

Background Interviews on Dr. Joel Fitzgerald
Nominee to lead Baltimore City Police Department
January 1, 2019

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Dear Citizen,

Beginning on December 9, 2018, and over the course of two days, a four-person delegation of members of the Baltimore City Council spent nearly 15 complete hours conducting background interviews with roughly 35 individuals in Fort Worth, Texas.

The purpose of the delegation's trip to Fort Worth and subsequent interviews was to inform the Baltimore City Council as it prepared to conduct confirmation hearings for Dr. Joel Fitzgerald, Mayor Catherine Pugh's nominee to lead the Baltimore City Police Department.

What follows are firsthand accounts gathered from subjects who've encountered Dr. Fitzgerald during his time as Chief of Police in Fort Worth.

A licensed court reporter was used to create transcripts of two separate meetings of community members that were held at local churches in Fort Worth. The portions of the report that were captured by the licensed court reporter appear in their original format and provide an unedited transcript of dialogue during more than four hours of interviews. In order to preserve the authenticity of the transcripts produced by the court reporter, we have refrained from editing those sections.

The interviews featuring Fort Worth elected, government, and business officials were captured by staff to the Baltimore City Council and appear with limited editing.

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Schedule:

- **Sunday, December 9, 2018**
 - 5:00 p.m. to 7:30 p.m.
Baker Chapel AME Church – 1050 E. Humbolt Street, Fort Worth, TX

- **Monday, December 10, 2018**
 - 9:00 a.m. to 4:00 p.m.
Forth Worth City Hall – 200 Texas Street, Fort Worth, TX
 - 5:00 p.m. to 6:30 p.m.
Greater St. Stephens First Church – 3728 East Berry, Fort Worth, TX

- **Tuesday, December 11, 2018**
 - 10:00 a.m. to 12:00 p.m.
Fort Worth Police Officers Association – 2501 Parkview Drive, Suite 600, Fort Worth, TX

Day 1 – Sunday, December 9, 2018

Panel Discussion at Baker Chapel AME Church

Attendees

- Devoyd “Dee” Jennings, President and CEO of the Fort Worth Metropolitan Black Chamber of Commerce
- Estella Williams, Fort Worth NAACP
- Pastor Sultan Cole, founding Pastor of Revealed World Ministries and Chairman of the Board of the Fort Worth Metropolitan Black Chamber of Commerce
- Vernell Sturns, Retired City of Fort Worth Assistant Manager and Form Executive Director of Dallas-Fort Worth Airport
- Pastor Melvin D. Wilson, Senior Pastor of Baker Chapel AME Church
- Coletta Strickland, President of the Fort Worth and Tarrant County Minority Leaders and Citizens Council
- Chaplain Rich Stoglin, Community Leader
- James Dunn, Fort Worth Police Officer and Instructor at Fort Worth Police Academy
- Roy Hudson, Former President of the Fort Worth Black Law Enforcement Association

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1 CITY OF BALTIMORE TOPIC INTERVIEWS

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4 RE: CHIEF JOEL FITZGERALD

5 DECEMBER 9TH, 2018

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7

8 BAKER CHAPEL AME CHURCH

9 1050 E. HUMBOLT STREET

10 FORT WORTH, TEXAS 76104

11

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13

14 BERNARD C. "JACK" YOUNG

15 COUNCIL PRESIDENT

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1 Interviewees

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3 1. Sultan Cole

4 2. James Dunn

5 3. Roy Hudson

6 4. Devoyd Jennings

7 5. Glenn Lewis

8 6. Vernell Sturns

9 7. Rich Stoglin

10 8. Corletta Strickland

11 9. Estella Williams

12

13 Baltimore Delegation

14

15 1. Bernard Young

16 2. Robert Stokes

17 3. Brandon Scott

18 4. Lester Davis

19 5. Michael Huber

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1 1. Questions For All:

2 Q. (2.) How would you describe the

3 Commissioner's ability to implement community-based

4 policing practices?

5 Can you speak to specific examples?

6 A. (Roy Hudson) I can speak on behalf of

7 that. My name is Roy Hudson. I'm the former

8 President of the Fort Worth Black Law Enforcement

9 Association.

10 Based on my experience I'm a former

11 neighborhood patrol officer, NPO, and a former

12 Neighborhood Patrol Sergeant over the NPOs of the

13 community service officers. We had a six-year

14 disconnect in community relations with the police
15 department and the African American community. It
16 was basically left up to the Black Police Officer
17 Association to be that gap.

18 Since Fitzgerald's arrival, I can
19 safely say the relationships between the community
20 and police has definitely improved.

21 As a 23-year Veteran here, he's the
22 most community-oriented Chief that we've ever had.
23 He's all about community policing officers. Our
24 officers are always in constant training. James
25 Dunn is actually a trainer with the Academy, he will

4

1 tell you that.

2 It's turned our department around as

3 far as community relations, as far as the way we

4 deal with people. I think that as a whole we're

5 light years ahead of where we were especially in the

6 small amount of time that he's been here.

7 He works you to death, but that's

8 what you can expect. I can safely say that he's

9 definitely been an asset to our department, to our

10 officers; especially the officers of color and our

11 communities of color. He's definitely been an asset

12 to our city and to our department as a whole.

13 Q. When you talk about you being on the

14 neighbor patrol, are they the same officers that

15 work the same shifts over and over and over?

16 A. (Roy Hudson) Yes, sir. Our neighborhood

17 patrol officers are different than the regular

18 patrol officers. We deal with quality of life

19 issues, long-term problems. It could be something

20 as big as trying to find -- knowing your community

21 stakeholders, knowing who your people are in the

22 community.

23 The NPOs are responsible for all the

24 neighborhood crime; to follow-up on all the

25 neighborhood stats. They provide monthly and weekly

5

1 meetings with their stakeholders. They're over the
2 neighborhood association meetings, they just do it
3 all. They're totally held responsible for
4 everything that goes on in that area. They change
5 their hours depending on the crime trend and they
6 also have to provide a weekly and a monthly report
7 to command staff.

8 Q. The reason why I ask that question, 'cause
9 I grew up knowing all the police officers on each
10 shift. They knew who we were, we knew who they
11 were. They knew the good, they knew the bad, they
12 knew the ugly.

13 That's what we're looking for with

14 community policing where the same officers work the
15 same shifts. If that officer is on vacation, then
16 we know who that next officer is going to be so they
17 can really be engaged with community.

18 A. (Roy Hudson) The problem that we had with
19 our previous Chief, he eliminated all that. We went
20 from a "beat" concept to a "zone" concept, so we had
21 officers that may be on the north side going to
22 south side and it would take every bit of 30 to 40
23 minutes to get there to satisfy a cause for service
24 and it didn't work in that favor.

25 Our previous Chief did not believe in

6

1 that. He eliminated every program that we had that
2 had to deal with community policing, which included
3 Coming Up, our late night basketball programs and a
4 lot of other programs related to funding.

5 When Chief Fitzgerald came into place
6 he brought the beat concept back. The benefit of
7 having a beat concept, when you're a day shift
8 person and you have a situation going on, you hand
9 that information to your second person then to your
10 midnight person. We knew who our robbers were. We
11 knew where to find people, we had confidential
12 informants. We knew who our burglars were, we knew
13 who our business owners were. We knew people who

14 our activist were, we knew people that were
15 anti-police. We knew it all, that was what he
16 brought back into our city in the three years that
17 he's been here. We just got a Best Practice Award
18 due to all the changes that's been brought forward.

19

20 2. Government Employees, Current or Former:

21 Q. (11.) Baltimore is tasked with policing
22 gang and drug commerce related activity. Does Fort
23 Worth face similar issues? If so, how has
24 Commissioner Fitzgerald addressed them?

25 A. (James Dunn) I'll take a shot at this

7

1 question since I do work with in chain. There's a
2 course called De-escalation. In other words, we're
3 going to try to figure out how to bring the
4 atmosphere or the anger down before you have to go
5 hands on with somebody or deal with somebody.

6 Whether it be a gang call or a
7 regular patrol call; using words understanding how
8 you can de-escalate something with just words. Not
9 the first thing you do when you get there is pull
10 out your gun and wreck shop and shut everything
11 down. That is something he has implemented.

12 From a training perspective, before
13 the State he mandated an 8-hour de-escalation

14 course. He was very proactive, he didn't wait for
15 something to happen; he took initiative and mandated
16 all officers to take this course.

17 This equates to our gang unit, our
18 SRT unit, our specialized units. Now, when you get
19 on the scene you must talk to people and figure out
20 what's going on before you go hands on or weapons
21 on. With that being said, I think he's done a
22 magnificent job implementing that. When a police
23 officer comes to the to the scene he didn't want
24 them to just take any kind of action. He preferred
25 to preserve human life with humanity, all mankind,

8

1 love all mankind.

2 A. (Roy Hudson) From a management

3 perspective, our uses of forces have come down

4 tremendously. We have a system in place called Blue

5 Team where all of our acts on cameras are being

6 looked at from the Sergeants on up and they are

7 reviewed by everyone in chain of command. He holds

8 everyone accountable especially the supervisors who

9 impose discipline on these officers. So if you're

10 not imposing the correct discipline based on

11 traditions in the past he holds you accountable for

12 that big time.

13 He's really pressed the point where

14 we do have to change our way of policing. He's
15 stressed that throughout our entire chain. From a
16 management perspective, because I'm a Lieutenant and
17 I have to look through blue teams all day long,
18 everything that you see on video is very transparent
19 because you can't duck a video.

20 He holds the recommendations of the
21 supervisor who imposes discipline accountable as
22 well. So from someone from a management
23 perspective, we appreciate this because our
24 complaints have actually gone down tremendously.

25 Q. The training that you do, does that

9

1 training start when you have new officers come to

2 your forces?

3 A. Yes. He's lengthened the academy because

4 this is something that's necessary and needed to be

5 added. Now every officer is required to have a Body

6 One camera; everything must to be recorded.

7 He's changed the general orders which

8 is basically our bible: These are the rules you

9 will abide by. Your camera will be on at all times.

10 You will record every interaction with the

11 civilians, good, bad, ugly or indifferent so that

12 way you're held accountable.

13 Q. Can you go into the gang and drug culture,

14 how you handle that? We have gangs in Baltimore and

15 they're the ones who's fueling the killings.

16 There's drug and gang members. So how do y'all deal

17 with the gang members?

