

CCR
3
meet.
392

In The Matter Of:

The 1998 Civil Rights Leadership Conference

Trial Volume Number 1

March 21, 1998

Doris O. Wong Associates, Inc.

Professional Court Reporters

50 Franklin Street

Boston, MA 02110

(617) 426-2432

*Original File civil.v1, 245 Pages
Min-U-Script® File ID: 0017714647*

Word Index included with this Min-U-Script®

CCR
3
Meet.
392

[1] THE 1998 CIVIL RIGHTS LEADERSHIP CONFERENCE
 [2]
 [3] Before The
 [4] Massachusetts Advisory Council
 [5] To The U.S. Commission On Civil Rights
 [6] Fletcher A. Blanchard, Chairperson
 [7] Kirsten G. Downs
 [8] Dale C. Jenkins, Jr.
 [9] Yoang H. Jung
 [10] Peter N. Kiang
 [11] Yvette C. Mendez
 [12] Marc A. Miles
 [13] Felix Vazquez, Jr.
 [14] Ki-Taek Chun, Director
 [15] Eastern Regional Office
 [16] U.S. Commission on Civil Rights
 [17] held at
 [18] The State House
 [19] Beacon Hill, Rooms A1 and B1
 [20] Boston, Massachusetts
 [21] Saturday, March 21, 1998
 [22] 9:30 a.m.
 [23] (Carol Kusnitz, Registered Professional Reporter)
 [24]

[1] INDEX
 [2] SPEAKER: PAGE
 [3] Fletcher A. Blanchard, Ph.D.
 Chairperson, Massachusetts Advisory Committee 4
 [4] Marc A. Miles, Ph.D.
 [5] Member, Massachusetts Advisory Committee 7
 [6] POLICE-COMMUNITY RELATIONS
 WHERE WE HAVE BEEN AND WHERE WE ARE GOING
 [7] Dale C. Jenkins, Jr.
 [8] Member, Massachusetts Advisory Committee 9
 [9] Deputy Superintendent Larry Robicheau
 Boston Police Department 11
 [10] Jackie Rodriguez
 [11] Chelsea Weed and Seed Program 18
 [12] Professor Edith Flynn
 Northeastern University, Criminal Justice
 [13] Department 23
 [14] Chief Edward P. Gardella
 Worcester Police Department 30
 [15] Chief Paula Meara
 [16] Springfield Police Department 42
 [17] Westley Cotter
 Massachusetts Juvenile Justice Advisory
 [18] Committee 61
 [19] Colonel Reed V. Hillman
 Massachusetts State Police 77
 [20] Professor Michael Coyne
 [21] Massachusetts School of Law 91
 [22] Sara Teng
 World Unity, Incorporated 97
 [23] B. Kyu Lim 101
 [24]

[1] SPEAKER:	PAGE
[2] Professor Edith Flynn	105
[3] John Lozada	
Massachusetts Association of Hispanic	
Attorneys	114
[5] Question and Answer Session	118
[6] ENFORCEMENT OF CIVIL RIGHTS LAWS IN MASSACHUSETTS	
[7] Yvette C. Mendez	
Member, Massachusetts Advisory Committee	142
[8]	
Commissioner Charles E. Walker, Jr.	
[9] Massachusetts Commission Against	
Discrimination	146
[10]	
Justice Richard J. Chin	
[11] Massachusetts Superior Court	157
[12] Barbara Dougan	
Lawyers Committee for Civil Rights Under the	
Law, Boston Bar Association	164
[14] Erin Kemple	
Housing Discrimination Project	176
[15]	
Zenobia Lal	
[16] Asian Outreach Project, Greater Boston Legal	
Services	188
[17]	
Question and Answer Session	198
[18]	
Victoria Hill	
[19] Office of Civil Rights, U.S. Department of	
Health and Human Services	238
[20]	
Yoang H. Jung	
[21] Member, Massachusetts Advisory Committee	243
[22]	
[23]	
[24]	

POLICE-COMMUNITY RELATIONS
WHERE WE HAVE BEEN AND WHERE WE ARE GOING

[1] **DR. BLANCHARD:** Good morning, and welcome
[2] to the 1998 Civil Rights Leadership Conference. I'm
[3] Fletcher Blanchard, and I'm Chairman of the State
[4] Advisory Committee for the U.S. Commission on Civil
[5] Rights for the Commonwealth of Massachusetts.
[6] There are 13 members of the Committee
[7] currently, and seven of us are here today. We have
[8] Kirsten Downs from Easthampton, Dale Jenkins from
[9] Boxford, Yoang Jung from Andover, Peter Kiang from
[10] Jamaica Plain, Yvette Mendez from Boston, who I
[11] think - there she is - Marc Miles from Newton,
[12] Felix Vazquez from Roxbury. And the staff director
[13] for the Eastern Regional Office is Ki-Taek Chun, who
[14] is here.
[15] The State Advisory Committee is charged
[16] with advising the U.S. Commission on Civil Rights,
[17] and consistent with its historic mandate, the first
[18] priority is supposed to be advising the Commission
[19] in respect to voting rights. We are also supposed
[20] to apprise the Commission of legal developments
[21] concerning discrimination and the denial of equal
[22]
[23]
[24]

[1] protection of the law.
[2] The appointments to the Committee, the
[3] Advisory Committee, are made by the Commission, and
[4] there can be from 11 to 19 members. Interestingly,
[5] I think it's worked quite well for the Advisory
[6] Committee in the Commonwealth; the diversity that is
[7] an official requirement of the Committee includes
[8] political party membership and labor-management
[9] variation as well.
[10] We hold fact-finding meetings at which we
[11] have the right to make findings and issue reports,
[12] and we hold more often informal briefings. We are
[13] expected to meet at a minimum of twice a year and
[14] pursue one project within a two-year period. We
[15] have been meeting perhaps once every month and are
[16] trying to pursue a lot of projects.
[17] The Committee, I think, and I think this is
[18] somewhat of a national phenomenon, has had a hiatus
[19] over the last few years. Speaking frankly, there is
[20] still a political legacy of some of the federal
[21] disagreements about the role of the Commission that
[22] is playing out to this day. It goes back several
[23] Presidencies ago.
[24] Today, the Leadership Conference is what we

Page 6

[1] hope to be an event that will put the Committee's
 [2] activities on the forefront of the public minds and
 [3] bring some more issues of civil rights to the table
 [4] for conversation.
 [5] We will in the next year or so hold
 [6] regional public hearings around the state. We
 [7] started in Springfield and had a three to three and
 [8] a half hour briefing about police-community
 [9] relations. On June 12th we will hold a briefing in
 [10] Lowell or the New Bedford area, and then we will
 [11] proceed over the next year or so to have a briefing
 [12] in Pittsfield, South Boston and Worcester.
 [13] We expect to compile and distribute within
 [14] a few months a civil rights directory of
 [15] organizations in the Commonwealth of Massachusetts,
 [16] and that's one of the reasons why we asked you to
 [17] provide us with some information as you registered.
 [18] We hope then to hold our second conference,
 [19] which we hope will again be a statewide event, and
 [20] focus at that time on youth and higher education
 [21] issues as civil rights pertain.
 [22] I would like to turn the meeting over now
 [23] to Marc Miles, who is going to talk to us about the
 [24] events for today.

Page 8

[1] leaders from neighborhood and civil rights groups to
 [2] meet one another; secondly, to hopefully start some
 [3] dialogues on some very important issues; and third,
 [4] to perhaps direct the discussions beyond our current
 [5] politically correct culture to focus on some new
 [6] ideas.
 [7] Specifically, we would like to know which
 [8] programs and ideas have worked and which have not
 [9] worked, which ideas of the past should be retained
 [10] and which ones it's time to get rid of, and perhaps
 [11] most importantly, what do we replace these ideas
 [12] with, what are the alternatives, what are the new
 [13] and different ideas and approaches.
 [14] So my message to each of you this morning
 [15] is, first of all, try to have fun today, meet new
 [16] people, and hopefully hear some new ideas. And
 [17] secondly, I want you to feel empowered to speak your
 [18] mind. Don't be afraid to challenge the conventional
 [19] wisdom and venture alternative ideas, for if you
 [20] fail to do that, this conference will not have
 [21] attained its goal.
 [22] I think at this point I would be amiss if I
 [23] didn't thank a few people. First I want to thank
 [24] our distinguished panelists who have responded to

3

3

Page 7

[1] **DR. MILES:** Thank you, Fletcher. Over the
 [2] last couple of years, the Committee has been meeting
 [3] and discussing what exactly is our role, and the
 [4] conclusion that we've come to is that we as a
 [5] Committee function kind of as a conduit, a
 [6] facilitator and a catalyst to bring people together
 [7] and to help resolve differences.
 [8] And that's the philosophy, for example,
 [9] behind the briefing we held last fall in
 [10] Springfield. Now, of course, we were interested in
 [11] hearing and ultimately reporting the views of those
 [12] involved in some high profile racial events, but
 [13] more importantly, we welcomed an opportunity to
 [14] gather people together in a room to hear each
 [15] other's views, and for them to know that we would
 [16] continue to be there until these matters were
 [17] resolved to the satisfaction of all sides. And
 [18] that's also the philosophy behind the planned
 [19] briefings around the state over the next year that
 [20] Fletcher just mentioned.
 [21] Well, we hope that this conference will
 [22] also reflect this philosophy. Our goals for the
 [23] conference, in our role as a conduit and facilitator
 [24] and a catalyst, are, number one, to bring together

Page 9

[1] our invitation and graciously volunteered their time
 [2] today to come out and create discussion.
 [3] Second, I want to thank some organizations
 [4] who have helped fund this event, specifically the
 [5] Massachusetts Bar Association, the Boston Bar
 [6] Association, and especially BankBoston, who
 [7] generously sponsored the luncheon to which you are
 [8] all invited later today.
 [9] And, of course, I want to extend our thanks
 [10] to those of you who have shown interest in these
 [11] important topics and who have braved what may turn
 [12] out to be weatherwise an inappropriate first day of
 [13] spring.
 [14] So thank you, and now I'll let the
 [15] discussion begin.
 [16] **MR. JENKINS:** My name is Dale Jenkins, and
 [17] I apologize for this raspy voice this morning, but
 [18] we have a little laryngitis. I will act as the
 [19] moderator for the first panel.
 [20] I am former Undersecretary of Public Safety
 [21] in the Weld-Cellucci Administration, now Special
 [22] Assistant to the Governor for Law Enforcement, hence
 [23] the law enforcement panel that we have here today.
 [24] And the topic today that we're looking at is what is

Page 10

[1] beyond community policing, community policing
[2] towards the millennium, what things have worked,
[3] what things have not worked, what new ideas are out
[4] there.

[5] We intend to have some frank discussions,
[6] raise some issues and questions. I would like to
[7] advise everybody that there is a court stenographer
[8] present. So everyone is welcome, raise your hand,
[9] come to the podium, address the speakers, but let's
[10] have one person speak at a time for the benefit of
[11] the stenographer.

[12] Some of the issues that we want to look at
[13] are community relations, youth violence, the over,
[14] perhaps, representation of minorities in jail, look
[15] at some issues such as Weed and Seed, or there are
[16] many names for the projects, but communities that
[17] have been reborn because of police and civilian
[18] relationships.

[19] So, the first thing I would like to do is
[20] ask each member of the panel this morning to
[21] identify themselves and give us a five- or ten-
[22] minute bio, who they are, where they work, and what
[23] they're involved in right now.

[24] We have wide-ranging subjects that we're

Page 12

[1] what everybody else said.

[2] **MR. JENKINS:** That's what friends are for.

[3] **DEPUTY SUPERINTENDENT ROBICHEAU:** First of
[4] all, my name is Larry Robicheau. I'm the Deputy
[5] Superintendent of the Boston Police Department. In
[6] my role as the Deputy Superintendent, I oversee what
[7] we call the Boston Special Operations Unit. That
[8] consists of the Youth Violence Strike Force,
[9] commonly known in the newspapers or terms out there
[10] as the gang unit. We also have the motorcycle unit,
[11] the mounted unit, the youth service officers, the
[12] harbor patrol, the bomb squad, and the new addition
[13] is the youth service officers.

[14] One thing we would like to do is touch
[15] on - and maybe I'm not the best one to touch on
[16] community policing, because it's a neighborhood-
[17] oriented initiative, and it's more of a philosophy
[18] that is interpreted by both the police; the
[19] community and the business people as well as
[20] schools, churches and other entities within a
[21] certain defined community. So community policing in
[22] Dorchester might be different from Charlestown, but
[23] it is a philosophy, and the philosophy is not soft
[24] on crime.

Page 11

[1] looking at from what's next for the beat officer, to
[2] replacing that officer, putting him back in the
[3] cruiser or leaving them in the street. We have how
[4] are we going to get more minorities on the police
[5] department, teach racial sensitivity, to actual
[6] reinventing the justice system, which we have
[7] academic representation here today that are looking
[8] at that with our district attorneys and Attorney
[9] General.

[10] So if I may, I would like start at the far
[11] end and put my good friend Larry Robicheau on the
[12] spot - you're welcome to come up and use the mike,
[13] or feel free to sit in your chair - a little bit
[14] about what Boston has done.

[15] And again, we don't mind taking questions,
[16] after each speaker has spoken, or you can save
[17] them. And there are several people that have asked
[18] to address the Commission to have their remarks
[19] entered in the record. If you have any written
[20] remarks, we will also take them to enter them into
[21] the record. Thank you.

[22] **DEPUTY SUPERINTENDENT ROBICHEAU:** I think
[23] this is kind of unfair. I was the last one invited;
[24] I'm the first one to speak. I was going to copy

Page 13

[1] We've reduced crime in the City of Boston.

[2] Historically we would get up and we would brag about
[3] the figures and everything else, and we would go
[4] back into the community and find out people aren't
[5] any better because the crime rate has dropped. We
[6] found out that the biggest problem was reducing,
[7] along with crime, the fear or the perception of
[8] crime, having people go out and sit on the stoop,
[9] walk to the neighborhood stores, enjoy their
[10] community that they live in, not leave from one
[11] point to the other and go to work and then come back
[12] and find themselves confined in a very limited area
[13] such as their household.

[14] I think my sense is that community policing
[15] is working and it's very much alive in Boston. Some
[16] people perceive community policing as the beat
[17] officer, the person that walks up and down the
[18] street. Today, with technology being what it is,
[19] the beat officer does provide a certain element of
[20] calmness within the community. He is approachable,
[21] people like that, but the range of his policing is
[22] very limited. His response time is hindered,
[23] because he has to walk, or if he runs down the
[24] street, it's perceived as an emergency.

[1] So we're using what we call now beat
 [2] teams. The beat teams support that individual
 [3] officer. The officer is equipped at roll call with
 [4] either a car, a bicycle, a motorcycle, sometimes a
 [5] mounted unit, where he goes out. What we've found
 [6] now is that some of these officers, what we've done
 [7] now is put bicycle racks.
 [8] In Jamaica Plain we've tried this. If you
 [9] see some of the cruisers out there, there is nothing
 [10] plain about Jamaica Plain, and there is nothing
 [11] plain about the mode of policing in Jamaica Plain.
 [12] It's kind of cutting edge where officers have a
 [13] bicycle attached to the back of their cruiser. They
 [14] go out, they get into their sector or their
 [15] community-based patrol area, and what happens is
 [16] they can park their bicycle - park the cruiser, get
 [17] out and go in and out of the community and be highly
 [18] visible.
 [19] Technology being what it is today, we used
 [20] to respond to the 911 calls on an as-quick-as-
 [21] possible basis. What we were finding out is that an
 [22] officer that worked in one section of the city would
 [23] just be up on the queue as far as being called to
 [24] respond to another police call or an incident

[1] regardless of the priority. That would take that
 [2] officer out of his sector or his prime response area
 [3] to another section where he was just responding to
 [4] calls.
 [5] What we have now is the mobile data
 [6] terminals in the car, which allow the officer to
 [7] stack his calls. So if a broken window doesn't need
 [8] to get immediate response, that call can stay there,
 [9] and the officer can get to it after another call
 [10] where he is not leaving his sector, so he is staying
 [11] within that.
 [12] What we look at is, again, if I can just
 [13] touch back on community-police relations, it is
 [14] problem solving at the lowest degree. People say,
 [15] well, I have to call the captain, I have to call the
 [16] lieutenant, I have to call the chief, I have to call
 [17] the commissioner. You know, we're chronic in that
 [18] manner. What we would like is the officers to have
 [19] the access to the City Hall, to the private
 [20] community, and do problem solving.
 [21] So problem solving has been working, and
 [22] the feedback is that the officers are now empowered,
 [23] and they're starting to enjoy this, and they're
 [24] looking at their rewards as eliminating the problems

[1] within the community.
 [2] The beat concept, like I say, is rather
 [3] than just have that one walking officer, you have a
 [4] whole delivery from a police officer to a detective
 [5] investigator to a supervisor to a commander, all in
 [6] that one beat, and it shows at community meetings
 [7] that the input from the communities where we
 [8] initiate this has been very positive.
 [9] Are there any questions? (No response)
 [10] Thank you very much.
 [11] MR. JENKINS: I'm sure they will develop as
 [12] we go.
 [13] One thing I would like to interject is a
 [14] quote from U.S.A. Today of 10/28/97, "Janet Reno:
 [15] Cops is Lead of Race Healing. Attorney General
 [16] Janet Reno told the largest international
 [17] organization of police chiefs that police
 [18] departments were at the vanguard of racial healing
 [19] in the United States." Her quote, "Nobody can
 [20] contribute more than a good, sensitive, fair and
 [21] firm police officer to racial healing."
 [22] So I think that's one of the issues that we
 [23] are looking at here today, and hopefully we'll see
 [24] some of those things develop as we hear from some of

[1] the other inner city chiefs and the Colonel of the
 [2] State Police.
 [3] Jackie is from Weed and Seed, and I would
 [4] just like to mention that I was fortunate during the
 [5] Reagan and Bush Administration to help develop that
 [6] program, and it was really, I believe, the beginning
 [7] of community policing.
 [8] Weed and Seed, and I'm not going to take
 [9] Jackie's thunder away, she's done a marvelous job in
 [10] the City of Chelsea, and I would like her to talk
 [11] about how we are at the point of handing Weed and
 [12] Seed as well back to the citizens of Chelsea, which
 [13] was almost in receivership, but Weed and Seed was
 [14] the balancing of and bringing in of a particular
 [15] group of individuals where law enforcement and
 [16] social services would be used to clean up a
 [17] particular neighborhood, first a street, then a
 [18] neighborhood, then a city, so as the need for law
 [19] enforcement decreased, social services were then
 [20] brought in to help the community along.
 [21] But it takes a very special person to
 [22] understand that, and we have had that in Jackie, so
 [23] I would just like to say that and ask her if she
 [24] would come up.

Page 18

[1] **MS. RODRIGUEZ:** Thank you, Dale. Hello,
[2] buenos dias. Can you hear me? I tend to speak very
[3] softly. You forgot to mention that Weed and Seed is
[4] not an agricultural program, which everybody thinks.

[5] **MR. JENKINS:** It also came from an old Bush
[6] speech, but I left that out.

[7] **MS. RODRIGUEZ:** I have the official
[8] definition of Weed and Seed that I would like to
[9] read to you, in addition to the fact that I brought
[10] the application for Weed and Seed as well.

[11] One of the few things that people don't
[12] know is that any town can apply for Weed and Seed
[13] funding, and you need to first apply for Weed and
[14] Seed recognition status. And currently in
[15] Massachusetts we have four Weed and Seed sites, one
[16] in Boston, Lowell, Chelsea and Woburn, and even
[17] within one town you can apply for more than one Weed
[18] and Seed site.

[19] Let me just go on with the official
[20] definition, which is that Weed and Seed is a
[21] community-based initiative and comprehensive
[22] multiagency approach to law enforcement, crime
[23] prevention and community revitalization. Operation
[24] Weed and Seed is foremost a strategy, rather than a

Page 20

[1] want to revitalize, that you know their problems
[2] there. Some sites across the country did not choose
[3] to pick the worst neighborhood in the town; they
[4] picked a neighborhood that they thought they could
[5] work with and see quick results in.

[6] Right now - let me just continue telling
[7] you what has happened with the Police Department.
[8] There were about four chiefs within 1993 that were
[9] hired, and then in 1993, Chief Flynn was hired
[10] after - actually, there were four chiefs in one
[11] year. In the fall of '93, the new police chief
[12] districts and sectors were placed, there were
[13] permanent shifts, and community policing went
[14] citywide.

[15] We went from a police department that was
[16] mistrusted by the community to where we are today,
[17] which as you probably have read in the paper, our
[18] new police chief is Latino, from South Miami, and
[19] will be on board in April. The Citizens' Police
[20] Academy is under way and has been under way for the
[21] last couple of years. There is also a police
[22] athletic league in the community schools program
[23] that has been launched by Weed and Seed.

[24] We have the Community Schools Program in

Page 19

[1] grant program, which aims to prevent, control and
[2] reduce violent crime, drug abuse, and gang activity
[3] in targeted high-crime neighborhoods across the
[4] country.

[5] Where we were when Weed and Seed first
[6] started in 1992 was, as Dale mentioned, we were in
[7] receivership, and there was a lot of corruption
[8] among the officials in Chelsea, and the Police
[9] Department was basically being charged with a lot of
[10] police brutality. And Weed and Seed came in and
[11] began the whole community policing effort in that
[12] town.

[13] One of the things that the Police
[14] Department did not have was bilingual police
[15] officers. As you may well know, Chelsea is a town
[16] where unofficially about 45 to 50 percent of the
[17] residents are Latino, and there were no bilingual
[18] officers on the force. And with the Weed and Seed
[19] funding, which at that time was about \$1.6 million
[20] or so, bilingual officers were hired, approximately
[21] eight were hired at that time.

[22] But it's more, as I just read, it's more
[23] than just a grant program. It is a strategy where
[24] you identify a neighborhood in your town that you

Page 21

[1] the town which has been started in the last year or
[2] so. And the goal for the Community Schools Program
[3] is to minimize truancy among Chelsea youth by
[4] involving Chelsea parents and to minimize gang
[5] involvement, which was a real big issue a couple of
[6] years ago. And through the efforts of the Police
[7] Department and the community organizations, we were
[8] able to get rid of most of the Latin King gang
[9] members that in the town recruiting effectively the
[10] youth in our town.

[11] The Community Schools Program is just one
[12] of the many programs that has been launched by Weed
[13] and Seed. Currently, there are other efforts under
[14] way. For example, the Boston Justice Ministries
[15] will be working with the Chelsea Domestic Violence
[16] Task Force, of which I'm the chair, to come and
[17] train lay people and clergy in helping to create
[18] safe havens for women in churches.

[19] We also have a fantastic battered women's
[20] shelter in the town, but this is in addition to the
[21] efforts on behalf of domestic violence, because it
[22] is pretty much the number one cause for arrests in
[23] Chelsea, domestic violence.

[24] We're also creating - we're sustaining a

[1] soup kitchen in our town, because the need for hot
 [2] meals on weekends has really increased, and we have
 [3] had the need to expand those kinds of services.
 [4] So as I said before, initially when I first
 [5] started speaking, it's a multiagency approach, and
 [6] what you need to become recognized as a Weed and
 [7] Seed site is to have a steering committee made up of
 [8] members of law enforcement. Dale attends our
 [9] steering committee meetings, which meet now once a
 [10] month, but it's law enforcement in addition to
 [11] community-based organizations, the municipality,
 [12] which all come together to look at neighborhoods
 [13] within the town that they would like to target and
 [14] revitalize.
 [15] There are lots of other efforts that I
 [16] could talk about, but I know that we only have about
 [17] five minutes, so if you have any questions, feel
 [18] free to ask me, now or later.
 [19] **MR. JENKINS:** Either way, now or later.
 [20] **MS. RODRIGUEZ:** Does anybody have questions
 [21] now? (No response) Thank you.
 [22] **MR. JENKINS:** Thank you, Jackie. The next
 [23] speaker is Edith Flynn from Northeastern. Edith,
 [24] Jamie Fox and some of other professors have been

[1] will try and identify some of those things for you.
 [2] We do know that the Boston approach to
 [3] community policing is successful. If you are
 [4] looking at the crime rates in our city, I think the
 [5] Boston Police Department has done a monumental job
 [6] in turning things around, particularly when it comes
 [7] to youth crime.
 [8] One of the key elements and aspects to its
 [9] success has been its willingness to involve all
 [10] kinds of community activities, whether it's the
 [11] churches, the street workers, or the Probation
 [12] Department, the ATF, federal agencies, all coming
 [13] together, working toward a common purpose. It is
 [14] really the first time that a police department in
 [15] such a global fashion has involved as many community
 [16] activists, organizations, federal agencies and
 [17] organizations and state organizations, and I think
 [18] therein lies a key to the success.
 [19] Beyond that, we have some other
 [20] evaluations, for instance, of Chicago, where some
 [21] researchers have found that there are continuing to
 [22] be some problems with the implementation of
 [23] community policing, such as a continued ambivalence
 [24] among some law enforcement officers with regard to

[1] very instrumental in looking at where community
 [2] policing will be going in the future, solving
 [3] problems with communities now, so I would like to
 [4] ask her to come forward. Thank you.
 [5] **PROFESSOR FLYNN:** Members of the Committee
 [6] and guests, it's a pleasure and a privilege to be
 [7] here. I will condense my remarks, since I did not
 [8] know how long we were supposed to speak, and try to
 [9] concentrate on the main points.
 [10] As was said earlier, community policing is
 [11] indeed a philosophy, it's a strategy, and it's also
 [12] tactics. And essentially it does mean a major
 [13] turnabout in law enforcement in the United States.
 [14] If it succeeds, it is bound to have a major and very
 [15] beneficial impact on how policing is done.
 [16] Essentially, it does turn the activities of
 [17] the police quite literally upside down in terms of
 [18] approach, and particularly since it involves
 [19] community partnerships and the focus on problem
 [20] solving, which is not where policing has been in the
 [21] past.
 [22] Since community policing has been around
 [23] for a while, we do have some data and some evidence
 [24] in terms of whether it works and what works, and I

[1] their new tasks and responsibilities.
 [2] I look forward to hearing from Colonel
 [3] Hillman, because one of the interesting aspects of
 [4] community policing is a major criticism to the
 [5] quasi-military model. Now, I would submit that I do
 [6] not think that all police activities can set aside
 [7] the quasi-military model, because there are some
 [8] activities that will still require that kind of
 [9] discipline. What we need to do is find the key in
 [10] terms of where it is appropriate, for which
 [11] activities, and where community policing differs in
 [12] its approaches. But that is certainly an issue that
 [13] needs to be addressed.
 [14] In addition, research indicates that
 [15] community policing, like beauty and another subject
 [16] that the Supreme Court has addressed, is in the eyes
 [17] of the beholder, which means that there are a lot of
 [18] different modes and approaches to it. Because
 [19] community policing is so popular, many departments
 [20] have simply, across the nation, adopted the model...
 [21] (Pause)
 [22] In any case, many, many police departments
 [23] think or maintain that they're having community
 [24] policing, when in essence they're simply calling

Page 26

[1] what they have been doing all along this particular
[2] new approach.
[3] Now, just focusing very quickly on what
[4] community policing may mean, particularly as we head
[5] into the future, essentially we need to address
[6] goals, people, services and technology.
[7] Now, when it comes to goals, the goal of
[8] policing remain the same. We are talking about
[9] services, maintaining order, and enforcing the law.
[10] With community policing, we're using different
[11] vehicles, as I said earlier, such as community
[12] partnerships and problem solving, but the goals
[13] remain the same. The key for police management is
[14] going to be how can we reduce role ambiguity and
[15] confusion when it comes to doing the work of the
[16] police officer.
[17] Focusing briefly on people, the research
[18] indicates very clearly that we need to focus on
[19] appropriate recruiting, appropriate selecting, and
[20] also good education and training for our community
[21] police officers. Recent research by a fellow by the
[22] name of Himmelfarb in 1997 indicated that the Royal
[23] Canadian Mounted Police basically had to give much
[24] greater consideration for the citizen client

Page 27

[1] concerns in Canadian policing, and they found that
[2] they had to really much more comprehensively address
[3] everything that they are doing as far as law
[4] enforcement is concerned.
[5] The Houston Police Department is another
[6] good example where community policing has been
[7] implemented for a while, and they have developed
[8] what they call a cascading training program for each
[9] rank level to make sure that everyone who performs
[10] in certain functions knows specifically their
[11] responsibilities and their duties.
[12] With community policing goes more than just
[13] having interaction with the people in the community,
[14] it literally means enlisting them, their assistance,
[15] and looking upon them as clients of the police,
[16] which is really a major turnabout for police from
[17] where we have been with the so-called professional
[18] model.
[19] Police are not a closed system, and
[20] citizens do have a legitimate right to have an input
[21] into police goals and objectives. And police do, I
[22] think, increasingly recognize that the focus has to
[23] be on service, service to the clients. Essentially
[24] the quality of service is going to be what needs to

Page 28

[1] be assessed to make sure that there is client
[2] satisfaction out there.
[3] My final comment deals with the technology
[4] of policing. And essentially we do know that police
[5] are not only at the pulse of the community, but
[6] they're also really at a point where an awful lot of
[7] data are being gathered, yet they very rarely really
[8] analyze and utilize those data to formulate policy,
[9] to adjust, if you will, what they're doing and go
[10] back to the community and improve their performance.
[11] So I think there is plenty of room for
[12] interplay between communities, police, and also
[13] research organizations such as mine, where we can
[14] together work and identify and serve the public
[15] better than has been done before. Thank you.
[16] MR. JENKINS: Thank you, Edith. One of the
[17] things that modern day policing, one of the problems
[18] they're facing, is where does training stop and
[19] education start, when does the community police
[20] officer stop being a police officer and become a
[21] social worker, and how are we going to address those
[22] things in the future.
[23] And I have in my hand right here a copy of
[24] what's called the Latin King Bible. The Latin Kings

Page 29

[1] are a group of Hispanics which started in jail as a
[2] brotherhood, a gang, if you will, and they have a
[3] set of rules and regulations. And one of them, No.
[4] 34 - this was compiled by a Miami police officer;
[5] and I had the good fortune to run other into others
[6] on the task force, and with the aid of federal,
[7] state and local authorities, we have made 1501
[8] arrests as of two weeks Friday, finding habitual
[9] offenders, people who have not been incarcerated,
[10] people who have played the system.
[11] On one hand we have community policing,
[12] where we have to take the predators off the street;
[13] on the other hand we have to play a role in social
[14] working, perhaps replace the family that isn't
[15] there.
[16] And again, one of their rules, there are
[17] many here, what's not allowed, snitchers aren't
[18] allowed, disrespecting is not allowed, but No. 34,
[19] to give you an idea of the oath that these people
[20] take, "A brother may not put God, family, friends or
[21] parole before the Latin King nation." So it gives
[22] you an idea of the tightness and what law
[23] enforcement faces.
[24] So, with that, I would like to ask Chief

[1] Gardella from Worcester to come up. They're doing
[2] some very good programs in Worcester, especially
[3] with antigun work. Worcester alone has suspended
[4] many, many pistol permits under their new system,
[5] but again, let me allow him to discuss it.

[6] **CHIEF GARDELLA:** Thank you, Dale. Good
[7] morning. Because there are so many of us, I am
[8] going to keep my remarks brief. So in conclusion...

[9] (Laughter)

[10] **MR. JENKINS:** He's also the funniest chief
[11] in the Commonwealth.

[12] **CHIEF GARDELLA:** For which I get no
[13] compensation. There is a song from Fiddler on the
[14] Roof called "If I Were a Rich Man," and Tevya says
[15] that when you're rich, they think you really know,
[16] and when you reach certain positions, they think you
[17] know all the answers. You will find in very short
[18] time that I don't know all the answers, and I don't
[19] believe any one of us knows all the answers, even
[20] though we're often expected to know all the answers.

[21] You've heard some thoughts on our community
[22] policing, and it's all true, it's tactics,
[23] philosophy, strategies. But it's amazing, if you
[24] follow the history of policing over the last couple

[1] of decades, how things have changed, how when I was
[2] a kid, we all knew the cop on the beat, and you
[3] always were walking police officers, and how that
[4] has changed through technology, because of expense,
[5] because putting a police officer walking is the most
[6] expensive type of patrol, and we've changed, and
[7] computer technology now makes it possible for us to
[8] know where we're supposed to be and not just do
[9] policing by accident.

[10] Community policing is obviously a tripod to
[11] me. And that's the work of the community, the work
[12] of the police, and then very often forgotten, the
[13] work of the city, the municipality in which we live.
[14] Without the cooperation of City Hall or Town Hall,
[15] we will fail.

[16] And that's one of the difficulties they had
[17] in Houston, because if we are asking the cop on the
[18] beat, the person closest to the problems, to be a
[19] problem solver, and there are issues of cleanliness,
[20] potholes, need for streetlights, boarded-up
[21] buildings or buildings that should be boarded up,
[22] and if he or she calls City Hall, the Health
[23] Department, the DPW, they get blown off and they
[24] don't get cooperation, community policing goes down

[1] the drain because the cop isn't effective.

[2] Some areas where community policing has
[3] failed, they have done so because we are asking
[4] again the police officers at the lowest possible
[5] level to become problem solvers, to have certain
[6] authority and responsibility that many of us on the
[7] upper levels really don't want to give up; the chief
[8] doesn't, the deputies, the captains, the deputy
[9] superintendents, and the sergeants don't want to
[10] give up this authority.

[11] Everything comes with a story, so I'll tell
[12] you a story about a young black officer who came to
[13] our academy before I became Chief of Police, and I
[14] was an instructor at the academy, and I watched this
[15] young man sit in the front row staring at his shoes
[16] most of the time. As Dale said, I pride myself on
[17] once in a while to be able to get a smile out of
[18] somebody and get their attention, and I failed
[19] miserably with this guy.

[20] And I asked the training instructor what
[21] was with him, and he said, "He has been here a
[22] couple of weeks, and he doesn't really pay a heck of
[23] a lot of attention. He's a bright guy, nice fellow,
[24] but his mind is someplace else." And shortly

[1] thereafter, he left the Police Academy. We found
[2] out that his family and friends and the girl he was
[3] engaged to all felt that he should not be a police
[4] officer, that being a cop was a terrible thing for
[5] him to do.

[6] I saw him about a year and a half later in
[7] our parking lot, and he was in an Army uniform
[8] because he is in some reserve unit, and he said,
[9] "I'll be back. I've resolved a lot of personal
[10] issues, and I'll be back." And he is back, and he
[11] is kind of like my conscience, and he leaves me
[12] notes, "You are not doing this. your conscience.
[13] You could do this better. Your conscience."

[14] I ran into him a few months ago in the
[15] parking lot, and he said, "Hey, I want to talk to
[16] you," and I tried to get in the car quickly and
[17] drive away, but he was too quick for me. He came
[18] over and he said, "So you're the guy that keeps
[19] giving us this business about community policing,
[20] huh?" He said, "Well, I'm going to tell you how
[21] it's working," and I said, "Oh, God, oh, no."

[22] He said, "I was just dispatched to a call
[23] to a store downtown where two young boys, 13, 14
[24] years old, were caught for shoplifting." He said,

Page 34

[1] "One boy has a record, not much of one, and the
[2] other boy, I know his family, not well, but I know
[3] them, and they're a very fine, responsible family.
[4] "So I want to get involved with these
[5] kids. And that's what you have been saying that
[6] community policing is. I want to do more than just
[7] put the cuffs on them and drive them to the
[8] station. I want to get involved with these kids.
[9] "So I called my supervisor, and you know
[10] what he told me? He said, 'Go right ahead.'" And
[11] he said, "I was able to get to the court with these
[12] kids. I was able to contact the family. I'm going
[13] to see these kids afterwards. I'm going to work
[14] with their probation officer. I'm going to work
[15] with school officials to make sure they're in
[16] school," and he said, "This is great."
[17] And I thought, isn't that wonderful that it
[18] is working for him, because that one supervisor that
[19] he spoke with said, "Sure, go ahead and get
[20] involved." And if he didn't, all the philosophies
[21] that we have espoused, all the training would have
[22] gone down the drain. And all of us know that
[23] nothing gets done unless there is a recognition of
[24] need at the top. But the top - there is a top at

Page 35

[1] every single level.
[2] So sometimes it fails because people at the
[3] top of their level do not want to give up that
[4] authority and responsibility. Sometimes community
[5] policing does not work well because there is that
[6] lack of assistance, cooperation, on the municipal
[7] level.
[8] And sometimes because community policing
[9] leads to problem-oriented policing, get out there
[10] and solve the problem, the cop soon realizes that
[11] you can't solve every problem, you can't go into a
[12] domestic situation and for 20 minutes or two hours
[13] solve a problem that's been existing for 20 years,
[14] perhaps. We can't always change a child's life. We
[15] can't go home with them.
[16] So it gets extremely frustrating for some
[17] police officers, and then as Dale alluded to, this
[18] cop could say, "This is not why I came here. I did
[19] not come here to be a social worker."
[20] Not too very long ago one, of my biggest
[21] critics on the Police Department was telling
[22] everybody that I just cared - like I had never
[23] walked a beat before or ridden in a car before. He
[24] said, "All you want to do is social work."

Page 36

[1] So I had coffee with this young man, and I
[2] told him a story that Peter Kearns, who was last
[3] year's president of the Massachusetts Chiefs of
[4] Police Association, related to me. Peter was out of
[5] town at a conference, and he met a police officer
[6] with 30 years experience, and he said to the guy,
[7] "What do you do?" He said, "I'm the chief of
[8] police." Peter knew he wasn't the chief of police,
[9] and he said, "What do you mean, you're the chief of
[10] police?" He said, "I am the chief of police. On my
[11] beat, in my route, I am Jesus. Everybody knows me."
[12] And I told this police officer, "Not just
[13] the people at the doughnut shop know you, the people
[14] at the bank, the shoe store, the jewelry store, the
[15] garage, everybody should know who you are. Nothing
[16] should happen on this beat without going through
[17] you."
[18] Now, we have a very unique, thanks to our
[19] school superintendent, truancy program. They have a
[20] three-day truancy program in the City of Worcester,
[21] and it's held off of school grounds in a building
[22] just neatly, coincidentally, where the Juvenile
[23] Court is housed. But they ask police officers to
[24] pick up the kids who may be truant and bring them to

Page 37

[1] this building, and they go through this three-day
[2] program, and it involves their peers and their
[3] parents. And he thought this was social work. "We
[4] shouldn't be involved in this stuff."
[5] I said, "Well, you know that most
[6] housebreaks are committed during the day. If you
[7] don't, you should. You know most shoplifting is
[8] committed during the day. If you don't, you
[9] should. People are out on the street; that's how
[10] they learn how to become involved with gangs. Idle
[11] hands are the devil's play tool. You should know
[12] this.
[13] "So if you are taking that young man or
[14] young woman off the street and getting them back in
[15] the school" - by the way, the school has phenomenal
[16] results with this truancy program - "you are
[17] preventing him or her from being involved in crime.
[18] You are getting involved in this kid's life. You
[19] won't have to be chasing him or her in a stolen car
[20] later in the day."
[21] So some of the thinking that we have isn't
[22] the most healthy. "I don't want to be a social
[23] worker." Look how the schools have had to change
[24] the way they do business. They are like second

[1] homes and second parents for these children. And
[2] that came the difficult way.

[3] In my mind, clergy have the easiest access,
[4] the most credibility, the best access to people's
[5] hearts and heads than all the cops, all the lawyers,
[6] all the politicians. And I think the role that the
[7] clergy are now playing in our society has changed
[8] considerably, getting more involved with the
[9] day-to-day living of their parishioners.

[10] The other thing is that, you know, if we're
[11] going to be administrators and ask the cops to go
[12] out there and shake your hand and get involved, then
[13] we have to show the way. People at the top have to
[14] show the way.

[15] Shortly after I became Chief of Police in
[16] 1991, I called in everybody who felt alienated from
[17] the police, everybody. And I don't have to go down
[18] the list, you can well imagine. And the room was
[19] packed with all these folks who felt "Cops don't
[20] care about me. Cops abuse me. I can never talk to
[21] a cop. I don't know what they do, who they are, and
[22] they don't want to know who I am." I said, "Come on
[23] in," and I said, "I don't know where we're going
[24] here, but the door is open, here's my number, and

[1] And after a very lengthy conversation that
[2] was early in 1992, I have heard from Civil
[3] Liberties, I think, four times. When they have a
[4] situation, they refer the person to us or they call.
[5] We communicate. They are not the enemy. And if I
[6] was in their position, like if I was a defense
[7] lawyer, I would use everything at my command also to
[8] get my client off, everything legal.

[9] We changed the way we do recruiting; both
[10] for minorities and nonminorities, and I'm proud to
[11] say that - the reason why I had gotten involved
[12] with that, before I became a chief, somebody said,
[13] "Hey, why don't you become the minority recruiting
[14] officer." I said, "Sure. What does that mean?
[15] What do I do?"

[16] But fortunately I got a group of people
[17] around me who do a terrific job in that, so I am
[18] very, very interested still in how we do our
[19] recruiting. We have recruited more minorities for
[20] the last exam than ever before in our history, and
[21] within the next month we will be putting out a
[22] recruit class that proudly will have the first two
[23] Asian officers ever in the City of Worcester. That
[24] may not be a big deal in this city, but for us it

[1] whatever you want to talk about, we'll listen."

[2] We changed our citizen complaint form, made
[3] it much easier for people to fill out. We are now
[4] printing it in English and Spanish and Vietnamese,
[5] instead of Latin, which was a little tough for most
[6] people to fill out. Priests did great with it, but
[7] we didn't have too many complaints from them.

[8] "Sure, come in, go fill that out." (Laughter)

[9] We now distribute them throughout the city
[10] at City Hall, neighborhood centers, make it easy for
[11] people to complain, and naturally the police
[12] officers on the job said, "What are you doing?" My
[13] philosophy is, if you open the door, people won't
[14] listen at the door thinking you're scheming. Keep
[15] the door open where they can easily look inside, and
[16] they will feel everything is on the up and up.

[17] Perception. We went to Civil Liberties,
[18] who had just put out a study over a year and a half
[19] or two years of all these alleged complaints, and
[20] some were true, absolutely true, toward police. I
[21] went to their office, and I said, "Why did you wait
[22] a year and a half to tell me, to tell the public?
[23] If we have an officer who indeed is abusing people,
[24] I would like to know today."

[1] is. It's a landmark for us.

[2] You have to show them the right stuff. You
[3] have to be really concerned about what you are
[4] doing. None of us - I don't know what you all do
[5] for a living, but I dare say, if you are involved
[6] with the type of work that we're involved in, you're
[7] not in it for the money. You're in it because your
[8] heart dictates things that you should do.

[9] No one knows all the answers, but we try.
[10] And the interesting thing about all of this is we
[11] all make notes and steal from each other and go back
[12] to our own organizations and say, "I've got a great
[13] idea." That's why they hate me when I go to
[14] conferences. Thank you very much.

[15] MR. JENKINS: Thank you, Chief. One thing
[16] I would like to mention too is the Chief is the
[17] sponsor of a bill - again, one of the things about
[18] community policing that we're seeing is the people
[19] at the top have to be multitalented. Again, I have
[20] the pleasure of sitting on a group called Illegal
[21] Firearms Trafficking Task Force, where the original
[22] 13 states, now D.C. - it has been expanded - all
[23] the governors including ours have signed on to cut
[24] down the introduction of illegal firearms into

[1] Massachusetts. It's a large priority with Governor
[2] Cellucci, and it was with Governor Weld, and again,
[3] this is a bipartisan committee.

[4] But Chief Gardella has introduced a bill
[5] for mandatory sentence, which some of our judicial
[6] friends may have argument with, but a mandatory
[7] sentence for those people who sell guns to youth
[8] that commit crime. It's a novel idea; it's not law
[9] anywhere else in the country. We're trying to help
[10] move that bill along.

[11] I would like to ask Westley to come up.
[12] One of the things I find - I'm sorry, I skipped
[13] Chief Meara. Excuse me. From the second largest
[14] city in Massachusetts, Springfield, Chief Meara is
[15] one of our leading authorities on policing here, in
[16] community policing. She's had several difficulties
[17] in her town, and we feel that she stepped forward
[18] and addressed those in a most brave and unique way.

[19] So I would like to ask her to come forward now.
[20] CHIEF MEARA: Good morning. I'm probably
[21] the least likely candidate to have ever become chief
[22] of police, to be very honest with you. Back in the
[23] '60s, and I don't want anybody adding or
[24] subtracting to find out how old I am, I was a

[1] secretary at the courthouse and became aware that
[2] there were a couple of policewoman positions, less
[3] than 1 percent of the department. However, you
[4] needed a college degree.

[5] So I went to college nights, while I
[6] worked, and got my college degree to become a
[7] policewoman in Springfield, which I finally did in
[8] 1974. A couple of months later, they did away with
[9] that position; it was discriminatory. I then had to
[10] come on as a police officer, and because policewoman
[11] hadn't been allowed to take promotion tests, I ran
[12] into difficulties all the way through the line with
[13] Civil Service, but eventually went through the Civil
[14] Service ranks, policewoman, police officer,
[15] sergeant, lieutenant, captain, and now chief of
[16] police.

[17] I really started out on a force that was
[18] pretty traditionally 6'2" white male type of police
[19] force, and I had police officers that would open the
[20] window to keep me freezing in the winter and not let
[21] me talk on the radio, and go home sick when they
[22] were told to ride with a woman.

[23] And probably I was some of their worst
[24] nightmares, because I began looking at things quite

[1] differently than the traditional police officer very
[2] early in my career and was very aware of things like
[3] domestic violence was not anything that was handled
[4] in the courthouse, that people were told to walk
[5] around the block. And I spent the first half of my
[6] career working in domestic violence, drugs, rapes,
[7] crimes of violence, the second half of my career on
[8] patrol.

[9] But then two years ago I became chief of a
[10] department that had just begun community policing
[11] about ten years behind the wave of many other cities
[12] in our country, and a city that was resistant to
[13] changing its values in terms of the police officers,
[14] not the city, the police officers' resistance to
[15] giving up the old culture.

[16] The old culture was that everything that we
[17] did was secret, and we didn't communicate with the
[18] community. We told them what we thought was the way
[19] policing ought to be, ought to go, and we were the
[20] experts and they should listen to us. And we had
[21] just begun community policing, and as a captain, I
[22] used to have to get permission to talk to community
[23] groups.

[24] So one of the first thing I did when I was

[1] chief was say that police officers were allowed to
[2] talk to everyone and kind of gave them back the
[3] First Amendment. But what I really faced was trying
[4] to change a department from being radio reactive,
[5] 911 driven, into becoming proactive and prevention
[6] oriented, and I'll tell you some of the ways we did
[7] it.

[8] Although we had a couple of small operating
[9] community policing pilots for a year before that,
[10] they were just small neighborhoods. We now spread
[11] this throughout the city, where we have the same
[12] cops assigned to the same neighborhood, very
[13] traditional in terms of the community policing that
[14] we had seen over the last few years in other big
[15] cities.

[16] But what we did was, we began to form beat
[17] management teams, where the police officers in the
[18] neighborhood sat and discussed police problems,
[19] neighborhood problems, community problems with
[20] people from the neighborhoods on a permanent basis.
[21] And these teams were mostly citizens with a few
[22] police officers.

[23] We had representatives from social
[24] agencies, we had representatives from different

[1] neighborhoods, perhaps housing projects, somebody
 [2] from the neighborhood council, that type of
 [3] representation that's very across the board. And we
 [4] began to look at the problems of the neighborhood
 [5] instead of just going after the problem occurred and
 [6] taking a report.
 [7] We're now doing things that seem to be very
 [8] minor, when you talk about them, but have made the
 [9] neighborhoods much more liveable, simple things
 [10] like, if there were a number of people that began
 [11] repairing cars on their property, to go with the
 [12] neighbors, with the beat management team, to go and
 [13] knock on their door and tell them it was illegal and
 [14] that they were inviting crime into the neighborhood
 [15] by causing decay, and explaining the feelings of the
 [16] police and the neighbors to people.
 [17] Simple things like providing lights: We
 [18] have a lights program where we're providing sensor
 [19] lights, and we have some electricians that have
 [20] donated free time to help people light the lights in
 [21] their neighborhood to make it safer. And doing
 [22] additional crime watches, teaching people that we
 [23] will support them if they want to help take
 [24] responsibility for their neighborhoods.

[1] out in these small pilot programs, and they were
 [2] trying to solve problems, but they couldn't really
 [3] command the resources.
 [4] By putting the top command officers out
 [5] into the neighborhoods, the captains, they were then
 [6] able to come into weekly meetings that I hold, and
 [7] they were able to command the resources, because I
 [8] put the bureaus under lieutenants at a lower rank.
 [9] So it's a matter of rearranging the rank structure,
 [10] decentralizing the power and the authority out into
 [11] the neighborhoods, which really changed a culture in
 [12] thinking.
 [13] The other thing about the command meetings
 [14] is you're allowed - that allows us to quickly move
 [15] our resources in order to solve neighborhood
 [16] problems, something that we didn't really do before
 [17] in such an organized fashion.
 [18] As a result of the beat management teams
 [19] meeting, we now have community prosecution where our
 [20] District Attorney has assigned prosecutors to
 [21] neighborhoods, and they fast-track people that are
 [22] seen as predators to the neighborhood, and it might
 [23] not even be the type of crime that you would think:
 [24] It might be someone who is doing housebreaks in the

[1] Right now we're having a problem with some
 [2] homicides in the city, on women that are involved in
 [3] drugs, so we're trying to do some public safety
 [4] training. We're going into the neighborhoods, and
 [5] we're talking about the dangers of drugs. We're
 [6] telling people that we became desensitized to seeing
 [7] drug dealers dying on the streets. We realize that
 [8] that was a mistake. We work very hard in getting
 [9] the guns off the street, but these are also victims
 [10] unfortunately of drugs, because they are out in the
 [11] community in the crack culture, which leaves someone
 [12] more vulnerable.
 [13] So we're trying to prevent deaths while
 [14] we're trying to solve the homicides by letting
 [15] people know the dangers, talking to them about
 [16] getting into rehab if they have a problem, and
 [17] talking very freely about everything that we can
 [18] about the investigations, and telling them nothing
 [19] that we're unable to, but telling them why. At
 [20] least people feel as if we're not trying to keep
 [21] everything a secret anymore.
 [22] Okay. So to go on with community policing,
 [23] I decentralized my command officers into the
 [24] neighborhoods. Before, we had sergeants that were

[1] neighborhood, or it might be someone that's driving
 [2] through the streets in such a manner that they feel
 [3] that there's going to be a death may occur through a
 [4] traffic accident.
 [5] So the District Attorney's involvement with
 [6] community prosecution has allowed the police
 [7] officers to work to assist the neighborhoods and
 [8] make them more liveable as well. We now have a
 [9] community justice program where the sheriff's
 [10] office, parole and probation have entered into our
 [11] sectors, and the law enforcement resources meet and
 [12] they discuss people that are on probation having
 [13] certain restrictions that would allow them to be
 [14] less predatory to the neighborhood, or taking people
 [15] that were offenders and bringing them back into the
 [16] neighborhoods and doing restitution.
 [17] All of this makes the city more liveable,
 [18] and it also changes the officers' thought process,
 [19] so that their values are changed. We used to value
 [20] making arrests, and instead now we're valuing
 [21] livability in the neighborhoods, and it's by
 [22] actually doing it that their values will change.
 [23] Another thing that we've done is we're
 [24] changing our academy curriculum so it's a values-

[1] driven model. For instance, we don't just teach
[2] them how to technically write a traffic ticket, but
[3] we speak to them about fairness in enforcement and
[4] issues such as that that are important to the people
[5] in the community.

[6] We do, of course, sensitivity and diversity
[7] training in the academy, but I showed my values by
[8] putting our first openly gay police officer as one
[9] of our training officers in the academy, and things
[10] like that send a message, send a message to the
[11] officers on who you value.

[12] Another thing that we've done is to try to
[13] reduce what the public perceived as police
[14] brutality, but what police officers perceived as
[15] reasonable force to effect an arrest. We try to
[16] effect that through technology.

[17] For instance, we just changed our batons
[18] from the long nightsticks, which, if you pick them
[19] up, you almost naturally, no matter how much
[20] training you have, you still naturally use them with
[21] an over-the-head motion. Instead we use the PR-24s,
[22] which have a handle on them and are used from the
[23] waist and are able to direct people and be used in a
[24] more effective manner and with much less injury than

[1] the traditional nightsticks had been. So that's
[2] another way that we can effect civil rights.

[3] Other things that we've done are the
[4] programs that are traditional such as DARE, and then
[5] we've added to it a student support unit, where we
[6] now have a group of 16, and now it's going up to 20
[7] in September, police officers that work full-time in
[8] our schools, just to be there for prevention.

[9] What that has done is, we have not had any
[10] major incidents. We don't have weapons taken into
[11] the school. Every now and then we'll do an
[12] unannounced locker search, but it speaks to
[13] prevention. And at the same time, it speaks to
[14] young men and women in their formative years having
[15] access to police officers that they can talk to and
[16] visit with every day, who encourage them to speak
[17] about problems, such as recruitment into gangs or
[18] problems with peers that are trying to suggest that
[19] they use drugs. They are able to meet with and talk
[20] with those police officers, know them on a permanent
[21] basis, and be able to use them as problem-solving
[22] tools for them in very difficult years.

[23] We also have a gang unit that is looking to
[24] prevention. It goes out and meets with people from

[1] gangs, tells them, "We're not going to allow you to
[2] carry guns on our streets. You are going to be
[3] stopped. We're not going to allow you to scare our
[4] neighborhoods. We know who you are, and we think,
[5] you know, you should be obeying the laws like
[6] everybody else," and to just try to meet them before
[7] we get into serious problems, to try to meet with
[8] them and let them know that we're watching. We
[9] would like to eventually extend that to where we are
[10] working together on issues such as jobs, et cetera.

[11] We also have a Citizens' Police Academy,
[12] which has produced such positive results that people
[13] come out of the Police Academies, the citizens, and
[14] they really want permanent relationships with the
[15] Department, and many of them have volunteered and
[16] work in some of our community service offices that
[17] we have just decentralized and spread out in
[18] different sections of the city.

[19] But beyond this traditional Citizens'
[20] Police Academy, in the last year and a half, I've
[21] started Youth Police Academies, which are shop
[22] rotations in the high school, in the vocational high
[23] school, where students spend a 12-week school period
[24] with officers, and we bring them right into the

[1] station, we bring them up to the State Police
[2] Barracks, we've brought them even up to the jail.
[3] We talk to them about careers in law enforcement.
[4] We talk to them about what it takes to be a good
[5] citizen. By the time they graduate, they actually
[6] have told us that they feel like they're almost
[7] ambassadors for the Police Department.

[8] Our first Youth Police Academy, I had been
[9] planning it before we had the problem that was
[10] spread in the press as the Nubian Nightclub
[11] incident, where we had hundreds of youths come to a
[12] nightclub that was over a bar, and there was a room
[13] that was only approved for about 200 people.

[14] We had someone that was unhappy, a client,
[15] a customer that was unhappy about not being able to
[16] get in, and he had gone home, gotten a shotgun, was
[17] going to spray the shotgun at the people waiting to
[18] get in. But because the police had been called
[19] there, he was deterred and was going around the
[20] block again, changed positions in the car, and a
[21] 15-year-old got shot in the abdomen by accident
[22] while he was changing positions.

[23] At that time the police were dispersing the
[24] crowd, they heard the gun fired, believed that the

[1] police officers were shooting at them, because they
[2] heard that gunfire, they saw our car screeching to
[3] that "Shots fired" call - as Chief Gardella said,
[4] how you go to a call sometimes makes a difference.

[5] But when we started our Youth Police
[6] Academy a few months later, the youth were very
[7] angry at the police, and it was hard for us to even
[8] find students for the first Youth Police Academy.
[9] But by the end of that first Youth Police Academy,
[10] the students had been able to communicate, talk
[11] about things that had occurred, as well as other
[12] current events, and just the dialogue made them
[13] understand, in a different manner than they wanted
[14] to understand while they were in a middle of a
[15] mess.

[16] And now we have too many requests for that
[17] Youth Police Academy. We've won two state awards,
[18] educational awards for it, and both the youth and
[19] the police officers have been very excited about the
[20] ability to communicate that has been brought up
[21] through this Youth Police Academy.

[22] We also have a program that's called "Say
[23] Neigh to Gangs and Drugs," where we bring troubled
[24] youths in fifth, sixth, seventh grade into our

[1] stables, where they're able to meet with mounted
[2] patrol officers, talk about problems with gangs and
[3] drugs that they encounter, and at the same time
[4] learn about the care of horses and about the police
[5] officers themselves.

[6] They're given some education and allowed to
[7] actually learn to ride the police horses as they're
[8] learning about gangs and drugs. That has been very,
[9] very successful. And besides teaching the kids that
[10] they can communicate with police officers, it's also
[11] taught the police officers at the same time the
[12] importance of prevention, doing prevention work in
[13] the community.

[14] The other thing that we've done is we've
[15] encouraged volunteerism. We have officers that
[16] volunteer with youth, things like road races, but we
[17] now encourage them to do - where they do traffic
[18] details for charity. But we also now encourage them
[19] to do things like go into the schools and talk to
[20] youth about careers, or like last month for Women's
[21] History Month, I went to the DYS facility and talked
[22] to the kids in trouble about overcoming obstacles.
[23] And we encourage the officers to go in and speak to
[24] the youth about overcoming obstacles themselves.

[1] We also do things such as the chaplains on
[2] call program, where we bring - where we have a
[3] group of chaplains that volunteer to work with our
[4] officers. They are on call. We bring them in when
[5] we have a serious incident.

[6] For instance, we had a shooting that
[7] involved one family member that shot and killed
[8] another family member. Of course, at the hospital,
[9] while the police are trying to sort out the facts;
[10] you have a family that's hurting from the aspects
[11] of - they're the family of the perpetrator as well
[12] as the family of the victim, and it was quite
[13] hectic.

[14] But by bringing a chaplain in there, they
[15] were really able to redirect their energies into
[16] instead of being aggressive and fighting and having
[17] a situation where we might have to make arrests of a
[18] family that was already in pain, they were able to
[19] redirect that pain and that acting out into prayer
[20] for the one that they had lost.

[21] So it has really assisted us in situations
[22] that might have been seen as excessive force or
[23] police brutality or harmful and hurting to the
[24] community, but yet where legitimately people were

[1] not acting in the way they have to be responsible to
[2] act in public places such as that.

[3] We've also done things like gun lock
[4] giveaways, gun amnesty programs to try to get guns
[5] off the streets. All of this works on changing the
[6] mind-set of the officer too, as I said before on
[7] prevention.

[8] We have an internal investigating unit that
[9] we decentralized and put out into the community.
[10] It's in a medical building. This has allowed
[11] community members to feel as if they don't have to
[12] come into something that they may view as a fortress
[13] or as our territory, but it's really very neutral
[14] territory and allows them to feel more comfortable
[15] in coming forward.

[16] For the first time Tuesday we're going to
[17] make public our IIU statistics at a public Police
[18] Commission meeting. We have a five-member appointed
[19] Board of Police Commissioners that is our hiring
[20] authority in Springfield that is also responsible
[21] for ultimate discipline in terms of anything longer
[22] than five days' suspension, so for serious cases.

[23] That Police Commission has had some public
[24] meetings in the community where they deal with

Page 58

[1] issues such as - that range from police brutality
[2] to things like changing technology that we're using,
[3] such as the PR-24s that I talked about before. But
[4] that Police Commission makes the decisions.
[5] We had an officer that made a racist phone
[6] call to a minister during the time of the church
[7] burnings. The Police Commission terminated that
[8] officer and faced the public and talked to the
[9] public about community standards and the fact that,
[10] even though we had to follow Civil Service rules,
[11] that we're going to Civil Service and telling them
[12] that these are our standards and this is what we
[13] believe in.
[14] We've also worked with a conflict
[15] management group which was paid for by a group of -
[16] the mayor put up the money to get it started, and
[17] then a group of businesses put in money and donated
[18] to pay for a conflict management group, a
[19] professional group to come in and try to assist the
[20] community in recovering from police brutality that
[21] had occurred in the past. And they identified
[22] leaders in the community, brought them on a retreat,
[23] got them to focus on action steps that they could
[24] take.

Page 59

[1] Those groups are now working in our
[2] community on issues that have very much to do with
[3] civil rights. One of them is a police-community
[4] relations group that is presently working to try to
[5] extend the probationary period and issues that have
[6] to do with police-community relations.
[7] Also I'll just end up by saying that we
[8] have also changed some of the things about our
[9] academy. We've done recruitment, we've gone out
[10] into communities that before this had seen no
[11] recruitment, such as the Vietnamese community, the
[12] Russian community, and we've tried to do some
[13] selective hiring. We may be able to hire our first
[14] two Vietnamese candidates through selective hiring
[15] next month. We're hoping that we get everyone
[16] through the background process.
[17] We do background checks, something that
[18] they had been lax in before, and psychological
[19] testing, something that even though they had done it
[20] before, it was a company that had a record over 18
[21] years of never eliminating anyone.
[22] We said, "That's wrong," and we brought in
[23] a new company, and three people were eliminated out
[24] of our last academy, because they stated that we

Page 60

[1] would have problems with them. So by being more
[2] selective in the entry level, we're hoping to
[3] eliminate problems later on.
[4] So I think I've given you enough of an idea
[5] about trying to change the values and the ways in
[6] which we're doing it, and I'll be available to
[7] answer questions later.
[8] **MR. JENKINS:** Thank you, Chief. The next
[9] speaker, Westley, is a good friend. I would like to
[10] him to talk a little bit about his credentials. But
[11] in all facets of criminal justice, there are some
[12] times opposing sides, not so much turf, but one of
[13] the committees that I'm privileged to sit on with
[14] Wes is the Massachusetts Juvenile Justice Advisory
[15] Committee.
[16] That committee was inactive prior to two
[17] administrations ago because juvenile cells were
[18] built at police stations. Federal law passed, or
[19] the federal government passed laws saying that
[20] juveniles had to be sight and sound separated from
[21] regular criminals that had been arrested. So
[22] bringing the state into compliance has been - it's
[23] an enormous task, but by doing so, we have brought
[24] over \$10 million in federal grants in.

