

03/03/2022

CITY OF DETROIT
BOARD OF POLICE COMMISSIONERS
BOPC VIRTUAL MEETING
March 3, 2022 at 3:00 P.M.

1 MS. WHITE: Good afternoon honorable Board, DSC
2 Marlin Wilson, DPD Executives and community. Welcome to
3 the board of Police Commissioners Meeting. And please be
4 mindful of the reminder with regards to the emergency
5 epidemic order. In December 6, 2021 the board received
6 the emergency order from health director, Denise Fair
7 Razo with the procedures for returning to in-person
8 meetings and mandating remote access to public meetings
9 through March 31st, 2022. As a reminder, as shared by the
10 city law department, the state legislature did not act
11 regarding the open meetings act provisions that expired
12 on December 31st, 2021. Therefore the board is required
13 to meet in-person beginning January 1st, 2022 in
14 compliance with the emergency order and state law, BOPC,
15 and the Board of Police Commissioners have distributed
16 all required notices and information to the public
17 regarding accessing today's meeting amid the public
18 health crisis. Please review the emergency order for more
19 information. We thank you for your understanding and
20 cooperation as we work to protect everyone's health,
21 safety, and welfare. Now Mr. Chairman.

22 CHAIRPERSON HOLLEY: Thank you so much, Interim
23 Secretary White. Thank you so much and certainly good
24 afternoon. My name is Jim Holley, Chairperson of the
25 Board of Police Commissioners, and I welcome each and

1 every one of you this afternoon. And those by way of
2 zoom, we welcome you as well. Just before we have
3 Commander Charles Clark's invocation, I'd just like to
4 make a few remarks in regard to Women's History Month. We
5 paid a special honor and recognition to the women whose
6 work made it impossible for us to benefit from tremendous
7 advancement in social justice, civil rights, social
8 equity, labor, the workforce standards, and much, much
9 more. It's our privilege to serve, since 1987, we have
10 celebrated women's achievements and contributions to
11 culture, society, and history each March, as part of the
12 Women's History Month, the Board of Police Commissioners,
13 just one of the countless benefits of activism and
14 leadership by women in the fight for equity and civil
15 rights.

16 CHAIRPERSON HOLLEY: I must never forget, and we
17 should never forget the same reforms that led to the
18 Board of Police Commissioners also ensuring equal
19 opportunity for women to become police officers and to
20 serve at the highest level of command. Detroit and
21 Detroiters created many outstanding first in law
22 enforcement. Stemming from those reforms, beginning with
23 Police Commissioner Susan Mills-Peek in 1974, to today
24 when Police Commissioners, Linda Bernard, Lisa Carter,
25 Annie Holt. Detroiters can be proud of each and every one

1 of these contributions that have been made in the past as
2 well as in the present. Somehow, the first commissioner,
3 first woman that was the chief, I don't want to mention
4 this...

5 COMMISSIONER BELL: Ella Bully-Cummings.

6 CHAIRPERSON HOLLEY: I just want to make sure that I
7 worked under her.

8 MS. WHITE: Yes sir.

9 CHAIRPERSON HOLLEY: Her commission and her command
10 when she was in her tenure and I just wanted to make sure
11 that that was very important for the City of Detroit as
12 well. Also, Women's History Month, closing out the month
13 of February, which was Black History Month.

14 COMMISSIONER BERNARD: Excuse me, Mr. Chairman, not
15 to interrupt you, but the public can't see you, you're
16 not on camera. Is there any way we can fix that? So the
17 people could not just hear him, but can see him?

18 MS. WHITE: Yes. Through the Chair. We are working on
19 that. Thank you so much. Yes, ma'am.

20 COMMISSIONER BERNARD: Okay.

21 CHAIRPERSON HOLLEY: Do you want me to hold on until
22 they can see me?

23 I think they should see you.

24 Ms. WHITE: It should be up momentarily.

25 COMMISSIONER BERNARD: I think they should see you.

1 MS. WHITE: They can see you, it's just not streaming
2 on this monitor just yet, but they can see Mr. Chair and
3 the full Board.

4 COMMISSIONER BERNARD: Okay. Thank you.

5 MS. WHITE: Thank you so much.

6 CHAIRPERSON HOLLEY: Thank you so much. I must also
7 acknowledge President Biden's recent historic Supreme
8 Court nomination of the federal judge. I want to make
9 sure I get this right. Commissioner Bernard, can you
10 gimme the correct first name of this? I don't want to
11 mess this up?

12 COMMISSIONER BERNARD: Something like that...

13 MS. WHITE: Judge Ketanji Brown Jackson.

14 CHAIRPERSON HOLLEY: That's a beautiful name,
15 beautiful name. And I want to make sure that we're doing
16 it right. I want to just, with the help of a wonderful
17 impeccable work record, legal ability and we're expecting
18 her to sit as the first African American woman to serve
19 in the United States Supreme Court. And what a wonderful
20 time to be living. You know what I mean? This nomination
21 and anticipated confirmation is truly historic. It serves
22 as a continued example of all, regarding women,
23 leadership, expertise, depth, delivery in all faxes of
24 life. We applaud President Biden's nomination of Judge
25 Jackson, and we certainly want to wish her well and

1 really that she would do an excellent job as an addition
2 to the Supreme Court. Further, we recognize the women who
3 are leaders that we serve in public safety, particularly
4 women in the Detroit Police Department.

5 CHAIRPERSON HOLLEY: There are those many women
6 police leaders who have observed and led by example and
7 worked to ensure the department serves as a model example
8 of the law enforcement agency and do additions and their
9 innovative and creative ideas compassion and
10 understanding for the people they serve and the
11 dedication and exemplary...

12 MS. WHITE: Discipline.

13 CHAIRPERSON HOLLEY: Discipline. Thank you so much.
14 Sometimes I can think about it but I can't speak it. We
15 commend Chief White for his leadership in this disregard.
16 Again, we pay honor to Women's History Month, as we
17 basically continue to honor those women, past, present
18 and future, also creating a better life for each and
19 every one of us. I thank you for, it has been a long day,
20 as you can see, but I just thank you for your patience
21 with me. At this time, Chaplain Clark. I'd like to hear
22 from you right now, if you don't mind? Chaplain Clark?

23 MS. WHITE: Give us one second, through the Chair.

24 CHAIRPERSON HOLLEY: Okay. Sure.

25 CHAPLAIN Clark: Yes, I am here.

1 CHAIRPERSON HOLLEY: Very good. You may begin your
2 invocation at this time. Thank you for being here.

3 CHAPLAIN Clark: Thank you. Good afternoon, all.
4 Would you please join me in a word of prayer? Oh Lord,
5 our Lord, how excellent is your name and all of the
6 earth. Your name is worthy to be praised from the rising
7 of the sun, to the going down of the same. Your name is
8 worthy to be praised all over the world and we
9 especially, oh God, praise you here in the City of
10 Detroit. God, we pray today that you'll continue to
11 overshadow our city and to move in such a way that the
12 violence begins to cease. Move in such a way that our
13 children begin to live and stop dying tragically. Lord,
14 we pray for your protection over our officers as they do
15 this job of patrolling the city. We pray now, God, that
16 you would give wisdom and understanding to this Board of
17 Police Commissioners as they deliberate the business of
18 the department. At the end of the day, God, all things
19 will be done decently and in order and to your glory.
20 Bless our city and we ask it all in your name. Amen.

21 CHAIRPERSON HOLLEY: Thank you so much. Commander
22 Chaplain Clark, thank you for that beautiful prayer.
23 Thank you for being with us this afternoon as well. At
24 this time, I'd like to have the Vice-Chair, Commissioner

1 Ferguson to give the mission statement. If you don't
2 mind.

3 VICE-CHAIR FERGUSON: Through the Chair. Board of
4 Police Commissioner's, Mission Statement. The Board of
5 Police Commissioners, BOPC is a civilian agency that
6 exercises supervisory control and oversight of the
7 Detroit Police Department, DPD as set forth in the city
8 charter. The Board has 11 members, 7 elected by District
9 and 4 appointed by the mayor with the consent of the city
10 council. The Board meets every week, including 12
11 community evening meetings in Districts. The BOPC is the
12 oversight agency for the Detroit Police Department that
13 has several charter mandates, including, but not limited
14 to the following: reviews and approves departmental
15 policy rules and regulations governing the Detroit Police
16 Department, which are jointly developed by the Mayor
17 Police Chief and the Board, reviews and approves the DPD
18 budget pursuant to the charter, investigates non-criminal
19 citizens' complaints, reviews and hears disqualification
20 appeals from police recruits, hoping to enter the Detroit
21 Police Academy, has subpoena power under the charter that
22 can be used for investigative purposes And by charter
23 acts as the final authority in imposing or reviewing the
24 discipline of the police department, with exceptions,
25 based on the union collective bargaining agreements.

1 Finally, the BOPC makes an annual report to the mayor,
2 the city council and the public regarding BOPC's
3 activities and accomplishments. The reading of the
4 board's mission statement.

5 CHAIRPERSON HOLLEY: Thanks so much, Commissioner, I
6 appreciate it. At this time. Mrs. White, can you give a
7 roll call please?

8 MS. WHITE: Yes, sir. Through the Chair, Vice-
9 Chairperson, Bryan Ferguson - here.

10 MS. WHITE: And again, thank you, honorable Board,
11 Chief White and DPD executives and the community for your
12 patience as we work to ensure the technology is working
13 properly. Thank you so much. Commissioner Linda Bernard -
14 Attorney Linda Bernard, District 2. Hello, everyone.

15 MS. WHITE: Commissioner Banks - Commissioner Cedric
16 Banks, here.

17 MS. WHITE: Commissioner Willie E. Bell - present.

18 MS. WHITE: Commissioner Willie E. Burton - District
19 5, Police Commissioner Willie Burton is present

20 MS. WHITE: Commissioner Lisa Carter -

21 MS. WHITE: Commissioner Ricardo Moore - present.

22 MS. WHITE: Commissioner, Jesus Hernandez - present

23 MS. WHITE: Commissioner, Annie Holt- present.

24 MS. WHITE: Mr. Chair, you do have a quorum.

1 CHAIRPERSON HOLLEY: Thank you so much. And thank
2 each and every one for being here this afternoon as well.
3 I would like to obtain a motion to approve of the agenda
4 for March 3rd, 2022.

5 COMMISSIONER BERNARD: So moved.

6 COMMISSIONER FERGUSON: Support.

7 CHAIRPERSON HOLLEY: Any discussions? Hearing no
8 discussions, all in favor, say, aye.

9 COMMISSIONERS: Aye.

10 CHAIRPERSON HOLLEY: The ayes have it. Also the
11 minutes of the previous meeting have been distributed to
12 each and every one of you as of February 24th, 2022. Are
13 there any corrections to the minutes? Hearing no
14 corrections to the minutes, then with no corrections the
15 minutes will stand approved as read. At this time, I'd
16 like to ask Interim Secretary White, if you could please,
17 introduce your staff to us this afternoon.

18 MS. WHITE: Yes, sir. Through the Chair, Media
19 Services is handling our meeting logistics and recording
20 for today. And our court reporter is Mr. Don Handyside.
21 The following board staff members are in attendance,
22 Assistant Corporation Counsel, Christopher Michaels, Ms.
23 Theresa Blossom, Community Relations Coordinator, Ms.
24 Jonya Underwood, Administrative Assistant Investigator,
25 Tiffany Stewart, Director, Katrina Patillo, Director of

1 police personnel, Interim Chief Investigator Lawrence
2 Akbar, Supervising Investigator, Ainsley Cromwell, Acting
3 Supervising investigator, LiSonya Sloan, Acting,
4 Supervising Investigator Rosalie Madrigal and Senior
5 Investigator Adela Rivera. And also again, we want to
6 acknowledge our language interpreters today. Miss
7 Jaquata, and I don't have the other name, but again, we
8 want to acknowledge her, our language interpreters. Thank
9 you.

10 CHAIRPERSON HOLLEY: We welcome. Also, let the record
11 show that Commissioner Hernandez is present as well.
12 Chief, it is always good to see you. It really is.

13 CHIEF WHITE: Yes, sir. Good afternoon.

14 CHAIRPERSON HOLLEY: It must have been a busy, busy
15 week, if I'm listening to what I'm hearing and so forth,
16 but to have you with us, we appreciate it very much. I
17 know the community appreciates it, and we all appreciate
18 you, your service and all the people that work with you.
19 We appreciate them as well. Do you have any idea who's
20 with you this afternoon?

21 CHIEF WHITE: I do and thank you for your kind words.
22 With me today, my chief of staff, Commander, Michael
23 Parish, we have Sergeant Matthews from the chief's
24 office, Sheila McBride the executive manager out of my
25 office. Second Deputy Chief Kyra Hope, Deputy Chief

1 Marlon Wilson. We have Lieutenant Mark Young from the
2 Lieutenants and Sergeants Association, and we have Ron
3 Thomas, the Vice-President of the DPOA, also our Agency
4 CFO, Nevrus Nazarko is here.

5 CHAIRPERSON HOLLEY: And thank you so much. And thank
6 you, Chief. Ms. White, do we have any special guests this
7 afternoon?

8 MS. WHITE: Through the Chair, I've received
9 notification that former police commissioner William
10 Davis is here and our language interpreter's names are
11 Miss Eucada and Dr. Beadie. Thank you.

12 CHAIRPERSON HOLLEY: Thank you so much once again, I
13 thank each and every one of you for being with us this
14 afternoon. I don't want to sound redundant or a broken
15 record, but I am grateful. I want you to know that. Just
16 for a few minutes, let me just make a couple of
17 statements here and then we'll move on with the meeting.
18 We want to thank Mr. Patel, the senior advisor to the
19 mayor for the presentation last week and the judicial
20 system gun case backlog reduction project. We now have a
21 better understanding of the background that led to the
22 court case backlog and the current activities taking
23 place to help resolve and eliminate the gun case backlog.
24 Moving forward, we look forward to future updates from
25 the Mayor's Office regarding the initiative, and also

1 working with the Mayor's Office to adjust some of these
2 longstanding issues within our criminal justice system
3 locally.

4 CHAIRPERSON HOLLEY: Mayor Duggan has recently
5 appointed Reverend Cortez Presley as Police Commissioner
6 at Large. He will complete our board composition with the
7 7 elected and the 4 appointed members. We look forward to
8 Reverend Presley's city council confirmation, and we're
9 prepared to welcome him officially on board to the police
10 commissioners. More importantly, if more information is
11 forthcoming in regard to this, we'll make sure that you
12 have all the information that I have in your package for
13 next week. Board members, today we will hold our last 4
14 interviews in preparation for selecting 7 candidates for
15 the current vacant investigative positions. We'll vote
16 next week on the 7 candidates to fill the investigative
17 positions. I'm asking that you take time out and go and
18 list rank, do everything you need to do so that we can
19 move this thing forward, if you don't mind. We promised
20 the community that we have this in place. We promised the
21 OIC, we would have it in place. And so with your
22 cooperation, with your patients and with me, I'm asking
23 that you please get this ready for us so that we might be
24 able to vote on this next week. We look forward to
25 completing this process. We thank Mr. Tipton who

1 facilitated all the interviews with our staff, worked and
2 organized and assisted us in completing this process.
3 Today, we are prepared to take action on the department's
4 fiscal year, 2023 budget report. And certainly Mr.
5 Nazarko

6 MS. WHITE: Nazarko.

7 CHAIRPERSON HOLLEY: Say it again?

8 MS. WHITE: Nazarko.

9 CHAIRPERSON HOLLEY: I saw him earlier and I told him
10 I was going to apologize up front before. Today, I'm
11 having problems with the name Brown, so he knows, no
12 problem with his name. But anyway, I want him to know how
13 much I appreciate him and am looking forward to his
14 report. He's already answered many of our inquiries that
15 were submitted last week about the budget. He will answer
16 any additional questions that you may have today in
17 preparation for the Board's action. Remember, the action
18 is today. Interim Chief Investigator Akbar will present
19 OIC's monthly report today and share updates on patterns
20 and trends of OIC complaints and investigations. We look
21 forward to hearing the status update on some of the key
22 initiatives and projects that Chief Akbar, OIC, are
23 working on to enhance the complaint process to serve the
24 residents and the visitors of the City of Detroit.

1 CHAIRPERSON HOLLEY: Today, Interim Board Secretary
2 White will provide a presentation on the department's
3 search and or manual directive. The policy committee
4 chaired by Commissioner Linda Bernard, committee members
5 Annie Holt, Lisa Carter and Willie Burton will provide
6 recommendations to the Board's action regarding the
7 policy. We previously received a policy 30 days ago and
8 provided all commissioners and the public and the
9 directors to review and share any questions or
10 recommendations that you may have. As an update, you
11 received a copy of the BOPC community assignments. We
12 proposed the meeting schedule to each and every one of
13 you. We'll be there next week for you. The guidelines and
14 the criteria are included in the handout. The meeting
15 notice, and the agenda will be shared with the public and
16 making sure that we're all opening with all the open
17 meeting acts that we are bound by.

18 CHAIRPERSON HOLLEY: And so if you have any questions
19 in regard to this, please see Ms. White. We also look
20 forward to receiving the department's report today on
21 violent crime updates and critical incidents and
22 graduation ceremonies that are taking place, Chief,
23 tomorrow. We also receive the invitation to attend the
24 debriefing regarding these recent OIS incidents. We plan
25 to attend as well, Chief. Lastly, I conclude that's in

1 your package, last week of the internal operations,
2 reminding of the BOPC commitment statement. I'm asking
3 the Board to vote. If you don't mind, just take a look at
4 it, vote to include the commitment standards as part of
5 our standard rules. Thank you for your professionalism,
6 your cooperation, and your patience with my language and
7 my speech today. I apologize to all of you. It's just
8 been one of those days. If you ever had a stroke, you
9 know times can be difficult when you work with it, but
10 nevertheless, I'm not making any complaint. I'm just
11 basically explaining that's all. But I want to thank you
12 so much for your patience with me in regard to that. At
13 this time, I'd like to have Ms. White for, I could
14 please? I'd like to have this the Board of Police
15 Commissioner's statement of commitment. Is that it?

16 MS. WHITE: Yes. If you prefer to move to that first,
17 and then you also have the budget resolution.

18 CHAIRPERSON HOLLEY: Yes, I'd like to, because I
19 thought Commissioner Bell works so hard under his
20 administration, and I want to give him the opportunity to
21 read this into the record and thank him for his work and
22 his tireless effort in terms of putting this together. So
23 I would like to give you the privilege of reading it into
24 the record.

1 COMMISSIONER BELL: Thank you, Mr. Chair. Excuse me,
2 statement or commitment to Detroit Board of Police
3 Commissioners. I, Commissioner Bell, understand as a
4 member of the City of Detroit Board of Police Commission,
5 I have a legal and ethical responsibility to ensure that
6 the organization does the best work possible in pursuit
7 of his goals. I believe in the purpose and the mission of
8 the Board, and I will act responsible and prudent as a
9 steward, as part of my responsibility. As a Board member,
10 I will treat the staff with respect and dignity, treat
11 other Board members with respect and dignity inherent to
12 the Board's bylaws, contribute to the effective operation
13 of the Board and work with fellow Board members and staff
14 to ensure the Board functions well. This is included, but
15 not necessarily limited, focused on the good of the
16 organization, independently of personal agenda, self-
17 interest, or the influence of others and supporting Board
18 decisions once they are made, attend and participate in
19 weekly Board meetings, conference call a special event as
20 needed. Prepare for meetings by reading advanced material
21 or completing other pre-work, attend all in person,
22 virtual board meetings, and assume other tasks and duty
23 as needed by the organization. I agree to be held
24 accountable by the BOPC Board for meetings to these
25 responsibilities. By signing this form, I acknowledge

1 these obligations noted above and sign above and agreed
2 to perform my duties in accordance with them. Requires a
3 signature, date and city.

4 CHAIRPERSON HOLLEY: Thank you so much, Commissioner
5 Bell. And again, it's just a matter of just reminding
6 each and every one of us, as I'm sure that we all are in
7 compliance, but we have to also look to the future, not
8 just what we do today, but for the future as well. And
9 perhaps somehow, some kind of way when we make the oath
10 of office, when we're sworn in, this may be part of that
11 for us in particular. And I want to thank all of you for
12 down through the years and certainly Commissioner Bell
13 that we are basically trying to be more professional,
14 want to be even better than we have been and trying to
15 make sure that people really want to be here; and people
16 standing in line to be a police commissioner because of
17 what we do here each and every day. But after that, I'm
18 asking for a support of this resolution.

19 COMMISSIONER MOORE: Mr. Chairman, just a quick
20 question. So are we suggesting that the bylaws are not
21 strong enough...?

22 CHAIRPERSON HOLLEY: As always, you're so impeccable,
23 in terms of your comments. I'm saying it is really not.
24 If it was then I would not have to have this commitment.
25 But I hear you loud and clear, but I do feel like it is

1 not as strong as it needs to be. But because we are here
2 on ground and voters basically are, you know, voting. So
3 I think that we will know more about what we need to do
4 as commissioners in terms of making this thing work on
5 behalf of the City of Detroit as oversight for the Police
6 Department.

7 COMMISSIONER MOORE: Thank you, sir.

8 COMMISSIONER BELL: Mr. Chairman, may I speak to
9 that?

10 CHAIRPERSON HOLLEY: Sure.

11 COMMISSIONER BELL: This is modeled after NACOLES,
12 the National Association of Civilian Oversight and Law
13 Enforcement on the national level. They, in courage, in
14 fact, you are required to sign this document among other
15 documents in terms of being on the national board. So
16 this is the model they use, and I just sort of adopted
17 this for our organization, notwithstanding as you well
18 know, we all have bylaw, but this is a strong statement
19 in reference to putting something in writing as far as
20 the commitment. So this is not just a local thing. This
21 is a national effort, and they try to encourage other
22 organizations to utilize this.

23 COMMISSIONER MOORE: Through the Chair. So if it's
24 violated in any way, what happens then?

1 CHAIRPERSON HOLLEY: As always, I always depend upon
2 you for your impeccable... I guess more than anything
3 from my standpoint under my watch is that I would
4 basically remind the person, if they violate this, that I
5 would basically ask for censor.

6 COMMISSIONER MOORE: Thank you, Mr. Chair.

7 CHAIRPERSON HOLLEY: I need a motion to this. I need
8 to put it in the record if you don't mind.

9 COMMISSIONER MOORE: So moved.

10 CHAIRPERSON HOLLEY: Is there a second?

11 COMMISSIONER FERGUSON: Second.

12 CHAIRPERSON HOLLEY: Any discussion about it? Any
13 other discussion that's already been taken? If not...

14 COMMISSIONER BURTON: Discussion.

15 CHAIRPERSON HOLLEY: Okay. Yes, sir. Go ahead.
16 Commissioner Burton.

17 COMMISSIONER BURTON: To our colleagues, you know,
18 I'd advise you not to sign a document that may infringe
19 on your civil rights, your civil liberties as far as
20 constitutional rights under the first amendment
21 especially. Many of you are elected as I am elected, and
22 some of you are appointed, but we have a due diligence to
23 our community to listen to our community concerns, but to
24 also represent our constituents. And so signing this
25 document you know, we don't have an attorney to this

1 Board. This document didn't have anything to do with your
2 oath of office or you running for office, or even for
3 those that are appointed to this office, but we do have a
4 due diligence to the constituents of the city, the
5 citizens of Detroit, and so I advise you, don't sign a
6 document where it may shut down your constitutional
7 rights far as free speech.

8 CHAIRPERSON HOLLEY: And thank you so much. Thank you
9 for your comment. Commissioner Banks?

10 COMMISSIONER BANKS: Is it mandatory that we sign
11 this document here? Is it mandatory?

12 CHAIRPERSON HOLLEY: I cannot make you sign it. If
13 you're not signing it, then I assume that you disagree
14 with it and that's all. I can't make you sign it. I'm not
15 going to sit here and insult your intelligence that I can
16 make you sign it nor can I basically put you off? All I
17 can do is bring the decorum, respect and dignity to this
18 Board. And if you step out of that, the only thing that I
19 have at my disposal, by the bylaws is to basically censor
20 you. But this time I'm just asking that we belong to
21 NACOLES, these organizations for a reason, and we pay
22 money to learn and to go and do what other people are
23 doing around the country that we feel is in our best
24 interest. But to answer your question, Commissioner, I
25 would not insult your intelligence by saying to you, I

1 can make you, no, I cannot. Any other questions, any
2 other discussions?

3 COMMISSIONER BERNARD: Mr. Chairman, I'd just like
4 to, our parliamentarian isn't here today, but the Board
5 and you have the right to censor our members under
6 Robert's Rules of Order. It's very clear, and all Board
7 members are accountable for their conduct. There's a big
8 section in Robert's Rules on conduct that can be
9 addressed at any time by the Board. And the process is
10 that once censored, once you want to do that, the person
11 has a right to speak in their own defense and then
12 there's a vote. In some instances, they also have the
13 right to counsel, but it's all in Robert's Rules.

14 CHAIRPERSON HOLLEY: It is. But Robert's not here,
15 Jim is here.

16 COMMISSIONER BERNARD: You know that anyway, because
17 you've been so many pastors of things, you know the
18 rules, right?

19 CHAIRPERSON HOLLEY: If there are no others, all in
20 favor, say aye.

21 COMMISSIONERS: Aye.

22 CHAIRPERSON HOLLEY: Opposed?

23 COMMISSIONER BURTON: Oppose.

24 COMMISSIONER BANKS: Aye

1 CHAIRPERSON HOLLEY: Very good. Okay. So according to
2 the record, the ayes have it. At this time, I'd like to
3 have Commissioner, I'm working you hard today. No,
4 Commissioner Moore, if you could just read the resolution
5 for me, if you would, please?

6 COMMISSIONER MOORE: Mr. Chairman, did you want to do
7 the budget resolution according to the charter or you
8 want me to skip?

9 CHAIRPERSON HOLLEY: According to my...

10 COMMISSIONER BERNARD: I thought we're going to the
11 Chief before we do any of that. Don't we do the Chief
12 first?

13 MS. WHITE: Mr. Chair, the agenda calls for the
14 Board's item of the DPD's fiscal year '23 budget and that
15 is under the Chairperson's report. And so that's where we
16 are at this time.

17 COMMISSIONER BERNARD: Thank you.

18 CHAIRPERSON HOLLEY: Okay. Well that's why we have a
19 secretary to help me with this. So what did you tell me
20 I'm supposed to do again now? Because I'm looking at it,
21 but it doesn't matter. What's next? The Chief's report.

22 MS. WHITE: It's your pleasure or the honorable
23 Board's pleasure. So you can move to the budget
24 resolution or you can move directly to the Chief's
25 Report.

1 CHAIRPERSON HOLLEY: What's on the agenda?

2 MS. WHITE: The budget resolution is on the agenda,
3 next.

4 CHAIRPERSON HOLLEY: Let's go with that.

5 CHAIRPERSON HOLLEY: Chief, I'm looking at him. He
6 wants to be with me for a while.

7 CHIEF WHITE: Oh, sure.

8 CHAIRPERSON HOLLEY: So let's go with the budget
9 report.

10 MS. WHITE: Through the Chair, the honorable Board
11 received the budget resolution in your packet, you should
12 have that in your packet. And you also received all of
13 the DPD's budget detail reports for the last few weeks.
14 And that is also included in your packet today, but the
15 resolution, the proposed resolution is in your packet.
16 And if a commissioner would like to read the resolution
17 into the record, or if you have any additional items for
18 Mr. Nazarko, the agent CFO, he is also present.

19 CHAIRPERSON HOLLEY: Absolutely. But for Board
20 members, as indicated, it was in your package, and I'm
21 sure that you had the opportunity to look at it. And if
22 you had any questions at all, you would let the office
23 know that you had some concerns but at this particular
24 time, I'd like to read it into the record and then have a
25 discussion at the right time.

1 MS. WHITE: I can read it into the record or Mr.
2 Vice-Chair.

3 CHAIRPERSON HOLLEY: That's not you, you don't have
4 it in your hand?

5 VICE-CHAIR FERGUSON: Yes, I have it in my hand.

6 CHAIRPERSON HOLLEY: You don't mind reading it?

7 VICE-CHAIR FERGUSON: No, I don't mind. Through the
8 Chair, BOPC Resolution approving DPD's fiscal 2022, 2023
9 proposed budget.

10 WHEREAS the City of Detroit is required to generate
11 a budget to forecast revenues and plan the orderly
12 implementation of a balanced budget in the interest of
13 the health and safety of the citizens of Detroit. And
14 that one of the critical important budgets in the city
15 government is for the police service and law enforcement.

16 WHEREAS and that the Detroit Police Department's
17 Agency, Fiscal Finance Office DPD's chief financial
18 officer, CFO, is required to develop a budget,
19 summarizing revenues and projected expenses for the
20 department and cooperation with the Chief of Police: and,

21 WHEREAS the Detroit Board of Police Commissioners is
22 required by the charter of the City of Detroit, section
23 7-803 to review and authorize the transmittal of the
24 Detroit Police Department by budget to the Mayor who in
25 turn received recommendations of the Office of the Chief

1 Financial Officer, budget department and finance, and
2 that the Mayor will then submit his recommendations to
3 the City of Detroit, sorry, recommendations to the
4 Detroit City Council for approval and subsequently to the
5 financial review commission.

6 NOW THEREFORE BE IT RESOLVED that the Detroit Board
7 of Police Commissioners, having reviewed the proposed
8 budget for the DPD CFO authorizes the transmittal of the
9 fiscal year, 2023 budget and amount of \$72,812,626 in
10 total revenue and \$395,235,898 in total expenditures to
11 the mayor of the city of Detroit.

12 CHAIRPERSON HOLLEY: It is your motion to adopt
13 this...

14 COMMISSIONER BELL: So moved.

15 COMMISSIONER HERNANDEZ: Support.

16 COMMISSIONER MOORE: Support.

17 CHAIRPERSON HOLLEY: Any discussions? Commissioner
18 Hernandez.

19 COMMISSIONER HERNANDEZ: Through the Chair, you're
20 missing the resolution.

21 VICE-CHAIR FERGUSON: I still have a piece.

22 CHAIRPERSON HOLLEY: I'm sorry.

23 COMMISSIONER BERNARD: Mr. Chairman,

24 CHAIRPERSON HOLLEY: Let him, he hasn't finished yet.
25 I'm sorry, Commissioner Linda.

1 COMMISSIONER BERNARD: Okay, you're right, I'm sorry.

2 VICE-CHAIR FERGUSON: Inconclusive of the new
3 initiatives recommended by the BOPC and department
4 revenues \$72,812,626, budget baseline, \$74,550,989,
5 expenditures, \$395,235,898, budget baseline,
6 \$378,763,960.

7 CHAIRPERSON HOLLEY: Thank you so much. Can I have
8 the motion?

9 COMMISSIONER BELL: So moved.

10 COMMISSIONER HERNANDEZ: Support.

11 COMMISSIONER MOORE: Support.

12 CHAIRPERSON HOLLEY: Commissioner Bernard.

13 COMMISSIONER BERNARD: I guess I could direct it
14 really to the Chief. Chief, you're looking at roughly a
15 \$400 million budget this year. Is that correct?

16 CHIEF WHITE: Through the Chair I'm going to have Nev
17 come up with the actual number that's...

18 COMMISSIONER BERNARD: Well, okay. What is it?

19 MR. NAZARKO: Yes. The total expenditures that
20 department requested for fiscal year 2023 is
21 \$395,000,008.

22 COMMISSIONER BERNARD: Roughly \$400 million. Yes. I
23 just wanted to advise the Board. I didn't have a chance
24 to review the entire budget, only about 45 pages of it,
25 but I'd like to call your attention to a few things. And

1 in the future, if you could do what I'm calling a cheat
2 sheet, which is what I wrote out regarding the budget, it
3 would be very helpful to all of us, for us to really
4 understand, because what we get is that big document
5 that's huge that nobody reads and I went through and just
6 made my own notes. For your information, Mr. Chairman,
7 the detective bureau, I did it by some of your bureau and
8 some of your activities. The detective bureau has roughly
9 \$20 million, major crimes \$17.2 million, investigations
10 \$14 million, the gaming unit \$5.9 million, NPO
11 neighborhood police officers \$1.9 million, downtown
12 services \$14.5 million and police emergency response.
13 This is the Twelfth Precinct, Mr. Chairman. I'm always
14 getting ready to say, your honor, I'm sorry. The Twelfth
15 Precinct. The lowest precinct in terms of funding is the
16 Third Precinct at 12.4 million. I went through the whole
17 thing, but the highest precinct is the Eighth Precinct at
18 \$18.4 million. The two precincts that we spend the most
19 money on are the Eighth precinct \$18.4 and the Ninth
20 Precinct \$18.6. So the range for the money that we spend
21 in precincts runs from like \$11.5 to like \$19 million.

22 CHAIRPERSON HOLLEY: Help me with this. So what is
23 your point?

24 COMMISSIONER BERNARD: My point is for us to
25 understand what we're spending on what, out of \$400

1 million. It's really important. And so in the future, if
2 we had a sheet or two, rather than 300 pages, I've only
3 done, like I said, about 50 pages of it but I think
4 people want to know what we're spending and Mr. Chair,
5 like the detention center, costs us \$16.1 million. For
6 example, I'll just use the biggest ones.

7 CHAIRPERSON HOLLEY: I guess I'm asking, Commissioner
8 and I'm really appreciative as always for all your
9 diligence and reading and it looks like you read quite a
10 bit but it's okay.

11 COMMISSIONER BERNARD: It's hard to find though. You
12 have to really...

13 CHAIRPERSON HOLLEY: But I'm asking though...

14 COMMISSIONER BERNARD: I spent hours doing this.

15 CHAIRPERSON HOLLEY: But I'm saying, are you
16 suggesting that the Chief, and his office don't know what
17 they need to run the department?

