

Civilian Complaint Review Board-Draft  
January 13, 2016

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

-----x

CIVILIAN COMPLAINT REVIEW Board

PUBLIC MEETING

January 13th, 2016

6:30 p.m.

-----x

37-44 21st Street  
2nd Floor, Meeting Room A  
Long Island City, New York

TRANSCRIPT OF PROCEEDINGS

B E F O R E:

RICHARD D. EMERY, ESQ., CHAIRPERSON

MINA Q. MALIK, ESQ., EXECUTIVE DIRECTOR

Reported By:

Cecilia Navarro

PUBLIC MEETING AGENDA:

=====

1. Call to Order
2. Adoption of Minutes
3. Report from the Chair

Civilian Complaint Review Board-Draft  
January 13, 2016

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

- 4. Public Comment
- 5. Report from the Executive Director

PUBLIC MEETING AGENDA (Continued)

=====

- \* Monthly Report
- 6. Committee Reports
  - \* Mediation Report
  - \* Outreach Report
- 7. Discussion: Panel Votes Being Made Public
- 8. Old Business
- 9. New Business

Civilian Complaint Review Board-Draft  
January 13, 2016

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

BOARD MEMBERS PRESENT:

Richard D. Emery, Esq., Chairperson

Lindsay Eason, Commissioner

Youngik Yoon, Esq., Commissioner

Salvatore Carcaterra, Commissioner

Joseph A. Puma, Commissioner

Bishop Mitchell G. Taylor, Commissioner

Deborah N. Archer, Esq.

=====

Mina Q. Malik, Esq., Executive Director.

**Civilian Complaint Review Board-Draft  
January 13, 2016**

4

1                   Proceedings

2                   CHAIR EMERY: So we'll call the  
3 January 2016 meeting of the Civilian Complaint  
4 Review Board to order. Happy New Year  
5 everybody.

6                   So are you ready, Sorin? Are you  
7 all set? Good.

8                   Welcome everybody, formally. We've  
9 said hello, but nice to have everybody here.

10                  The adoption of the minutes? Does  
11 anybody want to move the minutes?

12                  COMMR. TAYLOR: I move.

13                  CHAIR EMERY: Second?

14                  COMMR. PUMA: (Raised hand.)

15                  CHAIR EMERY: Okay. Any opposed?

16                  (No response.)

17                  CHAIR EMERY: Okay. Minutes are  
18 adopted.

19                  I have very little to take our time  
20 tonight. The report from the chair is simply  
21 that I wanted to say happy new year to  
22 everybody, first of all. And second of all,  
23 tell everybody that we had an All-Hands Meeting  
24 earlier this week, and I must say that staff of  
25 the CCRB seems incredibly invigorated and

Civilian Complaint Review Board-Draft  
January 13, 2016

5

1 Proceedings

2 excited about the upcoming year.

3 We'll hear later shortly some of  
4 the results from the past year. It's been a  
5 remarkable year for the CCRB. I venture to say  
6 it's the best year the CCRB has ever had,  
7 certainly statistically. And probably from a  
8 morale point of view, it's hard to imagine it  
9 being much better, but I wasn't there so I  
10 can't compare. And we just have an Agency that  
11 I think is running extremely well, that's not  
12 to say for a minute that it can't improve. It  
13 will improve, over the next year and beyond, in  
14 many respects, with the kind of creativity and  
15 hard work that's taking place there, and with  
16 the help of the suggestions and the ideas that  
17 come from the outside, from anywhere that can  
18 aid us in our mission of oversight. So we are  
19 very excited about what's about to happen, and  
20 we're very proud of what already has happened.  
21 And that's sort of where we start.

22

23 To one specific issue, and that's  
24 the only other thing I have for the Board,  
25 unless people here want to discuss things



Civilian Complaint Review Board-Draft  
January 13, 2016

7

1 Proceedings

2 that we can evaluate that, do whatever research  
3 is necessary, and make our decision as a Board.

4 So if anybody else has any  
5 comments on this, I'm happy hear them. I'd  
6 like to hear them. But my thinking is: We  
7 don't do anything for the time being.

8 COMMR. EASON: I'm okay with that.

9 CHAIR EMERY: We're all okay with  
10 that?

11 (Board members nod heads.)

12 CHAIR EMERY: Okay. Good. And  
13 really, that's all I have. I do want to say  
14 that we're going to change a little bit on the  
15 agenda. I think it makes sense, as I said in  
16 the past, to have Mina give the Executive  
17 Director's Report before public comments so  
18 people can comment on the materials passed out,  
19 and also on her report.

20 If that's okay with everybody else,  
21 we'll change the agenda in that regard.

22 (No response.)

23 CHAIR EMERY: Mina.

24 EXEC. DIR. MALIK: Thank you. Good  
25 evening. My name is Mina Malik. I am the

**Civilian Complaint Review Board-Draft  
January 13, 2016**

8

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

Proceedings

executive director of the Civilian Complaint Review Board. I would like to thank Tienya Smith, Community Library Manager; Jonathan Chung, Director of Government Affairs; and Larry Gallegos, Community Affairs Manager for assisting us in being here tonight. Please note that the next Board Meeting on February 10th will be held at 671 Prospect Place in Brooklyn, New York.

I will discuss matters pertaining to the operations of our agency and provide you with highlights from our monthly statistical report. For a full view of the Agency's monthly statistics, please visit our website.

Directing your attention to the screen to your right, year-to-date civilian complaints against police have decreased by six percent. From January through December 2015, the CCRB received 4,469 complaints, compared to 4,775 complaints for the same time period in 2014.

By category of allegation, year-to-date discourtesy complaints have decreased by 17 percent, force complaints by 13

**Civilian Complaint Review Board-Draft  
January 13, 2016**

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

Proceedings

percent, offensive language complaints by 15 percent, and abuse of authority complaints by three percent.

From January through December of 2015, the Agency received a monthly average of 372 complaints compared to an average of 398 complaints per month for the same time period in 2014.

In December, the CCRB opened 342 new cases which reflects a decrease from 375 in November, and an increase from 284 in December of 2014.

In December, the CCRB's total open docket was 1,033 cases. By the end of December, 547 of these cases were in the Investigations Division representing 53 percent of the total; down from 679 in November. Of the total docket, 341 cases were pending Board and/or Executive Staff review; representing 33 percent up from 339 cases pending review in November.

The Mediation Program handled the 132 cases representing 13 percent of the open docket, which was down from 151 cases in

**Civilian Complaint Review Board-Draft  
January 13, 2016**

10

1                   Proceedings

2       November. There were an additional 13 cases on  
3       DA hold in December. The December 2015 docket  
4       includes 13 reopened cases: Nine of these  
5       cases are active investigations, and four are  
6       pending board review.

7                   The CCRB continues to close its  
8       cases more efficiently. Of the cases that  
9       remain in the CCRB's active docket, 95 percent  
10      have been opened four months or less, and 99  
11      percent have been opened for seven months or  
12      less. These docket numbers continue to  
13      represent the best docket numbers since the  
14      creation of the Agency in 1993.

15                  Investigators close 2,178 full  
16      investigations from January through December  
17      2015, compared to 1,885 for the same time  
18      period in 2014, which resulted in 16 percent  
19      more full investigations.

20                  Year-to-date, the average days to  
21      close a full investigation has decreased to 28  
22      percent from 2014 before the reforms to 2015.

23                  In December 2015, the CCRB fully  
24      investigated 35 percent of the cases it  
25      closed, and resolved 46 percent of the cases





Civilian Complaint Review Board-Draft  
January 13, 2016

13

1 Proceedings

2 2015 below the Agency's benchmark of 21 days.

3 Finally, the month's full report  
4 includes new features and data previously  
5 requested. And I refer you to the full monthly  
6 statistical report for those graphs and charts.

7 CHAIR EMERY: Great. It's very  
8 interesting to me that the substantiation rate  
9 has gotten to 30 percent. And I think the  
10 reality is, is that that's due primarily to two  
11 factors: video and the speed with which cases  
12 are now resolved, which means that witnesses  
13 and recollections are clearer of both by police  
14 officers, and complainants, and witnesses. So  
15 it seems to me that it's interesting that  
16 because the quality of our investigations has  
17 increased dramatically, in my view, certainly  
18 because I have a good sample, and there's no  
19 question that our investigators are be doing a  
20 much better job, much more thorough, because  
21 the case loads are lower and they have a lot --  
22 they have fewer cases that they have to produce  
23 more quickly. So overall, they produce more  
24 cases, but at any one time, they can  
25 concentrate on fewer cases, and the result of

Civilian Complaint Review Board-Draft  
January 13, 2016

14

1 Proceedings

2 that is higher quality investigations and much  
3 quicker investigations. So what you're seeing  
4 here is a transformation that I must say even  
5 surprises me with my highest hopes of what we  
6 were going to accomplish this last year.

7 So with that, I think because of  
8 the - just the sequence of things we have to  
9 do tonight, it makes sense to have the public  
10 comment now. And first on my list is Chris  
11 Dunn and then Mr. O'Grady. And we only have  
12 two public -- people who want to comment  
13 tonight publicly. So if anybody else does,  
14 just let me know, and we'll certainly add you  
15 to the list.

16 So Chris, you want to step up to  
17 the mic and say your piece?

18 MR. DUNN: Sure. What should I be  
19 doing with this?

20 CHAIR EMERY: Well, whatever you  
21 want.

22 MR. DUNN: I don't want to mess  
23 around with the equipment.

24 All right. Good evening. Richard,  
25 you said at the outset that this is perhaps the

Civilian Complaint Review Board-Draft  
January 13, 2016

15

1 Proceedings

2 best year the CCRB has ever had, and I  
3 recognize that the CCRB as an Agency has had a  
4 very good year. I see lots of statistics that  
5 indicate the Agency is much more efficient and  
6 you're all to be congratulated on that, but I  
7 will tell you, and I say this with all due  
8 respect --

9 CHAIR EMERY: There's a but there.  
10 I know there's a but there.

11 MR. DUNN: There's a but there.

12 I'm much more interested in hearing  
13 how the NYPD is doing. This is what you're  
14 here for. And I just have to say that month in  
15 and month out, I hear about how quickly cases  
16 are disposed off, and how long panels have  
17 cases, and new arrangements within the CCRB. I  
18 never hear anything about what's happening with  
19 policing on the streets of New York.

20 CHAIR EMERY: Just let me respond  
21 to that quickly, because quite frankly I think  
22 that is really something that, at least I feel,  
23 other people may feel differently, but I feel  
24 it's the subject matter of what our reports are  
25 for. And we do -- we have a number of reports

**Civilian Complaint Review Board-Draft  
January 13, 2016**

16

1                   Proceedings

2           that are coming very shortly, and we've done a  
3           number of significant reports, and you're going  
4           to see an annual report that is going to say a  
5           lot about things other than our statistics,  
6           because we look at trends, and we look at  
7           matters that concern the Police Department.

8           And quite frankly, I don't think it behooves us  
9           as a Board or as individuals on a Board to make  
10          off-the-cuff or visceral, vocal remarks at  
11          meetings. And it's much more -- it's much more  
12          professional, and much more proper, much more  
13          -- when it's carefully done in the context of  
14          reports, which are more thoughtful and have  
15          more fundamental analysis in them than what  
16          happens at a meeting. So I doubt that you'll  
17          ever hear at one of our meetings -- maybe  
18          sometimes, depending on the context of a  
19          particular issue, but I think it will be very  
20          rare when our meetings will ever make judgments  
21          about the police in general terms.

22                   MR. DUNN: Okay. Well, I'm not  
23           quite sure about judgments about the police in  
24           general terms. I will tell you that if what  
25           you are saying to me and to the public is that

Civilian Complaint Review Board-Draft  
January 13, 2016

17

1 Proceedings

2 these meetings are for you guys to talk about  
3 yourselves, and not to talk about the Police  
4 Department and policing on the streets in New  
5 York, I don't know why anyone would come to  
6 these meetings because --

7 CHAIR EMERY: Well, nobody does  
8 come.

9 (Laughter.)

10 MR. DUNN: Maybe that tells us  
11 something important.

12 CHAIR EMERY: No, I don't think it  
13 does. I think you hit it on the head. I think  
14 it would be irresponsible of us to be holding  
15 public meetings about police accountability.  
16 We have to be much more careful about our  
17 judgments concerning police accountability than  
18 those at meetings. There may become a time  
19 when we have a report that will be the subject  
20 of the meeting, and then we'll talk about  
21 what's in a report. I can imagine that perhaps  
22 occurring. But I think you're right. These  
23 meetings are to talk about the functioning of  
24 the CCRB and to have the public, to the extent  
25 it wants, which is obviously very limited,

**Civilian Complaint Review Board-Draft  
January 13, 2016**

18

1                   Proceedings

2       listen to those -- that information, and make  
3       comments about the functioning of this Agency.

4                   MR. DUNN:   Okay.   Well, to be very  
5       clear, when you say, "I'm right," I am not  
6       suggesting for a moment that's what these  
7       meetings should be.   I'm telling you that it's  
8       wrong for these meetings to be like this.

