REGULAR MEETING

## PAGES 1 TO 65

Taken at Detroit Public Safety Headquarters 1301 Third Avenue Detroit, Michigan, Commencing at 3:00 p.m., Thursday, February 20, 2014, Before Wendy A. Boer, CSR 3505.

COMMISSIONERS:

MS. JESSICA TAYLOR, CHAIRPERSON
MR. DONNELL WHITE, VICE-CHAIRPERSON
MR. WENDELL L. BYRD, COMMISSIONER
MR. WILLIE E. BELL, COMMISSIONER
MS. LISA CARTER, COMMISSIONER
MR. RICHARD SHELBY, COMMISSIONER
MR. REGINALD CRAWFORD, COMMISSIONER
MR. RICARDO R. MOORE, COMMISSIONER
MR. WILLIE E. BURTON, COMMISSIONER
MS. ALIYAH SABREE, COUNSEL TO THE BOARD

REPRESENTING THE CHIEF OF POLICE'S OFFICE:
DEPUTY CHIEF LASHINDA HOUSER
ASSISTANT CHIEF JAMES CRAIG

Detroit, Michigan
Thursday, February 20, 2014
About 3:00 p.m.

CHAIRPERSON TAYLOR: We're going to go ahead and get started, call the meeting to order. The meeting is called to order at 3:00 p.m., on Thursday, February 20, 2014. I'm Commissioner Jessica Taylor. And I would ask the Board's attorney, Aliyah Sabree, to call the role, please.

ATTORNEY SABREE: Good afternoon. For the record, Aliyah Sebree, attorney for the Board. At this time I will do a role coil. Commissioner Jessica Taylor?

CHAIRPERSON TAYLOR: Here.
ATTORNEY SABREE: Commissioner Donnell White?
COMMISSIONER WHITE: Present.
ATTORNEY SABREE: Commissioner Richard Shelby?
COMMISSIONER SHELBY: Here.
ATTORNEY SABREE: Commissioner Wendell Byrd?
COMMISSIONER BYRD: Present.
ATTORNEY SABREE: Commissioner Reginald
Crawford?
COMMISSIONER CRAWFORD: Here.
ATTORNEY SABREE: Commissioner Willie Bell?

COMMISSIONER BELL: Present.
ATTORNEY SABREE: Commissioner Willie Burton?
Commissioner Lisa Carter?
COMMISSIONER CARTER: Here.
ATTORNEY SABREE: Commissioner Ricardo Moore?
COMMISSIONER MOORE: Present.
AtTORNEY SABREE: Madame Chair, we have a quorum.

CHAIRPERSON TAYLOR: Thank you, ma'am. And I'd like to introduce from the chief's office, DC Houser.

DEPUTY CHIEF HOUSER: Yes, ma'am. Good afternoon, ma'am.

CHAIRPERSON TAYLOR: Madame Attorney, can you go ahead and introduce the rest of the staff?

ATTORNEY SABREE: Thank you. I'm standing in for our secretary to the Board, George Anthony. Also, we have in the front row, Pamela Davis-Drake, the chief investigator of the Office of the Chief Investigator, Gail Oxendine, director of police personnel.

We also have Robert Brown, our office manager. Our recorder today is Police Officer Dan Donakowski. And our court reporter today is Wendy Boer.

CHAIRPERSON TAYLOR: Okay. Thank you. At this time, I'm going to ask Commissioner White if he
could give us a word of prayer.
COMMISSIONER WHITE: Certainly. Let us pause. Dear heavenly father, we thank you for the blessings of a new day. We ask that you bless this convening of this body that we may serve the citizens of this great city that is to your approval. We ask a special blessing over the men and women who suit up and serve each and every day, that you might be a hedge of protection around each and every one of them. Watch over those who are still en route to this place, and watch over us as we leave this place. We ask all those things in the mighty name, who was able to keep us all from falling. Let those who love the lord say amen.

CHAIRPERSON TAYLOR: There is a motion in order to approve the agenda for Thursday, February 20, 2014 .

COMMISSIONER CARTER: So motioned.
COMMISSIONER MOORE: Second.
CHAIRPERSON TAYLOR: It's been moved and seconded. Is there any questions? All in favor?

COMMISSIONERS: Aye.
CHAIRPERSON TAYLOR: All opposed? Agenda stands approved. There is a motion in order for the approval of the minutes for Thursday, February 13, 2014. COMMISSIONER CARTER: So motioned.

COMMISSIONER WHITE: Support.
CHAIRPERSON TAYLOR: It's been moved and supported. Are there any questions? All in favor?

COMMISSIONER: Aye.
CHAIRPERSON TAYLOR: All opposed? The minutes stand approved as read. There is no chairperson's report today. I would ask our Board attorney if she can do the secretary's report.

ATTORNEY SABREE: Thank you, Madame Chair. I have a secretary's report for citizen complaints received for January, 2014. The monthly count of complaints for January, 2014, was 108; in comparison to 2013, for January of 90 complaints. And that's a 20 percent increase. At the end of January, 2014, the Office of the Chief Investigator had 245 open investigations, 108 cases filed and 120 cases closed.

Of the 108 cases filed, 40 percent involved unknown officers. The alleged known units involved leading in complaints filed in January, 2014, were the Northeastern District which accounted for 10 percent, the 10th Precinct which accounted for 6 percent and the Eastern District which accounted for 6 percent. The 108 cases filed in January, 2014, involved 209 allegations where the leading areas of concern were procedure which accounted for 28 percent of the
allegations, demeanor 26 percent, service 11 percent, and force and search, 9 percent. Thank you.

CHAIRPERSON TAYLOR: Are there any questions for Attorney Sabree? If not, I'd like to acknowledge the presence of Commissioner Burton who has joined us. Now we will have a -- from the chief's office, is there a chief's report?

MS. HOUSER: There is no chief's report other than the report presentation. Yes, ma'am.

CHAIRPERSON TAYLOR: All right. Ms. Oxendine, are you going to do the presentation for the personnel?

MS. OXENDINE: Sure. Good afternoon, everyone. The Human Resources Bureau for the City of Detroit is comprised of three main sections. One of those is police personnel, which is the one we will be highlighting today. Also, the police medical section and police recruiting. And the police Human Resources Bureau's mission is to sustain policing excellence by ensuring uniform officers and civilian administrative staff are recruited, vetted, fitted for duty and supported to provide exemplary on time crime reduction services to the citizens, business owners, visitors and other stakeholders of the city.

We take this mission very seriously. And we are working to improve what we do in the bureau. The
police personnel section is currently -- the commanding officer is currently Sergeant Henning. Of course, we are located in this building on the sixth floor, Room 659. Our office hours are Monday through Friday, 8:00 a.m. to 4:00 p.m. And we have six staff assigned to the section.

The main responsibilities of police personnel are to assist sworn members with medical benefits, explaining those benefits to them and getting information to them about medical benefits. We also assist in the hiring and separation of sworn members. We maintain the roster of sworn members. We also maintain a report on human resources metrics which are extremely important with respect to attrition and vacancy rates and so forth for us to understand what our recruitment and staffing strategy should be.

We also maintain transfer lists. We do quite a bit of movement in the police department with respect to transfers. So, that's important to maintain the accuracy of those lists. We also maintain personnel files for both active and retired members. We provide badges and identification cards. And we also process awards for sworn members. Those are our main functions.

Just to give you a little information about our manpower metrics currently and throughout the
previous two or three years, our budgeted numbers of course have decreased for obvious reasons with respect to the city's financial position. But we have always seemed to maintain -- with the exception of 2013, we have always been at about a hundred plus short in manpower on the sworn side of the house. We are working very diligently this year to improve those statistics and to get in front of hiring sworn members. We have recently brought on some additional people to help us with that endeavor. And in fact we have a new class that's going to be starting on Monday. So, we will be hiring very quickly as many members as we can find. We also are increasing our efforts with respect to field recruiting, participating in job fairs, also linking up with various community groups to ensure that we can find candidates. We are going to be improving some of our activities in police recruiting with respect to all those things which you will hear about in a few weeks. (Enter Assistant Chief White)

This kind of just gives you an overview of our current manpower, the levels and ranks, the demographics of those that are currently on board. And our current manpower shortage number is 189. So, we are budgeted for a few more than we have at this time. But we are
working to correct that.
Since the beginning of the fiscal year of 2013 and '14, our attrition rate is about 15 sworn members monthly. So, we're forecasting that for the calendar year of 2014, that we will lose 180 officers.

So, as I mentioned prior, we do have plans in place to ensure that we get in front of that number. So, we are looking to hire 150 sworn officers prior to the end of this fiscal year, which would be June 30, 2014. So, the plan is to get ahead of the curve instead of always operating behind it. It's really important for us to have the appropriate manpower and work to increase our police service. So, that's one of our main objectives for this calendar year.

CHAIRPERSON TAYLOR: Are there any questions for Miss Oxendine?

COMMISSIONER SHELBY: Through the Chair, our recruiting efforts, are they going nationwide, over the internet or --

THE WITNESS: Yes. I have just brought on board some people to help me in police $H R$, the $H R$ Bureau, some police human resources professionals, who one of their main objectives is to increase our recruiting through the use of the internet. So, you know, job posting boards, ensuring that we link up with
other police agencies throughout the region, you know, whatever, linking up with colleges and community colleges.

We are looking to establish a student intern program. So, there are a lot of things that we are looking at as feeders if you will or ways to attract and find new recruits.

COMMISSIONER SHELBY: From what you currently have in place, are we getting a pretty good response?

MS. OXENDINE: It was a job fair that was conducted prior to my joining the team here in November. The job fair took place $I$ think in July or August of last year. And there were 700 plus people that were -that resulted, that expressed interest at that time. And we have been short in manpower in police recruiting to kind of work through these files. But we are catching up now because we have new people on board, and we're moving quicker. So, we expect now that that group of 700 is going to dwindle down relatively quickly. And we will need another pool of candidates, possible candidates, coming in in order for us to keep pace. So, that's what we have in place to make sure that that occurs.

## CHAIRPERSON TAYLOR: Are there any other

```
questions? Commissioner White?
```

COMMISSIONER WHITE: Thank you, Madame Chair.
Than you, Madame Director. Just a couple quick
questions for you. Well, to follow up on Commissioner Shelby's question, what are we doing locally to promote and encourage and hire Detroiters into the actual
department? I know the last time -- I don't know if you know the percentage at this point. But last time I asked our director for the percentage of officers that actually physically resided in the City of Detroit, we were right at about 30 percent.

And I would hope that it's a vision of this department to continue to increase that number, that we could hire more Detroiters or incentivize Detroiters who choose to stay within the city. So, what are we doing specifically in the city to hire Detroiters if there is anything specific? And also, do you happen to know the current percentage?

MS. OXENDINE: I do not have that number with me, but $I$ can research that and send that out in the e-mail to you subsequent to this meeting. What I can say, there's nothing specifically in place today to encourage Detroiters if you will. But we are really concentrating on making sure that we hire a force that is representative of the community. So, that would include Detroiters without a doubt. And I would hope
that some of the things that we are looking to do with respect to linking up with community colleges, high schools, community organizations that will primarily be within the city of Detroit will give us the opportunity to link up with more Detroiters.

So, even though that's not the main goal if you will, we would hope that we would garner some positives if you will with respect to getting more Detroiters on board by having those relationships.

COMMISSIONER WHITE: One last question, Madame Chair. That is, as the application process begins, I was asked by a candidate, how does an individual's financial background impact their application to the department, i.e., credit score and those kinds of things?

MS. OXENDINE: The main thing that we look for is to make sure that they are responsible. So, there are some standards with respect to, you know, looking at the credit report. And we don't disqualify people you know. I mean, they have to have like a really really bad situation. Most of the times, what we do during our background investigation is that if we find people that have some trouble with their credit history, we ask that they go and they handle that, that they make arrangements with those organizations that they do in
fact owe money to; get, you know, get with debt consolidators and, you know, other resources that may be available to assist them. And we hold their applications on hold while they kind of work through those issues. And then they usually do and bring us back documentation to show us that they are on some kind of a financial recovery plan if you will. And then we continue with the investigative process.

COMMISSIONER WHITE: Okay. So, is there a threshold if you will that if an individual falls below a certain point, that that is asked or is it taken in totality of the entire application or is it up to the individual investigator or case?

MS. OXENDINE: No. We have some standards. I don't know what those standards are right off the top of my head. We do have some standards that are in our SOP, our standard operating procedures. But the threshold is very low because most people, what they do, they do what we advise them to do, which is to go and make those arrangements and have those conversations with those organizations. And I haven't seen a file yet where people haven't done that. I mean, they want to be a police officer. And so, they follow the guidance that we provide them. And as long as they are demonstrating that they are trying to be responsible, you know
individuals, because some -- you know, we understand the economy has been bad, and there have been issues, you know, with people who have generally been very responsible people with their finances. So, that's taken into account. So, we want to help the applicants to be successful with respect to, you know, having those financial troubles.

COMMISSIONER WHITE: Madame Director, if you could furnish a copy of that portion of the SOP that speaks to that, I'd be greatly appreciative.

DIRECTOR OXENDINE: Sure, okay.
COMMISSIONER WHITE: And the last question -and forgive me if I overlooked it. But the dates that you're looking at for the next class beginning --

DIRECTOR OXENDINE: Monday.
COMMISSIONER WHITE: This coming Monday?
DIRECTOR OXENDINE: Yes. They are already on board to start Monday.

COMMISSIONER WHITE: Okay. And how many was that?

DIRECTOR OXENDINE: 28.
COMMISSIONER WHITE: Thank you.
DIRECTOR OXENDINE: You're welcome.
CHAIRPERSON TAYLOR: Commissioner Carter?
COMMISSIONER CARTER: Through the Chair, do
you have a number for how long is the probationary period once they complete the academy?

DIRECTOR OXENDINE: I think it's one year, one year.

COMMISSIONER CARTER: Do you have a number for or an average of officers who actually leave before the completion of that first year?

DIRECTOR OXENDINE: I do not have that number, no. And I have not done any research with respect to that, no. I can tell you about 10 percent drop in the academy. I don't know the number of people who leave subsequent to graduation, within the 0 to 12 months subsequent to graduation.

COMMISSIONER CARTER: Thank you.
CHAIRPERSON TAYLOR: Are there any more
questions? Commissioner Crawford?
COMMISSIONER CRAWFORD: Yes, ma'am. Through the Chair. Commissioner White talked about the process in terms of residency. And I realize there's no residency required. But $I$ do recall a few years ago city council was giving some preference points for hiring Detroiters. In terms of that process, I believe the department might have engaged in that too. It's been a few years.

DIRECTOR OXENDINE: What $I$ do know is that
what you would make reference to is what is called domicile credits. And that is true for civilians throughout the city of Detroit. They are allowed domicile credits. I'm not sure if that ordinance applies to sworn members, both on the fire and police side of the city. But it does apply to all other civilian positions within the city. That is a correct statement. So I can do some research and find out.

COMMISSIONER CRAWFORD: Yes, ma'am, I would appreciate it.

DIRECTOR OXENDINE: It does exist on the books for civilians for sure.

COMMISSIONER CRAWFORD: I do know the police department engaged in giving away houses too. I was very familiar with that piece in terms of retaining the, you know, officers and getting some to move back in the city, which was a real good deal. But I do recall that ordinance going before the city council years ago. Thank you.

