ones down there, only use 9-1-1 when absolutely necessary. Again, we have, you know, 37 percent of the calls that never generate a police run or a fire or EMS. And it's just because people are misusing 9-1-1. Reports involving crimes that have already occurred do receive the lowest priority. That's something that we do ask the public's understanding in, that if a crime has already occurred, they may get pushed down in the priority list because we have something that is happening currently and we need to get to it.

One of the things that we are looking at in trying to reduce the amount of calls coming into 9-1-1 is dealing with burglar alarms. About 17 percent of our calls are burglar alarms for residences or business. That equates to about 86,000 calls per year. We are talking about expending 27,000 hours of scout cars time that could be spent actually responding to emergencies.

Nationally, 95 percent of those are false.



1	That's also the case in the City of Detroit. When we
2	are servicing those alarms, obviously we are not
3	servicing the other runs that we truly should be. One
4	of the things we've done is we have partnershiped with
5	the actual alarm industry in order to try and reduce
6	some of those calls. We have actually made it incumbent
7	upon the alarm companies to notify the owner before they
8	call 9-1-1. Most companies or some companies have done
9	this for several years, many had not. The call was
10	coming in directly into 9-1-1.
11	Just by taking the simple step, we have cut
12	calls by 12 to 15 percent. We've also looked at going
13	after the worst offenders. And that actually cut that
14	86,000 calls down by 25 percent between those two
15	initiatives. That's probably the biggest initiative
16	that we have done in several years to actually bring the
17	call volume down. That's what I have. Are there any
18	questions?
19	COMMISSIONER STEWART: Are you saying that
20	95 percent of them calls is false?
21	COMMANDER DECREASE: Correct.
22	COMMISSIONER STEWART: Calls that not a
23	crime occurred. But if they call saying it's a
24	break-in, how do you tell how do you tell if that's
25	not a crime occurred?



1	COMMANDER DECREASE: Well, when the scout car
2	shows up, they either physically they physically go
3	around the building and insure that it's secure or they
4	will physically make a police report or, you know,
5	things of that nature.
6	COMMISSIONER STEWART: But if it was a
7	break-in, a break-in is a break-in. I know people who
8	call me about that. And they come, say there's nothing
9	here. And they have stuff there was a break-in. So
10	how do you prove that 95 percent of the calls that's
11	what I'm trying to see. If it was a break-in, what are
12	you
13	COMMANDER DECREASE: Well, first of all, that
14	was a national number, that nationally 95 percent of
15	those are false
16	COMMISSIONER STEWART: It's not us?
17	COMMANDER DECREASE: In the City of Detroit,
18	we do hover around the 93 to 97 percent, depending upon
19	the month. And it's based on the officers who
20	physically go out and check the location.
21	COMMISSIONER STEWART: Okay. I think I have
22	one more. You said you get 183 calls per hour, and you
23	have 12 operators. How do they go about handling those
24	calls if you get that many per hour? That's what I
25	didn't understand about this one right here.

1	COMMANDER DECREASE: The $9-1-1$ operators do
2	take a number of calls per hour. And that's why that
3	was put in there. They are almost continuously on the
4	phones.
5	COMMISSIONER STEWART: It almost look like we
6	need more.
7	COMMANDER DECREASE: We were actually below
8	critical staffing approximately a year ago. We recently
9	hired 18 additional $9-1-1$ operators. So, we are much
10	better able to handle the call volume at this time. We
11	do have a request in for additional personnel. But we
12	are better able to handle the call volume than we were a
13	year ago.
14	COMMISSIONER STEWART: Because I was getting a
15	lot of calls and complaints about not getting through.
16	I know that's why I asked that question. Okay.
17	COMMANDER DECREASE: Again, the biggest issue,
18	if somebody does call and they get the recording that
19	says, you know, please do not hang up, your call will be
20	answered in the order received, the biggest complaint
21	that we get that, you know, I really hate to see is when
22	somebody hangs up and immediately calls back and they
23	may have to call back two or three times. But had they
24	stayed on the phone, it would have been a matter of
25	seconds before it was actually answered.

	Page 24
1	COMMISSIONER RIVERA: The moral of the story
2	is don't hang up.
3	COMMANDER DECREASE: Definitely.
4	COMMISSIONER RIVERA: Any other questions from
5	the commissioners? Commissioner Reeves and then
6	Commissioner White.
7	COMMISSIONER REEVES: I see that you have on
8	here 3-1-1. Can you explain to the citizens what's the
9	difference between 3-1-1 and 4-1-1?
10	COMMANDER DECREASE: I can't explain the
11	difference between 3-1-1 and 4-1-1. But specifically
12	3-1-1 is a city agency that will handle non police
13	matters. They will handle everything from street light
14	outages to complaints of garbage pick-up, any city
15	service that is not a crime issue.
16	COMMISSIONER WHITE: Thank you, Commander.
17	Just as a point of clarity, when you say there's 12
18	operators, is that specifically for police or is that
19	combined police and fire?
20	COMMANDER DECREASE: That's combined police
21	and fire. And when I say there is 12 operators, I mean,
22	that is the lowest point that we have. During the day
23	time and the evening hours, we actually have additional
24	operators, you know. We fluctuate based on the time of
25	day and day of the week.



	Page 25
1	COMMISSIONER WHITE: So the 183 calls is not
2	only police runs, those are fire and EMS runs as well?
3	COMMANDER DECREASE: Correct.
4	COMMISSIONER WHITE: Potential runs?
5	COMMANDER DECREASE: Correct.
6	COMMISSIONER WHITE: Are there ever return
7	calls that alert the citizens to the nature of response
8	time, that their priority is low so if an hour or two
9	hours goes by or is it up to the officer once they
10	arrive, which may be hours later, that that's the first
11	time they have had a follow-up communication?
12	COMMANDER DECREASE: No, there is no follow-up
13	communication from the $9-1-1$ center. That would be done
14	strictly through the scout car who goes to the scene.
15	COMMISSIONER REEVES: Commander, just for
16	clarification, this particular 9-1-1 location that
17	you're talking about at the 12 operators, that's right
18	there on Lyndon, correct?
19	COMMANDER DECREASE: Correct.
20	COMMISSIONER REEVES: You said there were only
21	12 or at least 12?
22	COMMANDER DECREASE: There is at least 12 on
23	the floor at any one time. In other words, we may have
24	16 working, but they may be on break, lunch. And we
25	have a minimum of 12 operators on the phones at any



1	given time.
2	COMMISSIONER RIVERA: Excuse me. Does that
3	include your supervisors? They are not included?
4	COMMANDER DECREASE: No, it does not.
5	COMMISSIONER RIVERA: Those are traditional
6	manpower?
7	COMMANDER DECREASE: Correct.
8	COMMISSIONER RIVERA: Any other questions?
9	Commissioner White?
10	COMMISSIONER WHITE: Who prioritizes the call?
11	Is that the dispatcher or is that another function in
12	how a run is prioritized?
13	COMMANDER DECREASE: It actually is a function
14	of the questions that are asked by the $9-1-1$ operator.
15	And based on those questions, the computer will
16	physically select a priority. It can be overridden in
17	unusual circumstances. But as a general rule, it's
18	based on the questions asked by the $9-1-1$ operator.
19	COMMISSIONER WHITE: How many priority levels
20	do we incorporate?
21	COMMANDER DECREASE: Technically, there's 99
22	priority levels.
23	COMMISSIONER WHITE: I will leave that at
24	that.
25	COMMISSIONER REEVES: One more question,



Page	27	7

1	Commander. Now, the location that's on Lyndon, I have
2	had a chance to go there a number of times. And I
3	understand that you all have the sitting area where you
4	all can relax, the little wait room. And you have a
5	comfortable chairs there and all of that stuff. Getting
6	back to at least 12 operators, what's the rate of
7	burnout that you have experienced with this particular
8	department being under your command?
9	COMMANDER DECREASE: It was we were
10	actually having a severe problem with burnout
11	approximately a year ago. But as I stated, we did add
12	18 operators, and that has helped significantly. We're
13	having to run people 16-hour shifts on a very small
14	basis now. A year ago, that was at a much higher level.
15	COMMISSIONER REEVES: So, again, the answer or
16	just to piggy-back off of Commissioner Stewart's
17	question, are your sure that that's enough to handle
18	that or are you sure that those are enough operators to
19	handle that particular department?
20	COMMANDER DECREASE: Again, we are not at full
21	budgeted strength. And of course we could always use
22	additional operators. And that would help with many
23	issues, including the delay of 9-1-1. But approximately
24	a year ago, we were at critical staffing levels. We are
25	no longer at critical staffing levels.

	Page 28
1	COMMISSIONER REEVES: Okay. I'm going to come
2	and visit.
3	COMMANDER DECREASE: Okay, happy to have you.
4	COMMISSIONER RIVERA: Okay. Thank you. Any
5	questions? Would you like to ask the Commander a
6	question?
7	MS. DAVIS: My name is Christine Davis. I am
8	with AC Towing. I was listening to what you were
9	saying. And when they dial $9-1-1$ , is there an operator
10	that comes on to ask, is this a police emergency, push
11	1, a fire emergency, push 2, or a life-threatening
12	emergency, push 3? That way it could be, you know,
13	sectioned off and get to the nature of the, you know,
14	call sooner.
15	COMMANDER DECREASE: I do understand your
16	question. And there are several major cities that do
17	actually have a recorded message where you press 1, 2 or
18	3. But in the City of Detroit, the call takers actually
19	take calls for police, fire and EMS. And they are cross
20	trained. So they are actually able to define all
21	emergencies, whether it be a medical emergency or
22	police. And that actually makes us more efficient
23	because we don't have to have a group of EMS call takers
24	sitting there and a group of police call takers sitting

there, and we can use them interchangeably and do a

1	better job with less people.
2	COMMISSIONER RIVERA: Thank you, Commander.
3	That was a very enlightening presentation. You're off
4	the hook. At this time, before we go on to the new
5	business, I would like to make an announcement to the
6	community that, you know, that the Aiyanna Jones case
7	has been resolved with the Michigan State Police. And
8	this board will be looking into the results of that
9	report and also any policy changes that need to be made
10	regarding incendiary devices. It will be Commissioner
11	Reeves and myself. And we'd like to engage the
12	community, if you have any comments or any questions or
13	anything you'd like to see addressed, to please call the
14	Board of Police Commissioners. And we will return your
15	calls and address any of your concerns before we come
16	out with our final results on our reviewing of policy.
17	At this time, it's time for new business. We
18	have a resolution honoring Mr. Jeff Debruyn.
19	Commissioner White, would you like to read that
20	resolution?
21	COMMISSIONER WHITE: I will.
22	COMMISSIONER RIVERA: Thank you.
23	COMMISSIONER WHITE: Resolution honoring Jeff
24	Debruyn, is that correct?
25	MR. DEBRUYN: Debruyn.



1	COMMISSIONER WHITE: Mr. Debruyn has been a
2	committed resident of the City of Detroit for five
3	years. He is a stand-up citizen and an active member in
4	his Corktown community. Mr. Debruyn, along with other
5	stand-up citizens of the Corktown neighborhood have
6	helped in assuring the safety of his residents and
7	visitors of Central District.
8	And whereas Mr. Debruyn plays a major role in

And whereas Mr. Debruyn plays a major role in the growth and stability of his community, he is the President and Executive Director of the Corktown Residents' Council, CRC, and President, Executive Director and co-founder of the Imagination Station of Roosevelt Park.

He has lived and served in his Detroit community since June, 2006, when he was invited by Father Thomas Lumpkin (phonetic) to live in and help operate the Day House, a shelter for women and children, and serve as a peacekeeper at the Manna Community Meal Soup Kitchen in downtown Detroit.

And whereas Mr. Debruyn is active in his neighborhood and the qualities displayed by him not only reveal his sincerity and devotion but also emphasize his loyalty in assisting the Detroit Police Department. An example of this is shown by his dedication and working hand in hand with DPD, which resulted in the removal of



1	over 20 housing units from the blight list.
2	And whereas Mr. Debruyn serves in many
3	capacities. He has participated as a member of Mayor
4	Bing's Angel Night Task Force and serves on Wayne State
5	University's Presidential Advisory Committee. Under his
6	leadership, the CRC received an award of recognition
7	from state senator Coleman Young, Jr., and the Spirit of
8	Detroit Award from Councilwoman Brenda Jones.
9	His projects and work have been featured in
10	the Metro Times, New York Times, Wall Street Journal,
11	Crain's Detroit Business and the Toronto Star. He
12	consistently goes above and beyond the call of duty and
13	was honored with the Community Leadership Award by Wayne
14	State University at its annual tribute to
15	Dr. Martin Luther King, Jr., in January, 2011.
16	Now, therefore, be it resolved that the
17	Detroit Board of Police Commissioners, speaking on
18	behalf of the Detroit Police Department and the citizens
19	of Detroit recognize and honor the community spirit of
20	Mr. Jeff Debruyn. His commitment to volunteerism and
21	improving the quality of life for the citizens of the
22	Central District and entire City of Detroit merit our
23	highest regard.
24	We thank and congratulate Mr. Jeff Debruyn.
25	The Detroit Board of Police Commissioners, signed by all



1	commissioners, adopted by the Board of Police
2	Commissioners, March 10, 2011. Congratulations.
3	MR. DEBRUYN: Thank you.
4	(Applause)
5	COMMISSIONER RIVERA: While he's taking the
6	pictures, I'd like to entertain a motion to approve the
7	resolution.
8	COMMISSIONER REEVES: So moved.
9	COMMISSIONER STEWART: Second.
10	COMMISSIONER RIVERA: It's been moved and
11	seconded. The resolution is accepted. Congratulations,
12	Mr. Debruyn.
13	MR. DEBRUYN: Thank you.
14	COMMISSIONER RIVERA: Yes, the Chief has or
15	the Assistant Chief has a presentation to make as well
16	and also I believe Commander Williams has. Don't leave.
17	You're getting them all at once.
18	COMMANDER WILLIAMS: This is the Spirit of
19	Detroit Award, signed by the nine members of the Detroit
20	City Council. It reads, is presented herewith as an
21	expression of the gratitude and esteem of the citizens
22	of Detroit to Mr. Jeff Debruyn in recognition of
23	exceptional achievement, outstanding leadership and
24	dedication to improving the quality of life, by the City
25	Council, Detroit, Michigan. Signed by all nine council



1	members.
2	MR. DEBRUYN: Excellent. Thank you.
3	(Applause)
4	ASSISTANT CHIEF LOGAN: Here is a Certificate
5	of Recognition from the Chief of Police to Mr. Jeff
6	Debruyn, in appreciation for your contribution and for
7	your involvement in the community and service to the
8	City of Detroit. He demonstrated a spirit and
9	commitment that is worthy of recognition. And this is
10	signed by our Chief of Police, Ralph Godbee.
11	Congratulations.
12	(Applause)
13	COMMISSIONER RIVERA: I can attest to what a
14	good community activist Mr. Debruyn is. We've worked on
15	many things together. I just have one question, one
16	question, Mr. Debruyn.
17	MR. DEBRUYN: I want to say one quick thing.
18	I'm definitely accepting this on behalf of the whole
19	Corktown community. They are very very active. We have
20	a large citizens' patrol, you know, like over 30. Over
21	30 community members do about four to eight hours a
22	month on patrol. So this is really about a very very
23	engaged community. So, I am accepting on behalf of
24	them.
25	And then one other thing. The residents'



Page 34

1	council has partnered with, you know, over 35 different
2	community groups and non profits and institutions for
3	the last three years that I have been involved with the
4	residents' council. And I always definitely say
5	publicly that our relationship with DPD is one that I
6	personally value the most and find to be one of the most
7	reliable to partner with. So we very much appreciate
8	that. So, thank you.
9	COMMISSIONER RIVERA: I just have one quick

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

COMMISSIONER RIVERA: I just have one quick question only because I have been meaning to ask you And the times that we have interacted, we've always been on other business. My question is, I know about the Imagination Station. And I drive by Corktown all the time. And I'm a little embarrassed to ask this question, but somebody has got to ask it. Is the Imagination Station a real building or is it really an imagination?