Page 61

[1] This particular advisory committee is an
[2] all volunteer governor-appointed committee of
[3] 25-plus people led by Elaine Riley, who couldn't be
[4] here today, but I would like to ask Wes to come
[5] forward and talk a little bit about it. We actually
[6] have to go into police stations and sometimes say to
[7] police officers, "You're violating the law. That
[8] youth cannot be here. He has to be moved. She has
[9] to be moved to another location." Wes:
[10] **MR. COTTER:** Good morning. As Dale said, I
[11] come to the table here a little bit with a different
[12] background than some of the police officials. I had
[13] an interesting conversation with Chief Meara that my
[14] dad was a Springfield police officer for 30 years,
[15] and Chief Gardella is now my chief because I live in
[16] the central part of the state.
[17] But my background is about 22 years of
[18] working with kids referred by the Department of
[19] Youth Services who are committed to their custody
[20] for delinquency. I started in the Holyoke area,
[21] then Springfield, the central part of the state, and
[22] now I'm responsible for the central part of the
[23] state and the northeastern part of the state for an
[24] agency called the Key Program. It's a private

[1] nonprofit agency that works under contract with
 [2] state agencies with some of the kids we've all been
 [3] talking about this morning.
 [4] Also, you know, I've been involved with the
 [5] Juvenile Justice Advisory Committee for the last
 [6] eight years and find it to be an exciting place to
 [7] try to design programs, work with the police
 [8] departments on complying with some of the federal
 [9] mandates of the Juvenile Justice and Delinquency
 [10] Prevention Act that's been in place since 1974, and
 [11] then been recently reauthorized in 1992, although if
 [12] some of you follow the newspapers, there is some
 [13] debate about whether this should continue.
 [14] But our jobs in the last eight years has
 [15] been to work with police departments to try to have
 [16] them comply with these federal mandates in order to
 [17] bring more federal monies into the State of
 [18] Massachusetts so we can design preventive programs
 [19] under the Title 5 program, or to design programs
 [20] that are really geared toward three of the mandates
 [21] of the Juvenile Justice and Delinquency Prevention
 [22] Act.
 [23] The first one was actually accomplished
 [24] earlier in the 1990s, to remove all children who are

[1] of the Committee, has received about three quarters
 [2] of a million dollars to set diversionary shelter
 [3] programs, foster care programs, mentor programs for
 [4] kids to be released if they're charged with a CHINS
 [5] runaway arrest warrant after hours.
 [6] So that was really the first mandate that
 [7] the Committee was successful at. The second that
 [8] we're working on, and hopefully are going to be
 [9] successful in the next couple of years, is we've
 [10] been working with the Department of Youth Services,
 [11] because another federal mandate is that juveniles
 [12] charged with delinquent offenses after hours that
 [13] can't be arraigned in court cannot be held in a
 [14] police lockup for longer than six hours.
 [15] So we've been working with some of the
 [16] federal money that was given to us to set up
 [17] diversionary programs. It's a little bit more
 [18] difficult with kids that are on delinquent offenses
 [19] and probation officers that say they shouldn't be
 [20] turned out to the community, they may be a public
 [21] safety threat, or maybe their parents can't
 [22] guarantee that they would be under supervision after
 [23] the arrest. So they have to be held someplace.
 [24] So in the six-hour process time, we have

[1] arrested after hours and on weekends as runaways,
 [2] under a CHINS petition, a Child in Need of Services
 [3] petition, from the police lockups.
 [4] We had gotten into a situation over the
 [5] '80s where a lot of budget cuts happened to cities
 [6] and towns, and police departments were actually
 [7] cutting back on their juvenile bureaus and taking
 [8] some of those officers and reassigning them to the
 [9] detective bureaus to try and deal with crime in the
 [10] cities. So we really got into a situation where we
 [11] became lax around some of the kids that were held in
 [12] the police lockup after hours, and they violated
 [13] some of these federal guidelines.
 [14] So our first job in the '90s was to go out
 [15] and talk to the police departments, get them to keep
 [16] track of all the kids that went to the lockup cells
 [17] after hours, meet with juvenile probation officers,
 [18] and to try to educate them as to diversionary ways
 [19] that we can handle kids that are having family
 [20] problems and running away from home after hours.
 [21] I'm glad to say, in a period of six to
 [22] eight years, that we have de minimus kids that are
 [23] violations in the lockups after hours, that the
 [24] Department of Social Services, through the efforts

[1] set up about 40 beds in Massachusetts now that are
 [2] either through contracted agencies or through the
 [3] Department of Youth Services where kids can be
 [4] brought by local police departments. It might sound
 [5] like a lot to all of us, 40 beds across the state,
 [6] but it's really not enough.
 [7] We have a program that's been successful
 [8] for years in Boston, it's over one of the police
 [9] station, that actually has held them in compliance.
 [10] Worcester has an eight-bed program that the agency
 [11] that I work for coincidentally runs. In Springfield
 [12] the Department of Youth Services and an agency
 [13] called CHD has set up some programs, and there are
 [14] others in planning stages at this point. So
 [15] hopefully within the next six months there will be
 [16] about 50 beds that will be available after hours.
 [17] Once we're in compliance with that, then
 [18] police departments in local municipalities can be
 [19] certified by EOPS and the Juvenile Justice Advisory
 [20] Committee to qualify for other prevention grants of
 [21] federal money through Title 5.
 [22] We're also discussing at the committee
 [23] level whether we can possibly transfer over that
 [24] responsibility to the Department of Youth Services,

[1] if that can be fully funded to run these types of
[2] programs, since they presently operate the detention
[3] system for the juvenile court system as well as
[4] treating kids that are committed to DYS.

[5] And hopefully that will happen within the
[6] next year, but really funding is an issue that DYS
[7] is really concerned about, taking out the mandate
[8] and not having the beds available for local police
[9] departments to access after hours. It appears that
[10] we need approximately 75 beds for those kids on a
[11] regional basis after hours.

[12] And really the last mandate, the major
[13] mandate that the Juvenile Justice Advisory Committee
[14] is involved with is to assess the overrepresentation
[15] of minority children in the juvenile justice system.
[16] This is one that is, I think, really difficult for
[17] the Committee to get a handle on. We have had many
[18] discussions about this. We have a subcommittee
[19] that's been working on it.

[20] But in 1995, the Commission had a study
[21] with some of the federal money that was done by
[22] Social Science Research and Evaluation,
[23] Incorporated, and that was to study actually the
[24] overrepresentation issue of minority youth within

[1] the juvenile justice system.

[2] So we're talking about kids that go through
[3] the court system, kids that we've spoken of this
[4] morning that are under arrest at police departments,
[5] go get arraigned, some that are placed on bail for
[6] delinquency to the Department of Youth Services.
[7] And really we looked at about 325 surveys that were
[8] sent out to police, probation, judges, social
[9] workers, prosecutors, and really tried to guide them
[10] through a process to get in touch with the racial
[11] diversity issue and where some of the kids are going
[12] that they're involved with.

[13] About 200 of those 325 surveys came back
[14] from professionals in the field. We also
[15] commissioned them to go out and speak to about 50 or
[16] 60 kids that were on probation and had been through
[17] the juvenile court system and look at a database of
[18] about 3,000 kids that were involved with the
[19] Department of Youth Services in the calendar year of
[20] 1993. They also talked to about 60 or 70 kids that
[21] were being held in DYS facilities.

[22] The findings are pretty consistent with
[23] what's been coming out of these types of studies
[24] across the United States by other Juvenile Justice

[1] Advisory Committees that have been formed there.
[2] The initial findings showed that approximately 90
[3] percent of the kids that came into the system who
[4] are black were being held, about 87 percent of
[5] Hispanic kids were placed in secure facilities, and
[6] only about 78.8 percent of the Caucasian kids that
[7] came in were placed in secure facilities.

[8] We went through a process with the group
[9] that did the research, and they said, "Well, really,
[10] gee, you have to look at other ancillary factors."
[11] I'm not an expert, but that's what they did. They
[12] called it a regression analysis, which basically
[13] looked at the influence of other factors.

[14] You have to try to compare kids on equal
[15] types of charges or want to look at the kids that
[16] all had gun charges or all had drug charges, compare
[17] them to each other, versus a shoplifter with a gun
[18] charge, because any judge that would have somebody
[19] with a gun charge would probably have a higher
[20] probability of holding them on bail.

[21] So they performed this regression analysis
[22] as part of the study, and they looked at age,
[23] seriousness of charges, and a couple of other
[24] influencing factors, and they wanted to see how that

[1] related to secure placements.

[2] They still came up with a higher rate of
[3] black and Hispanic kids that were being held in
[4] secure placements. They had gone through the
[5] arraignment process, they appeared before a judge,
[6] they met with a probation officer, they were being
[7] prosecuted by an assistant district attorney, and
[8] still about 87 percent of the African-American kids
[9] went to secure placements, around 86 percent of
[10] Hispanic kids, and 79 percent of the Caucasian kids.

[11] I just would like to read into the record
[12] and to all of you, you know, two of the major
[13] findings that the study had, because they're pretty
[14] stark representations of where we are right now in
[15] terms of their opinion of looking at this data.

[16] It is a couple of years old, but the first
[17] summary of the finding that they had quoted says
[18] that "There is considerable overrepresentation of
[19] African-American and Latino-Hispanic juveniles in
[20] the Massachusetts juvenile justice system from the
[21] point of arrest right through to confinement and
[22] placement in secure facilities."

[23] The second point, which we tried to really
[24] get clarity on and to push the researchers, we said,

[1] "Well, why is that?" And you know, their second
 [2] finding said that it's unclear at this point whether
 [3] the overrepresentation found mirrors differences in
 [4] delinquent behavior among different races of kids or
 [5] whether it's the result of direct disparate impact
 [6] in treatment on the kids. And their recommendation
 [7] was that it needed a lot more research in order to
 [8] really come back to more specific findings and
 [9] recommendations.

[10] As a committee, we're concerned about
 [11] getting to that level. We're still trying to work
 [12] with the Department of Youth Services, work with
 [13] police departments to come into compliance on the
 [14] six-hour rule on delinquent arrests after hours;
 [15] once we do accomplish that task, set up the
 [16] after-hours programs that are necessary and
 [17] hopefully get it fully funded and operational within
 [18] the Department of Youth Services. Then we believe
 [19] that we will be able to spend more of our time on
 [20] minority overrepresentation issue in the system.

[21] As someone who has worked with kids from
 [22] DYS and DSS for the last 22 years, these are things
 [23] that you know are out there. You know, the Key
 [24] Program that I work with keeps demographical

[1] statistics on kids, success statistics. We know
 [2] that a higher percentage of the kids in some of the
 [3] urban areas are from minority groups. Our mental
 [4] health clinicians, who are out in homes providing
 [5] assessment and counseling, are aware of what those
 [6] issues are.

[7] We as a field at this point are having some
 [8] difficulty attracting qualified minorities to come
 [9] into our field because of some of the low pay that's
 [10] offered to work with some of the kids in the
 [11] system. And, you know, it's a difficult issue for
 [12] us to really get a handle on at this point as a
 [13] system.

[14] Also at least where I am hopeful is to sit
 [15] with police officials, and I'm lucky enough to be
 [16] involved in teaching up at Fitchburg State College
 [17] with Charles Brownlee from the Graduate Program of
 [18] Criminal Justice where we have officers from the
 [19] State Police and local police departments that have
 [20] been grappling with a lot of these issues and trying
 [21] to enhance the programming that's out there. And to
 [22] a certain extent it is, you know, probably getting
 [23] some of the police departments and officers more
 [24] involved in kind of social work and early

[1] intervention.

[2] But I think that the hopeful point of the
 [3] system that I have is that through better funding in
 [4] the last four or five years, whether it's federal
 [5] funding or whether it's increases for the Department
 [6] of Youth Services in Massachusetts, we have been
 [7] able to take on some of these issues, to see
 [8] community policing efforts in the cities that are
 [9] represented here today and some of the others really
 [10] have connected well with some of the kids that we
 [11] have in the system. They have positive
 [12] relationships through the DARE program and through
 [13] community policing efforts.

[14] When they come into our overnight arrest
 [15] units, sometimes they may not have two parents at
 [16] home, but they will be brought in by an officer, and
 [17] you don't feel a lot of anger on their part as far
 [18] as coming into the system. They feel more connected
 [19] through the community activities to the police
 [20] efforts that are out there.

[21] And the kids that we do have, I believe,
 [22] you know, need a lot of these kinds of preventive
 [23] services. They need after-school programming; it
 [24] has to be funded. They have to have anti-gang

[1] efforts. They have to be involved with their own
 [2] activities in order to be successful.

[3] And I think that the Juvenile Justice
 [4] Advisory Committee can use some of the federal money
 [5] that we bring into the state in order to address
 [6] some of these preventive issues. Really the earlier
 [7] intervention, from my perspective, the better. The
 [8] more people at the table on treatment teams or, you
 [9] know, dealing with them as early as possible is
 [10] really the answer at juvenile court, if there is an
 [11] answer.

[12] It may not be 100 percent successful, but
 [13] certainly it's an effort that we have to try to
 [14] connect with the kids at an early age and to get
 [15] them involved in some positive community
 [16] involvement, so they're not as susceptible to the
 [17] gang efforts that are out there, and they are out
 [18] there pretty actively with some of our younger
 [19] kids.

[20] I believe that the Juvenile Justice
 [21] Advisory Committee has made a dent in that, and so
 [22] has work with the police departments. I spent the
 [23] last week or so monitoring some of the Title 5
 [24] delinquency prevention programs. Last week I

Page 74

[1] visited for a day a youth center in Southbridge,
[2] Massachusetts, that only gets about \$25,000 through
[3] the Committee, in federal money, but they have been
[4] able to parlay that with some city and town
[5] programming, obtain a building, and set up a youth
[6] center.
[7] Their figures during the month of February
[8] were 600 kids that have gone through in the
[9] afternoons and early evenings for recreational and
[10] counseling programs. It has really had an impact as
[11] far as the police involvement. There the police
[12] were heavily involved in a pool tournament and
[13] providing vocational training for some of the kids
[14] in the building.
[15] Also, I've been out to monitor the
[16] Holliston Police Department, and I'm going to the
[17] attendance center next week in Worcester to monitor
[18] their federal funding. But the programs are out
[19] there. People have the ideas, and they are
[20] successful in terms of connecting with some of the
[21] kids and hopefully keeping them out of the system
[22] repetitively.
[23] I would be happy to answer any questions
[24] that anybody might have, or certainly we can get to

Page 75

[1] them a little bit later.
[2] **MR. JENKINS:** Okay. Just quickly, before
[3] we get to the last two speakers, I would like to a
[4] announce that we're going to have a short break
[5] after the end of the last two. We have juice and
[6] coffee outside, and then we have luncheon. We would
[7] like to come back and reconvene. We have some folks
[8] in the audience that would like to testify and ask
[9] questions, and then we'll break for lunch.
[10] For the record, I would like to also just
[11] quote and introduce an article from the Lawrence
[12] Eagle-Tribune, and it sort of emphasizes what
[13] Westley says, "So Go the Children, So Go the
[14] Adults. Hispanics and Blacks are Jailed at a Higher
[15] Rate," by Bill Murphy of the Lawrence Eagle-Tribune.
[16] "Of the men in Massachusetts State Prison
[17] for drug offenses, 54 percent are Hispanic. 28
[18] percent black, and 15 percent white. Hispanics are
[19] committed to State Prison for drug offenses at a
[20] rate 81 times higher than whites, the study found,"
[21] and it goes on to name many of the reasons. But
[22] obviously, if we can interdict that problem at an
[23] early age, we can stop that problem at an early age.
[24] The second piece of business is I would

Page 76

[1] like everybody just to be aware that that Community
[2] Policing Exchange is a bimonthly publication by the
[3] Justice Department, and all police chiefs and
[4] sheriffs in Massachusetts get this, as well as
[5] nationwide, and it's something where ideas like
[6] today can be exchanged, diversity recruiting, kids
[7] without guns, things like that, and it's a very,
[8] very good piece of information.
[9] Next I would like to ask Colonel Reed
[10] Hillman to come to the podium. The Colonel and I
[11] work together on a daily basis. He has got an awful
[12] lot of patience to put up with me.
[13] One thing too before we get him here. This
[14] is the Colonel's newsletter, a publication that he
[15] puts out, and the front page is "The MSP Remembers
[16] Sam Range." Sam is the first black State Police
[17] Officer ever admitted to a State Police Academy in
[18] the United States of all - there were 48 states at
[19] time. And Sam had a tough time getting through the
[20] academy. He is a friend of mine, and we talked
[21] about it. But he enjoyed and he loved the State
[22] Police, and it became his family.
[23] The State Police also, which I'm sure the
[24] Colonel will expand upon, has a role in community

Page 77

[1] policing. Many of us in the Greater Boston Area
[2] only see them as making traffic stops, highway
[3] patrols, responding, backing up local police
[4] officers, but in Central and Western Mass. and the
[5] Cape areas, they are very much at times the only
[6] police that many people come in contact with.
[7] Another two quick comments, Page 2 of the
[8] Colonel's message, a new entity, the Office of
[9] Standards and Training. The Colonel has created his
[10] own Inspector General's Office to look into
[11] complaints made against police officers that I hope
[12] he elaborates on.
[13] And then we also have in here by another
[14] member, "Key Differences Between Equal Opportunity
[15] and Affirmative Action Requirements." So this is
[16] something you would have never seen 10, 15, 20 years
[17] ago coming out of a police department, sent to every
[18] one of their officers.
[19] So with that, Colonel.
[20] **COLONEL HILLMAN:** Thank you, Dale. It is
[21] an honor for me to be here. 22 years a lawyer and a
[22] member of the Mass. State Police, two years a
[23] superintendent.
[24] I know, as Dale said, many think that "What

[1] are the State Police doing here?" Our image is of
 [2] the Trooper in the shiny cruiser writing speeding
 [3] tickets on the Interstates. We do a lot more than
 [4] that, and that's what I would like to talk about.
 [5] Also, I like to be at these conferences to hear the
 [6] good ideas like I heard today from Larry and Eddie
 [7] and Paula, and most of those ideas I've already
 [8] stolen, and those that I haven't already stolen,
 [9] I'll steal after today.

[10] So let me give you an idea of how the Mass.
 [11] State Police has evolved in community policing. We
 [12] are a full-service public safety agency with over
 [13] 2200 sworn law enforcement professionals. We do
 [14] everything from issuing drivers' licenses to
 [15] investigating the most heinous crimes.

[16] We also offer a number of specialized
 [17] services, which are resources for our local, state
 [18] and federal partners in public safety. I'll just
 [19] talk about a few of them. The commercial vehicle
 [20] enforcement unit investigates heavy trucks to make
 [21] sure they are safe, school bus safety, accident
 [22] reconstruction specialist, an underwater recovery
 [23] unit, hostage negotiators, a SWAT team, a mounted
 [24] team, a K-9 with specialized dogs.

[1] In a more traditional community policing
 [2] sense, we have a domestic violence prevention unit.
 [3] We go to schools and talk to teenagers about teen
 [4] dating strategies, what "no" means, and particularly
 [5] directed to young men. And I have to admire their
 [6] success in that area as a mother of a 15-year-old -
 [7] I guess I'm not the mother of a 15-year-old girl.
 [8] All right. As the father of a 15-year-old girl,
 [9] anyone that can communicate with someone at that age
 [10] deserves a medal, because I haven't figured that out
 [11] yet.

[12] We also have at our Academy a specialized
 [13] training that we offer for minorities and young
 [14] students, courses that we give as sort of an
 [15] introduction to what State Police are like. We also
 [16] have a gang unit. The gang unit is primarily
 [17] minority officers who volunteered to make a
 [18] difference in their communities, Asian, Latin and
 [19] black officers who are interested in seeing the
 [20] Asian and black and Latin communities made more safe
 [21] to people that live there.

[22] The advantage that we have is we can put
 [23] people into a community that aren't known by the
 [24] gang members. Dale mentioned the Latin Kings. They

[1] can be very, very dangerous. The coin that they use
 [2] is violence; that's how they achieve their ends. A
 [3] lot of people are murdered in the cities. And we
 [4] can throw people who speak their language into a
 [5] community, figure out how these gangs are set up,
 [6] figure out who is doing what, work with the local
 [7] police to take them down, and then move on to
 [8] another community where again they're not known.

[9] The disadvantage that Eddie, Paula and
 [10] Larry have is their officers are in the community
 [11] day in and day out, and after a while the community
 [12] members get to know them. So that's a resource we
 [13] offer to local police. We only go in by
 [14] invitation. If the local police want our help, we
 [15] go in and try to make a difference. If they don't,
 [16] we don't go in.

[17] We also have community action teams.
 [18] They're called Zero Tolerance Teams. Their
 [19] philosophy is, if they see a moving violation, they
 [20] will make a stop, if it's a yellow light violation
 [21] or a marked lanes violation.

[22] We've gone in, just as an illustration, in
 [23] the City of Brockton with five State Police Officers
 [24] working from 5:00 p.m. to 1:00 a.m. four nights out

[1] of six. They were there for about two years, and in
 [2] 1996 - we don't want to become a permanent part of
 [3] the Brockton Police Department, so we've moved out
 [4] of there since. But in 1996 there was a 75 percent
 [5] reduction in fatalities and a 35 percent reduction
 [6] in crime in Brockton.

[7] There are a couple of interesting dynamics
 [8] that happen when you put a group of State Police
 [9] Officers in the community. The Brockton Police
 [10] before we arrived were, due to manpower shortages,
 [11] which seem to be endemic to large municipalities,
 [12] were essentially going from one 911 emergency to the
 [13] next. They didn't have the manpower at the time to
 [14] impact traffic issues.

[15] Now, when you think of a city like
 [16] Brockton, you don't think of traffic issues, and yet
 [17] in Brockton in two years they had 27 people die in
 [18] traffic fatalities. And I will hold and I have held
 [19] that it is no less devastating to a family to lose a
 [20] loved one as a result of a traffic fatality than it
 [21] is as a result of a more traditional crime like
 [22] homicide. In fact in Massachusetts you have three
 [23] times the likelihood of losing a loved one in a
 [24] traffic fatality as you do in a homicide.

[1] This is an area where we feel we can have
[2] an impact by coming in and changing behavior in the
[3] community and then moving on. There were about 500
[4] or 600 arrests simply made for driving under the
[5] influence of alcohol. And what happened, what the
[6] dynamic was, people quit driving if they had too
[7] much to drink, because they knew if they weaved, if
[8] they ran a yellow light, they were likely to be
[9] stopped, and if they were stopped, they knew they
[10] were going to be arrested.

[11] The other interesting thing that happened
[12] was gang members quit carrying guns. They knew that
[13] if they committed even a minor infraction, if they
[14] were stopped, they ran a risk, if there was an
[15] articulable suspicion by the officer as to safety,
[16] they were going to be frisked, and if they were
[17] going to be frisked, the weapon was going to be
[18] located and they would be going to jail. They quit
[19] carrying guns. And that was a great benefit,
[20] because without the ready access to guns, the
[21] homicides went down.

[22] The community action teams will go in
[23] today, they might work in a community for a couple
[24] of weeks in a high accident area, and after that the

[1] benefit tends to drop off. People tend to change
[2] their driving behavior, become better. And then the
[3] team should move on to a new area, probably in an
[4] entirely different community, and maybe come back in
[5] a week or two just for a day, just to sustain the
[6] mind-set that, gee, those State Police may be here,
[7] and the local police, and we better toe the mark.

[8] We also do organized crime investigations.
[9] We provide dispatch services for over 50 communities
[10] in Central and Western Massachusetts. That's also
[11] our charge. Every single cellular emergency call,
[12] when you dial 911 or *SP on your cellular phone,
[13] every single one of those calls is answered by the
[14] State Police.

[15] We also have officers involved in DARE.
[16] Again, only when we're invited into the community,
[17] we will supply a Trooper to do DARE training. In
[18] fact, many Troopers will do DARE training in a
[19] number of communities. We're also involved in rape
[20] reduction education.

[21] When you think of district attorneys'
[22] offices, the detectives are State Police Officers.
[23] The Attorney General has about 40 State Police
[24] Officers there to assist him in investigations,

[1] including various hate crimes. And also the Fire
[2] Marshal, any arson that you read about that's being
[3] investigated by the Fire Marshal, those are State
[4] Police detectives. We also have a forensics lab.
[5] We have hair fiber, fingerprints, ballistics, the
[6] traditional forensic capabilities, which we offer at
[7] no cost to local police, and we're about to bring on
[8] DNA capabilities.

[9] We also have a violent fugitive
[10] apprehension squad. They have arrested well over
[11] 1,000 violent fugitives within the Commonwealth. In
[12] not a single incident has anyone been hurt. They
[13] have all been well planned, well executed, and again
[14] working in partnership with local police, we have
[15] apprehended those people.

[16] We also have a unit which tracks serial
[17] murderers and sex offenders by looking for
[18] commonalities in terms of methods of operation and
[19] put them in a database as a resource for the local
[20] and State Police detectives.

[21] We also have a large commitment to our
[22] youth with hockey, boxing, basketball programs which
[23] have raised probably over \$300,000 for various
[24] charities.

[1] Our mission is to save lives. The focus is
[2] on both homicides and traffic fatality. And what my
[3] mission was, as I saw it two years ago, was to
[4] change the culture of the State Police. As many of
[5] you know, there was a federal mandate to rigorously
[6] enforce the 55-mile-per-hour speed limit on the
[7] Interstates, and the stick that was poised over the
[8] states' head, if the states didn't do rigorous
[9] enforcement of the 55, was loss of federal highway
[10] funds. So we measured our Troopers' success by how
[11] many speeding tickets they wrote.

[12] We're moving away from that. We're not
[13] interested in how many tickets the officers write,
[14] we're not interested in how many arrests they make.
[15] What I'm interested in is how many lives they save,
[16] how many lives they save through education, which is
[17] often the best tool, and behavior modification.
[18] Simply, for example, by getting people to belt up,
[19] to seat belt up, we know we can save over 200 lives
[20] a year, if we can simply get everyone in the
[21] Commonwealth to belt up.

[22] We are very committed to having a diverse
[23] agency. We know that we cannot achieve our public
[24] safety goals unless we're accepted in the

[1] communities we serve, and we know we will not be
 [2] accepted into the communities we serve unless we
 [3] reflect those communities.
 [4] We gave an entry exam on April 7th, we did
 [5] aggressive recruiting, we did billboards, we had ads
 [6] that targeted the minority media, and not just
 [7] black, but Hispanic, Latin. We also had a number of
 [8] meetings in minority communities. But most
 [9] importantly, we made it clear to every one of our
 [10] people that every action they took was an
 [11] opportunity to create a good impression with a young
 [12] person who might think to come onto the State
 [13] Police.
 [14] Sometimes you will hear that minority
 [15] recruiting is about diminished standards, and we
 [16] don't believe in that. We believe there are plenty
 [17] of qualified minorities, plenty of qualified
 [18] females, and we have encouraged every single member
 [19] of our agency to go out and identify these people
 [20] and recruit them onto the State Police. I
 [21] understand there are a number of excellent
 [22] opportunities for young people. We want every one
 [23] of our people, every day, every contact, to sell
 [24] this agency to those people who we want to recruit.

[1] confused by the inadequate signage and they were
 [2] driving the wrong way down Route 6.
 [3] So we have expanded the mind-set of our
 [4] Troopers in terms of problem solving to involve all
 [5] of the possible solutions to the problem. It might
 [6] be environmental, it might be behavioral, it might
 [7] be enforcement; certainly that's one of the tools.
 [8] An area where we did that, Route 1 through
 [9] the Foxborough area, it used to be called Death
 [10] Valley, because there were six to eight people a
 [11] year that died on Route 1. And the State Police in
 [12] Foxborough Barracks, working with Mass. Highway and
 [13] all the local police in the area, in team efforts
 [14] using a lot of media attention - we don't want to
 [15] get you speeding, we don't want to get you without a
 [16] seat belt; we want you not to speed, and we want you
 [17] to wear your seat belt. So by focusing media
 [18] attention on enforcement efforts in advance, we got
 [19] people to change their behaviors and had an 18-month
 [20] stretch, after these efforts in partnership with
 [21] local authorities, with no fatalities.
 [22] There are about 60 communities in the
 [23] Commonwealth where we are the police, not in this
 [24] area, but that's Central and Western Mass., that you

[1] When you think of community policing, you
 [2] say, "Well, what do you mean by community policing?"
 [3] It's a very fluid definition for us. We talk
 [4] partnerships. Again, we don't go to the local
 [5] community unless we are invited. If we do go in,
 [6] it's our goal, not only to have an impact on public
 [7] safety, but to make the local police look good.
 [8] We also believe in prevention. We would
 [9] rather not prosecute someone successfully for
 [10] vehicle homicide. We would rather prevent the
 [11] accident in the first place, discourage people from
 [12] drinking and driving and driving impaired, create in
 [13] their minds an apprehension that they're going to be
 [14] grabbed if they're out there breaking the law, so
 [15] they don't do it. That's the goal, and to solve
 [16] problems.
 [17] Many times we will go into an area, as an
 [18] example, on Route 6 down on the Cape. There were a
 [19] number of fatalities on Route 6 on the Cape. And
 [20] the traditional State Police response was more
 [21] cruisers, more enforcement, more radar. That wasn't
 [22] the solution, because it didn't address the problem.
 [23] The problem was signage. The problem was inadequate
 [24] signage, particularly for elderly drivers who became

[1] may have no police department or a part-time police
 [2] department. So all traditional police calls that
 [3] the other chiefs talk about they deal with, we deal
 [4] with in about 60 communities, domestic violence and
 [5] all the other issues.
 [6] We're also the police for Mass. Pike,
 [7] Massport, the MDC, and State Parks. You don't think
 [8] of us too much in the city environment, and yet in
 [9] partnership with the MDC Park Rangers, EMTs and
 [10] Boston Police, we have community policing presence
 [11] on Castle Island in Boston, also the Esplanade.
 [12] What we have in the City of Boston is a
 [13] Commissioner who is interested in one thing, and
 [14] that's delivering the best public safety services
 [15] possible to the people he serves, and he welcomes
 [16] every form of help with open arms. We have a number
 [17] of officers in a number of different roles involved
 [18] in the City of Boston. And whether it comes time
 [19] that Paul Evans has credit that comes his way, he is
 [20] always careful to share it with all his partners in
 [21] the effort.
 [22] And just if I could editorialize - is this
 [23] going to go right to Bill Clinton? I think one of
 [24] the biggest problems that we have, which Governor

Page 90

[1] Cellucci is starting an initiative on, is
[2] fatherlessness, and the State Police are involved in
[3] a lot of aspects on that. All the demographics that
[4] I see, particularly for minority children, show that
[5] the biggest predictor of their likelihood to wind up
[6] in the criminal justice system is whether or not
[7] there is a father at home.
[8] And so when you see the President, let him
[9] know that it is Reed Hillman's opinion that that's
[10] the number one issue for public safety in this
[11] country, to address the issue of fatherlessness in
[12] our families. Thank you.
[13] **MR. JENKINS:** It gives me great pleasure
[14] next to introduce something who was very patient as
[15] he put up with me for four years in law school.
[16] Mike is the Associate Dean of the newest law school
[17] in Massachusetts, the Massachusetts School of Law in
[18] Andover, and to my knowledge, it has the highest
[19] rate of minority enrollment, I know in the state,
[20] maybe in the country. But the school is also
[21] involved in looking to reinvent justice and also the
[22] youth-police partnership. So I would like to ask
[23] Mike to take the podium and again thank Mike for
[24] putting up with me for so long.

Page 91

[1] **PROFESSOR COYNE:** Putting up with Dale for
[2] four years meant frequently asking the questions,
[3] "Does anyone know where Dale is tonight?"
[4] We founded the Massachusetts School of Law
[5] ten years ago and provided a broader representation
[6] of people within the criminal justice system. We
[7] encourage a very strong commitment to public
[8] service, and we encourage our students to seek
[9] reform, to not settle for the status quo, and
[10] hopefully we in part teach them that by some of the
[11] projects that we're involved in.
[12] Two of the projects that we're involved in
[13] that I think are particularly relevant to today are
[14] the Essex County Reinventing Justice 2022 project.
[15] What it is, it's a commitment as a result of the
[16] Supreme Judicial Court's initiative a few years back
[17] where there was a commission appointed by the
[18] Supreme Judicial Court, and the Court was concerned
[19] about making sure that there is fairness in the
[20] system, that the people who are servicing the
[21] individuals that are seeking justice are open to
[22] their ideas, and to try and see if there are ways in
[23] which to streamline and improve justice.
[24] The chairs of the project are District

Page 92

[1] Attorney Kevin Burke and Judge Robert Cannetta.
[2] Judge Cannetta is a member of our adjunct faculty at
[3] the Massachusetts School of Law. I'm also a member
[4] of the Steering Committee of the Reinventing Justice
[5] for Essex County project.
[6] What we hope to do is strengthen
[7] cooperation and accountability among the courts, law
[8] enforcement, businesses and the community. We're
[9] taking the simple step of actually asking the
[10] community what it wants in a system of justice. We
[11] hope to try and implement some of those ideas.
[12] Over the next 18 months what we intend to
[13] do is we have a number of meetings planned
[14] throughout Essex County, and we're going to go into
[15] the community and we're going to listen. As we get
[16] more involved and my profession gets more involved
[17] in dispute resolution and the like, we learn that we
[18] need to listen more often and speak a lot less. And
[19] hopefully we're going to go out there and we're
[20] going to get some good ideas, and collaboratively
[21] we're going to work on solutions that the community
[22] wants to see in a system of justice.
[23] We all know it can be improved, and I think
[24] there are many things that we can easily do to

Page 93

[1] remedy some of the concerns that people see out
[2] there and to make it more receptive to people that
[3] are in the field.
[4] I want to read for you just a very quick
[5] note from the section on equal justice in the
[6] Commission's report from 1992. It said that
[7] "Minority residents of Massachusetts, in percentage
[8] even greater than in the population generally, find
[9] too little access and too little fairness in the
[10] courts."
[11] Unfortunately that's probably true. Some
[12] of it is perception, and some of it reality. We're
[13] going to go out there and hopefully try and remedy
[14] both.
[15] What we hope to create, again quoting from
[16] the report, is "a system with such a high degree of
[17] reliability and professionalism that every citizen
[18] will use it with a confidence that he or she will be
[19] understood and treated fairly." It sounds like a
[20] rather modest goal when you read it, and let's hope
[21] that we're able to accomplish it over the next few
[22] years.
[23] The other project that I wanted to talk to
[24] you about was the Youth and Police in Partnership

[1] program. And we're just a community resource for
[2] this. Really credit should go to the Boston Police
[3] Department, the United Methodist Urban Services, and
[4] the religious community in Boston.

[5] This is a partnership between the police,
[6] the religious community, and the inner city youth in
[7] Boston. We serve as the educational resource for
[8] this project. This pamphlet or manual was produced
[9] through some funding from the federal government,
[10] and it's available for anyone who's interested
[11] through Reverend Williams at the United Methodist
[12] Urban Services here in Boston. You can also call us
[13] if you need additional information on this.

[14] Let me tell you about the project. What we
[15] do or what the project does is that - I'm here to
[16] give you a pitch for this - is that it incorporates
[17] the religious community's assistance in promoting
[18] positive youth development, violence prevention and
[19] safe communities.

[20] We're working with young kids, we're
[21] bringing them into the law school, we're teaching
[22] them oral advocacy skills, we're teaching them
[23] writing skills, we're teaching them good problem-
[24] solving skills. We're asking them to go back to

[1] their communities and be leaders and try to
[2] creatively solve some of the problems that need to
[3] be addressed in those communities.

[4] Let me give particular note to Professors
[5] Connie Rudnick and Jack Drury of our law school who
[6] have started this project from our standpoint and
[7] helped work closely with the Boston Police
[8] Department and the religious community here in
[9] Boston in seeing this through. We create or hope
[10] the program creates a better sense of self-esteem
[11] for the peer leaders, an ability to work together,
[12] an understanding of the legal system, and finally,
[13] what we hope to do through this program is foster a
[14] discussion of some of the moral and legal issues
[15] relevant to the students.

[16] I know it sounds odd, and unfortunately it
[17] shouldn't, but it does sound odd for a lawyer to
[18] talk about fostering a discussion of moral and legal
[19] issues. We believe very strongly that more often
[20] law schools and people in law enforcement have to
[21] bridge both moral and legal issues, because they
[22] aren't unrelated, and the more often we can do that,
[23] the better we will serve our community.

[24] United Methodist Urban Services will make

[1] the manual available for anyone who is interested.
[2] It's a terrific program, it's well worth taking a
[3] look at, the results have been great, and it
[4] reserves to be replicated elsewhere.

[5] Finally, if you want to provide justice for
[6] all, and that is at some point and at some level the
[7] goal, I hope, of our justice system, what you really
[8] need to do, in our opinion, is you must listen to
[9] the community better, and you also must encourage a
[10] broad representation of people in our law schools
[11] and law enforcement and on the bench.

[12] The best way to do this, in our opinion, is
[13] to provide equal access to all, and to make sure
[14] that that access then comes with some level of
[15] affordability, because we're more divided along
[16] class lines than race lines, and if we can make
[17] access to justice affordable, we will be able to
[18] allow more people greater opportunity. Thank you.

[19] **MR. JENKINS:** Thank you, Mike. And now I
[20] would like to give you all a break from my raspy
[21] voice and invite you outside for some juice and
[22] coffee. We will reconvene in 10 or 15 minutes, if
[23] that's all right, and take some testimony and
[24] statements from the audience, and then we'll break

[1] for lunch. Thank you very much.

[2] (Recess)

[3] **MR. JENKINS:** We would like to reconvene,
[4] and we have some testimony and comments from several
[5] people that we would like to come forward to enter
[6] into the record. And what I would like to do is ask
[7] Sara Teng from World Unity first, and I would also
[8] like to bring Professor Edith Flynn back, and I have
[9] two others, so if anyone else would like to be
[10] called forward, just slip us a note. Is Sara
[11] handy?

[12] **MS. TENG:** It's still morning, so I'll say
[13] good morning to everyone. First of all, I wanted to
[14] tell you that I actually wear two hats. I'm
[15] speaking on behalf of an organization called World
[16] Unity, Incorporated, a nonprofit organization. The
[17] other hat that I wear, I'm also a reporter at
[18] Channel 7 TV, Urban Update, which is a weekly public
[19] affairs program.

[20] Many of the issues that this illustrious
[21] panel has discussed we have covered, so I was very
[22] happy to hear some of the wonderful work that you
[23] are doing in your communities, and I applaud each
[24] and every one of you for your leadership and the

[1] great work that you're doing.
[2] What I wanted to bring everybody's
[3] attention to, not just the panel members, but the
[4] people on the Commission and also the people in the
[5] audience - who I have to applaud each and every one
[6] of you for coming out on a day like today. It shows
[7] your commitment to this very, very important issue
[8] for this city, this state, and this country, so I
[9] really applaud each and every one of you.
[10] I want to share an idea with everybody, and
[11] you are all welcome to steal it. It's a very simple
[12] idea. I think when we are talking about the area of
[13] race relations, but just the word "discrimination,"
[14] because discrimination applies not just to race, it
[15] applies to everybody - there's discrimination
[16] because of age, because of gender, because of class,
[17] because of color, because of how much money you
[18] make, because you might have a Ph.D. degree, maybe
[19] you never graduated from high school.
[20] So what I want to share with all of you is
[21] a very exciting project that began in 1985. It
[22] started out as a very simple public service campaign
[23] to promote harmony throughout the City of Boston.
[24] The centerpiece of that campaign was a very simple

[1] message that said, "Are you greater than the Sun
[2] that shines on everyone, black, brown, yellow, red
[3] and white? The Sun does not discriminate."
[4] Now, you know, some people read that poem
[5] and they think it's just talking about race, but if
[6] you really sit down and think about that poem, yes,
[7] the sun shines on black people and Asian people, the
[8] sun shines on human beings. And we all have to make
[9] a living, we all have to live somewhere, we all have
[10] to buy a home, we all want to raise children.
[11] So that simple message got promoted
[12] throughout the City of Boston, put on billboards,
[13] put in subway lines. Shawmut Bank at the time look
[14] a leadership role and sponsored it in all their
[15] banks throughout Massachusetts.
[16] The campaign was so successful, it was
[17] initiated in New York City the following year in
[18] 1986, once again put on billboards, put in subway
[19] lines, and on the network, ABC and CBS network
[20] television. And the campaign was such a success, it
[21] inspired a citywide poetry contest where all the
[22] children from elementary through high school wrote
[23] their own poems of harmony. There were three
[24] winners. Each of them received a \$400 U.S. Savings

[1] Bond from IBM, and there was a ceremony at City Hall
[2] honoring the winners.
[3] Since that time, this message has been now
[4] promoted as a poster in schools, throughout the
[5] Commonwealth, many universities, throughout New
[6] England. And now in 1998, for the last five years,
[7] the organization World Unity, Inc., has now designed
[8] a symbol, a preliminary design of a symbol that
[9] would incorporate this design in a glass tower;
[10] using art and poetry and science as a way of raising
[11] people's consciousness to this idea of
[12] discrimination.
[13] So in this glass tower that's called the
[14] Sun Unity Tower, the poem is incorporated in the
[15] design, and the glass would act as a prism creating
[16] colors of light. And hopefully this glass tower
[17] will stand about 220 feet tall, so it will be a
[18] symbol to the city, to the state and to the country,
[19] as we move into the 21st Century, that diversity in
[20] our city and state will only increase, that this is
[21] the message we want to bring into the 21st Century.
[22] So I share this project with you, but more
[23] importantly the message, only four lines. And what
[24] I would encourage each and every one of you to do,

[1] it's only four lines, you can print it in any of
[2] your hand guides, in any of your brochures, in any
[3] of your newsletters, a simple four lines. And you
[4] might think, "It's only four lines. What's it going
[5] to do?" Well, I will tell you, people have told me
[6] personally it has changed them, literally changed
[7] them in their consciousness and their attitudes.
[8] So that's what I wanted to share for
[9] everyone here. It's called the Sun Unity Tower. We
[10] need your support. And when I say "support," that
[11] you would like to see this built, because we have
[12] letters from the Senators, the Governor, and we have
[13] an award from the Mayor, but I think if there is a
[14] public movement to want to see this built, it will
[15] happen.
[16] So I thank you for your attention, and once
[17] again, I applaud each and every one of you for the
[18] wonderful work that you are doing and the audience
[19] for being here to show your commitment to this very,
[20] very important issue. Thank you very much.
[21] MR. JENKINS: If I could have B. Kyu Lim
[22] for the Korean community. I hope I pronounced it
[23] right.
[24] MR. LIM: You are one of the only few,

[1] maybe less than half –
 [2] **MR. JENKINS:** I had help.
 [3] **MR. LIM:** – in my two years' life in the
 [4] United States to pronounce my name correct.
 [5] First of all, I would like to actually
 [6] invite everyone in this room to join me to applaud
 [7] all these distinguished panel members for their
 [8] distinguished accomplishments. It's very, very
 [9] commendable. I would like to give you a real big
 [10] hand. (Applause) Actually, when I do this, remind
 [11] me of Dr. Jung there, he solicited me to make a few
 [12] remarks. I wasn't really prepared. So if I lose my
 [13] train, please forgive me.
 [14] As a Korean member of a Korean community,
 [15] for the past experience, I realized a couple of
 [16] things. All these distinguished accomplishments
 [17] everybody was doing, and there were some major
 [18] diversity programs, and also I was kind of thinking
 [19] of you are hiring some Asian officers to put them on
 [20] duty.
 [21] I think that one of the things I would like
 [22] to suggest was would there be some plan or something
 [23] about a cultural training. It is not just a racial
 [24] issue, Asian versus Latinos, Hispanic or whatever,

[1] some training that we as an Asian or Korean
 [2] community need to learn what America culture is, why
 [3] these people are mandating children under 12 cannot
 [4] stay home alone, because sometimes nine- and ten-
 [5] year-old kids speak much, much better English than I
 [6] am, they know exactly what to do, much better than I
 [7] do, but they cannot stay home alone. We can never
 [8] understand.
 [9] So this kind of dual cultural training,
 [10] training program for the Asian community, and
 [11] training for the officers to understand where we are
 [12] coming from, it's not just to make to any excuse,
 [13] you know, that we are trying to get away from those
 [14] rules.
 [15] Another thing actually, from our community
 [16] there was a suggestion to the former Governor Weld
 [17] when he was campaigning for Governor, for the same
 [18] subjects and reason we suggested some sort of like a
 [19] mandating to have an interpreter, a qualified
 [20] interpreter present for the court cases involving
 [21] minorities cases. So Governor Weld promised he
 [22] would look into it, but I don't know – but not only
 [23] for Massachusetts, it is something I think that I
 [24] believe that is needed to be considered.

[1] but sometimes it is just to understand that speaking
 [2] the language is sometimes not good enough. You have
 [3] to understand the culture, where are these people
 [4] coming from, why are these people doing some strange
 [5] things we would never understand, they are doing
 [6] very commonly.
 [7] As one example, there was one case I heard
 [8] in New York, a single mother was raising a small
 [9] girl and then prosecuted and convicted as a
 [10] murderer. While she was working, this girl was
 [11] playing and climbing up one of the furniture, and
 [12] the furniture fell and she got killed.
 [13] So when the mother came home, she found the
 [14] girl is dead, so she reported it to the police.
 [15] While she was waiting for the police, she felt it
 [16] was a shame to show how messy the house is, so she
 [17] cleaned it up nicely. And as the police was talking
 [18] to her, she was with grief, she was crying and said,
 [19] "it is my fault, I killed her," and the police
 [20] said, "Oh, she confessed," so it was a first degree
 [21] murder case.
 [22] I know this is some sort of extreme case,
 [23] but for that kind of a reason, the cultural
 [24] training, not only training for the officers, also

[1] And again, I would like to express, on
 [2] behalf of the Korean community, commend your
 [3] excellent accomplishments. Thank you very much.
 [4] **MR. JENKINS:** Thank you. One note for the
 [5] record, there was a program that Boston Police, and
 [6] I believe the State Police, participated in, perhaps
 [7] the others as well, several years ago, in the Reagan
 [8] and Bush Administrations, where Boston Police
 [9] Officers would go to Puerto Rico and spend a month
 [10] or 60 or 90 days to learn the culture, so they could
 [11] come back, learn what machismo means to a Latino,
 [12] learn why we think differently, white Anglo-Saxon
 [13] police officers, if you will. And unfortunately,
 [14] that program went by the wayside.
 [15] But we appreciate that suggestion. Perhaps
 [16] we can look to incorporate that in Community
 [17] Policing 2000, if you will.
 [18] I would like to ask Edith Flynn to come
 [19] back. Edith had a lot more to say, but she didn't
 [20] want to take the time from the panel, and I
 [21] apologize. So we'd like her to come back up.
 [22] **PROFESSOR FLYNN:** I certainly appreciate
 [23] this opportunity, because I did curtail what I
 [24] wanted to say earlier.

Page 106

[1] Let me kind of explain I would like to do
[2] three things, essentially, very briefly. One is to
[3] share with you some research results which I thought
[4] might be interesting for your purposes here,
[5] research results from work of my colleague Jack
[6] McDevitt, and also Al Cardarelli at the University
[7] of Massachusetts, and it was funded in fact in part
[8] by the Massachusetts Executive Office for Public
[9] Safety.

[10] It is interesting for our purposes, because
[11] it looked at how community policing is being
[12] implemented throughout Massachusetts in the smaller
[13] communities, not just Boston. And the research
[14] produced some very interesting results.

[15] Essentially, the researchers looked at
[16] three different facets to community policing. One
[17] was deployment of resources by the police, one was
[18] crime targeting, and the third was collaborative
[19] efforts.

[20] And what they found, looking at 82 police
[21] departments in small and medium size cities in
[22] Massachusetts, was very interesting, because
[23] essentially the deployment strategies, such as bike
[24] patrol or ministrations, did little more than simply

Page 107

[1] have citizens provide information to the police
[2] officers. There was very little exchange going on.
[3] The crime targeting also, and any combination
[4] between deployment and crime targeting, also had
[5] minimal community involvement.

[6] What did produce the best results, as far
[7] as the true meaning of community policing is
[8] concerned, are collaborative efforts. And as such,
[9] in those collaborative efforts, the community very
[10] actively participated in problem identification, in
[11] problem solving, and also in really collaboratively
[12] working with the police on the community problems.
[13] Mechanisms that vastly aided the process were
[14] advisory councils and citizen academies, any
[15] combination of these two.

[16] And the other thing that was of interest is
[17] the researchers had identified what really helps
[18] sustain community policing, because if you remember,
[19] community policing is a relatively new concept
[20] considering about 80 years we've been practicing the
[21] professional model in policing. Community policing
[22] is a new kid on the block, and now the question is,
[23] can we sustain the effort, can it stay with us,
[24] become a permanent part of policing.

Page 108

[1] Apparently what seems to work and what is
[2] absolutely essential for it to work is, first of
[3] all, it has to have supportive political
[4] environments, where local and political leaders
[5] participate along with police and police leadership
[6] who want to make it work. This is really no
[7] surprise, but I think it is something that needs to
[8] be stressed, because if only a section of the police
[9] department does it, or a segment thereof, or the
[10] leadership hasn't quite endorsed it, it is not going
[11] to be too successful.

[12] There must also be structural opportunities
[13] for feedback from the community. So rather than
[14] being a silent recipient, as the community always
[15] has been in the past, there has to be a fairly
[16] steady flow of communication from the community back
[17] to the police.

[18] And another element that the researchers
[19] have identified was that the police need to report
[20] back to the community in terms of progress made and
[21] also possible failures or difficulties in
[22] implementing what they were trying to do.

[23] So we're talking about a self-correcting
[24] process, a mutual feedback. The academicians have

Page 109

[1] cybernetic feedback loops, but in essence it is
[2] communication flows both ways, and it does so on a
[3] regular basis. And I thought this might be of
[4] interest here, because I think we all have an
[5] interest in improving police-community relations.

[6] I have already previously mentioned them,
[7] but Jack and Al have identified the need for
[8] specialized training of both rank and file, as well
[9] as supervisors. We have always noted some stress
[10] and strain in middle management in policing. They
[11] seem to be caught between a rock and a hard place,
[12] the rock being top leadership, and the hard place is
[13] out there, as far as the street work is concerned.
[14] And so having, I think, the necessary training for
[15] all levels, up to and including leadership, is
[16] critically important.

[17] Permanent beat assignments are also
[18] critical. I don't think we want our citizens scared
[19] straight by various police approaches. We want
[20] citizens to feel that they are part and parcel of
[21] the community. In that regard, I think we need to
[22] have more organizational decentralization, and we
[23] also need to have some emphasis on accountability
[24] and responsibility.

[1] So it is very easy sometimes to simply
[2] delegate the duties, saying, "You are going to do
[3] community policing," but not give enough authority
[4] to the people who have to do it. And it is in that
[5] area that some departments are missing.

[6] Now, the next thing I just briefly want to
[7] touch upon is some possible shortcomings of
[8] community policing, as they have been identified in
[9] research literature, and some answers.

[10] Essentially one criticism is possibly the
[11] idea, does it threaten public safety? There is
[12] really very little evidence that community policing
[13] does that. In fact, the evidence seems to be really
[14] gelling around the area of supporting true
[15] community-based policing approached, and that
[16] newsletter Dale was talking about does periodically
[17] share with the communities what succeeds and what
[18] doesn't.

[19] The next question or possible criticism
[20] comes from the area where possibly the maintenance
[21] of public order is somehow detracted from. And some
[22] comments or observers have noted that sometimes you
[23] might have underenforcement in certain areas to
[24] perhaps not aggravate the community members in

[1] those, and on the other side of the coin is some
[2] outright harassment.

[3] Now, we do know that policing, as any other
[4] professional field, has and continues to have its
[5] flaws. So nobody is perfect, and everybody needs to
[6] be working in the same direction, and obviously you
[7] want neither underenforcement, nor do we want
[8] harassment, and it needs to be addressed through
[9] police leadership.

[10] Then there is the question of possibly
[11] whether the capacity of the police could be
[12] detracted from in terms of weakening their capacity
[13] to enforce law. A shorthand version of this would
[14] be the iron hand versus the velvet glove. I think
[15] this is, at least it's my opinion, a false dichotomy
[16] here. It becomes a question of appropriate training
[17] as far as police are concerned. You want to have
[18] community policing in the real sense of the word,
[19] and that means neither iron hand nor necessarily
[20] being the velvet glove.

[21] The final aspect is certainly the thought
[22] has been raised, does community policing make us
[23] perhaps more vulnerable to police corruption? If
[24] you remember that police - the professional model

[1] essentially has developed as an antidote to police
[2] corruption in the early 20th Century, and so for 80
[3] years we have had the professional model of
[4] policing.

[5] And the research results seemed to indicate
[6] that in areas, in cities, in towns where there is an
[7] absence of corruption, community policing works
[8] exceptionally well. That concept would not work
[9] well if there is already an ingrained atmosphere of
[10] corruption. So this is something that we need to
[11] watch for, we need to protect against, but it's
[12] certainly not a given that community policing by
[13] definition will lead you down that path.

[14] And the final thing I would like to comment
[15] on comes essentially from my work in my comparative
[16] crime course, and that is, it may strike some people
[17] as very controversial, because essentially policing
[18] is - let's say we're not home yet as far as
[19] community-based policing is concerned. There are a
[20] lot of departments that are on the sideline watching
[21] and waiting. Basically my suggestion is, we need to
[22] convert the war on crime model to a peace process
[23] model.

[24] We need to recognize that the war that is

[1] being conducted or sometimes being called for on
[2] crime deals with people in the community. We're not
[3] talking about declaring war on a foreign country.
[4] We're enforcing the spirit of the law in our
[5] communities, where we're all, if you will, brothers
[6] and sisters.

[7] So I think the war on crime model has not
[8] served us terribly well. There is a trend in the
[9] country where people, particularly some police
[10] departments, become ever more paramilitary. You may
[11] recall reading in the paper, antipersonnel carriers,
[12] weapons, all kinds of things are being sold in terms
[13] of stuff that the Army is chucking off or very
[14] reduced dollars. I think that would be the wrong
[15] way to go.

[16] The kinds of things that we heard earlier,
[17] particularly from the Boston Police Department, from
[18] other speakers, the idea that you want to focus on
[19] crime prevention, you start working with the young
[20] kids. I think the issue around parenting would be
[21] certainly well taken. We need to, if fathers are
[22] absent, we need to become substitutes. Kids need
[23] warmth, affection, tolerance. And so if we focus
[24] and harness our resources there, including a good

[1] segment of our police efforts, I think we can
[2] succeed. And I thank you.
[3] **MR. JENKINS:** Thank you, Professor. Our
[4] last speaker is John Lozada from the Hispanic Bar
[5] Association, and we would like to open up for
[6] questions.
[7] **MR. LOZADA:** Thank you very much, Dale. I
[8] hadn't planned on speaking, but again got asked, and
[9] so I am complying.
[10] My name is John Lozada, and I'm an attorney
[11] in private practice here in Boston. I've also
[12] worked with the U.S. Department of Education and the
[13] Office of Civil Rights, where I was an attorney
[14] advocate for seven and a half years working on cases
[15] of discrimination throughout the New England Region.
[16] The Massachusetts Association of Hispanic
[17] Attorneys is an 11-year-old bar association which
[18] provides support and opportunities for Hispanic men
[19] and women who seek to study or practice law in
[20] Massachusetts. Through numerous volunteer
[21] initiatives, MAHA, which is what we call the group,
[22] also provides a needed voice within the legal,
[23] educational, political and economic arenas for the
[24] Hispanic community of the state and indeed the

[1] country.
[2] What I wanted to talk about just very
[3] briefly is our reality here in Massachusetts. We
[4] have, in this state, about 341,000 people, Hispanics
[5] who are identified by the census. It doesn't count
[6] folks who are undocumented. That number goes to
[7] 500,000 pretty quickly if you look at some of our
[8] communities and the reality of the shadow
[9] communities that live within the established
[10] communities.
[11] Many of our folks in our community are
[12] Dominican or Puerto Rican or Cuban or Colombian, and
[13] then there are some other groups from El Salvador,
[14] Nicaragua, Panama that are growing little by
[15] little. And that creates a real unique situation,
[16] where you can identify the Latino community or the
[17] Hispanic community, but there are so many breakdowns
[18] within those groups that you then have to understand
[19] nuances of culture, just as the gentleman who spoke
[20] earlier was talking about.
[21] And so what I've looked at is a model for
[22] leadership within the Latino community that itself
[23] recognizes the difference and helps to support the
[24] large communities that recognize that difference in

[1] a way that is constructive. The reality, though, is
[2] that, for example, with lawyers, there are about
[3] 36,000 to 40,000 practitioners of law in
[4] Massachusetts. There are about 350 Latino attorneys
[5] in Massachusetts.
[6] You break that number out between people
[7] who are in private practice versus governmental
[8] practice, versus legal services type work, basically
[9] you end up with about 100 or so attorneys who
[10] logically might be in the community. So then you
[11] start looking at the gap of service delivery, and
[12] then you start looking at the gap of role modeling,
[13] and I think you can play that out across any
[14] industry that we can identify.
[15] Our goal, though, as an association has
[16] been to break that barrier. We don't care about the
[17] numbers. Our group has presidents and other
[18] leadership that reflects all these communities I'm
[19] speaking about and many more. In our sequence, the
[20] current president is from El Salvador, the prior one
[21] was from Panama, I myself am Puerto Rican and
[22] Mexican, and on we go.
[23] What we have tried to do is bring into the
[24] community some leadership by doing TV work. We have

[1] a program called Linea Legal where we talk about the
[2] different issues of legal importance in Spanish for
[3] our community in the Greater Boston Area, and indeed
[4] we would like to do that on a statewide level.
[5] We also have an E-mail service that we
[6] provide to all members, and it goes national in
[7] scope, which we've gotten BU student to help us
[8] develop. So in fact if the information that your
[9] Committee is developing is put on computer, perhaps
[10] that can be shared with us, so that we can share it
[11] with our legal community and indeed the larger
[12] community that exists around the state and around
[13] the country.
[14] And then finally, just a couple of examples
[15] about what it is that we look at towards breaking
[16] barriers. We've gotten the lawyers to nonetheless
[17] volunteer their time in great, great measure. One
[18] example of the things that we did, we found an
[19] artist up in Maine who is Puerto Rican but paints
[20] all the cultures, including cultures that are not
[21] Hispanic, African-American and others.
[22] And this gentleman is a very kind and
[23] generous soul named Frank Diaz Escalet who donated
[24] to us some hundred artworks of lithographs, color

[1] lithographs of many different scenes of Latino
[2] life. The lawyers were able to get a firm to donate
[3] frames, and with those artworks, we donated them to
[4] a series of schools in the Boston Public School
[5] System, so that children of all cultures, all walks
[6] of life, would see a Latino image that was not one
[7] of criminality or drug dealing or some pejorative
[8] kind of construct.

[9] So I just wanted to make our organization
[10] available to the Committee as an alternative to
[11] disseminate information, and to thank you for the
[12] opportunity to speak with you today.

[13] **MR. JENKINS:** Thank you. I know the panel
[14] has some questions, so, if I could, I would like to
[15] start with them, and then open it up to the
[16] audience, and then we'll break for lunch.

[17] **MS. MENDEZ:** I have a question and a couple
[18] of comments. One is, it's disturbing to me the
[19] percentage of people of color who are arrested and
[20] incarcerated more quickly than people who are not of
[21] color, and I think that some of the initiatives for
[22] sensitivity training and for diversity, I think that
[23] will help some of that.

[24] My problem is that when you have people on

[1] aggressive police officers, the ones that are the
[2] most decorated within the City of Boston, and I
[3] talked with them, and I said, "You know, I'm the new
[4] guy. What can I do to help you, assist you in
[5] making policing better or improve the working
[6] conditions? Let me know what's going on here."

[7] I really thought they were going to say,
[8] "Well, you can go down to Roxbury Court and get
[9] stronger judges. You can go talk to the sheriff's
[10] department and get more jail cells for us." It was
[11] completely opposite what they requested. They said,
[12] "You know, we need alternatives for these kids. We
[13] have a thing that we call Summer of Opportunity. We
[14] have the Kids at Risk program."

[15] And I was unaware of a lot of these
[16] programs that they did in-house, where officers
[17] challenged many of the diverse groups that come and
[18] attend Youth Violence Strike Force meetings from the
[19] ATF, the DEA and the FBI, as well as state and local
[20] police from Metropolitan Boston. What they do is
[21] challenge each other and raise money and send these
[22] people to camp.

[23] I sat down and said, gee, I have to find
[24] out more about this Youth Violence Strike Force,

[1] the street and cops on the beat, how do we supervise
[2] those cops on the beat? We give them the
[3] sensitivity training, we give them the diversity
[4] training. When they're in a situation, how can we
[5] tell that they're going to comply with that? And
[6] also, is there some system where we can monitor how
[7] they treat people in the street?

[8] And that also comes along with the cultural
[9] issues that were brought up: How do we know that
[10] cops are going to know these cultural nuances and
[11] also language? You know, some people don't speak
[12] English, some people speak different dialects of
[13] Spanish. Cops come in, and people are already
[14] intimidated by the cops. How can we break that
[15] down? I guess I just throw that out to anybody.

[16] **MR. JENKINS:** Any volunteers? I know
[17] Boston has a program, and I know the State Police
[18] have. Could I ask you, Larry, maybe to comment on
[19] the area piece, on the Cellucci program.

[20] **DEPUTY SUPERINTENDENT ROBICHEAU:** First of
[21] all, I would like to say, as Deputy Superintendent,
[22] I'm kind of the new guy on the block here. I took
[23] over the Youth Violence Strike Force in August of
[24] '97. I went out with these young, mostly

[1] because I was naive, I just looked at stats as
[2] probably most people did. They have a mentoring
[3] program. They take kids, they go to the probation
[4] department, they're part of Night Lighters, where
[5] they go out and visit these kids, because what
[6] they're finding out is even though they're on
[7] probation, they're more likely to be victims because
[8] of the community in which they are; they become
[9] victims today, but they're perpetrators tomorrow.
[10] These kids that are being incarcerated, there was no
[11] sense of fair play with them. They thought that
[12] police and the kids in the community were two
[13] separate entities. They never got along.

[14] What I'm finding in Boston, especially, is
[15] there are so many programs, as mentioned here, the
[16] juvenile police thing, we have a youth program for
[17] that, and we also have the Junior Police Academy
[18] where we go out in prevention programs where we get,
[19] kids 9 to 12 years old, and we sent 600 kids through
[20] this program last year. We have a lot of things
[21] going on, as far as prevention programs, rather than
[22] actually apprehension programs. I encourage the
[23] community to be their windows.

[24] And we mentioned, the Chief mentioned

[1] earlier about taking that Latin out of the internal
[2] affairs complaint. With community involvement under
[3] Commissioner Evans our internal affairs complaints
[4] have gone way down. I think we're less than a third
[5] of what we had three years ago, and a lot of these
[6] complaints are now being generated within the
[7] department.

[8] So that officer that is riding and used to
[9] say, "Keep your mouth shut, kid," is no longer
[10] tolerated. That officer knows that if he is doing
[11] something wrong, it might not be the community, but
[12] the police officer that he is riding with or
[13] assisting with is going to say, "Hey, that doesn't
[14] go here."

[15] I think we're seeing a new vision in
[16] Boston, especially, that there is an openness that
[17] people in the community are no longer going to shy
[18] away and say, "Well, it has always been that way."

[19] I think with the district commanders, the
[20] decentralization of the drug control unit, the
[21] working relationships with the community, as well as
[22] the various ten-point coalitions in the clergy
[23] within the city, that there is a real likelihood
[24] that if there is a bad cop out there, that if there

[1] procedures were and what was to be tolerated and
[2] what was not to be tolerated.

[3] So there have been a number of efforts that
[4] the police have taken on. But really, again, it's
[5] opening the issue up to the community and saying to
[6] the community, "You can come in to the Police
[7] Department with these concerns," because they're not
[8] to be tolerated.

[9] I think that that's made the difference,
[10] and to look at the leadership and depend on the
[11] community-based organizations, community organizers
[12] who are out there who know what is going on, to come
[13] forward to the Police Department and have them be
[14] heard, at a municipal level as well as a Police
[15] Department level. And I think that's what has
[16] really made a difference.

[17] There have been a number of other efforts. I
[18] could sit here and talk to you about afterwards, but
[19] I think that those are the most important ones that
[20] have turned our city around.

[21] **CHIEF GARDELLA:** If I may for just a
[22] moment, there was a time in our department, and I'll
[23] bet many departments across the country, where - I
[24] mentioned earlier about people who felt alienated

[1] is a cop out that there that is preaching something
[2] that is not to be tolerated, then the community at
[3] large will make sure that it doesn't happen. I
[4] don't think it's just the supervisors that are
[5] watching. I think it's the entire community.

[6] **MR. JENKINS:** Jackie, if I could, you have
[7] had some civilian oversight in a police department,
[8] if you will.

[9] **MS. RODRIGUEZ:** I think about when, first
[10] of all, in 1992, Chelsea was on the brink of riots,
[11] because there was a lot of police brutality, you had
[12] the Commission on Hispanic Affairs getting ready to
[13] file lawsuits. In fact the U.S. Department of
[14] Justice went in to investigate. And what has turned
[15] our city around is the fact that the police chief
[16] who was hired around that time was able to bring on
[17] the Latino leadership and create a citizen advisory
[18] group to bring all the complaints of police
[19] brutality to him, and deal with it.

[20] There have been a number of efforts that I
[21] can talk to you about, but one of the most important
[22] efforts was the Citizens' Police Academy that was
[23] created right away, to make sure that people were
[24] understanding in the community of what the

[1] from the Police Department, and it wasn't always
[2] because of race or how we stood in the socioeconomic
[3] scale. There were times in our Police Department
[4] where we didn't do business with people from the
[5] local women's battering shelter, that we didn't
[6] communicate with the rape crisis center. And I
[7] remember a ranking officer saying, "We even want
[8] them in our building!"