9                   And I'm not suggesting people talk  
10      off-the-cuff.   You have an enormous amount of  
11      information.   You deal with the Police  
12      Department on a regular basis.   You have people  
13      coming in to you day in and day out saying this  
14      police officer did this, this police officer  
15      did that.   You see what the Department is doing  
16      in the way of responding to your complaints.  
17      You're seeing substantiating information.

18      There's an enormous amount of information you  
19      have about the Police Department and policing,  
20      and you do not have to be talking off-the-cuff  
21      for this Agency to talk about policing.

22                   I've been coming to these things  
23      for 15 years.   There was a time when people all  
24      the time talked about the Police Department.

25                   CHAIR EMERY:   When was that and who

Civilian Complaint Review Board-Draft  
January 13, 2016

19

1 Proceedings

2 was that?

3 MR. DUNN: Before this Board.

4 CHAIR EMERY: You mean?

5 MR. DUNN: People on this Board  
6 would regularly talk about issues like strip  
7 searches, like stop and risk, like force, like  
8 abuse of authority.

9 CHAIR EMERY: Really? I had no  
10 idea. And quite frankly, my understanding of  
11 the meetings in the past was that there was  
12 very little discussion about anything, and they  
13 went into Executive Session.

14 MR. DUNN: Well, I can tell as a  
15 person who has been here, and sad as it is to  
16 say, I'm the one person who has been here for  
17 consistently for over 15 years.

18 CHAIR EMERY: I know, and in fact,  
19 we appreciate that very much.

20 MR. DUNN: So -- and then, let's  
21 take your report: I don't think you have to be  
22 talking off-the-cuff to be at least pointing to  
23 important things that are in this month's  
24 report, which gives us year-end numbers. And  
25 you know what I'm going to say, I'm going to

Civilian Complaint Review Board-Draft  
January 13, 2016

20

1 Proceedings

2 start with the numbers of substantiated cases.

3 CHAIR EMERY: Yeah.

4 MR. DUNN: You've substantiated  
5 over 500 cases this year, 531, as compared to  
6 315 last year, okay. As compared to much lower  
7 numbers every year before that. That is a very  
8 big number. That's a very red flag. And  
9 Richard, I understand that you have a view  
10 about a possible explanation for that, and I  
11 don't agree or disagree. I don't know  
12 empirically if you are right or wrong, but the  
13 fact that all of a sudden there are 500  
14 officers against whom you substantiated  
15 complaints this year, I would have thought it  
16 would have prompted somebody on this Board to  
17 say, you know, what's going on with this, we  
18 should look into this. Do we have a problem  
19 with greater misconduct with our police  
20 officers?

21 CHAIR EMERY: It's interesting that  
22 -- I understand your point and it's well taken,  
23 and it's something that we're going to think  
24 about and look at. I don't know if the number  
25 of officers is correct, because I think the

Civilian Complaint Review Board-Draft  
January 13, 2016

21

1 Proceedings

2 number of officers is far less than the number  
3 of allegations, but it's certainly up, it's  
4 certainly higher.

5 MR. DUNN: Five hundred thirty-one  
6 substantiated cases, according to the report.

7 CHAIR EMERY: Five hundred  
8 thirty-one substantiated cases, right, and that  
9 means that -- yes.

10 MR. DUNN: Five hundred thirty-one  
11 cops.

12 CHAIR EMERY: Five hundred  
13 thirty-one, there may be doubles in there. But  
14 regardless, my point is that interestingly  
15 that's in the context of a significant, not an  
16 overwhelming, but a substantial decline in the  
17 total number of complaints.

18 MR. DUNN: Well, the complaints  
19 were down six percent, Richard.

20 CHAIR EMERY: Yeah.

21 MR. DUNN: Subs went up 70 percent,  
22 69 to be accurate.

23 CHAIR EMERY: Well, it's  
24 interesting --

25 MR. DUNN: So you know, and keep in

**Civilian Complaint Review Board-Draft  
January 13, 2016**

22

1                   Proceedings

2       mind, one thing that's interesting about the  
3       complaint number is that, yes, complaints went  
4       down six percent, whatever that means, but in  
5       an era when police-civilian interactions have  
6       plummeted --

7                   CHAIR EMERY: Yes.

8                   MR. DUNN: -- the Police Department  
9       and Commissioner Bratton, in particular, has  
10      taken great pride, and I don't disagree with  
11      this, but the fact that they are dealing with  
12      people much, much less frequently, frankly, I  
13      would have thought, given that, there would be  
14      a much bigger drop in your complaint numbers  
15      last year.

16                  CHAIR EMERY: Well, let me say one  
17      other thing: There's an anomaly in the  
18      complaint numbers which explains to me at least  
19      a little bit why the drop is six percent as  
20      opposed to larger given what you said about  
21      interactions, and that is that during the fall  
22      of 2014, there were many fewer -- and you  
23      brought this up -- many fewer IAB referrals  
24      than there were for some reason that we looked  
25      into, and we couldn't document why that was

Civilian Complaint Review Board-Draft  
January 13, 2016

23

1 Proceedings

2 occurring from either September or October  
3 through the end of the year. So last year's  
4 numbers were down dramatically in a way that  
5 seems to have been unexplained. So this year's  
6 number comparably are down even more, which is  
7 probably a fair look, because IAB is now  
8 referring the same proportions as they have  
9 traditionally.

10 MR. DUNN: Okay. Well, that may  
11 be, and I understand that you are surmising.

12 CHAIR EMERY: Surmising, exactly.

13 MR. DUNN: The Agency has not  
14 looked at that. And I will tell you -- and  
15 I've been raising this issue about the  
16 increased subbed cases for four months now --  
17 the fact that nobody at the Agency, or nobody  
18 on the Board has said in a public meeting:  
19 What's going on here? How come they're up 70  
20 percent? Is this something we should be  
21 looking at? The only person who raises that,  
22 the only person who raises that is me, and  
23 that's just wrong, okay. I'm not on the Board,  
24 and unless you guys are going to take the  
25 position that we don't care what's happening

Civilian Complaint Review Board-Draft  
January 13, 2016

24

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

Proceedings

with the Police Department, all we care is what's happening at 100 Church Street. And I don't think everyone on this Board that takes that position. I think that there are people in this Board who care deeply about the Police Department, and what's happening in the Police Department, and those people have to start addressing policing, because if all we're going to do is have this little bubble talking about CCRB business -- I mean, look, I'm interested in that. I'm a CCRB geek. But that's not what you guys are here for from my perspective. And frankly, I think the people from the City Council who appoint people on this Board will be very disappointed to hear that. I think the Mayor's office, whatever their views may be about the politics of speaking ill of the Police Department or not will be disappointed in that, and even I think the Police Commissioner, who I think has got an open mind about police misconduct issues, would expect his appointees to actually be talking about policing when you're having public meetings, which is your one opportunity in person to engage with

Civilian Complaint Review Board-Draft  
January 13, 2016

25

1 Proceedings

2 the public whether it's people sitting here or  
3 not sitting here, or people watching on video,  
4 and a lot of people do watch this on video, or  
5 if it's press or whatever. I am just  
6 concerned, and I mean this with all due  
7 respect, you folks have been mute about what  
8 you are here for which is what is happening  
9 with the New York City Police Department and  
10 the 35,000 people walking around the streets of  
11 New York with guns engaging in policing.

12 CHAIR EMERY: I can tell you this:  
13 That I believe that it's fair to say to this  
14 Board that everybody on this Board is extremely  
15 interested in the question you pose, and I do  
16 believe that the Agency will examine this  
17 question, because it is a thorny and  
18 problematic statistical and analytical problem.

19 Because in the context of the way  
20 that the investigations have changed in this  
21 Agency, the substantiation rate has gone up.  
22 There are potentially many interesting reasons  
23 why that could have occurred. Could it have  
24 occurred for the reasons that you may be  
25 implying, but you haven't necessarily implied,

Civilian Complaint Review Board-Draft  
January 13, 2016

26

1 Proceedings

2 which are -- which is that more officers are  
3 doing more things that raise complaints and  
4 that are substantiated. It may have gone up  
5 because a video. It may have gone up because  
6 the investigations are done more quickly, and  
7 the evidence is better. It may have gone up  
8 because of -- you know, the range of reasons  
9 why it could have gone up. And I think it is  
10 important for us to try and get to the bottom  
11 of why the substantiation rate is going up.

12 And my guess, my personal guess, my  
13 surmise, my speculation is that the  
14 substantiation rate always should have been  
15 this high or higher, and that it was a function  
16 of the failure of this Agency in the past to do  
17 rigorous investigations quickly that resulted  
18 in many fewer substantiated cases, and that  
19 what we're seeing now is better evidence and  
20 better investigations; and therefore,  
21 documenting of police abuse, which has never  
22 happened in the past. But that's just me  
23 talking. I think that Robia ought to lead team,  
24 or the agency that looks at the statistical  
25 analysis to see if there are statistically

**Civilian Complaint Review Board-Draft  
January 13, 2016**

27

1                   Proceedings

2           significant factors which could cause or want  
3           to infer that there is a relationship between  
4           the increased substantiation rate and a  
5           particular factor.

6           BISHOP TAYLOR: Can I speak?

7           CHAIR EMERY: Yeah.

8           BISHOP. TAYLOR: To add to that, I  
9           think that the points -- sorry, the points  
10          you've made are very salient especially the  
11          fact that there may be more officers, or there  
12          may be the same amount of officers doing what  
13          they've always been doing, but the Agency's  
14          efficiencies are actually catching up with what  
15          was already there.

16                   We can't dismiss video. Video has  
17          taken our substantiation rate to a whole other  
18          level. I mean, with your eyes closed we should  
19          know that. So I think that we're living in a  
20          different day and time now.

21                   But I do want to respond to --  
22          because I would be remiss if I did not -- when  
23          you made the comment about little or nothing  
24          was going on in the Board meetings, and then we  
25          right into Executive Session. We've had - been

Civilian Complaint Review Board-Draft  
January 13, 2016

28

1 Proceedings

2 doing this -- almost eight years since I've  
3 been a Board member, we've have very  
4 substantive conversations about many issues;  
5 you know, about choke hold, about gun pointing,  
6 things that were happening during the public.  
7 So I just wanted to mention that. And I think  
8 that maybe the last few years while we were in  
9 transition with the administration, there was  
10 limited interaction because of the challenges  
11 that we faced as an Agency internally, which I  
12 won't speak on. But I think it would just be  
13 too cavalier to say that we were just sitting  
14 here, you know, having quick meetings, and  
15 going to Executive Session and not having  
16 substantiated --

17 CHAIR EMERY: You're corroborated  
18 by me press though.

19 BISHOP TAYLOR: I'm just saying  
20 that --

21 CHAIR EMERY: I wouldn't believe  
22 him, but I believe you Bishop.

23 BISHOP TAYLOR: I just want to, for the  
24 record, since I was here, to say that, you  
25 know, I think that the Agency is doing much

Civilian Complaint Review Board-Draft  
January 13, 2016

29

1 Proceedings

2 better now, and the efficiencies have  
3 demonstrated that. And I think Youngik is also  
4 someone that was here as well that could  
5 probably speak to that. I just wanted to say  
6 that.

7 CHAIR EMERY: Fair enough, Bishop.  
8 I stand corrected.

9 MR. DUNN: Richard, I appreciate  
10 you're saying that someone may look at this or  
11 is going to look at this. I've heard that  
12 before. I would say that this is at least the  
13 third meeting where I have raised a question  
14 about the huge increase in subbed cases. No  
15 one on the Board has ever said a word in a  
16 subsequent meeting as those numbers have gone  
17 up. This discussion takes place only after I  
18 ask about it.

19 And I will tell you in past years,  
20 Richard, and it will not surprise you, when the  
21 number of subbed cases went down what do think  
22 the Police Department said immediately?  
23 Misconduct is going down. Okay. They did the  
24 obvious thing, which is start with, okay, if  
25 the number went from 300 to 250, people think,

**Civilian Complaint Review Board-Draft  
January 13, 2016**

30

1                   Proceedings

2       okay, there's probably less misconduct, and  
3 they tap that.

4                   So now misconduct goes from 315 to  
5 531. You know, if that's the relationship  
6 we're talking about, the first thing you say is  
7 misconduct is going up. It's not going up a  
8 little, it's going up a lot. And I don't hear  
9 anyone on this Board saying: What's with that?  
10 What I hear is people saying no, no, no, no,  
11 there's an explanation in our investigative  
12 process. The implication of which is: There's  
13 no problem with increased misconduct. What are  
14 you talking about?

15                  CHAIR EMERY: I don't think anybody  
16 is saying that. I think what the year-end  
17 statistics warrant is an investigation of this  
18 issue, and I think that we will do that. And,  
19 you know, it was interesting there was a trend,  
20 but now you have a year-end full number to  
21 compare with other years, and there is a  
22 reasonable basis to do what you're suggesting.

23                  MR. DUNN: Okay. But I still don't  
24 hear anyone saying, you included, that the first  
25 thing we should be investigating is: Do we have a

Civilian Complaint Review Board-Draft  
January 13, 2016

31

1 Proceedings

2 problem on the street?