18 COMMISSIONER BERNARD: No. We're authorizing them to
19 spend, this is the budget.

20 CHAIRPERSON HOLLEY: I'm just saying that, but if you
21 look at it, I'm asking you, what is your concern? And the
22 Chief is here and Mr. Nazarko is here. So what is your
23 concern about the spending? I hear the numbers but even
24 if I hear the numbers, I don't know what the detectives
25 need, I don't know what the sections need. I don't know

1 what traffic needs. That's their job. Our staff went over
2 this diligently with me. And we brought Mr. Nazarko in
3 and went through this, but again, I really recognize your
4 talent and I appreciate your comment. I just want to know
5 what you want, the chief and the CFO, what questions do
6 you have for them? That's what we are asking.

7 COMMISSIONER BERNARD: Really, I understand the
8 classifications and the categories, but one, I don't
9 understand the discrepancy between precincts between the
10 Eighth and the Ninth.

11 CHAIRPERSON HOLLEY: That's a good question. Chief,
12 what would be the strategy?

13 COMMISSIONER BERNARD: I mean, it is millions of
14 dollars, almost 10 million.

15 CHIEF WHITE: Through the Chair. So there was a
16 summary provided, I'll make sure you get another copy. We
17 provided the comprehensive budget, but then we provided a
18 summary which breaks out the individual asked and how
19 we're spending the money. As you will note that the
20 lion's share of our budget consists of salaries and
21 benefits and the reason why there's such a difference
22 between the, the Eighth and Ninth Precincts, you also
23 note that the Eighth and Ninth Precincts are the two
24 busiest precincts and they drive our crime. And so as a
25 result, they have the most resources dedicated to them

1 because of that reason. And so subsequent salaries and
2 benefits are attached to that. But in addition what we've
3 asked the command team to do is to problem solve the
4 crime in Eight and Nine. Obviously we're not going to
5 eliminate it, but what's driving your crime and as a
6 result of them coming back with what's driving their
7 crime, we've made resource allocations to drive down
8 their crime. And therefore you're going to see a greater
9 portion of the budget being dedicated to those two
10 precincts, as opposed to a third precinct, which is a
11 smaller precinct in our footprint.

12 COMMISSIONER BERNARD: The only other question I had
13 is communication, the whole technology piece that we're
14 doing in terms of the Police Department, what's the total
15 budget for all of this. I mean, for you know, facial
16 recognition, the almost a hundred people that we've got
17 upstairs that are doing the green light stuff and
18 everything. I haven't gotten to that yet. I mean, I was
19 just...

20 CHIEF WHITE: It's in there ma'am.

21 COMMISSIONER BERNARD: Page by page.

22 CHIEF WHITE: But it's very complex because we're at
23 different stages of each contract for technology. So
24 there's not an "ask" in this fiscal year for some of the
25 technology. The staffing report is under criminal

1 investigations and so those personnel resources are
2 coming from criminal investigations. So that's why when
3 you talk about the detectives, which you're looking at
4 and the detectives are analysts that are filling some of
5 those roles as well. And then there are grant funded
6 positions that we pay a portion of that are 50/50 paid
7 that are only pulling 50% of salaries and benefits out of
8 the budget.

9 COMMISSIONER BERNARD: I know that, but it would be
10 nice to know how much we're spending all together on
11 technology in terms of arrests and investigations and it
12 is in several different areas. And the only other comment
13 I had Mr. Chairman was, I wanted to congratulate the
14 Chief on getting \$1.3 million in VOCA funds, which are
15 victims of crime act funds. For those of you who don't
16 know, the VOCA, victims of crime act funds are federal
17 funds. I've been to their offices in Washington. Whenever
18 you pay a fine or a penalty like a corporation, like a
19 hundred million dollars, but for putting narcotics on the
20 street, you know how they do. All these big fines, these
21 big federal cases, those fines that those companies pay
22 go into the VOCA fund and the Board of Police
23 Commissioners can apply for those funds for initiatives
24 that we have, anybody can. I've gotten money from them
25 before for legal services, but I want to congratulate you

1 on that, but they get about \$400 million a year,
2 sometimes up to almost a billion, depending on how many
3 fines they collect from Facebook and everybody else. But
4 I want to congratulate you on that number. That's a great
5 number.

6 CHIEF WHITE: Thank you.

7 COMMISSIONER MOORE: I call for a question, sir.

8 COMMISSIONER HOLT: I have one other question,
9 through the Chair.

10 CHAIRPERSON HOLLEY: Where is it coming? Oh, I'm
11 sorry.

12 COMMISSIONER HOLT: Yes, thank you, Chair Holley.
13 Okay. I too had an opportunity to go over the budget and
14 my concern, well, my curiosity focused on the amount of
15 overtime that's being clocked by officers. In one
16 example, \$3,188,283. Another example, \$1, 647,206. Chief
17 White, are those hours clocked because we are still
18 deficit in terms of bodies in the law enforcement?

19 CHIEF WHITE: Sorry I was going to respond the way
20 you responded. Yes, that's part of it. That's not all of
21 it. So a lot of those overtime dollars are open positions
22 that weren't filled in the last fiscal year. But some of
23 that overtime is real overtime that you have to budget
24 for, because you've got a homicide unit that responds, an
25 officer on recall, right? So we can't predict, you know,

1 and then we're going to need them. So we have to allow
2 for some dollars in overtime. And then we also have to
3 capture overtime for special events and we're able to
4 recover some of those dollars, but not to a hundred
5 percent.

6 COMMISSIONER HOLT: Thank you.

7 COMMISSIONER BERNARD: But the Mayor authorized
8 overtime for your department.

9 CHIEF WHITE: He did. He gave us, when I started, he
10 gave me 4,000 hours of overtime for patrol

11 COMMISSIONER BERNARD: 4,000 per patrol.

12 CHIEF WHITE: For patrol so that when we did some of
13 the exercises that we did as part of the five point
14 strategy, we wouldn't deplete the precincts. So we use
15 that to make sure that the calls for service were being
16 handled and he gave me an additional 2,000 hours for drag
17 racing.

18 CHAIRPERSON HOLLEY: Commissioner Burton.

19 COMMISSIONER BURTON: Thank you. I have a few
20 questions pertaining to the budget. When it comes to this
21 budget, I think last time you were here, I believe you
22 said half a million dollars is going into ShotSpotter
23 from this budget. Was that correct?

24 MR. NAZARKO: To be honest, \$75,000 is.

1 COMMISSIONER BURTON: Okay. In addition to that, when
2 it comes to government surveillance, what other
3 surveillance was coming out of this particular budget, as
4 far as facial recognition, stingray and you know and
5 other surveillance tools that the department is using?

6 MR. NAZARKO: Through the Chair this budget does not
7 have any money allocated to those functions. However, I
8 believe that response was included in the detailed
9 responses that I sent to your questions last week.

10 COMMISSIONER BURTON: But the dollars you mentioned
11 about ShotSpotter

12 MR. NAZARKO: Shotspotter is there, mingled with
13 other technology purchases, that's a technology issue,
14 but the ShotSpotter is the only one that is included in
15 that budget.

16 COMMISSIONER BURTON: And this is additional with the
17 \$1.5 million?

18 MR. NAZARKO: Through the Chair. Again...

19 COMMISSIONER BURTON: This is additional?

20 MR. NAZARKO: \$1.5 is the three year contract for the
21 ShotSpotter, approximately a four year contract,
22 actually, approximately \$400,000 a year comes out of that
23 budget. And that's the only technology or purchase that
24 is in that budget, regarding that.

25 MS. WHITE: Mr. Chair.

1 CHAIRPERSON HOLLEY: Yes.

2 MS. WHITE: Excuse me for interrupting. The
3 electrical power is scheduled to shut down at 4:00 PM for
4 approximately 10 minutes. So I just wanted to alert the
5 honorable Board of that. The time now is 3:49 PM.

6 CHAIRPERSON HOLLEY: All right.

7 COMMISSIONER BURTON: And where is the cost analysis?
8 The overall cost analysis?

9 MR. NAZARKO: The budget document does not get into
10 the cost analysis, it rather gets into the needs of the
11 department for functions as the Chief indicated the
12 personnel, the supplies and the operations we do not do a
13 cost analysis to that effect. Now, if you're asking about
14 the cost analysis of the ShotSpotter, the benefit versus
15 the spending, that's a separate special project that that
16 we may run, you know, upon the request, but the budget
17 does not get into those details on any of those items
18 that you see.

19 CHAIRPERSON HOLLEY: Commissioner Banks.

20 COMMISSIONER BANKS: Yes. That \$395 million that's
21 for one year?

22 MR. NAZARKO: Yes, sir.

23 CHIEF WHITE: One fiscal year.

1 COMMISSIONER BANKS: Okay, one physical year. Now, if
2 all the money, that 395 million is not spent that year,
3 can it roll over to the next year?

4 MR. NAZARKO: Through the Chair? No, it does not. The
5 appropriation as we call the authorization to spend
6 expires, starts on July 1st of any given year and expires
7 at the end of June 30th of the following year and
8 whatever we have not spent, it's in the city's coffers,,
9 obviously, but it lapses, and we have to go to your
10 honorable Board and to the mayor's office and council to
11 be authorized to spend again, so they lapse.

12 CHAIRPERSON HOLLEY: Very good. Thank you so much. At
13 this time, the Chair will basically...

14 COMMISSIONER BERNARD: Mr. Chairman, one real quick
15 question? What's the \$1.4 million for legal in your
16 operation for a legal advisor?

17 MR. NAZARKO: Well, it's the office, the entire
18 office, it's not one person.

19 COMMISSIONER BERNARD: Do you have a legal advisor's
20 office in the Chief's Office.

21 CHIEF WHITE: I have a legal advisor, deputy chief
22 Grant Ha and his staff.

23 COMMISSIONER BERNARD: How many people are on your
24 staff at 1.4 million?

1 CHIEF WHITE: Under the 1.4? We also have our, I'm
2 not looking at it, I'm going from memory when we put it
3 together. That's also where our employees do the FOIA
4 requests and all SID as well. I don't have the exact
5 number, but it's a number of employees.

6 COMMISSIONER BERNARD: Okay.

7 CHAIRPERSON HOLLEY: The Chair would like to move on
8 because of this, and I'm really proud of you guys. I'm
9 really proud of you for making the inquiry. That's what
10 we are here for. And we'll make sure you understand that.
11 I'm very proud of you and the thing about it is, the
12 Chief is capable and the CFO is very capable of answering
13 your questions. So at this time, the C will call for the
14 question, all the favor, say, aye.

15 COMMISSIONERS: Aye.

16 CHAIRPERSON HOLLEY: Opposed?

17 COMMISSIONER BURTON: Mr. Chairman, I'm going to
18 oppose this at this time on behalf of the citizens of
19 Detroit. The fact that you have ShotSpotter technology
20 involved in this budget right here, where they use
21 microphone sensors to deploy those in our community, in
22 the black community that is subject to unlawful arrest.
23 I'm going to say I oppose it at this time. So, I will be
24 voting, no.

25

1 CHAIRPERSON HOLLEY: It's been noted that your vote
2 is no, and I thank you for your comment. Chief, I need to
3 get you in here before the time for the lights go off and
4 I want to make sure that you have an opportunity to make
5 you requirements. How much more time do we have?

6 MS. WHITE: Just a few more minutes, but Chief
7 White...

8 CHAIRPERSON HOLLEY: 4:10, right?

9 MS. WHITE: It's 3:53 now, sir.

10 CHAIRPERSON HOLLEY: 4:10 is when the light goes off?

11 MS. WHITE: 4:00 PM.

12 CHAIRPERSON HOLLEY: 4:00 PM.

13 MS. WHITE: Yes, sir.

14 CHIEF WHITE: Or 10 minutes.

15 COMMISSIONER HOLT: Through the Chair.

16 CHAIRPERSON HOLLEY: Let the chief, unless you
17 have...

18 COMMISSIONER HOLT: Well, I received a text from the
19 audience and apparently nothing of what we're saying is
20 being heard by the audience, nor are the cameras
21 reflecting what's going on.

22 MS. WHITE: Okay. I haven't received that
23 notification, so we will work on that so I will work on
24 that.

25 CHAIRPERSON HOLLEY: Chief, if you don't mind?

1 COMMISSIONER HOLT: So this whole discussion
2 apparently has not been heard by the audience outside of
3 here.

4 CHAIRPERSON HOLLEY: Thank you so much, Commissioner.
5 Chief, I need you to...

6 CHIEF WHITE: Yes, sir.

7 CHAIRPERSON HOLLEY: Take your time, but hurry.

8 CHIEF WHITE: Take your time and hurry. Yes, sir.

9 CHAIRPERSON HOLLEY: But take your time.

10 CHIEF WHITE: Again, good afternoon, honorable Board.
11 I'm going to go very rapidly through this but hit the key
12 points and we have two members out on COVID, I'm sorry,
13 correction. We have two members out recovering from
14 injuries. A sergeant from internal affairs and a police
15 officer from the tactical services section. We have 12
16 members currently isolated and quarantine due to COVID
17 and 7 that are currently positive. Our stats are as
18 follows. We are currently, as of today, have a 17%
19 reduction in homicides, a 13% reduction in sexual
20 assaults, a 19% reduction in aggravated assaults, a 22%
21 reduction in non-fatal shootings and a 15% reduction in
22 robberies. And we're even at carjacking. So we're proud
23 of that work. We're not boastful or bragging about that
24 work. Obviously one homicide, one shooting, one loss of a
25 child is one too many.

1 CHIEF WHITE: But certainly this benchmarking tells
2 us that our programs are working. We're going to continue
3 to move forward with them. Just to bring the Board up to
4 speed on a couple of incidents. Obviously the most
5 significant was the officer involved shooting. For many
6 reasons and to protect the integrity of the process, I
7 can't get into explicit detail because it's still an
8 active investigation and it's not our investigation. It's
9 an independent investigation but tomorrow we will be
10 doing the 72 hours debrief to look at the actions of the
11 officer to, at least look at the facts and circumstances
12 that led the officer to that forced incident and all of
13 the information that led the officer to that run. We've
14 invited the Board for the first portion and then we'll be
15 getting into the objectively reasonable portion of the
16 presentation after that. Tomorrow we have a graduation
17 for 22 students. I'll get the location, I apologize, I
18 did not bring it.

19 CHAIRPERSON HOLLEY: Greater Grace.

20 CHIEF WHITE: Greater Grace. We're happy to have
21 those officers joining. We had another serious incident,
22 an update on our triple fatal shooting involving the five
23 year old. After receiving tips from our community in
24 conducting an investigation, homicide was able to detain
25 a 16 year old individual. The Wayne County Prosecutor's

1 Office has charged this individual with a 16 count
2 felony, which includes multiple charges for homicide,
3 robbery and felony firearm. The juvenile was arraigned
4 and in the custody of the Wayne County Juvenile Detention
5 facility. Just great, great work by all the officers
6 involved, an extremely tragic situation. You know, you
7 had some veteran detectives and investigators on that
8 scene supervisors that were just devastated by this and
9 they worked tirelessly to bring this person to justice,
10 but, you know, it's just still a very tragic situation
11 for all involved. A few positives. On February 20 8:00 AM

12 CHAIRPERSON HOLLEY: What happened to them? There
13 were 2 of them, one was 16, and one was 17. What happened
14 to the 17?

15 CHIEF WHITE: So the other one, the investigation
16 continues, so we'll leave that there but it's continuing.
17 On February 28th, this is a positive story. The Harbor
18 Master recovered a citizen from the ice. He suffered from
19 a mental health crisis episode. He was on a large flat of
20 ice and we believe he was attempting suicide. And I don't
21 know if you had a chance to see the story, but it's just
22 great work by our officers. And you know, they just do it
23 all. And so it was pretty incredible to see. I was
24 sitting there watching it all, and how they cut through
25 the ice and recovered that person. And he's here today as

1 a result of their work and for all their efforts they get
2 to do it all over again today and tomorrow.

3 CHIEF WHITE: We also hosted a child safe program
4 pledge gun lock giveaway at the Seventh Precinct. And
5 those stories are great stories and they feel good. And
6 certainly if you help one person, they're all worth it,
7 but the reality is if you own a gun, you need to secure
8 it. And if you own a gun, you need to check to see if you
9 have the ability to have a gun in your home, so your
10 children don't get hurt. I don't know if the Board
11 noticed, recently the prosecutor charged a senior who was
12 babysitting and her grandson got a hold of the gun and
13 shot himself in the shoulder and she's in custody and
14 looking at a \$10,000 bond, and this is a 70 year old
15 senior, so a very tragic situation, but again, you know,
16 gun ownership and gun safety are very, very important.

17 CHIEF WHITE: The other incident I'll bring to the
18 Board's attention is yesterday on Schaefer and Joy Road,
19 the commercial auto theft unit did an amazing, amazing
20 job of bringing down a chop shop that was very unique.
21 What they were doing is they were getting paid and I'm
22 not going to compromise the investigation DC. I get in
23 trouble from them sometimes when I talk too much, but
24 they were crushing cars for payment. And so you might
25 ask, well, why would that happen? Well for a number of

1 reasons, because if you want your car never to appear
2 again and get paid from your insurance company, and you
3 were able to pay somebody to crush it and it's never
4 seen, and the metal was sold you can commit fraud. So we
5 feel that we know he's good for 12 cars that were found
6 there, but in talking to Lieutenant Stewart today, he's
7 talking in numbers of 50 or more cars.

8 CHIEF WHITE: And the unique thing with this person
9 is, he had his own crusher at his lot. And so he could be
10 good for hundreds of cars. They've got boxes of paperwork
11 that suggests that he may be good for hundreds of cars,
12 but the investigation continues. And those types of
13 arrests make a tremendous impact on our community. It
14 brings our auto theft numbers down. It makes insurance
15 reasonable. So they have a rippling impact in a positive
16 way. And again, just great work from our officers. So
17 with that I will take any questions that the Board has.

18 CHAIRPERSON HOLLEY: Any questions? I'm not even
19 calling you, you've been talking, let me get around to
20 someone else. Commissioner Bernard.

21 COMMISSIONER BERNARD: I just want to congratulate
22 the Chief on being one of the 15 men of excellence
23 selected by the Chronicle magazine, all the pictures of
24 all the handsome men in Detroit and you were in there. So

1 it's the first time the Chief has been in there. I just
2 wanted to congratulate you for that. Thank

3 CHIEF WHITE: Thank you very much.

4 COMMISSIONER BERNARD: You hadn't put it in your
5 report, but it's nice to be picked as a man of
6 excellence.

7 CHIEF WHITE: Thank you.

8 CHAIRPERSON HOLLEY: Chief, I know there's a couple
9 of people walking in and out, and I know they're talking,
10 they need you, so I want to let you go if that's what I'm
11 recognizing.

12 CHIEF WHITE: I do have a 4 o'clock with the mayor.
13 So if there are any questions.

14 CHAIRPERSON HOLLEY: And thank you so much. The Chair
15 will continue the meeting if you will, please. And what
16 I'd like to do is, there are some things that we need to
17 get clear up before we go anywhere else.

18 MS. WHITE: Yes, sir. Through the Chair, DPD audio
19 team, media services and BOPC staff are in the zoom room
20 so they can hear and see the meeting just fine. I just
21 wanted to make that clear for the record. Thank you.

22 CHAIRPERSON HOLLEY: OK, very good. And again, thank
23 you for your patience in regard to this. Any questions to
24 the Chief's Office? Hearing none, then we will.

25 COMMISSIONER BURTON: I have a question for...

1 CHAIRPERSON HOLLEY: Okay. Commission Burton.

2 COMMISSIONER BURTON: I have a couple questions and
3 I'll be as concise as possible. Did DPD hear from DTE
4 today in reference to having the power shut down earlier
5 today versus during the Board of Police Commissioners
6 meeting?

7 DEPUTY CHIEF?[58:40]: The Information that I got, I
8 just actually just got it, probably when everybody on the
9 board got it that the power is going down, so I don't
10 have any information that we have.

11 COMMISSIONER BURTON: You all could have done this
12 earlier today, according to DTE instead of 4 o'clock
13 during a Board meeting.

14 DEPUTY CHIEF?[59:12]: Through the Chair, I'll look
15 into that and report back to the Board.

16 COMMISSIONER BURTON: In addition Chairperson Holley,
17 for weeks I've been raising a question on behalf of the
18 residents of Detroit. When it comes to ShotSpotters
19 alerts dispatch, how many, how many alerts have you
20 received? How many times officers were deployed far as
21 dispatch because of a sound and also total arrest that
22 were made year-to-date for ShotSpotter. I still have not
23 gotten that information on behalf of Detroiters.

24 And so I'd like it if you guys could provide that as
25 soon as possible to the board. And also we want to see

1 how many total arrests, I mean, basically you show
2 incidents, shots fired and guns recovered, but you have
3 not shown in the report, how many alerts, how many false
4 alerts, how many dispatched and how many total arrests.
5 And that's what Detroiters would like to see in this.

6 DEPUTY CHIEF?[01:00:33]: Through the Chair, my
7 understanding is that the Chief's office is in the
8 process of answering those questions and I think two or
9 three more. So that should be submitted to the board
10 shortly.

11 CHAIRPERSON HOLLEY: Thank you so much. Thank you,
12 deputy chief. At this time Mr. Nazarko, I really need you
13 now, because I think you have an appointment at 5 o'clock
14 and you have another engagement. So I want to give you a
15 lot of time with you on this in case the commissioners
16 have questions. Can you make the report now?

17 MS. WHITE: Mr. Chair, also, just before Mr. Nazarko
18 begins, honorable board, you did receive the
19 presentation, all the budget reports, the fiscal year
20 budget versus actual report and the grants report. So
21 that is in your packets for today. Thank you.

22 CHAIRPERSON HOLLEY: Thank you.

23 MR. NAZARKO: Mr. Chair, good afternoon and good
24 afternoon, honorable Board. I appreciate the opportunity
25 to be before you and report on the budget special report

1 and other reports for the month ending and quarter ending
2 December 31st, 2021. The presentation without showing on
3 the screen as we used to fore COVID is slightly
4 difficult, but I assume that all of you have my
5 PowerPoint presentation slides in front of you. So I can
6 go over and for the public, I'll read the numbers of the
7 reports as well. What I have submitted to the honorable
8 Board for the quarter ending December 31st. 2021 are the
9 budget to actual revenues and expenses, grants activity
10 reports on the new grants for the October to December
11 period, forfeiture activity for the quarter ending
12 December 2021. The capital expenditure report coming from
13 the general services department.

14 MR. NAZARKO: And I'll go briefly over the points on
15 that and then the vehicle purchase report. On the page
16 that is titled overview of the fiscal year 2022, quarter
17 to budget variance. It shows that for the quarter ending
18 December 31st, 2021, and I'll refer to that as the second
19 quarter. We had budgeted to receive \$25.5 million,
20 approximate number. The exact number is \$25,476,375, but
21 from this point on, I'll prefer to round out the numbers
22 and then we received \$24.9 million, almost exactly the
23 budget amount, half a million dollar shortage, however,
24 the difference we believe is the timing that we receive
25 those revenues. We expect that by the end of the year to

1 make up for that difference. The total expenditures
2 department, and this is general funds only, not grants,
3 not 911 funds, not capital projects. The total
4 expenditures that we were budgeted to spend from the 6
5 months ending December 31st, we were budgeted to spend
6 \$164 million rounded and we spent \$167.4 million.

7 MR. NAZARKO: So we spent \$3.4 million for the six
8 months more than what budgeted. Again, some of these
9 items are items that are spent at the beginning of the
10 fiscal year versus the latter part. And there is another
11 item here, another factor that the overtime for the
12 department has been more than the budgeted amount. The
13 following slide is titled overview of fiscal year 2022,
14 second quarter versus annual budget. So the total
15 revenues, as I mentioned in the previous slide, were
16 \$24.9 million. For the entire year, we're supposed to
17 receive \$55.3 million. So we basically received 45% for
18 the first six months, what we expected to receive for the
19 entire year. And again, based on our projections we are
20 going to meet that budget we expect to receive by the end
21 of June slightly over \$55.3 million. On the expenditure
22 side, we spent \$167.3 million and the entire budget is
23 \$326.2 million.

24 MR. NAZARKO: Again, only general fund. The spending
25 for the first 6 months was slightly over to 50% where we

1 normally should have been. The spending is 51.3%. And the
2 reasons that I mentioned earlier. The following slide
3 shows the fiscal year 2022, analyzing revenue and
4 expenditure projections. The annual budget for the
5 revenues show that we expect to receive \$55.3 million.
6 Our projection is that we're going to almost \$58 million.
7 So we expect to receive \$2.5 million in revenues, across
8 all items more than what we have budgeted, which is good
9 news. On the expenditure side, the total budget allocated
10 to the general fund for DPD expenditures is \$327 million.
11 We are expecting to end the fiscal year at \$326.7
12 million, close to \$400,000 on a good side. So, if I go
13 back to the earlier question that I was asked as to what
14 happens, if we do not spend that. Yes, we do not lose,
15 but that appropriation lapse is...however, the good news is
16 that, based on our projections at the end of June, we are
17 going to have only \$400,000 not spent.

18 MR. NAZARKO: Now, this figure is not exact science,
19 as things changed, but this is our projection at this
20 point in time. The following slide shows the forfeiture
21 activity for the second quarter of 2022, budget. We
22 brought in on the local forfeiture front, we got in
23 \$983,000, and we spent \$487,000. The expenditure side,
24 I'm sorry, on the federal forfeiture, we brought in only
25 \$15,900, and we did not spend any money on the federal

1 forfeitures. The following slide shows the quarter 2
2 vehicle purchase report and the numbers are a little
3 small, so I'm going to utilize my glasses. We have
4 ordered a total of 171 vehicles during the second quarter
5 of the year. The total amount is \$8.6 million. And the
6 delivery of these vehicles, we expect to receive delivery
7 by the summer of 2022.

8 MR. NAZARKO: The following slide shows the capital
9 improvements that were made during the quarter ending
10 December 21st, 2021. And I have outlined by precinct or
11 by place, how much we spent, what fund it was and what we
12 do. So that is a comprehensive slide that I don't think I
13 can go into more detail than that, but it shows the
14 allocated amount for those places. For example, just an
15 example, the Seventh Precinct, we spent \$144,000. It was
16 CARES Act money, and that was used to improve the HVAC
17 system in order to support the COVID-19 return to work
18 efforts. And you can go down the list for the rest of the
19 expenditures

20 MR. NAZARKO: And grant report, I did attach that as
21 a separate attachment. You should have it in your packet.
22 There was not a lot of activity, but as one of the
23 honorable commissioners mentioned earlier, the VOCA grant
24 was a part of that and some other smaller grants. So that
25 concludes, Mr. Chair, my reports, abbreviated reports for

1 the same quarter. 2022. For the record, a detailed budget
2 actually report, based on the line items, was submitted
3 as an attachment to this PowerPoint presentation.

4 CHAIRPERSON HOLLEY: Thank you so much. Commissioner
5 Moore.

6 COMMISSIONER MOORE: Thank you, Mr. Chairman. Good
7 afternoon, sir.

8 MR. NAZARKO: Good afternoon.

9 COMMISSIONER MOORE: I'm looking at page 11, where it
10 has different positions, civilian uniform, total
11 positions, and salary benefits. Are you familiar with the
12 page I'm looking at, sir?

13 MR. NAZARKO: I don't have it in my possession, sir.

14 COMMISSIONER MOORE: Let's try, we'll go forward and
15 see. You have added police captains, you've added second
16 deputy chiefs, you've added deputy chiefs, but you've
17 deleted police investigators. What would be the
18 rationale? It seems like the department will be more top
19 heavy as opposed to, you know, filling the investigator
20 positions where more warrants would go to Wayne County
21 Prosecutor and things of that nature.

22 MR. NAZARKO: Sir, that report that you are referring
23 to is not part of my quarterly reports. It is part of the
24 budget report for the following year. So the quarterly
25 reports I just went over, that's not part of that.

1 However, I'd like to add that that's kind of an
2 operational question because the request comes from the
3 Chief's Office to us to do a budget amendment to allocate
4 those positions. So, that question, I believe that the
5 Chief's Office is in a better position to answer that.

6 COMMISSIONER MOORE: Okay. One additional question. A
7 budget is a breathing and living document, what will be
8 the process to change the budget once it is started on
9 July 1st?

10 MR. NAZARKO: Oh, absolutely and that's a great
11 question. Thank you for asking that. We go through a
12 process. Once the budget is approved, as this honorable
13 body did tonight, it goes to the mayor's office, then to
14 the city council. They approve it, the financial review
15 commission approves it as well since we are still under
16 their jurisdiction, then July 1st we start, let's say
17 that we're going to approve all our requests for \$395
18 million.

19 MR. NAZARKO: There are two types of amendments that
20 we go through during the year, from July 1st to the end
21 of June. And the first amendment is to allocate items
22 from, within that \$395 million, from one appropriation to
23 another, or from one cost center to another. And that
24 again, the Chief's Office sees that it is fit to

1 reallocate resources from one unit to another. And we do
2 prepare and the Chief approves a budget amendment.

3 MR. NAZARKO: Then, if, which luckily, I don't think
4 that we have seen it in the last couple of years, but if
5 we need additional funds over and above the \$395 million,
6 again, assuming that's what we going to get approved,
7 then we have to at the Chief's Office request, we prepare
8 the amendment, then we send it to the Mayor's Office and
9 City Council, City Council can say yes or no to that
10 because that's an increase in the total amount asked. And
11 at that time again, if it exceeds that appropriation the
12 City Council has it in its powers to approve it or deny
13 it.

14 COMMISSIONER MOORE: So would the Board know about
15 that or would that be a separate conversation?

16 MR. NAZARKO: Budget amendments, that's a good
17 question. Since I said we usually don't bring to the
18 board the amendments that are within that limit that you
19 approve today because again, you authorized us to spend,
20 to request the other \$395 million. So if we allocate from
21 the Second Precinct to the detectives bureau, for
22 example, we don't come to the Board for that amendment
23 for that

24 CHAIRPERSON HOLLEY: City Council takes over, city
25 council is responsible for that.

1 COMMISSIONER MOORE: So, we are approving according
2 to what you've told us.

3 MR. NAZARKO: Yes.

4 COMMISSIONER MOORE: Oh, that's what I was asking. If
5 there is a change, you know, would you let us know?

6 MR. NAZARKO: You're correct. Through the Chair? The
7 point is that you don't approve a line item budget. You
8 approve it for less, but if we should go to the city
9 council, if the need arises as such, that we need to go
10 there for additional funds, then this honorable body
11 should know that budget amendment that we are asking.

12 COMMISSIONER MOORE: Correct. Thank you.

13 CHAIRPERSON HOLLEY: That's a good question.
14 Commissioner Ferguson.

15 COMMISSIONER FERGUSON: Through the Chair. Just one
16 quick question. The go bonds and the UT go bonds. Do we
17 have to pay those back?

18 MR. NAZARKO: The city does, yes.

19 COMMISSIONER FERGUSON: So that's budgeted in too,
20 right?

21 MR. NAZARKO: That's a different department that
22 handles the payback of those bonds. We here show what we
23 spend, and those bonds do not cover only the police
24 department. They are throughout the city demolitions, you

1 name it. But we do have to pay them back, yes. It's not
2 in this budget.

3 COMMISSIONER FERGUSON: So that means the go bonds,
4 the FEMA, and the CARES, they have to be paid back

5 MR. NAZARKO: Go bonds, yes. The FEMA and the CARES,
6 no. Those are grants that don't have to be paid back.

7 CHAIRPERSON HOLLEY: Yes, Deputy Chief?

8 DEPUTY CHIEF? Just as a point of clarification for
9 the reason that you see the reductions in the
10 investigator rank, we changed that title to detective. So
11 we are no longer promoted to an investigator. It was just
12 a title change.

13 COMMISSIONER MOORE: Got you. Thank you, DC.

14 CHAIRPERSON HOLLEY: Okay. Very good. Hearing nothing
15 else...

16 COMMISSIONER BURTON: Through the Chair.

17 CHAIRPERSON HOLLEY: Yes, Commissioner Burton.

18 COMMISSIONER BURTON: The question, is anything in
19 this particular budget right here that we are looking at
20 as far as grants, any of this is going towards military
21 purchase of equipment or surveillance?

22 MR. NAZARKO: No, not in the budget, with one hundred
23 percent certainty, no.

24 CHAIRPERSON HOLLEY: As far as grant dollars?

1 MR. NAZARKO: Not military purchase of equipment. The
2 grant dollars to my knowledge in that budget are not used
3 to purchase any military equipment.

4 COMMISSIONER BURTON: Nothing for surveillance?

5 MR. NAZARKO: Nothing for surveillance that I know of
6 aside from the ShotSpotter, which I don't think qualifies
7 as surveillance.

8 CHAIRPERSON HOLLEY: Thank you so much. Any other
9 questions? Hearing no other questions. I have you off a
10 little early, so you can get to the next meeting. Thank
11 you very much for your patience. Thank you so much for
12 your time and so much for the work that you do.

13 MR. NAZARKO: I appreciate you all. Thank you very
14 much.

15 CHAIRPERSON HOLLEY: Thank you so much.

16 COMMISSIONER HOLT: Through the Chair.

17 CHAIRPERSON HOLLEY: Yes.

18 COMMISSIONER HOLT: I was not on board when it was
19 mentioned that Mr. Nazarko lost his dad. So I'd like to
20 extend my sincere condolences for your loss.

21 MR. NAZARKO: Thank you. I deeply appreciate it.
22 Thank you.

23 COMMISSIONER BURTON: Mr. Chair.

24 CHAIRPERSON HOLLEY: May we have a moment of silence
25 for Mr. Nazarko's father?

1 CHAIRPERSON HOLLEY: Sure. Let's do just that. Thank
2 you so much. Thank you.

3 MS. WHITE: Mr. Chair.

4 CHAIRPERSON HOLLEY: Yes.

5 MS. WHITE: Through the Chair, just want to share a
6 reminder that DTE is still working on the electrical
7 power outage. And so we are still experiencing some
8 effects from that. And just so you know, one of the Board
9 members, the fire department is assisting the Board
10 member who was on the elevator. And so they are enroute
11 to her at this moment, but just one to share that
12 reminder. Thank you.

13 CHAIRPERSON HOLLEY: Okay. I hate to see that
14 situation. I'm sorry. Sorry to hear that. I'm glad, but
15 everything is okay though.