MR. DEBRUYN: It's two blighted structures. Right now, that -- and we are going to rehab them. So, it's two blighted structures. One is going to be a place for rotating public art. The other one is just boarded up right now. It's going to hopefully have a media center down below, and the upstairs will be used for like technologists in residence, people doing computer stuff. And then there's a bunch of vacant lots

1	next to them that we want to build on as well.
2	COMMISSIONER RIVERA: He's talking about
3	for those of you that aren't familiar, he's talking
4	about the area right directly across from the old train
5	station. And you're going to have a very busy week
6	coming up with St. Patrick's Day. And isn't there a run
7	or something that also is hosted in Roosevelt Park?
8	MR. DEBRUYN: Yes. I don't know the details
9	on that, but
_ 0	COMMISSIONER RIVERA: Okay. So that will be a
1	very busy community this week. Thank you and
_2	congratulations.
_3	(Applause)
4	COMMISSIONER RIVERA: We also have two other
. 5	resolutions, one for retired Sergeant Lavern Mack and a
_6	resolution for retired Sergeant William Robinson, which
. 7	we will not read. But I will make an entertain a
- 8	motion to accept those resolutions.
_9	COMMISSIONER WHITE: So moved.
20	COMMISSIONER REEVES: Second.
21	COMMISSIONER RIVERA: Let the record reflect
22	that all three resolutions have been adopted. At this
23	time, we have a grant proposal. And who would like to
24	read the grant proposal? Don't everybody volunteer at
) 5	once Commissioner Stewart would you like to read it?



	Page 36
1	He has a bad voice. Do we have the grant? Celia, do
2	you happen to have a copy of that grant? I don't see it
3	in our packet today. Thank you.
4	COMMISSIONER WHITE: As relates to the
5	permission to accept a Project Safe Neighborhoods grant
6	for the 6th and 8th Precincts from the Detroit Justice
7	Partnership, DCJP, the Detroit Police Department 6th and
8	8th Precincts have been selected to receive \$180,000 in
9	grant funding with no required match from the Eastern
_0	District of Michigan Project Safe Neighborhoods
.1	initiative.
_2	The initiative has three goals. Number one,
_3	aggressively promote the message that all firearm
_4	related violent crime will be met with strict
_5	enforcement and swift and certain punishment. Number
_6	two, encourage citizens to work with local state and
.7	federal law enforcement to address firearm related
-8	violent crime in their communities. And number three,
9	promote gun safety in the community.
20	The time period for the grant is March 1,
21	2011, through February 29, 2012. Commander Steven
22	Carlin of the Northwestern District will serve as the
23	project director for the grant. The Detroit Community
24	Justice Partnership will serve as the fiscal agent for

the grant. The appropriation number for the grant is

Page 37 1 13360. It is recommended that the DPD accept the Project Safe Neighborhoods grant for the 6th and 8th 2 3 Precincts. And it is further recommended that the Chief 5 of Police endorse the attached letters of the memorandum 6 of agreement and required attachments. 7 COMMISSIONER RIVERA: Okav. Before I 8 introduce a motion to accept the grant, can I ask -- who is going to speak on this, Commander Carlin? 9 10 ASSISTANT CHIEF LOGAN: Commander Carlin, 11 would you come forward? 12 COMMISSIONER RIVERA: Does anyone have any 13 questions regarding the grant? 14 COMMANDER CARLIN: For the record, Commander 15 Steve Carlin. I am accompanied by Sergeant Jason Sloan. COMMISSIONER RIVERA: Welcome. 16 This grant is 17 not a new grant, correct? We have had this grant in the 18 past?

- 19 COMMANDER CARLIN: That's correct.
- 20 COMMISSIONER RIVERA: It's just like a
- 21 renewal?
- 22 COMMANDER CARLIN: Well, it's the same format.
- It's a new grant.
- COMMISSIONER RIVERA: It's a new grant, but we
- 25 have done it before?



# 3/10/2011

	Page 38
1	COMMANDER CARLIN: That's correct. It was in
2	the Northwest District before, went to the Southwest
3	District; and now it's going to the Northwest District.
4	COMMISSIONER RIVERA: Right. Okay. Any
5	questions?
6	COMMISSIONER WHITE: When we say promote, what
7	vehicles will be used to promote?
8	COMMANDER CARLIN: I know they have town hall
9	meetings. Sergeant Sloan may be better able to speak to
10	some of the vehicles that they use. I know that they
11	are heavily involved in prosecution federally of gun
12	crimes for people who qualify for federal prosecution,
13	which results in heavier sentencing. But generally,
14	Sarge, can you add a little?
15	SERGEANT SLOAN: Specifically promote what,
16	sir?
17	COMMISSIONER WHITE: When it says encourage
18	citizens to work with state, local law enforcement to
19	address, promote gun safety in the community, how are we
20	going about promoting that safety? And more
21	specifically, are we working with young people in the
22	Detroit Public Schools as well is what I really wanted
23	to get to.
24	SERGEANT SLOAN: There's several different



facets to the grant. Obviously, enforcement isn't the

Page 39 1 only one, safety and et cetera. I know the ATF has programs pushing gun safety. And to specifically answer 2 3 your question, we like people to work with us, certainly become sources of information to better facilitate our 4 5 efforts directed at the right people. Hopefully that 6 answers your question. 7 COMMISSIONER WHITE: Okay. 8 COMMISSIONER RIVERA: Okay. At this time, I'll entertain a motion to accept the grant. 9 COMMISSIONER STEWART: So moved. 10 11 COMMISSIONER WHITE: Support. 12 COMMISSIONER RIVERA: It has been moved and 13 seconded. All in favor? 14 COMMISSIONERS: Aye. 15 COMMISSIONER RIVERA: The grant is accepted. We don't have any old business to my knowledge. At this 16 17 time, I'll make an announcement that our next meeting will be held next Thursday, March 17th, St. Patrick's 18 19 Day, at police headquarters at 3:00 p.m. 2.0 And at this time in our agenda, we're open for 21 oral communications from the audience. Anyone who would 22 like to speak. Please remember, we have a four-minute 23 time constriction. So, please line up. 24 Mr. Scott, I know you arrived a little late



today. But did you hear our announcement about us

	·, - · , - ·
	Page 40
1	looking into the incendiary devices? And we appreciate
2	your input.
3	MR. SCOTT: I did. And I accept that,
4	Commissioner Rivera. What I'd like to ask for the
5	record is that and it is my suggestion that we
6	consider seeking independent counsel in terms of that
7	investigation just for the standard of making sure that
8	it is clear to the community in terms of the propriety
9	that there is an independent investigation. I mean, I'm
10	sure that the Commissioners will do a good job. But I'm
11	just saying, I think from a legal standpoint, if we make
12	recommendations in terms of what the protocols are, I'd
13	like to see the Commission use its abilities to retain
14	independent council to do that.
15	COMMISSIONER RIVERA: We are just to my
16	knowledge, we are just
17	MR. SCOTT: That's just a suggestion.
18	COMMISSIONER RIVERA: We are just charged with
19	reviewing the policy for the department. But we will
20	certainly, when we get together and I'm sure we will
21	be talking to each other about it. We will certainly
22	address that issue.

MR. SCOTT: Right. If we can talk, you know, sooner than later, I would appreciate it. So we talked about it at the meeting.



23

24

Page 41

COMMISSIONER RIVERA: Commissioner Reeves and
I haven't really had an opportunity yet to sit down and
read the entire case and look at what we need to look at
and get all the information that we need. But as soon
as we have that and we're ready to start engaging the
community, we will give you a call.

MR. SCOTT: I can say thank you for the opportunity to say this. It's that, you know, as we said recently in the news conference, it is not -- our interest is in terms of the protocols that are set up to deal with this. Many people have been looking into whether or not an individual or individuals would be charged. I don't think it does the community any good to try to figure out whether or not we will get A or B person charged in this situation.

What does do us some good -- and you as well as Assistant Chief Logan were recently -- we were at a meeting a few minutes ago, not too long ago, is that if you change the process, then perhaps the people in those procedures will be not as adversely impacted. And so, I am interested in terms of the future of this department and the future of the city in terms of what kind of protocols we establish rather than looking at someone as a person who is to be charged. And that is within the context of what I am suggesting in this framework.

Page 42

COMMISSIONER RIVERA: Okay. Thank you. May I
just remind you that this investigation was handled by
the Michigan State Police. And we are not looking into
the investigation itself. We are just looking into what
policies our department needs to change or at least
address with regard to the incendiary devices and the
entire process.

Any other community representative that wishes to engage us in talking about the policy, please feel free to give either Commissioner Reeves or myself your phone number. And we will be happy to include you in our discussions.

MS. HINES: Good afternoon. Sandra Hines,

Detroit Coalition Against Police Brutality. I just want
to say thank you to the female officers, the female
civilians on the police department, you and all of the
courageous females that we have, since this is National
Women's Month, you need to be upheld and need to be
revered for your courage and wisdom as you go out on the
streets and fight crime against your male counterparts.

I also want to say that I want to see the next time they appoint another commissioner, that it be a female. We need another -- we need more females too instead of just always one female. Let's have more females.

Page 43 1 COMMISSIONER RIVERA: Well, I sometimes feel like the low man on the totem pole. But I think my 2 3 voice is heard. MS. HINES: You need more. 4 5 MS. SMITH: Don't you dare. Good evening to 6 the commissioners. Chief Logan, how are you? 7 ASSISTANT CHIEF LOGAN: Fine. Yourself? 8 MS. SMITH: I would like to make one --9 SECRETARY ANTHONY: State your name, please. 10 MS. SMITH: I'm sorry, Bernice Smith, various 11 organizations. And welcome to my neighborhood. This is 12 mid city considered. And I'm so sorry that not enough 13 came for Jeff because we do have a large group there. 14 So, what the heck. So we can all make excuses for them. But this is my neighborhood. I am in the mid city. And 15 we are very active here. I belong to the CDC over here 16 17 also. So, we are going for another election. So I hope to win again. 18 19 What I want to find out, I taken notes for the 20 presentation. The grants for number one, you're having 21 it yearly, every two years is it being given to you? 2.2 COMMISSIONER RIVERA: The grants depend on the 23 year that the grant itself. We have many grants. MS. SMITH: All right. Now, can I ask, can 24



some of that money be given so we can hire more police?

1	Can it be used for that?
2	COMMISSIONER RIVERA: I think the only thing
3	that grants usually involve correct me if I'm wrong,
4	Assistant Chief, but I think it's usually just for over
5	time. I don't think we haven't had any grants recently
6	to hire police officers, have we?
7	ASSISTANT CHIEF LOGAN: Yes, ma'am. We have a
8	COPS grant that's allowed us to this was stimulus
9	money, going back a year or two. I think we got enough
10	money to hire somewhere in the neighborhood of 50
11	officers directly.
12	MS. SMITH: Do you think that will happen soon
13	within this year because as you know most of us in this
14	room know what's going on in Lansing. We are going to
15	be subject to financial management, whether you know it
16	or not. I have information that the Mayor not the
17	Mayor, but the Mayor has gone in seclusion with him.
18	But anyway, the Governor is going to sign that bill that
19	was passed yesterday.
20	So, I want most of you to be aware of it or
21	all of you to be aware of it because most of us were
22	there. We were downtown this morning rallying in
23	regards to the several instances of your pension, the
24	water board and the takeover. So, this is something



that is very serious for this city. And I want you to

# 3/10/2011

	Page 45
1	understand that you are all involved in it, not just one
2	or two people. You're all involved in it because you
3	can lose your jobs. You can lose your jobs because if a
4	financial manager come in existence into this city, they
5	can do whatever they want to do. So I want you to be
6	aware of that and be very vigilant.
7	The next thing is, that was a good
8	presentation in regards to the 911 because some of the
9	things that I'm sure most of us were not aware of. I
10	didn't know anything about 183 calls per hour. That's a
11	lot of calls to be distributed, and then only have 12
12	operators. I've narrowed it down. Brown, quit. I
13	narrowed it down to about 15 operators on duty. I don't
14	know whether that be correct or not. But anyway, that
15	is a lot of calls for an average of 12 to 15 operators.
16	In the mean time, continue the job that you're
17	doing. I am very proud of you. And until anything
18	changes, let's keep up the good work and be very careful
19	out there and vigilant because it is dangerous out
20	there.
21	COMMISSIONER RIVERA: Thank you, Miss Bernice.
22	MS. DAVIS: Good evening. My name is
23	Christine Davis. I'm from AC Towing in Detroit. We are
24	just a couple blocks over on 14th Street and Merrick

Street. Our company, AC Towing, has been a small

1	Detroit based business for over 20 years now. We have
2	serviced the Detroit Police Department with police
3	towing in good standing. Okay. We are proud to assist
4	the city to be the best it can be in any way that we can
5	possibly help.

We have several friends on the Police

Department. And we do pray for, you know, our city, our

Police Department, our Commissioners, our Council. We

are a small family owned business, Elder Anthony Davis

who is up here a lot and myself. There was a verbal

agreement that we would tear down an old building which

was on our property on Merrick Street a couple blocks

over. It was understood that the city would assist in

helping us clear the debris. This was like ten years

ago, '96, 15 years ago. Okay.

The previous owner had left an enormous amount of tires and debris on the property. And this is a bottom line. Those tires. We have pulled up about over 2000 tires. And since we have done that, I see mounds of tires everywhere in the city, you know, just tossed in the city. And it's an eyesore. But it's costing us one dollar per tire. So far we have got rid of close to 900, and we still have several more.

I -- my question is, do you have any
information or any place or anybody I can appeal to to



1	help us dispose of these tires because it's holding us
2	up from our inspection, the fire inspection, which we
3	need to pass. So if anybody in the room knows of any
4	way we can dispose of these tires I have called
5	several people downtown. I have called the business
6	center to try to get an extension for our business
7	license. But until the tires are disposed of, we can't
8	go any further in getting our business license.
9	COMMISSIONER RIVERA: Is there someone here
10	from City Council? Would you like to come up to the
11	microphone, please?
12	MS. FORD: Good evening. Patricia Ford
13	representing Councilman Andre Spivey.
14	COMMISSIONER RIVERA: Perhaps, Ms. Davis, you
15	can get together with Patricia, Ms. Ford, from City
16	Councilman Spivey's office. And perhaps she can help
17	you with that or get send you in the right direction.
18	I know the Police Department, we don't really have tire
19	disposal that I know of, do we?
20	ASSISTANT CHIEF LOGAN: No, ma'am.
21	COMMISSIONER RIVERA: We never had that when I
22	was around.
23	MS. FORD: We have been talking a bit. So,
24	it's going a little slow. Remember, we're City Council.
25	COMMISSIONER RIVERA: Lot of things go slow in



	Page 48
1	the city. But we don't want to see her license held up
2	for that reason because I know she's applying for a
3	towing license. And we will take that into
4	consideration. Anyone else? Any other comments.
5	MS. SEMMA: Good evening. Julie Semma from
6	70's Towing. I was just wondering what the status is or
7	the towing permit. You had indicated it was going to be
8	two weeks and what the status is currently and where we
9	are as far as the permits being issued and we can start
_0	rotation.
.1	COMMISSIONER RIVERA: Okay. I'm going to turn
_2	that over to AC Logan to answer.
_3	ASSISTANT CHIEF LOGAN: Through the Chair, I'c
_4	like to have one of your favorite Deputy Chiefs,
_5	Commander Lee, come forward.
_6	COMMISSIONER RIVERA: Commander Lee, I haven't
. 7	picked on you in a whole week.
-8	DEPUTY CHIEF LEE: Deputy Chief Benjamin F.
_9	Lee, Management Services Bureau. We have been to all of
20	the yards and conducted some preliminary inspections.
21	We have partnered with the zoning department due to the
22	fact that the last audit that we had that they completed
23	about two weeks ago, there were several zoning issues at
24	I believe 16 out of 16 lots that they went to. They did

not identify the lots and indicated that there were

1	zoning violations.
2	So, we have enlisted the zoning department to
3	partner with Lieutenant Adams and Roland Clark. And
4	they are going to actually conduct the zoning portion of
5	the audit. And that should be done I should have an
6	answer from them tomorrow. They are waiting on the
7	director to approve the inspector to accompany them.
8	COMMISSIONER RIVERA: Okay. So you'll have a
9	report on that next week at our next meeting downtown?
10	DEPUTY CHIEF LEE: Yes, I will, ma'am.
11	COMMISSIONER REEVES: Just for clarification,
12	what did you say is going on tomorrow?
13	DEPUTY CHIEF LEE: I'm going to contact I
14	believe it's Mr. Davenport from the zoning. He is
15	waiting on the approval of the director of zoning in
16	order to supply the inspectors to go along with the two
17	officers that I have to do the zoning inspections for
18	the lots.
19	COMMISSIONER REEVES: Is Officer Clark as well
20	as Roland here tonight?
21	DEPUTY CHIEF LEE: They are not here.
22	COMMISSIONER REEVES: Okay, because this is
23	the same thing that we were talking about in our meeting
24	before. And I was told that we will be aware or even
25	personally I will be made aware, just to at least tag