18 We're under a Federal Consent Decree.

19 Full policies and pattern and practices from the

20 Feds. The President and our whole Council, we ask

21 the Feds to come in to regulate situations. Most of

22 the time the Feds come in on their own.

23 One of the main things that they did,

24 for example, they would go out and literally just

25 clear a corner; anybody on the whole corner.

10

1 We want to know from your standpoint
2 how has it been dealt with here? Have you seen the
3 areas of where you have your gang and drug
4 problems -- have you seen the violence go up since
5 he's been here? How has he dealt with it? Has it
6 been through clearing corners or is it different
7 methods?

8 A. Well, I can say just from personnel
9 perspective, our gang unit was basically disbanded
10 under the old tree; we didn't have a gang problem.
11 When one of city councilman's houses got shot up,
12 now we have a gang problem. They brought the whole
13 gang unit back.

14 In reference to narcotics, I'm a
15 former narcotics officer as well; we didn't have a
16 narcotics unit either until he brought it back.
17 They had bias and they cut narcotics down to maybe
18 four officers for whole city; one for each side of
19 town.

20 He's beefed up the issues and
21 honestly, I've been in certain meetings where you
22 see someone at a normal street corner and make a
23 phone call, and like clock work you either have the
24 gang unit or a special response unit right there on
25 the spot dealing with people.

11

1 He's actually gotten out of his car
2 and let people know, I'm not having this here I will
3 arrest you myself. What a lot of people don't like,
4 especially the new officers; which we're not use to,
5 he listens to his radio and he answers calls.

6 In his interview we asked him what
7 was his biggest criticism coming from Allentown. He
8 said my biggest criticism is the officers don't like
9 that fact that I answer calls. In a city this big
10 when he has the second busiest schedule other than
11 the Mayor, he's still on his radio answering calls
12 and showing up.

13 You can really appreciate that and

14 the troops appreciate that as well because you have
15 a Chief here that's on our level not dealing with so
16 much of the administrative side, but also cares
17 enough to be in the field with us.

18 A. (Chaplin Rich Stoglin) The context of what
19 the Lieutenant is saying, the great State of Texas
20 is divided into 254 counties. Out of 254 counties
21 this is the third largest county in Texas. The
22 first is Harris, that's Houston, the second is
23 Dallas and this Tarrant County.

24 The largest city within Tarrant is
25 Fort Worth which is 900,000 citizens and growing to

12

1 give you context so people will know what we're
2 talking about to give you some appreciation for
3 that.

4 So when you start looking at a city
5 that's 900,000 that's growing, the largest city in
6 the third largest populated county. I think they're
7 saying that 60,000 people are moving to Tarrant
8 County per month to give you context.

9 When you start looking at this area
10 and what's happening and how vast it's growing,
11 they're people coming in, it's huge. Just to give
12 you further context of what the population is and
13 how vast this city is growing. I think this city

14 has 11 stations now and I think one of them was

15 opened under Chief Fitzgerald's watch.

16 This is Southeast Fort Worth; this is

17 the largest quadrant of African Americans, although

18 it's changing, in the city of Fort Worth. North

19 Fort Worth is racetrack and all of that so the

20 lieutenant was talking about the north and south;

21 the distance in terms of calls. So now they've

22 terrifically reduced that because you now have a

23 station over there.

24 Q. One last follow-up to that; for you two

25 specifically. So if you're an NPO or a beat officer

13

1 or whoever and there's a drug corner, what is the
2 strategy to deal with the people on that corner?

3 A. (James Dunn) I think it would be based on
4 the history of that corner. If the officers that
5 work that beat know that's a particular gang unit
6 and they know those people that are in that gang
7 unit, they're going to call a gang out.

8 It's not going to be that officer
9 approaching it by himself -- or it may be. Hey, I
10 know these kids are 15 years old, they're trying to
11 be with this gang and they're not really gang
12 members; it just looks bad because there's so many
13 of them. He can go approach them on his own and

14 talk to them and handle that. If not, he can get

15 the gang unit out and it can be an aggressive call

16 that's needed.

17 A. (Roy Hudson) On the narcotic side, one

18 thing that he brought back, we had several different

19 sections in narcotics. I was in there for a while

20 so I was a part of every unit that was in there.

21 Special Approach Unit, it's called SAU; they deal

22 with the street dealers. I was part of that unit

23 and they go out and they do buy bust right there on

24 the spot in plain clothes instead of waiting on

25 someone to make a buy or a combination to form to

1 work this big case.

2 They use to call them the jump-out

3 boys. We actually would do the buy right then and

4 there. If you're standing on the corner, we're

5 highly trained, we'll walk up and just buy

6 something; that's a delivery, that's a felony.

7 We also have a take-down unit. As

8 soon as that buy is made the take-down unit takes

9 them down immediately. We've seen a lot of dope

10 just based on that. So he's brought that back as

11 well. Like I said, we had a six-year disconnect.

12 Our previous Chief, Halstead, disbanded everything.

13 A. (James Dunn) To piggyback off of that,

14 when we talked about the gangs, I think we all
15 agreed that the homicide had escalated with gangs,
16 violence and drugs as well. Our city has went from
17 300 homicides a year versus last year we had 70;
18 this year we're going to be well under that.

19 Q. When was the last time you had 300?

20 A. (James Dunn) This is 2018. So 2016
21 before he got here we had a homicide rate of 300 a
22 year; he took it down to 70 as of last year. This
23 year we're paced to be lower than that.

24 A. (Roy Hudson) This year we had a total of
25 20 percent decrease in overall crime; that's a first

15

1 in a city this size.

2 Q. Anybody else on that question?

3 A. (Estella Williams) We get all kinds of

4 phone calls and I speak to it from that standpoint

5 not knowing the insides of who's doing what or how;

6 but we get phone calls from individuals in the

7 community complaining about young people slinging

8 drugs or gang members or whatever.

9 When we get those phone calls we make

10 calls to the police department. I can say that we

11 have had return calls from some of the individuals

12 in the community who said they have greatly

13 appreciated the fact that police have shown up,

14 whereas before they didn't show up; they would

15 ignore it or whatever, but they were very pleased.

16 We would do follow-ups with the

17 complainant as well and they were pleased because

18 they said that, that was disbanded; they would find

19 another location. How it happened or what to place

20 with it, we don't know those inside little tactics

21 but we did get feedback that police officers were

22 there.

23 They didn't come in, you know, with

24 guns drawn telling people to, you know, you've got

25 to do this, that or the other; at least they tried

16

1 to form a relationship.

2 I can even speak further. I have a
3 family member who is a law enforcement officer and
4 it's amazing how he builds relationships with these
5 young people who are perhaps products of gangs or
6 products of drugs. It's amazing because I would
7 talk with some of them, because of the position I'm
8 in, and they would refer to him as OG. I was very
9 bothered about that because from my day an OG was an
10 "original gangster".

11 I'm thinking you're calling my
12 son-in-law "OG". Well, I later found out they it
13 was not, they had a relationship with him and it's

14 Officer Garret and you know him. So therefore, it
15 was education for me to think of how he could walk
16 in the mitts of these young people who perhaps were
17 involved with behaviors that were not appropriate,
18 but yet they respected him enough to listen; enough
19 to have a change of mind of things or respect.

20 So that, I would say, came from
21 somebody in authority to say these are things we
22 must do as far as getting these police officers in
23 the communities, being at the neighborhood meetings
24 and things as that. So you know, I think it's a
25 very positive gesture.

1 A. (Roy Hudson) I can add to that as an NPO
2 Sergeant and as an NPO, one thing that he emphasized
3 with us, which was expected of all of us, is to get
4 out of your cars. One thing that we did, we got out
5 of our cars and we went door to door.

6 We'd pick a neighborhood,
7 specifically ones that were not pro-police. We
8 dealt with hard people, not soft people that were
9 pro-police. We actually get out of our cars and we
10 go door to door say "I'm Officer Hudson. I'm just
11 in the neighborhood. Is there anything you need?"

12 You'd get a wealth of information and
13 something that never happened before, but you have a

14 police officer; whether they trust you or not, it
15 like "huh"? It would turn into some good
16 information. "I don't need you but you might want
17 to check out what's going on over here, you know."

18 So what I'm saying is he really
19 emphasized us getting out of our cars, letting our
20 windows down, hearing what's going on. That's very
21 big with him and for someone who's actually in the
22 room, and you actually have to be in the room with
23 him, because he's very transparent.

24 The people that you have probably
25 talk to that have a negative view on this chief or

18

1 people that have purposely and intentionally removed
2 themselves from the room. If you remove yourself from
3 the room, you remove yourself from transparency and
4 information.

5 As someone who spoke out against this
6 last chief, and I ended up having to sue the city.
7 Our National President came down here six times and
8 he let all the people know that the things we were
9 going through internally and externally was the
10 worst that he had ever seen in the history of NBPO
11 being here period, so we were looking for somebody
12 and it starts from the inside.

13 If those expectations come from

14 inside you can't do anything but put that mission

15 out there. You know, if it's emphasized and the

16 citizens see it and the officers see it and there's

17 that expectation, they're going to do their job.

18 He expects you to do your job, he

19 holds everyone accountable. So those horror stories

20 that you hear in most cities about the thin blue

21 line and all that kind of stuff, that does not exist

22 here.

23 Q. It's been said officers get out of the car

24 being on a beat. How did he enforce that or make

25 sure there's officers doing that? A lot of times in

1 Baltimore community wanted them to get out of the
2 car and walk, but it didn't always happen.

3 How do you make sure they're out
4 there, 'cause some of them are saying they're
5 walking the beat, but some are actually not doing
6 it? How does Chief Fitzgerald make sure that
7 happens?

8 A. (James Dunn) Again, we go back to the
9 body camera, everything is recorded. You're not
10 sitting in your car for eight hours, it's on all the
11 time.

12 A. (Roy Hudson) On a bigger sense, he
13 revamped our command staff. He put some people in

14 place that knew about community that were community
15 involved. Some didn't even have the rank normally
16 to have those positions, but he appointed people,
17 key leaders within our department, that knew how to
18 talk to people that were very involved in the
19 community. They're called "Commanders" and those
20 are the key people if you have a problem you call
21 them because they have a very personal relationship
22 with the community and they in turn made things
23 happen.