3 CHAIR EMERY: But that's exactly  
4 what we would be investigating. We're  
5 investigating what the cause is, statistically  
6 at least and analytically by looking at the  
7 cases and going beneath the surface of just the  
8 numbers by looking at the actual dynamics of  
9 the cases that are subbed as to what the causes  
10 are of the increased sub-rate.

11 MR. DUNN: I just hope that -- I  
12 hear you saying that, and I just hope that is a  
13 pursuit in the minds of the Board and the staff  
14 that does not start with something like it must  
15 be some explanation, most importantly, you  
16 know, in our investigative process, but starts  
17 with the question, which is always raised by  
18 this number: Is misconduct becoming more  
19 prevalent? That to me is a question -- I  
20 understand what you're getting at with the  
21 secondary issues, but what I'm saying is what  
22 people in this city care about is: Are cops  
23 engaging in misconduct; yes or no? We all want  
24 there to be less misconduct, that is good for  
25 everybody, Okay. But what I am concerned about

Civilian Complaint Review Board-Draft  
January 13, 2016

32

1 Proceedings

2 is, this Agency is not even talking about --  
3 unless I raise it -- what seems to be a huge  
4 increase that suggests that there is something  
5 more prevalent about misconduct, and I look  
6 forward to hearing what the Board ultimately has  
7 to say about that.

8 CHAIR EMERY: Thanks.

9 Mr. O'Grady.

10 BISHOP TAYLOR: While Mr. O'Grady  
11 is coming can I just say this? I just want to  
12 say for the record I think that the Agency has  
13 experienced a huge turnaround with staff and  
14 Board efficiencies. I think that all of us are  
15 probably embracing what we do know is that  
16 that's a factor in the substantiation rate  
17 going up, hands down it's a factor. Video is a  
18 factor. But I think that, you know, Richard,  
19 you said it best. You know, we have a year  
20 work to study, and we'll see if there's more  
21 crime activity or more activity with officers  
22 on bad actors on the street, you know.

23 CHAIR EMERY: And by the way I do  
24 think we've started this process by looking  
25 at the statistics of the

Civilian Complaint Review Board-Draft  
January 13, 2016

33

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

Proceedings

disproportionate amount of allegations and complaints that are associated with a small number of officers, and that in itself is the beginning of some of this analysis. We did this a while ago, and that will have to be revitalized. And I also think that the proper way to do this, and I know you go into every study -- I'm sorry, Mr. O'Grady. Just one second -- The proper way you go into an analysis like this is without a presupposition in mind. It would be nice -- you could say it's because of more officers, you could say it's because of better investigations, or video or both, but the better way to do it is to try to just statistically look at it, see where the correlations are the most -- which factors are the most correlated, and then start to explore beneath the surface so you're not presupposing the result.

BISHOP TAYLOR: Mm-hmm.

CHAIR EMERY: Any other comments before Mr. O'Grady speaks?

(No response.)

Okay. Thanks, Mr. O'Grady. The

Civilian Complaint Review Board-Draft  
January 13, 2016

34

1 Proceedings

2 lectern is yours.

3 MR. O'GRADY: The New York HPD felt  
4 it was important for the tenants to have an  
5 invoice receipt payment to O'Grady Plumbing  
6 Contractors who performed prior -- who  
7 performed work prior to the racial incident or  
8 race card played.

9 The Cooperation Counsel, 100  
10 Church, had put this Negra developer off the  
11 property, off the property. The tenants were  
12 told that due to a missing \$200,000. Some of  
13 us may think that, well, that's nothing, but  
14 the -- an HPD, or somebody from Corporation  
15 Counsel was introduced to the tenants as the  
16 job foreman, J-O-B, foreman, and will be  
17 running the building, because this Negra  
18 developer had been put off the property by the  
19 Corporation Counsel. This is -- I was given a  
20 written summary by Corporation Counsel, and it  
21 was supported by Rita Dumain, second, also at  
22 Corporation Counsel, the missing \$200,000.

23 So I mean, why is he -- if he's  
24 missing \$200,000, why is he jumping racial with  
25 the plumbing contractor who is fixing the

Civilian Complaint Review Board-Draft  
January 13, 2016

35

1 Proceedings

2 plumbing in my apartment?

3 The plumbing contractor told me  
4 that he was racially attacked by the Negra  
5 developer. And mind you, this is Central  
6 Harlem. All you gotto do is -- to get a  
7 crowd is start shouting Malcolm X, and  
8 people start opening their windows, and crowds  
9 start forming if someone starts shouting  
10 Malcolm X.

11 The plumbing contractor told me  
12 they were racially attacked and they couldn't  
13 get the job done. But they started it. They  
14 had they started the plumbing -- correcting the  
15 plumbing. They told me that HPD paid them for  
16 the work that they did do before the incident  
17 with the Negra developer.

18 Now, mind you, this Negra developer  
19 had been put off the property because HPD said  
20 the \$200,000 was missing. The Negra developer  
21 showed up in luxury automobiles, luxury  
22 automobiles. But Corporation Counsel say that  
23 their job foreman will be running the building.

24 He declared bankruptcy, but he was  
25 -- the tenants were supposed to vote on

**Civilian Complaint Review Board-Draft  
January 13, 2016**

36

1                                   Proceedings

2           whether he come back and do -- if the  
3           Corporation Counsel got him out for  
4           embezzlement for \$2,000 -- \$200,000, that's  
5           \$200,000. It's not -- \$200,000, that's grand  
6           larceny. That's what I was told. I mean, the  
7           tenant, what he did was he got in front of a  
8           Chinese bankruptcy worker, and he told  
9           bankruptcy, the Chinese bankruptcy worker that  
10          the tenants already voted, that the tenants  
11          want him back.

12                                In fact, the senior tenants had put  
13          this guy off the property themselves, but  
14          through 111 Center Street -- something, 7  
15          April -- in favor of a 7A administrator. The  
16          senior tenants put him out twice, but he came  
17          for -- he -- well, he -- Corporation Counsel  
18          said if he lied and submitted false documents,  
19          that, that it's supposed to be taken up by the  
20          district attorney.

21                                But as Norman Siegel says, the  
22          assistant district attorney, they, they rarely  
23          go against their bread and butter. But the  
24          district attorney in Harlem say that the  
25          police is not their bread and butter.

Civilian Complaint Review Board-Draft  
January 13, 2016

37

1 Proceedings

2 He disagrees with Norman Siegel about the  
3 police being their bread and butter, but that's  
4 not what Norman Siegel said before this Board,  
5 that the district attorney is not going to do  
6 anything because the police will provide the  
7 bread and butter for the district attorney.

8 Now, there are fallopian tubes  
9 functioning with the uterus, the uterus, or the  
10 womb, functioning fallopian tubes, move  
11 material from the uterus, a womb, to the  
12 woman's breasts.

13 The Riverside Press -- the  
14 Riverside Press New York Dictionary lists that  
15 location of the City of Sodom as Palestine.  
16 That's the historical location of the City of  
17 Sodom, S-O-D-O-M.

18 The Palestine, historically, I was  
19 surprised, I was surprised that that was  
20 Palestine. That's the way Sodom existed. It  
21 was -- it started and occurred in history,  
22 Palestine.

23 I waiting for the Central Park uptown  
24 bus, at 86th Street, two Caucasian women, 30s,  
25 20s ages, they walked south holding hands,

Civilian Complaint Review Board-Draft  
January 13, 2016

38

1 Proceedings

2 they holding hands. Another passenger said, he  
3 said, "There go two lesbian women." Another  
4 passenger said, "How do you know it's not a  
5 mother and a daughter?" A passenger said "No,  
6 no, no, no, that's two lesbian women. They're  
7 holding hands walking south on Central Park  
8 West."

9 CHAIR EMERY: Mr. O'Grady, are we  
10 about almost done?

11 MR. O'GRADY: Yeah, I'm going to  
12 wrap this up.

13 CHAIR EMERY: Thank you.

14 MR. O'GRADY: The Zonderun includes  
15 the section listed as Ruth and Esther. It's  
16 about two women following each other around.  
17 It's the section of the book called Ruth and  
18 Esther about two women following each other  
19 around, two grown women following each other  
20 around. The man who claims to know, he says  
21 Ruth and Esther is about Lesbianism, the  
22 Zonderun. It's a man named J-O-B, a man named  
23 J-O-B, Orthodox Jew. He said J-O-B, that man,  
24 he was not a Jew.

25 CHAIR EMERY: Thank you.

Civilian Complaint Review Board-Draft  
January 13, 2016

39

1 Proceedings

2 Sure. You want to say something  
3 more, Chris?

4 MR. DUNN: I just forgot one.  
5 Thing, I'm sorry.

6 CHAIR EMERY: Sure.

7 MR. DUNN: Back to the Agency. So  
8 I understand that Linda Sachs is leaving. And  
9 I just want to say -- I don't usually comment on  
10 staff matters, but I'm not the press, but I  
11 know Linda for a long time. I think she's been  
12 an enormous asset to the CCRB. I think it's a  
13 big lost that she is leaving. I  
14 wish her well wherever she is going. You're  
15 going to have a tough time replacing her. I  
16 just want to acknowledge the tremendous work  
17 she has done for the CCRB.

18 CHAIR EMERY: Well, you are  
19 absolutely correct about all the things in that  
20 regard. I think we all are going to miss her  
21 very, very much. And you're absolutely right,  
22 she's done great service for us, and I'm very  
23 sorry to see her go, and I think we all are.  
24 Thank you for bringing it up.

25 EXEC. Dir. MALIK: So we have Brian



**Civilian Complaint Review Board-Draft  
January 13, 2016**

41

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

Proceedings

presentations for 2015 remained rather even among Manhattan, Queens, and Brooklyn with 70, 71, and 74 presentations, respectively. The Bronx followed with 38 presentations and Staten Island with 19.

In December, we reached out to largely the specific groups and organizations that we have been focusing on; namely, LGBTQ, NYCHA, probation, youth groups, community boards, Precinct Councils having conducted almost 60 percent of our presentations in December focused on those groups and organizations.

ARCHERS and probationary groups in December -- we did twice the number of presentations that were done through November for ARCHERS sites. We also did 50 percent more presentations to LGBTQ groups.

Regarding staffing, we have just filled the last of our five Outreach Coordinator positions having received the candidate's acceptance of the job offer today. She's a graduate of Columbia University, a fluent Spanish speaker, and has a great zeal



Civilian Complaint Review Board-Draft  
January 13, 2016

43

1 Proceedings

2 that's the 120 in Staten Island, and the 73 in  
3 Brooklyn. And the two others that we're  
4 scheduling with right, that's the 75 Precinct  
5 and the 77 in Brooklyn.

6 That concludes my report.

7 CHAIR EMERY: Thank you very much,  
8 Brian.

9 And do we have a report from  
10 Mediation?

11 (No response.)

12 CHAIR EMERY: We don't. Okay.  
13 Good.

14 So any new business? Old business?  
15 Any other further comments before we go into  
16 Executive Session where we have a couple of  
17 cases we have to deal with?

18 COMMR. PUMA: Just on the matter of  
19 the statistical analysis of the increased  
20 substantiation rate. I just -- I hope that we  
21 also keep in mind or put that analysis in the  
22 light of the major training initiatives that  
23 have been happening at the Department as well  
24 specially regarding stop, question, and risk,  
25 and see if there is any connection between that

Civilian Complaint Review Board-Draft  
January 13, 2016

44

1 Proceedings

2 rate and those efforts on that side as well.

3 CHAIR EMERY: Well, that's  
4 interesting to see whether we can get the  
5 information from the Police Department about  
6 which officers were trained in certain -- in  
7 the new training, and which officers weren't,  
8 and whether there are anyway correlations  
9 between that and complaints, or  
10 substantiations. Right.

11 Any other thoughts or comments  
12 before we adjourn?

13 Yes, Bishop.

14 BISHOP TAYLOR: I'm so sorry, I  
15 have to get my facts straight.

16 CHAIR EMERY: You had to get your  
17 cookies.

18 BISHOP TAYLOR: And my  
19 recollection, because I'm old.

20 So in one of our panels, we were  
21 saying, with the advent of video, excuse me,  
22 everytime there is -- especially with the  
23 professional video, Cop Watchers, there seems  
24 to be some confrontation between a trend with  
25 the officers saying, "You're too close." And

Civilian Complaint Review Board-Draft  
January 13, 2016

45

1 Proceedings

2 so they're asked to back up. So we've seen  
3 some cases where they're like 30 feet, and  
4 they're still asked to back up even further.

5 So should there be some suggestion  
6 that for the press, or for people that are  
7 trying to publicly video, should there be a  
8 standardized distance that should be, you know,  
9 discussed, or should it be handled in a case --  
10 continued to be handled by a case by case basis.

11

12 CHAIR EMERY: Well, that's -- yeah,  
13 go ahead.

14 COMMR. EASON: Isn't there already  
15 an official distance that they must be --

16 COMMR. TAYLOR: A safe distance is  
17 a space that's discretionary.

18 CHAIR EMERY: I don't think it's  
19 specific --

20 COMMR. EASON: It's not a specific  
21 distance not to interfere?

22 COMMR. TAYLOR: Right.

23 CHAIR EMERY: I think  
24 interestingly, that you bring this up, we are I  
25 think within the next couple of weeks, going to

Civilian Complaint Review Board-Draft  
January 13, 2016

46

1 Proceedings

2 issue a video report, which the Board will see  
3 before it's finalized, before it's published  
4 for comments, and it goes into some of these  
5 questions from what I've seen so far. It's not  
6 final yet, but it goes into some of these  
7 questions, but it will be interesting to see  
8 your comments and thoughts, and other Board  
9 members' comments and thoughts on this issue.  
10 But I too have had that experience in looking  
11 at videos in panels where it's not clear to me  
12 that the officers are abiding by the patrol  
13 guard -- guide dictate to allow people to video.