# 3/10/2011

	Page 50
1	along just to see the exact process. And it's funny how
2	it just came out now that this happened.
3	DEPUTY CHIEF LEE: I'll let them know that. I
4	will make sure that anything else that they do
5	COMMISSIONER REEVES: What time?
6	DEPUTY CHIEF LEE: They are not going tomorrow
7	that I know of. They are going to contact me regarding
8	the date that the inspectors can go out. The inspectors
9	haven't gone out yet to do the actual inspection of the
10	lots for zoning because it's so complicated, it's
11	impossible for us to do that.
12	COMMISSIONER REEVES: Can I ask you, could you
13	please make me aware because we started a process. And
14	I'd like to see that whole process saw all of the way
15	through. So if you could please let me know, that would
16	be great.
17	DEPUTY CHIEF LEE: Yes, I'll do that.
18	COMMISSIONER STEWART: I have a question. Now
19	when you say zoning, what do you mean when you say
20	inspection for zoning?
21	DEPUTY CHIEF LEE: Their requirements, the
22	zoning will issue a permit. But there are conditions
23	that go along with that particular permit, through the
24	Chair. And those conditions may say that if the lot is
25	in a residential area, that they have to have a certain

Page 51 1 type of driveway, there has to be other conditions. It's under Section 61 of zoning. And they have to 2 3 comply with those particular requirements in order to be 4 zoned for towing. 5 COMMISSIONER REEVES: Okay. 6 COMMISSIONER WHITE: Madame Chair, before you 7 leave, Commander Lee, where are we with the ABAN rules 8 to the new changes? Are they still in draft form? They were forwarded to the legal department. Have we got 9 10 them back? Are they finalized? Where exactly are we 11 with that? 12 DEPUTY CHIEF LEE: Through the Chair, when you say the abandoned rules, I believe that was DC Tolbert. 13 14 COMMISSIONER RIVERA: Standard operating 15 procedures. DEPUTY CHIEF LEE: We did review those, and I 16 17 believe they have been submitted. 18 DEPUTY CHIEF TOLBERT: They are at 19 Communications. DEPUTY CHIEF LEE: They are Communications for 2.0 21 I guess the last piece of that. 2.2 COMMISSIONER WHITE: Which piece? 23 DEPUTY CHIEF LEE: The final piece of it. I 24 don't know which piece that is.



25

COMMISSIONER RIVERA: If you don't know, we

1	are in a little trouble.
2	DEPUTY CHIEF TOLBERT: Deputy Chief Tolbert.
3	The last information that was Communications had to
4	sign off on their participation in the new towing rules.
5	And as soon as they did that, it's going to be forwarded
6	back up through to the Chief's office for final review.
7	But they had to make sure that they had the personnel
8	and they could do the process which we laid out could
9	be handled through communications. And I believe I
_0	would believe that that should be in the Chief's office
.1	pretty soon.
_2	COMMISSIONER WHITE: So Communications is the
_3	final step because I thought after the legal it was
_4	going to the Chief for signature. But it's in
_5	Communications now. So is Cmmunications the final step
_6	or is there another layer after that?
. 7	DEPUTY CHIEF TOLBERT: Well, when someone
-8	reviews it, if they want to get when it's reviewed,
9	if there's a need to have someone who is involved in it
20	to make sure that they can do what's said in the
21	document because I drafted the document. Well, the
22	team I had drafted the document. And we believe that
23	they can do what we are asking them to do. But we are
24	just trying to confirm that. And once it's confirmed,
25	it will go through the channels. Again, I think



# 3/10/2011

	Page 53			
1	Communications is looking at it or has looked at it. So			
2	it should be on its way back to the Chief's office for			
3	the final signature.			
4	COMMISSIONER WHITE: Any estimated time frame?			
5	DEPUTY CHIEF TOLBERT: I don't know, but I car			
6	find out; and I'll get back with you and let you know.			
7	COMMISSIONER WHITE: Thank you.			
8	COMMISSIONER RIVERA: Okay. No, I'm not going			
9	to shoot you. I am done with you.			
_0	DEPUTY CHIEF LEE: Thank you.			
.1	COMMISSIONER RIVERA: Thank you, Commander			
_2	Lee.			
_3	MS. SEMMA: So, Julie Semma from 70's Towing			
_4	again. So just for clarification, are all the towing			
.5	yards going to be re-inspected with the zoning			
-6	inspector?			
. 7	COMMISSIONER RIVERA: That's what he said.			
_8	MS. SEMMA: Because when we filled out our			
-9	applications, we had to go in front of the city			
20	department and get our income taxes, zoning, Detroit			
21	headquarters based business approvals. And if that's			
22	been done, why would we need another inspection just to			
23	delay the process more than we already have? I don't			
24	understand that.			



COMMISSIONER RIVERA: Commander Lee, can you

1	address that issue?
2	DEPUTY CHIEF LEE: Deputy Chief Lee, Benjamin
3	F. Lee. We are going to rely on zoning to tell us
4	whether or not they need to reinspect those lots. If
5	the certificates that they have issued to some lots that
6	says that they are in compliance and if they say they
7	are in compliance, then we won't be revisiting them
8	because there is some towers who have had their lots
9	inspected I think some of the dates are early February
_ 0	or I should say early January.
.1	So, if zoning tells us they don't have to be
_2	reinspected, we won't reinspect them.
_3	COMMISSIONER RIVERA: You're going to review
_ 4	all 16 but not necessarily reinspect all 16?
_5	DEPUTY CHIEF LEE: That's correct.
_6	COMMISSIONER RIVERA: How long is that going
. 7	to take? Give us a report next week.
_8	DEPUTY CHIEF LEE: I will give you a report
_ 9	next week. I should have an answer from zoning
20	tomorrow. Everything hinges on zoning and when they car
21	get out there.
22	COMMISSIONER RIVERA: I'm really excited to
23	get this towing issue behind us. And I know we have a
24	lot of other issues on the department that we are
>5	concerned with. But quite naturally our towers have



1	been very very patient over the years. And I think we
2	owe them to get this policy in place and get this done.
3	DEPUTY CHIEF LEE: Yes.
4	MS. SEMMA: I have a serious problem with this
5	because it just seems like we are constantly getting
6	delayed. And last week they said two weeks, and now
7	today if I didn't come and ask this question, none of us
8	here in this room would know that there's zoning people
9	coming out to inspect the tow yards. So what's the next
10	delay process after this happens because it seems like
11	week after week, we just keep getting delayed, delayed,
12	delayed. It's been we are going in March right now.
13	Our towing rotation still hasn't changed. So, what's
14	the next process? It's getting a little ridiculous
15	already.
16	COMMISSIONER RIVERA: Since no one here
17	well, the chair is in charge of the towing commission.
18	And I can't speak on that issue. Perhaps our attorney
19	Celia might. I know I hate to put you on the spot too.
20	But someone has to when we were trying to dot all the
21	I's and cross all the T's. And we only want to do it
22	once and get it done right.
23	MS. SEMMA: I completely understand what
24	you're saying. But if the towers have already done



25

their due diligence, now why is Deputy Chief Lee saying

## 3/10/2011

Page 56

that now we are going to have zoning people come out and
inspect tonight? No one have said anything about this
up until right now. I have never heard of anything
about this. The whole entire permit was us to go ahead,
fill the requirements, bring our zoning applications,
get our clearances and submit everything. And then as
of last week, they said within two weeks.

Now it's going to be delayed even more because now he's saying he's waiting for zoning. No one has mentioned anything about this. This is ridiculous. Enough already. If not, then change the rotation. We were supposed to have changed it as of December 30th, and it still hasn't changed. Here we are mid March. Come on.

MS. WASHINGTON: Celia Washington, Attorney for the Board. To be quite honest with the Board, we'll have to wait to see what DC Lee says because we are equally as frustrated. We were told that the process would be complete. And based on the information that's been provided to the Board, that the packets were all inclusive. If the towers presented clearances for property taxes, income taxes, zoning — which I have personally seen some of the clearances that are stamped. They are official. I'm not really sure at this point what more can be done. So we will have to take that up

1	with DC Lee.
2	COMMISSIONER RIVERA: Deputy Chief Lee, I
3	believe Commissioner Reeves has a question.
4	COMMISSIONER REEVES: Just for clarification,
5	I understand and in the meeting with Officer Clark as
6	well as Officer Roland I'm sorry, Officer Clark and
7	Adams, every tower had to submit the actual packet and
8	within that packet, the attachments had to be submitted
9	as well as far as zoning. Can you just tell us ideally
10	speaking how many towers just so we can at least have
11	some kind of idea how many towers still need to submit
12	their zoning because, again, the packets that I saw, it
13	had the zoning information in there.
14	COMMISSIONER RIVERA: Clearances.
15	COMMISSIONER REEVES: Zoning clearances in
16	there. So, could you just give us an idea just so we
17	can know?
18	DEPUTY CHIEF LEE: Yes. Through the Chair, I
19	believe that out of the applications, the 31
20	applications, there were 16 applications that they did
21	not consider had zoning issues based on the fact that
22	they had the piece of paper that said they were zoned.
23	But according to the audit report that I just got about
24	three weeks ago, there were several companies that were
25	audited which were current towers. And of those current



Page 58

towers, there were zoning violations. Some of the
violations were masonry walls, driveways, stacking up of
cars. And the piece of paper that they get simply says
they are zoned with conditions. We don't know what
those conditions are. So if we go to inspect the yard
to see if they are in compliance with the zoning, we
don't know what their compliance should be.

And that's why we engaged zoning because otherwise I will have another audit hit from the auditor general indicating that we had an opportunity to clear this up on the front end and that we did not. And that's what we are attempting to do at this time is to make sure that going forward all of the lots are zoned properly per zoning. And they have even indicated that some of the zoning certificates that we have are zoned for other things other than abandoned vehicles.

COMMISSIONER RIVERA: Okay. I think at this point, the best thing we can say is get it done. Get it done fast. Give us a report next week because we are getting a little impatient.

DEPUTY CHIEF LEE: Yes.

MS. SEMMA: If this takes any longer, I'm going to request that the small towers like myself get added on to other districts because this is ridiculous already. We are already at mid March. And this



1	rotation has been going on long enough. And we have
2	been patiently waiting. And this is getting a little
3	ridiculous. So I'd suggest next week if this doesn't
4	change and these zoning people don't come out, then you
5	guys do something about the towing rotation because this
6	is enough is enough.

MS. WASHINGTON: Just as a follow up and -Celia Washington, the Board -- what I will assure the
Board because the Deputy Mayor has been closely watching
and monitoring the progress of this process. I will
advise the Deputy Mayor tomorrow of this additional
hurdle.

MS. SEMMA: Thank you.

COMMISSIONER RIVERA: Can we ask everyone else who has something to say, please line up.

MR. DAVIS: Good evening. My name is Elder
Anthony Davis, Sr., from AC Towing. And when I read the
package, that they gave us, the package for the towing,
I read it in a hurry. And I turned it in on time. And
then when I went down, Officer Clark said that -- said
that the clearance was wrong, I should have used another
agency other than Detroit. I said, I didn't -- when I
read it, I didn't get that. So I went to the -- got it
from the State Police. It says the same thing that
Detroit said. We are all clear. And I have the ones

Page 60 1 from the state police. But they saying that we cannot turn them in after the 16th. I had turned everything in 2 3 on the 16th. COMMISSIONER RIVERA: Commander Lee? You may 5 not have heard what he said. 6 DEPUTY CHIEF LEE: Through the Chair, I did 7 not because somebody was in my ear. I could not hear. 8 COMMISSIONER RIVERA: He said he had all his paperwork -- let Elder Davis explain. 9 10 MR. DAVIS: When I read it, they said we need 11 the clearance. So I went to Central District and got my 12 clearance for me and my drivers. I paid for everybody, 13 you know. I told them I will foot the bill. But when I 14 turned it in and we went down, Officer Clark said they 15 couldn't use it. But then when I got the State Police, they said the same thing, we clear. And they said you 16 17 have to use another agency. It didn't read that. It says -- I thought it said you can use other agencies 18 19 other than Detroit Police Department. 2.0 DEPUTY CHIEF LEE: Through the Chair, without 21 having the rules in front of me, I don't know if that's 2.2 correct information or not. I will get with 23 Mr. AC Towing. 24 COMMISSIONER RIVERA: Please make sure that



Mr. Davis is not penalized.

1	DEPUTY CHIEF LEE: Absolutely.
2	COMMISSIONER RIVERA: Thank you. Next? And
3	Mr. Davis, I'm sure you will let us know.
4	MR. MOORE: Good evening to the Board, to the
5	Assistant Chief, Detroit's finest and to the family. My
6	name is Edward Moore. I am the liaison of the Honorable
7	Kwame Kenyatta, our Detroit City Councilman, bringing
8	warm greetings from his office. Pertaining to
9	Mr. Davis, as far as the problem that he's had about the
10	tires being on his property, the Councilman worked
11	diligently with the departments of the city, and that
12	the city departments are saying that they won't move on
13	it because of budget and because there's no agreement.
14	So, it's not like that Councilman Kenyatta
15	have sat on it. He has set diligently through the
16	administration. He would like to get this resolved. So
17	it's in the hands of the administration. Thank you.
18	COMMISSIONER RIVERA: That being the case, I'm
19	sure we can find a way not to penalize Mr. Davis for
20	that either.
21	MR. ERRIGO: Good evening board, Chief,
22	Chairperson. My name is Gregory Errigo, G-r-e-g-o-r-y,
23	E-r-r-i-g-o. I'm the president and owner of Michigan
24	Auto Recovery. I am proud to be a Detroit Police
25	impound vard tower. What I see and I had some



1	conversation the other day downtown with the BZA. Here
2	is the rule they're going down. It's all about money.
3	They want us to okay, we already got our zoning
4	letters. We thought that was it. But no, here is what
5	they want. They see an opportunity to jump on the
6	board.
7	Here is what's going to happen. We are going
8	to have to go down and pay a fee for the fire people to

to have to go down and pay a fee for the fire people to come and see us. We are going to have to go down and pay a fee for the electrical department to come and see us. We're going to have to pay a fee for the building and safety people to come and see us and so on and so on until every little department gets their money from everybody times 30 towers or whatever. Okay.

COMMISSIONER RIVERA: Can I just interject here that that's true of every business, not picking on you.

MR. ERRIGO: We have been all approved. And they come yearly, yearly, yearly, all the things and what have you. But it's all about money, which is okay. But they didn't say — they didn't say that in our packet. And the Detroit Police Department, it is not their fault. But it's just another little wrench in the ball game. But hopefully they can get it done soon.