16 MS. WHITE: Yes, sir.

17 CHAIRPERSON HOLLEY: Very good. I need a resolution
18 that we failed to do on the, I'm sorry.

19 MS. WHITE: Commissioner Moore.

20 CHAIRPERSON HOLLEY: There you go. I know I had
21 signed it to you. Thank you so much, Commissioner.

22 No problem, Mr. Chairman. Resolution honoring
23 Corporal Kenneth A. Staples.

24 WHEREAS Kenneth Staples was appointed to the Detroit
25 Police Department on February 22nd, 1993. Upon graduating

1 from the Detroit Metropolitan Police Academy. Police
2 Officer Staples began his career at the Housing Support
3 Division; and,

4 WHEREAS he dutifully served the Housing Support
5 Division Tactical Services, section Twelfth Precinct,
6 Western District, and the Forfeiture Unit at Management
7 Services. Officer Staples displayed tremendous diligence
8 and aptitude in his assignments. In February, 2013, he
9 earned a promotion to the rank of corporal and continued
10 to serve at the Forfeiture Unit at Management Services
11 until his retirement; and,

12 WHEREAS during his law enforcement career, Corporal
13 Staples was the deserving recipient of the Perfect
14 Attendance Award, both Consent Judgment Awards, the Major
15 League Baseball All-Star Recognition Award, the Rosa
16 Parks Funeral Recognition Award, the Ford Fireworks Award
17 and the Super Bowl XL Recognition Award, as well as
18 commendations from supervisors and numerous letters of
19 appreciation from citizenry, and,

20 WHEREAS Corporal Staples has tirelessly served the
21 Detroit Police Department, the citizens of Detroit and
22 its neighboring communities for 29 years, his
23 professionalism, commitment to public service, integrity,
24 and dedication have been accredited to the Detroit Police
25 Department. He is highly respected as a consummate

1 professional. NOW THEREFORE BE IT RESOLVED that the
2 Detroit Board of Police Commissioners, speaking for the
3 citizens of Detroit and the Detroit Police Department
4 award the Resolution and recognition of Corporal Kenneth
5 Staples, 29 years of dedicated and diligent public
6 service. His professionalism, integrity, and lifelong
7 commitment to the citizens of Detroit and its citizens
8 merits our highest regards. We thank and congratulate you
9 Corporal Kenneth A Staples. Move to support.

10 COMMISSIONER HERNANDEZ: Second.

11 COMMISSIONER BEL: Second.

12 CHAIRPERSON HOLLEY: Any discussion? Hearing none,
13 all in favor, say aye.

14 COMMISSIONERS: Aye.

15 CHAIRPERSON HOLLEY: Opposed? Thank you so much. And
16 thank you so much, Commissioner Moore. Good job in
17 reading the resolution. I have so much stuff over here,
18 Mrs. White and I just need your help.

19 MS. WHITE: Yes, sir. Through the Chair, the Office
20 of the Chief Investigator citizen complaint, monthly
21 report presented by Interim Chief Investigator Lawrence
22 Akbar. And just as he makes his way to the podium
23 honorable Board, you have received the PowerPoint
24 presentation as well as some additional support material
25 in regard to Mr. Akbar's presentation this afternoon.

1 CHAIRPERSON HOLLEY: Okay. Thank you so much. It's so
2 noted. Thank you very much.

3 INTERIM CHIEF AKBAR: Good afternoon, honorable
4 Board.

5 COMMISSIONERS: Good afternoon.

6 INTERIM CHIEF AKBAR: I am Lawrence Akbar, Interim
7 Chief Investigator in the Office of the Chief
8 Investigator. In your package today, you have the Office
9 of the Chief Investigator, January, 2022 citizens
10 complaint report.

11 CHAIRPERSON HOLLEY: Use your preaching voice.

12 INTERIM CHIEF AKBAR: My preaching voice.

13 CHAIRPERSON HOLLEY: Yes. I need you to put a little
14 louder.

15 INTERIM CHIEF AKBAR: All right, no problem. The
16 mission of the Office of the Chief Investigator, is to
17 fairly, effectively and objectively receive, investigate
18 and make recommendations regarding complaints concerning
19 the Detroit Police Department and its personnel. It is
20 the goal of the Office of the Chief Investigator to
21 assist in improving the quality of law enforcement
22 services by instilling citizens confidence in the
23 integrity of the Detroit Police Department, just to
24 remind the public that the BOPC/OCI adheres to the
25 national oversight best practices, OCI received 84

1 complaints during January of 2022, 26, less than January
2 of 2021. This chart shows how and where citizens file
3 complaints. The majority of the complaints are filed via
4 telephone. OCI receives the most complaints by telephone.
5 45 of the 54 telephone calls during January were calls to
6 OCI. This chart shows the number of complaints filed ends
7 commands leading, and the complaints received in January.

8 INTERIM CHIEF AKBAR: They go as follows: the Eighth
9 Precinct, Eleventh Precinct, Twelfth Precinct, and the
10 Fourth Precinct. This next slide shows 38 complaints were
11 closed in January involving 54 allegations. The top two
12 allegations are procedure and demeanor. Next slide, 22
13 incidents of the 38 citizens' complaints closed in
14 January involved a DPD member equipped with a body worn
15 camera. Four of those incidents were not by body-worn
16 camera. It is a violation of DPD policy when the incident
17 is not captured due to the members who fail to turn on
18 their body-worn cameras during an investigation, turned
19 them on late into the investigation, turned their cameras
20 off before the investigation is completed, fails to
21 report a body-worn camera malfunction to a supervisor,
22 does not request to fix the body-worn camera, does not
23 request a functional body-worn camera, fails to document
24 the activity as far as the failure of the body-worn
25 camera on their activity log. If an officer violates

1 department body-worn camera policy, they may be subject
2 to discipline, including, but not limited to termination.
3 Next slide, 50 DPD members identified in the 38
4 complaints closed in January. By rank, we're talking
5 about 42 police officers, 2 corporals and 5 sergeants.
6 When you look at the seniority pie, you'll see 8 police
7 officers, less than two years, 16 members with 3 to 4
8 years, 15 officers with 5 to 9 years of experience. Next
9 slide. DPD calls for service, complaints closed in
10 January. 26 DPD members worked afternoon shifts during
11 the time of their incidents. 3 to 4 years of seniority 7
12 officers, less than 2 years 3 officers. OCI staff case
13 status report as of February 28th, 2022. OCI staff has on
14 rotation 10 investigators and supervisory staff, all in
15 rotation investigating cases

16 INTERIM CHIEF AKBAR: From February 1st to February
17 28th, 2022, OCI received 115 CCRs. We closed 108 CCRs
18 during that month. 86 of them were over 90 days. Pending
19 investigations, 1023 CCRs, 49 are on the supervisor's
20 desk for review 768 CCRs were over 90 days. 45 of those
21 right now are on a supervisor's desk for review. Since my
22 appointment as Interim Chief Investigator on February
23 27th, 2020, OCI has received 2,486 CCRs. We closed 1,702

24 INTERIM CHIEF AKBAR: OCI backlog reduction program.
25 Since the initial approval of the special exemption of

1 overtime, I have been working diligently with the Interim
2 Secretary to the Board, City of Detroit labor relations,
3 HR, local UAW 212, and staff to ensure a successful
4 outcome for completing backlog cases. Since February
5 14th, 2022, the assigned backlog reduction team, which
6 consists of the upper management level people at OCI, we
7 have closed 89 cases within a two week period with 75 of
8 those cases over 90 days. I just received final
9 confirmation from the city, from the city labor relations
10 on Tuesday regarding the parameters for offering special
11 exemption status to union members for completing backlog
12 cases. I informed the Board's leadership, the citizen
13 complaint, chairperson, the Interim Secretary to the
14 Board of all updates and I will continue sharing written
15 records of the progress of the backlog. I anticipate the
16 date for reducing and eliminating the current case
17 backlog will be during the last quarter of this year, we
18 are moving in the right direction and I will continue to
19 keep the board apprised. Other initiatives and projects
20 toward enhancing and improving the citizen complaint
21 investigative process. As you're well aware, the Board is
22 in the process of hiring 7 investigators to bring my
23 staff into full operation. Training will take place
24 immediately upon their hiring. Complaint intake process.
25 Currently reviewing and evaluating our complaint intake

1 process to ensure that we appropriately investigate these
2 complaints that have allegations of police misconduct
3 versus those cases that need additional community
4 education and conducting research of other civilian
5 oversight agencies, to ensure that we are in line with
6 best practices. We also are looking at a mediation
7 program component. I am reviewing and researching the
8 best practices to implement a mediation program
9 component, to properly resolve our constituents' concern
10 with immediate resolution and provide more focused
11 attention to those complaints that truly have allegations
12 of police misconduct. OCI data analysis, and its
13 specialists. I'm working with the Board's Secretary to
14 get a full-time OCI data analysis, an IT specialist to
15 assist us with other internal operation activity, i.e.
16 posting OCI data on the Board's website and making it
17 user friendly for the public. OCI monthly community
18 forums on zoom. In an effort to maintain transparency and
19 accountability with the public about the complaint data
20 and complaint investigation process. I will be hosting
21 monthly community forums on zoom to share updates with
22 the public regarding the backlog of cases, to educate the
23 community on OCI investigation process and thoroughly
24 explain types of allegations of police misconduct that
25 our office investigates. The forum's going to transpire

1 March 21st, 2022 at 10:00 AM. Some of our constituents
2 have already received letters with our zoom link,
3 inviting them to attend the forum, the community forum.
4 This is an open forum where we will provide the zoom link
5 on the Board's website.

6 INTERIM CHIEF AKBAR: OCI building updates. OCI
7 recently had a camera security system installed for the
8 lobby and outside common areas completed for the safety
9 of OCI personnel and its visitors. We also installed a
10 video doorbell system and that's going to make it, so
11 when citizens come and visit our facility, they just ring
12 that bell and we'll be able to let them into our
13 facility. Training on all systems that I just mentioned
14 will be conducted in the very near future by the company
15 called, I believe it's called Gentech. How to file a
16 citizen's complaint. There are five ways to file a
17 citizen's complaint. You can appear in person at the
18 Office of the Chief Investigator, which is with the
19 address 900 Merrill Plaisance. You can call us on the
20 phone between the hours of 8:00 AM and 4:00 PM. And if
21 you have to call after hours, just simply give your name
22 and your telephone number? That number is (313) 596 2499.
23 (313) 596 2499. You can also fax us your complaint. (313)
24 596 2482, (313) 596 2482. You also can file a complaint
25 online, at www.detroitmi.gov/bopc.

1 www.detroitmi.gov/bopc. And you also can go to any
2 Detroit Police Department, Precinct, section, or bureau,
3 but when you do make sure that you ask to speak to a
4 supervisor. He will be glad to take your complaint. At
5 this time, that completes my presentation. I thank the
6 Board and the community for your time and your patience.
7 And at this time, if you have any questions for me, I'll
8 be honored to answer them.

9 CHAIRPERSON HOLLEY: Board members. Commissioner
10 Moore.

11 COMMISSIONER MOORE: Thank you, Mr. Chairman. First
12 of all, I want to thank Chief Investigator Akbar. He
13 spent a couple of Saturday mornings, a couple of weeks
14 ago, sitting down with me in the Board's office at 900
15 Merrill Plaisance and we had a nice long conversation
16 about expectations from both ends, what we, as the Board
17 expects from him and what he expects from us. And I think
18 it was very productive, which led to our training this
19 Saturday, from 10:00 AM to 1:00 PM. That's going to be
20 for me, Commissioner Bell, Commissioner Banks, as well as
21 Commissioner Burton. We are the citizens' complaint
22 committee. And I look forward to further dialogue on that
23 note as well. Thank you.

24 CHAIRPERSON HOLLEY: And I appreciate your commitment
25 to that, Commissioner as well. Let me ask you this, my

1 friend, is there any way we can determine the effects of
2 this oversight reference to the complaints? Has there
3 ever been any study done in terms of whether we are
4 doing; are we doing the kind of job that we do, basically
5 to help in terms of the complaints that you get? Do you
6 feel, Board members, is that something that we ought to
7 be concerned about in terms of what difference are we
8 making in relations for complaints? Am I making any sense
9 to you?

10 INTERIM CHIEF AKBAR: Chairperson Holley, you guys
11 play a tremendous role, whether you realize or not,
12 policy is made, procedures are changed. You might not get
13 the credit for it, but they change. A lot of the stuff,
14 when I talk about the 2 years, the people have less than
15 two years, when I bring that to the attention, to the
16 forefront, a lot of that has to do with frontline
17 supervision, which the department realizes that, and
18 quietly they make their adjustments. So with respect to
19 effectiveness the Board has played a tremendous role in
20 terms of oversight with the department.

21 CHAIRPERSON HOLLEY: Thank you so much. Commission
22 Banks.

23 COMMISSIONER BANKS: Through the Chair. Chief
24 Investigator, what all takes place for the community
25 residents at 900 Merrill?

1 INTERIM CHIEF AKBAR: Well, when they come in and we
2 will take their complaint, we'll explain the citizen
3 complaint process to them. If they like, we'll give them
4 a tour of the facility to let them know where their tax
5 dollars are going and the type of work that we're doing.

6 CHAIRPERSON HOLLEY: You okay, Commissioner?

7 COMMISSIONER BANKS: Yes. Okay. Very good. That's
8 good enough.

9 CHAIRPERSON HOLLEY: Very good. Okay. Very good. Any
10 other questions? Thank you so much, Interim Chief.

11 INTERIM CHIEF AKBAR: Thank you.

12 COMMISSIONER BANKS: I just wanted to know what they
13 are offering to the residents, the community at 900
14 Merrill.

15 CHAIRPERSON HOLLEY: I appreciate that and I
16 appreciate the question and a good question as well,
17 Commissioner. I need to have a report coming from the
18 Secretary in regard to the manual directive. If you can
19 do it in 8 minutes, rather than 10, if you can. The other
20 thing I wanted to let the citizens know is that they will
21 come up next before we go into our interviews. I want to
22 respect the citizens and they have been waiting quite a
23 while. And so they'll come up next, if you don't mind. So
24 Miss Blossom, are you in charge of that today?

1 MS. WHITE: Just noting the objectives that I've just
2 mentioned. The overview of the DPD manual directive on
3 searching and seizure 2020.2 and then also reviewing the
4 proposed revisions and sharing the Board's staff
5 recommendations as it relates to this policy. Just a very
6 brief summary of the BOPC's policy authority. The
7 honorable Board will recall that the charter section 7-
8 802, 7-803, and 7-806, speaks to the Board's policy
9 approval authority that indicates in consultation with
10 the chief of police and with the approval of the Mayor
11 the Board establishes policies, rules, and regulations.
12 With regards to the Board's policy approval process,
13 again, the Board received this search and seizure, a
14 manual directive on February 2nd, 2022 for the Board's
15 review and approval. The Board staff immediately posted
16 the directive to the website for public feedback and
17 recommendations for 30 days. BOPC staff in connection
18 with the Board's policy committee members reviewed and
19 evaluated the policy in connection with the best
20 practices and case law.

21 MS. WHITE: And for your information, the Board's
22 policy committee members are Commissioner Linda Bernard,
23 Chairperson, Commissioner Annie Holt, Commissioner, Lisa
24 Carter, and Commissioner Willie Burton. And today is
25 designated as the Board's public hearing in regard to the

1 search and seizure manual directive. As everyone is
2 aware, the policy directive is in compliance and governed
3 by the fourth amendment of the United States
4 constitution, the right of the people to be secure in
5 their person's houses, papers, and effects against
6 unreasonable searches and seizures shall not be violated
7 and no warrant shall issue, but upon probable cause
8 supported by oath or affirmation, and particularly
9 describing the place to be searched and the persons or
10 things to be seized. So essentially, the constitution
11 protects against unreasonable searches and seizures. The
12 focus of the department search and seizure manual
13 directive is to provide overall guidelines and procedures
14 for conducting searches by DPD members.

15 MS. WHITE: And also the procedure directive includes
16 the exceptions to the search warrant requirement and
17 other searches authorized by state and federal law. And
18 again, all of these details are included in the 18 page
19 manual directive on this subject matter. And I should
20 also add that the department's directive is very
21 comprehensive, very thorough as it relates to a very
22 important topic of search and seizure. And so I just
23 wanted to also note that for the record. And just for the
24 public's information, this directive is separate and
25 distinct from the department search warrant execution

1 directive, which has specific guidelines and parameters
2 for how to actually perform a search warrant execution.
3 So I just wanted to note that this is a separate and
4 distinct policy from that directive. And so you'll find
5 that this directive doesn't speak to no knock warrants or
6 specifically search warrant execution, but it just gives
7 the overall guidelines of search and seizure.

8 MS. WHITE: Just outlining the policy overall, it
9 covers the purpose, which is to establish guidelines and
10 procedures for conducting searches as I've indicated, it
11 also talks about the policy outlining the requirement for
12 members to adhere to the fourth amendment to the United
13 States constitution. It provides various important
14 definitions, including, but not limited to search
15 reasonable suspicion, probable cause and making sure that
16 those definitions or those terms are defined in the
17 directive for department members' adherence. The policy
18 also provides for procedures outlining for preliminary
19 procedures for a search warrant and the exception to the
20 warrant requirements.

21 MS. WHITE: The DPD policy overall provides
22 requirements for each of the exceptions to the search
23 warrant requirement. And just to note some of those
24 exceptions, they include, but are not limited to consent
25 searches exigent circumstances, plain view doctrine,

1 abandoned personal property and other important
2 exceptions to the search warrant requirements. So again,
3 those items are outlined in very specific and detailed
4 terms as it relates to the programmers for each of those
5 exceptions to the search warrant requirement, and
6 essentially the Board's or excuse me, the department's
7 proposed revisions are as follows. The department has
8 made revisions that include adding the search definition
9 to make sure that it's consistent with other policy
10 directives in the manual directive system. The department
11 also added recent case law from Fernandez versus
12 California, which speaks to the exception when an
13 objecting co-resident is lawfully removed.

14 MS. WHITE: There is still lawful consent from the
15 remaining resident and that's still valid. And again, you
16 have to review the policy in its detail and also the
17 relevant case law to get more background information with
18 regards to the specific outcome of that case law. The
19 department has also made a revision as relates to the new
20 ruling from people versus Mead to reflect new legal
21 content from the Michigan State Police policy, which
22 discusses passengers having a reasonable expectation of
23 privacy and personal belongs when it comes to a consent
24 search. And lastly, the department also added a revision
25 adding other related forms and procedures relating to

1 strip search authorization forms. So those were the four
2 revisions that the department added and essentially
3 moving to the Board staff overall observations and
4 recommendations.

5 MS. WHITE: The Board staff determined that the
6 overall policy incorporates safety for all parties
7 involved, including DPD members and persons that they
8 investigate. It also incorporates applicable and relevant
9 case law best practices and reasonable considerations.
10 And it also takes into account the officer having
11 discretion, but the requirement that it must be used
12 fairly, responsibly and legitimately in that good
13 judgment is required in all situations. In speaking with
14 the Board's policy subcommittee, they are requesting an
15 additional review or an additional week to review this
16 policy in connection with the search warrant execution
17 and policy, which again is a supplemental policy to this
18 particular directive. But essentially the Board staff
19 found that all of the provisions were in line with
20 relevant case law, best practices and constitutional
21 measures. And we also spoke with the office of the chief
22 investigator and asked for a review in terms of citizen
23 complaint investigations to identify what is it that OCI
24 is seeing as relates to search and seizure or complaints
25 that come in relating to search and seizure.

1 MS. WHITE: And we were informed that the
2 investigations are showing that DPD members, at one point
3 they had a checkbox where a check whether or not they
4 were conducting a stop or a frisk, but they no longer see
5 that indication on their activity log. And so a
6 recommendation moving forward would be to add that check
7 box back on the department's activity log to ensure that
8 DPD members are recording when they conduct a stop and a
9 frisk. But essentially the overall recommendation is for
10 an additional week to review and research this policy in
11 connection with the search warrant execution policy. And
12 I hope that I did not move through that too fast but
13 thank you.

14 CHAIRPERSON HOLLEY: Well, you know, I, I'm always
15 amazed, I think I can speak for the Board members, the
16 work you've guys do. I mean, it's unbelievable. I mean,
17 before I became Chairman, I was basically just coming in
18 and out, but going up there 2 or 3 days a week being
19 Chairman and then seeing the work that you guys do, your
20 staff each and every one of them. And then all of this
21 work that gets out to us, words cannot express my thanks
22 and my gratitude to each and every one of you from the
23 top to the bottom. I want you to know that, and I'm
24 telling you that this presentation, as short of staff as
25 we are in terms of all the other stuff that we talk

1 about, we have an interim secretary, and we have a chief
2 of OIC investigator.

3 CHAIRPERSON HOLLEY: We have a lawyer. I want the
4 people in the community to know we have everything that
5 we need right now to do the job of oversight. And I'm
6 just grateful on behalf of the citizens' of Detroit to
7 say to Ms. White and to all of the people that work with
8 you. I think I'm looking at with my professional vision
9 of my Board members that we owe your greater gratitude
10 for all you guys, and I want to say this, and if you
11 don't mind I know we're not in church, but if you can
12 just say amen.

13 COMMISSIONER HOLT: But you're here.

14 CHAIRPERSON HOLLEY: So we will have it for another
15 week, so you can look at it. And the policy committee has
16 asked to see it a little bit more time, and I'll give
17 them that, but let me just say to you, to those of you
18 who are chairmen, if my commissioners do not show up to
19 these meetings and after 2 meetings, I'm asking you to
20 notify me and I would basically move them around. I want
21 everybody participating in this process and the only way
22 we can do that is if all 9 of us are a part of this. Is
23 it 9 of us?

24 COMMISSIONER MOORE: It is right now.

25 COMMISSIONER HOLT: Soon to be 11.

1 CHAIRPERSON HOLLEY: 11 of us to be involved in this.
2 And I thank you so much. At this time, let's go to public
3 comment if you don't mind. Ms. Blossom and I want to let
4 you know how much grateful I am to you too, Ms. Blossom
5 you're in that mix, okay.

6 MS> BLOSSOM: Thank you, Mr. Chairman.

7 CHAIRPERSON HOLLEY: Look at me and say it.

8 MS. BLOSSOM: Thank you, Mr. Chairman.

9 CHAIRPERSON HOLLEY: There you go. I want to make
10 sure, you know who is talking to you.

11 MS. BLOSSOM: Yes, I know. Thank you, sir. We have 10
12 people for public comments. I'm going to switch gears a
13 little bit because I am multitasking and ask for the
14 people in the room first to allow us for a smoother
15 transition. I'll call them by threes, Lieutenant Mark,
16 Young, Ms. Bernie Smith and then I'll go to the zoom room
17 with Minister Eric Blount.

18 CHAIRPERSON HOLLEY: Very good. Good afternoon. Thank
19 you for your patience.

20 LIEUTENANT YOUNG: Good afternoon, Reverend Holley,
21 Commissioner Holley, Chair. I appreciate you.

22 CHAIRPERSON HOLLEY: I've been called a lot worse.

23 LIEUTENANT YOUNG: I would never do that, sir. Not
24 publicly. I'm just kidding. I'm just kidding. We need a
25 little humor sometimes. It's very tough days, God is

1 awesome and prayers for our heroes is out there, just
2 risking their lives every day, that's often forgotten;
3 difficult occupation, but I have some concerns. I think
4 that we have some great presentations where we talk about
5 crime is down, but my concerns are these, being a
6 lifetime member of the City of Detroit and a veteran of
7 the Detroit Police Department. My concerns are these,
8 daylight savings is ending, COVID is ending, violence is
9 increasing, but they're still showing up and suiting up.
10 The talk of defunding the police, reforming the police
11 and qualified immunity is being drowned out politically.
12 And we've seen the effects of that, like I stated two
13 years ago. But here's a couple things I would like to
14 see. Who's making the CCRs, who's following them? No
15 citizens should be unjustly treated by the police or
16 anybody, but we also want to know who's making the CCRs
17 because there are often motivating factors of who makes
18 the CCRs. If I'm a criminal out here doing crime, I'm
19 going to make the CCRs. They were made against me as a
20 law enforcement officer to get me off their backs. Whose
21 making them, are they coming from protestors? Are they
22 coming from traffic? Are they coming from individuals
23 arrested?

24 LIEUTENANT YOUNG: I need to know that. And the men
25 and women that risk their lives deserve to know that

1 because the CCRs are going to jury constantly is
2 demoralizing and it takes some time and it costs you
3 overtime too. I'll end on this note. I received calls to
4 a phrase, support and love and citizens telling me and
5 the men and women that I represent and in this department
6 to keep their heads up. Thank you.

7 CHAIRPERSON HOLLEY: Thank you.

8 MS. BLOSSOM: Through the Chair, Ms. Bernice Smith is
9 next and she'll be followed by Ms. Joy. Thank you.

10 MS. SMITH: Good afternoon, commissioners. I'll be
11 very brief. First of all, I want to thank everybody in
12 the public, especially those who came out for the
13 blessing of the young boy who was five years old who was
14 killed. We all know who that was, and it was a good
15 crowd, and I'm certainly glad that we were there to
16 praise him. And I'm also glad that my police department
17 is doing an excellent job. I praise you day and night, 24
18 hours, because you are doing so much for the City of
19 Detroit and we don't appreciate it enough. So I do want
20 to give you that praise.

21 MS. SMITH: Last week, I sat here and I saw a
22 commissioner leave out when they were praying. Now I
23 believe in the good Lord, because he wouldn't let me live
24 here this long, 89 years, if I didn't believe in him. We
25 have 2 ministers sitting here and they didn't even think

1 that was last week. Today, it happened again. He left out
2 of here and he came back after the prayer was said. Now,
3 what's the good of having a prayer at the beginning of
4 your meeting, when you have a commissioner who doesn't
5 give a darn, cares anything about the Lord. The Lord has
6 kept me here 43 years with one kidney. So, you know, I
7 live and I want to live as long as I can, but I can't
8 understand why you have a commissioner that has a title
9 and is supposed to be representing the Fifth District.

10 MS. SMITH: Like he says, and I'm in the Fifth and I
11 wish I could get him out of there. But the fact is, I
12 don't know why you ministers and you did look up, Holley,
13 I will say that, but you Reverend Banks, you sitting
14 right next to him. You won't open your mouth to him. It's
15 impolite when someone is praying to the good Lord. You
16 must respect him day in and day out as long as you
17 breathe your breath. So I am very, very upset today and I
18 hope it won't happen again. I thank you.

19 MS. BLOSSOM: Miss Joy and the speakers can confirm
20 you have a view of the clock. Thank you.

21 CHAIRPERSON HOLLEY: They do have a clock?

22 MS. BLOSSOM: They should be able to see it, sir.
23 Thank you.

24 CHAIRPERSON HOLLEY: When does it start?

1 COMMISSIONER HOLT: Are we doing 2 minutes, Ms.
2 Blossom?

3 MS. BLOSSOM: Yes, I apologize. I'm trying to restart
4 at 2.

5 CHAIRPERSON HOLLEY: There you go. I've got you for
6 too, ma'am.

7 MS. JOY: Welcome to this honorable Board. For the
8 record, this is Ms. Joy speaking. I just want to thank
9 you for your diplomacy every week, Chair Holley and all
10 of the commissioners standing up and holding the standard
11 of DPD and I also want to thank you for the honor for the
12 women and for the month of celebrating for the women,
13 Chair Holley and also Commissioner Bell. I think I've
14 been coming to the meetings for about 9 years going on
15 10, and you're still standing tall, sir and I appreciate
16 that so much. You teach me by example of your lives. I
17 say that every week, because you do, I go to places and
18 they say a whole lot of things about the rhetoric, I
19 guess you call it. But some of them think I'm a police
20 officer because of all of your training to me.

21 MS. JOY: And when I first came here, I lined up the
22 whole row with my baggage because I had nowhere to live.
23 Commissioner Brooks helped me. She just stand up to the
24 plate and help me that same day. I stay with you all on a
25 volunteer basis. It is not because you request or demand

1 or command it. It's because it's volunteer because of my
2 gratefulness to you all for standing up. And the officers
3 also stand up and they've helped me in certain ways and
4 my family. And so I just want show appreciation and
5 support to you all permanently for that reason. You
6 respect me as an elder senior person and as a woman. You
7 don't treat me like most people say that they're treated.
8 I say, how could they say that when they stand up and I'm
9 not a can of paint, neither am I cousin, auntie or
10 grandma so-and-so. But they still respect me and honor me
11 as a human being. I won't say anything about the other
12 part that people are speaking of, but the respect, the
13 dignity that they treat me with and listen to every word
14 I have to say. You all keep standing. You are a tree for
15 me to follow. Thank you.

16 CHAIRPERSON HOLLEY: Thank you.

17 MS. BLOSSOM: Minister Blount followed by former
18 police commissioner William Davis, who will be followed
19 by Overwith, Minister Blount.

20 MINISTER BLOUNT: Can you hear me Board?

21 CHAIRPERSON HOLLEY: Yes we can.

22 MINISTER BLOUNT: Yes. This is Minister Eric Blount
23 from Sacred Heart Catholic Church. In regard to last
24 week's meeting. Thank you Commissioner Holt for
25 demanding, at least a small answer from DPD to publicly

1 state in a slick wily way that they do not know where the
2 sound surveillance equipment is located. Again, last
3 week, I was cut off attempting to give honor to a young
4 black teenager named Darnella Frazier, who is the only
5 reason we know the truth of how George Floyd died. The
6 police report falsely stated medical complications. Just
7 know that we, as a society, have barely moved forward.
8 Since this day in 1991, the day a citizen recorded the
9 beating of Rodney King. And now we know the truth about
10 that death or that punishment or that brutality as well.
11 This week, not one but two lawsuits were publicly exposed
12 regarding bad police officers here for DPD.

13 MINISTER BLOUNT: One was the arrest and putting in
14 jail for 3 days, a black man who was just driving a
15 rental car, the body-worn camera footage documented it
16 all, even as the police conspired to create some kind of
17 charge for this black man. And thank God for the Wayne
18 County Prosecutor's Office that refused to file any
19 charges. The second situation was a black woman leaving
20 the Ninth Precinct, being cursed and chased by the police
21 officer into the parking lot and tased while the body-
22 worn cameras were turned off, the police officers lied
23 about the reason for the arrest. The timeline of all
24 officers' activity at the time proves this. Yes, the
25 Ninth Precinct where the surveillance of the citizens is

1 the top priority. ShotSpotter is already there with three
2 scout cars dedicated to it. And now there's going to be a
3 mini station

4 MS. BLOSSOM: Former police commissioner, William
5 Davis.

6 MR. DAVIS: Hello Board. I'm pleased to see all of
7 you. Earlier, I was not able to see or hear a lot of the
8 beginning of the meeting. And I think that's very bad.
9 You know, like my group Detroit chapter national action
10 network is monitoring and grading how the Board of Police
11 Commissioners and how the Detroit Police Department acts
12 and does things. This does not bode well with the fact
13 that you all have difficulties with your technology
14 continuously. Also you all need to have a closed capture.
15 I think it's great that you have someone signing the
16 meeting but you should also still have a closed caption
17 because there are a number of times when the audio is
18 messed up and the citizens who you are supposed to be
19 there to represent, the citizens cannot hear. We need to
20 be able to hear and see everything that's going on in the
21 absence of that, the meeting should be stopped, because
22 you are all validating the open meeting act.

23 MR. DAVIS: Also as it relates to last week, you all
24 should never have a citizen speak for five minutes
25 because they'd berating someone some of you may not like,

1 but at the minute, at the very second, they start saying
2 something against other Board members, people are cut
3 off. You know, that is also a violation. You need to have
4 fair uniform policies. And I want you to know that we are
5 watching you and you will be graded. We're going to be
6 issuing a grade for the Detroit Police Department and the
7 Board of Police Commissioners. We do that for a number of
8 police departments, but especially as relates to this
9 one. Also you all could do a better job. There's too much
10 money for overtime, there should be more money going to
11 fill more positions. Thank you.

12 CHAIRPERSON HOLLEY: Let me ask you this Ms. White,
13 we've had a closed caption, what happened to that?

14 MS. WHITE: There just must have been a technical
15 difficulty, but otherwise we generally activate all of
16 the features that we have available to us with the zoom
17 platform. And I do again, thank the honorable Board and
18 the community for being so patient with the Board of
19 Police Commissioners and its staff because we are
20 chartering unchartered territory in terms of holding a
21 hybrid meeting and making sure that the public is able to
22 still attend and not be in person. So many other Boards
23 and commissions are not necessarily holding the weekly
24 meetings like the Board of Police Commissioners is, but
25 we thank you again for your patience.

1 CHAIRPERSON HOLLEY: But we will try to deal with the
2 closed caption and get it back in there?

3 MS. WHITE: We will make sure that's activated.

4 CHAIRPERSON HOLLEY: I mean, if the presentations are
5 made in the house and the people that come in for the
6 viewing, so why don't we have this? Why are we turning
7 that screen back on?

8 MS. WHITE: We will make sure that that's activated.
9 And I would also add for the record, we do have
10 assistance from media services who help us each week, if
11 they are available, they're also servicing the entire
12 city.

13 CHAIRPERSON HOLLEY: You're kidding me?

14 MS. WHITE: And other agencies.

15 CHAIRPERSON HOLLEY: Really.

16 MS. WHITE: So we're working with other units and
17 agencies.

18 CHAIRPERSON HOLLEY: Why don't we ask Hernandez to
19 help us buy our own? Let's get our own media.

20 COMMISSIONER HERNANDEZ: Through the Chair. Happy to
21 do that.

22 MS. BLOSSOM: That monitor's broken right now.

23 MS. WHITE: And at this time, I'm being told that the
24 monitor is broken at this time.

25 CHAIRPERSON HOLLEY: Monitor?

1 MS. WHITE: Yes. We'll make sure it's working.

2 CHAIRPERSON HOLLEY: Oh, that monitor. Okay. All
3 right. Thank you so much. Thank you for allowing me just
4 to interrupt a little bit, but anyway, let's go, Miss
5 Blossom.

6 MS. BLOSSOM: Overwith will be followed by Mary
7 Kelly. And I apologize if I'm mispronouncing the name
8 Lakeia Shea-Salter.