DIRECTOR OXENDINE: You're very welcome.
CHAIRPERSON TAYLOR: Are there any other questions? Okay. I'd like to acknowledge that AC White has jointed us from the chief's office. And if there's no other questions, Ms. Oxendine, I guess you can have a seat there.

DIRECTOR OXENDINE: Thank you.
CHAIRPERSON TAYLOR: Thank you, ma'am. Okay. At this time, I'm going to ask Commissioner White if you could read the Resolution for Reverend Dr. Joseph Jordan, please?

COMMISSIONER WHITE: Certainly.
Commissioners, before us is a Resolution honoring Reverend Dr. Joseph R. Jordan.

Whereas Reverend Dr. Joseph R Jordan, often referred to as the preacher's preacher, served the community for over 40 years as a teacher, preacher, pastor, servant and leader. In 1973, he was called to pastor Corinthian Baptist Church, "Corinthian" in Hamtramck, Michigan, where he positively impacted Hamtramck and surrounding Detroit and Highland Park communities. He was especially regarded for the intermediary role he played in resolving the long-standing housing discrimination lawsuit in Hamtramck, and

Whereas Reverend Dr. Joseph R. Jordan, prior to joining "Corinthian," served as an assistant pastor at Calvary Baptist Church of Detroit, Michigan. He also served as a chaplain at Detroit's Herman Keifer Hospital. A highly respected spiritual leader, he was actively involved throughout the entire community and

Whereas Reverend Dr. Joseph R. Jordan was a proud graduate of Pershing High School, and after graduating from Pershing began a lucrative career as a licensed electrician. In pursuit of higher knowledge, Reverend Jordan attended Wayne State University, where he received his Bachelor of Arts degree. He then furthered his education and received a Masters of Arts from the University of Detroit and later earned his Doctor of Ministry from Drew University. He also attended Payne Theological Seminary in Ohio, and

Whereas Reverend Dr. Joseph R. Jordan was part of a loving and caring family and for 56 years walked his life with his partner, Bobbie Drake Jordan, a native of Hamtramck, Michigan. Reverend Jordan was the parent of four, Anthony, Kelly, Kimberly Jordan and Sandra Jordan, and

Whereas, Reverend Dr. Joseph R. Jordan, going beyond the call of duty, served the community by wearing many hats. He was a passionate community advocate by sitting on several boards as well as serving the community at large. He served as president of the Council of Baptist Ministers of Detroit and vicinity, President of Todd-Phillips Children's Home, board member of the Detroit Urban League, trustee for Henry Ford Health System, board member for the Southern Christian

Leadership Conference, and served and dedicated his time to several other organizations locally and abroad and

Whereas Reverend Dr. Joseph R. Jordan was "Corinthian's" longest serving pastor and due to his extended service, some refer to "Corinthian" as the "House that Jordan Built." He implemented numerous programs at "Corinthian" to benefit its members, which are not limited to but include:

Building a new church edifice in 1989 with the theme "Crossing the Jordan."

Instituting a bi-annual clothing and household goods open to all.

Establishing a scholarship fund for church members attending college.

Offering "Corinthians" as a meeting space for Alcoholics Anonymous, providing counseling and support for all community numbers, and

Now therefore be it resolved that the Detroit Board of Police commissioners, speaking on behalf of the citizens of the great city of Detroit and the Detroit Police Department honor and salute Reverend Dr. Joseph

## Page 21

R. Jordan for his compassion, love, spirit of giving, leadership and commitment to the citizens of the city of Detroit. He leaves behind an outstanding legacy, and those he touched will remember him as a servant, a teacher and a man with a pastor's heart.

Adopted this day by the Detroit Board of Police Commissioners, dated February 20, 2014. CHAIRPERSON TAYLOR: Thank you. Reverend Jordan will certainly be missed. Is there a motion in order to adopt the Resolution honoring Reverend Dr. Joseph R. Jordan?

COMMISSIONER SHELBY: So moved.
CHAIRPERSON TAYLOR: It's been moved. Is
there a second?
COMMISSIONER BYRD: Second.
CHAIRPERSON TAYLOR: It's been moved and
seconded. Is there any questions? All in favor?
COMMISSIONERS: Aye.
CHAIRPERSON TAYLOR: All opposed? If not, Reverend Dr. Joseph R. Jordan will certainly be added to our permanent archives. Okay. Now we move to old business. Is there any old business?

COMMISSIONER WHITE: Madame Chair, I would just add as we heard the report from the secretary's office from Counsel Sabree, I continue to notice and we asked through the chief of our Office of Chief Investigator, Chief Drake, to start tracking our number of complaints that were coming against unknown officers. And that 40 percent, I have not over the past four or five months seen that number waiver.

And so, through the Chair, I would just ask if the chief's office, have we done anything unique with some of our special operation units where we have uniformed the uniform of those units and/or done anything unique to increase visibility of identifying markers that individuals that may come in contact with -- and I say these special units, and I don't want to say which unit because I'm not aware. But I would assume it's probably some of our series 30 units or others where they are not uniformly dressed.

So, I just wondered if we have done anything uniquely -- I heard that at one point, that we were going to showcase a new uniform. And I'm not sure if that's hit department wide yet or not.

ASSISTANT CHIEF WHITE: Through the Chair, we in fact have a new -- well, it's not new any longer. It's been around for two years, 30 series uniform actually similar to what I'm wearing today. It's green pants and a black shirt. The officers are still required to readily identify themselves. I will tell
you though, it creates a challenge because of the nature of the work that they do to have a traditional name tag. But they are required to have their badge on their chest, which has their badge number on it.

So, I will look into this if we are seeing an increase in the numbers. I was not made aware that there was an increase until this meeting. Also, the new vehicles that we have, we make sure to include not only the department's e-mail address on those vehicles, but the identifiers are also on the sides of the vehicles, reflective at night.

And the TRU units, one of the things that we did that's different, even though that's a traditional semi-marked unit, those units have yellow markings on them. So, those are plainclothes officers. But their cars have yellow markings, reflective letters and the department, the vehicle identifiers, the number of the vehicle on the side. So, if a citizen were to just copy that number, we can identify which officer pulled them over.

COMMISSIONER WHITE: Thank you, AC. And if I could, Madame Chair, through the Chair, apologize if I misspoke because I don't have the data to aggregate over the previous months. And I can't for certain say that the number has increased. But I have just noted that
number to me has not -- you know, we haven't seen astronomical progress if you will where that number has just diminished. And I applaud the department for what they're continuing to do to increase that presence for our officers to be uniform for citizens.

But through the chief's office, chief investigator's office and through the chief's office, just for us to brainstorm how we might be able to do an educational component for the community about what to ask of officers if you do not see or where to look for identifying markers might also help in terms of allowing individuals that are coming in to file complaints to know that if you had a certain situation and you didn't see anything on an officer, that you might be able to look for those yellow markings on the car or just an educational component that might increase awareness for citizens who are having these encounters, that they might be able to walk away with some type of identifying markers.

INVESTIGATOR DAVIS-DRAKE: Thank you, commissioner White. And through the Chair, Pamela Davis-Drake, chief investigator for the record. Just in response to your concern, the numbers have pretty much been consistent. There has been no major waivering. It's been roughly since -- I know since I have been
here, it's been about 30 to 40 percent. And often times it's for a number of reasons that the complainants can't identify the officer. Sometimes they don't come in direct contact with the officer. Often times, they may not ask, you know, the officer's name or badge number. But there could be a number of reasons. But it has been pretty consistent from my knowledge for the last at least couple years.

COMMISSIONER WHITE: Thank you.
INVESTIGATOR DAVIS-DRAKE: Any other
questions, sir?
CHAIRPERSON TAYLOR: Thank you, ma'am. No other old business, then we'll move to announcements. Our next meeting is Thursday, February 27, 2014, at 3:00 here at the Public Safety Headquarters.

Now, the next item is moving to the oral communications from the audience. Please give your name and limit your comments to two minutes. Do we have any comments from the audience?

MS. PANNELL: Good afternoon. Sharon Pannell. First of all, Angelo's funeral is Monday, 10:00 a.m. for the family, 11 funeral. And there will be viewing at Swanson at 6 Mile and Hubbell Sunday.

I'm in the Detroit Police Citizen Academy. And we are having a new class starting March the 4th in
case anybody is interested. I only have one
application. But if you want one, you can have this one and copy it. I just want to let you know that we are having a new class. Thank you.

CHAIRPERSON TAYLOR: Commissioner Moore, is that the class --

COMMISSIONER MOORE: Yes, ma'am. I haven't received any official notification though, but that's it.

MR. LUND: Hello again. My name is Dana Lund. I'm always coming down here and trying to get some kind of help, but I never succeed in that. I always complain about these things. But I get to the point that I never get any help from the commissioners or the police department, period. This complaint again is about the 9th Precinct.

You guys never do anything about the 9th Precinct. That's the most disgusting precinct or the Eastern District as you call it. They never do anything. You can call up there. You always get jokes and smart comments from them at the Eastern District. And I live in that area. I have been over there for 20 years. And they do nothing. You can call up there. They got smart comments, smart remarks. They don't want to answer the
phone. If you call back periodically, they got caller ID. They look at your number, and they won't answer the phone. You can ask for the commander, speak to the -- I want to speak to the lieutenant or whatever. They say that person is not in. They don't want to do anything up there at the 9 th or the Eastern District and so forth and so on.

A question that I want to ask you guys, do you know what to dismiss with prejudice means?

CHAIRPERSON TAYLOR: Are you asking --
MR. LUND: I'm asking you guys.
CHAIRPERSON TAYLOR: AC?
MR. LUND: From my understanding, what I call myself --

CHAIRPERSON TAYLOR: Can you just ask all of your questions, sir, while you're --

MR. LUND: Well, from asking the judge, that means when a case is dismissed, it means it has no ongoing or anything --

CHAIRPERSON TAYLOR: Is that the only question you have? I want you to ask all your questions.

MR. LUND: That's why I'm giving the answer to it. I asked the judge, that means if a case is going on, that means it's nothing to it any more, it never -- like it never came up or anything. So, I been coming down
here asking you guys about being a reserve officer. I had to file and go on with that. And my case, it was like it was -- it's been expunged. And every time I try to follow up on it, you guys send an officer to me and look into it. I never get anywhere with you.

I'm trying to help the community. And when I try to help the community, it seems like I get a kick back from the police department. And I don't get any help from the police department.

CHAIRPERSON TAYLOR: Are you asking the Board to follow up to see if your record has been expunged? Is that what you said?

MR. LUND: My record, I got paperwork to show that my case was dismissed, was dismissed with prejudice, that one case right there. That means it was like it was -- it never happened. I made sure I went with the judge to check that out.

CHAIRPERSON TAYLOR: What are you asking the Board to do?

MR. LUND: Why is it that they are giving me a hard time, the police department, with that? But it -you know, it's at the point that you get tired of dealing with certain things. But when you guys have an officer that has a problem, you dig into it so deep. That officer is just like me. He's a citizen. He is a resident of Detroit. Why is it that we have a hard time, but when they have a hard time, you want to have pity for that person?

And what I'm speaking on is Officer Harwood. My granddaughter was nine months old. And I am speaking on this officer, that $I$ feel sorry for his child. My granddaughter was nine months old. That Officer Harwood disrespected my grand child and wouldn't call and gave me a hard time with my granddaughter for the EMS. My granddaughter was having seizures. I have it on paperwork when the EMS finally got there.

She was having seizures. They did nothing to that officer. And all they did was put him down at 36 th District Court. Every time I see him, I look at him and I want to call him, you're on a roll of trying to kill children? But I don't say smart remarks to that man. I look at him. All you all did was put him to the side. But my granddaughter is three years old, and she's going on right now.

CHAIRPERSON TAYLOR: I think Commissioner
White has some knowledge of what you're speaking about. So, I'm going to let him --

MR. LUND: I'd just like to know why they let that dirty officer stay on the street, that's all. I consider him a dirty officer.

CHAIRPERSON TAYLOR: Thanks.
COMMISSIONER WHITE: Mr. Lund, I'm not sure of the officer's situation. But you have come before this body on several occasions over the last I would venture to say over the past year plus since I have been a member of this body. And I just didn't want it mischaracterized that this body has not done anything to assist you. We have put you strategically with individuals both from our office and the department side to look in depth to your situation as relates to expungement.

And I would ask that if someone from the department, maybe Deputy Chief Oxendine if she didn't leave yet, could speak to it. But I don't venture to think it's any different than officers that even though you receive an expungement, just like individuals who are applying to become members of the actual department, an expungement does not preclude from what is on your record. It may for other instances that you may go to a job and do certain things. But most government positions that you're seeking, especially law enforcement, it still is a part of your record, although you did successfully have that -- according to your statement, have that expunged.

So, I would keep that in mind. We again have
worked diligently with you. And if you have new information or if there's something else that we can do, if there's something outside of those situations that we have looked into for you on several occasions, I believe that this body through the Chair will be happy to do that, to continue to work with you to see if there's something -- if there's new information. But we have continued to talk about the same issue on several occasions. And I don't believe we have come up with anything new for today.

So, if you have something new, myself personally or you can speak with members of our staff through the Chair. I'm sure we'd be happy to talk more directly with you.

MR. LUND: I have no problem with that. I just wanted to know why they just let that man sit around like it's nothing to it because if I spit at your feet with tobacco, I know that you all would take me like a dog in the street and sling me around.

CHAIRPERSON TAYLOR: I don't think we'd do that, sir.

MR. LUND: He spit at my feet with his tobacco and everything and then called EMS for my granddaughter. She is three now. And it still is like a bitter thing in my sole. But if I go to the Detroit News and put
that out on the street, that would just make the Detroit police officers have more bitterness on them, how nasty a person can be.

CHAIRPERSON TAYLOR: Okay, sir. And we will look into that further. I'm going to ask the chief to make sure that that happens.

MR. LUND: Thank you.
CHAIRPERSON TAYLOR: Yes, sir?
MR. BACHAND: Good afternoon, Board. Thank you for allowing me to speak before you today. Nicholas Bachand. I represent several different towing companies. I wanted to make the Board aware that there are ongoing discussions going on in the Public Health and Safety Committee at the city council regarding towing. And I saw Commissioner Crawford there. And I had a little conversation with him. And I encouraged him -- and I encourage all of you to come to these hearings and these discussions regarding towing because not only is there issues that are going on currently, but there's a nice history that's been going on that you're -- you as commissioners play a direct role in now.

So, it's important that you know about towing and what has gone on in the past and what is going on in the future for the best of the city. On a lighter note,
there was an article in the February 10, 2014, Free Press that I thought the Board might want to be notified about. My uncle is now the president of Saginaw Valley State University. He was appointed about a week and a half ago. The interesting part is not only that he's related to me, was that the native of Detroit, Bachand began his career by serving ten years in the Detroit Police Department. He spent several years on patrol before becoming among the youngest in department history to receive a promotion to sergeant. He was assigned to the chief of police strategic planning commission. He left in 1978, and he's been teaching since then and now he's the president of a major university. And you never know where a patrolman will go. Have a wonderful week. CHAIRPERSON TAYLOR: Sir, I just want you to know that Attorney Sabree is attending those meetings and will be attending future meetings. And we are going to try and have something -- we are putting something together now to bring the Board up to speed on the towing.