COMMISSIONER RIVERA: I don't think we will be

# 3/10/2011

	Page 63	
1	much longer in this process. I think Commissioner	
2	Warfield is getting very frustrated as well as you gu	
3	And I think we are going to either recommend some	
4	changes or	
5	MR. ERRIGO: I'm not here to complain. I'm	
6	just here to give my opinion on what I had a	
7	conversation with with somebody down at BZA the other	
8	day. I just thought maybe I can straighten the line up	
9	a little bit to where they are going to go with this.	
10	COMMISSIONER RIVERA: Thank you. Anyone else	
11	want to speak tonight? Seeing no one getting up, I will	
12	entertain a motion to adjourn.	
13	COMMISSIONER WHITE: So moved.	
14	COMMISSIONER RIVERA: Second. Good night.	
15	Thank you all for attending.	
16	(Proceedings concluded at 8:00 p.m.)	
17		
18		
19		
20		
21		
22		
23		
24		
25		



## 3/10/2011

Page 64 CERTIFICATE OF REPORTER 1 2 3 4 STATE OF MICHIGAN ) 5 ) SS 6 COUNTY OF MACOMB ) 7 8 I HEREBY CERTIFY that I reported 9 stenographically the foregoing proceedings and testimony 10 under oath at the time and place hereinbefore set forth; 11 that thereafter the same was reduced to computer 12 transcription under my supervision; and that this is a full, true, complete and correct transcription of said 13 14 proceedings. 15 16 17 18 Wendy A. Boer, CSR 3505 19 20 21 22 23



24

A	42:13	apprehension 18:2	audio 8:1
<b>ABAN</b> 51:7	agencies 60:18	approach 12:22	<b>audit</b> 48:22 49:5
abandoned 51:13	agency 24:12 59:22	appropriation	57:23 58:9
58:16	60:17	36:25	<b>audited</b> 57:25
	agenda 6:25 7:6	approval 6:14	auditor 58:9
<b>abilities</b> 40:13	13:19 39:20	49:15	authority 6:17
able 15:16,20 17:2	agent 36:24	approvals 53:21	Auto 61:24
23:10,12 28:20	aggressively 36:13	approve 6:14,15,25	available 18:14
38:9	ago 17:24 23:8,13	7:8 32:6 49:7	<b>Avenue</b> 10:17
absolutely 20:8	27:11,14,24	approved 7:7,14	average 16:22
61:1	41:18,18 46:15	62:18	45:15
AC 28:8 45:23,25	46:15 48:23	approximately	award 13:14 31:6,8
48:12 59:17	57:24	10:18 16:16 17:8	31:13 32:19
60:23	agree 8:20,23	23:8 27:11,23	aware 9:4 44:20,21
accept 35:18 36:5	agreement 37:6	area 10:23,23 11:6	45:6,9 49:24,25
37:1,8 39:9 40:3	46:11 61:13	11:18 12:6,9,15	50:13
accepted 32:11	ahead 56:4	12:19 27:3 35:4	Aye 7:5,12 39:14
39:15	Aiyanna 29:6	50:25	<b>Aye</b> 7.3,12 33.14
accepting 33:18,23	alarm 21:5,7	arrive 25:10	В
accommodations	alarms 20:20,21	arrived39:24	B 41:14
18:10	21:2	art 34:21	
accompanied 37:15	<b>alert</b> 25:7	asked 20:3 23:16	back 9:24 17:6,7
accompany 49:7	Allen 5:6		18:19 19:1,25
achievement 32:23	allowed 44:8	26:14,18	23:22,23 27:6
acknowledge $6:4$		asking 52:23	44:9 51:10 52:6
14:11	alot 7:16,16	aspect 11:14,15	53:2,6
<b>active</b> 30:3,20	alternate 15:15	assist 46:3,13	bad 36:1
33:19 43:16	amazing 15:7	assistance 17:21	ball 62:24
activist 33:14	ambulance 14:24	18:6	Banks 4:22
activities 6:21	amen 4:10,11	<b>Assistant</b> 2:15	Baptist 3:15
activity 12:17	America 6:6	4:13 5:11,14,18	based 22:19 24:24
15:1	amount 20:19 46:16	5:22 7:20 9:14	26:15,18 46:1
<b>actual</b> 21:5 50:9	Andre 14:12 47:13	10:4 14:1,14	53:21 56:19
57 <b>:</b> 7	and/or 6:18	32:15 33:4 37:10	57:21
<b>Adams</b> 49:3 57:7	Angel 31:4	41:17 43:7 44:4	basis 10:21 27:14
<b>add</b> 27:11 38:14	announcement 29:5	44:7 47:20 48:13	behalf 31:18 33:18
<b>added</b> 58:24	39:17,25	61:5	33:23
additional 14:19	annual 6:20 31:14	assisting 30:23	believe 15:5 32:16
23:9,11 24:23	answer 27:15 39:2	Association 13:18	48:24 49:14
27:22 59:11	48:12 49:6 54:19	assure 59:8	51:13,17 52:9,10
<b>address</b> 19:5,7	answered 15:25	assuring 30:6	52:22 57:3,19
29:15 36:17	23:20,25	<b>ATF</b> 39:1	<b>Bell</b> 5:6
38:19 40:22 42:6	answers 39:6	attached 37:5	belong 43:16
54:1	Anthony 2:13 3:12	attachments 37:6	Benjamin 48:18
addressed 8:9	4:15,17,18 10:4	57:8	54:2
29:13	43:9 46:9 59:17	attempting 11:25	Bernice 43:10
<b>Adela</b> 2:5 3:6	anybody 46:25 47:3	58:12	45:21
adjourn 63:12	anyway 44:18 45:14	attendance 10:6	best 8:25 46:4
administration	<b>appeal</b> 46:25	<b>attended</b> 7:19,20	58:18
61:16,17	APPEARANCES 2:1	7:20	<b>better</b> 23:10,12
administrative	<b>Applause</b> 32:4 33:3	attending 63:15	29:1 38:9 39:4
9:22 14:14	33:12 35:13	attention 9:10	<b>beyond</b> 31:12
adopted 32:1 35:22	applications 53:19	<b>attest</b> 33:13	<b>big</b> 7:25 15:8
adversely 41:20	56:5 57:19,20,20	attorney 4:22	17:10 20:7
advise 59:11	applying 48:2	55:18 56:15	biggest 21:15
Advisory 31:5	appoint 6:19 42:22	<b>Atwater</b> 10:12,17	23:17,20
	appreciate 6:8	<b>Aubin</b> 10:14	<b>bill</b> 15:17 44:18
advocacy ll: 8		1 1 - 1 1	CO 10
	34:7 40:1,24	audience 4:11	60:13
advocacy 11:8 Affairs 5:2 afternoon 10:20	34:7 40:1,24 appreciation 33:6	39:21	60:13 Bing's 31:4

<b>bit</b> 5:19 47:23
63:9 bless 3:23,24 blessing 3:20 blessings 4:8 blight 31:1
<b>blighted</b> 34:18,20 <b>block</b> 11:11
blocks 45:24 46:12 board 1:2,7 3:7,12 4:18,20 6:10,11 8:25 10:4 13:5 14:7 29:8,14 31:17,25 32:1
31:17,25 32:1 44:24 56:16,16 56:20 59:8,9 61:4,21 62:6 boarded 34:22
<b>Boer</b> 1:22 5:7 64:18
bottom 46:18 Boulevard 10:16 bounded 10:13
Boy 6:5 break 11:25 25:24 Breaks 17:9
break-in 21:24 22:7,7,7,9,11 Brenda 31:8
<pre>brief 10:2,6 Briefly 19:13 bring 4:2 21:16 56:5</pre>
bringing 61:7 Brown 5:5 45:12 Brutality 8:5
42:14 budget 6:15 61:13 budgeted 27:21
build 35:1 building 22:3 34:16 46:11 62:11
bulk 8:21 bunch 34:25 bunched 16:22
<pre>Bureau 48:19 burglar 20:20,21 burnout 27:7,10</pre>
burnt 17:13,17 business 11:12,17 20:21 29:5,17 31:11 34:12
31:11 34:12 39:16 46:1,9 47:5,6,8 53:21 62:16
62:16 busy 35:5,11 BZA 62:1 63:7

<b>B&amp;E</b> 11:22
C
C 10:15 call 9:15 11:21 12:4 13:11 14:22 15:9,10,24 16:2 16:8 17:3,6 18:15 19:8,25
21:8,9,17,23 22:8 23:10,12,18 23:19,23 26:10 28:14,18,23,24 29:13 31:12 41:6 called 11:23 16:24 17:23 18:23,25
47:4,5 callers 19:15 calling 15:4 16:12 calls 15:5,7 16:13 16:14,18,19,21 17:8,11,12 20:9 20:19,21,22 21:6 21:12,14,20,22 22:10,22,24 23:2 23:15,22 25:1,7 28:19 29:15 45:10,11,15 call's 17:22
call's17:22 cameras 7:25 capacities 31:3 car 20:1,5 22:1 25:14 careful 45:18 Carlin 36:22 37:9 37:10,14,15,19 37:22 38:1,8 cars 8:1 19:24 20:23 58:3 case 21:1 29:6 41:3 61:18
cases 18:7 Caudle 5:1 CDC 43:16 Celia 4:22 36:1 55:19 56:15 59:8 cell 17:13,13,14 center 16:14 19:19 25:13 34:23 47:6 central 9:16,19,21 10:3,6,11,13,17 30:7 31:22 60:11 certain 36:15
50:25 certainly 13:23 39:3 40:20,21 Certificate 33:4 64:1

**B&E** 11:22

certificates 54:5	
58:15	
<b>CERTIFY</b> 64:8	
cetera 39:1	
<b>chair</b> 3:7,7 4:17	
9:15 48:13 50:2	4
51:6,12 55:17	
57:18 60:6,20	
Chairperson 2:5	
61 <b>:</b> 22	
chairs 27:5	
chance 27:2	
<b>change</b> 41:19 42:5	
56:11 59:4	
changed 55:13	
56:12,13 changes 29:9 45:1	
<b>changes</b> 29:9 45:1	8
51:8 63:4	
channels 52:25	
<b>Chaplain</b> 3:13,14	
3:17	
<b>charge</b> 13:24 55:1	7
<b>charged</b> 11:1 40:1	
41:13,15,24 Charles 9:20 check 22:20	
Charles 9:20	
<b>check</b> 22:20	
<b>Chester</b> 2:15 4:13	
5 • 1 2	
chief 2:15 3:24 4:13 5:4,11,14	
4:13 5:4,11,14	
5:18,22 6:14	
7:20.24 8:12	
7:20,24 8:12 9:12,14 10:5	
14.1 5 12 32.14	
14:1,5,12 32:14 32:15 33:4,5,10	
37·/ 10 /1·17	
13.6 7 11.1 7	
37:4,10 41:17 43:6,7 44:4,7 47:20 48:13,18	
48:18 49:10,13	
40:10 49:10,13	
49:21 50:3,6,17 50:21 51:12,16 51:18,20,23 52:	
50:21 51:12,16	$\sim$
51:10,20,25 52:	_
52:2,14,1/ 53:5	
52:2,14,17 53:5 53:10 54:2,2,15 54:18 55:3,25	
54:18 55:3,25	
57:2,18 58:21 60:6,20 61:1,5	
60:6,20 61:1,5	
61:21	
Chiefs 48:14	
Chief's 52:6,10	
53:2	
child 17:15	
children 30:17	
Christine 28:7	
45:23	
Christopher 9:22	
Chrysler 10:14	
<b>church</b> 3:8,15	

churning 16:18 circumstances 26:17 **cities** 28:16 citizen 8:25 9:6 11:17,21,22 30:3 **citizens** 6:4 7:23 9:4,4 10:5,18 12:1 13:5 14:8 17:3 18:20 19:25 20:6 24:8 25:7 30:5 31:18,21 32:21 33:20 36:16 38:18 **city** 3:23 6:21 10:20 12:2,8 15:13,16 18:12 18:13 21:1 22:17 24:12,14 28:18 30:2 31:22 32:20 32:24 33:8 41:22 43:12,15 44:25 45:4 46:4,7,13 46:20,21 47:10 47:15,24 48:1 53:19 61:7,11,12 civilian 6:19 13:15 civilians 42:16 clarification 25:16 49:11 53:14 57:4 **clarity** 24:17 **Clark** 49:3,19 57:5 57:6 59:20 60:14 **clear** 40:8 46:14 58:10 59:25 60:16 clearance 59:21 60:11,12 clearances 56:6,21 56:23 57:14,15 clergy 11:3,13 **close** 46:22 closely 59:9 **club** 11:11 12:9 Cmmunications 52:15 Coalition 8:4 42:14 **Coleman** 31:7 colleagues 10:5 collective 5:25 combined 24:19,20 **come** 9:16 11:19 16:19 17:16 22:8 28:1 29:15 37:11 45:4 47:10 48:15

55:7 56:1,14 59:4 62:9,10,12 62:19 comes 8:11 19:6 28:10 comfortable 27:5 coming 20:1,19 21:10 35:6 55:9 command 5:22 27:8 Commander 4:24 9:15,17,18,18 13:8,10,23 14:1 14:7,9,17 21:21 22:1,13,17 23:1 23:7,17 24:3,10 24:16,20 25:3,5 25:12,15,19,22 26:4,7,13,21 27:1,9,20 28:3,5 28:15 29:2 32:16 32:18 36:21 37:9 37:10,14,14,19 37:22 38:1,8 48:15,16 51:7 53:11,25 60:4 Commencing 1:20 comment 8:16 comments 7:23 29:12 48:4 COMMISIONER 6:3
<pre>commission 40:13 55:17 commissioner 2:7,9</pre>
2:11 3:5,10,11 4:12 5:10,16,20 6:8,11,23,23 7:2 7:3,4,6,9,10,11 7:13,19 11:20,23 13:6,9,19,24 14:3,4,16 21:19 21:22 22:6,16,21 23:5,14 24:1,4,5 24:6,7,16 25:1,4 25:6,15,20 26:2 26:5,8,9,10,19 26:23,25 27:15 27:16 28:1,4 29:2,10,19,21,22 29:23 30:1 32:5 32:8,9,10,14 33:13 34:9 35:2 35:10,14,19,20 35:21,25 36:4 37:7,12,16,20,24 38:4,6,17 39:7,8 39:10,11,12,15 40:4,15,18 41:1 41:1 42:1,10,22

43:1,22 44:2 45:21 47:9,14,21 47:25 48:11,16 49:8,11,19,22 50:5,12,18 51:5 51:6,14,22,25 52:12 53:4,7,8 53:11,17,25 54:13,16,22 55:16 57:2,3,4 57:14,15 58:17 59:14 60:4,8,24 61:2,18 62:15,25 63:1,10,13,14 commissioners 1:2 3:7 4:20 6:10,12 7:5,12 9:9 24:5 29:14 31:17,25 32:1,2 39:14 40:10 43:6 46:8 commitment 31:20	
33:9 committed 30:2 Committee 31:5 communicate 18:18 communication 25:11,13 communications 14:9,13 39:21 51:19,20 52:3,9 52:12,15 53:1 communities 36:18	
community 5:2 8:2 9:23 10:25 11:2 11:12 14:21 29:6 29:12 30:4,9,15 30:18 31:13,19 33:7,14,19,21,23 34:2 35:11 36:19 36:23 38:19 40:8	
41:6,13 42:8 companies 21:7,8,8	
41:6,13 42:8 companies 21:7,8,8 57:24 company 45:25 complain 63:5 complaint 8:11,15 8:19,22 9:6,10 23:20	
41:6,13 42:8 companies 21:7,8,8 57:24 company 45:25 complain 63:5 complaint 8:11,15 8:19,22 9:6,10	

```
compliance 54:6,7
 58:6,7
complicated 50:10
comply 51:3
comprised 10:8
computer 26:15
 34:25 64:11
concerned 11:21
 54:25
concerning 6:16
concerns 29:15
concluded 63:16
conditions 50:22
 50:24 51:1 58:4
 58:5
conduct 49:4
conducted 48:20
conference 41:9
confirm 52:24
confirmed 52:24
congratulate 31:24
congratulations
 32:2,11 33:11
 35:12
conjunction 6:13
Consent 7:21 8:3
 8:13
consider 40:6
 57:21
consideration 48:4
considered 43:12
consistently 31:12
constant 16:19
constantly 16:17
 55:5
constriction 39:23
contact 49:13 50:7
context 41:25
continue 3:22
 45:16
continuously 23:3
contribution 33:6
conversation 62:1
 63:7
Coordinator 5:2
COPS 44:8
copy 36:2
Corktown 13:17
 30:4,5,10 33:19
 34:13
Cornerstone 3:15
corporate 11:2,11
correct 21:21 25:3
 25:5,18,19 26:7
 29:24 37:17,19
```

