DETROIT BOARD OF POLICE COMMISSIONERS

WEEKLY MEETING

THURSDAY, APRIL 20, 2017

3:00 P.M.

DETROIT PUBLIC SAFETY HEADQUARTERS

1301 THIRD AVENUE - SUITE 767

DETROIT, MICHIGAN 48203



1	COMMISSIONERS:
2	Willie E. Bell - Chairperson (District 4)
3	Bishop Edgar Vann - (District 2)
4	Reginald Crawford - (District 3)
5	Elizabeth Brooks - At Large
6	Conrad L. Mallett, Jr At-large
7	Eva Garza Dewaelsche – At-large
8	Derrick Sanders - At-large
9	
10	BOARD SECRETARY: Gregory Hicks
11	
12	REPRESENTING THE CHIEF OF POLICE:
13	James Craig - Chief of Police
14	
15	
16	
17	
18	
19	
20	
21	
22	
23	
24	
25	



		Page 3
1		PAGE
2	Call to Order	4
3	Invocation	4
4	Introduction of Commissioners	5
5	Introduction of BOPC Staff	5
6	Approval of April 20, 2017 Agenda	б
7	Approval of April 13, 2017 Minutes	б
8	Resolution & Memorial (Cliffawn Powell)	12
9	Chief of Police Report	14
10	HR Civilianization (Gail Oxendine)	30
11	Report from Board Secretary	46
12	Old Business	48
13	New Business	53
14	Adjournment	54
15		
16		
17		
18		
19		
20		
21		
22		
23		
24		
25		



1	Detroit, Michigan
2	Thursday, April 20, 2017
3	(At about 3:00 P.M.)
4	
5	CHAIRMAN BELL: Good afternoon. Welcome
6	to the weekly afternoon meeting of the Board of
7	Police Commission. It's good to see you all this
8	afternoon, and we're going to call the meeting to
9	order. I am Commissioner Willie Bell, your Chair
10	from District 4, and we have with us this afternoon
11	our very own Commissioner Edgar Vann.
12	Invocation, please.
13	COMMISSIONER VANN: May we pray.
14	Gracious God, our Father, we thank you and we praise
15	you for this opportunity, for this privilege to
16	assemble ourselves for the building of our city and
17	this department and the cause of public safety in
18	Detroit. Bless us now as we deliberate, plan and as
19	we discuss the pertinent business that will lead us
20	to our responsibility and to our obligations.
21	Bless the Department, its leadership,
22	every officer, every man and woman that goes and
23	shows up for duty and goes out into the dangerous
24	streets of the city.
25	Now bless us, give us wisdom, guidance,



1	strength that we might make good decisions. We'll
2	give you praise and thanks for all that you shall
3	do.
4	In Jesus' name, Amen.
5	ALL: Amen.
6	CHAIRMAN BELL: Thank you, Commissioner
7	Vann.
8	We're going to start to my far right with
9	the introduction of the Commissioners, introducing
10	themselves, please.
11	COMMISSIONER DEWAELSCHE: Good afternoon,
12	Eva Garza Dewaelsche, Commissioner At-large.
13	COMMISSIONER SANDERS: Good afternoon,
14	Derrick Sanders, Commissioner At-large.
15	COMMISSIONER BROOKS: Good afternoon,
16	Elizabeth Brooks, Commissioner At-large.
17	CHAIRMAN BELL: To my left.
18	COMMISSIONER BURTON: Commissioner
19	Willie Burton, District 5.
20	COMMISSIONER CRAWFORD: Good afternoon,
21	Reggie Crawford, Commissioner, Third District.
22	COMMISSIONER VANN: Commissioner Edgar
23	Vann, District 2.
24	CHAIRMAN BELL: Thank you, Commissioners.
25	Mr. Hicks, do we have a quorum?



4/20/	201	7
-------	-----	---

1	Mr. HICKS: Yes, Commissioner, you have a
2	quorum.
3	CHAIRMAN BELL: And we have an excused
4	absence for Commissioner Lisa Carter, Commissioner
5	Ricardo R. Moore and Commissioner Richard Shelby.
6	And, Commissioner, the Chair will
7	entertain a motion to approve the agenda for this
8	afternoon's meeting.
9	COMMISSIONER VANN: I so move as chair.
10	COMMISSIONER: Supported.
11	CHAIRMAN BELL: Been properly moved and
12	seconded. Discussion.
13	Those in favor, "Aye."
14	COMMISSIONERS: Aye.
15	CHAIRMAN BELL: Those opposed.
16	Motion carried.
17	The next item of business will be
18	approval of the minutes from April 13, 2017.
19	COMMISSIONER CRAWFORD: So moved.
20	MS. BROOKS: Supported.
21	CHAIRMAN BELL: Been properly moved and
22	supported. Discussion?
23	Those in favor, "Aye."
24	COMMISSIONERS: Aye.
25	CHAIRMAN BELL: Those opposed.



1	Motion carried.
2	And Mr. Gregory Hicks, our Board
3	Secretary, would you introduce the Board staff,
4	please?
5	MR. HICKS: Thank you, Mr. Chair. Let me
6	just start off indicating that Sergeant Quinn is not
7	with us, but I believe a replacement from the
8	department is here, and the department handles the
9	taping. I also have media services who is handling
10	the audiovisual activity today, and then
11	Theresa Roberts is our court reporter.
12	In addition to that, the staff that is
13	with us today is Ms. Theresa Blossom, who is the
14	Community Outreach and Media Coordinator, Ms. Faith
15	Johnson, who is the Fiscal Executive Manager,
16	Ms. White, who is the Policy Executive Manager, and
17	I do want to indicate that Gail Oxendine, who is
18	Director of Human Resources, is also here, and
19	she'll be making a presentation in the meeting.
20	And then the I also want to go to
21	Chief Investigator Pam Drake, who will likewise will
22	introduce, and it appears that several of her staff
23	are here today.
24	MS. DRAKE: Good afternoon, for the
25	record, Pamela Davis Drake, Chief Investigator.

HANSON RENAISSANCE COURT REPORTERS & VIDEO A13-567-8100

Page 8 1 With me today is Supervising Investigator, 2 Abdullah Nelson, and we have several other staff. 3 I'm going to let them introduce themselves in the 4 back. MS. HILL: Hello, Hannah Hill, 5 б Investigator. MS. NEELY: Investigator LaShanda Neely. 7 8 MR. CALLOWAY: Investigator Daniel 9 Calloway. 10 CHAIRMAN BELL: Would that be the completion of the staff and introduction? 11 12 MR. HICKS: Yes. 13 CHAIRMAN BELL: And thank you for your 14 attendance and your presence. And as we go forward, 15 I see -- oh, okay, Chief James E. White. 16 CHIEF CRAIG: James E. Craig. 17 CHAIRMAN BELL: Chief Craig, it's good to see you this afternoon, and would you introduce any 18 19 department personnel at this time. 20 CHIEF CRAIG: Okay. And in advance, I 21 want to apologize. I had to run out to Barbara 22 McQuade. I wanted to brief y'all up on some topical 23 department events. Of course, Assistant Chief James E. White. What does the E. stand for? 24 25 ASSISTANT CHIEF WHITE: Edward.



1	CHIEF CRAIG: I wish mine was Edward. We
2	won't talk about mine. We don't want to ask about
3	my middle name. Anybody else in the back, Chambers,
4	from Professional Standards?
5	MR. CHAMBERS: Captain Chambers.
6	CHIEF CRAIG: Okay, all right.
7	CHAIRMAN BELL: Did we introduce your
8	Director, Gail Oxendine.
9	MR. HICKS: I did introduce her.
10	CHAIRMAN BELL: Okay. Good to see you.
11	Officers wear dual hats, but we love her. And good
12	to see you this afternoon.
13	By the way, Chief, D. Duke of Earl right
14	here.
15	CHIEF CRAIG: Really.
16	CHAIRMAN BELL: The Duke of Earl is right
17	here.
18	CHIEF CRAIG: What's the middle name?
19	CHAIRMAN BELL: Earl.
20	CHIEF CRAIG: You can tell I'm jealous of
21	both you and James E. White. I wish I had either
22	one of your middle names. Now everybody is going to
23	Google and figure it out, and I'm a junior.
24	CHAIRMAN BELL: Oh, well, that's a
25	blessing right there.



1	Do we have any elected officials or
2	representative, elected officials or anyone that's
3	been designated by their community block, would you
4	identify yourself at this time, please?
5	MS. BUTLER: Freda Butler, President of
6	Second Precinct, Community Relations Council.
7	CHAIRMAN BELL: Good to see you.
8	MR. DIVERS: I'm Arthur Divers, I'm the
9	liaison for the Hon. George Cushingberry, City
10	Councilman, District 2.
11	CHAIRMAN BELL: Always good to see you,
12	sir.
13	So Director Woody, good to see you this
14	afternoon.
15	MR. WOODY: Thank you, sir.
16	CHAIRMAN BELL: Trying to sneak in,
17	right? I have my glasses on right now.
18	I don't really have a report, but I just
19	want to convey to the Chief Craig and the Department
20	of the shooting of the two officers. We are blessed
21	they survived that, and we wish them the best health
22	in returning to duty. And that was really it
23	could have been worse. So we pray for their
24	recovery, and we pray for all our officers as Bishop
25	Vann indicated in our prayers. I would hope that

HANSON RENAISSANCE COURT REPORTERS & VIDEO 313-567-8100

1 the community continue to convey your well wishes to 2 these officers throughout their tour of duty. 3 As you know, it's been -- it's always a 4 tough day for officers to go out in the city streets not knowing if they're going to return intact, if 5 6 all, you know. So as we come through the Easter season, hope that all of you had a happy, blessed 7 and rewarding season, and remember your fellowman 8 9 and fellow woman in terms of all your blessing. I 10 say it all the time. Try to share that each and every day if you just convey a smile or a handshake 11 12 or just a glance. A person -- sometimes this is a cold, cold world that we live in. 13 14 I grow up in the south initially where everybody was friendly. They would wave if you're a 15 16 mile away, you know, and say, hey, you know. 17 Detroit has sort of transformed that. But I think

18 if we can appreciate one another and try to respect 19 one another, we might not have to love them. I got 20 some family members, I love them from a distance, 21 but I still love them, and you know what I'm talking 22 about. But I just try to convey that each and every 23 day as we move forward.

24 So the Board has continued to engage the 25 business of the Board, the Police Commission, and



1 it's good to have the members in attendance. I know coming off this holiday season is always tough for 2 people to reconvene, but I'm pleased that we have a 3 4 quorum to go forward. On that note I'm going to ask 5 6 Commissioner Vann, if he would, we have a resolution honoring retired Officer Powell, and he retired from 7 8 the 12th Precinct, is that right? The 12th 9 Precinct, and that covers your district. If you 10 would do the whereas and resolve, I think that would 11 be appropriate. Whatever you want to read, whatever 12 you want to share that's on there. We thank you. And we now have Commissioner Conrad Mallett 13 14 joining us. 15 COMMISSIONER VANN: Yes, thank you, 16 Mr. Chair. This was not that long. 17 CHAIRMAN BELL: Yes, sir. 18 COMMISSIONER VANN: I want to make sure that I'm pronouncing the first name correctly. Is 19 20 that Cliffawn? Cliffawn Powell was appointed to the Detroit Police Department on June 24, 1996. Upon 21 2.2 graduating from the Detroit Metropolitan Police Academy, Officer Powell began his career at the 10th 23 24 Precinct, and Officer Powell faithfully served in 25 the 10th Precinct which later became the Western

> HANSON RENAISSANCE COURT REPORTERS & VIDEO 313-567-8100

District. His other assignments included the 12th Precinct and Fiscal Operations, where he remained until his retirement.

4 Officer Powell was a deserving recipient 5 of many awards and honors, including Super Bowl, 6 Commemorative Award, the Rosa Parks Funeral 7 Commemorative Award, the Major League Baseball 8 All-star Commemorative Award, as well as numerous 9 letters of commendations from citizens and 10 supervisors.

Whereas, Officer Powell has tirelessly 11 12 served the Detroit Police Department, citizens of Detroit and surrounding communities for more than 20 13 14 years. His professionalism, commitment to public 15 service, integrity, and his dedication has been a 16 credit to the Detroit Police Department. He is 17 highly respected by his peers as the consummate professional. 18

19 Now, therefore, be it resolved that the 20 Detroit Board of Police Commissioners speaking on 21 behalf of the Detroit Police Department and the 22 citizens of the city of Detroit recognize the 23 lifelong commitment to public safety by Police 24 Officer Cliffawn Powell. Your exemplary service to 25 law enforcement has been an invaluable asset to the

> HANSON RENAISSANCE COURT REPORTERS & VIDEO 313-567-8100

1	Department and merits our highest regard.
2	Mr. Chairman, I so move adoption.
3	COMMISSIONER: Support.
4	CHAIRMAN BELL: It's been moved and
5	supported.
6	Discussion.
7	Those in favor, "Aye."
8	COMMISSIONERS: Aye.
9	CHAIRMAN BELL: Those opposed? Motion
10	carried.
11	Thank you, Commissioner Vann. And we
12	wish Officer Powell the best in all his retirement
13	endeavors. There is life after DPD as we well know.
14	I can speak personally to that. So we wish him the
15	best.
16	At this time we move, the next item of
17	business would be Chief Craig.
18	CHIEF CRAIG: Thank you, Mr. Chair, and
19	again I apologize in advance for having to leave
20	out. As you know, Barbara McQuade has retired. I
21	would make a few remarks at her going away. And so
22	but I did want to we had a good week. I mean,
23	we talked about sometimes we have to deliver bad
24	news, but this was a good news week, and certainly I
25	want to acknowledge Director Woody because he was

HANSON RENAISSANCE COURT REPORTERS & VIDEO 313-567-8100

extremely busy this week. But, again, for the most
 part, all good news.

3 As you pointed out, the officers from the 4 12th Precinct almost made the ultimate sacrifice. Fortunately, both are going to recover. 5 The one 6 officer who was -- who sustained more injuries, shot twice in his face, the surgeons were able to get 7 8 both -- he was shot by a shotgun. The pellets were 9 removed from his face. He has one more surgery. Ι was with him yesterday and two days before that. 10 He is in good spirits, and so they're going to do one 11 more surgery as of, I think today, in fact, on 12 13 facial reconstruction because his oral cavity, jaw 14 was injured as a result of the shotgun blast. But, again, he's in good spirits. Actually had him 15 16 laughing yesterday, so that's always a good sign. 17 But, again, I appreciate, you know, the prayers and 18 thoughts.

And as you know, the suspect involved in that was charged for a number of counts, and so -what was interesting about that, I just wanted to share this: I had a chance to meet with the parents of the officer. Certainly felt bad for the young man and his family and wanted us to make sure we were treating him appropriately, as well as the

> HANSON RENAISSANCE COURT REPORTERS & VIDEO 313-567-8100

young man involved in the shooting incident felt
 very remorseful as well as his mother over the
 shooting incident. So we'll see what happens next,
 but he has been charged.