MR. BACHAND: Thank you very much. Have a wonderful day.

CHAIRPERSON TAYLOR: Just a minute, sir. COMMISSIONER CRAWFORD: Yes, Commissioner Crawford. Through Madame Chair, I just want to -- for
the record, I was there, not in with the towing. I was there for another issue. But $I$ just for the record, and I might add it was very informative.

MR. BACHAND: I will state for the record that you were very open minded to hearing all of this, and I appreciate that.

SERGEANT ROBINSON: Good afternoon. My name is Sergeant Robinson, Doretha Robinson. I am employed with the Detroit Police Departmen. I sent a letter addressing some issues that $I$ am having with the Detroit Police Department. And the reason I forwarded the letter to you, I know you're not in a position to do your own investigation, but just to oversee that the investigation is done fair and thorough. I already went to the federal EEOC and made a complaint.

Myself and other officers, lieutenants, have went forward, and we made a formal complaint. I already had a meeting with Deputy Chief Houser and Commander Fitzgerald. I am not going to go into detail because I think the letter basically explains more than enough of what's going on. But I'm asking you to just oversee this just so $I$ can have some type of fairness and make sure that this racial disparity that's going on with the department comes to light. So, that's the reason I am here today. And I thank you for taking the time out for
reading my letter. And hopefully you can reach out and guide me in what I need to do next.

CHAIRPERSON TAYLOR: Yes, ma'am. And we will be consulting with Attorney Sabree to guide us in this whole process.

SERGEANT ROBINSON: Yes, ma'am. Thank you.
CHAIRPERSON TAYLOR: You're welcome. Thank you, ma'am. Do you have --

COMMISSIONER WHITE: Madame Chair, I did have a question through the Chair to the chief's office, if you could enlighten this body as relates to the process or procedure that members would go through with a complaint if you will against the department.

ASSISTANT CHIEF WHITE: Actually, I'd like to defer that if $I$ could to our expert in that area, Director Oxendine who handles our EEOC office.

DIRECTOR OXENDINE: Thank you. Through the Chair, we have an EEOC officer in my office that receives all complaints of sexual harassment, discrimination of any type and situations which create a hostile work environment. At any time that anyone has a complaint or problem, they are welcome to come to our office and file those complaints. And we investigate them thoroughly, and we make our recommendation with respect to whether or not the complaint is sustained or
not.
So, you know, we take complaints seriously and investigate them thoroughly and timely. And in the case of this particular complaint that $I$ was made aware of, my EEOC officer has already been made aware of and we will be looking for Ms. Robinson to come and formally lodge her complaint and give us her witness statement in short order.

CHAIRPERSON TAYLOR: Thank you.
COMMISSIONER WHITE: Just as a follow up, Madame Director, is that -- so would the process if you will, would that start with the EEOC officer or should it start with a commanding officer and work its way up to the EEOC officer or is it if you have that level of complaint, you go directly to the EEOC officer?

DIRECTOR OXENDINE: It depends on the nature of the complaint. So, you know, we encourage that certain complaints, people go to their supervisor because everything that is thought to be a hostile work environment isn't. So, we like to give supervisory levels an opportunity to address concerns. However, the process does not require that someone who is lodging the complaint start in that order. They can start in our office as well.

COMMISSIONER WHITE: How long is that process?

DIRECTOR OXENDINE: Again, depends on the nature of the complaint and the number of witnesses involved and also the number of investigations that we currently have going on simultaneously. But I'd just like to reiterate that $I$ personally take any discrimination, any harassment, very seriously. This department and as well as the city of Detroit at large has a very strict policy about EEOC issues. And we take them very seriously and address them seriously. And I intend to continue that tradition in the bureau for the police department.

COMMISSIONER WHITE: Thank you, Madame Chair. ASSISTANT CHIEF WHITE: I'd also like to indicate that the investigation will be a transparent investigation handled professionally. And the officer or sergeant in this case will be kept informed as to where the investigation stands.

CHAIRPERSON TAYLOR: Thank you, AC. That was going to be my question. Thank you. Is there any other comments on that? Any other communication from the audience?

MR. RHOADES: Good afternoon. My name is
Peter Rhoades. I'm a resident of Detroit. I was a member of the Greenacres Citizen Patrol. I lived in that neighborhood for years. I was an attorney for the

City of Detroit Law Department for 25 years until I retired. I was a hearing officer for the Building and Safety Engineering Department. And I was here back in November and then again in December. And I have been trying in January, now in February. And it's been three months, and it's not a big deal.

But the city of Detroit Police Department keeps giving tickets -- these are criminal misdemeanor tickets, $\$ 500,90$ days in jail -- to minimum wage clerks on the other side of the counter because the owner forgot to pay the business license fee and the license expired. Now, let's try it again. I raise the concern because it's a poor use of law enforcement resources, misplaces criminal responsibility on a minimum wage clerk for the failings of the business owner or the business manager. It is probably improper under Detroit versus Mislackian (phonetic), which is a case that's published by the Michigan Court of Appeals from 1968. That's 40 years plus.

And it creates a needless expense of a police officer going over to 36 th District Court and collecting court time. It's been three months. I've been trying to get some type of action so the Detroit Police Department will stop issuing these tickets. And I haven't gotten any all results. You know, it's kind of
like pushing against a bowl of Jello, nothing really moves you know.

So, that's my deal. I have a nice letter, be more than happy to hand it to your staff. Be happy to talk to anyone. I have talked to Celia Banks Washington, very cooperative. But I'm not feeling -it's like pushing against Jello, nothing ever happens. If this Board would please pay attention to it and ask that the Detroit Police Department and chief of police take action to stop this improper policy. Thank you.

ASSISTANT CHIEF WHITE: Thank you. Through the Chair, I'd ask that Attorney Celia Washington, Deputy Chief Celia Washington, speak on this matter.

ATTORNEY WASHINGTON: Thank you, assistant chief. Celia Washington. Mr. Rhoades and I have had a number of conversations. The issue is one that -- and I have shared my position with him. In my opinion, the role of the police department is to enforce the ordinances and statutes as written. He is referencing a 1968 case that has not thus far effected the wording of the statute.

As I have told Mr. Rhoades, the police officers are enforcers. I don't want them being mini lawyers, giving an interpretation of the ordinances as written. And I certainly understand his concerns. But
the way the ordinance is written right now, that cashier who is standing at the counter -- generally the owner is not present on the premises. That cashier is at least according to the ordinance, right or wrong, aiding and abetting in a business operating without a proper license.

And the way it is written now -- and we are going to work with Mr. RHOADES and the law department to see what can change with that regard. But right now, that cashier is considered aiding and abetting in a business that's operating without a license. I'm not saying that that's a good thing, a bad thing. But I'm saying that the police department is not the right shop. I think we described it as the right church but not the right pew.

I'm talking it up with the law department to see what we can do possibly to revise the ordinance. But it is as he says it is. It's just that the police department is not the right shop.

CHAIRPERSON TAYLOR: Thank you, ma'am. Do you have anything you want to say, Commissioner White?

COMMISSIONER WHITE: I would ask a question through the Chair. I know there are a number of ordinances on the books. And I know there are ordinances that the department does not enforce. And I'm not sure how we get to that point of deciding which ordinances are enforced. And I know -- or whatever the rule is and how that operates. If in fact there is a conversation going forward, what would be the process or is there a procedural process where an ordinance would not be enforced until clarity is brought into the conversation?

ATTORNEY WASHINGTON: I'm not in a position to answer that. I would venture -- I would hope that the officers are not picking and choosing which ordinances to enforce and not. So, I'm not comfortable with that being the position. But as for this one, they are doing their jobs. Now, again, Commissioner, good, bad or indifferent, I actually tend to agree with Mr. Rhoades. There are certain portions of the city ordinances that are being revised now.

So, it's very likely that it can be fixed. But I'm just saying that the Detroit Police Department enforces the law as written. And this ordinance is on the books.

COMMISSIONER WHITE: Through the Chair, as a matter of procedure if you will, is that ordinance, is that under the direction of city council?

ATTORNEY WASHINGTON: Absolutely.
COMMISSIONER WHITE: With that being the case,

Madame Chair, I would motion to this body that we put forth a Resolution urging the city council to move with deliberate speed to revise this code so that workers are not impacted to this degree for the fault of the owners of this establishment.

ATTORNEY WASHINGTON: And I believe that they will refer it -- through the Chair, I'm sorry -- to the research and analysis, the attorney on staff. And then they can reach out appropriately to someone in Mr. Hollowell's shop.

CHAIRPERSON TAYLOR: Thank you. I agree with that. There's a motion on the floor. I'm sorry. There's a motion. Is there a second?

COMMISSIONER CARTER: Second.
CHAIRPERSON TAYLOR: It's been moved and supported. Is there any questions? All in favor?

COMMISSIONERS: Aye.
CHAIRPERSON TAYLOR: Motion carries.
ASSISTANT CHIEF WHITE: To the Chair, if I may add to the last discussion, Assistant Chief White. Just for clarifications purposes, there are no ordinances that the officers choose not to enforce. There are varying factors that impact our enforcement strategies. There are in many instances Supreme Court decisions that impact our enforcement where we may have an ordinance on
the books that we don't enforce. But we don't just say we are not going to enforce this ordinance. Once we come across an ordinance or a violation, we enforce it.

The two that come to mind are loitering in a place of illegal occupation. It was a Supreme Court decision that speaks to a person who are on the premises where illegal activity is afoot. Years ago, an officer was able to see people in a dope house and charge everyone in the dope house. Well, the Supreme Court chimed in and said how does the officer know that the state of mind of the perpetrator was that I'm at a drug house? What if I'm visiting a relative who happens to operate a drug house? So, the ordinance is intact on the books, but it's not being enforced because of that decision.

And another one is, let's see, annoying
person. The annoying person ordinance was too broad, and it also encompassed lifestyles. So, it was an antiquated ordinance that the law department chimed in on and we stopped enforcing.

ATTORNEY WASHINGTON: It's still on the books intact, but it's not enforceable.

CHAIRPERSON TAYLOR: Thank you. COMMISSIONER BELL: Madame Chair, I am somewhat in the dark. I have no idea, is this something on the vice or something liquor established or, I mean, what is the focal point of this dialog since that has been going on just so that like me --

CHAIRPERSON TAYLOR: I agree with you because I wanted to ask about the business. I mean, what type of business is it and also why aren't they doing something to them if they're aiding and abetting in something, what is going on with the owner?

MR. RHOADES: The city of Detroit through its Building Safety Engineering Department gives business licenses to a number of businesses, gas stations, restaurants, bars, cabarets, barber shops, dry cleaners. And what this is, if we can back up three steps, it's an easy ticket, an easy court time for a police officer to walk into an establishment, whether there was a complaint or no complaint, look at the wall, see that it's been expired for a couple weeks or a couple months and write a ticket.

And who does he write the ticket to? The minimum wage clerk on the other side of the counter who is not in charge of renewing anything. The whole thing is silly, and I will tell you why, because this case from 1968 told the city of Detroit how to do it properly. It's already on the ordinance books. CHAIRPERSON TAYLOR: I think we've got that
part. ordinance that says, if someone has an expired license, all you do you is you send them a notice, a show cause.

CHAIRPERSON TAYLOR: I think the question is what is the business, what type of business?

MR. RHOADES: It could be any type of business.

CHAIRPERSON TAYLOR: What type of business is the one that you're talking about?

MR. RHOADES: Some poor guy at a gas station.
COMMISSIONER BELL: Madame Chair? Are you
here representing lobbying or what is your function bringing this issue? I'm just trying to get to --

MR. RHOADES: My function is I'm retired, but I live in this town. When $I$ see something wrong, I raise my hands. And I come before the Board and I say this isn't right. Now, I know other people do it the other way. They go get a client. They sue you for lots of money. I'm trying to do it the nice way.

COMMISSIONER BELL: I got it.
MR. RHOADES: I'm not getting anywhere.
CHAIRPERSON TAYLOR: We have already ruled on how that's going to be handled.

MR. RHOADES: All right.

ASSISTANT CHIEF WHITE: If I may, through the Chair, I appreciate your commentary. But I would offer the inverse. And that is, there are times when these businesses are stood up in the city of Detroit, delivering poor service, you know, selling illegal products. And then they position a lower paid person in front of the business. And by virtue of being able to take some enforcement action, we are able to get to the person who are victimizing our community or the residents of the community.

So, you know, we have to be careful before we say, well, don't take enforcement action on the person who is at the desk or at the window because we will never get to the owner. These owners know exactly what they're doing in some of these communities when they hire people to be the front person for these organizations. It's not a debatable issue. I just wanted to put my commentary on the record.

CHAIRPERSON TAYLOR: Okay. I think we've got it, sir. We are done.

COMMISSIONER MOORE: Through the Chair, can I see a copy of the ordinance on which the Board's resolution to the city council -- is that possible to see what's currently in place?

CHAIRPERSON TAYLOR: Yes.

ATTORNEY SABREE: I'll provide that for you, Commissioner Moore.

CHAIRPERSON TAYLOR: Thank you. Okay.
MR. SCOTT: Ron Scott. I fully expected not to say anything today. But it came to my mind, I wanted to find out where are we and where is the Board in relationship to the rescinding of Executive Order 11 by the emergency manager in terms of the operation of the democratization or the de-democratization of the body.

CHAIRPERSON TAYLOR: We were -- we cancelled the meeting today because of the Open Meetings Act. So, we didn't have the meeting with the emergency manager, but I did have a chance to talk with him. And he did talk about the Order 11 which was put in place for reasons that had nothing to do with the Board, although it effects the Board's ability to operate.

And I think he said it's got about nine more months or maybe eight months now before he is gone and everything goes back to the way it was.

MR. SCOTT: I just have to say, you know, in the spirit of Tom Paine, democracy denied -- I mean democracy delayed is democracy denied. I am not willing, on a personal level or for those individuals with whom I work, to allow this body for whom people fought so hard and arduously to have on board, be denied
the opportunity to render democracy to people in the city of Detroit who come before it.

I think that it leaves us the option, several options, which we might have to take. I was hoping that the Board would move in a zealous fashion on this. And I think this is every bit as important as the matters which are going on in bankruptcy court right now. I don't see where there's any reason to equivocate or to wait to deal with this matter because as you have seen and as Commissioner White has said and others, we are trying to find out where in the 40 percent of the officers that we don't know, what is the level of investigation. You have new commissioners who need to really get into their role and serve the constituents.

I don't think we have the time to do that. I think whatever the reason was that it was done -- and I can't get into Mr. Orr's mind. Whatever the reason it was done, it wasn't done democratically. And I'm not willing to suspend democracy for expedience. And I think --

CHAIRPERSON TAYLOR: And I agree with you. And I agree with you. But with the Order 11, we are understanding with an emergency manager, that there is not a lot of options, I mean, other than let them know you don't like it. And I think when I met with him, I
let -- I mean, you know, he knows that, and he understands that the Board is not happy with that decision. Nobody is happy with that decision. But the decision was made to give the chief the authority to do what he needed to do for the safety of the people in this city.