38:1 44:3 45:14

54:15 60:22

64:13

costing 46:22 council 6:22 32:20,25,23 34:4 40:14	L
council 6:22	30:11
32:20,25,2	5 34:1
34:4 40:14	46:8
47:10,24	
Councilman 4	7:13
47:16 61:7	,10,14
Councilwoman	31:8
counsel 40:6	
counterparts	42:20
<b>COUNTY</b> 64:6	
<b>couple</b> 14:11	19:2
45:24 46:12	
courage 42:19	9
courageous 42	2:17
courageous 42 course 8:2 13	3:5
19:18 27:2	1
Court 5:7	
co-founder 30	12
Crain's 31:11	L
CRC 30:11 31:	: 6
<pre>CRC 30:11 31:</pre> <pre>creating 11:1</pre>	11
12:16	
crime 12:16,2	22,23
14:25 15:19	9
20:14 21:23	3,25
24:15 36:1	4,18
24:15 36:14 42:20	,
<b>crimes</b> 15:20	20:11
38:12	
criminal 12:1	L 7
critical 23:8	
27:24,25	
cross 28:19 5 CSR 1:22 64:3	55:21
CSR 1:22 64:1	19
current 57:25	5,25
currently 20	:16
48:8	
<b>custody</b> 11:24	4
custody 11:24 cut 19:8 21:1	

## D **Dalph** 4:23 danger 18:1 dangerous 45:19 **dare** 43:5 date 50:8 **dates** 54:9 Davenport 49:14 Davis 28:7,7 45:22 45:23 46:9 47:14 59:16,17 60:9,10 60:25 61:3,9,19 day 5:4 16:16 17:9 24:22,25,25 30:17 35:6 39:19 62:1 63:8 **DC** 51:13 56:17

completes 5:8

57:1 DCJP 36:7 deal 41:11 dealing 20:20 debris 46:14,17 Debruyn 13:17 29:18,24,25,25 30:1,4,8,20 31:2 31:20,24 32:3,12 32:13,22 33:2,6 33:14,16,17 34:18 35:8 December 56:12 Decrease 14:2,7,8
14:17 21:21 22:1 22:13,17 23:1,7 23:17 24:3,10,20 25:3,5,12,19,22 26:4,7,13,21 27:9,20 28:3,15  Decree 7:21 8:3,14 dedication 30:24 32:24 define 28:20
define 28:20 definitely 24:3 33:18 34:4 delay 27:23 53:23 55:10
<pre>delayed 55:6,11,11   55:12 56:8 demonstrated 33:8 department 5:23</pre>
6:1,15,15,17,19 8:11 17:25 27:8 27:19 30:23 31:18 36:7 40:19 41:21 42:5,16 46:2,7,8 47:18 48:21 49:2 51:9 53:20 54:24 60:19 62:10,13 62:22 departments 61:11 61:12
department's 6:21 depend 43:22 depending 16:15 22:18
Deputy 7:24 14:12 48:14,18,18 49:10,13,21 50:3 50:6,17,21 51:12 51:16,18,20,23 52:2,2,17 53:5 53:10 54:2,2,15 54:18 55:3,25 57:2,18 58:21 59:9,11 60:6,20

61:1 <b>details</b> 35:8	
<pre>determines 17:22 Detroit 1:2,19 3:1   3:15 5:23,25</pre>	
3:15 5:23,25 10:21 12:8 13:13	
21:1 22:17 28:18	
30:2,14,19,23 31:8,11,17,18,19 31:22,25 32:19	
31:22,25 32:19 32:19,22,25 33:8	
32:19,22,25 33:8 36:6,7,23 38:22 42:14 45:23 46:1	
46:2 53:20 59:22	
59:25 60:19 61:7 61:24 62:22	
61:24 62:22 <b>Detroit's</b> 61:5 <b>devices</b> 18:17	
29:10 40:1 42:6	
<b>devotion</b> 30:22 <b>dial</b> 17:16 28:9	
dialog 7:21	
<pre>difference 24:9,11 different 5:15 18:15 34:1 38:24</pre>	
18:15 34:1 38:24 <b>diligence</b> 55:25	
diligent 12:18	
<b>diligently</b> 61:11 61:15	
<pre>directed 39:5 direction 47:17</pre>	
directly 16:4	
21:10 35:4 44:11 <b>director</b> 4:24 6:20	
30:10,12 36:23 49:7,15	
disagree 8:20	
<b>discipline</b> 6:18 9:1,2	
discussion 7:25	
discussions 42:12 dispatcher 16:8	
26:11 <b>dispatchers</b> 16:4,5	
displayed 30:21	
disposal 47:19 dispose 47:1,4	
disposed 47:7 disrespectful	
12:15	
dissuades 12:14 distinguished 10:4	
distributed 45:11	
district 9:16,19 10:3,7,8,13,18	
10:3,7,8,13,18 11:2 12:2 13:4	
13:14,16 30:7 31:22 36:10,22	

38:2,3,3 60:11
districts 58:24
<b>division</b> 4:25 5:1
11:4
<b>document</b> 52:21,21
52:22
doing 7:16 11:14
16:18 34:24
45:17
dollar 46:22
Donnell 2:11 3:11
Dorsey 9:25
dot 55:20
downtown 10:21,23 11:6,13,18 12:8
12:9,15,19,20
30:19 44:22 47:
49:9 62:1
<b>DPD</b> 30:25 34:5
37 <b>:</b> 1
<b>Dr</b> 31:15
<b>draft</b> 51:8
<b>drafted</b> 52:21,22
dramatically 11:9
12 <b>:</b> 25
<b>drawer</b> 17:14
<b>drive</b> 10:15 34:13
drivers 60:12
driveway 51:1
driveways 58:2
due 48:21 55:25
duties 6:10,11
<b>duty</b> 31:12 45:13
<b>E</b>

<b>ear</b> 60:7	
$\verb"earlier"1$	0:1 11:13
12 <b>:</b> 7	
early $54:$	•
<b>east</b> 10:1	-
Eastern $3$	
eateries	
education	
Edward 61	
efficient	
efforts 3	
eight 10:	
	:12 18:12
	2:10 61:20
63:3	
Elder 46:	9 59:16
60:9	
election	
electrica	
embarrass	
emergenci	
17:11 2	20:24
28:21	

emergency 14:9,1314:24 15:11,25 18:7 19:6,17 28:10,11,12,21 emphasize 30:22 employees 6:19 **EMS** 16:6,9 17:19 20:10 25:2 28:19 28:23 encompasses 10:7encourage 36:16 38:17 encourages 12:13 endorse 37:5 energized 11:1 enforcement 11:14 36:15,17 38:18 38:25 **engage** 11:12,1729:11 42:9 engaged 13:2 33:23 58:8 engaging 41:5 English 18:13enlightening 29:3 enlisted 49:2 enormous 46:16 entertain 6:24 32:6 35:17 39:9 63:12 **entire** 31:22 41:3 42:7 56:4 entities 16:7 **entity** 15:16**equally** 56:18 **equates** 20:22 **Errigo** 61:21,22 62:18 63:5 escalate 18:7 **ESO** 14:15 **especially** 17:3,13 establish 6:12 41:23 **esteem** 32:21 estimated 53:4**et** 39:1 evening 3:5,9 12:7 14:7 24:23 43:5 45:22 47:12 48:5 59:16 61:4,21 events 9:21 10:11 everybody 35:24 60:12 62:14 evidence 15:21 **exact** 50:1 **exactly** 16:2 51:10 **example** 12:5 30:24 Excellent 33:2

**function** 26:11,13

funding 36:9

## F **F** 48:18 54:3 facets 38:25 facilitate 39:4 **fact** 48:22 57:21 facts 9:1 **false** 20:25 21:20 22:15 familiar 35:3 **family** 46:9 61:5 far 46:22 48:9 57:9 61:9 **fast** 58:19 Father 30:16 **fault** 62:23 favor 7:4,11 39:13 favorite 48:14 featured 31:9 **February** 7:8,14 36:21 54:9 **federal** 36:17 38:12 federally 38:11 fee 62:8,10,11 feel 8:5,9,17 42:9 female 42:15, 15, 23 42:24 females 42:17,23 42:25 **fight** 42:20 **figure** 16:2 41:14 fill 56:5 **filled** 53:18 final 6:17 29:16 51:23 52:6,13,15 finalized 51:10

finally 6:20	
financial 44:15	
45:4 find 15:6 24:6	
<b>find</b> 15:6 34:6 43:19 53:6 61:19	
findings 8:24	
Fine 43:7 finest 61:5	
<b>fire</b> 14:25 15:6	
16:6,9 17:19	
20:10 24:19,21 25:2 28:11,19	
47:2 62:8	
<pre>firearm 36:13,17 first 4:14,16 10:3</pre>	
14:20,22 16:12	
17:24 18:10,22 19:4,6 22:13	
19:4,6 22:13 25:10	
fiscal 36:24	
Fitzgerald 9:20	
13:12 <b>five</b> 16:24 30:2	
<b>floor</b> 25:23	
fluctuate 24:24	
<b>follow</b> 59:7 <b>follows</b> 6:12	
<b>follow-up</b> 25:11,12	
<b>foot</b> 60:13 <b>Force</b> 31:4	
Ford 47:12,12,15	
47:23	
foregoing 64:9 form 51:8	
format 37:22	
forth 18:19 64:10	
<b>forward</b> 9:16 14:2 37:11 48:15	
58:13	
<b>forwarded</b> 16:4 51:9 52:5	
four 17:1 33:21 four-minute 39:22	
four-minute 39:22	
<pre>frame 53:4 framework 41:25</pre>	
free 42:10	
Freeway 10:15 frequent 11:18	
Friday 10:19 12:7	
<b>friendly</b> 12:12	
friends 46:6 front 4:23 53:19	
58:11 60:21	
fruition 11:19	
<b>frustrated</b> 56:18 63:2	
<b>full</b> 27:20 64:13	

```
funny 50:1
further 37:4 47:8
future 41:21,22
         G
game 62:24
gaming 9:21 10:10
garbage 24:14
general 15:12,13
 26:17 58:10
generally 38:13
generate 17:18
 20:9
generous 6:8
gentlemen 3:6
George 2:13 3:12
 4:14,18 5:10
getting 8:2,3
 10:24 11:1 23:14
 23:15 27:5 32:17
 47:8 55:5,11,14
 58:20 59:2 63:2
 63:11
give 4:1,7 9:8
 10:2 14:10 15:19
 19:4,15 41:6
 42:10 54:17,18
 57:16 58:19 63:6
given 26:1 43:21
 43:25
go 9:2 12:24 16:1
 22:2,20,23 27:2
 29:4 42:19 47:8
 47:25 49:16 50:8
 50:23 52:25
 53:19 56:4 58:5
 62:8,9 63:9
goal 11:11
goals 36:12
God 3:18,20,22,24
 3:25 4:2,8,9
Godbee 33:10
goes 25:9,14 31:12
going 3:15 7:17
 9:12 11:12 12:12
 12:18 16:20,21
 21:12 28:1 34:19
 34:20,22 35:5
 37:9 38:3,20
 43:17 44:9,14,14
 44:18 47:24 48:7
 48:11 49:4,12,13
 50:6,7 52:5,14
 53:8,15 54:3,13
 54:16 55:12 56:1
```

56:8 58:13,23

59:1 62:2,7,7,9 62:11 63:3,9 **good** 3:5 14:7 33:14 40:10 41:13,16 42:13 43:5 45:7,18,22 46:3 47:12 48:5 59:16 61:4,21 63:14 Governor 44:18 grace 3:18 graciously 11:20 **Grand** 10:16 grant 35:23,24 36:1,2,5,9,20,23 36:25,25 37:2,8 37:13,16,17,17 37:23,24 38:25 39:9,15 43:23 44:8 grants 43:20,22,23 44:3,5 gratitude 32:21 great 50:16 greetings 61:8 **Gregory** 61:22 group 3:21 8:4 28:23,24 43:13 **groups** 34:2 growing 11:5 **growth** 30:9 guess 51:21 **Guild** 7:22 **gun** 36:19 38:11,19 39:2 **guys** 59:5 63:2 G-r-e-g-o-r-y 61:22 Н hall 6:7 38:8 hand 30:25,25 handle 23:10,12 24:12,13 27:17 27:19 handled 8:22 42:2 52:9





**fully** 8:9

50:2
happening 20:16
happens 8:17 12:23
16:3 55:10
happy 28:3 42:11 hate 23:21 55:19 Hayes 14:14
hate 23:21 55:19
headquarters 39:19
53:21
hear 9:7 16:23
hear 9:7 16:23 39:25 60:7
heard 43:3 56:3
60:5
hearing 18:17 heavier 38:13
heavier 38:13
heavily 38:11
heck 43:14
held 7:21 17:1 39:18 48:1
help 3:23,25 4:2,2
15:17 27:22
30:16 46:5 47:1 47:16
47:16
helped 11:20 27:12
30:6
helping 46:14 hereinbefore 64:10
herewith 32:20
higher 27:14
highest 17:25
31:23
Highland 10:14
Hines 42:13,13
43:4
hinges 54:20 hire 43:25 44:6,10
hired 23:9
<b>hit</b> 58:9
holding $47:1$
homeless 11:6
homes 18:18
honest 56:16 honor 31:19
Honorable 61:6
honored 31:13
honoring 29:18,23
hook 29:4
hope 43:17
hopefully 12:24
34:22 39:5 62:24
hosted 35:7 hour 16:14,18
22:22,24 23:2
25:8 45:10
hours 17:24 20:23
hours 17:24 20:23 24:23 25:9,10
33:21
House 30:17

1
housed 10:10
<b>Houser</b> 9:21 13:11
housing 31:1
hover 22:18
<b>human</b> 11:3
<b>hung</b> 18:25
<b>hurdle</b> 59:12
<b>hurry</b> 59:19

# I idea 57:11,16 ideally 57:9 identified 4:21 identify 48:25 imagination 30:12 34:13,16,17

34:13,16,17 immediate 3:10 15:21 17:21 18:9 immediately 11:23

impacted 41:20
impaired 18:17
impatient 58:20

11:24 17:7 23:22

important 11:10
 19:10,11,24
importantly 10:23

11:3

impose 6:18
impossible 50:11
impound 61:25

improve 12:6 18:21
improving 31:21

32:24 incendiary 29:10 40:1 42:6 include 26:3 42:11

included 26:3 including 27:23 inclusive 13:16

56:21

income 53:20 56:22
incorporate 26:20
ingresse 12:21

increase 12:21
increasing 11:7

incumbent 21:6
independent 40:6,9

40:14 indicated 12:7

48:7,25 58:14 indicating 58:10 individual 41:12 individuals 41:12

industry 21:5 information 14:18

14:19,20 15:12 15:13 16:4,10 19:12,15 20:2 39:4 41:4 44:16 46:25 52:3 56:19 57:13 60:22 initiative 21:15 36:11,12 initiatives 10:24 21:15

injury 18:1
input 7:23 40:2
inspect 55:9 56:2
58:5

inspected 54:9
inspection 47:2,2
50:9,20 53:22
inspections 48:20

inspector 49:7
53:16
inspectors 49:16

49:17

50:8,8 instances 12:24 44:23

institutions 34:2
insure 22:3
interacted 34:11
interchangeably
28:25

interest 6:1 41:10
interested 41:21
interesting 7:22
interject 62:15
interpreters 18:14
introduce 4:13,14
 4:15,19 5:11,20
 5:24 9:16,17

37:8
introducing 5:12
introduction 5:9
investigate 8:14
investigated 8:13

investigating 8:19 investigation 40:7 40:9 42:2,4

investigative 10:9
Investigator 4:22
 5:4 8:12 14:5
invited 30:15

invocation 3:16 involve 44:3 involved 10:24

12:3 34:3 38:11 45:1,2 52:19

involvement 8:3
33:7

involving 20:11
issue 8:2 12:20
 16:13 23:17
 24:15 40:22

50:22 54:1,23

55:18
issued 48:9 54:5
issues 15:17 27:23
48:23 54:24
57:21
I's 55:21

J James 3:14 **January** 31:15 54:10 Jason 37:15 **Jeff** 13:17 29:18 29:23 31:20,24 32:22 33:5 43:13 Jerome 3:8 **Jesus** 3:18 4:10 **job** 8:19 29:1 40:10 45:16 jobs 4:6 45:3,3 **John** 4:25 10:15 join 13:12 joined 14:4,6 joining 3:9 Jones 29:6 31:8 Journal 31:10 **Jr** 31:7,15 Julie 48:5 53:13 jump 62:5 June 30:15