Want to talk about Greektown, I know 5 6 that's been big news. Certainly I can't stress enough how ecstatic I am over the work of the 7 8 Detroit Police Department in this matter. Eight 9 suspects, we quickly determined, our Gang 10 Intelligence Unit went about the work initially thinking that maybe this was a gang involved. As it 11 12 turned out, these were young men, cowardly young men from the city of Inkster, who must have forgotten 13 14 that they were in the city of Detroit. And so many of you have seen the video. They left this young 15 16 man for dead. They thought it was kind of a joke. 17 But not only that, they left this young man for dead and then filmed it. And one of the things I was 18 very critical over is the fact that, you know, no 19 20 one offered help. In fact, initially we thought no 21 911 calls were made. In fact, there were a couple. 2.2 But that someone would actually videotape.

23 So we identified eight suspects in this 24 case and from that, through the great work as of 25 this date, we've arrested four of the eight. The



1 two most violent -- the two that were initially 2 arrested were the ones that you see in the video kicking the victim in the head repeatedly, and one 3 4 of the two actually took some property from him as he lie on the ground motionless after beating him. 5 6 So those two are in custody. A third and a fourth were taken into custody, the most recent 7 8 this morning, and so we are still waiting on 9 bringing the other four into custody. We've put 10 their pictures out. We've gotten a number of tips, and so we're optimistic that if not by the end of 11 today, tomorrow that we should have everyone in 12 custody. Very optimistic about that. 13 14 I want to also acknowledge and I did publicly acknowledge the Honorable Magistrate 15 16 Anderson, Charles Anderson, III, who put a five 17 million dollar cash bond on each subject and then 18 made the statement that if you are lucky to get out, don't come to Detroit. And so that was out of his 19 20 mouth, and I talked to him personally this 21 afternoon, thanked him for taking the appropriate 22 I have not always been real supportive of stance. some of our decisions of our judges, but certainly 23 24 he really stepped up and he said that the reason why 25 he said it is because he took it off me, I don't

> HANSON RENAISSANCE COURT REPORTERS & VIDEO 313-567-8100

1 know if I said it that way. I just said, "Not here, 2 not here in Detroit," and certainly let everyone 3 know that we know who they are and we're going to 4 get them, and that happened.

But, again, I want to give credit to the 5 6 DPD, certainly a coordinated effort, but that work continues. We want to make sure that we are setting 7 8 the appropriate tone. But one thing I just want to 9 leave you with on that note is that while we put a 10 lot of emphasis, and I know some might say, well, if 11 it was not in downtown, would you have treated it the same way, and the answer to that is absolutely, 12 absolutely we would. Because, as you know, we use 13 14 the videos that we get from our Green Light and we vigorously pursue violent suspects. 15

And then lastly, another great news story as you might have saw yesterday, two of our heroes from the Fourth Precinct actually saved two lives a couple days ago. They jumped into the Detroit River and saved a woman who was pregnant. And so not only was her life saved, but certainly her unborn child which she has given birth to.

You know, one of the things that the
officers, and I spoke to both, they both thought
that they were going to die because as you know, you



1 can't swim in the Detroit River. They felt the 2 current pulling them down. It was a coordinated effort from citizens who got there just before them. 3 4 And after they jumped in, certainly some assistance from our fire department, but they really thought 5 6 that they were going to die. And so I think the most touching part, which was a sound bite, is when 7 8 one officer said to the woman that, "I love you." 9 The woman told the police officer, "I love you," and 10 she said, "Well, I love you two, that's why I'm in the water here with you." For me to jump in the 11 water, I must be in love, because I can't swim. 12 He said he could swim, but obviously his skills didn't 13 14 come into play. Because, again, if you could imagine one of the officers suffered from 15 16 hypothermia because it was extremely cold, but that 17 current was pulling him down. So we're going to 18 make sure they're submitted for a lifesaving medal because that was certainly a call beyond duty, their 19 20 effort.

21 But the one thing, you know, it's no 22 secret that our workforce is becoming very young. 23 And the one officer -- well, I'm going to back up 24 because now I'm going back into the Greektown 25 incident. Those officers had one -- had two years



1 seniority, and the other 18 months. So one of the 2 questions that I've been asked is: Is that common? Do we have youthful officers working? 3 4 Unfortunately, we do. 5 Now, the good news is that we just got 6 budget approval to appoint 12 new corporals, because one of the things that we see happening in the field 7 8 is we just don't have enough training officers to train these new officers. So we want to make sure 9 10 that we're adequately staffed. And also on that 11 note of the budget approval we did get approved, as 12 you may know, to hire 15 new neighborhood police officers. So that certainly is -- to the community, 13 14 that's a great benefit. We're excited about it. That way neighborhood police officers you have, 15 16 you'll have a smaller geographic footprint, and we 17 believe that will be an opportunity to even serve 18 the community better because they won't have as much. So we're very excited about that. 19 20 So with that, I'll take any questions that you might have. 21 2.2 CHAIRMAN BELL: Commissioners? 23 COMMISSIONER VANN: Mr. Chair, Chief, if 24 you're in a position to answer, with regard to the 25 Greektown incident --



1	CHIEF CRAIG: Yes.
2	COMMISSIONER VANN: were the young men
3	who were victims known by the alleged perpetrators?
4	CHIEF CRAIG: Well, what we do know is
5	that there was some type of verbal dispute preceding
6	the attack. I think one of the young men it was
7	actually two young men who were attacked one was
8	celebrating, I think, a birthday, and they consumed
9	a little alcohol, so there was a bit of a verbal
10	dispute that preceded the attack. But clearly when
11	you look at the images on the video, this exceeded
12	just a simple verbal dispute and a simple attack.
13	This was serious. So they didn't know each other.
14	But, again, I think that these residents from
15	Inkster thought that maybe they could come into
16	Detroit and engage in this kind of behavior
17	undetected. They miscalculated. We vigorously go
18	after violent, predatory suspects. In this
19	instance, videotaping, Facebook video that they made
20	helped us to identify. Certainly our colleagues
21	over at the Greektown Casino, the video images from
22	that and the information from the vehicles helped us
23	tremendously.
24	COMMISSIONER VANN: I talked to several

24 COMMISSIONER VANN: I talked to several 25 young people because I do that so I can stay young.



1 No, really honestly, so I'll know how millennials 2 think. And I know that you and I would feel that someone should call the police. There are a lot of 3 4 young people who don't feel that way for some reason or another. And for them, the way of them 5 6 cataloging a crime like that is to record it. And I don't know what we need to do to change the 7 8 narrative there so that they can understand that. 9 But they don't believe that it's their duty or 10 responsibility, nor do they want to get involved, not knowing if they're next in terms of being 11 12 victimized or something like that. So I'm just saying that maybe, you know, we need to give some 13 14 attention in terms of our public relations narratives as to why this is so important. 15 16 CHIEF CRAIG: Through the chair, just let

17 me start out by saying I understand millennials are 18 different. However, what's not different is their moral obligation to do something. I will be as 19 20 vocal as I need to be. You think you're making a Hollywood film? You think that it's okay to watch a 21 22 violent act being perpetrated and you do nothing? Well, if I have my way, you're complicit. And so we 23 24 saw the violent attack in Rouge park, once again, 25 maybe a millennial decided they wanted to get this

> HANSON RENAISSANCE COURT REPORTERS & VIDEO 313-567-8100

on Facebook live. Far as I'm concerned, you're 1 2 complicit. 3 That horrible attack in Chicago where 4 that young woman was sexually assaulted, complicit. So I'm going to be very vocal, and I'm not going to 5 6 make the excuse that you're a millennial and you get to do it different. 7 8 Now, I will tell you in response to this 9 whole notion of folks not talking. Since we've put the pictures out of these four, I have a number of 10 names I would like to call, but I know that I'm 11 12 being videotaped. But these four young men who erred and decided to engage in this violent attack, 13 14 our phones were ringing off the hook. So guess who's calling us? The people of Detroit or Inkster, 15 16 since they live in Inkster, but the fact is the 17 investigators are getting tips, and so that's 18 encouraging. And more times than most people know, there are a lot of folks that will call us, and they 19 20 can remain anonymous, which we encourage that, because we understand the whole notion of 21 22 retaliation, but I am not going to pay homage to someone that thinks it's okay to make a video of a 23 24 violent attack on someone, just not going to even 25 honor it, millennial or not.

> HANSON RENAISSANCE COURT REPORTERS & VIDEO 313-567-8100

4/20/2017

1	COMMISSIONER CRAWFORD: Through the
2	Chair.
3	CHAIRMAN BELL: Yes, sir.
4	COMMISSIONER CRAWFORD: I just want to
5	say that what it takes is for these young men and
6	men of Detroit, men everywhere, is just step up and
7	show some courage. I mean, if anybody else should
8	have been in the video, it should have been some men
9	who were out there trying to stop this and assist
10	that young man and those young men that were beaten.
11	And until that changes in not only this community,
12	but across the country, and it is occurring
13	sometimes in some instances where you have people
14	that step up. But you do have a moral obligation,
15	and it's all about humanity, you know, you just step
16	up. I don't know where men lost that over the
17	years, but particularly in our community, but it's
18	going to have to start happening. And I see it
19	happening in some areas. It's just unfortunate that
20	these I mean, that people stood by and videoed
21	this and laughed. And, you know, there were many
22	people on that video that should have stepped in.
23	CHIEF CRAIG: Through the chair, one
24	thing I did leave out and to your comment, there was
25	a young man who did facilitate trying to stop it.



1 We did not identify him. So certainly we 2 acknowledge him. We understand that sometimes when you're the witness of a violent attack, we don't 3 4 want other people to become victims. I mean, at minimum, just make, you know, a phone call. You 5 6 make the phone call, that works for us. And so -and if necessary engage. 7 8 COMMISSIONER CRAWFORD: Just do 9 something. 10 CHIEF CRAIG: Don't just stand by and see 11 some defenseless person be beaten to death. This 12 young man was really at risk for a moment. It wasn't looking good. And so he's pulled through, 13 14 he's communicating, and so that's the good news as it relates to his current status. 15 16 COMMISSIONER CRAWFORD: Yes, sir. In 17 reference to the bond, the five million dollar bond, I noticed there was a lieutenant there at that 18 arraignment. Previously, it's been reported to me, 19 20 I've talked to a prosecutor too, oftentimes they 21 haven't sent anyone to represent or address the 2.2 issue of bond. And as you expounded on earlier when you said something to the effect about it happening 23 24 downtown versus it happening all across the city 25 because often, and I've heard this too. But I've

> HANSON RENAISSANCE COURT REPORTERS & VIDEO ANSON RENAISSANCE COURT REPORTERS & VIDEO

1 heard you in the past talk about the bonds in other 2 incidents, not only in downtown. But I just want to say that because the comments from the community and 3 4 some of those I talked to, it has often been reported in the news media, and there's talk around 5 6 the city about the two Detroits, the two Detroits. And so in the future, is that kind of how 7 8 we're going to work in terms of having someone 9 address the bond because I know there's been that 10 lack thereof from the prosecutor's office. 11 CHIEF CRAIG: Yeah, through the chair, it 12 is a priority for us. Unfortunately, we don't have a staff to have an officer to go to every case, so 13 14 we tend to select those cases that are most serious so we can make sure that we have representation. 15 16 Just like the prosecutor's office, I mean, 17 Prosecutor Worthy certainly has a staff of concern I mean, she would like to have a 18 as well. 19 prosecutor in there to argue, but that's not always 20 the case. So we try on those select cases, 21 particularly if there's attacks on police officers 2.2 or a crime like this that's so egregious that we 23 have someone in that can educate the magistrate or 24 judge on the merits of the case. So we're going to 25 continue to do that.



1	COMMISSIONER CRAWFORD: I think it was
2	important, and I think the judge heard and
3	understood too by that lieutenant being there.
4	CHIEF CRAIG: Yeah, he did. In fact,
5	when I spoke to him this afternoon, he indicated
б	that he thought the lieutenant did a good job in
7	painting a picture of the type of violence. And the
8	judge was aware because he saw the video.
9	COMMISSIONER CRAWFORD: Well, I do
10	understand that, you know, when there's heinous
11	crimes such as this, that that is necessary, most
12	definitely. I appreciate that.
13	Also to my I offer my the officers
14	who were shot, wish and pray for their speedy
15	recovery. And in terms of what occurred out there
16	with this young man who actually fired a shot, I
17	believe it was through a door, there's been this
18	expressed fear throughout the city where people
19	express this fear. Bishop Vann has even talked
20	about it at the table, this fear people express
21	being perceived, the real in Detroit, in living in
22	the city and certain incidents occur. And this
23	young man, it's just unfortunate this young man
24	chose to one might say, acting responsible in the
25	sense of shooting at something he really didn't

HANSON RENAISSANCE COURT REPORTERS & VIDEO 313-567-8100

1 identify, just shooting, firing some shots through a 2 door. Having said that, it's just so important that -- especially in this gun culture that exists, 3 4 not only in Detroit and across the country, that 5 people are trying to practice more gun safety. So I 6 just want to go on record as saying that, that people need to more or less try to practice more gun 7 8 safety and also in even securing the weapons because 9 we've had a number of youth that have been shot and killed recently by grandparents even not properly 10 11 securing a weapon.

12 CHIEF CRAIG: Through the chair. Well, 13 you know, I've taken a very different approach on 14 law-abiding citizens, gun owners, but I've also stressed the importance of responsibility. I've 15 16 stressed the importance of not just responsibility, 17 but being trained, and you've probably seen where 18 the prosecutor's office has taken a very serious position on gun owners, on CPL owners who act 19 20 irresponsibly. And she's been steadfast on that. So we have to continue. 21

You know, my position is simple. Most of the crimes that are being committed are committed by those individuals who are criminals in possession of guns. And what we need to do is be committed to



Page 2	9
--------	---

1	keeping guns out of the hands of criminals so we can
2	reduce violence in this city. And that there's a
3	certain response to that when you're caught with a
4	gun. And when I made my comments about Macomb and
5	Oakland Counties, I made it in the sense that if you
6	are a habitual offender and you go into Oakland or
7	Macomb counties carrying a weapon, there is a
8	certainty you will be, if you're arrested, that you
9	will absolutely be charged, and you will not be
10	released on a \$250 bond.
11	CHAIRMAN BELL: Any other comments from
12	the Chief?
13	Thank you, Chief. I agree with you
14	wholeheartedly. There's certainly a punishment and
15	that type of accountability for a grandfather who
16	will give an 18 year old a gun shotgun to a young
17	man and you shoot through the door. There's no
18	excuse for that. That's improper behavior, you
19	know, so we can't ignore that.
20	Thank you for that dialogue with
21	Commissioner Crawford and Commissioner Vann.
22	CHIEF CRAIG: Thank you.
23	CHAIRMAN BELL: As we move on, the next
24	item will be HR, Director Gail Oxendine.
25	Thank you, Chief.