Now, I need to understand what all that means because I don't want us to interfere with the safety of the people in the city. But we need to find out again what that means. And that's why I was going to have him talk with the Board today. But I was made aware that the Open Meetings Act, we may be in violation of that because we would have had a quorum. But we will work on that. And I will talk with you about, you know, see what we can do with some more steps. We'll get with the commissioners and we'll see -- and we'll come up next week, maybe we'll have something to tell the people.

But again, we just need to understand -- and I understand it. But it's just not for me, the Chair, to understand what -- you know, why that was done. But when you talk about interfering with the safety of the people of the city, when you talk about interfering with the chief of police, I think we need to be a little careful with that. Not that we can't do anything. But I just need to -- we just need to be careful at how we move forward with that. And that's what $I$ will say on that.

MR. SCOTT: Let me just say this, Madame Chair. Every despot has always rendered in their statements the need for the suspension of liberty for personal protection. That is the resonance in fact of many totalitarian regimes who have said the same thing. We have to suspend your rights so that we can control the safety of the people. And one famous dictator did that about 80 years ago on the European continent.

And so essentially, I'm just saying that, you know, I would like to suggest to this Board and maybe bring forth some suggestions as to what might be done relative to this. And as far as I'm concerned, the safety of the city has been compromised by Mr. Orr's actions already.

So, essentially, for an officer of the court to suggest that one would suspend the rights and liberties of others, I think we should look at his law license.

CHAIRPERSON TAYLOR: Again, if you have something that you want to bring before the Board that can show that anybody is in violation -- I mean, we know what the violation is. But under the emergency manager, see, I am not -- I have never been under an emergency
manager's order. So, I don't understand what is allowed and not allowed under that order. So, you know -- and I understand what they are doing. If it's illegal in what they are doing, then we certainly need to look into that.

But if these things are legal, then there's -you know, you're going to have to take some other action. And I don't know what that is. So, if you understand what it is, I will be happy to listen to it. And I'm sure the rest of the Board would be happy to listen to that, and we will go from there.

MR. SCOTT: We are doing some research on it now. I don't want to belabor the matter and extend the discussion. But we are doing some research right now relative to that, which we'd like to share with you in relationship to that. But I really have a tremendous respect for the law and for lawyers. And I find it really really challenging that an attorney would say something like this in relationship to a democratically elected body. I just can't -- I know attorneys do many many things. Some of them are challenging. But one of the principal elements when one passes the bar and accepts the responsibility as an advocate for the people is to protect and defend the Constitution of the United States. And to suggest that expediency is more
important than democracy, that is contrary to everything in the history of this country.

CHAIRPERSON TAYLOR: Sure it is. And to me it's under normal circumstances. But we're not under normal circumstances. So, I just need to hear something for abnormal circumstances.

MR. SCOTT: Madame Chair --
CHAIRPERSON TAYLOR: I understand what you're saying.

MR. SCOTT: I can say and I can ask Commissioner Crawford and others, for we in Black History Month as African Americans, we've been in abnormal circumstances for a long period of time.

CHAIRPERSON TAYLOR: But we're in abnormal on top of that abnormal that we are in now. So, I just need to -- like I said, we just need to understand. If you can come with something that's clear --

MR. SCOTT: I will.
CHAIRPERSON TAYLOR: I mean, that's good. I have no problem with that.

MR. SCOTT: Because you're my friend and I love you and respect you.

COMMISSIONER BELL: Madame Chair, if I might chime in too, I want to say we understand the circumstances that we are under. But when you look at
the citizenry in this community, that we have a functional police department. I haven't heard that in quite some time, that in the last several months there is a climate of concern about public safety, that we are responding. And I'm pleased with that. And I'm hoping that we can continue that.

I understand that as a member of this community and as a former police officer, as an elected official now, that we have a functional police department. And I'm pleased. This is the feedback I'm getting. So, in that vein, we have to work under those types of guidelines, no different than how the military functions to some degree.

I just come back from Ghana, you know. In terms of that experience of public safety, there's a climate that I felt safe over there you know, in the hustle and bustle. And that's the climate that we must create in Detroit once again, that we had in the 50's and 60's. So, this charter is changing in terms of this commission. But I'm concerned that when you just make a blanket that we are under these guidelines -- we are. But we are functional now. I see a difference in terms of the climate of the public safety in this city. And I am pleased with that.

MR. SCOTT: Commissioner Bell, through the

Chair, if I may answer. I remember the 50's and 60's. And you remember as I do Hunt Street Station. You will remember many of the other situations where you as a member of the guardians and others had to fight with white police officers to guarantee that black citizens would not be aborted of their rights. So, essentially the 50's and 60's -- we know what happened in the 60's led to a massive civil disturbance that was mentioned in the Kerner Commission Report.

That's why we got -- that was the only reason we got African American police officers because of that period. So, I don't look back in any kind of sentimentality about those particular days. But in this context, the question of public safety is one that needs to be discussed more of a greater respective than what some people feel. I get the response that other people don't feel that way. So, within that context, we know that objectively speaking, in terms of the amount of complaints and whether or not officers are known to be officers that Commissioner White has mentioned and many other issues, I think that's important.

This body was created as you know since you participated in it, for oversight. And oversight must be the functional basis. I'm not trying to abrogate the framework of public safety and what people feel about
it. But that's why once again we have a democracy. Some do, some don't. Some will and some won't. I mean, so we deal with it.

COMMISSIONER WHITE: Madame Chair? Thank you, Mr. Scott. As you take your seat, but I'm in total agreement with what you say. And I hope my comments aren't viewed as contradictory to my colleague, Commissioner Bell's, but complementary. The tide that we see changing in the climate in Detroit -- and this is no takeaway on our new chief. But much like the Titanic, you can't turn the Titanic around on a dime. And through the good work of the command staff that is here, those that were here prior to the chief's arrival and certainly under the chief's leadership since he has been here. But I think it's been this body working in concert with the command staff of this great department and the involved and engaged citizens that not only come to this meeting but serve on our citizen councils for each district. It has been a wholistic approach to this turnaround that we are seeing if you will in the city of Detroit. And as we look at -- and I've been very vocal on my position of the emergency manager and Executive Order 11 and the diminishing of the roles and responsibilities of this body which are Charter mandated.

But I think there is a way -- and if you look at the record, I'll challenge anyone to find an instance where this body has been an obstruction to this department or this city or the public safety of the citizenry from moving forward. You will not find that. We have been very complementary to that effort.

So, I think your point is well taken, Mr. Scott. The emergency manager rule is what it is. And I know you're working on various other fronts. Emergency Manager Orr is an operative of Governor Rick Snyder. If you have concerns, I think it would be well directed to send it to the governor's office.

We have officially gone on record prior to our additional members being brought on. But certainly they have been furnished a copy. And I won't speak on everyone's behalf if they are in total agreement or not. But I think everyone is in agreement that as elected officials or appointed officials, that we want to get back to operating under the guise of what the citizens of the city have appointed and/or elected us to do as we move forward. So, we hear you. I'm sure Madame Chair hears your concerns.

We want to move expeditiously back to that state. So, there are a number of extra conversations that are being had. And, Madame Chair, if in fact we are in violation of the Open Meetings Act in meeting with the emergency manager in private, $I$ certainly would be receptive if our colleagues would be receptive to inviting Emergency Manager Orr to our public session that he might go on the record and articulate his views of the Emergency Order Number 11 so we might hear from him directly with the community, his viewpoints.

CHAIRPERSON TAYLOR: Sure. And we can probably arrange that because he leaves on Thursday going back to Washington in the afternoon. That's why we were setting it up for 12. But I'm sure that we can probably somewhere in the future. I don't know when because I don't -- I can't speak for him. But we can certainly try to get him to come to a special meeting that we can hold and see.

So, I will check into that. And just for you to know that the mayor has the same concerns. And I spoke with him. But he seems to be a little bit more -because he is looking at it going back. And I think what I'm hearing though here is that we may not go back to that way that it operated in this eight months or however long the emergency manager is going to be here. So, I don't know if that's what $I$ am hearing. But again, the mayor has the same concerns. But like I said, he is willing to -- he said, well, okay, when we
go back to and when I become mayor, I'm going to support the Board.

So, he gives -- you know, I'm just saying that, you know, we may have to wait it out. And we may not. Depends on what you're comfortable with. So, again, we do not -- I think Commissioner Burton, you had something you wanted to say?

COMMISSIONER BURTON: Yes. You know, for District 5, you know, I want to acknowledge an outstanding officer that is doing a great job over at Central District, which now happens to be the 3rd Precinct. It would be Sergeant Potts. She is doing a wonderful job. So, I just wanted to make that a known to everybody here. She's doing an outstanding job servicing the citizens in my district with community relations.

It was great turnout the other day. I was excited being there. I was excited as far as the meet and greet the families that came in. So, she is doing an outstanding job. So, she's my officer of the week for the new 3rd Precinct.

CHAIRPERSON TAYLOR: Thank you.
MR. SCOTT: Thank you very much.
COMMISSION BURTON: In addition, I also want to acknowledge the officers that's in the room for an
outstanding job and service you all are providing as well.

COMMISSIONER WHITE: Madame Chair, just to close out this conversation, with support from my colleagues, I would motion that we empower the Chair to work through the emergency manager's office that if our meeting schedule needs to be augmented to accommodate the emergency manager, there's no statute via Charter that mandates we meet on a Thursday. If we give proper notice, our schedule is able to accommodate the emergency manager's presence. And I think this situation certainly would warrant special accommodations that we hear from this individual.

So, I would make a motion that we empower our Chair to work through the emergency manager's office and our schedule, that we might accommodate his schedule that if there's in the upcoming weeks an opportunity for us to change our schedule, that we would accommodate his schedule that we may have him present to this body appropriately.

COMMISSIONER MOORE: Second.
CHAIRPERSON TAYLOR: It's been moved and second that the Chair have the authority to work with the emergency manager to arrange a meeting for a day other than a Thursday. Is there any questions or
discussion on that? All in favor?
COMMISSIONERS: Aye.
CHAIRPERSON TAYLOR: All opposed? Motion carries.

MR. SCOTT: Thank you.
CHAIRPERSON TAYLOR: You're welcome, sir. Are there any other comments? Are there any other comments? COMMISSIONER CRAWFORD: Madame Chair, I have a comment or statement here. Mr. Scott, I know it may seem abnormal and those who look at me today, my dress, a hoody up, that may seem abnormal. I do also know that if police officers who wear hoodies up when they are working, and that's okay. And they do identify themselves, Assistant Chief.

But the reason why I wore this hoody today was in protest. And the protest is in protest of next week, February 26th, next Wednesday, two years ago, 2012, Trayvon Martin was killed. There was no justice.

Also, recently, a case was just tried in Florida with Jordan Davis who was also killed. No justice. In every city in America, including Detroit, there has been no justice because males have been killed, African American males have been killed. And in some of these cases, particularly in Detroit and some of the other cities, killed over nonsense, you know.

So, I call for next Wednesday as a remembrance and in the spirit of Trayvon Martin for as you well know, the basis of those two cases in Florida was about Stand Your Ground Law.

Now, we are calling for people to stand down, hoodies up, stand down, put the guns down. Next Wednesday should be a day of reconciliation to reconcile your differences with individuals, a day of celebration of diversity and peace, you know, a day of passing it forward you know. So that day, you can pass something forward, be it money or whatever. And I have $\$ 5$ to give to the chief. I will pass it on to the assistant chief. I left my money upstairs in my suit jacket pocket.

And also to Madame Chair, take the $\$ 5$ that day and stop somewhere in a coffee shop, buy somebody a coffee. Tell them to pass that forward. You know, there are 24 hours in a day, 1440 minutes in a day, 86,400 seconds in a day. We can do something good that day and then maybe carry that on for two or three days, a week, a month and perhaps for years. But, call upon the news media just to not report no crime that day, to report good acts and deeds just for that day, just one day.

So, in the spirit of Trayvon Martin and all the thousands who have been killed in America and the
ones that have been killed in the city, I might add though it seems like we're getting a little justice in the city because a couple weeks ago, the chief talked about a hundred percent clearance rate to this point this year.

So, but this is just for one day, the 26 th. And pass the word throughout the community, you know, businesses can participate in doing good deeds too for individuals. And all of us can do something good on just the 26th of February, next Wednesday. Hoodies up, stand down, guns down. Thank you.

CHAIRPERSON TAYLOR: Excellent. Thank you.
COMMISSIONER BURTON: Madame Chair, I'd like if the Board can do a Resolution in the honor of Angelo B. Henderson and the life and works of Mr. Henderson. CHAIRPERSON TAYLOR: I don't see why not. Attorney Sabree?

ATTORNEY SABREE: Yes.
CHAIRPERSON TAYLOR: A Resolution for Angelo
B. Henderson.

COMMISSIONER WHITE: Madame Chair, it would be appropriate if Commissioner Burton would put that in the form of a motion.

COMMISSIONER BURTON: I'd like to motion for a Resolution for the life and works of Angelo B.

Henderson.
CHAIRPERSON TAYLOR: It's been moved. COMMISSIONER MOORE: Second. CHAIRPERSON TAYLOR: It's been moved and seconded that there will be a Resolution for Angelo B. Henderson. Is there any discussion? All in favor? COMMISSIONERS: Aye.

CHAIRPERSON TAYLOR: All opposed? Motion carries.

ASSISTANT CHIEF WHITE: Madame Chair, one last thing from the chief's office. He asked that I pass along the following information. We are still sitting at a hundred percent closure rate in homicide. We have a 56 percent reduction in overall homicide for the year. We are currently engaged in an operation that's effecting both the east and west side of the city. The name of the operation is Operation Eye to Eye in honor of Angelo Henderson. So far that operation has netted 20 arrests and five weapons recovered.

CHAIRPERSON TAYLOR: Thank you. Okay. Are there any other comments? Are there any other comments? If not, I move to adjourn.

COMMISSIONER WHITE: Support.
CHAIRPERSON TAYLOR: It's been moved and supported. Meeting adjourned.

HANSON RENAISSANCE hansonreporting.com
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21

2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17

18 19 20 21 (Proceedings concluded at $4: 20 \mathrm{page} 64$

I HEREBY CERTIFY that I reported stenographically the foregoing proceedings and testimony under oath at the time and place hereinbefore set forth; that thereafter the same was reduced to computer transcription under my supervision; and that this is a full, true, complete and correct transcription of said proceedings.