[9] We weren't communicating with the people
[10] who were dealing with the same victims that we do.
[11] The Police Department was an isolated entity. And a
[12] couple of interesting things happened out of
[13] policing in the '70s, and particularly in the '80s.
[14] We learned some valuable lessons.

[15] What was believed by the public was that
[16] the police could do it alone, and what was believed
[17] by the cops was that we could do it alone and we
[18] didn't need anybody, and we were both wrong, and now
[19] we're trying to undo a lot of things.

[20] Training has changed considerably, and
[21] forgive me if I sound defensive. I had six weeks of
[22] training. Out of those six weeks, probably two were
[23] absolutely wasted sitting around. There were people
[24] who went on the Police Department just before me who

[1] were told to go downtown and observe, and that was
 [2] part of their training. They didn't know what the
 [3] hell they were supposed to observe. And this is
 [4] what they were told, "Go downtown and observe."
 [5] We now have a 23-week Police Academy,
 [6] concentrating on the social sciences, alternatives.
 [7] Last time we brought in a gang member and a former
 [8] gang member to sit with that recruiting academy and
 [9] tell them how it is to be a kid out in the street.
 [10] We've gotten all crash courses in
 [11] psychology and sociology. And although it cost a
 [12] fortune, the government has found a way to motivate
 [13] cops to go to school, called money. And it was
 [14] something that came out of the Nixon
 [15] Administration. When you have them by the ears,
 [16] their hearts and minds will follow. People began
 [17] suing police departments and saying, "We're not
 [18] going to take this any longer."
 [19] I remember many years ago, I went to a
 [20] deputy chief and I said, "We've got to do something
 [21] on cell room suicide." He said, "We don't have many
 [22] of those." I said, "Let me show you an article."
 [23] It was an incident that had happened in Holyoke, I'm
 [24] sure you are familiar, many years ago, Paula. And I

[1] said, "This young lady committed suicide in a cell,
 [2] and the police department is now being sued for
 [3] millions of dollars because the police took no
 [4] action whatsoever. Would you like that to happen in
 [5] Worcester?" He says, "Well, I can give you a half
 [6] an hour to talk about it."
 [7] There was no emphasis on education, on
 [8] training, on being aware, being alert, knowing your
 [9] community, having a broader scope of what we are
 [10] supposed to do as police officers. That's coming
 [11] this way now. At one time we took - if you
 [12] examined the ranks of police departments, not only
 [13] were they male, but they were probably white, and
 [14] the vast majority were veterans. They came from
 [15] World War II, and they came from the Korean
 [16] conflict, and they were veterans.
 [17] Then we went through a period where we
 [18] stopped getting a great number of veterans, because
 [19] college-trained kids wanted to come. And then we
 [20] began as police officers saying, "Wait a minute.
 [21] What kind of people are we taking?"
 [22] And sometimes we would take college kids,
 [23] 21, 22, 23-year-old college men and women who have
 [24] never held a job. And our background team tells me

[1] that college students have said, "I don't want to
 [2] work nights." You say, "Well, you see, when you
 [3] become a cop, you have to work nights, you have to
 [4] work different shifts."
 [5] "Well, I don't want to work nights."
 [6] "No, no. You don't understand, that's
 [7] part of it. That's all based on seniority."
 [8] "Well, I don't want to work nights."
 [9] "Well, you don't want to work here."
 [10] "Do I have to carry a gun and wear a
 [11] uniform at all times? You guys work weekends?"
 [12] People who never had a job before.
 [13] We said, "Wait. We've got to take a look
 [14] at who we're hiring. Do we base it all on
 [15] education? What do we put on job experience?"
 [16] So we began to do more and more in-depth
 [17] research into the type of people we were bringing to
 [18] our organizations, and then placing a great deal of
 [19] emphasis on training and something, you hit a magic
 [20] word there, something that every police
 [21] administrator is fighting with all the time, because
 [22] most municipalities don't have the money to provide
 [23] adequate training for our supervisors.
 [24] I did not join this job to be a Chief of

[1] Police. We have cops that are almost doing
 [2] secretarial work. We don't hire people as
 [3] supervisors, middle managers or administrators; we
 [4] hire them as cops. So what are we going to do with
 [5] this person?
 [6] I'll digress by just I was reminded of a
 [7] story, we promoted a fellow, a couple of years ago.
 [8] He had spent 21 years in plainclothes working,
 [9] primarily days for about 15 years. And we made him
 [10] a sergeant on a Friday, and Sunday night he reported
 [11] to the midnight shift in uniform. He didn't even
 [12] know where the midnight shift was, and he had to go
 [13] out and buy himself a uniform, hadn't a clue of how
 [14] to be a first-line supervisor.
 [15] It wasn't fair to him, it wasn't fair to
 [16] the officers he was supervising, it certainly was
 [17] not fair to the community that he served. And what
 [18] did we do as an organization, as a city, to prepare
 [19] him for supervision? We did nothing.
 [20] It costs money to do this. Little by
 [21] little we're coming around. Greater emphasis. We
 [22] examine our own ranks and see where are our
 [23] failures. And as was mentioned, cops don't want to
 [24] see other cops doing things that are wrong and bad

[1] now, because it's a reflection upon us all, and one
[2] person unravels all the good that 500 police
[3] officers do.
[4] There's about half a million police
[5] officers across our country, which results in
[6] millions of encounters with citizens every single
[7] day. Less than 1 percent goes awry. Less than 1
[8] percent has an unhappy ending, has a bad experience.
[9] That's pretty good. We're not perfect, we are
[10] fallible, but we're getting better, we're getting a
[11] hell of a lot better.
[12] **MR. JENKINS:** Colonel Hillman is creating
[13] the office of Inspector General, and I'll ask him in
[14] a couple of words or less, because we are pressed
[15] for time, just to mention that. The hardest thing
[16] for a police officer to do is investigate another
[17] police officer, and he has created a method of
[18] internal affairs investigation that probably is
[19] unheard of in many, many departments. I'll just ask
[20] him to make a quick comment.
[21] **COLONEL HILLMAN:** Well, in our five-year
[22] strategic plan, one of our goals is to be the most
[23] ethical police agency in the United States, and the
[24] way you get there is training, education and

[1] accountability. And prior to the creation of this
[2] new office, we had the Division of Investigations,
[3] the Division of Uniformed Services and the Division
[4] of Administrative Services.
[5] Now we have this fourth entity with the
[6] Inspector General function, which we call the Office
[7] of Standards and Training, where we've elevated the
[8] functions of internal affairs staff and inspections
[9] and training, because there are ways to change the
[10] culture and reinforce what is right and discourage
[11] what is wrong.
[12] They're doing a game plan to beef up the
[13] number of people, and there are supervisors assigned
[14] there to become proactive, to go out in the
[15] community and watch our officers, to make sure that
[16] they're doing things well, and to reward and
[17] recognize those that are doing the job the way
[18] they're supposed to be doing it and to sanction
[19] those that are not.
[20] We probably have the most highly educated
[21] police force in the world. About one third of our
[22] agency has either a master's degree or a law
[23] degree. We're trying to implement a bachelor's as
[24] an entry level requirement.

[1] And it's at the risk of their job, to be
[2] frank. Those few criminals that manage to
[3] masquerade as police officers on the Mass. State
[4] Police, when brought to my attention, have been in a
[5] few cases and will continue to be terminated. And
[6] that's my obligation, that's my fiduciary obligation
[7] to the people we serve, to weed out the bad cops and
[8] free them for alternate employment.
[9] **MR. JENKINS:** Thank you.
[10] **MR. BROWNLEE:** Can I respond to the
[11] question?
[12] **MR. JENKINS:** Sure.
[13] **MR. BROWNLEE:** I was just going to respond
[14] to Member Mendez's initial question. I think we've
[15] gone just a little bit far afield. She was talking
[16] about an end result, an end result to a process, as
[17] to why is the incarceration rate so much higher for
[18] people of color. I believe that was your initial
[19] question.
[20] And I think that the most visible entity
[21] that is under the greatest scrutiny, of course, in
[22] the public eye is the police department, so the
[23] police departments nationwide, I feel very
[24] comfortable with. Yeah, you're going to get some

[1] every now and then that are going to go overboard,
[2] the cases you were talking about, the Rodney King
[3] type things, and situations like that. But that
[4] isn't the issue.
[5] The issue is actually, if you're looking
[6] for oversight, I believe that was one of the words
[7] that was mentioned, the oversight actually comes in
[8] the prosecutorial discretion and in the judicial
[9] sentencing. That's where you find out. I'll give
[10] you an example.
[11] My name is Charles Brownlee, and I work for
[12] the Massachusetts Trial Court. I work for the
[13] administrative office of the Chief Justice of the
[14] District Court Department. We are the largest court
[15] department in the state. We have 69 different
[16] locations statewide. I happen to have office space
[17] in Fitchburg. That's where my office is. My boss
[18] is in Salem.
[19] A friend of mine in a particular District
[20] Court gave me the following story, and I think this
[21] would be perhaps at least instructive. Make of it
[22] what you will. There were two young men on that
[23] afternoon before this judge in this District Court.
[24] The first young man happened to be Caucasian. He

[1] had a long rap sheet. He was arrested for either
[2] reckless driving and I think he had possession of a
[3] Class D substance on his person. The judge gave him
[4] a suspended sentence, a period of probation, and a
[5] fine.

[6] The next young man happened to be a black
[7] man, just happened to be a black man, and this
[8] probation officer was in the courtroom on another
[9] matter, not on that matter; you know, appeals, we're
[10] running in and out of court all the time, taking
[11] papers. The judge for this young man, who was
[12] driving on a suspended license, second offense, the
[13] judge was going to give him 90 days in the House of
[14] Correction. He did not have the record that the
[15] previous defendant had.

[16] So this PO in open court called it to the
[17] judge's attention, putting herself at risk, saying,
[18] "Your Honor, I would like to speak to you
[19] privately." He recessed. She said, "How can you do
[20] this?" "Oh, I didn't recognize the record was so -
[21] well, you're quite correct." Had she not been
[22] there, that young black man would have done 90
[23] days. Now, does that answer your question with
[24] respect to that case?

[1] See, it is not the front line. The front
[2] line is the most visible; that's the one that we
[3] see. And they have taken care of themselves, quite
[4] nicely. They have taken care of themselves, no more
[5] the head bashing when I was a youngster in Los
[6] Angeles, Southern California. I had a natural, a
[7] little 'fro, as we say, driving down the street, and
[8] I was stopped, I was flashed the light. I said,
[9] "Pardon me, yes." "Well, you were going a little
[10] too fast." I just looked at him, and then he walked
[11] around the back of the car, he saw the UCLA sticker
[12] where I was in school, '64, and, "Oh, you go to
[13] UCLA?" "Yes." "Well, take it easy," and blah,
[14] blah, blah.

[15] Why did he stop me? Because I had a 'fro,
[16] one o'clock at night, coming from a fraternity
[17] party. Yes, I could have been drunk, a lot of beer
[18] was there, but I don't drink.

[19] So, it's not the police officer. That's a
[20] systemic issue that - what you have to do is
[21] perhaps it would be an evaluation of the
[22] prosecutorial discretion and sentencing patterns.
[23] And you really have to get - that's a lot of work
[24] that Dr. Flynn will tell you about. You'd have to

[1] really get the records, case records, start
[2] comparing, do regression studies, and make sure that
[3] you're sentencing the same kinds of individuals,
[4] sentencing records. If there is a discrepancy
[5] there, that's where the problem would be. Thank
[6] you.

[7] MR. JUNG: I had a couple of remarks. One
[8] was I heard one of the presenters say that one of
[9] the problems you had was delegating authority to the
[10] lowest level, and that the reason for that was
[11] various persons in the upper level didn't want to
[12] give up their authority.

[13] And it seems to me, in order for you to
[14] make that feeling known, that you want the person at
[15] the very bottom level to have that authority and
[16] responsibility, the topmost person has to be willing
[17] to delegate it downward so that the people at the
[18] very bottom get the message that you mean what you
[19] say and that you're not just saying it to make it
[20] look good. So that's how you delegate authority
[21] downward.

[22] The other thing that I was wondering about,
[23] I heard a lot about commissions and committees and
[24] various community people that you are trying to

[1] attract to get help with community policing. My
[2] question is, how many ethnic people do you have on
[3] those committees and commissions that work with you,
[4] ethnic people that are known in the community, so
[5] that they will give you the entree to that community
[6] you are trying to impact? So my encouragement to
[7] you would be to attract as many ethnic people as you
[8] can that are in your community and get them into
[9] these commissions and the governing bodies that you
[10] folks seem to have.

[11] The other thing, as an Asian-American, the
[12] thing that I worry about most is that the Asians are
[13] getting the bad rap of either being a gangster or
[14] just ultrasmart, so there doesn't appear to be a
[15] middle class Asian. You are either a gangster or
[16] you are so damn smart you go to Harvard, no matter
[17] what you do, and that's not the case.

[18] In the early '80s the largest growing Asian
[19] community in Massachusetts was the Indochinese
[20] population, and the thing that I want to impress on
[21] everyone here is that because of the traditional
[22] beating the Asian has gotten, not only through the
[23] media but through the movies and various things,
[24] when you see anything about Asians, they're either

[1] coolies or we're bombing the hell out of them.
 [2] So the Indochinese have just come from a
 [3] very recent unpleasant history of confronting men in
 [4] uniform. So for the on-line policemen, they
 [5] represent that very authority that they feared when
 [6] they left their country. And because of that, you
 [7] need to be more sensitive about how you're going to
 [8] confront them, because they're already afraid. Even
 [9] before you say hello, they've got their defenses up,
 [10] because from where they came, that was the norm.
 [11] They never asked questions; they beat you first and
 [12] then asked you later. So because of that mind-set,
 [13] we've got to be very careful and not categorizing
 [14] all the Asians in one way or the other.

[15] So the thing that I would like to leave
 [16] with you is to try to get as many Asian or ethnic
 [17] community people that are prevalent in your
 [18] community on your governing boards, and give them a
 [19] say in what you're doing, and you will find that
 [20] they will give you the entree that you need into
 [21] that community to impact your programs. Thank you.

[22] **DR. CHUN:** I have a problem I'm struggling
 [23] with; maybe you can help me a little. That is to
 [24] say, let me say, I do find uplifting to hear all

[1] shall we say, implementing a periodic monitoring
 [2] survey, well-balanced, fine-tuned and nuanced, the
 [3] kind of feedback monitoring system that would tell
 [4] us in what areas what degree of progress we might be
 [5] making and in what other areas we may be just doing
 [6] a lousy job, so that we as a system and a society
 [7] can become a self-corrective, adjusting system,
 [8] capable of change, at the same time capable of
 [9] recognizing progress that you make.

[10] Now, when I raise up questions of that
 [11] nature, people say, "Listen, that's impractical,
 [12] because nobody in a position of power wants to do
 [13] anything like that, because you're potentially
 [14] risking yourself. It is far better politically to
 [15] keep talking about efforts you are making and so
 [16] on."

[17] As long as that posture is maintained, some
 [18] of these difficulties come across as an impasse as I
 [19] talk with community people. So that's my problem.
 [20] I'll be interested in hearing some of what might be
 [21] done.

[22] **MR. JENKINS:** If I could perhaps leave that
 [23] as a question to recess with, ask the panelists to
 [24] perhaps submit to the Committee at another time some

[1] about the multiple efforts and programs you have
 [2] implemented and are trying to implement and the
 [3] stories of the successful cases. They are indeed
 [4] uplifting and hopeful.

[5] At the same time, I think I'll be less than
 [6] honest if I do not say that as part of my job, I do
 [7] listen to and talk to some members and advocates,
 [8] representatives of minority communities of various
 [9] kinds, and whenever I do that around such topics as
 [10] police-community relations, I do hear very strong
 [11] feelings of frustration going forward, strong
 [12] complaints about insensitivity and unresponsiveness,
 [13] so alleged, and the self-protecting message within
 [14] the law enforcement establishment. It is as if I am
 [15] hearing two entirely different stories about two
 [16] different universes, rather than, say, something
 [17] about the common reality that we live with. So
 [18] that's my dilemma and problem.

[19] In other words, the dilemma and impasse
 [20] here is both perceptual and interpretive, and one
 [21] way I can think of as a way of overcoming this
 [22] impasse might be, I think that we need - let me
 [23] phrase it as a question.

[24] Why is it not, or have you thought about,

[1] answers, because I don't think we can answer that
 [2] question quickly. And that to me is the beginning
 [3] of community Policing 2000, where we're going in the
 [4] next millennium.

[5] So with the Commission's permission, let's
 [6] pose that as a question, if we can, to leave with
 [7] the panelists and ask them to submit to us testimony
 [8] or written response at another time.

[9] **DR. CHUN:** I think that would be superb, if
 [10] indeed the panelists would graciously agree to that.

[11] **MR. JENKINS:** Will the panelists graciously
 [12] agree, and then we'll go to lunch?

[13] (Chorus of ayes)
 [14] (Luncheon recess)

ENFORCEMENT OF CIVIL RIGHTS LAWS IN MASSACHUSETTS

[1] **MS. MENDEZ:** Good afternoon, everyone. My
[2] name is Yvette Mendez, I'm a member of the
[3] Massachusetts Advisory Committee, and I welcome you
[4] to the afternoon session of our statewide Civil
[5] Rights Conference. I know there are a few people
[6] who were not here in the morning, so I'm going to
[7] tell you a little bit about the Commission.

[8] This Committee is a statewide Committee.
[9] We gather information, take testimony and evidence
[10] on civil rights issues in Massachusetts. We present
[11] this evidence to the U.S. Commission on Civil Rights
[12] in D.C.

[13] That's the point of the conference today,
[14] for us to get information about the civil rights
[15] issues in the Commonwealth. We've been a little bit
[16] dormant, we're trying to get more active, and this
[17] is good sign, a good turnout, and I'm very happy
[18] that all of you took your Saturday to come and spend
[19] the day talking about civil rights issues.

[20] When we thought about having the
[21] conference, the main point was to bring up these
[22] civil rights issues, and we brainstormed about

[1] people that we wanted to present evidence,
[2] information. We wanted to stimulate dialogue,
[3] invite many community members, public officials, to
[4] discuss issues.

[5] The morning session was about police-
[6] community relations. There were a number of members
[7] of law enforcement and community organizations who
[8] spoke this morning about the civil rights of
[9] citizens and how the police are dealing with
[10] community, with culture, with language, with
[11] brutality, and relations.

[12] This afternoon's session is about the
[13] enforcement of civil rights laws. This is how we
[14] protect people, through the laws. And to that end,
[15] we have five distinguished panelists.

[16] We have Chuck Walker, Charles Walker. He
[17] is the Chairperson of the Massachusetts Commission
[18] Against Discrimination. This is the organization
[19] that handles all of the discrimination claims in the
[20] Commonwealth. It's the, quote, court of first
[21] impression in Massachusetts. You can't have a
[22] discrimination case unless you file it with the MCAD
[23] in Massachusetts. So Chuck is going to talk about
[24] the MCAD.

[1] We also have a staff attorney from the
[2] Lawyers Committee on Civil Rights, Barbara Dougan.
[3] She's going to address the issues of racial violence
[4] and some of the work that the Lawyers Committee is
[5] doing in that regard.

[6] We also have Erin Kemple. She's an
[7] attorney. She is the executive director of the
[8] Housing Discrimination Project in Holyoke,
[9] Massachusetts. She had testified at one of our
[10] previous hearings in Springfield, and she has some
[11] great insights and experiences in the housing
[12] discrimination area, as well as other areas.

[13] And Zenobia Lai is here, an attorney with
[14] the Asian Outreach Program at Greater Boston Legal
[15] Services. She will address issues facing the Asian
[16] community and immigrants and their civil rights, and
[17] she works for Greater Boston Legal Services, which
[18] is a legal service organization.

[19] Finally, we have Judge Richard Chin. He is
[20] an Associate Justice at the Superior Court, and he
[21] going to give us a view from the bench, his
[22] experiences as a judge with regard to the civil
[23] rights laws, how they're enforced, how they affect
[24] people in the Court, and he's going to give us his

[1] personal reflections and his experiences.

[2] So let me say just a couple of things about
[3] this session. I would love it if we can have a
[4] discussion, a dialogue, so here's how it's going to
[5] work. Everyone is going to have ten minutes to
[6] talk, and then we'll feel it out and see if you want
[7] to take a break at that time.

[8] Then you will have the opportunity to ask
[9] questions or to give testimony. You can just raise
[10] your hand. If you want to give me your name and
[11] your title, make sure, if you ask a question, that
[12] you do that, because we do have a court reporter
[13] here today. She is taking down the testimony and
[14] making a transcript. So she would need to know who
[15] you are and where you're from.

[16] But don't feel like you have to be from
[17] somewhere to ask a question or, you know, to
[18] interject, because we do want to stimulate
[19] dialogue. And you can ask general questions, you
[20] know, to the whole panel or to individual people, if
[21] you would like. So I really encourage you to ask
[22] questions or to make statements.

[23] And with that, I will turn the microphone
[24] over to Chuck Walker.

[1] **COMMISSIONER WALKER:** Thank you, Yvette.
[2] Good afternoon, everybody. There are a lot of
[3] people here. It's good to have you, and I want to
[4] thank you, Yvette, Dale Jenkins, Marty Walsh, the
[5] entire U.S. Civil Rights Commission, and this
[6] fact-finding conference. I'm a particular fan of
[7] Mary Frances Berry, and I'm honored and humbled to
[8] be able to participate in this fact finding, which I
[9] think is long overdue, but as they say in church,
[10] it's right on time.

[11] I'm currently - I'm going to talk a
[12] little bit about the MCAD, I'm going to talk a
[13] little about the trends, a little about the cases
[14] that we represent, and I'm going to talk about some
[15] of the new initiatives that we're trying to start at
[16] the MCAD, and I'm going to try to do all of that
[17] within ten minutes, and I apologize if I go to
[18] eleven.

[19] I also want to thank my two daughters
[20] before I get off. They lost a good deal, and so
[21] they ended up with Daddy this afternoon, so they're
[22] going to be on their best behavior. We just bought
[23] a new house and moved in last week, and I got the
[24] impression that they liked it, because I fixed the

[1] Sunday dinner, and they were looking around, and
[2] they were saying, "Daddy, when you die, do we get to
[3] have this house?" I got the impression they liked
[4] the house a lot.

[5] I'm currently in the middle of my fourth
[6] year at the MCAD, the chief civil rights enforcement
[7] agency for the State, the end of my first year as
[8] chair, six months unofficial, six months official,
[9] but who's counting?

[10] Although I'm Chairman, I share the
[11] leadership of the agency with two great, smart,
[12] dedicated, wonderful colleagues, Dorca Gomez and
[13] Douglas T. Schwarz, the newest Commissioner, who
[14] covers Suffolk County and points north. Dorca
[15] covers the western part of the state.

[16] Our charge is to enforce all the
[17] antidiscrimination laws of the Commonwealth in the
[18] areas of employment - we have 90 percent of our
[19] cases in areas of employment - housing and public
[20] accommodations. We have broad powers to investigate
[21] and, if probable cause is found, to conciliate for
[22] early resolution, and if that fails, to prosecute
[23] all claims to a conclusion, to determine if
[24] liability exists on the discrimination alleged.

[1] If liability is found, then we have the
[2] authority to issue compensatory damages, back pay,
[3] front pay, emotional distress and attorney's fees,
[4] as well as issue any orders which are necessary to
[5] effectuate the purposes of the statute. And so
[6] under this section we take extraordinary liberties
[7] in fashioning remedial remedies and orders to
[8] educate, with the goal of preventing future
[9] discrimination from occurring.

[10] Last year we received over 5,000
[11] complaints, and for the first time in our 52-year
[12] history, we closed over 5,000 complaints, 5,015 to
[13] be precise. We issued 3300 dispositions, we settled
[14] claims with a cash value of \$16 million. We found
[15] probable cause in about 12 percent of our cases,
[16] dismissed for lack of probable cause another 57
[17] percent. They either were withdrawn or settled
[18] before a disposition was reached.

[19] The real miraculous thing is that we did it
[20] with a staff of 18 investigators, seven attorneys,
[21] investigators, and I went to law school to avoid
[22] math, but with a case load of 267 cases each. And
[23] our contracts, over half of our budget comes from
[24] the good resources of the federal government through

[1] EEOC and HUD contracts. The other half, barely a
[2] half - and forgive me for being cynical; it's kind
[3] of funny, I've come to these legislative hearings
[4] asking for money to this bench here, and now I'm
[5] speaking here - we get another \$1.3 million from
[6] the State.

[7] In any event, and I'll be glad to answer
[8] any questions about that, I just wanted to give you
[9] an overview of the MCAD and our adjudicatory
[10] process. For the balance of my presentation, I
[11] would like to discuss some basic observations and
[12] trends in the cases I've seen over the past three
[13] and a half years, as well as share some of the new
[14] initiatives that we are working on.

[15] I would be remiss if I did not take note of
[16] the uniqueness of 1998. 30 years ago both Dr. King
[17] and Bobby Kennedy just a matter of weeks apart were
[18] assassinated. Over 14 major cities had gone up in
[19] flames due to racial hostilities: Police brutality
[20] was rampant. I remember specifically the Black
[21] Panther headquarters being raided in cities like
[22] Chicago and Newark and New York, and Black Panther
[23] leaders being assassinated and killed in their beds,
[24] bludgeoned to death, and Johnson issuing the Kerner

[1] Commission report, which this is the 30th
[2] anniversary of that report. And maybe you remember
[3] those jarring words of its conclusion, that America
[4] was "moving towards two societies, one black, one
[5] white, separate and unequal."

[6] 30 years ago, then, Dr. King had been
[7] assassinated; within a matter of days Title 9 of the
[8] Fair Housing Act, the Fair Housing Discrimination
[9] Act, was passed. 1998 is also personally
[10] significant to me, because it is the 20th year of my
[11] law school graduation. So this is my anniversary.

[12] And I'm proud to be a beneficiary of
[13] affirmative action. I don't want anyone to think
[14] that affirmative action was what got me in law
[15] school. It's really blazed a trail for where I've
[16] been today.

[17] I want to just kind of wrap this up by
[18] starting with a Billy Crystal joke. A doctor goes
[19] to his patient. He says, "I've got some good news,
[20] and I've got some bad news." What's the patient
[21] say? You're right. He says, "Well, Doc, I would
[22] really appreciate the good news first." He says,
[23] "Well, the good news is you have 24 hours to live."
[24] And the patient blanches. He says, "24 hours to

[1] said this: "The unemployment rate for black males
[2] is still twice as high as for whites. College-
[3] educated black and Hispanic men, and women of every
[4] race and ethnic background, are paid less than
[5] comparably educated, trained white men. It is still
[6] harder for African-Americans, Latinos, and in many
[7] cases for women, to rent apartments, get a mortgage,
[8] get hired or promoted, and in many places even to
[9] vote, than for whites."

[10] African-American and Latino males remain
[11] unemployed at a rate of two and three times higher
[12] than their white male counterparts, people similarly
[13] situated. And the prophesy of the Kerner Commission
[14] report of 30 years ago that declared we are moving
[15] toward two societies is being fulfilled right before
[16] our eyes.

[17] The new report, "The Millennium Breach,"
[18] which was issued on the anniversary, has come up
[19] with a load of statistics, and I'm not going to
[20] belabor them. But one that just kind of struck me
[21] was that, you know, today children - the poverty
[22] rate has increased four times of children in
[23] poverty. 17 states are now entertaining initiatives
[24] such as California's Prop. 209 to completely

[1] live? That's the good news? What's the bad news?"
[2] He says, "I was supposed to tell you yesterday."

[3] The good news is that we're all thriving in
[4] a booming economy. Employment is at its lowest rate
[5] in 24 years. Since October the national
[6] unemployment rate has not exceeded 4.6 percent; in
[7] three years it has not exceeded 6 percent. 800,000
[8] jobs have been added in the last four months, at an
[9] average of 300,000 jobs a month. That's good news.
[10] And by some measure, according to this Eisenhower
[11] Report, over the last 30 years, more than one half
[12] of black families have attained middle class incomes
[13] or higher.

[14] But what's the bad news? The bad news is
[15] that despite this booming economy, these erstwhile
[16] inspiring statistics, that discrimination and hate
[17] crimes against people of color, gender, religious
[18] belief, sexual orientation and disability and age is
[19] higher than it has ever, ever, ever been before.
[20] Trust me, people. We're in a crisis situation
[21] here.

[22] Deval Patrick best said it, when he was
[23] Chief of the Enforcement Division of the Civil
[24] Rights Division of the Department of Justice. He

[1] eliminate affirmative action.

[2] Indeed, affirmative action, one of the few
[3] consistent government concepts designed to remedy
[4] over 300 years of hostile racial and gender
[5] discrimination, in one tenth the time is under more
[6] attacks and scrutiny than discrimination itself.

[7] But even more galling that these statistics
[8] are the actual incidents themselves, the insidious
[9] nature of hate-filled acts of resistance to
[10] progress.

[11] If I'm going too long...

[12] **MS. MENDEZ:** No, it's fine.

[13] **COMMISSIONER WALKER:** Nationally and
[14] locally, there remain enclaves of exclusion, with no
[15] desire or hint of movement toward inclusion.

[16] Jewish cemeteries and synagogues are
[17] vandalized on a weekly basis, defaced with
[18] swastikas. Despite inordinate media attention to
[19] it, the punitive damage awards that stem from it,
[20] and the millions of dollars spent to avoid court as
[21] a means of settling it, sexual harassment remains
[22] for the sixth straight year the number one form of
[23] employment discrimination complained of in the
[24] United States and here in Massachusetts.

[1] Last August, we read and heard in abject
[2] horror about the Haitian immigrant arrested in New
[3] York, with his hands cuffed, while in the police
[4] station itself, who was sodomized with a mop handle,
[5] which afterwards was shoved into his mouth.

[6] Another back man in Elk's Creek,
[7] Virginia - I cut the article out in the Boston
[8] Globe - while in a drunken stupor was carried out
[9] and tied to a white cross, doused with gasoline, set
[10] on fire, and beheaded.

[11] Even more telling than the violent acts are
[12] the attitudes. Last year you had a church exhume
[13] the grave of a child of a black and white couple
[14] when the church deacon researched and located an old
[15] charter that barred blacks from being buried in its
[16] cemetery.

[17] A California condominium manager informed
[18] two Latino couples that he would not let the
[19] premises to them because, in his opinion, they were
[20] given to multiplying and he did not want to
[21] replicate the barrio they had come from. Erin, you
[22] see these cases.

[23] But my favorite was the University of Texas
[24] law professor - yes, the same University of Texas

[1] that brought us the Hopwood case - who in his zeal
[2] to oppose affirmative action publicly stated,
[3] "Blacks and Mexican Americans are not academically
[4] competitive with whites at selective institutions,
[5] because they have a culture that seems not to
[6] encourage achievement but failure, and failure is
[7] not looked upon with disgrace."

[8] Can you imagine a law professor sitting in
[9] a class in Massachusetts - I'm sorry, I thought I
[10] would get worked up about this.

[11] An arrestee laid prostrate in Springfield,
[12] Massachusetts, with his hands cuffed - you know
[13] this case; you talked about it this morning - while
[14] an amateur video camera - I think that's one of the
[15] best weapons people should carry these days -
[16] filmed a police officer kicking him in the head.

[17] I had worked on a case where a woman, a
[18] white woman in Taunton pregnant with an interracial
[19] baby, had painted on her door, "Abort all nigger
[20] babies," and it took 30 days for the landlord to
[21] remove the paint.

[22] A grocery store manager admitted under oath
[23] that on more than one occasion in front of other
[24] workers and customers he had referred to the

[1] complainant as a "stupid f'ing Puerto Rican," and
[2] then justified his statements by saying he didn't
[3] say it when he was mad. These are the attitudes
[4] that we're dealing with.

[5] Let me just tell you, I'm ebullient, and I
[6] feel very encouraged and very optimistic by the
[7] workers that I have, the work that you guys are
[8] doing, the efforts to bring this Commission together
[9] to have this fact finding. And I'm simply going to
[10] end with a quote, and I will answer questions on
[11] some of the initiatives, because I've run out of
[12] time. And it's from Dr. Martin Luther King. He
[13] said, "I refuse to accept the idea that the 'isness'
[14] of man's present nature makes him morally incapable
[15] of reaching up for the 'oughtness' that forever
[16] confronts him."

[17] That "oughtness," the task of eliminating
[18] discrimination in all its forms, must remain forever
[19] in sight. It is my goal as the Commissioner, it is
[20] our challenge as a civil rights enforcement agency,
[21] it is our charge as individuals in a free society.
[22] Thank you very much.

[23] (Applause)

[24] MS. MENDEZ: Thanks, Chuck. I would like

[1] to call up now to the podium Judge Richard J. Chin,
[2] Associate Justice of the Massachusetts Superior
[3] Court.

[4] JUSTICE CHIN: I want to thank all of you
[5] for having me here. It's an honor and privilege to
[6] speak here this afternoon. I've been asked to just
[7] speak briefly about some of my observations from the
[8] bench. I think for you to understand how I see
[9] things, you probably need to know a little about my
[10] background and how I grew up.

[11] I think I brought to the bench a great
[12] appreciation for civil rights laws. My parents are
[13] immigrants from China. I grew up in Brockton. They
[14] ran a laundry in Brockton for a number of years, and
[15] they still do. I grew up at a time before civil
[16] rights laws were passed.

[17] I remember as a child when my parents
[18] started to make a little money and they wanted to
[19] get a house, they wanted to buy a house close to
[20] their laundry. I heard them talking about it, and
[21] they told me, and they told my sister, we weren't
[22] getting the house, because the people didn't want to
[23] sell to Chinese people.

[24] Even at that age, I knew it was wrong, and

[1] I asked my father, "Well, what is it we can do about
 [2] it?" And the simple answer was "Nothing." There
 [3] were no laws to protect people at that time, and
 [4] there was nothing he could do about it.
 [5] But things have changed now. I think I was
 [6] one of many beneficiaries of the civil rights
 [7] movement, the civil rights laws that were passed.
 [8] As I was growing up, I went to law school at Boston
 [9] College Law School. I was one of three Asians in
 [10] that class. I think that was the beginning of the
 [11] law school bringing Asian students there. I know
 [12] now those numbers have increased.
 [13] And I remember graduating from law school,
 [14] and I must have gone to interviews at just about
 [15] every governmental agency in Boston, and I didn't
 [16] see any Asians in any of those offices and never did
 [17] go to work for any of those agencies.
 [18] I think I ran into that same situation when
 [19] I was appointed to the court. I was the first Asian
 [20] appointed to the bench in Massachusetts. That was
 [21] in 1989, with a court system that's over 300 years
 [22] old, and at that time there were very few Asians
 [23] working in the courts or really practicing in the
 [24] courts.

[1] I dealt with them as a judge on a individual
 [2] case-by-case basis. But in those communities, the
 [3] major change came when a lawyer brought a federal
 [4] civil rights suit, somebody that died in a jail
 [5] cell, a major civil rights suit in Federal Court
 [6] when the city was talking about settling the case
 [7] for \$600,000 or \$1 million. That's when you read in
 [8] the paper about the politicians starting to say,
 [9] "Well, maybe we ought to look at things. Maybe we
 [10] ought to change things."
 [11] I have a lot of faith in our civil rights
 [12] lawyers, because I've seen this happening in
 [13] different communities, and it's those lawyers who
 [14] fought the good fight that brought that about. And
 [15] believe me, a lot of these cases are hard fought,
 [16] and a lot of money is spent defending these cases,
 [17] but when the time comes to pay, that's when people
 [18] take notice.
 [19] I think it's getting harder and harder for
 [20] judges in terms of enforcing civil rights laws. I
 [21] think there's a great deal of public pressure.
 [22] There's a great deal of publicity about crime, about
 [23] prosecuting criminals, putting people in jail. I
 [24] think the greatest problem for the judges is the

[1] I think that since that time the courts
 [2] have addressed some of those issues. It's not like
 [3] we would like it to be, but I think some progress is
 [4] being made.
 [5] I was first appointed to the Boston
 [6] Municipal Court, and during that time I had the
 [7] opportunity to sit at various courts across the
 [8] Commonwealth. And I think when you sit in different
 [9] communities as a judge, you start to see patterns,
 [10] patterns of behavior. You see criminal cases, and
 [11] you say, boy, the way they search people, you see
 [12] patterns, but, you know, we as judges are limited in
 [13] our power.
 [14] You say, "Well, you're a judge; you're
 [15] supposed to enforce the law." That's true. But we
 [16] do that on a case-by-case basis. And I think as a
 [17] judge, I learned that sometimes we have very little
 [18] power to change things. I think what I've learned
 [19] is it's the lawyers, it's these people here that
 [20] represent individuals that work hard, bring these
 [21] cases. They're the people that effect change, and
 [22] they're the important players in the civil rights
 [23] movement.
 [24] I saw things that I thought weren't right.

[1] pressure to convict people.
 [2] I know in a case I had, a murder case, I
 [3] had, I suppressed a confession in a murder case, and
 [4] I was subsequently upheld by the Supreme Judicial
 [5] Court. They said it was correct decision. And when
 [6] that came down, the district attorney went to the
 [7] press, and the local paper called for my
 [8] resignation.
 [9] I never thought that I would ever lose my
 [10] job for being right. But that's the reality of
 [11] being a judge, and I don't complain about it, but I
 [12] want you to understand what judges have to deal
 [13] with. That's something I knew when I took the
 [14] bench, and that's part of the job.
 [15] In the Superior Court, I think I don't see
 [16] as many civil rights cases as I would in the Federal
 [17] Court. I think part of that is because I sit mainly
 [18] in Bristol County in Fall River. Anybody that would
 [19] have an opportunity to bring a case in Federal Court
 [20] would have to be crazy to file it in State Court in
 [21] Fall River. The juries are notoriously cheap. It's
 [22] impossible for a plaintiff to get a decent verdict
 [23] in Bristol County, and I think that's the reason why
 [24] most of the civil rights cases from that area are

Page 162

[1] litigated in Federal Court.
[2] But the cases I do see, I see a lot of good
[3] lawyers, a lot of hard-working lawyers. I know in
[4] the racial harassment cases, I know that the
[5] Attorney General's Office has a Civil Rights
[6] Division headed by Richard Cole. I know that he's
[7] very interested in prosecuting civil rights cases.
[8] He and I served together on the Supreme Judicial
[9] Court's commission for the study of race and ethnic
[10] bias in the court, and I know he's a very committed
[11] leader in that department, and I've seen those
[12] cases, and they do a pretty good job.
[13] I think in the employment cases that we
[14] see, I don't think we see as many of them as there
[15] would be. I know the Mass. Commission Against
[16] Discrimination handles a lot of those, and a lot of
[17] those resolve at your agency, Chuck.
[18] But the cases I do see, I think they're
[19] handled by lawyers that are well prepared, and they
[20] know the law. I think that area, I don't know why
[21] that particular area, maybe because it's a
[22] specialized field, but I think all those cases are
[23] properly defended and properly litigated.
[24] I think I see a trend in the Superior

Page 163

[1] Court. I think we're getting away from motor
[2] vehicle torts, I think with no-fault, the way juries
[3] are reacting to tort cases. I see a trend in
[4] discrimination law. I think a lot of lawyers are
[5] specializing in it, and I think a lot of lawyers are
[6] going into that field, and I see a lot of bright
[7] people coming out of that.
[8] So I think that - I agree with Chuck. I
[9] think there's reason to be optimistic. I think that
[10] the system is working. It's not perfect, but I see
[11] a lot of committed people doing a lot of hard work.
[12] I think that what is needed is even more groups like
[13] we have here, represented here today. They need
[14] money to operate. As a former legal services
[15] lawyer, I know that a lot of those people are
[16] underpaid.
[17] I know that politically it's not popular to
[18] fund those programs. But I think if we're going to
[19] make any progress in civil rights, you can't just
[20] rely on private attorneys to litigate all these
[21] cases. You need agencies that are willing to take
[22] the cases that the private lawyers don't take.
[23] But I see a lot of good work being done,
[24] and I am very optimistic, and I just hope that all

Page 164

[1] the lawyers keep up the good work. Thank you.
[2] (Applause)
[3] MS. MENDEZ: Next, Barbara Dougan from the
[4] Lawyers Committee for Civil Rights under the Law.
[5] MS. DOUGAN: Of the Boston Bar
[6] Association.
[7] MS. MENDEZ: Of the Boston Bar Association,
[8] who incidentally is a cosponsor of the luncheon that
[9] we just had and our refreshments with the Mass. Bar
[10] and BankBoston.
[11] MS. DOUGAN: I always bring my own
[12] propaganda with me. If someone can... Some of the
[13] laws I'm going to talk about. If you want to have
[14] them now, come up and get them. I've got plenty of
[15] stuff here. I don't know about you, but I like to
[16] be able to look at what people are talking about.
[17] As usual I'm disrupting things, which is
[18] just the norm. I'll get started while you are doing
[19] that, but thank you for passing those out.
[20] My name is Barb Dougan. I'm a staff
[21] attorney with the Lawyers Committee for Civil Rights
[22] under the Law of the Boston Bar Association. Now,
[23] if you didn't think we were nonprofit before you
[24] heard that title, you know that we must be nonprofit

Page 165

[1] after hearing a title that long.
[2] The Lawyers Committee was founded in the
[3] early '60s, the national Lawyers Committee, to do
[4] civil rights cases. This was at a time when most of
[5] the national civil rights laws had just passed, and
[6] President Kennedy realized that these laws weren't
[7] going to do much good unless there were people out
[8] in the trenches to enforce them. So he pulled
[9] together the first national group, and then the
[10] Boston office was the first local affiliate. We
[11] were founded in, I think - I forget exactly.
[12] We've been around for about 30 years at this point.
[13] I'm not math whiz either.
[14] My position is the director of the Project
[15] to Combat Racial Violence, and this position was
[16] created by the Lawyers Committee in about 1983. We
[17] handle all race and national origin discrimination
[18] cases in our office. And the creation of my job was
[19] a recognition that especially in that time in
[20] Boston's history, racial violence had increased to
[21] the point where we needed someone to at least
[22] spearhead for our offices the efforts to address it
[23] on an institutional and more systemic manner.
[24] On one hand, it sounds like the saddest job

[1] in the world, doesn't it, to be dealing with racial
[2] violence cases full-time. But on the other hand, I
[3] must say it's probably the most fascinating job I
[4] could have ever hoped to have in terms of just the
[5] insights you can learn about human nature and how we
[6] all respond to these things.

[7] I handed out the statutes. Actually, the
[8] Mass. Advisory Committee to the U.S. Commission on
[9] Civil Rights held several programs, probably seven,
[10] eight, nine, ten years ago, when these Massachusetts
[11] laws were being enforced, and there is nothing
[12] really new there. Massachusetts has passed that
[13] hurdle long ago of actually enacting the legislation
[14] to address these issues.

[15] I think at this point, probably most states
[16] in the country have some form of what's often called
[17] a hate crimes law. Ours - especially the Mass.
[18] Civil Rights Act, I just want to quickly outline
[19] that for you. It's more useful than many states'
[20] laws, I think, because it has a civil component
[21] too. It has three components. One allows the
[22] various district attorneys' offices to prosecute for
[23] crimes.

[24] But the law, as you will see, is not

[1] There is the third provision that gives any
[2] victim of racial violence or any other - I'm
[3] talking in terms of the racial violence, but
[4] obviously this law has very wide applicability to
[5] any kind of hate crime - the right to sue the
[6] perpetrator and also to seek an injunction on their
[7] own behalf.

[8] But again, you can read that at your
[9] leisure. I know you're all going to go home and
[10] spend your time reading these. And if you ever have
[11] any questions about these things, please feel free
[12] to call our office about these issues.

[13] Those are the laws. Massachusetts has good
[14] laws, so we're done with that piece of it.

[15] The key word in the title to this panel, I
[16] guess, is "Enforcement" and when I first read your
[17] title, I thought, oh, blah, blah, blah, enforcement
[18] of the civil rights laws, and then I thought, really
[19] enforcement is the key here, because it doesn't
[20] matter what sort of laws we have if we don't have
[21] adequate enforcement. And boy, oh, boy, I can't
[22] address that in ten minutes. I probably couldn't
[23] address it in ten hours, but we can try.

[24] My familiarity is mainly with Boston and

[1] written like many of the other statutes; it doesn't
[2] have a list of protected classes. Instead it talks
[3] about interference with a person's constitutionally
[4] protected rights using threats, intimidation and
[5] coercion. So it was a law that was designed to
[6] address actually racial violence when it was passed,
[7] but it has been used for a wide variety of matters
[8] that weren't even within that area.

[9] As an aside, I always point out that in
[10] fact the first time that this statute or at least
[11] the civil provision went up to the Supreme Judicial
[12] Court was on behalf of that historically oppressed
[13] group of wealthy property owners out in the suburbs
[14] who were trying to build a tennis court. So the law
[15] has been used in a lot of different areas, but it
[16] was designed to respond to the very widespread and
[17] dreadful racial violence occurring in Boston at the
[18] time.

[19] So there is the criminal provision that I
[20] just described. There is also the provision that
[21] Judge Chin referred to that allows the Attorney
[22] General to get a civil rights injunction against
[23] perpetrators, which is a very, very effective tool,
[24] and also used very nicely by the AG's Office.

[1] the Eastern Massachusetts communities, so some of
[2] you may have somewhat different experience, but I
[3] think the over - this is the guiding way I look at
[4] enforcement, that hate crimes - and again, I hate
[5] to always call it a crime issue, because it's not
[6] just a crime issue, as we usually address it, but
[7] it's on a continuum.

[8] I think what a lot of times we like to see
[9] or at least like to visualize is the perpetrators of
[10] these crimes as being identifiable lunatics, people
[11] who are way out there and not like anybody else. We
[12] know them because they are wearing their white hoods
[13] or their swastikas or whatever.

[14] But in fact, I mean, I truly believe, and
[15] this is also based on my work doing domestic
[16] violence many, many years ago, that these acts,
[17] they're all on a continuum in our culture, and they
[18] may be at the extreme end of the continuum, but by
[19] golly, they're part of an overall cultural attitude.
[20] And I think what becomes really difficult is to
[21] realize that each of us are on that continuum. None
[22] of us is exempt from the cultural attitude that, in
[23] its most extreme form, manifests itself in racial
[24] violence.

[1] As a white woman, doing this kind of work,
[2] I mean, I have to constantly think, where do I fit
[3] on this continuum, and I think everybody who is
[4] involved in the enforcement of these laws, whether
[5] you are a lawyer, a judge or some sort of
[6] institution who often has responsibility, we all
[7] have to recognize that we are on that continuum, and
[8] none of us has emerged unscathed.

[9] That being said, I will tell you that we
[10] see wonderful responses to terrible situations.
[11] We've seen especially locally, with some very well
[12] trained police officers, responses that really could
[13] make you weep with joy. We've seen, on the other
[14] hand, responses that will just plain make you weep.

[15] And, Chuck, you know how you were getting a
[16] little aggravated there, and you were getting a
[17] little apologetic for being aggravated. I don't
[18] think any of us should ever get to the point where
[19] this stuff doesn't get to us. I don't think you
[20] should ever have to apologize for letting it rile
[21] you up.

[22] I mean, I think we all have coping
[23] mechanisms if we deal with this stuff on a
[24] day-to-day basis, and that's fine. Some people

[1] drink heavily, I tell terrible jokes, but we all
[2] have coping mechanisms. But if this stuff doesn't
[3] bother us, we have really lost a piece of our
[4] humanity, and we should get out of the business
[5] right away.

[6] I think what the difficulty is is when we
[7] enforce these laws, we often - and I use the term
[8] "we" seriously, because it's not only the other
[9] people who are making decisions, but any of us who
[10] want to be in a leadership or advocacy role, we like
[11] to see certain kinds of victims, because they're
[12] easier cases to deal with. I think they are the
[13] cases that what it boils down to is that we're more
[14] comfortable with.

[15] I find in my practice that those who are in
[16] a position to respond like to see cases again where
[17] you've got at least in Massachusetts a skinhead on
[18] the other side. The vast majority of hate crime
[19] cases don't involve skinheads, and they didn't
[20] involve people that belong to organized hate groups.
[21] But if we can see that, then we don't even have to
[22] worry about some of the ambiguities.

[23] The cases that we see, various authorities
[24] like to see victims who are caught in some sort of

[1] chance encounter on the street that is unexplainable
[2] by any other history. I often joke that we like to
[3] see as victims preferable Mother Teresa, and if we
[4] could, ones that somehow outdo her, because there is
[5] just so much resistance to categorizing these cases
[6] as actual hate crimes.

[7] I wish I could tell you what the answer is
[8] to that. I have no idea. I think it is much more
[9] complicated than just simply a racist knee-jerk
[10] reaction. I think there are a lot of other things
[11] that go into the mix there, and maybe someday
[12] someone can give me the answer to that, because I'll
[13] be darned if I know what it is.

[14] I think where we see the poorer responses
[15] are where racial violence or any sort of class-based
[16] violence is occurring in an institutional setting,
[17] whether it's in a school. A lot of these cases are
[18] not these street encounters. In fact, the vast
[19] majority aren't. They can be cases that are
[20] occurring in the workplace. Hideous stuff goes on
[21] in the workplace. I mean, Chuck could probably tell
[22] you stories - they're not stories, they're real
[23] live cases that would curl or uncurl your hair.

[24] And in my office, what I have spent most of

[1] the last five years of my time there dealing with is
[2] in the housing context. Many of you know our office
[3] represents the plaintiffs in a class action lawsuit
[4] against the Boston Housing Authority on behalf of 13
[5] families of color who allege years of nonresponse by
[6] the Boston Housing Authority to well-documented,
[7] well-known acts, chronic acts of racial harassment
[8] and violence in certain Boston neighborhoods. Am I
[9] being discrete enough here?

[10] I mean, I think that's what drives me nuts,
[11] is that we do tend to look at hate crimes as these
[12] weird encounters that happen on the street. You
[13] know, there are communities in Boston in 1998 where
[14] this kind of stuff goes on on a weekly if not daily
[15] basis.

[16] And I don't fault anyone for not knowing
[17] this is going on, if you are not involved in those
[18] communities or up on the issue, but I do sort of go
[19] bonkers when people say, "Because that is not within
[20] my realm of experience, your clients must be lying."
[21] And our clients have been accused of being liars
[22] constantly. Our clients' lawyers have been accused
[23] of being, you know, not quite right too on many
[24] occasion, but, you know, I get paid to hear stuff

[1] like that.

[2] The final thing I wanted to mention, and

[3] then I hope we can have more of a dialogue on this,

[4] because I've never held myself out as an expert on

[5] this stuff, okay, the communities that are affected

[6] are the experts, and there are probably people here

[7] who can talk to this better than I can.

[8] But I think it's very easy to look at this

[9] as what we always call hate crimes, which defines it

[10] as a criminal justice issue, which it is in part,

[11] but I think what you get into there, and I know this

[12] is considered a provocative approach by some of you,

[13] but it assumes that the police are the agents to

[14] solve these problems.

[15] And I don't know how your conversation went

[16] this morning, but I think it's fair to say that most

[17] of the communities that are affected by police

[18] abuses and police misconduct are the same

[19] communities affected by hate crimes. And, you know,

[20] Chuck used that hideous example from New York City

[21] with the Haitian immigrant who was brutally

[22] assaulted, he was brutally assaulted by a group of

[23] police officers.

[24] So I think we have to avoid falling into

[1] the easy trap of saying the police are the ones who

[2] are the saviors in these incidences. Many times

[3] they do fabulous work, but oftentimes I would say

[4] half the calls our office gets are about police

[5] cases.

[6] If you want to look for, you know, a

[7] uniform - and I don't mean to be rude, but people

[8] are not wearing white sheets - the joke I tell is

[9] that my clients are more concerned about people

[10] wearing Navy blue uniforms. I don't say that as

[11] indictment of all police officers. Again, you see

[12] incredibly good work done, especially in the Boston

[13] community, but we see incredibly bad things

[14] happening too.

[15] The last thing I would say about attitudes

[16] is what was mentioned about video cameras, saying a

[17] great tool of enforcement is video cameras. You

[18] know, I used to think that. You know, after the

[19] Rodney King case, we all said, "Oh, that's what we

[20] should be doing is mounting video cameras

[21] everywhere." But didn't the jury teach us a lesson

[22] about that? I mean, we had a jury who saw what the

[23] video camera saw and still were able to explain it

[24] away as Rodney King being something less than a

[1] human being who would choose not to be beaten silly.

[2] But then again, I hate to end this on a

[3] down note. This is serious work, it is sometimes

[4] heartbreaking work, but it's also a wonderful

[5] challenge to be involved in. And I think you also,

[6] in these cases, see the most wonderful parts of

[7] human nature and professionalism you can ever hope

[8] to see.

[9] I'm very good at telling you the horror

[10] stories, but I can also tell you some wonderful,

[11] inspiring stories about what different people in the

[12] community, police officers and otherwise, have done

[13] to make our community a better place. So I hope we

[14] can talk about this, in a little less formal

[15] setting, as we go on. Thanks.

[16] (Applause)

[17] MS. MENDEZ: Erin Kemple from the Housing

[18] Discrimination Project in Holyoke.

[19] MS. KEMPLE: I just have to say before I

[20] begin, I know a lot of you liked what Chuck had to

[21] say, but I myself was very disappointed. The last

[22] time I heard him speak, he told a great story about

[23] being beaten up by thugs from Miami Vice. I've been

[24] watching a lot of Miami Vice lately, and I wanted to

[1] hear more about that, so if you could maybe talk

[2] about that at the question and answer period, I

[3] would appreciate it.

[4] I am the Executive Director of the Housing

[5] Discrimination Project. It's a private nonprofit

[6] fair housing center serving Central and Western

[7] Massachusetts. It was founded in 1989 by a

[8] coalition of the legal services lawyers, shelter-

[9] advocates and community advocates.

[10] I am concerned because we all saw an

[11] increase in homelessness as a result of

[12] discrimination. The Housing Discrimination Project

[13] provides fair housing enforcement and education

[14] services to an area which includes more than 4,000

[15] square miles and over 1.5 million people.

[16] We're working in one of the most segregated

[17] areas in the country. According to a nationwide

[18] survey, in 1991, the Greater Springfield Area, which

[19] includes Holyoke where our office is as well as the

[20] surrounding communities, was the 34th most

[21] segregated area in the country. Boston ranked

[22] 72nd. And every time I hear about Boston and hear

[23] about the work in Boston, I think it's all that much

[24] worse out in the area that we serve.

[1] Since we opened our doors in 1989, we have
[2] received more than 1600 complaints of housing
[3] discrimination. And while most of the
[4] discrimination complaints we received concern
[5] discrimination in rental housing, we are getting a
[6] growing number of complaints from people who are
[7] trying to buy homes and in particular people who are
[8] trying to get homeowners insurance.

[9] During 1997 HDP opened 157 new cases of
[10] housing discrimination. We were only able to rule
[11] out discrimination in 17 percent of those cases. We
[12] were able to collect \$147,000 in damages for the
[13] victims of housing discrimination, and that
[14] represents a 260 percent increase in the awards over
[15] 1996.

[16] I want to talk about a couple of the cases
[17] that we see because I think that those are the best
[18] illustrations of what is going on in the communities
[19] that we serve. A case that we're handling right now
[20] involves a large condominium complex in Amherst,
[21] Massachusetts, that most liberal and most
[22] progressive community in Massachusetts, or that's
[23] how it likes to think of itself.

[24] We had a client go into this complex trying

[1] But, you know, the attitude is that they
[2] don't - families with children don't deserve to
[3] live here, and where do they deserve? Too often it
[4] is in neighborhoods where housing is in bad
[5] condition and the neighborhoods have deteriorated.

[6] In a case that we recently settled against
[7] a Hampden County landlord, we received a call from
[8] an ex-employee - and as you hear me talk, you're
[9] going to hear this theme: Ex-employees are some 'of'
[10] our best informants, some of the best evidence that
[11] we can have. The ex-employee called and told us
[12] that she had quit her job because she could no
[13] longer carry out the policies of the apartment
[14] complex.

[15] And what those policies were were to charge
[16] more money to people who were Latinos, to hang up
[17] the phone if Latinos or someone called with a Latino'
[18] accent, to offer Latinos apartments in the
[19] unrenovated, run-down part of the 'complex, and to
[20] offer whites apartments in the nicer areas of the
[21] complex at lower rents.

[22] We did testing, which means we sent out
[23] people, a Latino woman to look at the apartment, and
[24] a white woman. We did several tests, and each of

[1] to rent an apartment. She and her family were
[2] living with her father in a one-room apartment.
[3] They had been looking - this was actually the
[4] second case we have with this client. She went in
[5] to apply for an apartment, and the owner of the
[6] condominium told her that there was a rule that
[7] children under the age of 15 were not allowed in
[8] this particular complex.

[9] During the course of investigating that,
[10] what we found was that the condominium trustees, the
[11] management company, and the condominium association
[12] each at three different times had brought up the
[13] issue with their attorney as to whether or not they
[14] should change this rule, maybe it was illegal, and
[15] ultimately they decided not to change that rule,
[16] because, after all, who was it really hurting?

[17] Most of the discrimination we see against
[18] families with children is that blatant. People will
[19] simply say, "No children here," or they will
[20] advertise in the newspaper, "No children," or "Two
[21] adults only." And when we call them on it, they get
[22] very indignant: "What are you talking about? This
[23] is my house. I can say - it's not like they're
[24] black."

[1] our white testers, the person who was showing them
[2] the apartment offered to move them in themselves if
[3] they would live there.

[4] We had a second ex-employee call on that
[5] particular case, and he hadn't known that we had
[6] already received a complaint, and he gave us the
[7] exact same information all over again. Both of
[8] these were people of color, and unfortunately, the
[9] people who were doing the discriminating, the people
[10] who were hanging up the phone and charging more
[11] rent, were also Latinos and other people of color,
[12] which got very difficult.

[13] We've heard a lot from the courts, and one
[14] of the things that I would really like to see is
[15] some training for the courts themselves about the
[16] housing discrimination laws, because too often when
[17] we see discrimination by members of the protected
[18] classes, African-Americans, Latinos, Asians doing
[19] the discriminating, the courts tend to say, "There
[20] can't be any discrimination. People don't
[21] discriminate against people who look like them," and
[22] too often we find that that's not true.

[23] In a similar case, in another case that we
[24] were handling in Amherst, we were contacted by

[1] several maintenance employees because of
 [2] discriminatory management practices by a new owner.
 [3] At the time that the owner bought the
 [4] complex, the families that were living there were
 [5] mostly Cambodians, people who had come out of the
 [6] camps in Thailand and in Cambodia and had come right
 [7] to this complex, and in addition there was a large
 [8] Puerto Rican community there. In fact, the
 [9] Cambodian community there was so strong that there
 [10] was a Cambodian monk, a Buddhist monk who had a
 [11] temple there, and in addition, the
 [12] Cambodian-American Association had its offices
 [13] there.
 [14] By the time the HDP got involved, the
 [15] apartment was only 38 percent people of color, and
 [16] the rest were all U. Mass. students. Someone had
 [17] asked earlier, when they were discussing the
 [18] problems with the police department and the
 [19] difficulty that people in the Asian community in
 [20] particular have with authority – in that case, one
 [21] of the things that was absolutely heartbreaking to
 [22] see was someone just simply getting a letter with an
 [23] official stamp on it and immediately moving out.
 [24] We dealt with a lot of post-traumatic

[1] The case was filed with HUD, and on
 [2] September 30th the President of the United States
 [3] and Secretary of HUD Cuomo held a press conference
 [4] in which this case was highlighted, talking about
 [5] how prevalent and how pervasive housing
 [6] discrimination is. And I think I heard the
 [7] President say, "I thought we had solved that
 [8] problem," and let me tell you, you haven't. It is
 [9] still a very, very prevalent problem, every place in
 [10] Massachusetts and really throughout the United
 [11] States.
 [12] The one thing I should mention is that the
 [13] cases is now in Federal Court, and the owner of the
 [14] rental agency has said that in fact what "ARCHIE"
 [15] means is crabby, so if a landlord was crabby, they
 [16] were an Archie.
 [17] The last thing I would like to talk about
 [18] in terms of cases – right now I have been talking
 [19] about disparate treatment cases – probably the most
 [20] cutting edge and the most frequently discussed cases
 [21] in the fair housing field right now are disparate
 [22] impact cases, cases where there is a neutral rule
 [23] that has a greater impact on one group than on the
 [24] other.

[1] stress syndrome in that case, not because they were
 [2] doing anything like banging on the door or
 [3] threatening to beat someone up, but because they
 [4] were getting letters that reminded them of what had
 [5] gone on in their past, and they didn't believe us
 [6] when we said, in fact, "No one is going to come and
 [7] hurt you simply because you got this letter saying
 [8] you have to move out."
 [9] In one of the most high profile cases that
 [10] we've investigated, some of which you might hear,
 [11] the Housing Discrimination Project filed a complaint
 [12] against a Worcester rental agency alleging that they
 [13] were steering the people who were coming in to see
 [14] them.
 [15] Again we were assisted by an ex-employee,
 [16] who copied a lot of the listing sheets that the
 [17] company had used, and on those listing sheets we
 [18] found something very interesting. A lot of the
 [19] listing sheets had, in large capital letters at the
 [20] top, "ARCHIE." There were other codes that were
 [21] used on there, and what the ex-employees has told us
 [22] is that "ARCHIE" mean that it refers to Archie
 [23] Bunker, and what it means is that this landlord will
 [24] not accept blacks and Latinos.

[1] Where we're seeing this a lot is the
 [2] landlords who are more sophisticated, the large
 [3] landlords, they know not to use "Archie," they know
 [4] not to tell their maintenance people, "Don't do
 [5] maintenance on that particular apartment because a
 [6] person of color lives there." But what they have
 [7] done or at least what it appears that they have done
 [8] is to create a set of rules that does the same
 [9] thing.
 [10] In two cases that we have involving almost
 [11] 150 units of housing in Holyoke – and I don't know
 [12] if any of you know Holyoke, but it is a very poor
 [13] city, lots of people who live there are in some kind
 [14] of public housing or rental assistance, and it has a
 [15] very large Puerto Rican population. But the rule in
 [16] these two complexes was "We won't sign leases."
 [17] if anybody is familiar with the Section 8
 [18] rental assistance program, in order to use your
 [19] Section 8 in an apartment, you have to sign a lease.
 [20] And so their excuse was, "Oh, we take Section 8.
 [21] Yes, we love Section 8, we want Section 8. Section
 [22] 8 is great. We just won't sign leases."
 [23] And in discovery, it was actually an
 [24] investigative conference at the MCAD, the attorney

[1] from my office said, "And how many people on Section
[2] 8 have lived in this 250-unit apartment complex in
[3] the last ten years?" There are none. Neutral rule
[4] having a disparate impact.

[5] What is even more prevalent than something
[6] like that - we actually managed to settle that case
[7] and got them to change the rule. What is even more
[8] prevalent, and what we think that these complexes
[9] now have gone to is a rent-to-income ratio, so that
[10] landlords will have a rule that says, "I will only
[11] accept someone whose income equals three times the
[12] rent." If the rent is \$100 a month, your income has
[13] to be \$300 a month. In most areas that is going to
[14] cut out everybody on welfare, everybody who has a
[15] Section 8, and a lot of people of color, simply by
[16] looking at the demographics.

[17] And we have not yet been able to go after
[18] this, because it's a very complicated case, looking
[19] at the demographics and showing that in fact it's
[20] going to cut out the members of the protected groups
[21] even more than nonmembers of the protected groups.

[22] So it's something that is going on in
[23] subtle ways. When you look at who is living in the
[24] complexes, they are all-white complexes, even though

[1] they don't have a rule that says, "We will only rent
[2] to whites."

[3] I actually did a case that ended about a
[4] year ago that I lost in ignominious humiliation, and
[5] I have to confess to that, in which I actually got
[6] to do a deposition of the landlord, and I said,
[7] "When did this policy go into effect? He said,
[8] "1988." And I said, "And what was your default
[9] rate? How many people were not paying the rent
[10] prior to 1988?" He had no idea. I said, "Okay,
[11] after 1988, were there fewer people who were unable
[12] to pay the rent?" "No. In fact, our evictions have
[13] gone up every year for the last ten years."