4/20/2017

Page 30

1	CHIEF CRAIG: Thank you.
2	MS. OXENDINE: Good afternoon,
3	Commissioners.
4	COMMISSIONERS: Good afternoon.
5	CHAIRMAN BELL: Good afternoon.
6	MS. OXENDINE: So today I'm going to
7	my presentation is on civilianization, and I just
8	want to say for the record that civilianization is
9	not truly a Webster's Dictionary word. It's more of
10	a word that we have termed here in the department to
11	describe this initiative.
12	CHAIRMAN BELL: Would Conrad,
13	Commissioner Mallet agree with that?
14	COMMISSIONER MALLETT: Yeah, no, you know
15	what, I like the word "civilianization."
16	CHAIRMAN BELL: Well, there it is.
17	COMMISSIONER MALLET: We're going to see
18	if we can get this into the Oxford Dictionary.
19	We're going to record this date as the first time
20	that we heard it and the first time that it was
21	officially used. So we should mark that down.
22	She's got it. So we're ready to go.
23	MS. OXENDINE: Okay, sir. So a brief
24	overview. The Civilianization Project began in
25	February of 2014, and at that time 250 civilian

HANSON RENAISSANCE COURT REPORTERS & VIDEO 313-567-8100

positions or roles, if you will, were identified and 1 2 108 part-time sworn positions were identified as areas where we could utilize civilians and part-time 3 sworn employees to do administrative work. The 4 5 project includes two parts. Part one is the hiring 6 and training of new employees, and part two is the redeployment of officers to operational functions 7 8 such as patrol and investigations.

9 Part one of the project basically 10 concluded in June of 2016 with a couple of 11 exceptions: In our dispatch area, training 12 continues. It takes about 15 to 18 months roughly to train a dispatcher, and so that effort takes more 13 14 time. But those employees have basically been hired. Any existing vacancies are currently --15 16 we're doing backfills from people who may have left.

And also part two of the project continues in terms of the redeployment of officers. So as people complete the training, then officers are redeployed to those respective operational units.

In addition to that, as time has moved forward since February of 2014, we have identified additional initiatives, where in the past had we not done civilianization throughout the department, officers would have been assigned to those projects



1 such as Project Green Light is a good example of 2 that. So what we have done is that as we have entered into these new initiatives, we identify 3 civilian roles, and you'll find that through some of 4 those initiatives you'll have a mix of both civilian 5 6 and sworn employees, which, of course, lessens the number of sworn employees performing those 7 administrative functions. 8

9 So to give you a little information about 10 some of the commands that have been civilianized, in communications we identified 50 civilian positions, 11 12 and they were added to the command. And we also created a new job classification, which is called 13 14 Emergency Services Deployment Operator. And what this title is, it is a combination of the 9-1-1 15 16 operator and the dispatch side of the house. This 17 gave us more flexibility, so we have some people 18 that work either side, and they're trained to work both sides of the house, which gives us flexibility 19 20 in terms of the operation and scheduling and such. 21 Twenty officers from communication have 2.2 been redeployed to Operations, and as I mentioned

before, the training period for those civilians is approximately 18 -- I'm sorry -- 15 to 18 months. Human Resources has also undergone



23

24

25

civilianization. Fifteen civilian positions were
 added to the command and five police assistant
 positions, which is our part-time sworn position,
 were also added to the command.

Primarily the human resources area 5 6 received professionals that we had to hire in order to ramp up for all the different projects, 7 8 specifically civilianization and also to increase 9 our recruitment efforts for police officers. So we 10 hired a number of civilians to do that, and we also have done some other reorganization kind of 11 12 initiatives and activities. So from that effort, 11 officers have been redeployed to Operations. 13

14 In Crime Scene Services, the forensic technician trainees, we have ten civilians that have 15 16 been hired as trainees. Their training period is 17 actually four years. This says 18 to 24 months, but 18 it actually is a four-year period of time for those trainees to be fully trained and be promoted to what 19 20 we call the trade classification as opposed to the trainee class -- from the trainee classification. 21 2.2 We currently have, I think it's 11 civilian forensic technicians who are civilians -- 11 civilian 23 24 technicians, and we have, I think, nine or ten who 25 are sworn. So the ten that are in the trainee mode

> HANSON RENAISSANCE COURT REPORTERS & VIDEO 313-567-8100

1 will replace the ten sworn officers that are 2 currently performing that function. We hired them about a year ago, so it will be about three years 3 4 before those people are actually redeployed. In Downtown Services, we added five 5 6 civilian positions to that command and 30 part-time civilian positions were added. You may be familiar 7 with our traffic control officers who are civilian 8 9 members. They work directing traffic during the 10 rush hour periods of traffic downtown. We also are -- have requested and in the approval process 11 12 for an additional 15, so we can continue with the civilianization in that area. 13 14 We also hired four police assistants, and from this effort 16 officers have been redeployed to 15 16 Operations. 17 In neighborhood policing, we've hired 70 civilians that were added to the command. 18 Most of those civilian positions were added at precinct as 19 20 what we call the Desk Operations Support Operator, 21 and they basically take reports at the desk at 2.2 precincts. So that's the bulk of those, of those 70 were hired for that purpose. We have five police 23 24 assistant positions that were also added to the 25 commands, and they perform the role of the Court

> HANSON RENAISSANCE hansonreporting.com SCOURT REPORTEDS & VIDEO 313-567-8100

1 Officer, so we have full-time police assistants 2 doing business back and forth with the court. The 3 part-time sworn police assistants now perform that 4 function. And from this initiative, we had 52 5 officers that were redeployed to Operations.

6 The DDC or Detroit Detention Center, 17 civilian positions were added to the command. 7 Those 8 positions were the detention facility officers. We 9 had about seven or eight of those that worked at the 10 jail, and now we have an additional 17, 15 workers and two supervisors. We also have nine police 11 12 assistants, and they are responsible for prisoner transport. So we had full-duty officers performing 13 14 that role or restricted duty officers, and now we have part-time sworn officers doing that role. 15 From 16 this initiative, 15 officers were redeployed to 17 Operations.

18 Crime Intelligence, we have ten civilian positions that were added to the command. 19 Thev're 20 specifically for Project Green Light. Seven police 21 assistants and one officer has been redeployed to 2.2 Operations. Because we're ramping up Project Green 23 Light, there probably will not be redeployment of 24 officers any time soon. That project is still kind 25 of in its initial stages. As we move to the new



facility, there will be even a greater need to hire more civilians. So we don't see that redeployment effort coming up any time soon. However, we are excited about Project Green Light and all of the advantages that we're going to gain as a police department from that.

And then we have various commands 7 8 throughout the department such as records, police 9 law, fleet forfeiture, et cetera, you can see them 10 listed at the bottom. Forty-three additional civilian positions were added to these various 11 12 commands. They perform a variety of roles, such as storekeepers, clerks, just a variety of things that 13 14 they do. But they're all administrative in nature. And also we had 40 police assistants were also 15 added. And so we had 31 officers that were 16 17 redeployed to Operations.

18 One thing I did want to point out is because we have the police assistants and even some 19 20 of our civilians were part-time employees, you won't see a one-for-one exchange with respect to the 21 2.2 redeployment of officers. So we identified the 250 civilian positions initially and the 108 part-time 23 sworn officers for a total of 358. You won't see 24 25 358 officers redeployed. It will be somewhere in

> HANSON RENAISSANCE COURT REPORTERS & VIDEO 313-567-8100

the neighborhood of 260, 230, something in that
 neighborhood.

3 And so to summarize, 250 civilians were 4 hired. We have 55 police assistants that are hired. 5 In this light, I show that there are 15 that are 6 remaining. What we have identified is those additional 38 positions from the 108. We're 7 8 actually going to utilize those positions for other purposes because we have some more initiatives that 9 10 are coming on board. And we believe that using the funding for these positions for those other 11 initiatives is a better use of the funds. So we're 12 13 going to have 15 remaining positions there, and we 14 have 146 officers who have been redeployed to Operations at this time. As I mentioned, it's not a 15 16 one-for-one exchange. So the hiring is about 95% 17 complete. We're doing some backfills for people who 18 have retired, and also we have a redeployment of about 70% at this time. 19

20 So we're doing pretty well. It's taking 21 a little time to get off the ground, but we've done 22 pretty well, and that has really helped the 23 department to have more manpower without actually 24 hiring new officers to do work in Operations. 25 With that, I'll take any questions that



Page 38

1 you have. 2 CHAIRMAN BELL: Commissioners. 3 MR. MALLETT: Mr. Chairman, so I think 4 this is a huge step forward. I just wonder what's your assessment of the productivity of the 5 6 civilians? Are they delivering the work product that the police department has found to be at a high 7 8 enough level that the command structure is satisfied 9 with the services that the civilians are providing? 10 MS. OXENDINE: So I think that you will find that varies, and then I'm going to allow -- ask 11 12 AC White to also chime in on that. I think in some areas you're going to -- you will see that the work 13 14 product delivery is even better than as the officer was performing because we have certain -- these 15 16 civilians have certain skill sets, if you will, that 17 officers may not have had. And then I think that 18 you'll find that some civilians are not quite where 19 they need to be. It's a matter of learning, you 20 know, the various lingo, legal aspects. You know, 21 people learn at different paces. Some people come 2.2 in and decide this is not for them. And so, you know, we're doing the backfilling, if you will. 23 So 24 I would say that you'll see a variety of results, if 25 you will. But it is improving overall I think.



1	AC, do you have any comments?
2	COMMISSIONER WHITE: Yeah. I think you
3	pretty much hit it. In our area of our business
4	professionals, like in my office, I've got a
5	tremendous asset in my assistant, and that's what
б	we're seeing across the board in some of the
7	clerical positions, some of the business
8	professionals enhance those positions. When you get
9	into the specialty work like in communications, when
10	you look at we take in 3,000 calls a day at
11	communications, that requires a specific skill set
12	to be able to manage those types of calls. And the
13	way that we hire, we're kind of taking a new look at
14	that. They come in through civil service. So
15	literally today you could be, you know, working in
16	any capacity in the City of Detroit and then working
17	in dispatch, you know, in a relatively short time.
18	So we might want to do a little bit more
19	specialization for those types of positions. But I
20	do believe that civilianization is successful in the
21	city of Detroit, and I think it works, and we should
22	continue.
23	MR. MALLETT So the you hit exactly
24	on the point that I was trying to get to. I asked

on the point that I was trying to get to. I askedthe question unartfully. Hiring for attitude is



1 terrifically important in the jurisdiction -- in the 2 work that you all are trying to get done. You can provide the training. It is, do you want to provide 3 4 public service and do so at a high level, frankly, of intensity, 3,000 calls a day. I mean, when we 5 6 hire a call-center person at DMC, we're getting as many calls as you do for a variety of different 7 8 kinds of services, and the attitude is critical. 9 And so that is part of the issue, right? I mean, 10 you just -- a civil service exam, but I wonder, Gail, are you able to introduce any kind of 11 12 screening tool that is giving you a better opportunity to say to the Chief and to AC White that 13 14 this group of people actually can, I think, with training provide you the services you need? 15 16 MS. OXENDINE: Yes, and our most 17 challenging area is communications. So where we 18 started in February of 2014, we're at a completely different place right now and even looking at an 19 20 additional screening tool as well. So we have, you know, like a written test, there's an interview 21 22 process. We've enhanced that interview process to include actual calls that are received via 9-1-1 in 23 24 Dispatch so that people can get a sense of what the 25 job really is. Most people when they're looking for

1 employment, and they may have worked in a call 2 center or dispatch environment somewhere else, I mean, that's required for them to do that. But this 3 4 is a different kind of pace, a different kind of -you know, you're dealing with emergency situations; 5 6 it's a different kind of environment. And so we have found when we did our second to the last 7 8 recruitment, that we ended up coming up short in 9 terms of filling those positions because we actually 10 had people take themselves out of the process. So I 11 think, you know, overall that was a good thing 12 because we want people to make good decisions. And, you know, people that have the best information can 13 14 make the best decisions. So we haven't had anyone drop off since then, so I'm hopeful that that change 15 16 was a good change for our process, and we're also 17 looking at a more advanced tool and a best-practices 18 tool for the civil service examination portion of the process as well. 19

20 So I believe that once we secure that, I 21 think we're moving in the right direction, but it 22 takes a little time to gauge that because you have 23 to give people an opportunity to get the training, 24 work a little time, and it's probably six months or 25 so before you really know if what you implemented



Page 42

1	actually has the right results.
2	MR. MALLETT: Do we use any in
3	addition to our officers, though, I'm wondering, do
4	we use any of these Gallup tools that I know that
5	you're familiar with in terms of the hiring process
6	going in, any kind of personality assessment tools?
7	MS. OXENDINE: No. We don't, and because
8	it is a civil service position, there are specific
9	rules that speak to the types of tools that we can
10	use. So what I'm speaking to now is within that
11	body of rules, if you will. We have had some
12	discussion about whether or not we could use
13	personality tools, and I think HR, Central HR is
14	looking at that overall for various positions within
15	the city. So I think we may have opted that at some
16	point, but right now we're not quite there.
17	MR. MALLETT: Okay. But the lack of not using
18	those tools as far as your judgment, we're not being
19	held back?
20	MS. OXENDINE: I don't think so.
21	MR. MALLETT: Okay.
22	MS. OXENDINE: I think the things that we
23	did, we were able to put in place, along with
24	securing this additional tool that I was talking
25	about, I think will put us right where we need to

1	be. I'm very hopeful.
2	MR. MALLETT: Thank you, Mr. Chairman.
3	CHAIRMAN BELL: Ms. Dewaelsche.
4	COMMISSIONER DEWAELSCHE: I had a
5	question. Thank you. So as we're recruiting for
б	these civilian positions that we have in the
7	department, is the requirement to obtain some of
8	those positions as rigid, or not as rigid, as do
9	they match at all with what we're looking for in
10	police officers? And the reason why I ask that is
11	could this be a stepping stone for some people to go
12	into a police officer position, or are we even
13	exploring that when we recruit?
14	MS. OXENDINE: Well, no, we don't take
15	that into consideration per se, but I can say
16	that let's see, what's the short and easy answer
17	here? I think that we've had some examples of
18	people who have joined the department as civilians
19	who have pursued the police officer route. Because
20	they've come in, they see the department, they
21	become part of the family, and they make the
22	decision to go in that route. Do we specifically
23	target for that? No. Are we looking for people
24	that could, in fact, do that? The answer would be
25	no.