14  
15 COMMR. TAYLOR: And maybe it hasn't  
16 even evolved to catch up with what's happening  
17 with video now. So I know I've read that there  
18 are some statements that have been made, but  
19 not particularly apart of the Patrol Guide.  
20 But there are some other trends that have  
21 evolving, too, and we're not going to discuss  
22 it now, because I think we should probably, you  
23 know, give the Police Department a chance to --  
24 whatnot. I think that there are trends that  
25 are evolving now as a result of videotaping,

Civilian Complaint Review Board-Draft  
January 13, 2016

47

1 Proceedings

2 you know, retaliation trends, and things of that  
3 nature I think that we'll find in that study as well;  
4 new tricks that people are learning.

5 CHAIR EMERY: Well, the body camera  
6 thing is also going to be a very interesting  
7 development. It's going to be very slowly, as  
8 far as I'm concerned, but I think there are a  
9 lot of jurisdictions that are implementing it  
10 much more quickly. But it's much more  
11 complicated in New York, because there are so  
12 many officers, and the attention issues are  
13 huge, and the costs issues are huge, and  
14 getting the right equipment is very complicated  
15 so it's an immensely difficult undertaking.  
16 But from what I understand, there are going to  
17 be a thousand next summer. And after that,  
18 it's going to expand beyond that relatively  
19 quickly, I believe.

20 BISHIP TAYLOR: The one last  
21 question I wanted to raise, the reversal of  
22 the judge's guilty verdict, 6th on the  
23 executive summary?

24 CHAIR EMERY: That was mentioned by  
25 Mina, yes.

**Civilian Complaint Review Board-Draft  
January 13, 2016**

48

1                   Proceedings

2                   BISHOP TAYLOR: Can we just have a  
3 little bit more detail? Is there anymore  
4 detail that can be given on that or?

5                   EXEC.DIR. MALIK: So basically it  
6 was a June 2012 incident. and I believe the  
7 case was tried in July of 2014, and the verdict  
8 came down in January of 2015. And I believe  
9 that there were various reasons that the Police  
10 Commissioner decided to overturn the Deputy  
11 Commissioner of Trials verdict in that case  
12 which were outlined in a letter to us as an  
13 Agency. And although we strongly opposed it,  
14 ultimately, it was the Police Commissioner's  
15 decision to reverse the guilty verdict finding  
16 and institute a finding of not guilty.

17                   CHAIR EMERY: There was video on  
18 that case, right Mina?

19                   EXEC.DIR. MALIK: Yes, that's correct.

20                   CHAIR EMERY: It was a force case?

21                   EXEC. DIR MALIK: It was a force case,  
22 there was a video, and one of the reasons that  
23 the guilty finding was overturned was because the  
24 Police Commissioner did not believe that the  
25 video supported the finding, the guilty finding

Civilian Complaint Review Board-Draft  
January 13, 2016

49

1 Proceedings

2 in that case.

3 BISHOP TAYLOR: But the judge did?

4 EXEC. DIR. MALIK: Correct.

5 CHAIR EMERY: The judge did and we  
6 did.

7 BISHOP TAYLOR: So I guess it's  
8 important just to understand, I guess for the  
9 public to understand, that when the APU tries a  
10 case and there's a judgement made by the trial  
11 judge, that still even in that case, the final  
12 arbiter is the Police Commissioner?

13 EXEC. DIR. MALIK: That's correct.

14 BISHOP TAYLOR: Okay. I just  
15 wanted to be clear for the record.

16 CHAIR EMERY: Anything else?

17 Sal, anything?

18 (No response.)

19 CHAIR EMERY: Okay. All right.

20 Move to adjourn anybody?

21 (Raise of hands.)

22 CHAIR EMERY: Second?

23 (Raise of hands.)

24 CHAIR EMERY: We're going to move  
25 to adjourning to Executive Session.

Civilian Complaint Review Board-Draft  
January 13, 2016

50

- 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

Proceedings

Thank you all.

(Time noted: 7:25 p.m.)

Civilian Complaint Review Board-Draft  
January 13, 2016

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

C E R T I F I C A T E

STATE OF NEW YORK        )  
                                  ) ss.:  
COUNTY OF BRONX        )

I, CECILIA NAVARRO, a Notary Public  
within and for the State of New York, do hereby  
certify:

That RUSSELL MORGAN, the witness  
whose deposition is hereinbefore set forth, was  
duly sworn by me and that such deposition is  
a true record of the testimony given by the  
witness.

I further certify that I am not  
related to any of the parties to this action by  
blood or marriage, and that I am in no way  
interested in the outcome of this matter.

IN WITNESS WHEREOF, I have  
hereunto set my hand this 22nd day of January,  
2016.

\_\_\_\_\_

CECILIA NAVARRO

**Civilian Complaint Review Board-Draft  
January 13, 2016**

<b>A</b>		
<b>abiding (1)</b> 46:12	<b>anyway (1)</b> 44:8	<b>body (1)</b> 47:5
<b>absolutely (2)</b> 39:19,21	<b>apart (1)</b> 46:19	<b>book (1)</b> 38:17
<b>abuse (4)</b> 9:3 11:19 19:8 26:21	<b>apartment (1)</b> 35:2	<b>borough (2)</b> 40:17,25
<b>acceptance (1)</b> 41:23	<b>appoint (1)</b> 24:15	<b>bottom (1)</b> 26:10
<b>accomplish (1)</b> 14:6	<b>appointees (1)</b> 24:23	<b>Bratton (1)</b> 22:9
<b>accountability (2)</b> 17:15,17	<b>appreciate (2)</b> 19:19 29:9	<b>bread (4)</b> 36:23,25 37:3,7
<b>accurate (1)</b> 21:22	<b>April (1)</b> 36:15	<b>breasts (1)</b> 37:12
<b>acknowledge (1)</b> 39:16	<b>APU (2)</b> 12:19 49:9	<b>Brian (2)</b> 39:25 43:8
<b>action (1)</b> 51:15	<b>arbiter (1)</b> 49:12	<b>bring (1)</b> 45:24
<b>active (2)</b> 10:5,9	<b>Archer (1)</b> 3:10	<b>bringing (1)</b> 39:24
<b>activity (2)</b> 32:21,21	<b>ARCHERS (2)</b> 41:15,18	<b>Bronx (3)</b> 40:21 41:5 51:4
<b>actors (1)</b> 32:22	<b>arrangements (1)</b> 15:17	<b>Brooklyn (5)</b> 8:10 40:20 41:3 43:3 43:5
<b>actual (1)</b> 31:8	<b>article (1)</b> 6:13	<b>brought (1)</b> 22:23
<b>add (2)</b> 14:14 27:8	<b>asked (6)</b> 6:10,12,18 29:17 45:2,4	<b>bubble (1)</b> 24:10
<b>additional (2)</b> 10:2 45:15	<b>asset (1)</b> 39:12	<b>building (2)</b> 34:17 35:23
<b>addressing (1)</b> 24:9	<b>assistant (2)</b> 36:22,24	<b>bus (1)</b> 37:24
<b>adjourn (2)</b> 44:12 49:20	<b>assisting (1)</b> 8:7	<b>business (5)</b> 2:13,14 24:11 43:14 43:14
<b>adjourning (1)</b> 49:25	<b>associated (1)</b> 33:3	<b>butter (4)</b> 36:23,25 37:3,7
<b>administration (1)</b> 28:9	<b>attacked (2)</b> 35:4,12	
<b>administrator (1)</b> 36:15	<b>attended (2)</b> 42:14,16	<b>C</b>
<b>adopted (1)</b> 4:18	<b>attention (2)</b> 8:16 47:12	<b>C (2)</b> 51:2,2
<b>adoption (2)</b> 1:24 4:10	<b>attorney (5)</b> 36:20,22,24 37:5,7	<b>calendar (1)</b> 40:6
<b>advent (1)</b> 44:21	<b>authority (3)</b> 9:3 11:19 19:8	<b>call (2)</b> 1:23 4:2
<b>Advisory (1)</b> 42:13	<b>automobiles (2)</b> 35:21,22	<b>called (1)</b> 38:17
<b>Advocate's (1)</b> 12:7	<b>available (1)</b> 12:2	<b>calls (1)</b> 42:23
<b>Affairs (2)</b> 8:5,6	<b>average (4)</b> 9:6,7 10:20 12:22	<b>camera (1)</b> 47:5
<b>agency (22)</b> 5:10 8:12 9:6 10:14 11:3 12:12 15:3,5 18:3,21 23:13 23:17 25:16,21 26:16,24 28:11 28:25 32:2,12 39:7 48:13	<b>B</b>	<b>candidate (1)</b> 42:7
<b>Agency's (5)</b> 8:14 12:15 13:2 27:13 42:2	<b>B (1)</b> 1:14	<b>candidate's (1)</b> 41:23
<b>agenda (4)</b> 1:21 2:6 7:15,21	<b>back (5)</b> 36:2,11 39:7 45:2,4	<b>candidates (1)</b> 42:9
<b>ages (1)</b> 37:25	<b>bad (1)</b> 32:22	<b>Carcatera (1)</b> 3:7
<b>ago (3)</b> 6:15,15 33:6	<b>bankruptcy (4)</b> 35:24 36:8,9,9	<b>card (1)</b> 34:8
<b>agree (1)</b> 20:11	<b>basically (1)</b> 48:5	<b>care (4)</b> 23:25 24:2,6 31:22
<b>agreed (1)</b> 42:25	<b>basis (3)</b> 18:12 30:22 45:11	<b>careful (1)</b> 17:16
<b>ahead (1)</b> 45:13	<b>becoming (1)</b> 31:18	<b>carefully (1)</b> 16:13
<b>aid (1)</b> 5:18	<b>beginning (1)</b> 33:5	<b>case (15)</b> 11:8 12:14,24 13:21 45:9 45:10,10 48:6,11,18,20,21 49:2,9 49:11
<b>aim (1)</b> 40:11	<b>behooves (1)</b> 16:8	<b>cases (40)</b> 6:6 9:11,15,16,19,21,24 9:25 10:2,4,5,8,8,24,25 11:13,24 11:25 12:4,4,9,17 13:11,22,24,25 15:15,17 20:2,5 21:6,8 23:16 26:18 29:14,21 31:7,9 43:17 45:3
<b>All-Hands (1)</b> 4:23	<b>believe (8)</b> 25:13,16 28:21,22 47:19 48:6,8,24	<b>catch (1)</b> 46:16
<b>allegation (1)</b> 8:23	<b>benchmark (1)</b> 13:2	<b>catching (1)</b> 27:14
<b>allegations (9)</b> 11:14,17,18,19,20 11:21,23 21:3 33:2	<b>beneath (2)</b> 31:7 33:19	<b>category (1)</b> 8:23
<b>allow (1)</b> 46:13	<b>best (4)</b> 5:6 10:13 15:2 32:19	<b>Caucasian (1)</b> 37:24
<b>amount (4)</b> 18:10,18 27:12 33:2	<b>better (8)</b> 5:9 13:20 26:7,19,20 29:2 33:14,15	<b>cause (2)</b> 27:2 31:5
<b>analysis (6)</b> 16:15 26:25 33:5,11 43:19,21	<b>beyond (2)</b> 5:14 47:18	<b>causes (1)</b> 31:9
<b>analytical (1)</b> 25:18	<b>big (2)</b> 20:8 39:13	<b>cavalier (1)</b> 28:13
<b>analytically (1)</b> 31:6	<b>bigger (1)</b> 22:14	<b>CCRB (19)</b> 4:25 5:5,6 8:20 9:10 10:7,23 11:12,13 15:2,3,17 17:24 24:11,12 39:12,17 40:17 42:18
<b>and/or (1)</b> 9:20	<b>Bishop (4)</b> 3:9 28:22 29:7 44:13	<b>CCRB's (3)</b> 9:14 10:9 11:10
<b>annual (4)</b> 16:4 40:8,18,25	<b>bit (3)</b> 7:14 22:19 48:3	<b>Cecilia (3)</b> 1:19 51:6,23
<b>anomaly (1)</b> 22:17	<b>blood (1)</b> 51:16	<b>Center (1)</b> 36:14
<b>anybody (4)</b> 4:11 14:13 30:15 49:20	<b>board (38)</b> 1:4 3:2 4:4 5:24 6:5,9,9 7:3,11 8:3,8 9:19 10:6 11:17 12:6 16:9,9 19:3,5 20:16 23:18,23 24:4,6,15 25:14,14 27:24 28:3 29:15 30:9 31:13 32:6,14 37:4 42:15 46:2,9	
<b>anymore (1)</b> 48:3	<b>boards (1)</b> 41:11	