9 OVERWITH: Hello? Can you hear me?

10 CHAIRPERSON HOLLEY: Yes.

11 OVERWITH: Okay. Well, due to the what transpired
12 last week, and then the actions of Lawrence Akbar,
13 Melanie white Willie Bell, and the Reverend Jim Holley, I
14 took the extraordinary step of speaking before city
15 council requesting that the city council of Detroit uses
16 the penal power, which has not been used since 2012 to a
17 subpoena Lawrence Akbar, Melanie White, Willie Bell and
18 Reverend Jim Holley, before them to explain their actions
19 for not accepting my complaint, which is in direct
20 violation of the city charter. The whole conspiracy on
21 not accepting the complaint is one that has been
22 troubling to me. It has caused me a lot of anguish and
23 I've had to take the extraordinary measure of
24 investigating several departments now related to the City
25 of Detroit in regard to improper and corrupt actions by

1 individuals on a city's payroll, namely Melanie White,
2 who has conspired with Willie Bell to deny other Board
3 members their communications and communicate coming from
4 their constituents. Now, Lawrence Akbar is in total
5 violation of city charter by not accepting a citizen's
6 complaint and also basing his non-acceptance on the fact
7 that profanity was used in a phone call. There's a 20
8 minute audio recording of Lawrence Akbar that has been
9 trying to be submitted to this Board on numerous
10 occasions, but now it's gone to be presented to the
11 Detroit city council in full, open session next Tuesday.
12 And I think it is incumbent upon this Board to take
13 action immediately and involving Lawrence Akbar, Melanie
14 White, Willie Bell, and Jim Holley.

15 CHAIRPERSON HOLLEY: Ms. White, because the comments
16 made like that and other people in the community hear it
17 and it's not correct. Will you let him know that we did
18 have this complaint and that we answered his complaint
19 almost a year ago and it was in the right church with the
20 wrong pew. In other words, it was not going to the right
21 place. Help me with that because I don't want people in
22 the community to think that we are basically ignoring
23 anybody's complaint.

24 MS. WHITE: Yes, sir. Through the Chair the Office of
25 the Chief Investigator investigated at least five

1 complaints filed by Mr. Ruben Crowley. And all of those
2 complaints were investigated from the initial stage to
3 the final stage. The Board reviewed and approved each one
4 of those investigation reports. DPD executives have also
5 weighed in and assisted Mr. Ruben Crowley on numerous
6 occasions, too many to even outline at this time. So we
7 have properly served Mr. Ruben Crowley and so has DPD. So
8 that information is documented.

9 CHAIRPERSON HOLLEY: That's all I want the community
10 to know. Let's go on, Ms. Blossom.

11 MS. BLOSSOM: Mary Kelly followed by Lakeia Shea
12 Salter, and then the final speaker will be Ms. Brenda
13 Hill. Mary Kelly, please unmute.

14 OVERWITH: Melanie White, you're lying.

15 MS. BLOSSOM: It seems that's a repeat...

16 OVERWITH: You are, all of you lying.

17 MS. BLOSSOM: That's a repeat speaker. We will go to
18 Lakeia Shea Salter.

19 CHAIRPERSON HOLLEY: Ms. Salter. Ms. Salter.

20 MS. SALTER: Hello? Can you hear me?

21 CHAIRPERSON HOLLEY: Yes, I can.

22 MS. SALTER: Okay. How are you all doing?

23 CHAIRPERSON HOLLEY: Just fine, thank you.

24 MS. SALTER: Real quick because my thing is about to
25 go dead. I got two minutes myself, 2%. One thing I want

1 to ask you were all talking at the beginning about
2 holding Board members accountable, I mean the executive
3 Board accountable for their actions. What if the whole
4 executive Board is corrupt? So who do you go to over
5 that? And I'm talking about according to Robert's Rules,
6 which I know very well. So who do you go to over that
7 when the whole Board is corrupt, that's why, and number
8 two, the audio, the police officers have been cutting off
9 people when they don't want to hear them talk. As a
10 matter of fact, I know one person, they cut off.
11 Corporals cut off people doing zooms when we use the city
12 zooms and that's unfair as well and I heard somebody else
13 mention that. But I just need to know who do you go talk
14 to? The whole Board is corrupt and a couple of officers
15 that are involved are corrupt as well with that. So who
16 do you go to? To the Mayor or to the city council?

17 CHAIRPERSON: Ms. White, if somebody has a problem
18 with all of us, where do they go, to city council, to the
19 law, or what?

20 MS. WHITE: Mr. Chair,

21 CHAIRPERSON HOLLEY: I've never heard it before, but
22 I just want to see if we can...

23 MS. WHITE: Well, first through the Chair, if the
24 caller can contact the Chair or the leadership of the
25 Board and express what their specific concern is and

1 start there, and then we can move forward with assisting
2 her with any other agency that can assist her.

3 CHAIRPERSON HOLLEY: So can you give her the number
4 then I can meet with her along with you?

5 MS. WHITE: Yes, sir. Through the Chair.

6 CHAIRPERSON HOLLEY: And the Vice-Chair and the
7 former Chair?

8 MS. WHITE: Yes. If the caller is still available,
9 the Board's office number is (313) 596 1830. (313) 596
10 1830. And we will assist you with scheduling a meeting
11 with the Board's leadership for you to address your
12 concerns. Thank you.

13 CHAIRPERSON HOLLEY: Always remember the word corrupt
14 has a meaning to it. So you have to remember that for
15 them as well as us. Go on, Mrs. Blossom.

16 MS. BLOSSOM: Ms. Hill, who will be your final
17 speaker. Ms. Hill, please unmute.

18 MS. HILL: Good evening. Good afternoon. It is
19 evening. I wanted to complain about it, and that's not
20 just this meeting and whatever's going on with DTE. Time
21 and time again, the audio goes out on the meetings and
22 the transcript's not good enough because I'm having
23 eyesight problems and I know people with worse problems
24 than me. So we need to get this straightened out. I know
25 that the COVID rules are changing, but I'm not or want to

1 be in public again, like we were, until COVID is gone.
2 And I don't think that's going to happen. So I won't be
3 meeting in public, I don't think for quite a while. So
4 I'd like us to suspend facial recognition technology.
5 Agencies larger than the Board of Police Commissioners
6 and Detroit Police Department have suspended using it or
7 won't use it at all.

8 MS. HILL: It is detrimental to the civil liberties
9 of all people, but especially black people. And in the
10 largest black city in this nation, how dare we use the
11 people of this city as the guinea pigs and those who will
12 be in jail. And then we figure out that this is wrong and
13 we know two cases of that already, too, too many. Also we
14 continue to look terrible and we can't even hire enough
15 inspectors, a secretary for the OCI. It does not take
16 that long. We've had some great, great candidates. There
17 must be something going on, on the Board of Police
18 Commissioners that we can't hire in two years.

19 CHAIRPERSON HOLLEY: Ms. Blossom.

20 MS. BLOSSOM: Mr. Chairman that was your final
21 speaker. And as a reminder, you still have announcements.

22 CHAIRPERSON HOLLEY: Very good. Thank you so much.
23 Secretary's report.

24 MS. WHITE: Yes, sir. Through the Chair, I just want
25 to highlight that the Board did receive a copy of the

1 ShotSpotter contract. I know it was referenced earlier in
2 the public comments, but just for the record, the Board
3 received a copy of the ShotSpotter contract and also in
4 response to one of the concerns about DPD allegedly not
5 conveying or leaving out some information during the city
6 council's meeting last week. The department did share a
7 response with the Board and it reads as follows to be
8 sure the DPD did recently appear before the city council
9 to provide a high level overview of, among other things,
10 it's 2022 community safety plan. This included a brief
11 discussion about ShotSpotter. During this presentation,
12 the DPD did not "conveniently" omit any information
13 pertaining to the location of sensors.

14 MS. WHITE: Additionally, the department also
15 indicated that the ShotSpotter team designs and deploys
16 network sensors within the targeted coverage area, the
17 acoustic arrays detect and locate gunshot activity within
18 the coverage area and report that information to
19 ShotSpotter incident review center, which is staffed
20 24/7. ShotSpotter uses a two factor incident review
21 process to minimize false alerts. The first tier is
22 performed by sophisticated artificial intelligence
23 software. Once the software has performed an initial
24 review and filtered out any incidents that are determined
25 not to be gunfire, i.e. helicopter noise, or fireworks,

1 the data is received by the incident review center and
2 the Board and the department has expressed that they are
3 open and available to any additional questions that the
4 Board may have.

5 CHAIRPERSON HOLLEY: Very good. Vice-Chair, take two
6 minutes and tell them of the experience that you had with
7 ShotSpotter.

8 VICE-CHAIR FERGUSON: Through the Chair.

9 CHAIRPERSON HOLLEY: Two minutes.

10 VICE-CHAIR FERGUSON: I had the honor of going out on
11 ShotSpotter a couple of days ago. And let me tell you, I
12 was very enlightened with what I saw and what I
13 experienced. I went out with 3 officers and one ATF and a
14 tracking dog, for the gunpowder residue, that's on the
15 casings. It's in real time, it pinpoints it real quick.
16 We actually recovered about 4 rounds and we responded to
17 2 gunshots in real time and we were there in like a
18 minute and the person was still there with the gun in his
19 hand. So he was just shooting it in the air. He got a new
20 gun, he was shooting in the air. He was a licensed CPO
21 owner. So I just want the public to know that, from what
22 I understand and from what I've learned, it is a pretty
23 good tool, and the public, they, appreciate us getting
24 out there as quick as we did. I even had one citizen
25 saying they never got a chance to meet a police

1 commissioner before. I thought that was cool, so she
2 asked me for a hug. So I thought that was great, but the
3 public were really receptive to it. I mean, we got no
4 pushback. They were just amazed that we got there so
5 fast.

6 CHAIRPERSON HOLLEY: And the thing about it was that
7 the person who had the gun really was surprised that the
8 police didn't arrest him but gave him a ticket and just
9 let him know how important it is for him to understand
10 how to use this weapon and like a lecture and so forth.
11 And so I thought it was a very nice experience. That's
12 DET, Vernice TT. Okay, new business.

13 COMMISSIONER MOORE: Mr. Chair.

14 CHAIRPERSON HOLLEY: Yes.

15 COMMISSIONER MOORE: Oh no, I go after you,

16 COMMISSIONER BELL: Mr. Chair, we had an
17 extraordinary year in 2021, as you well know, with COVID-
18 19 activities. And I think the men and women in the blue
19 that were patrol that we produce through Madam secretary,
20 a commendation for those individuals to be placed in
21 their files from this Board for extraordinary work, in
22 terms of their commitment day in, as the Chief say, 24/7,
23 they get to do it again. And we had an extraordinary show
24 of work. They showed up for work every day,
25 notwithstanding when a whole lot of other people stayed.

1 I think our record reflects more than the New York Police
2 Department in terms of DPD. So if this Board would
3 approve, I would strongly suggest that the Madam
4 Secretary prepare a commendation on behalf of the Board
5 that this Board can vote up or down.

6 CHAIRPERSON HOLLEY: Is there a motion?

7 COMMISSIONER BELL: I move.

8 COMMISSIONER FERGUSON: Support

9 CHAIRPERSON HOLLEY: Any discussion? Hearing no
10 discussion, all in favor, say aye.

11 COMMISSIONERS: Aye.

12 CHAIRPERSON HOLLEY: Opposed. The ayes have it. Thank
13 you so much. And we will do just that. Commissioner
14 Moore.

15 COMMISSIONER MOORE: Three quick things, Mr. Chair.

16 CHAIRPERSON HOLLEY: Sure.

17 COMMISSIONER MOORE: First one, Victoria Shaw, she
18 wanted to speak in the open. She didn't get an
19 opportunity. She submitted her card. Second thing I was
20 told is that Commissioner Burton is assisting
21 Commissioner Bernard, giving moral support at the
22 elevator. And the third thing, which was my original
23 point, was the marketing. I won't be here on March 17th,
24 and I understand we're going to have a conversation on
25 the marketing of the Board and the survey that was taking

1 place. I just want to briefly say the survey itself was
2 great. Substance-wise, people don't know we exist still.
3 So I just wanted to know personally, what is our plan of
4 presentation to move forward, you know, in this day and
5 time.

6 CHAIRPERSON HOLLEY: Okay. You're not going to be
7 there. You said you can't make it.

8 COMMISSIONER MOORE: I won't be here March 17th.

9 CHAIRPERSON HOLLEY: Do you want me to change it and
10 I can?

11 COMMISSIONER MOORE: That's my question.

12 CHAIRPERSON HOLLEY: I can or would you like to have
13 some, in other words, have input by way of writing or
14 input of what you, what you expect of us

15 COMMISSIONER MOORE: I could send an email to that
16 effect.

17 CHAIRPERSON HOLLEY: Would you like to do that?

18 COMMISSIONER MOORE: Yes, sir. Keep your March 17th
19 date. Don't stop.

20 CHAIRPERSON HOLLEY: Okay, but I want to make...

21 COMMISSIONER MOORE: I appreciate you.

22 CHAIRPERSON HOLLEY: No, I was...

23 COMMISSIONER HOLT: Through the Chair.

24 CHAIRPERSON HOLLEY: Yes, ma'am.

1 COMMISSIONER HOLT: Vice-Chair Ferguson, and I was
2 invited by president pro tem, councilmember Tate. And we
3 had 30, 40 minutes to discuss the duties and
4 responsibilities of the Board of Police Commission. So it
5 was a phenomenal time, a lot of the comments or questions
6 that came after we made our presentation were much like
7 here and when citizens complain, but we had at least 40
8 minutes to discuss the responsibilities and duties of the
9 Board of Police Commission.

10 COMMISSIONER MOORE: I was on that call too. They did
11 a great job.

12 COMMISSIONER HOLT: Yes, I saw you text in.

13 CHAIRPERSON HOLLEY: Any other...

14 COMMISSIONER BELL: I have one more comment, please?

15 CHAIRPERSON HOLLEY: Sure.

16 COMMISSIONER BELL: In reference to President Mark
17 Young LSA, he would like, and I think we should take that
18 up. Identify the people in terms of a breakdown who are
19 following the complaints, whether it be old, young male,
20 female, Hispanic, black, whatsoever. I don't think that
21 it would be a difficult task for OCI to compile that
22 information and share the next 4 or 5 weeks in reference
23 to our reporting on that particular issue.

24 CHAIRPERSON HOLLEY: Aren't you on that committee,
25 complaint committee?

1 COMMISSIONER MOORE: He's the Vice-Chair of that
2 committee.

3 COMMISSIONER BELL: Yes, we can.

4 CHAIRPERSON HOLLEY: I want you to...

5 COMMISSIONER BELL: Okay. We got it. Thank you, sir.

6 CHAIRPERSON HOLLEY: That's why you're there.

7 COMMISSIONER MOORE: My only concern is that we
8 protect our [young02:17:09] because we'll treat them like
9 victims.

10 CHAIRPERSON HOLLEY: But that's why you guys are
11 there.

12 COMMISSIONER MOORE: Yes, sir. Okay. Announcements,
13 Ms. Blossom for the next meeting.

14 MS. BLOSSOM: Thank you, Mr. Chairman. Through the
15 Chair, the announcement is Thursday, March 10th at 6:30
16 PM, which is the community meeting, hosted by Downtown
17 services at the Wayne County Community College District,
18 Downtown Campus on Fort, will be in the Frank Hayden
19 Community Room. Then the next community meeting after
20 next week, the April community meeting will be in the
21 Eleventh Precinct. But of course, because we're rotating
22 among the Wayne County Community College District
23 Campuses, we'll be at the Northwest Campus in the Larry
24 Lewis building.

1 CHAIRPERSON HOLLEY: Thank you so much at this time,
2 Ms. White, I need you to help me get to the interviews. I
3 think that's where we need to get to now.

4 MS. WHITE: Yes, sir. Mr. John Tipton is on zoom and
5 The Board has three candidates scheduled and you have the
6 interview scheduled in front of you. One of the
7 candidates was unable to make the interview today, but
8 all of the in person candidates are here and ready for
9 their interviews. And we are working to bring Mr. Tipton
10 to the panel gallery so that he can...

11 CHAIRPERSON HOLLEY: So what happens to the fourth
12 one, would they be doing by zoom or they dropped out?

13 MS. WHITE: Well at this time, it is basically the
14 Board's decision if you interview that person next
15 Thursday, it's your decision.

16 CHAIRPERSON HOLLEY: Let's go with the three.

17 MS. WHITE: Okay. So the first candidate is Ms.
18 Naneir Brown, and we're bringing her into the meeting
19 room. And Ms. Brown, if you can, as you're making your
20 way to the podium, welcome, and thank you for being here.
21 Mr. John Tipton is the interviewer for this evening. He
22 is the talented acquisition specialist for the City of
23 Detroit. So he's conducting the interviews, but you are
24 still addressing the honorable Board who is here in
25 person or in your presence. Thank you.

1 CHAIRPERSON HOLLEY: Good afternoon, Mr. Tipton.

2 MR. TIPTON: Good afternoon, Chairman Holley and this
3 honorable Board. It's a pleasure to be in front of you
4 again. I heard Ms. White said we only have 3 candidates
5 today and I believe the first candidate there is Ms.
6 Naneir Brown. Ms. Brown, are you there?

7 MS. BROWN: Yes, I am.

8 MR. TIPTON: Great. Ms. Brown, again, my name is John
9 Tipton. I'm the recruiter here with the City of Detroit.
10 We're going to ask you about six questions for our
11 position here today for one of our expected positions
12 when giving your response, think about specific
13 circumstances that might have occurred, the action that
14 you had to take and the results. If you could continue to
15 move the camera toward her, that'd be great. That's
16 perfect.

17 MS. BROWN: Okay. I can see you now.

18 MR. TIPTON: But you can look at the Board because I
19 really just need to hear, so you can just address the
20 Board. So the Board is going to be taking some notes on
21 your responses. So if you see everybody looking down, you
22 amongst friends, so relax is just that we're writing and
23 taking notes on your response. Okay. So the very first
24 question is just to give us an opportunity to get to know
25 you. Can you just tell us briefly about how your

1 experience and background has prepared you for the
2 position?

3 MS. BROWN: Well, I have 30 plus years in law
4 enforcement. I was a retired deputy sheriff. After 25
5 years, I retired in 2008. I was retired for, I guess,
6 roughly about 10 to 12 years. I was finishing my studies
7 and raising my family and dealing with my elderly
8 parents. So for about 12 years, I was out of the
9 workforce and I returned back to the workforce 3 years
10 ago in the form of law enforcement to basically just get
11 familiar with how things had changed and what was going
12 on. And now that I've been back part-time for the past
13 three years, I feel very energetic to do it full-time
14 now.

15 MR. TIPTON: All right. Thank you. Sometimes internal
16 and external customers can have expectations that we must
17 manage. Please describe a situation in which you had to
18 address a client who has an unreasonable expectation.

19 MS. BROWN: A client that has an unreasonable
20 expectation.

21 MR. TIPTON: Correct.

22 MS. BROWN: We can't break any laws that's for sure.
23 That's unreasonable. We have to abide by the statutes
24 that are delegated by the citizens for state, local and
25 federal. We can't infringe on anyone's rights as far as

1 internal; that would be within the department, and
2 external would be outside the department.

3 MR. TIPTON: Think of a time when you had to perform
4 an important task with a short deadline, how did you
5 accomplish that task?

6 MS. BROWN: I accomplished that task by delegation as
7 much as I can delegate out, I would delegate out and have
8 it conducted by people that work under my span of
9 control. And I'll give them a deadline prior to the
10 deadline to make sure we met our deadline and I wasn't
11 behind on what was expected of me.

12 MR. TIPTON: Okay. So if you didn't have anyone that
13 you can delegate to, how would you handle the task?

14 MS. BROWN: Would you repeat the question?

15 MR. TIPTON: Just to piggyback on that. So you
16 mentioned that you would delegate, so if you had no one
17 to delegate to, how would you accomplish the task in a
18 short amount of time?

19 MS. BROWN: Well, I would accomplish it by getting it
20 done. I would try to work smarter and not harder. If I
21 have to double up on the time or double up on the task,
22 sometimes as a supervisor we have to get things done and
23 we need to get it done right now. You can't delegate it,
24 but we do know how to get it done.

1 MR. TIPTON: Okay. Interacting with other people on
2 the job is sometimes dynamic. Please describe a situation
3 in which you had to work or develop a relationship with a
4 client or coworker with dynamic expectations?

5 MS. BROWN: With dynamic expectations?

6 MR. TIPTON: Yes.

7 MS. BROWN: Well, people are special.

8 MR. TIPTON: Yes. So just tell me about a specific
9 situation when you had to deal with a special person or
10 unique person?

11 MS. BROWN: I recall working in a secured building
12 when we have residents or people within the city that
13 likes to enter secured areas that they know is a secured
14 area, but due to mental health issues and things they
15 like to somehow exert additional force to be in areas
16 where they really shouldn't be. And that's what I'm
17 thinking of as far as my most recent encounter with
18 dealing with someone that didn't really want to follow
19 the rules or orders.

20 MR. TIPTON: All right. Thank you for that response.
21 All right. Many of our jobs require that you work as part
22 of a team, please describe a past situation in which you
23 had to accomplish objectives in a team environment?

24 MS. BROWN: Well, things have changed quite a bit
25 during this COVID period and working with teams have

1 become more computerized such as this interview today.
2 We're having a team interview via zoom. I find that now
3 during this particular period everyone has to have a
4 specific deadline to get certain tasks done and when you
5 meet back up from a zoom standpoint, we all have to have
6 what we need in order to accomplish the goal.

7 MR. TIPTON: Thank you for that response. Number
8 four, please describe a time when you were able to apply
9 existing knowledge in a new and constructive way in order
10 to solve a problem.

11 MS. BROWN: Repeat the question?

12 MR. TIPTON: Sure. Please describe a time when you
13 were able to apply existing knowledge in a new and
14 constructive way in order to solve a problem. So think of
15 a situation and a problem that you had to solve recently,
16 but you used some of your 28 years plus experience to
17 solve the problem now?

18 MS. BROWN: Well, when it comes to doing mathematics
19 and doing statistics, I tend to use the multiplication
20 such as we know, two times two is four, but if I'm
21 figuring 400 times 200, we know that's 800. I'm just
22 using it from a statistical point of view. When you start
23 dealing with numbers, you start dealing with larger
24 numbers. It's more closely related to a smaller one to
25 get the common answer. Sometimes you can't always get to

1 a calculator, your phone. And in fact, some of the tests
2 that I've taken recently with the city had to be figuring
3 out how to do numbers without the usage of technology.
4 That's from the analytical part now, from the part of
5 understanding in everyday language, because everyone
6 doesn't understand statistics in everyday language. You
7 had another portion to that question on how I would solve
8 a current problem without new resources going the old
9 school way basically is what you were saying.

10 MR. TIPTON: If you want to term it that way, yes. So
11 how would you solve a problem using some experiences or
12 knowledge of things that you already know to solve a
13 problem today?

14 MS. BROWN: Well, basically you don't agitate a
15 situation. That's number one, you stay calm and you just
16 try to solve the problem with the tools that you have
17 without infringing on people's rights and benefits and
18 without breaking the law and depriving anyone. And old
19 school has always been the best school even with new
20 technology.

21 MR. TIPTON: Okay. All right. Thank you for that
22 answer. What is your experience managing caseloads?

23 MS. BROWN: Well, my experience managing caseloads
24 goes back sometime. My caseload now basically deals with
25 classes that I happen to have to make sure have

1 compliances as a whole for the state of Michigan. So I
2 have to deal with at least 20 to 30 people for the
3 classes, but I'm per se their instructor. I just oversee
4 the paperwork behind instructions being done.

5 MR. TIPTON: All right. So in your experience, can
6 you tell us or describe what you consider as a heavy
7 workload?

8 MS. BROWN: Well, a heavy workload would be a
9 workload that number one, might not have enough people to
10 get the workload done in a timely fashion.

11 MR. TIPTON: So let me rephrase that then. So I asked
12 you about managing the caseloads. So tell me about a time
13 when you had a heavy caseload and how did you manage it?
14 How did you reduce the work?

15 MS. BROWN: Well, when I was working with the
16 Sheriff's Department, I had heavy caseloads when I had to
17 deal with cell searches. So I had to deal with employee
18 searches and I had to make sure that those things were
19 done in a timely fashion and compliance. I also had to
20 oversee investigations at a particular time when I worked
21 at the airport. As I stated, I had 25 years in so many
22 different departments from the court system. I worked at
23 the court system for three years, dealing with those
24 caseloads. I worked at the airport for nine years. So I
25 did so many different sectors, but I never per se had to

1 do it as always when someone else had to oversee the next
2 step. So I can oversee up to a hundred people doing
3 caseloads, but then that also has to go to someone above
4 me. I had never had a full operation for anything larger
5 than a hundred people at a time.

6 MR. TIPTON: All right, thank you. And this will be
7 our last question.

8 MS. BROWN: Okay.

9 MR. TIPTON: Successfully communicating with people
10 who have different concepts and understanding of the
11 workplace can be very challenging and sometimes even
12 tedious. Please think about a situation in which you
13 needed to communicate with someone that raised these
14 concerns. So what was the particular situation and why
15 was it a challenge communicating with it?.

16 MS. BROWN: Can you repeat the question?

17 MR. TIPTON: Successfully communicating with people
18 who have different concepts and understanding of the
19 workplace can be very challenging and sometimes even
20 tedious. Please think about a specific situation in which
21 you needed to communicate with someone that raised these
22 concerns. So tell us about a time when you had to
23 interact with an individual and it was a challenging
24 situation to interact with them. How did you make it a
25 successful interaction?

1 MS. BROWN: Well, when I'm challenged by someone that
2 we might not have the same views or the same opinions, I
3 can't change them. I can only change myself. I try my
4 best to walk according to the word of God most of all.
5 And I keep my calm. Everyone has a different perspective
6 these days on how they choose to live their lives or do
7 things. I try to have an unselfish life and do the best
8 that I can. And I can't judge other people. I can only
9 back away or back off. And I push my values on them. I've
10 been married 30 plus years and I've learned when to hold
11 and when to fold. I don't know if I've answered the
12 question correctly, but I'm doing the best that I can.

13 MR. TIPTON: Those are all the questions we have for
14 you today. Do you have any questions for, I'm sorry,
15 you're entitled to one question to the Board or myself?

16 MS. BROWN: No. I had the opportunity to read up on
17 what the requirements are for the job, what the Board is
18 looking for. And I feel fully confident that whatever I
19 need, I can bring to the department as an asset. And I'm
20 hoping that the opening of a door of a job of this nature
21 would lead me to, how about the director of police
22 personnel?

23 MR. TIPTON: All right. Well, thank you so very much
24 for your time today.

1 MS. BROWN: I thank you so much for having me and you
2 guys have a wonderful evening. Thank you.

3 CHAIRPERSON HOLLEY: Thank you.

4 MR. TIPTON: And you do the same.

5 MS. WHITE: Mr. Chair and honorable Board, the next
6 candidate is Ms. Nicole McKee, who is walking into the
7 room at this time. And Ms. McKee, as you make your way to
8 the podium the interviewer, Mr. John Tipton is attending
9 via zoom, and so he will be asking the questions of you,
10 but the honorable Board is here, in person. So you can
11 address them as you respond to the questions. Thank you.

12 MS. McKEE: Thank you. Would you like me to take my
13 mask off?

14 MS. WHITE: Whatever is comfortable for you. Thank
15 you.

16 MR. TIPTON: Thank you, Ms. White.

17 MS. WHITE: Yes, sir.

18 MR. TIPTON: Good afternoon, Ms. Nicole McKee.

19 MS. McKEE: Good afternoon, sir.

20 MR. TIPTON: My name is John Tipton. I'm the
21 recruiter here with the City of Detroit, Human Resource
22 Department. Today, we're interviewing you for one of our
23 police commissioner investigator positions. We have about
24 six questions that I'm going to be asking you. When
25 giving your response, we just want you to think of a

1 particular situation, excuse me, a particular
2 circumstance, the action that you took and then the end
3 results. So when you're addressing, you can just look at
4 the Board. I know you look at the camera, but you can
5 look around the room, you're amongst friends. So just
6 relax when giving your response. Also, you may see the
7 Board members and myself taking down notes. So please
8 don't get disturbed we're just taking notes as you're
9 talking. So we might not give you that eye contact in a
10 normal situation. Okay. All right. So our very first
11 question gives you an opportunity to brag about yourself.
12 Can you briefly explain how your previous experience or
13 education have prepared you for this position?

14 MS. McKEE: Yes. Hi. Well, I want to start off by
15 saying my name is Nicole McKee. I'm 35 years old. I have
16 previous law enforcement experience as a student police
17 cadet with Wayne State Police Department, as well as a
18 previous deputy sheriff with Dwayne County Sheriff's
19 Department for five years. I also have my bachelor's in
20 liberal arts and sciences with a particular in criminal
21 justice.

22 MR. TIPTON: All right. Thank you. Sometimes internal
23 and external customers can have expectations that we must
24 manage. Please describe a situation in which you had to
25 address a client who has an unreasonable expectation?

1 MS. McKEE: Okay. So my previous experience with the
2 Wayne County Sheriff's Department was working in the
3 jail. So most of my answers might be from the jail since
4 I've recently resigned from them.

5 MR. TIPTON: That's fine.

6 MS. McKEE: I had a female inmate that was
7 uncooperative. She didn't want to listen. She didn't want
8 to hear anything that I had to say. I tried to calm her
9 down and I ended up having to get the sergeant involved.
10 And that's how I ended up handling that situation

11 MR. TIPTON: All right. Think of a time when you had
12 to perform an important task with a short deadline, how
13 did you accomplish that task?

14 MS. McKEE: So the shortest deadline I had to do is
15 we actually had to close division three in Hamtramck,
16 which housed over 200 female inmates, which I was over.
17 So I actually had to put things aside that weren't in a
18 timely manner, because this had to be done all in a
19 couple of hours. So what I had to do was to take each
20 female by their age, by their weight, by their height and
21 by their criminal history and place them in different
22 categories. So they can be housed on different floors in
23 that same kind of category. So far as a crime, because
24 you can't put like a felony and a misdemeanor together
25 because you don't want any toes to break off.

1 MR. TIPTON: All right. Thank you for that answer.
2 All right. Interacting with other people on the job is
3 sometimes dynamic. Please describe a situation in which
4 you had to work or develop a relationship with car and
5 coworkers with dynamic expectations?

6 MS. McKEE: So working five years in the Wayne County
7 jail, you develop different personalities and different
8 personas of people, especially with the inmates, with
9 them trying to manipulate you or even lying to you. You
10 have to be attentive to listening to what they have to
11 say. And also after a certain amount of years you learn
12 their personality. So with that being said, you handle
13 the situation in different circumstances. So far as an
14 example, I'll give you, an inmate that came to me
15 privately because she didn't want to talk to the current
16 officer that she was being sexually assaulted, which is
17 0% policy in the jail for that. So I took her aside, gave
18 her a witness statement. She said she wanted to fill it
19 out. And once she gave me that I moved her safely to
20 another ward away from the alleged suspect and called my
21 sergeant in to handle the rest of the case.

22 MR. TIPTON: All right. Thank you for the response.

23 MS. McKEE: You're welcome, sir.

24 Mr. TIPTON: All right. Many of our jobs require that
25 you work as part of a team. Please describe a past

1 situation in which you had to accomplish objectives in a
2 team environment.

3 MS. McKEE: So I started off my first year and a half
4 working directly in the jail, which is for security,
5 which you get based on briefing, you get placed on a
6 different floor by your Sergeant. And then once that year
7 and a half passed, I started working in a classification
8 unit, which we had different policy and procedures in
9 which we had to deal with courts so far and municipal and
10 district and even juvenile courts and handling court
11 documents in which you have to know how to read these
12 court documents, make sure the wording is correct because
13 if it's not correct, then it might, oh it may be sent
14 back for reasons like a tether or going to a particular
15 rehab institution and things of that nature. So in our
16 unit we had two sergeants and a director that we had to
17 be under and based on the situation, we would only go
18 directly to them.

19 MR. TIPTON: All right. Thank you for that answer.
20 Please describe a time when you were able to apply
21 existing knowledge in a new and constructive way in order
22 to solve a problem?

23 MS. McKEE: So I have existing knowledge, based on
24 just my education and being with Wayne State Police
25 Department and then the County Sheriff Department of

1 multitasking and also organizational skills, which I
2 think is very important in the job situation, as well as
3 active listening and knowing how to respond and being
4 confidential in certain situations and just knowing how
5 to take care of that situation without always having to
6 get someone in upper command, because not everything
7 needs upper command to be involved because upper command
8 might have something that's more serious than what I'm
9 dealing with.

10 MR. TIPTON: All right. Thank you for that response.
11 What is your experience managing caseloads?

12 MS. MCKEE: So my experience with managing caseloads
13 would be that they put me on the females. My previous
14 director in the classification unit, she loved how I
15 handled females. Females gave me respect as well as I
16 gave them respect. And when I say females, I mean the
17 female inmates in the jail I had over maybe 200 females
18 that I had to deal with on a regular basis. So with the
19 caseload, I would take certain days and actually do
20 rounds, go on to floors where they were actually housed
21 in division one and make sure they were okay. Answer any
22 grievances they had or any questions and basically make
23 sure that they were comfortable as well, because if it
24 was like a family member, you would want your family
25 member to be comfortable in there as well. Because not

1 everybody is guilty, so they're waiting trial and some of
2 them are actually scared. So you need to calm them down
3 as well.

4 MR. TIPTON: All right. So can you tell us about a
5 time when you had a heavy workload and how did you manage
6 to reduce that workload?

7 MS. McKEE: So the heaviest workload we had was again
8 with female inmates. I had an inmate that well actually
9 had two female inmates that didn't get along with each
10 other, but because of COVID, we weren't allowed to move
11 them to certain places. So what I had to do was based on
12 their criminal history and the level that they were on, I
13 had to switch a couple of female inmates around that were
14 willing to be switched around that way to resolve the
15 confrontation that was going on, because you can't have
16 two female inmates on the same ward that will result in
17 altercation.