1 And just so you have an understanding, within the city of Detroit there are two pension 2 systems, Police and Fire and General City. And if 3 4 you're a civilian, you're in one system, and if you're a police or fire, you're in the other. So, 5 6 in fact, in order for you to flip-flop between the two, you have to actually resign your employment or 7 8 either be laid off to go to the other side. So 9 we're not really encouraging that, if you will. We 10 just, I guess, let it take its natural course, but we have had maybe a half a dozen people do that. 11 12 COMMISSIONER DEWAELSCHE: I just think --13 I'm sorry, I just wanted to add. I just think that 14 if somebody has decided that they want to be an employee of the police department, whether it's 15 16 civilian or not, there's some interest there in the 17 type of work that the department does. And so we 18 might want to look at trying to, you know, encourage that. 19 20 MS. OXENDINE: Yeah, we'll give that a 21 What I have found, though, and had inquiries look.

from civilian employees is how can they be trained to be able to move up with an organization, but as a civilian, not as a police officer. So they're interested in doing the work with us, but not

1	necessarily going to the sworn side.
2	COMMISSIONER DEWAELSCHE: Thank you.
3	MS. OXENDINE: Thank you.
4	COMMISSIONER CRAWFORD: Yes, through the
5	Chair. Yes, ma'am, thank you for the presentation.
б	In defining and decoding this redeployment to
7	operations
8	MS. OXENDINE: Yes.
9	COMMISSIONER CRAWFORD: In laymen's terms
10	or how to express it to the community really means
11	that 146 more officers have been put out on the
12	streets?
13	MS. OXENDINE: Either on the streets or
14	either doing investigations.
15	COMMISSIONER CRAWFORD: Yes, ma'am. It's
16	so important when you talk about numbers if there's
17	X number of officers going back to
18	MS. OXENDINE: Yes.
19	COMMISSIONER CRAWFORD: patrolling the
20	community and protecting the community.
21	MS. OXENDINE: Yes, sir.
22	COMMISSIONER CRAWFORD: Yes, ma'am.
23	Thank you.
24	CHAIRMAN BELL: Any more questions or
25	comments?



1	Thank you for an excellent report.
2	MS. OXENDINE: Thank you, sir.
3	CHAIRMAN BELL: I'm glad we're moving
4	right along. I thought this was long overdue.
5	MS. OXENDINE: Yes.
б	CHAIRMAN BELL: And we appreciate it.
7	MS. OXENDINE: It's been tough, but it's
8	been necessary.
9	CHAIRMAN BELL: I know, I know.
10	MS. OXENDINE: Thank you, sir.
11	CHAIRMAN BELL: Thank you. The next
12	item, do we have any standing or ad hoc committee
13	reports? Going once.
14	If not, Mr. Hicks.
15	MR. HICKS: Thank you, Mr. Chair.
16	Mr. Chair, if you note, on the agenda there are four
17	items that arrived at the office in terms of
18	communications. I would just point those out to
19	you. I do want us to go to the personnel matter.
20	We have an appeal in which we are to take this
21	evening. So if we just simply note the list on the
22	agenda, and then I would recommend that we pick up
23	the personnel matter.
24	CHAIRMAN BELL: Yes. But we're going to
25	make that the last item after we do oral



communication audience. I want to give people an
opportunity to speak to the Board and we adjourn at
that time, after we entertain a motion. And so that
will give people who might not want to stay, stick
around 15 to 20 minutes, but we will reconvene.
MR. MALLETT: Mr. Chairman, I wonder if I
could ask the Board.
CHAIRMAN BELL: Yes, sir.
MR. MALLETT: If you don't have a report,
Mr. Hicks, that's fine. I was not able to attend
the interviews for the law position this morning. I
wonder did those go did they happen? Did they go
well? Was there progress made? What was the
outcome, if you could share that?
MR. HICKS: Thank you. Through the
Chair, we had three individuals scheduled for today.
All three of them attended, and I thought the
interviews went well. We have several more. We
identified some ten individuals who wanted to
interview. So we're going to complete that block
and the Commission the Commission president
agreed on reconvening for interviews on May 8th. So
agreed on reconvening for interviews on May 8th. So we'll continue with that, and then shortly after

Page 48

1	full board.
2	MR. MALLETT: Thank you, Mr. Chairman.
3	CHAIRMAN BELL: Thank you. Old business.
4	MR. MALLETT: I've got some old business,
5	Mr. Chairman.
6	CHAIRMAN BELL: Yes, sir.
7	MR. MALLETT: The AC, we received, and I
8	do appreciate the work that you all did for the
9	Detroit Police Department 2017 Improvement Plan.
10	MR. WHITE: Yes.
11	MR. MALLETT: And I went through it, and
12	I think that Celia, are you awake?
13	MS. WASHINGTON: I am, sir.
14	MR. MALLETT: I'm only teasing you.
15	But really what it was, Chief, and I
16	understand that you didn't get a whole lot of
17	direction from us as to actually what it was of the
18	things it contained. But there were reports in the
19	precinct of activities that they were going to be
20	engaged in to improve the delivery of the citizen
21	service, which I appreciated. I don't think,
22	however, that it gave us the kind of was not a
23	sharing of your strategic vision or Chief Craig's
24	strategic vision over the body, that is over the
25	department, the overall direction that you all were

looking to go. Each of the precincts reported as to deficiencies that they wanted to correct, but it was not a -- you couldn't look at that then, AC, and figure out where you and Chief Craig wanted the department to go.

6 So I'm wondering if between the two DC's that are sitting there in your office, if we could 7 8 just begin to explore the possibility of using a 9 balance scorecard. That is, you have your 10 priorities on one side, then you have the metrics that you're going to utilize to measure whether or 11 12 not the priorities are being accomplished on the other, and then you kind of do then an assessment on 13 14 a quarterly basis because I think obviously in the public service world that you live in, you know, 15 16 week-to-week, day-to-day is not helpful. And then 17 you can begin to assess whether or not the goals 18 that you have set measured against the metrics that you guys have agreed upon are, in fact, being met, 19 20 and then we could understand as a board, number one, 21 from that, where you wanted us to go and then, 2.2 number 2, are we getting there and then, number 3, if we're not meeting the expectation that you and 23 24 the Chief have for the programs that you've put in 25 place, then the Commission can understand what



you're going to do, what you recommend doing to push
 the department further.

3 So my -- I think that the improvement 4 plan is obviously an evolutionary document. I think 5 that it will get better as it goes on. That's just 6 a suggestion. But the -- perhaps it is, that some of the former police leadership that's on the 7 8 Commission got from that document a whole lot more 9 than I did. I understood, again, like I said, the 10 problems that the precincts thought that they were individually experiencing, and I understood, 11 12 frankly, the plans that they had in place to improve those. But it didn't give me a sense of, again, of 13 14 where the organization was going and what the general direction that you all -- the priorities 15 16 that you all determined as an organizational 17 leadership were important. I couldn't figure that 18 out.

19 MR. WHITE: I appreciate your commentary, But we were very careful and methodical in the 20 sir. 21 preparation of that report. We did not want that 2.2 report to appear to be a performance metric for the 23 police department. That wasn't the intent or design 24 of that report. We measured the Chief's goals with 25 the Command Officer's goals at each precinct, and we



1 also, you know, aligned that to budgetary issues 2 that we had at each precinct. So by way of example, the 8th Precinct, just off the top of my head, so 3 4 please don't hold me to these numbers too closely, but approximately eight million dollars of a need 5 6 for deploying the new 8th precinct. That was one of the main goals of that Command Staff's Chief's goals 7 as well. 8

9 So we lined that up with the budget, and 10 then we wanted to show over a period of time that we 11 would be able to produce that outcome of having the 12 precinct.

13 Now, when we get into performance 14 metrics, there's another report that captures that, and we do have that report. The Chief has set a 10% 15 16 crime reduction for each command officer. And then 17 weekly what we do at ComStat is we measure our 18 success against that metric, and provide that knowledge not only to the command staff, but to the 19 20 mayor's office as well. So I think what you're looking for is there. We just have to capture how 21 22 you want to receive it.

23 MR. MALLETT: Okay. Thank you.
24 CHAIRMAN BELL: Any other comments on old
25 business?



1	I'd like to follow up on that. ComStat
2	meets weekly?
3	MR. WHITE: Yes, sir.
4	CHAIRMAN BELL: What date and time?
5	MR. WHITE: Thursday at 10:30.
6	CHAIRMAN BELL: Thursday at 10:30. Okay.
7	I would like Mr. Hicks, I would like that maybe
8	twice a month that we have staff attend ComStat
9	meetings and any other commissioner might want to
10	attend, you know, but I know if we have a schedule,
11	then we can get a feel what you're conveying to us
12	that we are not at that table, and I think that
13	would give us some feedback in reference to what has
14	transpired in terms of what they observed and what
15	they have witnessed there, and you can work out the
16	logistics. Would that be unreasonable to, say, meet
17	twice a month?
18	MR. HICKS: No, no, Mr. Chair, we'll make
19	it happen.
20	CHAIRMAN BELL: That meeting lasts an
21	hour and a half?
22	MR. WHITE: About an hour and a half.
23	CHAIRMAN BELL: Do you still beat up on
24	people?
25	MR. WHITE: Well, I won't say we beat up



1 on people, but it's an intense meeting. CHAIRMAN BELL: No, I just -- you know, I 2 3 withdraw that. I haven't attended one in quite 4 sometime. I need to probably drop in too. MR. WHITE: Yes. 5 б CHAIRMAN BELL: Yeah, if we could do that. But it's a good forum in terms of feedback, 7 8 and I think I can appreciate that. For some people 9 who are really on the hot seat, you know how they 10 feel. 11 MR. WHITE: Absolutely. 12 CHAIRMAN BELL: So that's the 13 accountability. So I was just joking about beating 14 up on people. We don't beat up on people anyway, right? 15 16 MR. WHITE: No. MR. MALLETT: No, but we do hold them 17 18 accountable. CHAIRMAN BELL: Yes. That's the correct 19 20 terminology, right. Thank you, thank you, sir. New business. Announcement, next meeting 21 22 would be next week, Thursday, April 27, 2017, 3 P.M. And our next community meeting will be on May 11, 23 24 6:30 p.m., in the 8th Precinct location forthcoming. 25 The next item would be the oral

> HANSON RENAISSANCE COURT REPORTERS & VIDEO ANSON RENAISSANCE

Page !	54
--------	----

1	communication from the audience. Please give your
2	name, and you have two minutes to speak and be
3	respectful.
4	Mr. Brown, do we have any participants?
5	MR. BROWN: Mr. Chair, let me check with
б	Dr. Divers. I don't believe so.
7	MR. DIVERS: No.
8	CHAIRMAN BELL: Okay, thank you,
9	Mr. Brown.
10	The Chair would entertain a motion for
11	recess. Commissioner Sanders.
12	COMMISSIONER SANDERS: I would like to
13	move by motion that we a closed-door session via
14	the Open Meetings Act.
15	COMMISSIONER: Support.
16	CHAIRMAN BELL: Properly moved and
17	supported. Discussion.
18	Those in favor, "Aye."
19	COMMISSIONERS: Aye.
20	CHAIRMAN BELL: Those opposed? Motion
21	carried. We stand adjourned. And thank you. We'll
22	reconvene if you want to come back. Relax. Thank
23	you.
24	(Meeting recessed)
25	CHAIRMAN BELL: The Chair would entertain



1	a motion to reconvene the public meeting.
2	MR. SANDERS: So moved.
3	COMMISSIONER: Support.
4	CHAIRMAN BELL: Properly moved and
5	supported. Discussion.
6	Those in favor, "Aye."
7	COMMISSIONERS: Aye.
8	CHAIRMAN BELL: Those opposed? Motion
9	passed.
10	The personnel matter, Mr. Carmack, the
11	Chair would entertain a motion to dispose of this
12	matter from the Board at this time.
13	MR. MALLETT: Mr. Chairman, if I might,
14	I'd like to ask the attorney, the DC Washington or
15	Director Oxendine, would it be possible, pursuant to
16	a resolution of the Board, after Mr. Carmack comes
17	back from the Air Force and shows evidence of having
18	received counseling, would it be possible pursuant
19	to a resolution that we might pass that he could
20	reapply or would that not fit within the confines of
21	our capability?
22	MS. OXENDINE: It does, and he may
23	reapply at such time that he's available to apply,
24	understanding that we would have opportunities
25	available at that time.



1	MR. MALLETT: Assuming that they were
2	open?
3	MS. OXENDINE: That we would be
4	recruiting.
5	MR. MALLETT: Would that take any special
6	resolution from us or is that just is the procedure
7	and he would be allowed to reapply?
8	MS. OXENDINE: Whatever is the decision
9	of the Board today.
10	MR. MALLETT: Okay.
11	MS. OXENDINE: We would implement that
12	decision.
13	MR. MALLETT: Good. Thank you.
14	So, Mr. Chairman, I would like to make a
15	motion if I might. I'd like to move that the
16	candidate be denied today, be allowed to reapply
17	after being honorably discharged from the Air Force
18	and providing this Board evidence that he has
19	received counseling while in the Air Force and taken
20	some steps affirmatively to have his record
21	expunged. That's my motion, Mr. Chair.
22	COMMISSIONER: Supported.
23	CHAIRMAN BELL: Been properly moved and
24	supported.
25	Discussion.