24 A. (Chaplin Rich Stoglin) Mr. Sturns, years
25 ago you were talking about this kind of thing. He

20

1 is the one, this is the guy and these are icons who
2 brought in people from the cities because you have
3 to report to Civilian Personnel. So this gentleman
4 here brought a lot of people and some who became
5 city managers and others. So Mr. Sturns has been
6 talking about this for a long time. Right, Mr.
7 Sturns?

8 A. (Vernell Sturns) Yes, sir. I want to say
9 a word about the neighborhood police, NPO. We have
10 one in our neighbor and he attends our meetings. He
11 reports on crimes that occurred in the area.

12 I mean, it's a great relationship.

13 The development cooperation furnished the office,

14 would take two cases of water down there every week;
15 that was because of the relationship that had been
16 established with neighborhood police officers. They
17 changed, I mean, it's not the same person all the
18 time. They changed but the quality of the training
19 is there.

20 A. (Roy Hudson) One thing that I appreciated
21 about Chief Fitzgerald is he doesn't have a filter
22 when it comes down to telling you what you need to
23 hear. When we were first having issues with our
24 previous chief, and y'all probably know about the 3E
25 Plan, one of the things that we fought for was to be

21

1 in the room and be able to hear these decisions that
2 were being made. So as the President of BPOA I
3 actually got to sit in the room with Command
4 Staffing; you hear some stuff that you normally
5 don't hear.

6 One thing that he did tell everyone
7 on his first meeting, anything that goes on inside
8 this room that you hear; if I hear anything
9 different that comes out of this room I'm going to
10 hold all of you all accountable because it happens
11 right here. I'm not going to tell you how to run
12 your shop because y'all make too much money for me
13 to tell you how to run your shop, but I will tell you

14 I will hold you accountable.

15 So whatever goes on in this room it

16 better not come back otherwise. Now, people did

17 what they wanted to do, that's the nature of the

18 beast. This culture here, they weren't ready for a

19 black chief. If I wouldn't have made a whole bunch

20 of noise, we still wouldn't have one.

21 The city was forced to put us in a

22 position to address diversity and he is that person.

23 I hate to say this, selfishly, we would like to keep

24 him honestly.

25 You can ask any officer of color what

1 we went through, and I've been here 23 years. He's
2 definitely made a difference here whether you like
3 his decision or not. I mean, with any chief you're
4 not going to agree with everything he says, but he's
5 a very smart person. When he says make it happen
6 and you put his plan in place you understand.

7 He's kind of light-years ahead of
8 what we were accustomed to because we had a rock
9 star chief who just really wouldn't let the POA and
10 anybody else plug at him and he was out of the
11 picture. In fact, the last thing this last chief
12 did was remove the word "diversity". The word
13 diversity was removed from our general orders.

14 Anything that had to do with diversity he removed

15 that word and ordered that word to be removed. 2.

16 2. Government Employees, Current or Former:

17 Q. (8.) Thinking about that, can you

18 describe how Dr. Fitzgerald and his ability to

19 explicitly deal with and address additional

20 institutional racism and bias?

21 So we're thinking about that from

22 racial inequality within the system. You know, the

23 policy, your practice, discriminatory treatment;

24 like, give me examples.

25 A. (Roy Hudson) One of the first things he

23

1 did is he put diversity back in our general orders.

2 Number two, he addressed the issue where African

3 American officers and specifically supervisors that

4 have never been in positions such as homicide.

5 Those elite positions that people stay in and get

6 credit for and put on their resume, he stressed that

7 as well as surprised people and came on interviews,

8 you know, just popped up.

9 Traffic division, where I am

10 currently, that was where racism, if that's what you

11 want to call it, the racial issue initiated here.

12 They were making snowmen and putting bananas in

13 their mouth and putting nooses and taking pictures.

14 Everybody that complained about it got retaliated
15 against and transferred out or fired or accused.

16 We had a situation where one of our
17 black lieutenants had interviewed for the lieutenant
18 spot, which I currently hold, and it was already
19 wrapped up 'cause it's the good old boy system. You
20 know, they already know who they're selecting, they
21 just put you through the process; well, the chief
22 showed up. The chief just showed up and he found
23 out when the interview was and he showed up and he
24 asked questions on leadership, and they didn't ask
25 questions on leadership.

1 After his questions they didn't have
2 a choice, and I don't think it really had anything
3 to do with his position. He had some very key
4 questions that had to do with that specific
5 position. They didn't have a choice; for that
6 reason it was the best person for the job. Normally
7 we were excluded, not even accounted for or we
8 didn't even make the cut for an interview.

9 Q. I think the stuff you're saying is great,
10 it's definitely something that myself and the
11 President have been dealing with in our police
12 department since I was a staff member.

13 Also, one thing about what practices

14 that impact the community; I think a perfect example
15 is no matter where you are in America, if you're
16 black or brown you're much more likely to get pulled
17 over, searched, pulled out of the car, all of those
18 kinds of things. How has he dealt with those kinds
19 of structures here?

20 A. (Roy Hudson) I'm actually over the
21 procedure of the Justice Division because I am in
22 the community. He hand selected me because I'm
23 involved in the community to head that program.

24 We have a staff here that actually
25 goes out and talks about procedures; we have a

25

1 PowerPoint Presentation, we had one the other night
2 in Como. He's very open and he will meet you
3 whenever you want to talk about something, even if
4 it's for lunch or for coffee. He makes himself
5 available especially considering his schedule.

6 A. (James Dunn) To piggy back on what he
7 said, he started our procedural justice program. We
8 have a procedural justice unit that teaches and it's
9 mandated every officer goes through this course on
10 procedural justice.

11 If you want to promote in the Fort
12 Worth Police Department there's a book called 21st
13 Century Policing that deals with diversity. The
14 main course is on diversity; you have to read that

15 book in order to promote to become a supervisor and

16 to be a leader.

17 So these are things that he's

18 implemented that he see's; you need diversity in

19 order to lead people. You can't just go and get

20 promoted and be a sergeant over somebody's career

21 and livelihood and you don't know anything about

22 diversity. So every promotion has that book in it

23 now since he's been here.

24 Q. Is there anybody from the community that

25 want to chime in on that question, how he's dealt

26

1 with institutional racism?

2 A. (Vernell Sturns) It's no different here

3 than anywhere else. Institutional racism is alive

4 and well and it's been fought on many levels.

5 Politicians, community activist; it's something that

6 you could never turn your head to.

7 A. (Glenn Lewis) Well, I have more of an

8 experience with the chief. He's a big supporter,

9 allowing police officers to actually go in and

10 invest on the front end versus divesting on the back

11 end with kids and in the city.

12 When you're talking about dealing

13 with racial issues, what that allows a police

14 officer to do is to actually have an experience of

15 cultural sensitivity. So now what he's done, he's

16 adopted a literacy initiative because he does

17 believe in investing on the front end versus

18 divesting on the back end and allowing police

19 officers to go in the schools and work with

20 students; teaching them how to read.

21 He's a huge proponent of support of

22 education because he realizes that's a great

23 investment in our community.

24 This year alone the goal was 250 out

25 of the 1800 employees and that's police officers as

27

1 well as civilian work force. This year we have 100
2 people that are going in right now once a week
3 working with a student and sitting down with them;
4 he's letting them do that on the clock.

5 A. (Roy Hudson) When the call load gets low
6 and when they have a chance, they are officially
7 trained in the Read To Win Program and the city has
8 adopted it. The Mayor's office has adopted it, Fort
9 Worth ISD has adopted it. In fact, we did the Pilot
10 Program for that program and it's actually data
11 driven so you can follow the stats all day long.

12 When the case load gets low enough
13 they actually have permission from the Chief to go

14 to these schools and read to kids; teach the kids
15 how the read and it's a curriculum that they have to
16 go through the training for.

17 A. (Glenn Lewis) The officers are referred
18 to as First "Read" Respondents.

19 Q. We were trying to reach Randy Simpson,
20 the President of POA, Tarrant County, Regional
21 Lodge 44 and they refused to meet with us.

22 Can you share any information as to
23 why they didn't want to meet with us?

24 A. (Roy Hudson) I'm one of the founding
25 members of DPOA. The reason why we were --

1 Q. Are you all apart of this or are you-all

2 separated?

3 A. (Roy Hudson) No. I'm a member of all

4 three, the Latino Police Officer Association, the

5 POA and the Black Police Officer Association. I

6 chose to do that because I wanted to know everything

7 that's going on. Historically, the reason why we

8 got started is because when we needed help we got

9 none from the POA and we're paying members.

10 I've been a paying member since I

11 started the academy. There were 36 of us that had

12 an issue with Chief Halstead when he was here. As

13 President of the BPOA, I took our issues to the BPO

14 President, which was Rick Van Houten.

15 I said on behalf of the paying

16 members who are also dual members, we need your

17 assistance with dealing with the Chief. He told me

18 to my face, in reference to the BPOA we're going to

19 take a neutral stance when it comes down to Chief

20 Halstead so you're on your own; you can look it up

21 on YouTube.

22 I cried like a baby and I came back

23 to my office, I took my uniform off. I specially

24 put my National Black Police Officer shirt on and I

25 met the media across the street; I gave my statement

1 that he needed to step down. It was after we

2 received no help from POA.

3 Well, now, it's a little bit diverse

4 typically, no, but historically that's one of the

5 reasons why we formed because even though we're not

6 labor, we were in this boat by ourselves.

7 In reference to community efforts,

8 the Chief wouldn't even give us permission as black

9 officers to go out and do things in the community

10 unless he brought his camera and his crew so he

11 could take pictures.

12 This Chief here, we have the largest

13 back to school give-away in Tarrant County period;

14 he participates. I've got pictures all day long, he
15 comes out with us. Anything that's community based
16 he lets us do it for comp time; this other chief
17 denied us.

18 We were our own recruiters for not
19 only our black officers, but to even get our young
20 people interested in the police department.

21 Q. I would like to know why.

22 A. Because you only have 104 out of 1800
23 people. If they have a concern -- if we have a
24 concern it's generally not their concern. They're
25 still use to those old biases, the majority. The

30

1 majority still wanted Halstead here.

2 Even though he admitted on National

3 TV that he did wrong by doing us wrong, they still

4 went to City Counsel and they rallied round him to

5 keep him; they didn't see anything wrong with that.