Wendy A. Boer,
CR 3505
 44:7
ability 47:16
able 5:12 24:8 24:14,18 43:8 46:7,8 59:10
abnormal 52:6,13 52:14,15 60:10 60:11
aborted 54:6
abroad 20:2
abrogate 54:24
Absolutely 41:24
AC 17:22 23:21 27:12 37:18
academy 16:2,11 25:24
accepts 51:23
accommodate 59:7
59:10,16,18
accommodations 59:12
account 15:5
accounted 6:20 6:21,22,25
accuracy 8:20
acknowledge 7:4
17:22 58:9,25
Act 47:11 49:12 57:1
action 38:23 39:10 46:8,12 51:8
actions 50:16
active 8:21
actively 18:25
activities 9:17
activity 43:7
acts 61:22
actual 12: 5 30:17
add 21:24 34:3 42:20 62:1
added 21:20
addition 58:24
additional 9:9 56:14
address 23:9 36:21 37:9
addressing $34: 10$
adjourn 63:22
adjourned 63:25
administrative 7:19
adopt 21:10
Adopted 21:6
advise 14:19
advocate 19:19 51:23
afoot 43:7
African 52:12 54:11 60:23
afternoon 3:11 4:13 7:12 25:20 32:9 34:7 37:22 57:10
agencies 11:1
agenda 5:15, 22
aggregate 23:23
ago 16:20 17:18 33:5 43:7
50:10 60:17 62:3
agree 41:14
42:11 44:4 48:21,22
agreement 55:6 56:16,17
ahead 3:5 4:15 10:10
aiding 40:4,10 44:7
Alcoholics 20:19
Aliyah 2:12 3:9 3:12
allegations 6:24 7:1
alleged 6:18
allow 47:24
allowed 17:3 51:1, 2
allowing 24:11 32:10
amen 5:13
America 60:21 61:25
American 54:11 60:23
Americans 52:12
amount 54:18
analysis 42:8
and/or $22: 9$ 56:20
Angelo 62:14,19 62:25 63:5,18
Angelo's 25:21
announcements 25:13
annoying 43:16
43:17
Anonymous 20:19
answer 26:25
27:2,22 41:9
54:1
Anthony 4:17
19:15
antiquated 43:19
anybody 26:1
50:23
apologize 23:22
Appeals 38:18
applaud 24:3
applicants 15:5
application
13:11,13 14:12
26:2
applications
14:4
applies 17:5
apply 17:6
applying 30:17
appointed 33:4
56:18, 20
appreciate 17:10
34:6 46:2
appreciative
15:10
approach 55:20
appropriate
10:12 62:22
appropriately
42:9 59:20
approval 5:6,24
approve 5:15
approved 5:23
6:6
archives 21:21
arduously 47:25
area 26:22 35:15
areas 6:24
arrange 57:9
59:24
arrangements

13:25 14:20
arrests 63:19
arrival 55:14
article 33:1
articulate 57:5
Arts 19:6,7
asked 12: 8 13:12
14:11 22:1
27:23 63:11
asking 27:10,11 27:17 28:1,10
28:18 34:21
assigned 8:5
33:10
assist 8: 8, 11 14:3 30:8
assistant 2:17 9:20 18:21 22:20 35:14 37:13 39:11,14 42:19,20 46:1 60:14 61:12 63:10
assume 22:14
astronomical 24:2
attended 19:5,10
attending 20:16
33:16,17
attention 39:8
attorney 3:9,11 3:12,16,18,20 3:22,25 4:2,5 4:7,14,16 6:7 6:9 7:4 33:16 35:4 37:25 39:12,14 41:8 41:24 42:6,8 43:21 47:1 51:18 62:17,18
attorneys 51:20
attract 11: 6
attrition 8:14 10:3
audience 25:17 25:19 37:21
augmented 59:7
August 11:12
authority 49:4 59:23
available 14:3
Avenue 1:18
average 16:6
awards 8:23
aware 22:13 23:6
32:12 36:4,5 49:11
awareness 24:16
Aye 5:21 6:4 21:18 42:17 60:2 63:7
a.m8:5 25:21

B
B 62:15, 20,25
$63: 5$
Bachand 32:9,11 33:6,21 34:4
Bachelor 19:6
back 14:6 17:16 27:1 28:8 38:3 44:13 47:19 53:14 54:12 56:19,23 57:10 57:19,20 58:1
background 13:13 13:22
bad 13:21 15:2 40:12 41:13
badge 23:3, 4 25:5
badges 8:22
bankruptcy 48:7
Banks 39:5
Baptist 18:13,22 19:22
bar 51:22
barber 44:12
bars 44:12
basically 34:20
basis 54:24 61:3
becoming 33:9
began 19:3 33:7
beginning 10:2 15:14
begins 13:11
behalf 20:23 56:16
belabor 51:13
believe 16: 22
31:4,9 42:6
Bell 2:6 3:25 4:1 43:24 45:12,21 52:23

53:25
Bell's 55:8
benefit 20:7
benefits 8:8,9 8:10
best 32:25
beyond 19:18
big 38:6
bit 8:18 48:6 57:18
bitter 31:24
bitterness 32:2
bi-annual 20:12
black 22:24 52:11 54:5
blanket 53:21
bless 5:4
blessing 5:6
blessings 5:3
board1:1 2:12
3:12 4:17 6:7
9:23 10:21
11:17 13:9
15:18 19:23,25
20:23 21:6
28:10,19 32:9
32:12 33:2,19
39:8 45:17
47:6,15,25
48:5 49:2,11
$50: 12,22$ 51:10
58:2 62:14
boards 10:25
19:20
Board's 3:9
46:22 47:16
Bobbie 19:13
body 5:5 30:4,6 30:7 31:5
35:11 42:1
47:9,24 51:20
54:22 55:15,24
56:3 59:19
Boer 1:22 4:23 65:18
books 17:11 40:24 41:20 43:1,14,21 44:24
bowl 39:1
brainstorm 24:8
bring 14:5 33:19

50:13, 22
bringing 45:14
broad 43:17
brought 9:9
10:20 41:6
56:14
Brown 4:21
budgeted 9:1,24
building 8:3
20:9 38:2
44:10
Built 20:6
bureau 7:13, 25
10:22 37:10
Bureau's 7:18
Burton 2:11 4:2
7:5 58:6,8,24
62:13,22,24
business 7:22 21:22,22 25:13 38:11,15,16 40:5,11 44:5,6 $44: 10 \quad 45: 6,6,8$ 45:9 46:7
businesses 44:11 46:4 62:8
bustle 53:17
buy 61:15
Byrd 2:5 3:20,21
21:15
C
cabarets 44:12
calendar 10: 4, 14
call 3: 6, 10
19:18 26:19,20
26:24 27:1,13
29:8,15 61:1
61:20
called 3:7 17:1
18:12 31:23
caller 27:1
calling 61:5
Calvary 18: 22
cancelled 47:10
candidate 13:12
candidates 9:16
11:20,21
car 24:15
cards 8:22
career 19:3 33:7
careful 46:11

49:24,25
caring 19:12
carries 42:18
60:4 63:9
carry 61:19
cars 23:16
Carter 2:7 4:3,4 5:17,25 15:24 15:25 16:5,14 42:14
case 14:13 26:1 27:18,23 28:2 28:14,15 36:3 37:16 38:17 39:20 41:25 44:22 60:19
cases 6:16,16,17 6:23 60:24 61:3
cashier $40: 1,3$ 40:10
catching 11:17
cause 45:4
celebration 61:8
Celia 39:5,12,13 39:15
Central 58:11
certain 14:11 23:24 24:13 28:23 30:20 36:18 41:15
certainly 5:2
18:6 21:9,20 39:25 51:4 55:14 56:14 57:2,14 59:12
CERTIFICATE 65:1
CERTIFY 65:8
Chair 4:76:9
10:17 12:1
13:11 15:25
16:18 21:23
22:6,20 23:22
23:22 24:21
31:5,13 33:25
35:9,10,18
37:12 39:12
40:23 41:21
42:1,7,19
43:24 45:12
46:2,21 49:19
50:4 52:7,23

54:1 55:4
56:21,25 59:3
59:5,15,23
60:8 61:14
62:13,21 63:10
CHAIRPERSON 2:3
3:5,15 4:9,14
4:24 5:14,19
$5: 22 \quad 6: 2,5 \quad 7: 3$
7:10 10:15
11:24 15:24
16:15 17:21
18:2 21:8,13
21:16,19 25:12
26:5 27:10,12
27:15,20 28:10
28:18 29:20
30:1 31:20
32:4,8 33:15
$33: 23$ 35:3,7
36:9 37:18
40:20 42:11,15
42:18 43:23
44:4,25 45:5,9
45:23 46:19,25
47:3,10 48:21
50:21 52:3, 8
52:14,19 57:8
58:22 59:22
60:3,6 62:12
62:16,19 63:2
63:4,8,20,24
chairperson's 6:6
challenge 23:1 56:2
challenging
51:18,21
chance 47:13
change 40:9
59:18
changing 53:19
55:9
chaplain 18:23
charge 43:8
44:21
charter 53:19
55:25 59:8
check 28:17
57:16
chest 23: 4
chief $2: 15,16,17$

$4: 12,18,19$
$6: 159: 20 \quad 22: 1$
22:1,2,20 24:6
24:22 30:13
32:5 33:11
34:18 35:14
37:13 39:9,11
39:13,15 42:19
42:20 46:1
49:4,23 55:10
60:14 61:12,12
62:3 63:10
chief's 4:10 7:6
7:7,8 17:23
22:7 24:6,7
35:10 55:13,14
63:11
child 29: 6, 8
children 29:16
Children's 19:23
chime 52:24
chimed 43:10,19
choose 12:14
42:22
choosing 41:10
Christian 19:25
church 18:13, 22
20:9,15 40:14
circumstances
52:4,5,6,13,25
cities 60:25
citizen 6:10
23:18 25:24
28:25 37:24
55:18
citizenry 53:1
56:5
citizens 5:5
7:22 20:24
21:2 24:5,17
54:5 55:17
56:19 58:15
city 5:5 7:13,23
12:9,14,15
13:4 16:21
$17: 3,6,7,17,18$
32:14,25 37:7
38:1,7 41:15
41:23 42:2
44:9,23 46:4
46:23 48:2

49:6,9, 22
$50: 15$ 53:23
55:21 56:4,20
60:21 62:1,3
63:16
city's 9:3
civil54:8
Civilian 7:19
17:7
civilians 17:2
17:12
clarifications
42:21
clarity 41:6
class 9:10 15:14
25:25 26:4,6
cleaners 44:12
clear 52:17
clearance 62:4
clerk 38:15
44:20
clerks 38:9
client 45:19
climate 53: 4, 16
53:17,23 55:9
close 59:4
closed 6:16
closure 63:13
clothing 20:12
code 42:3
coffee 61:15,16
coil 3:13
colleague 55:7
colleagues 57:3 59:5
collecting 38:21
college 20:16
colleges 11: 2, 3
13:2
come 22:11 25:3
30:3 31:9
32:17 35:22
$36: 6$ 43:3, 4
45:17 48:2
49:16 52:17
53:14 55:18
57:14
comes 34:24
comfortable
41:11 58:5
coming 11: 21
15:16 22:3

```
    24:12 26:11
    27:25
```

command 55:12,16
commander 27:3
34:18
commanding 8:1 36:13
Commencing 1:20
comment 60:9
commentary 46:2 46:18
comments 25:18 25:19 26:21,25 37:20 55:6
60:7,7 63:21
63:21
commission 33:11
53:20 54:9
58:24
commissioner 2:5
2: 6, 7, 8, 9, 10
$2: 113: 8,13,16$
3:17,18,19,20
3:21,22,24,25
$4: 1,2,3,4,5,6$
$4: 25$ 5:2,17,18
5:25 6:1,4 7:5
10:17 11:8,25
$12: 1,313: 10$
14:9 15:8,12
$15: 16,19,22,24$
15:25 16:5,14
16:16,17,18
17:9,13 18:3,6
$21: 12,15,23$
23:21 24:21
25:9 26:5,7
29:20 30:2
32:15 33:24,24
35:9 36:10,25
37:12 40:21,22
41:13,21,25
42:14 43:24
45:12,21 46:21
47:2 48:10
52:11,23 53:25
54:20 55:4,8
$58: 6,859: 3,21$
60:8 62:13,21
62:22,24 63:3
63:23
commissioners

1:1 2:1 5:21 18:7 20:23 21:7,18 26:14 32:21 42:17 48:13 49:16 60:2 63:7
commitment 21:2
Committee 32:14
communication 37:20
communications 25:17
communities 18:16 46:15
community 9:15
11:2 12:24 13:2,3 18:11 18:25 19:18,19 19:21 20:20 24:9 28:6,7 46:9,10 53:1,8 57:758:15 62:7
companies 32:12
comparison 6:12
compassion 21:1
complain 26:12
complainants 25:2
complaint 26:15
34:15,17 35:13 35:22,25 36:4 36:7,15,17,23
37:2 44:16,16
complaints 6:10
6:12,13,19
22:3 24:12
35:19,23 36:2
36:18 54:19
complementary
55:8 56:6
complete 16:2
65:13
completion 16:7
component 24:9 24:16
comprised 7:14 compromised 50:15
computer 65:11
concentrating
12:23
concern 6:24
24:23 38:12 53: 4
concerned 50:14 53:20
concerns 36:21
39:25 56:11,22 57:17, 24
concert 55:16
concluded 64:1
conducted 11: 11
Conference 20:1
consider 29:25
considered 40:10
consistent 24:24 25:7
consolidators 14:2
constituents 48:14
Constitution 51:24
consulting 35:4
contact 22:11 25: 4
context 54:14,17
continent 50:10
continue 12:12
14:8 21:25
31:6 37:10 53:6
continued 31:8
continuing 24:4
contradictory 55:7
contrary 52:1
control 50:8
convening 5:4
conversation 32:16 41:4,7 59:4
conversations 14:20 39:16 56:24
cooperative 39:6
copy 15:9 23:18 26:3 46:22 56:15
Corinthian 18:13 18:13,21 20:5 20:7
Corinthians

20:18
Corinthian's 20: 4
correct 10:1 17:7 65:13
council 16:21
17:18 19:22
32:14 41:23
42:2 46:23
councils 55:19
Counsel 2:12 21:25
counseling 20:19
count 6:11
counter 38:10
40:2 44:20
country 52:2
COUNTY 65: 6
couple 12:2 25:8 44:17,17 62:3
course 8:2 9:2
court 4:23 29:14
38:18,21,22
42:24 43:5,9
44:14 48:7
50:17
CRAIG 2 : 17
Crawford 2:9
3:23,24 16:16
16:17 17:9,13
32:15 33:24,25
52:11 60:8
create 35:20
53:18
created 54:22
creates 23:1
38:20
credit 13:14,19 13:23
credits 17:2,4
crime 7:21 61:21
criminal 38:8,14
Crossing 20:10
CSR1:22 65:19
current 9:22,23
12:17
currently $8: 1,2$ 8:25 9:23 11:8 32:19 37:4 46:24 63:15
curve 10:10

| D |
| :---: |
| Dan 4:22 |
| Dana 26:10 |
| dark 43:25 |
| data 23:23 |
| dated 21:7 |
| dates 15:13 |
| Davis 60:20 |
| Davis-Drake 4:18 |
| 24:20,22 25:10 |
| day 5: 4,8 21:6 |
| 33:22 58:17 |
| 59:24 61:7,8,9 |
| 61:10,14,17,17 |
| 61:18,19,21,22 |
| 61:23 62:6 |
| days $38: 954: 13$$61: 19$ |
|  |  |
|  |
| deal 17:17 38:6 |
| 39:3 48:9 55:3 |
| dealing 28:23 |
| Dear 5:3 |
| debatable 46:17 |
| debt 14:1 |
| December 38:4 |
| deciding 41:1 |
| decision 43:6,15 |
| 49:3,3,4 |
| decisions 42:24 |
| decreased 9:2 |
| dedicated 20:1 |
| deeds 61:22 62:8 |
| deep 28:24 |
| defend 51:24defer 35:15 |
|  |  |
|  |
|  |
| delayed 47:22 |
| deliberate 42:3 |
| delivering 46:5 |
| demeanor 7:1 |
| democracy 47:21 |
| 47:22,22 48:1 |
| 48:19 52:1 |
| 55:1 |
| democratically |
| ```48:18 51:19 democratization``` |
|  |  |
|  |
| demographics |