[14] So their excuse, that "This is how we
[15] figure out who can afford to live here and who
[16] can't," doesn't hold up, but at the same time we
[17] don't have the affirmative evidence that we need in
[18] order to show that it has in fact had a disparate
[19] impact on these groups.

[20] That is the substance of what I wanted
[21] say. Housing discrimination is - in fact because
[22] of the September 30th press conference that the
[23] President did, housing discrimination has become
[24] much more visible, and it is being talked about a

[1] lot more. HUD at the moment has a mandate from
[2] Secretary Cuomo to double the number of enforcement
[3] actions that it files within the next four years.
[4] And so we're going to see, I hope, a lot more
[5] seriousness, that this issue is being taken a lot
[6] more seriously.

[7] You heard that Chuck say that 90 percent of
[8] their cases are employment cases and 10 percent are
[9] both public accommodation and housing discrimination
[10] cases. That's not a lot of housing discrimination,
[11] because we know it's going on a lot more than that.
[12] Thank you very much.

[13] (Applause)

[14] **MS. MENDEZ:** Now, Zenobia Lai from the
[15] Asian Outreach Project of the Greater Boston Legal
[16] Services, Zenobia.

[17] **MS. LAI:** Thank you. It will be really
[18] difficult to beat the last speakers being so dynamic
[19] and interesting. I don't know if the ranking order
[20] of who speaks first has something to do with how
[21] long they've been in the profession, but I work at
[22] Greater Boston Legal Services, which will be
[23] celebrating its 100th anniversary by the turn of the
[24] century, 2000. And the Asian Outreach Program has

[1] been around for 25 years. It was actually started
[2] by a law school classmate of Judge Chin 25 years
[3] ago, and I am honored to be carrying on the torch.

[4] Greater Boston Legal Services provide free
[5] legal services to low income individuals on
[6] different kinds of civil problems, such as housing,
[7] family law, immigration, benefits, employment,
[8] health and disability, and a lot of other stuff.
[9] And the Asian Outreach Program was started to
[10] provide legal services to Asian-Americans or Asian
[11] immigrants who do not have access to the mainstream
[12] legal services because of language and cultural
[13] barriers. We are happy to be in business for that
[14] long, and hopefully for a little while more.

[15] I hate to inject something complicated in
[16] the civil rights discussion. That is I'm going to
[17] talk about the experiences of immigrants in the
[18] enforcement of civil rights law or the willingness
[19] to use civil rights laws to protect themselves. And
[20] I'm going to talk about the experience of the Asian
[21] community, because that's the one that I am closest
[22] to and I know the most about. And to talk about the
[23] implications of civil rights law enforcement in the
[24] immigrant community, we have to talk about the

[1] immigration laws of this country.
 [2] And I hate to mention a bunch of laws that
 [3] luckily are already off the books, but it was on the
 [4] books for a long time, and it changed or defined
 [5] what kind of immigrant community we find or what
 [6] kind of Asian-American community we find today in
 [7] this country.
 [8] In 1882 Congress passed the first Chinese
 [9] Exclusion Act. This was to be continued and
 [10] extended for a number of years; eventually resulting
 [11] in permanent bar of people of Asian descent in
 [12] 1924. And the naturalization law of 1790 actually
 [13] barred nonwhite immigrants from gaining citizenship,
 [14] which wasn't removed until 1952. So it was on the
 [15] books for how many number of years? I'm not good at
 [16] math. A long time.
 [17] Then the 15th Amendment that gave voting
 [18] rights to certain people did not apply to nonwhite
 [19] immigrants, because they are noncitizens. And it
 [20] wasn't until 1965, when the laws about immigration
 [21] changed in this country, that our community began to
 [22] look like any other community.
 [23] Just to talk about what happened in
 [24] Massachusetts, the first Asian community in

[1] are only here for the moment, they are what we call
 [2] sojourners, meaning that one day they will go back
 [3] home, and that's where they came from.
 [4] On the other hand, with all these laws
 [5] passed by the Congress, it seems like there is a
 [6] legislative sanctioning of discrimination against
 [7] certain people from certain countries, and Asian
 [8] immigrants being discriminated is okay, because that
 [9] was the message; otherwise, why would Congress pass
 [10] these laws? And it's just like segregation in
 [11] schools and public facilities were okay at the time.
 [12] So the general climate made it very
 [13] difficult for immigrants to even leave their
 [14] immigrant enclaves, because if they do leave their
 [15] immigrant enclaves, they would be harassed and
 [16] beaten up by other people in the general public, so
 [17] thus creating these very closed societies in
 [18] different Asian communities.
 [19] However, at the same time as Chinese
 [20] immigrants or Asian immigrants were starting to come
 [21] to this country, there were also immigrants from
 [22] Europe, from Ireland, from Italy, from Poland, from
 [23] Eastern European countries. However, their
 [24] experience was totally different.

[1] Massachusetts started to form in 1870 in Boston's
 [2] Chinatown. That is the first group of Chinese
 [3] workers who were shipped from the West Coast to
 [4] break a strike in North Adams, lost the job after
 [5] the strike was over, moved to Boston Chinatown and
 [6] started to settle there.
 [7] However, remember 1882, we have the Chinese
 [8] Exclusion Act, so this group, which was mostly male,
 [9] single male workers, they could not bring in their
 [10] family members. Actually, they cannot leave the
 [11] country without permission of the government first.
 [12] If they did get married and did leave, they could
 [13] not bring back their wives and children. That
 [14] created a bachelor society in a lot of Asian
 [15] immigrant communities, including a lot of Chinatowns
 [16] and Koreatowns around the country.
 [17] Because of this law, it really leaves a
 [18] legacy of a very incomplete community. It is a
 [19] community of single people who have families around
 [20] the world. They have to always struggle between the
 [21] two worlds. And because of the exclusionary
 [22] immigration laws, they created a sense of exclusion
 [23] in the immigrant community. They felt that they are
 [24] not welcome in this country. They felt that they

[1] Remember the naturalization laws, they
 [2] allowed immigrants to become a citizen, but only if
 [3] you are white. So immigrants from Ireland, Italy,
 [4] Poland and other European countries were allowed to
 [5] become citizens, they were allowed to bring in their
 [6] families, they were allowed to have a community, and
 [7] thus to develop their community and political power
 [8] and ability to move up. That's why you can have
 [9] Irish politicians, you can have Italian politicians,
 [10] and you can have Eastern European politicians, but
 [11] not Asian politicians until more recently.
 [12] The nature of the Asian community did not
 [13] start to change until 1965. That is when the
 [14] discriminatory immigration laws were changed once
 [15] and for all.
 [16] Immigration quotas were designed based on
 [17] national origin. National origin was based on the
 [18] 1890 census, which means that if you have a hundred
 [19] people from a certain country at the time, then you
 [20] can have a certain quota from that country come to
 [21] this country as immigrants in this century. So if
 [22] there wasn't any - I'm sorry, it was actually
 [23] 1790. So if there wasn't any immigrants from China
 [24] at the time, you don't get any quota, the quota is

[1] zero. And that remained on the books until 1965,
[2] when all the countries around the world can have the
[3] same number of immigrants coming to this country.

[4] The law that I mentioned earlier, which
[5] says that Chinese were excluded or Asian people were
[6] excluded from entering the country, wasn't revoked
[7] until 1943. That was in the middle of the Second
[8] World War, when we have to make friends with certain
[9] countries on the Asian continent.

[10] Then after the war it was in 1948 that the
[11] War Brides Act allows some of the Chinese single men
[12] who joined the military and had wives abroad,
[13] allowed them to bring in their wives and family.
[14] And then the Refugee Act of 1949 also allowed a lot
[15] of the Chinese students who were stranded in the
[16] United States because of the changes in the
[17] political situation back home - they were allowed
[18] to stay.

[19] It was not until 1952 that all immigrants
[20] were allowed to naturalize. So if you have
[21] immigrants or people from China who have been around
[22] probably for 70 years by then, they were here, they
[23] spent much of their life here, they weren't allowed
[24] to become a citizen until they were probably in

[1] their late 70s.

[2] And because immigration law is such that
[3] only if you are a citizen you can bring in your
[4] wives and children and family members, so it wasn't
[5] until they can become citizens that they can bring
[6] in their family members, and it wasn't until 1965,
[7] when the immigration laws become more equalized
[8] among different countries, that's when the
[9] Asian-American community started to develop.

[10] However, as some community members had told
[11] me, they had grandfathers who came here in the late
[12] 1800s, but then when they came to the United States,
[13] in the '50s and '60s, they came as immigrants. They
[14] should have been second- or third-generation
[15] Americans. And that's what shaped the Asian-
[16] American community. It should have been a community
[17] that had two or three generations of people born
[18] here, raised here, went to college and developed
[19] careers here, but because of the immigration laws,
[20] they came as immigrants.

[21] So it wasn't until 1960, locally, that
[22] there was the first group of college graduates who
[23] were native-born Asian-Americans or Asian immigrants
[24] who came at a very, very young age who began to

[1] graduate from colleges in any significant numbers.
[2] And that's when the Asian-American community came to
[3] change to the shape that it has now. However, we
[4] are still way behind in terms of political clout as
[5] compared to other immigrant communities who started
[6] to form a community in the U.S. in the same time the
[7] Asian immigrants did.

[8] And because of - presently, about 65
[9] percent of the Asian-American community are made up
[10] of immigrants. Because of that, it shaped the
[11] nature and composition of Asian-American communities
[12] and thus the priority in terms of what rights they
[13] want to enforce first.

[14] When you have a community that is
[15] predominantly immigrants, economic survival comes
[16] ahead of a lot of different things. Civil rights is
[17] something that is not as tangible as economic
[18] survival. So even though there are civil rights
[19] violations left and right, however, people will try
[20] to ignore that for the time being until they can
[21] safeguard their subsistence for the time being.

[22] And because of the community that we are
[23] having, we are constantly fighting the battle of
[24] having enough people to serve our community. For

[1] example, since Judge Chin graduated from college,
[2] there are a lot more Asian-American students, law
[3] students, lawyers, practicing law.

[4] But I hate to tell you that there was this
[5] one very personal and very recent experience that I
[6] had in a court in Massachusetts. I was representing
[7] an Asian immigrant, just like I always do, and I was
[8] in this court where apparently immigrants are not as
[9] frequent appearing before the court. I felt like
[10] the judge seemed to think that I am somehow
[11] colluding with my client to create a situation.

[12] This is very unpleasant, and sometimes I
[13] question, would having more of us appearing in the
[14] court really change anything, unless we can educate
[15] judges and everybody else on the different
[16] experience of our society?

[17] The immigrants are part of our society,
[18] whether you like it or not. They are here, and they
[19] are here to stay, and we need to really sensitize
[20] individuals of different immigrant experience. A
[21] lot of the prediction of the census has informed us
[22] that by 2050, the demographics of this country will
[23] be very different. We have 53 years to get there,
[24] and we better act fast. Otherwise it will be a very

[1] difficult time to live. Thank you very much.
 [2] (Applause)
 [3] **MS. MENDEZ:** At this time, I want to take a
 [4] moment and give the Committee members the
 [5] opportunity to ask questions, and also to give the
 [6] panelists the opportunity to make some remarks and
 [7] comments about the presentations of some of their
 [8] other colleagues. Any questions? Peter.
 [9] **DR. KIANG:** I remember when the civil
 [10] rights law in Massachusetts first went on the books
 [11] and cases came up, and we were trying to establish a
 [12] case history that would be powerful to interpret the
 [13] law the way it had been intended. And in those
 [14] early years, the way that the law was being
 [15] interpreted by the various levels and layers of the
 [16] criminal justice system in cases of racial violence,
 [17] a crucial piece of evidence in a case would have to
 [18] be racial slurs being heard.
 [19] And I remember many, many cases in the
 [20] mid-1980s, as the Asian population was growing,
 [21] where for immigrant victims, not understanding
 [22] English, it really wasn't possible for them to know
 [23] what were the words that were spoken in the
 [24] incident; and therefore, using that as the basis for

[1] Russian interpreters, and the only justification was
 [2] that Russian interpreters were not as prevalent or
 [3] something like that.
 [4] The national origin immigration is really
 [5] one of the most daunting challenges that civil
 [6] rights is going to be facing, I say into the
 [7] millennium, particularly with respect to education.
 [8] And then the MCAD, you know, our big challenge is to
 [9] make sure that interpreters - well, resources is
 [10] always an issue at the MCAD, so we have to make sure
 [11] that we draw upon the good resources and goodwill of
 [12] a lot of people.
 [13] But in terms of the actual cases, it takes
 [14] much, much more than a slur. Unfortunately, the
 [15] courts have created very big standards in order to
 [16] prove discrimination. A statistic that I left out
 [17] in my talk was that, you know, we grant in 12
 [18] percent of our cases probable cause. 90 percent of
 [19] those cases settle, and the ones that advance to
 [20] public hearing, let me ask the audience, what do you
 [21] think the breakdown is in terms of the win-loss
 [22] ratio of plaintiffs? Very, very low.
 [23] Almost 75 percent are found in favor of
 [24] respondent. This is after you cover this whole

[1] determining whether there was a racial character to
 [2] the homicide or to the assault or the arson, or
 [3] whatever, made it very difficult for some of those
 [4] cases to go forward.
 [5] And so we pushed pretty hard on that, and
 [6] I'm just wondering now, you know, over 10, 12 years
 [7] later, since those early cases when we were trying
 [8] to use the law, whether, as we look at immigrant
 [9] victims of racial harassment - I'm not only
 [10] speaking about Asian immigrants of course; there are
 [11] Haitians, there are Somalis, there are many, many
 [12] different colors of immigrants today, unlike the
 [13] early generation of immigrants at the turn of the
 [14] last century - how effectively do the presenters
 [15] feel that the Mass. civil rights law is being used
 [16] now to protect the rights of immigrants around this
 [17] language issue in terms of evidence and racial
 [18] language being involved?
 [19] **COMMISSIONER WALKER:** If I understand your
 [20] question, it is like what standards or how difficult
 [21] it is. I can tell you that we just found probable
 [22] cause in a case against a state agency. It's one of
 [23] the biggest lawsuit we have, where they paid Spanish
 [24] interpreters two times less than what they paid

[1] group. It is because it is such a Draconian burden
 [2] to prove. And when you have language as an
 [3] inhibitor, it exacerbates their ability to prove
 [4] their case, prove their discrimination. That's my
 [5] take from the MCAD.
 [6] **MS. DOUGAN:** The question you're asking, it
 [7] still goes on, the idea that a lot of the racial and
 [8] other forms of bias, harassment and violence;
 [9] depends upon whether a slur was used. And I was
 [10] saying the kind of victims we like to see, we being
 [11] the responding institutions, the authorities want to
 [12] see a case where the person all but spray-painted a
 [13] racial slur on your forehead, because obviously it
 [14] couldn't have been something if you didn't use that
 [15] kind of language.
 [16] There is now this whole list of what are
 [17] called bias indicators, which is kind of like going
 [18] the other direction; it's so technical that you can
 [19] take a case and apply the bias indicators to it and
 [20] drain it of any life that it might have.
 [21] We still have that problem. We still try
 [22] to work with people to see that there is a lot of
 [23] other factors going on besides the use of racial
 [24] slurs. Northeastern several years ago did an

[1] interesting study where they talk about the
[2] characteristics of hate crimes, and they
[3] oftentimes – we remind people to look at these
[4] things. It is usually the victim is outnumbered,
[5] the victim is usually – the level of force used is
[6] usually not the same as other crimes.
[7] In Boston, you are probably either going to
[8] get whacked with a hockey stick or baseball bat or
[9] spit on, if not all three, and that's not how the
[10] typical crime takes place. The good news is that
[11] you rarely see guns involved in these crimes, very,
[12] very rarely. So what we try to do is say, "Look,
[13] there are a lot of other factors here that point to
[14] this as being a hate crime or racial violence
[15] besides just the use of slurs."
[16] But you are absolutely right. Too often we
[17] want these cases to be kind of easy to handle and
[18] process, and the racial slur is used as the gate,
[19] you know, and if there wasn't a racial slur, well,
[20] buzz, no hate crime; if there was, well, you know,
[21] that's a whole different problem. It's still an
[22] issue, and it's still oftentimes seen as a
[23] shortcut.
[24] I think it represents lazy thinking,

[1] presumes somebody can speak the language well enough
[2] to communicate that which goes beyond just slurs,
[3] and as more subtleties can be found, language
[4] proficiency becomes more important to make that
[5] known. And I am wondering what has been done to do
[6] that, provide language proficiency in all state
[7] agencies and governmental bodies that provide
[8] services to the residents of this state.
[9] **MS. KEMPLE:** It in part depends upon what
[10] kind of agency you're talking about, but there's
[11] actually two ways to answer to the question. One is
[12] that even where interpreters are provided, the
[13] interpreters are not always proficient enough to do
[14] the job that needs to be done.
[15] I was trying a case with an interpreter,
[16] and my question was "When did the landlord find out"
[17] whatever. The translation was "When did you tell
[18] the landlord" whatever. I knew she hadn't told the
[19] landlord. It was the wrong translation. And
[20] fortunately, my colleague, who was fluent in
[21] Spanish, was in the office, or in the courtroom, and
[22] she could tell me, "You're not getting the right
[23] translation."
[24] But that's just Spanish. I worry about the

[1] whatever, but it is still there. We actually saw a
[2] defendant in a case where in a moment of utter
[3] honesty, he said, "Well, I'm too smart to use a
[4] racial slur." Fortunately most of our defendants
[5] aren't that smart.
[6] But you're right, it still is a problem and
[7] a job for all of us to say that there are a lot of
[8] other factors going on here, what is the history of
[9] this neighborhood, you know. It is still a problem,
[10] but I think people are getting a little more
[11] sophisticated about it. But it always comes up.
[12] You are absolutely right.
[13] **MR. JUNG:** As these convictions become more
[14] difficult because the subtlety of racism increases,
[15] I think there becomes a bigger need for language
[16] proficiency. Now, given that to be the case, and
[17] given that the State is mandated to provide services
[18] to all, that to me includes language.
[19] And I am wondering if any of the panelists
[20] can speak to what moves the State has taken to
[21] provide adequate languages for all the people that
[22] they serve in the Commonwealth, because as you say,
[23] if the discrimination has moved on beyond the word
[24] slurring to much more complex issues, then that

[1] translations for Cambodian, versus Vietnamese,
[2] versus some of the other Asian languages. The
[3] Russian, we have a large Russian population. It is
[4] very difficult to get anyone to translate into any
[5] language other than Spanish.
[6] I understand that Worcester has a large
[7] Armenian population. We do not have any access to
[8] translators for people who are Armenian. So that's
[9] an issue. And when you look at anything that's sent
[10] out by a government agency, the most that we have
[11] been able to get through negotiation is one sentence
[12] that says, "Get this translated," and maybe it will
[13] be in a whole bunch of different languages, but it
[14] doesn't tell them what's in the letter.
[15] It doesn't say, "Your welfare benefits are
[16] being cut off." It says, "This is an important
[17] letter. Get it translated," and it is in a page of,
[18] you know, page after page in all these different
[19] languages, that someone would have to actually page
[20] through until they saw writing that they
[21] recognized.
[22] So I actually think that there is a long
[23] way that we need to go and a long way that we need
[24] to work in order to get people to be able to have

[1] some access. And that's only in the government
 [2] side.
 [3] I've been doing a lot of training for
 [4] realtors and for landlords lately, and every single
 [5] time I do a training, someone will come up to me and
 [6] say, you know, shaking our letterhead at me, which
 [7] is in both Spanish and English, "You are the ones
 [8] that discriminate. You discriminate. You think
 [9] everybody should speak Spanish, and you
 [10] discriminate. Why shouldn't everyone speak French?
 [11] Why shouldn't everyone speak Italian? You want
 [12] everyone to speak Spanish."
 [13] And, you know, when you talk about access
 [14] to housing, one of the hugest barriers is nobody
 [15] speaks any language but English, for the most part.
 [16] **MR. LIM:** I have one interesting experience
 [17] regarding interpreter. I was doing some
 [18] interpretation and translation on my own on the
 [19] side. And from time to time I was asked whether I
 [20] had a court license in Massachusetts issued by
 [21] Massachusetts Justice Department.
 [22] So I was interested, so I applied to the
 [23] Justice Department, and they sent me a form a little
 [24] bit crooked by the photocopy, which was fine, and

[1] communicate. That was the most prevalent problem
 [2] that we heard about. It's a major problem. It's a
 [3] problem that now is being addressed, but I think
 [4] because of money, there is just no practical way to
 [5] deal with it. It has improved, but it's not really
 [6] that great.
 [7] I know we heard a lot of stories about
 [8] janitors being brought in to interpret, defendants
 [9] in domestic abuse cases interpreting for their
 [10] wives, all kinds of horror stories. I think what
 [11] they're trying to do is certify interpreters.
 [12] There's movement under way to do that. I'm not sure
 [13] that there's really any other move going on to do
 [14] anything major.
 [15] I think it's going to require some major
 [16] initiative from the Legislature to put money into
 [17] it, because we've got courts all over the
 [18] Commonwealth, and if somebody in New Bedford is
 [19] arrested and speaks Polish, I think there is one
 [20] interpreter for the state, and I have to wait until
 [21] that person can come down to New Bedford. So it is
 [22] a major, major problem.
 [23] **MR. KINAN:** Excuse me, Judge, just a quick
 [24] question. How do you interpret demeanor? How do

[1] then I was told, once I sent in the application, I
 [2] will wait until they find somebody who can train
 [3] me. I think it was more than a day training course,
 [4] then I should get license if I passed the training
 [5] and so forth. That was back in 1995.
 [6] Is there actually a rule for the Justice
 [7] Department that you -
 [8] **JUSTICE CHIN:** Are you talking about the
 [9] Justice Department or the court system?
 [10] **MR. LIM:** Justice Department, that's where
 [11] I applied.
 [12] **JUSTICE CHIN:** Oh, the federal?
 [13] **MR. LIM:** No, state.
 [14] **JUSTICE CHIN:** Then that would be the court
 [15] system. The court system is responsible for
 [16] providing interpreters. That's probably one of the
 [17] greatest challenges facing the court system for the
 [18] future.
 [19] The Commission to Study Race and Ethnic
 [20] Bias, when we did hearings across the state, we
 [21] expected to hear complaints about how people were
 [22] treated in court, but invariably what we heard was
 [23] testimony that people couldn't even get by the
 [24] clerk's office because they weren't able to

[1] you interpret - since credibility, since demeanor
 [2] is part of the credibility, how do you interpret
 [3] demeanor and emotion?
 [4] **JUSTICE CHIN:** What do you mean? Well,
 [5] juries do that, they interpret demeanor.
 [6] **MR. KINAN:** How do translators do that?
 [7] I'm trying to understand.
 [8] **MS. MENDEZ:** You mean in terms of when the
 [9] translator is there, and they're translating, how
 [10] can they tell you that the person is upset or
 [11] angry?
 [12] **MR. KINAN:** No. Since demeanor is part of
 [13] the credibility issue, how does a judge or jury
 [14] decide through a translator demeanor and -
 [15] **JUSTICE CHIN:** Well, there is talk about
 [16] that. There is talk about that we should allow
 [17] testimony about cultural differences so that jurors
 [18] can understand why some Asian people look down while
 [19] they're talking, they don't look you in the eye,
 [20] that sort of thing. Those things are being talked
 [21] about.
 [22] **MR. LIM:** Just to finish up my remark, to
 [23] the extent of Mr. Jung's remark, could anybody at
 [24] the MCAD or any organization like that work on the

[1] idea of like, okay, in order to provide – the state
[2] to provide qualified trainers in Korean? I don't
[3] know how many there are. The meaning of that is,
[4] how long does a person like myself or some other
[5] here have to wait to get certified? So is there any
[6] work by any provision that can be done, initiated by
[7] one of this organization or something else? That's
[8] my comment.

[9] **JUSTICE CHIN:** You're in the right place.
[10] You're in the State House. This is where you should
[11] come back probably on Monday and speak with the
[12] people that are here. It is just money. I think,
[13] you know, they do it in the United Nations, but, you
[14] know, we need to do that in courthouses all over the
[15] state. But right now, there is no money to do that.

[16] **MS. MENDEZ:** I think Erin had a response.

[17] **MS. KEMPLE:** I think the other reason that
[18] we need interpreters, and it is not required now,
[19] and it doesn't go on now, is for juries. You can't
[20] get a jury of your peers, because if you don't speak
[21] the language, you can't be on a jury. It says right
[22] in the jury form, "Do you speak English? If not,
[23] you are excused from service."

[24] I practice where a lot of the

[1] discrimination goes on against Puerto Ricans, and we
[2] can't get a jury of this person's peers, because we
[3] can't get enough Puerto Ricans on the jury, because
[4] they're all excused from jury duty. I'm sure that's
[5] true with a lot of the other immigrant communities
[6] and ethnic minorities who don't speak English as
[7] their first language.

[8] **JUSTICE CHIN:** I just want to say that
[9] that's something that came up in discussion at the
[10] Commission to Study Race and Ethnic Bias. I also
[11] serve as chair of the Jury Management Advisory
[12] Committee, and the racial composition of juries was
[13] always something that we were thinking about and
[14] concerned about.

[15] I've raised this issue about eventually
[16] we're going to have to provide interpreters for
[17] jurors, and I was almost laughed out of the room.
[18] People just thought it was preposterous. However, I
[19] know that hearing-impaired jurors have the right to
[20] have an interpreter, and the interpreter – I mean,
[21] we've adopted rules to accommodate hearing-impaired
[22] jurors, and they have the right to serve. And I
[23] don't see how having a language interpreter would be
[24] much different. It's just something that people

[1] just think is impractical, and it's not even being
[2] considered.

[3] **MR. KUO:** My name is Jeff Kuo. I'm with
[4] OCA, Organization of Chinese-Americans, but I speak
[5] for myself today. And I happened to be in law
[6] enforcement before, I'm a military policeman, I'm a
[7] lieutenant, and I am a businessman. I work for a
[8] law firm. I'm also with a Chinese student
[9] association. I work with different campus. I have
[10] a testimony about what we are talking about. I'm a
[11] translator, that's the reason I raised my hand, but
[12] after that I have something about law enforcement.
[13] Can I say that?

[14] **MS. MENDEZ:** Sure.

[15] **MR. KUO:** First I was saying about the
[16] translator, I had very bad experience. I used to
[17] live in Maryland, I'm from D.C., okay. I live there
[18] about seven years. I used to travel a lot. I'm a
[19] resident here now. 1994, I got involved with a case
[20] with my landlord. Okay. I was traveling. And
[21] since it was a Boston Police misconduct – the
[22] landlord come in and we have some argument. They
[23] sent me to Roxbury District Court. I got a lawyer,
[24] a very good lawyer. She practice in Brookline,

[1] criminal lawyer for about 18 years.

[2] By that time, I had request for interpreter
[3] or translator. They told me we don't have that. My
[4] lawyer told me. So, after that, I go there without
[5] translator. So after a couple of days, I read
[6] Boston Globe. They have the money for that system,
[7] for the court system. I went to court all the time
[8] for law enforcement.

[9] So what I am trying to say, at least in
[10] 1995, they got money. They assigned money. I
[11] don't – I can't state they assigned the money for
[12] them. They don't use it. So that's one testimony I
[13] experienced.

[14] Another one most recent, at DET, at the
[15] state level. That was one case. I requested for
[16] the translator. They do have that, okay. But the
[17] problem is that they ask you, "Why you need a
[18] translator? Your English so good," okay. You know,
[19] what I mean? And they question, when I got a lawyer
[20] who is Chinese, "Why you Chinese always have Chinese
[21] lawyer?" Okay. And when I work on the campus, I am
[22] a consultant, I don't work for them. You know, this
[23] is New England, this kind of language, okay, yes.

[24] So I don't know what your answer is about

[1] the translator.
 [2] **JUSTICE CHIN:** Well, I've been a judge
 [3] since 1989, and we have money for translators.
 [4] There were Chinese translators when I was in the
 [5] Boston Municipal Court. I don't know whether the
 [6] problem was the judge or your lawyer, but -
 [7] **MR. KUO:** My lawyer told me - my lawyer is
 [8] a good lawyer. I won the case. I tell you I won
 [9] the case. They lose the case.
 [10] **JUSTICE CHIN:** There were Chinese
 [11] translators. So there was some problem. They spent
 [12] the money, but there are translators.
 [13] **MR. KUO:** After several months, the Boston
 [14] Globe again has posed there is some bribery in the
 [15] District Court here, okay.
 [16] Can I say something about the police?
 [17] **MS. MENDEZ:** Okay.
 [18] **MR. KUO:** I come here one reason only, ask
 [19] why Boston have so many campus here, you know, like
 [20] Harvard, BU, okay, so many, why the Boston
 [21] University police, they didn't come to today's
 [22] event. What is their - who oversee them? I know
 [23] Boston University police, my personal, okay.
 [24] I don't know - can I say something? Can

[1] me my age?" And he is not professional at all. He
 [2] asked me my E-mail. I didn't mention I am involved
 [3] with church all the time. I am like a minister.
 [4] He asked me if I have a Chinese year
 [5] party. He asked me, "Can I give you my E-mail
 [6] address so you can send E-mail message to invite
 [7] me?" What kind of a question? Why we spent so much
 [8] money to police? I used to be a very good law
 [9] enforcement. I enforce the law for military, for
 [10] country, state, federal, and also I am a PR
 [11] person - I read the news.
 [12] So I'm trying to say then I - because my
 [13] lawyer was busy, so next day I called my lawyer.
 [14] Before I called my lawyer - I called my lawyer; he
 [15] didn't call me back. Next day I called the Boston
 [16] Police. You know, I used to be a police, I know the
 [17] system.
 [18] I called the Boston Police Internal
 [19] Affairs, Sergeant Ivan. I don't know why today the
 [20] Boston Police Commissioner or Superintendent, he
 [21] didn't come. Ivan, he take my case. I told him he
 [22] has written me with Boston Police. Okay. He said,
 [23] "I'm going to take the case," okay.
 [24] So he called him. I waiting there before

[1] they use against me today? That's why I'm here.
 [2] Okay. I take responsibility, but I want to know. I
 [3] take responsibility for that. If I do a deposition,
 [4] in lawyer terms, not testimony, okay, do I take any
 [5] legal responsibility if I say something about that,
 [6] about their misconduct, their discrimination?
 [7] **MS. MENDEZ:** You mean today?
 [8] **MR. KUO:** Yes.
 [9] **MS. MENDEZ:** No, it's a public hearing.
 [10] You should -
 [11] **MR. KUO:** Okay, okay. Most recent I have a
 [12] very bad experience with Boston University Police,
 [13] okay. I talk to the Boston Police this morning. I
 [14] got a case. One day, the Boston University Police
 [15] called Detective Steve Struther, okay, he call me -
 [16] I am a businessman now. He call me about five
 [17] o'clock, okay, call me and say he is the Boston
 [18] Police. I respect this person, this police. He
 [19] told me he's Boston Police. He asked me why I go to
 [20] BU. I went to BU for my legal case, MCAD case, your
 [21] case, okay.
 [22] Then he started to ask me my age, where I'm
 [23] from, okay. It's totally violate the civil rights
 [24] code or law, okay. I told him, "Why are you asking

[1] my lawyer come, and he call him. He say, "I talk to,
 [2] him already. He's afraid." He said, "That's for
 [3] sure. If he call you again" - you see, I am a very
 [4] honest people, otherwise some trouble with Boston
 [5] Police. I am telling who do it, who not, okay. He
 [6] said, "I take the case. I talked to him. He's
 [7] afraid now. If he calls you again, you call me."
 [8] Okay.
 [9] Meanwhile I called Harshbarger. They're
 [10] State Police. I guess I am complaining about that.
 [11] He took my complaint too. Okay. Then after a while
 [12] my lawyer called me, okay. I'm not against anybody,
 [13] okay. I said BU, my lawyer is from BU, okay. And
 [14] my lawyer got all kind of Harvard, female, all kind
 [15] of race, okay. I'm racial blind, okay. I'm a
 [16] Chinese, okay.
 [17] So after that my lawyer called him, you
 [18] know, call him, leave message, fax him everything.
 [19] He don't answer for three weeks. Finally, I got
 [20] angry. I told my BU lawyer - he don't want me to
 [21] mention him, and he charged me every minute. So I
 [22] told him, "Why you don't get" - he says he got a
 [23] police report. At first he told me it is friendly
 [24] call. Now he changed it. Now he has got a police

Page 218.

[1] report. It is fine with me. I –

[2] **MS. MENDEZ:** Do you have a question?

[3] **MR. KUO:** I have a question. It's two

[4] months now. Two weeks ago, okay, I go through the

[5] Chief of Police, but counselor is a lousy lawyer.

[6] Finally he says, they don't have police report, but

[7] they have a report saying why I cannot go there. I

[8] waiting for one week now.

[9] The problem with this country, and this

[10] Massachusetts, is especially the campus police. How

[11] many things happened at Harvard, MIT, in campus?

[12] Why didn't they come here? And I personally have

[13] this experience. I had a lawyer. These poor

[14] people – legal services, MCAD people do a good

[15] job. I give them applaud for them. We don't have

[16] too much Chinese judge, right. I asked Mr. Charles

[17] Wright, how come we don't have a Chinese chief of

[18] police?

[19] My point is very, very simple, okay. Why

[20] they didn't come here? They are the troublemakers

[21] in this area, and they have so many things happen in

[22] the campus, right, MIT drinking, Harvard. They are

[23] not professional. My first question is, who is in

[24] charge of – who is in charge of those BU

Page 219

[1] policemen?

[2] **MS. MENDEZ:** Well, what you should do is,

[3] if you have a complaint, you should investigate, put

[4] your complaints in writing, and you could bring it

[5] to one of us or discuss it with us.

[6] **MR. KUO:** Okay, fine. That's why I'm

[7] here. Another idea was the DA office, and I deal

[8] with Ralph Martin's office. They respond, but the

[9] police not. Can I say more?

[10] **MS. MENDEZ:** No. I'd like to hear from

[11] someone else. You have had the podium for a long

[12] time. How about this gentleman in the corner.

[13] **MR. KINAN:** I'm Doug Kinan. I handle

[14] complaints, investigations, do mediation, and I'm

[15] Black Employment Program Manager for the Department

[16] of Defense, and we have about 7500 people across

[17] half of the United States. We're Eastern, and they

[18] have the Western Division. But I just wanted to –

[19] I have a question for Chuck, but I wanted to make a

[20] couple of comments first.

[21] One of comments is, and with all due

[22] deference to those alleged civil rights community

[23] leaders, they would disagree with anybody here,

[24] because they are absent today. That's my first

Page 220

[1] comment, and it is a disappointing turnout from that

[2] standpoint.

[3] The second thing is, I always like to see

[4] the MCAD get bad press in the paper, because it

[5] means you're doing a great job, and you need to keep

[6] that press coming.

[7] And lastly, just a question for Chuck

[8] Walker. Would you comment about that Supreme Court

[9] Decision that was issued in December that allows the

[10] challenge of EEOC decisions, which I think kind of

[11] threw a big monkey wrench into the whole process,

[12] because companies have unlimited resources and

[13] complainants have next to zero. Would you comment a

[14] little bit about that.

[15] **COMMISSIONER WALKER:** The case that Doug is

[16] referring to is the Lavelle case. And it is simply

[17] under our statutory scheme only the plaintiffs –

[18] and we have been in existence for 52 years, second

[19] oldest agency in the country. Under our statute,

[20] which is very proactive plaintiff slanted, only the

[21] plaintiff has the authority to remove the case from

[22] the MCAD and file it in Superior Court. And that's

[23] just been the legislative intent and that's the

[24] history, and that's the way it should be.

Page 221

[1] We were designed to take the weight off of

[2] the courts, and we naturally have become a forum and

[3] the experts in knowledge in discrimination, in the

[4] area of discrimination law. So it was appropriate

[5] that only the plaintiff – this is a plaintiff-

[6] driven statutory scheme.

[7] Well, we started issuing a lot of high

[8] damage awards, and as you say, in the papers some

[9] respondents decided that they were dealt unfairly

[10] with, so they brought an equal protection claim'

[11] essentially – I'm summarizing it to a fault – and

[12] demanding a coequal right to withdraw a case filed

[13] with the MCAD and file it in Superior Court.

[14] Now, in housing discrimination respondents

[15] have that right, but in employment discrimination,

[16] which is 90 percent of our cases, that didn't exist

[17] until this Supreme Court decision. And it still

[18] doesn't exist, I'm proud to say.

[19] There has been a lot of talk, a lot of this

[20] Chicken Little, "The sky is falling," because what

[21] the Supreme Court decision essentially – it's not

[22] the best decision, but I saw Judge Wilkins not too

[23] long ago, and it was kind of funny. He told me – I

[24] was speaking, again I was long-winded at that thing,

[1] and it was at the SJC, and they were telling me to
 [2] wrap it up.
 [3] So after the program I was walking off, and
 [4] we were having our little sandwiches and stuff, and
 [5] he said "I'm sorry." I said, "That's okay, Judge.
 [6] I do tend to be kind of long in the tooth." He
 [7] said, "No, I'm sorry for that mess we created with
 [8] that decision we wrote."
 [9] And essentially what it does is it requires
 [10] now -- it still requires a respondent to keep that -- --
 [11] case at the agency until it is completely decided,
 [12] but you do have a right to remove it at that point
 [13] and file a coequal right to a jury, which kind of
 [14] like nullifies the MCAD decision. So now what was
 [15] intended to balance the scales has really lopsided
 [16] it by giving respondents two bites at the
 [17] fact-finding apple.
 [18] So that's essentially the thrust of it. I
 [19] will be glad to tell you that the MCAD has really
 [20] responded. We have rewritten our regulations. We
 [21] have some legislative packet that's going to help
 [22] nullify that, and I really feel that we're in very
 [23] good shape, and the sky is not falling. But thank
 [24] you for bringing that to my attention.

[1] **MR. KINAN:** The last part of my comment, I
 [2] just want to mention too that I think that if this
 [3] Commission is looking for some suggestions or
 [4] recommendation as to what an agenda might be for the
 [5] coming whatever, I think that, one, whistle blowers
 [6] need greater protections, because, as you know, the
 [7] messenger gets shot all the time. And, two, I think
 [8] that enforcement responsibility and accountability
 [9] should be the main thrust of this Commission, and
 [10] only that.
 [11] And I would like to emphasize that
 [12] employment issues should take precedence over all
 [13] others, with all due respect to the housing
 [14] advocates here. And the reason I say that is
 [15] because, if you have those employment issues
 [16] resolved, you may reduce your housing complaints and
 [17] all other complaints, because the economics of the
 [18] situation really speak to that. But I would like to
 [19] volunteer and get active with the Commission in any
 [20] way I can, and I offer that service.
 [21] **MS. KEMPLE:** Can I respond to that as a
 [22] housing advocate. Housing affects every single area
 [23] of a person's life. It affects where they get their
 [24] job, it affects what kind of food they can buy, it

[1] affects who their community is. It is not just,
 [2] well, if they have a job, everything else will be
 [3] okay. In fact, a lot of my clients can't get jobs
 [4] or give up jobs because they can't find housing in
 [5] the area where the jobs are.
 [6] I don't think that we can say that one is
 [7] more important than the other. I think that they're
 [8] equally important. And I think that the reason that
 [9] Springfield and Holyoke and the other places in the
 [10] country are so segregated is because everybody in
 [11] this country has said, "There are more important
 [12] issues than housing discrimination."
 [13] In my experience, some of the hardest
 [14] fought battles are over housing. "I'll work with
 [15] someone, I'll have them belong to my church if
 [16] they're a different color or a different national
 [17] origin, but they're not living in my neighborhood.
 [18] And we're going to have to be guarded and we're
 [19] going to have to be gated," and we're going to have
 [20] all these other new types of communities that are
 [21] building up, because where you live, it's so close
 [22] to home.
 [23] I don't want to say that employment isn't
 [24] important. It is just as important as housing, but

[1] I don't think one should be more important than the
 [2] other.
 [3] **MS. MENDEZ:** I know Dale has a comment.
 [4] **MR. JENKINS:** Just one quick question for
 [5] Chuck, and it is more for the record than my own
 [6] edification, because I do know the answer.
 [7] What is the Commission doing now for
 [8] various CEOs, chiefs of police, who traditionally -- --
 [9] who would like to come forward and admit to their
 [10] subordinates they've done something improper, as,
 [11] say, the Commerce Department of the federal
 [12] government will give someone a break? What is the
 [13] Commission doing now to encourage CEOs to come
 [14] forward, admit wrongdoing and take care of the
 [15] problem?
 [16] **COMMISSIONER WALKER:** Dale, I guess as
 [17] hoarse as your voice is, it is music to my ears,
 [18] because that is a wonderful segue, because we are
 [19] embarking on a number of initiatives. Let me just
 [20] say that starting with the police model -- and I
 [21] know Commissioner Evans, was he here today?
 [22] **MR. JENKINS:** His superintendent, Larry
 [23] Robicheau, was here.
 [24] **COMMISSIONER WALKER:** Well, let me stroke

[1] Mr. Evans for a minute. We had really one of the
[2] most outrageous sexual harassment cases to hit the
[3] Commonwealth in a police department. It was – all
[4] I can tell you is it was the worst thing I've ever
[5] seen in my life. They settled the case for \$600,000
[6] against this woman cop. She had two brothers. I
[7] won't go into the lurid details.
[8] But I held off signing off on the
[9] settlement until there was a definitive statement,
[10] not only that, but a program for prevention and
[11] education for the whole command staff, everybody
[12] throughout the Police Department, and not just a "We
[13] shall overcome" type thing, thorough training on
[14] sexual harassment, soup to nuts, beginning to end,
[15] for over a year.
[16] And I'm pretty pig-headed, and I said I
[17] wanted Commissioner Evans to hire one of our
[18] employees to conduct it and to do it and report to
[19] me on a quarterly basis. And the offer to settle
[20] the case for \$600,000 languished for about four
[21] weeks because I was not budging, and Commissioner
[22] Evans was not the stick, it was – I won't go too
[23] much further, but there were other political.
[24] But don't you know he stepped forward, and

[1] to come forward and do something about it, but is
[2] chilled by fear of the adversarial nature of
[3] litigation, and to put them in a laboratory room and
[4] let them hang it out. And this is to address
[5] systemic discrimination.
[6] This will be the third forum, Monday
[7] night. We've been talking to clergy, we've been
[8] talking to educators, we've been talking to
[9] practitioners. So that's something that we're
[10] looking at, and that's one of the initiatives I
[11] wanted to tell you about. Thank you for that little
[12] segue.
[13] **MR. JENKINS:** My pleasure.
[14] **COMMISSIONER WALKER:** But that's the kind
[15] of program you're going to see from here out for
[16] these types of things.
[17] **DR. CHUN:** I have one specific factual
[18] question for you, Mr. Walker, a request for every
[19] one of you to take comments on. The question has to
[20] do with what you said earlier. I think you had said
[21] in the past fiscal year or calendar year you had
[22] 5,000 plus cases, complaints filed, and you
[23] processed approximately the same or slightly more
[24] cases. That means you are processing your backlog.

[1] he designed an incredible program, way above what I
[2] had – he exceeded what my expectations were. And
[3] he is reporting to us on a quarterly basis as to the
[4] progress of that, of the people, not just getting
[5] trained. And then at the end of the year, I or my
[6] designee is going to go into the Police Department
[7] and survey all the people that were tested or went
[8] through this program to see what the effects were.
[9] Okay. In answer to your question, Dale,
[10] we're also, in fact Monday night, and I will invite
[11] all of you, we're going to have our third forum at
[12] Harvard Law School. And what we're using is a
[13] concept of the Truth and Reconciliation Commission
[14] by Nelson Mandela and Bishop Tutu. And I have
[15] written a paper on it, I presented it at NYU Law
[16] School, with Representative John Kinners there.
[17] The model is a simple, basic one. It is as
[18] old as your nose – as plain as the nose on your
[19] face. There is a lot of history of it. But it goes
[20] down to personal accountability, Dale. And what we
[21] want to do is create a laboratory, with immunities,
[22] for the plaintiff that's not looking for money but
[23] simply for his dignity or her dignity to be
[24] restored, and for the respondent that really wants

[1] That's a very good thing. Not many agencies are
[2] doing that.
[3] In that context, I think you said that the
[4] average per investigator annual case loads was like
[5] 200 or 250 something, I happen to remember. If you
[6] compute that into number of days, it is about one
[7] case resolution per day.
[8] Now, that's what begins to concern me a
[9] little, because I do remember several state agencies
[10] saying that upward of an annual case load about 70
[11] to 80, if you exceed 80 to 90, then things are
[12] becoming dysfunctional. And then I say, what does
[13] this mean? You just process mechanical, not pay
[14] attention to substance of issues, and there is a lot
[15] of hidden costs there?
[16] So my question to you is, I'm sure you have
[17] thought about that, so in light of this impressive
[18] processing, do you have any concerns or comments as
[19] to quality of processing?
[20] **MR. JENKINS:** Ask him for a check.
[21] **COMMISSIONER WALKER:** My Cuba Gooding
[22] impersonation is "Show me the money."
[23] What we're doing, that figure, that closing
[24] figure consists of all the cases that we were able

[1] to resolve before we – it consists of everything.
 [2] We brought a whole dynamic of resolution from the
 [3] minute the case comes into the door, so our intake
 [4] people are trying to resolve the case, our
 [5] investigators are trying to resolve the case, all
 [6] the way through the investigator stages we're
 [7] considering fact finding.
 [8] Someone mentioned something, I had a case,
 [9] and this is kind of dirty on my part, but forgive
 [10] me, you use what it takes. I had a case of public
 [11] accommodations. It happened in the western part of
 [12] the state, a dental office, they refused to take
 [13] someone, allegedly because she said she was HIV.
 [14] And it was a husband and wife dental team, and it
 [15] didn't settle. You would think it would settle. It
 [16] didn't settle. The demand was not that great, and
 [17] it was going to go to public hearing before me.
 [18] And I was at a prehearing conference with
 [19] the attorneys, and I was saying, you know, "Why
 [20] can't we settle this case?" And the attorney for
 [21] the dentists said, "Everyone knows she's a
 [22] prostitute. No telling how many people she's
 [23] infected." I said, "Okay. That sounds like it's
 [24] going to be an interesting case to try."

[1] be the case that the better you do, the harder it's
 [2] going to be in the future. What are the numbers
 [3] looking like in terms of the annual filing of
 [4] cases?
 [5] **COMMISSIONER WALKER:** You're precisely
 [6] right. It's a Catch-22. You're a social scientist,
 [7] but I think you're a legislator, because that's the
 [8] attitude that a lot of them have. They look at our
 [9] numbers, and they say, "Well, what's the beef? Why
 [10] are you asking for more money?"
 [11] You know, we are operating with the same
 [12] staff and doing the same things, but, yes, quality
 [13] suffers. You're damned if you do, you're damned if
 [14] you don't. If you create a backlog, as Clarence
 [15] Thomas did with the EEOC, you're deemed a failure,
 [16] and what he did was he created investigations of
 [17] every single case, 100,000 cases backlogged in one
 [18] year.
 [19] **DR. BLANCHARD:** What I'm wondering about
 [20] is, if you're processing cases good, and you're
 [21] doing it well, from the plaintiff's point of view,
 [22] then I would predict that more plaintiffs should
 [23] come and file cases. If you're just processing
 [24] through cases – I'm trying to follow up Ki-Taek's

[1] And I turned to my law clerk and said,
 [2] "Make sure this is a public hearing. Make sure you
 [3] let the cable access channels know about this. Make
 [4] sure the television stations know about this case.
 [5] This is a public hearing. We're going to have the
 [6] public here while we try this case." The case
 [7] settled.
 [8] So I'm saying that you use all the
 [9] mechanisms to try to mediate and resolve a lot of
 [10] cases before, and yes, my investigators are on an
 [11] incredible – and I say these figures with a large
 [12] degree of humility and frustration, so I'm hoping
 [13] that you can encourage – as President Clinton is
 [14] taking the lead in increasing the budget for EEOC by
 [15] 17 percent, and for HUD cases, I think 73 percent
 [16] was the increase for HUD.
 [17] **DR. BLANCHARD:** Can we follow up the
 [18] numbers a little bit. I'm a social scientist, and
 [19] certain things have meaning for me more than a
 [20] gestalt, but what is happening to the new cases
 [21] filed? If you're perceived as effective, well,
 [22] maybe you should be getting more cases filed. If
 [23] you're perceived as a place that I don't get
 [24] remedies, then maybe my cases are – so it should

[1] argument or at least question. If people are
 [2] perceiving that they aren't getting remedies, then.
 [3] your future case load should go down, and my
 [4] question is, well, which way is the filing number
 [5] going?
 [6] **COMMISSIONER WALKER:** It is stabilizing
 [7] now. And in fact we took in fewer cases in '97 than
 [8] we did in '96, '95, '94. We have been experiencing
 [9] like a 3, 4, even a 12 percent increase; now it's
 [10] stabilized and even taken a slight drop.
 [11] **MS. MENDEZ:** I think the numbers are kind
 [12] of misleading because in Massachusetts you can't
 [13] file a discrimination claim unless you go through
 [14] the MCAD. So the fact that the numbers have leveled
 [15] out is not an indication that there is less
 [16] discrimination, but it's an indication that there
 [17] are – there may be more discrimination out there,
 [18] and people just don't know how to process it.
 [19] **COMMISSIONER WALKER:** Remember when the
 [20] sexual – what caused sexual harassment cases to go
 [21] up, anyone can name that incident. Anita Hill,
 [22] 1991, and took out the World Series. It took out
 [23] the World Series, the hearings did, and sexual
 [24] harassment cases went through the roof. People

[1] started filing up the wazoo, so people respond to
[2] the media attention stuff.

[3] People will file with the agency. I mean,
[4] five years ago we had 2,000 cases filed with the
[5] MCAD. We're up to 5,000. And the rub on us is not
[6] being able to close them out within three or four
[7] years. We finally did a few things, with mediations
[8] and resolutions, and that's what we're working on
[9] now.

[10] **MR. KINAN:** There is a guaranteed way that
[11] cases will reduce, but it won't happen unless there
[12] is accountability and responsibility, because in
[13] cases where there are findings of discrimination,
[14] nothing happens to the manager or supervisor who
[15] committed that. But if there was responsibility and
[16] accountability, those cases would - I would tell
[17] you they would half in record time. There is no
[18] responsibility and accountability, and I work for
[19] the federal government, and I see it happen all the
[20] time.

[21] **MS. MENDEZ:** I just want to take a question
[22] here from Rob, and then we had Vicki Hill as a
[23] speaker, and right after Rob's question we'll do
[24] that.

[1] **DR. CHUN:** I do have another question.

[2] **MS. MENDEZ:** Okay.

[3] **DR. CHUN:** The theme of the second half of
[4] the panel is enforcement of law, and in so many
[5] different ways, you didn't comment on what outreach
[6] and success as to whether, in your respective
[7] fields, housing, employment, and so on, whether you
[8] feel existing civil rights laws are enforced
[9] properly, adequately, inadequately, or what. I make
[10] the question for every panelist.

[11] **COMMISSIONER WALKER:** I'll start first.
[12] Not effectively.

[13] **JUSTICE CHIN:** Well, as I said before, in
[14] the cases I've seen, I've seen both private
[15] attorneys, I've seen the Attorney General's Office,
[16] and I think that they're doing a good job. I think
[17] I've seen that there is more emphasis on civil
[18] rights than years ago when I practiced law.

[19] But I think the bad part is that since
[20] being a legal services lawyer, I know that these
[21] groups don't get any money. You know, they should
[22] be funded and they should be encouraged. But that's
[23] how I see it. I see that those cases that get
[24] litigated are done properly.

[1] **MR. QUINAN:** My name is Rob Quinan, and I
[2] serve as cochair of the Mass. Lesbian and Gay Bar
[3] Association, which is an organization of about 300
[4] gay and lesbian attorneys across Massachusetts.

[5] My question is - I'm also an Assistant
[6] Attorney General, by the way - my question is
[7] whether the Massachusetts Advisory Committee,
[8] whether it is within the jurisdiction of the
[9] Massachusetts Advisory Committee to examine the way
[10] the laws in Massachusetts impinge on the civil
[11] rights of gays and lesbians, given that although we
[12] have a civil rights law here in Massachusetts that
[13] explicitly protects gays and lesbians, there is no
[14] such law on the federal level that explicitly
[15] protects gays and lesbians.

[16] **DR. BLANCHARD:** The answer is as
[17] straightforward as you put the question. As our
[18] materials describe, there is no federal legislation
[19] that I understand to be that way that ensures the
[20] civil rights of gays and lesbians.

[21] **MR. QUINAN:** So you have no jurisdiction to
[22] examine the laws that -

[23] **DR. BLANCHARD:** I can turn it over to
[24] Ki-Taek in a minute, but not in terms of the mandate

[1] that we operate under.

[2] **DR. CHUN:** I think our chairman has stated
[3] it correctly. The enabling statute for the
[4] Commission does prohibit the Commission and by
[5] extension the committees to investigate matters
[6] related to sexual orientation.

[7] The only issue you can make vis-a-vis the
[8] area that you are referring to is administration of
[9] justice. If there is an allegation of disparity or
[10] unequal administration of justice on the ground of
[11] sexual orientation and so on, then you could provide
[12] a handle, but it has to be really argued and
[13] established.

[14] **MR. QUINAN:** I must say I find it
[15] distressing that gays and lesbians really are
[16] second-class citizens here, that we don't have the
[17] protection, you know, in the federal legislative
[18] arena. And I guess obviously I don't fault you at
[19] all; I'm just making the observation that we really
[20] are second-class citizens in this area.

[21] **MS. MENDEZ:** Erin has a response.

[22] **MS. KEMPLE:** One of the things that I've
[23] always wanted to try, but I've never tried it, is to
[24] bring a federal case on gender discrimination for

[1] gays and lesbians, because it seems to me that, in
[2] the housing context, when a man and a woman go look
[3] at an apartment, they are either given it or they're
[4] not given it, but they're not said no to because he
[5] is a man and you are a woman, they're given the
[6] apartment.

[7] However, two people are denied apartments
[8] if they're a same-sex couple because of their sex,
[9] because of their gender, not because of -- so I've
[10] never tried it, but I keep wanting to find the
[11] attorney that will bring that case. And that, I
[12] think, is also a way for the U.S. Civil Rights
[13] Commission, both here and in the United States, to
[14] deal with this issue. It's a gender discrimination
[15] issues in some ways, as far as I can see.

[16] **MR. QUINAN:** And I would commend to you
[17] perhaps the analysis of the Hawaiian Supreme Court.

[18] **MS. KEMPLE:** Right.

[19] **MR. QUINAN:** And the Alaska Court that
[20] recently found that the act of a state depriving two
[21] men or two women of a marriage licenses is sex-
[22] based discrimination.

[23] **MS. MENDEZ:** Victoria.

[24] **MS. HILL:** I'm sort of wearing two hats

[1] today. One of my hats is as a civil rights
[2] investigator at the Office for Civil Rights at the
[3] U.S. Department of Health and Human Services, and I
[4] really came here to remind people who are here that
[5] there is another federal avenue.

[6] Each federal agency has within it some kind
[7] of a civil rights office. Ours happens to be called
[8] the Office for Civil Rights, as is the one in
[9] Education called the Office for Civil Rights. At
[10] HUD it's the Office of Fair Housing and Equal
[11] Opportunity.

[12] But each federal agency is required to
[13] enforce the federal civil rights regulations which
[14] prohibit discrimination because of race, color,
[15] natural origin, disability, age, sex, and so forth.
[16] And remember that you do have another avenue, those
[17] of you who are civil rights advocates, that you can
[18] turn to.

[19] In our case, we're the Office for Civil
[20] Rights at the Department of Health and Human
[21] Services. Therefore, we have jurisdiction over any
[22] agency or program that receives money, federal money
[23] from HHS. That for the most part tends to be
[24] hospitals, health care institutions, nursing

[1] homes, human service programs, social service
[2] programs.

[3] One of the issues that our office is very
[4] involved in is around the issue of the requirement
[5] for furnishing interpreting services. We require
[6] that any agency that receives money from HHS must
[7] furnish interpreters. We say that not to do so is a
[8] violation of Title 6 of the Civil Rights Act, which
[9] prohibits discrimination because of national
[10] origin. Therefore, if someone goes to a hospital,
[11] to a social service agency, and is told, "Oh, you've
[12] got to bring your own interpreter. Come back with
[13] an interpreter," that's illegal, and they cannot do
[14] that.

[15] They must provide interpreters. This is an
[16] area that we're getting into being involved in more
[17] and more as people are beginning to realize that
[18] they have that right to require interpreters, to ask
[19] for interpreters. If you or people in the agencies
[20] for whom you advocate run into situations like this,
[21] please call us, let us know. We're not out there.

[22] We just last year signed an agreement with
[23] the Massachusetts Department of Transitional
[24] Assistance to furnish interpreters in a case that

[1] was brought to us through Greater Boston Legal
[2] Services, an agency with whom we work, because
[3] someone had come to them and had gone to get
[4] assistance at a DTA office and were told, "Come back
[5] with an interpreter," and we said, "No, you can't do
[6] that." They now have put policies and procedures in
[7] place whereby they furnish interpreters at no charge
[8] to the person involved.

[9] And as I said, the same thing goes for
[10] hospitals and so forth, so please remember that. It
[11] also would affect schools with the Department of
[12] Education. For example, issues of public access
[13] would be discrimination because of disability. If
[14] you're trying to get into a facility that is funded
[15] by Health and Human Services or by the Education
[16] Department or by HUD, and you can't get in, go to
[17] the federal agency and say, "I have a problem here,
[18] I want to file a complaint." This is an access open
[19] to you.

[20] Can I just for one minute put on my other
[21] hat. I've been a longtime volunteer advocate in
[22] civil rights, and I've worked for many years with an
[23] organization called the South Shore Coalition for
[24] Human Rights, which is involved -- which was formed

[1] around the issue of discrimination in housing,
[2] education and employment, because we felt that all
[3] of the issues were important and one did impinge on
[4] the other, in the South Shore area, which kind of
[5] includes Quincy, Randolph, Braintree, Weymouth and
[6] that area.

[7] And in that agency, which was all
[8] volunteers - we had other full-time jobs, but it
[9] was a volunteer agency - we were able to accomplish
[10] things that we're very proud of being able to
[11] accomplish, only because of help from many of the
[12] people here tonight. The Massachusetts Supreme
[13] Court, people from the Greater Boston Legal Services
[14] committee helped us, MCAD over the years was
[15] wonderfully supportive and worked with us, the
[16] Lawyers Committee for Civil Rights Under the Law
[17] helped us on things.

[18] We're very fortunate in Massachusetts to
[19] have this kind of support from the civil rights
[20] advocates, and those citizens and the people who
[21] live in the state are lucky to have you. I have to
[22] say that I appreciate all of you being here and
[23] giving up time on a Saturday.

[24] I know that as a volunteer agency, that was

[1] one thing we always used to say, that you can never
[2] go to civil rights things on weekends, because
[3] people who work for these agencies are never willing
[4] to give up their own time on weekends, and here you
[5] all are sitting here, and I for one am most
[6] appreciative. Thank you.

[7] **MS. MENDEZ:** Thank you, Vicki. We are
[8] going to try to wrap it up now. I'm going to invite
[9] Jung to come up and do our closing remarks. And
[10] please feel free to stick around. We have some
[11] refreshments, and you can ask some questions.

[12] **MR. JUNG:** Well, I've got to say it's been
[13] a very invigorating day. I would like to thank
[14] everyone on behalf of the Commission, the
[15] Massachusetts Committee, for being here, giving up a
[16] very good Saturday to be here.

[17] And I would also like to remind everyone
[18] that we're putting together a civil rights
[19] organization directory, and we're going to do that
[20] with the registration form you folks filled out
[21] today. So if you forgot to fill it out, or filled
[22] it out but didn't give it to the person at the
[23] registration desk, I would like to remind everyone
[24] to do that before we leave.

[1] Also, I would like to thank Amy DeMinici
[2] for putting this together. (Applause)

[3] And I would like to ask that you stay with
[4] us for refreshments after this. Thank you.

[5] (Whereupon the conference was
[6] adjourned at 4:00 p.m.)

CERTIFICATE

[1] I, Carol H. Kusnitz, Registered
[2] Professional Reporter, do hereby certify that the
[3] foregoing transcript, Volume I, is a true and
[4] accurate transcription of my stenographic notes
[5] taken on March 21, 1998.