6 There were a lot of us that were

7 unjustly fired, including James here, and Chief

8 Fitzgerald brought those officers back and put them

9 in integrity unit; not only to protect them, but to

10 show others who didn't know who weren't in the room

11 when all this stuff was taking place, that these

12 officers not only didn't do anything wrong, but

13 they're also salvageable when they do do things

14 wrong.

15 He's very compassionate, he's very

16 concerned about diversity. We've never had this

17 many African Americans here graduate in the Academy.

18 Now, we have four or five, seven when there use to

19 be two or three; seven in the last one.

20 These new officers are kind of

21 ballsy; not only are they on probation, but they're

22 holding board seats in our organization. They're

23 still on probation and can be terminated at any time

24 with no recourse, but that should show you where

25 were we in the past to where we are now.

1 There's a fear of what's going to
2 happen if we lose him. It was horrible especially
3 when you don't get support from the majority, the
4 people that are labor that are suppose to be
5 protecting you through process rights; we didn't get
6 it. They will tell you to your face, "we're not
7 doing anything".

8 4. Community Leaders:

9 Q. (2.) How would you describe
10 Mr. Fitzgerald's responsiveness to community
11 concerns?

12 I think you've already answered that,
13 but if somebody else could reemphasize that for us?

14 A. (Glenn Lewis) You mentioned him showing
15 up at different events. The one thing that
16 impressed me recently during Thanksgiving, he showed
17 up and he didn't have his police uniform on, but he
18 came out with his son and had his joggers suit on.
19 If you looked at him you wouldn't have even thought
20 that wasn't the Chief.

21 Just that kind of personal
22 interaction and handing out boxes and getting
23 involved and passing out food to families and things
24 of that nature, you know. He didn't just show up
25 and leave after the event was over with, he hung

32

1 around about 45 minutes, an hour later just

2 engaging.

3 A. (Roy Hudson) We call it barbershop

4 conversation after it just having been that way, but

5 you know how we talk in barbershops, right?

6 It just so happen I was in uniform

7 getting my haircut, coming home and some people had

8 some questions about an unfavorable decision, the

9 Jackie Craig situation that you have probably heard

10 about. I called the Chief; I said there's some

11 people that have a question. He said where are you

12 at?

13 He came right on and sat down and got

14 his haircut and he was very open about that
15 situation. That kind of started a trend; it's
16 something we just started. We called it barbershop
17 community conversation; he said Roy, that was a good
18 idea. So we scheduled with barbershops just to have
19 open and honest and transparent conversations.

20 The people that are fussing, they
21 gravitated around me when I had an issue but they
22 didn't say anything when Halstead called a minister
23 against cops in their own church.

24 When you have a police officer speak
25 up and say, wow, there's something going on here.

1 When you have all the activist, whether you like
2 them or not, some of them are the one's that are
3 speaking up against him now; they gravitated toward
4 me because of -- maybe their own agenda.

5 Q. What activist are you talking about?

6 Police activist?

7 A. (Roy Hudson) No, the community activist.

8 Some of them have put out some wrong information.

9 I'll give you an example if I can.

10 Let's say Dr. Bell's church, you

11 know, I know he's spoken out openly against the

12 Chief. When I spoke out against the Chief we

13 developed what we call Unity In The Community

14 Coalition. It has grown tremendously since we first
15 started, but on one of our meetings he brought a
16 young lady in, Assistant Manager Valerie Washington;
17 she came in with a family and a young man claimed to
18 had been tased in the back of the head and unfairly
19 treated by police officers.

20 Myself and our treasurer, our
21 original secretary, we talked to that family after
22 the meeting and it sounded bad. Dr. Bell was like
23 the police is this and this and corrupt and he had a
24 whole crowd of people there. The Constable was
25 there, people from Fort Worth ISD, people from TCC;

1 they had the Board of Trustee and a whole church
2 full of people and they listened to this young lady
3 and her son talk about how they weren't fairly
4 treated.

5 Well, afterwards I talked to the
6 young lady, the parents and the young man. I asked
7 did they have a police report. He said, I have the
8 police report right here.

9 What do you see? Possession of
10 marijuana, possession of prohibited weapon, evading
11 arrest. So what I did is, I went back and I pulled
12 the video; it wasn't what they said it was. That
13 child was a student and somebody called in on him

14 and the police showed up, they chased him, they

15 tackled him.

16 When they tackled him a gun and dope

17 fell out of his pocket and he was actively trying to

18 reach for the gun; they could have shot him. They

19 used a less lethal technique, a Taser, which we are

20 trained on. When they pulled out the Taser instead

21 of a gun when he was moving around in the struggle,

22 one of the Taser probes hit him in the head; that

23 happens, that's collateral damage.

24 When I went back to talk to Dr. Bell

25 about that. I explained he was misinformed by these

1 people and I would appreciate it if at the next
2 meeting you would straighten that out because you're
3 talking about the entire department.

4 The next meeting he didn't do it. In
5 fact, he said the same thing and I talked to him
6 about that. He said well, you just have a different
7 relationship with the Chief than I do; it had
8 nothing to do with my relationship with the Chief, I
9 like Dr. Bell. I don't have anything personal
10 against him.

11 In fact, he helped me when I was
12 going through my struggle because I was in this by
13 myself. When they say people got your back; when it

14 comes to a situation like this where you've got the
15 whole department and majority of them don't look
16 like you; the ones that looked like me they stood
17 way back.

18 I was on TV by myself speaking up
19 against the Chief and people from my own Board
20 stepped away because they were afraid of
21 retaliation. That's what we typically do; no
22 disrespect, but that's what we typically do in
23 situations like that especially when they talked
24 about losing your position and your shift and your
25 days off and your take-home car and the benefits

1 that come behind that.

2 I never was afraid of that and I've

3 been here 23 years and I've never been in trouble.

4 I've never had a day off, never been counseled,

5 never had a wreck, my record is spotless. In this

6 day and age that's rare, but I'm speaking on someone

7 who has never been in trouble and supervisor.

8 What I'm saying is, when you have an

9 opportunity to correct the problem, you start to

10 look at that situation differently in reference to

11 relationships. I'm telling you what you put out

12 there is not factual.

13 What I appreciate about Chief

14 Fitzgerald is when we do have an issue he use to
15 call all three Presidents in when we had a critical
16 incident he would show us what he had. He would say
17 now I'm going to call our people, you know, the
18 community in and show them this because we have to
19 be transparent.

20 Well, Rick Van Houten, the President
21 of the POA said we can't do that because we need to
22 protect the due process rights of the officer. I
23 said, no, we need to be transparent and he let him
24 know, which I appreciate it, "let me make one thing
25 clear, you may be the President of the POA, but

37

1 you're not running this department. So I'm
2 removing -- I'm stripping you of any and all
3 responsibility that you thought you had, this is my
4 department."

5 I really appreciated that on that
6 end, he set the tone. So at the same time when he
7 goes to the meetings with the general membership
8 they only listen to him because they're not in the
9 room. Unfortunately through personal reasons and a
10 personal agenda he preached a different message
11 because he was a Halstead fan too.

12 A. (Chaplin Stoglin) To get a broader
13 perspective, I know the officers are talking, maybe

14 the community can talk. I know he's been involved
15 in some chamber community issues. People normally
16 talk, but I know in Arlington where I live, he has
17 been very involved in talking to our Chief of Police
18 and been involved because you have the larger police
19 chiefs in the area. So I know he's been in some
20 chamber events and some other events that typically
21 we didn't see other people talking.

22 So I know he's even been to Arlington
23 which is the second largest city in Tarrant County
24 for some events and as the Chief of Police here to
25 be a visit there.

1 A. (Glenn Lewis) I think one issue we have
2 not addressed, perception is everything.
3 Unfortunately, you can't be all things to all
4 people. One of the concerns that some people have
5 addressed, even in our community, is that they maybe
6 didn't feel as though the Chief connected with
7 enough people.

8 I'm strategic in asking certain
9 question, because in the beginning I asked you what
10 pastors were in Baltimore. The Chief and I talk and
11 I always just let him know I'm just here just to
12 provide some insight, a different perspective.

13 One of the things I think is key if

14 he does go to Baltimore, I've expressed this to
15 Chief, you've got to get a community for you, your
16 wife and your son. Even if you don't join a church
17 in the Baltimore area, go visit the churches because
18 our people want to feel connected with you.

19 He had a long list of accomplishments
20 here in Fort Worth, Texas but people don't care
21 about that unless they can feel like they can touch
22 you and they know you. That was some of the
23 concerns, you know, that some people had, Dr. Bell
24 and some other people. It's probably because maybe
25 he didn't become a member of somebody's church.

1 Honestly, I'm speaking as a pastor.

2 A. (Roy Hudson) In my talking I think I kind

3 of got away from the FOP question. Typically the

4 culture here, there's a disconnect or with the

5 officers there's an anti-administration attitude

6 here stressed by the POA that you can't trust

7 anybody that's in command staff.

8 They're fighting for your rights and

9 the administration is against you, which is simply

10 not the case. That's probably why you're not

11 getting corporation from anyone. Now, you can talk

12 to any of us, we'll be more than happy to talk to

13 you but we don't make up the majority. Half of us

14 don't even go to the POA meetings because the things

15 that they do don't pertain to us specifically.

16 When we have tried to get them

17 involved in things -- when you were talking about

18 black or Hispanic, there's a negative connotation to

19 it anyway. So they have refused -- well, some in

20 the past, especially during Rick Van Houten's time,

21 they had refused to even participate in the

22 community events with us.

23 It's always like we're trying to

24 overthrow the government or something when you throw

25 black into something or Hispanic into something. So

40

1 to go back to that question, that is probably the
2 reason why you're not getting corporation from the
3 members.

4 A. (James Dunn) I'm going to be a little less
5 political correct. Van Houten has an issue with the
6 Chief and his followers carry on that same issue.
7 He got in some trouble with Fitzgerald and he didn't
8 like that; before that was never heard of 'cause he
9 had the good ole boy system. You just don't touch
10 the POA President, 'cause this is who I am and this
11 is what I do. He could have fired him; he held him
12 accountable and he got punished. So his kick-up is
13 the reason why you're getting negative feedback from

14 the POA.

15 4. Community Leaders:

16 Q. (7.) How has Commissioner Fitzgerald

17 supported the immigrant community of Fort Worth?

18 A. (Roy Hudson) Well, I know that he's

19 involved with the local moss. Is that what you're

20 talking about?

21 Q. In general community, his general

22 practices.