**Civilian Complaint Review Board-Draft  
January 13, 2016**

<p><b>Central (3)</b> 35:5 37:23 38:7  <b>certain (1)</b> 44:6  <b>certainly (5)</b> 5:7 13:17 14:14 21:3 21:4  <b>certify (2)</b> 51:8,14  <b>chair (59)</b> 1:25 4:2,13,15,17,20 7:9 7:12,23 13:7 14:20 15:9,20 17:7 17:12 18:25 19:4,9,18 20:3,21 21:7,12,20,23 22:7,16 23:12 25:12 27:7 28:17,21 29:7 30:15 31:3 32:8,23 33:22 38:9,13,25 39:6,18 43:7,12 44:3,16 45:12,18 45:23 47:5,24 48:17,20 49:5,16 49:19,22,24  <b>Chairperson (2)</b> 1:15 3:4  <b>challenge (1)</b> 11:4  <b>chance (1)</b> 46:23  <b>change (3)</b> 6:23 7:14,21  <b>changed (1)</b> 25:20  <b>changes (1)</b> 28:10  <b>Charles (1)</b> 42:15  <b>chart (1)</b> 11:22  <b>charts (1)</b> 13:6  <b>Chinese (2)</b> 36:8,9  <b>choke (1)</b> 28:5  <b>Chris (3)</b> 14:10,16 39:3  <b>Chung (1)</b> 8:5  <b>Church (2)</b> 24:3 34:10  <b>city (7)</b> 1:10 24:14 25:9 31:22 37:15,16 42:12  <b>civilian (4)</b> 1:4 4:3 8:2,17  <b>claims (1)</b> 38:20  <b>clear (3)</b> 18:5 46:12 49:15  <b>clearer (1)</b> 13:13  <b>close (4)</b> 10:7,15,21 44:25  <b>closed (4)</b> 10:25 11:2 12:17 27:18  <b>Columbia (1)</b> 41:24  <b>come (5)</b> 5:17 17:5,8 23:19 36:2  <b>coming (4)</b> 16:2 18:13,22 32:11  <b>commends (1)</b> 46:8  <b>comment (5)</b> 2:2 7:18 14:10,12 27:23  <b>comments (9)</b> 7:5,17 18:3 33:22 39:10 43:15 44:11 46:4,9  <b>commissioner (13)</b> 3:5,6,7,8,9 12:13,16 22:9 24:21 48:10,11,24 49:12  <b>Commissioner's (1)</b> 48:14  <b>Committee (1)</b> 2:9  <b>COMMR (21)</b> 4:12,14 7:8 27:6,8 28:19 32:10 33:21 43:18 44:14 44:18 45:14,16,20,22 46:15 47:20 48:2 49:3,7,14  <b>community (5)</b> 8:4,6 41:10 42:3,19  <b>comparably (1)</b> 23:6  <b>compare (2)</b> 5:10 30:21  <b>compared (6)</b> 8:20 9:7 10:17 11:24</p>	<p>20:5,6  <b>complainants (2)</b> 13:14 42:4  <b>complaint (6)</b> 1:4 4:3 8:2 22:3,14 22:18  <b>complaints (18)</b> 8:18,20,21,24,25 9:2,3,7,8 18:16 20:15 21:17,18 22:3 26:3 33:3 42:18 44:9  <b>complete (1)</b> 12:24  <b>completed (2)</b> 40:5,8  <b>complicated (2)</b> 47:11,14  <b>concentrate (1)</b> 13:25  <b>concern (1)</b> 16:7  <b>concerned (3)</b> 25:5 31:25 47:8  <b>concerning (1)</b> 17:17  <b>concludes (1)</b> 43:6  <b>conducted (2)</b> 12:19 41:11  <b>confrontation (1)</b> 44:24  <b>congratulated (1)</b> 15:6  <b>connection (1)</b> 43:25  <b>Connell (3)</b> 40:2,3,24  <b>consider (1)</b> 6:24  <b>consistently (1)</b> 19:17  <b>context (4)</b> 16:13,18 21:15 25:19  <b>continue (2)</b> 10:12 42:8  <b>continued (3)</b> 2:6 12:24 45:10  <b>continues (2)</b> 10:7 11:3  <b>continuing (1)</b> 42:21  <b>contractor (3)</b> 34:25 35:3,11  <b>Contractors (1)</b> 34:6  <b>conversations (1)</b> 28:4  <b>cookies (1)</b> 44:17  <b>Cooperation (1)</b> 34:9  <b>Coordinator (1)</b> 41:22  <b>Cop (1)</b> 44:23  <b>cops (2)</b> 21:11 31:23  <b>Corporation (7)</b> 34:14,19,20,22 35:22 36:3,17  <b>correct (5)</b> 20:25 39:19 48:19 49:4 49:13  <b>corrected (1)</b> 29:8  <b>correcting (1)</b> 35:14  <b>correlated (1)</b> 33:18  <b>correlations (2)</b> 33:17 44:8  <b>corroborated (1)</b> 28:17  <b>costs (1)</b> 47:13  <b>Council (2)</b> 24:15 41:11  <b>Counsel (8)</b> 34:9,15,19,20,22 35:22 36:3,17  <b>COUNTY (1)</b> 51:4  <b>couple (5)</b> 6:14,15 42:10 43:16 45:25  <b>creation (1)</b> 10:14  <b>creativity (1)</b> 5:15  <b>crime (1)</b> 32:21  <b>crowd (1)</b> 35:7  <b>crowds (1)</b> 35:8  <b>cuff (4)</b> 16:10 18:10,20 19:22</p>	<p style="text-align: center;"><b>D</b></p> <hr/> <p><b>D (2)</b> 1:15 3:4  <b>DA's (1)</b> 10:3  <b>Daily (1)</b> 6:14  <b>data (1)</b> 13:4  <b>daughter (1)</b> 38:5  <b>day (4)</b> 18:13,13 27:20 51:19  <b>days (4)</b> 10:20 12:22,25 13:2  <b>DCPI (1)</b> 6:16  <b>deal (2)</b> 18:11 43:17  <b>dealing (1)</b> 22:11  <b>debate (1)</b> 6:25  <b>Deborah (1)</b> 3:10  <b>December (27)</b> 8:19 9:5,10,12,14 9:16 10:3,3,16,23 11:5,7,8,11,15 11:17 12:4,11,21 23:2 40:6 41:7 41:13,16 42:11,15,17  <b>decided (1)</b> 48:10  <b>decision (2)</b> 7:3 48:15  <b>declared (1)</b> 35:24  <b>decline (1)</b> 21:16  <b>decline-to-prosecute (1)</b> 12:8  <b>decrease (2)</b> 9:11 12:24  <b>decreased (3)</b> 8:18,25 10:21  <b>deeply (1)</b> 24:6  <b>demonstrated (1)</b> 29:3  <b>Department (23)</b> 6:4,7,10,17 12:6 12:8,11 16:7 17:3 18:12,15,19,24 22:8 24:2,7,8,19 25:9 29:22 43:23 44:5 46:23  <b>depending (1)</b> 16:18  <b>deposition (2)</b> 51:10,11  <b>Deputy (1)</b> 48:10  <b>Despite (1)</b> 12:15  <b>detail (2)</b> 48:3,4  <b>developer (6)</b> 34:10,18 35:5,17,18 35:20  <b>development (1)</b> 47:7  <b>dictate (1)</b> 46:13  <b>Dictionary (1)</b> 37:14  <b>different (1)</b> 27:20  <b>differently (1)</b> 15:23  <b>difficult (1)</b> 47:15  <b>Directing (1)</b> 8:16  <b>director (6)</b> 1:16 2:3 3:14 8:2,5 42:6  <b>Directors (1)</b> 7:17  <b>disagree (2)</b> 20:11 22:10  <b>disagrees (1)</b> 37:2  <b>disappointed (2)</b> 24:16,19  <b>discipline (1)</b> 12:3  <b>discourtesy (2)</b> 8:24 11:20  <b>discretionary (1)</b> 45:17  <b>discuss (3)</b> 5:25 8:11 46:21  <b>discussed (1)</b> 45:9  <b>discussion (3)</b> 2:12 19:12 29:17  <b>discussions (1)</b> 6:8</p>
---	---	---

Civilian Complaint Review Board-Draft  
January 13, 2016

dismiss (1) 27:16  
disposed (1) 15:16  
disproportionate (1) 33:2  
distance (4) 45:8,15,16,21  
district (5) 36:20,22,24 37:5,7  
Division (1) 9:17  
docket (7) 9:15,19,25 10:4,9,12,13  
document (1) 22:25  
documenting (1) 26:21  
documents (1) 36:18  
doing (9) 13:19 14:19 15:13 18:15  
26:3 27:12,13 28:2,25  
doubles (1) 21:13  
doubt (1) 16:16  
dramatically (2) 13:17 23:4  
drop (2) 22:14,19  
due (4) 13:10 15:7 25:6 34:12  
duly (1) 51:11  
Dumain (1) 34:21  
Dunn (26) 14:11,18,22 16:22 17:10  
18:4 19:3,5,14,20 20:4 21:5,10  
21:18,21,25 22:8 23:10,13 28:23  
29:9 30:23 31:11 39:4,7 48:21  
dynamics (1) 31:8

E

E (4) 1:14,14 51:2,2  
earlier (1) 4:24  
Eason (4) 3:5 7:8 45:14,20  
efficiencies (3) 27:14 29:2 32:14  
efficient (1) 15:5  
efficiently (1) 10:8  
efforts (1) 44:2  
eight (1) 28:2  
either (1) 23:2  
embezzlement (1) 36:4  
embracing (1) 32:15  
Emery (59) 1:15 3:4 4:2,13,15,17  
7:9,12,23 13:7 14:20 15:9,20  
17:7,12 18:25 19:4,9,18 20:3,21  
21:7,12,20,23 22:7,16 23:12  
25:12 27:7 28:17,21 29:7 30:15  
31:3 32:8,23 33:22 38:9,13,25  
39:6,18 43:7,12 44:3,16 45:12,18  
45:23 47:5,24 48:17,20 49:5,16  
49:19,22,24  
empirically (1) 20:12  
engage (1) 24:25  
engaging (2) 25:11 31:23  
enormous (4) 18:10,18 36:21  
39:12  
equipment (2) 14:23 47:14  
era (1) 22:5  
especially (2) 27:10 44:22  
Esq (6) 1:15,16 3:4,6,10,14  
Esther (3) 38:15,18,21  
evaluate (1) 7:2

evening (3) 7:25 14:24 40:3  
events (1) 42:10  
everybody (8) 4:5,8,9,22,23 7:20  
25:14 31:25  
evidence (3) 11:23 26:7,19  
evolved (1) 46:16  
evolving (2) 46:21,25  
exactly (2) 23:12 31:3  
examine (1) 25:16  
excited (2) 5:2,19  
excuse (1) 44:21  
EXEC (6) 7:24 39:25 48:5,19 49:4  
49:13  
executive (12) 1:16 2:3 3:14 7:16  
8:2 9:20 19:13 27:25 28:15 43:16  
47:23 49:25  
existed (1) 37:20  
expand (1) 47:18  
expansion (1) 40:10  
expect (1) 24:22  
experience (1) 46:10  
experienced (1) 32:13  
explains (1) 22:18  
explanation (3) 20:10 30:11 31:15  
explore (1) 33:18  
extent (1) 17:24  
extremely (2) 5:11 25:14  
eyes (1) 27:18

F

F (2) 1:14 51:2  
face (1) 11:3  
faced (1) 28:11  
fact (6) 19:18 20:13 22:11 23:17  
27:11 36:12  
factor (4) 27:5 32:16,17,18  
factors (3) 13:10 27:2 33:17  
facts (1) 44:15  
failure (1) 26:16  
fair (3) 23:7 25:13 29:7  
fall (1) 22:21  
fallopian (2) 37:8,10  
false (1) 36:18  
far (3) 21:2 46:5 47:8  
favor (1) 36:15  
features (1) 13:4  
February (1) 8:8  
feel (3) 15:22,23,23  
feeling (1) 6:21  
feet (1) 45:3  
felt (1) 34:3  
fewer (5) 13:22,25 22:22,23 26:18  
Fifty-eight (1) 12:17  
filled (1) 41:21  
final (2) 46:6 49:11  
finalized (2) 12:18 46:3  
Finally (1) 13:3

find (1) 47:3  
finding (5) 48:15,16,23,25,25  
first (4) 4:22 14:10 30:6,24  
five (6) 12:10 21:5,7,10,12 41:21  
fixing (1) 34:25  
flag (1) 20:8  
Floor (1) 1:9  
fluent (1) 41:25  
focused (1) 41:13  
focusing (1) 41:9  
folks (1) 25:6  
followed (3) 40:21 41:5 42:18  
following (3) 38:16,18,19  
force (3) 8:25 11:18 19:7  
forced (2) 48:20,21  
foreman (3) 34:16,16 35:23  
forgot (1) 39:4  
formally (2) 4:8 6:18  
forming (1) 35:9  
forth (2) 12:25 51:10  
forward (1) 32:6  
four (4) 10:5,10 23:16 40:9  
frankly (5) 15:21 16:8 19:10 22:12  
24:14  
frequently (1) 22:12  
front (1) 36:7  
full (7) 8:14 10:15,19,21 13:3,5  
30:20  
fully (3) 10:23 11:13,16  
function (1) 26:15  
functioning (4) 17:23 18:3 37:9,10  
fundamental (1) 16:15  
further (4) 6:2 43:15 45:4 51:14