Justice 36:6,24

K keep 19:16 45:18 55:11 keeping 3:19 **Kenneth** 9:15,19 **Kenyatta** 61:7,14 kind 11:20 12:14 13:2,3 15:24 41:22 57:11 King 31:15 **Kitchen** 30:19 **know** 7:15 8:18,20 11:5 12:2,4,24 14:20 19:5,8,10 19:24 20:4,4,8 22:4,7 23:16,19 23:21 24:24 28:12,13 29:6 33:20 34:1,12 35:8 38:8,10 39:1,24 40:23 41:8 44:13,14,15 45:10,14 46:7,20 47:18,19 48:2 50:3,7,15 51:24 51:25 53:5,6

members 4:19,21

54:23	55:8,19
57:17	58:4,7
60:13,	,21 61:3
knowled	l <b>ge</b> 39:16
40:16	
knows 47	7 <b>:</b> 3
Kwame 61	L:7

L ladies 3:5 laid 52:8 landmark 19:5 **language** 18:11 languages 18:15 Lansing 44:14larcenies 12:19 large 33:20 43:13 **largest** 10:20 Lashinda 9:21 late 39:24 **Lavern** 35:15 **law** 8:14 11:14 36:17 38:18 Lawyers 7:22 **layer** 52:16 **Leach** 5:3 **lead** 3:16 **leaders** 11:12 13:14 leadership 13:3 31:6,13 32:23 **leave** 9:24 26:23 32:16 51:7 Lee 48:15, 16, 18, 19 49:10,13,21 50:3 50:6,17,21 51:7 51:12,16,20,23 53:10,12,25 54:2 54:2,3,15,18 55:3,25 56:17 57:1,2,18 58:21 60:4,6,20 61:1 **left** 5:6,7 46:16 **legal** 40:11 51:9 52:13 **letters** 37:5 62:4 **let's** 5:20 12:22 42:24 45:18 **level** 27:14 **levels** 26:19,22 27:24,25 liaison 61:6 license 47:7,8 48:1,3 lieutenant 5:2 9:20,21,23 13:11 13:11 49:3

life 10:22 12:9

18:1,3 31:21 32:24 life-threatening 28:11 light 24:13 likelihood 18:3 line 17:1,5,5,7 18:11,16 19:1,16 39:23 46:18 59:15 63:8 list 20:15 31:1 listening 28:8 little 5:19,19 17:15 27:4 34:14 38:14 39:24 47:24 52:1 55:14 58:20 59:2 62:13 62:23 63:9 live 30:16 lived 30:14 **lives** 11:18 local 36:16 38:18 **located** 10:10,11 location 19:4 22:20 25:16 27:1 **Lodge** 10:15 **Logan** 2:15 4:13 5:12,14,18,22 7:20 9:12,14 10:5 14:1 33:4 37:10 41:17 43:6 43:7 44:7 47:20 48:12,13 long 41:18 54:16 59:1 longer 27:25 58:22 63:1 look 3:17,21,23,24 4:5 8:25 23:5 41:3,3 **looked** 9:5 21:12 53:1 looking 13:4 20:18 29:8 40:1 41:11 41:23 42:3,4 53:1 Lord 3:17, 18, 19, 20 3:21,22,22,23,24 3:25,25,25 4:2,3 4:5,6,7,9 **lose** 45:3,3 loss 18:1,2 **lot** 7:23 14:17 15:3,3,17 17:12 17:16 18:10,11 19:14,16,25

50:24 54:24
lots 34:25 48:24
48:25 49:18
50:10 54:4,5,8
58:13
low 25:8 43:2
lowest 20:12 24:22
loyalty 30:23
Lumpkin 30:16
lunch 25:24
Luther 31:15
Lyndon 25:18 27:1

## Mack 35:15 **MACOMB** 64:6 Madame 4:17 51:6 magnify 4:9 major 28:16 30:8 making 12:18 14:2 40:7 male 42:20 man 43:2 management 44:15 48:19 manager 5:5 45:4 Manna 30:18 manner 12:15 manpower 26:6 March 1:21 3:2 6:25 32:2 36:20 39:18 55:12 56:13 58:25 **Martin** 31:15 masonry 58:2 match 36:9 matter 18:3 23:24 **matters** 15:14 24:13 mayor 3:24 6:14,21 31:3 44:16,17,17 59:9,11 ma'am 5:9,14 9:14 44:7 47:20 49:10 Meal 30:18 mean 24:21 40:9 45:16 50:19

meaning 34:10

medical 14:24

meeting 1:7 8:6

49:23 57:5

9:8,13 39:17

member 30:3 31:3

40:25 41:18 49:9

meetings 7:17 38:9

means 16:17

media 34:23

28:21

32:19 33:1,21 memorandum 37:5 mention 7:15mentioned 8:6,8 56:10 merit 31:22 Merrick 45:24 46:12 message 28:1736:13 met 36:14 Metro 31:10 Michael 2:7 3:10 Michigan 1:19 3:1 10:17,20 29:7 32:25 36:10 42:3 61:23 64:4 microphone 47:11 mid 43:12,15 56:13 58:25 miles 10:7million 16:13 17:8 20:6 mind 5:12 6:9 13:18 minds 4:2,7minimal 19:15 minimum 25:25 minor 18:8 minutes 7:8,14 41:18 **misuse** 15:3 misusing 20:11money 43:25 44:9 44:10 62:2,13,20 monitor 19:18 monitoring 59:10 month 22:19 33:22 42:18 Moore 61:4,6 moral 24:1 morning 44:22 motion 6:24 7:7 32:6 35:18 37:8 39:9 63:12 mounds 46:19 move 61:12 moved 7:2,9 32:8 32:10 35:19 39:10,12 63:13 mystery 15:24



name 3:6,18 4:9,10 14:8 28:7 43:9 45:22 59:16 61:6 61:22

23:15 45:11,15

46:10 47:25

**owned** 46:9

<pre>names 5:17 narrowed 45:12,13 national 22:14 42:17</pre>
nationally 20:25
22:14 naturally 54:25 nature 10:9 12:11 15:18,22 22:5 25:7 28:13
necessarily 54:14
necessary 9:1 18:9
20:8 <b>need</b> 4:1 15:10
19:16 20:3,5,16 23:6 29:9 41:3,4 42:18,18,23,23 43:4 47:3 52:19 53:22 54:4 57:11 60:10
needs 42:5
neighborhood 30:5 30:21 43:11,15 44:10 Neighborhoods 36:5
<b>Neighborhoods</b> 36:5 36:10 37:2
<b>Nelms</b> 9:25
never 19:13 20:9
47:21 56:3 new 12:22 13:3 17:15 29:4,17 31:10 37:17,23 37:24 51:8 52:4 news 41:9
<b>night</b> 10:22 31:4
63:14 nine 32:19,25 non 24:12 34:2 normally 16:15 north 10:14 Northwest 38:2,3
Northwestern 36:22
<b>notes</b> 43:19
<pre>notify 21: 7 number 5: 15 11: 5   15: 15, 18 19: 9, 14   19: 21 22: 14 23: 2   27: 2 36: 12, 15, 18   36: 25 42: 11   43: 20 numbers 11: 8</pre>

0
oath 64:10
obligated 8:14
obviously 16:10
21:2 38:25
occurred 20:12,14

01.00 05
21:23,25 offenders 21:13
office 5.3 5 8.12
<b>office</b> 5:3,5 8:12 15:13 47:16 52:6
52:10 53:2 61:8
officer 5:5 9:25
9:25 14:23 25:9 49:19 57:5,6,6
49:19 57:5,6,6
59:20 60:14
officers 3:22 4:5
9:1 22:19 42:15 44:6,11 49:17
44:6,11 49:17 official 56:24
okay 4:14 6:5,6
9.10 13.6.21
9:10 13:6,21 22:21 23:16 28:1
28:3,4 35:10
37:7 38:4 39:7,8
42:1 46:3,15 48:11 49:8,22
48:11 49:8,22
51:5 53:8 58:17
62:3,14,20
old 35:4 39:16
46:11 once 16:3 25:9
32:17 35:25
52:24 55:22
ones 20:7 59:25
ones 20:7 59:25 open 39:20
ones 20:7 59:25 open 39:20 operate 30:17
ones 20:7 59:25 open 39:20 operate 30:17 operating 51:14
ones 20:7 59:25 open 39:20 operate 30:17 operating 51:14 operations 6:17
ones 20:7 59:25 open 39:20 operate 30:17 operating 51:14 operations 6:17 10:10
ones 20:7 59:25 open 39:20 operate 30:17 operating 51:14 operations 6:17 10:10 operator 15:25
ones 20:7 59:25 open 39:20 operate 30:17 operating 51:14 operations 6:17 10:10 operator 15:25 17:2 19:6,25
ones 20:7 59:25 open 39:20 operate 30:17 operating 51:14 operations 6:17 10:10 operator 15:25 17:2 19:6,25 20:2 26:14,18
pnes 20:7 59:25 ppen 39:20 pperate 30:17 pperating 51:14 pperations 6:17 10:10 pperator 15:25 17:2 19:6,25 20:2 26:14,18 28:9 pperators 16:17,17
pnes 20:7 59:25 ppen 39:20 pperate 30:17 pperating 51:14 pperations 6:17 10:10 pperator 15:25 17:2 19:6,25 20:2 26:14,18 28:9 pperators 16:17,17 19:23 22:23 23:1
pnes 20:7 59:25 ppen 39:20 pperate 30:17 pperating 51:14 pperations 6:17 10:10 pperator 15:25 17:2 19:6,25 20:2 26:14,18 28:9 pperators 16:17,17 19:23 22:23 23:1 23:9 24:18,21,24
pnes 20:7 59:25 ppen 39:20 pperate 30:17 pperating 51:14 pperations 6:17 10:10 pperator 15:25 17:2 19:6,25 20:2 26:14,18 28:9 pperators 16:17,17 19:23 22:23 23:1 23:9 24:18,21,24
pnes 20:7 59:25 ppen 39:20 pperate 30:17 pperating 51:14 pperations 6:17 10:10 pperator 15:25 17:2 19:6,25 20:2 26:14,18 28:9 pperators 16:17,17 19:23 22:23 23:1 23:9 24:18,21,24 25:17,25 27:6,12 27:18,22 45:12
pnes 20:7 59:25 ppen 39:20 pperate 30:17 pperating 51:14 pperations 6:17 10:10 pperator 15:25 17:2 19:6,25 20:2 26:14,18 28:9 pperators 16:17,17 19:23 22:23 23:1 23:9 24:18,21,24 25:17,25 27:6,12 27:18,22 45:12 45:13,15
pnes 20:7 59:25 ppen 39:20 pperate 30:17 pperating 51:14 pperations 6:17 10:10 pperator 15:25 17:2 19:6,25 20:2 26:14,18 28:9 pperators 16:17,17 19:23 22:23 23:1 23:9 24:18,21,24 25:17,25 27:6,12 27:18,22 45:12 45:13,15 ppinion 63:6
pnes 20:7 59:25 ppen 39:20 pperate 30:17 pperating 51:14 pperations 6:17 10:10 pperator 15:25 17:2 19:6,25 20:2 26:14,18 28:9 pperators 16:17,17 19:23 22:23 23:1 23:9 24:18,21,24 25:17,25 27:6,12 27:18,22 45:12 45:13,15 ppinion 63:6 ppportunity 11:16
pnes 20:7 59:25 ppen 39:20 pperate 30:17 pperating 51:14 pperations 6:17 10:10 pperator 15:25 17:2 19:6,25 20:2 26:14,18 28:9 pperators 16:17,17 19:23 22:23 23:1 23:9 24:18,21,24 25:17,25 27:6,12 27:18,22 45:12 45:13,15 ppinion 63:6 pportunity 11:16 13:13 41:2,8
pnes 20:7 59:25 ppen 39:20 pperate 30:17 pperating 51:14 pperations 6:17 10:10 pperator 15:25 17:2 19:6,25 20:2 26:14,18 28:9 pperators 16:17,17 19:23 22:23 23:1 23:9 24:18,21,24 25:17,25 27:6,12 27:18,22 45:12 45:13,15 ppinion 63:6 pportunity 11:16 13:13 41:2,8 58:10 62:5
pnes 20:7 59:25 ppen 39:20 pperate 30:17 pperating 51:14 pperations 6:17 10:10 pperator 15:25 17:2 19:6,25 20:2 26:14,18 28:9 pperators 16:17,17 19:23 22:23 23:1 23:9 24:18,21,24 25:17,25 27:6,12 27:18,22 45:12 45:13,15 ppinion 63:6 pportunity 11:16 13:13 41:2,8 58:10 62:5 pral 39:21
pnes 20:7 59:25 ppen 39:20 pperate 30:17 pperating 51:14 pperations 6:17 10:10 pperator 15:25 17:2 19:6,25 20:2 26:14,18 28:9 pperators 16:17,17 19:23 22:23 23:1 23:9 24:18,21,24 25:17,25 27:6,12 27:18,22 45:12 45:13,15 ppinion 63:6 ppportunity 11:16 13:13 41:2,8 58:10 62:5 prat 39:21 preer 16:2 21:5 23:20 49:16 51:3
pnes 20:7 59:25 ppen 39:20 pperate 30:17 pperating 51:14 pperations 6:17 10:10 pperator 15:25 17:2 19:6,25 20:2 26:14,18 28:9 pperators 16:17,17 19:23 22:23 23:1 23:9 24:18,21,24 25:17,25 27:6,12 27:18,22 45:12 45:13,15 ppinion 63:6 ppportunity 11:16 13:13 41:2,8 58:10 62:5 pral 39:21 prder 16:2 21:5 23:20 49:16 51:3 prganizations
pnes 20:7 59:25 ppen 39:20 pperate 30:17 pperating 51:14 pperations 6:17 10:10 pperator 15:25 17:2 19:6,25 20:2 26:14,18 28:9 pperators 16:17,17 19:23 22:23 23:1 23:9 24:18,21,24 25:17,25 27:6,12 27:18,22 45:12 45:13,15 ppinion 63:6 ppportunity 11:16 13:13 41:2,8 58:10 62:5 prad 39:21 prder 16:2 21:5 23:20 49:16 51:3 prganizations 43:11
pnes 20:7 59:25 ppen 39:20 pperate 30:17 pperating 51:14 pperations 6:17 10:10 pperator 15:25 17:2 19:6,25 20:2 26:14,18 28:9 pperators 16:17,17 19:23 22:23 23:1 23:9 24:18,21,24 25:17,25 27:6,12 27:18,22 45:12 45:13,15 ppinion 63:6 ppportunity 11:16 13:13 41:2,8 58:10 62:5 pral 39:21 prder 16:2 21:5 23:20 49:16 51:3 pranizations 43:11 pr 14:5
pnes 20:7 59:25 ppen 39:20 pperate 30:17 pperating 51:14 pperations 6:17 10:10 pperator 15:25 17:2 19:6,25 20:2 26:14,18 28:9 pperators 16:17,17 19:23 22:23 23:1 23:9 24:18,21,24 25:17,25 27:6,12 27:18,22 45:12 45:13,15 ppinion 63:6 ppportunity 11:16 13:13 41:2,8 58:10 62:5 prad 39:21 prder 16:2 21:5 23:20 49:16 51:3 prganizations 43:11

overview 10:2,6

**owe** 55:2

```
owner 11:17 21:7
  46:16 61:23
         P
package 59:18,18
packed 14:18
packet 36:3 57:7,8
 62:22
packets 56:20
  57:12
PAGE 1:16
paid 60:12
paper 57:22 58:3
paperwork 60:9
park 10:14 12:16
 30:13 35:7
parking 12:16
part 8:13
participated 31:3
participation 52:4
particular 6:4
 25:16 27:7,19
 50:23 51:3
partner 34:7 49:3
partnered 34:1
 48:21
partnership 12:3
 36:7,24
partnershiped 21:4
pass 47:3
passed 44:19
patient 20:5 55:1
patiently 59:2
Patricia 47:12,15
Patrick's 35:6
 39:18
patrol 9:20 12:13
 12:21 33:20,22
patrolled 10:9
patrols 12:23
patron 11:17
pay 62:8, 10, 11
payments 15:17
pays 9:10
peacekeeper 30:18
penalize 61:19
penalized 60:25
pension 44:23
people 5:21 8:8,21
 13:15 14:11 15:4
 15:8 16:23 18:12
 18:23 20:10 22:7
  27:13 29:1 34:24
 38:12,21 39:3,5
 41:11,19 45:2
  47:5 55:8 56:1
```

