

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

DETROIT BOARD OF POLICE COMMISSIONERS

COMMUNITY BOARD MEETING

---

PAGE 1 TO 82

Taken at Butzel Family Center  
7737 Kercheval  
Detroit, Michigan,  
Commencing at 6:45 p.m.,  
Thursday, April 12, 2012,  
Before Wendy A. Boer, CSR 3505.

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

APPEARANCES :

MR. DONNELL WHITE, CHAIRMAN

MR. JEROME WARFIELD, COMMISSIONER

MS. JESSICA TAYLOR, COMMISSIONER

DEPUTY CHIEF BENJAMIN F. LEE, OFFICE OF THE CHIEF

MR. GEORGE ANTHONY, EXECUTIVE SECRETARY

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

Detroit, Michigan  
Thursday, April 12, 2012  
About 6:45 p.m.

CHAIRMAN WHITE: Let me say good evening to everyone. Can you hear me? Good evening. Let me welcome everyone to the Board of Police Commissioners meeting dated for Thursday, April 12th, 2012. My name is Commissioner Donnell White. I have the pleasure of serving as chairman for the Board of Police Commissioners. Today I am joined with my colleagues to my right and your left, Commissioner Jerome Warfield and Commissioner Jessica Taylor. And representing the staff for the Board of Police Commissioners, Executive Secretary to the Board, Mr. George Anthony. Mr. Anthony, for the record, can you please introduce our staff?

SECRETARY ANTHONY: Thank you, Mr. Chair. For the record, George Anthony, Secretary to the Board. We have present Miss Dalph Watson who is our director of police personnel, Ms. Celia Banks Washington who is our attorney to the board, Lieutenant Tim Leach who is from the Office of the Chief Investigator. Our recorders include -- and I'm sorry, Mr. Robert Brown who is our office manager. Our recorders include Officer Kent

1 Cooper, Officer Dan Donakowski and Miss Wendy Boer from  
2 Hanson Court Reporting Service. That completes the  
3 introductions.

4 CHAIRMAN WHITE: Thank you, Mr. Secretary. I  
5 also would like to note the presence representing the  
6 Office of the Chief, of Deputy Chief Benjamin Lee. Good  
7 to see you back, sir.

8 DEPUTY CHIEF LEE: Thank you.

9 CHAIRMAN WHITE: At this time we would ask --  
10 did Reverend Thomas leave? Is Reverend Thomas still  
11 here? I think he must have left. Elder Davis, would  
12 you mind gracing us with an invocation, please or is  
13 Reverend Thomas still here? Reverend Thomas, we were  
14 asking if you would grace us with an invocation since we  
15 all the way over here on the east side today. And  
16 that's your neck of the woods, we'd be honored.

17 REVEREND THOMAS: Thank you so much for the  
18 opportunity to be here. Let us bow our heads. Eternal  
19 God our father, Lord we say thank you today. Father  
20 God, we thank you for your grace and your mercy today,  
21 Father God. Father God, we thank you for the men and  
22 women of this Detroit Police Board of Commissioners,  
23 Father God. Father, we ask you to bless them and keep  
24 them from all harm and danger, Father God. We ask you  
25 to bless our Detroit Police Department, our men and

1 women in blue, Father God. Lord God, we ask you to  
2 bless our Chief today, Father God, right now. Lord, we  
3 know that you can, we know that you're able, Father God,  
4 right now, Lord. Everything be done here today divine  
5 and in order that we stand before you to give you the  
6 praise and honor and glory. And the church say Amen.

7 AUDIENCE: Amen.

8 REVEREND THOMAS: Thank you.

9 CHAIRMAN WHITE: Thank you, Reverend Thomas.  
10 At this time we're happy to be at the Butzel Family  
11 Center this evening. And we'd like to give thanks to  
12 the director for hosting us, one who wears many hats.  
13 And that's Miss Cecelia Walker, if she would come and  
14 bring us greetings from the Butzel Center.

15 MS. WALKER: Good evening to all of you this  
16 evening. Giving honor to God who is truly lord of my  
17 life and on behalf of the Mayor of the City of Detroit  
18 and of course Detroit's finest and our citizens, I'd  
19 like to welcome you to the Butzel Family Center. We are  
20 a multi service facility, and we are here to serve you.  
21 So, I just welcome you once again. And enjoy your  
22 meeting. And at the appropriate time, I do have a  
23 couple of announcements. Thank you.

24 CHAIRMAN WHITE: Thank you, Madame Director.  
25 As is customary with our community meetings within the

1 districts, we'd like to share with the community the  
2 roles and responsibilities of the Board of Police  
3 Commissioners. This body was created by City Charter on  
4 July 1 of 1974. Its composition currently exists of  
5 five members appointed by the Mayor and confirmed by  
6 City Council. Commissioners serve five year terms and  
7 may not serve more than five years consecutively. They  
8 meet once a week, 52 weeks out of the year. And all  
9 meetings are open to the public.

10 The duties of this body consist of  
11 establishing policy, rules and regulations in  
12 consultation with the Chief and the approval of the  
13 Mayor, to review and approve the department budget, to  
14 review and approve department promotions, to receive and  
15 resolve complaints concerning the operation of the  
16 police department, to serve as final authority to impose  
17 and/or review discipline of police department employees,  
18 as well as appoint civilian personnel director and  
19 prepare annual report of department activities for the  
20 public, mayor and City Council. Its staff consists of  
21 an executive secretary who serves as secretary to the  
22 Board and attends all meetings, chief investigator and  
23 additional investigators and other staff as necessary to  
24 provide support to the Board.

25 The Police Commission considers itself a

1 liaison between the citizens of the City of Detroit and  
2 the Detroit Police Department.

3 At this time, Commissioners, the motion for  
4 approval of the agenda dated Thursday, April 12, 2012,  
5 will be in order.

6 COMMISSIONER WARFIELD: So moved.

7 COMMISSIONER TAYLOR: Second.

8 CHAIRMAN WHITE: It's properly moved and  
9 supported. Any discussion? Seeing none, all those in  
10 favor?

11 COMMISSIONERS: Aye.

12 CHAIRMAN WHITE: Opposed? Thank you.  
13 Commissioners, at this time, a motion for the approval  
14 of the minutes dated Thursday, April 5, 2012 will be in  
15 order.

16 COMMISSIONER TAYLOR: So moved.

17 COMMISSIONER WARFIELD: Support.

18 CHAIRMAN WHITE: It's been properly moved and  
19 supported. Any discussion? Seeing none, all those in  
20 favor?

21 COMMISSIONERS: Aye.

22 CHAIRMAN WHITE: Opposed? Thank you. There  
23 is no official chairperson's report today.  
24 Mr. Secretary, is there a report from the Secretary?

25 SECRETARY ANTHONY: No, sir.

1 CHAIRMAN WHITE: Thank you. At this time we  
2 will have a presentation from the Office of the Chief.  
3 Deputy Chief Lee?

4 DEPUTY CHIEF LEE: Yes. On behalf of the  
5 Northeastern District, we will have Inspector Allen do a  
6 presentation, Danny Allen. He will introduce his staff  
7 as well.

8 CHAIRMAN WHITE: Good to see you, Inspector.

9 INSPECTOR ALLEN: Good evening and good to see  
10 you. Inspector Dan Allen, Northeast District. On  
11 behalf of Commander Ewing, myself and Inspector Sroka,  
12 the command staff at the Northeast District, I would  
13 like to welcome all of you to the Northeastern District.  
14 It's always an honor to speak in front of this Board. I  
15 would also like to introduce my staff, Sergeant Charles  
16 Spruce, Officer Eric Hill. They are the heart and soul  
17 of the district community relations office. They do a  
18 wonderful job. I'd like to get on to some vital  
19 statistics that I'm sure you have heard before. But we  
20 will go over them briefly.

21 We are located at 5100 East Nevada. We  
22 encompass 28.16 square miles. And our population  
23 according to the last census is approximately 101,076  
24 residents. As I stated before, we are commanded by  
25 Commander Eric Ewing and myself and Inspector Gary



1 Sroka. They are both on furlough but would otherwise be  
2 here.

3 Our boundaries to the north are east 8 Mile  
4 Road at Woodward Avenue to east 8 Mile Road and Hoover.  
5 Other eastern boundary is Hoover at east 8 Mile Road to  
6 McClellan Avenue and the Detroit River. To the south,  
7 we go from the Detroit River at McClellan to the Detroit  
8 River at I-75 service drive. To the west, I-75 freeway  
9 to east McNichols to Woodward Avenue and east 8 Mile  
10 Road.

11 I'd like to touch on a few goals and  
12 initiatives that we hold dear at the Northeastern  
13 District. First off is to improve our response time and  
14 calls for service. We're always looking for ways to eek  
15 a little bit more out. I'm happy to report that our  
16 virtual precinct initiative instituted by our Chief  
17 Ralph L. Godbee has been a success. And we have noticed  
18 some gains of manpower on the street as a result of  
19 that. We are always looking to increase community  
20 partnerships. And I will get to a little bit more of  
21 that later on.

22 We have kicked off our harbormaster summer  
23 detail and East Jefferson corridor traffic initiative.  
24 As you know, most of those areas see increased activity  
25 during the summer months. So, we have our Belle Isle

1 summer detail, which is consisting of various officers  
2 and supervisors from throughout the City who are  
3 assigned for the summer to Belle Isle. We also partner  
4 with tactical mobile, traffic enforcement, gang squad  
5 and special response team. Our Woodward Avenue  
6 prostitution initiative has netted us over 300 tickets  
7 to date.

8 Some community events I'm very proud to report  
9 that we -- our last event was at the district on  
10 Saturday, this last Saturday. It was an Easter egg  
11 hunt. And I'll depart from the script a little bit. It  
12 turned out better than we could have imagined. We had  
13 over 400 children who I'm happy to report came to the  
14 station and promptly ate us out of house and home. Hot  
15 dogs, chips, ice cream and punch were provided as well  
16 as more Easter eggs filled with candy than I can count  
17 strewn over the grounds of the district by our community  
18 relations staff. So, not only did we feed a lot of  
19 kids, but we sent them home to mom and dad with a good  
20 sugar buzz.

21 We have also reinstated our BUOY program.  
22 Now BUOY stands with Business United with Officers and  
23 Youth. It's a unique collaboration of business owners,  
24 police officers and the community. They work together  
25 to raise funds to support programs to benefit the youth

1 of the district. We have approximately 25 members that  
2 have become re involved. And basically what it is is  
3 it's the business people in the district who choose to  
4 participate who sit on this board. We go to that board  
5 with initiatives such as taking the area youth to a ball  
6 game or a museum outing or some other thing. And they  
7 provide funds and the additional support to do this. So  
8 it is a good thing for the kids of our district.

9 In conclusion, it is my hope that this report  
10 gives the Board of Police Commissioners and the citizens  
11 of the Northeastern District a brief synopsis of the  
12 mission and directives as mandated by Chief Ralph L.  
13 Godbee, Jr. The members assigned to the Northeastern  
14 District are police officers dedicated and committed to  
15 providing safety and stability to this community.

16 CHAIRMAN WHITE: Thank you, Inspector.

17 Questions? Commissioner Warfield?

18 COMMISSIONER WARFIELD: How you doing, sir?

19 INSPECTOR ALLEN: Good, Commissioner. How are  
20 you?

21 COMMISSIONER WARFIELD: Good. Thank you. A  
22 couple of questions. The virtual precinct initiative,  
23 you said that has been very successful. And you had  
24 commented that it has put more manpower on the street.  
25 Can you talk about approximately how much more manpower,

1           how many more cars have been put on the street as a  
2           result of this initiative at the Northeastern District?

3                       INSPECTOR ALLEN: We are running approximately  
4           a car and half to two care more per shift. Our actual  
5           boots on the ground went up from 68 percent to  
6           71 percent district wide.

7                       COMMISSIONER WARFIELD: Great. And then you  
8           had talked about the prostitution initiative that you  
9           all carried out on Woodward.

10                      INSPECTOR ALLEN: We received numerous  
11           complaints throughout the year from local businesses as  
12           well as citizens regarding the prostitution activity up  
13           on 8 Mile, also 7 Mile and John R., that's another area  
14           that we try to focus in on to take care of that quality  
15           of life issue.

16                      COMMISSIONER WARFIELD: Have you worked or is  
17           your initiative tied into Judge Leona Lloyd's drug court  
18           with the second chance program that gives those ladies  
19           and men who are picked up an opportunity to either get a  
20           long extended sentence or go into a drug rehab program  
21           where they can offer them an education as well? It's  
22           called the second chance program.

23                      INSPECTOR ALLEN: I have heard of the program,  
24           but I am not currently -- I believe that's something  
25           that is initiated by the court. And those individuals

1 that are brought in city wide are subject to that  
2 program.

3 COMMISSIONER WARFIELD: I would just ask that  
4 you might want to contact I believe the Northwest  
5 District were really good partners with her court. And  
6 I know it made a tremendous difference in the Northwest  
7 District area where that program was initiated. And it  
8 might be something you all want to partner with as well  
9 because it does give them an option of getting their  
10 lives cleaned up.

11 INSPECTOR ALLEN: Yes, sir.

12 COMMISSIONER WARFIELD: Thank you, sir.

13 CHAIRMAN WHITE: Thank you, Commissioner.  
14 Commissioner Taylor?

15 COMMISSIONER TAYLOR: No, I don't have any  
16 questions.

17 CHAIRMAN WHITE: Thank you, Inspector. Always  
18 good to see you, sir.

19 INSPECTOR ALLEN: Thank you, and you as well.

20 CHAIRMAN WHITE: Deputy Chief?

21 DEPUTY CHIEF LEE: That concludes our  
22 presentation.

23 CHAIRMAN WHITE: Thank you, sir.

24 Commissioners, under standing committee reports, before  
25 you you should have a recommendation in the form of a

1 resolution from the budget and finance subcommittee.  
2 The resolution is for the approving of the Detroit  
3 Police Department's budget for fiscal year 2012 to 2013.  
4 I will read the resolution into the record.

5           Whereas, the Charter of the City of Detroit,  
6 the Charter, was ordained and established by the people  
7 of Detroit for the governance of our City and whereas  
8 the Charter invests supervisory control and authority of  
9 the Detroit Police Department in the Board of Police  
10 Commissioners, the Board, and whereas Section 7-803,  
11 subsection 2 of the Charter requires the Board to review  
12 and approve the police department budget before its  
13 submission to the Mayor; and whereas, the police  
14 department presented the Board with the proposed 2012-13  
15 fiscal year budget in February of 2012, listing total  
16 expenditures at \$383,465,383 and revenues at  
17 \$69,732,719, for a net tax cost of \$313,732 -- I'm  
18 sorry, \$313,732,664.

19           And whereas, the police department made a  
20 formal presentation of the proposed budget at a  
21 regularly scheduled meeting of the Board in March, 2012,  
22 and the public had an opportunity to comment on the  
23 budget process. And whereas, the Board discussed a  
24 proposed budget during regularly scheduled meetings in  
25 March and April of 2012. And whereas, the Board

1 outlined potential areas of savings in the proposed  
2 budget during this regularly scheduled meeting on  
3 April 12, 2012, and directed that the Mayor and Detroit  
4 City Council be advised of the Board's findings in a  
5 letter accompanying this resolution and whereas, the  
6 Board approved the proposed police department budget for  
7 fiscal year 2012-2013 during the Board's regularly  
8 scheduled meeting on April 12, 2012.

9 Now, therefore, be it resolved that the Board  
10 approves the proposed Detroit Police Department budget  
11 with total expenditures at \$383,465,383 and revenues at  
12 \$69,732,719 for a net tax cost of \$313,732,664 for  
13 fiscal year 2012-2013. And appended to this resolution  
14 a letter for the Mayor and Detroit City Council  
15 outlining potential areas of savings for the police  
16 department. Commissioners, what is your pleasure?

17 COMMISSIONER WARFIELD: Sir, I move that we  
18 adopt the resolution, the budget resolution regarding  
19 the Detroit Police Department.

20 COMMISSIONER TAYLOR: Support.

21 CHAIRMAN WHITE: It's been properly moved and  
22 supported. Any discussion? Commissioner Warfield?

23 COMMISSIONER WARFIELD: Mr. Chair, I know that  
24 this budget here may or may not be the final budget,  
25 depending on what is going on in city government. And

1 so, we do know that we might have to come back and  
2 revisit those issues as relates to the budget. However,  
3 I do hope that in the immediate future, we may come  
4 together and discuss putting a resolution together that  
5 supports our Detroit Police Department officers and ask  
6 that there be no cuts, no further cuts to this  
7 department in pay or in benefits. And we can detail  
8 what this department has already given up. We do know  
9 that a world class city cannot be absent of safety and  
10 safety officers. And so we want to make sure -- I would  
11 hope that we would make sure that we would send a  
12 message loud and clear of whoever the governing bodies  
13 are that we do not wish this department to be cut any  
14 further. We are already beyond bare bones, in a  
15 separate resolution.

16 CHAIRMAN WHITE: Thank you, Commissioner. Any  
17 other discussion? Seeing none, all those in favor?

18 COMMISSIONERS: Aye.

19 CHAIRMAN WHITE: Opposed? Thank you very  
20 much. On to new business. I would ask that  
21 Commissioner Taylor would read into the record the  
22 resolution honoring Mr. Marvin Thomas. Is Mr. Thomas  
23 not with us today? Okay. We can still read it into the  
24 record and vote it adopted by this body. So,  
25 Commissioner Taylor, if you would please?



1                   COMMISSIONER TAYLOR: Resolution honoring  
2                   Mr. Marvin Thomas. Mr. Marvin Thomas has worked in the  
3                   Northeastern District for the past 12 years and has been  
4                   a resident of the City of Detroit for 46 years, a  
5                   revoted husband to Dewana Thomas and father to Marvin,  
6                   Jr., and Alona. Mr. Thomas is a stand-up citizen and  
7                   active member in his community. And whereas Mr. Thomas  
8                   graduated from Detroit Northern High School in 1985 and  
9                   later attended Wayne State University where he earned a  
10                  certificate in wood restoration and preservation and  
11                  whereas Mr. Thomas is currently employed by the Detroit  
12                  Parade Company as the facility director. The Detroit  
13                  Parade Company is located on Huber in the Northeastern  
14                  District.

15                  As facility director, Mr. Thomas is involved  
16                  in preparing and preserving many of the floats that the  
17                  Parade Company makes for various parades, including the  
18                  Thanksgiving Day parade. And whereas Mr. Thomas serves  
19                  in many capacities. He is a board member of the Detroit  
20                  Economic Growth Corporation, supporting private  
21                  investment and business growth within the community.  
22                  Mr. Thomas is also a an active member of the New Bethel  
23                  Church where he volunteers his time to serve meals to  
24                  the homeless. And whereas as a member of the  
25                  Northeastern District community, Mr. Thomas has

1 participated in community service activities such as the  
2 annual spring festival, spring fest, police week, back  
3 to school rallies, crime walk, National Night Out and  
4 the Nevada House of Horrors, a haunted house event. And  
5 Mr. Thomas has proven through his actions that he  
6 remains a dedicated and committed supporter of the City  
7 of Detroit in the Northeastern District. His commitment  
8 to business, service and leadership is exemplified  
9 throughout the entire district.

10 Now, therefore, be it resolved that the  
11 Detroit Board of Police Commissioners, speaking on  
12 behalf of the Detroit Police Department and the citizens  
13 of Detroit recognize and honor the community spirit of  
14 Mr. Marvin Thomas. His highly displayed commitment to  
15 community service merits our highest regards. We thank  
16 and congratulate you, Mr. Marvin Thomas. The Detroit  
17 Board of Police Commissioners.

18 CHAIRMAN WHITE: Thank you, Commissioner  
19 Taylor. And is there a motion to have this resolution  
20 adopted this day, April 12, 2012?

21 COMMISSIONER WARFIELD: Sir, I move that we  
22 adopt this resolution honoring Mr. Marvin Thomas and  
23 that it will be a part of our permanent archives.

24 MS. TAYLOR: Support.

25 CHAIRMAN WHITE: Properly moved and supported.

1 Any discussion? Seeing none, all those in favor?

2 COMMISSIONERS: Aye.

3 CHAIRMAN WHITE: Opposed? Thank you. Deputy  
4 Chief?

5 DEPUTY CHIEF LEE: Yes, sir. In his absence,  
6 I'd also like to read into the record if I may the  
7 Spirit of Detroit award. Through the Chair, the Spirit  
8 of Detroit award is presented herewith as an expression  
9 of the gratitude and esteem of the citizens of Detroit  
10 to Mr. Marvin Thomas, in recognition of his exceptional  
11 achievement, outstanding leadership and dedication to  
12 improving the quality of life. Signed by all counsel  
13 members, dated April 12, 2012. And also on behalf of  
14 the Chief, the Detroit Police Department presents a  
15 certificate of recognition to Mr. Marvin Thomas,  
16 resident of the City of Detroit in appreciation of your  
17 contribution, your involvement in the community and  
18 service to the City of Detroit, demonstrated spirit and  
19 commitment that is worthy of recognition, dated April  
20 12, 2012. Signed by Chief of Police Ralph L. Godbee,  
21 Jr. Thank you.

22 CHAIRMAN WHITE: Thank you, Deputy Chief.  
23 Certainly in the absence of Mr. Marvin Thomas, we  
24 certainly continue to thank him for his service and  
25 being an exemplary citizen to the members of the

1 Northeastern District, police department and to the  
2 community as a whole.

3 At this time, under new business, I believe we  
4 have a presentation for a proposed centralized  
5 management company. And I believe Mr. DuPerry will lead  
6 us in that discussion.

7 MR. DuPERRY: Good evening to the  
8 Commissioners, to the men and women of the Detroit  
9 Police Department and to the -- again good evening to  
10 the Commissioners, members of the Detroit Police  
11 Department and men and women and to the citizens and  
12 residents of Detroit and the community at large. I'd  
13 like to introduce myself. My name is Andre DuPerry.  
14 I'm the chief procurement officer of the City of Detroit  
15 and would like to take a few minutes to try to give this  
16 body an overview of several months of intense analysis,  
17 review and bring you up to date on a request for  
18 proposal that is involving the centralizing of the  
19 management of police authorized towing for the City of  
20 Detroit.

21 I'm going to talk about several things that  
22 touch many different parts of the City. But I want to  
23 first start out by saying that it was the objective of  
24 this proposal that was sent out to try to improve the  
25 quality of life for the residents in the City of Detroit

1 and the community at large as relates to this issue of  
2 towing of vehicles currently managed by the Detroit  
3 Police Department. There are many stakeholders  
4 involved. And I will just try to touch on the main  
5 ones. Obviously the Board of Police Commissioners this  
6 evening. There is also the Tow Rate Commission which I  
7 will be meeting with as well as obviously ultimately the  
8 City Council. And also, other key stakeholders would be  
9 the community at large, not only the residents but those  
10 in the surrounding area who take part in the City of  
11 Detroit as far as vehicle parking and movement.

12 Another key constituent is the tower community  
13 and also the supplier community that participated in  
14 this activity. To give you some of the high points and  
15 to start the discussion today, which I'm sure will be  
16 ongoing in the weeks to come, I want to bring you up to  
17 date on where we stand. After having done a request for  
18 proposal and many months, we had received four  
19 respondents. After evaluating the four respondents, we  
20 rank ordered them from highest to lowest and then  
21 focused on the highest respondent in terms of rank and  
22 score. That was a company by the name of Auto Return  
23 Detroit, LLC. They are a LLC partnership between a  
24 company by the name of Auto Return, which is a San  
25 Francisco based company as well as attorneys here in the

1 Detroit area of the Lewis & Munday firm.

2 And in working through the analysis of their  
3 proposal, we understand from experience that Auto Return  
4 has multiple clients in the San Francisco area as well  
5 as in the Baltimore County area in San Francisco and  
6 San Diego area and many years of experience. The  
7 contract that we have come to near finalizing would  
8 involve a three-year term with two one-year options at  
9 the City's discretion. It would be for management only.

10 As our proposal addressed, we were looking for  
11 someone who did not have a stake in towing nor in  
12 storage or lots. And it would reduce any potential for  
13 conflict of interest. The current contract drafted  
14 under finalization includes a termination for  
15 convenience clause on behalf of the City which would  
16 allow us to terminate a contract with ten business days  
17 notice. Some of the major elements of that contract  
18 would involve assuming the Police Board Commission were  
19 to agree, the management of the police authorized  
20 towers. It would also involve the introduction of an  
21 electronic inventory system or an IT enabled inventory  
22 system. It would involve the management of the rotation  
23 schedule, dispatching, monitoring and reporting of  
24 towing activity that is controlled now by the police  
25 authorized towing activity.

1           It would also improve customer service by way  
2 of a 24/7 access number. It would allow a person whose  
3 vehicle may be towed to access and know where their  
4 vehicle is and how to retrieve it. There would be a  
5 tremendous amount of reporting capability with the IT  
6 enabled system that would allow for reporting of various  
7 stages of the process, everything from tow to recovery  
8 or disposal of a vehicle.