[6]
[7]
[8]
[9] Carol H. Kusnitz
[10] Registered Professional Reporter
[11]
[12]
[13]
[14]
[15]
[16]
[17]
[18]
[19]
[20]
[21]
[22]
[23]
[24]

\$

\$1 160:7
\$1.3 149:5
\$1.6 19:19
\$10 60:24
\$100 186:12
\$147,000 178:12
\$16 148:14
\$25,000 74:2
\$300 186:13
\$300,000 84:23
\$400 99:24
\$600,000 160:7; 226:5, 20

***SP** 83:12

1

1 43:3; 88:8, 11; 130:7, 7
1,000 84:11
1.5 177:15
10 77:16; 96:22; 188:8; 199:6
10/28/97 16:14
100 73:12; 116:9
100,000 232:17
100th 188:23
11 5:4
11-year-old 114:17
12 104:3; 121:19; 148:15; 199:6; 200:17; 233:9
12-week 52:23
12th 6:9
13 4:9; 33:23; 41:22; 173:4
14 33:23; 149:18
15 75:18; 77:16; 96:22; 129:9; 179:7
15-year-old 53:21; 79:6, 7, 8
150 185:11
1501 29:7
157 178:9
15th 190:17
16 51:6
1600 178:2
17 152:23; 178:11; 231:15
1790 190:12; 193:23
18 59:20; 92:12; 148:20; 213:1
18-month 88:19
1800s 195:12
1870 191:1
1882 190:8; 191:7
1890 193:18
19 5:4

1924 190:12
1943 194:7
1948 194:10
1949 194:14
1952 190:14; 194:19
1960 195:21
1965 190:20; 193:13; 194:1; 195:6
1974 43:8; 62:10
1983 165:16
1985 98:21
1986 99:18
1988 187:8, 10, 11
1989 158:21; 177:7; 178:1; 214:3
1990s 62:24
1991 38:16; 177:18; 233:22
1992 19:6; 40:2; 62:11; 93:6; 123:10
1993 20:8, 9; 67:20
1994 212:19
1995 66:20; 207:5; 213:10
1996 81:2, 4; 178:15
1997 26:22; 178:9
1998 4:5; 100:6; 149:16; 150:9; 173:13
1:00 80:24

2

2 77:7
2,000 234:4
20 35:12, 13; 51:6; 77:16
200 53:13; 67:13; 85:19; 229:5
2000 105:17; 141:3; 188:24
2022 91:14
2050 197:22
209 152:24
20th 112:2; 150:10
21 127:23; 129:8
21st 100:19, 21
22 61:17; 70:22; 77:21; 127:23
220 100:17
2200 78:13
23-week 126:5
23-year-old 127:23
24 150:23, 24; 151:5
25 189:1, 2
25-plus 61:3
250 229:5
250-unit 186:2
260 178:14
267 148:22
27 81:17
28 75:17

3

3 233:9
3,000 67:18
30 36:6; 61:14; 149:16; 150:6; 151:11; 152:14; 155:20; 165:12
300 153:4; 158:21; 236:3
300,000 151:9
30th 150:1; 184:2; 187:22
325 67:7, 13
3300 148:13
34 29:4, 18
341,000 115:4
34th 177:20
35 81:5
350 116:4
36,000 116:3
38 182:15

4

4 233:9
4,000 177:14
4.6 151:6
40 65:1, 5; 83:23
40,000 116:3
45 19:16
48 76:18
4:00 244:6

5

5 62:19; 65:21; 73:23
5,000 148:10, 12; 228:22; 234:5
5,015 148:12
50 19:16; 65:16; 67:15; 83:9
500 82:3; 130:2
500,000 115:7
50s 195:13
52 220:18
52-year 148:11
53 197:23
54 75:17
55 85:9
55-mile-per-hour 85:6
57 148:16
5:00 80:24

6

6 87:18, 19; 88:2; 151:7; 240:8
6'2 43:18
60 67:16, 20; 88:22; 89:4; 105:10
600 74:8; 82:4; 121:19

60s 42:23; 165:3; 195:13
64 135:12
65 196:8
69 133:15

7

7 97:18
70 67:20; 194:22; 229:10
70s 125:13; 195:1
72nd 177:22
73 231:15
75 66:10; 81:4; 200:23
7500 219:16
78.8 68:6
79 69:10
7th 86:4

8

8 185:17, 19, 20, 21, 21, 22; 186:2, 15
80 107:20; 112:2; 229:11, 11
800,000 151:7
80s 63:5; 125:13; 137:18
81 75:20
82 106:20
86 69:9
87 68:4; 69:8

9

9 121:19; 150:7
90 68:2; 105:10; 134:13, 22; 147:18; 188:7; 200:18; 221:16; 229:11
90s 63:14; 125:13; 195:1
911 14:20; 45:5; 81:12; 83:12
93 20:11
94 233:8
95 233:8
96 233:8
97 119:24; 233:7

A

a.m 80:24
ABC 99:19
abdomen 53:21
ability 54:20; 95:11; 193:8; 201:3
abject 154:1
able 21:8; 32:17; 34:11, 12; 48:6, 7; 50:23; 51:19, 21; 53:15; 54:10; 55:1; 56:15, 18; 59:13; 70:19; 72:7; 74:4; 93:21; 96:17; 118:2; 123:16; 146:8; 164:16; 175:23; 178:10,

12; 186:17; 205:11, 24; 207:24; 229:24; 234:6; 242:9, 10
Abort 155:19
above 227:1
abroad 194:12
absence 112:7
absent 113:22; 219:24
absolutely 39:20; 108:2; 125:23; 182:21; 202:16; 203:12
abuse 19:2; 38:20; 208:9
abuses 174:18
abusing 39:23
academic 11:7
academically 155:3
academicians 108:24
Academies 52:13, 21; 107:14
Academy 20:20; 32:13, 14; 33:1; 49:24; 50:7, 9; 52:11, 20; 53:8; 54:6, 8, 9, 17, 21; 59:9, 24; 76:17, 20; 79:12; 121:17; 123:22; 126:5, 8
accent 180:18
accept 156:13; 183:24; 186:11
accepted 85:24; 86:2
access 15:19; 38:3, 4; 51:15; 66:9; 82:20; 93:9; 96:13, 14, 17; 189:11; 205:7; 206:1, 13; 231:3; 241:12, 18
accident 31:9; 49:4; 53:21; 78:21; 82:24; 87:11
accommodate 211:21
accommodation 188:9
accommodations 147:20; 230:11
accomplish 70:15; 93:21; 242:9, 11
accomplished 62:23
accomplishments 102:8, 16; 105:3
according 151:10; 177:17
accountability 92:7; 109:23; 131:1; 223:8; 227:20; 234:12, 16, 18
accused 173:21, 22
achieve 80:2; 85:23
achievement 155:6
across 19:3; 20:2; 25:20; 46:3; 65:5; 67:24; 116:13; 124:23; 130:5; 140:18; 159:7; 207:20; 219:16; 236:4
act 9:18; 57:2; 62:10, 22; 100:15; 150:8, 9; 166:18; 190:9; 191:8; 194:11, 14; 197:24; 238:20; 240:8
acting 56:19; 57:1
action 58:23; 77:15; 80:17; 82:22; 86:10;

127:4; 150:13, 14; 153:1, 2; 155:2; 173:3 actions 188:3 active 142:18; 223:19 actively 73:18; 107:10 activists 24:16 activities 6:2; 23:16; 24:10; 25:6, 8, 11; 72:19; 73:2 activity 19:2 acts 153:9; 154:11; 169:16; 173:7, 7 actual 11:5; 153:8; 172:6; 200:13 actually 20:10; 49:22; 53:5; 55:7; 61:5; 62:23; 63:6; 65:9; 66:23; 92:9; 97:14; 102:5, 10; 104:15; 121:22; 133:5, 7; 166:7, 13; 167:6; 179:3; 185:23; 186:6; 187:3, 5; 189:1; 190:12; 191:10; 193:22; 203:1; 204:11; 205:19, 22; 207:6 Adams 191:4 added 51:5; 151:8 adding 42:23 addition 12:12; 18:9; 21:20; 22:10; 25:14; 182:7, 11 additional 46:22; 94:13 address 10:9; 11:18; 26:5; 27:2; 28:21; 73:5; 87:22; 90:11; 144:3, 15; 165:22; 166:14; 167:6; 168:22, 23; 169:6; 216:6; 228:4 addressed 25:13, 16; 42:18; 95:3; 111:8; 159:2; 208:3 adequate 128:23; 168:21; 203:21 adequately 235:9 adjourned 244:6 adjudicatory 149:9 adjunct 92:2 adjust 28:9 adjusting 140:7 Administration 9:21; 17:5; 126:15; 237:8, 10 administrations 60:17; 105:8 Administrative 131:4; 133:13 administrator 128:21 administrators 38:11; 129:3 admire 79:5 admit 225:9, 14 admitted 76:17; 155:22 adopted 25:20; 211:21 ads 86:5 Adults 75:14; 179:21 advance 88:18; 200:19 advantage 79:22	adversarial 228:2 advertise 179:20 advise 10:7 advising 4:19, 21 Advisory 4:7, 18; 5:3, 5; 60:14; 61:1; 62:5; 65:19; 66:13; 68:1; 73:4, 21; 107:14; 123:17; 142:5; 166:8; 211:11; 236:7, 9 advocacy 94:22; 171:10 advocate 114:14; 223:22; 240:20; 241:21 advocates 139:7; 177:9, 9; 223:14; 239:17; 242:20 affairs 97:19; 122:2, 3; 123:12; 130:18; 131:8; 216:19 affect 144:23; 241:11 affected 174:5, 17, 19 affection 113:23 affects 223:22, 23, 24; 224:1 affiliate 165:10 Affirmative 77:15; 150:13, 14; 153:1, 2; 155:2; 187:17 afford 187:15 affordability 96:15 affordable 96:17 afield 132:15 afraid 8:18; 138:8; 217:2, 7 African-American 69:8, 19; 117:21; 152:10 African-Americans 152:6; 181:18 after-hours 70:16 after-school 72:23 afternoon 133:23; 142:3, 6; 146:2, 21; 157:6 afternoon's 143:12 afternoons 74:9 afterwards 34:13; 124:18; 154:5 AG's 167:24 again 6:19; 11:15; 15:12; 29:16; 30:5; 32:4; 41:17, 19; 42:2; 53:20; 80:8; 83:16; 84:13; 87:4; 90:23; 93:15; 99:18; 101:17; 105:1; 114:8; 124:4; 168:8; 169:4; 171:16; 175:11; 176:2; 181:7; 183:15; 214:14; 217:3, 7; 221:24 against 77:11; 112:11; 143:18; 151:17; 162:15; 167:22; 173:4; 179:17; 180:6; 181:21; 183:12; 192:6; 199:22; 211:1; 215:1; 217:12; 226:6 age 68:22; 73:14; 75:23, 23; 79:9; 98:16; 151:18; 157:24; 179:7; 195:24; 215:22; 216:1; 239:15	agencies 24:12, 16; 45:24; 62:2; 65:2; 158:17; 163:21; 204:7; 229:1, 9; 240:19; 243:3 agency 61:24; 62:1; 65:10, 12; 78:12; 85:23; 86:19, 24; 130:23; 131:22; 147:7, 11; 156:20; 158:15; 162:17; 183:12; 184:14; 199:22; 204:10; 205:10; 220:19; 222:11; 234:3; 239:6, 12, 22; 240:6, 11; 241:2, 17; 242:7, 9, 24 agenda 223:4 agents 174:13 aggravate 110:24 aggravated 170:16, 17 aggressive 56:16; 86:5; 120:1 ago 5:23; 21:6; 33:14; 35:20; 44:9; 60:17; 77:17; 85:3; 91:5; 105:7; 122:5; 126:19, 24; 129:7; 149:16; 150:6; 152:14; 166:10, 13; 169:16; 187:4; 189:3; 201:24; 218:4; 221:23; 234:4; 235:18 agree 141:10, 12; 163:8 agreement 240:22 agricultural 18:4 ahead 34:10, 19; 196:16 aid 29:6 aided 107:13 aims 19:1 AI 106:6; 109:7 Alaska 238:19 alcohol 82:5 alert 127:8 alienated 38:16; 124:24 alive 13:15 all-white 186:24 allegation 237:9 allege 173:5 alleged 39:19; 139:13; 147:24; 219:22 allegedly 230:13 alleging 183:12 allow 15:6; 30:5; 49:13; 52:1, 3; 96:18; 209:16 allowed 29:17, 18, 18; 43:11; 45:1; 48:14; 49:6; 55:6; 57:10; 179:7; 193:2, 4, 5, 6; 194:13, 14, 17, 20, 23 allows 48:14; 57:14; 166:21; 167:21; 194:11; 220:9 alluded 35:17 almost 17:13; 50:19; 53:6; 129:1; 185:10; 200:23; 211:17 alone 30:3; 104:4, 7; 125:16, 17 along 13:7; 17:20; 26:1; 42:10; 96:15; 108:5;	-119:8; 121:13 already 56:18; 78:7, 8; 109:6; 112:9; 119:13; 138:8; 181:6; 190:3; 217:2 alternate 132:8 alternative 8:19; 118:10 alternatives 8:12; 120:12; 126:6 Although 45:8; 62:11; 126:11; 147:10; 236:11 always 31:3; 35:14; 89:20; 108:14; 109:9; 122:18; 125:1; 164:11; 167:9; 169:5; 174:9; 191:20; 197:7; 200:10; 203:11; 204:13; 211:13; 213:20; 220:3; 237:23; 243:1 amateur 155:14 amazing 30:23 ambassadors 53:7 ambiguities 171:22 ambiguity 26:14 ambivalence 24:23 Amendment 45:3; 190:17 America 104:2; 150:3 American 195:16 Americans 155:3; 195:15 Amherst 178:20; 181:24 amiss 8:22 amnesty 57:4 among 19:8; 21:3; 24:24; 70:4; 92:7; 195:8 Amy 244:1 analysis 68:12, 21; 238:17 analyze 28:8 ancillary 68:10 Andover 4:12; 90:18 Angeles 135:6 anger 72:17 Anglo-Saxon 105:12 angry 54:7; 209:11; 217:20 Anita 233:21 anniversary 150:2, 11; 152:18; 188:23 announce 75:4 annual 229:4, 10; 232:3 answered 83:13 anti-gang 72:24 antidiscrimination 147:17 antidote 112:1 antigun 30:3 antipersonnel 113:11 anybody 22:20; 42:23; 74:24; 119:15; 125:18; 161:18; 169:11; 185:17; 209:23; 217:12; 219:23 anymore 47:21 anyone 59:21; 79:9;	84:12; 91:3; 94:10; 96:1; 97:9; 150:13; 173:16; 205:4; 233:21 anywhere 42:9 apart 149:17 apartment 179:1, 2, 5; 180:13, 23; 181:2; 182:15; 185:5, 19; 186:2; 238:3, 6 apartments 152:7; 180:18, 20; 238:7 apologetic 170:17 apologize 9:17; 105:21; 146:17; 170:20 Apparently 108:1; 197:8 appeals 134:9 appear 137:14 appeared 69:5 appearing 197:9, 13 appears 66:9; 185:7 applaud 97:23; 98:5, 9; 101:17; 102:6; 218:15 Applause 102:10; 156:23; 164:2; 176:16; 188:13; 198:2; 244:2 apple 222:17 applicability 168:4 application 18:10; 207:1 applied 206:22; 207:11 applies 98:14, 15 apply 18:12, 13, 17; 179:5; 190:18; 201:19 appointed 57:18; 91:17; 158:19, 20; 159:5 appointments 5:2 appreciate 105:15, 22; 150:22; 177:3; 242:22 appreciation 157:12 appreciative 243:6 apprehended 84:15 apprehension 84:10; 87:13; 121:22 apprise 4:23 approach 18:22; 22:5; 23:18; 24:2; 26:2; 174:12 approachable 13:20 approached 110:15 approaches 8:13; 25:12, 18; 109:19 appropriate 25:10; 26:19, 19; 111:16; 221:4 approved 53:13 approximately 19:20; 66:10; 68:2; 228:23 April 20:19; 86:4 ARCHIE 183:20, 22, 22; 184:14, 16; 185:3 area 6:10; 13:12; 14:15; 15:2; 61:20; 77:1; 79:6; 82:1, 24; 83:3; 87:17; 88:8, 9, 13, 24; 98:12; 110:5, 14, 20; 117:3; 119:19; 144:12; 161:24; 162:20, 21; 167:8; 177:14, 18, 21, 24; 218:21; 221:4; 223:22; 224:5;
---	---	--	--	--

The 1998 Civil Rights Leadership Conference

237:8, 20; 240:16; 242:4, 6
areas 32:2; 71:3; 77:5;
 110:23; 112:6; 140:4, 5;
 144:12; 147:18, 19;
 167:15; 177:17; 180:20;
 186:13
arena 237:18
arenas 114:23
argued 237:12
argument 42:6; 212:22;
 233:1
Armenian 205:7, 8
arms 89:16
Army 33:7; 113:13
around 6:6; 7:19; 23:22;
 24:6; 40:17; 44:5; 53:19;
 63:11; 69:9; 110:14;
 113:20; 117:12, 12;
 123:15, 16; 124:20;
 125:23; 129:21; 135:11;
 139:9; 147:1; 165:12;
 189:1; 191:16, 19; 194:2,
 21; 199:16; 240:4; 242:1;
 243:10
arraigned 64:13; 67:5
arraignment 69:5
arrest 50:15; 64:5, 23;
 67:4; 69:21; 72:14
arrested 60:21; 63:1;
 82:10; 84:10; 118:19;
 134:1; 154:2; 208:19
arrestee 155:11
arrests 21:22; 29:8;
 49:20; 56:17; 70:14; 82:4;
 85:14
arrived 81:10
arson 84:2; 199:2
art 100:10
article 75:11; 126:22;
 154:7
articulable 82:15
artist 117:19
artworks 117:24; 118:3
as-quick-as 14:20
Asian 40:23; 79:18, 20;
 99:7; 102:19, 24; 104:1,
 10; 137:15, 18, 22; 138:16;
 144:14, 15; 158:11, 19;
 182:19; 188:15, 24; 189:9,
 10, 20; 190:11, 24; 191:14;
 192:7, 18, 20; 193:11, 12;
 194:5, 9; 195:15, 23;
 196:7; 197:7; 198:20;
 199:10; 205:2; 209:18
Asian-American 137:11;
 190:6; 195:9; 196:2, 9, 11;
 197:2
Asian-Americans
 189:10; 195:23
Asians 137:12, 24;
 138:14; 158:9, 16, 22;
 181:18
aside 25:6; 167:9
aspect 111:21
aspects 24:8; 25:3;
 56:10; 90:3

assassinated 149:18,
 23; 150:7
assault 199:2
assaulted 174:22, 22
assess 66:14
assessed 28:1
assessment 71:5
assigned 45:12; 48:20;
 131:13; 213:10, 11
assignments 109:17
assist 49:7; 58:19; 83:24;
 120:4
assistance 27:14; 35:6;
 94:17; 185:14, 18; 240:24;
 241:4
Assistant 9:22; 69:7;
 236:5
assisted 56:21; 183:15
assisting 122:13
Associate 90:16; 144:20;
 157:2
Association 9:5, 6; 36:4;
 114:5, 16, 17; 116:15;
 164:6, 7, 22; 179:11;
 182:12; 212:9; 236:3
assumes 174:13
ATF 24:12; 120:19
athletic 20:22
atmosphere 112:9
attached 14:13
attacks 153:6
attained 8:21; 151:12
attend 120:18
attendance 74:17
attends 22:8
attention 32:18, 23;
 88:14, 18; 98:3; 101:16;
 132:4; 134:17; 153:18;
 222:24; 229:14; 234:2
attitude 169:19, 22;
 180:1; 232:8
attitudes 101:7; 154:12;
 156:3; 175:15
Attorney 11:8; 16:15;
 48:20; 69:7; 83:23; 92:1;
 114:10, 13; 144:1, 7, 13;
 161:6; 162:5; 164:21;
 167:21; 179:13; 185:24;
 230:20; 235:15; 236:6;
 238:11
Attorney's 49:5; 148:3
attorneys 11:8; 83:21;
 114:17; 116:4, 9; 148:20;
 163:20; 166:22; 230:19;
 235:15; 236:4
attract 137:1, 7
attracting 71:8
audience 75:8; 96:24;
 98:5; 101:18; 118:16;
 200:20
August 119:23; 154:1
authorities 29:7; 42:15;
 88:21; 171:23; 201:11
authority 32:6, 10; 35:4;
 48:10; 57:20; 110:3;

136:9, 12, 15, 20; 138:5;
 148:2; 173:4, 6; 182:20;
 220:21
available 60:6; 65:16;
 66:8; 94:10; 96:1; 118:10
avenue 239:5, 16
average 151:9; 229:4
avoid 148:21; 153:20;
 174:24
award 101:13
awards 54:17, 18;
 153:19; 178:14; 221:8
aware 43:1; 44:2; 71:5;
 76:1; 127:8
away 17:9; 33:17; 43:8;
 63:20; 85:12; 104:13;
 122:18; 123:23; 163:1;
 171:5; 175:24
awful 28:6; 76:11
awry 130:7
eyes 141:13

B

B 101:21
babies 155:20
baby 155:19
bachelor 191:14
bachelor's 131:23
back 5:22; 11:2; 13:4, 11;
 14:13; 15:13; 17:12;
 28:10; 33:9, 10, 10; 37:14;
 41:11; 42:22; 45:2; 49:15;
 63:7; 67:13; 70:8; 75:7;
 83:4; 91:16; 94:24; 97:8;
 105:11, 19, 21; 108:16, 20;
 135:11; 148:2; 154:6;
 191:13; 192:2; 194:17;
 207:5; 210:11; 216:15;
 240:12; 241:4
background 59:16, 17;
 61:12, 17; 127:24; 152:4;
 157:10
backing 77:3
backlog 228:24; 232:14
backlogged 232:17
bad 122:24; 129:24;
 130:8; 132:7; 137:13;
 150:20; 151:1, 14, 14;
 175:13; 180:4; 212:16;
 215:12; 220:4; 235:19
bail 67:5; 68:20
balance 149:10; 222:15
balancing 17:14
ballistics 84:5
bang 228:4
banging 183:2
bank 36:14; 99:13
BankBoston 9:6; 164:10
banks 99:15
Bar 9:5, 5; 53:12; 114:4,
 17; 164:5, 7, 9, 22; 190:11;
 236:2
Barb 164:20

Barbara 144:2; 164:3
barely 149:1
Barracks 53:2; 88:12
barred 154:15; 190:13
barrier 116:16
barriers 117:16; 189:13;
 206:14
barrio 154:21
base 128:14
baseball 202:8
based 128:7; 169:15;
 193:16, 17; 238:22
bashing 135:5
basic 149:11; 227:17
basically 19:9; 26:23;
 68:12; 112:21; 116:8
basis 14:21; 45:20;
 51:21; 66:11; 76:11;
 109:3; 153:17; 159:16;
 160:2; 170:24; 173:15;
 198:24; 226:19; 227:3
basketball 84:22
bat 202:8
batons 50:17
battered 21:19
battering 125:5
battle 196:23
battles 224:14
beat 11:1; 13:16, 19; 14:1,
 2; 16:2, 6; 31:2, 18; 35:23;
 36:11, 16; 45:16; 46:12;
 48:18; 109:17; 119:1, 2;
 138:11; 183:3; 188:18
beaten 176:1, 23; 192:16
beating 137:22
beauty 25:15
became 32:13; 38:15;
 40:12; 43:1; 44:9; 47:6;
 63:11; 76:22; 87:24
become 22:6; 28:20; 28:
 32:5; 37:10; 40:13; 42:21;
 43:6; 81:2; 83:2; 107:24;
 113:10, 22; 121:8; 128:3;
 131:14; 140:7; 187:23;
 193:2, 5; 194:24; 195:5, 7;
 203:13; 221:2
becomes 111:16;
 169:20; 203:15; 204:4
becoming 45:5; 229:12
Bedford 6:10; 208:18, 21
beds 65:1, 5, 16; 66:8, 10;
 149:23
beef 131:12; 232:9
beer 135:17
began 19:11; 43:24;
 45:16; 46:4, 10; 98:21;
 126:16; 127:20; 128:16;
 190:21; 195:24
begin 9:15; 176:20
beginning 17:6; 141:2;
 158:10; 226:14; 240:17
begins 229:8
begun 44:10, 21
behalf 21:21; 97:15;

105:2; 167:12; 168:7;
 173:4; 243:14
behavior 70:4; 82:2;
 83:2; 85:17; 146:22;
 159:10
behavioral 88:6
behaviors 88:19
beheaded 154:10
behind 7:9, 18; 44:11;
 196:4
beholder 25:17
beings 99:8
belabor 152:20
belief 151:18
believe 17:6; 30:19;
 58:13; 70:18; 72:21;
 73:20; 86:16, 16; 87:8;
 95:19; 104:24; 105:6;
 132:18; 133:6; 160:15;
 169:14; 183:5
believed 53:24; 125:15,
 16
belong 171:20; 224:15
belt 85:18, 19, 21; 88:16,
 17
bench 96:11; 144:21;
 149:4; 157:8, 11; 158:20;
 161:14
beneficial 23:15
beneficiaries 158:6
beneficiary 150:12
benefit 10:10; 82:19; 83:1
benefits 189:7; 205:15
Berry 146:7
besides 55:9; 201:23;
 202:15
best 12:15; 38:4; 85:17;
 89:14; 96:12; 107:6;
 146:22; 151:22; 155:15;
 178:17; 180:10, 10;
 221:22
bet 124:23
better 13:5; 28:15; 33:13;
 72:3; 73:7; 83:2, 7; 95:10,
 23; 96:9; 104:5, 6; 120:5;
 130:10, 11; 140:14; 174:7;
 176:13; 197:24; 232:1
beyond 8:4; 10:1; 24:19;
 52:19; 203:23; 204:2
bias 162:10; 201:8, 17,
 19; 207:20; 211:10
Bible 28:24
bicycle 14:4, 7, 13, 16
big 21:5; 40:24; 45:14;
 102:9; 200:8, 15; 220:11
bigger 203:15
biggest 13:6; 35:20;
 89:24; 90:5; 199:23
bike 106:23
bilingual 19:14, 17, 20
bill 41:17; 42:4, 10; 75:15;
 89:23
billboards 86:5; 99:12,
 18
Billy 150:18

bimonthly 76:2
bio 10:22
bipartisan 42:3
Bishop 227:14
bit 11:13; 60:10; 61:5, 11;
64:17; 75:1; 132:15;
142:9, 17; 146:12; 206:24;
220:14; 231:18
bites 222:16
black 32:12; 68:4; 69:3;
75:18; 76:16; 79:19, 20;
86:7; 99:2, 7; 134:6, 7, 22;
149:20, 22; 150:4; 151:12;
152:1, 3; 154:13; 179:24;
219:15
Blacks 75:14; 154:15;
155:3; 183:24
blah 135:13, 14, 14;
168:17, 17, 17
BLANCHARD 4:4, 6;
231:17; 232:19; 236:16,
23
blanches 150:24
blatant 179:18
blazed 150:15
blind 217:15
block 44:5; 53:20;
107:22; 119:22
blowers 223:5
blown 31:23
bludgeoned 149:24
blue 175:10
board 20:19; 46:3; 57:19
boarded 31:21
boarded-up 31:20
boards 138:18
Bobby 149:17
bodies 137:9; 204:7
boils 171:13
bomb 12:12
bombing 138:1
Bond 100:1
bonkers 173:19
books 190:3, 4, 15;
194:1; 198:10
booming 151:4, 15
born 195:17
boss 133:17
Boston 4:13; 6:12; 9:5;
11:14; 12:5, 7; 13:1, 15;
18:16; 21:14; 24:2, 5; 65:8;
77:1; 89:10, 11, 12, 18;
94:2, 4, 7, 12; 95:7, 9;
98:23; 99:12; 105:5, 8;
106:13; 113:17; 114:11;
117:3; 118:4; 119:17;
120:2, 20; 121:14; 122:16;
144:14, 17; 154:7; 158:8,
15; 159:5; 164:5, 7, 22;
165:10; 167:17; 168:24;
173:4, 6, 8, 13; 175:12;
177:21, 22, 23; 188:15, 22;
189:4; 191:5; 202:7;
212:21; 213:6; 214:5, 13,
19, 20, 23; 215:12, 13, 14,

17, 19; 216:15, 18, 20, 22;
217:4; 241:1; 242:13
Boston's 165:20; 191:1
both 12:18; 40:9; 54:18;
85:2; 93:14; 95:21; 109:2,
8; 125:18; 139:20; 149:16;
181:7; 188:9; 206:7;
235:14; 238:13
bother 171:3
bottom 136:15, 18
bought 146:22; 182:3
bound 23:14
Boxford 4:12
boxing 84:22
boy 34:1, 2; 159:11;
168:21, 21
boys 33:23
brag 13:2
brainstormed 142:24
Braintree 242:5
brave 42:18
braved 9:11
Breach 152:17
break 75:4, 9; 96:20, 24;
116:6, 16; 118:16; 119:14;
145:7; 191:4; 225:12
breakdown 200:21
breakdowns 115:17
breaking 87:14; 117:15
bribery 214:14
Brides 194:11
bridge 95:21
brief 30:8
briefing 6:8, 9, 11; 7:9
briefings 5:12; 7:19
briefly 26:17; 106:2;
110:6; 115:3; 157:7
bright 32:23; 163:6
bring 6:3; 7:6, 24; 36:24;
52:24; 53:1; 54:23; 56:2, 4;
62:17; 73:5; 84:7; 97:8;
98:2; 100:21; 116:23;
123:16, 18; 142:23; 156:8;
159:20; 161:19; 164:11;
191:9, 13; 193:5; 194:13;
195:3, 5; 219:4; 237:24;
238:11; 240:12
bringing 17:14; 49:15;
56:14; 60:22; 94:21;
128:17; 158:11; 222:24
brink 123:10
Bristol 161:18, 23
broad 96:10; 147:20
broader 91:5; 127:9
brochures 101:2
Brockton 80:23; 81:3, 6,
9, 16, 17; 157:13, 14
broken 15:7
Brookline 212:24
brother 29:20
brotherhood 29:2
brothers 113:5; 226:6
brought 17:20; 18:9;
53:2; 54:20; 58:22; 59:22;

60:23; 65:4; 72:16; 119:9;
126:7; 132:4; 155:1;
157:11; 160:3, 14; 179:12;
208:8; 221:10; 230:2;
241:1
brown 99:2
Brownlee 71:17; 132:10,
13; 133:11
brutality 19:10; 50:14;
56:23; 58:1, 20; 123:11,
19; 143:11; 149:19
brutally 174:21, 22
BU 117:7; 214:20;
215:20, 20; 217:13, 13, 20;
218:24
Buddhist 182:10
budget 63:5; 148:23;
231:14
budgeting 226:21
buenos 18:2
build 167:14
building 36:21; 37:1;
57:10; 74:5, 14; 125:8;
224:21
buildings 31:21, 21
built 60:18; 101:11, 14
bunch 190:2; 205:13
Bunker 183:23
burden 201:1
bureaus 48:8; 63:7, 9
buried 154:15
Burke 92:1
burnings 58:7
bus 78:21
Bush 17:5; 18:5; 105:8
business 12:19; 33:19;
37:24; 75:24; 125:4;
171:4; 189:13
businesses 58:17; 92:8
businessman 212:7;
215:16
busy 216:13
buy 99:10; 129:13;
157:19; 178:7; 223:24
buzz 202:20

C

cable 231:3
calendar 67:19; 228:21
California 135:6; 154:17
California's 152:24
call 12:7; 14:1, 3, 24;
15:8, 9, 15, 15, 16, 16;
27:8; 33:22; 40:4; 54:3, 4;
56:2, 4; 58:6; 83:11; 94:12;
114:21; 120:13; 131:6;
157:1; 168:12; 169:5;
174:9; 179:21; 180:7;
181:4; 192:1; 215:15, 16,
17; 216:15; 217:1, 3, 7, 18,
24; 240:21
called 14:23; 28:24;
30:14; 34:9; 38:16; 41:20;

53:18; 54:22; 61:24;
65:13; 68:12; 80:18; 88:9;
97:10, 15; 100:13; 101:9;
113:1; 117:1; 126:13;
134:16; 161:7; 166:16;
180:11, 17; 201:17;
215:15; 216:13, 14, 14, 15,
18, 24; 217:9, 12, 17;
239:7, 9; 241:23
calling 25:24
calls 14:20; 15:4, 7;
31:22; 83:13; 89:2; 175:4;
217:7
calmness 13:20
Cambodia 182:6
Cambodian 182:9, 10;
205:1
Cambodian-American
182:12
Cambodians 182:5
came 18:5; 19:10; 32:12;
33:17; 35:18; 38:2; 67:13;
68:3, 7; 69:2; 103:13;
126:14; 127:14, 15;
138:10; 160:3; 161:6;
192:3; 195:11, 12, 13, 20,
24; 196:2; 198:11; 211:9;
239:4
camera 155:14; 175:23
cameras 175:16, 17, 20
camp 120:22
campaign 98:22, 24;
99:16, 20
campaigning 104:17
camps 182:6
campus 212:9; 213:21;
214:19; 218:10, 11, 22
can 5:4; 11:16; 14:16;
15:8, 9, 12; 16:19; 18:2,
12, 17; 25:6; 26:14; 28:13;
38:18, 20; 39:15; 47:17;
51:2, 15; 55:10; 62:18; 63:19;
65:3, 18, 23; 66:1;
73:4; 74:24; 75:22, 23;
76:6; 79:9, 22; 80:1, 4;
82:1; 85:19, 20; 92:23, 24;
94:12; 95:22; 96:16;
101:1; 104:7; 105:16;
107:23, 23; 114:1; 115:16;
116:13, 14; 117:10, 10;
119:4, 6, 14; 120:4, 8, 9;
123:21; 124:6; 127:5;
132:10; 134:19; 137:8;
138:23; 139:21; 140:7;
141:1, 6; 145:3, 9, 19;
155:8; 158:1; 164:12;
166:5; 168:8, 23; 171:21;
172:12, 19; 174:3, 7, 7;
176:7, 10, 14; 179:23;
180:11; 187:15; 193:8, 9,
10, 20; 194:2; 195:3, 5, 5;
196:20; 197:14; 199:21;
201:18; 203:20; 204:1, 3;
207:2; 208:21; 209:10, 18;
210:6; 212:13; 214:16, 24,
24; 216:5, 6; 219:9;
223:20, 21, 24; 224:6;
226:4; 231:13, 17; 233:21;

236:23; 237:7; 238:15;
239:17; 241:20; 243:1, 11
Canadian 26:23; 27:1
candidate 42:21
candidates 59:14
Cannetta 92:1, 2
capabilities 84:6, 8
capable 140:8, 8
capacity 111:11, 12
Cape 77:5; 87:18, 19
capital 183:19
captain 15:15; 43:15;
44:21
captains 32:8; 48:5
car 14:4; 15:6; 33:16;
35:23; 37:19; 53:20; 54:2;
135:11
Cardarelli 106:6
care 38:20; 55:4; 64:3;
116:16; 135:3, 4; 225:14;
239:24
cared 35:22
career 44:2, 6, 7
careers 53:3; 55:20;
195:19
careful 89:20; 138:13
carried 154:8
carriers 113:11
carry 52:2; 128:10;
155:15; 180:13
carrying 82:12, 19; 189:3
cars 46:11
cascading 27:8
case 25:22; 103:7, 21, 22;
134:24; 136:1; 137:17;
143:22; 148:22; 155:1, 13,
17; 160:6; 161:2, 2, 3, 19;
175:19; 178:19; 179:4;
180:6; 181:5, 23, 23;
182:20; 183:1; 184:1, 4;
186:6, 18; 187:3; 198:12,
17; 199:22; 201:4, 12, 19;
203:2, 16; 204:15; 212:19;
213:15; 214:8, 9, 9;
215:14, 20, 20, 21; 216:21,
23; 217:6; 220:15, 16, 21;
221:12; 222:11; 226:5, 20;
229:4, 7, 10; 230:3, 4, 5, 8,
10, 20, 24; 231:4, 6, 6;
232:1, 17; 233:3; 237:24;
238:11; 239:19; 240:24
case-by-case 159:16;
160:2
cases 57:22; 104:20, 21;
114:14; 132:5; 133:2;
139:3; 146:13; 147:19;
148:15, 22; 149:12; 152:7;
154:22; 159:10, 21;
160:15, 16; 161:16, 24;
162:2, 4, 7, 12, 13, 18, 22;
163:3, 21, 22; 165:4, 18;
166:2; 171:12, 13, 16, 19,
23; 172:5, 17, 19, 23;
175:5; 176:6; 178:9, 11,
16; 183:9; 184:13, 18, 19,
20, 22, 22; 185:10; 188:8,

<p>8, 10; 198:11, 16, 19; 199:4, 7; 200:13, 18, 19; 202:17; 208:9; 221:16; 226:2; 228:22, 24; 229:24; 231:10, 15, 20, 22, 24; 232:4, 17, 20, 23, 24; 233:7, 20, 24; 234:4, 11, 13, 16; 235:14, 23 cash 148:14 Castle 89:11 catalyst 7:6, 24 Catch-22 232:6 categorizing 138:13; 172:5 Caucasian 68:6; 69:10; 133:24 caught 33:24; 109:11; 171:24 cause 21:22; 147:21; 148:15, 16; 199:22; 200:18 caused 233:20 causing 46:15 CBS 99:19 celebrating 188:23 cell 126:21; 127:1; 160:5 cells 60:17; 63:16; 120:10 Cellucci 42:2; 90:1; 119:19 cellular 83:11, 12 cemeteries 153:16 cemetery 154:16 census 115:5; 193:18; 197:21 center 74:1, 6, 17; 125:6; 177:6 centerpiece 98:24 centers 39:10 central 61:16, 21, 22; 77:4; 83:10; 88:24; 177:6 Century 100:19, 21; 112:2; 188:24; 193:21; 199:14 CEOs 225:8, 13 ceremony 100:1 certain 12:21; 13:19; 27:10; 30:16; 32:5; 49:13; 71:22; 110:23; 171:11; 173:8; 190:18; 192:7, 7; 193:19, 20; 194:8; 231:19 certainly 25:12; 73:13; 74:24; 88:7; 105:22; 111:21; 112:12; 113:21; 129:16 certified 65:19; 210:5 certify 208:11 cetera 52:10 chair 11:13; 21:16; 147:8; 211:11 Chairman 4:6; 147:10; 237:2 Chairperson 143:17 chairs 91:24 challenge 8:18; 120:21; 156:20; 176:5; 200:8;</p>	<p>220:10 challenged 120:17 challenges 200:5; 207:17 chance 172:1 change 35:14; 37:23; 45:4; 49:22; 60:5; 83:1; 85:4; 88:19; 131:9; 140:8; 159:18, 21; 160:3, 10; 179:14, 15; 186:7; 193:13; 196:3; 197:14 changed 31:1, 4, 6; 38:7; 39:2; 40:9; 48:11; 49:19; 50:17; 53:20; 59:8; 101:6; 6; 125:20; 158:5; 190:4, 21; 193:14; 217:24 changes 49:18; 194:16 changing 44:13; 49:24; 53:22; 57:5; 58:2; 82:2 Channel 97:18 channels 231:3 chaplain 56:14 chaplains 56:1, 3 character 199:1 characteristics 202:2 charge 68:18, 19; 83:11; 147:16; 156:21; 180:15; 218:24, 24; 241:7 charged 4:18; 19:9; 64:4, 12; 217:21 charges 68:15, 16, 16, 23 charging 181:10 charities 84:24 charity 55:18 Charles 71:17; 133:11; 143:16; 218:16 Charlestown 12:22 charter 154:15 chasing 37:19 CHD 65:13 cheap 161:21 check 229:20 checks 59:17 Chelsea 17:10, 12; 18:16; 19:8, 15; 21:3, 4, 15, 23; 123:10 Chicago 24:20; 149:22 Chicken 221:20 chief 15:16; 20:9, 11, 18; 29:24; 30:6, 10, 12; 32:7, 13; 36:7, 8, 9, 10; 38:15; 40:12; 41:15, 16; 42:4, 13, 14, 20, 21; 43:15; 44:9; 45:1; 54:3; 60:8; 61:13, 15, 15; 121:24; 123:15; 124:21; 126:20; 128:24; 133:13; 147:6; 151:23; 218:5, 17 chiefs 16:17; 17:1; 20:8, 10; 36:3; 76:3; 89:3; 225:8 Child 63:2; 154:13; 157:17 child's 35:14 children 38:1; 62:24; 66:15; 75:13; 90:4; 99:10,</p>	<p>22; 104:3; 118:5; 152:21, 22; 179:7, 18, 19, 20; 180:2; 191:13; 195:4 chilled 228:2 Chin 144:19; 157:1, 4; 167:21; 189:2; 197:1; 207:8, 12, 14; 209:4, 15; 210:9; 211:8; 214:2, 10; 235:13 China 157:13; 193:23; 194:21 Chinatown 191:2, 5 Chinatown's 191:15 Chinese 157:23; 190:8; 191:2, 7; 192:19; 194:5, 11, 15; 212:8; 213:20, 20, 20; 214:4, 10; 216:4; 217:16; 218:16, 17 Chinese-Americans 212:4 CHINS 63:2; 64:4 choose 20:2; 176:1 Chorus 141:13 chronic 15:17; 173:7 Chuck 143:16, 23; 145:24; 156:24; 162:17; 163:8; 170:15; 172:21; 174:20; 176:20; 188:7; 219:19; 220:7; 225:5 chucking 113:13 Chun 4:16; 138:22; 141:9; 228:17; 235:1, 3; 237:2 church 58:6; 146:9; 154:12, 14; 216:3; 224:15 churches 12:20; 21:18; 24:11 cities 44:11; 45:15; 63:5, 10; 72:8; 80:3; 106:21; 112:6; 149:18, 21 citizen 26:24; 39:2; 53:5; 93:17; 107:14; 123:17; 193:2; 194:24; 195:3 citizens 17:12; 20:19; 27:20; 45:21; 52:11, 13, 19; 107:1; 109:18, 20; 123:22; 130:6; 143:9; 193:5; 195:5; 237:16, 20; 242:20 citizenship 190:13 City 13:1; 14:22; 15:19; 17:1, 10, 18; 24:4; 31:13, 14, 22; 36:20; 39:9, 10; 40:23, 24; 42:14; 44:12, 14; 45:11; 47:2; 49:17; 52:18; 74:4; 80:23; 81:15; 89:8, 12, 18; 94:6; 98:8, 23; 99:12, 17; 100:1, 18, 20; 120:2; 122:23; 123:15; 124:20; 129:18; 160:6; 174:20; 185:13 citywide 20:14; 99:21 Civil 4:5, 7, 19; 6:3, 14, 21; 8:1; 39:17; 40:2; 43:13, 13; 51:2; 58:10, 11; 59:3; 114:13; 142:1, 6, 12, 13, 16, 21, 24; 143:8, 13;</p>	<p>144:2, 16, 22; 146:5; 147:6; 151:23; 156:20; 157:12, 15; 158:6, 7; 159:22; 160:4, 5, 11, 20; 161:16, 24; 162:5, 7; 163:19; 164:4, 21; 165:4, 5; 166:9, 18, 20; 167:11, 22; 168:18; 189:6, 16, 18, 19, 23; 196:16, 18; 198:9; 199:15; 200:5; 215:23; 219:22; 235:8, 17; 236:10, 12, 20; 238:12; 239:1, 2, 7, 8, 9, 13, 17, 19; 240:8; 241:22; 242:16, 19; 243:2, 18 civilian 10:17; 123:7 claim 221:10; 233:13 claims 143:19; 147:23; 148:14 Clarence 232:14 clarity 69:24 class 40:22; 96:16; 98:16; 134:3; 137:15; 151:12; 155:9; 158:10; 173:3 class-based 172:15 classes 167:2; 181:18 classmate 189:2 clean 17:16 cleaned 103:17 cleanliness 31:19 clear 86:9 clearly 26:18 clergy 21:17; 38:3, 7; 122:22; 228:7 clerk 231:1 clerk's 207:24 client 26:24; 28:1; 40:8; 53:14; 178:24; 179:4; 197:11 clients 27:15, 23; 173:20, 21, 22; 175:9; 224:3 climate 192:12 climbing 103:11 clinicians 71:4 Clinton 89:23; 231:13 close 157:19; 224:21; 234:6 closed 27:19; 148:12; 192:17 closely 95:7 closest 31:18; 189:21 closing 229:23; 243:9 clout 196:4 clue 129:13 coalition 177:8; 241:23 coalitions 122:22 Coast 191:3 cochair 236:2 code 215:24 codes 183:20 coequal 221:12; 222:13 coercion 167:5 coffee 36:1; 75:6; 96:22</p>	<p>coin 80:1; 111:1 coincidentally 36:22 coincidentally 65:11 Cole 162:6 collaborative 106:18; 107:8, 9 collaboratively 92:20; 107:11 colleague 106:5; 204:20 colleagues 147:12; 198:8 collect 178:12 college 43:4, 5, 6; 71:16; 127:22, 23; 128:1; 152:2; 158:9; 195:18, 22; 197:1 college-trained 127:19 colleges 196:1 colluding 197:11 Colombian 115:12 Colonel 17:1; 25:2; 76:9, 10, 24; 77:9, 19, 20; 130:12, 21 Colonel's 76:14; 77:8 color 98:17; 117:24; 118:19, 21; 132:18; 151:17; 173:5; 181:8, 11; 182:15; 185:6; 186:15; 224:16; 239:14 colors 100:16; 199:12 Combat 165:15 combination 107:3, 15 comfortable 57:14; 132:24; 171:14 coming 24:12; 57:15; 67:23; 72:18; 77:17; 82:2; 98:6; 103:4; 104:12; 127:10; 129:21; 135:16; 163:7; 183:13; 194:3; 220:6; 223:5 command 40:7; 47:23; 48:3, 4, 7, 13; 226:11 commander 16:5 commanders 122:19 command 105:2; 238:16 commendable 102:9 comment 28:3; 112:14; 119:18; 130:20; 210:8; 220:1, 8, 13; 223:1; 225:3; 235:5 comments 77:7; 97:4; 110:22; 118:18; 198:7; 219:20, 21; 228:19; 229:18 Commerce 225:11 commercial 78:19 Commission 4:7, 19, 21, 23; 5:3, 21; 11:18; 57:18, 23; 58:4, 7; 66:20; 91:17; 98:4; 123:12; 142:9, 13; 143:17; 146:5; 150:1; 152:13; 156:8; 162:9, 15; 166:8; 207:19; 211:10; 223:3, 9, 19; 225:7, 13; 227:13; 237:4, 4; 238:13; 243:14</p>
--	--	---	---	---

Commission's 93:6;
141:5
commissioned 67:15
commissioner 15:17;
89:13; 122:3; 146:1;
147:13; 153:13; 156:19;
199:19; 216:20; 220:15;
225:16, 21, 24; 226:17, 21;
228:14; 229:21; 232:5;
233:6, 19; 235:11
Commissioners 57:19
commissions 136:23;
137:3, 9
commit 42:8
commitment 84:21;
91:7, 15; 98:7; 101:19
committed 37:6, 8;
61:19; 66:4; 75:19; 82:13;
85:22; 127:1; 162:10;
163:11; 234:15
Committee 4:7, 9, 18;
5:2, 3, 6, 7, 17; 7:2, 5; 22:7,
9; 23:5; 42:3; 60:15, 16;
61:1, 2; 62:5; 64:1, 7;
65:20, 22; 66:13, 17;
70:10; 73:4, 21; 74:3; 92:4;
117:9; 118:10; 140:24;
142:5, 10, 10; 144:2, 4;
164:4, 21; 165:2, 3, 16;
166:8; 198:4; 211:12;
236:7, 9; 242:14, 16;
243:15
Committee's 6:1
committees 60:13; 68:1;
136:23; 137:3; 237:5
common 24:13; 139:17
commonalities 84:18
commonly 12:9; 103:6
Commonwealth 4:8; 5:6;
6:15; 30:11; 84:11; 85:21;
88:23; 100:5; 142:17;
143:20; 147:17; 159:8;
203:22; 208:18; 226:3
communicate 40:5;
44:17; 54:10, 20; 55:10;
79:9; 125:6; 204:2; 208:1
communicating 125:9
communication 108:16;
109:2
communities 10:16;
16:7; 23:3; 28:12; 59:10;
79:18, 20; 83:9, 19; 86:1,
2, 3, 8; 88:22; 89:4; 94:19;
95:1, 3; 97:23; 106:13;
110:17; 113:5; 115:8, 9,
10, 24; 116:18; 139:8;
159:9; 160:2, 13; 169:1;
173:13, 18; 174:5, 17, 19;
177:20; 178:18; 191:15;
192:18; 196:5, 11; 211:5;
224:20
community 10:1, 1, 13;
12:16, 19, 21, 21; 13:4, 10,
14, 16, 20; 14:17; 15:20;
16:1, 6; 17:7, 20; 18:23;
19:11; 20:13, 16, 22, 24;
21:2, 7, 11; 23:1, 10, 19,
22; 24:3, 10, 15, 23; 25:4,

11, 15, 19, 23; 26:4, 10,
11, 20; 27:6, 12, 13; 28:5,
10, 19; 29:11; 30:21;
31:10, 11, 24; 32:2; 33:19;
34:6; 35:4, 8; 41:18; 42:16;
44:10, 18, 21, 22; 45:9, 13,
19; 47:11, 22; 48:19; 49:6,
9; 50:5; 52:16; 55:13;
56:24; 57:9, 11, 24; 58:9,
20, 22; 59:2, 11, 12; 64:20;
72:8, 13, 19; 73:15; 76:1,
24; 78:11; 79:1, 23; 80:5,
8, 10, 11, 17; 81:9; 82:3,
22, 23; 83:4, 16; 87:1, 2, 5;
89:10; 92:8, 10, 15, 21;
94:1, 4, 6; 95:8, 23; 96:9;
101:22; 102:14; 104:2, 10,
15; 105:2, 16; 106:11, 16;
107:5, 7, 9, 12, 18, 19, 21;
108:13, 14, 16, 20; 109:21;
110:3, 8, 12, 24; 111:18,
22; 112:7, 12; 113:2;
114:24; 115:11, 16, 17, 22;
116:10, 24; 117:3, 11, 12;
121:8, 12, 23; 122:2, 11,
17, 21; 123:2, 5, 24; 124:5,
6, 11; 127:9; 129:17;
131:15; 136:24; 137:1, 4,
5, 8, 19; 138:17, 18, 21;
140:19; 141:3; 143:3, 6, 7,
10; 144:16; 175:13;
176:12, 13; 177:9; 178:22;
182:8, 9, 19; 189:21, 24;
190:5, 6, 21, 22, 24;
191:18, 19, 23; 193:6, 7,
12; 195:9, 10, 16, 16;
196:2, 6, 9, 14, 22, 24;
219:22; 224:1
community's 94:17
community-based
14:15; 18:21; 22:11;
110:15; 112:19; 124:11
community-police
15:13
companies 220:12
company 59:20, 23;
179:11; 183:17
comparably 152:5
comparative 112:15
compare 68:14, 16
compared 196:5
comparing 136:2
compensation 30:13
compensatory 148:2
competitive 155:4
compile 6:13
compiled 29:4
complain 39:11; 161:11
complainant 156:1
complainants 220:13
complained 153:23
complaining 217:10
complaint 39:2; 122:2;
181:6; 183:11; 217:11;
219:3; 241:18
complaints 39:7, 19;
77:11; 122:3, 6; 123:18;

139:12; 148:11, 12; 178:2,
4, 6; 207:21; 219:4, 14;
223:16, 17; 228:22
completely 120:11;
152:24; 222:11
complex 178:20, 24;
179:8; 180:14, 19, 21;
182:4, 7; 186:2; 203:24
complexes 185:16;
186:8, 24, 24
compliance 60:22; 65:9,
17; 70:13
complicated 172:9;
186:18; 189:15
comply 62:16; 119:5
complying 62:8; 114:9
component 166:20
components 166:21
composition 196:11;
211:12
comprehensive 18:21
comprehensively 27:2
compute 229:6
computer 31:7; 117:9
concentrate 23:9
concentrating 126:6
concept 16:2; 107:19;
112:8; 227:13
concepts 153:3
concern 178:4; 229:8
concerned 27:4; 41:3;
66:7; 70:10; 91:18; 107:8;
109:13; 111:17; 112:19;
175:9; 177:10; 211:14
concerning 4:24
concerns 27:1; 93:1;
124:7; 229:18
conciliate 147:21
conclusion 7:4; 30:8;
147:23; 150:3
condense 23:7
condition 180:5
conditions 120:6
condominium 154:17;
178:20; 179:6, 10, 11
conduct 226:18
conducted 113:1
conduit 7:5, 23
Conference 4:5; 5:24;
6:18; 7:21, 23; 8:20; 36:5;
142:7, 15, 23; 146:6;
184:3; 185:24; 187:22;
230:18; 244:5
conferences 41:14; 78:5
confess 187:5
confessed 103:20
confession 161:3
confidence 93:18
confined 13:12
confinement 69:21
conflict 58:14, 18; 127:16
confront 138:8
confronting 138:3

confronts 156:16
confused 88:1
confusion 26:15
Congress 190:8; 192:5,
9
connect 73:14
connected 72:10, 18
connecting 74:20
Connie 95:5
conscience 33:11, 12,
13
consciousness 100:11;
101:7
considerable 69:18
considerably 38:8;
125:20
consideration 26:24
considered 104:24;
174:12; 212:2
considering 107:20;
230:7
consistent 4:20; 67:22;
153:3
consists 12:8; 229:24;
230:1
constantly 170:2;
173:22; 196:23
constitutionally 167:3
construct 118:8
constructive 116:1
consultant 213:22
contact 34:12; 77:6;
86:23
contacted 181:24
contest 99:21
context 173:2; 229:3;
238:2
continent 194:9
continue 7:16; 20:6;
62:13; 132:5
continued 24:23; 190:9
continues 111:4
continuing 24:21
continuum 169:7, 17, 18,
21; 170:3, 7
contract 62:1
contracted 65:2
contracts 148:23; 149:1
contribute 16:20
control 19:1; 122:20
controversial 112:17
conventional 8:18
conversation 6:4; 40:1;
61:13; 174:15
convert 112:22
convict 161:1
convicted 103:9
convictions 203:13
coolies 138:1
cooperation 31:14, 24;
35:6; 92:7
cop 31:2, 17; 32:1; 33:4;
35:10, 18; 38:21; 122:24;

123:1; 128:3; 226:6
copied 183:16
coping 170:22; 171:2
Cops 16:15; 38:5, 11, 19,
20; 45:12; 119:1, 2, 10, 13,
14; 125:17; 126:13; 129:1,
4, 23, 24; 132:7
copy 11:24; 28:23
corner 219:12
Correction 134:14
correctly 237:3
corruption 19:7; 111:23;
112:2, 7, 10
cosponsor 164:8
cost 84:7; 126:11
costs 129:20; 229:15
COTTER 61:10
couldn't 48:2; 61:3;
168:22; 201:14; 207:23
council 46:2
councils 107:14
counseling 71:5; 74:10
counselor 218:5
count 115:5
counterparts 152:12
counting 147:9
countries 192:7, 23;
193:4; 194:2, 9; 195:8
country 19:4; 20:2; 42:9;
44:12; 90:11, 20; 98:8;
100:18; 113:3, 9; 115:1;
117:13; 124:23; 130:5;
138:6; 166:16; 177:17, 21;
190:1, 7, 21; 191:11, 16,
24; 192:21; 193:19, 20, 21;
194:3, 6; 197:22; 216:10;
218:9; 220:19; 224:10, 11
County 91:14; 92:5, 14;
147:14; 161:18, 23; 180:7
couple 7:2; 20:21; 21:5;
30:24; 32:22; 43:2, 8; 45:8;
64:9; 68:23; 69:16; 81:7;
82:23; 102:15; 117:14;
118:17; 125:12; 129:7;
130:14; 136:7; 145:2;
154:13; 178:16; 213:5;
219:20; 238:8
couples 154:18
course 7:10; 9:9; 50:6;
56:8; 112:16; 132:21;
179:9; 199:10; 207:3
courses 79:14; 126:10
court 10:7; 25:16; 34:11;
36:23; 64:13; 66:3; 67:3,
17; 73:10; 91:18, 18;
104:20; 120:8; 133:12, 14,
14, 20, 23; 134:10, 16;
143:20; 144:20, 24;
145:12; 153:20; 157:3;
158:19, 21; 159:6; 160:5;
161:5, 15, 17, 19, 20;
162:1, 10; 163:1; 167:12,
14; 184:13; 197:6, 8, 9, 14;
206:20; 207:9, 14, 15, 17,
22; 212:23; 213:7, 7;
214:5, 15; 220:8, 22;

221:13, 17, 21; 238:17, 19;
242:13
Court's 91:16; 162:9
courthouse 43:1; 44:4
courthouses 210:14
courtroom 134:8; 204:21
courts 92:7; 93:10;
158:23, 24; 159:1, 7;
181:13, 15, 19; 200:15;
208:17; 221:2
cover 200:24
covered 97:21
covers 147:14, 15
COYNE 91:1
crabby 184:15, 15
crack 47:11
crash 126:10
crazy 161:20
create 9:2; 21:17; 86:11;
87:12; 93:15; 95:9;
123:17; 185:8; 197:11;
227:21; 232:14
created 77:9; 123:23;
130:17; 165:16; 191:14,
22; 200:15; 222:7; 232:16
creates 95:10; 115:15
creating 21:24; 100:15;
130:12; 192:17
creation 131:1; 165:18
creatively 95:2
credentials 60:10
credibility 38:4; 209:1, 2,
13
credit 89:19; 94:2
Creek 154:6
crime 12:24; 13:1, 5, 7, 8;
18:22; 19:2; 24:4, 7; 37:17;
42:8; 46:14, 22; 48:23;
63:9; 81:6, 21; 83:8;
106:18; 107:3, 4; 112:16,
22; 113:2, 7, 19; 160:22;
168:5; 169:5, 6; 171:18;
202:10, 14, 20
crimes 44:7; 78:15; 84:1;
151:17; 166:17, 23; 169:4,
10; 172:6; 173:11; 174:9,
19; 202:2, 6, 11
criminal 60:11; 71:18;
90:6; 91:6; 159:10;
167:19; 174:10; 198:16;
213:1
criminality 118:7
criminals 60:21; 132:2;
160:23
crisis 125:6; 151:20
critical 109:18
critically 109:16
criticism 25:4; 110:10, 19
critics 35:21
crooked 206:24
cross 154:9
crowd 53:24
crucial 198:17
cruiser 11:3; 14:13, 16;

78:2
cruisers 14:9; 87:21
crying 103:18
Crystal 150:18
Cuba 229:21
Cuban 115:12
cuffed 154:3; 155:12
cuffs 34:7
cultural 102:23; 103:23;
104:9; 119:8, 10; 169:19,
22; 189:12; 209:17
culture 8:5; 44:15, 16;
47:11; 48:11; 85:4; 103:3;
104:2; 105:10; 115:19;
131:10; 143:10; 155:5;
169:17
cultures 117:20, 20;
118:5
Cuomo 184:3; 188:2
curl 172:23
current 8:4; 54:12;
116:20
currently 4:10; 18:14;
21:13; 146:11; 147:5
curriculum 49:24
curtail 105:23
custody 61:19
customer 53:15
customers 155:24
cut 41:23; 154:7; 186:14,
20; 205:16
cuts 63:5
cutting 14:12; 63:7;
184:20
cybernetic 109:1
cynical 149:2

D

D 134:3
D.C 41:22; 142:14;
212:17
DA 219:7
dad 61:14
Daddy 146:21; 147:2
daily 76:11; 173:14
Dale 4:11; 9:16; 18:1;
19:6; 22:8; 30:6; 32:16;
35:17; 61:10; 77:20, 24;
79:24; 91:1, 3; 110:16;
114:7; 146:4; 225:3, 16;
227:9, 20
damage 153:19; 221:8
damages 148:2; 178:12
damn 137:16
damned 232:13, 13
dangerous 80:1
dangers 47:5, 15
dare 41:5; 51:4; 72:12;
83:15, 17, 18
darned 172:13
data 15:5; 23:23; 28:7, 8;
69:15

database 67:17; 84:19
dating 79:4
daughters 146:19
daunting 200:5
day 5:22; 9:12; 28:17;
37:6, 8, 20; 51:16; 74:1;
80:11, 11; 83:5; 86:23;
98:6; 130:7; 142:21;
192:2; 207:3; 215:14;
216:13, 15; 229:7; 243:13
day-to-day 38:9; 170:24
days 57:22; 105:10;
129:9; 134:13, 23; 150:7;
155:15, 20; 213:5; 229:6
de 63:22
DEA 120:19
deacon 154:14
dead 103:14
deal 40:24; 57:24; 63:9;
89:3, 3; 123:19; 128:18;
146:20; 160:21, 22;
161:12; 170:23; 171:12;
208:5; 219:7; 238:14
dealers 47:7
dealing 73:9; 118:7;
125:10; 143:9; 156:4;
166:1; 173:1
deals 28:3; 113:2
dealt 160:1; 182:24;
221:9
Dean 90:16
death 49:3; 88:9; 149:24
deaths 47:13
debate 62:13
decades 31:1
decay 46:15
December 220:9
decent 161:22
decentralization 109:22;
122:20
decentralized 47:23;
52:17; 57:9
decentralizing 48:10
decide 209:14
decided 179:15; 221:9;
222:11
decision 161:5; 220:9;
221:17, 21, 22; 222:8, 14
decisions 58:4; 171:9;
220:10
declared 152:14
declaring 113:3
decorated 120:2
decreased 17:19
dedicated 147:12
deemed 232:15
defaced 153:17
default 187:8
defendant 134:15; 203:2
defendants 203:4; 208:8
defended 162:23
defending 160:16
defense 40:6; 219:16

defenses 138:9
defensive 125:21
deference 219:22
defined 12:21; 190:4
defines 174:9
definition 18:8, 20; 87:3;
112:13
definitive 226:9
degree 15:14; 43:4, 6;
93:16; 98:18; 103:20;
131:22, 23; 140:4; 231:12
delegate 110:2; 136:17,
20
delegating 136:9
delinquency 61:20; 62:9,
21; 67:6; 73:24
delinquent 64:12, 18;
70:4, 14
delivering 89:14
delivery 16:4; 116:11
demand 230:16
demanding 221:12
demeanor 208:24;
209:1, 3, 5, 12, 14
DeMinici 244:1
demographical 70:24
demographics 90:3;
186:16, 19; 197:22
denial 4:24
denied 238:7
dent 73:21
dental 230:12, 14
dentists 230:21
department 11:5; 12:5;
19:9, 14; 20:7, 15; 21:7;
24:5, 12, 14; 27:5; 31:23;
35:21; 43:3; 44:10; 45:4;
52:15; 53:7; 61:18; 63:24;
64:10; 65:3, 12, 24; 67:6,
19; 70:12, 18; 72:5; 74:16;
76:3; 77:17; 81:3; 89:1, 2;
94:3; 95:8; 108:9; 113:17;
114:12; 120:10; 121:4;
122:7; 123:7, 13; 124:7,
13, 15, 22; 125:1, 3, 11,
24; 127:2; 132:22; 133:14,
15; 151:24; 162:11;
182:18; 206:21, 23; 207:7,
9, 10; 219:15; 225:11;
226:3, 12; 227:6; 239:3,
20; 240:23; 241:11, 16
departments 16:18;
25:19, 22; 62:8, 15; 63:6,
15; 65:4, 18; 66:9; 67:4;
70:13; 71:19, 23; 73:22;
106:21; 110:5; 112:20;
113:10; 124:23; 126:17;
127:12; 130:19; 132:23
depend 124:10
depends 201:9; 204:9
deployment 106:17, 23;
107:4
deposition 187:6; 215:3
depriving 238:20
deputies 32:8

DEPUTY 11:22; 12:3, 4,
6; 32:8; 119:20, 21; 126:20
descent 190:11
describe 236:18
described 167:20
desensitized 47:6
deserve 180:2, 3
deserves 79:10
design 62:7, 18, 19;
100:8, 9, 15
designed 100:7; 153:3;
167:5, 16; 193:16; 221:1;
227:1
designee 227:6
desire 153:15
desk 243:23
despite 151:15; 153:18
DET 213:14
details 55:18; 226:7
detective 16:4; 63:9;
215:15
detectives 83:22; 84:4,
20
detention 66:2
deteriorated 180:5
determine 147:23
determining 199:1
deterred 53:19
detracted 110:21; 111:12
Deval 151:22
devastating 81:19
develop 16:11, 24; 17:5;
117:8; 193:7; 195:9
developed 27:7; 112:1;
195:18
developing 117:9
development 94:18
developments 4:23
devil's 37:11
dial 83:12
dialects 119:12
dialogue 54:12; 143:2;
145:4, 19; 174:3
dialogues 8:3
dias 18:2
Diaz 117:23
dichotomy 111:15
dictates 41:8
die 81:17; 147:2
died 88:11; 160:4
difference 54:4; 79:18;
80:15; 115:23, 24; 124:9,
16
differences 7:7; 70:3;
77:14; 209:17
different 8:13; 12:22;
25:18; 26:10; 45:24;
52:18; 54:13; 61:11; 70:4;
83:4; 89:17; 106:16;
117:2; 118:1; 119:12;
128:4; 133:15; 139:15, 16;
159:8; 160:13; 167:15;
169:2; 176:11; 179:12;

189:6; 192:18, 24; 195:8;
196:16; 197:15, 20, 23;
199:12; 202:21; 205:13,
18; 211:24; 212:9; 224:16,
16; 235:5
differently 44:1; 105:12
differs 25:11
difficult 38:2; 51:22;
64:18; 66:16; 71:11;
169:20; 181:12; 188:18;
192:13; 198:1; 199:3, 20;
203:14; 205:4
difficulties 31:16; 42:16;
43:12; 108:21; 140:18
difficulty 71:8; 171:6;
182:19
dignity 227:23, 23
digress 129:6
dilemma 139:18, 19
diminished 86:15
dinner 147:1
direct 8:4; 50:23; 70:5
directed 79:5
direction 111:6; 201:18
director 4:15; 144:7;
165:14; 177:4
directory 6:14; 243:19
dirty 230:9
disability 151:18; 189:8;
239:15; 241:13
disadvantage 80:9
disagree 219:23
disagreements 5:21
disappointed 176:21
disappointing 220:1
discipline 25:9; 57:21
discourage 87:11;
131:10
discovery 185:23
discrepancy 136:4
discrete 173:9
discretion 133:8; 135:22
discriminate 99:3;
181:21; 206:8, 8, 10
discriminated 192:8
discriminating 181:9, 19
discrimination 4:24;
98:13, 14, 15; 100:12;
114:15; 143:18, 19, 22;
144:8, 12; 147:24; 148:9;
150:8; 151:16; 153:5, 6,
23; 156:18; 162:16; 163:4;
165:17; 176:18; 177:5, 12,
12; 178:3, 4, 5, 10, 11, 13;
179:17; 181:16, 17, 20;
183:11; 184:6; 187:21, 23;
188:9, 10; 192:6; 200:16;
201:4; 203:23; 211:1;
215:6; 221:3, 4, 14, 15;
224:12; 228:5; 233:13, 16,
17; 234:13; 237:24;
238:14, 22; 239:14; 240:9;
241:13; 242:1
discriminatory 43:9;
182:2; 193:14

discuss 30:5; 49:12;
143:4; 149:11; 219:5
discussed 45:18; 97:21;
184:20
discussing 7:3; 65:22;
182:17
discussion 9:2, 15;
95:14, 18; 145:4; 189:16;
211:9
discussions 8:4; 10:5;
66:18
disgrace 155:7
dismissed 148:16
disparate 70:5; 184:19,
21; 186:4; 187:18
disparity 237:9
dispatch 83:9
dispatched 33:22
dispersing 53:23
disposition 148:18
dispositions 148:13
dispute 92:17
disrespecting 29:18
disrupting 164:17
disseminate 118:11
distinguished 8:24;
102:7, 8, 16; 143:15
distress 148:3
distressing 237:15
distribute 6:13; 39:9
district 11:8; 48:20; 49:5;
69:7; 83:21; 91:24;
122:19; 133:14, 19, 23;
161:6; 166:22; 212:23;
214:15
districts 20:12
disturbing 118:18
diverse 85:22; 120:17
diversionary 63:18;
64:2, 17
diversity 5:6; 50:6;
67:11; 76:6; 100:19;
102:18; 118:22; 119:3
divided 96:15
Division 131:2, 3, 3;
151:23, 24; 162:6; 219:18
DNA 84:8
Doc 150:21
doctor 150:18
dogs 78:24
dollars 64:2; 113:14;
127:3; 153:20
Domestic 21:15, 21, 23;
35:12; 44:3, 6; 79:2; 89:4;
169:15; 208:9
Dominican 115:12
donate 118:2
donated 46:20; 58:17;
117:23; 118:3
done 11:14; 14:6; 17:9;
23:15; 24:5; 28:15; 32:3;
34:23; 49:23; 50:12; 51:3,
9; 55:14; 57:3; 59:9, 19;
66:21; 134:22; 140:21;