23 A. (Glenn Lewis) If you looked at his Chief

24 Advisory Board, it has made up a diverse group

25 across our entire city.

1 A. (Vernell Sturns) In Texas we've got a

2 whole lot of immigrants; you've got to be sensitive

3 of it.

4 4. Community Leaders:

5 Q. (3.) How would you characterize CF's

6 ability to prioritize and connect with marginalized

7 community groups, i.e. race, gender, sexual

8 orientation, people with disabilities, the homeless?

9 A. (Randy Scott) As far as gender type

10 relationships, I don't think there's a general issue

11 with him not being involved in any of those groups.

12 I'm going to reverse that. I don't

13 think that's where any of the issues of the

14 community is about, it's basically been about race.
15 We were one of the first groups, when he first came
16 to town, had a reception to him to let him know how
17 important he was to the total community; we
18 spearheaded that perception.

19 Secondly, I was in a meeting with the
20 President of The Hispanic Chamber two days ago and
21 this similar issue came up. His name is John
22 Hernandez, I think he'll tell you the same thing I'm
23 about to tell you. A big issue here was Sanctuary
24 Cities and the Hispanic communities embraced the
25 idea of Sanctuary Cities so you had some splits

42

1 there within the Hispanic community.

2 Basically a lot of them embraced it,

3 they marched about it; it was a big deal here in

4 Texas, big deal here in Fort Worth. The Hispanic

5 community rose up and said they would love for this

6 city to be a Sanctuary City.

7 My point to you on that, even though

8 there were rules and regulations concerning, I

9 guess, walking by being Hispanic or being arrested

10 because they could ask you for your papers.

11 Chief Fitzgerald went out of his way

12 as much as he could within the rules of the police

13 engagement to let the Hispanic community know that

14 the officers, under his command, wasn't going to be
15 running out there just grabbing Hispanic people and
16 telling them "give me your papers".

17 He made it clear to the officers that
18 that was not going to happen on his watch. So
19 that's the biggest thing I think that happened here
20 and it showed his leadership on that.

21 A. (Roy Hudson) As far as the LGBT, we have
22 representatives assigned in our department that
23 represent that community.

24 A. (James Dunn) We have a course as well
25 that is taught by an alternate lifestyle officer

1 that teaches other officers how do deal with that

2 community; mandatory.

3 Q. Homeless too?

4 A. (James Dunn) Same thing with homeless,

5 autism, mental health, all those classes are

6 mandated through this Chief of how to deal with

7 diversity. Not everybody is going to be the normal

8 or what you're use to seeing; you need to learn how

9 to deal with other people's race, gender, their

10 ethnicities or their backgrounds and lifestyles.

11 Those are the things that he has

12 mandated through the training of the Academy that

13 I've seen personally. He sat on the Board and say

14 hey we need to get this, this and those classes.

15 I'd go out and get them and get the contracts signed

16 and classes were there and these officers were

17 mandated to go to training just like shooting or use

18 of force or non-lethal weapon and anything else, he

19 had these classes and made sure that the officers

20 were trained with diversity.

21 Q. What do you mean?

22 A. (James Dunn) So there's an LGBT Board and

23 there's members from that board that teaches other

24 officers that may not have that life style how deal

25 with that lifestyle or what things that might offend

1 them that we might not think is offensive.

2 There's certain words that are

3 offensive now as far as referring to some with a

4 particular gender. It's learning what's being

5 offensive to somebody whose never dealt with that.

6 A. (Roy Hudson) To follow up with what James

7 was saying from a training perspective, we have a

8 training that we have to go through constantly

9 because we're always in constant change for the

10 good.

11 We have to go through this thing

12 called Power DMS. Typically in the past when there

13 was new information or new change or a new general

- 14 order the Sergeant or the Supervisor would read what
- 15 it is and then you get it, you sign a sheet of paper
- 16 acknowledging that you received it.
- 17 Well, the accountability part it with
- 18 Power DMS is you have to read it and you have to
- 19 take a test at the end to get past it. You can't
- 20 just take the test again and again until you pass it
- 21 because that too was being monitored by your
- 22 supervisors who held you accountable. The
- 23 accountability came around the circle. You have to
- 24 validate that you know this information especially
- 25 when you get in trouble.

45

1 So you can't say you didn't know this
2 information because you have, it's documented and
3 you passed the test.

4 A. (James Dunn) We have a Tech Med Program
5 and PSTD program that no one in this area has.

6 1. Questions for All:

7 Q. (4.) How would you characterize CF's
8 ability to successfully investigate and discipline
9 officers if necessary?

10 My question is, we still have the
11 corrupt police still in the police department that
12 still have their same old network.

13 If he's selected as the Commissioner

14 in Baltimore how would he deal with cleaning what

15 Trump called the "swamp" that's in the police

16 department?

17 A. (Roy Hudson) I can tell you this

18 personally because I came out of his office. I

19 invite any of you to check, it's probably public

20 record, on the arbitration success rate here when

21 officers are disciplined. Since we're under Civil

22 Service Protection they go to an arbitrator and they

23 get their jobs back or the discipline changed.

24 Check the record, officers rarely

25 have won their arbitrations because he handled it

46

1 straight up and the POA does not like that.

2 Q. The reason why I said this is because

3 there was a test that was given out to other

4 officers in Baltimore. The guy they gave the test,

5 the people got promoted and he's still over there;

6 he got slapped on the wrist.

7 Q. Adding on to the Councilmen's question

8 too, I think that especially for the officers, it's

9 important for you guys to know that; in Maryland the

10 police officers actually have extra protection, so

11 they have a law enforcement officers bill of rights.

12 So he would have extra steps, it's

13 extremely hard to fire a police officer in Maryland.

14 A. (James Dunn) To piggy back off of that as
15 it relates to the POA Department, the good old boy
16 system, again, there was an officer that got in some
17 trouble and Fitzgerald held him accountable and
18 fired him rightfully so.

19 The POA got in an uproar and went to
20 bat for this particular officer. They all
21 surrounded him, had a press conference; they said
22 the Chief was wrong for firing him. They got
23 part-time jobs and set-up a GoFundMe account to
24 support this officer and his family and put his kids
25 on TV. They painted this beautiful picture of this

1 officer who had done wrong.

2 What he actually did was he shot a

3 black man that was unarmed with a shotgun and said

4 it was an accident.

5 A. (Roy Hudson) He showed the POA and myself

6 the video.

7 A. (James Dunn) Fitzgerald held him

8 accountable because he lied. He said I don't

9 remember touching the trigger, it went off by

10 itself. No gun will fire unless you pull that

11 trigger, he shot that man and Fitzgerald fired him.

12 He went to arbitration and had all of

13 this political stuff behind him. The Arbitration

14 lasted five days; on the second day of the
15 arbitration he quit the job and said he didn't want
16 his job back. He was glad they didn't indict him;
17 his lawyers advised him to take his stuff and keep
18 walking.

19 4. Community Leaders:

20 Q. (6.) Can you talk about how Chief
21 Fitzgerald implemented a standardized method to file
22 complaints against police and track progress of
23 cases and be transparent as possible with that
24 information?

25 A. (Roy Hudson) In one of the meetings they

1 were coming up with a way to put it on the Fort
2 Worth website, not to name the officer but to put it
3 out there; what the officer did, what the
4 allegations were and what the punishment was to make
5 it public for everyone to see.

6 A. (James Dunn) It's out there now,
7 arbitration, rules and everything for the police to
8 see.

9 Q. Has he put any new practices in place, new
10 policies in place, about how to handle them; a more
11 open way for the citizens to report them and that
12 kind of thing too?

13 A. (Roy Hudson) He just made it clear, this

14 is what we're about, total transparency.

15 When we've had critical incidents

16 before it makes the news he calls those people that

17 are going to be boisterous. He wants them to see it

18 firsthand so the message doesn't get misconstrued.

19 He understands that the true message

20 is going to come from the people that's putting it

21 out, not a paper, not social media. He invites

22 reliable sources to let them know what information

23 he has. He does explain that most are doing it

24 right, but acknowledges that some are doing some

25 wrong things and are held accountable.

1 Q. Can you talk about how Dr. Fitzgerald
2 handled this recent incident with the camera footage
3 and the leakage? What does everyone think and how
4 was that situation handled?

5 A. (Roy Hudson) I wasn't involved in the
6 investigation. I know he was truly upset that the
7 two people he trusted, according to the
8 investigation, was violated. Through the internal
9 investigation and the information that was presented
10 to him he demoted two officers for exposing
11 information off the record.

12 They were upset with the Chief
13 because initially it seemed he was giving them

14 preferential treatment because we had a race

15 problem. He's the one that provided all the factual

16 information about the things he was doing.

17 Q. When you say black officers "objected to

18 the pole", what do you mean by that?

19 A. (Roy Hudson) Because our relationship

20 with the POA, especially the Board of Directors at

21 that time, we knew the agenda. The day before Chief

22 Fitzgerald was sworn in he asked me to meet him at a

23 restaurant. I was on the committee hiring

24 committee; of course I'm going to meet with him.

25 He said Rick Van Houten wanted to

1 meet with him but he wanted to make it clear that he
2 was going to be transparent with him and it's going
3 to be equal with everybody; it wasn't going to be
4 any behind the scenes kind of stuff. So when I met
5 with him Rick and his whole crew was surprised
6 because he was wanting either a favor or he was just
7 trying to feel him out.

8 We had an issue with officers being
9 arrested for alcohol related issues. Rick Van
10 Houten ordered a whole tray that took up half of
11 this table with shots trying to get the Chief to
12 drink and take shots with him, but the Chief was
13 very aware of that.

14 There was a Caucasian guy looking
15 over at the Chief and after about the fourth or
16 fifth time of Rick Van Houten trying to get CF to
17 take drinks, the Caucasian gentleman asked did he
18 know who he was. He told Van Houten that he knew he
19 was the same person that got dirt on the previous
20 Chief. He explained that he looks a little
21 different without the uniform on. He told Rick he
22 was a snake; that's a good man. If you do anything
23 to discredit him we are going to deal with you.

24 They were suppose to send
25 representatives from each association to talk to the

1 officials but they didn't include, as promised, and
2 I addressed that they neglected to include us in the
3 process.