G

G (1) 3:9  
Gallegos (1) 8:6  
geek (1) 24:12  
general (2) 16:21,24  
getting (2) 31:20 47:14  
give (2) 7:16 46:23  
given (5) 22:13,20 34:19 48:4  
51:12  
gives (1) 19:24  
giving (1) 6:19  
go (7) 33:8,10 36:23 38:3 39:23  
43:15 45:13  
goes (3) 30:4 46:4,6  
going (33) 7:14 14:6 16:3,4 19:25  
19:25 20:17,23 23:19,24 24:9  
26:11 27:24 28:14 29:11,23 30:7  
30:7,8 31:7 32:17 37:5 38:11  
39:14,15,20 45:25 46:21 47:6,7  
47:16,18 49:24  
good (10) 4:7 7:12,24 13:18 14:24  
15:4 31:24 40:3,4 43:13  
gotten (1) 13:8

Civilian Complaint Review Board-Draft  
January 13, 2016

**Government (1)** 8:5  
**graduate (1)** 41:24  
**grand (1)** 36:5  
**graphs (1)** 13:6  
**great (3)** 22:10 39:22 41:25  
**greater (1)** 20:19  
**groups (7)** 40:18,25 41:8,10,13,15  
41:19  
**grown (1)** 38:19  
**guard (1)** 46:13  
**guess (5)** 6:15 26:12,12 49:7,8  
**guide (2)** 46:13,19  
**guilty (8)** 12:14,16,17 47:22 48:15  
48:16,23,25  
**gun (1)** 28:5  
**guns (1)** 25:11  
**guy (1)** 36:13  
**guys (2)** 23:24 24:13

**H**

**hand (2)** 4:14 51:19  
**handled (3)** 9:23 45:9,10  
**hands (6)** 32:17 37:25 38:2,7 49:21  
49:23  
**happen (1)** 5:20  
**happened (2)** 5:21 26:22  
**happening (8)** 15:18 23:25 24:3,7  
25:8 28:6 43:23 46:16  
**happens (1)** 16:16  
**happy (3)** 4:4,21 7:5  
**hard (2)** 5:8,15  
**Harlem (2)** 35:6 36:24  
**head (1)** 17:13  
**heads (1)** 7:11  
**hear (11)** 5:3 7:5,6 15:15,18 16:17  
24:16 30:8,10,24 31:12  
**heard (1)** 29:11  
**hearing (2)** 15:12 32:6  
**held (1)** 8:9  
**hello (1)** 4:9  
**help (1)** 5:16  
**hereinbefore (1)** 51:10  
**hereunto (1)** 51:19  
**high (1)** 26:15  
**higher (3)** 14:2 21:4 26:15  
**highest (5)** 11:10 14:5 40:7,8,14  
**highlight (1)** 11:6  
**highlights (1)** 8:13  
**historical (1)** 37:16  
**historically (1)** 37:18  
**history (2)** 11:10 37:21  
**hit (1)** 17:13  
**hold (2)** 10:3 28:5  
**holding (4)** 17:14 37:25 38:2,7  
**hope (3)** 31:11,12 43:20  
**hopes (1)** 14:5  
**HPD (4)** 34:3,14 35:15,19

**huge (5)** 29:14 32:3,13 47:13,13  
**hundred (4)** 21:5,7,10,12

**I**

**IAB (2)** 22:23 23:7  
**idea (1)** 19:10  
**ideas (1)** 5:17  
**ill (1)** 24:18  
**imagine (2)** 5:8 17:21  
**immediately (1)** 29:22  
**immensely (1)** 47:15  
**implementing (1)** 47:9  
**implication (1)** 30:12  
**implied (1)** 25:25  
**implying (1)** 25:25  
**important (6)** 6:25 17:11 19:23  
26:10 34:4 49:8  
**importantly (1)** 31:15  
**improve (2)** 5:12,13  
**incident (3)** 34:7 35:17 48:6  
**included (1)** 30:24  
**includes (3)** 10:4 13:4 38:14  
**increase (4)** 9:12 29:14 32:4 40:11  
**increased (6)** 13:17 23:16 27:4  
30:13 31:10 43:19  
**incredibly (1)** 4:25  
**indicate (1)** 15:5  
**individuals (1)** 16:9  
**infer (1)** 27:3  
**information (7)** 6:5,12 18:2,11,17  
18:18 44:5  
**initiative (1)** 42:22  
**initiatives (1)** 43:22  
**insight (1)** 42:17  
**institute (1)** 48:16  
**interaction (1)** 28:10  
**interactions (2)** 22:5,21  
**interested (4)** 15:12 24:11 25:15  
51:17  
**interesting (10)** 13:7,15 20:21  
21:24 22:2 25:22 30:19 44:4 46:7  
47:6  
**interestingly (2)** 21:14 45:24  
**interfere (1)** 45:21  
**internally (1)** 28:11  
**interview (1)** 42:9  
**interviews (1)** 42:8  
**introduced (1)** 34:15  
**investigated (2)** 10:24 11:17  
**investigates (1)** 11:13  
**investigating (3)** 30:25 31:4,5  
**investigation (2)** 10:21 30:17  
**investigations (13)** 9:17 10:5,16  
10:19 11:22 13:16 14:2,3 25:20  
26:6,17,20 33:14  
**investigative (2)** 30:11 31:16  
**investigators (2)** 10:15 13:19

**invigorated (1)** 4:25  
**invited (1)** 42:20  
**invoice (1)** 34:5  
**irresponsible (1)** 17:14  
**Island (3)** 1:10 41:6 43:2  
**issue (6)** 5:23 16:19 23:15 30:18  
46:2,10  
**issues (6)** 19:6 24:22 28:4 31:21  
47:12,13

**J**

**J-O-B (4)** 34:16 38:22,23,23  
**January (9)** 1:6 4:3 8:19 9:5 10:16  
40:14 42:16 48:8 51:19  
**Jew (2)** 38:23,24  
**job (5)** 13:20 34:16 35:13,23 41:23  
**Jonathan (1)** 8:4  
**Joseph (1)** 3:8  
**judge (3)** 49:3,5,11  
**judge's (2)** 12:13 47:22  
**judgement (1)** 49:10  
**judgments (3)** 16:20,23 17:17  
**July (1)** 48:7  
**jumping (1)** 34:24  
**June (1)** 48:6  
**jurisdictions (1)** 47:9

**K**

**keep (2)** 21:25 43:21  
**key (1)** 11:7  
**kind (1)** 5:14  
**know (30)** 14:14 15:10 17:5 19:18  
19:25 20:11,17,24 21:25 26:8  
27:19 28:4,14,25 30:5,19 31:16  
32:15,18,19,22 33:8 38:4,20 39:9  
39:11 45:8 46:17,23 47:2

**L**

**language (2)** 9:2 11:21  
**larceny (1)** 36:6  
**largely (1)** 41:8  
**larger (1)** 22:20  
**Larry (1)** 8:6  
**Lastly (1)** 42:21  
**Laughter (1)** 17:9  
**leader (1)** 26:23  
**learning (1)** 47:4  
**leaving (2)** 39:8,13  
**lectern (1)** 34:2  
**lesbian (2)** 38:3,6  
**Lesbianism (1)** 38:21  
**let's (2)** 19:20 32:4  
**letter (1)** 48:12  
**level (1)** 27:18  
**LGBTQ (4)** 41:9,19 42:13,19  
**Library (1)** 8:4  
**lied (1)** 36:18

Civilian Complaint Review Board-Draft  
January 13, 2016

light (1) 43:22  
lights (2) 40:22,23  
limited (2) 17:25 28:10  
Linda (2) 39:8,11  
Lindsay (2) 3:5 29:3  
list (2) 14:10,15  
listed (1) 38:15  
listen (1) 18:2  
lists (1) 37:14  
little (8) 4:19 7:14 19:12 22:19  
24:10 27:23 30:8 48:3  
living (1) 27:19  
load (1) 12:24  
loads (1) 13:21  
location (2) 37:15,16  
long (3) 1:10 15:16 39:11  
look (10) 16:6,6 20:18,24 23:7  
24:11 29:10,11 32:6 33:16  
looked (2) 22:24 23:14  
looking (5) 23:21 31:6,8 32:25  
46:11  
looks (1) 26:24  
lost (1) 39:13  
lot (5) 13:21 16:5 25:4 30:8 47:9  
lots (1) 15:4  
lower (2) 13:21 20:6  
luxury (2) 35:21,21

**M**

major (1) 43:22  
majority (1) 42:4  
Malik (9) 1:16 3:14 7:24,25 39:25  
48:5,19 49:4,13  
man (4) 38:20,22,22,23  
Manager (2) 8:4,6  
Manhattan (2) 40:19 41:3  
marks (1) 11:11  
marriage (1) 51:16  
material (1) 37:11  
materials (1) 7:18  
matter (3) 15:24 43:18 51:17  
matters (4) 6:2 8:11 16:7 39:10  
Mayor's (1) 24:17  
mean (6) 19:4 24:11 25:6 27:18  
34:23 36:6  
means (3) 13:12 21:9 22:4  
Mediation (3) 2:10 9:23 43:10  
meeting (15) 1:5,9,21 2:6 4:3,23  
6:3 8:8 16:16 17:20 23:18 29:13  
29:16 42:14,17  
meetings (15) 16:11,17,20 17:2,5  
17:15,18,23 18:7,8 19:11 24:24  
27:24 28:14 42:20  
member (2) 28:3 42:15  
members (5) 3:2 6:6,9 7:11 42:19  
members' (1) 46:9  
men (2) 35:7,10

mention (1) 28:7  
mentioned (1) 47:24  
mess (1) 14:22  
mike (1) 14:17  
Mina (6) 1:16 3:14 7:16,23,25  
47:25  
mind (6) 22:2 24:21 33:12 35:5,18  
43:21  
minds (1) 31:13  
minute (1) 5:12  
minutes (4) 1:24 4:10,11,17  
misconduct (12) 12:5 20:19 24:22  
29:23 30:2,4,7,13 31:18,23,24  
32:5  
mission (4) 34:12,22,24 35:20  
missing (2) 5:18 42:2  
Mitchell (1) 3:9  
Mm-hmm (1) 33:21  
moment (1) 18:6  
month (7) 9:8 11:5,7,11 15:14,15  
40:6  
month's (2) 13:3 19:23  
monthly (7) 2:8 8:13,15 9:6 13:5  
40:7,15  
months (3) 10:10,11 23:16  
morale (1) 5:8  
MORGAN (1) 51:9  
mother (1) 38:5  
mouth (2) 35:7,9  
move (5) 4:11,12 37:10 49:20,24  
moved (1) 42:7  
mute (1) 25:7

**N**

N (1) 3:10  
name (1) 7:25  
named (2) 38:22,22  
Navarro (3) 1:19 51:6,23  
necessarily (1) 25:25  
necessary (1) 7:3  
Negra (6) 34:10,17 35:4,17,18,20  
neighborhood (1) 42:3  
never (2) 15:18 26:21  
new (19) 1:10 2:14 4:4,21 8:10  
9:11 13:4 15:19 17:4 25:8,10  
34:3 37:14 43:14 44:7 47:4,11  
51:3,7  
newer (1) 15:17  
News (1) 6:14  
newspaper (1) 6:13  
nice (2) 4:9 33:12  
Nine (1) 10:4  
ninth (1) 11:11  
nod (1) 7:11  
non-APU (2) 12:3,9  
Norman (2) 37:2,4  
not-guilty (1) 12:15

notable (1) 42:10  
Notary (1) 51:6  
note (1) 8:8  
noted (1) 50:3  
notified (1) 12:12  
November (5) 9:12,18,22 10:2  
41:17  
number (17) 12:22 15:25 16:3 20:8  
20:24 21:2,2,17 22:3 23:6 29:21  
29:25 30:20 31:18 33:4 40:12  
41:16  
numbers (10) 10:12,13 19:24 20:2  
20:7 22:14,18 23:4 29:16 31:8  
NYCHA (1) 41:10  
NYPD (2) 15:13 42:14

**O**

O (1) 1:14  
O'Grady (11) 14:11 32:9,10 33:9  
33:23,25 34:3,5 38:9,11,14  
obvious (1) 29:24  
obviously (1) 17:25  
occurred (3) 25:23,24 37:21  
occurring (2) 17:22 23:2  
October (1) 23:2  
offensive (2) 9:2 11:21  
offer (1) 41:23  
office (2) 12:7 24:17  
officer (3) 12:14 18:14,14  
officers (18) 12:20,21 13:14 20:14  
20:20,25 21:2 26:2 27:11,12  
32:21 33:4,13 44:6,7,25 46:12  
47:12  
okay (20) 4:15,17 7:8,9,12,20  
16:22 18:4 20:6 23:10,23 29:23  
29:24 30:2,23 31:25 33:25 43:12  
49:14,19  
old (3) 2:13 43:14 44:19  
open (3) 9:14,24 24:21  
opened (3) 9:10 10:10,11  
opening (1) 35:8  
operations (1) 8:12  
opportunity (1) 24:25  
opposed (3) 4:15 22:20 48:13  
opposition (1) 12:15  
order (2) 1:23 4:4  
organizations (2) 41:8,14  
Orthodox (1) 38:23  
outcome (1) 51:17  
outlined (1) 48:12  
Outreach (9) 2:11 40:2,4,10,12  
41:21 42:6,11,22  
outset (1) 14:25  
outside (1) 5:17  
overall (1) 13:23  
oversight (1) 5:19  
overturn (1) 48:10