163:23; 168:14; 175:12;
176:12; 185:7, 7; 204:5,
14; 210:6; 225:10; 235:24
door 38:24; 39:13, 14, 15;
46:13; 155:19; 183:2;
230:3
doors 178:1
Dorca 147:12, 14
Dorchester 12:22
dormant 142:18
double 188:2
Doug 219:13; 220:15
Dougan 144:2; 164:3, 5,
11, 20; 201:6
doughnut 36:13
Douglas 147:13
doused 154:9
down 13:17, 23; 23:17;
31:24; 34:22; 38:17;
41:24; 80:7; 82:21; 87:18;
88:2; 99:6; 112:13;
119:15; 120:8, 23; 122:4;
135:7; 145:13; 161:6;
171:13; 176:3; 208:21;
209:18; 227:20; 233:3
Downs 4:11
downtown 33:23; 126:1,
4
downward 136:17, 21
DPW 31:23
DR 4:4; 7:1; 102:11;
135:24; 138:22; 141:9;
149:16; 150:6; 156:12;
198:9; 228:17; 231:17;
232:19; 235:1, 3; 236:16,
23; 237:2
Draconian 201:1
drain 32:1; 34:22; 201:20
draw 200:11
dreadful 167:17
drink 82:7; 135:18; 171:1
drinking 87:12; 218:22
drive 33:17; 34:7
driven 45:5; 50:1; 221:6
drivers 78:14; 87:24
drives 173:10
driving 49:1; 82:4, 6;
83:2; 87:12, 12; 88:2;
134:2, 12; 135:7
drop 83:1; 233:10
dropped 13:5
drug 19:2; 47:7; 68:16;
75:17, 19; 118:7; 122:20
drugs 44:6; 47:3, 5, 10;
51:19; 54:23; 55:3, 8
drunk 135:17
drunken 154:8
Drury 95:5
DSS 70:22
DTA 241:4
dual 104:9
due 81:10; 149:19;
219:21; 223:13
during 17:4; 37:6, 8; 58:6;

74:7; 159:6; 178:9; 179:9
duties 27:11; 110:2
duty 102:20; 211:4
dying 47:7
dynamic 82:6; 188:18;
230:2
dynamics 81:7
DYS 55:21; 66:4, 6; 67:21;
70:22
dysfunctional 229:12

E

E-mail 117:5; 216:2, 5, 6
each 7:14; 8:14; 10:20;
11:16; 27:8; 41:11; 68:17;
97:23; 98:5, 9; 99:24;
100:24; 101:17; 120:21;
148:22; 169:21; 179:12;
180:24; 239:6, 12
Eagle-Tribune 75:12, 15
earlier 23:10; 26:11;
62:24; 73:6; 105:24;
113:16; 115:20; 122:1;
124:24; 182:17; 194:4;
228:20
early 40:2; 44:2; 71:24;
73:9, 14; 74:9; 75:23, 23;
112:2; 137:18; 147:22;
165:3; 198:14; 199:7, 13
ears 126:15; 225:17
easier 39:3; 171:12
easiest 38:3
easily 39:15; 92:24
Eastern 4:16; 169:1;
192:23; 193:10; 219:17
Easthampton 4:11
easy 39:10; 110:1;
135:13; 174:8; 175:1;
202:17
ebullient 156:5
economic 114:23;
196:15, 17
economics 223:17
economy 151:4, 15
Eddie 78:6; 80:9
edge 14:12; 184:20
edification 225:6
Edith 22:23, 23; 28:16;
97:8; 105:18, 19
editorialize 89:22
educate 63:18; 148:8;
197:14
educated 131:20; 152:3,
5
education 6:20; 26:20;
28:19; 55:6; 83:20; 85:16;
114:12; 127:7; 128:15;
130:24; 177:13; 200:7;
226:11; 239:9; 241:12, 15;
242:2
educational 54:18; 94:7;
114:23
educators 228:8

EEOC 149:1; 220:10;
231:14; 232:15
effect 50:15, 16; 51:2;
159:21; 187:7
effective 32:1; 50:24;
167:23; 231:21
effectively 21:9; 199:14;
235:12
effects 227:8
effectuate 148:5
effort 19:11; 73:13;
89:21; 107:23
efforts 21:6, 13, 21;
22:15; 63:24; 72:8, 13, 20;
73:1, 17; 88:13, 18, 20;
106:19; 107:8, 9; 114:1;
123:20, 22; 124:3, 17;
139:1; 140:15; 156:8;
165:22
eight 19:21; 62:6, 14;
63:22; 88:10; 166:10
eight-bed 65:10
Eisenhower 151:10
either 14:4; 22:19; 65:2;
131:22; 134:1; 137:13, 15,
24; 148:17; 165:13; 202:7;
238:3
El 115:13; 116:20
elaborates 77:12
Elaine 61:3
elderly 87:24
electricians 46:19
element 13:19; 108:18
elementary 99:22
elements 24:8
elevated 131:7
eleven 146:18
eliminate 60:3; 153:1
eliminated 59:23
eliminating 15:24; 59:21;
156:17
Elk's 154:6
else 12:1; 13:3; 32:24;
42:9; 52:6; 97:9; 169:11;
197:15; 210:7; 219:11;
224:2
elsewhere 96:4
embarking 225:19
emerged 170:8
emergency 13:24; 81:12;
83:11
emotion 209:3
emotional 148:3
emphasis 109:23; 127:7;
128:19; 129:21; 235:17
emphasize 223:11
emphasizes 75:12
employees 182:1;
226:18
employment 132:8;
147:18, 19; 151:4; 153:23;
162:13; 188:8; 189:7;
219:15; 221:15; 223:12,
15; 224:23; 235:7; 242:2

The 1998 Civil Rights Leadership Conference

empowered 8:17; 15:22	ensures 236:19	196:18; 204:12; 207:23;	exchanged 76:6	facets 60:11; 106:16
EMTs 89:9	enter 11:20; 97:5	212:1; 233:9, 10	excited 54:19	facilitator 7:6, 23
enabling 237:3	entered 11:19; 49:10	evenings 74:9	exciting 62:6; 98:21	facilities 67:21; 68:5, 7;
enacting 166:13	entering 194:6	event 6:1, 19; 9:4; 149:7;	excluded 194:5, 6	69:22; 192:11
enclaves 153:14; 192:14,	entertaining 152:23	214:22	exclusion 153:14; 190:9;	facility 55:21; 241:14
15	entire 123:5; 146:5	events 6:24; 7:12; 54:12	191:8, 22	facing 28:18; 144:15;
encounter 55:3; 172:1	entirely 83:4; 139:15	eventually 43:13; 52:9;	exclusionary 191:21	200:6; 207:17
encounters 130:6;	entity 77:8; 125:11;	190:10; 211:15	Excuse 42:13; 104:12;	fact 18:9; 58:9; 81:22;
172:18; 173:12	131:5; 132:20	every 5:15; 35:1, 11;	185:20; 187:14; 208:23	83:18; 106:7; 110:13;
encourage 51:16; 55:17,	entree 137:5; 138:20	51:11, 16; 77:17; 83:11,	excused 210:23; 211:4	117:8; 123:13, 15; 146:8;
18; 23; 91:7, 8; 96:9;	entry 60:2; 86:4; 131:24	13; 86:9, 10, 18, 22, 23,	executed 84:13	156:9; 167:10; 169:14;
100:24; 121:22; 145:21;	environment 89:8	23; 89:16; 93:17; 97:24;	Executive 106:8; 144:7;	172:18; 182:8; 183:6;
155:6; 225:13; 231:13	environmental 88:6	98:5, 9; 100:24; 101:17;	177:4	184:14; 186:19; 187:12,
encouraged 55:15;	environmets 108:4	128:20; 130:6; 133:1;	exempt 169:22	18, 21; 224:3; 227:10;
86:18; 156:6; 235:22	EOPS 65:19	152:3; 158:15; 177:22;	exhume 154:12	230:7; 233:7, 14
encouragement 137:6	equal 4:24; 68:14; 77:14;	184:9; 187:13; 206:4;	exist 221:16, 18	fact-finding 5:10; 146:6;
end 11:11; 54:9; 59:7;	93:5; 96:13; 221:10;	217:21; 223:22; 228:18;	existence 220:18	222:17
75:5; 116:9; 132:16, 16;	239:10	232:17; 235:10	existing 35:13; 235:8;	factors 68:10, 13, 24;
143:14; 147:7; 156:10;	equalized 195:7	everybody 10:7; 12:1;	exists 117:12; 147:24	201:23; 202:13; 203:8
169:18; 176:2; 226:14;	equally 224:8	18:4; 35:22; 36:11, 15;	expand 22:3; 76:24	facts 56:9
227:5	equals 186:11	38:16, 17; 52:6; 76:1;	expanded 41:22; 88:3	factual 228:17
ended 146:21; 187:3	equipped 14:3	98:10, 15; 102:17; 111:5;	expected 6:13	faculty 92:2
endemic 81:11	Erin 144:6; 154:21;	146:2; 170:3; 186:14, 14;	expectations 227:2	fail 8:20; 31:15
ending 130:8	176:17; 210:16; 237:21	197:15; 206:9; 224:10;	expected 5:13; 30:20;	failed 32:3, 18
endorsed 108:10	erstwhile 151:15	226:11	207:21	fails 35:2; 147:22
ends 80:2	Escalet 117:23	everybody's 98:2	expense 31:4	failure 155:6, 6; 232:15
enemy 40:5	especially 9:6; 30:2;	everyone 10:8; 27:9;	expensive 31:6	failures 108:21; 129:23
energies 56:15	121:14; 122:16; 165:19;	45:2; 59:15; 85:20; 97:13;	experience 36:6; 102:15;	fair 16:20; 121:11;
enforce 85:6; 111:13;	166:17; 170:11; 175:12;	99:2; 101:9; 102:6;	128:15; 130:8; 169:2;	129:15, 15, 17; 150:8, 8;
147:16; 159:15; 165:8;	218:10	137:21; 142:3; 145:5;	173:20; 189:20; 192:24;	174:16; 177:6, 13; 184:21;
171:7; 196:13; 216:9;	Esplanade 89:11	206:10, 11, 12; 230:21;	197:5, 16, 20; 206:16;	239:10
239:13	espoused 34:21	243:14, 17, 23	212:16; 215:12; 218:13;	fairly 93:19; 108:15
enforced 144:23; 166:11;	essence 25:24; 109:1	everyplace 175:21	224:13	fairness 50:3; 91:19;
235:8	essential 108:2	everything 13:3; 27:3;	experienced 213:13	93:9
Enforcement 9:22, 23;	essentially 23:12, 16;	32:11; 39:16; 40:7, 8;	experiences 144:11, 22;	faith 160:11
17:15, 19; 18:22; 22:8, 10;	106:2, 15, 23; 110:10;	44:16; 47:17, 21; 78:14;	145:1; 189:17	fall 7:9; 20:11; 161:18, 21
23:13; 24:24; 27:4; 29:23;	112:1, 15, 17; 221:11, 21;	217:18; 224:2; 230:1	experiencing 233:8	fallible 130:10
49:11; 50:3; 53:3; 78:13,	222:9, 18	evictions 187:12	expert 68:11; 174:4	falling 174:24; 221:20;
20; 85:9; 87:21; 88:7, 18;	Essex 91:14; 92:5, 14	evidence 23:23; 110:12,	experts 44:20; 174:6;	222:23
92:8; 95:20; 96:11;	establish 198:11	13; 142:11, 13; 143:1;	221:3	false 111:15
139:14; 142:1; 143:7, 13;	established 115:9;	180:10; 187:17; 198:17;	explain 106:1; 175:23,	familiar 126:24; 185:17
147:6; 151:23; 156:20;	237:13	199:17	explaining 46:15	familiarity 168:24
168:16, 17, 19, 21; 169:4;	establishment 139:14	evolved 78:11	explicitly 236:13, 14	families 90:12; 151:12;
170:4; 175:17; 177:13;	et 52:10	ex-employee 180:8, 11;	express 105:1	173:5; 179:18; 180:2;
188:2; 189:18, 23; 212:6,	ethical 130:23	181:4; 183:15	extend 9:9; 52:9; 59:5	182:4; 191:19; 193:6
12; 213:8; 216:9; 223:8;	ethnic 137:2, 4, 7;	183:21	extended 190:10	family 29:14, 20; 33:2;
235:4	138:16; 152:4; 162:9;	exacerbates 201:3	extension 237:5	34:2, 3, 12; 56:7, 8, 10, 11,
enforcing 26:9; 113:4;	207:19; 211:6, 10	exact 181:7	extent 71:22; 209:23	12, 18; 63:19; 76:22;
160:20	Europe 192:22	exactly 7:3; 104:6;	extraordinary 148:6	81:19; 179:1; 189:7;
engaged 33:3	European 192:23; 193:4,	165:11	extreme 103:22; 169:18,	191:10; 194:13; 195:4, 6
England 100:6; 114:15;	10	exam 40:20; 86:4	23	fan 146:6
213:23	Evaluation 66:22; 135:21	examine 129:22; 236:9,	extremely 35:16	fantastic 21:19
English 39:4; 104:5;	evaluations 24:20	22	eye 132:22; 209:19	far 11:10; 14:23; 27:3;
119:12; 198:22; 206:7, 15;	Evans 89:19; 122:3;	examined 127:12	eyes 25:16; 152:16	72:17; 74:11; 107:6;
210:22; 211:6; 213:18	225:21; 226:1, 17, 22	example 7:8; 21:14; 27:6;		109:13; 111:17; 112:18;
enhance 71:21	even 18:16; 30:19; 48:23;	116:2; 117:18; 133:10;	F	121:21; 132:15; 140:14;
enjoy 13:9; 15:23	53:2; 54:7; 58:10; 59:19;	174:20; 197:1; 241:12	f'ing 156:1	238:15
enjoyed 76:21	82:13; 93:8; 121:6; 125:7;	examples 117:14	fabulous 175:3	fascinating 166:3
enlisting 27:14	129:11; 138:8; 152:8;	exceed 229:11	face 227:19	fashion 24:15; 48:17
enormous 60:23	153:7; 154:11; 157:24;	exceeded 151:6, 7; 227:2	faced 45:3; 58:8	fashioning 148:7
enough 60:4; 65:6;	163:12; 167:8; 171:21;	excellent 86:21; 105:3	faces 29:23	fast 135:10; 197:24
71:15; 103:2; 110:3;	186:5, 7, 21, 24; 192:13;	exceptionally 112:8		fast-track 48:21
173:9; 196:24; 204:1, 13;		excessive 56:22		fatalities 81:5, 18; 87:19;
211:3		Exchange 76:2; 107:2		88:21
enrollment 90:19				fatality 81:20, 24; 85:2

father 79:8; 90:7; 158:1; 179:2
fatherlessness 90:2, 11
fathers 113:21
fault 103:19; 173:16; 221:11; 237:18
favor 200:23
favorite 154:23
fax 217:18
FBI 120:19
fear 13:7; 228:2
feared 138:5
February 74:7
federal 5:20; 24:12, 16; 29:6; 60:18, 19, 24; 62:8, 16, 17; 63:13; 64:11, 16; 65:21; 66:21; 72:4; 73:4; 74:3, 18; 78:18; 85:5, 9; 94:9; 148:24; 160:3, 5; 161:16, 19; 162:1; 184:13; 207:12; 216:10; 225:11; 234:19; 236:14, 18; 237:17, 24; 239:5, 6, 12, 13, 22; 241:17
feedback 15:22; 108:13, 24; 109:1; 140:3
feel 8:17; 11:13; 22:17; 39:16; 42:17; 47:20; 49:2; 53:6; 57:11, 14; 72:17, 18; 82:1; 109:20; 132:23; 145:6, 16; 156:6; 168:11; 199:15; 222:22; 235:8; 243:10
feeling 136:14
feelings 46:15; 139:11
fees 148:3
feet 100:17
Felix 4:15
fell 103:12
fellow 26:21; 32:23; 129:7
felt 33:3; 38:16, 19; 103:15; 124:24; 191:23, 24; 197:9; 242:2
female 217:14
females 86:18
few 5:19; 6:14; 8:23; 18:11; 33:14; 45:14, 21; 54:6; 78:19; 91:16; 93:21; 101:24; 102:11; 132:2, 5; 142:7; 153:2; 158:22; 234:7
fewer 187:11; 233:7
fiber 84:5
Fiddler 30:13
fiduciary 132:6
field 67:14; 71:7, 9; 93:3; 111:4; 162:22; 163:6; 184:21
fields 235:7
fifth 54:24
fight 160:14
fighting 56:16; 128:21; 196:23
figure 80:5, 6; 187:15;

229:23, 24
figured 79:10
figures 13:3; 74:7; 231:11
file 109:8; 123:13; 143:22; 161:20; 220:22; 221:13; 222:13; 232:23; 233:13; 234:3; 241:18
filed 183:11; 184:1; 221:12; 228:22; 231:21, 22; 234:4
files 188:3
filing 232:3; 233:4; 234:1
fill 39:3, 6, 8; 243:21
filled 243:20, 21
filmed 155:16
final 28:3; 111:21; 112:14; 174:2
finally 43:7; 95:12; 96:5; 117:14; 144:19; 217:19; 218:6; 234:7
find 13:4, 12; 25:9; 30:17; 42:12, 24; 54:8; 62:6; 93:8; 120:23; 133:9; 138:19, 24; 171:15; 181:22; 190:5, 6; 204:16; 207:2; 224:4; 237:14; 238:10
finding 14:21; 29:8; 69:17; 70:2; 121:6, 14; 146:8; 156:9; 230:7
findings 5:11; 67:22; 68:2; 69:13; 70:8; 234:13
fine 34:3; 134:5; 153:12; 170:24; 206:24; 218:1; 219:6
fine-tuned 140:2
fingerprints 84:5
finish 209:22
Fire 84:1, 3; 154:10
Firearms 41:21, 24
fired 53:24; 54:3
firm 16:21; 118:2; 212:8
first 4:20; 8:15, 23; 9:12, 19; 10:19; 11:24; 12:3; 17:17; 18:13; 19:5; 22:4; 24:14; 40:22; 44:5, 24; 45:3; 50:8; 53:8; 54:8, 9; 57:16; 59:13; 62:23; 63:14; 64:6; 69:16; 76:16; 87:11; 97:7, 13; 102:5; 103:20; 108:2; 119:20; 123:9; 133:24; 138:11; 143:20; 147:7; 148:11; 150:22; 158:19; 159:5; 165:9, 10; 167:10; 168:16; 188:20; 190:8, 24; 191:2, 11; 195:22; 196:13; 198:10; 211:7; 212:15; 217:23; 218:23; 219:20, 24; 235:11
first-line 129:14
fiscal 228:21
fit 170:2
Fitchburg 71:16; 133:17
five 10:21; 22:17; 57:22; 72:4; 80:23; 100:6;

143:15; 173:1; 215:16; 234:4
five-member 57:18
five-year 130:21
fixed 146:24
flames 149:19
flashed 135:8
flaws 111:5
Fletcher 4:6; 7:1, 20
flow 108:16
flows 109:2
fluent 204:20
fluid 87:3
Flynn 20:9; 22:23; 23:5; 97:8; 105:18, 22; 135:24
focus 6:20; 8:5; 23:19; 26:18; 27:22; 58:23; 85:1; 113:18, 23
focusing 26:3, 17; 88:17
folks 38:19; 75:7; 115:6, 11; 137:10; 243:20
follow 30:24; 58:10; 62:12; 126:16; 231:17; 232:24
following 99:17; 133:20
food 223:24
Force 12:8; 19:18; 21:16; 29:6; 41:21; 43:17, 19; 50:15; 56:22; 119:23; 120:18, 24; 131:21; 202:5
forefront 6:2
forehead 201:13
foreign 113:3
foremost 18:24
forensic 84:6
forensics 84:4
forever 156:15, 18
forget 165:11
forgive 102:13; 125:21; 149:2; 230:9
forgot 18:3; 243:21
forgotten 31:12
form 39:2; 45:16; 89:16; 153:22; 166:16; 169:23; 191:1; 196:6; 206:23; 210:22; 243:20
formal 176:14
formative 51:14
formed 68:1; 241:24
former 9:20; 104:16; 126:7; 163:14
forms 156:18; 201:8
formulate 28:8
forth 207:5; 239:15; 241:10
fortress 57:12
fortunate 17:4; 242:18
fortunately 40:16; 203:4; 204:20
fortune 29:5; 126:12
forum 221:2; 227:11; 228:6
forward 23:4; 25:2;

42:17, 19; 57:15; 61:5; 97:5, 10; 124:13; 139:11; 199:4; 225:9, 14; 226:24; 228:1
foster 64:3; 95:13
fostering 95:18
fought 160:14, 15; 224:14
found 13:6; 14:5; 24:21; 27:1; 33:1; 70:3; 75:20; 103:13; 106:20; 117:18; 126:12; 147:21; 148:1, 14; 179:10; 183:18; 199:21; 200:23; 204:3; 238:20
founded 91:4; 165:2, 11; 177:7
four 18:15; 20:8, 10; 40:3; 72:4; 80:24; 90:15; 91:2; 100:23; 101:1, 3, 4; 151:8; 152:22; 188:3; 226:20; 234:6
fourth 131:5; 147:5
Fox 22:24
Foxborough 88:9, 12
frames 118:3
Frances 146:7
frank 10:5; 117:23; 132:2
frankly 5:19
fraternity 135:16
free 11:13; 22:18; 46:20; 132:8; 156:21; 168:11; 189:4; 243:10
freely 47:17
freezing 43:20
French 206:10
frequent 197:9
frequently 91:2; 184:20
Friday 29:8; 129:10
friend 11:11; 60:9; 133:19
friendly 217:23
friends 12:2; 29:20; 33:2; 42:6; 76:20; 194:8
frisked 82:16, 17
fro 135:7, 15
front 32:15; 76:15; 135:1, 1; 148:3; 155:23
frustrating 35:16
frustration 139:11; 231:12
fugitive 84:9
fugitives 84:11
fulfilled 152:15
full-service 78:12
full-time 51:7; 166:2; 242:8
fully 66:1; 70:17
fun 8:15
function 7:5; 131:6
functions 27:10; 131:8
fund 9:4; 163:18
funded 66:1; 70:17; 72:24; 106:7; 235:22; 241:14

funding 18:13; 19:19; 66:6; 72:3, 5; 74:18; 94:9
funds 85:10
funniest 30:10
funny 149:3; 221:23
furnish 240:7, 24; 241:7
furnishing 240:5
furniture 103:11, 12
further 226:23
future 23:2; 26:5; 28:22; 148:8; 207:18; 232:2; 233:3

G

gaining 190:13
galling 153:7
game 131:12
gang 12:10; 19:2; 21:4, 8; 29:2; 51:23; 73:17; 79:16, 16, 24; 82:12; 126:7, 8
gangs 37:10; 51:17; 52:1; 54:23; 55:2, 8; 80:5
gangster 137:13, 15
gap 116:11, 12
garage 36:15
Gardella 30:1, 6, 12; 42:4; 54:3; 61:15; 124:21
gasoline 154:9
gate 202:18
gated 224:19
gather 7:14; 142:11
gathered 28:7
gave 45:2; 86:4; 133:20; 134:3; 181:6; 190:17
gay 50:8; 236:2; 4
gays 236:11, 13, 15, 20; 237:15; 238:1
geared 62:20
gee 68:10; 83:6; 120:23
gelling 110:14
gender 98:16; 151:17; 153:4; 237:24; 238:9, 14
General 11:9; 16:15; 83:23; 130:13; 131:6; 145:19; 167:22; 192:12, 16; 236:6
General's 77:10; 162:5; 235:15
generally 93:8
generated 122:6
generation 199:13
generations 195:17
generous 117:23
generously 9:7
gentleman 115:19; 117:22; 219:12
gestalt 231:20
gets 34:23; 35:16; 74:2; 92:16; 175:4; 223:7
girl 33:2; 79:7, 8; 103:9, 10, 14
giveaways 57:4

given 55:6; 60:4; 64:16;
112:12; 154:20; 203:16,
17; 236:11; 238:3, 4, 5
gives 29:21; 90:13; 168:1
giving 33:19; 44:15;
222:16; 242:23; 243:15
glad 63:21; 149:7; 222:19
glass 100:9, 13, 15, 16
global 24:15
Globe 154:8; 213:6;
214:14
glove 111:14, 20
goal 8:21; 21:2; 26:7;
87:6, 15; 93:20; 96:7;
116:15; 148:8; 156:19
goals 7:22; 26:6, 7, 12;
27:21; 85:24; 130:22
God 29:20; 33:21
goes 5:22; 14:5; 27:12;
31:24; 51:24; 75:21;
115:6; 117:6; 130:7;
150:18; 172:20; 173:14;
201:7; 204:2; 211:1;
227:19; 240:10; 241:9
golly 169:19
Gomez 147:12
Good 4:4; 11:11; 16:20;
26:20; 27:6; 29:5; 30:2, 6;
42:20; 53:4; 60:9; 61:10;
76:8; 78:6; 86:11; 87:7;
92:20; 94:23; 97:13;
103:2; 113:24; 130:2, 9;
136:20; 142:3, 19, 19;
146:2, 3, 20; 148:24;
150:19, 22, 23; 151:1, 3, 9;
160:14; 162:2, 12; 163:23;
164:1; 165:7; 168:13;
175:12; 176:9; 190:15;
200:11; 202:10; 212:24;
213:18; 214:8; 216:8;
218:14; 222:23; 229:1;
232:20; 235:16; 243:16
Gooding 229:21
goodwill 200:11
governing 137:9; 138:18
government 60:19; 94:9;
126:12; 148:24; 153:3;
191:11; 205:10; 206:1;
225:12; 234:19
governmental 116:7;
158:15; 204:7
Governor 9:22; 42:1, 2;
89:24; 101:12; 104:16, 17,
21
governor-appointed
61:2
governors 41:23
grabbed 87:14
graciously 9:1; 141:10,
11
grade 54:24
graduate 53:5; 71:17;
196:1
graduated 98:19; 197:1
graduates 195:22
graduating 158:13

graduation 150:11
grandfathers 195:11
grant 19:1, 23; 200:17
grants 60:24; 65:20
grappling 71:20
grave 154:13
great 34:16; 39:6; 41:12;
82:19; 90:13; 96:3; 98:1;
117:17, 17; 127:18;
128:18; 144:11; 147:11;
157:11; 160:21, 22; - -
175:17; 176:22; 185:22;
208:6; 220:5; 230:16
greater 26:24; 77:1; 93:8;
96:18; 99:1; 117:3;
129:21; 144:14, 17;
177:18; 184:23; 188:15,
22; 189:4; 223:6; 241:1;
242:13
greatest 132:21; 160:24;
207:17
grew 157:10, 13, 15
grief 103:18
grocery 155:22
ground 237:10
grounds 36:21
group 17:15; 29:1; 40:16;
41:20; 51:6; 56:3; 58:15,
15, 17, 18, 19; 59:4; 68:8;
81:8; 114:21; 116:17;
123:18; 165:9; 167:13;
174:22; 184:23; 191:2, 8;
195:22; 201:1
groups 8:1; 44:23; 59:1;
71:3; 115:13, 18; 120:17;
163:12; 171:20; 186:20,
21; 187:19; 235:21
growing 115:14; 137:18;
158:8; 178:6; 198:20
guarantee 64:22
guaranteed 234:10
guarded 224:18
guess 79:7; 119:15;
168:16; 217:10; 225:16;
237:18
guests 23:6
guide 67:9
guidelines 63:13
guides 101:2
guiding 169:3
gun 53:24; 57:3, 4; 68:16,
17, 19; 128:10
gunfire 54:2
guns 42:7; 47:9; 52:2;
57:4; 76:7; 82:12, 19, 20;
202:11
guy 32:19, 23; 33:18;
36:6; 119:22; 120:4
guys 128:11; 156:7

H

habitual 29:8
hadn't 43:11; 114:8;
129:13; 181:5; 204:18

hair 84:5; 172:23
Haitian 154:2; 174:21
Haitians 199:11
half 6:8; 33:6; 39:18, 22;
44:5, 7; 52:20; 102:1;
114:14; 127:5; 130:4;
148:23; 149:1, 2, 13;
151:11; 175:4; 219:17;
234:17; 235:3
Hall 15:19; 31:14, 14, 22;
39:10; 100:1
Hampden 180:7
hand 10:8; 28:23; 29:11,
13; 38:12; 101:2; 102:10;
111:14, 19; 145:10;
165:24; 166:2; 170:14;
192:4; 212:11
handed 166:7
handing 17:11
handle 50:22; 63:19;
66:17; 71:12; 154:4;
165:17; 202:17; 219:13;
237:12
handled 44:3; 162:19
handles 143:19; 162:16
handling 178:19; 181:24
hands 37:11; 154:3;
155:12
handy 97:11
hang 180:16
hanging 181:10
happen 36:16; 66:5;
81:8; 101:15; 123:3;
127:4; 133:16; 173:12;
218:21; 229:5; 234:11, 19
happened 20:7; 63:5;
82:5, 11; 125:12; 126:23;
133:24; 134:6, 7; 190:23;
212:5; 218:11; 230:11
happening 160:12;
175:14; 231:20
happens 14:15; 234:14;
239:7
happy 74:23; 97:22;
142:19; 189:13
harassed 192:15
harassment 111:2, 8;
153:21; 162:4; 173:7;
199:9; 201:8; 226:2, 14;
233:20, 24
harbor 12:12
hard 47:8; 54:7; 109:11,
12; 159:20; 160:15;
163:11; 199:5
hard-working 162:3
harder 152:6; 160:19, 19;
232:1
hardest 130:15; 224:13
harmful 56:23
harmony 98:23; 99:23
harness 113:24
Harshbarger 217:9
Harvard 137:16; 214:20;
217:14; 218:11, 22;
227:12

hasn't 108:10
hat 97:17; 241:21
hate 41:13; 84:1; 151:16;
166:17; 168:5; 169:4, 4;
171:18, 20; 172:6; 173:11;
174:9, 19; 176:2; 189:15;
190:2; 197:4; 202:2, 14, 20
hate-filled 153:9
hats 97:14; 238:24; 239:1
haven't 78:8; 79:10;
184:8
havens 21:18
Hawaiian 238:17
HDP 178:9; 182:14
head 26:4; 85:8; 135:5;
155:16
headed 162:6
headquarters 149:21
heads 38:5
Healing 16:15, 18, 21
Health 31:22; 71:4;
189:8; 239:3, 20, 24;
241:15
healthy 37:22
hear 7:14; 8:16; 16:24;
18:2; 78:5; 86:14; 97:22;
138:24; 139:10; 173:24;
177:1, 22, 22; 180:8, 9;
183:10; 207:21; 219:10
heard 30:21; 40:2; 53:24;
54:2; 78:6; 103:7; 113:16;
124:14; 136:8, 23; 154:1;
157:20; 164:24; 176:22;
181:13; 184:6; 188:7;
198:18; 207:22; 208:2, 7
hearing 7:11; 25:2;
139:15; 140:20; 165:1;
200:20; 215:9; 230:17;
231:2, 5
hearing-impaired
211:19, 21
hearings 6:6; 144:10;
149:3; 207:20; 233:23
heart 41:8
heartbreaking 176:4;
182:21
hearts 38:5; 126:16
heavily 74:12; 171:1
heavy 78:20
heck 32:22
hectic 56:13
heinous 78:15
held 7:9; 36:21; 63:11;
64:13, 23; 65:9; 67:21;
68:4; 69:3; 81:18; 127:24;
166:9; 174:4; 184:3; 226:8
hell 126:3; 130:11; 138:1
Hello 18:1; 138:9
help 7:7; 17:5, 20; 42:9;
46:20, 23; 80:14; 89:16;
102:2; 117:7; 118:23;
120:4; 137:1; 138:23;
222:21; 242:11
helped 9:4; 95:7; 242:14,
17

helping 21:17
helps 107:17; 115:23
hence 9:22
here's 38:24; 145:4
herself 134:17
Hey 33:15; 40:13; 122:13
HHS 239:23; 240:6
hiatus 5:18
hidden 229:15
Hideous 172:20; 174:20
high 7:12; 52:22, 22;
82:24; 93:16; 98:19;
99:22; 152:2; 183:9; 221:7
high-crime 19:3
higher 6:20; 68:19; 69:2;
71:2; 75:14, 20; 132:17;
151:13, 19; 152:11
highest 90:18
highlighted 184:4
highly 14:17; 131:20
highway 77:2; 85:9;
88:12
Hill 233:21; 234:22;
238:24
Hillman 25:3; 76:10;
77:20; 130:12, 21
Hillman's 90:9
Himmelfarb 26:22
himself 129:13
hindered 13:22
hint 153:15
hire 59:13; 129:2, 4;
226:17
hired 19:20, 21; 20:9, 9;
123:16; 152:8
hiring 57:19; 59:13, 14;
102:19; 128:14
Hispanic 68:5; 69:3, 10;
75:17; 86:7; 102:24;
114:4, 16, 18, 24; 115:17;
117:21; 123:12; 152:3
Hispanics 29:1; 75:14,
18; 115:4
historic 4:20
Historically 13:2; 167:12
history 30:24; 40:20;
55:21; 138:3; 148:12;
165:20; 172:2; 198:12;
203:8; 220:24; 227:19
hit 128:19; 226:2
HIV 230:13
hoarse 225:17
hockey 84:22; 202:8
hold 5:10, 12; 6:5, 9, 18;
48:6; 81:18; 187:16
holding 68:20
Holliston 74:16
Holyoke 61:20; 126:23;
144:8; 176:18; 177:19;
185:11, 12; 224:9
home 35:15; 43:21;
53:16; 63:20; 72:16; 90:7;
99:10; 103:13; 104:4, 7;
112:18; 168:9; 192:3;

194:17; 224:22
homelessness 177:11
homeowners 178:8
homes 38:1; 71:4; 178:7; 240:1
homicide 81:22, 24; 87:10; 199:2
homicides 47:2, 14; 82:21; 85:2
honest 42:22; 139:6; 217:4
honesty 203:3
honor 77:21; 134:18; 157:5
honored 146:7; 189:3
honoring 100:2
hoods 169:12
hope 6:1, 18, 19; 7:21; 77:11; 92:6, 11; 93:15, 20; 95:9, 13; 96:7; 101:22; 163:24; 174:3; 176:7, 13; 188:4
hoped 166:4
hopeful 71:14; 72:2; 139:4
hopefully 8:2, 16; 16:23; 64:8; 65:15; 66:5; 70:17; 74:21; 91:10; 92:19; 93:13; 100:16; 189:14
hoping 59:15; 60:2; 231:12
Hopwood 155:1
horror 154:2; 176:9; 208:10
horses 55:4, 7
hospital 56:8; 240:10
hospitals 239:24; 241:10
hostage 78:23
hostile 153:4
hostilities 149:19
hot 22:1
hour 6:8; 127:6
hours 35:12; 63:1, 12, 17, 20, 23; 64:5, 12, 14; 65:16; 66:9, 11; 70:14; 150:23, 24; 168:23
house 103:16; 134:13; 146:23; 147:3, 4; 157:19, 19, 22; 179:23; 210:10
housebreaks 37:6; 48:24
housed 36:23
household 13:13
housing 46:1; 144:8, 11; 147:19; 150:8, 8; 173:2, 4, 6; 176:17; 177:4, 6, 12, 13; 178:2, 5, 10, 13; 180:4; 181:16; 183:11; 184:5, 21; 185:11, 14; 187:21, 23; 188:9, 10; 189:6; 206:14; 221:14; 223:13, 16, 22, 22; 224:4, 12, 14, 24; 235:7; 238:2; 239:10; 242:1
Houston 27:5; 31:17
HUD 149:1; 184:1, 3;

188:1; 231:15, 16; 239:10; 241:16
hugest 206:14
huh 33:20
human 99:8; 166:5; 176:1, 7; 239:3, 20; 240:1; 241:15, 24
humanity 171:4
humbled 146:7
humiliation 187:4
humility 231:12
hundred 117:24; 193:18
hundreds 53:11
hurdle 166:13
hurt 84:12; 183:7
hurting 56:10, 23; 179:16
husband 230:14

I

IBM 100:1
idea 29:19, 22; 41:13; 42:8; 60:4; 78:10; 98:10, 12; 100:11; 110:11; 113:18; 156:13; 172:8; 187:10; 201:7; 210:1; 219:7
ideas 8:6, 8, 9, 11, 13, 16, 19; 10:3; 74:19; 76:5; 78:6, 7; 91:22; 92:11, 20
identifiable 169:10
identification 107:10
identified 58:21; 107:17; 108:19; 109:7; 110:8; 115:5
identify 10:21; 19:24; 24:1; 28:14; 86:19; 115:16; 116:14
Idle 37:10
ignominious 187:4
ignore 196:20
Il 127:15
Ilu 57:17
Illegal 41:20, 24; 46:13; 179:14; 240:13
illustration 80:22
illustrations 178:18
illustrious 97:20
image 78:1; 118:6
imagine 38:18; 155:8
immediate 15:8
immediately 182:23
immigrant 154:2; 174:21; 189:24; 190:5; 191:15, 23; 192:14, 15; 196:5; 197:7, 20; 198:21; 199:8; 211:5
immigrants 144:16; 157:13; 189:11, 17; 190:13, 19; 192:8, 13, 20, 20, 21; 193:2, 3, 21, 23; 194:3, 19, 21; 195:13, 20, 23; 196:7, 10, 15; 197:8, 17; 199:10, 12, 13, 16

immigration 189:7; 190:1, 20; 191:22; 193:14, 16; 195:2, 7, 19; 200:4
immunities 227:21
impact 23:15; 70:5; 74:10; 81:14; 82:2; 87:6; 137:6; 138:21; 184:22, 23; 186:4; 187:19
impaired 87:12
impasse 139:19, 22; 140:18
impersonation 229:22
impinge 236:10; 242:3
implement 92:11; 131:23; 139:2
implementation 24:22
implemented 27:7; 106:12; 139:2
implementing 108:22; 140:1
implications 189:23
importance 55:12; 117:2
important 8:3; 9:11; 50:4; 98:7; 101:20; 109:16; 123:21; 124:19; 159:22; 204:4; 205:16; 224:7, 8, 11, 24, 24; 225:1; 242:3
importantly 7:13; 8:11; 86:9; 100:23
impossible 161:22
impractical 140:11; 212:1
impress 137:20
impression 86:11; 143:21; 146:24; 147:3
impressive 229:17
improper 225:10
improve 28:10; 91:23; 120:5
improved 92:23; 208:5
improving 109:5
in-depth 128:16
in-house 120:16
inactive 60:16
inadequate 87:23; 88:1
inadequately 235:9
inappropriate 9:12
Inc 100:7
incapable 156:14
incarcerated 29:9; 118:20; 121:10
incarceration 132:17
incidences 175:2
incident 14:24; 53:11; 56:5; 84:12; 126:23; 198:24; 233:21
incidentally 164:8
incidents 51:10; 153:8
includes 5:7; 177:14, 19; 203:18; 242:5
including 41:23; 84:1; 109:15; 113:24; 117:20; 191:15
inclusion 153:15

income 186:11, 12; 189:5
incomes 151:12
incomplete 191:18
incorporate 100:9; 105:16
Incorporated 66:23; 97:16; 100:14
incorporates 94:16
increase 100:20; 177:11; 178:14; 231:16; 233:9
increased 22:2; 152:22; 158:12; 165:20
increases 72:5; 203:14
increasing 231:14
increasingly 27:22
incredible 227:1; 231:11
incredibly 175:12, 13
indeed 23:11; 39:23; 114:24; 117:3, 11; 139:3; 141:10; 153:2
indicate 112:5
indicated 26:22
indicates 25:14; 26:18
indication 233:15, 16
indicators 201:17, 19
indictment 175:11
indignant 179:22
individual 14:2; 145:20; 160:1
individuals 17:15; 91:21; 136:3; 156:21; 159:20; 189:5; 197:20
Indochinese 137:19; 138:2
industry 116:14
infected 230:23
influence 68:13; 82:5
influencing 68:24
informal 5:12
informants 180:10
information 6:17; 76:8; 94:13; 107:1; 117:8; 118:11; 142:11, 16; 143:2; 181:7
informed 154:17; 197:21
infraction 82:13
ingrained 112:9
inhibitor 201:3
initial 68:2; 132:14, 18
initially 22:4
initiate 16:8
initiated 99:17; 210:6
initiative 12:17; 18:21; 90:1; 91:16; 208:16
initiatives 114:21; 118:21; 146:15; 149:14; 152:23; 156:11; 225:19; 228:10
inject 189:15
injunction 167:22; 168:6
injury 50:24
inner 17:1; 94:6
inordinate 153:18

input 16:7; 27:20
insensitivity 139:12
inside 39:15
insidious 153:8
insights 144:11; 166:5
inspections 131:8
Inspector 77:10; 130:13; 131:6
inspired 99:21
inspiring 151:16; 176:11
instance 24:20; 50:1, 17; 56:6
instead 39:5; 46:5; 49:20; 50:21; 56:16; 167:2
institution 170:6
institutional 165:23; 172:16
institutions 155:4; 201:11; 239:24
instructive 133:21
instructor 32:14, 20
instrumental 23:1
insurance 178:8
intake 230:3
intend 10:5; 92:12
intended 198:13; 222:15
intent 220:23
interaction 27:13
interdict 75:22
interest 9:10; 107:16; 109:4, 5
interested 7:10; 40:18; 79:19; 85:13, 14, 15; 89:13; 94:10; 96:1; 140:20; 162:7; 206:22
interesting 25:3; 41:10; 61:13; 81:7; 82:11; 106:4, 10, 14, 22; 125:12; 183:18; 188:19; 202:1; 206:16; 230:24
Interestingly 5:4
interference 167:3
interject 16:13; 145:18
internal 57:8; 122:1, 3; 130:18; 131:8; 216:18
international 16:16
interplay 28:12
interpret 198:12; 208:8, 24; 209:1, 2, 5
interpretation 206:18
interpreted 12:18; 198:15
interpreter 104:19, 20; 204:15; 206:17; 208:20; 211:20, 20, 23; 213:2; 240:12, 13; 241:5
interpreters 199:24; 200:1, 2, 9; 204:12, 13; 207:16; 208:11; 210:18; 211:16; 240:7, 15, 18, 19, 24; 241:7
interpreting 208:9; 240:5
interpretive 139:20
interracial 155:18

Interstates 78:3; 85:7
intervention 72:1; 73:7
interviews 158:14
intimidated 119:14
intimidation 167:4
into 11:20; 13:4; 14:14; 26:5; 27:21; 29:5; 33:14; 35:11; 41:24; 43:12; 45:5; 46:14; 47:4, 16, 23; 48:5, 6, 10; 49:10, 15; 51:10, 17; 52:7, 24; 54:24; 55:19; 56:15, 19; 57:9, 12; 59:10; 60:22; 61:6; 62:17; 63:4, 10; 68:3; 69:11; 70:13; 71:9; 72:14, 18; 73:5; 77:10; 79:23; 80:4; 83:16; 86:2; 87:17; 92:14; 94:21; 97:6; 100:19, 21; 104:22; 116:23; 128:17; 137:8; 138:20; 154:5; 158:18; 163:6; 172:11; 174:11, 24; 178:24; 187:7; 200:6; 205:4; 208:16; 220:11; 226:7; 227:6; 229:6; 230:3; 240:16, 20; 241:14
introduce 75:11; 90:14
introduced 42:4
introduction 41:24; 79:15
invariably 207:22
investigate 123:14; 130:16; 147:20; 219:3; 237:5
investigated 84:3; 183:10
investigates 78:20
investigating 57:8; 78:15; 179:9
investigation 130:18
investigations 47:18; 83:8, 24; 131:2; 219:14; 232:16
investigative 185:24
investigator 16:5; 229:4; 230:6; 239:2
investigators 148:20, 21; 230:5; 231:10
invigorating 243:13
invitation 9:1; 80:14
invite 96:21; 102:6; 143:3; 216:6; 227:10; 243:8
invited 9:8; 11:23; 83:16; 87:5
inviting 46:14
involve 24:9; 88:4; 171:19, 20
involved 7:12; 10:23; 24:15; 34:4, 8, 20; 37:4, 10, 17, 18; 38:8, 12; 40:11; 41:5, 6; 47:2; 56:7; 62:4; 66:14; 67:12, 18; 71:16, 24; 73:1, 15; 74:12; 83:15, 19; 89:17; 90:2, 21; 91:11, 12; 92:16, 16; 170:4; 173:17; 176:5; 182:14; 199:18; 202:11; 212:19;

216:2; 240:4, 16; 241:8, 24
involvement 21:5; 49:5; 73:16; 74:11; 107:5; 122:2
involves 23:18; 37:2; 178:20
involving 21:4; 104:20; 185:10
Ireland 192:22; 193:3
Irish 193:9
iron 111:14, 19
Island 89:11
isness 156:13
isolated 125:11
issue 5:11; 21:5; 25:12; 66:6, 24; 67:11; 70:20; 71:11; 90:10, 11; 98:7; 101:20; 102:24; 113:20; 124:5; 133:4, 5; 135:20; 148:2, 4; 169:5, 6; 173:18; 174:10; 179:13; 188:5; 199:17; 200:10; 202:22; 205:9; 209:13; 211:15; 237:7; 238:14; 240:4; 242:1
issued 148:13; 152:18; 206:20; 220:9
issues 6:3, 21; 8:3; 10:6, 12, 15; 16:22; 31:19; 33:10; 50:4; 52:10; 58:1; 59:2, 5; 71:6, 20; 72:7; 73:6; 81:14, 16; 89:5; 95:14, 19, 21; 97:20; 117:2; 119:9; 142:12, 17, 21, 24; 143:4; 144:3, 15; 159:2; 166:14; 168:12; 203:24; 223:12, 15; 224:12; 229:14; 238:15; 240:3; 241:12; 242:3
issuing 78:14; 149:24; 221:7
Italian 193:9; 206:11
Italy 192:22; 193:3
itself 115:22; 153:6; 154:4; 169:23; 178:23
Ivan 216:19, 21

J

J 157:1
Jack 95:5; 106:5; 109:7
Jackie 17:3, 22; 22:22; 123:6
Jackie's 17:9
jail 10:14; 29:1; 53:2; 82:18; 120:10; 160:4, 23
Jailed 75:14
Jamaica 4:13; 14:8, 10, 11
Jamie 22:24
Janet 16:14, 16
janitors 208:8
jarring 150:3
Jeff 212:3
Jenkins 4:11; 9:16, 16; 12:2; 16:11; 18:5; 22:19;

22; 28:16; 30:10; 41:15; 60:8; 75:2; 90:13; 96:19; 97:3; 101:21; 102:2; 105:4; 114:3; 118:13; 119:16; 123:6; 130:12; 132:9, 12; 140:22; 141:11; 146:4; 225:4, 22; 228:13; 229:20
Jesus 36:11
jewelry 36:14
Jewish 153:16
job 17:9; 24:5; 39:12; 40:17; 63:14; 127:24; 128:12, 15, 24; 131:17; 132:1; 139:6; 140:6; 161:10, 14; 162:12; 165:18, 24; 166:3; 180:12; 191:4; 203:7; 204:14; 218:15; 220:5; 223:24; 224:2; 235:16
jobs 52:10; 62:14; 151:8, 9; 224:3, 4, 5; 242:8
John 114:4, 10; 227:16
Johnson 149:24
join 102:6; 128:24
joined 194:12
joke 150:18; 172:2; 175:8
jokes 171:1
joy 170:13
judge 68:18; 69:5; 92:1, 2; 133:23; 134:3, 11, 13; 144:19, 22; 157:1; 159:9, 14, 17; 160:1; 161:11; 167:21; 170:5; 189:2; 197:1, 10; 208:23; 209:13; 214:2, 6; 218:16; 221:22; 222:5
judge's 134:17
judges 67:8; 120:9; 159:12; 160:20, 24; 161:12; 197:15
judicial 42:5; 91:16, 18; 133:8; 161:4; 162:8; 167:11
juice 75:5; 96:21
June 6:9
Jung 4:12; 102:11; 136:7; 203:13; 243:9, 12
Jung's 209:23
Junior 121:17
juries 161:21; 163:2; 209:5; 210:19; 211:12
jurisdiction 236:8, 21; 239:21
jurors 209:17; 211:17, 19, 22
jury 175:21, 22; 209:13; 210:20, 21, 22; 211:2, 3, 4, 11; 222:13
justice 11:6; 21:14; 49:9; 60:11, 14; 62:5, 9, 21; 65:19; 66:13, 15; 67:1, 24; 69:20; 71:18; 73:3, 20; 76:3; 90:6, 21; 91:6, 14, 21, 23; 92:4, 10, 22; 93:5; 96:5, 7, 17; 123:14; 133:13; 144:20; 151:24;

157:2, 4; 174:10; 198:16; 206:21, 23; 207:6, 8, 9, 10, 12, 14; 209:4, 15; 210:9; 211:8; 214:2, 10; 235:13; 237:9, 10
justification 200:1
justified 156:2
Juvenile 36:22; 60:14, 17; 62:5, 9, 21; 63:7, 17; 65:19; 66:3, 13, 15; 67:1, 17; 24; 69:20; 73:3, 10, 20; 121:16
juveniles 60:20; 64:11; 69:19

K

K-9 78:24
Kearns 36:2
keep 30:8; 39:14; 43:20; 47:20; 63:15; 122:9; 140:15; 164:1; 220:5; 222:10; 238:10
keeping 74:21
keeps 33:18; 70:24
Kemple 144:6; 176:17, 19; 204:9; 210:17; 223:21; 237:22; 238:18
Kennedy 149:17; 165:6
Kerner 149:24; 152:13
Kevin 92:1
key 24:8, 18; 25:9; 26:13; 61:24; 70:23; 77:14; 168:15, 19
Ki-Taek 4:16; 236:24
Ki-Taek's 232:24
Kiang 4:12; 198:9
kicking 155:16
kid 31:2; 107:22; 122:9; 126:9
kid's 37:18
kids 34:5, 8, 12, 13; 36:24; 55:9, 22; 61:18; 62:2; 63:11, 16, 19, 22; 64:4, 18; 65:3; 66:4, 10; 67:2, 3, 11, 16, 18, 20; 68:3, 5, 6, 14, 15; 69:3, 8, 10, 10; 70:4, 6, 21; 71:1, 2, 10; 72:10, 21; 73:14, 19; 74:8, 13, 21; 76:6; 94:20; 104:5; 113:20, 22; 120:12, 14; 121:3, 5, 10, 12, 19, 19; 127:19, 22
killed 56:7; 103:12, 19; 149:23
KINAN 208:23; 209:6, 12; 219:13, 13; 223:1; 234:10
kind 7:5; 11:23; 14:12; 25:8; 33:11; 45:2; 71:24; 102:18; 103:23; 104:9; 106:1; 117:22; 118:8; 119:22; 127:21; 140:3; 149:2; 150:17; 152:20; 168:5; 170:1; 173:14; 185:13; 190:5, 6; 201:10, 15, 17; 202:17; 204:10;

213:23; 216:7; 217:14, 14; 220:10; 221:23; 222:6, 13; 223:24; 228:14; 230:9; 233:11; 239:6; 242:4, 19
kinds 22:3; 24:10; 72:22; 113:12, 16; 136:3; 139:9; 171:11; 189:6; 208:10
Kiners 227:16
King 21:8; 28:24; 29:21; 133:2; 149:16; 150:6; 156:12; 175:19, 24
Kings 28:24; 79:24
Kirsten 4:11
kitchen 22:1
knee-jerk 172:9
knew 31:2; 36:8; 82:7, 9, 12; 157:24; 161:13; 204:18
knock 46:13
knowing 127:8; 173:16
knowledge 90:18; 221:3
known 12:9; 79:23; 80:8; 136:14; 137:4; 181:5; 204:5
knows 27:10; 30:19; 36:11; 41:9; 122:10; 230:21
Korean 101:22; 102:14, 14; 104:1; 105:2; 127:15; 210:2
Koreatowns 191:16
KUO 212:3, 3, 15; 214:7, 13, 18; 215:8, 11; 218:3; 219:6
Kyu 101:21

L

lab 84:4
labor-management 5:8
laboratory 227:21; 228:3
lack 35:6; 148:16
lady 127:1
Lai 144:13; 188:14, 17
laid 155:11
landlord 155:20; 180:7; 183:23; 184:15; 187:6; 204:16, 18, 19; 212:20, 22
landlords 185:2, 3; 186:10; 206:4
landmark 41:1
lanes 80:21
language 80:4; 103:2; 119:11; 143:10; 189:12; 199:17, 18; 201:2, 15; 203:15, 18; 204:1, 3, 6; 205:5; 206:15; 210:21; 211:7, 23; 213:23
languages 203:21; 205:2, 13, 19
languished 226:20
large 42:1; 81:11; 84:21; 115:24; 123:3; 178:20; 182:7; 183:19; 185:2, 15; 205:3, 6; 231:11

<p>larger 117:11 largest 16:16; 42:13; 133:14; 137:18 Larry 11:11; 12:4; 78:6; 80:10; 119:18; 225:22 laryngitis 9:18 last 5:19; 7:2, 9; 11:23; 20:21; 21:1; 30:24; 36:2; 40:20; 45:14; 52:20; 55:20; 59:24; 62:5, 14; 66:12; 70:22; 72:4; 73:23, 24; 75:3, 5; 100:6; 114:4; 121:20; 126:7; 146:23; 148:10; 151:8, 11; 154:1, 12; 173:1; 175:15; 176:21; 184:17; 186:3; 187:13; 188:18; 199:14; 223:1; 240:22 lastly 220:7 late 195:1, 11 lately 176:24; 206:4 later 9:8; 22:18, 19; 33:6; 37:20; 43:8; 54:6; 60:3, 7; 75:1; 138:12; 199:7 Latin 21:8; 28:24, 24; 29:21; 39:5; 79:18, 20, 24; 86:7; 122:1 Latino 19:17; 20:18; 105:11; 115:16, 22; 116:4; 118:1, 6; 123:17; 152:10; 154:18; 180:17, 23 Latino-Hispanic 69:19 Latinos 102:24; 152:6; 180:16, 17, 18; 181:11, 18; 183:24 laughed 211:17 Laughter 30:9; 39:8 launched 20:23; 21:12 laundry 157:14, 20 Lavelle 220:16 law 5:1; 9:22, 23; 17:15, 18; 18:22; 22:8, 10; 23:13; 24:24; 26:9; 27:3; 29:22; 42:8; 49:11; 53:3; 60:18; 61:7; 78:13; 87:14; 90:15, 16, 17; 91:4; 92:3, 7; 94:21; 95:5, 20, 20; 96:10, 11; 111:13; 113:4; 114:19; 116:3; 131:22; 139:14; 143:7; 148:21; 150:11, 14; 154:24; 155:8; 158:8, 9, 11, 13; 159:15; 162:20; 163:4; 164:4, 22; 166:17, 24; 167:5, 14; 168:4; 189:2, 7, 18, 23; 190:12; 191:17; 194:4; 195:2; 197:2, 3; 198:10, 13, 14; 199:8, 15; 212:5, 8, 12; 213:8; 215:24; 216:8, 9; 221:4; 227:12, 15; 231:1; 235:4, 18; 236:12, 14; 242:16 Lawrence 75:11, 15 laws 52:5; 60:19; 142:1; 143:13, 14; 144:23; 147:17; 157:12, 16; 158:3, 7; 160:20; 164:13; 165:5, 6; 166:11, 20; 168:13, 14,</p>	<p>18, 20; 170:4; 171:7; 181:16; 189:19; 190:1, 2, 20; 191:22; 192:4, 10; 193:1, 14; 195:7, 19; 235:8; 236:10, 22 lawsuit 173:3; 199:23 lawsuits 123:13 lawyer 40:7; 77:21; 95:17; 160:3; 163:15; 170:5; 212:23, 24; 213:1, 4, 19, 21; 214:6, 7, 7, 8; 215:4; 216:13, 13, 14, 14; 217:1, 12, 13, 14, 17, 20; 218:5, 13; 235:20 lawyers 38:5; 116:2; 117:16; 118:2; 144:2, 4; 159:19; 160:12, 13; 162:3, 3, 19; 163:4, 5, 22; 164:1, 4, 21; 165:2, 3, 16; 173:22; 177:8; 197:3; 242:16 lax 59:18; 63:11 lay 21:17 layers 198:15 lazy 202:24 Lead 16:15; 112:13; 231:14 leader 162:11 leaders 8:1; 58:22; 95:1, 11; 108:4; 149:23; 219:23 Leadership 4:5; 5:24; 97:24; 99:14; 108:5, 10; 109:12, 15; 111:9; 115:22; 116:18, 24; 123:17; 124:10; 147:11; 171:10 leading 42:15 leads 35:9 league 20:22 learn 37:10; 55:4, 7; 92:17; 104:2; 105:10, 11, 12; 166:5 learned 125:14; 159:17, 18 learning 55:8 lease 185:19 leases 185:16, 22 least 42:21; 47:20; 71:14; 111:15; 133:21; 165:21; 167:10; 169:9; 171:17; 185:7; 213:9; 233:1 leave 13:10; 138:15; 140:22; 141:6; 191:10, 12; 192:13, 14; 217:18; 243:24 leaves 33:11; 47:11; 191:17 leaving 11:3; 15:10 led 61:3 left 18:6; 33:1; 138:6; 196:19; 200:16 legacy 5:20; 191:18 legal 4:23; 40:8; 95:12, 14, 18, 21; 114:22; 116:8; 117:1, 2, 11; 144:14, 17, 18; 163:14; 177:8; 188:15, 22; 189:4, 5, 10, 12; 215:5, 20; 218:14; 235:20; 241:1;</p>	<p>242:13 legislation 166:13; 236:18 legislative 149:3; 192:6; 220:23; 222:21; 237:17 legislator 232:7 Legislature 208:16 legitimate 27:20 legitimately 56:24 leisure 168:9 lengthy 40:1 Lesbian 236:2, 4 lesbians 236:11, 13, 15, 20; 237:15; 238:1 less 43:2; 49:14; 50:24; 81:19; 92:18; 102:1; 122:4; 130:7, 7, 14; 139:5; 152:4; 175:24; 176:14; 199:24; 233:15 lesson 175:21 lessons 125:14 letter 182:22; 183:7; 205:14, 17 letterhead 206:6 letters 101:12; 183:4, 19 letting 47:14; 170:20 level 27:9; 32:5; 35:1, 3, 7; 60:2; 65:23; 70:11; 96:6, 14; 117:4; 124:14, 15; 131:24; 136:10, 11, 15; 202:5; 213:15; 236:14 leveled 233:14 levels 32:7; 109:15; 198:15 liability 147:24; 148:1 liars 173:21 liberal 178:21 Liberties 39:17; 40:3; 148:6 license 134:12; 206:20; 207:4 licenses 78:14; 238:21 lies 24:18 lieutenant 15:16; 43:15; 212:7 lieutenants 48:8 life 35:14; 37:18; 102:3; 118:2, 6; 194:23; 201:20; 223:23; 226:5 light 46:20; 80:20; 82:8; 100:16; 135:8; 229:17 Lighters 121:4 lights 46:17, 18, 19, 20 liked 146:24; 147:3; 176:20 likelihood 81:23; 90:5; 122:23 likely 42:21; 82:8; 121:7 likes 178:23 Lim 101:21, 24; 102:3; 206:16; 207:10, 13; 209:22 limit 85:6 limited 13:12, 22; 159:12</p>	<p>line 43:12; 135:1, 2 Linea 117:1 lines 96:16, 16; 99:13, 19; 100:23; 101:1, 3, 4 list 38:18; 167:2; 201:16 listen 39:1, 14; 44:20; 92:15, 18; 96:8; 139:7; 140:11 listing 183:16, 17, 19 literally 23:17; 27:14; 101:6 literature 110:9 lithographs 117:24; 118:1 litigate 163:20 litigated 162:1, 23; 235:24 litigation 228:3 little 9:18; 11:13; 39:5; 60:10; 61:5, 11; 64:17; 75:1; 93:9, 9; 106:24; 107:2; 110:12; 115:14, 15; 129:20, 21; 132:15; 135:7, 9; 138:23; 142:9, 17; 146:12, 13, 13; 157:9, 18; 159:17; 170:16, 17; 176:14; 189:14; 203:10; 206:23; 220:14; 221:20; 222:4; 228:11; 229:9; 231:18 livability 49:21 live 13:10; 31:13; 61:15; 79:21; 99:9; 115:9; 139:17; 150:23; 151:1; 172:23; 180:3; 181:3; 185:13; 187:15; 198:1; 212:17, 17; 224:21; 242:21 liveable 46:9; 49:8, 17 lived 186:2 lives 85:1, 15, 16, 19; 185:6 living 38:9; 41:5; 99:9; 179:2; 182:4; 186:23; 224:17 load 148:22; 152:19; 229:10; 233:3 loads 229:4 local 29:7; 65:4, 18; 66:8; 71:19; 77:3; 78:17; 80:6, 13, 14; 83:7; 84:7, 14, 19; 87:4, 7; 88:13, 21; 108:4; 120:19; 125:5; 161:7; 165:10 locally 153:14; 170:11; 195:21 located 82:18; 154:14 location 61:9 locations 133:16 lock 57:3 locker 51:12 lockup 63:12, 16; 64:14 lockups 63:3, 23 logically 116:10 long 23:8; 35:20; 50:18; 90:24; 134:1; 140:17;</p>	<p>146:9; 153:11; 165:1; 166:13; 188:21; 189:14; 190:4, 16; 205:22, 23; 210:4; 219:11; 221:23; 222:6 long-winded 221:24 longer 57:21; 64:14; 122:9, 17; 126:18; 180:13 longtime 241:21 look 10:12, 14; 15:12; 22:12; 25:2; 37:23; 39:15; 46:4; 67:17; 68:10, 15; 77:10; 87:7; 96:3; 99:13; 104:22; 105:16; 115:7; 117:15; 124:10; 128:13; 136:20; 160:9; 164:16; 169:3; 173:11; 174:8; 175:6; 180:23; 181:21; 186:23; 190:22; 199:8; 202:3, 12; 205:9; 209:18, 19; 232:8; 238:2 looked 67:7; 68:13, 22; 106:11, 15; 115:21; 121:1; 135:10; 155:7 looking 9:24; 11:1, 7; 15:24; 16:23; 23:1; 24:4; 27:15; 43:24; 51:23; 69:15; 84:17; 90:21; 106:20; 116:11, 12; 133:5; 147:1; 179:3; 186:16, 18; 223:3; 227:22; 228:10; 232:3 loops 109:1 lopsided 222:15 Los 135:5 lose 81:19; 102:12; 161:9; 214:9 losing 81:23 loss 85:9 lost 56:20; 146:20; 171:3; 187:4; 191:4 lot 5:16; 19:7, 9; 25:17; 28:6; 32:23; 33:7, 9, 15; 63:5; 65:5; 70:7; 71:20; 72:17, 22; 76:12; 78:3; 80:3; 88:14; 90:3; 92:18; 105:19; 112:20; 120:15; 121:20; 122:5; 123:11; 125:19; 130:11; 135:17, 23; 136:23; 146:2; 147:4; 160:11, 15, 16; 162:2, 3, 16, 16; 163:4, 5, 6, 11, 11, 15, 23; 167:15; 169:8; 172:10, 17; 176:20, 24; 181:13; 182:24; 183:16, 18; 185:1; 186:15; 188:1, 4, 5, 10, 11; 189:8; 191:14, 15; 194:14; 196:16; 197:2, 21; 200:12; 201:7, 22; 202:13; 203:7; 206:3; 208:7; 210:24; 211:5; 212:18; 221:7, 19, 19; 224:3; 227:19; 229:14; 231:9; 232:8 lots 22:15; 185:13 lousy 140:6; 218:5 love 145:3; 185:21 loved 76:21; 81:20, 23</p>
---	--	---	---	---