59:4 62:8,12

percent 17:11,17 17:18,18,19,20 17:20 20:9,20,25 21:12,14,20 22:10,14,18 **period** 36:20 permission 36:5 **permit** 48:7 50:22 50:23 56:4 permits 48:9 person 11:24 19:9 19:16 41:15,24 personally 9:9 34:6 49:25 56:23 **personnel** 4:24 5:1 6:19 23:11 52:7 Pertaining 61:8 **phone** 19:2 23:24 42:11 phones 17:13,13,14 17:17,17 23:4 25:25 phonetic 9:22 30:16 physical 18:1 physically 22:2,2 22:4,20 26:16 **pick** 17:2 picked 48:17 picking 62:16 **pick-up** 24:14 pictures 32:6 **piece** 51:21,22,23 51:24 57:22 58:3 piggy-back 27:16 **place** 34:21 46:25 55:2 64:10 **plays** 30:8 **please** 5:13 6:9 9:23 14:20 17:4 17:5 19:19 20:5 23:19 29:13 39:22,23 42:9 43:9 47:11 50:13 50:15 59:15 60:24 pleasing 4:4point 6:5 9:13 10:19,19 24:17 24:22 56:24 58:18 **pole** 43:2 **police** 1:2 2:15 3:7 4:20,24,25 5:23,25 6:10,12 6:17,18 8:4,11 12:4 14:23 16:6 16:9 17:18,20,23

17:25 18:6 20:9 22:4 24:12,18,19 24:20 25:2 28:10 28:19,22,24 29:7 29:14 30:23 31:17,18,25 32:1 33:5,10 36:7 37:5 39:19 42:3 42:14,16 43:25 44:6 46:2,2,6,8 47:18 59:24 60:1 60:15,19 61:24 62:22
<pre>policies 42:5 policy 6:13 29:9   29:16 40:19 42:9   55:2</pre>
population 10:18 portion 49:4 positive 12:13 possible 7:18 possibly 46:5 Potential 25:4 Powell 3:14,14,17 power 3:19,20 powerful 13:16 praise 3:19 4:10 pranks 17:12,16 pray 46:7 Precinct 9:20 10:8 Precincts 36:6,8 37:3
<pre>preliminary 48:20 prepare 6:20 present 13:13 presentation 9:12    13:7,20,21,22,25    14:10   29:3   32:15    43:20   45:8 presented 32:20    56:21 president 30:10,11</pre>
61:23 Presidential 31:5 press 28:17 pressing 8:2 pretty 52:11 prevention 12:22 previous 46:16 prime 12:5 prioritize 16:3 19:11 prioritized 26:12 prioritizes 26:10 priority 17:22,25 20:12,15 25:8 26:16,19,22 proactive 12:13

<b>probably</b> 1 21:15	7:1 19:2
<b>problem</b> 19 27:10 55	:13,18 :4 61:9
<b>problems</b> 9	:6 15:8
procedures	<b>41:</b> 20
proceeding 64:9,14	<b>ys</b> 63:16
process 41 50:1,13,	14 52:8
53:23 55 56:18 59	:10,14 :10 63:1
profits 34 programs 3	9:2
progress 1: 14:25 59	:10
<b>project</b> 36 37:2	
projects 33 promote 36 38:6,7,1	:13,19
promoting: promotions	38:20
properly 8 58:14	
property 18 46:12,17	8:2 56:22
61:10 proposal 3	
propriety prosecution	40:8
38:12 <b>Protect</b> 4:0	
protected protocols	
41:10,23 proud 45:1	7 46:3
61:24 <b>prove</b> 22:1	
provide 12 provided 50 public 6:21	6 <b>:</b> 20
34:21 38 publicly 3	:22
public's 20 pulled 46:	0:13
punishment push 14:21	<b>:</b> 36:15
28:11,12 pushed 20:	
pushing 39 put 12:22	:2
23:3 55: <b>p.m</b> 1:20 3	19
63:16	

Q
<pre>qualify 38:12 qualities 30:21 quality 31:21 32:24</pre>
question $17:23$
23:16 26:25 27:17 28:6,16 33:15,16 34:10 34:12,15 39:3,6 46:24 50:18 55:
questions 15:8
16:1,11 19:9,10 19:14 20:2 21:18 24:4 26:8,14,15 26:18 28:5 29:12 37:13 38:5 quick 9:24 13:12 33:17 34:9 quickly 7:18 9:25
20:4
Quinn 5:6 quit 45:12 quite 15:7 54:25 56:16
R

## **R**2:11 rallying 44:22 **Ralph** 33:10 rate 16:19 27:6 read 6:9 13:18 29:19 35:17,24 35:25 41:3 59:17 59:19,23 60:10 60:17 reads 32:20 **ready** 41:5 **real** 34:16 realizing 18:24 really 8:22 9:5 12:1 15:9 18:3 20:3 23:21 33:22 34:16 38:22 41:2 47:18 54:22 56:24 reason 15:2 19:24 48:2 reassure 8:10 receive 6:16 20:12 36:8 received 17:8 23:20 31:6 recognition 31:6 32:22 33:5,9 recognize 31:19

recommend 63:3

recommendations 40:12 recommended 37:1,4 record 4:18 7:13 13:18 14:5 35:21 37:14 40:5 recorded 28:17 recording 17:4 23:18 records 5:4 Recovery 61:24 redress 8:18 **reduce** 11:8 20:19 21:5 **reduced** 64:11 **Reeves** 2:7 3:11 6:9,11,24 7:3,9 7:19 11:20,23 24:5,7 25:15,20 26:25 27:15 28:1 29:11 32:8 35:20 41:1 42:10 49:11 49:19,22 50:5,12 51:5 57:3,4,15 referred 18:16 **reflect** 35:21 regard 31:23 42:6 regarding 29:10 37:13 50:7 regards 44:23 45:8 **regular** 1:7 10:21 regulations 6:13 **rehab** 34:19 reinspect 54:4,12 54:14 reinspected 54:12 **related** 36:14,17 **relates** 36:4 relations 9:23 10:25 relationship 34:5 relax 27:4 **relay** 16:9 reliable 34:7 rely 54:3 remember 8:24 39:22 47:24 remind 42:2 removal 30:25 renewal 37:21 report 6:20 9:11 14:22,25 22:4 29:9 49:9 54:17 54:18 57:23 58:19 reported 64:8 REPORTER 64:1reporting 5:8

1 5 - 1 0
15:19
reports 15:20 20:11
representative
42:8
representing 47:13
request 23:11
58 <b>:</b> 23
require $17:21$
required 20:3 36:9
37:6
requirements 50:21
51:3 56:5
requires 14:23 18:6
residence 34:24
residences 20:21
resident 11:17
30:2
residential 10:23
50:25
residents 13:17
18:12 30:6,11
33:25 34:4
resolution 29:18
29:20,23 32:7,11
35:16
resolutions 35:15
35:18,22
resolve 6:16 resolved 29:7
31:16 61:16
responding 20:24
response 18:9 25:7
result 11:24
result 11:24 resulted 30:25
results 29:8,16
38:13
resurgence 10:22
<b>retain</b> 40:13
<b>retired</b> 35:15,16
retrained 9:2
return 25:6 29:14 reveal 30:22
reveal 30:22
revered 42:19
review 6:14,15,18
8:25 51:16 52:6 54:13
reviewed 52:18
reviewing 29:16
40:19
reviews 52:18
revisiting 54:7
revival 3:9
re-inspected 53:15
<b>rid</b> 46:22
ridiculous 55:14
E6.10 E0.24 E0.2

56:10 58:24 59:3

right 3:10 4:3 8:7
22:25 25:17 34:19,22 35:4
38:4 39:5 40:23
43:24 47:17 55:12,22 56:3
55:12,22 56:3 River 12:10
Rivera 2:5 3:5.6
4:12 5:10,16,20
6 • 3 - 23 7 • 4 - 6 - 11
7:13 13:6,9,19 13:24 14:3,16
24:1,4 26:2,5,8
28:4 29:2,22 32·5.10.14 33·13
28:4 29:2,22 32:5,10,14 33:13 34:9 35:2,10,14
35:21 37:7,12,16
37:20,24 38:4 39:8,12,15 40:4
40:15,18 41:1
42:1 43:1,22 44:2 45:21 47:9
47:14,21,25
48:11,16 49:8
51:14,25 53:8,11 53:17,25 54:13
54:16,22 55:16
57:2,14 58:17 59:14 60:4,8,24
61:2,18 62:15,25
63:10.14
Robert 5:5 Robinson 35:16
Roland 49:3,20
57:6 <b>role</b> 30:8
Ron 8:4,8
room 27:4 44:14
47:3 55:8 <b>Roosevelt</b> 30:13
35:7
rotating 34:21
rotation 48:10 55:13 56:11 59:1
59 <b>:</b> 5
roughly 10:7 row 16:24
rule 26:17 62:2
<pre>rule 26:17 62:2 rules 6:13 51:7,13</pre>
52:4 60:21 run 16:15 17:18
run 16:15 17:18 19:11 20:9 26:12 27:13 35:6
27:13 35:6 runs 17:20 21:3
25:2,2,4
Russell 14:1,8
q

Safe 36:5,10 37:2 safety 30:6 36:19 38:19,20 39:1,2 62:12 Sandra 42:13 Sarge 38:14
<pre>sat 61:15 satisfied 9:7 saw 50:14 57:12 saying 17:4 21:19   21:23 28:9 40:11   55:24,25 56:9   60:1 61:12 says 23:19 38:17   54:6 56:17 58:3   59:24 60:18 scene 14:23 16:11</pre>
25:14 scenes 12:16 Schools 38:22 Scott 39:24 40:3 40:17,23 41:7 Scott's 8:4 scout 20:23 22:1 25:14
Scouts 6:6 season 16:16 seated 4:23 5:6,7 seclusion 44:17 second 7:3 10:20 32:9 35:20 63:14 seconded 32:11
39:13 seconds 16:22 17:2 17:6 19:2 23:25 secretary 2:13 3:12 4:15,17,18 43:9
Section 51:2 sectioned 28:13 secure 22:3 security 11:14 see 11:19 14:5 17:24 22:11 23:21 24:7 29:13 36:2 40:13 42:21 46:19 48:1 50:1 50:14 56:17 58:6 61:25 62:5,9,10 62:12 Seeing 63:11
<pre>seeking 40:6 seen 56:23 select 26:16 selected 36:8 Semma 48:5,5 53:13 53:13,18 55:4,23 58:22 59:13</pre>

senator 31:7 **send** 16:2 19:23 20:5 47:17 **Senior** 14:15 sentencing 38:13 **separate** 16:5,7 **Serda** 4:25 **Sergeant** 5:6 9:24 13:12 35:15,16 37:15 38:9,15,24 series 16:1 **serious** 18:2,5 44:25 55:4 seriously 9:5 19:20 **serve** 20:5 30:18 36:22,24 **served** 30:14 **serves** 31:2,4 **service** 5:8 10:15 14:24 15:14 18:14 19:6 24:15 33:7 serviced 46:2 services 11:414:12 15:25 48:19 servicing 21:2,3 **set** 11:10 41:10 61:15 64:10 **sets** 16:5 **severe** 27:10 **shelter** 15:17 30:17 **shifts** 27:13 **shoot** 53:9 shorter 5:19 show 7:13**shown** 30:24 **shows** 16:10 22:2 **shrouded** 15:24 sight 4:4**sign** 44:18 52:4 signature 52:1453:3 **signed** 31:25 32:19 32:25 33:10 significantly 19:22 27:12 Simenauer 7:24 14:12 **simple** 7:15 21:11 **simply** 58:3 sincerity 30:22 single 8:15sir 9:18 10:1 38:16 **sit** 18:23 41:2

sitting 27:3 28:24 28:24
situation 14:22 18:4,5 19:17 20:4 41:15
situations 18:9 slide 15:23
<b>slides</b> 14:18 <b>Sloan</b> 37:15 38:9 38:15,24
<b>slow</b> 47:24,25 <b>small</b> 27:13 45:25 46:9 58:23
Smith 43:5,8,10,10 43:24 44:12
<pre>social 11:8 somebody 23:18,22 34:15 60:7 63:7</pre>
soon 41:4 44:12 52:5.11 62:24
sooner 28:14 40:24 sorry 8:7 17:9 43:10,12 57:6
<pre>sound 4:7,7 Soup 30:19 sources 39:4</pre>
south 10:16 Southwest 38:2
<b>speak</b> 18:13 37:9 38:9 39:22 55:18 63:11
<b>speaking</b> 31:17 57:10
<pre>special 18:10 specifically 24:11   24:18  38:15,21   39:2</pre>
<pre>spent 20:24 spirit 13:13 31:7</pre>
31:19 32:18 33:8 <b>Spivey</b> 47:13 <b>Spivey's</b> 47:16
sporting 10:22 12:10
<pre>spot 55:19 square 10:7 Sr 59:17</pre>
<b>SS</b> 64:5 <b>St</b> 10:14 35:6 39:18
<pre>stability 30:9 stabilized 18:5</pre>
<pre>stacking 58:2 staff 4:15,19,21 5:13,23,25 9:17 9:19,23 16:15</pre>
9:19,23 16:15 <b>staffing</b> 23:8 27:24,25