4 Q. We've heard about the pole. Did you
5 answer the pole questions?

6 A. (Roy Hudson) I responded, it was biased.

7 Q. As far as you know, did most black
8 officers respond or didn't respond?

9 A. (Roy Hudson) We did not respond, but we
10 responded in e-mails because it was obvious the
11 questions were very biased. They weren't even
12 questions you could even think about, they were
13 just biased questions. They were very opinionated

14 questions and those aren't legitimate questions that
15 you ask anybody. The questions had condemnation to
16 them, there was nothing good, nothing objective.

17 Q. When we look at what the percentage is for
18 the answers, are you saying that if you don't have
19 black officers responding that's going to effect the
20 rates?

21 A. (James Dunn) Yes.

22 A. (Roy Hudson) I'll be honest with you, we
23 have more Hispanic officers than black officers. I
24 think as a whole if you put all of the officers of
25 color in the mix it would pretty much be equal.

1 If you're going to pole people, ask
2 any officer of color. Get the big picture because I
3 don't think we even make up three percent. We have
4 a concern with the POA; we've asked for equal seats
5 at the Board and we never got those equal seats.

6 In fact, even on the hiring committee
7 the POA had three members, the BPOA had two and the
8 LPOA had two. To go further than that, we had three
9 days of interviews and they allowed the POA to walk
10 out with the questions and I made a fuss about that.
11 I held it up on the second day and I said we're not
12 going to ask these questions because you-all have
13 compromised the whole interview process. They had

14 to call someone from human resources to make a

15 decision.

16 4. Community Leaders:

17 Q. (4.) What personal qualities make CF

18 successful/unsuccessful in his role here in Fort

19 Worth? They can be quick impressions.

20 A. (Roy Hudson) He's compassionate. He

21 cares about his officers. He cares about the

22 community; very hands on. Some people would say

23 he's a micromanager. Some people say he's on full

24 throttle all the time. He works you extremely hard.

25 A. (Glenn Lewis) I think he's very

1 thoughtful in his decision making process. It's a
2 rarity when a person may have to go back and rethink
3 a position and then change it, but I think he does
4 his due diligence.

5 A. (Roy Hudson) Innovative. One of the
6 things that I think he's been a little short on
7 y'all may need to help him with when he gets to
8 Baltimore with:

9 Like it or not the Police Chief of a
10 large city is a political job. You can't just be a
11 police officer, you have to be a politician as well
12 because perception is reality. You have to have
13 some PR people or some skills to sort of manage that

14 perception in the overall community and I don't

15 think he's done a good job of that here.

16 I've lived here 64 years,

17 representatives, community, in the state house; I've

18 been involved. A lot of the things I'm hearing here

19 today, I've never heard 'cause he didn't do a good

20 job of putting them out there. He needs a good PR

21 staff or somebody around him who is a politician.

22 A. (Estella Williams) I would just say that

23 he's supportive. From the standpoint of an

24 organization, I found that if he could not do

25 something that was asked of him he did solicit

1 support from others and not just let it drop.

2 A. (Glenn Lewis) He's extremely intelligent

3 to be innovative and proactive with things that no

4 one else has done in this state. He has put us on

5 the map in so many areas I couldn't have dreamed we

6 would have been in for the things we are doing in

7 our training facility. He's miles ahead of the

8 technology and what's going on and a people person.

9 He has love for all mankind, not just a black

10 officer or a white, your family, your kids; just

11 people in general. He may not be a politician but I

12 think he's a very humane person.

13 A. (Roy Hudson) Chief Fitzgerald knows

14 officers by name. I lacked one class from getting a
15 certificate. He asked Roy, why haven't you gotten
16 this certificate? I told him it doesn't pay me any
17 more than what I get to have the certificate. He
18 explained that shouldn't be the reason and that I
19 needed to elevate myself. He pushes all of us to be
20 educated through training.

21 A. (Vernell Sturns) I agree with Glenn, you
22 know, what you guys say today is what a chief ought
23 to be, it's not out in the community. I can
24 understand it's hard to try to engage with
25 everybody, but he's got to do a little better job.

1 I believe after listening to you guys he's done some
2 very dynamic things with that department, but I know
3 what it was like in '73.

4 Q. Why do you think Chief Fitzgerald wants
5 this job?

6 A. (Roy Hudson) I don't think that he feels
7 appreciated for the work and progress that he's done
8 here. He's been here three years and he's a change
9 agent. For someone who has gotten us as being
10 recognized as the largest city for best practices; a
11 chief who has reduced crime by 20 percent overall
12 without being compensated, no raise, no nothing.

13 A. (Chaplin Stoglin) Please make sure he has

14 a performance evaluation every year. He hasn't
15 received one here in the city of Fort Worth since
16 he's been here.

17 Q. Where is this supposed to come from?

18 A. (Glenn Lewis) He's supposed to have one
19 every year. This chief has unfortunately got caught
20 up in a lot; some that is his fault and some is not.
21 What's not his fault is having a performance review.
22 What's not his fault is who is responsible to giving
23 him that review. The politics as I see, you have
24 city counsel folks who just do not favor him and
25 they overwhelm the city staff with that unfavorable

1 attitude. That may be one of the reasons why he has
2 not been reviewed.

3 Q. Based on your experiences would you say
4 that Chief Fitzgerald bears any responsibility for
5 this lapse or would you say this is just in city
6 hall?

7 A. (Vernell Sturns) Absolutely not. He's
8 not responsible for an evaluation. That is the
9 responsibility of the manager and the assistant city
10 manager he reports to.

11 A. (Chaplin Rich Stoglin) This request was
12 made back in February; no response for six months.

13 4. Community Leaders:

14 Q. (5.) What concrete steps has CF taken to
15 create positive points of contact between police and
16 community like athletic leagues; internship
17 programs; recognizing community leaders who have
18 successfully worked with the police?

19 A. The Police Chief just implemented the
20 first Gala, youth fundraiser Gala.

21 A. Police Athletic League, Read To Win.

22 A. Midnight Basketball League.

23 A. We have a Criminal Justice Program at
24 Eastern Hills High School. We go talk about
25 procedural justice and police issues.

1 Now as far as CCPD Funds and things
2 of that nature, I know City Council is upset because
3 he won't release those funds which normally they
4 borrow from us to build buildings like convention
5 center and other things; he's refused to release
6 those funds.

7 We have an overage of police
8 officers. The officers have what they need to do
9 their jobs because he won't give up those funds.
10 The CCPD funds that the citizens vote for that we
11 get, you know it's supposed to go to the police
12 department; it stays in the police department and
13 that's a first.

14 Q. What does he use it for?

15 A. To get us the equipment that we need. To

16 get the officers that we have now that they complain

17 about; our Police Athletic League, the Read To Win.

18 Midnight Basketball, the overtime that we need to

19 have all these things staffed. That's where all

20 that comes from.

21 We actually have a cheerleading group

22 now; a professional cheerleader that comes out and

23 trains the little kids to come out to support our

24 PAL programs on the weekends.

25 4. Community Leaders:

1 Q. (1.) How would you describe
2 Mr. Fitzgerald's ability to effectively build
3 relationships with community leaders? Can you speak
4 to a specific example?

5 A. (Corletta Strickland) In the
6 conversations that I've had with CF he was telling
7 me some of the things that you guys are talking
8 about and I said that's wonderful, but the issue is
9 the citizens don't know it. What are you going to
10 do to fix that?

11 I can't remember the officer that was
12 there with him, but all I got was "we're working on
13 it". That was a year and a half ago and I haven't

14 seen the results. All of this is fabulous but we
15 have too many outlets for there not to be more
16 information in the community about what is going on
17 inside the police department that benefits the
18 department and the city, so that is our perception.

19 He's been invited to speak because we
20 have a community forum and we had a person from six
21 different law enforcement agencies to come and the
22 Fort Worth Police Department was not represented.

23 Q. What you're saying is he didn't build a
24 relationship with the group that you represent?

25 A. (Corletta Strickland) He has not.

1 A. (Roy Hudson) He's got a city to run.
2 Sometimes he's triple booked, he's on everyone's
3 schedule. The Mayor's office makes his schedule,
4 the city manager makes his schedule, the assistant
5 city manager makes his schedule; his own secretary
6 makes his schedule.

7 So I can say working in his office
8 sometimes he's triple booked. It's kind of like if
9 you go to an assessment assembly where you have to
10 look at all the tasks and you prioritize them, you
11 know, it's one of those situations where you've got
12 other people running your schedule and you're only
13 one person, but he is accessible.

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Day 2 – Monday, December 10, 2018

City Manager David Cooke and Assistant City Manager Jay Chapa

Q: How would you describe Chief Fitzgerald’s ability to implement community-based policing practices?

Cooke: The challenge when Chief Fitzgerald arrived was to change the culture of the Fort Worth Police Department and to address concerns that the city got away from community policing.

There were two main ways to address this: (1) to be visible in the community, and (2) the police department had gotten away from the beat system. Chief Fitzgerald took the police department back to the beat system, with officers patrolling specific geographic areas.

Chapa: In the 1990s the Chief set up a community policing system and introduced the beat system. Then the next chief eliminated the beat system in favor of a “Zone” approach. Chief Fitzgerald reintroduced beats, focused on neighborhoods, and re-strengthened ties between the community and the police department.

Q: Why do you think Chief Fitzgerald wants this job?

Chapa: Chief Fitzgerald is up for a challenge. He is into solving large problems. He starts from the big picture, and then drills down.

NOTE: Chief Fitzgerald has approached both Cooke and Chapa about getting a “substantial pay raise.” They were not able to do that, so he may have wanted to pursue other options. They both said that Chief Fitzgerald is genuinely interested in trying to make a difference.

Q: Could you talk about why evaluative tools are in place for Chief Fitzgerald?

Chapa and Cooke say they are finalizing that now. He will be judged “accomplished.” He is doing well, but can still improve. He’s made huge strides improving the police department, particularly by implementing implicit bias training and de-escalation training. Among the negatives is the fact that policy changes are implemented slowly.

Q: Who were some of Chief Fitzgerald’s best hires, and what made them assets to the department?

Chief Fitzgerald created a new rank of Commander. This is a non-civil service rank that reports directly to him. Each Commander oversees one district. This move has been well received by the community. This was a great decision, and his hires were great. A few of the Commanders have moved up to Deputy Chief.

Q: Could you speak about the officers who were demoted during the highly-publicized incident with Jacqueline Craig?

The officer did not handle the Craig incident well. He arrested three African American women - a mom and her two daughters. During the investigation, some info leaked to the media. A Deputy Chief and Assistant Chief did this. Chief Fitzgerald investigated and demoted them both. One subsequently left the department.