18 MR. TIPTON: All right. And this is our final
19 question: Successfully communicating with people who have
20 differing concepts and understanding of the workplace can
21 be very challenging and sometimes even tedious. Please
22 think about a situation in which you needed to
23 communicate with someone that raised these concerns?

24 MS. McKEE: A situation where I needed to do that
25 would be with my female trustees, inmates, and basically

1 a female trustee is an inmate that has been sentenced,
2 but they're waiting to go to prison or awaiting to go to
3 a particular rehab based on court documents. I had gotten
4 in the situation where other female inmates that were not
5 sentenced were feeling like the female trustees were
6 getting special attention in which they were not, they
7 were only getting credit sentences off their time because
8 they were actually working. Once I explained and even put
9 up typed paperwork on certain rewards in their windows to
10 give the rules and the guidelines and then the female
11 inmates that were not trustees, they understood a little
12 better. And even if they had questions, I told them that
13 they could call and I would come down and I can answer
14 their questions one on one, or even privately, if they
15 wanted to. Also, you have to actively listen to people
16 and learn from them in that situation.

17 MR. TIPTON: Ms. Mckee, those are all the questions
18 we have for you. At this particular time you can ask the
19 Board a question or myself.

20 MS. McKEE: Yes. So since COVID 2019 came out, how
21 has this establishment dealt with that when it first came
22 out and how is it dealing with it now?

23 CHAIRPERSON HOLLEY: I'm not quite sure I understand
24 you talking about in terms of, oh, in terms of OIC

1 MS. McKEE: In terms of do I need to be vaccinated,
2 as well as in terms of, is it on certain days that
3 prospectively, if I am an employee, do I have to come in
4 on certain days or is it on certain days that it's remote
5 or things of that nature.

6 CHAIRPERSON HOLLEY: Come to the mic, Chief, if you
7 could please. This is the young men that you'd be working
8 for. He would be able to tell you that.

9 Ms. McKEE: Hello, sir.

10 CHAIRPERSON HOLLEY: Take the mic, let the people
11 know, state your name again.

12 INTERIM CHIEF AKBAR: Interim Chief Investigator
13 Lawrence Akbar. Through the Chair. Ma'am currently right
14 now we are working at our office. Although it may come a
15 time that we have to work remotely, if we have a
16 situation with respect to an outbreak or something like
17 that, you have the option, not the option, you will be
18 ordered to work remotely.

19 CHAIRPERSON HOLLEY: What about the vaccination?

20 INTERIM CHIEF AKBAR: Well all of our employees, from
21 my understanding right now, currently working for the
22 Officer of the Chief Investigator are vaccinated.

23 CHAIRPERSON HOLLEY: The city mandate.

24 INTERIM CHIEF AKBAR: Yes. The city mandate.

1 CHAIRPERSON HOLLEY: So, it's a thing, not us.

2 Anything else? Any other questions?

3 MS, McKEE: o, sir.

4 MS. WHITE: Through the Chair.

5 CHAIRPERSON HOLLEY: Yes.

6 MS. WHITE: And HR is also on the line as well. The
7 city strongly recommends the vaccination and the booster
8 shots, but at this time it's not mandated. But
9 essentially, all of the OCI staff as Interim Chief
10 Investigator Akbar has just indicated everyone has been
11 vaccinated, booster shots and everything, but it is a
12 strong recommendation.

13 MR. TIPTON: Thank you, Ms. White. I was just about
14 to say that.

15 CHAIRPERSON HOLLEY: You want to say something to us,
16 like thank you for being here or something like that.

17 MS. McKEE: Thank you for having me and taking the
18 time to interview me today.

19 CHAIRPERSON HOLLEY: And we thank you for coming.

20 MS. McKEE: Thank you, sir. Yes, ma'am.

21 MR. TIPTON: Thank you.

22 MS. WHITE: Honorable Board, the last interviewee
23 today is Mr. Jose Dorsey Jr. And he should be arriving
24 shortly.

1 CHAIRPERSON HOLLEY: And then after that, at the end,
2 we can say the meeting is adjourned?

3 MS. WHITE: Yes, sir.

4 CHAIRPERSON HOLLEY: Good afternoon. Good evening.
5 How are you?

6 MR. DORSEY: Good Evening.

7 CHAIRPERSON HOLLEY: Ms. White, can you introduce him
8 to Mr. Tipton.

9 MS. WHITE: Sir. Through the Chair, Mr. Tipton, Mr.
10 Jose Dorsey Jr. has just arrived and again Mr. Dorsey,
11 welcome to the interview. Thank you for being here.
12 Please refer to the honorable Board in person, but Mr.
13 Tipton is conducting the interview via zoom. So you'll
14 hear the questions from the monitor, but please address
15 the honorable Board. Thank you.

16 CHAIRPERSON HOLLEY: Can you, can you see him? Can
17 you see Mr. Tipton?

18 MR. DORSEY: No, I can't. Where am I looking?

19 CHAIRPERSON HOLLEY: There you go.

20 MR. TIPTON: How are you going, Mr. Dorsey?

21 MR. DORSEY: I'll stand, sir.

22 MR. TIPTON: Thank you for that.

23 CHAIRPERSON HOLLEY: You may.

24 MR. TIPTON: Chairman Holley. Thank you. Mr. Dorsey,
25 we're here to interview you today for our police

1 commissioner investigator position. We have about six
2 questions that we're going to ask you. When giving your
3 response, please just think of a circumstance, the action
4 you took, and then the end result when giving your
5 response. You will see the Board members and myself
6 taking notes. Please don't get alarmed during the
7 silence, we are really just capturing what you're saying
8 at this particular time. You can just continue to look at
9 the Board. And I saw you looking at the monitor, so
10 that's fine. So, the very first question, just briefly
11 tell us about how your experience in education has
12 prepared you for the position?

13 MR. DORSEY: I worked 19 years in law enforcement, 10
14 of those years with the City of Detroit. I was a sergeant
15 with gaming operations. And from there, I went over to
16 the Department of Homeland Security where I served as a
17 criminal investigator. And from there I also became a
18 private investigator actually, an owner operator of my
19 own private investigation. And education wise, I hold a
20 Master of Science and administration, justice and
21 security.

22 MR. TIPTON: All right, thank you very much for that.
23 Sometimes internal and external customers can have
24 expectations that we must manage. Please describe a

1 situation in which you had to address a client who has
2 unreasonable expectations?

3 MR. DORSEY: I also have clients in the private
4 sector that might have a more commercialized expectation
5 if you will be more transparent. They have this TV
6 perception of what private investigators do, and
7 unfortunately, many of their expectations do not go along
8 with compliance with my license. So the best thing that I
9 do is actually, I go over the contract with them and I
10 help them understand exactly what they can expect for the
11 services that I will render and help them to also be able
12 to make a more informed decision about continuing to
13 employ my practice so I can make sure that they have all
14 the information necessary and that nobody misunderstands
15 exactly what the services will be rendered at that time.

16 MR. TIPTON: Thank you for that answer. Think of a
17 time when you had to perform an important task with a
18 short deadline, how did you accomplish that task?

19 MR. DORSEY: Well, I think I have a very methodical
20 approach to that. Usually, if I'm in a crunch for trying
21 to determine what I'm going to do with time or time
22 management regarding a task, I look at when the task is
23 designed to be completed. And then I divide that time
24 with however many tasks. So that lets me know exactly how
25 many or how much time I can dedicate to each task. And

1 then I look at trying to make sure that I manage my time
2 according to those tasks so that I can make deadlines and
3 generally manage the time so that I make the deadline for
4 completing those tasks ahead of time, so I can have a
5 plan for contingencies.

6 MR. TIPTON: Thank you for that response. Interacting
7 with other people on the job is sometimes dynamic. Please
8 describe a situation in which you had to work or develop
9 a relationship with clients and coworkers with dynamic
10 expectations?

11 MR. DORSEY: Oh yes. I want to blame the Detroit
12 Police Department for this one. I was a Sergeant, so let
13 me backup. I was assigned out of academy to gaming
14 operations. At gaming operations, I was one of the
15 youngest officers there, right. So, you know, during my
16 tenure there, I would just study and, you know, I was
17 going to school after that. I got transferred over to the
18 Second Precinct, got promoted was sent back to gaming
19 operations where I was the youngest police officer with
20 the lowest time. So now I'm the supervisor with the
21 lowest amount of time. And one of the youngest people
22 there. It presented some challenges towards my
23 leadership. As far as some of those old police officers
24 being able to take me serious. So one of the things I
25 decided to do is develop a relationship with them, help

1 them understand that even as a leader of a team, the
2 leader still is a part of the team.

3 MR. DORSEY: And so ultimately my goal was to look
4 out for their best interests, as well as the best
5 interests of the department. I still maintained a kind of
6 a military approach if you will, where mission
7 accomplishment, and then troop welfare. I maintained
8 that. And because of that, they began to respect me. So
9 when it came time for me to police them, if you will
10 supervise some of their actions, I showed them that my
11 heart toward them was that I care about them as
12 individuals. I wanted them to go home at night. I wanted
13 them to be, and at the same token, had a responsibility
14 to make sure we complied with the departmental mandate.

15 MR. TIPTON: All right, at leads right to our next
16 question then. Many of our jobs required that we work as
17 part of a team. So please describe in a past situation,
18 which you had to accomplish an objective in a team
19 environment?

20 MR. DORSEY: As a criminal investigator with the
21 Department of Homeland Security, I was responsible for
22 administrating cases, whether they be administrative or
23 criminal. It often required that we have multi-
24 jurisdictional cooperation where different local states,
25 as well as federal organizations would be a part of one

1 effort. And basically we would in a task force oriented
2 style approach to policing, we would essentially borrow
3 each other's powers if you will, so that we can
4 accomplish a common goal. So it required that I worked
5 with various levels of leadership as well as different
6 organizations to fulfill a multi-jurisdictional
7 objective. And so we worked together and we were able to
8 accomplish many objectives with dealing with each
9 individual department, as well as the common collective
10 objectives.

11 MR. TIPTON: Thank you for that response. Okay.
12 Please describe a time when you were able to apply
13 existing knowledge in a new and constructive way in order
14 to solve a problem?

15 MR. DORSEY: Okay. So I became the owner operator of
16 a private investigation firm called Tri-Scale
17 Investigations. And so I had all this police knowledge,
18 but I really didn't have any private sector knowledge. So
19 what I found is that they were able to fit comfortably,
20 but first it required that I be kind of methodical about
21 how I approach it from a private and business
22 perspective, which meant that I had to do a business
23 analysis. I had to actually look in the industry and
24 determine what my niche is and how I can fit it within
25 this sector in order to be most successful. And so I was

1 able to incorporate some of the knowledge that I had from
2 the Detroit Police Department, where I was responsible
3 for in-service training of police officers, and actually
4 incorporate that directly into how I trained the
5 investigators that are part of my private investigation
6 firm. I also was able to look at different ways of
7 approaching report writing from the government department
8 of Homeland security. And I kept that format. If it's
9 broken, I didn't try to fix it. So it was very effective
10 with helping them develop in their report writing skills
11 as well as being very palliative for other clients or if
12 you will partners and cooperatives that I work with in my
13 practice, such as attorneys and I'm sorry, basically
14 attorneys and prosecutors and people within the criminal
15 justice system.

16 MR. TIPTON: Thank you for the response. So what is
17 your experience managing caseloads?

18 MR. DORSEY: I have experienced managing caseloads
19 from multiple perspectives, if you will. From the private
20 perspective I manage caseloads now and I actually
21 delegate them to different investigators and I oversee
22 their work when I do case reviews. As a criminal
23 investigator, I was responsible for multiple cases where
24 I was responsible for my own caseload as far as
25 administering them and being responsible to a supervisor

1 and to account for those cases. But also I was
2 responsible for working with other partners, if you will,
3 that other criminal investigators who were part of the
4 same unit to make sure that we helped each other out and
5 complied with deadlines and compliances regarding our
6 caseloads, but also from an administrative perspective on
7 Detroit Police Department, even as a supervisor, I still
8 had administrative cases. We didn't quite call them
9 cases. They were like administrative investigations, but
10 I would say that they were very comparative to actual
11 caseload. So those are the three varying perspectives
12 that I had while managing caseloads.

13 MR. TIPTON: Okay. So with that being said, how do
14 you handle a heavy caseload? What would be your steps to
15 reduce or minimize it?

16 MR. DORSEY: I think time management and
17 prioritization is probably the best tool to effectively
18 manage a heavy caseload. Being able to determine which
19 cases require the most work, the most cooperation, if you
20 will, the most liaison in, if there's such a word to be
21 able to make sure that those cases are administrative
22 effectively and properly. So we look at them and
23 determine how much time we are expected to hit certain
24 deadlines as well as prioritization. What's the impact of
25

1 each case? What's the risk assessment, if you will,
2 for each case, as far as its impact is concerned?

3 MR. TIPTON: All right, thank you for that. And this
4 will be our final question here. Successfully
5 communicating with people who have differing concepts and
6 understanding of the workplace can be very challenging,
7 and sometimes even tedious. Please think about a
8 situation in which you needed to communicate with someone
9 that raised these concerns?

10 MR. DORSEY: Well, since we're in the City of
11 Detroit, I'm just going to blame the Detroit Police
12 Department for this one again. Here I am, this young
13 supervisor again, right. And I had the CRISNet system
14 that was new to the Detroit Police Department at the
15 time. It was, in my opinion, a very archaic system to the
16 FBI, but very new to the Detroit Police Department at
17 that time. And so there were some challenges with report
18 writing, but also challenges integrating the CRISNet
19 report writing system into regular practice into the
20 Detroit Police Department. But it was a mandate
21 nonetheless. And so the trainers came in, they trained us
22 and it still was really hard to get the police officers
23 on my shift to integrate that tool.

24 MR. DORSEY: And so the unit that I worked at gaming
25 operations, we didn't do a lot of reports anyway. So the

1 opportunity to actually develop these police officers was
2 a challenge for me. So, because I was in charge of in-
3 service training, I decided that it would be best to
4 maximize that training. I knew I was very proficient in
5 CRISNet but as a leader, what does that mean to the
6 entire unit that's struggling. We are only as strong as
7 our weakest link. So to maximize our in-service training
8 time, I made sure that we focused on, not just report
9 writing itself, but also the CRISNet system. And so in
10 time, many police officers actually transferred out from
11 my unit and they came back, they reached back and they
12 told me about the success that they had in the report
13 writing, the confidence that they felt in a report
14 writing. And some of them told me that they felt like it
15 was very pivotal towards how they were promoted and began
16 to look at how they approached a job. So I took advantage
17 of those opportunities to do, if you will, professional
18 development with police officers.

19 MR. TIPTON: All right, Mr. Dorsey, thank you for
20 that. That concludes our questions for you. Do you have
21 any questions? You are able to ask one question either to
22 me or to the Board?

23 MR. DORSEY: Yes. As a matter of fact, I do. So we
24 talked about caseloads. It seems like that has been a
25 consistent theme in your questioning. What I would like

1 to post to this honorable Board is, what does the
2 caseload look like per investigator for the role to which
3 I am interview?

4 CHAIRPERSON HOLLEY: Great question. Chief, this is
5 the young man that you would be working with. He's coming
6 up now. Chief Akbar.

7 INTERIM CHIEF AKBAR: Again for the record, I'm
8 Interim Chief Investigator Lawrence Akbar. To answer your
9 question, the caseloads that we have now, they are
10 extremely high. And the reason why is because we are down
11 about seven investigators, but normally our caseload can
12 be anywhere from 10 to 15 per investigator cases. But I
13 don't want to sound biased but listening to what you're
14 saying in terms of your approach to the investigative
15 process, I don't think you have a problem with that at
16 all.

17 CHAIRPERSON HOLLEY: Any other question that you
18 might have, or you'd like to say how grateful you are to
19 be before us today?

20 MR. DORSEY: You know what, in law enforcement, we
21 tend to call that a hint. I would like to say, Thank you
22 so much for your time and this most honorable Board. I
23 really appreciate the opportunity to appear before you.
24 Thank you so much.

25

1 CHAIRPERSON HOLLEY: And so are we. Thank you so much
2 for being here. You've been a delight. Thank you so much.

3 MS. WHITE: Mr. Chair.

4 CHAIRPERSON HOLLEY: Yes.

5 MS. WHITE: Just for the record, your last candidate
6 who was scheduled for today, she is requesting to be
7 rescheduled due to an unexpected emergency.

8 WHITE: So I just wanted to note that for the record.
9 And then also you are asked, the honorable board is asked
10 to submit your rating summary so that we can send that to
11 city HR. Thank you.

12 CHAIRPERSON HOLLEY: Okay. Very good. You want to do
13 both before we even do the last person?

14 MS. WHITE: Your rating summaries are for today.

15 CHAIRPERSON HOLLEY: Okay. Can I have a census where
16 we interview the other person that couldn't make it
17 because of an emergency, next week, if we could do that?
18 Mr. Tipton, can you help us with that?

19 MR. TIPTON: Yes, sir, no doubt...

20 CHAIRPERSON HOLLEY: That's how we want to be, fine.
21 And then make sure all of us get our ratings in, if you
22 would please? And then I really need a vote really soon.
23 When can we basically, well, we could send everything to
24 HR, right?

25

1 MS. WHITE: Yes. All of the rating summaries will be
2 sent to city HR, and then they'll send back an analysis
3 after their review and compilation of the scores. And
4 they'll send that back to the honorable Board after the
5 final interview with the last candidate.

6 CHAIRPERSON HOLLEY: So, you're telling me that HR is
7 going to pick my people for me?

8 MS. WHITE: They're not.

9 MR. TIPTON: No, sir. We're not picking your people,
10 sir. We're scoring the people. So we're scoring the
11 people, generating a list and once we generate that list,
12 we'll be sending it back over to the honorable Board to
13 make a decision on the candidates..

14 CHAIRPERSON HOLLEY: Scoring. What's the difference
15 between scoring and picking?

16 MS. WHITE: They're simply organizing everything that
17 you're submitting to them. You're scoring in they're
18 organizing.

19 CHAIRPERSON HOLLEY: I'm hungry.

20 COMMISSIONER BELL: Mr. Chairman, I have one
21 question. If you don't mind and you have head to a meal
22 already. I want to say, it appears that if we --

23 MS. WHITE: Could you speak into the mic

24 COMMISSIONER BELL: -- hire these individuals, I see
25 that some of these, I don't know if they really read it,

1 minimum conversation. We have a minimum conversation. I
2 see, in some instances, it's totally not in the scope of
3 what we can hire them for. Are they aware of that, Mr.
4 Tipton?

5 MR. TIPTON: I didn't hear the question clearly.

6 COMMISSIONER BELL: The question is we have a minimum
7 and a maximum conversation and I see some instances, just
8 like I see conversation like \$85,000 a year. That's
9 totally beyond our maximum salary that we can, is that
10 right, Ms. White?

11 MS. WHITE: Yes, sir. That is correct. And the salary
12 range is notated on the actual job specification that was
13 posted to all of the candidates who applied today. We can
14 contact them and just remind them of what the salary
15 range is for the position.

16 COMMISSIONER BELL: I think we need to do the front
17 end because...

18 MR. TIPTON: So just from an HR standpoint, we
19 understand that the salary range is on the posting. We
20 get into the salary range when I actually make an offer
21 to that person and to make them understand, this is the
22 offer. Some salaries have a range in which they're going
23 to try to counter offer. So I give them either the max,
24 this is the max in the range, and this is what we're
25 going to offer. So some individuals do try to counter,

1 understanding that no department is ever going to offer
2 you the max. That's just how we operate here in the City
3 of Detroit. We don't offer the max you know, basically to
4 anyone that I know of. I'll just say that I deal with. So
5 that is a conversation that I'll have with the candidates
6 to understand that this is a minimum, depending on what
7 the Board is deciding to pay them at that particular
8 time.

9 COMMISSIONER BELL: Okay.

10 CHAIRPERSON HOLLEY: Satisfied. If nothing else comes
11 before the Board, the Chair would ask for a motion for
12 adjournment.

13 COMMISSIONER MOORE: So moved.

14 COMMISSIONER HERNANDEZ: Support.

15

16 (Meeting Adjourned at 6:27pm)

17

18

19

20

21

22

23

24

25

STATE OF MICHIGAN)
)
COUNTY OF WAYNE)

RECORDER'S CERTIFICATE AND NOTARIZATION

I, Donald Handyside, Court Recorder, do hereby certify that on March 3, 2022, at 3:00 p.m., I did record the Detroit BOPC meeting, the same being later reduced to typewriting and that the foregoing is a true and accurate transcription of said electronic recording taken at such time and place.

I further certify that I am not related to or employed by any party of this cause or their respective counsel.



DONALD HANDYSIDE (CER 1464)

Notary Public

My Commission Expires: 5/6/2027

\$		
	\$395,235,898 26:10 27:5	14th 64:5
	\$400 27:15,22 28:25 33:1	15 44:22 63:8 130:12
\$1 33:16	\$400,000 35:22 50:12,17	15% 40:21
\$1.3 32:14	\$487,000 50:23	16 41:25 42:1,13 63:7
\$1.4 37:15	\$5.9 28:10	17 42:13,14
\$1.5 35:17,20	\$55.3 49:17,21 50:5	17% 40:18
\$1.9 28:11	\$58 50:6	171 51:4
\$10,000 43:14	\$72,812,626 26:9 27:4	17th 96:23 97:8,18
\$11.5 28:21	\$74,550,989 27:4	18 71:18
\$14 28:10	\$75,000 34:24	1830 91:9,10
\$14.5 28:12	\$8.6 51:5	19 95:18 121:13
\$144,000 51:15	\$85,000 133:8	19% 40:20
\$15,900 50:25	\$983,000 50:23	1974 3:23
\$16.1 29:5	(1987 3:9
\$164 49:6		1991 83:8
\$167.3 49:22	(313) 66:22,23,24 91:9	1993 58:25
\$167.4 49:6	0	1:00 67:19
\$17.2 28:9		1st 2:13 37:6 53:9,16,20 63:16
\$18.4 28:18,19	0% 113:17	2
\$18.6 28:20		
\$19 28:21	1	2 9:14 42:13 51:1 63:5,12 68:14 75:18 76:19 79:25 81:1, 4 94:17
\$2.5 50:7	1,702 63:23	2% 89:25
\$20 28:9	1.4 37:24 38:1	2,000 34:16
\$24.9 48:22 49:16	10 30:14 36:4 39:14 63:14 69:19 77:11 81:15 102:6 121:13 130:12	2,486 63:23
\$25,476,375 48:20	1023 63:19	20 42:11 88:7 107:2
\$25.5 48:19	108 63:17	200 105:21 112:16 115:17
\$3,188,283 33:16	10:00 66:1 67:19	2008 102:5
\$3.4 49:7	10th 99:15	2012 87:16
\$326.2 49:23	11 8:8 52:9 76:25 77:1	2013 59:8
\$326.7 50:11	115 63:17	2019 117:20
\$327 50:10	12 8:10 40:15 44:5 102:6,8	2020 63:23
\$378,763,960 27:6	12.4 28:16	2020.2 70:3
\$395 36:20 53:17,22 54:5,20	13% 40:19	2021 2:5,12 48:2,8,12,18
\$395,000,008 27:21		

51:10 62:2 95:17
2022 2:9,13 10:4,12 25:8
 48:16 49:13 50:3,21 51:7 52:1
 61:9 62:1 63:13,17 64:5 66:1
 70:14 93:10
2023 14:4 25:8 26:9 27:20
212 64:3
21st 51:10 66:1
22 41:17 62:12
22% 40:20
22nd 58:25
23 23:14
24 79:17
24/7 93:20 95:22
2482 66:24
2499 66:22,23
24th 10:12
25 102:4 107:21
26 62:1 63:10
27th 63:23
28 105:16
28th 42:17 63:13,17
29 59:22 60:5
2nd 70:14

3

3 63:7,11,12 75:18 83:14
 94:13 101:4 102:9
30 15:7 70:17 98:3 102:3
 107:2 109:10
300 29:2
30th 37:7
31st 2:9,12 48:2,8,18 49:5
35 111:15
38 62:10,13 63:3
395 37:2

3:49 36:5
3:53 39:9
3rd 10:4

4

4 8:9 13:7,13 45:12 46:12
 63:7,11 94:16 98:22
4,000 34:10,11
40 98:3,7
400 105:21
42 63:5
43 80:6
45 27:24 62:5 63:20
45% 49:17
49 63:19
4:00 36:3 39:11,12 66:20
4:10 39:8,10

5

5 9:19 47:13 63:5,8 98:22
50 29:3 44:7 63:3
50% 32:7 49:25
50/50 32:6
51.3% 50:1
54 62:5,11
596 66:22,23,24 91:9

6

6 2:5 49:4,25
647,206 33:16
6:27pm 134:16
6:30 99:15

7

7 8:8 13:7,14,16 40:17 63:11

64:22
7- 70:7
7-803 25:23 70:8
7-806 70:8
70 43:14
72 41:10
75 64:7
768 63:20

8

8 63:6 69:19
800 105:21
802 70:8
84 61:25
86 63:18
89 64:7 79:24
8:00 42:11 66:20

9

9 63:8 76:22,23 81:14
90 63:18,20 64:8
900 66:19 67:14 68:25 69:13
911 49:3

A

abandoned 73:1
abbreviated 51:25
abide 102:23
ability 5:17 43:9
absence 84:21
absolutely 24:19 53:10
academy 8:21 59:1 123:13
accepting 87:19,21 88:5
access 2:8

accessing 2:17
accomplish 103:5,17,19
 104:23 105:6 112:13 114:1
 122:18 124:18 125:4,8
accomplished 103:6
accomplishment 124:7
accomplishments 9:3
accordance 18:2
account 74:10 127:1
accountability 65:19
accountable 17:24 22:7 90:2,
 3
accredited 59:24
achievements 3:10
acknowledge 5:7 11:6,8 17:25
acoustic 93:17
acquisition 100:22
act 2:10,11 17:8 32:15,16
 51:16 84:22
Acting 11:2,3
action 14:3,17 15:6 84:9 88:13
 101:13 111:2 121:3
actions 41:10 87:12,18,25
 90:3 124:10
activate 85:15
activated 86:3,8
active 41:8 115:3
actively 117:15
activism 3:13
activities 9:3 12:22 28:8 95:18
activity 48:9,11 50:21 51:22
 62:24,25 65:15 75:5,7 83:24
 93:17
acts 8:23 15:17 84:11
actual 27:17 47:20 48:9
 127:10 133:12
add 53:1 71:20 75:6 86:9

added 52:15,16 73:11,24 74:2
adding 73:8,25
addition 6:1 31:2 35:1 46:16
additional 14:16 24:17 34:16
 35:16,19 53:6 54:5 55:10
 60:24 65:3 74:15 75:10 94:3
 104:15
Additionally 93:14
additions 6:8
address 66:19 91:11 101:19
 102:18 110:11 111:25 120:14
 122:1
addressed 22:9
addressing 100:24 111:3
Adela 11:5
adhere 72:12
adherence 72:17
adheres 61:24
adjourned 120:2 134:16
adjournment 134:12
adjust 13:1
adjustments 68:18
administering 126:25
administrating 124:22
administration 16:20 121:20
administrative 10:24 124:22
 127:6,8,9,21
adopt 26:12
adopted 19:16
advanced 17:20
advancement 3:7
advantage 129:16
advise 20:18 21:5 27:23
advisor 12:18 37:16,21
advisor's 37:19
affairs 40:14

affirmation 71:8
African 5:18
afternoon 2:1,24 3:1 7:3,23
 10:2,17 11:13,20 12:7,14
 40:10 47:23,24 52:7,8 60:25
 61:3,5 63:10 77:18,20 79:10
 91:18 101:1,2 110:18,19
 120:4
age 112:20
agencies 65:5 86:14,17 92:5
agency 6:8 8:5,12 12:3 25:17
 91:2
agenda 10:3 15:15 17:16
 23:13 24:1,2
agent 24:18
aggravated 40:20
agitate 106:14
agree 17:23
agreed 18:1
agreements 8:25
ahead 20:15 123:4
Ainsley 11:2
air 94:19,20
airport 107:21,24
Akbar 11:2 14:18,22 60:22
 61:3,6,12,15 62:8 63:16,24
 66:6 67:12 68:10 69:1,11
 87:12,17 88:4,8,13 118:12,13,
 20,24 119:10 130:6,7,8
Akbar's 60:25
alert 36:4
alerts 46:19 47:3,4 93:21
All-star 59:15
allegations 62:11,12 65:2,11,
 24
alleged 113:20
allegedly 93:4
allocate 53:3,21 54:20

allocated 35:7 51:14
allocations 31:7
allowed 116:10
allowing 87:3
altercation 116:17
amazed 75:15 95:4
amazing 43:19
amen 7:20 76:12
amendment 20:20 53:3,21
 54:2,8,22 55:11 71:3 72:12
amendments 53:19 54:16,18
American 5:18
amid 2:17
amount 26:9 33:14 48:23
 49:12 51:5,14 54:10 103:18
 113:11 123:21
analysis 36:7,8,10,13,14
 65:12,14 125:23 132:2
analysts 32:4
analytical 106:4
analyzing 50:3
anguish 87:22
Annie 3:25 9:23 15:5 70:23
announcement 99:15
announcements 92:21 99:12
annual 9:1 49:14 50:4
answering 38:12 47:8
answers 112:3
anticipate 64:15
anticipated 5:21
anybody's 88:23
anyone's 102:25
apologize 14:10 16:7 41:17
 81:3 87:7
apparently 39:19 40:2
appeals 8:20

appears 132:22
applaud 5:24
applicable 74:8
applied 133:13
apply 32:23 105:8,13 114:20
 125:12
appointed 8:9 13:5,7 20:22
 21:3 58:24
appointment 47:13 63:22
appreciates 11:17
appreciation 59:19 82:4
appreciative 29:8
apprised 64:19
approach 122:20 124:6 125:2,
 21 130:14
approached 129:16
approaching 126:7
appropriately 65:1
appropriation 37:5 50:15
 53:22 54:11
approval 26:4 63:25 70:9,10,
 12,15
approve 10:3 53:14,17 54:12,
 19 55:7,8 96:3
approved 10:15 53:12 54:6
 89:3
approves 8:14,17 53:15 54:2
approving 25:8 55:1
approximate 48:20
approximately 35:21,22 36:4
April 99:20
aptitude 59:8
archaic 128:15
area 93:16,18 104:14
areas 32:12 66:8 104:13,15
arises 55:9

arraigned 42:3
arrays 93:17
arrest 38:22 46:21 83:13,23
 95:8
arrested 78:23
arrests 32:11 44:13 47:1,4
arrived 120:10
arriving 119:23
artificial 93:22
arts 111:20
assaulted 113:16
assaults 40:20
assessment 128:1
asset 109:19
assigned 64:5 123:13
assignments 15:11 59:8
assist 61:21 65:15 91:2,10
assistance 86:10
Assistant 10:22,24
assisted 14:2 89:5
assisting 58:9 91:1 96:20
Association 12:2 19:12
assume 17:22 21:13 48:4
assuming 54:6
ATF 94:13
attach 51:20
attached 31:2
attachment 51:21 52:3
attempting 42:20 83:3
attend 15:23,25 17:18,21 66:3
 85:22
attendance 10:21 59:14
attending 110:8
attention 27:25 43:18 65:11
 68:15 117:6

attentive 113:10
attorney 9:14 20:25
attorneys 126:13,14
audience 39:19,20 40:2
audio 45:18 84:17 88:8 90:8
 91:21
auntie 82:9
authority 8:23 70:6,9
authorization 37:5 74:1
authorize 25:23
authorized 34:7 37:11 54:19
 71:17
authorizes 26:8
authorizing 29:18
auto 43:19 44:14
awaiting 117:2
award 59:14,15,16,17 60:4
Awards 59:14
aware 64:21 71:2 133:3
awesome 78:1
aye 10:8,9 22:20,21,24 38:14,
 15 60:13,14 96:10,11
eyes 10:10 23:2 96:12

B

babysitting 43:12
bachelor's 111:19
back 31:6 46:15 50:13 55:17
 56:1,4,6 75:7 80:2 86:2,7
 102:9,12 105:5 106:24 109:9
 114:14 123:18 129:11 132:2,
 4,12
background 12:21 73:17
 102:1
backlog 12:20,22,23 63:24
 64:4,5,11,15,17 65:22
backs 78:20

backup 123:13
bad 83:12 84:8
baggage 81:22
balanced 25:12
Banks 9:15,16 21:9,10 22:24
 36:19,20 37:1 67:20 68:22,23
 69:7,12 80:13
barely 83:7
bargaining 8:25
Baseball 59:15
based 8:25 49:19 50:16 52:2
 114:5,17,23 116:11 117:3
baseline 27:4,5
basically 6:17 16:11 18:13
 19:2 20:4,5 21:16,19 37:13
 47:1 49:17 68:4 75:17 76:20
 88:22 100:13 102:10 106:9,
 14,24 115:22 116:25 125:1
 126:13 131:23 134:3
basing 88:6
basis 81:25 115:18
Beadie 12:11
beating 83:9
beautiful 5:14,15 7:22
began 59:2 124:8 129:15
begin 7:1,13
beginning 2:13 3:22 49:9 80:3
 84:8 90:1
begins 7:12 47:18
behalf 19:5 38:18 46:17,23
 76:6 96:4
BEL 60:11
bell 4:5 9:17 16:19 17:1,3
 18:5,12 19:8,11 26:14 27:9
 66:12 67:20 81:13 87:13,17
 88:2,14 95:16 96:7 98:14,16
 99:3,5 132:20,24 133:6,16
 134:9
belong 21:20

belongs 73:23
benchmarking 41:1
benefit 3:6 36:14
benefits 3:13 30:21 31:2 32:7
 52:11 106:17
berating 84:25
Bernard 3:24 4:14,20,25 5:4,9,
 12 9:13,14 10:5 15:4 22:3,16
 23:10,17 26:23 27:1,12,13,18,
 22 28:24 29:11,14,18 30:7,13
 31:12,21 32:9 34:7,11 37:14,
 19,23 38:6 44:20,21 45:4
 70:22 96:21
Bernice 79:8
Bernie 77:16
biased 130:13
Biden's 5:7,24
big 22:7 28:4 32:20,21
biggest 29:6
billion 33:2
bit 29:10 76:16 77:13 87:4
 104:24
black 4:13 38:22 83:4,14,17,
 19 92:9,10 98:20
blame 123:11 128:11
Bless 7:20
 blessing 79:13
Blossom 10:23 69:24 77:3,4,
 6,8,11 79:8 80:19,22 81:2,3
 82:17 84:4 86:22 87:5,6
 89:10,11,15,17 91:15,16
 92:19,20 99:13,14
Blount 77:17 82:17,19,20,22
 83:13
blue 95:18
board 2:1,3,5,12,15,25 3:12,
 18 5:3 7:16 8:3,4,8,10,17 9:10
 10:21 13:6,9,13 15:1 16:3,14
 17:2,4,8,9,11,13,14,17,19,22,
 24 19:15 21:1,18 22:4,6,9