1	Those in favor, "Aye."
2	COMMISSIONERS: Aye.
3	CHAIRMAN BELL: Those opposed?
4	Motion carried.
5	COMMISSIONER MALLET: Thank you.
б	CHAIRMAN BELL: Thank you. The Chair
7	if there's no other business before this body, the
8	Chair would entertain a motion for adjournment.
9	MR. VANN: Move the adjournment,
10	Mr. Chair.
11	MS. DEWAELSCHE: Support.
12	CHAIRMAN BELL: Been properly moved and
13	supported. Those in favor, "Aye."
14	COMMISSIONERS: Aye.
15	CHAIRMAN VAN: Opposed?
16	Motion carried. Thank you.
17	(Hearing concluded about 4:36 P.M.)
18	
19	
20	
21	
22	
23	
24	
25	



1	CERTIFICATE OF NOTARY PUBLIC - COURT REPORTER.
2	I do certify that the attached hearing
3	transcript was taken before me in the above-entitled
4	matter; that the proceedings contained herein was by
5	me reduced to writing in the presence of the witness
б	by means of stenography, and afterwards transcribed
7	upon a computer. The attached pages are a true and
8	complete transcript of the proceedings.
9	I do further certify that I am not
10	connected by blood or marriage with any of the
11	parties, their attorneys or agents, and that I am
12	not an employee of either of them, nor interested,
13	directly or indirectly, in the matter of
14	controversy.
15	IN WITNESS WHEREOF, I have hereunto set
16	my hand and affixed my notarial seal at West
17	Bloomfield, Michigan, County of Oakland, the
18	day of May 2017. $d \circ 0 / 4$
19	Theresa A. Roberts
20	Theresa L. Roberts,CSR
21	Certified Shorthand Reporter - CSR-4870
22	Notary Public - Oakland County, MI
23	My commission expires 10-4-2020
24	
25	



Page 1

А Abdullah 8:2 **able**15:7 39:12 40:11 42:23 44:23 47:10 51:11 above-entitled 58:3 absence 6:4 absolutely 18:12 18:13 29:9 53:11 **AC** 38:12 39:1 40:13 48:7 49:3 Academy 12:23 accomplished 49:12 accountability 29:15 53:13 accountable 53:18 acknowledge 14:25 17:14,15 25:2 **act** 22:22 28:19 54:14 acting 27:24 activities 33:12 48:19 activity 7:10 **actual** 40:23 **ad** 46:12 **add** 44:13 added 32:12 33:2 33:4 34:5,7,18 34:19,24 35:7 35:19 36:11,16 addition 7:12 31:21 42:3 additional 31:23 34:12 35:10 36:10 37:7 40:20 42:24 address 25:21 26:9 adequately 20:10 adjourn 47:2 adjourned 54:21 adjournment 3:14 57:8,9 administrative

31:4 32:8 36:14 adoption 14:2 **advance** 8:20 14:19 advanced 41:17 advantages 36:5 affirmatively 56:20 **affixed** 58:16 **afternoon** 4:5,6 4:8,10 5:11,13 5:15,20 7:24 8:18 9:12 10:14 17:21 27:5 30:2,4,5 afternoon's 6:8 **agenda** 3:6 6:7 46:16,22 **agents** 58:11 **ago** 18:19 34:3 **agree** 29:13 30:13 **agreed** 47:22 49:19 **Air** 55:17 56:17 56:19 **alcohol** 21:9 aligned 51:1 **All-star** 13:8 alleged 21:3 **allow** 38:11 **allowed** 56:7,16 Amen 5:4,5 Anderson 17:16 17:16 Announcement 53:21 anonymous 23:20 **answer** 18:12 20:24 43:16,24 **anybody** 9:3 24:7 **anyway** 53:14 apologize 8:21 14:19 **appeal** 46:20 **appear** 50:22 appears 7:22 **apply** 55:23 appoint 20:6 appointed 12:20 appreciate 11:18

15:17 27:12 46:6 48:8 50:19 53:8 appreciated 48:21 approach 28:13 appropriate 12:11 17:21 18:8 appropriately 15:25 approval 3:6,7 6:18 20:6,11 34:11 approve 6:7 approved 20:11 approximately 32:24 51:5 **April**1:9 3:6,7 4:2 6:18 53:22 **area** 31:11 33:5 34:13 39:3 40:17 **areas** 24:19 31:3 38:13 **argue** 26:19 arraignment 25:19 **arrested** 16:25 17:2 29:8 **arrived** 46:17 **Arthur** 10:8 **asked** 20:2 39:24 **aspects** 38:20 assaulted 23:4 assemble 4:16 **assess** 49:17 assessment 38:5 42:6 49:13 **asset** 13:25 39:5 assigned 31:25 assignments 13:1 **assist** 24:9 assistance 19:4 assistant 8:23 8:25 33:2 34:24 39:5 assistants 34:14 35:1,3,12,21 36:15,19 37:4 Assuming 56:1 **At-large** 2:6,7,8

5:12,14,16 **attached** 58:2,7 **attack** 21:6,10 21:12 22:24 23:3,13,24 25:3 attacked 21:7 **attacks** 26:21 **attend** 47:10 52:8,10 attendance 8:14 12:1 **attended** 47:17 53:3 attention 22:14 **attitude** 39:25 40:8 attorney 55:14 attorneys 58:11 audience 47:1 54:1 audiovisual 7:10 available 55:23 55:25 **AVENUE** 1:12 **awake** 48:12 **Award** 13:6,7,8 awards 13:5 **aware** 27:8 **Aye** 6:13,14,23 6:24 14:7,8 54:18,19 55:6 55:7 57:1,2,13 57:14

### В

**back** 8:4 9:3 19:23,24 35:2 42:19 45:17 54:22 55:17 backfilling 38:23 backfills 31:16 37:17 **bad**14:23 15:23 **balance** 49:9 Barbara 8:21 14:20 Baseball 13:7 **basically** 31:9 31:14 34:21 **basis** 49:14



	I	l	I
<b>beat</b> 52:23,25	<b>blast</b> 15:14	call-center 40:6	26:11 28:12
53:14	<b>bless</b> 4:18,21,25	<b>called</b> 32:13	45:5 46:15,16
<b>beaten</b> 24:10	<b>blessed</b> 10:20	<b>calling</b> 23:15	47:16 52:18
25:11	11:7	<b>Calloway</b> 8:8,9	54:5,10,25
beating 17:5	blessing 9:25	<b>calls</b> 16:21	55:11 56:21
53:13	11:9	39:10,12 40:5	57:6,8,10
becoming 19:22	<b>block</b> 10:3 47:20	40:7,23	<b>Chairman</b> 4:5 5:6
<b>began</b> 12:23	<b>blood</b> 58:10	candidate 56:16	5:17,24 6:3,11
30:24	Bloomfield 58:17	capability 55:21	6:15,21,25
<b>behalf</b> 13:21	Blossom 7:13	capacity 39:16	8:10,13,17 9:7
behavior 21:16	<b>board</b> 1:7 2:10	Captain 9:5	9:10,16,19,24
29:18	3:11 4:6 7:2,3	capture 51:21	10:7,11,16
believe 7:7	11:24,25 13:20	captures 51:14	12:17 14:2,4,9
20:17 22:9	37:10 39:6	career 12:23	20:22 24:3
27:17 37:10	47:2,7 48:1	careful 50:20	29:11,23 30:5
39:20 41:20	49:20 55:12,16	Carmack 55:10,16	30:12,16 38:2
54:6	56:9,18	carried 6:16 7:1	38:3 43:2,3
Bell 2:2 4:5,9	<b>body</b> 42:11 48:24	14:10 54:21	45:24 46:3,6,9
5:6,17,24 6:3	57:7	57:4,16	46:11,24 47:6
6:11,15,21,25	<b>bond</b> 17:17 25:17	<b>carrying</b> 29:7	47:8 48:2,3,5
8:10,13,17 9:7	25:17,22 26:9	Carter 6:4	48:6 51:24
9:10,16,19,24	29:10	case 16:24 26:13	52:4,6,20,23
		26:20,24	53:2,6,12,19
10:7,11,16	<b>bonds</b> 26:1 <b>BOPC</b> 3:5	<b>cases</b> 26:14,20	
12:17 14:4,9		-	54:8,16,20,25
20:22 24:3	<b>bottom</b> 36:10	<b>cash</b> 17:17	55:4,8,13
29:11,23 30:5	Bowl 13:5	Casino 21:21	56:14,23 57:3
30:12,16 38:2	brief 8:22 30:23	cataloging 22:6	57:6,12,15
43:3 45:24	bringing 17:9	caught 29:3	Chairperson 2:2
46:3,6,9,11,24	Brooks 2:5 5:15	<b>cause</b> 4:17	challenging
47:8 48:3,6	5:16 6:20	<b>cavity</b> 15:13	40:17
51:24 52:4,6	Brown 54:4,5,9	celebrating 21:8	<b>Chambers</b> 9:3,5,5
52:20,23 53:2	budget 20:6,11	Celia 48:12	<b>chance</b> 15:22
53:6,12,19	51:9	<b>center</b> 35:6 41:2	change 22:7
54:8,16,20,25	budgetary 51:1	<b>Central</b> 42:13	41:15,16
55:4,8 56:23	building 4:16	certain 27:22	changes 24:11
57:3,6,12	bulk 34:22	29:3 38:15,16	charged 15:20
benefit 20:14	Burton 5:18,19	certainly14:24	16:4 29:9
<b>best</b> 10:21 14:12	<b>business</b> 3:12,13	15:23 16:6	<b>Charles</b> 17:16
14:15 41:13,14	4:19 6:17	17:23 18:2,6	<b>check</b> 54:5
best-practices	11:25 14:17	18:21 19:4,19	Chicago 23:3
41:17	35:2 39:3,7	20:13 21:20	Chief 2:12,13
<b>better</b> 20:18	48:3,4 51:25	25:1 26:17	3:9 7:21,25
37:12 38:14	53:21 57:7	29:14	8:15,16,17,20
40:12 50:5	<b>busy</b> 15:1	certainty 29:8	8:23,25 9:1,6
<b>beyond</b> 19:19	Butler 10:5,5	<b>CERTIFICATE</b> 58:1	9:13,15,18,20
<b>big</b> 16:6		Certified 58:21	10:19 14:17,18
<b>birth</b> 18:22	C	<b>certify</b> 58:2,9	20:23 21:1,4
birthday 21:8	<b>call</b> 3:2 4:8	<b>cetera</b> 36:9	22:16 24:23
Bishop 2:3 10:24	19:19 22:3	<b>chair</b> 4:9 6:6,9	25:10 26:11
27:19	23:11,19 25:5	7:5 12:16	27:4 28:12
<b>bit</b> 21:9 39:18	25:6 33:20	14:18 20:23	29:12,13,22,25
<b>bite</b> 19:7	34:20 41:1	22:16 24:2,23	30:1 40:13
	I		l



48:15,23 49:4 49:24 51:15 **Chief's** 50:24 51:7 **child** 18:21 **chime** 38:12 **chose** 27:24 **citizen** 48:20 **citizens** 13:9,12 13:22 19:3 28:14 **city** 4:16,24 10:9 11:4 13:22 16:13,14 25:24 26:6 27:18,22 29:2 39:16,21 42:15 44:2,3 **civil** 39:14 40:10 41:18 42:8 **civilian** 30:25 32:4,5,11 33:1 33:22,23 34:6 34:7,8,19 35:7 35:18 36:11,23 43:6 44:4,16 44:22,24 civilianization 3:10 30:7,8,15 30:24 31:24 33:1,8 34:13 39:20 civilianized 32:10 civilians 31:3 32:23 33:10,15 33:23 34:18 36:2,20 37:3 38:6,9,16,18 43:18 **class** 33:21 classification 32:13 33:20,21 **clearly** 21:10 clerical 39:7 **clerks** 36:13 Cliffawn 3:8 12:20,20 13:24 closed-door 54:13 **closely** 51:4

**cold** 11:13,13 19:16 colleagues 21:20 combination 32:15 **come** 11:6 17:19 19:14 21:15 38:21 39:14 43:20 54:22 comes 55:16 **coming** 12:2 36:3 37:10 41:8 **command** 32:12 33:2,4 34:6,18 35:7,19 38:8 50:25 51:7,16 51:19 commands 32:10 34:25 36:7,12 Commemorative 13:6,7,8 commendations 13:9 comment 24:24 commentary 50:19 comments 26:3 29:4,11 39:1 45:25 51:24 commission 4:711:25 47:21,21 49:25 50:8 58:23 commissioner 4:9 4:11,13 5:6,11 5:12,13,14,15 5:16,18,18,20 5:21,22,22 6:1 6:4,4,5,6,9,10 6:19 12:6,13 12:15,18 14:3 14:11 20:23 21:2,24 24:1,4 25:8,16 27:1,9 29:21,21 30:13 30:14,17 39:2 43:4 44:12 45:2,4,9,15,19 45:22 52:9 54:11,12,15 55:3 56:22 57:5 Commissioners

1:7 2:1 3:4 5:9,24 6:14,24 13:20 14:8 20:22 30:3,4 38:2 54:19 55:7 57:2,14 commitment 13:14 13:23 committed 28:23 28:23,25 committee 46:12 47:25 **common** 20:2 communicating 25:14 communication 32:21 47:1 54:1 communications 32:11 39:9,11 40:17 46:18 communities 13:13 community 7:14 10:3,6 11:1 20:13,18 24:11 24:17 26:3 45:10,20,20 53:23 **complete** 31:19 37:17 47:20 58:8 completed 47:24 completely 40:18 completion 8:11 complicit 22:23 23:2,4 computer 58:7 **ComStat** 51:17 52:1,8 **concern** 26:17 concerned 23:1 concluded 31:10 57:17 confines 55:20 connected 58:10 **Conrad** 2:6 12:13 30:12 consideration 43:15 consumed 21:8 consummate 13:17

contained 48:18 58:4 continue 11:1 26:25 28:21 34:12 39:22 47:23 continued 11:24 continues 18:7 31:12,17 control 34:8 controversy 58:14 **convey** 10:19 11:1,11,22 conveying 52:11 coordinated 18:6 19:2 Coordinator 7:14 corporals 20:6 **correct** 49:2 53:19 correctly 12:19 Council 10:6 Councilman 10:10 counseling 55:18 56:19 counties 29:5,7 **country** 24:12 28:4 counts 15:20 **County** 58:17,22 couple 16:21 18:19 31:10 courage 24:7 course 8:23 32:6 44:10 court 7:11 34:25 35:2 58:1 **covers** 12:9 **cowardly** 16:12 **CPL** 28:19 **Craig** 2:13 8:16 8:16,17,20 9:1 9:6,15,18,20 10:19 14:17,18 21:1,4 22:16 24:23 25:10 26:11 27:4 28:12 29:22 30:1 49:4 **Craig's** 48:23 Crawford 2:4



5:20,21 6:19 24:1,4 25:8,16 27:1,9 29:21 45:4,9,15,19 45:22	1' dec dec def 2!
<pre>created 32:13 credit 13:16 18:5</pre>	def 49 def
<pre>crime 22:6 26:22     33:14 35:18     51:16 crimes 27:11</pre>	def del del del
28:23 criminals 28:24 29:1	del 43 der
<b>critical</b> 16:19 40:8	der 4
CSR-4870 58:21 culture 28:3 current 19:2,17 25:15	8 12 13 16
currently 31:15 33:22 34:2 Cushingberry	30
10:9 custody 17:6,7,9 17:13	4: 4: 5:
D	der Der
D 9:13 dangerous 4:23 Daniel 8:8 date 16:25 30:19 52:4 Davis 7:25 day 11:4,11,23 39:10 40:5	Der Der des des des des des des des des
	50 Det
58:18 day-to-day 49:16 days 15:10 18:19 DC 55:14 DC's 49:6 DDC 35:6 dead 16:16,17 dealing 41:5 death 25:11 decide 38:22 decided 22:25 23:13 44:14 decision 43:22 56:8,12 decisions 5:1	1 1: 1: 1: 1: 1: 1: 1: 1: 1: 1: 1: 1: 1:

7:23 41:12,14 coding 45:6 **lication** 13:15 Eenseless 5:11 Eiciencies 9:2 **Eining** 45:6 **Einitely** 27:12 **liberate** 4:18 **liver** 14:23 livering 38:6 **livery** 38:14 8:20 nied 56:16 partment 4:17 :21 7:8,8 :19,23 10:19 2:21 13:12,16 3:21 14:1 6:8 19:5 0:10 31:24 6:6,8 37:23 8:7 43:7,18 3:20 44:15,17 8:9,25 49:5 0:2,23 **ploying** 51:6 **ployment** 32:14 **rrick** 2:8 5:14 scribe 30:11 serving 13:4 **sign** 50:23 signated 10:3 **sk** 34:20,21 tention 35:6,8 termined 16:9 0:16 **troit** 1:7,11 :13 4:1,18 1:17 12:21,22 3:12,13,16,20 3:21,22 16:8 6:14 17:19 8:2,19 19:1 1:16 23:15 4:6 27:21 8:4 35:6 9:16,21 44:2 8:9 troits 26:6,6 waelsche 2:7

5:11,12 43:3,4 44:12 45:2 57:11 **dialogue** 29:20 Dictionary 30:9 30:18 **die** 18:25 19:6 different 22:18 22:18 23:7 28:13 33:7 38:21 40:7,19 41:4,4,6 directing 34:9 direction 41:21 48:17,25 50:15 **directly** 58:13 Director 7:18 9:8 10:13 14:25 29:24 55:15 discharged 56:17 discuss 4:19 discussion 6:12 6:22 14:6 42:12 54:17 55:5 56:25 dispatch 31:11 32:16 39:17 40:24 41:2 dispatcher 31:13 **dispose** 55:11 **dispute** 21:5,10 21:12 distance 11:20 **district** 2:2,3,4 4:10 5:19,21 5:23 10:10 12:9 13:1 **Divers** 10:8,8 54:6,7 **DMC** 40:6 **document** 50:4,8 doing 31:16 35:2 35:15 37:17,20 38:23 44:25 45:14 50:1 dollar 17:17 25:17 dollars 51:5 **door** 27:17 28:2 29:17 downtown 18:11

25:24 26:2 34:5,10 **dozen** 44:11 **DPD**14:13 18:6 **Dr** 54:6 Drake 7:21,24,25 **drop** 41:15 53:4 dual 9:11 **Duke** 9:13,16 duty 4:23 10:22 11:2 19:19 22:9 35:14 Е **E**2:2 8:15,16,24 8:24 9:21 **Earl** 9:13,16,19 **earlier** 25:22 **Easter** 11:6 **easy** 43:16 ecstatic 16:7 Edgar 2:3 4:11 5:22 **educate** 26:23 Edward 8:25 9:1 effect 25:23 **effort** 18:6 19:3 19:20 31:13 33:12 34:15 36:3 efforts 33:9 egregious 26:22 **eight** 16:8,23,25 35:9 51:5 **either** 9:21 32:18 44:8 45:13,14 58:12 **elected** 10:1,2 Elizabeth 2:5 5:16 emergency 32:14 41:5 emphasis 18:10 employee 44:15 58:12 employees 31:4,6 31:14 32:6,7 36:20 44:22 employment 41:1 44:7 encourage 23:20 44:18



Page 5

encouraging 23:18 44:9 endeavors 14:13 **ended** 41:8 enforcement 13:25 **engage** 11:24 21:16 23:13 25:7 **engaged** 48:20 enhance 39:8 enhanced 40:22 **entered** 32:3 entertain 6:7 47:3 54:10,25 55:11 57:8 environment 41:2 41:6 erred 23:13 especially 28:3 et 36:9 **Eva** 2:7 5:12 **evening** 46:21 **events** 8:23 everybody 9:22 11:15 **evidence** 55:17 56:18 evolutionary 50:4 **exactly** 39:23 **exam** 40:10 examination 41:18 **example** 32:1 51:2 examples 43:17 **exceeded** 21:11 excellent 46:1 exceptions 31:11 exchange 36:21 37:16 excited 20:14,19 36:4 **excuse** 23:6 29:18 excused 6:3 Executive 7:15 7:16 exemplary 13:24 existing 31:15 **exists** 28:3

expectation 49:23 experiencing 50:11 **expires** 58:23 **explore** 49:8 exploring 43:13 **expounded** 25:22 **express** 27:19,20 45:10 expressed 27:18 expunged 56:21 extremely 15:1 19:16 F face 15:7,9 **Facebook** 21:19 23:1 facial 15:13 facilitate 24:25 facility 35:8 36:1 **fact** 15:12 16:19 16:20,21 23:16 27:4 43:24 44:6 49:19 **Faith** 7:14 faithfully 12:24 familiar 34:7 42:5 **family** 11:20 15:24 43:21 **far** 5:8 23:1 42:18 Father 4:14**favor** 6:13,23 14:7 54:18 55:6 57:1,13 **fear** 27:18,19,20 **February** 30:25 31:22 40:18 **feedback** 52:13 53:7 feel 22:2,4 52:11 53:10 **fellow** 11:9 fellowman 11:8 **felt** 15:23 16:1 19:1 field 20:7 **Fifteen** 33:1

**figure** 9:23 49:4 50:17 filling 41:9 **film** 22:21 **filmed** 16:18 **find** 32:4 38:11 38:18 **fine** 47:10 **fire**19:5 44:3,5 **fired** 27:16 **firing** 28:1 **first** 12:19 30:19,20 Fiscal 7:15 13:2 **fit** 55:20 **five** 17:16 25:17 33:2 34:5,23 **fleet** 36:9 flexibility 32:17,19 flip-flop 44:6 **folks** 23:9,19 follow 52:1 footprint 20:16 **Force** 55:17 56:17,19 forensic 33:14 33:22 forfeiture 36:9 forgotten 16:13 **former** 50:7 **forth** 35:2 forthcoming 53:24 Fortunately 15:5 Forty-three 36:10 **forum** 53:7 forward 8:14 11:23 12:4 31:22 38:4 **found** 38:7 41:7 44:21 **four** 16:25 17:9 23:10,12 33:17 34:14 46:16 four-year 33:18 fourth 17:7 18:18 frankly 40:450:12 Freda 10:5

**friendly** 11:15 **full** 48:1 **full-duty** 35:13 full-time 35:1 fully 33:19 function 34:2 35:4 functions 31:7 32:8 **funding** 37:11 **funds** 37:12 Funeral 13:6 **further** 50:2 58:9 future 26:7 G Gail 3:10 7:17 9:8 29:24 40:11 gain 36:5 Gallup 42:4 **gang** 16:9,11 Garza 2:7 5:12 **gauge** 41:22 general 44:3 50:15 geographic 20:16 George 10:9 **getting** 23:17 40:6 49:22 **give** 4:25 5:2 18:5 22:13 29:16 32:9 41:23 44:20 47:1,4 50:13 52:13 54:1 given 18:22 **gives** 32:19 **giving** 40:12 **glad** 46:3 **glance** 11:12 **glasses** 10:17 **go** 7:20 8:14 11:4 12:4 21:17 26:13 28:6 29:6 30:22 43:11,22 44:8 46:19 47:12,12 49:1 49:5,21 goals 49:17



Page 6

50:24,25 51:7
51:7 God 4:14
goes 4:22,23
50:5
going 4:8 5:8
8:3 9:22 11:5
12:5 14:21 15:5,11 18:3
18:25 19:6,17
18:25 19:6,17 19:23,24 23:5 23:5,22,24
23:5,22,24
24·18 20·8,24 30:6.17.19
24:18 26:8,24 30:6,17,19 36:5 37:8,13
38:11,13 42:6 45:1,17 46:13
45:1,17 46:13
46:24 47:20 48:19 49:11
50:1,14
good 4:5,7 5:1
5:11,13,15,20
7:24 8:17 9:10 9:11 10:7,11
10:13 12:1
14:22,24 15:2
15:11,15,16
20:5 25:13,14 27:6 30:2,4,5
32:1 41:11,12
32:1 41:11,12 41:16 53:7
56:13
<b>Google</b> 9:23 <b>gotten</b> 17:10
Gracious 4:14
graduating 12:22
grandfather
29:15 <b>grandparents</b>
28:10
great 16:24
18:16 20:14
greater 36:1 Greektown 16:5
19:24 20:25
21:21
Green 18:14 32:1
35:20,22 36:4
<b>Gregory</b> 2:10 7:2 <b>ground</b> 17:5
37:21
group 40:14

grow 11:14 guess 23:14 44:10 guidance 4:25 gun 28:3,5,7,14 28:19 29:4,16 guns 28:25 29:1 guys 49:19 н habitual 29:6 half 44:11 52:21 52:22 hand 58:16 handles 7:8 handling 7:9 **hands** 29:1 handshake 11:11 Hannah 8:5 **happen** 47:12 52:19 happened 18:4 happening 20:7 24:18,19 25:23 25:24 happens 16:3 **happy** 11:7 hats 9:11 head 17:3 51:3 HEADQUARTERS 1:11 **health** 10:21 heard 25:25 26:1 27:2 30:20 hearing 57:17 58:2 **heinous** 27:10 held 42:19 **Hello** 8:5 **help**16:20 helped 21:20,22 37:22 **helpful** 49:16 **hereunto** 58:15 heroes 18:17 hey 11:16 **Hicks** 2:10 5:25 6:1 7:2,5 8:12 9:9 46:14,15 47:10,15 52:7 52:18 high 38:7 40:4

highest 14:1 **highly** 13:17 **Hill** 8:5,5 hire 20:12 33:6 36:1 39:13 40:6 hired 31:15 33:10,16 34:2 34:14,17,23 37:4,4 **hiring** 31:5 37:16,24 39:25 42:5 hit 39:3,23 **hoc** 46:12 **hold** 51:4 53:17 holiday 12:2 Hollywood 22:21 homage 23:22 **Hon** 10:9 honestly 22:1 honor 23:25 Honorable 17:15 honorably 56:17 honoring 12:7 **honors** 13:5 hook 23:14 hope 10:25 11:7 hopeful 41:15 43:1 horrible 23:3 **hot** 53:9 hour 34:10 52:21 52:22 house 32:16,19 **HR** 3:10 29:24 42:13,13 huge 38:4 human 7:18 32:25 33:5 humanity 24:15 hypothermia 19:16 Ι identified 16:23 31:1,2,22 32:11 36:22 37:6 47:19 identify 10:4 21:20 25:1 28:1 32:3

**ignore** 29:19 **III** 17:16 images 21:11,21 **imagine** 19:15 implement 56:11 implemented 41:25 importance 28:15 28:16 important 22:15 27:2 28:2 40:1 45:16 50:17 improper 29:18 **improve** 48:20 50:12 **improvement** 48:9 50:3 improving 38:25 **incident** 16:1,3 19:25 20:25 incidents 26:2 27:22 **include** 40:23 included 13:1 includes 31:5 including 13:5 increase 33:8 indicate 7:17 indicated 10:25 27:5 indicating 7:6 indirectly 58:13 individually 50:11 individuals 28:24 47:16,19 information 21:22 32:9 41:13 **initial** 35:25 initially 11:14 16:10,20 17:1 36:23 **initiative** 30:11 35:4,16 initiatives 31:23 32:3,5 33:12 37:9,12 **injured** 15:14 injuries 15:6 **Inkster** 16:13 21:15 23:15,16



inquiries 44:21
instance 21:19
instances 24:13
intact 11:5
integrity 13:15
Intelligence
16:10 35:18
<b>intense</b> 53:1
intensity 40:5
<b>intent</b> 50:23
<b>interest</b> 44:16
interested 44:25
58:12
interesting
15:21
interview 40:21
40:22 47:20
<b>interviews</b> 47:11
47:18,22
<b>introduce</b> 7:3,22
8:3,18 9:7,9
40:11
introducing 5:9
introduction 3:4
3:5 5:9 8:11
<pre>invaluable 13:25</pre>
investigations
31:8 45:14
Investigator
7:21,25 8:1,6
8:7,8
investigators
23:17
Invocation 3:3
4:12
involved 15:19
16:1,11 22:10
irresponsibly
28:20
<b>issue</b> 25:22 40:9
<b>issues</b> 51:1
<b>item</b> 6:17 14:16
~ ~ ~
29:24 46:12,25
53:25
53:25
53:25 items 46:17 
53:25 items 46:17 <u>J</u> jail 35:10
53:25 items 46:17 <u>J</u> jail 35:10 James 2:13 8:15
53:25 items 46:17 jail 35:10 James 2:13 8:15 8:16,24 9:21
53:25 items 46:17 <u>J</u> jail 35:10 James 2:13 8:15

**Jesus'** 5:4 **job** 27:6 32:13 40:25 **Johnson** 7:15 **joined** 43:18 joining 12:14 joke 16:16 **joking** 53:13 **Jr** 2:6 judge 26:24 27:2 27:8 judges 17:23 judgment 42:18 jump 19:11 jumped 18:19 19:4 **June** 12:21 31:10 **junior** 9:23 jurisdiction 40:1 κ keeping 29:1 kicking 17:3 **killed** 28:10 **kind** 16:16 21:16 26:7 33:11 35:24 39:13 40:11 41:4,4,6 42:6 48:22 49:13 **kinds** 40:8 **know** 11:3,6,16 11:16,21 12:1 14:13,20 15:17 15:19 16:5,19 18:1,3,3,10,13 18:23,25 19:21 20:12 21:4,13 22:1,2,7,13 23:11,18 24:15 24:16,21 25:5 26:9 27:10 28:13,22 29:19 30:14 38:20,20 38:23 39:15,17 40:21 41:5,11 41:13,25 42:4 44:18 46:9,9 49:15 51:1 52:10,10 53:2 53:9

knowing 11:5 22:11 knowledge 51:19 **known** 21:3 ь **L**2:6 58:20 **lack** 26:10 42:17 **laid** 44:8 **Large** 2:5 LaShanda 8:7 **lastly** 18:16 **lasts** 52:20 **laughed** 24:21 laughing 15:16 **law**13:25 36:9 47:11 law-abiding 28:14 **laymen's** 45:9 **lead** 4:19 leadership 4:21 50:7,17 **League** 13:7 **learn** 38:21 learning 38:19 **leave** 14:19 18:9 24:24 **left** 5:17 16:15 16:17 31:16 **legal** 38:20 **lessens** 32:6 **let's** 43:16 **letters** 13:9 **level** 38:8 40:4 liaison 10:9 **lie** 17:5 lieutenant 25:18 27:3,6 **life**14:13 18:21 lifelong 13:23 lifesaving 19:18 **light** 18:14 32:1 35:20,23 36:4 37:5 **likewise** 7:21 **lined** 51:9 **lingo** 38:20 Lisa 6:4 **list** 46:21 **listed** 36:10 **literally** 39:15

little 21:9 32:9 37:21 39:18 41:22,24 **live** 11:13 23:1 23:16 49:15 **lives** 18:18 **living** 27:21 location 53:24 **logistics** 52:16 **long** 12:16 46:4 **look** 21:11 39:10 39:13 44:18,21 49:3 **looking** 25:13 40:19,25 41:17 42:14 43:9,23 49:1 51:21 **lost** 24:16 **lot** 18:10 22:3 23:19 48:16 50:8 **love** 9:11 11:19 11:20,21 19:8 19:9,10,12 **lucky** 17:18 м **ma'am** 45:5,15,22 Macomb 29:4,7 magistrate 17:15 26:23 **main** 51:7 Major 13:7 making 7:19 22:20 Mallet 30:13,17 57:5 Mallett 2:6 12:13 30:14 38:3 39:23 42:2,17,21 43:2 47:6,9 48:2,4,7,11,14 51:23 53:17 55:13 56:1,5 56:10,13 **man** 4:22 15:24 16:1,16,17 24:10,25 25:12 27:16,23,23 29:17 **manage** 39:12