9           Part of what's been also been negotiated in  
10 that scope is that the management company on behalf of  
11 the Board of Police Commission would monitor and enforce  
12 compliance as directed by this Board. They would also  
13 supervise the vehicle auction process. There is a  
14 proposed change in the vehicle auction process that  
15 would make it more efficient and would result in a web  
16 enabled auction activity, would probably increase the  
17 visibility of those vehicles that ultimately go to  
18 salvage and auction.

19           Any subcontracting that might take place as a  
20 result of this agreement would require the City's prior  
21 approval. And there's also going to be mentioned -- and  
22 I will talk about this in several layers. There would  
23 be a new administrative and service fee that's being  
24 proposed to this body that this management company would  
25 be responsible on behalf of the City to collect and

1 report. The current agreement also involves the use of  
2 a third party audit at the expense of the management  
3 company but controlled by the City of Detroit to audit  
4 any and all activities.

5 It would also again include some modifications  
6 if approved by this Board to the tow guidelines. Some  
7 of the highlights of that would involve the addition of  
8 a \$75 tow administrative and service fee that would be  
9 collected monthly. There would also be monthly  
10 reporting of the fees as collected. And in the event of  
11 non compliance of reporting or submitting, an authorized  
12 tower would be removed from the tow rotation. The  
13 police authorized towers would also be expected again if  
14 approved by this body to handle the abandoned vehicle  
15 reporting and also as it relates to the auction, we'd  
16 reduce again the cost of action to a bear minimum. And  
17 on a per vehicle basis, that would be expected to be  
18 covered by the police authorized towers.

19 I mentioned that there are other parties  
20 involved. Again, what we are looking for ultimately  
21 over time and with better understanding from this body  
22 is the support of the Board of Police Commissioners in  
23 changing the current tow rate that is \$75 to an increase  
24 of \$50. I'm going to take this in stages because as I  
25 mentioned, there's other parties involved. And there's



1 actually additional recommendations as relates to fee  
2 increases.

3 But again, the support requested would be the  
4 support of the Board of Police Commission for an  
5 increase to cover the cost of the management and  
6 administrative cost of the City. Right now, based on  
7 previous history, we do about 30,000 tows per year.  
8 With that as an average, it would result in  
9 administrative and expense fees collected of about  
10 2.25 million dollars, of which \$750,000 would be for the  
11 management fee. And a hundred -- excuse me, 1.5 million  
12 would be for the City's cost and administrative  
13 activity.

14 Again, based on previous history relative to  
15 tow and an increase of \$75 per vehicle as far as an  
16 administrative fee. Now, the tow rate commission has  
17 resumed its activity. They have been active for a  
18 number of years. In their first meeting, there has been  
19 a proposal that has been presented by the towers  
20 industry representative. And some of the highlights of  
21 that that I think need to be considered as we look at  
22 this through the various bodies, is the fact that the  
23 current \$75 fee has not been changed since 1996, which  
24 is a 16-year period. In looking at the data relative to  
25 the metropolitan Detroit area, the average in the

1 metropolitan Detroit area is just under \$200 for a tow  
2 as compared to our \$75 rate here in the Detroit area  
3 currently and again 16 years old.

4 What's been requested but not fully discussed  
5 and vetted but I expect will be over the weeks to come  
6 with the tow rate commission is a rate increase tied to  
7 the towers rate increase as relates to their costs and  
8 expense as well as a request for a storage rate  
9 increase. Now, there are two separate increases being  
10 discussed. The first I mentioned was in relationship to  
11 the cost of the management company and administrative  
12 cost of the City. That would be requested at \$75. This  
13 additional request coming from the tow community in the  
14 opinion of the team that has been reevaluating this over  
15 several months is probably one that merits consideration  
16 by this body as well as the tow rate commission.

17 If -- and I'm going to use a light vehicle tow  
18 as an example -- we were to enact both increases, in  
19 other words an increase of \$75 for the administrative  
20 cost of the management and the City fees -- excuse me,  
21 expenses and what the tow rate representative has  
22 requested but has not yet been vetted with the tow rate  
23 commission for a total of \$150, you would go from \$75  
24 which is what our current rate is and 16 years old to a  
25 new rate of \$225. And again, I mention that in the

1 area, the average tow rate is about \$200.

2 Also in that tow rate commission  
3 recommendation was a rate change in storage. Our  
4 storage fees today are \$8 per day. And again, I am  
5 referring to a light vehicle tow. What was being  
6 recommended was an increase from \$8 a day to \$15 a day.  
7 Having said that, again, as a recommendation, I think  
8 both increases need to be considered by all forums.  
9 This forum again as it relates to certainly the  
10 management and the City's expense and administrative  
11 costs as well as again being vetted ultimately with the  
12 tow rate commission, the towers increase.

13 Looking at again the data in the area which  
14 suggests that there's probably a reasonable market rate  
15 to be expected for this activity, again talking light  
16 duty of a range of probably between \$200 to \$250, given  
17 that we are actually the largest metropolitan area in  
18 the area. There is Ann Arbor, which is charging \$250  
19 today for towing of a light duty vehicle. Also, again,  
20 looking at the issue of storage, given that it has not  
21 changed in 16 years and some of the economic costs  
22 associated with that, I think it is of merit to consider  
23 an increase from \$8 to \$15 or somewhere in that range as  
24 far as increasing from a 16-year-old number of \$8.

25 Having said all of that, ultimately I'm sure

1           there will be continued discussion with this body, the  
2           Board of Police Commission. And as I mentioned, even  
3           though the tow rate representative has introduced that  
4           to the tow rate commission, I'm sure there will be  
5           vetting and discussion at the tow rate commission,  
6           ultimately hoping that that comes together and  
7           ultimately requires City Council approval. If this  
8           agreement is enacted and these rate adjustments are made  
9           or similar, it would be still the responsibility of the  
10          Detroit Police Department to manage the management  
11          company but in a different business model with economics  
12          that support the cost in 2012.

13                         With that, I'd like to close. I don't believe  
14          it's intended to be a discussion. But if there are any  
15          questions appropriate, I will try to address them.

16                         CHAIRMAN WHITE: Certainly. Thank you  
17          Mr. DuPerry. Any questions, Commissioners?  
18          Commissioner Warfield, please?

19                         COMMISSIONER WARFIELD: First of all, thank  
20          you. And let me say I know the hard work that you have  
21          been doing behind the scenes, you and your committee.  
22          And thank you for just all of the due diligence that you  
23          and your committee and your staff have placed in this.  
24          Certainly this is not something that was done overnight,  
25          nor was it something that was done lightly. So,

1 I literally appreciate the hard work, Mr. DuPerry, that  
2 you put in there. But I do have just a few questions.  
3 Has a deal been signed with Auto Return yet?

4 MR. DuPERRY: The answer is no. We are in the  
5 final stages of the dotting of I's and crossing T's. In  
6 terms of quantifying it, we're probably 95 percent done.  
7 Even if the deal is, quote unquote, done in terms of  
8 contractual language -- and that's what I refer to when  
9 I say 95 percent -- it is still pending this body and  
10 its recommendation and still pending the ultimate  
11 recommendation of the tow rate commission and final  
12 approval of City Council.

13 COMMISSIONER WARFIELD: Can you talk to us  
14 about the vetting of Auto Return as relates to the  
15 reputation that they have in the cities where they are  
16 doing business right now, if there are any pending  
17 lawsuits against them right now and what is their  
18 reputation in the cities that they are doing business  
19 with right now?

20 MR. DuPERRY: We went through the analysis and  
21 made contact with the City of San Francisco Police and  
22 purchasing areas as well as San Diego where there are at  
23 that time -- and that has gone on for months. There  
24 were no issues that they brought to our attention. But  
25 that's been some six months ago quite frankly.

1 COMMISSIONER WARFIELD: You said that they  
2 brought it to your attention?

3 MR. DuPERRY: Right. We made those inquiries  
4 of the City of San Diego and the City of San Francisco  
5 at that time.

6 COMMISSIONER WARFIELD: Okay. We do believe  
7 there's some updated information that you probably want  
8 to take a look at as relates to some lawsuits against  
9 Auto Return in the cities where they are currently doing  
10 business. You began your comments, and you talked about  
11 that this proposal was basically based on the fact of  
12 improving the quality of life for the citizens of  
13 Detroit as relates to towing and the towing system.  
14 When we revised the rules almost two years ago now, and  
15 the tow rate -- I'm sorry, the towing auditor general  
16 came out with their report and we look at the issues  
17 that was in that report, over 90 percent of the issues  
18 that was in that report were fixed, resolved or solved  
19 by the actions the police department and the Board took  
20 with the new rules and with some of the things that the  
21 department did on their side. My question is -- and  
22 certainly we always want to improve processes. We  
23 certainly always want to look at that.

24 One of the questions I have is how much more  
25 from a processing standpoint, seeing as though we do not

1 get the complaints, the complaints that we have had as  
2 relates to towing, since the rules have been implemented  
3 and in place, literally we can count them on one hand  
4 literally as relates to this meeting.

5 Prior to the rules being implemented, you had  
6 to get a calculator out and use the pie graph and  
7 everything else to try and add up the number of  
8 complaints. So, the rules and the changes that the  
9 department has made on their part has worked in a major  
10 and a significant way. Having said that, what more does  
11 a management company add as relates to making sure that  
12 that process is even better?

13 MR. DuPERRY: I'll address that briefly. But  
14 certainly over time I can give you more information.  
15 First off, any one of the proposals involves IT enabling  
16 the towing process, meaning to be able to track and  
17 locate and report on vehicle status. Clearly, we've got  
18 to get out of the 60's and move into this millennium  
19 with data. Secondly, we have never fully covered the  
20 cost of the towers nor the City as it relates to this  
21 activity. Thirdly, as relates to public safety and as  
22 was mentioned earlier about the virtual precincts, we  
23 are in need of more officers on the street and engaged  
24 with the public as opposed to administering. This model  
25 with any particular management company is going to

1 reduce the feet on the ground from the police department  
2 sworn officers involvement. Hopefully that gives you  
3 some feedback.

4 COMMISSIONER WARFIELD: Absolutely.  
5 Additionally, you had mentioned -- I'm going to jump  
6 just a little bit here. You had mentioned toward the  
7 end of your conversation about the towers making a  
8 recommendation of changing let's say the daily storage  
9 from an \$8 fee to a \$15 fee. Do you know within that  
10 recommendation if any of that increase will go to the  
11 City?

12 MR. DuPERRY: The answer would be no, not on  
13 what was being proposed. I had think it was simply an  
14 economic adjustment. I have not had a chance to talk  
15 personally with the representative. I simply had a copy  
16 of the report that was submitted. But it didn't appear  
17 to be that any of those revenues would go to the City.  
18 I think it was an attempting to adjust for economics in  
19 16 years.

20 COMMISSIONER WARFIELD: In your due diligence,  
21 do you know the average amount of days that a car stays  
22 in storage?

23 MR. DuPERRY: That's part of the lack of data.  
24 The answer would be no, that we don't. That's one of  
25 the things that any IT enabled system would give you.



1 And one of the things that it's intended to do is to  
2 reduce the number of days in storage because of the  
3 issue of no vehicle found, meaning trying to identify  
4 the location and retrieve a vehicle and/or even move a  
5 vehicle through the process of disposal if that vehicle  
6 is not recovered.

7 COMMISSIONER WARFIELD: You had mentioned in  
8 the presentation about the action -- some changes during  
9 the auction, specifically about auctioning cars off at a  
10 much lower rate. Can you expand upon that?

11 MR. DuPERRY: Let me clarify that. What I  
12 intended to say if I was not clear was that today we  
13 have on site vehicle auctions on going pretty much daily  
14 through the work week through our I believe it's still  
15 27 authorized towers. If you were to go look on line at  
16 what the state does as an example, you can go on line to  
17 a website, view vehicles and then bid on vehicles. What  
18 we are proposing -- and this is a model -- is a similar  
19 model that says instead of physical auctions occurring  
20 daily across some number of towers, that -- we already  
21 as a part of the process take digital pictures. We were  
22 proposing putting in place an auction model that would  
23 say you have so many hours in advance of an auction to  
24 physically view on site, don't move vehicles but on site  
25 where they are and then at a central location, the

1 auction would take place either live or by e-mail input  
2 to allow for the purchase of the vehicle even though at  
3 a remote site.

4 COMMISSIONER WARFIELD: So, the auction would  
5 include both, not either/or? What I mean by that is  
6 that if I'm bidding on it on line, someone -- is there a  
7 live body to bid on it against the on line site?

8 MR. DuPERRY: The answer is yes, that's the  
9 intended model. And again, it's simply an attempt to  
10 move forward with what technology already exists and  
11 would increase actually the opportunity to increase the  
12 value of those salvaged vehicles and any monies  
13 recovered from them.

14 COMMISSIONER WARFIELD: You also started off  
15 by talking about a manage only concept with this whole  
16 towing process. And again from our perspective, we  
17 believe manage only is no touching of the fees by the  
18 management company, that the towers presently get no  
19 touching of their auction, fees that they are able to  
20 charge and no touching of the scrap or the second tows  
21 that they are able to acquire, what they are doing right  
22 now as well. Is that the same type of frame work that  
23 you're proposing?

24 MR. DuPERRY: I believe it is. But I think it  
25 would take more discussion than probably this evening

1 allows for because ultimately there is two transactions  
2 occurring. There's a transaction being proposed at the  
3 time a vehicle is towed, which is an administrative fee.  
4 And then there's the actual tow following up if you will  
5 of when I go recover a vehicle, whether that's three  
6 days later or five days later. And what's being  
7 proposed is that they are separate transactions.  
8 There's a transaction fee that would be collected on  
9 behalf of the City at the time of the tow. And then  
10 there's the fees that a person recovering a vehicle or  
11 in the process of disposing of a vehicle which would be  
12 at a later point. So I'm not sure if that meets with  
13 your no touch comment.

14 COMMISSIONER WARFIELD: So, if I'm Joe Blow  
15 Citizen, my car -- I go to buy a car at auction. You  
16 say there will be an extra fee that I will have to pay  
17 to buy the car?

18 MR. DuPERRY: No, no. At the time, if you're  
19 a citizen trying to bid on a salvaged vehicle, non  
20 recovered vehicle, you would go through an auction just  
21 like similar to the manual auction that we have today.  
22 There would be no additional costs to you. However,  
23 again, those fees that are due the tower for towing and  
24 for storage would be off that salvaged value -- excuse  
25 me, the value of that vehicle.

1                   COMMISSIONER WARFIELD: Typically now from  
2 what I understand about how the auctions go, they start  
3 the price of a particular car that is being auctioned  
4 based on the fees that are already occurred, you know,  
5 the fees for the tow, the fees for how long it's been in  
6 storage; and that's the basis where they start the  
7 bidding price of those cars. So, that will remain the  
8 same?

9                   MR. DuPERRY: Well, actually, in essence,  
10 another key point I'm sorry I overlooked, what was being  
11 proposed is that or an acceptable fee that the  
12 authorized tower who towed the vehicle. So let's say I  
13 have accumulated \$500 worth of costs, and I'm the tower  
14 who does that. Today it starts at \$500. What's being  
15 proposed is I the tower would have the option of  
16 starting at \$500 or let's say I want to start at \$400.  
17 But that particular tower who is due that \$500 would  
18 make that decision at the time of auction.

19                   COMMISSIONER WARFIELD: Just a few more for  
20 me.

21                   CHAIRMAN WHITE: If I could interject, if we  
22 could maintain order. The reason we have these sessions  
23 and have public comment on the agenda is so that  
24 everyone has a time to adjust this process. So I would  
25 certainly ask that we respect certainly our presenter

1 and certainly this body as we conduct this meeting in  
2 the orderly fashion. So while you may disagree or agree  
3 with comments, I would ask that you reserve those  
4 comments to such time as we hear oral communications  
5 from the audience. Thank you.

6 COMMISSIONER WARFIELD: Thank you, Mr. Chair.  
7 Just a few more. And then I'll give my personal opinion  
8 for whatever it's worth. It sounds like to me that  
9 there is an additional fee coming at auction time for  
10 the towers based on what you just said. I mean, that's  
11 what it sounds like.

12 MR. DuPERRY: Then I'm not doing a good job of  
13 communicating because that's not what we are proposing.

14 COMMISSIONER WARFIELD: Here is what I heard.  
15 I heard that towers have the option of selling the  
16 vehicle, starting the vehicle out below their costs that  
17 they have already incurred. And then you had mentioned  
18 about a fee. You had mentioned about a fee during the  
19 auction process as well as the fee -- and we understand  
20 the fee for the services at the towing process, that the  
21 management service would collect. But it was alluded to  
22 that there was some type of fee during the auction.

23 MR. DuPERRY: Let me attempt to explain. And  
24 again, that's the whole purpose of vetting this now and  
25 starting these discussions and ultimately modifying as

1 necessary. There is no intended, quote unquote, "new  
2 fee," at time of auction with the one exception of the  
3 cost of the auction. There's an auctioneer involved.  
4 There's a cashier involved. If for example the three  
5 commissioners, one commissioner has one vehicle to  
6 auction, another commissioner has two vehicles to  
7 auction, another has a third, that actual cost of the  
8 auction on a pro rata basis would be the only additional  
9 cost. If you had zero vehicles in that auction, you'd  
10 have zero cost. That's the only additional fee. And it  
11 would be the cost of the auction which again is right  
12 now estimated to be somewhere around \$5,000 a month.

13 The cost of an auctioneer coming out once a  
14 week as opposed to coming out today five days a week,  
15 the cost of a cashier during that once a week auction,  
16 that would be pro rata against the vehicles auctioned  
17 that day.

18 COMMISSIONER WARFIELD: Just if I can, just my  
19 last comment. Again, thank you for your due diligence.  
20 And I mean that, you know that, in all sincerity. You  
21 have done I think just an outstanding job. However, I  
22 do have some concerns. If this is strictly for  
23 management purposes only, primarily for management  
24 purposes only -- and we do know that our tow rates are  
25 extremely below market price. We get that. And we

1 understand that. And we know something should be done  
2 about that. And hopefully something will be done about  
3 that very soon.

4 But what we don't want to do I don't think is  
5 overburden the citizens of the City of Detroit in an  
6 effort to make up for 16 years of indecision on behalf  
7 of this body, tow rate commission, whomever it may have  
8 done. But I don't think over night you can recoup or  
9 put that weight on the citizens, considering the  
10 condition and the state that the City is in right now  
11 and what the citizens don't get for the tax dollars that  
12 they send to city government right now.

13 Having said that, because the City is really  
14 scrounging for dollars, and if this is a management  
15 primarily system only, I'm hoping that maybe we can look  
16 at some software that's on the market that could manage  
17 the tow rate from a technology standpoint to make sure  
18 that those things are in place, still have -- for  
19 instance, let's take one proposal. If we increase the  
20 rate from \$75 to \$150 and instead of giving the  
21 management company \$50, give the City \$75. And so,  
22 instead of the City making 1.5 they make the whole 2.2  
23 which makes sense. And then, let the towers -- who I'm  
24 sure would do it -- pay for the subsidy of what it would  
25 cost to put an EIS system in place from the standpoint

1 that there is then a management awareness system in  
2 place.

3 And we know there are several systems out  
4 there on the market could do the job to make sure that  
5 it then further enhances what has already been done. I  
6 guess in looking at -- and I think I probably know too  
7 much about this. And I know too much about the company.  
8 And so, I won't go too far there. But I would hope that  
9 we could have the wherewith all to honor those who have  
10 done business with the City when the department itself  
11 could not do the job by itself for the last, you know,  
12 80, 70 something years, that they have been partnering  
13 with this department to tow those cars and that we put a  
14 system in because it was some rough waters. But we  
15 charted through the rules. There were some knock down  
16 drag out. But we charted through the rules and got them  
17 in place to where everything is so much smoother sailing  
18 now.

19 I do agree with you that we need a management  
20 system in place. I don't know if we need a management  
21 vendor. So, that's just my -- one person on this  
22 Commission's opinion. But again, I thank you because I  
23 think we have had some great learning through this  
24 process, which I think is part of the process, that you  
25 glean some great information from it. And without



1 question I think we have gleaned some great information  
2 on it.

3 As a matter of fact, Mr. Chair, I would like  
4 to ask your indulgence next week if I could put  
5 something together that might be a comparable proposal  
6 that will offer the City a way to increase funds and  
7 increase resources and, you know, deal with the tow rate  
8 and all that stuff as well. And if we can consider both  
9 paths so that we have more than one path to look at.  
10 Thank you, sir.

11 CHAIRMAN WHITE: Thank you, Commissioner.

12 MR. DuPERRY: With all due respect and not  
13 trying to have a debate here, if we knew what we were  
14 doing, it would have been done by now. Now having said  
15 that, I have no doubt it's doable. But with all due  
16 respect, if we knew how to do it, we should have done it  
17 by now. Having said that, I'm a paid public servant. I  
18 will do whatever this body and the other bodies  
19 mentioned want and get on with life. I don't come here  
20 to worship. I come here to do good work.

21 CHAIRMAN WHITE: Commissioner Taylor, any  
22 questions?

23 COMMISSIONER TAYLOR: No. He covered mine.

24 CHAIRMAN WHITE: Thank you. He did cover  
25 quite a few of mine as well. But Mr. DuPerry, if you

1 could for recollection again talk about the process and  
2 particularly where this body fits into the process of  
3 approval of this step and what would be needed from this  
4 body to proceed on to the next phase.

5 MR. DuPERRY: Certainly. Again, there's three  
6 major bodies involved. And as relates to the Board of  
7 Police Commission, it's the police authorized towing  
8 guidelines that would ultimately have to be modified to  
9 make some of these changes. As it relates to the tow  
10 rate increase, I believe this body also would be a part  
11 in conjunction with or as a part of the tow rate  
12 commission making recommendations to City Council who I  
13 believe is the final approver of any rate adjustments.

14 CHAIRMAN WHITE: When is it likely this body  
15 will be asked to act for this to proceed?

16 MR. DuPERRY: Quite honestly, I'm not sure of  
17 how we would continue this both in a public forum or in  
18 sending recommendations back to the committee to come  
19 back with proposals. Certainly that's part of the  
20 purpose of bringing it forward now. Likewise, I would  
21 think that there is still a need for the tow rate  
22 commission which I only had one meet meeting so far to  
23 ultimately -- it allows the towers the opportunity to  
24 fully vet their issues. Somewhere in the two forums, I  
25 would expect there's going to be feedback to the

1 committee that I've been working with relative to what  
2 comes forward either in modifications to this body  
3 and/or to that body. It would ultimately at some point  
4 maybe make it to City Council for a vote.

5 CHAIRMAN WHITE: Thank you. As relates to the  
6 RFP process, if you could talk to me about the actual  
7 process. I'm curious to know if there was anonymity  
8 between companies as they were ranked and also who  
9 comprised the committee that did the ranking of the  
10 actual RFP's.

11 MR. DuPERRY: Certainly. Let me take the  
12 last one first because it's easier. In terms of the  
13 participants, it was Municipal Parking which also has a  
14 similar activity but not under this police authorized  
15 towing. It was also the Board of Police Commission was  
16 represented. It was also the police department was  
17 represented as well as purchasing with my lead. We had  
18 involved from the beginning as an advisor, not has an  
19 active participant the law department to try to make  
20 sure we were compliant and aware of the various issues  
21 involved.

22 Now, with regard to your question about  
23 anonymity, the answer is no. Ultimately the bids were  
24 submitted. It was known who the various companies were.  
25 When the bid proposal went out, it had criteria of which

1 the evaluation was going to be made. We went through  
2 the four respondents, looking at each of the criteria  
3 and rank ordered them and then ultimately by criteria  
4 then ultimately by cumulative to come to that conclusion  
5 of who was number one versus four.

6 CHAIRMAN WHITE: In your estimation,  
7 Mr. DuPerry, was that a fair and equitable process?

8 MR. DuPERRY: I would put my name and  
9 reputation on it. And Reverend Warfield has been very  
10 gracious to give the committee credit. But my  
11 reputation was untarnished. I showed up here working as  
12 a citizen -- excuse me -- an employee of the City of  
13 Detroit. And I would put that behind the process in  
14 spite of all the other stakeholders, politics and other  
15 influences.

16 CHAIRMAN WHITE: Certainly. And again, and  
17 lastly I will end on this note, Mr. DuPerry. A number  
18 of things was covered by my colleague, Commissioner  
19 Warfield. I would be curious as we continue this  
20 conversation going forward how we match proposed  
21 increases to what may be perceived cost increases. And  
22 I would like for that to be an equitable range as well.  
23 And I will tie this in. And you may want to respond to  
24 both. But I also have a significant concern, and  
25 Commissioner Warfield alluded to it. I am very leery of

1 particularly public policy decisions that have severe  
2 ramifications on citizens within the City of Detroit.