stakeholder	s 11:2
stamped 56:2	
stand 4:21 5	5:17
9:24	
standard 40:	: 7
51:14	
standing 46:	
standpoint 4	10:11
<b>stand-up</b> 30: <b>Star</b> 31:11	3,5
<b>start</b> 11:7 1	4 • 1 0
15:7 17:7	41:5
48:9	11.0
started 50:1	.3
starting 11:	:19
state 7:21 1 29:7 31:4, 36:16 38:1	9:13
29:7 31:4,	7,14
36:16 38:1	18 42:3
43:9 59:24	4 60:1
60:15 64:4	±
<pre>stated 27:11 station 30:1</pre>	2
34 • 13 16 3	35•5
status 13:15	18:7
48:6,8	
<b>stay</b> 17:4,5	
stayed 19:1	
stenographi	
	cally
64:9	
64:9 <b>step</b> 21:11 5	
64:9 <b>step</b> 21:11 5 52:15	
64:9 <b>step</b> 21:11 5 52:15 <b>Steve</b> 37:15	52:13
64:9 step 21:11 5 52:15 Steve 37:15 Steven 36:21 Stewart 2:9	52:13 - 14:4
64:9 step 21:11 5 52:15 Steve 37:15 Steven 36:21 Stewart 2:9 21:19 22 2	52:13 - 14:4
64:9 step 21:11 5 52:15 Steve 37:15 Steven 36:21 Stewart 2:9 21:19 22 2	52:13 - 14:4
64:9 step 21:11 5 52:15 Steve 37:15 Steven 36:21 Stewart 2:9 21:19 22 2	52:13 - 14:4
64:9 step 21:11 5 52:15 Steve 37:15 Steven 36:21 Stewart 2:9 21:19,22 2 22:21 23:5 32:9 35:25 50:18	52:13 14:4 22:6,16 5,14 5 39:10
64:9 step 21:11 5 52:15 Steve 37:15 Steven 36:21 Stewart 2:9 21:19,22 2 22:21 23:5 32:9 35:25 50:18 Stewart's 27	52:13 14:4 22:6,16 5,14 5 39:10
64:9 step 21:11 5 52:15 Steven 37:15 Steven 36:21 Stewart 2:9 21:19,22 2 22:21 23:5 32:9 35:25 50:18 Stewart's 27 stimulus 44:	52:13 14:4 22:6,16 5,14 5 39:10
64:9 step 21:11 5 52:15 Steven 37:15 Steven 36:21 Stewart 2:9 21:19,22 2 22:21 23:5 32:9 35:25 50:18 Stewart's 27 stimulus 44: story 24:1	14:4 22:6,16 5,14 5 39:10
64:9 step 21:11 5 52:15 Steven 37:15 Steven 36:21 Stewart 2:9 21:19,22 2 22:21 23:5 32:9 35:25 50:18 Stewart's 27 stimulus 44: story 24:1 straighten 6	52:13 14:4 22:6,16 5,14 5 39:10 7:16
64:9 step 21:11 5 52:15 Steven 37:15 Steven 36:21 Stewart 2:9 21:19,22 2 22:21 23:5 32:9 35:25 50:18 Stewart's 27 stimulus 44: story 24:1 straighten 6 street 16:9	52:13 14:4 22:6,16 5,14 5 39:10 7:16 8 53:8 24:13
64:9 step 21:11 5 52:15 Steve 37:15 Steven 36:21 Stewart 2:9 21:19,22 2 22:21 23:5 32:9 35:25 50:18 Stewart's 27 stimulus 44: story 24:1 straighten 6 street 16:9 31:10 45:2 46:12	14:4 22:6,16 5,14 5 39:10 7:16 8 33:8 24:13
64:9 step 21:11 5 52:15 Steve 37:15 Steven 36:21 Stewart 2:9 21:19,22 2 22:21 23:5 32:9 35:25 50:18 Stewart's 27 stimulus 44: story 24:1 straighten 6 street 16:9 31:10 45:2 46:12 streets 42:2	14:4 22:6,16 5,14 5 39:10 7:16 8 24:13 24,25
64:9  step 21:11 5 52:15  Steven 37:15  Steven 36:21  Stewart 2:9 21:19,22 2 22:21 23:5 32:9 35:25 50:18  Stewart's 27 stimulus 44: story 24:1 straighten 6 street 16:9 31:10 45:2 46:12 streets 42:2 strength 27:	14:4 22:6,16 5,14 5 39:10 7:16 8 24:13 24,25
64:9  step 21:11 5 52:15  Steven 37:15  Steven 36:21  Stewart 2:9 21:19,22 2 22:21 23:5 32:9 35:25 50:18  Stewart's 27 stimulus 44: story 24:1 straighten 6 street 16:9 31:10 45:2 46:12 strength 27: strengthen 4	52:13 14:4 22:6,16 5,14 5 39:10 7:16 88 24:13 24,25 20 21 4:1
64:9  step 21:11 5 52:15  Steven 37:15  Steven 36:21  Stewart 2:9 21:19,22 2 22:21 23:5 32:9 35:25 50:18  Stewart's 27 stimulus 44: story 24:1 straighten 6 street 16:9 31:10 45:2 46:12 strength 27: strengthen 4 strict 36:14	14:4 22:6,16 5,14 5 39:10 7:16 8 24:13 24,25
64:9  step 21:11 5 52:15  Steven 37:15  Steven 36:21  Stewart 2:9 21:19,22 2 22:21 23:5 32:9 35:25 50:18  Stewart's 27 stimulus 44: story 24:1 straighten 6 street 16:9 31:10 45:2 46:12  streets 42:2 strength 27: strengthen 4 strict 36:14 strictly 25:	52:13 14:4 22:6,16 5,14 5 39:10 7:16 8 24:13 24,25 20 21 4:1
64:9  step 21:11 5 52:15  Steven 37:15  Steven 36:21  Stewart 2:9 21:19,22 2 22:21 23:5 32:9 35:25 50:18  Stewart's 27 stimulus 44: story 24:1 straighten 6 street 16:9 31:10 45:2 46:12 streets 42:2 strength 27: strengthen 6 strict 36:14 strictly 25: structures 3	52:13 14:4 22:6,16 5,14 5 39:10 7:16 8 24:13 24,25 20 21 4:1
64:9  step 21:11 5 52:15  Steven 37:15  Steven 36:21  Stewart 2:9 21:19,22 2 22:21 23:5 32:9 35:25 50:18  Stewart's 27 stimulus 44: story 24:1 straighten 6 street 16:9 31:10 45:2 46:12 streets 42:2 strength 27: strengthen 6 strict 36:14 strictly 25: structures 3 34:20	52:13 14:4 22:6,16 5,14 5 39:10 7:16 88 24:13 24,25 20 21 4:1 4:1 84:18
64:9  step 21:11 5 52:15  Steven 36:21 Steven 36:21 Stewart 2:9 21:19,22 2 22:21 23:5 32:9 35:25 50:18  Stewart's 27 stimulus 44: story 24:1 straighten 6 street 16:9 31:10 45:2 46:12 streets 42:2 strength 27: strengthen 4 strictly 25: structures 3 34:20 stuff 22:9 2	52:13 14:4 22:6,16 5,14 5 39:10 7:16 88 24:13 24,25 20 21 4:1 4:1 84:18
64:9  step 21:11 5 52:15  Steven 37:15  Steven 36:21  Stewart 2:9 21:19,22 2 22:21 23:5 32:9 35:25 50:18  Stewart's 27 stimulus 44: story 24:1 straighten 6 street 16:9 31:10 45:2 46:12 streets 42:2 strength 27: strengthen 6 strict 36:14 strictly 25: structures 3 34:20	52:13 14:4 22:6,16 5,14 5 39:10 7:16 88 24:13 24,25 20 21 4:1 8:14 84:18
64:9  step 21:11 5 52:15  Steven 37:15  Steven 36:21  Stewart 2:9 21:19,22 2 22:21 23:5 32:9 35:25 50:18  Stewart's 27 stimulus 44: story 24:1 straighten 6 street 16:9 31:10 45:2 46:12 streets 42:2 strength 27: strengthen 6 strictly 25: structures 3 34:20 stuff 22:9 34:25	52:13 14:4 22:6,16 5,14 5 39:10 7:16 88 24:13 24,25 20 21 4:1 8:14 8:14 8:27:5

57:11

submitted 51:17

57 <b>:</b> 8
suggest 59:3
suggesting 41:25
suggestion 40:5,17
<b>summary</b> 19:23
<b>summon</b> 14:23
Supervising 4:22
<pre>supervision 64:12</pre>
supervisor 19:20
supervisors 26:3
<b>supply</b> 49:16
<b>support</b> 7:10 9:19
13:4 39:11
<pre>supposed 56:12 sure 9:3,9 12:18</pre>
13:10 15:9 27:1°
27:18 40:7,10,20
45:9 50:4 52:7
52:20 56:24
58:13 60:24 61:3
61:19
suspicious 14:25
<b>swift</b> 36:15
system 15:3
T
tag 49:25
take 9:4 13:13
15:20 19:20 23:2
28:19 48:3 54:1

# 56:25 taken 1:18 43:19 takeover 44:24 takers 28:18,23,24 takes 58:22 talk 12:3 18:20 40:23 **talked** 40:24 **talking** 18:19 20:23 25:17 35:2 35:3 40:21 42:9 47:23 49:23 **Task** 31:4 taxes 53:20 56:22 56:22 **TDD** 18:16 team 11:1 13:3 52:22 tear 46:11 Technical 14:11Technically 26:21 technologists 34:24 telephone 15:19 tell 21:24,24 54:3 57:9 telling 7:24**tells** 54:11

ten 46:14 terms 40:6,8,12 41:10,21,22 Terrence 5:5 testimony 64:9thank 3:18 4:8,17 5:10 6:6,23 24:16 28:4 29:2 29:22 31:24 32:3 32:13 33:2 34:8 35:11 36:3 41:7 42:1,15 45:21 53:7,10,11 59:13 61:2,17 63:10,15 thing 7:15 11:10 14:20 17:24 18:22 19:4,7 33:17,25 44:2 45:7 49:23 58:18 59:24 60:16 things 11:7 12:11 12:20 15:4,18,22 20:18 21:4 22:5 33:15 45:9 47:25 58:16 62:19 think 8:21 10:1,22 11:9 12:1,5 22:21 40:11 41:13 43:2 44:2 44:4,5,9,12 52:25 54:9 55:1 58:17 62:25 63:1 63:3 thinking 4:7**Thomas** 30:16 thorough 8:19 thoroughly 8:13 thought 5:24 52:13 60:18 62:4 63:8 **threat** 15:21 threatening 18:4 **three** 16:22 17:1 23:23 34:3 35:22 36:12,18 57:24 **Thursday** 1:21 3:2 6:25 7:8 39:18 **Tim** 5:3 time 3:13 4:12 5:11 6:1,24 7:7 15:6 16:16,22 18:25 20:23 23:10 24:23,24 25:8,11,23 26:1 29:4,17,17 34:14 35:23 36:20 39:8 39:17,20,23 42:22 44:5 45:16 50:5 53:4 58:12

59:19 64:10 times 16:20,21,24 18:24 19:16 23:23 27:2 31:10 31:10 34:11 62:14 **Tina** 14:5tire 46:22 47:18 **tired** 7:16 tires 46:17,18,19 46:20 47:1,4,7 61:10 today 7:1,16 9:12 10:6 11:21 36:3 39:25 55:7 **Tolbert** 51:13,18 52:2,2,17 53:5 told 49:24 56:18 60:13 tomorrow 49:6,12 50:6 54:20 59:11 Toney 2:9 14:4 tonight 3:8,16 5:13 6:6 7:15 13:7,21 49:20 56:2 63:11 toothaches 15:6 topic 7:25 **Toronto** 31:11 tossed 17:14 46:20 totem 43:2 tow 55:9 tower 57:7 61:25 towers 54:8,25 55:24 56:21 57:10,11,25 58:1 58:23 62:14 towing 28:8 45:23 45:25 46:3 48:3 48:6,7 51:4 52:4 53:13,14 54:23 55:13,17 59:5,17 59:18 60:23 town 38:8 traditional 26:5 **train** 35:4 trained 28:20 transcription 64:12,13 tribute 31:14 trouble 52:1 **true** 62:16 64:13 **truly** 17:11 19:10 21:3 **truth** 16:25 **try** 7:17 21:5 41:14 47:6

trying 14:21 19:7

20:19 22:11 52:24 55:20 turn 9:13 48:11 60:2 turned 59:19 60:2 60:14 two 16:5 21:14 23:23 25:8 34:18 34:20 35:14 36:16 43:21 44:9 45:2 48:8,23 49:16 55:6 56:7 type 18:1 51:1 T's 55:21

U understand 22:25 27:3 28:15 45:1 53:24 55:23 57:5 understanding 20:13 understood 46:13 unfortunate 16:25 Unfortunately 16:19 unit 16:8,10 units 31:1 University 7:21 31:14 University's 31:5 unusual 26:17 upcoming 11:9 upheld 42:18 upstairs 34:23 use 6:7 12:14 20:7 27:21 28:25 38:10 40:13 60:15,17,18 user 12:11

# V

**usually** 44:3,4

vacant 34:25 vagrants 11:6 value 34:6 various 43:10 vehicles 38:7,10 58:16 venues 12:10 verbal 46:10 vibrancy 12:14 vibrant 12:9,19 13:3 Vice 2:5 3:6 vigilant 45:6,19 Vinavogel 9:22 violations 49:1

58:1,2

violent 36:14,18
visit 11:18 28:2
visiting 18:13
visitors 30:7
voice 36:1 43:3
volume 21:17 23:10
23:12
volunteer 35:24
volunteerism 31:20

**W**1:18 wait 16:12,22 19:3 27:4 56:17 waiting 49:6,15 56:9 59:2 Walk 12:10 Wall 31:10 walls 58:2 want 5:23 6:6 8:10 9:3 11:7 12:2,2 12:4,9,11,16,21 33:17 35:1 42:14 42:21,21 43:19 44:20,25 45:5,5 48:1 52:18 55:21 62:3,5 63:11 wanted 5:18 10:2,3 13:12 38:22 Warfield 3:8 63:2 warm 61:8 Warren 1:18 Washington 4:23 56:15,15 59:7,8 **Watch** 4:6 watching 59:9 water 44:24 Watson 4:23 14:15 way 14:2 28:12 46:4 47:4 50:14 53:2 61:19 Wayne 7:21 31:4,13 ways 5:15 week 24:25 35:5,11 48:17 49:9 54:17 54:19 55:6,11,11 56:7 58:19 59:3 weeks 48:8,23 55:6 56:7 57:24 welcome 5:8 10:4 14:3,6,16 37:16 43:11 Wendy 1:22 5:7 64:18 went 19:1 38:2 48:24 59:20,23 60:11,14

west 10:16,16

we'll 19:9 56:16 we're 12:18 27:12 39:20 41:5 47:24 62:11 we've 21:4,12 33:14 34:11 White 2:11 3:11 7:2,10 24:6,16 25:1,4,6 26:9,10 26:19,23 29:19 29:21,23 30:1 35:19 36:4 38:6 38:17 39:7,11 51:6,22 52:12 53:4,7 63:13 wide 12:2 William 35:16 Williams 9:15,18 9:19 13:8,10,23 32:16,18 win 43:18 wisdom 42:19 wishes 42:8 women 30:17 Women's 42:18 wonderful 4:9 wondering 48:6 Woodland 10:13Woodward 10:10,11 words 25:23 work 15:23 31:9 36:16 38:18 39:3 45:18 worked 33:14 61:10 working 8:1 25:24 30:24 38:21 works 15:7 worst 21:13 worthy 33:9 wouldn't 5:12 wrench 62:23 wrong 44:3 59:21

### ٠,

yard 58:5 61:25
yards 48:20 53:15
55:9
year 11:9 16:13
20:22 23:8,13
27:11,14,24
43:23 44:9,13
yearly 43:21 62:19
62:19,19
years 21:9,16 30:3
34:3 43:21 46:1
46:14,15 55:1
yesterday 44:19
Yolonda 5:1

York 31:10 young 13:2 31:7 38:21

zoned 51:4 57:22 58:4,13,15 zoning 48:21,23 49:1,2,4,14,15 49:17 50:10,19 50:20,22 51:2 53:15,20 54:3,11 54:19,20 55:8 56:1,5,9,22 57:9 57:12,13,15,21 58:1,6,8,14,15 59:4 62:3

# \$

**\$180,000**36:8

#### 1

**1**1:16 28:11,17 36:20 1st 10:8 **1.5**16:13 17:8 **10**1:21 3:2 32:2 10th 6:25 **100,000** 10:18 **12** 16:16 21:12 22:23 24:17,21 25:17,21,21,22 25:25 27:6 45:11 45:15 **13th** 9:20 10:8 **13360** 37:1 **14th** 10:17 45:24 **15** 16:18 17:18 21:12 45:13,15 46:15 **150** 18:15 **16** 25:24 48:24,24 54:14,14 57:20 16th 60:2,3 16-hour 27:13 **17** 17:20 20:20 **17th** 39:18 **1776** 1:18 **18** 23:9 27:12 **183** 16:14 22:22 25:1 45:10

## 2

2 28:11,17 2-1-1 15:16 20 10:11 31:1 46:1 2000 46:19 2001 17:8 2006 30:15 2011 1:21 3:2 31:15 32:2 36:21 2012 36:21 224-4636 15:15 24th 7:8,14 25 21:14 267-4600 15:19 27,000 20:23 29 36:21

3
3 28:12,18
3-1-1 15:14 24:8,9
24:11,12
3:00 39:19
30 33:20,21 62:14
30th 56:12
31 57:19
35 34:1
3505 1:22 64:19
37 17:11 20:8

# 4

**4,400**17:9 **4-1-1**24:9,11 **44**17:9

### 5

**5** 17:19 **50** 44:10 **596-2200** 15:13

### 6

6th 36:6,7 37:2 6:301:20 3:3 6151:2 6317:17,20 641:16

## 7

**70's** 48:6 53:13 **7310** 10:10,11

### 8

8th 36:6,8 37:2 8:00 63:16 80 17:18 86,000 20:22 21:14

### 9

9-1-111:23 13:20 13:20,25 14:10 14:14,22 15:3,23 16:12,13,24 17:4 17:16 18:20,25 19:19,23,25 20:1 20:7,11,19 21:8 21:10 23:1,9 25:13,16 26:14 26:18 27:23 28:9 900 46:23 911 45:8 93 22:18 95 20:25 21:20 22:10,14 96 46:15 97 22:18 99 26:21