**Manager** 7:15,16 manpower 37:23 mark 30:21 marriage 58:10 **match** 43:9 **matter** 16:8 38:19 46:19,23 55:10,12 58:4 58:13 **mayor's** 51:20 **McQuade** 8:22 14:20 mean 14:22 24:7 24:20 25:4 26:16,18 40:5 40:9 41:3 **means** 45:10 58:6 **measure** 49:11 51:17 **measured** 49:18 50:24 medal 19:18 **media** 7:9,14 26:5 **meet** 15:22 52:16 **meeting** 1:8 4:6 4:8 6:8 7:19 49:23 52:20 53:1,21,23 54:24 55:1 meetings 52:9 54:14 **meets** 52:2 **members** 11:20 12:1 34:9 Memorial 3:8 **men** 16:12,12 21:2,6,7 23:12 24:5,6,6,8,10 24:16 mentioned 32:22 37:15 merits 14:1 26:24 **met** 49:19 methodical 50:20 **metric** 50:22 51:18 **metrics** 49:10,18 51:14 Metropolitan 12:22

MI 58:22 Michigan 1:13 4:1 58:17 **middle** 9:3,18,22 mile 11:16 millennial 22:25 23:6,25 millennials 22:1 22:17 **million** 17:17 25:17 51:5 mine 9:1,2 **minimum** 25:5 **minutes** 3:7 6:18 47:5 54:2 miscalculated 21:17 **mix** 32:5 mode 33:25 **moment** 25:12 month 52:8,17 **months** 20:1 31:12 32:24 33:17 41:24 **Moore** 6:5 moral 22:19 24:14 morning 17:8 47:11 **mother** 16:2 **motion** 6:7,16 7:1 14:9 47:3 54:10,13,20 55:1,8,11 56:15,21 57:4 57:8,16 motionless 17:5 mouth 17:20 **move** 6:9 11:23 14:2,16 29:23 35:25 44:23 54:13 56:15 57:9 moved 6:11,19,21 14:4 31:21 54:16 55:2,4 56:23 57:12 **moving** 41:21 46:3 N **name** 5:4 9:3,18

12:19 54:2 **names** 9:22 23:11 narrative 22:8 narratives 22:15 **natural** 44:10 **nature** 36:14 necessarily 45:1 necessary 25:7 27:11 46:8 **need** 22:7,13,20 28:7,25 36:1 38:19 40:15 42:25 51:5 53:4 **Neely** 8:7,7 neighborhood 20:12,15 34:17 37:1,2 Nelson 8:2 new 3:13 20:6,9 20:12 31:6 32:3,13 35:25 37:24 39:13 51:6 53:21 **news** 14:24,24 15:2 16:6 18:16 20:5 25:14 26:5 **nine** 33:24 35:11 **notarial** 58:16 **Notary** 58:1,22 **note** 12:5 18:9 20:11 46:16,21 **noticed** 25:18 **notion** 23:9,21 **number** 15:20 17:10 23:10 28:9 32:7 33:10 45:17 49:20,22,22 **numbers** 45:16 51:4 numerous 13:8 0 **Oakland** 29:5,6 58:17,22 obligation 22:19 24:14 obligations 4:20 **observed** 52:14 **obtain** 43:7

obviously 19:13 49:14 50:4 occur 27:22 occurred 27:15 occurring 24:12 offender 29:6 offer 27:13 **offered** 16:20 office 26:10,16 28:18 39:4 46:17 49:7 51:20 **officer** 4:22 12:7,23,24 13:4,11,24 14:12 15:6,23 19:8,9,23 26:13 35:1,21 38:14 43:12,19 44:24 51:16 **Officer's** 50:25 officers 9:11 10:20,24 11:2 11:4 15:3 18:24 19:15,25 20:3,8,9,13,15 26:21 27:13 31:7,18,19,25 32:21 33:9,13 34:1,8,15 35:5 35:8,13,14,15 35:16,24 36:16 36:22,24,25 37:14,24 38:17 42:3 43:10 45:11,17 officially 30:21 officials 10:1,2 oftentimes 25:20 **oh** 8:15 9:24 okay 8:15,20 9:6 9:10 22:21 23:23 30:23 42:17,21 51:23 52:6 54:8 56:10 **old** 3:12 29:16 48:3,4 51:24 once 22:24 41:20 46:13 one-for-one 36:21 37:16



Page 9

<pre>ones 17:2 open 54:14 56:2 operation 32:20 operational 31:7     31:20 operations 13:2</pre>
32:22 33:13 34:16,20 35:5 35:17,22 36:17 37:15,24 45:7 operator 32:14 32:16 34:20 opportunities
55:24 opportunity 4:15 20:17 40:13 41:23 47:2 opposed 6:15,25 14:9 33:20 54:20 55:8 57:3,15
opted 42:15 optimistic 17:11 17:13 oral 15:13 46:25 53:25 order 3:2 4:9
33:6 44:6 organization 44:23 50:14 organizational 50:16
outcome 47:14 51:11 Outreach 7:14 overall 38:25 41:11 42:14 48:25
overdue 46:4 overview 30:24 owners 28:14,19 28:19 Oxendine 3:10 7:17 9:8 29:24 30:2,6,23 38:10 40:16
42:7,20,22 43:14 44:20 45:3,8,13,18 45:21 46:2,5,7

<b>Oxford</b> 30:18
P
<pre>p.m1:10 4:3 53:22,24 57:17 pace 41:4 paces 38:21</pre>
<b>PAGE</b> 3:1 <b>pages</b> 58:7 <b>painting</b> 27:7 <b>Pam</b> 7:21 <b>Pamela</b> 7:25
<pre>parents 15:22 park 22:24 Parks 13:6 part 15:2 19:7 31:5,6,9,17</pre>
40:9 43:21 part-time 31:2,3 33:3 34:6 35:3 35:15 36:20,23 participants
54:4 <b>particularly</b> 24:17 26:21 <b>parties</b> 58:11 <b>parts</b> 31:5
<b>pass</b> 55:19 <b>passed</b> 55:9 <b>patrol</b> 31:8 <b>patrolling</b> 45:19 <b>pay</b> 23:22 <b>peers</b> 13:17
<pre>pellets 15:8 pension 44:2 people 12:3 21:25 22:4</pre>
23:15,18 24:13 24:20,22 25:4 27:18,20 28:5 28:7 31:16,19 32:17 34:4 37:17 38:21,21
40:14,24,25 41:10,12,13,23 43:11,18,23 44:11 47:1,4 52:24 53:1,8
53:14,14 <b>perceived</b> 27:21 <b>perform</b> 34:25 35:3 36:12

performance 50:22 51:13 performing 32:7 34:2 35:13 38:15 **period** 32:23 33:16,18 51:10 periods 34:10 perpetrated 22:22 perpetrators 21:3 **person** 11:12 25:11 40:6 personality 42:6 42:13 personally 14:14 17:20 personnel 8:19 46:19,23 55:10 pertinent 4:19 phone 25:5,6 **phones** 23:14 pick 46:22 picture 27:7 pictures 17:10 23:10 **place** 40:19 42:23 49:25 50:12 plan 4:18 48:9 50:4 **plans** 50:12 **play** 19:14 **please** 4:12 5:10 7:4 10:4 51:4 54:1 pleased 12:3 **point** 36:18 39:24 42:16 46:18 pointed 15:3 **police** 1:7 2:12 2:13 3:9 4:7 11:25 12:21,22 13:12,16,20,21 13:23 16:8 19:9 20:12,15 22:3 26:21 33:2,9 34:14 34:23 35:1,3 35:11,20 36:5

36:8,15,19 37:4 38:7 43:10,12,19 44:3,5,15,24 48:9 50:7,23 policing 34:17 **Policy** 7:16 **portion** 41:18 position 20:24 28:19,22 33:3 42:8 43:12 47:11 positions 31:1,2 32:11 33:1,3 34:6,7,19,24 35:7,8,19 36:11,23 37:7 37:8,11,13 39:7,8,19 41:9 42:14 43:6,8 possession 28:24 possibility 49:8 **possible** 55:15 55:18 **Powell** 3:8 12:7 12:20,23,24 13:4,11,24 14:12 **practice** 28:5,7 **praise** 4:14 5:2 pray 4:13 10:23 10:24 27:14 **prayers** 10:25 15:17 **preceded** 21:10 preceding 21:5 precinct 10:6 12:8,9,24,25 13:2 15:4 18:18 34:19 48:19 50:25 51:2,3,6,12 53:24 precincts 34:22 49:1 50:10 predatory 21:18 pregnant 18:20 preparation 50:21 presence 8:14 58:5 presentation



7:19 30:7 45:5	26:10,16 28:18	45:10 48:15	20:24
president 10:5	protecting 45:20	53:9	Reggie 5:21
47:21	provide 40:3,3	<b>reapply</b> 55:20,23	Reginald 2:4
pretty 37:20,22	40:15 51:18	56:7,16	relates 25:15
39:3	providing 38:9	reason 17:24	relations 10:6
Previously 25:19	56:18	22:4 43:10	22:14
Primarily 33:5	public 1:11 4:17	<b>receive</b> 51:22	relatively 39:17
priorities 49:10	13:14,23 22:14	received 33:6	<b>Relax</b> 54:22
49:12 50:15	40:4 49:15	40:23 48:7	released 29:10
priority 26:12	55:1 58:1,22	55:18 56:19	remain 23:20
prisoner 35:12	publicly 17:15	recess 54:11	remained 13:2
privilege 4:15	<b>pulled</b> 25:13	recessed 54:24	remaining 37:6
probably 28:17	<b>pulling</b> 19:2,17	recipient 13:4	37:13
35:23 41:24	punishment 29:14	recognize 13:22	remarks 14:21
53:4	<b>purpose</b> 34:23	recommend 46:22	remember 11:8
<b>problems</b> 50:10	purposes 37:9	50:1	remorseful 16:2
procedure 56:6	pursuant 55:15	recommendation	removed 15:9
proceedings 58:4	55:18	47:25	reorganization
58:8	<b>pursue</b> 18:15	reconstruction	33:11
<b>process</b> 34:11	<b>pursued</b> 43:19	15:13	<pre>repeatedly17:3</pre>
40:22,22 41:10	<b>push</b> 50:1	reconvene 12:3	<b>replace</b> 34:1
41:16,19 42:5	<b>put</b> 17:9,16 18:9	47:5 54:22	replacement 7:7
47:24	23:9 42:23,25	55:1	<b>report</b> 3:9,11
<b>produce</b> 51:11	45:11 49:24	reconvening	10:18 46:1
<b>product</b> 38:6,14		47:22	47:9 50:21,22
productivity	Q	record 7:25 22:6	50:24 51:14,15
38:5	quarterly 49:14	28:6 30:8,19	<b>reported</b> 25:19
professional 9:4	question 39:25	56:20	26:5 49:1
13:18	43:5	records 36:8	reporter 7:11
professionalism	questions 20:2	recover 15:5	58:1,21
13:14	20:20 37:25	recovery 10:24	<b>reports</b> 34:21
professionals	45:24	27:15	46:13 48:18
33:6 39:4,8	quickly 16:9	<b>recruit</b> 43:13	represent 25:21
programs 49:24	Quinn 7:6	recruiting 43:5	representation
progress 47:13	<b>quite</b> 38:18	56:4	26:15
project 30:24	42:16 53:3	recruitment 33:9	representative
31:5,9,17 32:1	<b>quorum</b> 5:25 6:2	41:8	10:2
35:20,22,24	12:4	redeployed 31:20	REPRESENTING
36:4		32:22 33:13	2:12
projects 31:25	R	34:4,15 35:5	requested 34:11
33:7	<b>R</b> 6:5	35:16,21 36:17	required 41:3
promoted 33:19	ramp 33:7	36:25 37:14	requirement 43:7
pronouncing	ramping 35:22	redeployment	requires 39:11
12:19	read 12:11	31:7,18 35:23	residents 21:14
properly 6:11,21	ready 30:22	36:2,22 37:18	resign 44:7
28:10 54:16	real 17:22 27:21	45:6	resolution 3:8
55:4 56:23	really 9:15	reduce 29:2	12:6 55:16,19
57:12	10:18,22 17:24	reduced 58:5	56:6
property 17:4	19:5 22:1	reduction 51:16	resolve 12:10
prosecutor 25:20	25:12 27:25	reference 25:17	resolved 13:19
26:17,19	37:22 40:25	52:13	resources 7:18
prosecutor's	41:25 44:9	regard 14:1	32:25 33:5
Propection P		redard Ti.T	
	1	1	1



36:21 respected 13:17 respectful 54:3 respective 31:20 response 23:8 29:3 responsibility 4:20 22:10 28:15,16 responsible 27:24 35:12 restricted 35:14 **result** 15:14 **results** 38:24 42:1 retaliation 23:22 **retired** 12:7,7 14:20 37:18 retirement 13:3 14:12 **return** 11:5 returning 10:22 rewarding 11:8 Ricardo 6:5 Richard 6:5 **right** 5:8 9:6,13 9:16,25 10:17 10:17 12:8 40:9,19 41:21 42:1,16,25 46:4 53:15,20 **rigid** 43:8,8 ringing 23:14 **risk** 25:12 **River** 18:19 19:1 Roberts 7:11 Roberts,CSR 58:20 **role** 34:25 35:14 35:15 **roles** 31:1 32:4 36:12 **Rosa**13:6 **Rouge** 22:24 **roughly** 31:12 **route** 43:19,22 **rules** 42:9,11 **run** 8:21 **rush** 34:10 S

sacrifice 15:4 **safety**1:11 4:17 13:23 28:5,8 **Sanders** 2:8 5:13 5:14 54:11,12 55:2 satisfied 38:8 **saved** 18:18,20 18:21 **saw**18:17 22:24 27:8 **saying** 22:13,17 28:6 **says** 33:17 **Scene** 33:14 **schedule** 52:10 scheduled 47:16 scheduling 32:20 scorecard 49:9 screening 40:12 40:20 **se** 43:15 **seal** 58:16 **search** 47:25 **season** 11:7,8 12:2 **seat** 53:9 **second** 10:6 41:7 seconded 6:12 **secret** 19:22 Secretary 2:10 3:11 7:3 **secure** 41:20 **securing** 28:8,11 42:24 **see** 4:7 8:15,18 9:10,12 10:7 10:11,13 16:3 17:2 20:7 24:18 25:10 30:17 36:2,9 36:21,24 38:13 38:24 43:16,20 **seeing** 39:6 **seen** 16:15 28:17 **select** 26:14,20 seniority 20:1 **sense** 27:25 29:5 40:24 50:13 **sent** 25:21 Sergeant 7:6 **serious** 21:13