3 As you know, we are within a region that has  
4 very challenged transportation issues for moving around.  
5 As such we rely heavily on vehicles as modes of  
6 transportation. And as we look at increasing costs  
7 particularly in a city where we are redlined from  
8 insurance issues and a number of other factors, the  
9 increase could have a disparate impact particularly on  
10 the citizens and people of color in this community. If  
11 you look at just line items of data that exist currently  
12 for those who are receiving tows, who are be pulled over  
13 for not being able to afford parking tickets, having  
14 licenses suspended, driver's responsibility fees placed  
15 on top. And it perpetuates the criminalization process.  
16 And I am very concerned about that. And I would like to  
17 keep that in the conversation as we move forward.

18 MR. DuPERRY: I absolutely understand and  
19 agree. I think somewhere in the discussion in all the  
20 various forums the City needs to take into consideration  
21 what is the reason and driver behind towing a vehicle.  
22 I understand economics. I grew up in the Northeast  
23 District, used to be called Davison Precinct by the way,  
24 know it well before you tore it down. But most often --  
25 and I'm saying this without data because I don't think

1 there is good data -- the vehicles that are being towed  
2 are in some form of illegal parking, abandonment. I'm  
3 talking majority, not all.

4 If you want to discourage that and either  
5 through our own data or data over time, somebody needs  
6 to analyze what is really driving the need to even tow a  
7 vehicle. The last I checked, it would probably be  
8 illegal for you to tow a vehicle that has not violated a  
9 law, meaning not abandoned, not illegally parked, what  
10 have you. So, having said that, if you want to  
11 discourage that, then you need to be driving  
12 consequences that would drive that. That's a decision  
13 beyond a procurement issue. That's an issue of what do  
14 you want to drive in terms of behavior.

15 This body and other bodies can deliberate that  
16 and decide. Again, I think it's whether through our own  
17 means or through an outside management means, you need  
18 data to help understand what are we really talking about  
19 other than emotion.

20 CHAIRMAN WHITE: Certainly. Again,  
21 Mr. DuPerry, we certainly thank you for an informative  
22 discussion. I know there is much more discussion that  
23 needs to be had. But certainly this did get the ball  
24 moving.

25 MR. DuPERRY: Thank you.

1 CHAIRMAN WHITE: Thank you. At this time,  
2 there is no old business before this body. Under  
3 announcements, I have a few announcements. The March  
4 for Justice in memory of Michael Anthony Hanes, II, will  
5 be held Sunday, April the 15th, 2012, at 3:00 p.m. The  
6 walk begins at 3:30. The place will be at the northeast  
7 corner of Meyers and Finkle Road, Detroit, Michigan,  
8 48221. Come one, come all. Let's march for justice.

9 Also, there I believe is handouts that are  
10 available. The 13th District Democrats presidential  
11 caucus nights. The presidential caucus will be held  
12 Saturday, May 5th, 2012, registration at 9:00 a.m. and  
13 the vote promptly at 11:00 a.m. And those districts are  
14 outlined on the blue handout which I do believe we have  
15 copies available.

16 Also, the Detroit prescription drug take back  
17 day will be held Saturday, April 28, 2012, here at the  
18 Butzel Family Center, 7737 Kercheval, Detroit, Michigan,  
19 48214. That will be held from 10:00 a.m. to 2:00 p.m.  
20 It is being asked that you bring old and unwanted drugs.  
21 And there will also be free gifts to the first 50 people  
22 who arrive. For proper disposal, please remove pills  
23 from their containers and place them in plastic bags.  
24 This is in observance of the national prescription drug  
25 take back day. And I do believe we have these flyers

1 available as well.

2 Also, under announcements, please be reminded  
3 that the next Board of Police Commissioners will convene  
4 Thursday, April 19, 2012, at 3:00 p.m. at police  
5 headquarters, 1300 Beaubien, Room 328 A, Detroit,  
6 Michigan, 48226. At this time, it is the portion of our  
7 agenda where we have oral communications from the  
8 audience. If you wish to address the Board of Police  
9 Commissioners, we would ask that you would come forward.  
10 For the purpose of the record, we would ask that you  
11 would state clearly your first and last name and please  
12 spell your first and last name for the benefit of the  
13 record. And please be mindful of the allotted  
14 two-minute time period of Mr. Robert Brown to my right  
15 and your left. Good evening.

16 MR. ERRIGO: Good evening, Board, Chief,  
17 Board, Reverend. My name is Gregory Errigo,  
18 G-r-e-g-o-r-y, E-r-r-i-g-o. I'm the president and owner  
19 of Michigan Auto Recovery. I'm a servant of the City of  
20 Detroit and a police impound yard. We have been doing  
21 this since 1987. I'm an aban yard and a rotation yard.  
22 It is -- the Reverend couldn't have put it any better  
23 point blank. We were in disarray there for the longest  
24 time and what have you. But within minutes, years, what  
25 have you, we come down from complaints for number one



1 from 50 pages to not even a handful of five on his  
2 fingers. Okay. And it's getting and better every day  
3 as we work.

4 The City of Detroit doesn't need no management  
5 company coming in to baby-sit us. We're not babies.  
6 Okay? We are professionals at what we do. We know what  
7 we do, and we know how to treat the City and the people  
8 that live in the City. We know what they want. We've  
9 been doing it so long that it just becomes part of you.  
10 We don't have no big Cadillac that we pull up to collect  
11 our management fee checks at the end of an auction or at  
12 the end of a tow or at the end of a day.

13 The City of Detroit has been making money  
14 every auction from the towers, gladly so that they have  
15 the ability to do that. Everything over that's due to  
16 us the City of Detroit takes. And we gladly give it to  
17 you. Some time ago, Reverend -- and I'm sure you'll  
18 back me up on this -- we implemented a proposal to the  
19 Board that we the towers would like to give an  
20 administration fee of \$25 a car. That's still on the  
21 table. You don't need no management company coming in  
22 to direct and to organize a fee for us to get approval  
23 of a commission board of pricing to give you your money.  
24 We want to pay your money, \$25 if it was considered. We  
25 have asked for the City Council and for the people of

1 the City of Detroit to come together with our tow rate  
2 commission, give Jack Morton who is our pick through the  
3 City Council his team so we can move forward and let the  
4 City make the money.

5 The City made a million some odd dollars over  
6 the years in overages from the auctions. The auction  
7 doesn't cost the City of Detroit a penny. The towers  
8 pay for the advertising and everything that is going to  
9 be to put a car to auction. A car is auctioned and  
10 advertised through the City of Detroit to the Detroit  
11 Public News, which is a business in the City of Detroit.  
12 It thrives on making money for the City of Detroit to  
13 the City of Detroit about the City of Detroit to the  
14 citizens of the City of Detroit. You don't need nobody  
15 coming from in California or San Francisco chasing all  
16 their lawsuits that they have. And I seen the same  
17 thing on the website too, Reverend, okay.

18 All right. We have to respect somebody that  
19 we're going to be working for to work for them, to give  
20 them 110 percent. We don't need no management company.  
21 You hit it right on the button again, Reverend. If you  
22 want any more zeroed in results or whatever, get the  
23 software. But as of right now, the City can put its  
24 finger on every every car, where it is with one VIN  
25 number. The citizen calls TCRU 24 hours a day, seven

1 days a week or your time reporting phone, give them the  
2 VIN number. They will tell you what yard has your car  
3 in minutes. You don't need no global big huge gigantic  
4 management company and pay them \$75 a car, okay? And  
5 give the city \$25 of the \$75 they propose or whatever,  
6 that I'm going to vote down hands down and I will fight  
7 it to the end.

8 The City of Detroit don't need that. All  
9 you're going to have is someone coming in trying to make  
10 more money on the back of the City of Detroit, from the  
11 City of Detroit and from these people. These people are  
12 struggling as it is.

13 When we give prices and when we talk to the  
14 Board and the City of Detroit commissions and what have  
15 you, we know how the City of Detroit people think, what  
16 they can do, what they can't do, what their stresses  
17 are, what their struggles are, what their concerns are.  
18 We know because, you know why? We hear it every day as  
19 they come and redeem their cars from us or as we go and  
20 pick up an aban from the neighborhood. A car has been  
21 sitting there with the rats getting in and out of it.  
22 People have concerns, and they applaud us. We do our  
23 job. The management company isn't going to make the  
24 Detroit Police Department work any harder or put any  
25 more souls on the street because the officers are

1 already there.

2 They ain't going no where. They know what to  
3 do, and they do it well. They're just strapped out. So  
4 much stuff that they are doing. They have to get the  
5 police force to get more revived and more people to be  
6 police officers through the academies and what have you.  
7 These officers are not going to move any faster because  
8 the management company is there. And they can make all  
9 the phone calls they want. For right now, you got  
10 Roland Clark, you got the Deputy Chief, you got  
11 Lieutenant Adams, you have the Commander. They're doing  
12 a fine job with no grief at all, no problem. Like I  
13 said, one phone call. It takes one phone call to  
14 reserve. And whatever the little complaint is, it's  
15 miniscule because Roland Clark is on top of it as well  
16 as the Deputy Chief here as well as Lieutenant Mike  
17 Adams.

18 You don't need no management company to  
19 baby-sit us. We know how to do our job. We work very  
20 fine with the Detroit Police Department. We're a  
21 service of the Detroit Police Department management  
22 services. Talk to the tower or talk to the management  
23 company. You're still going to be there. They're still  
24 going to call the Detroit Police Department and talk to  
25 somebody.

1 CHAIRMAN WHITE: Thank you, Mr. Errigo. Good  
2 evening.

3 MS. McCANTS: Good evening. My name is  
4 Yolanda McCants. I am also a citizen of Detroit. I am  
5 also a community advocate. I am the vice president of  
6 the Northeastern District Community Relations Council.  
7 And I'm kind of torn right now because there's some  
8 things that, you know, I guess I am a news person. I  
9 listen to the news, be it true or untrue. And then I  
10 see some of the actions that is on the street. There is  
11 one thing that I -- question that I'm trying to find out  
12 or put some clarification that we have -- they have --  
13 somebody have gotten I guess a group together from  
14 outbound like other entities and came -- they have come  
15 into our city. And they said that they are going to  
16 clean up or focus in on the certain area.

17 Well, if we have to pay extra dollars or  
18 somebody is paying extra dollars, why couldn't we have  
19 either enhanced our officers who are already that I feel  
20 capable of doing the job? They just -- we just need to  
21 focus in on a certain area. Maybe I may not be saying  
22 it just right. But some of it I'm -- I know I'm right.  
23 Okay? So, I don't know exactly what area these -- this  
24 group is supposed to focus in on totally. But what is  
25 their goal?

1                   CHAIRMAN WHITE: Ms. McCants, are you  
2                   representing the crime commission or the new Hemingway  
3                   Project?

4                   MS. McCANTS: Yes.

5                   CHAIRMAN WHITE: Okay. DC Lee, could you  
6                   articulate the Hemingway Project for Ms. McCants,  
7                   please?

8                   DEPUTY CHIEF LEE: I'll try. Through the  
9                   Chair, the Hemingway Project that we had was a fugitive  
10                  apprehension team. It was a collaborative effort of the  
11                  FBI, DEA and other state agencies as well as parole  
12                  board, corrections, where they went out and apprehended  
13                  I believe about 200 something odd felons. And that  
14                  initiative is already over. It was a one time deal.  
15                  They do it once a year.

16                  MS. McCANTS: Just once a year?

17                  DEPUTY CHIEF LEE: Yes.

18                  MS. McCANTS: As long as they ain't taking  
19                  nothing from the officers that we already have, that  
20                  they can form this same group and go in. And I feel as  
21                  though they can do the same thing.

22                  DEPUTY CHIEF LEE: We appreciate all the help  
23                  we can get from everybody that we can get help from.  
24                  And we used them. Thank you.

25                  MS. McCANTS: Thank you.

1 CHAIRMAN WHITE: Thank you, Miss McCantz.  
2 Good evening.

3 MS. MERIWEATHER: Good evening. My name is  
4 Valerie Meriweather. And I am a resident here in the  
5 City of Detroit. And I'm here to inform the community  
6 that Mays Bethune Academy, formerly known as Mays  
7 Academy is in the process of establishing a charter  
8 school. And I brought a handout to disseminate that  
9 outlines the mission, the goals, the objectives as well  
10 as a contact number for individuals to contact Greater  
11 Christ Baptist Church if anyone has any questions about  
12 the charter school. Thank you.

13 CHAIRMAN WHITE: Thank you, Miss Meriweather.  
14 Are there any other comments?

15 MR. SCOTT: Ron Scott, Detroit Coalition  
16 Against Police Brutality. I'd like to complement the  
17 Board members for being so consistent in your desire to  
18 provide a balance and support for the citizens and for  
19 the towers who I have known long before they even came  
20 to these meetings. And I know Mr. Errigo, the work that  
21 they do. And I just want to thank you, all of you, for  
22 being so strong in relationship to this. And I think  
23 there really does need to be that consideration. I  
24 think we forget sometimes really how difficult it is for  
25 people in this City to function every day.

1 I think Al Garrett who represents AFSCME said  
2 that the average city worker is now making somewhere  
3 between 15 and \$25,000 a year. I mean, that's surreal.  
4 And so therefore when we think about these policies,  
5 public policy allows people to live or die. And that's  
6 what we got to think about. And so I thank you for  
7 having consideration on that level.

8 Given that, I want to ask a question. I know  
9 I got one minute here. I want to take that time to ask  
10 this question. Two things, Reverend. Recently I mean I  
11 was talking to someone just before the meeting about the  
12 Consent Agreement with the City of Detroit. And I  
13 wanted to find out if the Board, if you haven't, if you  
14 would consider holding a public hearing or looking into  
15 something to try to analyze what the future of the Board  
16 of Police Commissioners is and how that relates to the  
17 Consent Decree that exists. I was at a forum recently,  
18 I was on a television show with the governor. And I  
19 asked him this question. It was interesting that our  
20 governor did not know that the Board of Police  
21 Commissioners is a mandated body, mandated by the State  
22 of Michigan as well as the City of Detroit. And he did  
23 not know that.

24 Well, whether he cares or not, I'm just saying  
25 the education curve needs to be given. And we need to



1 really push that. That's the second question that I'm  
2 asking to you that there be some means to clarify for  
3 the citizens since this body is so important and the  
4 budget that you just discussed represents a large  
5 portion of the City's budget. And we need to consider  
6 this.

7 Thirdly and finally -- sorry, Robert, I just  
8 want to ask this question. When there was a great deal  
9 of consternation at the Council table about the future  
10 of the City of Detroit before the Consent Agreement was  
11 rendered, some citizens were very vociferous in their  
12 response. Some were very agitated. And I don't want to  
13 go too far afoot. But in the beginning of the Republic  
14 of the United States, one of the things that was stated  
15 by a French writer was that they liked the raucous  
16 manner in which Americans debate matters, that we don't  
17 always agree, sometimes we holler, sometimes we yell.  
18 But we find a way to come to consensus. So that is part  
19 of our culture.

20 Nonetheless, the Chief who I respect a lot did  
21 an interview where in effect a question was that  
22 officers were being asked to be put on alert because of  
23 the rhetoric that people had stated. The First  
24 Amendment allows rhetoric to be stated. The Hutaree was  
25 just recently acquitted. And they said they were going

1 to kill police. Now, nobody in Detroit to my knowledge  
2 at that Council table ever said they would injure police  
3 officers. In fact, they were fighting for police  
4 officers. So, therefore, I would hope that in the  
5 future that we don't need to raise the tenure of  
6 acrimony between us -- all of us want public safety --  
7 by suggesting that you go into alert mode because  
8 somebody might say something that you don't like or that  
9 sounds like it's challenging someone. I just would hope  
10 that we would release that and find ways for us and  
11 citizens of the City of Detroit to come together as  
12 opposed to finding ways to push ourselves apart.

13 CHAIRMAN WHITE: Certainly, Ron, we appreciate  
14 your kudos. And on your last point, I definitely would  
15 think that members of this body would agree with you.  
16 We do not need that level of conflict within the  
17 community. And on the issue of the Consent Agreement,  
18 we have begun some internal conversations. But  
19 unfortunately like many of you who are here this evening  
20 and unfortunately many of those who have been formerly  
21 engaged in this process do not know what this Consent  
22 Agreement will entail until this body, review board,  
23 comes together, until we know what the makeup is of this  
24 review board and what their intentions are. It could  
25 have minimal implications on the department to very

1 severe implications on the department and this body  
2 quite frankly for that matter.

3 So, we will as Commissioner Warfield stated,  
4 craft our thoughts and recommendations in writing to  
5 this body in terms of what we view as a level of service  
6 that is needed for citizens and how the department can  
7 weigh in. But most certainly as we still continue to  
8 operate under our Federal Consent Decree, we believe  
9 that offers some level of protection from a local review  
10 body being able to alter the makeup of this department.  
11 And we will use that strategically when possible as  
12 well. So stay tuned. Unfortunately we don't have the  
13 answers until that body convenes. I do know they have  
14 started the process of appointing these review board  
15 members. But as I understand it, they will come from  
16 all different walks of life and all different  
17 communities across the State of Michigan. Being a  
18 resident of the City is not a requirement. So, we don't  
19 know who we are likely to get to be engaged in this  
20 process. But whoever it may be, we will be prepared to  
21 work with them to the benefit of this department. But  
22 thank you again for your comments. Good evening.

23 MS. DAVIS: Good evening. My name is  
24 Christine Davis. I am with AC Towing in Detroit. I  
25 come to represent not only the 75 authorized towers in

1 Detroit, but we are also small businesses, small  
2 businesses which are in the City to build -- help build  
3 the City and service the City. We have done so, many of  
4 us, for well over 20 years. We're all family owned  
5 businesses. And this is our livelihood. We are tax  
6 paying citizens.

7 And I heard -- I'm going to respond to some  
8 comments I heard. This proposal, this management  
9 company, was to improve the quality of life for the  
10 citizens of the district. But then I heard more  
11 discussion needs to be done in privacy. That's the  
12 problem. Too much discussion has been done in privacy.  
13 Why not involve those that are involved in the towing?  
14 We know all about the towing. We know the in's and  
15 out's. What do they know about towing, okay? So they  
16 go to San Francisco. Do you think a company from  
17 San Francisco, California is coming here to help our  
18 City or are they coming here to make money?

19 Okay. I heard someone say he stakes his  
20 reputation. But where is his heart? Apparently it's  
21 not with the City. Too many politicians are staking  
22 their reputation, and they're in jail because of the  
23 reputation they staked.

24 Okay. I also heard an auctioneer at \$5,000 a  
25 month. Oh, please. Come on. Let me see. Wait a

1 minute. One more thing. No issues regarding lawsuits  
2 because the company -- the San Francisco company would  
3 not be sued. They sue the police department and the  
4 City. And we don't want our City or police department  
5 sued. Okay. San Francisco knows how to keep their  
6 hands clean, right? They're coming in here to rape us.  
7 We are not ignorant. We are not stupid, okay? So, you  
8 can -- if we knew better -- wait a minute. How was it  
9 said? If we knew what we were doing, it would have been  
10 done by now. What are you telling us? We don't know  
11 what we are doing? And where did this -- where did all  
12 this come from? Go back where you came from because we  
13 don't want you here.

14 CHAIRMAN WHITE: Thank you. Any other  
15 communications? Good evening.

16 MR. DELDIN: Thank you. Through the Chair,  
17 Marc Deldin, M-a-r-c, D-e-l-d-i-n, B&T Towing. This  
18 Board has a substantial amount of power with respect to  
19 this proposal from Auto Return. Legally it lives and  
20 dies with this Board. The proposal, the auction service  
21 violates state law. It's the Motor Vehicle Code Section  
22 257.252G(2)(a). This Board may --

23 CHAIRMAN WHITE: I'm sorry, Marc, can you  
24 repeat that section again?

25 MR. DELDIN: 257.252G, no parenthesis, but

1 then it's parenthesis (2), sub section (a).

2 CHAIRMAN WHITE: Thank you.

3 MR. DELDIN: In the future, in the coming  
4 weeks this Board may unwittingly give Auto Return carte  
5 blanche authority to violate state law and give them  
6 complete control over the towing process. Let me  
7 explain. Last summer, DPD issued every towing company a  
8 permit. That permit is good for five years. If  
9 tomorrow DPD said you've got to use this software or all  
10 the towers, you have to give \$10 for every tow back to  
11 the City or your permit is terminated, they can't do  
12 that. They can only terminate my permit if it violates  
13 the rules. But Amendment Number 8 to the proposed  
14 changes to the towing rules, that's going to reduce that  
15 permit down to a year. So, come June or July when that  
16 permit would expire, all the towers are going to have to  
17 sign something that says Auto Return owns you. You have  
18 to do everything they say.

19 So, I know this is not the public hearing for  
20 these rules. But I'd ask the Board to think critically  
21 about Amendment Number 8 because it will enable Auto  
22 Return to get a complete end run around this Board.  
23 Thank you.

24 CHAIRMAN WHITE: Thank you, Marc. Just a  
25 point worth making. While this process may move forward

1 or may not move forward based on the pleasure of this  
2 body, in no means would it absolve the responsibility of  
3 this body to oversee this towing process. This would  
4 merely be the management function. This body -- and  
5 correct me if I'm wrong, counselor -- would still have  
6 authority over the tow process, the management company  
7 and how it is interfacing with towers in this community.  
8 So, I don't want anyone to feel like if this process  
9 does move on, you become a slave or someone has total  
10 control over you.

11 We would still move forward with a democratic  
12 process if in fact this process is voted on by this  
13 body. Good evening.

14 MS. SMITH: Good evening. Deputy Chief, nice  
15 seeing you again. To the Commission, I have listened  
16 for the last six months in regards to the -- did I say  
17 my name? I'm sorry. Bernice Smith. I have listened  
18 for over six months to the subject of the towing  
19 companies. I don't have a towing company, but I have  
20 been interested in what's been happening to some of the  
21 towers. Now we have come up with this big suggestion or  
22 this gentleman has come to us tonight in regards to some  
23 management company from San Francisco. I read about it  
24 about three months ago and what their objective was to  
25 come to Detroit. This is a money making city believe it

1 or not. And everybody and his momma wants to come to  
2 Detroit and get some of the prizes that we have to give.  
3 They want to take away everything we have and leave us  
4 with totally nothing.

5 I wrote something down here. I want to know  
6 why we can't have our own management located here either  
7 in the City or in the state. Also, I want to know why  
8 the towing committee consist of -- who is the owner is  
9 that we are looking at? Do we know anything about the  
10 owner of this towing company there in California? Also,  
11 what happens to -- I want to know one thing. I was told  
12 last week at a Martin Luther King celebration. There  
13 was a gentleman there by the name of Mr. Jackman I  
14 believe. And he was a retiree in the towing. You know  
15 what he told me? He stated that the towing company,  
16 once they have the cars on their lots and it stays on  
17 the lots for a certain length of time, that after a  
18 while, the owners get the choice of either selling the  
19 cars to the junk people; and who makes the money is the  
20 junk people that come in because they use the parts and  
21 everything that's on the cars. And they make the money.  
22 The City don't get a penny out of it. That's what was  
23 told to me last week.

24 Also, who is this committee that suggested  
25 that we have this towing company to come in? I found



1 out one is on there that I know of, and I'm surprised  
2 that he is involved in it. But anyway, everybody got to  
3 make a dollar. And that's why they're here in Detroit.  
4 So, in the interim, I want to know why we even have to  
5 discuss it? Can't we find another company? Is there  
6 going to be another company to bid on coming in here or  
7 do we need anybody to come in here and manage the towing  
8 companies or whatever has to be done?

9 My last thing is, I listened to the City  
10 Council this morning. I want to let you know if you  
11 haven't listened to it and know what they are saying,  
12 they are going to deduct from the police department and  
13 the fire department, 11 percent of your pay. Now, how  
14 they going to do it I don't know. But you are listed  
15 along with other entities of this City. They are going  
16 -- and you was at the top believe it or not. They said  
17 the police department and the fire. I said, oh, my God,  
18 not again. But I just want you to be aware of that.

19 Now for some good news for you. Today before  
20 I came, I listened to the news also. There was a young  
21 lady that was walking down the street with her baby in  
22 the buggy. She was taking a walk. And this -- I don't  
23 even want to say it -- I want to cuss really -- came up  
24 to her with a gun, made her go in the back of this  
25 abandoned building and here is the baby in the buggy

1 now. And he wanted to rape her. He made her strip.  
2 She had stripped enough to run and holler for help,  
3 leaving her baby there. The people in the area, they  
4 heard her and saw her, and they covered her up with a  
5 blanket. And someone had good sense enough to call the  
6 police.

7 And what I want to let you know, the police  
8 came in. I am so proud of you tonight. I'm really  
9 proud of you. They came in less than five minutes, and  
10 they caught that rascal. They caught him. And you know  
11 what I want to call him. They caught him several blocks  
12 away. And I want to give kudos to my police department  
13 as usual. I praise you when you do well, and then I  
14 give you hell when you do wrong. But tonight I am so  
15 proud of you. I'm really filled up because we do have a  
16 chance here in this City if we stick with our police  
17 department. We have some bad ones. But the good ones  
18 overcome the bad ones as far as I'm concerned. And, you  
19 know, I have been out here a long time. And I know just  
20 about who is bad and who is getting their hands in the  
21 cookie jar. But I just want to let you know I'm very  
22 proud of the police department. And I wish the other  
23 people in this City would know what happened tonight,  
24 that they saved this woman from being raped and made her  
25 get nude out there. Now, you know, that's about as

1 ornery as you can get. But you captured him, the police  
2 department did. And I am so proud of you.