9:22
demonstrating 14:24
denied 47:21,22 47:25
Departmen 34:9
department 8:18 12:6,12 13:14
16:23 17:14 20:25 22:19 23:17 24:3 26:15 28:8,9 28:21 30:9,13 30:17 33:8,9 34:11,24 35:13 37:7,11 38:1,3 38:7,24 39:9 39:18 40:8,13 40:16,19,25 41:18 43:19 44:10 53:2,10 55:17 56:4
department's 23:9
depends 36:16 37:1 58:5
depth $30: 10$
Deputy 2:16 4:12
30:13 34:18 39:13
described 40:14
desk 46:13
despot 50:4
detail 34:19
Detroit 1:1,17
1:19 3:1 7:14 12:9 13:4 17:3 18:15,22 19:8 19:22,24 20:22 20:24,24 21:3 21:6 25:24 29:1 31:25 32:1 33:6,7 34:9,10 37:7 37:23 38:1,7 38:16,23 39:9 41:18 44:9,23 46:4 48:2
53:18 55:9,21 60:21,24
Detroiters 12:5 12:13,13,15,22
$12: 25 \quad 13: 5,9$ 16:22
Detroit's 18:23
de-democratiz... 47:9
dialog 44:2
dictator 50:9
difference 53:22
differences 61:8
different 23:13
30:15 32:11 53:12
dig 28:24
diligently 9:7 31:1
dime 55:11
diminished 24:3
diminishing 55:23
direct 25:4 32:21
directed 56:12
direction 41:23
directly 31:14 36:15 57:7
director 4:20 12:2,8 15:8,11 15:15,17,21,23 16:3,8,25 17:11,20 18:1 35:16,17 36:11 36:16 37:1
dirty 29:24,25
discrimination 18:18 35:20 37:6
discussed 54:15
discussion 42:20
51:14 60:1
63:6
discussions
32:13,18
disgusting 26:18
dismiss 27:9
dismissed 27:18 28:14,14
disparity 34:23
disqualify 13:19
disrespected 29:8
district 6:20,22 26:19,21 27:6

```
29:14 38:21
55:19 58:9,11
58:15
```

disturbance 54:8 diversity 61:9 Doctor 19:9
documentation 14:6
$\operatorname{dog} 31: 19$
doing 12: 4, 14
41:12 44:6 46:15 51:3,4 51:12,14 58:10 58:12,14,19 62:8
domicile 17: 2, 4
Donakowski 4:22
Donnell 2:4 3:16
dope 43:8,9
Doretha 34:8
doubt 12:25
Dr 18: 4, 8, 9, 20
19:1,11,17
20:3,25 21:11
21:20
Drake 19:13 22:2
dress 60:10
dressed 22:15
Drew 19: 9
drop 16:10
drug 43:11,13
dry 44:12
due 20: 4
duty 7:20 19:18
dwindle 11: 19
$\mathbf{E}$
E2:6,11
earned 19: 8
east 63:16
Eastern 6:22
26:19,21 27:6
easy 44:14,14
economy 15:2
edifice 20:9
education 19:7
educational 24:9 24:16
EEOC 34:15 35:16
35:18 36:5,12
36:14,15 37:8
effected 39:20
effecting 63:16
effects 47:16
effort 56:6
efforts 9:13
10:18
eight 47:18
57:21
elected 51:20
53:8 56:17,20
electrician 19:4
elements 51:22
emergency 47:8 47:12 48:23 50:24,25 55:22 56:8,10 57:2,4 57:6,22 59:6,8 59:11,15,24
employed 34:8
empower 59:5,14
EMS 29:9,11
31:23
en 5:10
encompassed 43:18
encounters 24:17
encourage 12:5 12:22 32:17 36:17
encouraged 32:16
endeavor 9:10
enforce 39:18 40:25 41:11 42:22 43:1,2,3
enforceable 43:22
enforced 41:2,6 43:14
enforcement
30:22 38:13
42:23,25 46:8
46:12
enforcers 39:23
enforces 41:19
enforcing 43:20
engaged 16:23 17:14 55:17 63:15
Engineering 38:3 44:10
enlighten 35:11
ensure 9:15 10:7
ensuring 7:19

Enter 9:20
entire14:12 18:25
environment 35:21 36:20
equivocate 48:8
especially 18:16 30:21
essentially 50:11,1754:6
establish 11:4
established 44:1
Establishing 20:15
establishment 42:5 44:15
European 50:10 everybody 58:14 everyone's 56:16
exactly 46:14
excellence 7:18
Excellent 62:12
exception 9:4
excited 58:18,18
Executive 47:7
55:23
exemplary 7:21
exist 17:11
expect 11:18
expected 47:4
expedience 48:19
expediency 51:25
expeditiously
56:23
expense $38: 20$
experience 53:15
expert 35:15
expired 38:12 44:17 45:3
explaining 8:9
explains 34:20
expressed 11:14
expunged 28:3,11 30:24
expungement
30:11,16,18
extend 51:13
extended 20:5
extra 56:24
extremely 8:14
Eye 63:17,17
e-mail 12:20


15:7
find 9:12,16
11:7 13:22
17:8 47:6
48:11 49:9
51:17 56:2,5
fire 17:5
first 16:7 25:21
fiscal 10:2,9
fitted 7:20
Fitzgerald 34:19
five 22:5 63:19
fixed 41:17
floor 8:3 42:12
Florida 60:20

## 61:3

focal 44:2
follow 12:3
14:23 28:4,11
36:10
following 63:12
force 7:2 12:23
Ford 19:24
forecasting 10:4
foregoing 65:9
forgive 15:13
forgot 38:11
form 62:23
formal 34:17
formally 36:6
former 53:8
forth 8:15 27:6
42:2 50:13
65:10
forward 34:17
41:4 50:1 56:5
56:21 61:10,11
61:16
forwarded 34:11
fought 47:25
four 19:15 22:4
framework 54:25
Free 33:1
Friday 8: 4
friend 52:21
front 4:18 9:8
10:7 46:7,16
fronts 56:9
full 65:13
fully 47:4
function 45:13
45:15
functional 53:2
53:9,22 54:24
functions 8:23
53:13
fund 20:15
funeral 25:21,22
furnish 15:9
furnished 56:15
further 32:5
furthered 19:7
future 32:25
33:17 57:12
G
Gail 4:20
garner 13:7
gas 44:11 45:11
generally 15:3 40:2
George 4:17
getting 8:9 11:9 13:8 17:16
45:22 53:11
62:2
Ghana 53:14
give 5:1 8:24 13:4 25:17
36:7,20 49:4
59:9 61:11
gives 9:21 44:10 58:3
giving 16:21
17:14 21:1
27:22 28:20
38:8 39:24
go 3:5 4:15 13:24 14:19
28:2 30:19
$31: 25$ 33:14
34:19 35:12
36:15,18 45:19
51:11 57:5,20
58:1
goal 13:6
goes 47:19
going 3:5 4:25
7:11 9:11,16
10:18 11:19
17:18 18:3
19:17 22:18
27:23 29:18,22
32:5,13,19,20

32:24 33:17
34:19,21,23
37:4,19 38:21
40:8 41:4 43:2
44:3,8 45:24
48:7 49:10
51:7 57:10,19
57:22 58:1
good 3:11 4:12
7:12 11:9
17:17 25:20
32:9 34:7
37:22 40:12
41:13 52:19
55:12 61:18,22
62:8,9
goods 20:13
gotten 38:25
government 30:20
Governor 56:10
governor's 56:12
graduate 19:2
graduating 19:3
graduation 16:12 16:13
grand 29: 8
granddaughter 29:5,7,9,10,18 31:23
great 5:5 20:24
55:16 58:10,17
greater 54:15
greatly 15:10
green 22:23
Greenacres 37:24
greet 58:19
Ground 61:4
group 11:18
groups 9:15
guarantee 54:5
guardians 54:4
guess 17:24
guidance 14:23
guide 35:2,4
guidelines 53:12
53:21
guise 56:19
guns 61:6 62:11
guy 45:11
guys 26:17 27:8 27:11 28:1,4 28:23


Henry 19:24 hereinbefore 65:10
Herman 18:23
high 13:2 19:2
higher 19: 4
Highland 18:15
highlighting 7:16
highly 18:24
hire 10:8 12:5
12:13,15,23 46:16
hiring 8:11 9:8 9:12 16:22
history 13:23
32:20 33:9
52:2,12
hit 22:19
hold 14:3, 4
57:15
Hollowell's
42:10
Home 19:23
homicide 63:13
63:14
honor 20:25
62:14 63:17
honoring 18:8 21:10
hoodies 60:12
61:6 62:10
hoody 60:11,15
hope 12:11, 25 13:7 41:9 55:6
hopefully 35:1
hoping 48:4 53:5
Hospital 18:24
hostile 35:21
36:19
hours 8:4 61:17
house 9:6 20:6
43:8,9,12,13
household $20: 12$
Houser 2:16 4:11 4:12 7:8 $34: 18$
houses 17:14
housing 18:18
HR 10:21, 21
Hubbell 25:23
human 7:13,17
8:13 10:22
hundred 9:5 62:4
63:13
Hunt 54:2
hustle 53:17

| I |
| :---: |
| ID 27:2 |
| idea 43:25 |
| identification 8:22 |
| identifiers |
| 23:10,17 |
| identify $22: 25$ |
| 23:19 25:3 |
| 60:13 |
| identifying |
| 22:10 24:11,18 |
| illegal 43:5,7 |
| 46:5 51:3 |
| impact 13:13 |
| 42:23,25 |
| impacted 18:14 |
| 42:4 |
| implemented 20:6 |
| important 8:14 |
| 8:19 10:11 |
| 32:23 48:6 |
| 52:1 54:21 |
| improper 38:16 |
| 39:10 |
| improve 7:25 9:7 |
| improving 9:17 |
| incentivize |
| 12:13 |
| include 12:25 |
| 20:8 23:8 |
| including 60:21 |
| increase 6:14 |
| 10:13,23 12:12 |
| 22:10 23:6,7 |
| 24:4,16 |
| increased 23:25 |
| increasing 9:13 |
| indicate 37:14 |
| indifferent |
| 41:14 |
| individual 14:10 |
| 14:13 59:13 |
| individuals 15:1 |
| 22:11 24:12 |
| 30:9,16 47:23 |
| 61:8 62:9 |

individual's 13:12
information 8:10 8:24 31:2,7 63:12
informative 34:3
informed 37:16
instance 56:2
instances 30:19 42:24
Instituting 20:12
intact 43:13,22
intend 37:10
interest 11:14
interested 26:1
interesting 33:5
interfere 49:8
interfering 49:21,22
intermediary 18:17
intern 11: 4
internet 10:19 10:24
interpretation 39:24
introduce 4:10 4:15
inverse 46:3
investigate 35:23 36:3
investigation 13:22 34:13,14 37:14,15,17 48:13
investigations 6:16 37:3
investigative 14:8
investigator 4:19,19 6:15 14:13 22:2 24:20,22 25:10
investigator's 24:7
inviting 57:4
involved 6:17,18 6:23 18:25 37:3 55:17
issue 31:8 34:2 39:16 45:14

46:17
issues 14:5 15:2 32:19 34:10 37:8 54:21
issuing 38:24
item 25:16
i.e 13:14
$\frac{\text { J }}{\text { jacket 61:13 }}$
jacket 61:13
jail 38:9
JAMES 2:17
January 6:11,12 6:13,14,19,23 38:5
Jello 39:1,7
Jessica 2:3 3:8 3:13
job 9:14 10:25 11:10,12 30:20 58:10,13,14,20 59:1
jobs 41:13
joined 7:5
joining 11:11 18:21
jointed 17:23
jokes 26:20
Jordan 18:5,8,9 18:20 19:1,5 19:11,13,14,15 19:16,17 20:3 20:6,10 21:1,9 21:11,20 60:20
Joseph 18:4,8,9 18:20 19:1,11 19:17 20:3,25 21:11,20
judge 27:17, 23 28:17
July 11: 12
June 10:9
justice 60:18, 21 60:22 62:2

## K

keep 5:12 11:21 30:25
keeps 38:8
Keifer 18:23
Kelly 19:15
kept 37:16

Kerner 54:9
kick 28:7
kill 29:15
killed 60:18,20
60:23,23,25
61:25 62:1
Kimberly 19:15
kind 9:21 11:16
14:4,6 26:11 38:25 54:12
kinds 13:14
know 10:25 11:1
12: 6, 6, 7, 16
13:18,20 14:1
14:2,15,25
15:1,3,6 16:11
16:25 17:13,16
24:1,13,25
25:5 26:3 27:9
28:22 29:23
31:16,18 32:23
33:14,16 34:12
36:2,17 38:25
39:2 40:23,24
41:2 43:10
45:18 46:5,11
46:14 47:20
48:12,24 49:1
49:14,20 50:12
50:23 51:2,7,8
51:20 53:14,16
54:7,17,22
56:9 57:12,17
$57: 23$ 58:3,4,8
58:9 60:9,11
60:25 61:3,9
61:10,16 62:7
knowledge 19:4
25:7 29:21
known 6:18 54:19
58:13
knows 49:1
L
L2:5
large 19:21 37:7
LASHINDA 2:16
law 30:21 38:1
38:13 40:8,16
41:19 43:19
50:19 51:17
61: 4
lawsuit 18:18
lawyers 39:24

## 51:17

leader 18:12, 24
leadership 20:1 21:2 55:14
leading 6:19,24
League 19:24
leave 5:11 16:6 16:11 30:14
leaves 21:3 48:3 57:9
led 54:8
left 33:12 61:13
legacy 21:3
legal 51:6
letter 34:9,12 34:20 35:1 39:3
letters 23:16
let's 38:12 43:16
level 36:14 47:23 48:12
levels 9:22 36:21
liberties 50:19
liberty 50:5
license 38:11,11 40:6,11 45:3 50:20
licensed 19:4
licenses 44:11
lieutenant 27:4
lieutenants 34:16
life 19:13 62:15 62:25
lifestyles 43:18
light 34:24
lighter 32:25
limit 25:18
limited 20:8
link 10:25 13:5
linking 9:15
11:2 13:2
liquor 44:1
Lisa 2:7 4:3
listen 51: 9, 11
lists 8:17,20
little 8:24 32:16 49:23