24:10,19 25:21 26:6 27:23
 32:22 36:5 37:10 40:10 41:3,
 14 43:10 44:17 46:5,9,13,15,
 25 47:9,18,24 48:8 54:14,18,
 22 57:18 58:8,9 60:2,23 61:4
 64:2,14,19,21 67:6,9,16 68:6,
 19 70:7,11,13,15 74:3,5,18
 75:15 76:9 81:7 82:20 84:6,10
 85:2,7,17,18,24 88:2,9,12
 89:3 90:2,3,4,7,14,25 92:5,17,
 25 93:2,7 94:2,4 95:21 96:2,4,
 5,25 98:4,9 100:5,24 101:3,
 18,20 109:15,17 110:5,10
 111:4,7 117:19 119:22
 120:12,15 121:5,9 129:22
 130:1,22 131:9 132:4,12
 134:7,11

board's 9:4 14:17 15:6 17:12
 23:14,23 43:18 64:12 65:13,
 16 66:5 67:14 70:4,8,12,14,
 18,21,25 73:6 74:14 91:9,11
 100:14

Boards 85:22

boastful 40:23

bode 84:12

bodies 33:18

body 53:13 55:10 62:14

body- 83:21

body-worn 62:15,18,21,22,23,
 24 63:1 83:15

bond 43:14

bonds 55:16,22,23 56:3,5

booster 119:7,11

BOPC 2:14 8:5,11 9:1 15:11
 16:2 17:24 25:8 27:3 45:19
 70:17

BOPC's 9:2 70:6

BOPC/OCI 61:24

borrow 125:2

bottom 75:23

bound 15:17

Bowl 59:17

box 75:7

boxes 44:10

boy 79:13

brag 111:11

bragging 40:23

break 102:22 112:25

breakdown 98:18

breaking 106:18

breaks 30:18

breath 80:17

breathe 80:17

breathing 53:7

Brenda 89:12

briefing 114:5

briefly 48:14 97:1 101:25
 111:12 121:10

bring 21:17 41:3,18 42:9
 43:17 54:17 64:22 68:15
 100:9 109:19

bringing 43:20 100:18

brings 44:14

broken 12:14 86:22,24 126:9

Brooks 81:23

brought 30:2 50:22,24

Brown 5:13 14:11 100:18,19
 101:6,7,8,17 102:3,19,22
 103:6,14,19 104:5,7,11,24
 105:11,18 106:14,23 107:8,15
 108:8,16 109:1,16 110:1

brutality 83:10

Bryan 9:9

budget 8:18 14:4,15 16:17
 23:7,14,23 24:2,8,11,13 25:9,
 11,12,18,24 26:1,8,9 27:4,5,
 15,24 28:2 29:19 30:17,20
 31:9,15 32:8 33:13,23 34:20,
 21,23 35:3,6,15,23,24 36:9,16

38:20 47:19,20,25 48:9,17,23
 49:14,20,22 50:4,21 52:1,24
 53:3,7,8,12 54:2,16 55:7,11
 56:2,19,22 57:2

budget allocated 50:9

budgeted 48:19 49:4,5,8,12
 50:8 55:19

budgets 25:14

building 66:6 99:24 104:11

Bully-cummings 4:5

bureau 28:7,8 54:21 67:2

Burton 9:18,19 15:5 20:14,16,
 17 22:23 34:18,19 35:1,10,16,
 19 36:7 38:17 45:25 46:1,2,
 11,16 56:16,17,18 57:4,23
 67:21 70:24 96:20

busiest 30:24

business 7:17 95:12 125:21,
 22

busy 11:14

buy 86:19

bylaw 19:18

bylaws 17:12 18:20 21:19

C

cadet 111:17

calculator 106:1

California 73:12

call 9:7 17:19 27:25 33:7 37:5
 38:13 66:19,21 77:15 81:19
 88:7 98:10 117:13 127:8
 130:21

called 66:15 77:22 113:20
 125:16

caller 90:24 91:8

calling 28:1 44:19

calls 23:13 34:15 62:5 63:9
 79:3

calm 106:15 109:5 112:8
116:2

camera 4:16 62:15,16,21,22,
23,25 63:1 66:7 83:15 101:15
111:4

cameras 39:20 62:18,19 83:22

Campus 99:18,23

Campuses 99:23

candidate 100:17 101:5 110:6
131:5 132:5

candidates 13:14,16 92:16
100:5,7,8 101:4 132:13
133:13 134:5

capable 38:12

capital 48:12 49:3 51:8

captains 52:15

caption 84:16 85:13 86:2

capture 34:3 84:14

captured 62:17

capturing 121:7

car 44:1 83:15 113:4

card 96:19

care 115:5 124:11

career 59:2,12

cares 51:16 56:4,5 80:5

carjacking 40:22

cars 43:24 44:5,7,10,11 84:2

Carter 3:24 9:20 15:5 70:24

case 12:20,22,23 47:15 63:12
64:16 70:20 73:11,17,18 74:9,
20 113:21 126:22 128:1,2

caseload 106:24 107:13
115:19 126:24 127:11,14,18
130:2,11

caseloads 106:22,23 107:12,
16,24 108:3 115:11,12
126:17,18,20 127:6,12 129:24
130:9

cases 32:21 63:15 64:4,7,8,12
65:3,22 92:13 124:22 126:23
127:1,8,9,19,21 130:12

casings 94:15

categories 30:8 112:22

category 112:23

Catholic 82:23

caused 87:22

CCRS 63:17,19,20,23 78:14,
16,18,19 79:1

cease 7:12

Cedric 9:15

celebrated 3:10

celebrating 81:12

cell 107:17

cancel 20:5 21:19 22:5

censored 22:10

census 131:15

center 29:5 53:23 93:19 94:1

ceremonies 15:22

certainty 56:23

CFO 12:4 24:18 25:18 26:8
30:5 38:12

Chair 4:18 5:2 6:23 8:3 9:8,24
10:18 12:8 17:1 19:23 20:6
23:13 24:10 25:8 26:19 27:16
29:4 30:15 33:9,12 35:6,18,25
37:4,13 38:7 39:15 45:14,18
46:14 47:6,17,23 51:25 55:6,
15 56:16 57:16,23 58:3,5
60:19 68:23 77:21 79:8 81:9,
13 86:20 88:24 90:20,23,24
91:5,7 92:24 94:8 95:13,16
96:15 97:23 99:15 110:5
118:13 119:4 120:9 131:3
134:11

chaired 15:4

Chairman 2:21 4:14 18:19
19:8 22:3 23:6 26:23 28:6,13
32:13 37:14 38:17 52:6 58:22

67:11 75:17,19 77:6,8 92:20
99:14 101:2 120:24 132:20

chairmen 76:18

chairperson 2:22,24 3:16 4:6,
9,21 5:6,14 6:5,13,24 7:1,21
9:5,9 10:1,7,10 11:10,14 12:5,
12 13:4 14:7,9 15:1,18 16:18
18:4,22 19:10 20:1,7,10,12,15
21:8,12 22:14,19,22 23:1,9,18
24:1,4,5,8,19 25:3,6 26:12,17,
22,24 27:7,12 28:22 29:7,13,
15,20 30:11 33:10 34:18 36:1,
6,19 37:12 38:7,16 39:1,8,10,
12,16,25 40:4,7,9 41:19 42:12
44:18 45:8,14,22 46:1,16
47:11,22 52:4 54:24 55:13
56:7,14,17,24 57:8,15,17,24
58:1,4,13,17,20 60:12,15
61:1,11,13 64:13 67:9,24
68:10,21 69:6,9,15 70:23
75:14 76:3,14 77:1,7,9,18,22
79:7 80:21,24 81:5 82:16,21
85:12 86:1,4,13,15,18,25
87:2,10 88:15 89:9,19,21,23
90:17,21 91:3,6,13 92:19,22
94:5,9 95:6,14 96:6,9,12,16
97:6,9,12,17,20,22,24 98:13,
15,24 99:4,6,10 100:1,11,16
101:1 110:3 117:23 118:6,10,
19,23 119:1,5,15,19 120:1,4,
7,16,19,23 130:4,17 131:1,4,
12,15,20 132:6,14,19 134:10

Chairperson's 23:15

challenge 108:15 129:2

challenged 109:1

challenges 123:22 128:17,18

challenging 108:11,19,23
116:21 128:6

chance 27:23 42:21 94:25

change 53:8 55:5 56:12 68:13
97:9 109:3

changed 50:19 56:10 68:12
102:11 104:24

changing 91:25

Chaplain 6:21,22,25 7:3,22
chapter 84:9
charge 69:24 83:17 129:2
charged 42:1 43:11
charges 42:2 83:19
Charles 3:3
chart 62:2,6
charter 8:8,13,18,21,22 23:7
 25:22 70:7 87:20 88:5
chartering 85:20
chased 83:20
cheat 28:1
check 43:8 75:3,6
checkbox 75:3
chief 4:3 6:15 8:17 9:11 11:1,
 12,13,21,22,25 12:6 14:18,22
 15:22,25 23:11 24:5,7 25:17,
 20,25 27:14,16 29:16,22 30:5,
 11,15 31:20,22 32:14 33:6,16,
 19 34:9,12 36:11,23 37:21
 38:1,12 39:2,6,14,16,25 40:5,
 6,8,10 41:1,20 42:15 43:3,17
 44:8,22 45:1,3,7,8,12 47:12
 54:2 56:7,8 60:20,21 61:3,6,7,
 9,12,15,16,20 62:8 63:16,22,
 24 66:6,18 67:12 68:10,23
 69:1,10,11 70:10 74:21 76:1
 88:25 95:22 118:6,12,20,22,
 24 119:9 130:4,6,7,8
chief's 11:23 23:21,24 37:20
 45:24 47:7 53:3,5,24 54:7
CHIEF?[01:00:33] 47:6
CHIEF?[58:40] 46:7
CHIEF?[59:12] 46:14
chiefs 52:16
child 40:25 43:3
children 7:13 43:10
choose 109:6
chop 43:20

Christopher 10:22
Chronicle 44:23
church 76:11 82:23 88:19
circumstance 111:2 121:3
circumstances 41:11 72:25
 101:13 113:13
citizen 42:18 60:20 64:12,20
 69:2 74:22 83:8 84:24 94:24
citizen's 66:17 88:5
citizenry 59:19
citizens 8:19 21:5 25:13 38:18
 59:21 60:3,7 61:9,22 62:2,13
 66:11 67:21 69:20,22 78:15
 79:4 83:25 84:18,19 98:7
 102:24
citizens' 76:6
citizen's 66:16
city 2:10 4:11 7:9,11,15,20
 8:7,9 9:2 13:8 14:24 17:4 18:3
 19:5 21:4 25:10,14,22 26:3,4,
 11 53:14 54:9,12,24 55:8,18,
 24 64:2,9 78:6 79:18 86:12
 87:14,15,20,24 88:5,11 90:11,
 16,18 92:10,11 93:5,8 100:22
 101:9 104:12 106:2 110:21
 118:23,24 119:7 121:14
 128:10 131:11 132:2 134:2
city's 37:8 88:1
civil 3:7,14 20:19 92:8
civilian 8:5 19:12 52:10 65:4
clarification 56:8
Clark 6:21,22,25 7:3,22
Clark's 3:3
classes 106:25 107:3
classification 114:7 115:14
classifications 30:8
clear 18:25 22:6 45:17,21
client 102:18,19 104:4 111:25
 122:1

clients 122:3 123:9 126:11
clock 80:20,21
clocked 33:15,17
close 50:12 112:15
closed 62:11,13 63:4,9,17,23
 64:7 84:14,16 85:13 86:2
closely 105:24
closing 4:12
co-resident 73:13
coffers 37:8
colleagues 20:17
collect 33:3
collective 8:25 125:9
College 99:17,22
comfortable 110:14 115:23,25
comfortably 125:19
command 3:20 4:9 31:3 82:1
 115:6,7
Commander 3:3 7:21 11:22
commands 62:7
commend 6:15
commendation 95:20 96:4
commendations 59:18
comment 21:9 30:4 32:12
 39:2 77:3 98:14
comments 18:23 77:12 88:15
 93:2 98:5
commercial 43:19
commercialized 122:4
commission 4:9 17:4 26:5
 46:1 53:15 68:21 98:4,9
commissioner 3:23 4:2,5,14,
 20,25 5:4,9,12 7:24 9:5,13,15,
 17,18,19,20,21,22,23 10:5,6
 11:11 12:9 13:5 15:4 16:19
 17:1,3 18:4,12,16,19 19:7,8,
 11,23 20:6,9,11,14,16,17
 21:9,10,24 22:3,16,23,24

- 23:3,4,6,10,17 24:16 26:14,
15,16,17,19,23,25 27:1,9,10,
11,12,13,18,22 28:24 29:7,11,
14,18 30:7,13 31:12,21 32:9
33:7,8,12 34:6,7,11,18,19
35:1,10,16,19 36:7,19,20
37:1,14,19,23 38:6,17 39:15,
18 40:1,4 44:20,21 45:4,25
46:2,11,16 52:4,6,9,14 53:6
54:14 55:1,4,12,14,15,19
56:3,13,16,17,18 57:4,16,18,
23 58:19,21 60:10,11,16 67:9,
11,20,21,25 68:23 69:6,7,12,
17 70:22,23,24 76:13,24,25
77:21 79:22 80:4,8 81:1,13,23
82:18,24 84:4 86:20 95:1,13,
15,16 96:7,8,13,15,17,20,21
97:8,11,15,18,21,23 98:1,10,
12,14,16 99:1,3,5,7,12 110:23
121:1 132:20,24 133:6,16
134:9,13,14
- Commissioner's** 8:4 16:15
- commissioners** 2:3,15,25
3:12,18,24 7:17 8:5 10:9
13:10 15:8 17:3 19:4 22:21
25:21 26:7 32:23 38:15 46:5
47:15 51:23 60:2,14 61:5
76:18 79:10 81:10 84:11 85:7,
19,24 92:5,18 96:11
- commissions** 85:23
- commit** 44:4
- commitment** 16:2,4,15 17:2
18:24 19:20 59:23 60:7 67:24
95:22
- committee** 15:3,4 67:22
70:18,22 76:15 98:24,25 99:2
- common** 66:8 105:25 125:4,9
- communicate** 88:3 108:13,21
116:23 128:8
- communicating** 108:9,15,17
116:19 128:5
- communication** 31:13
- communications** 88:3
- communities** 59:22
- community** 2:2 8:11 9:11
10:23 11:17 13:20 15:11
20:23 38:21,22 41:23 44:13
65:3,17,21,23 66:3 67:6 68:24
69:13 76:4 85:18 88:16,22
89:9 93:10 99:16,17,19,20,22
- companies** 32:21
- company** 44:2 66:14
- comparative** 127:10
- compassion** 6:9
- compilation** 132:3
- compile** 98:21
- complain** 91:19 98:7
- complaint** 14:23 16:10 60:20
61:10 64:13,20,24,25 65:19,
20 66:16,17,23,24 67:4,21
69:2,3 74:23 87:19,21 88:6,
18,23 98:25
- complaints** 8:19 14:20 61:18
62:1,3,4,6,7,10,13 63:4,9
65:2,11 68:2,5,8 74:24 89:1,2
98:19
- complete** 13:6
- completed** 62:20 66:8 122:23
- completes** 67:5
- completing** 13:25 14:2 17:21
64:4,11 123:4
- complex** 31:22
- compliance** 2:14 18:7 71:2
107:19 122:8
- compliances** 107:1 127:5
- complications** 83:6
- complied** 124:14 127:5
- component** 65:7,9
- composition** 13:6
- comprehensive** 30:17 51:12
71:21
- compromise** 43:22
- computerized** 105:1
- concepts** 108:10,18 116:20
128:5
- concern** 29:21,23 33:14 65:9
90:25 99:7
- concerned** 68:7 128:2
- concerns** 20:23 24:23 78:3,5,
7 91:12 93:4 108:14,22
116:23 128:9
- concise** 46:3
- conclude** 15:25
- concludes** 51:25 129:20
- condolences** 57:20
- conduct** 22:7,8 75:8
- conducted** 66:14 103:8
- conducting** 41:24 65:4 71:14
72:10 75:4 100:23 120:13
- conference** 17:19
- confidence** 61:22 129:13
- confident** 109:18
- confidential** 115:4
- confirm** 80:19
- confirmation** 5:21 13:8 64:9
- confrontation** 116:15
- congratulate** 32:13,25 33:4
44:21 45:2 60:8
- connection** 70:17,19 74:16
75:11
- consent** 8:9 59:14 72:24
73:14,23
- considerations** 74:9
- consistent** 73:9 129:25
- consists** 30:20 64:6
- conspiracy** 87:20
- conspired** 83:16 88:2
- constantly** 79:1
- constituents** 20:24 21:4 66:1
88:4

constituents' 65:9	correct 5:10 27:15 34:23 55:6, 12 88:17 102:21 114:12,13 133:11	117:20
constitution 71:4,10 72:13		COVID- 95:17
constitutional 20:20 21:6 74:20	correction 40:13	COVID-19 51:17
constructive 105:9,14 114:21 125:13	corrections 10:13,14	coworker 104:4
consultation 70:9	correctly 109:12	coworkers 113:5 123:9
consummate 59:25	corrupt 87:25 90:4,7,14,15 91:13	CPO 94:20
contact 90:24 111:9 133:14	Cortez 13:5	create 83:16
content 73:21	cost 36:7,8,10,13,14 53:23	created 3:21
contingencies 123:5	costs 29:5 79:2	creating 6:18
continue 6:17 7:10 41:2 45:15 64:14,18 92:14 101:14 121:8	council 8:10 9:2 13:8 26:4 37:10 53:14 54:9,12,24,25 55:9 87:15 88:11 90:16,18 93:8	creative 6:9
continued 5:22 59:9	council's 93:6	credit 68:13 117:7
continues 42:16 44:12	councilmember 98:2	crime 15:21 30:24 31:4,5,7,8 32:15,16 78:5,18 112:23
continuing 42:16 122:12	counsel 10:22 22:13	crimes 28:9
continuously 84:14	count 42:1	criminal 13:2 31:25 32:2 78:18 111:20 112:21 116:12 121:17 124:20,23 126:14,22 127:3
contract 31:23 35:20,21 93:1, 3 122:9	counter 133:23,25	crisis 2:18 42:19
contribute 17:12	countless 3:13	CRISNET 128:13,18 129:5,9
contributions 3:10 4:1	country 21:23	criteria 15:14
control 8:6 103:9	County 41:25 42:4 52:20 83:18 99:17,22 111:18 112:2 113:6 114:25	critical 15:21 25:14
conveniently 93:12	couple 12:16 41:4 45:8 46:2 54:4 67:13 78:13 90:14 94:11 112:19 116:13	Cromwell 11:2
conversation 54:15 67:15 96:24 133:1,7,8 134:5	courage 19:13	crowd 79:15
conveying 93:5	court 5:8,19 6:2 10:20 12:22 107:22,23 114:10,12 117:3	Crowley 89:1,5,7
cool 95:1	courts 114:9,10	crunch 122:20
cooperation 2:20 13:22 16:6 25:20 124:24 127:19	cousin 82:9	crush 44:3
cooperatives 126:12	cover 55:23	crusher 44:9
Coordinator 10:23	coverage 93:16,18	crushing 43:24
copy 15:11 30:16 92:25 93:3	covers 72:9	culture 3:11
corporal 58:23 59:9,12,20 60:4,9	COVID 40:12,16 48:3 78:8 91:25 92:1 104:25 116:10	curiosity 33:14
corporals 63:5 90:11		current 12:22 13:15 64:16 106:8 113:15
corporation 10:22 32:18		cursed 83:20
		custody 42:4 43:13
		customers 102:16 111:23 121:23

cut 42:24 83:3 85:2 90:10,11
cutting 90:8

D

dad 57:19
dare 92:10
darn 80:5
Darnella 83:4
data 65:12,14,16,19 94:1
date 18:3 64:16 97:19
Davis 12:10 82:18 84:5,6,23
day 6:19 7:18 18:17 78:2
79:17 80:16 81:24 83:8 95:22,
24 97:4
daylight 78:8
days 15:7 16:8 63:18,20 64:8
70:17 75:18 77:25 83:14
94:11 109:6 115:19 118:2,4
DC 43:22 56:13
dead 89:25
deadline 103:4,9,10 105:4
112:12,14 122:18 123:3
deadlines 123:2 127:5,24
deal 86:1 104:9 107:2,17
114:9 115:18 134:4
dealing 102:7 104:18 105:23
107:23 115:9 117:22 125:8
deals 106:24
dealt 117:21
death 83:10
debrief 41:10
debriefing 15:24
December 2:5,12 48:2,8,10,
12,18 49:5 51:10
decently 7:19
decided 123:25 129:3

deciding 134:7
decision 100:14,15 122:12
132:13
decisions 17:18
decorum 21:17
dedicate 122:25
dedicated 30:25 31:9 60:5
84:2
dedication 6:11 59:24
deeply 57:21
defense 22:11
deficit 33:18
defined 72:16
definition 73:8
definitions 72:14,16
defunding 78:10
delegate 103:7,13,16,17,23
126:21
delegated 102:24
delegation 103:6
deleted 52:17
deliberate 7:17
delight 131:2
delivery 5:23 51:6
demand 81:25
demanding 82:25
demeanor 62:12
demolitions 55:24
demoralizing 79:2
Denise 2:6
deny 54:12 88:2
department 2:10 6:4,7 7:18
8:7,12,16,24 19:6 25:20,24
26:1 27:3,20 29:17 31:14 34:8
35:5 36:11 48:13 49:2,12
52:18 55:21,24 58:9,25 59:21,
25 60:3 61:19,23 63:1 67:2

68:17,20 71:12,25 72:17 73:7,
10,19,24 74:2 78:7 79:5,16
84:11 85:6 92:6 93:6,14 94:2
96:2 103:1,2 107:16 109:19
110:22 111:17,19 112:2
114:25 121:16 123:12 124:5,
21 125:9 126:2,7 127:7
128:12,14,16,20 134:1
department's 14:3 15:2,20
25:16 71:20 73:6 75:7
departmental 8:14 124:14
departments 85:8 87:24
107:22
depend 20:1
depending 33:2 134:6
deplete 34:14
deploy 38:21
deployed 46:20
deploys 93:15
depriving 106:18
depth 5:23
deputy 11:25 37:21 46:7,14
47:6,12 52:16 56:7,8 102:4
111:18
describe 102:17 104:2,22
105:8,12 107:6 111:24 113:3,
25 114:20 121:24 123:8
124:17 125:12
describing 71:9
deserve 78:25
deserving 59:13
designated 70:25
designed 122:23
designs 93:15
desk 63:20,21
DET 95:12
detail 24:13 41:7 51:13 73:16
detailed 35:8 52:1 73:3

details 36:17 71:18
detain 41:24
detect 93:17
detective 28:7,8 56:10
detectives 29:24 32:3,4 42:7
 54:21
detention 29:5 42:4
determine 68:1 122:21 125:24
 127:18,23
determined 74:5 93:24
detrimental 92:8
Detroit 3:20 4:11 6:4 7:10 8:7,
 12,15,20 14:24 17:2,4 19:5
 21:5 25:10,13,16,21,22,24
 26:3,4,6,11 38:19 44:24 46:18
 58:24 59:1,21,24 60:2,3,7
 61:19,23 64:2 67:2 76:6 78:6,
 7 79:19 84:9,11 85:6 87:15,25
 88:11 92:6 100:23 101:9
 110:21 121:14 123:11 126:2
 127:7 128:11,14,16,20 134:3
Detroiters 3:21,25 46:23 47:5
devastated 42:8
develop 25:18 104:3 113:4,7
 123:8,25 126:10 129:1
developed 8:16
development 129:18
dialogue 67:22
died 83:5
difference 30:21 48:24 49:1
 68:7 132:14
differing 116:20 128:5
difficult 16:9 48:4 78:3 98:21
difficulties 84:13
difficulty 85:15
dignity 17:10,11 21:17 82:13
diligence 20:22 21:4 29:9 59:7
diligent 60:5

diligently 30:2 64:1
diplomacy 81:9
direct 27:13 87:19
direction 64:18
directive 15:3 69:18 70:2,14,
 16 71:1,2,13,15,19,20,24
 72:1,4,5,17 73:10 74:18
directives 73:10
directly 23:24 114:4,18 126:4
director 2:6 10:25 109:21
 114:16 115:14
directors 15:9
disagree 21:13
discipline 6:12,13 8:24 63:2
discrepancy 30:9
discretion 74:11
discuss 98:3,8
discusses 73:22
discussion 20:12,13,14 24:25
 40:1 60:12 93:11 96:9,10
discussions 10:7,8 22:2 26:17
dispatch 46:19,21
dispatched 47:4
displayed 59:7
disposal 21:19
disqualification 8:19
disregard 6:15
distinct 71:25 72:4
distributed 2:15 10:11
district 8:8 9:14,18 59:6 80:9
 99:17,22 114:10
Districts 8:11
disturbed 111:8
divide 122:23
division 59:3,5 112:15 115:21
doctrine 72:25

document 19:14 20:18,25
 21:1,6,11 28:4 36:9 53:7
 62:23
documented 83:15 89:8
documents 19:15 114:11,12
 117:3
dog 94:14
dollar 48:23
dollars 30:14 32:19 33:21
 34:2,4,22 35:10 56:24 57:2
 69:5
Don 10:20
door 109:20
doorbell 66:10
Dorsey 119:23 120:6,10,18,
 20,21,24 121:13 122:3,19
 123:11 124:3,20 125:15
 126:18 127:16 128:10,24
 129:19,23 130:20
double 103:21
doubt 131:19
downtown 28:11 99:16,18
DPD 2:2 8:7,17 9:11 26:8
 45:18 46:3 50:10 62:14,16
 63:3,9,10 70:2 71:14 72:21
 74:7 75:2,8 81:11 82:25 83:12
 89:4,7 93:4,8,12 96:2
DPD's 23:14 24:13 25:8,17
DPOA 12:3
drag 34:16
drive 30:24 31:7
driving 31:5,6 83:14
dropped 100:12
drowned 78:11
DSC 2:1
DTE 46:3,12 58:6 91:20
due 20:22 21:4 40:16 62:17
 87:11 104:14 131:7

Duggan 13:4
 duties 18:2 98:3,8
 dutifully 59:4
 duty 17:22
 Dwayne 111:18
 dying 7:13
 dynamic 104:2,4,5 113:3,5
 123:7,9

E

earlier 14:9 46:4,12 50:2,13
 51:23 84:7 93:1
 early 57:10
 earned 59:9
 earth 7:6
 educate 65:22
 education 65:4 111:13 114:24
 121:11,19
 effect 36:13 97:16
 effective 17:12 126:9
 effectively 61:17 127:17,22
 effectiveness 68:19
 effects 58:8 68:1 71:5 78:12
 effort 16:22 19:21 65:18 125:1
 efforts 43:1 51:18
 Eighth 28:17,19 30:10,22,23
 62:8
 elder 82:6
 elderly 102:7
 elected 8:8 13:7 20:21
 electrical 36:3 58:6
 elevator 58:10 96:22
 Eleventh 62:9 99:21
 eliminate 12:23 31:5
 eliminating 64:16

Ella 4:5
 email 97:15
 emergency 2:4,6,14,18 28:12
 131:7,17
 employ 122:13
 employee 107:17 118:3
 employees 38:3,5 118:20
 encounter 104:17
 encourage 19:21
 end 7:18 37:7 48:25 49:20
 50:11,16 53:20 79:3 111:2
 120:1 121:4 133:17
 ended 112:9,10
 ending 48:1,8,11,17 49:5 51:9
 78:8
 ends 62:6 67:16
 energetic 102:13
 enforcement 3:22 6:8 19:13
 25:15 33:18 59:12 61:21
 78:20 102:4,10 111:16 121:13
 130:20
 engagement 47:14
 enhance 14:23
 enhancing 64:20
 enlightened 94:12
 enroute 58:10
 ensure 6:7 9:12 17:5,14 64:3
 65:1,5 75:7
 ensuring 3:18
 enter 8:20 104:13
 entire 27:24 37:17 49:16,19,22
 86:11 129:6
 entitled 109:15
 environment 104:23 114:2
 124:19
 epidemic 2:5
 episode 42:19

equal 3:18
 equipment 56:21 57:1,3 83:2
 equipped 62:14
 equity 3:8,14
 Eric 77:17 82:22
 essentially 71:10 73:6 74:2,18
 75:9 119:9 125:2
 establish 72:9
 establishes 70:11
 establishment 117:21
 ethical 17:5
 Eucada 12:11
 evaluated 70:19
 evaluating 64:25
 evening 8:11 91:18,19 100:21
 110:2 120:4,6
 event 17:19
 events 34:3
 everyday 106:5,6
 everyone's 2:20
 exact 38:4 48:20 50:18
 exceeds 54:11
 excellence 44:22 45:6
 excellent 6:1 7:5 79:17
 exception 72:19 73:12
 exceptions 8:24 71:16 72:22,
 24 73:2,5
 excuse 4:14 17:1 36:2 73:6
 111:1
 execution 71:25 72:2,6 74:16
 75:11
 executive 11:24 90:2,4
 executives 2:2 9:11 89:4
 exemplary 6:11
 exemption 63:25 64:11
 exercises 8:6 34:13

exert 104:15
exigent 72:25
exist 97:2
existing 105:9,13 114:21,23
 125:13
expect 48:25 49:20 50:5,7
 51:6 97:14 122:10
expectation 73:22 102:18,20
 111:25 122:4
expectations 67:16 102:16
 104:4,5 111:23 113:5 121:24
 122:2,7 123:10
expected 49:18 101:11 103:11
 127:23
expecting 5:17 50:11
expects 67:17
expenditure 48:12 49:21 50:4,
 9,23
expenditures 26:10 27:5,19
 49:1,4 50:10 51:19
expenses 25:19 48:9
experience 63:8 94:6 95:11
 102:1 105:16 106:22,23 107:5
 111:12,16 112:1 115:11,12
 121:11 126:17
experienced 94:13 126:18
experiences 106:11
experiencing 58:7
expertise 5:23
expired 2:11
expires 37:6
explain 65:24 69:2 87:18
 111:12
explained 117:8
explaining 16:11
explicit 41:7
exposed 83:11
express 75:21 90:25

expressed 94:2
extend 57:20
external 102:16 103:2 111:23
 121:23
extraordinary 87:14,23 95:17,
 21,23
extremely 42:6 130:10
eye 111:9
eyesight 91:23

F

Facebook 33:3
facial 31:15 35:4 92:4
facilitated 14:1
facility 42:5 66:11,13 69:4
fact 19:14 38:19 80:11 84:12
 88:6 90:10 106:1 129:23
factor 49:11 93:20
factors 78:17
facts 41:11
fail 62:17
failed 58:18
fails 62:20,23
failure 62:24
fair 2:6 85:4
fairly 61:17 74:12
false 47:3 93:21
falsely 83:6
familiar 52:11 102:11
family 82:4 102:7 115:24
fashion 107:10,19
fast 75:12 95:5
fatal 41:22
father 57:25
favor 10:8 22:20 38:14 60:13

96:10
fax 66:23
faxes 5:23
FBI 128:16
features 85:16
February 4:13 10:12 42:11,17
 58:25 59:8 63:13,16,22 64:4
 70:14
federal 5:8 32:16,21 50:24,25
 71:17 102:25 124:25
feedback 70:16
feel 18:25 21:23 43:5 44:5
 68:6 102:13 109:18
feeling 117:5
fellow 17:13
felony 42:2,3 112:24
felt 129:13,14
FEMA 56:4,5
female 98:20 112:6,16,20
 115:17 116:8,9,13,16,25
 117:1,4,5,10
females 115:13,15,16,17
Ferguson 8:1,3 9:9 10:6 20:11
 25:5,7 26:21 27:2 55:14,15,19
 56:3 94:8,10 96:8 98:1
Fernandez 73:11
fight 3:14
figure 50:18 92:12
figuring 105:21 106:2
file 62:2 66:15,16,24 83:18
filed 62:3,6 89:1
files 95:21
fill 13:16 85:11 113:18
filled 33:22
filling 32:4 52:19
filtered 93:24

final 8:23 64:8 89:3,12 91:16
 92:20 116:18 128:4 132:5
Finally 9:1
finance 25:17 26:1
financial 25:17 26:1,5 53:14
find 29:11 72:4 105:2
fine 32:18 45:20 89:23 112:5
 121:10 131:20
fines 32:20,21 33:3
finished 26:24
finishing 102:6
fire 58:9
firearm 42:3
fired 47:2
fireworks 59:16 93:25
firm 125:16 126:6
fiscal 14:4 23:14 25:8,17 26:9
 27:20 31:24 33:22 36:23
 47:19 48:16 49:10,13 50:3,11
fit 53:24 125:19,24
fix 4:16 62:22 126:9
flat 42:19
floor 114:6
floors 112:22 115:20
Floyd 83:5
focus 71:12
focused 17:15 33:14 65:10
 129:8
FOIA 38:3
fold 109:11
follow 82:15 104:18
footage 83:15
footprint 31:11
force 104:15 125:1
forced 41:12
Ford 59:16

fore 48:3
forecast 25:11
forefront 68:16
forfeiture 48:11 50:20,22,24
 59:6,10
forfeitures 51:1
forget 3:16,17
forgotten 78:2
form 17:25 102:10
format 126:8
forms 73:25 74:1
Fort 99:18
forthcoming 13:11
forum 66:3,4
forum's 65:25
forums 65:18,21
forward 12:24 13:7,19,24
 14:13,21 15:20 41:3 52:14
 67:22 75:6 83:7 91:1 97:4
found 44:5 74:19 125:19
fourth 62:10 71:3 72:12
 100:11
Frank 99:18
fraud 44:4
Frazier 83:4
free 21:7
friend 68:1
friendly 65:17
friends 101:22 111:5
frisk 75:4,9
front 14:10 48:5 50:22 100:6
 101:3 133:16
frontline 68:16
fulfill 125:6
full 5:3 64:23 88:11 108:4
full-time 65:14 102:13

fully 109:18
functional 62:23
functions 17:14 35:7 36:11
fund 32:22 49:24 50:10 51:11
funded 32:5
funding 28:15
funds 32:14,15,16,17,23 49:2,
 3 54:5 55:10
Funeral 59:16
future 6:18 12:24 18:7,8 28:1
 29:1 66:14