3 CHAIRMAN WHITE: Thank you, Miss Smith.

4 MS. SEMMA: Good evening, Julie Semma from  
5 70's Towing. I just want to commend the Board, the  
6 police department, everybody who has put up with all the  
7 towing issues, myself and other small towing businesses  
8 that are operating in the City of Detroit that have been  
9 coming for the last five years complaining. And it's  
10 been a lot of hard work from you guys and previous  
11 commissioners as well. And I want to commend you guys  
12 on the wonderful job that you guys did. As far as  
13 yourself doing your job, I commend you doing your job.  
14 We all have a job to do. I have been coming faithfully  
15 for years and years because I have a job to do. We all  
16 as towers have employees, have families. And if we  
17 don't survive, we are struggling. And if we weren't  
18 struggling, we wouldn't be here day after day, year  
19 after year coming to you guys with the problems that we  
20 are having.

21 This City has some serious problems. But as a  
22 whole, we can all make those changes. And as a  
23 management company come in and take over our hard work  
24 and manage us is unethical, is unheard of. And I think  
25 all that it's going to do is diminish the business

1 owners that have been paying taxes, that have been  
2 working hard, diligent, 24 hours a day seven days a week  
3 providing services to the City.

4 As taxpayers, we should be heard and sought  
5 out. We as business owners pay permit fees, taxes. We  
6 pay our certificate for a Detroit based business. And I  
7 understand that Auto Return was a Detroit based business  
8 at one point. And they got their Detroit business  
9 license revoked. And it was approved in one day. All  
10 the towers didn't get approved in one day. I know that  
11 from first hand experience. Months, weeks, calling,  
12 when is our approval going to come through? How does  
13 one company get approved in one day, not to mention that  
14 it was revoked last year. So I don't understand how a  
15 company like this could come in and do business in the  
16 City of Detroit.

17 When I heard about Auto Return coming and  
18 managing, it just -- it puts a damper to not only me but  
19 all the other towers that are here today. There is an  
20 article that I read in the Detroit News. Actually it  
21 wasn't Detroit News. It was on line. I just want to  
22 set an example here of what this Auto Return company is,  
23 just a little example here of what was said. This isn't  
24 from me, but this is an article that was written by  
25 somebody else. The reviews pertain to the Auto Return

1 auction held every Wednesday at Pier 70. After a few  
2 weeks of attending these auctions hoping to find a  
3 decent cheap late model auto, I discovered this auction  
4 is a hundred percent fraudulent. Auto Return puts up a  
5 PDF on which cars are to be sold every week. They give  
6 you X amount of time to do a bid, to research into what  
7 these cars are worth. When you arrive at the auction,  
8 you can look inside these cars and under the hoods, but  
9 you can't start them. There is a separate set of  
10 running vehicles in the back of a warehouse where these  
11 auctions takes place. Sounds good so far, right?

12 Wrong. Any decent car that passes through  
13 Auto Return is either stripped for usable parts, sold to  
14 the friends and family of co-workers or dealers who get  
15 first crack at them before the auction. You know what  
16 I'm getting at right now? Single dealers at these  
17 auctions who already have friends in a huge waste of  
18 time. On top of all this, Auto Return places shill  
19 bidders in the crowd to drive the prices up to  
20 ridiculous standards. These auctions are lien auctions.  
21 The end goal is to get as much of the storage fees out  
22 of the remaining cars that have not been sold to  
23 friends, families, dealers.

24 Case in point. At an auction two weeks ago I  
25 had my eye on four different vehicles, three of them

1 were runners. I had noticed some rather odd problems  
2 with two of them. Headlight assembly missing, keyless  
3 entry, pieces of them being stripped. So, I passed it  
4 and went to the next one, and I bid on a '95 Honda Civic  
5 that looked decent. It came around, and I was bid out  
6 -- I was outbid by \$200 at the very end by someone I  
7 couldn't immediately see. I was going to approach him  
8 after the auction and offer him \$300 on top of the  
9 winning bid.

10 Ordinarily, someone from Auto  
11 Return would step forward and immediately get their  
12 deposit money from the winning bidder. And that didn't  
13 happen. I began to notice the exact same thing  
14 happening a few other cars and started to suspect  
15 something was not going on level. The last car that  
16 came around was a 2008 Prius. The auctioneer started  
17 bidding at \$11,000. The bidding lasted for only a few  
18 seconds with the winning bid set at \$16,800, which I  
19 thought was -- excuse me. I'm not going to say what the  
20 profanity was -- as you can go to a dealership and get a  
21 \$10,000 vehicle with a warranty and which that kind of  
22 car is worth. The woman who came forward with the  
23 winning bid looked like she could barely afford the car  
24 to take care of let alone herself and pay \$16,800 in  
25 cash for this car.

1           Let me clarify. If you're the winning bidder,  
2           you have to put down the deposit and pay in full by  
3           4:00 p.m. that day, cash or card. There is no  
4           confidence in this cash and carry. Again, no money was  
5           put down. And in deposits that paid five weeks that  
6           were supposedly sold, no deposit was ever taken. By  
7           that point, I was a little disgusted; so, I left. Flash  
8           forward to the following Tuesday. I'm still looking for  
9           a car that I download the current week's account auction  
10          list. I immediately see the Honda Civic I had bid on  
11          last week on the block as the Prius and a few other  
12          cars. I immediately cross referencing in the preceding  
13          week's auction list, which will also tell you how much  
14          vehicles are being sold for and found out five nice  
15          looking vehicles are in decent on the auction block once  
16          again.

17                 Make a long story short, this is just a little  
18          summary of what I was reading. And there's a lot more  
19          to this. This is a company that is not doing business  
20          the proper way. And we don't need another company  
21          coming in here and taking over our City and trying to  
22          manage us. If this stuff is going on in San Francisco,  
23          we've got enough stuff going on here in the City of  
24          Detroit. We don't need any more.

25                 CHAIRMAN WHITE: Thank you, Julie. Greg,

1 Greg.

2 MR. ERRIGO: If I had five companies -- I'm a  
3 car dealer --

4 CHAIRMAN WHITE: Greg, it has always been the  
5 policy of this body to allow everyone to speak before  
6 others have had an opportunity to speak to this body.

7 MS. SEMMA: I'm sorry. I didn't get a  
8 response back to the questions I asked about Auto  
9 Return's certificate being revoked for the Detroit based  
10 business. So can I possibly get some feedback on that  
11 if you guys know it?

12 CHAIRMAN WHITE: What we may have to do,  
13 Julie, is get that information. I wouldn't want to  
14 speak to it without having information before me. So I  
15 will try to get that information for you.

16 MS. SEMMA: Thank you.

17 CHAIRMAN WHITE: You're welcome.

18 MS. HERNANDEZ: Good evening, Board. I'm  
19 Phyllis Hernandez, H-e-r-n-a-n-d-e-z, Casino Towing.  
20 Everybody up there knows me. And for those of you here  
21 that don't know me, I am a Detroit based business. I do  
22 not tow for the City of Detroit, not that I haven't been  
23 trying for a decade or more. I worked very hard with  
24 the Board to try and/or to not even try, to get it to  
25 where it is to where one could consider it an equal and



1 level playing field. And it's something that I know  
2 you, Commissioner Warfield, have put your heart and soul  
3 into. And no disrespect to any other commissioners  
4 because I don't know either of you.

5 But in my experience, you're the first honest  
6 person that I know that has done everything that they  
7 can do to turn this into an honest process. And you  
8 have done it by the rotation list. I see things that  
9 have changed. Again, the reason I am not working is  
10 because I was denied when the applications came out  
11 because I didn't have the word, "police," in front of  
12 tow yard. I went through all of the mandated zoning  
13 hearings, was again rejected, had to go through more  
14 appeals, spent thousands of dollars that I didn't have.  
15 I had to work over time at my other job to pay for all  
16 of these hearings which took months and months and  
17 months before I was finally approved as a Detroit police  
18 authorized towing yard. And within the month, City  
19 Council voted to remove the word police in front of  
20 towing yard.

21 So, I feel intentionally, as it has been for  
22 the past decade, that I have been blocked out of the  
23 towing process. Anyways, it's been actually years that  
24 I never thought it would work. My goal has turned into  
25 making this an honest process. Why? Because I love

1 this City and because I love the citizens in this City.  
2 And I see them getting robbed, robbed beyond robbed.  
3 They can't afford gas, more or less to buy another car  
4 in the City. And the purchasing department in the City  
5 is talking about raising the rates to something even as  
6 a towing company owner I find amazing.

7 As for the company that was chosen by the  
8 purchasing department, assuming there is no conflict of  
9 interest with this company, as we have talked about  
10 before, Commissioner Warfield, this process is nothing  
11 more than software. As for the auction part of it, I do  
12 believe the City of Detroit Police Department is already  
13 utilizing the auction block, which again correct me if  
14 I'm mistaken, doesn't pay taxes to the City of Detroit.  
15 So, that is without question an option that the City  
16 could use in auctioning off these cars. But I just hope  
17 that you do as you have been, Commissioner Warfield, as  
18 well as Commissioner White, Commissioner Taylor. And  
19 that is researching this and making sure that it is in  
20 the best interests of the citizens as well as please do  
21 your best to protect the towing companies that are out  
22 there because you just spent years breaking down the  
23 monopoly that existed. And the City doesn't need  
24 another one. And that's exactly what would happen. We  
25 wound up with another monopoly within the towing

1 industry.

2 And also, Commissioner Warfield, I commend  
3 every question and every comment that you made to the  
4 purchasing department director possibly. And I should  
5 also add that I better not come to one of these meetings  
6 and find your chair empty because as for the other  
7 Commissioners that were there to help us that up and  
8 left at the 11th hour as I always hear that word with no  
9 explanation even though us towers knew why. I will be  
10 asking why. And I will be asking them to the City  
11 because I know it won't be coming of your own choice.  
12 Thank you.

13 CHAIRMAN WHITE: Thank you. Are there other  
14 communications, other communications?

15 MS. WATTS: How you guys doing? My name is  
16 Toya, last name is Watts. I want to ask the question, I  
17 have been coming out to so many meetings. I want to  
18 know when I see a drug bust on television, where do that  
19 money go? Do it go back into our police department? I  
20 mean, what do it do for the police officers in our  
21 community, few to find we do have left out here?

22 CHAIRMAN WHITE: Good question. DC Lee, can  
23 you please explain to Ms. Watts how drug forfeiture  
24 funds are used?

25 DEPUTY CHIEF LEE: Yes. Is it Miss Watson or

1 Watts?

2 MS. WATTS: Watts.

3 DEPUTY CHIEF LEE: Ms. Watts, yes. That money  
4 is deposited into our forfeiture account. Any time it's  
5 narcotics related, we keep that fund separate from just  
6 monies that are confiscated from people. And we use  
7 that money -- and the rules have been relaxed as far as  
8 the state is concerned about how we use that. Anything  
9 that's related to police work, we can use that money to  
10 enhance anything related to police work.

11 MS. WATTS. Okay. So you say you all split it  
12 one third, one fourth like the school money, right?

13 DEPUTY CHIEF LEE: The federal forfeiture  
14 dollars, it depends on the input from other agencies,  
15 and there is a split. There's an equity split among the  
16 agencies involved, depending on how many hours they put  
17 in. And if we put in the majority of the hours, let's  
18 say 75 percent of the work was Detroit Police, then we  
19 are entitled to 75 percent of the money.

20 MS. WATTS: Okay. So, Chief Godbee has come  
21 on the television recently about the bullet, you know,  
22 they can detect where the bullet is at. What happened  
23 to that money? That's gone too?

24 CHAIRMAN WHITE: I believe you're referencing  
25 -- Ms. Watts, I believe you're referencing shot spotter.

1 And that expenditure was not approved by City Council.

2 MS. WATTS: Okay. So where the money at? I  
3 thought we had some money coming somewhere. Okay. Case  
4 closed. Let me go home. Thank you guys. You all have  
5 a good evening.

6 CHAIRMAN WHITE: Thank you. Are there other  
7 comments?

8 MR. WILD: Good evening Board, Billy Wild,  
9 City Auto Storage. I was sitting in the back during the  
10 presentation. And I couldn't quite understand, when a  
11 vehicle is towed into a yard, immediately -- was it  
12 immediately the tow company has to pay the City the  
13 administration fee and the management fee at that point?  
14 So that comes right out of the tower's pocket at that  
15 point? And then also, there was the auction fee I heard  
16 \$5,000 a month. But what does that relate to that has  
17 to be paid at that time? Does it depend on the amount  
18 of cars or is there a fixed rate?

19 CHAIRMAN WHITE: I'm getting your questions  
20 down. I'm going to give you a general response here.

21 MR. WILD: To follow up on that is who pays  
22 that auction fee? Then on another issue, the new rules  
23 that were about to be voted on, we'll have the public  
24 discussion the 26th I believe it is. The one year  
25 permit fee, that is really unrealistic considering

1 what's asked of the tow companies or businessmen that  
2 have gotten into this business and want to stay into the  
3 business. Even a management company can't operate on a  
4 one-year -- they need three years with a one-year -- two  
5 one-year extensions. So, if you just take that into  
6 consideration. And I'd like the answers to the first  
7 questions.

8 CHAIRMAN WHITE: Certainly, Mr. Wild. As  
9 relates to the proposed rule changes that will be voted  
10 on shortly, this is why we go through this process to  
11 hear from the public. So, I would beg your indulgence  
12 to allow that process to be vetted. This Board has been  
13 open to all recommendations from towers and community  
14 alike. We would ask that you share those  
15 recommendations with us so it can be taken into  
16 consideration as we move through this process. And I  
17 don't want to put -- and I know there has been a lot of  
18 questions and concerns about this management authority.  
19 And while we aren't at that stage, I know there's lot of  
20 questions, and we have a lot of questions.

21 But I also would ask that you allow this  
22 process to -- there will be nothing implemented that  
23 will be implemented without public comment and public  
24 input to provide for questions to be asked and answers  
25 to be given. So don't want to get into a -- we have

1 the same and lot of the same questions that you have and  
2 some of the same concerns. And as we continue to vet  
3 this process, you will hear more of these answers. And  
4 as we move to adoption or not adoption of a management  
5 company as relates to towing, again, the public will be  
6 invited in to give input so that we can have a holistic  
7 open transparent process that everybody again can hang  
8 their hat on and be proud that nothing was done behind  
9 closed doors, no decisions were made before we got to  
10 the table.

11 MR. WILD: Okay. I just wanted to clarify the  
12 towing company has to pay up front.

13 CHAIRMAN WHITE: And again --

14 MR. WILD: According to the proposal.

15 CHAIRMAN WHITE: These are proposed. Again,  
16 the Board will have final authority over this process.  
17 And so, I don't want to say that you have to do this  
18 prior to because that ultimately may change. So let's  
19 let that process take its normal course and not put the  
20 cart before the horse in that matter.

21 MR. WILD: Okay. Thank you.

22 CHAIRMAN WHITE: Thank you. Good evening.

23 MS. PANNELL: Good afternoon, Commissioners  
24 and Detective Lee and everybody. My name is Sharon  
25 Pannell. I was over on the east side two weeks ago with

1 the police helping cleaning up. I want to know how do  
2 we get that on the west side and do some work over there  
3 because we need it bad too. They did a cleanup over at  
4 I think it was M&M Pet Store on east Warren and Alter  
5 Road. And we were over there cleaning up the alley  
6 behind his store. And people had donated their time and  
7 stuff. And the police was over there from was it  
8 Eastern District? Yes. And I was wondering how do we  
9 get that type of help on the west side?

10 CHAIRMAN WHITE: Sure. Deputy Chief, is that  
11 through the community relations council?

12 MS. PANNELL: Do I have to see Sergeant Wyatt  
13 over at Southwest?

14 DEPUTY CHIEF LEE: Yes, ma'am. You can also  
15 talk to Deputy Chief Wells who is over on the west side  
16 of the City. I'm sure he can help you. He is standing  
17 right to my left.

18 MS. PANNELL: You know, I know him. Thank  
19 you.

20 CHAIRMAN WHITE: Thank you, Ms. Pannell. Any  
21 other communications? And Mr. Errigo, we will ask if  
22 you could see us afterwards. We'd be happy to discuss  
23 some of the issues with you. Any other oral  
24 communications? Any other oral communications? Seeing  
25 none, thank you. Again, please be reminded the next



1 Board of Police Commissioners meeting will be held  
2 Thursday, April 19th, 2012. Excuse me, excuse me, 2012  
3 at 3:00 p.m., police headquarters, 1300 Beaubien, Room  
4 328 A. And at this time, there is no further business  
5 before this body. I would ask for a motion for  
6 adjournment.

7 COMMISSIONER WARFIELD: Move to adjourn.

8 MS. TAYLOR: Support.

9 CHAIRMAN WHITE: It's been properly moved and  
10 supported. Any discussion? All those in favor?

11 COMMISSIONERS: Aye.

12 CHAIRMAN WHITE: Opposed? Thank you. Have a  
13 wonderful evening and be safe.

14 (Proceedings concluded at 8:45 p.m.)

15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

CERTIFICATE OF REPORTER

STATE OF MICHIGAN )  
 ) SS  
COUNTY OF MACOMB )

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



*Wendy A. Boer*

Wendy A. Boer

CSR 3505

<b>A</b>			
<b>aban</b> 48:21 51:20	<b>administering</b> 31:24	<b>Amendment</b> 57:24 62:13,21	11:1,25 12:3
<b>abandoned</b> 24:14 46:9 65:25	<b>administration</b> 49:20 77:13	<b>Americans</b> 57:16	<b>April</b> 1:21 3:2,8 7:4,14 14:25
<b>abandonment</b> 46:2	<b>administrative</b> 23:23 24:8 25:6 25:9,12,16 26:11 26:19 27:10 35:3	<b>amount</b> 23:5 32:21 61:18 69:6 77:17	15:3,8 18:20 19:13,19 47:5,17 48:4 81:2
<b>ability</b> 49:15	<b>adopt</b> 15:18 18:22	<b>analysis</b> 20:16 22:2 29:20	<b>Arbor</b> 27:18
<b>able</b> 5:3 31:16 34:19,21 45:13 59:10	<b>adopted</b> 16:24 18:20	<b>analyze</b> 46:6 56:15	<b>archives</b> 18:23
<b>absence</b> 19:5,23	<b>adoption</b> 79:4,4	<b>Andre</b> 20:13	<b>area</b> 11:5 12:13 13:7 21:10 22:1 22:4,5,6 25:25 26:1,2 27:1,13 27:17,18 53:16 53:21,23 66:3
<b>absent</b> 16:9	<b>advance</b> 33:23	<b>and/or</b> 6:17 33:4 43:3 72:24	<b>areas</b> 9:24 15:1,15 29:22
<b>absolutely</b> 32:4 45:18	<b>advertised</b> 50:10	<b>Ann</b> 27:18	<b>arrive</b> 47:22 69:7
<b>absolve</b> 63:2	<b>advertising</b> 50:8	<b>announcements</b> 5:23 47:3,3 48:2	<b>article</b> 68:20,24
<b>AC</b> 59:24	<b>advised</b> 15:4	<b>annual</b> 6:19 18:2	<b>articulate</b> 54:6
<b>academies</b> 52:6	<b>advisor</b> 43:18	<b>anonymity</b> 43:7,23	<b>asked</b> 42:15 47:20 49:25 56:19 57:22 72:8 78:1 78:24
<b>Academy</b> 55:6,7	<b>advocate</b> 53:5	<b>answer</b> 29:4 32:12 32:24 34:8 43:23	<b>asking</b> 4:14 57:2 75:10,10
<b>acceptable</b> 36:11	<b>afford</b> 45:13 70:23 74:3	<b>answers</b> 59:13 78:6 78:24 79:3	<b>assembly</b> 70:2
<b>access</b> 23:2,3	<b>afoot</b> 57:13	<b>Anthony</b> 2:13 3:15 3:16,18,19 7:25 47:4	<b>assigned</b> 10:3 11:13
<b>accompanying</b> 15:5	<b>AFSCME</b> 56:1	<b>anybody</b> 65:7	<b>associated</b> 27:22
<b>account</b> 71:9 76:4	<b>afternoon</b> 79:23	<b>anyway</b> 65:2	<b>assuming</b> 22:18 74:8
<b>accumulated</b> 36:13	<b>agencies</b> 54:11 76:14,16	<b>Anyways</b> 73:23	<b>ate</b> 10:14
<b>achievement</b> 19:11	<b>agenda</b> 7:4 36:23 48:7	<b>apart</b> 58:12	<b>attempt</b> 34:9 37:23
<b>acquire</b> 34:21	<b>agitated</b> 57:12	<b>Apparently</b> 60:20	<b>attempting</b> 32:18
<b>acquitted</b> 57:25	<b>ago</b> 29:25 30:14 49:17 63:24 69:24 79:25	<b>appeals</b> 73:14	<b>attended</b> 17:9
<b>acrimony</b> 58:6	<b>agree</b> 22:19 37:2 40:19 45:19 57:17 58:15	<b>appear</b> 32:16	<b>attending</b> 69:2
<b>act</b> 42:15	<b>agreement</b> 23:20 24:1 28:8 56:12 57:10 58:17,22	<b>APPEARANCES</b> 2:2	<b>attends</b> 6:22
<b>action</b> 24:16 33:8	<b>ain't</b> 52:2 54:18	<b>appended</b> 15:13	<b>attention</b> 29:24 30:2
<b>actions</b> 18:5 30:19 53:10	<b>Aisle</b> 9:25 10:3	<b>applaud</b> 51:22	<b>attorney</b> 3:22
<b>active</b> 17:7,22 25:17 43:19	<b>Al</b> 56:1	<b>applications</b> 73:10	<b>attorneys</b> 21:25
<b>activities</b> 6:19 18:1 24:4	<b>alert</b> 57:22 58:7	<b>appoint</b> 6:18	<b>auction</b> 23:13,14 23:16,18 24:15 33:9,22,23 34:1 34:4,19 35:15,20 35:21 36:18 37:9 37:19,22 38:2,3 38:6,7,8,9,11,15 49:11,14 50:6,9 61:20 69:1,3,7 69:15,24 70:8 71:9,13,15 74:11 74:13 77:15,22
<b>activity</b> 9:24 12:12 21:14 22:24,25 23:16 25:13,17 27:15 31:21 43:14	<b>alike</b> 78:14	<b>appointed</b> 6:5	<b>auctioned</b> 36:3 38:16 50:9
<b>actual</b> 12:4 35:4 38:7 43:6,10	<b>Allen</b> 8:5,6,9,10 11:19 12:3,10,23 13:11,19	<b>appointing</b> 59:14	<b>auctioneer</b> 38:3,13 60:24 70:16
<b>Adams</b> 52:11,17	<b>alley</b> 80:5	<b>appreciate</b> 29:1 54:22 58:13	<b>auctioning</b> 33:9
<b>add</b> 31:7,11 75:5	<b>allotted</b> 48:13	<b>appreciation</b> 19:16	
<b>addition</b> 24:7	<b>allow</b> 22:16 23:2,6 34:2 72:5 78:12 78:21	<b>apprehended</b> 54:12	
<b>additional</b> 6:23 11:7 25:1 26:13 35:22 37:9 38:8 38:10	<b>allows</b> 35:1 42:23 56:5 57:24	<b>apprehension</b> 54:10	
<b>Additionally</b> 32:5	<b>alluded</b> 37:21 44:25	<b>approach</b> 70:7	
<b>address</b> 28:15 31:13 48:8	<b>Alona</b> 17:6	<b>appropriate</b> 5:22 28:15	
<b>addressed</b> 22:10	<b>alter</b> 59:10 80:4	<b>approval</b> 6:12 7:4 7:13 23:21 28:7 29:12 42:3 49:22 68:12	
<b>adjourn</b> 81:7	<b>amazing</b> 74:6	<b>approve</b> 6:13,14 14:12	
<b>adjournment</b> 81:6	<b>Amen</b> 5:6,7	<b>approved</b> 15:6 24:6 24:14 68:9,10,13 73:17 77:1	
<b>adjust</b> 32:18 36:24		<b>approver</b> 42:13	
<b>adjustment</b> 32:14		<b>approves</b> 15:10	
<b>adjustments</b> 28:8 42:13		<b>approving</b> 14:2	
		<b>approximately</b> 8:23	