57:18 62:2
live 26:22 45:16
lived 37:24
lobbying 45:13
locally 12: 4 20:2
located 8:3
lodge 36:7
lodging 36:22
loitering 43:4
long 14:24 16:1 36:25 52:13 57:22
longer 22:21
longest 20:4
long-standing 18:18
look 13:16 23:5 24:10,15 27:2 28:5 29:14,17
30:10 32:5
44:16 50:19
51:4 52:25
54:12 55:21
56:1 60:10
looked 31: 4
looking 10:8
11:4,6 13:1,18 15:14 36:6 57:19
lord 5:13
lose 10:5
lot 11:5 48:24
lots 45:19
love 5:13 21:1 52:22
loving 19:12
low 14:18
lower 46:6
lucrative 19:3
Lund 26:10,10
27:11,13,17,22 28:13,20 29:23 30:2 31:15,22 32:7

| M |
| :---: |
| MACOMB 65:6 |
| Madame $4: 7,14$ |
| $6: 912: 1,2$ |
| $13: 10 \quad 15: 8$ |
| $21: 23 \quad 23: 22$ |

$$
\begin{aligned}
& 33: 25 \quad 35: 9 \\
& 36: 11 \quad 37: 12 \\
& 42: 1 \quad 43: 24 \\
& 45: 12 \quad 50: 3 \\
& 52: 7,23 \quad 55: 4 \\
& 56: 21,25 \quad 59: 3 \\
& 60: 861: 14 \\
& 62: 13,21 \quad 63: 10 \\
& \text { main } 7: 14 \quad 8: 7,23 \\
& 10: 13,23 \quad 13: 6 \\
& 13: 16 \\
& \text { maintain } 8: 12,13 \\
& 8: 17,19,20 \quad 9: 4 \\
& \text { major } 24: 24
\end{aligned}
$$

33:13
making 12:23
males 60:22,23
man 21:5 29:16 31:16
manager 4:21
38:16 47:8,12 48:23 50:24 55:23 56:8,10 57:2,4,22 59:8 59:24
manager's 51:1
59:6,11,15
mandated 55:25
mandates 59:9
manpower 8:25
9:6,22,24
10:12 11:15
March 25:25
markers 22:11 24:11,19
markings 23:14 23:16 24:15
Martin 60:18
61:2,24
massive 54:8
Masters 19:7
matter 39:13 41:22 48:9 51:13
matters 48:6
mayor 57:17,24 58:1
ma'am 4: 9, 12, 13 7:9 16:17 17:9 18:2 25:12 26:7 35:3,6,8 40:20
mean 13:20 14:22
44:1,5 47:21
48:24 49:1
50:23 52:19 55:2
means 27:9,18,18
27:23,24 28:15
49:7,10
media 61:21
medical 7:16 8:8 8:10
meet 58:18 59:9
meeting 1:6 3:6 3:6 12:20 20:18 23:7 25:14 34:18 47:11,12 55:18 57:1,14 59:7 59:24 63:25
meetings 33:16 33:17 47:11 49:12 57:1
member 19:23, 25 30:6 37:24 53:754:4
members 8:8,11 8:12,21,23 9:8 9:12 10:3 17:5 20:7,16 30:17 $31: 12$ 35:12 56:14
men 5:7
mentioned 10:6
54:8,20
met 48:25
metrics 8:13,25
Michigan 1:19
3:1 18:14,22
19:14 38:18
65:4
mighty 5:12
Mile 25:23
military 53:12
mind 30:25 43:4 43:11 47:5 48:17
minded 34:5
mini 39:23
minimum 38:9,14 44:20
Ministers 19:22
Ministry 19:9
minute 33:23
minutes 5:24 6:5 25:18 61:17
mischaracterized 30:7
misdemeanor 38:8
Mislackian 38:17
misplaces 38:14
missed 21:9
mission 7:18,24
misspoke 23:23
Monday 8:4 9:11 15:15,16,18 25:21
money 14:1 45:20
61:11,13
month 52:12 61:20
monthly 6:11 10: 4
months 16:12 22:5 23:24 29:5,7 38:6,22 44:17 47:18,18 53:3 57:21
Moore 2:10 4:5,6 5:18 26:5,7 46:21 47:2 59:21 63:3
motion 5:14, 23 21:9 42:1,12 42:13,18 59:5 59:14 60:3 62:23,24 63:8
motioned 5:17,25
move 17:16 21:21
25:13 42:2
48:5 50:1
56:21,23 63:22
moved 5:19 6:2 21:12,13,16 42:15 59:22 63:2,4,24
movement 8:18
moves 39:2
moving 11:18 25:16 56:5

N
name 5:12 23:2 25:5,17 26:10 34:7 37:22

63:17
nasty $32: 2$
nationwide 10:18
native 19:13
33:6
nature 23:1
36:16 37:2
need 11:20 35:2
48:13 49:7,9 49:18,23,25,25 50:5 51:4 52:5
52:16,16
needed 49:5
needless 38:20
needs 54:14 59:7
neighborhood 37:25
netted 63:18
never 26:12,13
26:17,19 27:24
27:25 28:5,16
33:13 46:14
50:25
new 5:4 9:10
11:7,17 20:9
22:18,21,21
23:7 25:25
26:4 31:1,7,10
31:11 48:13
55:10 58:21
news 31:25 61:21
nice 32:20 39:3
45:20
Nicholas 32:10
night 23:11
nine 29:5,7
47:17
nonsense 60:25
normal 52:4,5
Northeastern 6:20
note 32: 25
noted 23:25
notice 21:25 45:4 59:10
notification 26:8
notified 33:2
November 11:11 38:4
number 9:24 10:7 12:12,18 16:1

16:5,8,11 22:2
22:5 23:4,17
23:19,25 24:1
24:2 25:2,5,6
27:2 37:2,3
39:16 40:23
44:11 56:24
57:6
numbers 9:1
20:20 23:6
24:23
numerous 20:6
$\frac{0}{\text { oath 65:10 }}$
oath 65:10
objectively
54:18
objectives 10:14
10:23
obstruction 56:3
obvious 9:2
occasions 30:4
31:4,9
occupation $43: 5$
occurs 11:23
offer 46:2
Offering 20:18
office 2:15 4:10
4:19,21 6:15
7:6 8:4 17:23
21:25 22:1,7
24:6,7,7 30:9
35:10,16,18,23
36:24 56:12
59:6,15 63:11
officer 4:22 8:2
14:23 23:19
24:14 25:3,4
28:1,4,24,25
29:4,6,7,13,24
29:25 35:18
36:5,12,13,14
36:15 37:15
38:2,21 43:7
43:10 44:14
50:17 53:8
58:10,20
officers 6:18
7:19 10:5,8
12:8 16:6
17:16 22:3,24
23:15 24:5,10

```
30:15 32:2
34:16 39:23
41:10 42:22
48:12 54:5,11
54:19,20 58:25
    60:12
officer's 25:5 30:3
official 26:8 53:9
officially 56:13
officials 56:18
``` 56:18
Ohio 19:10
okay 4:24 14:9
15:11,19 17:22
18:2 21:21
32:4 46:19
47:3 57:25
60:13 63:20
old 21:21, 22
25:13 29:5,7 29:18
once 16:2 43:2
53:18 55:1
ones 62:1
ongoing 27:19
32:13
open \(6: 15\) 20:13
34:5 47:11
49:12 57:1
operate 43:13
47:16
operated 57:21
operates 41:3
operating 10:11
14:17 40:5,11
56:19
operation 22:8
47:8 63:15,17
63:17,18
operative 56:10
opinion 39:17
opportunity 13:4
36:21 48:1
59:17
opposed 5:22 6:5
21:19 60:3
63:8
option 48:3
options 48:4,24
oral 25:16
order \(3: 6,75: 15\) 5:23 11:21 21:10 36:8,23 47:7,14 48:22 51:1,2 55:23 57:6
ordinance 17: 4 17:18 40:1,4 40:17 41:5,19 41:22 42:25 43:2,3,13,17 43:19 44:24 45:3 46:22
ordinances 39:19 39:24 40:24,25 41:2,10,15 42:21
organizations 13:3,25 14:21
20:2 46:17
Orr 56:10 57:4
Orr's 48:17
50:15
outside 31:3
outstanding \(21: 3\) 58:10,14,20 59:1
overall 63:14
overlooked 15:13
oversee 34:13, 21
oversight 54:23
54:23
overview 9:21
owe 14:1
owner 38:10,15
40:2 44:8 46:14
owners 7:22 42:4 46:14
Oxendine 4:20
7:10,12 10:16
11:10 12:18 13:16 14:14 15:11,15,17, 21 15:23 16:3,8 16:25 17:11,20 17:24 18:1 \(30: 13\) 35:16,17 36:16 37:1

P
pace 11:21

PAGES 1:15
paid 46:6
Paine 47:21
Pamela \(4: 18\) 24:21
Pannell 25:20,20
pants 22:24
paperwork 28:13 29:11
parent 19:14
Park 18:15
part 19:11 30:22 33:5 45:1
participate 62:8
participated
54:23
participating 9:14
particular 36:4 54:13
particularly 60:24
partner 19:13
pass 61:10,12,16 62:7 63:11
passes 51:22
passing 61:9
passionate 19:19
pastor 18:12,13
18:21 20:4
pastor's 21:5
patrol 33:8
37:24
patrolman 33:14
pause 5:2
pay 38:11 39:8
Payne 19:10
peace 61:9
people 9:9 10:21 11:13,17 13:19 13:22 14:18,22 15:3,4 16:11 36:18 43:8 45:18 46:16 47:24 48:1 49:5,9,17,22 50:9 51:23 54:16,16, 25 61:5
percent 6:14,17 6:20,21,22,25 7:1,1,2 12:10

16:10 22:4
25:1 48:11
62:4 63:13,14
percentage 12:7
12:8,17
period 16:2
26:15 52:13
54:12
periodically 27:1
permanent 21:21
perpetrator 43:11
Pershing 19:2,3
person 27:5 29:3 32:3 43:6,17 43:17 46:6,9 46:12,16
personal 47:23 50:6
personally \(31: 12\) 37:5
personnel 4:20 7:11,15 8:1,7 8:20
Peter 37:23
pew 40:15
phone 27:1,3
phonetic 38:17
physically 12:9
picking 41:10
piece 17:15
pity 29:3
place 5:10,11
10:7 11:9,12 11:22 12:21 43:5 46:24 47:14 65:10
plainclothes 23:15
plan 10:10 14:7
planning 33:11
plans 10:6
play 32:21
played 18:17
please 3:10 18:5 25:17 39:8
pleased 53:5,10 53:24
plus 9:5 11:13 30:5 38:19 pocket 61:13
point 12:7 14:11 22:17 26:13 28:22 41:1 44:2 56:7 62:4
points 16:21
police 1:1 4:20
4:22 7:15,16
7:17,17 8:1,7
8:18 9:17
10:13, 21, 22
11:1,15 14:23
17:5,13 20:23
20:25 21:7
25:24 26:14
28:8,9,21 32:2
33:8,11 34:9
34:11 37:11
38:7,20,23
39:9,9,18,22
40:13,18 41:18
44:14 49:23
53:2,8,9 54:5
54:11 60:12
POLICE'S 2:15
policing 7:18
policy 37:8
39:10
pool 11:20
poor 38:13 45:11 46:5
portion 15:9
portions 41:15
position 9:3
34:12 39:17
41:8,12 46:6 55:22
positions 17:7 30:21
positively 18:14
positives 13:8
possible 11:20
46:23
possibly 40:17
posting 10:25
Potts 58:12
prayer 5:1
preacher 18:10
18:11
preacher's 18:10
precinct 6:21
26:16,18,18
58:12, 21
preclude 30:18
preference 16: 21
prejudice 27:9

\section*{28:15}
premises 40:3 43:6
presence 7:5 24:4 59:11
present 3:17,21 4:1,6 40:3 59:19
presentation 7:9 7:11
president 19:21 19:23 33:3,13
Press 33:2
pretty 11: 9 24:23 25:7
previous 9:1 23:24
primarily 13:3
principal 51:22
prior 10:6,8
11:11 18:20 55:13 56:13
private 57:2
probably 22:14 38:16 57:9,12
probationary 16:1
problem 28:24 31:15 35:22 52:20
procedural 41:5
procedure 6:25 35:12 41:22
procedures 14:17
proceedings 64:1 65:9,14
process 8:22 13:11 14:8 16:18,22 35:5 35:11 36:11,22 36:25 41:4,5
products 46:6
professionally 37:15
professionals 10:22
program 11:5
programs 20:7
progress 24:2
promote 12: 4
promotion 33:10
proper 40:5 59:9
properly 44:24
protect 51:24
protection 5:8 50:6
protest 60:16,16 60:16
proud 19: 2
provide 7:21 8:21 14:24 47:1
providing 20:19 59:1
public 1:17 25:15 32:13 53: 4, 15, 23 54:14,25 56:4 57:4
published 38:18
pulled 23:19
purposes 42:21
pursuit 19:4
pushing 39:1,7
put 29:13,17 30:8 31:25 42:1 46:18 47:14 61:6 62:22
putting 33:18
p.m1:20 3:3,7 8:5 64:1
\begin{tabular}{|c|c|}
\hline Q & 19:6,7 26:8 \\
\hline question 12:4 & receives 35:19 \\
\hline 13:10 15:12 & receptive 57:3,3 \\
\hline 27:8,20 35:10 & recommendation \\
\hline 37:19 40:22 & 35:24 \\
\hline 45:5 54:14 & reconcile 61:7 \\
\hline questions 5:20 & reconciliation \\
\hline 6:3 7:3 10:15 & 61:7 \\
\hline 11:25 12:3 & record 3:12 \\
\hline 16:16 17:22,24 & 24:22 28:11,13 \\
\hline 21:17 25:11 & 30:19,22 34:1 \\
\hline 27:16,21 42:16 & 34:2,4 46:18 \\
\hline 59:25 & 56:2,13 57:5 \\
\hline quick 12: 2 & recorder 4:22 \\
\hline quicker 11:18 & recovered 63:19 \\
\hline quickly 9:12 & recovery 14:7 \\
\hline 11:19 & recruited 7:20 \\
\hline quite 8:17 53:3 & recruiting 7:17 \\
\hline
\end{tabular}

9:14,17 10:18
10:24 11:15
recruitment 8:16
recruits 11:7
reduced 65:11
reduction 7:21
63:14
refer 20:5 42:7
reference 17:1
referencing
39:19
referred 18:10
reflective 23:11
23:16
regard 40:9
regarded 18:16
regarding 32:14
32:18
regimes 50:7
Reginald 2:9
3:22
region 11:1
REGULAR 1: 6
reiterate 37:5
related 33:6
relates 30:10
35:11
relations 58:16
relationship 47:7 51:16,19
relationships 13:9
relative 43:12 50:14 51:15 relatively 11:19
remarks 26:25 29:16
remember 21:4 54:1,2,3
remembrance 61:1
render 48:1
rendered 50:4
renewing 44:21
report 6:7,8,10 \(7: 7,8,98: 13\) 13:19 21:24 54:9 61:21,22
reported 65:8
reporter 4:23 65:1
represent 32:11
representative
```

    12:24
    representing
2:15 45:13
require 36:22
required 16:20
22:25 23:3
rescinding 47:7
research 12:19
16:9 17:8 42:8
51:12,14
reserve 28:1
resided 12:9
residency 16:19
16:20
resident 29:1
37:23
residents 46:10
resolution 18:4
18:7 21:10
42:2 46:23
62:14,19,25
63:5
resolved 20:22
resolving 18:17
resonance 50:6
resources 7:13
7:17 8:13
10:22 14:2
38:13
respect 8:14,18
9:2,14,18 13:2
13:8,18 15:6
16:9 35:25
51:17 52:22
respected 18:24
respective 54:15
responding 53:5
response 11:9
24:23 54:16
responsibilities
8:7 55:24
responsibility
38:14 51:23
responsible
13:17 14:25
15:4
rest 4:15 51:10
restaurants
44:12
resulted 11:14
results 38:25
retaining 17:15