The 1998 Civil Rights Leadership Conference

low 71:9; 189:5; 200:22
Lowell 6:10; 18:16
lower 48:8; 180:21
lowest 15:14; 32:4;
136:10; 151:4
Lozada 114:4, 7, 10
luckily 190:3
lucky 71:15; 242:21
lunatics 169:10
lunch 75:9; 97:1; 118:16;
141:12
luncheon 9:7; 75:6;
141:14; 164:8
lurid 226:7
Luther 156:12
lying 173:20

M

machismo 105:11
mad 156:3
magic 128:19
MAHA 114:21
main 23:9; 142:23; 223:9
Maine 117:19
mainly 161:17; 168:24
mainstream 189:11
maintain 25:23
maintained 140:17
maintaining 26:9
maintenance 110:20;
182:1; 185:4, 5
major 23:12, 14; 25:4;
27:16; 51:10; 66:12;
69:12; 102:17; 149:18;
160:3, 5; 208:2, 14, 15, 22,
22
majority 127:14; 171:18;
172:19
makes 31:7; 49:17; 54:4;
58:4; 156:14
making 49:20; 77:2;
91:19; 120:5; 140:5, 15;
145:14; 171:9; 237:19
male 43:18; 127:13;
152:12; 191:8, 9
males 152:1, 10
Man 30:14; 32:15; 36:1;
37:13; 133:24; 134:6, 7, 7,
11, 22; 154:6; 238:2, 5
man's 156:14
manage 132:2
managed 186:6
management 26:13;
45:17; 46:12; 48:18;
58:15, 18; 109:10; 179:11;
182:2; 211:11
manager 154:17; 155:22;
219:15; 234:14
managers 129:3
mandate 4:20; 64:6, 11;
66:7, 12, 13; 85:5; 188:1;
236:24

mandated 203:17
mandates 62:9, 16, 20
mandating 104:3, 19
mandatory 42:5, 6
Mandela 227:14
manifests 169:23
manner 15:18; 49:2;
50:24; 54:13; 165:23
manpower 81:10, 13
manual 94:8; 96:1
many 10:16; 21:12;
24:15; 25:19, 22, 22;
29:17; 30:4, 4, 7; 32:6;
39:7; 44:11; 52:15; 54:16;
66:17; 75:21; 77:1, 6, 24;
83:18; 85:4, 11, 13, 14, 15,
16; 87:17; 92:24; 97:20;
100:5; 115:11, 17; 116:19;
118:1; 120:17; 121:15;
124:23; 126:19, 21, 24;
130:19, 19; 137:2, 7;
138:16; 143:3; 152:6, 8;
158:6; 161:16; 162:14;
166:19; 167:1; 169:16, 16;
173:2, 23; 175:2; 186:1;
187:9; 190:15; 198:19, 19;
199:11, 11; 210:3; 214:19,
20; 218:11, 21; 229:1;
230:22; 235:4; 241:22;
242:11
Marc 4:14; 6:23
mark 83:7
marked 80:21
marriage 238:21
married 191:12
Marshal 84:2, 3
Martin 156:12
Martin's 219:8
Marty 146:4
marvelous 17:9
Mary 146:7
Maryland 212:17
masquerade 132:3
Mass 77:4, 22; 78:10;
88:12, 24; 89:6; 132:3;
162:15; 164:9; 166:8, 17;
182:16; 199:15; 236:2
Massachusetts 4:8;
6:15; 9:5; 18:15; 36:3;
42:1, 14; 60:14; 62:18;
65:1; 69:20; 72:6; 74:2;
75:16; 76:4; 81:22; 83:10;
90:17, 17; 91:4; 92:3; 93:7;
99:15; 104:23; 106:7, 8,
12, 22; 114:16, 20; 115:3;
116:4, 5; 133:12; 137:19;
142:1, 5, 12; 143:17, 21,
23; 144:9; 153:24; 155:9,
12; 157:2; 158:20; 166:10,
12; 168:13; 169:1; 171:17;
177:7; 178:21, 22; 184:10;
190:24; 191:1; 197:6;
198:10; 206:20, 21;
218:10; 233:12; 236:4, 7,
9, 10, 12; 240:23; 242:12,
18; 243:15
Massport 89:7

master's 131:22
materials 236:18
math 148:22; 165:13;
190:16
matter 48:9; 50:19;
134:9, 9; 137:16; 149:17;
150:7; 168:20
matters 7:16; 167:7;
237:5
may 9:11; 11:10; 19:15;
26:4; 29:20; 36:24; 40:24;
42:6; 49:3; 57:12; 59:13;
64:20; 72:15; 73:12; 83:6;
89:1; 112:16; 113:10;
124:21; 140:5; 169:2, 18;
223:16; 233:17
maybe 12:15; 64:21;
83:4; 90:20; 98:18; 102:1;
119:18; 138:23; 150:2;
160:9, 9; 162:21; 172:11;
177:1; 179:14; 205:12;
231:22, 24
mayor 58:16; 101:13
MCAD 143:22, 24;
146:12, 16; 147:6; 149:9;
185:24; 200:8, 10; 201:5;
209:24; 215:20; 218:14;
220:4, 22; 221:13; 222:14,
19; 233:14; 234:5; 242:14
McDevitt 106:6
MDC 89:7, 9
meals 22:2
mean 23:12; 26:4; 36:9;
40:14; 87:2; 136:18;
169:14; 170:2, 22; 172:21;
173:10; 175:7, 22; 183:22;
209:4, 8; 211:20; 213:19;
215:7; 229:13; 234:3
meaning 107:7; 192:2;
210:3; 231:19
means 25:17; 27:14;
79:4; 105:11; 111:19;
153:21; 180:22; 183:23;
184:15; 193:18; 220:5;
228:24
meant 91:2
Meanwhile 217:9
Meara 42:13, 14, 20;
61:13
measure 117:17; 151:10
measured 85:10
mechanical 229:13
Mechanisms 107:13;
170:23; 171:2; 231:9
medal 79:10
media 86:6; 88:14, 17;
137:23; 153:18; 234:2
mediate 231:9
mediation 219:14
mediations 234:7
medical 57:10
medium 106:21
meet 5:13; 8:2, 15; 22:9;
49:11; 51:19; 52:6, 7; 55:1;
63:17
meeting 5:15; 6:22; 7:2;

48:19; 57:18
meetings 5:10; 16:6;
22:9; 48:6, 13; 57:24; 86:8;
92:13; 120:18
meets 51:24
member 10:20; 56:7, 8;
77:14, 22; 86:18; 92:2, 3;
102:14; 126:7, 8; 132:14;
142:4
members 4:9; 5:4; 21:9;
22:8; 23:5; 57:11; 79:24;
80:12; 82:12; 98:3; 102:7;
110:24; 117:6; 139:7;
143:3, 6; 181:17; 186:20;
191:10; 195:4, 6, 10; 198:4
membership 5:8
men 51:14; 75:16; 79:5;
114:18; 127:23; 133:22;
138:3; 152:3, 5; 194:11;
238:21
Mendez 4:13; 118:17;
142:3, 4; 153:12; 156:24;
164:3, 7; 176:17; 188:14;
198:3; 209:8; 210:16;
212:14; 214:17; 215:7, 9;
218:2; 219:2, 10; 225:3;
233:11; 234:21; 235:2;
237:21; 238:23; 243:7
Mendez's 132:14
mental 71:3
mention 17:4; 18:3;
41:16; 130:15; 174:2;
184:12; 190:2; 216:2;
217:21; 223:2
mentioned 7:20; 19:6;
79:24; 109:6; 121:15, 24,
24; 124:24; 129:23; 133:7;
175:16; 194:4; 230:8
mentor 64:3
mentoring 121:2
mess 54:15; 222:7
message 8:14; 50:10, 10;
77:8; 99:1, 11; 100:3, 21;
23; 136:18; 139:13; 192:9;
216:6; 217:18
messenger 223:7
messy 103:16
met 36:5; 69:6
method 130:17
Methodist 94:3, 11;
95:24
methods 84:18
Metropolitan 120:20
Mexican 116:22; 155:3
Miami 20:18; 29:4;
176:23, 24
microphone 145:23
mid-1980s 198:20
middle 54:14; 109:10;
129:3; 137:15; 147:5;
151:12; 194:7
midnight 129:11, 12
might 12:22; 48:22, 24;
49:1; 56:17, 22; 65:4;
74:24; 82:23; 86:12; 88:5,
6, 6; 98:18; 101:4; 106:4;

109:3; 110:23; 116:10;
122:11; 139:22; 140:4, 20;
183:10; 201:20; 223:4
mike 11:12; 90:16, 23, 23;
96:19
Miles 4:14; 6:23; 7:1;
177:15
military 194:12; 212:6;
216:9
millennium 10:2; 141:4;
152:17; 200:7
million 19:19; 60:24;
64:2; 130:4; 148:14;
149:5; 160:7; 177:15
millions 127:3; 130:6;
153:20
mind 8:18; 11:15; 32:24;
38:3
mind-set 57:6; 83:6;
88:3; 138:12
minds 6:2; 87:13; 126:16
mine 28:13; 76:20;
133:19
minimal 107:5
minimize 21:3, 4
minimum 5:13
minus 63:22
ministations 106:24
minister 58:6; 216:3
Ministries 21:14
minor 46:8; 82:13
minorities 10:14; 11:4;
40:10, 19; 71:8; 79:13;
86:17; 104:21; 211:6
minority 40:13; 66:15,
24; 70:20; 71:3; 79:17;
86:6, 8, 14; 90:4, 19; 93:7;
139:8
minute 10:22; 127:20;
217:21; 226:1; 230:3;
236:24; 241:20
minutes 22:17; 35:12;
96:22; 145:5; 146:17;
168:22
miraculous 148:19
mirrors 70:3
misconduct 174:18;
212:21; 215:6
miserably 32:19
misleading 233:12
missing 110:5
mission 85:1, 3
mistake 47:8
mistrusted 20:16
MIT 218:11, 22
mix 172:11
mobile 15:5
mode 14:11
model 25:5, 7, 20; 27:18;
50:1; 107:21; 111:24;
112:3, 22, 23; 113:7;
115:21; 225:20; 227:17
modeling 116:12
moderator 9:19

modern 28:17
modes 25:18
modest 93:20
modification 85:17
moment 124:22; 188:1;
192:1; 198:4; 203:2
Monday 210:11; 227:10;
228:6
money 41:7; 58:16, 17;
64:16; 65:21; 66:21; 73:4;
74:3; 98:17; 120:21;
126:13; 128:22; 129:20;
149:4; 157:18; 160:16;
163:14; 180:16; 208:4, 16;
210:12, 15; 213:6, 10, 10,
11; 214:3, 12; 216:8;
227:22; 229:22; 232:10;
235:21; 239:22, 22; 240:6
monies 62:17
monitor 74:15; 17; 119:6
monitoring 73:23; 140:1,
3
monk 182:10, 10
monkey 220:11
month 5:15; 22:10;
40:21; 55:20, 21; 59:15;
74:7; 105:9; 151:9;
186:12, 13
months 6:14; 33:14;
43:8; 54:6; 65:15; 92:12;
147:8, 8; 151:8; 214:13;
218:4
monumental 24:5
mop 154:4
moral 95:14, 18, 21
morally 156:14
more 5:12; 6:3; 7:13;
11:4; 12:17; 16:20; 18:17;
19:22, 22; 27:2, 12; 34:6;
38:8; 40:19; 46:9; 47:12;
49:8, 17; 50:24; 57:14;
60:1; 62:17; 64:17; 70:7, 8,
19; 71:23; 72:18; 73:8;
78:3; 79:1, 20; 81:21;
87:20, 21, 21; 92:16, 16,
18; 93:2; 95:19, 22; 96:15,
18; 100:22; 105:19;
106:24; 109:22; 111:23;
113:10; 116:19; 118:20;
120:10, 24; 121:7; 128:16,
16; 135:4; 138:7; 142:18;
151:11; 153:5, 7; 154:11;
155:23; 163:12; 165:23;
166:19; 171:13; 172:8;
174:3; 175:9; 177:1, 14;
178:2; 180:16; 181:10;
185:2; 186:5, 7, 21;
187:24; 188:1, 4, 6, 11;
189:14; 193:11; 195:7;
197:2, 13; 200:14; 203:10,
13, 24; 204:3, 4; 207:3;
219:9; 224:7, 11; 225:1, 5;
228:23; 231:19, 22;
232:10, 22; 233:17;
235:17; 240:16, 17
morning 4:4; 8:14; 9:17;
10:20; 30:7; 42:20; 61:10;
62:3; 67:4; 97:12, 13;

142:8; 143:5, 8; 155:13;
174:16; 215:13
mortgage 152:7
most 8:11; 21:8; 31:5;
32:16; 37:5, 7, 22; 38:4;
39:5; 42:18; 78:7, 15; 86:8;
120:2; 121:2; 123:21;
124:19; 128:22; 130:22;
131:20; 132:20; 135:2;
137:12; 161:24; 165:4;
166:3, 15; 169:23; 172:24;
174:16; 176:6; 177:16, 20;
178:3, 21, 21; 179:17;
183:9; 184:19, 20; 186:13;
189:22; 200:5; 203:4;
205:10; 206:15; 208:1;
213:14; 215:11; 226:2;
239:23; 243:5
mostly 45:21; 119:24;
182:5; 191:8
mother 79:6, 7; 103:8, 13;
172:3
motion 50:21
motivate 126:12
motor 163:1
motorcycle 12:10; 14:4
mounted 12:11; 14:5;
26:23; 55:1; 78:23
mounting 175:20
mouth 122:9; 154:5
move 42:10; 48:14; 80:7;
83:3; 100:19; 181:2;
183:8; 193:8; 208:13
moved 61:8, 9; 81:3;
146:23; 191:5; 203:23
movement 101:14;
153:15; 158:7; 159:23;
208:12
moves 203:20
movies 137:23
moving 80:19; 82:3;
85:12; 150:4; 152:14;
182:23
MSP 76:15
much 13:15; 16:10;
21:22; 26:23; 27:2; 34:1;
39:3; 41:14; 46:9; 50:19,
24; 59:2; 60:12; 77:5; 82:7;
89:8; 97:1; 98:17; 101:20;
104:5, 5, 6; 105:3; 114:7;
132:17; 156:22; 165:7;
172:5, 8; 177:23; 187:24;
188:12; 194:23; 198:1;
200:14, 14; 203:24;
211:24; 216:7; 218:16;
226:23
multiagency 18:22; 22:5
multiple 139:1
multiplying 154:20
multitalented 41:19
municipal 35:6; 124:14;
159:6; 214:5
municipalities 65:18;
81:11; 128:22
municipality 22:11;
31:13

murder 103:21; 161:2, 3
murdered 80:3
murderer 103:10
murderers 84:17
Murphy 75:15
music 225:17
must 96:8, 9; 108:12;
156:18; 158:14; 164:24;
166:3; 173:20; 237:14;
240:6, 15
mutual 108:24
myself 32:16; 116:21;
174:4; 176:21; 210:4;
212:5

N

naive 121:1
name 9:16; 12:4; 26:22;
75:21; 102:4; 114:10;
133:11; 142:4; 145:10;
164:20; 212:3; 233:21;
236:1
named 117:23
names 10:16
nation 25:20; 29:21
national 5:18; 117:6;
151:5; 165:3, 5, 9, 17;
193:17, 17; 200:4; 224:16;
240:9
Nationally 153:13
Nations 210:13
nationwide 76:5; 132:23;
177:17
native-born 195:23
natural 135:6; 239:15
naturalization 190:12;
193:1
naturalize 194:20
naturally 39:11; 50:19,
20; 221:2
nature 140:11; 153:9;
156:14; 166:5; 176:7;
193:12; 196:11; 228:2
Navy 175:10
neatly 36:22
necessarily 111:19
necessary 70:16;
109:14; 148:4
need 15:7; 17:18; 18:13;
22:1, 3, 6; 25:9; 26:5, 18;
31:20; 34:24; 63:2; 66:10;
72:22, 23; 92:18; 94:13;
95:2; 96:8; 101:10; 104:2;
108:19; 109:7, 21, 23;
112:10, 11, 21, 24; 113:21,
22, 22; 120:12; 125:18;
138:7, 20; 139:22; 145:14;
157:9; 163:13, 21; 187:17;
197:19; 203:15; 205:23,
23; 210:14, 18; 213:17;
220:5; 223:6
needed 43:4; 70:7;
104:24; 114:22; 163:12;
165:21

needs 25:13; 27:24;
108:7; 111:5, 8; 204:14
negotiation 205:11
negotiators 78:23
Neigh 54:23
neighborhood 8:1;
12:16; 13:9; 17:17, 18;
19:24; 20:3, 4; 39:10;
45:12, 18, 19; 46:2, 4, 14,
21; 48:15, 22; 49:1, 14;
203:9; 224:17
neighborhoods 19:3;
22:12; 45:10, 20; 46:1, 9,
24; 47:4, 24; 48:5, 11, 21;
49:7, 16, 21; 52:4; 173:8;
180:4, 5
neighbors 46:12, 16
neither 111:7, 19
Nelson 227:14
network 99:19, 19
neutral 57:13; 184:22;
186:3
New 6:10; 8:5, 12, 15, 16;
10:3; 12:12; 20:11, 18;
25:1; 26:2; 30:4; 59:23;
77:8; 83:3; 99:17; 100:5;
103:8; 107:19, 22; 114:15;
119:22; 120:3; 122:15;
131:2; 146:15, 23; 149:13,
22; 152:17; 154:2; 166:12;
174:20; 178:9; 182:2;
208:18, 21; 213:23;
224:20; 231:20
Newark 149:22
newest 90:16; 147:13
news 150:19, 20, 22, 23;
151:1, 1, 3, 9, 14, 14;
202:10; 216:11
newsletter 76:14; 110:16
newsletters 101:3
newspaper 179:20
newspapers 12:9; 62:12
Newton 4:14
next 6:5, 11; 7:19; 11:1;
22:22; 40:21; 59:15; 60:8;
64:9; 65:15; 66:6; 74:17;
76:9; 81:13; 90:14; 92:12;
93:21; 110:6, 19; 134:6;
141:4; 164:3; 188:3;
216:13, 15; 220:13
Nicaragua 115:14
nice 32:23
nicely 103:17; 135:4;
167:24
nicer 180:20
nigger 155:19
Night 121:4; 129:10;
135:16; 227:10; 228:7
Nightclub 53:10, 12
nightmares 43:24
nights 43:5; 80:24; 128:2,
3, 5, 8
nightsticks 50:18; 51:1
nine 104:4; 166:10
Nixon 126:14

no-fault 163:2
Nobody 16:19; 111:5;
140:12; 206:14
noncitizens 190:19
None 41:4; 169:21;
170:8; 186:3
nonetheless 117:16
nonmembers 186:21
nonminorities 40:10
nonprofit 62:1; 97:16;
164:23, 24; 177:5
nonresponse 173:5
nonwhite 190:13, 18
nor 111:7, 19
norm 138:10; 164:18
north 147:14; 191:4
Northeastern 22:23;
61:23; 201:24
nose 227:18, 18
note 93:5; 95:4; 97:10;
105:4; 149:15; 176:3
noted 109:9; 110:22
notes 33:12; 41:11
nothing 14:9, 10; 34:23;
36:15; 47:18; 129:19;
158:2, 4; 166:11; 234:14
notice 160:18
notoriously 161:21
novel 42:8
nuanced 140:2
nuances 115:19; 119:10
Nubian 53:10
nullifies 222:14
nullify 222:22
number 7:24; 21:22;
38:24; 46:10; 78:16;
83:19; 86:7, 21; 87:19;
89:16, 17; 90:10; 92:13;
115:6; 116:6; 123:20;
124:3, 17; 127:18; 131:13;
143:6; 153:22; 157:14;
178:6; 188:2; 190:10, 15;
194:3; 225:19; 229:6;
233:4
numbers 116:17; 158:12;
196:1; 231:18; 232:2, 9;
233:11, 14
numerous 114:20
nursing 239:24
nuts 173:10; 226:14
NYU 227:15

O

o'clock 135:16; 215:17
oath 29:19; 155:22
obeying 52:5
objectives 27:21
obligation 132:6, 6
observation 237:19
observations 149:11;
157:7
observe 126:1, 3, 4

The 1998 Civil Rights Leadership Conference

observers 110:22
obstacles 55:22, 24
obtain 74:5
obviously 31:10; 75:22;
111:6; 168:4; 201:13;
237:18
OCA 212:4
occasion 155:23; 173:24
occur 49:3
occurred 46:5; 54:11;
58:21
occurring 148:9; 167:17;
172:16, 20
October 151:5
odd 95:16, 17
off 29:12; 31:23; 36:21;
37:14; 40:8; 47:9; 57:5;
83:1; 113:13; 146:20;
190:3; 205:16; 221:1;
222:3; 226:8, 8
offenders 29:9; 49:15;
84:17
offense 134:12
offenses 64:12, 18;
75:17, 19
offer 78:16; 79:13; 80:13;
84:6; 180:18, 20; 223:20;
226:19
offered 71:10; 181:2
Office 4:16; 39:21; 49:10;
77:8, 10; 106:8; 114:13;
130:13; 131:2, 6; 133:13,
16, 17; 162:5; 165:10, 18;
167:24; 168:12; 172:24;
173:2; 175:4; 177:19;
186:1; 204:21; 207:24;
219:7, 8; 230:12; 235:15;
239:2, 7, 8, 9, 10, 19;
240:3; 241:4
officer 11:1, 2; 13:17, 19;
14:3, 3, 22; 15:2, 6, 9;
16:3, 4, 21; 26:16; 28:20,
20; 29:4; 31:5; 32:12; 33:4;
34:14; 36:5, 12; 39:23;
40:14; 43:10, 14; 44:1;
50:8; 57:6; 58:5, 8; 61:14;
69:6; 72:16; 76:17; 82:15;
122:8, 10, 12; 125:7;
130:16, 17; 134:8; 135:19;
155:16
officers 12:11, 13; 14:6,
12; 15:18, 22; 19:15, 18,
20; 24:24; 26:21; 31:3;
32:4; 35:17; 36:23; 39:12;
40:23; 43:19; 44:13, 14;
45:1, 17, 22; 47:23; 48:4;
49:7, 18; 50:9, 11, 14;
51:7, 15, 20; 52:24; 54:1,
19; 55:2, 5, 10, 11, 15, 23;
56:4; 61:7; 63:8, 17; 64:19;
71:18, 23; 77:4, 11, 18;
79:17, 19; 80:10, 23; 81:9;
83:15, 22, 24; 85:13;
89:17; 102:19; 103:24;
104:11; 105:9, 13; 107:2;
120:1, 16; 127:10, 20;
129:16; 130:3, 5; 131:15;
132:3; 170:12; 174:23;

175:11; 176:12
offices 52:16; 83:22;
158:16; 165:22; 166:22;
182:12
official 5:7; 18:7, 19;
147:8; 182:23
officials 19:8; 34:15;
61:12; 71:15; 143:3
often 5:12; 30:20; 31:12;
85:17; 92:18; 95:19, 22;
166:16; 170:6; 171:7;
172:2; 180:3; 181:16, 22;
202:16
oftentimes 175:3; 202:3,
22
old 18:5; 33:24; 42:24;
44:15, 16; 69:16; 121:19;
154:14; 158:22; 227:18
oldest 220:19
on-line 138:4
once 5:15; 22:9; 32:17;
65:17; 70:15; 99:18;
101:16; 193:14; 207:1
one 5:14; 6:16; 7:24; 8:2;
10:10; 11:23, 24; 12:14,
15; 13:10; 14:22; 16:3, 6,
13, 22; 18:11, 15, 17, 17;
19:13; 20:10; 21:11, 22;
24:8; 25:3; 28:16, 17; 29:3,
11, 16; 30:19; 31:16; 34:1,
1, 18; 35:20; 41:9, 15, 17;
42:12, 15; 44:24; 50:8;
56:7, 20; 59:3; 60:12;
62:23; 65:8; 66:16; 76:13;
77:18; 81:12, 20, 23;
83:13; 86:9, 22; 88:7;
89:13, 23; 90:10; 97:24;
98:5, 9; 100:24; 101:17,
24; 102:21; 103:7, 7, 11;
105:4; 106:2, 16, 17;
110:10; 116:20; 117:17;
118:6, 18; 123:21; 127:11;
130:1, 22; 131:21; 133:6;
135:2, 16; 136:7, 8, 8;
138:14; 139:20; 144:9;
150:4, 4; 151:11; 152:20;
153:2, 5, 22; 155:14, 23;
158:6, 9; 165:24; 166:21;
177:16; 181:13; 182:20;
183:6, 9; 184:12, 23;
189:21; 192:2; 197:5;
199:22; 200:5; 204:11;
205:11; 206:14, 16;
207:16; 208:19; 210:7;
213:12, 14, 15; 214:18;
215:14; 218:8; 219:5, 21;
223:5; 224:6; 225:1, 4;
226:1, 17; 227:17; 228:10,
17, 19; 229:6; 232:17;
237:22; 239:1, 8; 240:3;
241:20; 242:3; 243:1, 5
one-room 179:2
ones 8:10; 120:1; 124:19;
172:4; 175:1; 200:19;
206:7
only 22:16; 28:5; 53:13;
68:6; 74:2; 77:2, 5; 80:13;
83:16; 87:6; 100:20, 23;
101:1, 4, 24; 103:24;

104:22; 108:8; 127:12;
137:22; 171:8; 178:10;
179:21; 182:15; 186:10;
187:1; 192:1; 193:2;
195:3; 199:9; 200:1;
206:1; 214:18; 220:17, 20;
221:5; 223:10; 226:10;
237:7; 242:11
onto 86:12, 20
open 38:24; 39:13, 15;
43:19; 89:16; 91:21;
114:5; 118:15; 134:16;
241:18
opened 178:1, 9
opening 124:5
openly 50:8
openness 122:16
operate 66:2; 163:14;
237:1
operating 45:8; 232:11
Operation 18:23; 84:18
operational 70:17
Operations 12:7
opinion 69:15; 90:9;
96:8, 12; 111:15; 154:19
opportunities 86:22;
108:12; 114:18
opportunity 7:13; 77:14;
86:11; 96:18; 105:23;
118:12; 120:13; 145:8;
159:7; 161:19; 198:5, 6;
239:11
oppose 155:2
opposing 60:12
opposite 120:11
oppressed 167:12
optimistic 156:6; 163:9,
24
oral 94:22
order 26:9; 48:15; 62:16;
70:7; 73:2, 5; 110:21;
136:13; 185:18; 187:18;
188:19; 200:15; 205:24;
210:1
orders 148:4, 7
organization 16:17;
97:15, 16; 100:7; 118:9;
129:18; 143:18; 144:18;
209:24; 210:7; 212:4;
236:3; 241:23; 243:19
organizational 109:22
organizations 6:15; 9:3;
21:7; 22:11; 24:16, 17, 17;
28:13; 41:12; 124:11;
128:18; 143:7
organized 48:17; 83:8;
171:20
organizers 124:11
orientation 151:18;
237:6, 11
oriented 12:17; 45:6
origin 165:17; 193:17,
17; 200:4; 224:17; 239:15;
240:10
original 41:21

other's 7:15
others 29:5; 65:14; 72:9;
97:9; 105:7; 117:21;
223:13
otherwise 176:12; 192:9;
197:24; 217:4
ought 44:19, 19; 160:9,
10
oughtness 156:15, 17
ours 41:23; 166:17; 239:7
out 5:22; 9:2, 12; 10:3;
12:9; 13:4, 6, 8; 14:5, 9,
14, 17, 17, 21; 15:2; 18:6;
28:2; 32:17; 33:2; 35:9;
36:4; 37:9; 38:12; 39:3, 6,
8, 18; 40:21; 42:24; 43:17;
47:10; 48:1, 4, 10; 51:24;
52:13, 17; 56:9, 19; 57:9;
59:9, 23; 63:14; 64:20;
66:7; 67:8, 15, 23; 70:23;
71:4, 21; 72:20; 73:17, 17;
74:15, 18, 21; 76:15;
77:17; 79:10; 80:5, 6, 11,
24; 81:3; 86:19; 87:14;
92:19; 93:1, 13; 98:6, 22;
109:13; 116:6, 13; 119:15,
24; 120:24; 121:5, 6, 18;
122:1, 24; 123:1; 124:12;
125:12, 22; 126:9, 14;
129:13; 131:14; 132:7;
133:9; 134:10; 138:1;
145:6; 154:7, 8; 156:11;
163:7; 164:19; 165:7;
166:7; 167:9, 13; 169:11;
171:4; 174:4; 177:24;
178:11; 180:13, 22; 182:5,
23; 183:8; 186:14, 20;
187:15; 200:16; 204:16;
205:10; 211:17; 228:4, 15;
233:15, 17, 22, 22; 234:6;
240:21; 243:20, 21, 22
outdo 172:4
outline 166:18
outnumbered 202:4
outrageous 226:2
Outreach 144:14;
188:15, 24; 189:9; 235:5
outright 111:2
outside 75:6; 96:21
over 5:19; 6:11, 22; 7:1,
19; 10:13; 30:24; 33:18;
39:18; 45:14; 53:12;
59:20; 60:24; 63:4; 65:8,
23; 78:12; 83:9; 84:10, 23;
85:7, 19; 92:12; 93:21;
119:23; 145:24; 148:10,
12, 23; 149:12, 18; 151:11;
153:4; 158:21; 169:3;
177:15; 178:14; 181:7;
191:5; 199:6; 208:17;
210:14; 223:12; 224:14;
226:15; 236:23; 239:21;
242:14
over-the-head 50:21
overall 169:19
overboard 133:1
overcome 226:13
overcoming 55:22, 24;

139:21
overdue 146:9
overnight 72:14
overrepresentation
66:14, 24; 69:18; 70:3, 20
oversee 12:6; 214:22
oversight 123:7; 133:6, 7
overview 149:9
own 41:12; 73:1; 77:10;
99:23; 129:22; 164:11;
168:7; 206:18; 225:5;
240:12; 243:4
owner 179:5; 182:2, 3;
184:13
owners 167:13

P

p.m 80:24; 244:6
packed 38:19
packet 222:21
page 76:15; 77:7; 205:17,
18, 18, 19
paid 58:15; 152:4;
173:24; 199:23, 24
pain 56:18, 19
paint 155:21
painted 155:19
paints 117:19
pamphlet 94:8
Panama 115:14; 116:21
panel 9:19, 23; 10:20;
97:21; 98:3; 102:7;
105:20; 118:13; 145:20;
168:15; 235:4
panelist 235:10
panelists 8:24; 140:23;
141:7, 10, 11; 143:15;
198:6; 203:19
Panther 149:21, 22
paper 20:17; 113:11;
160:8; 161:7; 220:4;
227:15
papers 134:11; 221:8
paramilitary 113:10
parcel 109:20
Pardon 135:9
parenting 113:20
parents 21:4; 37:3; 38:1;
64:21; 72:15; 157:12, 17
parishioners 38:9
park 14:16, 16; 89:9
parking 33:7, 15
Parks 89:7
parlay 74:4
parole 29:21; 49:10
part 61:16, 21, 22, 23;
68:22; 72:17; 81:2; 91:10;
106:7; 107:24; 109:20;
121:4; 126:2; 128:7;
139:6; 147:15; 161:14, 17;
169:19; 174:10; 180:19;
197:17; 204:9; 206:15;

209:2, 12; 223:1; 230:9,
11; 235:19; 239:23
part-time 89:1
participate 108:5; 146:8
participated 105:6;
107:10
particular 17:14, 17;
26:1; 61:1; 95:4; 133:19;
146:6; 162:21; 178:7;
179:8; 181:5; 182:20;
185:5
particularly 23:18; 24:6;
26:4; 79:4; 87:24; 90:4;
91:13; 113:9, 17; 125:13;
200:7
partners 78:18; 89:20
partnership 84:14;
88:20; 89:9; 90:22; 93:24;
94:5
partnerships 23:19;
26:12; 87:4
parts 176:6
party 5:8; 135:17; 216:5
pass 192:9
passed 60:18, 19; 150:9;
157:16; 158:7; 165:5;
166:12; 167:6; 190:8;
192:5; 207:4
passing 164:19
past 8:9; 23:21; 58:21;
102:15; 108:15; 149:12;
183:5; 228:21
path 112:13
patience 76:12
patient 90:14; 150:19, 20,
24
Patrick 151:22
patrol 12:12; 14:15; 31:6;
44:8; 55:2; 106:24
patrols 77:3
patterns 135:22; 159:9,
10, 12
Paul 89:19
Paula 78:7; 80:9; 126:24
Pause 25:21
pay 32:22; 58:18; 71:9;
148:2, 3; 160:17; 187:12;
229:13
paying 187:9
peace 112:22
peer 95:11
peers 37:2; 51:18;
210:20; 211:2
pejorative 118:7
people 7:6, 14; 8:16, 23;
11:17; 12:19; 13:4, 8, 16,
21; 15:14; 18:11; 21:17;
26:6, 17; 27:13; 29:9, 10,
19; 35:2; 36:13, 13; 37:9;
38:13; 39:3, 6, 11, 13, 23;
40:16; 41:18; 42:7; 44:4;
45:20; 46:10, 16, 20, 22;
47:6, 15, 20; 48:21; 49:12,
14; 50:4, 23; 51:24; 52:12;
53:13, 17; 56:24; 59:23;
61:3; 73:8; 74:19; 77:6;

79:21, 23; 80:3, 4; 81:17;
82:6; 83:1; 84:15; 85:18;
86:10, 19, 22, 23, 24;
87:11; 88:10, 19; 89:15;
91:6, 20; 93:1, 2; 95:20;
96:10, 18; 97:5; 98:4, 4;
99:4, 7, 7; 101:5; 103:3, 4;
104:3; 110:4; 112:16;
113:2, 9; 115:4; 116:6;
118:19, 20, 24; 119:7, 11,
12, 13; 120:22; 121:2;
122:17; 123:23; 124:24;
125:4, 9, 23; 126:16;
127:21; 128:12, 17; 129:2;
131:13; 132:7, 18; 136:17,
24; 137:2, 4, 7; 138:17;
140:11, 19; 142:7; 143:1,
14; 144:24; 145:20; 146:3;
151:17, 20; 152:12;
155:15; 157:22, 23; 158:3;
159:11, 19, 21; 160:17, 23;
161:1; 163:7, 11, 15;
164:16; 165:7; 169:10;
170:24; 171:9, 20; 173:19;
174:6; 175:7, 9; 176:11;
177:15; 178:6, 7; 179:18;
180:16, 23; 181:8, 9, 9, 11,
20, 21; 182:5, 15, 19;
183:13; 185:4, 13; 186:1,
15; 187:9, 11; 190:11, 18;
191:19; 192:7, 16; 193:19;
194:5, 21; 195:17; 196:19,
24; 200:12; 201:22; 202:3;
203:10, 21; 205:8, 24;
207:21, 23; 209:18;
210:12; 211:18, 24; 217:4;
218:14, 14; 219:16; 227:4,
7; 230:4, 22; 233:1, 18, 24;
234:1, 3; 238:7; 239:4;
240:17, 19; 242:12, 13, 20;
243:3
people's 38:4; 100:11
per 229:4, 7
perceive 13:16
perceived 13:24; 50:13,
14; 231:21, 23
perceiving 233:2
percent 19:16; 43:3;
68:3, 4, 6; 69:8, 9, 10;
73:12; 75:17, 18, 18; 81:4,
5; 130:7, 8; 147:18;
148:15, 17; 151:6, 7;
178:11, 14; 182:15; 188:7,
8; 196:9; 200:18, 18, 23;
221:16; 231:15, 15; 233:9
percentage 71:2; 93:7;
118:19
perception 13:7; 39:17;
93:12
perceptual 139:20
perfect 111:5; 130:9;
163:10
performance 28:10
performed 68:21
performs 27:9
perhaps 5:15; 8:4, 10;
10:14; 29:14; 35:14; 46:1;
105:6, 15; 110:24; 111:23;
117:9; 133:21; 135:21;

140:22, 24; 238:17
period 5:14; 52:23; 59:5;
63:21; 127:17; 134:4;
177:2
periodic 140:1
periodically 110:16
permanent 20:13; 45:20;
51:20; 52:14; 81:2;
107:24; 109:17; 190:11
permission 44:22;
141:5; 191:11
permits 30:4
perpetrator 56:11; 168:6
perpetrators 121:9;
167:23; 169:9
person 10:10; 13:17;
17:21; 31:18; 40:4; 86:12;
129:5; 130:2; 134:3;
136:14, 16; 181:1; 185:6;
201:12; 208:21; 209:10;
210:4; 215:18; 216:11;
241:8; 243:22
person's 167:3; 211:2;
223:23
personal 33:9; 145:1;
197:5; 214:23; 227:20
personally 101:6; 150:9;
218:12
persons 136:11
perspective 73:7
pertain 6:21
pervasive 184:5
Peter 4:12; 36:2, 4, 8;
198:8
petition 63:2, 3
Ph.D 98:18
phenomenal 37:15
phenomenon 5:18
philosophies 34:20
philosophy 7:8, 18, 22;
12:17, 23, 23; 23:11;
30:23; 39:13; 80:19
phone 58:5; 83:12;
180:17; 181:10
photocopy 206:24
phrase 139:23
pick 20:3; 36:24; 50:18
picked 20:4
piece 75:24; 76:8;
119:19; 168:14; 171:3;
198:17
pig-headed 226:16
Pike 89:6
pilot 48:1
pilots 45:9
pistol 30:4
pitch 94:16
Pittsfield 6:12
place 62:6, 10; 87:11;
109:11, 12; 176:13; 184:9;
202:10; 210:9; 231:23;
241:7
placed 20:12; 67:5; 68:5,
7

placement 69:22
placements 69:1, 4, 9
places 57:2; 152:8; 224:9
placing 128:18
Plain 4:13; 14:8, 10, 10,
11, 11; 170:14; 227:18
plainclothes 129:8
plaintiff 161:22; 220:20,
21; 221:5, 5; 227:22
plaintiff's 232:21
plaintiffs 173:3; 200:22;
220:17; 232:22
plan 102:22; 130:22;
131:12
planned 7:18; 84:13;
92:13; 114:8
planning 53:9; 65:14
play 29:13; 37:11;
116:13; 121:11
played 29:10
players 159:22
playing 5:22; 38:7;
103:11
please 102:13; 168:11;
240:21; 241:10; 243:10
pleasure 23:6; 41:20;
90:13; 228:13
plenty 28:11; 86:16, 17;
164:14
plus 228:22
PO 134:16
podium 10:9; 76:10;
90:23; 157:1; 219:11
poem 99:4, 6; 100:14
poems 99:23
poetry 99:21; 100:10
point 8:22; 13:11; 17:11;
28:6; 65:14; 69:21, 23;
70:2; 71:7, 12; 72:2; 96:6;
142:15, 23; 165:12, 21;
166:15; 167:9; 170:18;
202:13; 218:19; 222:12;
232:21
points 23:9; 147:14
poised 85:7
Poland 192:22; 193:4
police 10:17; 11:4; 12:5,
18; 14:24; 16:4, 17, 17, 21;
17:2; 19:8, 10, 13, 14;
20:7, 11, 15, 18, 19, 21;
21:6; 23:17; 24:5, 14; 25:6,
22; 26:13, 16, 21, 23; 27:5,
15, 16, 19, 21, 21; 28:4,
12, 19, 20; 29:4; 31:3, 5,
12; 32:4, 13; 33:1, 3;
35:17, 21; 36:4, 5, 8, 8, 10,
10, 12, 23; 38:15, 17;
39:11, 20; 42:22; 43:10,
14, 16, 18, 19; 44:1, 13,
14; 45:1, 17, 18, 22; 46:16;
49:6; 50:8, 13, 14; 51:7,
15, 20; 52:11, 13, 20, 21;
53:1, 7, 8, 18, 23; 54:1, 5,
7, 8, 9, 17, 19, 21; 55:4, 7,
10, 11; 56:9, 23; 57:17, 19,
23; 58:1, 4, 7, 20; 60:18;

61:6, 7, 12, 14; 62:7, 15;
63:3, 6, 12, 15; 64:14;
65:4, 8, 18; 66:8; 67:4, 8;
70:13; 71:15, 19, 19, 23;
72:19; 73:22; 74:11, 11,
16; 76:3, 16, 17, 22, 23;
77:3, 6, 11, 17, 22; 78:1,
11; 79:15; 80:7, 13, 14, 23;
81:3, 8, 9; 83:6, 7, 14, 22,
23; 84:4, 7, 14, 20; 85:4;
86:13, 20; 87:7, 20; 88:11,
13, 23; 89:1, 1, 2, 6, 10;
90:2; 93:24; 94:2, 5; 95:7;
103:14, 15, 17, 19; 105:5,
6, 8, 13; 106:17, 20; 107:1,
12; 108:5, 5, 8, 17, 19;
109:19; 111:9, 11, 17, 23,
24; 112:1; 113:9, 17;
114:1; 119:17; 120:1, 20;
121:12, 16, 17; 122:12;
123:7, 11, 15, 18, 22;
124:4, 6, 13, 14; 125:1, 3,
11, 16, 24; 126:5, 17;
127:2, 3, 10, 12, 20;
128:20; 129:1; 130:2, 4,
16, 17, 23; 131:21; 132:3,
4, 22, 23; 135:19; 143:5, 9;
149:19; 154:3; 155:16;
170:12; 174:13, 17, 18, 23;
175:1, 4, 11; 176:12;
182:18; 212:21; 214:16,
21, 23; 215:12, 13, 14, 18,
18, 19; 216:8, 16, 16, 18,
20, 22; 217:5, 10, 23, 24;
218:5, 6, 10, 18; 219:9;
225:8, 20; 226:3, 12; 227:6
POLICE-COMMUNITY
4:1; 6:8; 59:3, 6; 109:5;
139:10
policeman 212:6
policemen 138:4; 219:1
policewoman 43:2, 7,
10, 14
policies 180:13, 15;
241:6
policing 10:1, 1; 12:16,
21; 13:14, 16, 21; 14:11;
17:7; 19:11; 20:13; 23:2,
10, 15, 20, 22; 24:3, 23;
25:4, 11, 15, 19, 24; 26:4,
8, 10; 27:1, 6, 12; 28:4, 17;
29:11; 30:22, 24; 31:9, 10,
24; 32:2; 33:19; 34:6; 35:5,
8, 9; 41:18; 42:15, 16;
44:10, 19, 21; 45:9, 13;
47:22; 72:8, 13; 76:2; 77:1;
78:11; 79:1; 87:1, 2; 89:10;
105:17; 106:11, 16; 107:7,
18, 19, 21, 21, 24; 109:10;
110:3, 8, 12, 15; 111:3, 18,
22; 112:4, 7, 12, 17, 19;
120:5; 125:13; 137:1;
141:3
policy 28:8; 187:7
Polish 208:19
political 5:8, 20; 108:3, 4;
114:23; 193:7; 194:17;
196:4
politically 8:5; 140:14;

163:17	prepare 129:18	16; 199:21; 200:18	23; 20:22, 24; 21:2, 11;	protections 223:6
politicals 226:23	prepared 102:12; 162:19	probably 20:17; 42:20;	27:8; 36:19, 20; 37:2, 16;	protects 236:13, 15
politicians 38:6; 160:8;	preposterous 211:18	43:23; 68:19; 71:22; 83:3;	46:18; 49:9; 54:22; 56:2;	proud 40:10; 150:12;
193:9, 9, 10, 11	presence 89:10	84:23; 93:11; 121:2;	61:24; 62:19; 65:7, 10;	221:18; 242:10
pool 74:12	present 10:8; 104:20;	125:22; 127:13; 130:18;	70:24; 71:17; 72:12; 94:1;	proudly 40:22
poor 185:12; 218:13	142:12; 143:1; 156:14	131:20; 157:9; 166:3, 9,	95:10, 13; 96:2; 97:19;	prove 200:16; 201:2, 3, 4
poorer 172:14	presentation 149:10	15; 168:22; 172:21; 174:6;	104:10; 105:5, 14; 117:1;	provide 6:17; 13:19;
popular 25:19; 163:17	presentations 198:7	184:19; 194:22, 24; 202:7;	119:17, 19; 120:14; 121:3,	83:9; 96:5, 13; 107:1;
population 93:8; 137:20;	presented 227:15	207:16; 210:11	16, 20; 144:14; 185:18;	117:6; 128:22; 189:4, 10;
185:15; 198:20; 205:3, 7	presenters 136:8;	Probation 24:11; 34:14;	188:24; 189:9; 219:15;	203:17, 21; 204:6, 7;
pose 141:6	199:14	49:10, 12; 63:17; 64:19;	222:3; 226:10; 227:1, 8;	210:1, 2; 211:16; 237:11;
posed 214:14	presently 59:4; 66:2;	67:8, 16; 69:6; 121:3, 7;	228:15; 239:22	240:15
position 40:6; 43:9;	196:8	134:4, 8	programming 71:21;	provided 91:5; 204:12
140:12; 165:14, 15;	Presidencies 5:23	probationary 59:5	72:23; 74:5	provides 114:18, 22;
171:16	president 36:3; 90:8;	problem 13:6; 15:14, 20,	programs 8:8; 21:12;	177:13
positions 30:16; 43:2;	116:20; 165:6; 184:2, 7;	21; 23:19; 26:12; 31:19;	30:2; 48:1; 51:4; 57:4;	providing 46:17, 18;
53:20, 22	187:23; 231:13	32:5; 35:10, 11, 13; 46:5;	62:7, 18, 19; 64:3, 3, 3, 17;	71:4; 74:13; 207:16
positive 16:8; 52:12;	presidents 116:17	47:1, 16; 53:9; 75:22, 23;	65:13; 66:2; 70:16; 73:24;	provision 167:11, 19, 20;
72:11; 73:15; 94:18	press 53:10; 161:7;	87:22, 23, 23; 88:4, 5;	74:10, 18; 84:22; 102:18;	168:1; 210:6
possession 134:2	184:3; 187:22; 220:4, 6	94:23; 107:10, 11; 118:24;	120:16; 121:15, 18, 21, 22;	provocative 174:12
possible 14:21; 31:7;	pressed 130:14	136:5; 138:22; 139:18;	138:21; 139:1; 163:18;	psychological 59:18
32:4; 73:9; 88:5; 89:15;	pressure 160:21; 161:1	140:19; 160:24; 184:8, 9;	166:9; 240:1, 2	psychology 126:11
108:21; 110:7, 19; 198:22	presumes 204:1	201:21; 202:21; 203:6, 9;	progress 108:20; 140:4,	public 6:2, 6; 9:20; 28:14;
possibly 65:23; 110:10,	pretty 21:22; 43:18;	208:1, 2, 3, 22; 213:17;	9; 153:10; 159:3; 163:19;	39:22; 47:3; 50:13; 57:2,
20; 111:10	67:22; 69:13; 73:18;	214:6, 11; 218:9; 225:15;	166:9; 240:1, 2	17, 17, 23; 58:8, 9; 64:20;
post-traumatic 182:24	115:7; 130:9; 162:12;	241:17	progressive 178:22	78:12, 18; 85:23; 87:6;
poster 100:4	199:5; 226:16	problem-oriented 35:9	prohibit 237:4; 239:14	89:14; 90:10; 91:7; 97:18;
posture 140:17	prevalent 138:17; 184:5,	problem-solving 51:21	prohibits 240:9	98:22; 101:14; 106:8;
potentially 140:13	9; 186:5, 8; 200:2; 208:1	problems 15:24; 20:1;	project 5:14; 91:14, 24;	110:11, 21; 118:4; 125:15;
potholes 31:20	prevent 19:1; 47:13;	23:3; 24:22; 28:17; 31:18;	92:5; 93:23; 94:8, 14, 15;	132:22; 143:3; 147:19;
poverty 152:21, 23	87:10	45:18, 19, 19; 46:4; 48:2,	95:6; 98:21; 100:22;	160:21; 185:14; 188:9;
power 48:10; 140:12;	preventing 37:17; 148:8	16; 51:17, 18; 52:7; 55:2;	144:8; 165:14; 176:18;	192:11, 16; 200:20; 215:9;
159:13, 18; 193:7	prevention 18:23; 45:5;	60:1, 3; 63:20; 87:16;	177:5, 12; 183:11; 188:15	230:10, 17; 231:2, 5, 6;
powerful 198:12	51:8, 13, 24; 55:12, 12;	89:24; 95:2; 107:12;	projects 5:16; 10:16;	241:12
powers 147:20	57:7; 62:10, 21; 65:20;	136:9; 174:14; 182:18;	46:1; 91:11, 12	publication 76:2, 14
PR 216:10	73:24; 79:2; 87:8; 94:18;	189:6	promised 104:21	publicity 160:22
PR-24s 50:21; 58:3	113:19; 121:18, 21;	procedures 124:1; 241:6	promote 98:23	publicly 155:2
practical 208:4	226:10	proceed 6:11	promoted 99:11; 100:4;	Puerto 105:9; 115:12;
practice 114:11, 19;	preventive 62:18; 72:22;	process 49:18; 59:16;	129:7; 152:8	116:21; 117:19; 156:1;
116:7, 8; 171:15; 210:24;	73:6	64:24; 67:10; 68:8; 69:5;	promoting 94:17	182:8; 185:15; 211:1, 3
212:24	previous 134:15; 144:10	107:13; 108:24; 112:22;	promotion 43:11	pulled 165:8
practiced 235:18	previously 109:6	132:16; 149:10; 202:18;	pronounce 102:4	pulse 28:5
practices 182:2	pride 32:16	220:11; 229:13; 233:18	pronounced 101:22	punitive 153:19
practicing 107:20;	Priests 39:6	processed 228:23	Prop 152:24	purpose 24:13
158:23; 197:3	primarily 79:16; 129:9	processing 228:24;	propaganda 164:12	purposes 106:4, 10;
practitioners 116:3;	prime 15:2	229:18, 19; 232:20, 23	properly 162:23, 23;	148:5
228:9	print 101:1	produce 107:6	235:9, 24	pursue 5:14, 16
prayer 56:19	printing 39:4	produced 52:12; 94:8;	property 46:11; 167:13	push 69:24
preaching 123:1	prior 60:16; 116:20;	106:14	prophesy 152:13	pushed 199:5
precedence 223:12	131:1; 187:10	profession 92:16;	prosecute 87:9; 147:22;	put 6:1; 11:11; 14:7;
precise 148:13	priority 4:21; 15:1; 42:1;	188:21	166:22	29:20; 34:7; 39:18; 48:8;
precisely 232:5	196:12	professional 27:17;	prosecuted 69:7; 103:9	57:9; 58:16, 17; 76:12;
predators 29:12; 48:22	prism 100:15	58:19; 107:21; 111:4, 24;	prosecuting 160:23;	79:22; 81:8; 84:19; 90:15;
predatory 49:14	Prison 75:16, 19	112:3; 216:1; 218:23	162:7	99:12, 13, 18, 18; 102:19;
predict 232:22	private 15:19; 61:24;	professionalism 93:17;	prosecution 48:19; 49:6	117:9; 128:15; 208:16;
prediction 197:21	114:11; 116:7; 163:20, 22;	176:7	prosecutorial 133:8;	219:3; 228:3; 236:17;
predictor 90:5	177:5; 235:14	professionals 67:14;	135:22	241:6, 20
predominantly 196:15	privately 134:19	78:13	prosecutors 48:20; 67:9	puts 76:15
preferable 172:3	privilege 23:6; 157:5	PROFESSOR 23:5; 91:1;	prostitute 230:22	putting 11:2; 31:5; 40:21;
pregnant 155:18	privileged 60:13	97:8; 105:22; 114:3;	prostrate 155:11	48:4; 50:8; 90:24; 91:1;
prehearing 230:18	proactive 45:5; 131:14;	154:24; 155:8	protect 112:11; 143:14;	134:17; 160:23; 243:18;
preliminary 100:8	220:20	professors 22:24; 95:4	158:3; 189:19; 199:16	244:2
premises 154:19	probability 68:20	proficiency 203:16;	protected 167:2, 4;	
	probable 147:21; 148:15,	204:4, 6	181:17; 186:20, 21	
		proficient 204:13	protection 5:1; 221:10;	
		profile 7:12; 183:9	237:17	
		program 17:6; 18:4; 19:1,		

Q

qualified 71:8; 86:17, 17;
104:19; 210:2
qualify 65:20
quality 27:24; 229:19;
232:12
quarterly 226:19; 227:3
quarters 64:1
quasi-military 25:5, 7
queue 14:23
quick 20:5; 33:17; 77:7;
93:4; 130:20; 208:23;
225:4
quickly 26:3; 33:16;
48:14; 75:2; 115:7;
118:20; 141:2; 166:18
QUINAN 236:1, 1, 21;
237:14; 238:16, 19
Quincy 242:5
quit 82:6, 12, 18; 180:12
quite 5:5; 23:17; 43:24;
56:12; 108:10; 134:21;
135:3; 173:23
quo 91:9
quota 193:20, 24, 24
quotas 193:16
quote 16:14, 19; 75:11;
143:20; 156:10
quoted 69:17
quoting 93:15

R

Race 16:15; 96:16; 98:13,
14; 99:5; 125:2; 152:4;
162:9; 165:17; 207:19;
211:10; 217:15; 239:14
races 55:16; 70:4
racial 7:12; 11:5; 16:18,
21; 67:10; 102:23; 144:3;
149:19; 153:4; 162:4;
165:15, 20; 166:1; 167:6,
17; 168:2, 3; 169:23;
172:15; 173:7; 198:16, 18;
199:1, 9, 17; 201:7, 13, 23;
202:14, 18, 19; 203:4;
211:12; 217:15
racism 203:14
racist 58:5; 172:9
racks 14:7
radar 87:21
radio 43:21; 45:4
raided 149:21
raise 10:6, 8; 99:10;
120:21; 140:10; 145:9
raised 84:23; 111:22;
195:18; 211:15; 212:11
raising 100:10; 103:8
Ralph 219:8
rampant 149:20
ran 33:14; 43:11; 82:8,
14; 157:14; 158:18

Randolph 242:5
range 13:21; 58:1; 76:16
Rangers 89:9
rank 27:9; 48:8, 9; 109:8
ranked 177:21
ranking 125:7; 188:19
ranks 43:14; 127:12;
129:22
rap 134:1; 137:13
rape 83:19; 125:6
rapes 44:6
rarely 28:7; 202:11, 12
raspy 9:17; 96:20
rate 13:5; 69:2; 75:15, 20;
90:19; 132:17; 151:4, 6;
152:1, 11, 22; 187:9
rates 24:4
rather 16:2; 18:24; 87:9,
10; 93:20; 108:13; 121:21;
139:16
ratio 186:9; 200:22
reach 30:16
reached 148:18
reaching 156:15
reacting 163:3
reaction 172:10
reactive 45:4
read 18:9; 19:22; 20:17;
69:11; 84:2; 93:4, 20; 99:4;
154:1; 160:7; 168:8, 16;
213:5; 216:11
reading 113:11; 168:10
ready 82:20; 123:12
Reagan 17:5; 105:7
real 21:5; 102:9; 111:18;
115:15; 122:23; 148:19;
172:22
reality 93:12; 115:3, 8;
116:1; 139:17; 161:10
realize 47:7; 169:21;
240:17
realized 102:15; 165:6
realizes 35:10
really 17:6; 22:2; 24:14;
27:2, 16; 28:6, 7; 30:15;
32:7, 22; 41:3; 43:17; 45:3;
48:2, 11, 16; 52:14; 56:15,
21; 57:13; 62:20; 63:10;
64:6; 65:6; 66:6, 7, 12, 16;
67:7, 9; 68:9; 69:23; 70:8;
71:12; 72:9; 73:6, 10;
74:10; 94:2; 96:7; 98:9;
99:6; 102:12; 107:11, 17;
108:6; 110:12, 13; 120:7;
124:4, 16; 135:23; 136:1;
145:21; 150:15, 22;
158:23; 166:12; 168:18;
169:20; 170:12; 171:3;
179:16; 181:14; 184:10;
188:17; 191:17; 197:14,
19; 198:22; 200:4; 208:5,
13; 222:15, 19, 22; 223:18;
226:1; 227:24; 237:12, 15,
19; 239:4
realm 173:20

realtors 206:4
rearranging 48:9
reason 40:11; 103:23;
104:18; 136:10; 161:23;
163:9; 210:17; 212:11;
214:18; 223:14; 224:8
reasonable 50:15
reasons 6:16; 75:21
reassigning 63:8
reauthorized 62:11
reborn 10:17
recall 113:11
received 64:1; 99:24;
148:10; 178:2, 4; 180:7;
181:6
receivership 17:13; 19:7
receives 239:22; 240:6
Recent 26:21; 138:3;
197:5; 213:14; 215:11
recently 62:11; 180:6;
193:11; 238:20
receptive 93:2
Recess 97:2; 140:23;
141:14
recessed 134:19
recipient 108:14
reckless 134:2
recognition 18:14;
34:23; 165:19
recognize 27:22; 112:24;
115:24; 131:17; 134:20;
170:7
recognized 22:6; 205:21
recognizes 115:23
recognizing 140:9
recommendation 70:6;
223:4
recommendations 70:9
Reconciliation 227:13
reconstruction 78:22
reconvene 75:7; 96:22;
97:3
record 11:19, 21; 34:1;
59:20; 69:11; 75:10; 97:6;
105:5; 134:14, 20; 225:5;
234:17
records 136:1, 1, 4
recovering 58:20
recovery 78:22
recreational 74:9
recruit 40:22; 86:20, 24
recruited 40:19
recruiting 21:9; 26:19;
40:9, 13, 19; 76:6; 86:5,
15; 126:8
recruitment 51:17; 59:9,
11
red 99:2
redirect 56:15, 19
reduce 19:2; 26:14;
50:13; 223:16; 234:11
reduced 13:1; 113:14
reducing 13:6

reduction 81:5, 5; 83:20
Reed 76:9; 90:9
refer 40:4
referred 61:18; 155:24;
167:21
referring 220:16; 237:8
refers 183:22
reflect 7:22; 86:3
reflection 130:1
reflections 145:1
reflects 116:18
reform 91:9
refreshments 164:9;
243:11; 244:4
Refugee 194:14
refuse 156:13
refused 230:12
regard 24:24; 109:21;
144:5, 22
regarding 206:17
regardless 15:1
Region 114:15
Regional 4:16; 6:6; 66:11
registered 6:17
registration 243:20, 23
regression 68:12, 21;
136:2
regular 60:21; 109:3
regulations 29:3;
222:20; 239:13
rehab 47:16
reinforce 131:10
reinvent 90:21
reinventing 11:6; 91:14;
92:4
related 36:4; 69:1; 237:6
RELATIONS 4:1; 6:9;
10:13; 15:13; 59:4, 6;
98:13; 109:5; 139:10;
143:6, 11
relationships 10:18;
52:14; 72:12; 122:21
relatively 107:19
released 64:4
relevant 91:13; 95:15
reliability 93:17
religious 94:4, 6, 17;
95:8; 151:17
rely 163:20
remain 26:8, 13; 152:10;
153:14; 156:18
remained 194:1
remains 153:21
remark 209:22, 23
remarks 11:18, 20; 23:7;
30:8; 102:12; 136:7;
198:6; 243:9
remedial 148:7
remedies 148:7; 231:24;
233:2
remedy 93:1, 13; 153:3
remember 107:18;
111:24; 125:7; 126:19;

149:20; 150:2; 157:17;
158:13; 191:7; 193:1;
198:9, 19; 229:5, 9;
233:19; 239:16; 241:10
Remembers 76:15
remind 102:10; 202:3;
239:4; 243:17, 23
reminded 129:6; 183:4
remiss 149:15
remove 62:24; 155:21;
220:21; 222:12
removed 190:14
Reno 16:14, 16
rent 152:7; 179:1; 181:11;
186:12, 12; 187:1, 9, 12
rent-to-income 186:9
rental 178:5; 183:12;
184:14; 185:14, 18
rents 180:21
repairing 46:11
repetitively 74:22
replace 8:11; 29:14
replacing 11:2
replicate 154:21
replicated 96:4
report 46:6; 93:6, 16;
108:19; 150:1, 2; 151:11;
152:14, 17; 217:23; 218:1,
6, 7; 226:18
reported 103:14; 129:10
reporter 97:17; 145:12
reporting 7:11; 227:3
reports 5:11
represent 138:5; 146:14;
159:20
representation 10:14;
11:7; 46:3; 91:5; 96:10
representations 69:14
Representative 227:16
representatives 45:23,
24; 139:8
represented 72:9;
163:13
representing 197:6
represents 173:3;
178:14; 202:24
request 213:2; 228:18
requested 120:11;
213:15
requests 54:16
require 25:8; 208:15;
240:5, 18
required 210:18; 239:12
requirement 5:7; 131:24;
240:4
Requirements 77:15
requires 222:9, 10
research 25:14; 26:17,
21; 28:13; 66:22; 68:9;
70:7; 106:3, 5, 13; 110:9;
112:5; 128:17
researched 154:14
researchers 24:21;
69:24; 106:15; 107:17;