74:16  
**auctions** 33:13,19  
 36:2 50:6 69:2  
 69:11,17,20,20  
**audience** 5:7 37:5  
 48:8  
**audit** 24:2,3  
**auditor** 30:15  
**authority** 6:16  
 14:8 62:5 63:6  
 78:18 79:16  
**authorized** 20:19  
 22:19,25 24:11  
 24:13,18 33:15  
 36:12 42:7 43:14  
 59:25 73:18  
**auto** 21:22,24 22:3  
 29:3,14 30:9  
 48:19 61:19 62:4  
 62:17,21 68:7,17  
 68:22,25 69:3,4  
 69:13,18 70:10  
 72:8 77:9  
**available** 47:10,15  
 48:1  
**Avenue** 9:4,6,9  
 10:5  
**average** 25:8,25  
 27:1 32:21 56:2  
**award** 19:7,8  
**aware** 43:20 65:18  
**awareness** 40:1  
**Aye** 7:11,21 16:18  
 19:2 81:11  
**a.m** 47:12,13,19

**B**

**babies** 49:5  
**baby** 65:21,25 66:3  
**baby-sit** 49:5  
 52:19  
**back** 4:7 16:1 18:2  
 42:18,19 47:16  
 47:25 49:18  
 51:10 61:12  
 62:10 65:24  
 69:10 72:8 75:19  
 77:9  
**bad** 66:17,18,20  
 80:3  
**bags** 47:23  
**balance** 55:18  
**ball** 11:5 46:23  
**Baltimore** 22:5  
**Banks** 3:21  
**Baptist** 55:11  
**bare** 16:14  
**barely** 70:23

**based** 21:25 25:6  
 25:14 30:11 36:4  
 37:10 63:1 68:6  
 68:7 72:9,21  
**basically** 11:2  
 30:11  
**basis** 24:17 36:6  
 38:8  
**bear** 24:16  
**Beaubien** 48:5 81:3  
**beg** 78:11  
**began** 30:10 70:13  
**beginning** 43:18  
 57:13  
**begins** 47:6  
**begun** 58:18  
**behalf** 5:17 8:4,11  
 18:12 19:13  
 22:15 23:10,25  
 35:9 39:6  
**behavior** 46:14  
**believe** 12:24 13:4  
 20:3,5 28:13  
 30:6 33:14 34:17  
 34:24 42:10,13  
 47:9,14,25 54:13  
 59:8 63:25 64:14  
 65:16 74:12  
 76:24,25 77:24  
**Belle** 9:25 10:3  
**benefit** 10:25  
 48:12 59:21  
**benefits** 16:7  
**Benjamin** 2:11 4:6  
**Bernice** 63:17  
**best** 74:20,21  
**Bethel** 17:22  
**Bethune** 55:6  
**better** 10:12 24:21  
 31:12 48:22 49:2  
 61:8 75:5  
**beyond** 16:14 46:13  
 74:2  
**bid** 33:17 34:7  
 35:19 43:25 65:6  
 69:6 70:4,5,9,18  
 70:23 71:10  
**bidder** 70:12 71:1  
**bidders** 69:19  
**bidding** 34:6 36:7  
 70:17,17  
**bids** 43:23  
**big** 49:10 51:3  
 63:21  
**Billy** 77:8  
**bit** 9:15,20 10:11  
 32:6  
**blanche** 62:5

**blank** 48:23  
**blanket** 66:5  
**bless** 4:23,25 5:2  
**block** 71:11,15  
 74:13  
**blocked** 73:22  
**blocks** 66:11  
**Blow** 35:14  
**blue** 5:1 47:14  
**board** 1:1,6 3:7,10  
 3:14,15,19,22  
 4:22 6:2,22,24  
 8:14 11:4,4,10  
 14:9,10,11,14,21  
 14:23,25 15:6,9  
 17:19 18:11,17  
 21:5 22:18 23:11  
 23:12 24:6,22  
 25:4 28:2 30:19  
 42:6 43:15 48:3  
 48:8,16,17 49:19  
 49:23 51:14  
 54:12 55:17  
 56:13,15,20  
 58:22,24 59:14  
 61:18,20,22 62:4  
 62:20,22 67:5  
 72:18,24 77:8  
 78:12 79:16 81:1  
**Board's** 15:4,7  
**bodies** 16:12 25:22  
 41:18 42:6 46:15  
**body** 6:3,10 16:24  
 20:16 23:24  
 24:14,21 26:16  
 28:1 29:9 34:7  
 37:1 39:7 41:18  
 42:2,4,10,14  
 43:2,3 46:15  
 47:2 56:21 57:3  
 58:15,22 59:1,5  
 59:10,13 63:2,3  
 63:4,13 72:5,6  
 81:5  
**Boer** 1:22 4:1  
 82:18  
**bones** 16:14  
**boots** 12:5  
**boundaries** 9:3  
**boundary** 9:5  
**bow** 4:18  
**breaking** 74:22  
**brief** 11:11  
**briefly** 8:20 31:13  
**bring** 5:14 20:17  
 21:16 47:20  
**bringing** 42:20  
**brought** 13:1 29:24

30:2 55:8  
**Brown** 3:24 48:14  
**Brutality** 55:16  
**budget** 6:13 14:1,3  
 14:12,15,20,23  
 14:24 15:2,6,10  
 15:18,24,24 16:2  
 57:4,5  
**buggy** 65:22,25  
**build** 60:2,2  
**building** 65:25  
**bullet** 76:21,22  
**BUOY** 10:21,22  
**business** 10:22,23  
 11:3 16:20 17:21  
 18:8 20:3 22:16  
 28:11 29:16,18  
 30:10 40:10 47:2  
 50:11 67:25 68:5  
 68:6,7,8,15  
 71:19 72:10,21  
 78:2,3 81:4  
**businesses** 12:11  
 60:1,2,5 67:7  
**businessmen** 78:1  
**bust** 75:18  
**button** 50:21  
**Butzel** 1:17 5:10  
 5:14,19 47:18  
**buy** 35:15,17 74:3  
**buzz** 10:20  
**B&T** 61:17

**C**

**Cadillac** 49:10  
**calculator** 31:6  
**California** 50:15  
 60:17 64:10  
**call** 52:13,13,24  
 66:5,11  
**called** 12:22 45:23  
**calling** 68:11  
**calls** 9:14 50:25  
 52:9  
**candy** 10:16  
**capability** 23:5  
**capable** 53:20  
**capacities** 17:19  
**captured** 67:1  
**car** 12:4 32:21  
 35:15,15,17 36:3  
 49:20 50:9,9,24  
 51:2,4,20 69:12  
 70:15,22,23,25  
 71:9 72:3 74:3  
**card** 71:3  
**care** 12:4,14 70:24  
**cares** 56:24

**carried** 12:9  
**carry** 71:4  
**cars** 12:1 33:9  
     36:7 40:13 51:19  
     64:16,19,21 69:5  
     69:7,8,22 70:14  
     71:12 74:16  
     77:18  
**cart** 79:20  
**carte** 62:4  
**Case** 69:24 77:3  
**cash** 70:25 71:3,4  
**cashier** 38:4,15  
**Casino** 72:19  
**caucus** 47:11,11  
**caught** 66:10,10,11  
**Cecelia** 5:13  
**celebration** 64:12  
**Celia** 3:21  
**census** 8:23  
**Center** 1:17 5:11  
     5:14,19 47:18  
**central** 33:25  
**centralized** 20:4  
**centralizing** 20:18  
**certain** 53:16,21  
     64:17  
**certainly** 19:23,24  
     27:9 28:16,24  
     30:22,23 31:14  
     36:25,25 37:1  
     42:5,19 43:11  
     44:16 46:20,21  
     46:23 58:13 59:7  
     78:8  
**certificate** 17:10  
     19:15 68:6 72:9  
     82:1  
**CERTIFY** 82:8  
**chair** 3:18 15:23  
     19:7 37:6 41:3  
     54:9 61:16 75:6  
**chairman** 2:5 3:5  
     3:10 4:4,9 5:9  
     5:24 7:8,12,18  
     7:22 8:1,8 11:16  
     13:13,17,20,23  
     15:21 16:16,19  
     18:18,25 19:3,22  
     28:16 36:21  
     41:11,21,24  
     42:14 43:5 44:6  
     44:16 46:20 47:1  
     53:1 54:1,5 55:1  
     55:13 58:13  
     61:14,23 62:2,24  
     67:3 71:25 72:4  
     72:12,17 75:13  
     75:22 76:24 77:6  
     77:19 78:8 79:13  
     79:15,22 80:10  
     80:20 81:9,12  
**chairperson's** 7:23  
**challenged** 45:4  
**challenging** 58:9  
**chance** 12:18,22  
     32:14 66:16  
**change** 23:14 27:3  
     79:18  
**changed** 25:23  
     27:21 73:9  
**changes** 31:8 33:8  
     42:9 62:14 67:22  
     78:9  
**changing** 24:23  
     32:8  
**charge** 34:20  
**charging** 27:18  
**Charles** 8:15  
**charted** 40:15,16  
**charter** 6:3 14:5,6  
     14:8,11 55:7,12  
**chasing** 50:15  
**cheap** 69:3  
**checked** 46:7  
**checks** 49:11  
**chief** 2:11,11 3:23  
     4:6,6,8 5:2 6:12  
     6:22 8:2,3,4  
     9:16 11:12 13:20  
     13:21 19:4,5,14  
     19:20,22 20:14  
     48:16 52:10,16  
     54:8,17,22 57:20  
     63:14 75:25 76:3  
     76:13,20 80:10  
     80:14,15  
**children** 10:13  
**chips** 10:15  
**choice** 64:18 75:11  
**choose** 11:3  
**chosen** 74:7  
**Christ** 55:11  
**Christine** 59:24  
**church** 5:6 17:23  
     55:11  
**cities** 29:15,18  
     30:9  
**citizen** 17:6 19:25  
     35:15,19 44:12  
     50:25 53:4  
**citizens** 5:18 7:1  
     11:10 12:12  
     18:12 19:9 20:11  
     30:12 39:5,9,11  
     45:2,10 50:14  
     55:18 57:3,11  
     58:11 59:6 60:6  
     60:10 74:1,20  
**city** 5:17 6:3,6,20  
     7:1 10:2 13:1  
     14:5,7 15:4,14  
     15:25 16:9 17:4  
     18:6 19:16,18  
     20:14,19,22,25  
     21:8,10 22:15  
     23:25 24:3 25:6  
     26:12,20 28:7  
     29:12,21 30:4,4  
     31:20 32:11,17  
     35:9 39:5,10,12  
     39:13,21,22  
     40:10 41:6 42:12  
     43:4 44:12 45:2  
     45:7,20 48:19  
     49:4,7,8,13,16  
     49:25 50:1,3,4,5  
     50:7,10,11,12,13  
     50:13,14,23 51:5  
     51:8,10,11,14,15  
     53:15 55:5,25  
     56:2,12,22 57:10  
     58:11 59:18 60:2  
     60:3,3,18,21  
     61:4,4 62:11  
     63:25 64:7,22  
     65:9,15 66:16,23  
     67:8,21 68:3,16  
     71:21,23 72:22  
     73:18 74:1,1,4,4  
     74:12,14,15,23  
     75:10 77:1,9,12  
     80:16  
**City's** 22:9 23:20  
     25:12 27:10 57:5  
**Civic** 70:4 71:10  
**civilian** 6:18  
**clarification**  
     53:12  
**clarify** 33:11 57:2  
     71:1 79:11  
**Clark** 52:10,15  
**class** 16:9  
**clause** 22:15  
**clean** 53:16 61:6  
**cleaned** 13:10  
**cleaning** 80:1,5  
**cleanup** 80:3  
**clear** 16:12 33:12  
**clearly** 31:17  
     48:11  
**clients** 22:4  
**close** 28:13  
**closed** 77:4 79:9  
**Coalition** 55:15  
**Code** 61:21  
**collaboration**  
     10:23  
**collaborative**  
     54:10  
**colleague** 44:18  
**colleagues** 3:11  
**collect** 23:25  
     37:21 49:10  
**collected** 24:9,10  
     25:9 35:8  
**color** 45:10  
**come** 5:13 16:1,3  
     21:16 22:7 26:5  
     41:19,20 42:18  
     44:4 47:8,8 48:9  
     48:25 50:1 51:19  
     57:18 58:11  
     59:15,25 60:25  
     61:12 62:15  
     63:21,22,25 64:1  
     64:20,25 65:7  
     67:23 68:12,15  
     75:5 76:20  
**comes** 28:6 43:2  
     58:23 77:14  
**coming** 26:13 37:9  
     38:13,14 49:5,21  
     50:15 51:9 60:17  
     60:18 61:6 62:3  
     65:6 67:9,14,19  
     68:17 71:21  
     75:11,17 77:3  
**command** 8:12  
**commanded** 8:24  
**Commander** 8:11,25  
     52:11  
**Commencing** 1:20  
**commend** 67:5,11,13  
     75:2  
**comment** 14:22  
     35:13 36:23  
     38:19 75:3 78:23  
**commented** 11:24  
**comments** 30:10  
     37:3,4 55:14  
     59:22 60:8 77:7  
**commission** 6:25  
     21:6 22:18 23:11  
     25:4,16 26:6,16  
     26:23 27:2,12  
     28:2,4,5 29:11  
     39:7 42:7,12,22  
     43:15 49:23 50:2  
     54:2 63:15  
**commissioner** 2:7,9  
     3:9,12,13 7:6,7

7:16,17 11:17,18	74:21 78:1	57:10 58:17,21	38:7,9,10,11,13
11:19,21 12:7,16	<b>company</b> 17:12,13	59:8	38:15 39:25
13:3,12,13,14,15	17:17 20:5 21:22	<b>consequences</b> 46:12	44:21 50:7
15:17,20,22,23	21:24,25 23:10	<b>consider</b> 27:22	<b>costs</b> 26:7 27:11
16:16,21,25 17:1	23:24 24:3 26:11	41:8 56:14 57:5	27:21 35:22
18:18,21 28:18	28:11 31:11,25	72:25	36:13 37:16 45:6
28:19 29:13 30:1	34:18 39:21 40:7	<b>consideration</b>	<b>council</b> 6:6,20
30:6 32:4,20	49:5,21 50:20	26:15 45:20	15:4,14 21:8
33:7 34:4,14	51:4,23 52:8,18	55:23 56:7 78:6	28:7 29:12 42:12
35:14 36:1,19	52:23 60:9,16	78:16	43:4 49:25 50:3
37:6,14 38:5,6	61:2,2 62:7 63:6	<b>considered</b> 25:21	53:6 57:9 58:2
38:18 41:11,21	63:19,23 64:10	27:8 49:24	65:10 73:19 77:1
41:23 44:18,25	64:15,25 65:5,6	<b>considering</b> 39:9	80:11
59:3 73:2 74:10	67:23 68:13,15	77:25	<b>counsel</b> 19:12
74:17,18,18 75:2	68:22 71:19,20	<b>considers</b> 6:25	<b>counselor</b> 63:5
81:7	74:6,7,9 77:12	<b>consist</b> 6:10 64:8	<b>count</b> 10:16 31:3
<b>commissioners</b> 1:1	78:3 79:5,12	<b>consistent</b> 55:17	<b>County</b> 22:5 82:6
3:7,11,14 4:22	<b>comparable</b> 41:5	<b>consisting</b> 10:1	<b>couple</b> 5:23 11:22
6:3,6 7:3,11,13	<b>compared</b> 26:2	<b>consists</b> 6:20	<b>course</b> 5:18 79:19
7:21 11:10 13:24	<b>complaining</b> 67:9	<b>consteration</b> 57:9	<b>court</b> 4:2 12:17,25
14:10 15:16	<b>complaint</b> 52:14	<b>constituent</b> 21:12	13:5
16:18 18:11,17	<b>complaints</b> 6:15	<b>consultation</b> 6:12	<b>cover</b> 25:5 41:24
19:2 20:8,10	12:11 31:1,1,8	<b>contact</b> 13:4 29:21	<b>covered</b> 24:18
21:5 24:22 28:17	48:25	55:10,10	31:19 41:23
38:5 48:3,9	<b>complement</b> 55:16	<b>containers</b> 47:23	44:18 66:4
56:16,21 67:11	<b>complete</b> 62:6,22	<b>continue</b> 19:24	<b>co-workers</b> 69:14
73:3 75:7 79:23	82:13	42:17 44:19 59:7	<b>crack</b> 69:15
81:1,11	<b>completes</b> 4:2	79:2	<b>craft</b> 59:4
<b>commissions</b> 51:14	<b>compliance</b> 23:12	<b>continued</b> 28:1	<b>cream</b> 10:15
<b>Commission's</b> 40:22	24:11	<b>contract</b> 22:7,13	<b>created</b> 6:3
<b>commitment</b> 18:7,14	<b>compliant</b> 43:20	22:16,17	<b>credit</b> 44:10
19:19	<b>composition</b> 6:4	<b>contractual</b> 29:8	<b>crime</b> 18:3 54:2
<b>committed</b> 11:14	<b>comprised</b> 43:9	<b>contribution</b> 19:17	<b>criminalization</b>
18:6	<b>computer</b> 82:11	<b>control</b> 14:8 62:6	45:15
<b>committee</b> 13:24	<b>concept</b> 34:15	63:10	<b>criteria</b> 43:25
28:21,23 42:18	<b>concern</b> 44:24	<b>controlled</b> 22:24	44:2,3
43:1,9 44:10	<b>concerned</b> 45:16	24:3	<b>critically</b> 62:20
64:8,24	66:18 76:8	<b>convene</b> 48:3	<b>cross</b> 71:12
<b>communicating</b>	<b>concerning</b> 6:15	<b>convenes</b> 59:13	<b>crossing</b> 29:5
37:13	<b>concerns</b> 38:22	<b>convenience</b> 22:15	<b>crowd</b> 69:19
<b>communications</b>	51:17,22 78:18	<b>conversation</b> 32:7	<b>CSR</b> 1:22 82:19
37:4 48:7 61:15	79:2	44:20 45:17	<b>culture</b> 57:19
75:14,14 80:21	<b>concluded</b> 81:14	<b>conversations</b>	<b>cumulative</b> 44:4
80:24,24	<b>concludes</b> 13:21	58:18	<b>curious</b> 43:7 44:19
<b>communities</b> 59:17	<b>conclusion</b> 11:9	<b>cookie</b> 66:21	<b>current</b> 22:13 24:1
<b>community</b> 1:6 5:25	44:4	<b>Cooper</b> 4:1	24:23 25:23
6:1 8:17 9:19	<b>condition</b> 39:10	<b>copies</b> 47:15	26:24 71:9
10:8,17,24 11:15	<b>conduct</b> 37:1	<b>copy</b> 32:15	<b>currently</b> 6:4
17:7,21,25 18:1	<b>confidence</b> 71:4	<b>corner</b> 47:7	12:24 17:11 21:2
18:13,15 19:17	<b>confirmed</b> 6:5	<b>Corporation</b> 17:20	26:3 30:9 45:11
20:2,12 21:1,9	<b>confiscated</b> 76:6	<b>correct</b> 63:5 74:13	<b>curve</b> 56:25
21:12,13 26:13	<b>conflict</b> 22:13	82:13	<b>cuss</b> 65:23
45:10 53:5,6	58:16 74:8	<b>corrections</b> 54:12	<b>customary</b> 5:25
55:5 58:17 63:7	<b>congratulate</b> 18:16	<b>corridor</b> 9:23	<b>customer</b> 23:1
75:21 78:13	<b>conjunction</b> 42:11	<b>cost</b> 14:17 15:12	<b>cut</b> 16:13
80:11	<b>consecutively</b> 6:7	24:16 25:5,6,12	<b>cuts</b> 16:6,6
<b>companies</b> 43:8,24	<b>consensus</b> 57:18	26:11,12,20	
63:19 65:8 72:2	<b>Consent</b> 56:12,17	28:12 31:20 38:3	

D

**dad** 10:19  
**daily** 32:8 33:13  
 33:20  
**Dalph** 3:20  
**damper** 68:18  
**Dan** 4:1 8:10  
**danger** 4:24  
**Danny** 8:6  
**data** 25:24 27:13  
 31:19 32:23  
 45:11,25 46:1,5  
 46:5,18  
**date** 10:7 20:17  
 21:17  
**dated** 3:8 7:4,14  
 19:13,19  
**Davis** 4:11 59:23  
 59:24  
**Davison** 45:23  
**day** 17:18 18:20  
 27:4,6,6 38:17  
 47:17,25 49:2,12  
 50:25 51:18  
 55:25 67:18,18  
 68:2,9,10,13  
 71:3  
**days** 22:16 32:21  
 33:2 35:6,6  
 38:14 51:1 68:2  
**DC** 54:5 75:22  
**DEA** 54:11  
**deal** 29:3,7 41:7  
 54:14 57:8  
**dealer** 72:3  
**dealers** 69:14,16  
 69:23  
**dealership** 70:20  
**dear** 9:12  
**debate** 41:13 57:16  
**decade** 72:23 73:22  
**decent** 69:3,12  
 70:5 71:15  
**decide** 46:16  
**decision** 36:18  
 46:12  
**decisions** 45:1  
 79:9  
**Decree** 56:17 59:8  
**dedicated** 11:14  
 18:6  
**dedication** 19:11  
**deduct** 65:12  
**definitely** 58:14  
**Deldin** 61:16,17,25  
 62:3  
**deliberate** 46:15  
**democratic** 63:11  
**Democrats** 47:10

**demonstrated** 19:18  
**denied** 73:10  
**depart** 10:11  
**department** 4:25  
 6:13,14,16,17,19  
 7:2 14:9,12,14  
 14:19 15:6,10,16  
 15:19 16:5,7,8  
 16:13 18:12  
 19:14 20:1,9,11  
 21:3 28:10 30:19  
 30:21 31:9 32:1  
 40:10,13 43:16  
 43:19 51:24  
 52:20,21,24  
 58:25 59:1,6,10  
 59:21 61:3,4  
 65:12,13,17  
 66:12,17,22 67:2  
 67:6 74:4,8,12  
 75:4,19  
**Department's** 14:3  
**depend** 77:17  
**depending** 15:25  
 76:16  
**depends** 76:14  
**deposit** 70:12 71:2  
 71:6  
**deposited** 76:4  
**deposits** 71:5  
**Deputy** 2:11 4:6,8  
 8:3,4 13:20,21  
 19:3,5,22 52:10  
 52:16 54:8,17,22  
 63:14 75:25 76:3  
 76:13 80:10,14  
 80:15  
**desire** 55:17  
**detail** 9:23 10:1  
 16:7  
**detect** 76:22  
**Detective** 79:24  
**Detroit** 1:1,19 3:1  
 4:22,25 5:17 7:1  
 7:2 9:6,7,7 14:2  
 14:5,7,9 15:3,10  
 15:14,19 16:5  
 17:4,8,11,12,19  
 18:7,11,12,13,16  
 19:7,8,9,14,16  
 19:18 20:8,10,12  
 20:14,20,25 21:2  
 21:11,23 22:1  
 24:3 25:25 26:1  
 26:2 28:10 30:13  
 39:5 44:13 45:2  
 47:7,16,18 48:5  
 48:20 49:4,13,16

50:1,7,10,10,11  
 50:12,13,13,14  
 51:8,10,11,14,15  
 51:24 52:20,21  
 52:24 53:4 55:5  
 55:15 56:12,22  
 57:10 58:1,11  
 59:24 60:1 63:25  
 64:2 65:3 67:8  
 68:6,7,8,16,20  
 68:21 71:24 72:9  
 72:21,22 73:17  
 74:12,14 76:18  
**Detroit's** 5:18  
**Dewana** 17:5  
**die** 56:5  
**Diego** 22:6 29:22  
 30:4  
**dies** 61:20  
**difference** 13:6  
**different** 20:22  
 28:11 59:16,16  
 69:25  
**difficult** 55:24  
**digital** 33:21  
**diligence** 28:22  
 32:20 38:19  
**diligent** 68:2  
**diminish** 67:25  
**direct** 49:22  
**directed** 15:3  
 23:12  
**directives** 11:12  
**director** 3:20 5:12  
 5:24 6:18 17:12  
 17:15 75:4  
**disagree** 37:2  
**disarray** 48:23  
**discipline** 6:17  
**discourage** 46:4,11  
**discovered** 69:3  
**discretion** 22:9  
**discuss** 16:4 65:5  
 80:22  
**discussed** 14:23  
 26:4,10 57:4  
**discussion** 7:9,19  
 15:22 16:17 19:1  
 20:6 21:15 28:1  
 28:5,14 34:25  
 45:19 46:22,22  
 60:11,12 77:24  
 81:10  
**discussions** 37:25  
**disgusted** 71:7  
**disparate** 45:9  
**dispatching** 22:23  
**displayed** 18:14