26:14 28:18 **serve** 20:17 **served** 12:24 13:12 **service** 13:15,24 39:14 40:4,10 41:18 42:8 48:21 49:15 services 7:9 32:14 33:14 34:5 38:9 40:8 40:15 **session** 54:13 **set** 39:11 49:18 51:15 58:15 **sets** 38:16 setting 18:7 **seven** 35:9,20 sexually 23:4 **share** 11:10 12:12 15:22 47:14 sharing 48:23 **she'll** 7:19 **Shelby** 6:5 **shoot** 29:17 shooting 10:20 16:1,3 27:25 28:1 **short** 39:17 41:8 43:16 Shorthand 58:21 **shortly** 47:23 **shot** 15:6,8 27:14,16 28:9 **shotgun** 15:8,14 29:16 **shots** 28:1 **show** 24:7 37:5 51:10 **shows** 4:23 55:17 **side** 32:16,18 44:8 45:1 49:10 **sides** 32:19 **sign** 15:16 **simple** 21:12,12 28:22 **simply** 46:21 **sir**10:12,15 12:17 24:3 25:16 30:23

45:21 46:2,10 47:8 48:6,13 50:20 52:3 53:20 sitting 49:7 situations 41:5 **six** 41:24 **skill** 38:16 39:11 **skills** 19:13 **smaller** 20:16 smile 11:11 sneak 10:16 somebody 44:14 **soon** 35:24 36:3 **sorry** 32:24 44:13 **sort** 11:17 **sound** 19:7 **south** 11:14 **speak** 14:14 42:9 47:2 54:2 **speaking** 13:20 42:10 **special** 56:5 specialization 39:19 specialty 39:9 **specific** 39:11 42:8 specifically 33:8 35:20 43:22 **speedy** 27:14 **spirits** 15:11,15 **spoke** 18:24 27:5 **staff** 3:5 7:3,12 7:22 8:2,11 26:13,17 51:19 52:8 **Staff's** 51:7 **staffed** 20:10 **stages** 35:25 **stance** 17:22 **stand** 8:24 25:10 54:21 Standards 9:4 standing 46:12 **start** 5:8 7:6 22:17 24:18 **started** 40:18 statement 17:18



**status** 25:15 stay 21:25 47:4 steadfast 28:20 stenography 58:6 **step** 24:6,14,15 38:4 **stepped** 17:24 24:22 stepping 43:11 **steps** 56:20 **stick** 47:4 **stone** 43:11 **stood** 24:20 **stop** 24:9,25 storekeepers 36:13 **story** 18:16 strategic 48:23 48:24 streets 4:24 11:4 45:12,13 strength 5:1 **stress** 16:6 **stressed** 28:15 28:16 structure 38:8 **subject** 17:17 submitted 19:18 **success** 51:18 successful 39:20 suffered 19:15 suggestion 50:6 **SUITE** 1:12 summarize 37:3 **Super** 13:5 Supervising 8:1 supervisors 13:10 35:11 Support 14:3 34:20 54:15 55:3 57:11 supported 6:10 6:20,22 14:5 54:17 55:5 56:22,24 57:13 supportive 17:22 **sure** 12:18 15:24 18:7 19:18 20:9 26:15 surgeons 15:7 **surgery** 15:9,12 surrounding

13:13 **survived** 10:21 **suspect** 15:19 **suspects** 16:9,23 18:15 21:18 sustained 15:6 **swim** 19:1,12,13 **sworn** 31:2,4 32:6,7 33:3,25 34:1 35:3,15 36:24 45:1 system 44:4 **systems** 44:3 т table 27:20 52:12 take 20:20 34:21 37:25 39:10 41:10 43:14 44:10 46:20 56:5 taken 17:7 28:13 28:18 56:19 58:3 takes 24:5 31:12 31:13 41:22 talk9:2 16:5 26:1,5 45:16 talked 14:23 17:20 21:24 25:20 26:4 27:19 **talking** 11:21 23:9 42:24 taping 7:9 target 43:23 teasing 48:14 technician 33:15 technicians 33:23,24 tell 9:20 23:8 ten 33:15,24,25 34:1 35:18 47:19 tend 26:14 termed 30:10 terminology 53:20 terms 11:9 22:11 22:14 26:8 27:15 31:18

32:20 41:9 42:5 45:9 46:17 52:14 53:7 terrifically 40:1 test 40:21 **thank** 4:14 5:6 5:24 7:5 8:13 10:15 12:12,15 14:11,18 29:13 29:20,22,25 30:1 43:2,5 45:2,3,5,23 46:1,2,10,11 46:15 47:15 48:2,3 51:23 53:20,20 54:8 54:21,22 56:13 57:5,6,16 **thanked** 17:21 **thanks** 5:2 **thereof** 26:10 **Theresa** 7:11,13 58:20 thing 18:8 19:21 24:24 36:18 41:11 things 16:18 18:23 20:7 36:13 42:22 48:18 **think** 11:17 12:10 15:12 19:6 21:6,8,14 22:2,20,21 27:1,2 33:22 33:24 38:3,10 38:12,17,25 39:2,21 40:14 41:11,21 42:13 42:15,20,22,25 43:17 44:12,13 48:12,21 49:14 50:3,4 51:20 52:12 53:8 thinking 16:11 **thinks** 23:23 **third**1:12 5:21 17:6 **thought** 16:16,20 18:24 19:5

21:15 27:6 46:4 47:17 50:10 **thoughts** 15:18 **three** 34:3 47:16 47:17 **Thursday** 1:9 4:2 52:5,6 53:22 time 8:19 10:4 11:10 14:16 30:19,20,25 31:14,21 33:18 35:24 36:3 37:15,19,21 39:17 41:22,24 47:3 51:10 52:4 55:12,23 55:25 times 23:18 tips 17:10 23:17 tirelessly 13:11 title 32:15 today 7:10,13,23 8:1 15:12 17:12 30:6 39:15 47:16 56:9,16 told19:9 **tomorrow** 17:12 tone 18:8 tool 40:12,20 41:17,18 42:24 tools 42:4,6,9 42:13,18 top 51:3 topical 8:22 total 36:24 touching 19:7 tough 11:4 12:2 46:7 tour 11:2 **trade** 33:20 **traffic** 34:8,9 34:10 **train** 20:9 31:13 **trained** 28:17 32:18 33:19 44:22 trainee 33:21,21 33:25 **trainees** 33:15 33:16,19



training 20:8 31:6,11,19 32:23 33:16 40:3,15 41:23 transcribed 58:6 transcript 58:3 58:8 transformed 11:17 transpired 52:14 transport 35:13 treated 18:11 treating 15:25 tremendous 39:5 tremendously 21:23	under 50: under 24: Unfor 20: Unit units unrea 52: use 1 42: util: 37:
true 58:7 truly 30:9 try 11:10,18,22 26:20 28:7 trying 10:16 24:9,25 28:5 39:24 40:2 44:18 turned 16:12 Twenty 32:21 twice 15:7 52:8 52:17 two 10:20 15:10 17:1,1,4,6 18:17,18 19:10 19:25 21:7 26:6,6 31:5,6 31:17 35:11 44:2,7 49:6 54:2 type 21:5 27:7 29:15 44:17 types 39:12,19 42:9	vacar VAN 5 Vann 5:7 10: 12: 20: 27: 57: vario 38: vario 38: vehio verba verba verba verba vict: 25: vict: 25: vict: 25:
U ultimate 15:4 unartfully 39:25 unborn 18:21 undergone 32:25 understand 22:8 22:17 23:21 25:2 27:10 48:16 49:20,25 understanding 44:1 55:24	23: 27: video video video video 21: vigoo 21: vigoo 21: violo 29:

**rstood** 27:3 9,11 tected 21:17 rtunate 19 27:23 rtunately 4 26:12 16:10 **s** 31:20 asonable 16 8:13 37:12 2,4,10,12 **ize** 31:3 8 49:11 v ncies 31:15 7:15 2:3 4:11,13 ,22,23 6:9 25 12:6,15 18 14:11 23 21:2,24 19 29:21 9 **es** 38:11 ety 36:12,13 24 40:7 ous 36:7,11 20 42:14 **cles** 21:22 **al** 21:5,9,12 **us** 25:24 **im**17:3 **imized** 22:12 **ims** 21:3 4 **o**16:15 17:2 11,19,21 23 24:8,22 8 **oed** 24:20 **os** 18:14 **otape** 16:22 **otaped** 23:12 otaping 19 rously 18:15 17 ence 27:7 29:2

violent 17:1 18:15 21:18 22:22,24 23:13 23:24 25:3 **vision** 48:23,24 vocal 22:20 23:5 W waiting 17:8 want 7:17,20 8:21 9:2 10:19 12:11,12,18 14:22,25 16:5 17:14 18:5,7,8 20:9 22:10 24:4 25:4 26:2 28:6 30:8 36:18 39:18 40:3 41:12 44:14,18 46:19 47:1,4 50:21 51:22 52:9 54:22 wanted 8:22 15:21,24 22:25 44:13 47:19 49:2,4,21 51:10 Washington 48:13 55:14 wasn't 25:13 50:23 watch 22:21 water 19:11,12 wave 11:15 way 9:13 18:1,12 20:15 22:4,5 22:23 39:13 51:2 we'll 5:1 16:3 44:20 47:23 52:18 54:21 we're 4:8 5:8 17:11 18:3 19:17 20:10,14 20:19 26:8,24 30:17,19,22 31:16 35:22 36:5 37:7,12 37:17,20 38:23 39:6,13 40:6 40:18 41:16,21

42:16,18 43:5 43:9 44:9 46:3 46:24 47:20 49:23 we've 16:25 17:9 17:10 23:9 28:9 34:17 37:21 40:22 43:17 47:24 weapon 28:11 29:7 weapons 28:8 **wear** 9:11 Webster's 30:9 week 14:22,24 15:1 53:22 week-to-week 49:16 weekly 1:8 4:6 51:17 52:2 Welcome 4:5 went 16:10 47:18 48:11 West 58:16 Western 12:25 **WHEREOF** 58:15 White 7:16 8:15 8:24,25 9:21 38:12 39:2 40:13 48:10 50:19 52:3,5 52:22,25 53:5 53:11,16 wholeheartedly 29:14 Willie 2:2 4:9 5:19 wisdom 4:25 wish 9:1,21 10:21 14:12,14 27:14 wishes 11:1 withdraw 53:3 witness 25:3 58:5,15 witnessed 52:15 woman 4:22 11:9 18:20 19:8,9 23:4 **wonder** 38:4 40:10 47:6,12 wondering 42:3



	1	I
49:6	1	<b>31</b> 36:16
Woody 10:13,15	<b>10-4-2020</b> 58:23	<b>358</b> 36:24,25
14:25	<b>10%</b> 51:15	<b>38</b> 37:7
<b>word</b> 30:9,10,15		
work 16:7,10,24	<b>10:30</b> 52:5,6	4
18:6 26:8 31:4	<b>108</b> 31:2 36:23	<b>4</b> 2:2 3:2,3 4:10
32:18,18 34:9	37:7	<b>4:36</b> 57:17
37:24 38:6,13	<b>10th</b> 12:23,25	<b>40</b> 36:15
39:9 40:2	<b>11</b> 33:12,22,23	
	53:23	<b>46</b> 3:11
41:24 44:17,25	<b>12</b> 3:8 20:6	<b>48</b> 3:12
48:8 52:15	<b>12th</b> 12:8,8 13:1	<b>48203</b> 1:13
worked 35:9 41:1	15:4	F
<b>workers</b> 35:10	<b>13</b> 3:7 6:18	5
workforce 19:22	<b>1301</b> 1:12	<b>5</b> 3:4,5 5:19
working 20:3	<b>14</b> 3:9	<b>50</b> 32:11
39:15,16	<b>146</b> 37:14 45:11	<b>52</b> 35:4
works 25:6 39:21	<b>15</b> 20:12 31:12	<b>53</b> 3:13
<b>world</b> 11:13	32:24 34:12	<b>54</b> 3:14
49:15	35:10,16 37:5	<b>55</b> 37:4
worse 10:23	37:13 47:5	
Worthy 26:17		6
writing 58:5	<b>16</b> 34:15	<b>6</b> 3:6,7
written 40:21	<b>17</b> 35:6,10	<b>6:30</b> 53:24
	<b>18</b> 20:1 29:16	0.00 33 21
x	31:12 32:24,24	7
<b>x</b> 45:17	33:17	70 34:17,22
	<b>1996</b> 12:21	<b>70%</b> 37:19
Y	<b>1st</b> 58:17	<b>767</b> 1:12
y'all 8:22		7071.12
Yeah 26:11 27:4	2	8
	<b>2</b> 2:3 5:23 10:10	
30:14 39:2	49:22	8th 47:22 51:3,6
44:20 53:6	<b>20</b> 1:9 3:6 4:2	53:24
<b>year</b> 29:16 34:3	13:13 47:5	
<b>years</b> 13:14	<b>2014</b> 30:25 31:22	9
19:25 24:17	40:18	<b>9-1-1</b> 32:15
33:17 34:3	<b>2016</b> 31:10	40:23
<b>yesterday</b> 15:10	<b>2017</b> 1:9 3:6,7	<b>911</b> 16:21
15:16 18:17	4:2 6:18 48:9	<b>95%</b> 37:16
<b>young</b> 15:23 16:1	53:22 58:18	
16:12,12,15,17	<b>230</b> 37:1	
19:22 21:2,6,7	<b>24</b> 12:21 33:17	
21:25,25 22:4	<b>250</b> 29:10 30:25	
23:4,12 24:5	36:22 37:3	
24:10,10,25	<b>260</b> 37:1	
25:12 27:16,23		
27:23 29:16	<b>27</b> 53:22	
youth 28:9	3	
youthful 20:3		
<b>1 0 0 0 0 0 0</b>	<b>3</b> 2:4 49:22	
Z	53:22	
	<b>3,000</b> 39:10 40:5	
0	3:001:10 4:3	
	<b>30</b> 3:10 34:6	
	I	I