Civilian Complaint Review Board-Draft  
January 13, 2016

overturned (2) 12:16 48:23  
overwhelming (1) 21:16

P

p.m (2) 1:7 50:3  
paid (1) 35:15  
Palestine (4) 37:15,18,20,22  
panel (3) 2:12 6:6 42:13  
panels (4) 12:23 15:16 44:20 46:11  
Park (2) 37:23 38:7  
part (1) 6:16  
particular (3) 16:19 22:9 27:5  
particularly (1) 46:19  
parties (1) 51:15  
passed (1) 7:18  
passenger (3) 38:2,4,5  
patrol (2) 46:13,19  
payment (1) 34:5  
penalty (1) 12:7  
pending (3) 9:19,21 10:6  
people (24) 5:25 7:18 14:12 15:23  
18:9,12,23 19:5 22:11 24:5,8,14  
24:15 25:2,3,4,9 29:25 30:10  
31:22 35:8 45:6 46:14 47:4  
percent (33) 8:19,25 9:2,3,4,17,21  
9:24 10:9,11,18,22,24,25 11:5,9  
11:12,14,18,19,20,24,24 12:4,10  
13:9 21:19,21 22:4,19 23:20  
41:12,18  
performed (2) 34:6,7  
period (4) 8:21 9:8 10:18 12:9  
person (5) 19:15,16 23:21,22  
24:25  
personal (1) 26:12  
perspective (1) 24:13  
pertaining (1) 8:11  
piece (1) 14:17  
place (3) 5:15 8:9 29:17  
played (1) 34:8  
please (2) 8:7,15  
plumbing (7) 34:5,25 35:2,3,11,14  
35:15  
plummeted (1) 22:6  
point (4) 5:8 6:21 20:22 21:14  
pointing (2) 19:22 28:5  
points (2) 27:9,9  
police (42) 6:4,10,17 8:18 12:5,6  
12:11,12,16 13:13 16:7,21,23  
17:3,15,17 18:11,14,14,19,24  
20:19 22:8 24:2,6,7,19,20,22  
25:9 26:21 29:22 36:25 37:3,6  
42:23 44:5 46:23 48:9,14,24  
49:12  
police-civilian (1) 22:5  
policing (7) 15:19 17:4 18:19,21  
24:9,23 25:11  
politics (1) 24:18

pose (1) 25:15  
position (2) 23:25 24:5  
positions (1) 41:22  
possible (1) 20:10  
potentially (1) 25:22  
practices (1) 6:23  
precinct (3) 41:11 42:12 43:4  
precincts (1) 42:25  
present (2) 3:2 42:25  
presentation (1) 40:10  
presentations (18) 40:5,8,9,12,13  
40:17,18,20,22,25 41:2,4,5,12,17  
41:19 42:11,22  
press (6) 25:5 28:18 37:13,14  
39:11 45:6  
presupposing (1) 33:19  
presupposition (1) 33:11  
prevalent (2) 31:19 32:5  
previously (1) 13:4  
pride (1) 22:10  
primarily (1) 13:10  
prior (2) 34:6,7  
probably (6) 5:7 23:7 29:5 30:2  
32:15 46:22  
probation (1) 41:10  
probationary (1) 41:15  
problem (4) 20:18 25:18 30:13  
31:2  
problematic (1) 25:18  
Proceedings (48) 1:12 4:1 5:1 6:1  
7:1 8:1 9:1 10:1 11:1 12:1 13:1  
14:1 15:1 16:1 17:1 18:1 19:1  
20:1 21:1 22:1 23:1 24:1 25:1  
26:1 27:1 28:1 29:1 30:1 31:1  
32:1 33:1 34:1 35:1 36:1 37:1  
38:1 39:1 40:1 41:1 42:1 43:1  
44:1 45:1 46:1 47:1 48:1 49:1  
50:1  
process (3) 30:12 31:16 32:24  
produce (2) 13:22,23  
professional (2) 16:12 44:23  
Program (1) 9:23  
prompted (1) 20:16  
proper (3) 16:12 33:7,10  
property (5) 34:11,11,18 35:19  
36:13  
proportions (1) 23:8  
Prospect (1) 8:9  
proud (1) 5:20  
provide (3) 6:5 8:12 37:6  
provided (1) 6:24  
providing (1) 6:20  
public (18) 1:5,21 2:2,6,12 6:16  
7:17 14:9,12 16:25 17:15,24  
23:18 24:24 25:2 28:6 49:8 51:6  
publicized (1) 46:3  
publicly (2) 14:13 45:7

Puma (4) 3:8 4:14 42:15 43:18  
pursuant (1) 31:13  
put (6) 34:10,18 35:19 36:12,16  
43:21

Q

quality (2) 13:16 14:2  
quarter (1) 12:25  
Queens (2) 40:19 41:3  
question (9) 6:2 13:19 25:15,17  
29:13 31:17,19 43:24 47:21  
questions (2) 46:5,7  
quick (1) 28:14  
quicker (1) 14:3  
quickly (7) 13:23 15:15,21 26:6,17  
47:10,19  
quite (4) 15:21 16:8,23 19:10

R

R (2) 1:14 51:2  
race (1) 34:8  
racial (2) 34:7,24  
racially (2) 35:4,12  
raise (4) 26:3 47:21 49:21,23  
raised (4) 4:14 29:13 31:18 32:3  
raises (2) 23:21,22  
raising (1) 23:15  
range (1) 26:8  
rare (1) 16:20  
rarely (1) 36:23  
rate (13) 11:4,9 12:3,9 13:8 25:21  
26:11,14 27:4,17 32:16 43:20  
44:2  
reached (1) 41:7  
read (1) 46:17  
ready (1) 4:6  
reality (1) 13:9  
really (5) 6:11,22 7:13 15:22 19:9  
reason (7) 6:10,12,17,20,22,24  
22:24  
reasonable (1) 30:22  
reasons (5) 25:22,24 26:8 48:9,22  
recap (1) 42:24  
receive (1) 34:5  
received (4) 8:20 9:6 12:23 41:22  
recognize (1) 15:3  
recollection (1) 44:19  
recollections (1) 13:13  
recommendations (1) 12:7  
record (4) 28:24 32:12 49:15 51:12  
red (1) 20:8  
refer (1) 13:5  
referrals (1) 22:23  
referring (1) 23:8  
reflects (1) 9:11  
reforms (1) 10:22  
regard (3) 7:21 11:16 39:20

**Civilian Complaint Review Board-Draft  
January 13, 2016**

<p>regarding (4) 40:24 41:20 42:18 43:24  regardless (1) 21:14  regular (1) 18:12  regularly (1) 19:6  related (1) 51:15  relationship (2) 27:3 30:5  relatively (1) 47:18  remain (1) 10:9  remained (2) 40:19 41:2  remarkable (1) 5:5  remarks (1) 16:10  remiss (1) 27:22  reopened (1) 10:4  replacing (1) 39:15  report (21) 1:25 2:3,8,10,11 4:20 7:17,19 8:14 13:3,6 16:4 17:19 17:21 19:21,24 21:6 40:2 43:6,9 46:2  Reported (1) 1:18  reports (5) 2:9 15:24,25 16:3,14  represent (1) 10:13  representing (3) 9:17,20,24  request (4) 6:4,9,11,20  requested (1) 13:5  research (1) 7:2  reside (1) 42:4  resolved (2) 10:25 13:12  respect (2) 15:8 25:6  respectively (2) 40:21 41:4  respects (1) 5:14  respond (2) 15:20 27:21  responded (1) 6:19  respondent (2) 12:20,21  responding (1) 18:16  response (5) 4:16 7:22 33:24 43:11 49:18  result (4) 6:8 13:25 33:20 46:25  resulted (2) 10:18 26:17  results (1) 5:4  retaliation (1) 47:2  reversal (1) 47:21  reverse (1) 48:15  reversing (1) 12:13  review (6) 1:4 4:4 8:3 9:20,21 10:6  reviewed (1) 12:18  revitalized (1) 33:7  Richard (8) 1:15 3:4 14:24 20:9 21:19 29:9,20 32:18  ride (1) 42:8  right (14) 8:17 14:24 17:22 18:5 20:12 21:8 27:25 39:21 43:4 44:10 45:22 47:14 48:18 49:19  rigorous (1) 26:17  risk (2) 19:7 43:24  Rita (1) 34:21  Riverside (2) 37:13,14</p>	<p>Robia (2) 26:23 42:15  roll (1) 42:23  Room (1) 1:9  rule (1) 12:14  running (3) 5:11 34:17 35:23  RUSSELL (1) 51:9  Ruth (3) 38:15,17,21</p> <hr/> <p style="text-align: center;"><b>S</b></p> <hr/> <p>S-O-D-O-M (1) 37:17  Sachs (1) 39:8  sad (1) 19:15  safe (1) 45:16  Sal (1) 49:17  Salvatore (1) 3:7  sample (1) 13:18  saying (12) 16:25 18:13 28:19 29:10 30:9,10,16,24 31:12,21 44:21,25  says (1) 38:20  scheduled (2) 40:14,16  scheduling (1) 43:4  screen (1) 8:17  searches (1) 19:7  second (6) 4:13,22 33:10 34:21 42:7 49:22  secondary (1) 31:21  secrecy (1) 36:21  section (2) 38:15,17  see (11) 15:4 16:4 18:15 26:25 32:20 33:16 39:23 43:25 44:4 46:2,7  seeing (2) 14:3 26:19  seen (2) 45:2 46:5  Segall (2) 37:2,4  selected (1) 42:6  senior (2) 36:12,16  sense (2) 7:15 14:9  sent (1) 12:6  sequence (1) 14:8  serious (1) 27:10  service (1) 39:22  Session (5) 19:13 27:25 28:15 43:16 49:25  set (3) 4:7 51:10,19  seven (1) 10:11  shared (1) 42:17  shortly (2) 5:3 16:2  shouting (2) 35:7,9  showed (1) 35:21  side (1) 44:2  significant (3) 16:3 21:15 27:2  significantly (1) 40:11  simply (1) 4:20  sites (1) 41:18  sitting (3) 25:2,3 28:13  six (4) 8:18 21:19 22:4,19</p>	<p>slowly (1) 47:7  small (1) 33:3  Smith (1) 8:4  Sodom (3) 37:15,17,20  somebody (2) 20:16 34:14  Sorin (1) 4:6  sorry (6) 27:9 33:9 39:5,23 42:16 44:14  sort (1) 5:21  south (2) 37:25 38:7  space (1) 45:17  Spanish (1) 41:25  speak (3) 27:6 28:12 29:5  speaker (1) 41:25  speaking (1) 24:18  speaks (1) 33:23  specially (1) 43:24  specific (4) 5:23 41:8 45:19,20  speculation (1) 26:13  speed (1) 13:11  ss (1) 51:3  staff (5) 4:24 9:20 31:14 32:13 39:10  staffing (1) 41:20  stand (1) 29:8  standardized (1) 45:8  start (9) 5:22 20:2 24:8 29:24 31:14 33:18 35:7,8,9  started (4) 32:24 35:13,14 37:21  starts (2) 31:17 35:9  State (2) 51:3,7  statements (1) 46:18  Staten (2) 41:5 43:2  statistic (1) 8:15  statistical (5) 8:13 13:6 25:18 26:24 43:19  statistically (4) 5:7 26:25 31:5 33:16  statistics (6) 11:7 15:4 16:5 30:17 32:25 42:18  step (1) 14:16  stop (2) 19:7 43:24  straight (2) 11:11 44:15  street (6) 1:9 24:3 31:2 32:22 36:14 37:24  streets (3) 15:19 17:4 25:10  strip (1) 19:6  strongly (1) 48:13  study (3) 32:20 33:9 47:3  subbed (5) 6:6 23:16 29:14,21 31:9  subject (2) 15:24 17:19  submitted (1) 36:18  Subs (1) 21:21  subsequent (1) 29:15  substantial (1) 21:16  substantiated (14) 11:12,14,18,23</p>
---	--	--

Civilian Complaint Review Board-Draft  
January 13, 2016

11:25 12:5 20:2,4,14 21:6,8 26:4  
26:18 28:15  
**substantiating (1)** 18:17  
**substantiation (9)** 11:9 13:8 25:21  
26:11,14 27:4,17 32:16 43:20  
**substantiations (1)** 44:10  
**substantive (1)** 28:3  
**sudden (1)** 20:13  
**sufficiently (1)** 6:25  
**suggest (1)** 32:4  
**suggesting (3)** 18:6,9 30:22  
**suggestion (1)** 45:5  
**suggestions (1)** 5:16  
**summary (2)** 34:20 47:23  
**summer (1)** 47:17  
**supported (2)** 34:21 48:25  
**supposed (2)** 35:25 36:19  
**sure (4)** 14:18 16:23 39:2,6  
**surface (2)** 31:7 33:19  
**surmise (1)** 26:13  
**surmising (2)** 23:11,12  
**surprise (1)** 29:20  
**surprised (2)** 37:19,19  
**surprises (1)** 14:5  
**sworn (1)** 51:11