```
retired 8:21 38:2 45:15
Reverend 18:4,8 18:9,20 19:1,5 19:11,14,17 20:3,25 21:8 21:10,20
revise 40:17 42:3
revised 41:16
Rhoades \(37: 22,23\) 39:15,22 40:8 41:14 44:9 45:2,7,11,15 45:22, 25
Ricardo 2:10 4:5
Richard2:8 3:18
Rick 56:10
right 7:10 12:10 14:15 28:15 29:19 40:1,4,9 40:13,14,15,19 45:18,25 48:7 51:14
rights 50:8,18 54:6
Robert 4:21
Robinson 34:7,8 34:8 35:6 36:6
role 3:10,13
18:17 32:21
39:18 48:14
roles 55:24
roll 29:15
Ron 47:4
room 8:3 58:25
roster 8:12
roughly \(24: 25\)
route 5:10
row 4:18
rule 41:3 56:8 ruled 45:23

\section*{S}

Sabree 2:12 3:9
3:11,16,18,20
3:22,25 4:2,5 4:7,16 6:9 7:4 21:25 33:16 35:4 47:1
62:17,18
safe 53:16
safety \(1: 17\)
25:15 32:14
38:3 44:10
49:5,8,21 50:9
50:15 53:4,15
53:23 54:14, 25
56:4
Saginaw 33:3
salute 20:25
Sandra 19:15
saw 32:15
saying 40:12,13 41:18 50:11 52:9 58:3
says 40:18 45:3
schedule 59:7,10
59:16,16,18,19
scholarship
20:15
School 19:2
schools 13:3
score 13:14
Scott 47:4,4,20
50:3 51:12
52: 7, 10, 18, 21
53:25 55:5
56:8 58:23
60:5,9
search 7:2
seat 17:25 55:5
Sebree 3:12
second 5:18
21:14,15 42:13
42:14 59:21,23 63:3
seconded 5:20 21:17 63:5
seconds 61:18
secretary 4:17
secretary's 6:8
6:10 21:24
section 7:16 8:1 8:6
sections 7:14
see 24:10,14 28:11 29:14 31:6 40:9,17 43:8,16 44:16 45:16 46:22,24 48:8 49:14,16 \(50: 25\) 53:22 55:9 57:15

62:16
seeing 23:5 55:20
seeking 30:21
seen 14:21 22:5
24:1 48:9
seizures 29:10
29:12
selling 46:5
Seminary 19:10
semi-marked 23:14
send 12:19 28:4 45:4 56:12
sent \(34: 9\)
sentimentality 54:13
separation 8:11
sergeant 8:2
33:10 34:7,8 35:6 37:16
58:12
series 22:14,22
seriously 7:24 36:2 37:6,9,9
servant 18:12 21:4
serve 5:5, 7 48:14 55:18
served 18:10, 21 18:23 19:18,21 20:1
service 7:1
10:13 20:5
46:5 59:1
services 7:22
servicing 58:15
serving 19:20 20:4 33:7
session 57:4
set 65:10
setting 57:11
sexual 35:19
share 51:15
shared 39:17
Sharon 25:20
Shelby 2:8 3:18
3:19 10:17
11:8 21:12
Shelby's 12:4
shirt 22:24
shop 40:13,19

42:10 61:15
shops \(44: 12\)
short 9:5 11:15 36:8
shortage 9:24
show 14:6 28:13 45:4 50:23
showcase 22:18
side 9:6 17:6 23:18 29:17
30:9 38:10
44:20 63:16
sides 23:10
silly 44:22
similar 22:23
simultaneously 37:4
sir 25:11 27:16
31:21 32:4,8
\(33: 15,23\) 46:20
60:6
sit 31:16
sitting 19:20
63:12
situation 13:21 24:13 30:3,10 59:12
situations 31:3 35:20 54:3
six 8:5
sixth 8:3
sling 31:19
smart 26:21,24 26:25 29:16
Snyder 56:11
sole 31:25
somebody 61:15
somewhat 43:25
SOP 14:16 15:9
sorry 29:6 42:7 42:12
Southern 19:25
space 20:18
speak 27:3,4 30:14 31:12 32:10 \(39: 13\) 56:15 57:13
speaking 20:23 29:4,5,21 54:18
speaks 15:10 43:6
special 5:6 22:8 22:12 57:14 59:12
specific 12:16 specifically 12:15,21
speed 33:19 42:3
spent \(33: 8\)
spirit 21:1
47:21 61:2,24
spiritual 18:24
spit \(31: 17,22\)
spoke 57:18
SS 65:5
staff 4:15 7:20 8:5 31:12 39:4 42:8 55:12,16
staffing 8:16
stakeholders 7:23
stand 6:6 61:4,5 61:6 62:11
standard 14:17
standards 13:18 14:14,15,16
standing 4:16 40:2
stands 5:23 37:17
start 15:18 22:2 36:12,13,23,23
started 3:6
starting 9:11 25:25
state 19:5 33:4 34:4 43:11 56:24 65:4
statement 17:8 30:24 36:7 60:9
statements 50:5
States 51:25
station 45:11 54:2
stations 44:11
statistics 9:7
statute 39:21 59:8
statutes 39:19
stay 12:14 29:24
stenographically 65:9
steps 44:13 49:15
stood 46:4
stop 38:24 39:10 61:15
stopped 43:20
strategic 33:11
strategically 30:8
strategies 42:23
strategy 8:16
street 29:24 31:19 32:1 54:2
strict 37:8
student 11: 4
subsequent 12: 20 16:12,13
succeed 26:12
successful 15:6 successfully 30:23
sue 45:19
suggest 50:12,18 51:25
suggestions
50:13
suit 5:7 61:13
Sunday 25:23
supervision 65:12
supervisor 36:18
supervisory
36:20
support 6:1
20:19 58:1
59:4 63:23
supported 6:3 7:21 42:16 63:25
Supreme 42:24 43:5,9
sure 7:12 11:22
12:23 13:17
15:11 17:4,12
22:18 23:8
28:16 30:2
\(31: 13\) 32:6
34:23 41:1
51:10 52:3
56:21 57:8,11
surrounding

18:15
suspend 48:19
50:8,18
suspension 50:5
sustain 7:18
sustained 35:25
Swanson 25:23
sworn 8:8,11,12
8:23 9:6,8
10:3,8 17:5
System 19:25
T
\(\operatorname{tag} 23: 2\)
take 7:24 31:18
36:2 37:5,8
39:10 46:8,12
48:4 51:755:5
61:14
takeaway 55:10
taken 1:17 14:11
15:5 56:7
talk 31:8,13
39:5 47:13,14
49:11,14,21,22
talked 16:18 39:5 62:3
talking 40:16 45:10
Taylor 2:3 3:5,8 3:14,15 4:9,14
4:24 5:14,19
5:22 6:2,5 7:3
7:10 10:15
11:24 15:24
16:15 17:21
18:2 21:8,13
21:16,19 25:12
26:5 27:10,12
27:15,20 28:10
28:18 29:20
30:1 31:20
32:4,8 33:15
33:23 35:3,7
36:9 37:18
40:20 42:11,15
42:18 43:23
44:4,25 45:5,9
45:23 46:19,25
47:3,10 48:21
50:21 52:3,8
52:14,19 57:8

58:22 59:22
60:3,6 62:12
62:16,19 63:2
63: 4, 8, 20, 24
teacher 18:11
21:5
teaching 33:12
team 11:11
tell 16:10 22:25
44:22 49:17
61:16
ten 33:7
tend 41:14
terms 16:19, 22
17:15 24:11
47:8 53:15,19
53:22 54:18
testimony 65:9
thank 4:9,16, 24
5:3 6:9 7:2
12:1 15:22
16:14 17:19
18:1,2 21:8
23:21 24:20
25:9,12 26:4
32:7,9 33:21
\(34: 25\) 35:6,7
35:17 36:9
37:12,18,19
39:10,11,14
40:20 42:11
43:23 47:3
55:4 58:22,23
60:5 62:11,12
63:20
Thanks 30:1
theme 20:10
Theological
19:10
thing 13:16
31:24 40:12,12 44:21 50:7 63:11
things 5:11 9:18
11:5 13:1,15
23:12 26:13
28:23 30:20
51: 6, 21
think 11:12 16:3
29:20 30:15
31:20 34:20
40:14 44:25
```

45:5 46:19
47:17 48:3,6
48:15,16,20,25
49:23 50:19
54:21 55:15
56:1,7,11,17
57:19 58:6
59:11

```

Third 1:18
thorough 34:14
thoroughly 35:24 36:3
thought 33:2 36:19
thousands 61:25
three 7:14 9:1 29:18 31:24 38:5,22 44:13 61:19
threshold 14:10 14:17
Thursday 1:21
3:2,75:15,24 25:14 57:9 59:9,25
ticket 44:14,18 44:19
tickets \(38: 8,9\) 38:24
tide 55:8
time 3:13 4:25
7:21 9:25
11:14 12:6,7
18:3 20:1 28:3
28:21 29:2,2,9
29:14 34:25
35:21 38:22
44:14 48:15 \(52: 13 \quad 53: 3\) 65:10
timely \(36: 3\)
times 13:21 25:1 25:4 46:3
tired 28:22
Titanic 55:11, 11 tobacco 31:18, 22
today 4:22,23
6:7 7:16 12:21 22:23 31:10 32:10 34:25 47:5,11 49:11 60:10,15

Todd-Phillips 19:23
told 39:22 44:23
Tom 47:21
top 14:15 52:15
total 55:5 56:16
totalitarian 50:7
totality 14:12
touched 21:4
towing 32:11,15 32:18,23 33:20 34:1
town 45:16
tracking 22:2
tradition 37:10
traditional 23:2 23:13
transcription 65:12,13
transfer 8:17
transfers 8:19
transparent 37:14
Trayvon 60:18
61:2,24
tremendous 51:16
tried 60:19
trouble 13:23
troubles 15:7
TRU 23:12
true 17:2 65:13
trustee 19:24
try 28:3, 7 33:18 38:12 57:14
trying 14:25
26:11 28:6 29:15 38:5,22 45:14,20 48:11 54:24
turn 55:11
turnaround 55:20
turnout 58:17
two 9:1 22:22
25:18 43:4 60:17 61:3,19
type 24:18 34:22
35:20 38:23 44:5 45:6,7,9
types 53:12

22:23
Wednesday \(60: 17\) 61:1,7 62:10
week 33: 4, 14 49:17 58:20 60:16 61:20
weeks 9:19 44:17 59:17 62:3
welcome 15:23 17:20 35:7,22 60:6
Wendell 2:5 3:20
Wendy 1:22 4:23 65:18
went 28:16 34:14 34:17
west \(63: 16\)
we'll 25:13 49:15,16,16,17
we're \(3: 5\) 10:4 11:18 52:4,14 62:2
we've 44:25 46:19 52:12
white 2:4 3:16 3:17 4:25 5:2 6:1 9:20 11:25
12:1 13:10 14:9 15:8,12 15:16,19,22 16:18 17:22 18:3,6 21:23 22:20 23:21 24:21 25:9 29:21 30:2 35:9,14 36:10 36:25 37:12,13 39:11 40:21,22 41:21,25 42:19 42:20 46:1 48:10 54:5,20 55:4 59:3 62:21 63:10,23
wholistic 55:19
wide 22:19
Willie 2:6,11 3:25 4:2
willing 47:23 48:19 57:25
window 46:13
witness 10:20 36:7
witnesses \(37: 2\) women 5:7
wondered 22:16 wonderful 33:14 33:22 58:13
word 5:1 62:7
wording 39:20
wore 60:15
work 10:12 11:16 14:4 23:2 31:6 35:21 36:13,19
40:8 47:24
49:13 53:11
55:12 59:6,15
59:23
worked 31:1
workers 42:3
working 7:25 9:6
10:1 55:16
56:9 60:13
works 62:15,25
wouldn't 29:8
write 44:18,19
written 39:19, 25 40:1,7 41:19
wrong 40:4 45:16

\section*{Y}
year 9:7 10:2,5 10:9,14 11:13
\(16: 3,4,730: 5\)
62:5 63:14
years 9:1 16:20
16:24 17:18
18:11 19:12
22:22 25:8
26:23 29:18
33:7,8 37:25
38:1,19 43:7
50:10 60:17 61:20
yellow 23:14,16 24:15
youngest 33:9

\section*{Z}
zealous 48:5
\(\frac{1}{\frac{\$}{\$ 561: 11,14}}\)
\begin{tabular}{|c|c|}
\hline 0 & 3 \\
\hline \(016: 12\) & 3rd 58:11, 21 \\
\hline & 3:001:20 3:3,7 \\
\hline 1 & 25:14 \\
\hline 11:15 & \(3010: 912: 10\) \\
\hline 106:20 16:10 & 22:14,22 25:1 \\
\hline 33:1 & 35051:22 65:19 \\
\hline 10th 6:21 & 36th 29:13 38:21 \\
\hline 10:0025:21 & \\
\hline 108 6:12,16,17 & 4 \\
\hline 6:23 & 4th \(25: 25\) \\
\hline 117:1 25:22 & 4:008:5 \\
\hline 47:7,14 48:22 & 4:2064:1 \\
\hline 55:23 57:6 & 406:17 18:11 \\
\hline 1216:12 57:11 & 22:4 25:1 \\
\hline 1206:16 & 38:19 48:11 \\
\hline \(135: 24\) & \\
\hline 13011:18 & 5 \\
\hline 1410 : 3 & 558:9 \\
\hline 144061:17 & 50's 53:18 54:1 \\
\hline \(1510: 3\) & 54:7 \\
\hline \(15010: 8\) & \(5619: 12\) 63:14 \\
\hline 18010:5 & \\
\hline 1899:24 & 6 \\
\hline 196838:18 39:20 & 66:21,22 25:23 \\
\hline 44:23 & 60's 53:19 54:1 \\
\hline \(197318: 12\) & 54:7,7 \\
\hline \(197833: 12\) & 651 : 15 \\
\hline \(198920: 9\) & 659 8: 4 \\
\hline 2 & 7 \\
\hline 201:21 3:2,8 & 70011:13,19 \\
\hline 5:15 6:14 21:7 & 8 \\
\hline 26:23 63:19 & 8 \\
\hline 201260:17 & 8:00 8:5 \\
\hline 20136:13 9:4 & 8050:10 \\
\hline 10:2 & 86,400 61:18 \\
\hline 20141:21 3:2,8 & \\
\hline \(5: 16,24\) 6:11 & 9 \\
\hline 6:12,14,19,23 & 97:2 \\
\hline 10:5,10 21:7 & 9th 26:16,17 \\
\hline 25:14 33:1 & 27:6 \\
\hline 2096:23 & 906:13 38:9 \\
\hline 2461:17 & \\
\hline 2456:15 & \\
\hline \(2538: 1\) & \\
\hline 26711 & \\
\hline \[
\begin{aligned}
& 26 \text { th } 60: 17 \quad 62: 6 \\
& 62: 10
\end{aligned}
\] & \\
\hline 27 25:14 & \\
\hline 28 6:25 15:21 & \\
\hline
\end{tabular}```