Q: Can you speak to a time when Chief Fitzgerald’s leadership failed the City of Fort Worth?

Cooke: I’ve made him accountable for his budget. There are to be no pay raises if he overspends his budget, but the police department continues to overspend. It should be up to the Chief to keep his Department in line.

Chapa: But he has reigned in overtime spending. He did this by requiring more justification and scrutiny. Overtime spending has dropped \$3-\$4 million.

Q: How would you describe Chief Fitzgerald’s ability to explicitly address institutional racism and bias?

Cooke: Chief Fitzgerald voluntarily joined the DOJ program National Initiative. This looks at the training regimen in the police department. He implemented implicit bias training, de-escalation training. He has also instituted more consistent discipline within the police department, but of course there is more work to do here.

Chapa: The POA no confidence vote (referring to the survey) stems from Chief Fitzgerald’s efforts to hold supervisors accountable. Chief Fitzgerald did not want the buck to get passed up the chain of command.

Q: How has he addressed institutional bias?

Chapa: He’s done a lot of work here. Chief Fitzgerald came in to a zero-tolerance police department. He has eliminated zero tolerance.

Cooke: He changed the name of a unit from “Zero Tolerance” to “Special Response” to help indicate a change of approach and policy.

Q: Did he just change the name of the unit or did he change the practices of the unit?

Chapa and Cooke say he changed the practices. There are fewer community complaints about disparate impact than before his tenure.

Q: Can you think of a specific policy Chief Fitzgerald implemented to deal with racism and inequity?

Chapa: No

Cooke: No

Q: Can you speak to a time that Chief Fitzgerald successfully negotiated a difficult item in the police union’s MOU, such as pension reform, overtime policies, etc.?

Cooke: He has not been chief since we’ve had to negotiate. He allows the POA to attend command staff meetings. Chapa also attends.

Q: How does Chief Fitzgerald approach police recruitment?

Chapa: We do not have the problem of too-few officers. There are strong ties between communities to individual officers. This is not to say that we don’t deal with institutional racism and harmful traditions. The POA has improved as well, which helps Chief Fitzgerald. Chief Fitzgerald has not changed the evaluation process, but has changed some of the metrics.

Q: Can you speak to a time that Chief Fitzgerald was able to identify a weakness in his leadership, seek out training, and successfully implement lessons learned?

Cooke: Chief Fitzgerald is a very confident man. He came here with a totally different perspective on what the police department’s responsibility to community is.

Chapa: Chief Fitzgerald would likely stand by his decision in the Craig case, but would handle the announcement and follow-up differently.

Q: Do you consider Chief Fitzgerald to be a responsible steward of the police department’s budget?

Cooke: This is a challenge for him. He didn’t take the burden on taxpayers seriously at first. But he has worked to improve accountability. The biggest budgetary challenges are patrol and special

events.

Chapa: The police are not convinced they have enough officers. But when they want to create a new unit, then of course they find they have plenty of resources for that.

Q: How would you contextualize the Fort Worth Police Union's survey finding that 84 percent of the police force believed that morale declined under Chief Fitzgerald?

Cooke: This is about holding police officers and supervisors accountable for doing their job as supervisors and holding officers accountable. The POA says officers say there is uneven discipline but that is because discipline used to come from the Chief and Command Staff, but now it is coming from lieutenants and supervisors.

Q: Did Chief Fitzgerald incorporate an equity lens?

Cooke: Yes, no doubt.

Chapa: Absolutely. Chief Fitzgerald will press officers on race and equity issues at command staff meetings.

Q: Can you cite an example of a policy or practice that Chief Fitzgerald instituted to deal with institutional racism?

A: Can't think of one

Councilman Brian Byrd

Statement: “There’s a part of my district that’s crime-riddled and I’ve been pleased with the police department’s response to crime. It’s down 10 percent. The chief put someone over that area and we speak weekly, if not more. I’ve been very pleased.”

Q: Would you reconfirm Chief Fitzgerald?

A: I don’t have any reason not to. He was particularly helpful to me during the Senate Bill 4 discussions that we had last summer. It was an immigration bill that the Texas Senate put forward, which basically said that any law enforcement official could ask for papers anytime they wanted. We were concerned that it would be open season on undocumented individuals and we didn’t want to see that in Fort Worth. Chief Fitzgerald picked up the phone and told me what the plan would be. Fast-forward almost a year and a half now and his predictions were correct. It’s not great but ... his predictions came true.

Q: In your opinion, how has Chief Fitzgerald handled any disagreements with the Council?

A: I’ve asked him a couple of times in a public meeting where I was disappointed with something that happened. Sometimes he did well and sometimes he didn’t. When I asked him some specifics about human trafficking, it was ‘hey can you stop bugging me about this? Why don’t you trust me to take care of this?’ I get his frustrations.... Sometimes I thought he was too thin skinned.

Q: How has he implemented top to bottom policing changes?

A: There was a situation where the chief wanted his folks in the top commander spots. It required a Council vote to be able to get those new positions. I wanted in particular a certain commander and the way civil service works you don’t have a choice. Chief Fitzgerald looked at it and said there needed to be more communication.... It was supposed to not increase the budget. He showed us how they’d move stuff around... the police department over spent their budget last year.

Q: How does he approach police recruitment to ensure it’s representative of the community?

A: That’s a big discussion. The taskforce report says the recruits aren’t representative. What we found was that the recruits didn’t represent the minority population enough. We saw that in recruits and in leadership. That’s something we need to work on. The chief has a lot of support from the minority community. They’re coming tomorrow night to speak out for us to keep him. I’ve heard from residents who want us to match what Baltimore is offering to keep him. Everybody’s been asking is he staying or is he going. I can’t hire or fire the police chief.

Q: How has Chief Fitzgerald addressed institutional racism?

A: He has a lot of support from the black pastors’ association. They really like him. There’ve been a couple pastors who’ve come out against him because of how he handled the officer Martin incident. When I talk to police officers the word is in a police department this big we’re going to have some bad apples but we try very hard to get rid of them. I thought that the way that

they responded to the Senate Bill 4 situation was well done. We put a new policy in the department so we'd be in line with state law. There were memos and messages.

Q: Can you think of a specific policy Chief Fitzgerald implemented to deal with racism and inequity?

A: I can't give a specific example.

Q: Has Chief Fitzgerald implemented a policy you didn't agree with?

A: I can't think of anything. I'm having a hard time to get our police department to stop arresting the victims of human trafficking. It doesn't work to get the victims. He's moved some resources toward combating human trafficking. But not enough, in my opinion.

Q: Why do you think Chief Fitzgerald applied to come to Baltimore?

A: If I had to guess, I'd say he's an east coast guy and this gets him closer. There have been some real rocky things here. He's had to receive some real calling out from citizens who've spoken out about how he dealt with the Jacqueline Craig thing. On the other hand he stood tall and pressed on through it. I can only speculate. There were people who felt very strongly that the officer should have been arrested.

Councilman Cary Moon

Q: Would you re-confirm Chief Fitzgerald? Why or why not?

A: Yes. He is the only chief I've worked with. He is strong on community engagement. Overall he's done a good job. Crime is down and the police department's relationship with citizens has improved.

Q: Can you speak to a time when Chief Fitzgerald's leadership failed the city of Fort Worth?

A: Early on he made poor personnel decisions, but this is a common problem with new executives. His hiring decisions over the last few years have been much better. He did not bring anyone with him from past departments.

Q: Do you consider Chief Fitzgerald to be a responsible steward of the police department's budget?

A: Yes and no. Last August the police department asked for an \$8 million budget increase. Moon was the only council member to vote against. But two weeks ago, there were three facilities projects completed, and all three came in on time and under budget.

Q: Can speak to a time that Chief Fitzgerald was able to tactfully share difficult information or disagree with council?

A: Chief Fitzgerald was forthcoming with the Council on the Craig incident. Moon disagreed with Chief Fitzgerald's position on the sanctuary city issue. Chief Fitzgerald did not support Texas Senate Bill 4, but Moon did. Moon didn't like how Chief Fitzgerald approached immigration detainees either. But he says they disagreed while maintaining dialogue.

Q: Can you speak to CF's ability to conduct and implement "top to bottom" policy review changes?

A: He implemented the beat system, and added the Commander positions. His officers are engaging schools, attending town halls, and participating in the community.

Q: How was Chief Fitzgerald able to implement training programs for officers around constitutional policing, implicit bias, and community based policing?

A: Moon advocated with Chief Fitzgerald and his assistant chief to improve training and institute programs on better interactions with autistic children. Chief Fitzgerald implemented these programs, and Moon appreciated that.

Q: Who were some of Chief Fitzgerald's best hires, and what made them assets to the department?

A: Chief Fitzgerald has made a lot of good hires. He's given folks a chance. He's made very good decisions with his commander hires.

Q: Why do you think CF wants this job?

A: Chief Fitzgerald likes police work and is up for a challenge. He'd like to make more money. Mostly, he'd like to take his career to another level.

Q: How does CF approach police recruitment?

A: Fort Worth Police Department struggles with recruitment like any other department. He has begun approaching high schools, community colleges, and four-year colleges, including HBCUs. Moon says the police department is still short officers, but isn't sure how it compares.

Q: Could the fact that Chief Fitzgerald hasn't received an evaluation or a pay raise contributed to his decision to apply for the job in Baltimore?

A: Moon thinks this would be true of anyone.

Q: We've heard a lot about the beat system in Fort Worth. Can you explain how that system works?

A: Moon says that although he cannot explain the intricacies of the beat system, he knows property crime in his district is down and that overall crime is down.

Q: Baltimore is tasked with policing gang and drug commerce related activity. Does Fort Worth face similar issues? If so, how has CF addressed them?

A: Moon cites some recent successes on this: a major sex trafficking organization was taken down, some recent large gang busts, and other high level arrests.

Q: How would you contextualize the Fort Worth Police Union's survey finding that 84 percent of the police force believes that morale declined under Chief Fitzgerald?

A: The last POA president, who opposed Chief Fitzgerald, was the one who pushed the survey and the one who framed it. Over the last year and a half there have been improvements in the relationships between Chief Fitzgerald and officers.

Q: How would you describe Chief Fitzgerald's ability to explicitly address institutional racism/bias?