**disposal** 23:8 33:5  
 47:22  
**disposing** 35:11  
**disrespect** 73:3  
**disseminate** 55:8  
**district** 8:5,10,12  
 8:13,17 9:13  
 10:9,17 11:1,3,8  
 11:11,14 12:2,6  
 13:5,7 17:3,14  
 17:25 18:7,9  
 20:1 45:23 47:10  
 53:6 60:10 80:8  
**districts** 6:1  
 47:13  
**divine** 5:4  
**doable** 41:15  
**dogs** 10:15  
**doing** 11:18 28:21  
 29:16,18 30:9  
 34:21 37:12  
 41:14 48:20 49:9  
 52:4,11 53:20  
 61:9,11 67:13,13  
 71:19 75:15  
**dollar** 65:3  
**dollars** 25:10  
 39:11,14 50:5  
 53:17,18 73:14  
 76:14  
**Donakowski** 4:1  
**donated** 80:6  
**Donnell** 2:5 3:9  
**doors** 79:9  
**dotting** 29:5  
**doubt** 41:15  
**download** 71:9  
**DPD** 62:7,9  
**drafted** 22:13  
**drag** 40:16  
**drive** 9:8 46:12,14  
 69:19  
**driver** 45:21  
**driver's** 45:14  
**driving** 46:6,11  
**drug** 12:17,20  
 47:16,24 75:18  
 75:23  
**drugs** 47:20  
**due** 28:22 32:20  
 35:23 36:17  
 38:19 41:12,15  
 49:15  
**DuPerry** 20:5,7,13  
 28:17 29:1,4,20  
 30:3 31:13 32:12  
 32:23 33:11 34:8  
 34:24 35:18 36:9

37:12,23 41:12  
41:25 42:5,16  
43:11 44:7,8,17  
45:18 46:21,25  
**duties** 6:10  
**duty** 27:16,19  
**D-e-l-d-i-n** 61:17

---

**E**


---

**earlier** 31:22  
**earned** 17:9  
**easier** 43:12  
**east** 4:15 8:21 9:3  
9:4,5,9,9,23  
79:25 80:4  
**Easter** 10:10,16  
**eastern** 9:5 80:8  
**economic** 17:20  
27:21 32:14  
**economics** 28:11  
32:18 45:22  
**education** 12:21  
56:25  
**EEK** 9:14  
**effect** 57:21  
**efficient** 23:15  
**effort** 39:6 54:10  
**egg** 10:10  
**eggs** 10:16  
**EIS** 39:25  
**either** 12:19 34:1  
43:2 46:4 53:19  
64:6,18 69:13  
73:4  
**either/or** 34:5  
**Elder** 4:11  
**electronic** 22:21  
**elements** 22:17  
**emotion** 46:19  
**employed** 17:11  
**employee** 44:12  
**employees** 6:17  
67:16  
**empty** 75:6  
**enable** 62:21  
**enabled** 22:21 23:6  
23:16 32:25  
**enabling** 31:15  
**enact** 26:18  
**enacted** 28:8  
**encompass** 8:22  
**enforce** 23:11  
**enforcement** 10:4  
**engaged** 31:23  
58:21 59:19  
**enhance** 76:10  
**enhanced** 53:19  
**enhances** 40:5

**enjoy** 5:21  
**entail** 58:22  
**entire** 18:9  
**entities** 53:14  
65:15  
**entitled** 76:19  
**entry** 70:3  
**equal** 72:25  
**equitable** 44:7,22  
**equity** 76:15  
**Eric** 8:16,25  
**Errigo** 48:16,17  
53:1 55:20 72:2  
80:21  
**essence** 36:9  
**established** 14:6  
**establishing** 6:11  
55:7  
**esteem** 19:9  
**estimated** 38:12  
**estimation** 44:6  
**Eternal** 4:18  
**evaluating** 21:19  
**evaluation** 44:1  
**evening** 3:5,6 5:11  
5:15,16 8:9 20:7  
20:9 21:6 34:25  
48:15,16 53:2,3  
55:2,3 58:19  
59:22,23 61:15  
63:13,14 67:4  
72:18 77:5,8  
79:22 81:13  
**event** 10:9 18:4  
24:10  
**events** 10:8  
**everybody** 54:23  
64:1 65:2 67:6  
72:20 79:7,24  
**Ewing** 8:11,25  
**exact** 70:13  
**exactly** 53:23  
74:24  
**example** 26:18  
33:16 38:4 68:22  
68:23  
**exception** 38:2  
**exceptional** 19:10  
**excuse** 25:11 26:20  
35:24 44:12  
70:19 81:2,2  
**executive** 2:13  
3:14 6:21  
**exemplary** 19:25  
**exemplified** 18:8  
**exist** 45:11  
**existed** 74:23  
**exists** 6:4 34:10  
56:17  
**expand** 33:10  
**expect** 26:5 42:25  
**expected** 24:13,17  
27:15  
**expenditure** 77:1  
**expenditures** 14:16  
15:11  
**expense** 24:2 25:9  
26:8 27:10  
**expenses** 26:21  
**experience** 22:3,6  
68:11 73:5  
**expire** 62:16  
**explain** 37:23 62:7  
75:23  
**explanation** 75:9  
**expression** 19:8  
**extended** 12:20  
**extensions** 78:5  
**extra** 35:16 53:17  
53:18  
**extremely** 38:25  
**eye** 69:25  
**e-mail** 34:1  
**E-r-r-i-g-o** 48:18

---

**F**


---

**F** 2:11  
**facility** 5:20  
17:12,15  
**fact** 25:22 30:11  
41:3 58:3 63:12  
**factors** 45:8  
**fair** 44:7  
**faithfully** 67:14  
**families** 67:16  
69:23  
**family** 1:17 5:10  
5:19 47:18 60:4  
69:14  
**far** 21:11 25:15  
27:24 40:8 42:22  
57:13 66:18  
67:12 69:11 76:7  
**fashion** 37:2  
**faster** 52:7  
**father** 4:19,19,21  
4:21,23,23,24  
5:1,2,3 17:5  
**favor** 7:10,20  
16:17 19:1 81:10  
**FBI** 54:11  
**February** 14:15  
**federal** 59:8 76:13  
**fee** 23:23 24:8  
25:1,11,16,23  
32:9,9 35:3,8,16  
36:11 37:9,18,18  
37:19,20,22 38:2  
38:10 49:11,20  
49:22 77:13,13  
77:15,22,25  
**feed** 10:18  
**feedback** 32:3  
42:25 72:10  
**feel** 53:19 54:20  
63:8 73:21  
**fees** 24:10 25:9  
26:20 27:4 34:17  
34:19 35:10,23  
36:4,5,5 45:14  
68:5 69:21  
**feet** 32:1  
**felons** 54:13  
**fest** 18:2  
**festival** 18:2  
**field** 73:1  
**fight** 51:6  
**fighting** 58:3  
**filled** 10:16 66:15  
**final** 6:16 15:24  
29:5,11 42:13  
79:16  
**finalization** 22:14  
**finalizing** 22:7  
**finally** 57:7 73:17  
**finance** 14:1  
**find** 53:11 56:13  
57:18 58:10 65:5  
69:2 74:6 75:6  
75:21  
**findings** 58:12  
**findings** 15:4  
**fine** 52:12,20  
**finest** 5:18  
**finger** 50:24  
**fingers** 49:2  
**Finkle** 47:7  
**fire** 65:13,17  
**firm** 22:1  
**first** 9:13 20:23  
25:18 26:10  
28:19 31:15  
43:12 47:21  
48:11,12 57:23  
68:11 69:15 73:5  
78:6  
**fiscal** 14:3,15  
15:7,13  
**fits** 42:2  
**five** 6:5,6,7 35:6  
38:14 49:1 62:8  
66:9 67:9 71:5  
71:14 72:2  
**fixed** 30:18 77:18



**Flash** 71:7  
**floats** 17:16  
**flyers** 47:25  
**focus** 12:14 53:16  
 53:21,24  
**focused** 21:21  
**follow** 77:21  
**following** 35:4  
 71:8  
**force** 52:5  
**foregoing** 82:9  
**forfeiture** 75:23  
 76:4,13  
**forget** 55:24  
**form** 13:25 46:2  
 54:20  
**formal** 14:20  
**formerly** 55:6  
 58:20  
**forth** 82:10  
**forum** 27:9 42:17  
 56:17  
**forums** 27:8 42:24  
 45:20  
**forward** 34:10  
 42:20 43:2 44:20  
 45:17 48:9 50:3  
 62:25 63:1,11  
 70:11,22 71:8  
**found** 33:3 64:25  
 71:14  
**four** 21:18,19 44:2  
 44:5 69:25  
**fourth** 76:12  
**frame** 34:22  
**Francisco** 21:25  
 22:4,5 29:21  
 30:4 50:15 60:16  
 60:17 61:2,5  
 63:23 71:22  
**frankly** 29:25 59:2  
**fraudulent** 69:4  
**free** 47:21  
**freeway** 9:8  
**French** 57:15  
**friends** 69:14,17  
 69:23  
**front** 8:14 73:11  
 73:19 79:12  
**fugitive** 54:9  
**full** 71:2 82:13  
**fully** 26:4 31:19  
 42:24  
**function** 55:25  
 63:4  
**fund** 76:5  
**funds** 10:25 11:7  
 41:6 75:24

**furlough** 9:1  
**further** 16:6,14  
 40:5 81:4  
**future** 16:3 56:15  
 57:9 58:5 62:3

---

**G**

---

**gains** 9:18  
**game** 11:6  
**gang** 10:4  
**Garrett** 56:1  
**Gary** 8:25  
**gas** 74:3  
**general** 30:15  
 77:20  
**gentleman** 63:22  
 64:13  
**George** 2:13 3:15  
 3:19  
**getting** 13:9 49:2  
 51:21 66:20  
 69:16 74:2 77:19  
**gifts** 47:21  
**gigantic** 51:3  
**give** 5:5,11 13:9  
 20:15 21:14  
 31:14 32:25 37:7  
 39:21 44:10  
 49:16,19,23 50:2  
 50:19 51:1,5,13  
 62:4,5,10 64:2  
 66:12,14 69:5  
 77:20 79:6  
**given** 16:8 27:16  
 27:20 56:8,25  
 78:25  
**gives** 11:10 12:18  
 32:2  
**giving** 5:16 39:20  
**gladly** 49:14,16  
**glean** 40:25  
**gleaned** 41:1  
**global** 51:3  
**glory** 5:6  
**go** 8:20 9:7 11:4  
 12:20 23:17  
 26:23 32:10,17  
 33:15,16 35:5,15  
 35:20 36:2 40:8  
 51:19 54:20  
 57:13 58:7 60:16  
 61:12 65:24  
 70:20 73:13  
 75:19,19 77:4  
 78:10  
**goal** 53:25 69:21  
 73:24  
**goals** 9:11 55:9

**God** 4:19,20,21,21  
 4:23,24 5:1,1,2  
 5:3,16 65:17  
**Godbee** 9:17 11:13  
 19:20 76:20  
**going** 15:25 20:21  
 23:21 24:24  
 26:17 31:25 32:5  
 33:13 42:25 44:1  
 44:20 50:8,19  
 51:6,9,23 52:2,7  
 52:23,24 53:15  
 57:25 60:7 62:14  
 62:16 65:6,12,14  
 65:15 67:25  
 68:12 70:7,15,19  
 71:22,23 77:20  
**good** 3:5,6 4:6  
 5:15 8:8,9,9  
 10:19 11:8,19,21  
 13:5,18 20:7,9  
 37:12 41:20 46:1  
 48:15,16 53:1,3  
 55:2,3 59:22,23  
 61:15 62:8 63:13  
 63:14 65:19 66:5  
 66:17 67:4 69:11  
 72:18 75:22 77:5  
 77:8 79:22,23  
**gotten** 53:13 78:2  
**governance** 14:7  
**governing** 16:12  
**government** 15:25  
 39:12  
**governor** 56:18,20  
**grace** 4:14,20  
**gracing** 4:12  
**gracious** 44:10  
**graduated** 17:8  
**graph** 31:6  
**gratitude** 19:9  
**great** 12:7 40:23  
 40:25 41:1 57:8  
**Greater** 55:10  
**greetings** 5:14  
**Greg** 71:25 72:1,4  
**Gregory** 48:17  
**grew** 45:22  
**grief** 52:12  
**ground** 12:5 32:1  
**grounds** 10:17  
**group** 53:13,24  
 54:20  
**growth** 17:20,21  
**guess** 40:6 53:8,13  
**guidelines** 24:6  
 42:8  
**gun** 65:24

**guys** 67:10,11,12  
 67:19 72:11  
 75:15 77:4  
**G-r-e-g-o-r-y**  
 48:18

---

**H**

---

**half** 12:4  
**hand** 31:3 68:11  
**handful** 49:1  
**handle** 24:14  
**handout** 47:14 55:8  
**handouts** 47:9  
**hands** 51:6 61:6  
 66:20  
**Hanes** 47:4  
**hang** 79:7  
**Hanson** 4:2  
**happen** 70:13 74:24  
**happened** 66:23  
 76:22  
**happening** 63:20  
 70:14  
**happens** 64:11  
**happy** 5:10 9:15  
 10:13 80:22  
**harbormaster** 9:22  
**hard** 28:20 29:1  
 67:10,23 68:2  
 72:23  
**harder** 51:24  
**harm** 4:24  
**hat** 79:8  
**hats** 5:12  
**haunted** 18:4  
**Headlight** 70:2  
**headquarters** 48:5  
 81:3  
**heads** 4:18  
**hear** 3:6 37:4  
 51:18 75:8 78:11  
 79:3  
**heard** 8:19 12:23  
 37:14,15 60:7,8  
 60:10,19,24 66:4  
 68:4,17 77:15  
**hearing** 56:14  
 62:19  
**hearings** 73:13,16  
**heart** 8:16 60:20  
 73:2  
**heavily** 45:5  
**held** 47:5,11,17,19  
 69:1 81:1  
**hell** 66:14  
**help** 46:18 54:22  
 54:23 60:2,17  
 66:2 75:7 80:9

80:16  
**helping** 80:1  
**Hemingway** 54:2,6,9  
**hereinbefore** 82:10  
**herewith** 19:8  
**Hernandez** 72:18,19  
**high** 17:8 21:14  
**highest** 18:15  
 21:20,21  
**highlights** 24:7  
 25:20  
**highly** 18:14  
**Hill** 8:16  
**history** 25:7,14  
**hit** 50:21  
**hold** 9:12  
**holding** 56:14  
**holistic** 79:6  
**holler** 57:17 66:2  
**home** 10:14,19 77:4  
**homeless** 17:24  
**Honda** 70:4 71:10  
**honest** 73:5,7,25  
**honestly** 42:16  
**honor** 5:6,16 8:14  
 18:13 40:9  
**honored** 4:16  
**honoring** 16:22  
 17:1 18:22  
**hoods** 69:8  
**Hoover** 9:4,5  
**hope** 11:9 16:3,11  
 40:8 58:4,9  
 74:16  
**hopefully** 32:2  
 39:2  
**hoping** 28:6 39:15  
 69:2  
**Horrors** 18:4  
**horse** 79:20  
**hosting** 5:12  
**Hot** 10:14  
**hour** 75:8  
**hours** 33:23 50:25  
 68:2 76:16,17  
**house** 10:14 18:4,4  
**Huber** 17:13  
**huge** 51:3 69:17  
**hundred** 25:11 69:4  
**hunt** 10:11  
**husband** 17:5  
**Hutaree** 57:24  
**H-e-r-n-a-n-d-e-z**  
 72:19

---

**I**

---

**ice** 10:15  
**identify** 33:3

**ignorant** 61:7  
**II** 47:4  
**illegal** 46:2,8  
**illegally** 46:9  
**imagined** 10:12  
**immediate** 16:3  
**immediately** 70:7  
 70:11 71:10,12  
 77:11,12  
**impact** 45:9  
**implemented** 31:2,5  
 49:18 78:22,23  
**implications** 58:25  
 59:1  
**important** 57:3  
**impose** 6:16  
**impound** 48:20  
**improve** 9:13 20:24  
 23:1 30:22 60:9  
**improving** 19:12  
 30:12  
**include** 3:24,25  
 24:5 34:5  
**includes** 22:14  
**including** 17:17  
**increase** 9:19  
 23:16 24:23 25:5  
 25:15 26:6,7,9  
 26:19 27:6,12,23  
 32:10 34:11,11  
 39:19 41:6,7  
 42:10 45:9  
**increased** 9:24  
**increases** 25:2  
 26:9,18 27:8  
 44:21,21  
**increasing** 27:24  
 45:6  
**incurred** 37:17  
**indecision** 39:6  
**individuals** 12:25  
 55:10  
**indulgence** 41:4  
 78:11  
**industry** 25:20  
 75:1  
**influences** 44:15  
**inform** 55:5  
**information** 30:7  
 31:14 40:25 41:1  
 72:13,14,15  
**informative** 46:21  
**initiated** 12:25  
 13:7  
**initiative** 9:16,23  
 10:6 11:22 12:2  
 12:8,17 54:14  
**initiatives** 9:12  
 11:5  
**injure** 58:2  
**input** 34:1 76:14  
 78:24 79:6  
**inquiries** 30:3  
**inside** 69:8  
**Inspector** 8:5,8,9  
 8:10,11,25 11:16  
 11:19 12:3,10,23  
 13:11,17,19  
**instance** 39:19  
**instituted** 9:16  
**insurance** 45:8  
**intended** 28:14  
 33:1,12 34:9  
 38:1  
**intense** 20:16  
**intentionally**  
 73:21  
**intentions** 58:24  
**interest** 22:13  
 74:9  
**interested** 63:20  
**interesting** 56:19  
**interests** 74:20  
**interfacing** 63:7  
**interim** 65:4  
**interject** 36:21  
**internal** 58:18  
**interview** 57:21  
**introduce** 3:16 8:6  
 8:15 20:13  
**introduced** 28:3  
**introduction** 22:20  
**introductions** 4:3  
**inventory** 22:21,21  
**investigator** 3:23  
 6:22  
**investigators** 6:23  
**investment** 17:21  
**invests** 14:8  
**invited** 79:6  
**invocation** 4:12,14  
**involve** 22:8,18,20  
 22:22 24:7 60:13  
**involved** 11:2  
 17:15 21:4 24:20  
 24:25 38:3,4  
 42:6 43:18,21  
 60:13 65:2 76:16  
**involvement** 19:17  
 32:2  
**involves** 24:1  
 31:15  
**involving** 20:18  
**in's** 60:14  
**issue** 12:15 21:1  
 27:20 33:3 46:13

46:13 58:17  
 77:22  
**issued** 62:7  
**issues** 16:2 29:24  
 30:16,17 42:24  
 43:20 45:4,8  
 61:1 67:7 80:23  
**items** 45:11  
**I's** 29:5  
**I-75** 9:8,8

---

**J**

---

**Jack** 50:2  
**Jackman** 64:13  
**jail** 60:22  
**jar** 66:21  
**Jefferson** 9:23  
**Jerome** 2:7 3:12  
**Jessica** 2:9 3:13  
**job** 8:18 37:12  
 38:21 40:4,11  
 51:23 52:12,19  
 53:20 67:12,13  
 67:13,14,15  
 73:15  
**Joe** 35:14  
**John** 12:13  
**joined** 3:11  
**Jr** 11:13 17:6  
 19:21  
**Judge** 12:17  
**Julie** 67:4 71:25  
 72:13  
**July** 6:4 62:15  
**jump** 32:5  
**June** 62:15  
**junk** 64:19,20  
**justice** 47:4,8

---

**K**

---

**keep** 4:23 45:17  
 61:5 76:5  
**Kent** 3:25  
**Kercheval** 1:18  
 47:18  
**key** 21:8,12 36:10  
**keyless** 70:2  
**kicked** 9:22  
**kids** 10:19 11:8  
**kill** 58:1  
**kind** 53:7 70:21  
**King** 64:12  
**knew** 41:13,16 61:8  
 61:9 75:9  
**knock** 40:15  
**know** 5:3,3 9:24  
 13:6 15:23 16:1  
 16:8 23:3 28:20

32:9,21 36:4  
 38:20,24 39:1  
 40:3,6,7,11,20  
 41:7 43:7 45:3  
 45:24 46:22 49:6  
 49:7,8 51:15,18  
 51:18 52:2,19  
 53:8,22,23 55:20  
 56:8,20,23 58:21  
 58:23 59:13,19  
 60:14,14,15  
 61:10 62:19 64:5  
 64:7,9,11,14  
 65:1,4,10,11,14  
 66:7,10,19,19,21  
 66:23,25 68:10  
 69:15 72:11,21  
 73:1,4,6 75:11  
 75:18 76:21  
 78:17,19 80:1,18  
 80:18  
**knowledge** 58:1  
**known** 43:24 55:6  
 55:19  
**knows** 61:5 72:20  
**kudos** 58:14 66:12

**L**

**L** 9:17 11:12 19:20  
**lack** 32:23  
**ladies** 12:18  
**lady** 65:21  
**language** 29:8  
**large** 20:12 21:1,9  
 57:4  
**largest** 27:17  
**lasted** 70:17  
**lastly** 44:17  
**late** 69:3  
**law** 43:19 46:9  
 61:21 62:5  
**lawsuits** 29:17  
 30:8 50:16 61:1  
**layers** 23:22  
**lead** 20:5 43:17  
**leadership** 18:8  
 19:11  
**learning** 40:23  
**leave** 4:10 64:3  
**leaving** 66:3  
**Lee** 2:11 4:6,8 8:3  
 8:4 13:21 19:5  
 54:5,8,17,22  
 75:22,25 76:3,13  
 79:24 80:14  
**Leech** 3:22  
**leery** 44:25  
**left** 3:12 4:11

48:15 71:7 75:8  
 75:21 80:17  
**Legally** 61:19  
**length** 64:17  
**Leona** 12:17  
**letter** 15:5,14  
**let's** 32:8 36:12  
 36:16 39:19 47:8  
 76:17 79:18  
**level** 56:7 58:16  
 59:5,9 70:15  
 73:1  
**Lewis** 22:1  
**liaison** 7:1  
**license** 68:9  
**licenses** 45:14  
**lien** 69:20  
**Lieutenant** 3:22  
 52:11,16  
**life** 5:17 12:15  
 19:12 20:25  
 30:12 41:19  
 59:16 60:9  
**light** 26:17 27:5  
 27:15,19  
**lightly** 28:25  
**liked** 57:15  
**Likewise** 42:20  
**line** 33:15,16 34:6  
 34:7 45:11 68:21  
**list** 71:10,13 73:8  
**listed** 65:14  
**listen** 53:9  
**listened** 63:15,17  
 65:9,11,20  
**listing** 14:15  
**literally** 29:1  
 31:3,4  
**little** 9:15,20  
 10:11 32:6 52:14  
 68:23 71:7,17  
**live** 34:1,7 49:8  
 56:5  
**livelihood** 60:5  
**lives** 13:10 61:19  
**LLC** 21:23,23  
**Lloyd's** 12:17  
**local** 12:11 59:9  
**locate** 31:17  
**located** 8:21 17:13  
 64:6  
**location** 33:4,25  
**long** 12:20 36:5  
 49:9 54:18 55:19  
 66:19 71:17  
**longest** 48:23  
**look** 25:21 30:8,16  
 30:23 33:15

39:15 41:9 45:6  
 45:11 69:8  
**looked** 70:5,23  
**looking** 9:14,19  
 22:10 24:20  
 25:24 27:13,20  
 40:6 44:2 56:14  
 64:9 71:8,15  
**lord** 4:19 5:1,2,4  
 5:16  
**lot** 10:18 57:20  
 67:10 71:18  
 78:17,19,20 79:1  
**lots** 22:12 64:16  
 64:17  
**loud** 16:12  
**love** 73:25 74:1  
**lower** 33:10  
**lowest** 21:20  
**Luther** 64:12

**M**

**MACOMB** 82:6  
**Madame** 5:24  
**main** 21:4  
**maintain** 36:22  
**major** 22:17 31:9  
 42:6  
**majority** 46:3  
 76:17  
**makeup** 58:23 59:10  
**making** 31:11 32:7  
 39:22 42:12  
 49:13 50:12 56:2  
 62:25 63:25  
 73:25 74:19  
**manage** 28:10 34:15  
 34:17 39:16 65:7  
 67:24 71:22  
**managed** 21:2  
**management** 20:5,19  
 22:9,19,22 23:10  
 23:24 24:2 25:5  
 25:11 26:11,20  
 27:10 28:10  
 31:11,25 34:18  
 37:21 38:23,23  
 39:14,21 40:1,19  
 40:20 46:17 49:4  
 49:11,21 50:20  
 51:4,23 52:8,18  
 52:21,22 60:8  
 63:4,6,23 64:6  
 67:23 77:13 78:3  
 78:18 79:4  
**manager** 3:25  
**managing** 68:18  
**mandated** 11:12