G

gallery 100:10
gaming 28:10 121:15 123:13,
 14,18 128:24
gave 34:9,10,16 95:8 113:17,
 19 115:15,16
gears 77:12
general 48:13 49:2,24 50:10
generally 85:15 123:3
generate 25:10 132:11
generating 132:11
Gentech 66:15
George 83:5
get alarmed 121:6
get along 116:9
gimme 5:10
give 6:23 7:16 8:1 9:6 16:20,
 23 47:14 66:21 69:3 76:16
 79:20 80:5 83:3 91:3 101:24
 103:9 111:9 113:14 117:10
 133:23
giveaway 43:4
giving 96:21 101:12 110:25
 111:6 121:2,4
glad 58:14 67:4 79:15,16

glasses 51:3
glory 7:19
goal 61:20 105:6 124:3 125:4
goals 17:7
God 7:9,10,15,18 77:25 83:17 109:4
good 2:1,23 7:1,3 11:12,13 17:15 23:1 30:11 37:12 40:10 43:5 44:5,10,11 45:22 47:23 50:8,12,15 52:6,8 54:16 55:13 56:14 58:17 60:16 61:3,5 69:7,8,9,16 74:12 77:18,20 79:10,14,23 80:3,15 91:18,22 92:22 94:5,23 101:1,2 110:18,19 120:4,6 131:12
governed 71:2
governing 8:15
government 25:15 35:2 126:7
Grace 41:19,20
grade 85:6
graded 85:5
grading 84:10
graduating 58:25
graduation 15:22 41:16
grandma 82:10
grandson 43:12
grant 32:5 37:22 51:20,23 56:24 57:2
grants 47:20 48:9,10 49:2 51:24 56:6,20
grateful 12:15 76:6 77:4 130:18
gratefulness 82:2
gratitude 75:22 76:9
great 33:4 42:5,22 43:5 44:16 53:10 78:4 84:15 92:16 95:2 97:2 98:11 101:8,15 130:4
greater 31:8 41:19,20 76:9

green 31:17
grievances 115:22
ground 19:2
group 84:9
guess 20:2 27:13 29:7 81:19 102:5
guests 12:6
guidelines 15:13 71:13 72:1,7,9 117:10
guilty 116:1
guinea 92:11
gun 12:20,23 43:4,7,8,9,12,16 94:18,20 95:7
gunfire 93:25
gunpowder 94:14
guns 47:2
gunshot 93:17
gunshots 94:17
guys 38:8 46:24 68:10 75:16,19 76:10 99:10 110:2

H

Ha 37:22
half 34:22 48:23 114:3,7
Hamtramck 112:15
hand 25:4,5 94:19
handle 103:13 113:12,21 127:14
handled 34:16 115:15
handles 55:22
handling 10:19 112:10 114:10
handout 15:14
handsome 44:24
Handyside 10:20
happen 43:25 80:18 92:2 106:25

happened 42:12,13 80:1 85:13
happy 41:20 86:20
Harbor 42:17
hard 16:19 23:3 29:11 128:22
harder 103:20
hate 58:13
Hayden 99:18
head 132:21
heads 79:6
health 2:6,18,20 25:13 42:19 104:14
hear 4:17 6:21 18:25 29:23,24 45:20 46:3 58:14 82:20 84:7,19,20 87:9 88:16 89:20 90:9 101:19 112:8 120:14 133:5
heard 39:20 40:2 90:12,21 101:4
hearing 10:7,13 11:15 14:21 45:24 56:14 57:9 60:12 70:25 96:9
hears 8:19
heart 82:23 124:11
heaviest 116:7
heavy 52:19 107:6,8,13,16 116:5 127:14,18
height 112:20
held 17:23
helicopter 93:25
helped 81:23 82:3 127:4
helpful 28:3
helping 126:10
Hernandez 9:22 11:11 26:15,18,19 27:10 60:10 86:18,20 134:14
heroes 78:1
high 93:9 130:10

highest 3:20 28:17 60:8**highlight** 92:25**highly** 59:25**Hill** 89:13 91:16,17,18 92:8**hint** 130:21**hire** 92:14,18 132:24 133:3**hiring** 64:22,24**Hispanic** 98:20**historic** 5:7,21**history** 3:4,11,12 4:12,13 6:16
112:21 116:12**hit** 40:11 127:23**hold** 4:21 13:13 43:12 109:10
121:19**holding** 81:10 85:20,23 90:2**Holley** 2:22,24 3:16 4:6,9,21
5:6,14 6:5,13,24 7:1,21 9:5
10:1,7,10 11:10,14 12:5,12
13:4 14:7,9 15:1,18 16:18
18:4,22 19:10 20:1,7,10,12,15
21:8,12 22:14,19,22 23:1,9,18
24:1,4,5,8,19 25:3,6 26:12,17,
22,24 27:7,12 28:22 29:7,13,
15,20 30:11 33:10,12 34:18
36:1,6,19 37:12 38:7,16 39:1,
8,10,12,16,25 40:4,7,9 41:19
42:12 44:18 45:8,14,22 46:1,
16 47:11,22 52:4 54:24 55:13
56:7,14,17,24 57:8,15,17,24
58:1,4,13,17,20 60:12,15
61:1,11,13 67:9,24 68:10,21
69:6,9,15 75:14 76:3,14 77:1,
7,9,18,20,21,22 79:7 80:12,
21,24 81:5,9,13 82:16,21
85:12 86:1,4,13,15,18,25
87:2,10,13,18 88:14,15 89:9,
19,21,23 90:21 91:3,6,13
92:19,22 94:5,9 95:6,14 96:6,
9,12,16 97:6,9,12,17,20,22,24
98:13,15,24 99:4,6,10 100:1,
11,16 101:1,2 110:3 117:23
118:6,10,19,23 119:1,5,15,19
120:1,4,7,16,19,23,24 130:4,
17 131:1,4,12,15,20 132:6,14,

19 134:10

Holt 3:25 15:5 33:8,12 34:6
39:15,18 40:1 57:16,18 70:23
76:13,25 81:1 82:24 97:23
98:1,12**Holt-** 9:23**home** 43:9 124:12**Homeland** 121:16 124:21
126:8**homicide** 33:24 40:24 41:24
42:2**homicides** 40:19**honest** 34:24**honor** 3:5 6:16,17 28:14 81:11
82:10 83:3 94:10**honorable** 2:1 9:10 23:22
24:10 36:5 37:10 40:10 47:18,
24 48:7 51:23 53:12 55:10
60:23 61:3 70:7 81:7 85:17
100:24 101:3 110:5,10 119:22
120:12,15 130:1,22 131:9
132:4,12**honored** 67:8**honoring** 58:22**hope** 11:25 75:12 80:18**hoping** 8:20 109:20**hosted** 43:3 99:16**hosting** 65:20**hours** 29:14 33:17 34:10,16
41:10 66:20,21 79:18 112:19**house** 86:5**housed** 112:16,22 115:20**houses** 71:5**Housing** 59:2,4**HR** 64:3 119:6 131:11,24
132:2,6 133:18**hug** 95:2**huge** 28:5**human** 82:11 110:21**humor** 77:25**hundred** 31:16 32:19 34:4
56:22 108:2,5**hundreds** 44:10,11**hungry** 132:19**hurry** 40:7,8**hurt** 43:10**HVAC** 51:16**hybrid** 85:21

I

i.e. 65:15 93:25**ice** 42:18,20,25**idea** 11:19**ideas** 6:9**identified** 63:3**identify** 74:23 98:18**ignoring** 88:22**immediately** 64:24 70:15
88:13**immunity** 78:11**impact** 44:13,15 127:24 128:2**impeccable** 5:17 18:22 20:2**implement** 65:8**implementation** 25:12**impolite** 80:15**important** 4:11 25:14 29:1
43:16 71:22 72:13 73:1 95:9
103:4 112:12 115:2 122:17**importantly** 13:10**imposing** 8:23**impossible** 3:6**improper** 87:25**improve** 51:16

improvements 51:9
improving 61:21 64:20
in- 129:2
in-person 2:7,13
in-service 126:3 129:7
incident 41:12,21 43:17 62:16
 93:19,20 94:1
incidents 15:21,24 41:4 47:2
 62:13,15 63:11 93:24
include 16:4 72:24 73:8
included 15:14 17:14 24:14
 35:8,14 71:18 93:10
includes 42:2 71:15
including 8:10,13 63:2 72:14
 74:7
Inconclusive 27:2
incorporate 126:1,4
incorporates 74:6,8
increase 54:10
increasing 78:9
incredible 42:23
incumbent 88:12
independent 41:9
independently 17:16
indication 75:5
individual 30:18 41:25 42:1
 108:23 125:9
individuals 78:22 88:1 95:20
 124:12 132:24 133:25
industry 125:23
influence 17:17
information 2:16,19 13:10,12
 28:6 41:13 46:7,10,23 70:21
 71:24 73:17 89:8 93:5,12,18
 98:22 122:14
informed 64:12 75:1 122:12
infringe 20:18 102:25

infringing 106:17
inherent 17:11
initial 63:25 89:2 93:23
initiative 12:25
initiatives 14:22 27:3 32:23
 64:19
injuries 40:14
inmate 112:6 113:14 116:8
 117:1
inmates 112:16 113:8 115:17
 116:8,9,13,16,25 117:4,11
innovative 6:9
input 97:13,14
inquiries 14:14
inquiry 38:9
inspectors 92:15
installed 66:7,9
instances 22:12 133:2,7
instilling 61:22
institution 114:15
instructions 107:4
instructor 107:3
insult 21:15,25
insurance 44:2,14
intake 64:24,25
integrate 128:23
integrating 128:18
integrity 41:6 59:23 60:6
 61:23
intelligence 21:15,25 93:22
interact 108:23,24
Interacting 104:1 113:2 123:6
interaction 108:25
interest 17:17 21:24 25:12
interests 124:4,5

interim 2:22 10:16 11:1 14:18
 15:1 60:21 61:3,6,12,15 62:8
 63:16,22,24 64:1,13 66:6
 68:10 69:1,10,11 76:1 118:12,
 20,24 119:9 130:7,8
internal 16:1 40:14 65:15
 102:15 103:1 111:22 121:23
interpreter's 12:10
interpreters 11:6,8
interrupt 4:15 87:4
interrupting 36:2
interview 100:6,7,14 105:1,2
 119:18 120:11,13,25 130:3
 131:16 132:5
interviewee 119:22
interviewer 100:21 110:8
interviewing 110:22
interviews 13:14 14:1 69:21
 100:2,9,23
introduce 10:17 120:7
investigate 61:17 65:1 74:8
investigated 88:25 89:2
investigates 8:18 65:25
investigating 63:15 87:24
investigation 41:8,9,24 42:15
 43:22 44:12 62:18,19,20
 65:20,23 89:4 121:19 125:16
 126:5
investigations 14:20 28:9
 32:1,2,11 63:19 74:23 75:2
 107:20 125:17 127:9
investigative 8:22 13:15,16
 64:21 130:14
investigator 10:24 11:1,2,3,4,
 5 14:18 52:19 56:10,11 60:20,
 21 61:7,8,9,16,20 63:22 66:18
 67:12 68:24 74:22 76:2 88:25
 110:23 118:12,22 119:10
 121:1,17,18 124:20 126:23
 130:2,8,12

investigators 42:7 52:17
63:14 64:22 122:6 126:5,21
127:3 130:11

invitation 15:23

invited 41:14 98:2

inviting 66:3

invocation 3:3 7:2

involved 38:20 41:5 42:6,11
62:14 74:7 77:1 90:15 112:9
115:7

involving 41:22 62:11 88:13

isolated 40:16

issue 35:13 71:7 98:23

issues 13:2 104:14

issuing 85:6

is...however 50:15

item 23:14 49:11 55:7

items 24:17 36:17 49:9 50:8
52:2 53:21 73:3

It's 31:20

I'll 48:18

J

Jackson 5:13,25

jail 83:14 92:12 112:3 113:7,
17 114:4 115:17

January 2:13 61:9 62:1,5,7,11,
14 63:4,10

Jaquata 11:7

Jesus 9:22

Jim 2:24 22:15 87:13,18 88:14

job 6:1 7:15 30:1 43:20 60:16
68:4 76:5 79:17 85:9 98:11
104:2 109:17,20 113:2 115:2
123:7 129:16 133:12

jobs 104:21 113:24 124:16

John 100:4,21 101:8 110:8,20

join 7:4

joining 41:21

jointly 8:16

Jonya 10:24

Jose 119:23 120:10

Joy 43:18 79:9 80:19 81:7,8,
21

Jr 119:23 120:10

judge 5:8,13,24 109:8

judgment 59:14 74:13

judicial 12:19

July 37:6 53:9,16,20

June 37:7 49:21 50:16 53:21

jurisdiction 53:16

jurisdictional 124:24

jury 79:1

justice 3:7 13:2 42:9 111:21
121:20 126:15

juvenile 42:3,4 114:10

K

Katrina 10:25

Kelly 87:7 89:11,13

Kenneth 58:23,24 60:4,9

Ketanji 5:13

key 14:21 40:11

kidding 77:24 86:13

kidney 80:6

killed 79:14

kind 11:21 18:9 53:1 68:4
83:16 112:23 124:5 125:20

King 83:9

knew 129:4

knock 72:5

knowing 115:3,4

knowledge 57:2 105:9,13
106:12 114:21,23 125:13,17,
18 126:1

Kyra 11:25

L

labor 3:8 64:2,9

Lakeia 87:8 89:11,18

language 11:6,8 12:10 16:6
106:5,6

lapse 37:11 50:15

lapses 37:9

large 13:6 42:19

larger 92:5 105:23 108:4

largest 92:10

Larry 99:23

lastly 15:25 73:24

late 62:19

law 2:10,14 3:21 6:8 19:12
25:15 33:18 59:12 61:21
70:20 71:17 73:11,17,18 74:9,
20 78:20 90:19 102:3,10
106:18 111:16 121:13 130:20

lawful 73:14

lawfully 73:13

Lawrence 11:1 60:21 61:6
87:12,17 88:4,8,13 118:13
130:8

laws 102:22

lawsuits 83:11

lawyer 76:3

lead 109:21

leader 124:1,2 129:5

leaders 6:3,6

leadership 3:14 5:23 6:15
64:12 90:24 91:11 123:23
125:5

leading 62:7
leads 124:15
League 59:15
learn 21:22 113:11 117:16
learned 94:22 109:10
leave 42:16 79:22
leaving 83:19 93:5
lecture 95:10
led 3:17 6:6 12:21 41:12,13
 67:18
left 80:1
legal 5:17 17:5 32:25 37:15,
 16,19,21 73:20
legislature 2:10
legitimately 74:12
lets 122:24
letters 59:18 66:2
level 3:20 19:13 64:6 93:9
 116:12
levels 125:5
Lewis 99:24
liaison 127:20
liberal 111:20
liberties 20:19 92:8
license 122:8
licensed 94:20
lied 83:22
Lieutenant 12:1 44:6 77:15,
 20,23 78:24
Lieutenants 12:2
life 5:24 6:18 109:7
lifelong 60:6
lifetime 78:6
light 31:17 39:10
lights 39:3

likes 104:13
limit 54:18
limited 8:13 17:15 63:2 72:14,
 24
Linda 3:24 9:13,14 15:4 26:25
 70:22
lined 81:21
link 66:2,4 129:7
lion's 30:20
Lisa 3:24 9:20 15:5 70:23
Lisonya 11:3
list 13:18 51:18 132:11
listen 20:23 82:13 112:7
 117:15
listening 11:15 113:10 115:3
 130:13
live 7:13 79:23 80:7 81:22
 109:6
lives 78:2,25 81:16 109:6
living 5:20 53:7
lobby 66:8
local 19:20 50:22 64:3 102:24
 124:24
locally 13:3
locate 93:17
located 83:2
location 41:17 93:13
lock 43:4
log 62:25 75:5,7
logistics 10:19
long 6:19 67:15 79:24 80:7,16
 92:16
longer 56:11 75:4
longstanding 13:2
Lord 7:4,5,13 79:23 80:5,15
lose 50:14

loss 40:24 57:20
lost 57:19
lot 33:21 44:9 47:15 51:22
 68:13,16 77:22 81:18 83:21
 84:7 87:22 95:25 98:5 128:25
loud 18:25
louder 61:14
love 79:4
loved 115:14
lowest 28:15 123:20,21
LSA 98:17
luckily 54:3
lying 89:14,16 113:9

M

Madam 95:19 96:3
made 3:6 4:1 17:18 28:6 31:7
 46:22 51:9 68:12 73:8,19
 78:19 86:5 88:16 98:6 129:8
Madrigal 11:4
magazine 44:23
maintain 65:18
maintained 124:5,7
major 28:9 59:14
majority 62:3
make 3:4 4:6,10 5:8,15 12:16
 13:11 18:9,15 21:12,14,16
 22:1 30:16 34:15 38:10 39:4
 44:13 45:21 47:16 49:1 61:18
 66:10 67:3 68:18 73:9 77:9
 78:19 86:3,8 87:1 97:7,20
 100:7 103:10 106:25 107:18
 108:24 110:7 114:12 115:21,
 22 122:12,13 123:1,2,3
 124:14 127:4,21 131:16,21
 132:13 133:20,21
makes 9:1 44:14 60:22 78:17
making 15:16 16:10 19:4 38:9
 65:16 68:8 72:15 78:14,16,21

85:21 100:19
male 98:19
malfunction 62:21
man 45:5 83:14,17 130:5
manage 102:17 107:13 111:24
 116:5 121:24 123:1,3 126:20
 127:18
management 59:6,10 64:6
 122:22 127:16
manager 11:24
managing 106:22,23 107:12
 115:11,12 126:17,18 127:12
mandate 118:23,24 124:14
 128:20
mandated 119:8
mandates 8:13
mandating 2:8
mandatory 21:10,11
manipulate 113:9
manner 112:18
manual 15:3 69:18 70:2,14
 71:1,12,19 73:10
March 2:9 3:11 10:4 66:1
 96:23 97:8,18 99:15
Mark 12:1 77:15 98:16
marketing 96:23,25
Marlin 2:2
Marlon 12:1
married 109:10
Mary 87:6 89:11,13
mask 110:13
Master 42:18 121:20
material 17:20 60:24
mathematics 105:18
matter 18:5 23:21 71:19 90:10
 129:23

Matthews 11:23
max 133:23,24 134:2,3
maximize 129:4,7
maximum 133:7,9
mayor 8:9,16 9:1 12:19 13:4
 25:24 26:2,11 34:7 45:12
 70:10 90:16
Mayor's 12:25 13:1 54:8
mayor's 37:10 53:13
Mcbride 11:24
Mckee 110:6,7,12,18,19
 111:14,15 112:1,6,14 113:6,
 23 114:3,23 115:12 116:7,24
 117:17,20 118:1,9 119:3,17,
 20
Mead 73:20
meal 132:21
meaning 91:14
means 56:3
meant 125:22
measure 87:23
measures 74:21
media 10:18 45:19 86:10,19
mediation 65:6,8
medical 83:6
meet 2:13 49:20 91:4 94:25
 105:5
meeting 2:3,17 10:11,19 12:17
 15:12,14,17 45:15,20 46:6,13
 57:10 80:4 82:24 84:8,16,21,
 22 85:21 91:10,20 92:3 93:6
 99:13,16,19,20 100:18 120:2
 134:16
meetings 2:8,11 8:11 17:19,
 20,22,24 76:19 81:14 85:24
 91:21
meets 8:10
Melanie 87:13,17 88:1,13
 89:14

member 17:4,9 58:10 62:14
 78:6 115:24,25
members 8:8 10:21 13:7,13
 15:4 17:11,13 22:5,7 24:20
 40:12,13,16 58:9 62:17 63:3,
 7,10 64:11 67:9 68:6 70:18,22
 71:14 72:12 74:7 75:2,8,15
 76:9 85:2 88:3 90:2 111:7
 121:5
members' 72:17
memory 38:2
men 44:22,24 78:24 79:5
 95:18 118:7
mental 42:19 104:14
mention 4:3 90:13
mentioned 35:10 49:15 50:2
 51:23 57:19 66:13 70:2
 103:16
merits 60:8
Merrill 66:19 67:15 68:25
 69:14
mess 5:11
messed 84:18
met 103:10
metal 44:4
methodical 122:19 125:20
Metropolitan 59:1
mic 118:6,10 132:23
Michael 11:22
Michaels 10:22
Michigan 73:21 107:1
microphone 38:21
military 56:20 57:1,3 124:6
million 27:15,22 28:9,10,11,
 12,16,18,21 29:1,5 30:14
 32:14,19 33:1 34:22 35:17
 36:20 37:2,15,24 48:19,22,23
 49:6,7,16,17,21,22,23 50:5,6,
 7,10,12 51:5 53:18,22 54:5,20

millions 30:13
Mills-peek 3:23
mind 6:22 8:2 13:19 16:3 20:8
 25:6,7 39:25 69:23 76:11 77:3
 132:21
mindful 2:4
mingled 35:12
mini 84:3
minimize 93:21 127:15
minimum 133:1,6 134:6
Minister 77:17 82:17,19,20,22
 83:13
ministers 79:25 80:12
minute 85:1 88:8 94:18
minutes 10:11,13,14,15 12:16
 36:4 39:6,14 69:19 81:1 84:24
 89:25 94:6,9 98:3,8
misconduct 65:2,12,24
misdemeanor 112:24
mispronouncing 87:7
missing 26:20
mission 8:1,4 9:4 17:7 61:16
 124:6
misunderstands 122:14
mix 77:5
model 6:7 19:16
modeled 19:11
moment 57:24 58:11
momentarily 4:24
money 21:22 28:19,20 30:19
 32:24 35:7 37:2 50:25 51:16
 85:10
monitor 5:2 86:24,25 87:2
 120:14 121:9
monitor's 86:22
monitoring 84:10
month 3:4,12 4:12,13 6:16

48:1 63:18 81:12
monthly 14:19 60:20 65:17,21
months 49:5,8,18,25
Moore 9:21 18:19 19:7,23
 20:6,9 23:4,6 26:16 27:11
 33:7 52:5,6,9,14 53:6 54:14
 55:1,4,12 56:13 58:19 60:16
 67:10,11 76:24 95:13,15
 96:14,15,17 97:8,11,15,18,21
 98:10 99:1,7,12 134:13
moral 96:21
mornings 67:13
motion 10:3 20:7 26:12 27:8
 96:6 134:11
motivating 78:17
mouth 80:14
move 7:11,12 12:17 13:19
 16:16 23:23,24 38:7 41:3 60:9
 75:12 76:20 91:1 96:7 97:4
 101:15 116:10
moved 10:5 20:9 26:14 27:9
 83:7 113:19 134:13
moving 12:24 64:18 74:3 75:6
multi- 124:23
multi-jurisdictional 125:6
multiple 42:2 126:19,23
multiplication 105:19
multitasking 77:13 115:1
municipal 114:9

N

NACOLES 19:11 21:21
named 83:4
names 12:10
Naneir 100:18 101:6
narcotics 32:19
nation 92:10
national 19:12,13,15,21 61:25
 84:9
nature 52:21 109:20 114:15
 118:5
Nazarko 12:4 14:5,6,8 24:18
 27:19 29:22 30:2 34:24 35:6,
 12,18,20 36:9,22 37:4,17
 47:12,17,23 48:14 49:7,24
 50:18 51:8,20 52:8,13,22
 53:10,19 54:3,16 55:3,6,18,21
 56:5,22 57:1,5,13,19,21
Nazarko's 57:25
necessarily 17:15 85:23
needed 17:20,23 108:13,21
 116:22,24 128:8
neighborhood 28:11
neighboring 59:22
network 84:10 93:16
Nev 27:16
Nevrus 12:4
news 50:9,15
nice 32:10 45:5 67:15 95:11
niche 125:24
Nicole 110:6,18 111:15
night 79:17 124:12
Ninth 28:19 30:10,22,23
 83:20,25
noise 93:25
nomination 5:8,20,24
non-acceptance 88:6
non-criminal 8:18
non-fatal 40:21
nonetheless 128:21
normal 111:10
Northwest 99:23
notated 133:12
note 30:19,23 67:23 71:23
 72:3,23 79:3 131:8

noted 18:1 39:1 61:2
notes 28:6 101:20,23 111:7,8
 121:6
notice 15:15
noticed 43:11
notices 2:16
notification 12:9 39:23
notify 76:20
noting 70:1
notwithstanding 19:17 95:25
NPO 28:10
number 27:17 33:4,5 38:5
 43:25 48:20 62:6 66:22 84:17
 85:7 90:7 91:3,9 105:7 106:15
 107:9
numbers 29:23,24 44:7,14
 48:6,21 51:2 105:23,24 106:3
numerous 59:18 88:9 89:5

O

oath 18:9 21:2 71:8
objecting 73:13
objective 124:18 125:7
objectively 41:15 61:17
objectives 70:1 104:23 114:1
 125:8,10
obligations 18:1
observations 74:3
observed 6:6
obtain 10:3
occasions 88:10 89:6
occupation 78:3
occurred 101:13
OCI 61:25 62:4,6 63:12,13,17,
 23,24 64:6 65:12,14,16,17,23
 66:6,9 74:23 92:15 98:21
 119:9

October 48:10
offer 133:20,22,23,25 134:1,3
offering 64:10 69:13
office 11:24,25 12:25 13:1
 18:10 21:2,3 24:22 25:17,25
 29:16 37:10,17,18,20 42:1
 45:24 47:7 53:3,5,13,24 54:7,
 8 60:19 61:7,8,16,20 65:25
 66:18 67:14 74:21 83:18
 88:24 91:9 118:14
officer 25:18 26:1 33:25 40:15
 41:5,11,12,13 59:2,7 62:25
 74:10 78:20 81:20 83:21
 113:16 118:22 123:19
officers 3:19 7:14 28:11 33:15
 41:21 42:5,22 44:16 46:20
 63:5,7,8,12 82:2 83:12,22
 90:8,14 94:13 123:15,23
 126:3 128:22 129:1,10,18
officers' 83:24
offices 32:17
officially 13:9
OIC 13:21 14:20,22 76:2
 117:24
OIC's 14:19
OIS 15:24
omit 93:12
online 66:25
open 2:11 15:16 33:21 66:4
 80:14 84:22 88:11 94:3 96:18
opening 15:16 109:20
operate 134:2
operation 17:12 37:16 64:23
 65:15 108:4
operational 53:2
operations 16:1 36:12 121:15
 123:14,19 128:25
operator 121:18 125:15
opinion 128:15

opinions 109:2
opportunities 129:17
opportunity 3:19 16:20 24:21
 33:13 39:4 47:24 96:19
 101:24 109:16 111:11 129:1
 130:23
oppose 22:23 38:18,23
opposed 22:22 31:10 38:16
 52:19 60:15 96:12
option 118:17
order 2:5,6,14,18 7:19 22:6
 51:17 105:6,9,14 114:21
 125:13,25
ordered 51:4 118:18
orderly 25:11
orders 104:19
organization 17:6,16,23 19:17
organizational 115:1
organizations 19:22 21:21
 124:25 125:6
organized 14:2
organizing 132:16,18
oriented 125:1
original 96:22
other's 125:3
outage 58:7
outbreak 118:16
outcome 64:4 73:18
outline 89:6
outlined 51:10 73:3
outlining 72:8,11,18
outstanding 3:21
oversee 107:3,20 108:1,2
 126:21
overshadow 7:11
oversight 8:6,12 19:5,12
 61:25 68:2,20 76:5

oversite 65:5
 overtime 33:15,21,23 34:2,3,
 8,10 49:11 64:1 79:3 85:10
 overview 48:16 49:13 70:2
 93:9
 Overwith 82:19 87:6,9,11
 89:14,16
 owe 76:9
 owner 94:21 121:18 125:15
 ownership 43:16

P

package 13:12 16:1 24:20
 61:8
 packet 24:11,12,14,15 51:21
 packets 47:21
 pages 27:24 29:2,3
 paid 3:5 32:6 43:21 44:2 56:4,
 6
 paint 82:9
 palliative 126:11
 panel 100:10
 papers 71:5
 paperwork 44:10 107:4 117:9
 parameters 64:10 72:1
 parents 102:8
 Parish 11:23
 parking 83:21
 Parks 59:16
 parliamentary 22:4
 part 3:11 16:4 17:9 18:10
 33:20 34:13 49:10 51:24
 52:23,25 76:22 82:12 104:21
 106:4 113:25 124:2,17,25
 126:5 127:3
 part-time 102:12
 participate 17:18

participating 76:21
 parties 74:6
 partners 126:12 127:2
 passed 114:7
 passengers 73:22
 past 4:1 6:17 102:12 104:22
 113:25 124:17
 pastors 22:17
 Patel 12:18
 patience 6:20 9:12 16:6,12
 45:23 57:11 67:6 77:19 85:25
 patient 85:18
 patients 13:22
 Patillo 10:25
 patrol 34:10,11,12 95:19
 patrolling 7:15
 patterns 14:19
 pay 6:16 21:21 32:6,18,21
 44:3 55:17 56:1 134:7
 payback 55:22
 payment 43:24
 payroll 88:1
 penal 87:16
 penalty 32:18
 Pending 63:18
 people 4:17 6:10 11:18 18:15
 21:22 29:4 31:16 37:23 45:9
 64:6 68:14 71:4 73:20 76:4,7
 77:12,14 82:7,12 85:2 86:5
 88:16,21 90:9,11 91:23 92:9,
 11 95:25 97:2 98:18 103:8
 104:1,7,12 107:2,9 108:2,5,9,
 17 109:8 113:2,8 116:19
 117:15 118:10 123:7,21
 126:14 128:5 132:7,9,10,11
 people's 106:17
 percent 34:5 56:23
 perception 122:6

perfect 59:13 101:16
 perform 18:2 72:2 103:3
 112:12 122:17
 performed 93:22,23
 period 48:11 64:7 104:25
 105:3
 permanently 82:5
 person 17:21 20:4 22:10
 37:18 42:9,25 43:6 44:8 66:17
 82:6 85:22 90:10 94:18 95:7
 100:8,14,25 104:9,10 110:10
 120:12 131:13,16 133:21
 person's 71:5
 personal 17:16 73:1,23
 personalities 113:7
 personality 113:12
 personally 97:3
 personas 113:8
 personnel 11:1 32:1 36:12
 61:19 66:9 109:22
 persons 71:9 74:7
 perspective 109:5 125:22
 126:20 127:6
 perspectives 126:19 127:11
 pertaining 34:20 93:13
 pew 88:20
 phenomenal 98:5
 phone 66:20 88:7 106:1
 phrase 79:4
 physical 37:1
 pick 132:7
 picked 45:5
 picking 132:9,15
 pictures 44:23
 pie 63:6
 piece 26:21 31:13

piggyback 103:15
pigs 92:11
pinpoints 94:15
pivotal 129:15
place 12:23 13:20,21 15:22
 51:11 64:23 68:24 71:9 88:21
 97:1 112:21
places 51:14 81:17 116:11
plain 72:25
Plaisance 66:19 67:15
plan 15:24 25:11 93:10 97:3
 123:5
plate 81:24
platform 85:17
play 68:11
played 68:19
pleased 84:6
pleasure 23:22,23 101:3
pledge 43:4
PM 36:3,5 39:11,12 66:20
 67:19 99:16
podium 60:22 100:20 110:8
point 28:23,24 34:13 48:21
 50:20 55:7 56:8 75:2 96:23
 105:22
points 40:12 48:14
police 2:3,15,25 3:12,18,19,
 23,24 6:4,6 7:17 8:4,5,7,12,
 15,17,20,21,24 9:19 11:1 12:9
 13:5,9 16:14 17:2,4 18:16
 19:5 25:15,16,20,21,24 26:7
 28:11,12 31:14 32:22 40:14
 46:5 52:15,17 55:23 58:25
 59:1,21,24 60:2,3 61:19,23
 63:5,6 65:2,12,24 67:2 70:10
 73:21 78:7,10,15 79:16 81:19
 82:18 83:6,12,16,20,22 84:4,
 10,11 85:6,7,8,19,24 90:8
 92:5,6,17 94:25 95:8 96:1
 98:4,9 109:21 110:23 111:16,
 17 114:24 120:25 123:12,19,