108:18	revitalization 18:23	rock 109:11, 12	sandwiches 222:4	20, 21, 21, 21; 186:1, 15
reserve 33:8	revitalize 20:1; 22:14	Rodney 133:2; 175:19, 24	Sara 97:7, 10	sections 52:18
reserves 96:4	revoked 194:6	RODRIGUEZ 18:1, 7; 22:20; 123:9	sat 45:18; 120:23	sector 14:14; 15:2, 10
resident 212:19	reward 131:16	role 5:21; 7:3, 23; 12:6; 26:14; 29:13; 38:6; 76:24; 99:14; 116:12; 171:10	satisfaction 7:17; 28:2	sectors 20:12; 49:11
residents 19:17; 93:7; 204:8	rewards 15:24	roles 89:17	Saturday 142:20; 242:23; 243:16	secure 68:5, 7; 69:1, 4, 9, 22
resignation 161:8	rewritten 222:20	roll 14:3	save 11:16; 85:1, 15, 16, 19	Seed 10:15; 17:3, 8, 12, 13; 18:3, 8, 10, 12, 14, 15, 18, 20, 24; 19:5, 10, 18; 20:23; 21:13; 22:7
resistance 44:14; 153:9; 172:5	Rican 115:12; 116:21; 117:19; 156:1; 182:8; 185:15	Roof 30:14; 233:24	Savings 99:24	seeing 41:18; 47:6; 79:19; 95:9; 122:15; 185:1
resistant 44:12	Ricans 211:1, 3	room 7:14; 28:11; 38:18; 53:12; 102:6; 126:21; 211:17; 228:3	saviors 175:2	seek 91:8; 114:19; 168:6
resolution 92:17; 147:22; 229:7; 230:2	Rich 30:14, 15	rotations 52:22	saw 33:6; 54:2; 85:3; 135:11; 159:24; 175:22, 23; 177:10; 203:1; 205:20; 221:22	seeking 91:21
resolutions 234:8	Richard 144:19; 157:1; 162:6	route 36:11; 87:18, 19; 88:2, 8, 11	saying 34:5; 59:7; 60:19; 110:2; 124:5; 125:7; 126:17; 127:20; 134:17; 136:19; 147:2; 156:2; 175:1, 16; 183:7; 201:10; 212:15; 218:7; 229:10; 230:19; 231:8	seem 46:7; 81:11; 109:11; 137:10
resolve 7:7; 162:17; 230:1, 4, 5; 231:9	Rico 105:9	row 32:15	scale 125:3	seemed 112:5; 197:10
resolved 7:17; 33:9; 223:16	rid 8:10; 21:8	Roxbury 4:15; 120:8; 212:23	scales 222:15	seems 108:1; 110:13; 136:13; 155:5; 192:5; 238:1
resource 80:12; 84:19; 94:1, 7	ridden 35:23	Royal 26:22	scare 52:3	segment 108:9; 114:1
resources 48:3, 7, 15; 49:11; 78:17; 106:17; 113:24; 148:24; 200:9, 11; 220:12	ride 43:22; 55:7	rub 234:5	scared 109:18	segregated 177:16, 21; 224:10
respect 4:22; 134:24; 200:7; 215:18; 223:13	riding 122:8, 12	rude 175:7	scenes 118:1	segregation 192:10
respectful 235:6	right 5:11; 10:23; 20:6; 27:20; 28:23; 34:10; 41:2; 47:1; 52:24; 69:14, 21; 79:8; 89:23; 96:23; 101:23; 123:23; 131:10; 146:10; 150:21; 152:15; 159:24; 161:10; 168:5; 171:5; 173:23; 178:19; 182:6; 184:18, 21; 196:19; 202:16; 203:6, 12; 204:22; 210:9, 15, 21; 211:19, 22; 218:16, 22; 221:12, 15; 222:12, 13; 232:6; 234:23; 238:18; 240:18	Rudnick 95:5	scheme 220:17; 221:6	segue 225:18; 228:12
respond 14:20, 24; 132:10, 13; 166:6; 167:16; 171:16; 219:8; 223:21; 234:1	Rights 4:5, 8, 19, 22; 6:3, 14, 21; 8:1; 51:2; 59:3; 114:13; 142:1, 7, 12, 13, 16, 21, 24; 143:8, 13; 144:2, 16, 23; 146:5; 147:6; 151:24; 156:20; 157:12, 16; 158:6, 7; 159:22; 160:4, 5, 11, 20; 161:16, 24; 162:5, 7; 163:19; 164:4, 21; 165:4, 5; 166:9, 18; 167:4, 22; 168:18; 189:16, 18, 19, 23; 190:18; 196:12, 16, 18; 198:10; 199:15, 16; 200:6; 215:23; 219:22; 235:8, 18; 236:11, 12, 20; 238:12; 239:1, 2, 7, 8, 9, 13, 17, 20; 240:8; 241:22, 24; 242:16, 19; 243:2, 18	rule 70:14; 178:10; 179:6, 14, 15; 184:22; 185:15; 186:3, 7, 10; 187:1; 207:6	scholar 39:14	selecting 26:19
responded 8:24; 222:20	Right 4:5, 8, 19, 22; 6:3, 14, 21; 8:1; 51:2; 59:3; 114:13; 142:1, 7, 12, 13, 16, 21, 24; 143:8, 13; 144:2, 16, 23; 146:5; 147:6; 151:24; 156:20; 157:12, 16; 158:6, 7; 159:22; 160:4, 5, 11, 20; 161:16, 24; 162:5, 7; 163:19; 164:4, 21; 165:4, 5; 166:9, 18; 167:4, 22; 168:18; 189:16, 18, 19, 23; 190:18; 196:12, 16, 18; 198:10; 199:15, 16; 200:6; 215:23; 219:22; 235:8, 18; 236:11, 12, 20; 238:12; 239:1, 2, 7, 8, 9, 13, 17, 20; 240:8; 241:22, 24; 242:16, 19; 243:2, 18	rules 29:3, 16; 58:10; 104:14; 185:8; 211:21	school 34:15, 16; 36:19, 21; 37:15, 15; 51:11; 52:22, 23, 23; 78:21; 90:15, 16, 17, 20; 91:4; 92:3; 94:21; 95:5; 98:19; 99:22; 118:4; 126:13; 135:12; 148:21; 150:11, 15; 158:8, 9, 11, 13; 172:17; 189:2; 227:12, 16	selective 59:13, 14; 60:2; 155:4
respondent 200:24; 222:10; 227:24	Right 4:5, 8, 19, 22; 6:3, 14, 21; 8:1; 51:2; 59:3; 114:13; 142:1, 7, 12, 13, 16, 21, 24; 143:8, 13; 144:2, 16, 23; 146:5; 147:6; 151:24; 156:20; 157:12, 16; 158:6, 7; 159:22; 160:4, 5, 11, 20; 161:16, 24; 162:5, 7; 163:19; 164:4, 21; 165:4, 5; 166:9, 18; 167:4, 22; 168:18; 189:16, 18, 19, 23; 190:18; 196:12, 16, 18; 198:10; 199:15, 16; 200:6; 215:23; 219:22; 235:8, 18; 236:11, 12, 20; 238:12; 239:1, 2, 7, 8, 9, 13, 17, 20; 240:8; 241:22, 24; 242:16, 19; 243:2, 18	run 29:5; 66:1; 156:11; 240:20	scheming 39:14	self-correcting 108:23
respondents 221:9, 14; 222:16	Right 4:5, 8, 19, 22; 6:3, 14, 21; 8:1; 51:2; 59:3; 114:13; 142:1, 7, 12, 13, 16, 21, 24; 143:8, 13; 144:2, 16, 23; 146:5; 147:6; 151:24; 156:20; 157:12, 16; 158:6, 7; 159:22; 160:4, 5, 11, 20; 161:16, 24; 162:5, 7; 163:19; 164:4, 21; 165:4, 5; 166:9, 18; 167:4, 22; 168:18; 189:16, 18, 19, 23; 190:18; 196:12, 16, 18; 198:10; 199:15, 16; 200:6; 215:23; 219:22; 235:8, 18; 236:11, 12, 20; 238:12; 239:1, 2, 7, 8, 9, 13, 17, 20; 240:8; 241:22, 24; 242:16, 19; 243:2, 18	run-down 180:19	school 34:15, 16; 36:19, 21; 37:15, 15; 51:11; 52:22, 23, 23; 78:21; 90:15, 16, 17, 20; 91:4; 92:3; 94:21; 95:5; 98:19; 99:22; 118:4; 126:13; 135:12; 148:21; 150:11, 15; 158:8, 9, 11, 13; 172:17; 189:2; 227:12, 16	self-corrective 140:7
responding 15:3; 77:3; 201:11	Right 4:5, 8, 19, 22; 6:3, 14, 21; 8:1; 51:2; 59:3; 114:13; 142:1, 7, 12, 13, 16, 21, 24; 143:8, 13; 144:2, 16, 23; 146:5; 147:6; 151:24; 156:20; 157:12, 16; 158:6, 7; 159:22; 160:4, 5, 11, 20; 161:16, 24; 162:5, 7; 163:19; 164:4, 21; 165:4, 5; 166:9, 18; 167:4, 22; 168:18; 189:16, 18, 19, 23; 190:18; 196:12, 16, 18; 198:10; 199:15, 16; 200:6; 215:23; 219:22; 235:8, 18; 236:11, 12, 20; 238:12; 239:1, 2, 7, 8, 9, 13, 17, 20; 240:8; 241:22, 24; 242:16, 19; 243:2, 18	runaway 64:5	schools 12:20; 20:22, 24; 21:2, 11; 37:23; 51:8; 55:19; 79:3; 95:20; 96:10; 100:4; 118:4; 192:11; 241:11	self-esteem 95:10
response 13:22; 15:2, 8; 16:9; 22:21; 87:20; 141:8; 210:16; 237:21	Right 4:5, 8, 19, 22; 6:3, 14, 21; 8:1; 51:2; 59:3; 114:13; 142:1, 7, 12, 13, 16, 21, 24; 143:8, 13; 144:2, 16, 23; 146:5; 147:6; 151:24; 156:20; 157:12, 16; 158:6, 7; 159:22; 160:4, 5, 11, 20; 161:16, 24; 162:5, 7; 163:19; 164:4, 21; 165:4, 5; 166:9, 18; 167:4, 22; 168:18; 189:16, 18, 19, 23; 190:18; 196:12, 16, 18; 198:10; 199:15, 16; 200:6; 215:23; 219:22; 235:8, 18; 236:11, 12, 20; 238:12; 239:1, 2, 7, 8, 9, 13, 17, 20; 240:8; 241:22, 24; 242:16, 19; 243:2, 18	runaways 63:1	Schwarz 147:13	self-protecting 139:13
responses 170:10, 12, 14; 172:14	Right 4:5, 8, 19, 22; 6:3, 14, 21; 8:1; 51:2; 59:3; 114:13; 142:1, 7, 12, 13, 16, 21, 24; 143:8, 13; 144:2, 16, 23; 146:5; 147:6; 151:24; 156:20; 157:12, 16; 158:6, 7; 159:22; 160:4, 5, 11, 20; 161:16, 24; 162:5, 7; 163:19; 164:4, 21; 165:4, 5; 166:9, 18; 167:4, 22; 168:18; 189:16, 18, 19, 23; 190:18; 196:12, 16, 18; 198:10; 199:15, 16; 200:6; 215:23; 219:22; 235:8, 18; 236:11, 12, 20; 238:12; 239:1, 2, 7, 8, 9, 13, 17, 20; 240:8; 241:22, 24; 242:16, 19; 243:2, 18	running 63:20; 134:10	Science 66:22; 100:10	sell 42:7; 86:23; 157:23
responsibilities 25:1; 27:11	Right 4:5, 8, 19, 22; 6:3, 14, 21; 8:1; 51:2; 59:3; 114:13; 142:1, 7, 12, 13, 16, 21, 24; 143:8, 13; 144:2, 16, 23; 146:5; 147:6; 151:24; 156:20; 157:12, 16; 158:6, 7; 159:22; 160:4, 5, 11, 20; 161:16, 24; 162:5, 7; 163:19; 164:4, 21; 165:4, 5; 166:9, 18; 167:4, 22; 168:18; 189:16, 18, 19, 23; 190:18; 196:12, 16, 18; 198:10; 199:15, 16; 200:6; 215:23; 219:22; 235:8, 18; 236:11, 12, 20; 238:12; 239:1, 2, 7, 8, 9, 13, 17, 20; 240:8; 241:22, 24; 242:16, 19; 243:2, 18	Russian 59:12; 200:1, 2; 205:3, 3	sciences 126:6	Senators 101:12
responsibility 32:6; 35:4; 46:24; 65:24; 109:24; 136:16; 170:6; 215:2, 3, 5; 223:8; 234:12, 15, 18	Right 4:5, 8, 19, 22; 6:3, 14, 21; 8:1; 51:2; 59:3; 114:13; 142:1, 7, 12, 13, 16, 21, 24; 143:8, 13; 144:2, 16, 23; 146:5; 147:6; 151:24; 156:20; 157:12, 16; 158:6, 7; 159:22; 160:4, 5, 11, 20; 161:16, 24; 162:5, 7; 163:19; 164:4, 21; 165:4, 5; 166:9, 18; 167:4, 22; 168:18; 189:16, 18, 19, 23; 190:18; 196:12, 16, 18; 198:10; 199:15, 16; 200:6; 215:23; 219:22; 235:8, 18; 236:11, 12, 20; 238:12; 239:1, 2, 7, 8, 9, 13, 17, 20; 240:8; 241:22, 24; 242:16, 19; 243:2, 18	run-down 180:19	scientist 231:18; 232:6	send 50:10, 10; 120:21; 216:6
responsible 34:3; 57:1, 20; 61:22; 207:15	Right 4:5, 8, 19, 22; 6:3, 14, 21; 8:1; 51:2; 59:3; 114:13; 142:1, 7, 12, 13, 16, 21, 24; 143:8, 13; 144:2, 16, 23; 146:5; 147:6; 151:24; 156:20; 157:12, 16; 158:6, 7; 159:22; 160:4, 5, 11, 20; 161:16, 24; 162:5, 7; 163:19; 164:4, 21; 165:4, 5; 166:9, 18; 167:4, 22; 168:18; 189:16, 18, 19, 23; 190:18; 196:12, 16, 18; 198:10; 199:15, 16; 200:6; 215:23; 219:22; 235:8, 18; 236:11, 12, 20; 238:12; 239:1, 2, 7, 8, 9, 13, 17, 20; 240:8; 241:22, 24; 242:16, 19; 243:2, 18	runaway 64:5	scope 117:7; 127:9	seniority 128:7
rest 182:16	Right 4:5, 8, 19, 22; 6:3, 14, 21; 8:1; 51:2; 59:3; 114:13; 142:1, 7, 12, 13, 16, 21, 24; 143:8, 13; 144:2, 16, 23; 146:5; 147:6; 151:24; 156:20; 157:12, 16; 158:6, 7; 159:22; 160:4, 5, 11, 20; 161:16, 24; 162:5, 7; 163:19; 164:4, 21; 165:4, 5; 166:9, 18; 167:4, 22; 168:18; 189:16, 18, 19, 23; 190:18; 196:12, 16, 18; 198:10; 199:15, 16; 200:6; 215:23; 219:22; 235:8, 18; 236:11, 12, 20; 238:12; 239:1, 2, 7, 8, 9, 13, 17, 20; 240:8; 241:22, 24; 242:16, 19; 243:2, 18	runaways 63:1	screeching 54:2	sense 13:14; 79:2; 95:10; 111:18; 121:11; 191:22
restitution 49:16	Right 4:5, 8, 19, 22; 6:3, 14, 21; 8:1; 51:2; 59:3; 114:13; 142:1, 7, 12, 13, 16, 21, 24; 143:8, 13; 144:2, 16, 23; 146:5; 147:6; 151:24; 156:20; 157:12, 16; 158:6, 7; 159:22; 160:4, 5, 11, 20; 161:16, 24; 162:5, 7; 163:19; 164:4, 21; 165:4, 5; 166:9, 18; 167:4, 22; 168:18; 189:16, 18, 19, 23; 190:18; 196:12, 16, 18; 198:10; 199:15, 16; 200:6; 215:23; 219:22; 235:8, 18; 236:11, 12, 20; 238:12; 239:1, 2, 7, 8, 9, 13, 17, 20; 240:8; 241:22, 24; 242:16, 19; 243:2, 18	running 63:20; 134:10	scrutiny 132:21; 153:6	sensitive 16:20; 138:7
restored 227:24	Right 4:5, 8, 19, 22; 6:3, 14, 21; 8:1; 51:2; 59:3; 114:13; 142:1, 7, 12, 13, 16, 21, 24; 143:8, 13; 144:2, 16, 23; 146:5; 147:6; 151:24; 156:20; 157:12, 16; 158:6, 7; 159:22; 160:4, 5, 11, 20; 161:16, 24; 162:5, 7; 163:19; 164:4, 21; 165:4, 5; 166:9, 18; 167:4, 22; 168:18; 189:16, 18, 19, 23; 190:18; 196:12, 16, 18; 198:10; 199:15, 16; 200:6; 215:23; 219:22; 235:8, 18; 236:11, 12, 20; 238:12; 239:1, 2, 7, 8, 9, 13, 17, 20; 240:8; 241:22, 24; 242:16, 19; 243:2, 18	Runs 13:23; 65:11	search 51:12; 159:11	sent 67:8; 77:17; 121:19; 180:22; 205:9; 206:23; 207:1; 212:23
restrictions 49:13	Right 4:5, 8, 19, 22; 6:3, 14, 21; 8:1; 51:2; 59:3; 114:13; 142:1, 7, 12, 13, 16, 21, 24; 143:8, 13; 144:2, 16, 23; 146:5; 147:6; 151:24; 156:20; 157:12, 16; 158:6, 7; 159:22; 160:4, 5, 11, 20; 161:16, 24; 162:5, 7; 163:19; 164:4, 21; 165:4, 5; 166:9, 18; 167:4, 22; 168:18; 189:16, 18, 19, 23; 190:18; 196:12, 16, 18; 198:10; 199:15, 16; 200:6; 215:23; 219:22; 235:8, 18; 236:11, 12, 20; 238:12; 239:1, 2, 7, 8, 9, 13, 17, 20; 240:8; 241:22, 24; 242:16, 19; 243:2, 18	Russian 59:12; 200:1, 2; 205:3, 3	seat 85:19; 88:16, 17	sentence 42:5, 7; 134:4; 205:11
result 48:18; 70:5; 81:20, 21; 91:15; 132:16, 16; 177:11	Right 4:5, 8, 19, 22; 6:3, 14, 21; 8:1; 51:2; 59:3; 114:13; 142:1, 7, 12, 13, 16, 21, 24; 143:8, 13; 144:2, 16, 23; 146:5; 147:6; 151:24; 156:20; 157:12, 16; 158:6, 7; 159:22; 160:4, 5, 11, 20; 161:16, 24; 162:5, 7; 163:19; 164:4, 21; 165:4, 5; 166:9, 18; 167:4, 22; 168:18; 189:16, 18, 19, 23; 190:18; 196:12, 16, 18; 198:10; 199:15, 16; 200:6; 215:23; 219:22; 235:8, 18; 236:11, 12, 20; 238:12; 239:1, 2, 7, 8, 9, 13, 17, 20; 240:8; 241:22, 24; 242:16, 19; 243:2, 18	Salem 133:18	second 6:18; 9:3; 37:24; 38:1; 42:13; 44:7; 64:7; 69:23; 70:1; 75:24; 134:12; 179:4; 181:4; 194:7; 195:14; 220:3, 18; 235:3	sentencing 133:9; 135:22; 136:3, 4
resulting 190:10	Right 4:5, 8, 19, 22; 6:3, 14, 21; 8:1; 51:2; 59:3; 114:13; 142:1, 7, 12, 13, 16, 21, 24; 143:8, 13; 144:2, 16, 23; 146:5; 147:6; 151:24; 156:20; 157:12, 16; 158:6, 7; 159:22; 160:4, 5, 11, 20; 161:16, 24; 162:5, 7; 163:19; 164:4, 21; 165:4, 5; 166:9, 18; 167:4, 22; 168:18; 189:16, 18, 19, 23; 190:18; 196:12, 16, 18; 198:10; 199:15, 16; 200:6; 215:23; 219:22;			

seriously 171:8; 188:6
seriousness 68:23;
188:5
serve 28:14; 86:1, 2;
94:7; 95:23; 132:7;
177:24; 178:19; 196:24;
203:22; 211:11, 22; 236:2
served 113:8; 129:17;
162:8
serves 89:15
service 12:11, 13; 27:23,
23, 24; 43:13, 14; 52:16;
58:10, 11; 91:8; 98:22;
116:11; 117:5; 144:18;
210:23; 223:20; 240:1, 1,
11
services 17:16, 19; 22:3;
26:6, 9; 61:19; 63:2, 24;
64:10; 65:3, 12, 24; 67:6,
19; 70:12, 18; 72:6, 23;
78:17; 83:9; 89:14; 94:3,
12; 95:24; 116:8; 131:3, 4;
144:15, 17; 163:14; 177:8,
14; 188:16, 22; 189:4, 5,
10, 12; 203:17; 204:8;
218:14; 235:20; 239:3, 21;
240:5; 241:2, 15; 242:13
servicing 91:20
serving 177:6
session 142:6; 143:5, 12;
145:3
set 25:6; 29:3; 64:2, 16;
65:1, 13; 70:15; 74:5; 80:5;
154:9; 185:8
setting 172:16; 176:15
settle 91:9; 186:6; 191:6;
200:19; 226:19; 230:15,
15, 16, 20
settled 148:13, 17; 180:6;
226:5; 231:7
settlement 226:9
settling 153:21; 160:6
seven 4:10; 114:14;
148:20; 166:9; 212:18
seventh 54:24
several 5:22; 11:17;
42:16; 97:4; 105:7; 166:9;
180:24; 182:1; 201:24;
214:13; 229:9
sex 84:17; 238:8, 21;
239:15
sexual 151:18; 153:21;
226:2, 14; 233:20, 20, 23;
237:6, 11
shadow 115:8
shake 38:12
shaking 206:6
shall 140:1; 226:13
shame 103:16
shape 196:3; 222:23
shaped 195:15; 196:10
share 89:20; 98:10, 20;
100:22; 101:8; 106:3;
110:17; 117:10; 147:10;
149:13
shared 117:10

Shawmut 99:13
sheet 134:1
sheets 175:8; 183:16, 17,
19
shelter 21:20; 64:2;
125:5; 177:8
sheriff's 49:9; 120:9
sheriffs 76:4
shift 129:11, 12
shifts 20:13; 128:4
shines 99:2, 7, 8
shiny 78:2
shipped 191:3
shoe 36:14
shoes 32:15
shooting 54:1; 56:6
shop 36:13; 52:21
shoplifter 68:17
shoplifting 33:24; 37:7
Shore 241:23; 242:4
short 30:17; 75:4
shortages 81:10
shortcomings 110:7
shortcut 202:23
shorthand 111:13
shortly 32:24; 38:15
shot 53:21; 56:7; 223:7
shotgun 53:16, 17
Shots 54:3
shouldn't 37:4; 64:19;
95:17; 206:10, 11
shoved 154:5
show 38:13, 14; 41:2;
90:4; 101:19; 103:16;
126:22; 187:18; 229:22
showed 50:7; 68:2
showing 181:1; 186:19
shown 9:10
shows 16:6; 98:6
shut 122:9
shy 122:17
sick 43:21
side 111:1; 171:18;
206:2, 19
sideline 112:20
sides 7:17; 60:12
sight 60:20; 156:19
sign 142:19; 185:16, 19,
22
signage 87:23, 24; 88:1
signed 41:23; 240:22
significant 150:10; 196:1
signing 226:8
silent 108:14
silly 176:1
similar 181:23
similarly 152:12
simple 46:9, 17; 92:9;
98:11, 22, 24; 99:11;
101:3; 158:2; 218:19;
227:17
simply 25:20, 24; 82:4;

85:18, 20; 106:24; 110:1;
156:9; 172:9; 179:19;
182:22; 183:7; 186:15;
220:16; 227:23
single 35:1; 83:11, 13;
84:12; 86:18; 103:8;
130:6; 191:9, 19; 194:11;
206:4; 223:22; 232:17
sister 157:21
sisters 113:6
sit 11:13; 13:8; 32:15;
60:13; 71:14; 99:6;
124:18; 126:8; 159:7, 8;
161:17
site 18:18; 22:7
sites 18:15; 20:2
sitting 41:20; 125:23;
155:8; 243:5
situated 152:13
situation 35:12; 40:4;
56:17; 63:4, 10; 115:15;
119:4; 151:20; 158:18;
194:17; 197:11; 223:18
situations 56:21; 133:3;
170:10; 240:20
six 63:21; 64:14; 65:15;
81:1; 88:10; 125:21, 22;
147:8, 8
six-hour 64:24; 70:14
sixth 54:24; 153:22
size 106:21
SJC 222:1
skills 94:22, 23, 24
skinhead 171:17
skinheads 171:19
skipped 42:12
sky 221:20; 222:23
slanted 220:20
slight 233:10
slightly 228:23
slip 97:10
slur 200:14; 201:9, 13;
202:18, 19; 203:4
slurring 203:24
slurs 198:18; 201:24;
202:15; 204:2
small 45:8, 10; 48:1;
103:8; 106:21
smaller 106:12
smart 137:16; 147:11;
203:3, 5
smile 32:17
snitchers 29:17
so-called 27:17
social 17:16, 19; 28:21;
29:13; 35:19, 24; 37:3, 22;
45:23; 63:24; 66:22; 67:8;
71:24; 126:6; 231:18;
232:6; 240:1, 11
societies 150:4; 152:15;
192:17
society 38:7; 140:6;
156:21; 191:14; 197:16,
17
socioeconomic 125:2

sociology 126:11
sodomized 154:4
soft 12:23
softly 18:3
sojourners 192:2
sold 113:12
solicited 102:11
solution 87:22
solutions 88:5; 92:21
solve 35:10, 11, 13;
47:14; 48:2, 15; 87:15;
95:2; 174:14
solved 184:7
solver 31:19
solvers 32:5
solving 15:14, 20, 21;
23:2, 20; 26:12; 88:4;
94:24; 107:11
Somalis 199:11
somebody 32:18; 40:12;
46:1; 68:18; 160:4; 204:1;
207:2; 208:18
someday 172:11
somehow 110:21; 172:4;
197:10
someone 47:11; 48:24;
49:1; 53:14; 70:21; 79:9;
87:9; 164:12; 165:21;
172:12; 180:17; 182:16,
22; 183:3; 186:11; 205:19;
206:5; 219:11; 224:15;
225:12; 230:8, 13; 240:10;
241:3
someplace 32:24; 64:23
something 48:16; 57:12;
59:17, 19; 76:5; 77:16;
90:14; 102:22; 104:23;
108:7; 112:10; 122:11;
123:1; 126:14, 20; 128:19,
20; 139:16; 161:13;
175:24; 183:18; 186:5, 22;
188:20; 189:15; 196:17; *
200:3; 201:14; 210:7;
211:9, 13, 24; 212:12;
214:16, 24; 215:5; 225:10;
228:1, 9; 229:5; 230:8
sometimes 14:4; 35:2, 4,
8; 54:4; 61:6; 72:15; 86:14;
103:1, 2; 104:4; 110:1, 22;
113:1; 127:22; 159:17;
176:3; 197:12
somewhat 5:18; 169:2
somewhere 99:9; 145:17
song 30:13
soon 35:10
sophisticated 185:2;
203:11
sorry 42:12; 155:9;
193:22; 222:5, 7
sort 56:9; 75:12; 79:14;
103:22; 104:18; 168:20;
170:5; 171:24; 172:15;
173:18; 209:20; 238:24
soul 117:23
sound 60:20; 65:4; 95:17;
125:21

sounds 93:19; 95:16;
165:24; 230:23
soup 22:1; 226:14
South 6:12; 20:18;
241:23; 242:4
Southbridge 74:1
Southern 135:6
space 133:16
Spanish 39:4; 117:2;
119:13; 199:23; 204:21,
24; 205:5; 206:7, 9, 12
speak 8:17; 10:10; 11:24;
18:2; 23:8; 50:3; 51:16;
55:23; 67:15; 80:4; 92:18;
104:5; 118:12; 119:11, 12;
134:18; 157:6, 7; 176:22;
203:20; 204:1; 206:9, 10,
11, 12; 210:11, 20, 22;
211:6; 212:4; 223:18
speaker 11:16; 22:23;
60:9; 114:4; 234:23
speakers 10:9; 75:3;
113:18; 188:18
Speaking 5:19; 22:5;
97:15; 103:1; 114:8;
116:19; 149:5; 199:10;
221:24
speaks 51:12; 13;
188:20; 206:15; 208:19
spearhead 165:22
Special 9:21; 12:7; 17:21
specialist 78:22
specialized 78:16, 24;
79:12; 109:8; 162:22
specializing 163:5
specific 70:8; 228:17
Specifically 8:7; 9:4;
27:10; 149:20
speech 18:6
speed 85:6; 88:16
speeding 78:2; 85:11;
88:15
spend 52:23; 70:19;
105:9; 142:20; 168:10
spent 44:5; 73:22; 129:8;
153:20; 160:16; 172:24;
194:23; 214:11; 216:7
spirit 113:4
spit 202:9
spoke 34:19; 115:19;
143:8
spoken 11:16; 67:3; *
198:23
sponsor 41:17
sponsored 9:7; 99:14
spot 11:12
spray 53:17
spray-painted 201:12
spread 45:10; 52:17;
53:10
spring 9:13
Springfield 6:7; 7:10;
42:14; 43:7; 57:20; 61:14,
21; 65:11; 144:10; 155:11;
177:18; 224:9

<p>squad 12:12; 84:10 square 177:15 stabilized 233:10 stabilizing 233:6 stables 55:1 stack 15:7 staff 4:15; 131:8; 144:1; 148:20; 164:20; 226:11; 232:12 stages 65:14; 230:6 stamp 182:23 stand 100:17 standards 58:9, 12; 77:9; 86:15; 131:7; 199:20; 200:15 standpoint 95:6; 220:2 staring 32:15 stark 69:14 start 8:2; 11:10; 28:19; 113:19; 116:11, 12; 118:15; 136:1; 146:15; 159:9; 193:13; 235:11 started 6:7; 19:6; 21:1; 22:5; 29:1; 43:17; 52:21; 54:5; 58:16; 61:20; 95:6; 98:22; 157:18; 164:18; 189:1, 9; 191:1, 6; 195:9; 196:5; 215:22; 221:7; 234:1 starting 15:23; 90:1; 150:18; 160:8; 192:20; 225:20 State 4:6, 18; 6:6; 7:19; 17:2; 24:17; 29:7; 53:1; 54:17; 60:22; 61:16, 21, 23, 23; 62:2, 17; 65:5; 71:16, 19; 73:5; 75:16, 19; 76:16, 17, 21, 23; 77:22; 78:1, 11, 17; 79:15; 80:23; 81:8; 83:6, 14, 22, 23; 84:3, 20; 85:4; 86:12, 20; 87:20; 88:11; 89:7; 90:2, 19; 98:8; 100:18, 20; 105:6; 114:24; 115:4; 117:12; 119:17; 120:19; 132:3; 133:15; 147:7, 15; 149:6; 161:20; 199:22; 203:17, 20; 204:6, 8; 207:13, 20; 208:20; 210:1, 10, 15; 213:11, 15; 216:10; 217:10; 229:9; 230:12; 238:20; 242:21 stated 59:24; 155:2; 237:2 statement 226:9 statements 96:24; 145:22; 156:2 States 16:19; 23:13; 41:22; 67:24; 76:18, 18; 85:8, 8; 102:4; 130:23; 152:23; 153:24; 166:15, 19; 184:2, 11; 194:16; 195:12; 219:17; 238:13 statewide 6:19; 117:4; 133:16; 142:6, 10 station 34:8; 53:1; 65:9; 154:4</p>	<p>stations 60:18; 61:6; 231:4 statistic 200:16 statistics 57:17; 71:1, 1; 151:16; 152:19; 153:7 stats 121:1 status 18:14; 91:9 statute 148:5; 167:10; 220:19; 237:3 statutes 166:7; 167:1 statutory 220:17; 221:6 stay 15:8; 104:4, 7; 107:23; 194:18; 197:19; 244:3 staying 15:10 steady 108:16 steal 41:11; 78:9; 98:11 steering 22:7, 9; 92:4; 183:13 stem 153:19 stenographer 10:7, 11 step 92:9 stepped 42:17; 226:24 steps 58:23 Steve 215:15 stick 85:7; 202:8; 226:22; 243:10 sticker 135:11 still 5:20; 25:8; 40:18; 50:20; 69:2, 8; 70:11; 97:12; 152:2, 5; 157:15; 175:23; 184:9; 196:4; 201:7, 21, 21; 202:21, 22; 203:1, 6, 9; 221:17; 222:10 stimulate 143:2; 145:18 stolen 37:19; 78:8, 8 stood 125:2 stoop 13:8 stop 28:18, 20; 75:23; 80:20; 135:15 stopped 52:3; 82:9, 9, 14; 127:18; 135:8 stops 77:2 store 33:23; 36:14, 14; 155:22 stores 13:9 stories 139:3, 15; 172:22, 22; 176:10, 11; 208:7, 10 story 32:11, 12; 36:2; 129:7; 133:20; 176:22 straight 109:19; 153:22 straightforward 236:17 strain 109:10 stranded 194:15 strange 103:4 strategic 130:22 strategies 30:23; 79:4; 106:23 strategy 18:24; 19:23; 23:11 streamline 91:23 street 11:3; 13:18, 24; 17:17; 24:11; 29:12; 37:9; 14; 47:9; 109:13; 119:1, 7;</p>	<p>126:9; 135:7; 172:1, 18; 173:12 streetlights 31:20 streets 47:7; 49:2; 52:2; 57:5 strengthen 92:6 stress 109:9; 183:1 stressed 108:8 stretch 88:20 Strike 12:8; 112:16; 119:23; 120:18, 24; 191:4, 5 stroke 225:24 strong 91:7; 139:10, 11; 182:9 stronger 120:9 strongly 95:19 struck 152:20 structural 108:12 structure 48:9 struggle 191:20 struggling 138:22 Struther 215:15 student 51:5; 117:7; 212:8 students 52:23; 54:8, 10; 79:14; 91:8; 95:15; 128:1; 158:11; 182:16; 194:15; 197:2, 3 studies 67:23; 136:2 study 39:18; 66:20, 23; 68:22; 69:13; 75:20; 114:19; 162:9; 202:1; 207:19; 211:10 stuff 37:4; 41:2; 113:13; 164:15; 170:19, 23; 171:2; 172:20; 173:14, 24; 174:5; 189:8; 222:4; 234:2 stupid 156:1 stupor 154:8 subcommittee 66:18 subject 25:15 subjects 10:24; 104:18 submit 25:5; 140:24; 141:7 subordinates 225:10 subsequently 161:4 subsistence 196:21 substance 134:3; 187:20; 229:14 substitutes 113:22 subtle 186:23 subtleties 204:3 subtlety 203:14 subtracting 42:24 suburbs 167:13 subway 99:13, 18 succeed 114:2 succeeds 23:14; 110:17 success 24:9, 18; 71:1; 79:6; 85:10; 99:20; 235:6 successful 24:3; 55:9; 64:7, 9; 65:7; 73:2, 12;</p>	<p>74:20; 99:16; 108:11; 139:3 successfully 87:9 sue 168:5 sued 127:2 suffers 232:13 Suffolk 147:14 suggest 51:18; 102:22 suggested 104:18 suggestion 104:16; 105:15; 112:21 suggestions 223:3 suicide 126:21; 127:1 suing 126:17 suit 160:4, 5 summarizing 221:11 summary 69:17 Summer 120:13 Sun 99:1, 3, 7, 8; 100:14; 101:9 Sunday 129:10; 147:1 superb 141:9 SUPERINTENDENT 11:22; 12:3, 5, 6; 36:19; 77:23; 119:20, 21; 216:20; 225:22 superintendents 32:9 Superior 144:20; 157:2; 161:15; 162:24; 220:22; 221:13 supervise 119:1 supervising 129:16 supervision 64:22; 129:19 supervisor 16:5; 34:9, 18; 129:14; 234:14 supervisors 109:9; 123:4; 128:23; 129:3; 131:13 supply 83:17 support 14:2; 46:23; 51:5; 101:10, 10; 114:18; 115:23; 242:19 supporting 110:14 supportive 108:3; 242:15 supposed 4:21, 22; 23:8; 31:8; 126:3; 127:10; 131:18; 151:2; 159:15 suppressed 161:3 Supreme 25:16; 91:16, 18; 161:4; 162:8; 167:11; 220:8; 221:17, 21; 238:17; 242:12 sure 16:11; 27:9; 28:1; 34:15, 19; 39:8; 40:14; 76:23; 78:21; 91:19; 96:13; 123:3, 23; 126:24; 131:15; 132:12; 136:2; 145:11; 200:9, 10; 208:12; 211:4; 212:14; 217:3; 229:16; 231:2, 2, 4 surprise 108:7 surrounding 177:20 survey 140:2; 177:18;</p>	<p>227:7 surveys 67:7, 13 survival 196:15, 18 susceptible 73:16 suspended 30:3; 134:4, 12 suspension 57:22 suspicion 82:15 sustain 83:5; 107:18, 23 sustaining 21:24 swastikas 153:18; 169:13 SWAT 78:23 sworn 78:13 symbol 100:8, 8, 18 synagogues 153:16 syndrome 183:1 system 11:6; 27:19; 29:10; 30:4; 66:3, 3, 15; 67:1, 3, 17; 68:3; 69:20; 70:20; 71:11, 13; 72:3, 11, 18; 74:21; 90:6; 91:6, 20; 92:10, 22; 93:16; 95:12; 96:7; 118:5; 119:6; 140:3, 6, 7; 158:21; 163:10; 198:16; 207:9, 15, 15, 17; 213:6, 7; 216:17 systemic 135:20; 165:23; 228:5</p>
T				
<p>T 147:13 table 6:3; 61:11; 73:8 tactics 23:12; 30:22 talk 6:23; 17:10; 22:16; 33:15; 38:20; 39:1; 43:21; 44:22; 45:2; 46:8; 51:15, 19; 53:3, 4; 54:10; 55:2, 19; 60:10; 61:5; 63:15; 78:4; 19; 79:3; 87:3; 89:3; 93:23; 95:18; 115:2; 117:1; 120:9; 123:21; 124:18; 127:6; 139:7; 140:19; 143:23; 145:6; 146:11, 12, 14; 164:13; 174:7; 176:14; 177:1; 178:16; 180:8; 184:17; 189:17, 20, 22, 24; 190:23; 200:17; 202:1; 206:13; 209:15, 16; 215:13; 217:1; 221:19 talked 55:21; 58:3, 8; 67:20; 76:20; 120:3; 155:13; 187:24; 209:20; 217:6 talking 26:8; 47:5, 15, 17; 62:3; 67:2; 98:12; 99:5; 103:17; 108:23; 110:16; 113:3; 115:20; 132:15; 133:2; 140:15; 142:21; 157:20; 160:6; 164:16; 168:3; 179:22; 184:4, 18; 204:10; 207:8; 209:19; 212:10; 228:7, 8, 8 talks 167:2</p>				

tall 100:17
tangible 196:17
target 22:13
targeted 19:3; 86:6
targeting 106:18; 107:3, 4
Task 21:16; 29:6; 41:21; 60:23; 70:15; 156:17
tasks 25:1
taught 55:11
Taunton 155:18
teach 11:5; 50:1; 91:10; 175:21
teaching 46:22; 55:9; 71:16; 94:21, 22, 23
team 46:12; 78:23, 24; 83:3; 88:13; 127:24; 230:14
teams 14:2, 2; 45:17, 21; 48:18; 73:8; 80:17, 18; 82:22
technical 201:18
technically 50:2
technology 13:18; 14:19; 26:6; 28:3; 31:4, 7; 50:16; 58:2
teen 79:3
teenagers 79:3
television 99:20; 231:4
telling 20:6; 35:21; 47:6, 18, 19; 58:11; 154:11; 176:9; 217:5; 222:1; 230:22
tells 52:1; 127:24
temple 182:11
ten 10:21; 44:11; 91:5; 104:4; 145:5; 146:17; 166:10; 168:22, 23; 186:3; 187:13
ten-point 122:22
tend 18:2; 83:1; 173:11; 181:19; 222:6
tends 83:1; 239:23
Teng 97:7, 12
tennis 167:14
tenth 153:5
Teresa 172:3
term 171:7
terminals 15:6
terminated 58:7; 132:5
terms 12:9; 23:17, 24; 25:10; 44:13; 45:13; 57:21; 69:15; 74:20; 84:18; 88:4; 108:20; 111:12; 113:12; 160:20; 166:4; 168:3; 184:18; 196:4, 12; 199:17; 200:13, 21; 209:8; 215:4; 232:3; 236:24
terrible 33:4; 170:10; 171:1
terribly 113:8
terrific 40:17; 96:2
territory 57:13, 14
tested 227:7
testers 181:1
testified 144:9
testify 75:8
testimony 96:23; 97:4; 141:7; 142:11; 145:9, 13; 207:23; 209:17; 212:10; 213:12; 215:4
testing 59:19; 180:22
tests 43:11; 180:24
Tevya 30:14
Texas 154:23, 24
Thailand 182:6
thanks 9:9; 36:18; 156:24; 176:15
theme 180:9; 235:3
themselves 10:21; 13:12; 55:5, 24; 135:3, 4; 153:8; 181:2, 15; 189:19
thereafter 33:1
therefore 198:24; 239:21; 240:10
therein 24:18
thereof 108:9
they're 10:23; 15:23, 23; 25:23, 24; 28:6, 9, 18; 30:1; 34:3, 15; 53:6; 55:1, 6, 7; 56:11; 64:4; 67:12; 69:13; 73:16; 80:8, 18; 87:13, 14; 119:4, 5; 121:4, 6, 6, 7, 9; 124:7; 131:12, 16, 18; 137:24; 138:8; 144:23; 146:21; 159:21, 22; 162:18; 169:17, 19; 171:11; 172:22, 22; 179:23; 208:11; 209:9, 19; 211:4; 217:9; 224:7, 16, 17; 235:16; 238:3, 4, 5, 8
they've 138:9; 188:21; 225:10
thinking 37:21; 39:14; 48:12; 102:18; 202:24; 211:13
third 8:3; 106:18; 122:4; 131:21; 168:1; 227:11; 228:6
third-generation 195:14
Thomas 232:15
thorough 226:13
though 30:20; 58:10; 59:19; 116:1, 15; 121:6; 186:24; 196:18
thought 20:4; 34:17; 37:3; 44:18; 49:18; 106:3; 109:3; 111:21; 120:7; 121:11; 139:24; 142:22; 155:9; 159:24; 161:9; 168:17, 18; 184:7; 211:18; 229:17
thoughts 30:21
threat 64:21
threaten 110:11
threatening 183:3
threats 167:4
three 6:7, 7; 59:23; 62:20; 64:1; 81:22; 99:23; 106:2, 16; 122:5; 149:12; 151:7; 152:11; 158:9; 166:21; 179:12; 186:11; 195:17; 202:9; 217:19; 234:6
three-day 36:20; 37:1
threw 220:11
thriving 151:3
throughout 39:9; 45:11; 92:14; 98:23; 99:12, 15; 100:4, 5; 106:12; 114:15; 184:10; 226:12
throw 80:4; 119:15
thrust 222:18; 223:9
thugs 176:23
thunder 17:9
thus 192:17; 193:7; 196:12
ticket 50:2
tickets 78:3; 85:11, 13
tied 154:9
tightness 29:22
times 40:3; 60:12; 75:20; 77:5; 81:23; 87:17; 125:3; 128:11; 152:11, 22; 169:8; 175:2; 179:12; 186:11; 199:24
Title 62:19; 65:21; 73:23; 145:11; 150:7; 164:24; 165:1; 168:15, 17; 240:8
today 4:10; 5:24; 6:24; 8:15; 9:2, 8, 23, 24; 11:7; 13:18; 14:19; 16:14, 23; 20:16; 39:24; 61:4; 72:9; 76:6; 78:6, 9; 82:23; 91:13; 98:6; 118:12; 121:9; 142:15; 145:13; 150:16; 152:21; 163:13; 190:6; 199:12; 212:5; 215:1, 7; 216:19; 219:24; 225:21; 239:1; 243:21
today's 214:21
toe 83:7
together 7:6, 14, 24; 22:12; 24:13; 28:14; 52:10; 76:11; 95:11; 156:8; 162:8; 165:9; 243:18; 244:2
told 16:16; 34:10; 36:2, 12; 43:22; 44:4, 18; 53:6; 101:5; 126:1, 4; 157:21, 21; 176:22; 179:6; 180:11; 183:21; 195:10; 204:18; 207:1; 213:3, 4; 214:7; 215:19, 24; 216:21; 217:20, 22, 23; 221:23; 240:11; 241:4
Tolerance 80:18; 113:23
tolerated 122:10; 123:2; 124:1, 2, 8
tomorrow 121:9
tonight 91:3; 242:12
took 86:10; 119:22; 127:3, 11; 142:20; 155:20; 161:13; 217:11; 233:7, 22, 22
tool 37:11; 85:17; 167:23; 175:17
tools 51:22; 88:7
tooth 222:6
top 34:24, 24, 24; 35:3; 38:13; 41:19; 48:4; 109:12; 183:20
topic 9:24
topics 9:11; 139:9
topmost 136:16
torch 189:3
tort 163:3
torts 163:2
totally 192:24; 215:23
touch 12:14, 15; 15:13; 67:10; 110:7
tough 39:5; 76:19
tournament 74:12
toward 24:13; 39:20; 62:20; 152:15; 153:15
towards 10:2; 117:15; 150:4
tower 100:9, 13, 14, 16; 101:9
town 18:12, 17; 19:12, 15, 24; 20:3; 21:1, 9, 10, 20; 22:1, 13; 31:14; 36:5; 42:17; 74:4
towns 63:6; 112:6
track 63:16
tracks 84:16
traditional 44:1; 45:13; 51:1, 4; 52:19; 79:1; 81:21; 84:6; 87:20; 89:2; 137:21
traditionally 43:18; 225:8
traffic 49:4; 50:2; 55:17; 77:2; 81:14, 16, 18, 20, 24; 85:2
Trafficking 41:21
trail 150:15
train 21:17; 102:13; 207:2
trained 152:5; 170:12; 227:5
trainers 210:2
training 26:20; 27:8; 28:18; 32:20; 34:21; 47:4; 50:7, 9, 20; 74:13; 77:9; 79:13; 83:17, 18; 102:23; 103:24, 24; 104:1, 9, 10, 11; 109:8, 14; 111:16; 118:22; 119:3, 4; 125:20, 22; 126:2; 127:8; 128:19, 23; 130:24; 131:7, 9; 181:15; 206:3, 5; 207:3, 4; 226:13
transcript 145:14
transfer 65:23
Transitional 240:23
translate 205:4
translated 205:12, 17
translating 209:9
translation 204:17, 19, 23; 206:18
translations 205:1
translator 209:9, 14; 212:11, 16; 213:3, 5, 16, 18; 214:1
translators 205:8; 209:6; 214:3, 4, 11, 12
trap 175:1
travel 212:18
traveling 212:20
treat 119:7
treated 93:19; 207:22
treating 66:4
treatment 70:6; 73:8; 184:19
trenches 165:8
trend 113:8; 162:24; 163:3
trends 146:13; 149:12
Trial 133:12
tried 14:8; 33:16; 59:12; 67:9; 69:23; 116:23; 237:23; 238:10
tripod 31:10
Trooper 78:2; 83:17
Troopers 83:18; 85:10; 88:4
trouble 55:22; 217:4
troubled 54:23
troublemakers 218:20
truancy 21:3; 36:19, 20; 37:16
truant 36:24
trucks 78:20
true 30:22; 39:20, 20; 93:11; 107:7; 110:14; 159:15; 181:22; 211:5
truly 169:14
Trust 151:20
trustees 179:10
Truth 227:13
try 8:15; 23:8; 24:1; 41:9; 50:12, 15; 52:6, 7; 57:4; 58:19; 59:4; 62:7, 15; 63:9, 18; 68:14; 73:13; 80:15; 91:22; 92:11; 93:13; 95:1; 138:16; 146:16; 168:23; 196:19; 201:21; 202:12; 230:24; 231:6, 9; 237:23; 243:8
trying 5:16; 42:9; 45:3; 47:3, 13, 14, 20; 48:2; 51:18; 56:9; 60:5; 70:11; 71:20; 104:13; 108:22; 125:19; 131:23; 136:24; 137:6; 139:2; 142:18; 146:15; 167:14; 178:7, 8, 24; 198:11; 199:7; 204:15; 208:11; 209:7; 213:9; 216:12; 230:4, 5; 232:24; 241:14
Tuesday 57:16
turf 60:12
turn 6:22; 9:11; 23:16; 145:23; 188:23; 199:13; 236:23; 239:18
turnabout 23:13; 27:16
turned 64:20; 123:14; 124:20; 231:1

turning 24:6
turnout 142:19; 220:1
Tutu 227:14
TV 97:18; 116:24
twice 5:13; 152:2
two 29:8; 33:23; 35:12;
39:19; 40:22; 44:9; 54:17;
59:14; 60:16; 69:12;
72:15; 75:3, 5; 77:7, 22;
81:1, 17; 83:5; 85:3; 91:12;
97:9, 14; 102:3; 107:15;
121:12; 125:22; 133:22;
139:15, 15; 146:19;
147:11; 150:4; 152:11, 15;
154:18; 179:20; 185:10,
16; 191:21; 195:17;
199:24; 204:11; 218:3, 4;
222:16; 223:7; 226:6;
238:7, 20, 21, 24
two-year 5:14
type 31:6; 41:6; 43:18;
46:2; 48:23; 116:8;
128:17; 133:3; 226:13
types 66:1; 67:23; 68:15;
224:20; 228:16
typical 202:10

U

U 182:16
U.S 4:7, 19; 99:24;
114:12; 123:13; 142:13;
146:5; 166:8; 196:6;
238:12; 239:3
U.S.A 16:14
UCLA 135:11, 13
ultimate 57:21
ultimately 7:11; 179:15
ultrasmart 137:14
unable 47:19; 187:11
unannounced 51:12
unaware 120:15
unclear 70:2
uncurl 172:23
under 20:20, 20; 21:13;
30:4; 48:8; 62:1, 19; 63:2;
64:22; 67:4; 82:4; 104:3;
122:2; 132:21; 148:6;
153:5; 155:22; 164:4, 22;
179:7; 208:12; 220:17, 19;
237:1; 242:16
underenforcement
110:23; 111:7
underpaid 163:16
Undersecretary 9:20
understood 93:19
underwater 78:22
undo 125:19
undocumented 115:6
unemployed 152:11
unemployment 151:6;
152:1
unequal 150:5; 237:10
unexplainable 172:1

unfair 11:23
unfairly 221:9
unfortunately 47:10;
93:11; 95:16; 105:13;
181:8; 200:14
unhappy 53:14, 15;
130:8
unheard 130:19
uniform 33:7; 128:11;
129:11, 13; 138:4; 175:7
Uniformed 131:3
uniforms 175:10
unique 36:18; 42:18;
115:15
uniqueness 149:16
Unit 12:7, 10, 10, 11;
14:5; 33:8; 51:5, 23; 57:8;
78:20, 23; 79:2, 16, 16;
84:16; 122:20
United 16:19; 23:13;
67:24; 76:18; 94:3, 11;
95:24; 102:4; 130:23;
153:24; 184:2, 10; 194:16;
195:12; 210:13; 219:17;
238:13
units 72:15; 185:11
Unity 97:7, 16; 100:7, 14;
101:9
universes 139:16
universities 100:5
University 106:6;
154:23, 24; 214:21, 23;
215:12, 14
unless 34:23; 85:24;
86:2; 87:5; 143:22; 165:7;
197:14; 233:13; 234:11
unlike 199:12
unlimited 220:12
unofficial 147:8
unofficially 19:16
unpleasant 138:3;
197:12
unravels 130:2
unrelated 95:22
unrenovated 180:19
unresponsiveness
139:12
unscathed 170:8
up 11:12; 13:2, 17; 14:23;
17:16, 24; 22:7; 30:1;
31:21; 32:7, 10; 35:3;
36:24; 39:16, 16; 42:11;
44:15; 50:19; 51:6; 53:1, 2;
54:20; 58:16; 59:7; 64:16;
65:1, 13; 69:2; 70:15;
71:16; 74:5; 76:12; 77:3;
80:5; 85:18, 19, 21; 90:5,
15, 24; 91:1; 103:11, 17;
105:21; 109:15; 114:5;
116:9; 117:19; 118:15;
119:9; 124:5; 131:12;
136:12; 138:9; 140:10;
142:23; 146:21; 149:18;
150:17; 152:18; 155:10;
156:15; 157:1, 10, 13, 15;
158:8; 164:1, 14; 167:11;

170:21; 173:18; 176:23;
179:12; 180:16; 181:10;
183:3; 187:13, 16; 192:16;
193:8; 196:9; 198:11;
203:11; 206:5; 209:22;
211:9; 222:2; 224:4, 21;
231:17; 232:24; 233:21;
234:1, 5; 242:23; 243:4, 8,
9, 15
Update 97:18
upheld 161:4
uplifting 138:24; 139:4
upon 27:15; 76:24; 110:7;
130:1; 155:7; 200:11;
201:9; 204:9
upper 32:7; 136:11
upset 209:10
upside 23:17
upward 229:10
urban 71:3; 94:3, 12;
95:24; 97:18
use 11:12; 40:7; 50:20,
21; 51:19, 21; 73:4; 80:1;
93:18; 171:7; 185:3, 18;
189:19; 199:8; 201:14, 23;
202:15; 203:3; 213:12;
215:1; 230:10; 231:8
used 14:19; 17:16; 44:22;
49:19; 50:22, 23; 88:9;
122:8; 167:7, 15, 24;
174:20; 175:18; 183:17,
21; 199:15; 201:9; 202:5,
18; 212:16, 18; 216:8, 16;
243:1
useful 166:19
using 14:1; 26:10; 58:2;
88:14; 100:10; 167:4;
198:24; 227:12
usual 164:17
usually 169:6; 202:4, 5, 6
utilize 28:8
utter 203:2

V

Valley 88:10
valuable 125:14
value 49:19; 50:11;
148:14
values 44:13; 49:19, 22,
24; 50:7; 60:5
valuing 49:20
vandalized 153:17
vanguard 16:18
variation 5:9
variety 167:7
various 84:1, 23; 109:19;
122:22; 136:11, 24;
137:23; 139:8; 159:7;
166:22; 171:23; 198:15;
225:8
vast 127:14; 171:18;
172:18
vastly 107:13
Vazquez 4:15

vehicle 78:19; 87:10;
163:2
vehicles 26:11
velvet 111:14, 20
venture 8:19
verdict 161:22
version 111:13
versus 68:17; 102:24;
111:14; 116:7, 8; 205:1, 2
veterans 127:14, 16; 18
Vice 176:23, 24
Vicki 234:22; 243:7
victim 56:12; 168:2;
202:4, 5
victims 47:9; 121:7, 9;
125:10; 171:11, 24; 172:3;
178:13; 198:21; 199:9;
201:10
Victoria 238:23
video 155:14; 175:16, 17,
20, 23
Vietnamese 39:4; 59:11,
14; 205:1
view 57:12; 144:21;
232:21
views 7:11, 15
violate 215:23
violated 63:12
violating 61:7
violation 80:19, 20, 21;
240:8
violations 63:23; 196:19
violence 10:13; 12:8;
21:15, 21, 23; 44:3, 6, 7;
79:2; 80:2; 89:4; 94:18;
119:23; 120:18, 24; 144:3;
165:15, 20; 166:2; 167:6,
17; 168:2, 3; 169:16, 24;
172:15, 16; 173:8; 198:16;
201:8; 202:14
violent 19:2; 84:9; 111:2; 112:2,
154:11
Virginia 154:7
vis-a-vis 237:7
visible 14:18; 132:20;
135:2; 187:24
vision 122:15
visit 51:16; 121:5
visited 74:1
visualize 169:9
vocational 52:22; 74:13
voice 9:17; 96:21;
114:22; 225:17
volunteer 55:16; 56:3;
61:2; 114:20; 117:17;
223:19; 241:21; 242:9, 24
volunteered 9:1; 52:15;
79:17
volunteerism 55:15
volunteers 119:16;
242:8
vote 152:9
voting 4:22; 190:17
vulnerable 47:12; 111:23

W

waist 50:23
wait 39:21; 127:20;
128:13; 207:2; 208:20;
210:5
waiting 53:17; 103:15;
112:21; 216:24; 218:8
walk 13:9, 23; 44:4
walked 35:23; 135:10
Walker 143:16, 16;
145:24; 146:1; 153:13;
199:19; 220:8, 15; 225:16,
24; 228:14, 18; 229:21;
232:5; 233:6, 19; 235:11
walking 16:3; 31:3, 5;
222:3
walks 13:17; 118:5
Walsh 146:4
wants 92:10, 22; 140:12;
227:24
war 112:22, 24; 113:3, 7;
127:15; 194:8, 10, 11
warmth 113:23
warrant 64:5
wasted 125:23
watch 112:11; 131:15
watched 32:14
watches 46:22
watching 52:8; 112:20;
123:5; 176:24
wave 44:11
way 20:20, 20; 21:14;
22:19; 37:15, 24; 38:2, 13,
14; 40:9; 42:18; 43:12;
44:18; 51:2; 57:1; 88:2;
89:19; 96:12; 100:10;
113:15; 116:1; 122:4, 18;
126:12; 127:11; 130:24;
131:17; 138:14; 139:21,
21; 159:11; 163:2; 169:3,
11; 196:4; 198:13, 14;
205:23, 23; 208:4, 12;
220:24; 223:20; 227:1;
230:6; 233:4; 234:10;
236:6, 9, 19; 238:12
ways 45:6; 60:5; 63:18;
91:22; 109:2; 131:9;
186:23; 204:11; 235:5;
238:15
wayside 105:14
wazoo 234:1
weakening 111:12
wealthy 167:13
weapon 82:17
weapons 51:10; 113:12;
155:15
wear 88:17; 97:14, 17;
128:10
wearing 169:12; 175:8,
10; 238:24
weatherwise 9:12
weaved 82:7
Weed 10:15; 17:3, 8, 11,

13; 18:3, 8, 10, 12, 13, 15, 17, 20, 24; 19:5, 10, 18; 20:23; 21:12; 22:6; 132:7
week 73:23, 24; 74:17; 83:5; 146:23; 218:8
weekends 22:2; 63:1; 128:11; 243:2, 4
weekly 48:6; 97:18; 153:17; 173:14
weeks 29:8; 32:22; 82:24; 125:21, 22; 149:17; 217:19; 218:4; 226:21
weep 170:13, 14
weight 221:1
weird 173:12
welcome 4:4; 10:8; 11:12; 98:11; 142:5; 191:24
welcomed 7:13
welcomes 89:15
Weld 42:2; 104:16, 21
Weld-Cellucci 9:21
welfare 186:14; 205:15
well-balanced 140:2
well-documented 173:6
well-known 173:7
weren't 125:9; 157:21; 159:24; 165:6; 167:8; 194:23; 207:24
Wes 60:14; 61:4, 9
West 191:3
Western 77:4; 83:10; 88:24; 147:15; 177:6; 219:18; 230:11
Westley 42:11; 60:9; 75:13
Weymouth 242:5
whacked 202:8
what's 11:1; 28:24; 29:17; 67:23; 101:4; 120:6; 150:20; 151:1, 14; 166:16; 205:14; 232:9
whatsoever 127:4
whenever 139:9
whereby 241:7
Whereupon 244:5
whistle 223:5
white 43:18; 75:18; 99:3; 105:12; 127:13; 150:5; 152:5, 12; 154:9, 13; 155:18; 169:12; 170:1; 175:8; 180:24; 181:1; 193:3
whites 75:20; 152:2, 9; 155:4; 180:20; 187:2
whiz 165:13
who's 94:10; 147:9
whole 16:4; 19:11; 145:20; 200:24; 201:16; 202:21; 205:13; 220:11; 226:11; 230:2
whose 186:11
wide 167:7; 168:4
wide-ranging 10:24

widespread 167:16
wife 230:14
Wilkins 221:22
Williams 94:11
willing 136:16; 163:21; 243:3
willingness 24:9; 189:18
win-loss 200:21
wind 90:5
window 15:7; 43:20
windows 121:23
winnings 99:24; 100:2
winter 43:20
wisdom 8:19
wish 172:7
withdraw 221:12
withdrawn 148:17
within 5:14; 6:13; 12:20; 13:20; 15:11; 16:1; 18:17; 20:8; 22:13; 40:21; 65:15; 66:5, 24; 70:17; 84:11; 91:6; 114:22; 115:9, 18, 22; 120:2; 122:6, 23; 139:13; 146:17; 150:7; 167:8; 173:19; 188:3; 234:6; 236:8; 239:6
Without 31:14; 36:16; 76:7; 82:20; 88:15; 191:11; 213:4
wives 191:13; 194:12, 13; 195:4; 208:10
Woburn 18:16
woman 37:14; 43:22; 155:17, 18; 170:1; 180:23, 24; 226:6; 238:2, 5
women 21:18; 47:2; 51:14; 114:19; 127:23; 152:3, 7; 238:21
women's 21:19; 55:20; 125:5
won 54:17; 214:8, 8
wonderful 34:17; 97:22; 101:18; 147:12; 170:10; 176:4, 6, 10; 225:18
wonderfully 242:15
wondering 136:22; 199:6; 203:19; 204:5; 232:19
Worcester 6:12; 30:1, 2, 3; 36:20; 40:23; 65:10; 74:17; 127:5; 183:12; 205:6
word 98:13; 111:18; 128:20; 168:15; 203:23
words 130:14; 133:6; 139:19; 150:3; 198:23
work 10:22; 13:11; 20:5; 26:15; 28:14; 30:3; 31:11, 11, 13; 34:13, 14; 35:5, 24; 37:3; 41:6; 47:8; 49:7; 51:7; 52:16; 55:12; 56:3; 62:7, 15; 65:11; 70:11, 12, 24; 71:10, 24; 73:22; 76:11; 80:6; 82:23; 92:21; 95:7, 11; 97:22; 98:1; 101:18; 106:5; 108:1, 2, 6;

109:13; 112:8, 15; 116:8, 24; 128:2, 3, 4, 5, 8, 9, 11; 129:2; 133:11, 12; 135:23; 137:3; 144:4; 145:5; 156:7; 158:17; 159:20; 163:11, 23; 164:1; 169:15; 170:1; 175:3, 12; 176:3, 4; 177:23; 188:21; 201:22; 205:24; 209:24; 210:6; 212:7, 9; 213:21, 22; 224:14; 234:18; 241:2; 243:3
worked 5:5; 8:8, 9; 10:2, 3; 14:22; 43:6; 58:14; 70:21; 114:12; 155:10, 17; 241:22; 242:15
worker 28:21; 35:19; 37:23
workers 24:11; 67:9; 155:24; 156:7; 191:3, 9
working 13:15; 15:21; 21:15; 24:13; 29:14; 33:21; 34:18; 44:6; 52:10; 59:1, 4; 61:18; 64:8, 10, 15; 66:19; 80:24; 84:14; 88:12; 94:20; 103:10; 107:12; 111:6; 113:19; 114:14; 120:5; 122:21; 129:8; 149:14; 158:23; 163:10; 177:16; 234:8
workplace 172:20, 21
works 23:24, 24; 57:5; 62:1; 112:7; 144:17
World 97:7, 15; 100:7; 127:15; 131:21; 166:1; 191:20; 194:2, 8; 233:22, 23
worlds 191:21
worry 137:12; 171:22; 204:24
worse 177:24
worst 20:3; 43:23; 226:4
worth 96:2
wrap 150:17; 222:2; 243:8
wrench 220:11
Wright 218:17
write 50:2; 85:13
writing 78:2; 94:23; 205:20; 219:4
written 11:19; 141:8; 167:1; 216:22; 227:15
wrong 59:22; 88:2; 113:14; 122:11; 125:18; 129:24; 131:11; 157:24; 204:19
wrongdoing 225:14
wrote 85:11; 99:22; 222:8

Y

Yeah 132:24
year 5:13; 6:5, 11; 7:19; 20:11; 21:1; 33:6; 39:18; 22:45:9; 52:20; 66:6; 67:19; 85:20; 88:11;

99:17; 121:20; 147:6, 7; 148:10; 150:10; 153:22; 154:12; 187:4, 13; 216:4; 226:15; 227:5; 228:21, 21; 232:18; 240:22
year's 36:3
year-old 104:5
years 5:19; 7:2; 20:21; 21:6; 33:24; 35:13; 36:6; 39:19; 44:9, 11; 45:14; 51:14, 22; 59:21; 61:14, 17; 62:6, 14; 63:22; 64:9; 65:8; 69:16; 70:22; 72:4; 77:16, 21, 22; 81:1, 17; 85:3; 90:15; 91:2, 5, 16; 93:22; 100:6; 102:3; 105:7; 107:20; 112:3; 114:14; 121:19; 122:5; 126:19, 24; 129:7, 8, 9; 149:13, 16; 150:6; 151:5; 7, 11; 152:14; 153:4; 157:14; 158:21; 165:12; 166:10; 169:16; 173:1, 5; 186:3; 187:13; 188:3; 189:1, 2; 190:10, 15; 194:22; 197:23; 198:14; 199:6; 201:24; 212:18; 213:1; 220:18; 234:4, 7; 235:18; 241:22; 242:14
yellow 80:20; 82:8; 99:2
yesterday 151:2
Yoang 4:12
York 99:17; 103:8; 149:22; 154:3; 174:20
young 32:12, 15; 33:23; 36:1; 37:13, 14; 51:14; 79:5, 13; 86:11, 22; 94:20; 113:19; 119:24; 127:1; 133:22, 24; 134:6, 11, 22; 195:24
younger 73:18
youngster 135:5
youth 6:20; 10:13; 12:8, 11, 13; 21:3, 10; 24:7; 42:7; 52:21; 53:8; 54:5, 6, 8, 9, 17, 18, 21; 55:16, 20, 24; 61:8, 19; 64:10; 65:3, 12, 24; 66:24; 67:6, 19; 70:12, 18; 72:6; 74:1, 5; 84:22; 93:24; 94:6, 18; 119:23; 120:18, 24; 121:16
youth-police 90:22
youths 53:11; 54:24
Yvette 4:13; 142:4; 146:1, 4

Z

zeal 155:1
Zenobia 144:13; 188:14, 16
Zero 80:18; 194:1; 220:13