56:21,21 73:12  
**manner** 57:16  
**manpower** 9:18  
 11:24,25  
**manual** 35:21  
**Marc** 61:17,23  
 62:24  
**march** 14:21,25  
 47:3,8  
**market** 27:14 38:25  
 39:16 40:4  
**Martin** 64:12  
**Marvin** 16:22 17:2  
 17:2,5 18:14,16  
 18:22 19:10,15  
 19:23  
**match** 44:20  
**matter** 41:3 59:2  
 79:20  
**matters** 57:16  
**mayor** 5:17 6:5,13  
 6:20 14:13 15:3  
 15:14  
**Mays** 55:6,6  
**ma'am** 80:14  
**McCANTZ** 53:3,4  
 54:1,4,6,16,18  
 54:25 55:1  
**McClellan** 9:6,7  
**McNichols** 9:9  
**meals** 17:23  
**mean** 34:5 37:10  
 38:20 56:3,10  
 75:20  
**meaning** 31:16 33:3  
 46:9  
**means** 46:17,17  
 57:2 63:2  
**meet** 6:8 42:22  
**meeting** 1:6 3:8  
 5:22 14:21 15:2  
 15:8 21:7 25:18  
 31:4 37:1 42:22  
 56:11 81:1  
**meetings** 5:25 6:9  
 6:22 14:24 55:20  
 75:5,17  
**meets** 35:12  
**member** 17:7,19,22  
 17:24  
**members** 6:5 11:1  
 11:13 19:13,25  
 20:10 55:17  
 58:15 59:15  
**memory** 47:4  
**men** 4:21,25 12:19  
 20:8,11  
**mention** 26:25

68:13  
**mentioned** 23:21  
 24:19,25 26:10  
 28:2 31:22 32:5  
 32:6 33:7 37:17  
 37:18 41:19  
**mercy** 4:20  
**merely** 63:4  
**merit** 27:22  
**merits** 18:15 26:15  
**Meriweather** 55:3,4  
 55:13  
**message** 16:12  
**metropolitan** 25:25  
 26:1 27:17  
**Meyers** 47:7  
**Michael** 47:4  
**Michigan** 1:19 3:1  
 47:7,18 48:6,19  
 56:22 59:17 82:4  
**Mike** 52:16  
**Mile** 9:3,4,5,9  
 12:13,13  
**miles** 8:22  
**millennium** 31:18  
**million** 25:10,11  
 50:5  
**mind** 4:12  
**mindful** 48:13  
**mine** 41:23,25  
**minimal** 58:25  
**minimum** 24:16  
**miniscule** 52:15  
**minute** 56:9 61:1,8  
**minutes** 7:14 20:15  
 48:24 51:3 66:9  
**missing** 70:2  
**mission** 11:12 55:9  
**mistaken** 74:14  
**mobile** 10:4  
**mode** 58:7  
**model** 28:11 31:24  
 33:18,19,22 34:9  
 69:3  
**modes** 45:5  
**modifications** 24:5  
 43:2  
**modified** 42:8  
**modifying** 37:25  
**mom** 10:19  
**momma** 64:1  
**money** 49:13,23,24  
 50:4,12 51:10  
 60:18 63:25  
 64:19,21 70:12  
 71:4 75:19 76:3  
 76:7,9,12,19,23  
 77:2,3

**monies** 34:12 76:6  
**monitor** 23:11  
**monitoring** 22:23  
**monopoly** 74:23,25  
**month** 38:12 60:25  
 73:18 77:16  
**monthly** 24:9,9  
**months** 9:25 20:16  
 21:18 26:15  
 29:23,25 63:16  
 63:18,24 68:11  
 73:16,16,17  
**morning** 65:10  
**Morton** 50:2  
**motion** 7:3,13  
 18:19 81:5  
**Motor** 61:21  
**move** 15:17 18:21  
 31:18 33:4,24  
 34:10 45:17 50:3  
 52:7 62:25 63:1  
 63:9,11 78:16  
 79:4 81:7  
**moved** 7:6,8,16,18  
 15:21 18:25 81:9  
**movement** 21:11  
**moving** 45:4 46:24  
**multi** 5:20  
**multiple** 22:4  
**Munday** 22:1  
**Municipal** 43:13  
**museum** 11:6  
**M&M** 80:4  
**M-a-r-c** 61:17

---

**N**

---

**name** 3:8 20:13  
 21:22,24 44:8  
 48:11,12,17 53:3  
 55:3 59:23 63:17  
 64:13 75:15,16  
 79:24  
**narcotics** 76:5  
**national** 18:3  
 47:24  
**near** 22:7  
**necessary** 6:23  
 38:1  
**neck** 4:16  
**need** 25:21 27:8  
 31:23 40:19,20  
 42:21 46:6,11,17  
 49:4,21 50:14,20  
 51:3,8 52:18  
 53:20 55:23  
 56:25 57:5 58:5  
 58:16 65:7 71:20  
 71:24 74:23 78:4

80:3  
**needed** 42:3 59:6  
**needs** 45:20 46:5  
 46:23 56:25  
 60:11  
**negotiated** 23:9  
**neighborhood** 51:20  
**net** 14:17 15:12  
**netted** 10:6  
**Nevada** 8:21 18:4  
**never** 31:19 73:24  
**new** 16:20 17:22  
 20:3 23:23 26:25  
 30:20 38:1 54:2  
 77:22  
**news** 50:11 53:8,9  
 65:19,20 68:20  
 68:21  
**nice** 63:14 71:14  
**night** 18:3 39:8  
**nights** 47:11  
**non** 24:11 35:19  
**normal** 79:19  
**north** 9:3  
**northeast** 8:10,12  
 45:22 47:6  
**Northeastern** 8:5  
 8:13 9:12 11:11  
 11:13 12:2 17:3  
 17:13,25 18:7  
 20:1 53:6  
**Northern** 17:8  
**Northwest** 13:4,6  
**note** 4:5 44:17  
**notice** 22:17 70:13  
**noticed** 9:17 70:1  
**nude** 66:25  
**number** 23:2 25:18  
 27:24 31:7 33:2  
 33:20 44:5,17  
 45:8 48:25 50:25  
 51:2 55:10 62:13  
 62:21  
**numerous** 12:10

---

**O**

---

**oath** 82:10  
**objective** 20:23  
 63:24  
**objectives** 55:9  
**observance** 47:24  
**obviously** 21:5,7  
**occurred** 36:4  
**occurring** 33:19  
 35:2  
**odd** 50:5 54:13  
 70:1  
**offer** 12:21 41:6

70:8  
**offers** 59:9  
**office** 2:11 3:23  
 3:25 4:6 8:2,17  
**officer** 3:25 4:1  
 8:16 20:14  
**officers** 10:1,22  
 10:24 11:14 16:5  
 16:10 31:23 32:2  
 51:25 52:6,7  
 53:19 54:19  
 57:22 58:3,4  
 75:20  
**official** 7:23  
**oh** 60:25 65:17  
**okay** 16:23 30:6  
 49:2,6 50:17  
 51:4 53:23 54:5  
 60:15,19,24 61:5  
 61:7 76:11,20  
 77:2,3 79:11,21  
**old** 26:3,24 47:2  
 47:20  
**once** 5:21 6:8  
 38:13,15 54:15  
 54:16 64:16  
 71:15  
**ones** 21:5 66:17,17  
 66:18  
**one-year** 22:8 78:4  
 78:4,5  
**ongoing** 21:16  
**open** 6:9 78:13  
 79:7  
**operate** 59:8 78:3  
**operating** 67:8  
**operation** 6:15  
**opinion** 26:14 37:7  
 40:22  
**opportunity** 4:18  
 12:19 14:22  
 34:11 42:23 72:6  
**opposed** 7:12,22  
 16:19 19:3 31:24  
 38:14 58:12  
 81:12  
**option** 13:9 36:15  
 37:15 74:15  
**options** 22:8  
**oral** 37:4 48:7  
 80:23,24  
**ordained** 14:6  
**order** 5:5 7:5,15  
 36:22  
**ordered** 21:20 44:3  
**orderly** 37:2  
**Ordinarily** 70:10  
**organize** 49:22

**ornery** 67:1  
**outbid** 70:6  
**outbound** 53:14  
**outing** 11:6  
**outlined** 15:1  
 47:14  
**outlines** 55:9  
**outlining** 15:15  
**outside** 46:17  
**outstanding** 19:11  
 38:21  
**out's** 60:15  
**overages** 50:6  
**overburden** 39:5  
**overcome** 66:18  
**overlooked** 36:10  
**overnight** 28:24  
**oversee** 63:3  
**overview** 20:16  
**owned** 60:4  
**owner** 48:18 64:8  
 64:10 74:6  
**owners** 10:23 64:18  
 68:1,5  
**owns** 62:17

---

**P**

---

**PAGE** 1:15  
**pages** 49:1  
**paid** 41:17 71:5  
 77:17  
**Pannell** 79:23,25  
 80:12,18,20  
**parade** 17:12,13,17  
 17:18  
**parades** 17:17  
**parenthesis** 61:25  
 62:1  
**parked** 46:9  
**parking** 21:11  
 43:13 45:13 46:2  
**parole** 54:11  
**part** 18:23 21:10  
 23:9 31:9 32:23  
 33:21 40:24  
 42:10,11,19 49:9  
 57:18 74:11  
**participant** 43:19  
**participants** 43:13  
**participate** 11:4  
**participated** 18:1  
 21:13  
**particular** 31:25  
 36:3,17  
**particularly** 42:2  
 45:1,7,9  
**parties** 24:19,25  
**partner** 10:3 13:8

**partnering** 40:12  
**partners** 13:5  
**partnership** 21:23  
**partnerships** 9:20  
**parts** 20:22 64:20  
 69:13  
**party** 24:2  
**passed** 70:3  
**passes** 69:12  
**path** 41:9  
**paths** 41:9  
**pay** 16:7 35:16  
 39:24 49:24 50:8  
 51:4 53:17 65:13  
 68:5,6 70:24  
 71:2 73:15 74:14  
 77:12 79:12  
**paying** 53:18 60:6  
 68:1  
**pays** 77:21  
**PDF** 69:5  
**pending** 29:9,10,16  
**penny** 50:7 64:22  
**people** 11:3 14:6  
 45:10 47:21 49:7  
 49:25 51:11,11  
 51:15,22 52:5  
 55:25 56:5 57:23  
 64:19,20 66:3,23  
 76:6 80:6  
**perceived** 44:21  
**percent** 12:5,6  
 29:6,9 30:17  
 50:20 65:13 69:4  
 76:18,19  
**period** 25:24 48:14  
**permanent** 18:23  
**permit** 62:8,8,11  
 62:12,15,16 68:5  
 77:25  
**perpetuates** 45:15  
**person** 23:2 35:10  
 40:21 53:8 73:6  
**personal** 37:7  
**personally** 32:15  
**personnel** 3:21  
 6:18  
**perspective** 34:16  
**pertain** 68:25  
**Pet** 80:4  
**phase** 42:4  
**phone** 51:1 52:9,13  
 52:13  
**Phyllis** 72:19  
**physical** 33:19  
**physically** 33:24  
**pick** 50:2 51:20  
**picked** 12:19

**pictures** 33:21  
**pie** 31:6  
**pieces** 70:3  
**Pier** 69:1  
**pills** 47:22  
**place** 23:19 31:3  
 33:22 34:1 39:18  
 39:25 40:2,17,20  
 47:6,23 69:11  
 82:10  
**placed** 28:23 45:14  
**places** 69:18  
**plastic** 47:23  
**playing** 73:1  
**please** 3:16 4:12  
 16:25 28:18  
 47:22 48:2,11,13  
 54:7 60:25 74:20  
 75:23 80:25  
**pleasure** 3:9 15:16  
 63:1  
**pocket** 77:14  
**point** 35:12 36:10  
 43:3 48:23 58:14  
 62:25 68:8 69:24  
 71:7 77:13,15  
**points** 21:14  
**police** 1:1 3:7,10  
 3:14,21 4:22,25  
 6:2,16,17,25 7:2  
 10:24 11:10,14  
 14:3,9,9,12,13  
 14:19 15:6,10,15  
 15:19 16:5 18:2  
 18:11,12,17  
 19:14,20 20:1,9  
 20:10,19 21:3,5  
 22:18,19,24  
 23:11 24:13,18  
 24:22 25:4 28:2  
 28:10 29:21  
 30:19 32:1 42:7  
 42:7 43:14,15,16  
 48:3,4,8,20  
 51:24 52:5,6,20  
 52:21,24 55:16  
 56:16,20 58:1,2  
 58:3 61:3,4  
 65:12,17 66:6,7  
 66:12,16,22 67:1  
 67:6 73:11,17,19  
 74:12 75:19,20  
 76:9,10,18 80:1  
 80:7 81:1,3  
**policies** 56:4  
**policy** 6:11 45:1  
 56:5 72:5  
**politicians** 60:21

**politics** 44:14  
**population** 8:22  
**portion** 48:6 57:5  
**possible** 59:11  
**possibly** 72:10  
 75:4  
**potential** 15:1,15  
 22:12  
**power** 61:18  
**praise** 5:6 66:13  
**preceding** 71:12  
**precinct** 9:16  
 11:22 45:23  
**precincts** 31:22  
**prepare** 6:19  
**prepared** 59:20  
**preparing** 17:16  
**prescription** 47:16  
 47:24  
**presence** 4:5  
**present** 3:20  
**presentation** 8:2,6  
 13:22 14:20 20:4  
 33:8 77:10  
**presented** 14:14  
 19:8 25:19  
**presenter** 36:25  
**presently** 34:18  
**presents** 19:14  
**preservation** 17:10  
**preserving** 17:16  
**president** 48:18  
 53:5  
**presidential** 47:10  
 47:11  
**pretty** 33:13  
**previous** 25:7,14  
 67:10  
**price** 36:3,7 38:25  
**prices** 51:13 69:19  
**pricing** 49:23  
**primarily** 38:23  
 39:15  
**prior** 23:20 31:5  
 79:18  
**Prius** 70:16 71:11  
**privacy** 60:11,12  
**private** 17:20  
**prizes** 64:2  
**pro** 38:8,16  
**probably** 23:16  
 26:15 27:14,16  
 29:6 30:7 34:25  
 40:6 46:7  
**problem** 52:12  
 60:12  
**problems** 67:19,21  
 70:1

**proceed** 42:4, 15  
**proceedings** 81:14  
 82:9, 14  
**process** 14:23 23:7  
 23:13, 14 31:12  
 31:16 33:5, 21  
 34:16 35:11  
 36:24 37:19, 20  
 40:24, 24 42:1, 2  
 43:6, 7 44:7, 13  
 45:15 55:7 58:21  
 59:14, 20 62:6, 25  
 63:3, 6, 8, 12, 12  
 73:7, 23, 25 74:10  
 78:10, 12, 16, 22  
 79:3, 7, 16, 19  
**processes** 30:22  
**processing** 30:25  
**procurement** 20:14  
 46:13  
**profanity** 70:20  
**professionals** 49:6  
**program** 10:21  
 12:18, 20, 22, 23  
 13:2, 7  
**programs** 10:25  
**Project** 54:3, 6, 9  
**promotions** 6:14  
**promptly** 10:14  
 47:13  
**proper** 47:22 71:20  
**properly** 7:8, 18  
 15:21 18:25 81:9  
**proposal** 20:18, 24  
 21:18 22:3, 10  
 25:19 30:11  
 39:19 41:5 43:25  
 49:18 60:8 61:19  
 61:20 79:14  
**proposals** 31:15  
 42:19  
**propose** 51:5  
**proposed** 14:14, 20  
 14:24 15:1, 6, 10  
 20:4 23:14, 24  
 32:13 35:2, 7  
 36:11, 15 44:20  
 62:13 78:9 79:15  
**proposing** 33:18, 22  
 34:23 37:13  
**prostitution** 10:6  
 12:8, 12  
**protect** 74:21  
**protection** 59:9  
**proud** 10:8 66:8, 9  
 66:15, 22 67:2  
 79:8  
**proven** 18:5

**provide** 6:24 11:7  
 55:18 78:24  
**provided** 10:15  
**providing** 11:15  
 68:3  
**public** 6:9, 20  
 14:22 31:21, 24  
 36:23 41:17  
 42:17 45:1 50:11  
 56:5, 14 58:6  
 62:19 77:23  
 78:11, 23, 23 79:5  
**pull** 49:10  
**pulled** 45:12  
**punch** 10:15  
**purchase** 34:2  
**purchasing** 29:22  
 43:17 74:4, 8  
 75:4  
**purpose** 37:24  
 42:20 48:10  
**purposes** 38:23, 24  
**push** 57:1 58:12  
**put** 11:24 12:1  
 29:2 39:9, 25  
 40:13 41:4 44:8  
 44:13 48:22 50:9  
 50:23 51:24  
 53:12 57:22 67:6  
 71:2, 5 73:2  
 76:16, 17 78:17  
 79:19  
**puts** 68:18 69:4  
**putting** 16:4 33:22  
**p.m** 1:20 3:3 47:5  
 47:19 48:4 71:3  
 81:3, 14

---

**Q**

**quality** 12:14  
 19:12 20:25  
 30:12 60:9  
**quantifying** 29:6  
**question** 30:21  
 41:1 43:22 53:11  
 56:8, 10, 19 57:1  
 57:8, 21 74:15  
 75:3, 16, 22  
**questions** 11:17, 22  
 13:16 28:15, 17  
 29:2 30:24 41:22  
 55:11 72:8 77:19  
 78:7, 18, 20, 20, 24  
 79:1  
**quite** 29:25 41:25  
 42:16 59:2 77:10  
**quote** 29:7 38:1

**R**

**R** 12:13  
**raise** 10:25 58:5  
**raising** 74:5  
**rallies** 18:3  
**Ralph** 9:17 11:12  
 19:20  
**ramifications** 45:2  
**range** 27:16, 23  
 44:22  
**rank** 21:20, 21 44:3  
**ranked** 43:8  
**ranking** 43:9  
**rape** 61:6 66:1  
**raped** 66:24  
**rascal** 66:10  
**rata** 38:8, 16  
**rate** 21:6 24:23  
 25:16 26:2, 6, 6, 7  
 26:8, 16, 21, 22, 24  
 26:25 27:1, 2, 3  
 27:12, 14 28:3, 4  
 28:5, 8 29:11  
 30:15 33:10 39:7  
 39:17, 20 41:7  
 42:10, 11, 13, 21  
 50:1 77:18  
**rates** 38:24 74:5  
**rats** 51:21  
**raucous** 57:15  
**read** 14:4 16:21, 23  
 19:6 63:23 68:20  
**reading** 71:18  
**really** 13:5 39:13  
 46:6, 18 55:23, 24  
 57:1 65:23 66:8  
 66:15 77:25  
**reason** 36:22 45:21  
 73:9  
**reasonable** 27:14  
**receive** 6:14  
**received** 12:10  
 21:18  
**receiving** 45:12  
**recognition** 19:10  
 19:15, 19  
**recognize** 18:13  
**recollection** 42:1  
**recommendation**  
 13:25 27:3, 7  
 29:10, 11 32:8, 10  
**recommendations**  
 25:1 42:12, 18  
 59:4 78:13, 15  
**recommended** 27:6  
**record** 3:16, 19  
 14:4 16:21, 24  
 19:6 48:10, 13

**recorders** 3:23, 25  
**recoup** 39:8  
**recover** 35:5  
**recovered** 33:6  
 34:13 35:20  
**recovering** 35:10  
**recovery** 23:7  
 48:19  
**redeem** 51:19  
**redlined** 45:7  
**reduce** 22:12 24:16  
 32:1 33:2 62:14  
**reduced** 82:11  
**refer** 29:8  
**referencing** 71:12  
 76:24, 25  
**referring** 27:5  
**regard** 43:22  
**regarding** 12:12  
 15:18 61:1  
**regards** 18:15  
 63:16, 22  
**region** 45:3  
**registration** 47:12  
**regularly** 14:21, 24  
 15:2, 7  
**regulations** 6:11  
**rehab** 12:20  
**reinstated** 10:21  
**rejected** 73:13  
**relate** 77:16  
**related** 76:5, 9, 10  
**relates** 16:2 21:1  
 24:15 25:1 26:7  
 27:9 29:14 30:8  
 30:13 31:2, 4, 11  
 31:20, 21 42:6, 9  
 43:5 56:16 78:9  
 79:5  
**relations** 8:17  
 10:18 53:6 80:11  
**relationship** 26:10  
 55:22  
**relative** 25:14, 24  
 43:1  
**relaxed** 76:7  
**release** 58:10  
**rely** 45:5  
**remain** 36:7  
**remaining** 69:22  
**remains** 18:6  
**reminded** 48:2  
 80:25  
**remote** 34:3  
**remove** 47:22 73:19  
**removed** 24:12  
**rendered** 57:11  
**repeat** 61:24

**report** 6:19 7:23  
 7:24 9:15 10:8  
 10:13 11:9 24:1  
 30:16,17,18  
 31:17 32:16  
**reported** 82:8  
**REPORTER** 82:1  
**reporting** 4:2  
 22:23 23:5,6  
 24:10,11,15 51:1  
**reports** 13:24  
**represent** 59:25  
**representative**  
 25:20 26:21 28:3  
 32:15  
**represented** 43:16  
 43:17  
**representing** 3:13  
 4:5 54:2  
**represents** 56:1  
 57:4  
**Republic** 57:13  
**reputation** 29:15  
 29:18 44:9,11  
 60:20,22,23  
**request** 20:17  
 21:17 26:8,13  
**requested** 25:3  
 26:4,12,22  
**require** 23:20  
**requirement** 59:18  
**requires** 14:11  
 28:7  
**research** 69:6  
**researching** 74:19  
**reserve** 37:3 52:14  
**resident** 17:4  
 19:16 55:4 59:18  
**residents** 8:24  
 20:12,25 21:9  
**resolution** 14:1,2  
 14:4 15:5,13,18  
 15:18 16:4,15,22  
 17:1 18:19,22  
**resolve** 6:15  
**resolved** 15:9  
 18:10 30:18  
**resources** 41:7  
**respect** 36:25  
 41:12,16 50:18  
 57:20 61:18  
**respond** 44:23 60:7  
**respondent** 21:21  
**respondents** 21:19  
 21:19 44:2  
**response** 9:13 10:5  
 57:12 72:8 77:20  
**responsibilities**

6:2  
**responsibility**  
 28:9 45:14 63:2  
**responsible** 23:25  
**restoration** 17:10  
**result** 9:18 12:2  
 23:15,20 25:8  
**results** 50:22  
**resumed** 25:17  
**retiree** 64:14  
**retrieve** 23:4 33:4  
**Return** 21:22,24  
 22:3 29:3,14  
 30:9 61:19 62:4  
 62:17,22 68:7,17  
 68:22,25 69:4,13  
 69:18 70:11  
**Return's** 72:9  
**revaluating** 26:14  
**revenues** 14:16  
 15:11 32:17  
**Reverend** 4:10,10  
 4:13,13,17 5:8,9  
 44:9 48:17,22  
 49:17 50:17,21  
 56:10  
**review** 6:13,14,17  
 14:11 20:17  
 58:22,24 59:9,14  
**reviews** 68:25  
**revised** 30:14  
**revisit** 16:2  
**revived** 52:5  
**revoked** 68:9,14  
 72:9  
**revoted** 17:5  
**RFP** 43:6  
**RFP's** 43:10  
**rhetoric** 57:23,24  
**ridiculous** 69:20  
**right** 3:12 5:2,4  
 25:6 29:16,17,19  
 30:3 34:21 38:11  
 39:10,12 48:14  
 50:18,21,23 52:9  
 53:7,22,22 61:6  
 69:11,16 76:12  
 77:14 80:17  
**River** 9:6,7,8  
**Road** 9:4,4,5,10  
 47:7 80:5  
**robbed** 74:2,2,2  
**Robert** 3:24 48:14  
 57:7  
**Roland** 52:10,15  
**roles** 6:2  
**Ron** 55:15 58:13  
**Room** 48:5 81:3

**rotation** 22:22  
 24:12 48:21 73:8  
**rough** 40:14  
**rule** 78:9  
**rules** 6:11 30:14  
 30:20 31:2,5,8  
 40:15,16 62:13  
 62:14,20 76:7  
 77:22  
**run** 62:22 66:2  
**runners** 70:1  
**running** 12:3 69:10

---

**S**


---

**safe** 81:13  
**safety** 11:15 16:9  
 16:10 31:21 58:6  
**sailing** 40:17  
**salvage** 23:18  
**salvaged** 34:12  
 35:19,24  
**San** 21:24 22:4,5,6  
 29:21,22 30:4,4  
 50:15 60:16,17  
 61:2,5 63:23  
 71:22  
**Saturday** 10:10,10  
 47:12,17  
**saved** 66:24  
**savings** 15:1,15  
**saw** 66:4  
**saying** 20:23 45:25  
 53:21 56:24  
 65:11  
**says** 33:19 62:17  
**scenes** 28:21  
**schedule** 22:23  
**scheduled** 14:21,24  
 15:2,8  
**school** 17:8 18:3  
 55:8,12 76:12  
**scope** 23:10  
**score** 21:22  
**Scott** 55:15,15  
**scrap** 34:20  
**script** 10:11  
**scrounging** 39:14  
**second** 7:7 12:18  
 12:22 34:20 57:1  
**Secondly** 31:19  
**seconds** 70:18  
**secretary** 2:13  
 3:15,18,19 4:4  
 6:21,21 7:24,24  
 7:25  
**section** 14:10  
 61:21,24 62:1  
**see** 4:7 8:8,9 9:24