23 124:9 125:17 126:2,3
 127:7 128:11,14,16,20,22
 129:1,10,18
policies 70:11 85:4
policing 125:2
policy 8:15 15:3,7 62:16 63:1
 68:12 70:5,6,8,12,18,19,22
 71:2 72:4,8,11,17,21 73:9,16,
 21 74:6,14,16,17 75:10,11
 76:15 113:17 114:8
politically 78:11
portion 31:9 32:6 41:14,15
 106:7
position 53:5 101:11 102:2
 111:13 121:1,12 133:15
positions 13:15,17 32:6 33:21
 52:10,11,20 53:4 85:11
 101:11 110:23
positive 40:17 42:17 44:15
positives 42:11
possession 52:13
post 130:1
posted 70:15 133:13
posting 65:16 133:19
power 8:21 36:3 46:4,9 58:7
 87:16
Powerpoint 48:5 52:3 60:23
powers 54:12 125:3
practice 122:13 126:13 128:19
practices 61:25 65:6,8 70:20
 74:9,20
praise 7:9 79:16,17,20
praised 7:6,8
pray 7:10,14,15
prayer 7:4,22 80:2,3
prayers 78:1
praying 79:22 80:15
pre-work 17:21

preaching 61:11,12
precinct 28:13,15,16,17,19,20
 31:10,11 43:4 51:10,15 54:21
 59:5 62:9,10 67:2 83:20,25
 99:21 123:18
precincts 28:18,21 30:9,22,
 23,24 31:10 34:14
predict 33:25
prefer 16:16 48:21
preliminary 72:18
preparation 13:14 14:17
prepare 17:20 54:2,7 96:4
prepared 13:9 14:3 102:1
 111:13 121:12
presence 100:25
present 4:2 6:17 9:17,19,21,
 22,23 11:11 14:18 24:18
presentation 12:19 15:2 41:16
 47:19 48:2,5 52:3 60:24,25
 67:5 75:24 93:11 97:4 98:6
presentations 78:4 86:4
presented 60:21 88:10 123:22
president 5:7,24 98:2,16
Presley 13:5
Presley's 13:8
pretty 42:23 94:22
previous 10:11 49:15 111:12,
 16,18 112:1 115:13
previously 15:7
prior 103:9
prioritization 127:17,24
priority 84:1
prison 117:2
privacy 73:23
private 121:18,19 122:3,6
 125:16,18,21 126:5,19
privately 113:15 117:14

privilege 3:9 16:23**pro** 98:2**probable** 71:7 72:15**problem** 14:12 31:3 58:22
61:15 90:17 105:10,14,15,17
106:8,11,13,16 114:22 125:14
130:15**problems** 14:11 91:23**procedure** 62:12 71:15**procedures** 2:7 68:12 71:13
72:10,18,19 73:25 114:8**process** 13:25 14:2,23 22:9
41:6 47:8 53:8,12 64:21,22,24
65:1,20,23 69:3 70:12 76:21
93:21 130:15**produce** 95:19**productive** 67:18**profanity** 88:7**professional** 18:13 60:1 76:8
129:17**professionalism** 16:5 59:23
60:6**proficient** 129:4**program** 43:3 63:24 65:7,8**programmers** 73:4**programs** 41:2**progress** 64:15**project** 12:20 36:15**projected** 25:19**projection** 50:6,19**projections** 49:19 50:4,16**projects** 14:22 49:3 64:19**promised** 13:19,20**promoted** 56:11 123:18
129:15**promotion** 59:9**properly** 9:13 65:9 89:7
127:22**property** 73:1**proposed** 15:12 24:15 25:9
26:7 70:4 73:7**prosecutor** 43:11 52:21**Prosecutor's** 41:25 83:18**prosecutors** 126:14**prospectively** 118:3**protect** 2:20 41:6 99:8**protection** 7:14**protects** 71:11**protestors** 78:21**proud** 3:25 38:8,9,11 40:22**proves** 83:24**provide** 15:2,5 46:24 65:10
66:4 71:13 93:9**provided** 15:8 30:16,17**provisions** 2:11 74:19**prudent** 17:8**public** 2:8,16,17 4:15 6:3 9:2
15:8,15 48:6 59:23 60:5 61:24
65:17,19,22 70:16,25 77:2,12
79:12 85:21 92:1,3 93:2
94:21,23 95:3**public's** 71:24**publicly** 77:24 82:25 83:11**pulling** 32:7**punishment** 83:10**purchase** 35:23 48:15 51:2
56:21 57:1,3**purchases** 35:13**purpose** 17:7 72:9**purposes** 8:22**pursuant** 8:18**pursuit** 17:6**push** 109:9**pushback** 95:4**put** 20:8 21:16 38:2 45:4 61:13
112:17,24 115:13 117:8**putting** 16:22 19:19 32:19
83:13

Q

qualified 78:11**qualifies** 57:6**quality** 61:21**quarantine** 40:16**quarter** 48:1,8,11,16,17,19
49:14 50:21 51:1,4,9 52:1
64:17**quarterly** 52:23,24**question** 18:20 21:24 30:11
31:12 33:7,8 37:15 38:14
45:25 46:17 50:13 53:2,4,6,11
54:17 55:13,16 56:18 69:16
97:11 101:24 103:14 105:11
106:7 108:7,16 109:12,15
111:11 116:19 117:19 121:10
124:16 128:4 129:21 130:4,9,
17 132:21 133:5,6**questioning** 129:25**questions** 14:16 15:9,18 22:1
24:22 30:5 34:20 35:9 38:13
44:17,18 45:13,23 46:2 47:8,
16 57:9 67:7 69:10 94:3 98:5
101:10 109:13,14 110:9,11,24
115:22 117:12,14,17 119:2
120:14 121:2 129:20,21**quick** 18:19 37:14 55:16 89:24
94:15,24 96:15**quietly** 68:18**quorum** 9:24

R

racing 34:17**raised** 108:13,21 116:23 128:9**raising** 46:17 102:7

range 28:20 133:12,15,19,20,
22,24

rank 13:18 56:10 59:9 63:4

rapidly 40:11

rating 131:10,14 132:1

ratings 131:21

rationale 52:18

Razo 2:7

reached 129:11

read 10:15 16:21 23:4 24:16,
24 25:1 29:9 48:6 109:16
114:11 132:25

reading 9:3 16:23 17:20 25:6
29:9 60:17

reads 28:5 93:7

ready 13:23 28:14 100:8

real 33:23 37:14 89:24 94:15,
17

reality 43:7

realize 68:11

realizes 68:17

reallocate 54:1

reason 21:21 30:21 31:1 56:9
82:5 83:5,23 130:10

reasonable 41:15 44:15 72:15
73:22 74:9

reasons 41:6 44:1 50:2 114:14

recall 33:25 70:7 104:11

receive 15:23 47:18 48:19,24
49:17,18,20 50:5,7 51:6 61:17
92:25

received 2:5 12:8 15:7,11
24:11,12 25:25 39:18,22
46:20 48:22 49:17 60:23
61:25 62:7 63:17,23 64:8 66:2
70:13 79:3 93:3 94:1

receives 62:4

receiving 15:20 41:23

recent 5:7 15:24 73:11 104:17

recently 13:4 43:11 66:7 93:8
105:15 106:2 112:4

receptive 95:3

recipient 59:13

recognition 3:5 31:16 35:4
59:15,16,17 60:4 92:4

recognize 6:2 30:3

recognizing 45:11

recommendation 75:6,9
119:12

recommendations 15:6,10
25:25 26:2,3 61:18 70:5,17
74:4

recommended 27:3

recommends 119:7

record 5:17 11:10 12:15
16:21,24 20:8 23:2 24:17,24
25:1 45:21 52:1 71:23 81:8
86:9 93:2 96:1 130:7 131:5,8

recorded 83:8

recording 10:19 75:8 88:8

records 64:15

recover 34:4

recovered 42:18,25 47:2
94:16

recovering 40:13

recruiter 101:9 110:21

recruits 8:20

reduce 107:14 116:6 127:15

reducing 64:16

reduction 12:20 40:19,20,21
63:24 64:5

reductions 56:9

redundant 12:14

refer 48:18 120:12

reference 19:19 46:4 68:2
98:16,22

referenced 93:1

referring 52:22

reflect 73:20

reflecting 39:21

reflects 96:1

reforming 78:10

reforms 3:17,22

refused 83:18

regard 3:4 13:11 15:19 16:12
45:23 60:25 69:18 70:25
82:23 87:25

regular 115:18 128:19

regulations 8:15 70:11

rehab 114:15 117:3

related 73:25 87:24 105:24

relates 70:5 71:21 73:4,19
74:24 84:23 85:8

relating 73:25 74:25

relations 10:23 64:2,9 68:8

relationship 104:3 113:4
123:9,25

relax 101:22 111:6

relevant 73:17 74:8,20

remaining 73:15

remarks 3:4

remember 14:17 91:13,14

remind 20:4 61:24 133:14

reminder 2:4,9 58:6,12 92:21

reminding 16:2 18:5

remote 2:8 118:4

remotely 118:15,18

removed 73:13

render 122:11

rendered 122:15

rental 83:15

repeat 89:15,17 103:14 105:11
108:16

rephrase 107:11

report 9:1 14:4,14,19 15:20
23:15,21,25 24:9 31:25 45:5
46:15 47:3,16,20,25 48:12,15
51:2,20 52:2,22,24 60:21
61:10 62:21 63:13 69:17 83:6
92:23 93:18 126:7,10 128:17,
19 129:8,12,13

reporter 10:20

reporting 98:23

reports 24:13 47:19 48:1,7,10
51:25 52:23,25 89:4 128:25

represent 20:24 79:5 84:19

representing 80:9

request 36:16 53:2 54:7,20
62:22,23 81:25

requested 27:20

requesting 74:14 87:15 131:6

requests 38:4 53:17

require 104:21 113:24 127:19

required 2:12,16 19:14 25:10,
18,22 74:13 124:16,23 125:4,
20

requirement 71:16 72:11,23
73:5 74:11

requirements 39:5 72:20,22
73:2 109:17

Requires 18:2

rescheduled 131:7

research 65:4 75:10

researching 65:7

resident 73:15

residents 14:24 46:18 68:25
69:13 104:12

residue 94:14

resigned 112:4

resolution 16:17 18:18 23:4,7,
24 24:2,11,15,16 25:8 26:20
58:17,22 60:4,17 65:10

resolve 12:23 65:9 116:14

RESOLVED 26:6 60:1

resource 31:7 110:21

resources 30:25 32:1 54:1
106:8

respect 17:10,11 21:17 68:18
69:22 80:16 82:6,10,12
115:15,16 118:16 124:8

respected 59:25

respond 33:19 110:11 115:3

responded 33:20 94:16

responds 33:24

response 28:12 35:8 93:4,7
101:12,23 104:20 105:7
110:25 111:6 113:22 115:10
121:3,5 123:6 125:11 126:16

responses 35:9 101:21

responsibilities 17:25 98:4,8

responsibility 17:5,9 124:13

responsible 17:8 54:25
124:21 126:2,23,24,25 127:2

responsibly 74:12

rest 51:18 113:21

restart 81:3

result 30:25 31:6 43:1 116:16
121:4

results 101:14 111:3

retired 102:4,5

retirement 59:11

return 51:17

returned 102:9

returning 2:7

revenue 26:10 50:3

revenues 25:11,19 27:4 48:9,
25 49:15 50:5,7

Reverend 13:5,8 77:20 80:13
87:13,18

review 2:18 15:9 25:23 26:5
27:24 53:14 63:20,21 70:15
73:16 74:15,22 75:10 93:19,
20,24 94:1 132:3

reviewed 26:7 70:18 89:3

reviewing 8:23 64:25 65:7
70:3

reviews 8:14,17,19 126:22

revision 73:19,24

revisions 70:4 73:7,8 74:2

rewards 117:9

rhetoric 81:18

Ricardo 9:21

rights 3:7,15 20:19,20 21:7
102:25 106:17

ring 66:11

rippling 44:15

rising 7:6

risk 78:25 128:1

risking 78:2

Rivera 11:5

Road 43:18

robberies 40:22

robbery 42:3

Robert's 22:6,8,13,14 90:5

Rodney 83:9

role 68:11,19 130:2

roles 32:5

roll 9:7 37:3

Ron 12:2

room 45:19 77:14,16 99:19
100:19 110:7 111:5

Rosa 59:15

Rosalie 11:4

rotating 99:21
 rotation 63:14,15
 roughly 27:14,22 28:8 102:6
 round 48:21
 rounded 49:6
 rounds 94:16 115:20
 row 81:22
 Ruben 89:1,5,7
 rules 8:15 16:5 22:6,8,13,18
 70:11 90:5 91:25 104:19
 117:10
 ruling 73:20
 run 29:17 36:16 41:13
 running 21:2
 runs 28:21

S

Sacred 82:23
safe 43:3
safely 113:19
safety 2:21 6:3 25:13 43:16
 66:8 74:6 93:10
salaries 30:20 31:1 32:7
 133:22
salary 52:11 133:9,11,14,19,
 20
Salter 89:12,18,19,20,22,24
sat 79:21
Satisfied 134:10
Saturday 67:13,19
savings 78:8
scared 116:2
scene 42:8
Schaefer 43:18
schedule 15:12
scheduled 36:3 100:5,6 131:6

scheduling 91:10
school 106:9,19 123:17
science 50:18 121:20
sciences 111:20
scope 133:2
scores 132:3
scoring 132:10,14,15,17
scout 84:2
screen 48:3 86:7
search 15:3 70:13 71:1,12,16,
 22,25 72:2,6,7,14,19,22 73:2,
 5,8,24 74:1,16,24,25 75:11
searched 71:9
searches 71:6,11,14,17 72:10,
 25 107:17,18
searching 70:3
secretary 2:23 10:16 15:1
 23:19 64:2,13 65:13 69:18
 76:1 92:15 95:19 96:4
Secretary's 92:23
section 22:8 25:22 40:15 59:5
 67:2 70:7
sections 29:25
sector 122:4 125:18,25
sectors 107:25
secure 43:7 71:4
secured 104:11,13
security 66:7 114:4 121:16,21
 124:21 126:8
sees 53:24
seized 71:10
seizure 70:3,13 71:1,12,22
 72:7 74:24,25
seizures 71:6,11
selected 44:23
selecting 13:14

self- 17:16
send 54:8 97:15 131:10,23
 132:2,4
sending 132:12
senior 11:4 12:18 43:11,15
 82:6
seniority 63:6,11
sense 68:8
sensors 38:21 93:13,16
sentenced 117:1,5
sentences 117:7
separate 36:15 51:21 54:15
 71:24 72:3
sergeant 11:23 40:14 112:9
 113:21 114:6 121:14 123:12
sergeants 12:2 63:5 114:16
serve 3:9,20 5:18 6:3,10 14:23
 59:10
served 59:4,20 89:7 121:16
serves 5:21 6:7
service 11:18 25:15 34:15
 59:23 60:6 63:9 129:3
services 10:19 28:12 32:25
 40:15 45:19 48:13 59:5,7,10
 61:22 86:10 99:17 122:11,15
servicing 86:11
session 88:11
set 8:7
Seventh 43:4 51:15
sexual 40:19
sexually 113:16
share 14:19 15:9 30:20 58:5,
 11 65:21 93:6 98:22
shared 2:9 15:15
sharing 64:14 70:4
Shaw 96:17
she'll 79:9

Shea 89:11,18
Shea-salter 87:8
sheet 28:2 29:2
Sheila 11:24
sheriff 102:4 111:18 114:25
Sheriff's 107:16 111:18 112:2
shift 128:23
shifts 63:10
shooting 40:24 41:5,22 94:19, 20
shootings 40:21
shop 43:20
short 75:24 103:4,18 112:12 122:18
shortage 48:23
shortest 112:14
shortly 47:10 119:24
shot 43:13
shots 47:2 119:8,11
Shotspotter 34:22 35:11,12, 14,21 36:14 38:19 46:22 57:6 84:1 93:1,3,11,15,19,20 94:7, 11
Shotspotters 46:18
shoulder 43:13
show 11:11 47:1 50:5 55:22 76:18 82:4 95:23
showed 95:24 124:10
showing 48:2 75:2 78:9
shown 47:3
shows 48:17 50:3,20 51:1,8, 13 62:2,6,10
shut 21:6 36:3 46:4
SID 38:4
side 49:22 50:9,12,23
sign 18:1 19:14 20:18 21:5,10, 12,14,16

signature 18:3
signed 58:21
significant 41:5
signing 17:25 20:24 21:13 84:15
silence 57:24 121:7
simply 66:21 132:16
sincere 57:20
sir 4:8 9:8 10:18 11:13 19:7 20:15 33:7 36:22 39:9,13 40:6,8 45:18 52:7,12,13,22 58:16 60:19 77:11,23 80:22 81:15 88:24 91:5 92:24 97:18 99:5,12 100:4 110:17,19 113:23 118:9 119:3,20 120:3, 9,21 131:19 132:9,10 133:11
sit 5:18 21:15
sitting 42:24 67:14 79:25 80:13
situation 42:6,10 43:15 58:14 83:19 102:17 104:2,9,22 105:15 106:15 108:12,14,20, 24 111:1,10,24 112:10 113:3, 13 114:1,17 115:2,5 116:22, 24 117:4,16 118:16 122:1 123:8 124:17 128:8
situations 74:13 115:4
skills 115:1 126:10
skip 23:8
slick 83:1
slide 49:13,15 50:2,20 51:1,8, 12 62:10,12 63:3,9
slides 48:5
slightly 48:3 49:21,25
Sloan 11:3
small 51:3 82:25
smaller 31:11 51:24 105:24
smarter 103:20
Smith 77:16 79:8,10,21 80:10

smoother 77:14
so-and-so 82:10
social 3:7
society 3:11 83:7
software 93:23
sold 44:4
solve 31:3 105:10,14,15,17 106:7,11,12,16 114:22 125:14
sophisticated 93:22
sort 19:16
sound 12:14 46:21 83:2 130:13
span 103:8
speak 6:14 19:8 22:11 67:3 72:5 75:15 84:24 96:18 132:23
speaker 89:12,17 91:17 92:21
speakers 80:19
speaking 60:2 74:13 81:8 82:12 87:14
speaks 70:8 73:12
special 3:5 12:6 17:19 34:3 36:15 47:25 63:25 64:10 104:7,9 117:6
specialist 65:14 100:22
specialists 65:13
specific 72:1 73:3,18 90:25 101:12 104:8 105:4 108:20
specifically 72:6
specification 133:12
speech 16:7 21:7
speed 41:4
spend 28:18,20 29:19 37:5,11 49:4,5 50:14,25 54:19 55:23
spending 28:25 29:4,23 30:19 32:10 36:15 49:24 50:1
spent 29:14 37:2,8 49:6,7,9,22 50:17,23 51:11,15 67:13

spoke 74:21
staff 10:17,21 11:22 14:1
 17:10,13 30:1 37:22,24 45:19
 63:12,13,14 64:3,23 70:4,15,
 17 74:3,5,18 75:20,24 85:19
 119:9
staffed 93:19
staffing 31:25
stage 89:2,3
stages 31:23
stand 10:15 81:23 82:3,8
 120:21
standard 16:5 81:10
standards 3:8 16:4
standing 18:16 81:10,15 82:2,
 14
standpoint 20:3 105:5 133:18
Staples 58:23,24 59:2,7,13,20
 60:5,9
start 53:16 80:24 85:1 91:1
 105:22,23 111:14
started 34:9 53:8 114:3,7
starts 37:6
state 2:10,14 71:17 73:21 83:1
 102:24 107:1 111:17 114:24
 118:11
stated 78:12 83:6 107:21
statement 8:1,4 9:4 16:2,15
 17:2 19:18 113:18
statements 12:17
states 5:19 71:3 72:13 124:24
station 84:3
statistical 105:22
statistics 105:19 106:6
stats 40:17
status 14:21 63:13 64:11
statutes 102:23

stay 81:24 106:15
stayed 95:25
Stemming 3:22
step 21:18 87:14 108:2
steps 127:14
steward 17:9
Stewart 10:25 44:6
stingray 35:4
stop 7:13 75:4,8 97:19
stopped 84:21
stories 43:5
story 42:17,21
straightened 91:24
strategy 30:12 34:14
streaming 5:1
street 32:20
strip 74:1
stroke 16:8
strong 18:21 19:1,18 119:12
 129:6
strongly 96:3 119:7
struggling 129:6
student 111:16
students 41:17
studies 102:6
study 68:3 123:16
stuff 31:17 60:17 68:13 75:25
style 125:2
subcommittee 74:14
subject 38:22 63:1 71:19
submit 26:2 131:10
submitted 14:15 47:9 48:7
 52:2 88:9 96:19
submitting 132:17
subpoena 8:21 87:17

subsequent 31:1
subsequently 26:4
Substance-wise 97:2
success 129:12
successful 64:3 108:25
 125:25
Successfully 108:9,17 116:19
 128:4
suffered 42:18
suggest 96:3
suggesting 18:20 29:16
suggests 44:11
suicide 42:20
suiting 78:9
summaries 131:14 132:1
summarizing 25:19
summary 30:16,18 70:6
 131:10
summer 51:7
sun 7:7
Super 59:17
supervise 124:10
Supervising 11:2,3,4
supervision 68:17
supervisor 62:21 67:4 103:22
 123:20 126:25 127:7 128:13
supervisor's 63:19,21
supervisors 42:8 59:18
supervisory 8:6 63:14
supplemental 74:17
supplies 36:12
support 10:6 18:18 26:15,16
 27:10,11 51:17 59:2,4 60:9,24
 79:4 82:5 96:8,21 134:14
supported 71:8
supporting 17:17

supposed 23:20 49:16 80:9
84:18

Supreme 5:7,19 6:2

surprised 95:7

surveillance 35:2,3,5 56:21
57:4,5,7 83:2,25

survey 96:25 97:1

Susan 3:23

suspect 113:20

suspend 92:4

suspended 92:6

suspicion 72:15

switch 77:12 116:13

switched 116:14

sworn 18:10

system 12:20 13:2 51:17 66:7,
10 73:10 107:22,23 126:15
128:13,15,19 129:9

systems 66:13

T

tactical 40:15 59:5

takes 54:24 68:24 74:10 79:2

taking 12:22 15:22 96:25
101:20,23 111:7,8 119:17
121:6

talent 30:4

talented 100:22

talk 32:3 43:23 68:14 75:25
78:4,10 90:9,13 113:15

talked 129:24

talking 44:6,7,19 45:9 63:4
77:10 90:1,5 111:9 117:24

talks 72:11

tall 81:15

targeted 93:16

tased 83:21

task 98:21 103:4,5,6,13,17,21
112:12,13 122:17,18,22,25
125:1

tasks 17:22 105:4 122:24
123:2,4

Tate 98:2

tax 69:4

teach 81:16

team 31:3 45:19 64:5 93:15
104:22,23 105:2 113:25 114:2
124:1,2,17,18

teams 104:25

technical 85:14

technology 9:12 31:13,23,25
32:11 35:13,23 38:19 84:13
92:4 106:3,20

tedious 108:12,20 116:21
128:7

teenager 83:4

telephone 62:4,5 66:22

telling 75:24 79:4 132:6

tells 41:1

tem 98:2

tend 105:19 130:21

tenure 4:10 123:16

term 106:10

termination 63:2

terms 16:22 18:23 19:4,15
28:15 31:14 32:11 33:18 68:3,
5,7,20 72:16 73:4 74:22 75:25
85:20 95:22 96:2 98:18
117:24 118:1,2 130:14

terrible 92:14

territory 85:20

tests 106:1

tether 114:14

text 39:18 98:12

that'd 101:15

theft 43:19 44:14

theme 129:25

Theresa 10:23

thing 13:19 19:4,20 21:18
28:17 38:11 44:8 69:20 89:24,
25 95:6 96:19,22 119:1 122:8

things 7:18 22:17 27:25 45:16
50:19 52:21 71:10 78:13
81:18 84:12 93:9 96:15
102:11 103:22 104:14,24
106:12 107:18 109:7 112:17
114:15 118:5 123:24

thinking 104:17

Thomas 12:3

thought 16:19 23:10 95:1,2,11

threes 77:15

Thursday 99:15 100:15

ticket 95:8

tier 93:21

Tiffany 10:25

time 5:20 6:21 7:2,24 9:6
10:15 13:17 16:13 21:20 22:9
23:2,16 24:24,25 34:21 36:5
37:13 38:13,18,23 39:3,5
40:7,8,9 45:1 47:12,15 50:20
54:11 57:12 63:11 67:5,6,7
76:16 77:2 79:2 83:24 86:23,
24 89:6 91:20,21 94:15,17
97:5 98:5 100:1,13 103:3,18,
21 105:8,12 107:12,20 108:5,
22 109:24 110:7 112:11
114:20 116:5 117:7,18 118:15
119:8,18 121:8 122:15,17,21,
23,25 123:1,3,4,20,21 124:9
125:12 127:16,23 128:15,17
129:8,10 130:22 134:8

timeline 83:23

timely 107:10,19 112:18

times 16:9 46:20 84:17
105:20,21

timing 48:24**tips** 41:23

Tipton 13:25 100:4,9,21
 101:1,2,8,9,18 102:15,21
 103:3,12,15 104:1,6,8,20
 105:7,12 106:10,21 107:5,11
 108:6,9,17 109:13,23 110:4,8,
 16,18,20 111:22 112:5,11
 113:1,22,24 114:19 115:10
 116:4,18 117:17 119:13,21
 120:8,9,13,17,20,22,24
 121:22 122:16 123:6 124:15
 125:11 126:16 127:13 128:3
 129:19 131:18,19 132:9
 133:4,5,18

tireless 16:22**tirelessly** 42:9 59:20**title** 56:10,12 80:8**titled** 48:16 49:13

today 3:23 7:10 10:20 11:6,22
 13:13 14:3,10,16,18,19 15:1,
 20 16:7 18:8 22:4 23:3 24:14
 40:18 42:25 43:2 44:6 46:4,5,
 12 47:21 54:19 61:8 69:24
 70:24 80:1,17 100:7 101:5,11
 105:1 106:13 109:14,24
 110:22 119:18,23 120:25
 130:19 131:6,14 133:13

today's 2:17**toes** 112:25**token** 124:13

told 14:9 55:2 86:23 96:20
 117:12 129:12,14

tomorrow 15:23 41:9,16 43:2**tonight** 53:13**tool** 94:23 127:17 128:23**tools** 35:5 106:16**top** 52:18 62:11 75:23 84:1**topic** 71:22

total 26:10 27:19 31:14 46:21
 47:1,4 49:1,3,14 50:9 51:4,5
 52:10 54:10 88:4

totally 133:2,9**tough** 77:25**tour** 69:4**tracking** 94:14**traffic** 30:1 78:22**tragic** 42:6,10 43:15**tragically** 7:13**trained** 126:4 128:21**trainers** 128:21

training 64:23 66:13 67:18
 81:20 126:3 129:3,4,7

transcript's 91:22**transferred** 123:17 129:10**transition** 77:15**transmittal** 25:23 26:8**transparency** 65:18**transparent** 122:5**transpire** 65:25**transpired** 87:11**treat** 17:10 82:7,13 99:8**treated** 78:15 82:7**tree** 82:14

tremendous 44:13 59:7 68:11,
 19

trends 14:20**Tri-scale** 125:16**trial** 116:1**triple** 41:22**trmendous** 3:6**troop** 124:7**trouble** 43:23**troubling** 87:22**trustee** 117:1**trustees** 116:25 117:5,11**truth** 83:5,9**TT** 95:12**Tuesday** 64:10 88:11**turn** 25:25 62:17**turned** 62:18,19 83:22**turning** 86:6**TV** 122:5**Twelfth** 28:13,14 59:5 62:9**type** 69:5**typed** 117:9**types** 44:12 53:19 65:24

U

UAW 64:3**ultimately** 124:3**unable** 100:7**unbelievable** 75:16**unchartered** 85:20**uncooperative** 112:7

understand 17:3 28:4,25 30:7,
 9 38:10 80:8 94:22 95:9 96:24
 106:6 117:23 122:10 124:1
 133:19,21 134:6

understanding 2:19 6:10 7:16
 12:21 47:7 106:5 108:10,18
 116:20 118:21 128:6 134:1

understood 117:11**Underwood** 10:24**unexpected** 131:7**unfair** 90:12**uniform** 52:10 85:4**union** 8:25 64:11**unique** 43:20 44:8 104:10

unit 28:10 33:24 43:19 54:1
 59:6,10 114:8,16 115:14
 127:4 128:24 129:6,11

United 5:19 71:3 72:12

units 86:16
unjustly 78:15
unlawful 38:22
unmute 89:13 91:17
unreasonable 71:6,11 102:18,
 19,23 111:25 122:2
unselfish 109:7
update 14:21 15:10 41:22
updates 12:24 14:19 15:21
 64:14 65:21 66:6
upper 64:6 115:6,7
upset 80:17
upstairs 31:17
usage 106:3
user 65:17
UT 55:16
utilize 19:22 51:3

V

vacant 13:15
vaccinated 118:1,22 119:11
vaccination 118:19 119:7
valid 73:15
validating 84:22
values 109:9
variance 48:17
varying 127:11
vehicle 48:15 51:2
vehicles 51:4,6
Vernice 95:12
versus 36:14 46:5 47:20
 49:10,14 65:3 73:11,20
veteran 42:7 78:6
Vice- 9:8
Vice-chair 7:24 8:3 25:2,5,7

26:21 27:2 91:6 94:5,8,10
 98:1 99:1

Vice-president 12:3
victims 32:15,16 99:9
Victoria 96:17
video 66:10
view 72:25 80:20 105:22
viewing 86:6
views 109:2
violate 20:4
violated 19:24 71:6
violates 62:25
violation 62:16 85:3 87:20
 88:5
violence 7:12 78:8
violent 15:21
virtual 17:22
vision 76:8
visit 66:11
visitors 14:24 66:9
VOCA 32:14,16,22 51:23
voice 61:11,12
volunteer 81:25 82:1
vote 13:15,24 16:3,4 22:12
 39:1 96:5 131:22
voters 19:2
voting 19:2 38:24

W

waiting 69:22 116:1 117:2
walk 109:4
walking 45:9 110:6
wanted 4:10 27:23 32:13 36:4
 45:2,21 69:12,20 71:23 72:3
 91:19 96:18 97:3 113:18
 117:15 124:12 131:8

ward 113:20 116:16
warrant 71:7,16,25 72:2,6,19,
 20,23 73:2,5 74:16 75:11
warrants 52:20 72:5
Washington 32:17
watch 20:3
watching 42:24 85:5
Wayne 41:25 42:4 52:20 83:17
 99:17,22 111:17 112:2 113:6
 114:24
ways 66:16 82:3 126:6
weakest 129:7
weapon 95:10
website 65:16 66:5 70:16
week 8:10 11:15 12:19 13:13,
 16,24 14:15 15:13 16:1 35:9
 64:7 74:15 75:10,18 76:15
 79:21 80:1 81:9,17 83:3,11
 84:23 86:10 87:12 93:6 99:20
 131:17
week's 82:24
weekly 17:19 85:23
weeks 24:13 46:17 67:13
 98:22
weighed 89:5
weight 112:20
welfare 2:21 124:7
Western 59:6
we're 128:10
whatever's 91:20
whatsoever 98:20
white 2:1,23 4:8,18,24 5:1,5,
 13 6:12,15,23 9:6,8,10,11,15,
 17,18,20,21,22,23,24 10:16,
 18 11:13,21 12:6,8 14:6,8
 15:2,19 16:13,16 23:13,22
 24:2,7,10 25:1 27:16 30:15
 31:20,22 33:6,17,19 34:9,12
 35:25 36:2,23 37:21 38:1
 39:6,7,9,11,13,14,22 40:6,8,

10 41:1,20 42:15 43:3,17 44:8
45:3,7,12,18 47:17 58:3,5,16,
19 60:18,19 70:1,21 71:15
72:8,21 73:14 74:5 75:1 76:7
85:12,14 86:3,8,14,16,23
87:1,13,17 88:1,14,15,24
89:14 90:17,20,23 91:5,8
92:24 93:14 100:2,4,13,17
101:4 110:5,14,16,17 119:4,6,
13,22 120:3,7,9 131:3,5,8,14
132:1,8,16,23 133:10,11

William 12:9 82:18 84:4

Willie 9:17,18,19 15:5 70:24
87:13,17 88:2,14

Wilson 2:2 12:1

wily 83:1

windows 117:9

wisdom 7:16

wise 121:19

woman 4:3 5:18 82:6 83:19

women 3:5,14,19 5:22 6:2,4,5,
17 78:25 79:5 81:12 95:18

women's 3:4,10,12 4:12 6:16

wonderful 5:16,19 110:2

word 7:4 82:13 91:13 109:4
127:20

wording 114:12

words 11:21 75:21 88:20
97:13

work 2:20 3:6 5:17 9:12 11:18
16:9,21 17:6,13 19:4 39:23
40:23,24 42:5,22 43:1 44:16
51:17 57:12 69:5 75:16,19,21
76:7 95:21,24 103:8,20 104:3,
21 107:14 113:4,25 118:15,18
123:8 124:16 126:12,22
127:19

worked 4:7 6:7 14:1 42:9
63:10 107:20,22,24 121:13
125:4,7 128:24

workforce 3:8 102:9

working 4:18 9:12 13:1 14:23
23:3 41:2 58:6 64:1 65:13
86:16 87:1 100:9 104:11,25
107:15 112:2 113:6 114:4,7
117:8 118:7,14,21 127:2
130:5

workload 107:7,8,9,10 116:5,
6,7

workplace 108:11,19 116:20
128:6

works 16:19

world 7:8

worn 62:14 83:22

worse 77:22 91:23

worth 43:6

worthy 7:6,8

writing 19:19 97:13 101:22
126:7,10 128:18,19 129:9,13,
14

written 64:14

wrong 88:20 92:12

wrote 28:2

www.detroitmi.gov/bopc.
66:25 67:1

X

XL 59:17

Y

year 14:4 23:14 26:9 27:15,20
31:24 33:1,22 35:20,21,22
36:21,23 37:1,2,3,6,7 41:23,
25 43:14 47:19 48:16,25
49:10,13,16,19 50:3,11 51:5
52:24 53:20 64:17 88:19
95:17 114:3,6 133:8

year-to-date 46:22

years 18:12 54:4 59:22 60:5
63:7,8,11,12 68:14,15 78:13
79:13,24 80:6 81:14 92:18

102:3,5,6,8,9,13 105:16
107:21,23,24 109:10 111:15,
19 113:6,11 121:13,14

yesterday 43:18

York 96:1

young 12:1 77:16,20,23 78:24
79:13 83:3 98:17,19 118:7
128:12 130:5

young02:17:09 99:8

youngest 123:15,19,21

Z

zoom 3:2 45:19 65:18,21 66:2,
4 77:16 85:16 100:4,12 105:2,
5 110:9 120:13

zooms 90:11,12