**T**

**T (2)** 51:2,2  
**tabled (1)** 6:3  
**take (3)** 4:19 19:21 23:24  
**taken (5)** 5:15 20:22 22:10 27:17  
36:19  
**takes (3)** 12:22 24:4 29:17  
**talk (8)** 17:2,3,20,23 18:9,21 19:6  
24:23  
**talked (1)** 18:24  
**talking (7)** 18:20 19:22 24:10 26:23  
30:6,14 32:2  
**tap (1)** 30:3  
**Taylor (17)** 3:9 4:12 27:6,8 28:19  
32:10 33:21 44:14,18 45:16,22  
46:15 47:20 48:2 49:3,7,14  
**team (1)** 26:23  
**tell (7)** 4:23 15:7 16:24 19:14 23:14  
25:12 29:19  
**telling (1)** 18:7  
**tells (1)** 17:10  
**tenant (1)** 36:7  
**tenants (8)** 34:4,11,15 35:25 36:10  
36:10,12,16  
**terms (2)** 16:21,24  
**testimony (1)** 51:12  
**thank (7)** 7:24 8:3 38:13,25 39:24  
43:7 50:2  
**Thanks (2)** 32:8 33:25  
**thing (8)** 5:24 22:2,17 29:24 30:6  
30:25 39:5 47:6

**things (9)** 5:25 14:8 16:5 18:22  
19:23 26:3 28:5 39:19 47:2  
**think (50)** 5:11 7:15 13:9 14:7  
15:21 16:8,19 17:12,13,13,22  
19:21 20:23,25 24:4,5,14,16,20  
24:21 26:9,23 27:9,19 28:7,12,25  
29:3,21,25 30:15,16,18 32:12,14  
32:18,24 33:7 34:13 39:12,13,20  
39:23 45:18,23,25 46:22,24 47:3  
47:8  
**thinking (1)** 7:6  
**third (1)** 29:12  
**thirty-one (4)** 21:5,8,10,13  
**thorny (1)** 25:17  
**thorough (1)** 13:20  
**thought (2)** 20:15 22:13  
**thoughtful (1)** 16:14  
**thoughts (3)** 44:11 46:8,9  
**thousand (1)** 47:17  
**three (1)** 9:4  
**Tienya (1)** 8:3  
**time (16)** 4:19 6:8 7:7 8:21 9:8  
10:17 12:9 13:24 17:18 18:23,24  
27:20 39:11,15 44:22 50:3  
**today (1)** 41:23  
**told (6)** 34:12 35:3,11,15 36:6,8  
**tonight (4)** 4:20 8:7 14:9,13  
**total (8)** 9:14,18,19 21:17 40:7,9,12  
40:15  
**tough (1)** 39:15  
**traditionally (1)** 23:9  
**trained (1)** 44:6  
**training (2)** 43:22 44:7  
**TRANSCRIPT (1)** 1:12  
**transferred (1)** 6:7  
**transformation (1)** 14:4  
**transition (1)** 28:9  
**tremendous (1)** 39:16  
**trend (2)** 30:19 44:24  
**trends (4)** 16:6 46:20,24 47:2  
**trial (3)** 12:13,18 49:10  
**trials (3)** 12:19,20 48:11  
**tricks (1)** 47:4  
**tried (1)** 48:7  
**tries (1)** 49:9  
**true (1)** 51:12  
**truncations (1)** 11:4  
**try (2)** 26:10 33:15  
**trying (1)** 45:7  
**tubes (2)** 37:8,10  
**turnaround (1)** 32:13  
**turned (1)** 40:22  
**twice (2)** 36:16 41:16  
**two (10)** 13:10 14:12 37:24 38:3,6  
38:16,18,19 42:25 43:3

**U**

**ultimately (1)** 48:14  
**unclear (1)** 6:18  
**understand (8)** 20:9,22 23:11  
31:20 39:8 47:16 49:8,9  
**understanding (1)** 19:10  
**undertaking (1)** 47:15  
**unexplained (1)** 23:5  
**University (1)** 41:24  
**upbringing (1)** 31:10  
**upcoming (2)** 5:2 42:20  
**uptown (1)** 37:24  
**uterus (3)** 37:9,9,11

**V**

**vacancy (1)** 42:5  
**various (1)** 48:9  
**venture (1)** 5:5  
**verdict (6)** 12:14,17 47:22 48:7,11  
48:15  
**video (19)** 11:23,25 13:11 25:3,4  
26:5 27:16,16 32:17 33:14 44:21  
44:23 45:7 46:2,14,17 48:17,22  
48:25  
**videos (1)** 46:11  
**videotaping (1)** 46:25  
**view (4)** 5:8 8:14 13:17 20:9  
**views (1)** 24:17  
**visceral (1)** 16:10  
**visit (1)** 8:15  
**vocal (1)** 16:10  
**vote (3)** 6:6 12:23 35:25  
**voted (1)** 36:10  
**Votes (1)** 2:12

**W**

**waiting (1)** 37:23  
**walk (1)** 37:25  
**walking (2)** 25:10 38:7  
**want (16)** 4:11 5:25 7:13 14:12,16  
14:21,22 27:2,21 28:23 31:24  
32:11 36:11 39:2,9,16  
**wanted (5)** 4:21 28:7 29:5 47:21  
49:15  
**wants (1)** 17:25  
**warrant (1)** 30:17  
**wasn't (1)** 5:9  
**Watchers (1)** 44:23  
**watches (1)** 25:4  
**watching (1)** 25:3  
**way (11)** 6:6 18:16 23:4 25:19  
32:23 33:8,10,15 37:20 40:13  
51:16  
**we'll (7)** 4:2 5:3 7:21 14:14 17:20  
32:20 47:3  
**we're (13)** 5:20 6:23 7:9,14 20:23  
24:9 26:19 27:19 30:6 31:4 43:3  
46:21 49:24

**Civilian Complaint Review Board-Draft  
January 13, 2016**

<b>we've (6)</b> 4:8 6:18 16:2 28:3 32:24 45:2	<b>1 (1)</b> 1:23	<b>35 (1)</b> 10:24
<b>website (1)</b> 8:15	<b>1,033 (1)</b> 9:15	<b>35,000 (1)</b> 25:9
<b>week (1)</b> 4:24	<b>1,885 (1)</b> 10:17	<b>37-44 (1)</b> 1:9
<b>weeks (3)</b> 6:14,15 45:25	<b>100 (2)</b> 24:3 34:9	<b>372 (1)</b> 9:7
<b>Welcome (1)</b> 4:8	<b>10th (1)</b> 8:9	<b>375 (1)</b> 9:11
<b>went (6)</b> 19:13 21:21 22:4 29:21,25 40:23	<b>111 (1)</b> 36:14	<b>38 (2)</b> 40:21 41:5
<b>weren't (1)</b> 44:7	<b>120 (1)</b> 43:2	<b>398 (1)</b> 9:7
<b>West (1)</b> 38:8	<b>13 (4)</b> 8:25 9:24 10:2,4	<hr/> <b>4</b> <hr/>
<b>whatnot (1)</b> 46:24	<b>131 (1)</b> 12:19	<b>4 (1)</b> 2:2
<b>WHEREOF (1)</b> 51:18	<b>132 (1)</b> 9:24	<b>4,469 (1)</b> 8:20
<b>windows (1)</b> 35:8	<b>13th (1)</b> 1:6	<b>4,775 (1)</b> 8:21
<b>wish (1)</b> 39:14	<b>14 (1)</b> 11:18	<b>43 (1)</b> 11:24
<b>witness (4)</b> 15:11 51:9,13,18	<b>15 (3)</b> 9:2 18:23 19:17	<b>46 (1)</b> 10:25
<b>witnesses (2)</b> 13:12,14	<b>151 (1)</b> 9:25	<b>48 (1)</b> 40:7
<b>woman's (1)</b> 37:12	<b>16 (2)</b> 10:18 12:25	<hr/> <b>5</b> <hr/>
<b>womb (2)</b> 37:10,11	<b>17 (2)</b> 8:25 11:20	<b>5 (1)</b> 2:3
<b>women (6)</b> 37:24 38:3,6,16,18,19	<b>19 (1)</b> 41:6	<b>50 (1)</b> 41:18
<b>word (1)</b> 29:15	<b>1993 (1)</b> 10:14	<b>500 (2)</b> 20:5,13
<b>work (6)</b> 5:15 32:20 34:7 35:16 39:16 42:3	<hr/> <b>2</b> <hr/>	<b>53 (1)</b> 9:17
<b>worker (2)</b> 36:8,9	<b>2 (1)</b> 1:24	<b>531 (2)</b> 20:5 30:5
<b>wouldn't (1)</b> 28:21	<b>2,000 (1)</b> 36:4	<b>54 (1)</b> 11:4
<b>wrap (1)</b> 38:12	<b>2,178 (1)</b> 10:15	<b>547 (1)</b> 9:16
<b>written (1)</b> 34:20	<b>20 (1)</b> 11:12	<hr/> <b>6</b> <hr/>
<b>wrong (3)</b> 18:8 20:12 23:23	<b>200,000 (7)</b> 34:12,22,24 35:20 36:4 36:5,5	<b>6 (1)</b> 2:9
<hr/> <b>X</b> <hr/>	<b>2012 (2)</b> 40:15 48:6	<b>6:30 (1)</b> 1:7
<b>x (2)</b> 1:3,8	<b>2014 (7)</b> 8:22 9:9,13 10:18,22 22:22 48:7	<b>60 (2)</b> 40:13 41:12
<hr/> <b>Y</b> <hr/>	<b>2015 (14)</b> 8:19 9:6 10:3,17,22,23 11:8 12:19 13:2 40:5,6,18 41:2 48:8	<b>671 (1)</b> 8:9
<b>yea-rend (1)</b> 30:20	<b>2016 (5)</b> 1:6 4:3 40:11,12 51:20	<b>679 (1)</b> 9:18
<b>yeah (5)</b> 20:3 21:20 27:7 38:11 45:12	<b>20th (1)</b> 37:25	<b>69 (1)</b> 21:22
<b>year (20)</b> 4:4,21 5:2,4,5,6,13 14:6 15:2,4 20:5,6,7,15 22:15 23:3 32:19 40:4,6 42:13	<b>21 (2)</b> 11:14 13:2	<b>6th (1)</b> 47:22
<b>year's (2)</b> 23:3,5	<b>21st (1)</b> 1:9	<hr/> <b>7</b> <hr/>
<b>year-end (1)</b> 30:16	<b>22nd (1)</b> 51:19	<b>7 (2)</b> 2:12 36:14
<b>year-to-date (4)</b> 8:17,24 10:20 12:20	<b>23 (1)</b> 12:21	<b>7:25 (1)</b> 50:3
<b>years (7)</b> 18:23 19:17 28:2,8 29:19 30:21 40:9	<b>23-year (1)</b> 11:10	<b>70 (4)</b> 21:21 23:19 40:20 41:3
<b>Yoon (1)</b> 3:6	<b>25 (1)</b> 11:24	<b>71 (2)</b> 40:20 41:4
<b>York (11)</b> 1:10 8:10 15:19 17:4 25:8,10 34:3 37:14 47:11 51:3,7	<b>250 (1)</b> 29:25	<b>73 (1)</b> 43:2
<b>Youngik (1)</b> 3:6	<b>27 (1)</b> 11:19	<b>74 (2)</b> 40:20 41:4
<b>youth (1)</b> 41:10	<b>272 (1)</b> 40:5	<b>75 (1)</b> 43:4
<hr/> <b>Z</b> <hr/>	<b>28 (1)</b> 10:21	<b>77 (1)</b> 43:5
<b>zeal (1)</b> 41:25	<b>284 (1)</b> 9:12	<b>7A (1)</b> 36:15
<b>Zonderun (2)</b> 38:14,22	<b>2nd (1)</b> 1:9	<hr/> <b>8</b> <hr/>
<hr/> <b>0</b> <hr/>	<hr/> <b>3</b> <hr/>	<b>8 (1)</b> 2:13
<hr/> <b>1</b> <hr/>	<b>3 (1)</b> 1:25	<b>86th (1)</b> 37:24
	<b>30 (3)</b> 11:9 13:9 45:3	<hr/> <b>9</b> <hr/>
	<b>300 (1)</b> 29:25	<b>9 (1)</b> 2:14
	<b>30th (1)</b> 37:25	<b>90 (1)</b> 12:4
	<b>315 (2)</b> 20:6 30:4	<b>95 (1)</b> 10:9
	<b>33 (1)</b> 9:20	<b>99 (1)</b> 10:10
	<b>339 (1)</b> 9:21	
	<b>341 (1)</b> 9:19	
	<b>342 (1)</b> 9:10	