13:18 53:10  
 60:25 70:7 71:10  
 73:8 74:2 75:18  
 80:12,22  
**seeing** 7:9,19  
 16:17 19:1 30:25  
 63:15 80:24  
**seen** 50:16  
**selling** 37:15  
 64:18  
**Semma** 67:4,4 72:7  
 72:16  
**send** 16:11 39:12  
**sending** 42:18  
**sense** 39:23 66:5  
**sent** 10:19 20:24  
**sentence** 12:20  
**separate** 16:15  
 26:9 35:7 69:9  
 76:5  
**Sergeant** 8:15  
 80:12  
**serious** 67:21  
**servant** 41:17  
 48:19  
**serve** 5:20 6:6,7  
 6:16 17:23  
**serves** 6:21 17:18  
**service** 4:2 5:20  
 9:8,14 18:1,8,15  
 19:18,24 23:1,23  
 24:8 37:21 52:21  
 59:5 60:3 61:20  
**services** 37:20  
 52:22 68:3  
**servicing** 3:10  
**sessions** 36:22  
**set** 68:22 69:9  
 70:18 82:10  
**seven** 50:25 68:2  
**severe** 45:1 59:1  
**share** 6:1 78:14  
**Sharon** 79:24  
**shift** 12:4  
**shill** 69:18  
**short** 71:17  
**shortly** 78:10  
**shot** 76:25  
**show** 56:18  
**showed** 44:11  
**side** 4:15 30:21  
 79:25 80:2,9,15  
**sign** 62:17  
**signed** 19:12,20  
 29:3  
**significant** 31:10  
 44:24  
**similar** 28:9 33:18

35:21 43:14  
**simply** 32:13,15  
 34:9  
**sincerity** 38:20  
**Single** 69:16  
**sir** 4:7 7:25 11:18  
 13:11,12,18,23  
 15:17 18:21 19:5  
 41:10  
**sit** 11:4  
**site** 33:13,24,24  
 34:3,7  
**sitting** 51:21 77:9  
**six** 29:25 63:16,18  
**slave** 63:9  
**small** 60:1,1 67:7  
**Smith** 63:14,17  
 67:3  
**smoother** 40:17  
**software** 39:16  
 50:23 62:9 74:11  
**sold** 69:5,13,22  
 71:6,14  
**solved** 30:18  
**somebody** 46:5  
 50:18 52:25  
 53:13,18 58:8  
 68:25  
**soon** 39:3  
**sorry** 3:24 14:18  
 30:15 36:10 57:7  
 61:23 63:17 72:7  
**sought** 68:4  
**soul** 8:16 73:2  
**souls** 51:25  
**sounds** 37:8,11  
 58:9 69:11  
**south** 9:6  
**Southwest** 80:13  
**speak** 8:14 72:5,6  
 72:14  
**speaking** 18:11  
**special** 10:5  
**specifically** 33:9  
**spell** 48:12  
**spent** 73:14 74:22  
**spirit** 18:13 19:7  
 19:7,18  
**spite** 44:14  
**split** 76:11,15,15  
**spotter** 76:25  
**spring** 18:2,2  
**Spruce** 8:16  
**squad** 10:4  
**square** 8:22  
**Sroka** 8:11 9:1  
**SS** 82:5  
**stability** 11:15

**staff** 3:13,17 6:20  
 6:23 8:6,12,15  
 10:18 28:23  
**stage** 78:19  
**stages** 23:7 24:24  
 29:5  
**stake** 22:11  
**staked** 60:23  
**stakeholders** 21:3  
 21:8 44:14  
**stakes** 60:19  
**staking** 60:21  
**stand** 5:5 21:17  
**standards** 69:20  
**standing** 13:24  
 80:16  
**standpoint** 30:25  
 39:17,25  
**stands** 10:22  
**stand-up** 17:6  
**start** 20:23 21:15  
 36:2,6,16 69:9  
**started** 34:14  
 59:14 70:14,16  
**starting** 36:16  
 37:16,25  
**starts** 36:14  
**state** 17:9 33:16  
 39:10 48:11  
 54:11 56:21  
 59:17 61:21 62:5  
 64:7 76:8 82:4  
**stated** 8:24 57:14  
 57:23,24 59:3  
 64:15  
**States** 57:14  
**station** 10:14  
**statistics** 8:19  
**status** 31:17  
**stay** 59:12 78:2  
**stays** 32:21 64:16  
**stenographically**  
 82:9  
**step** 42:3 70:11  
**stick** 66:16  
**storage** 22:12 26:8  
 27:3,4,20 32:8  
 32:22 33:2 35:24  
 36:6 69:21 77:9  
**store** 80:4,6  
**story** 71:17  
**strapped** 52:3  
**strategically**  
 59:11  
**street** 9:18 11:24  
 12:1 31:23 51:25  
 53:10 65:21  
**stresses** 51:16

**strewn** 10:17  
**strictly** 38:22  
**strip** 66:1  
**stripped** 66:2  
 69:13 70:3  
**strong** 55:22  
**struggles** 51:17  
**struggling** 51:12  
 67:17,18  
**stuff** 41:8 52:4  
 71:22,23 80:7  
**stupid** 61:7  
**sub** 62:1  
**subcommittee** 14:1  
**subcontracting**  
 23:19  
**subject** 13:1 63:18  
**submission** 14:13  
**submitted** 32:16  
 43:24  
**submitting** 24:11  
**subsection** 14:11  
**subsidy** 39:24  
**substantial** 61:18  
**success** 9:17  
**successful** 11:23  
**sue** 61:3  
**sued** 61:3,5  
**sugar** 10:20  
**suggested** 64:24  
**suggesting** 58:7  
**suggestion** 63:21  
**suggests** 27:14  
**summary** 71:18  
**summer** 9:22,25  
 10:1,3 62:7  
**Sunday** 47:5  
**supervise** 23:13  
**supervision** 82:12  
**supervisors** 10:2  
**supervisory** 14:8  
**supplier** 21:13  
**support** 6:24 7:17  
 10:25 11:7 15:20  
 18:24 24:22 25:3  
 25:4 28:12 55:18  
 81:8  
**supported** 7:9,19  
 15:22 18:25  
 81:10  
**supporter** 18:6  
**supporting** 17:20  
**supports** 16:5  
**supposed** 53:24  
**supposedly** 71:6  
**sure** 8:19 16:10,11  
 21:15 27:25 28:4  
 31:11 35:12

39:17,24 40:4  
 42:16 43:20  
 49:17 74:19  
 80:10,16  
**surprised** 65:1  
**surreal** 56:3  
**surrounding** 21:10  
**survive** 67:17  
**suspect** 70:14  
**suspended** 45:14  
**sworn** 32:2  
**synopsis** 11:11  
**system** 22:21,22  
 23:6 30:13 32:25  
 39:15,25 40:1,14  
 40:20  
**systems** 40:3

---

**T**


---

**table** 49:21 57:9  
 58:2 79:10  
**tactical** 10:4  
**take** 12:14 20:15  
 21:10 23:19  
 24:24 30:8 33:21  
 34:1,25 39:19  
 43:11 45:20  
 47:16,25 56:9  
 64:3 67:23 70:24  
 78:5 79:19  
**taken** 1:17 71:6  
 78:15  
**takes** 49:16 52:13  
 69:11  
**talk** 11:25 20:21  
 23:22 29:13  
 32:14 42:1 43:6  
 51:13 52:22,22  
 52:24 80:15  
**talked** 12:8 30:10  
 74:9  
**talking** 27:15  
 34:15 46:3,18  
 56:11 74:5  
**tax** 14:17 15:12  
 39:11 60:5  
**taxes** 68:1,5 74:14  
**taxpayers** 68:4  
**Taylor** 2:9 3:13  
 7:7,16 13:14,15  
 15:20 16:21,25  
 17:1 18:19,24  
 41:21,23 74:18  
 81:8  
**TCRU** 50:25  
**team** 10:5 26:14  
 50:3 54:10  
**technology** 34:10



39:17  
**television** 56:18  
 75:18 76:21  
**tell** 51:2 71:13  
**telling** 61:10  
**ten** 22:16  
**tenure** 58:5  
**term** 22:8  
**terminate** 22:16  
 62:12  
**terminated** 62:11  
**termination** 22:14  
**terms** 6:6 21:21  
 29:6,7 43:12  
 46:14 59:5  
**testimony** 82:9  
**thank** 3:18 4:4,8  
 4:17,19,20,21  
 5:8,9,23,24 7:12  
 7:22 8:1 11:16  
 11:21 13:12,13  
 13:17,19,23  
 16:16,19 18:15  
 18:18 19:3,21,22  
 19:24 28:16,19  
 28:22 37:5,6  
 38:19 40:22  
 41:10,11,24 43:5  
 46:21,25 47:1  
 53:1 54:24,25  
 55:1,12,13,21  
 56:6 59:22 61:14  
 61:16 62:2,23,24  
 67:3 71:25 72:16  
 75:12,13 77:4,6  
 79:21,22 80:18  
 80:20,25 81:12  
**thanks** 5:11  
**Thanksgiving** 17:18  
**thing** 11:6,8 50:17  
 53:11 54:21 61:1  
 64:11 65:9 70:13  
**things** 20:21 30:20  
 32:25 33:1 39:18  
 44:18 53:8 56:10  
 57:14 73:8  
**think** 4:11 25:21  
 27:7,22 32:13,18  
 34:24 38:21 39:4  
 39:8 40:6,23,24  
 41:1 42:21 45:19  
 45:25 46:16  
 51:15 55:22,24  
 56:1,4,6 58:15  
 60:16 62:20  
 67:24 80:4  
**third** 24:2 38:7  
 76:12

**Thirdly** 31:21 57:7  
**Thomas** 4:10,10,13  
 4:13,17 5:8,9  
 16:22,22 17:2,2  
 17:5,6,7,11,15  
 17:18,22,25 18:5  
 18:14,16,22  
 19:10,15,23  
**thought** 70:19  
 73:24 77:3  
**thoughts** 59:4  
**thousands** 73:14  
**three** 35:5 38:4  
 42:5 63:24 69:25  
 78:4  
**three-year** 22:8  
**thrives** 50:12  
**Thursday** 1:21 3:2  
 3:8 7:4,14 48:4  
 81:2  
**tickets** 10:6 45:13  
**tie** 44:23  
**tied** 12:17 26:6  
**Tim** 3:22  
**time** 4:9 5:10,22  
 7:3,13 8:1 9:13  
 17:23 20:3 24:21  
 29:23 30:5 31:14  
 35:3,9,18 36:18  
 36:24 37:4,9  
 38:2 46:5 47:1  
 48:6,14,24 49:17  
 51:1 54:14 56:9  
 64:17 66:19 69:6  
 69:18 73:15 76:4  
 77:17 80:6 81:4  
 82:10  
**today** 3:11 4:15,19  
 4:20 5:2,4 7:23  
 16:23 21:15 27:4  
 27:19 33:12  
 35:21 36:14  
 38:14 65:19  
 68:19  
**told** 64:11,15,23  
**tomorrow** 62:9  
**tonight** 63:22 66:8  
 66:14,23  
**top** 45:15 52:15  
 65:16 69:18 70:8  
**tore** 45:24  
**torn** 53:7  
**total** 14:15 15:11  
 26:23 63:9  
**totally** 53:24 64:4  
**touch** 9:11 20:22  
 21:4 35:13  
**touching** 34:17,19

34:20  
**tow** 21:6 23:7 24:6  
 24:8,12,23 25:15  
 25:16 26:1,6,13  
 26:16,17,21,22  
 27:1,2,5,12 28:3  
 28:4,5 29:11  
 30:15 35:4,9  
 36:5 38:24 39:7  
 39:17 40:13 41:7  
 42:9,11,21 46:6  
 46:8 49:12 50:1  
 62:10 63:6 72:22  
 73:12 77:12 78:1  
**towed** 23:3 35:3  
 36:12 46:1 77:11  
**tower** 21:12 24:12  
 35:23 36:12,13  
 36:15,17 52:22  
**towers** 22:20 24:13  
 24:18 25:19 26:7  
 27:12 31:20 32:7  
 33:15,20 34:18  
 37:10,15 39:23  
 42:23 49:14,19  
 50:7 55:19 59:25  
 62:10,16 63:7,21  
 67:16 68:10,19  
 75:9 78:13  
**tower's** 77:14  
**towing** 20:19 21:2  
 22:11,24,25  
 27:19 30:13,13  
 30:15 31:2,16  
 34:16 35:23  
 37:20 42:7 43:15  
 45:21 59:24  
 60:13,14,15  
 61:17 62:6,7,14  
 63:3,18,19 64:8  
 64:10,14,15,25  
 65:7 67:5,7,7  
 72:19 73:18,20  
 73:23 74:6,21,25  
 79:5,12  
**tows** 25:7 34:20  
 45:12  
**Toya** 75:16  
**track** 31:16  
**traffic** 9:23 10:4  
**transaction** 35:2,8  
**transactions** 35:1  
 35:7  
**transcription**  
 82:12,13  
**transparent** 79:7  
**transportation**  
 45:4,6

**treat** 49:7  
**tremendous** 13:6  
 23:5  
**true** 53:9 82:13  
**truly** 5:16  
**try** 12:14 20:15,24  
 21:4 28:15 31:7  
 43:19 54:8 56:15  
 72:15,24,24  
**trying** 33:3 35:19  
 41:13 51:9 53:11  
 71:21 72:23  
**Tuesday** 71:8  
**tuned** 59:12  
**turn** 73:7  
**turned** 10:12 73:24  
**two** 12:4 22:8 26:9  
 30:14 35:1 38:6  
 42:24 56:10  
 69:24 70:2 78:4  
 79:25  
**two-minute** 48:14  
**type** 34:22 37:22  
 80:9  
**Typically** 36:1  
**T's** 29:5

---

**U**


---

**ultimate** 29:10  
**ultimately** 21:7  
 23:17 24:20  
 27:11,25 28:6,7  
 35:1 37:25 42:8  
 42:23 43:3,23  
 44:3,4 79:18  
**understand** 22:3  
 36:2 37:19 39:1  
 45:18,22 46:18  
 59:15 68:7,14  
 77:10  
**understanding**  
 24:21  
**unethical** 67:24  
**unfortunately**  
 58:19,20 59:12  
**unheard** 67:24  
**unique** 10:23  
**United** 10:22 57:14  
**University** 17:9  
**unquote** 29:7 38:1  
**unrealistic** 77:25  
**untarnished** 44:11  
**untrue** 53:9  
**unwanted** 47:20  
**unwittingly** 62:4  
**updated** 30:7  
**usable** 69:13  
**use** 24:1 26:17

31:6 59:11 62:9  
 64:20 74:16 76:6  
 76:8,9  
**usual** 66:13  
**utilizing** 74:13

---

**V**

---

**Valerie** 55:4  
**value** 34:12 35:24  
 35:25  
**various** 10:1 17:17  
 23:6 25:22 43:20  
 43:24 45:20  
**vehicle** 21:11 23:3  
 23:4,8,13,14  
 24:14,17 25:15  
 26:17 27:5,19  
 31:17 33:3,4,5,5  
 33:13 34:2 35:3  
 35:5,10,11,19,20  
 35:25 36:12  
 37:16,16 38:5  
 45:21 46:7,8  
 61:21 70:21  
 77:11  
**vehicles** 21:2  
 23:17 33:17,17  
 33:24 34:12 38:6  
 38:9,16 45:5  
 46:1 69:10,25  
 71:14,15  
**vendor** 40:21  
**versus** 44:5  
**vet** 42:24 79:2  
**vetted** 26:5,22  
 27:11 78:12  
**vetting** 28:5 29:14  
 37:24  
**vice** 53:5  
**view** 33:17,24 59:5  
**VIN** 50:24 51:2  
**violate** 62:5  
**violated** 46:8  
**violates** 61:21  
 62:12  
**virtual** 9:16 11:22  
 31:22  
**visibility** 23:17  
**vital** 8:18  
**vociferous** 57:11  
**volunteers** 17:23  
**vote** 16:24 43:4  
 47:13 51:6  
**voted** 63:12 73:19  
 77:23 78:9

---

**W**

---

**wait** 60:25 61:8

**walk** 18:3 47:6  
 65:22  
**Walker** 5:13,15  
**walking** 65:21  
**walks** 59:16  
**want** 13:4,8 16:10  
 20:22 21:16 30:7  
 30:22,23 36:16  
 39:4 41:19 44:23  
 46:4,10,14 49:8  
 49:24 50:22 52:9  
 55:21 56:8,9  
 57:8,12 58:6  
 61:4,13 63:8  
 64:3,5,7,11 65:4  
 65:10,18,23,23  
 66:7,11,12,21  
 67:5,11 68:21  
 72:13 75:16,17  
 78:2,17,25 79:17  
 80:1  
**wanted** 56:13 66:1  
 79:11  
**wants** 64:1  
**warehouse** 69:10  
**Warfield** 2:7 3:12  
 7:6,17 11:17,18  
 11:21 12:7,16  
 13:3,12 15:17,22  
 15:23 18:21  
 28:18,19 29:13  
 30:1,6 32:4,20  
 33:7 34:4,14  
 35:14 36:1,19  
 37:6,14 38:18  
 44:9,19,25 59:3  
 73:2 74:10,17  
 75:2 81:7  
**warranty** 70:21  
**Warren** 80:4  
**Washington** 3:21  
**wasn't** 68:21  
**waste** 69:17  
**waters** 40:14  
**Watson** 3:20 75:25  
**Watts** 75:15,16,23  
 76:1,2,2,3,11,20  
 76:25 77:2  
**way** 4:15 23:1  
 31:10 41:6 45:23  
 57:18 71:20  
**Wayne** 17:9  
**ways** 9:14 58:10,12  
**wears** 5:12  
**web** 23:15  
**website** 33:17  
 50:17  
**Wednesday** 69:1

**week** 6:8 18:2  
 33:14 38:14,14  
 38:15 41:4 51:1  
 64:12,23 68:2  
 69:5 71:11  
**weeks** 6:8 21:16  
 26:5 62:4 68:11  
 69:2,24 71:5  
 79:25  
**week's** 71:9,13  
**weigh** 59:7  
**weight** 39:9  
**welcome** 3:7 5:19  
 5:21 8:13 72:17  
**Wells** 80:15  
**Wendy** 1:22 4:1  
 82:18  
**went** 12:5 29:20  
 43:25 44:1 54:12  
 70:4 73:12  
**weren't** 67:17  
**west** 9:8 80:2,9,15  
**we'll** 77:23  
**we're** 5:10 9:14  
 29:6 49:5 50:19  
 52:20 60:4  
**we've** 31:17 49:8  
 71:23  
**wherewith** 40:9  
**White** 2:5 3:5,9  
 4:4,9 5:9,24 7:8  
 7:12,18,22 8:1,8  
 11:16 13:13,17  
 13:20,23 15:21  
 16:16,19 18:18  
 18:25 19:3,22  
 28:16 36:21  
 41:11,21,24  
 42:14 43:5 44:6  
 44:16 46:20 47:1  
 53:1 54:1,5 55:1  
 55:13 58:13  
 61:14,23 62:2,24  
 67:3 71:25 72:4  
 72:12,17 74:18  
 75:13,22 76:24  
 77:6,19 78:8  
 79:13,15,22  
 80:10,20 81:9,12  
**wide** 12:6 13:1  
**Wild** 77:8,8,21  
 78:8 79:11,14,21  
**winning** 70:9,12,18  
 70:23 71:1  
**wish** 16:13 48:8  
 66:22  
**woman** 66:24 70:22  
**women** 4:22 5:1

20:8,11  
**wonderful** 8:18  
 67:12 81:13  
**wondering** 80:8  
**wood** 17:10  
**woods** 4:16  
**Woodward** 9:4,9  
 10:5 12:9  
**word** 73:11,19 75:8  
**words** 26:19  
**work** 10:24 28:20  
 29:1 33:14 34:22  
 41:20 49:3 50:19  
 51:24 52:19  
 55:20 59:21  
 67:10,23 73:15  
 73:24 76:9,10,18  
 80:2  
**worked** 12:16 17:2  
 31:9 72:23  
**worker** 56:2  
**working** 22:2 43:1  
 44:11 50:19 68:2  
 73:9  
**world** 16:9  
**worship** 41:20  
**worth** 36:13 37:8  
 62:25 69:7 70:22  
**worthy** 19:19  
**wouldn't** 67:18  
 72:13  
**wound** 74:25  
**writer** 57:15  
**writing** 59:4  
**written** 68:24  
**wrong** 63:5 66:14  
 69:12  
**wrote** 64:5  
**Wyatt** 80:12

---

**X**

---

**X** 69:6

---

**Y**

---

**yard** 48:20,21,21  
 51:2 73:12,18,20  
 77:11  
**year** 6:6,8 12:11  
 14:3,15 15:7,13  
 25:7 54:15,16  
 56:3 62:15 67:18  
 67:19 68:14  
 77:24  
**years** 6:7 17:3,4  
 22:6 25:18 26:3  
 26:24 27:21  
 30:14 32:19 39:6  
 40:12 48:24 50:6

60:4 62:8 67:9  
 67:15,15 73:23  
 74:22 78:4  
**yell** 57:17  
**Yolanda** 53:4  
**young** 65:20  
**youth** 10:23,25  
 11:5

---

**Z**

---

**zero** 38:9,10  
**zeroed** 50:22  
**zoning** 73:12

---

**\$**

---

**\$10** 62:10  
**\$10,000** 70:21  
**\$11,000** 70:17  
**\$15** 27:6,23 32:9  
**\$150** 26:23 39:20  
**\$16,800** 70:18,24  
**\$200** 26:1 27:1,16  
 70:6  
**\$225** 26:25  
**\$25** 49:20,24 51:5  
**\$25,000** 56:3  
**\$250** 27:16,18  
**\$300** 70:8  
**\$313,732** 14:17  
**\$313,732,664** 14:18  
 15:12  
**\$383,465,383** 14:16  
 15:11  
**\$400** 36:16  
**\$5,000** 38:12 60:24  
 77:16  
**\$50** 24:24 39:21  
**\$500** 36:13,14,16  
 36:17  
**\$69,732,719** 14:17  
 15:12  
**\$75** 24:8,23 25:15  
 25:23 26:2,12,19  
 26:23 39:20,21  
 51:4,5  
**\$750,000** 25:10  
**\$8** 27:4,6,23,24  
 32:9

---

**1**

---

**1** 1:15 6:4  
**1.5** 25:11 39:22  
**10:00** 47:19  
**101,076** 8:23  
**11** 65:13  
**11th** 75:8  
**11:00** 47:13  
**110** 50:20

**12** 1:21 3:2 7:4  
 15:3,8 17:3  
 18:20 19:13,20  
**12th** 3:8  
**13th** 47:10  
**1300** 48:5 81:3  
**15** 56:3  
**15th** 47:5  
**16** 26:3,24 27:21  
 32:19 39:6  
**16-year** 25:24  
**16-year-old** 27:24  
**19** 48:4  
**19th** 81:2  
**1974** 6:4  
**1985** 17:8  
**1987** 48:21  
**1996** 25:23

---

**2**

---

**2** 14:11 62:1  
**2.2** 39:22  
**2.25** 25:10  
**2:00** 47:19  
**20** 60:4  
**200** 54:13  
**2008** 70:16  
**2012** 1:21 3:2,8  
 7:4,14 14:3,15  
 14:21,25 15:3,8  
 18:20 19:13,20  
 28:12 47:5,12,17  
 48:4 81:2,2  
**2012-13** 14:14  
**2012-2013** 15:7,13  
**2013** 14:3  
**24** 50:25 68:2  
**24/7** 23:2  
**25** 11:1  
**257.252G** 61:25  
**257.252G(2)(a)**  
 61:22  
**26th** 77:24  
**27** 33:15  
**28** 47:17  
**28.16** 8:22

---

**3**

---

**3:00** 47:5 48:4  
 81:3  
**3:30** 47:6  
**30,000** 25:7  
**300** 10:6  
**328** 48:5 81:4  
**3505** 1:22 82:19

---

**4**

---

**4:00** 71:3

**400** 10:13  
**46** 17:4  
**48214** 47:19  
**48221** 47:8  
**48226** 48:6

---

**5**

---

**5** 7:14  
**5th** 47:12  
**50** 47:21 49:1  
**5100** 8:21  
**52** 6:8

---

**6**

---

**6:45** 1:20 3:3  
**60's** 31:18  
**68** 12:5

---

**7**

---

**7** 12:13  
**7-803** 14:10  
**70** 40:12 69:1  
**70's** 67:5  
**71** 12:6  
**75** 59:25 76:18,19  
**7737** 1:18 47:18

---

**8**

---

**8** 9:3,4,5,9 12:13  
 62:13,21  
**8:45** 81:14  
**80** 40:12  
**82** 1:15

---

**9**

---

**9:00** 47:12  
**90** 30:17  
**95** 29:6,9 70:4