A: Moon is happy with how Chief Fitzgerald has handled the situations. He feels Chief Fitzgerald has "taken the side of the process. In the face of criticism, you have to go through the process." During the Craig incident he emphasized due process.

Q: Can you think of a specific policy Chief Fitzgerald implemented to deal with racism and inequity?

A: Could not provide a specific policy.

Q: Can you speak to a time that Chief Fitzgerald successfully implemented a department-wide technology update? Like a records management update?

A: Chief Fitzgerald implemented the body camera program in Fort Worth. Separately, He's had success getting donations of vests and body cameras for his officers.

Mayor Betsy Price

Q: How would you rate Chief Fitzgerald's performance?

A: I think he's done an excellent job. I hate to see him go. He stepped in at a time that was really difficult. It was a time where we had our biggest racial incident. We'd danced around the edges of it. He had two of his top lieutenants who were accused of leaking evidence and that's hard for anybody to step into a situation like that. Joel handled it and did a good job. He had not been in a city this large. It was a big leap and it took him awhile but I think he got there. Managing a 2100-plus force was a lot larger than he'd ever had. He had two in his command staff who were in the running for that job. There was some friction there and that's to be expected. But we wanted an outside candidate. We needed some cultural change. He did a nice job working with the POA. They can be very difficult. They can be wonderful partners but also very difficult. He's done a nice job working with the Race and Culture Task Force. There were more challenges than he was expecting at the time. It's not a walk in the park in cities nowadays. But Joel has done a good job.

Q: How would you rank the diversity of his staff?

A: I think he's struggled a bit. The POA has fought him at every turn. The two folks who he wanted to move up were the ones who got accused in this Craig incident and that was a setback for him. His staff probably isn't as diverse as he'd like or we'd like. You can't just force people into diversity. You can't just leap them up from Corporal. Some of his best people are Corporals. He's put in six commanders and that's given him the ability to move some of those people up and that gave him some diversity there.

Q: Was there an incident involving Chief Fitzgerald's son?

A: His son took the test here and couldn't pass it. If there were rumblings they didn't reach us. Anytime you have somebody that has a child or cousin take the test they're going to grumble. He wasn't picked. He didn't have a high enough score. Had he been one to force him through then we would have had a problem. But he didn't.

Q: Why do you think Chief Fitzgerald wants the job in Baltimore?

A: I don't know. It took me by surprise that he was looking. For one thing he's from that area on the East Coast. I think he'd like to go back. Chiefs are notorious for moving on after three or so years.

Q: Why hasn't Chief Fitzgerald received a performance review?

A: His review is done by his direct boss, Jay Chapa. For whatever the reason Chief Fitzgerald thinks it should be David Cooke. Before I was elected the previous chief thought he reported to the Mayor. We needed to keep the politics out of it. The pay raise deal. He wanted one we felt like he was at a good spot. His recommendation was not to raise it right now. We fund the budget Oct. 1 and they do reviews in September. He was getting three or four percent but that wasn't what he wanted.

Q: Has Chief Fitzgerald been a responsible steward of the police department budget?

A: I think that he has created a budget staff that will be responsible. We really had an issue with our police department and their budget. It wasn't Joel's doing. The prior chief thought the budget was just a guideline and they constantly ran over it. David Cooke said 'you will meet this budget or you will come back to us and Council and say why.' They did a good job this year. They were a little over but it was a lag from some carryover. I think he has a better handle on the budget.

Q: Has Chief Fitzgerald's leadership failed the city?

A: No. Not really. There were some dicey issues during the Craig incident. But I made some mistakes too. I suspect the situation with his chief that was accused of leaking could have been handled differently. But you learn from those incidents and move on. We have the gangs but we have the gang unit that's done a pretty good job. About 15 years ago Fort Worth had a really bad gang problem. The police department and the District Attorney have done a nice job. Some of those leaders we sent to jail 15-20 years ago are coming home. But Joel and his command staff have done a nice job of implementing a team that looks after the repeat offenders. Joel works closely with the district attorney.

Q: How has he addressed institutional racism and bias?

A: He's been very good ...we've held several town halls. We've had a task force that's done a really in depth look at this issue. I think that he's really trying. Everybody's trying but I don't know that anyone has the silver bullet for it.

Q: Talk about the survey from POA that gave a no confidence in Chief Fitzgerald

A: Political. It's very political. A whole lot of that is pension driven. We're in the process of a very difficult pension situation right now. Some of that is to try and sway Council on the side of not changing the pension. Joel had talked to them about getting in line on this pension thing. They don't like it and I don't blame them. But they won't like it more if it goes bankrupt.

Q: Have you been impressed with Chief Fitzgerald's hires?

A: Charles Ramirez has done an excellent job. He's probably the highest-ranking Hispanic. Ed Krause, a deputy chief, has really grown under Joel. I think he's done a nice job grooming officers who are now commanders. He's done an excellent job in the neighborhoods working with our Neighborhood Police Officers. I'm hearing really good things in association meetings about the NPO's. He's involved in a big city chiefs mentoring program.

Q: Do officers feel that they have the support of Chief Fitzgerald?

A: I think so. There's always some, no matter where you go who aren't happy. I'd keep him if I could. I'm not real happy with how this has shaken out. It was the response when he came back and simply demanded a raise. But I would keep him.

Q: Have there been times when he's disagreed with elected officials?

A: He's very tactful. He's a very good speaker. We really haven't had any major disagreements.

Q: Any ways Chief Fitzgerald has implemented data driven policies or implemented tech updates?

A: The body cams. We've changed how they're handled. The policy on the in-car dash cams is another example. He's very good at collecting data to use for officer discipline.

Q: How has he helped combat racism within the police department?

A: The homeless community has a whole new unit working with them. He's had additional training for every officer on the force. Some of the old hands obviously go kicking and screaming but some of the younger officers understand. I think it's slowly turning the wheel. When we get our recap of the year we will see some changes. We saw some last year, which was better, and I'm hoping that this year is even better.

Crime as a whole has gone down. Violent crime has gone up a little. They've done an excellent job focusing on human trafficking. You're going to expect that to rise because they're in the community more and receiving more complaints."

Q: How has Chief Fitzgerald worked with the Immigrant community?

A: They're picked up only if they have outstanding warrants. We don't ask for anyone's papers. If you have warrants we'll pick them up and the sheriff will handle it from there. Senate Bill 4 had all of the Hispanic community up in arms. It didn't mandate that we had to ask for papers at every stop.

Q: Can you speak to his ability to implement top to bottom changes and enhance equity?

A: Everything we do is being looked at through an equity lens. We have a formal policy. The Council put it out. It covers everything from crime to our selection of fire department hires to the installation of streetlights.

Q: Can you think of a specific policy Chief Fitzgerald implemented to deal with racism and inequity?

A: I can't give a specific example.

Mayor Pro Tem Dennis Shingleton and Councilman Jungus Jordan

Q: Would you re-confirm Chief Fitzgerald? Why or why not?

A: Shingleton: Very bright, good demeanor, calming.

A: Jordan: Intelligent, calm demeanor, handles adversity well.

Q: What information was most helpful in assessing Chief Fitzgerald's ability to do his job?

A: Shingleton: Officers have targets on their backs these days. You have to assess the ability to handle, and he's proven that he can do that.

A: Jordan: He is big on community policing. He's really enhanced police department's ability to reach out to the community.

Q: How would you describe CF's ability to implement community-based policing practices?

A: Jordan: He reinforces policies in support of community policing. He has helped calm the waters.

A: Shingleton: He instituted changes to the chain of command and the organizational structure. He brought more senior people in the police department down to the neighborhood level.

Q: Could you talk about how he's handled the police department's budget?

A: Shingleton: Chief Fitzgerald beefed up the police department budget, and he went over budget once. He knows how to make things work. He's made good use of the Crime Control Prevention District funds. (These are funds generated from a sales tax increase assessed downtown. The funds benefit the Police Department.)

A: Jordan: When it comes to the budget, Chief Fitzgerald takes the approach that it is better to ask for forgiveness than permission. He goes for budgetary items that he feels the police department's needs.

Q: Could you talk about Chief Fitzgerald's implementation of de-escalation training?

A: Jordan: Ministers will attest to the difference in officer response. Chief Fitzgerald stood tall during the Craig incident. There have been many improvements since that incident. Chief Fitzgerald treats people with respect.

Q: Why do you think Chief Fitzgerald wants this job?

A: Shingleton: He's an east coast guy and probably just wants to go home.

Q: Did Chief Fitzgerald incorporate an equity lens in policy implementation and tracking?

A: Jordan: Hires for command staff "Commanders" have been diverse and done with an equity process. In fact, this has created some controversy in the department.

Q: Can speak to a time that Chief Fitzgerald was able to tactfully share difficult information or disagree with council?

A: Jordan: Council was skeptical of commander positions. He came up with the funds internally to pay for them. The Council challenged him for an explanation.

A: Shingleton: He handled these questions well and responded appropriately.

Q: Can you speak to CF's ability to conduct and implement "top to bottom" policy review changes?

A: The Commander positions would be relevant to this. He also created a new patrol division in the fastest growing part of the city.

Q: We heard in an earlier meeting with community leaders about a time when Chief Fitzgerald missed a community meeting with prominent citizens. Can you speak to this?

A: Shingleton: If Chief Fitzgerald missed a meeting or invite that would be out of the ordinary.

A: Jordan: That is not representative of his overall approach. One group of ministers want to keep him and one want to get rid of him, so you have to take these things with a grain of salt.

Q: How would you describe Chief Fitzgerald's ability to explicitly address institutional racism and bias?

A: Shingleton: Chief Fitzgerald emphasizes equal treatment.

A: Jordan: Fort Worth reached out to the National League of Cities for guidance, and Chief Fitzgerald has been an active participant in that effort.

Q: Can you think of a specific policy Chief Fitzgerald implemented to deal with racism and inequity?

A: Shingleton: No

A: Jordan: No

Councilwoman Ann Zadeh

Q: Would you re-confirm Chief Fitzgerald? Why or why not?

A: Yes. He is responsive to citizens' needs. No complaints about his service.

Q: How would you describe Chief Fitzgerald's ability to implement community-based policing practices?

A: This is very important to me. I represent the urban core. Chief Fitzgerald has done strong work with various groups.

Q: Who were some of Chief Fitzgerald's best hires, and what made them assets to the department?

A: It was a good decision to institute the Commander position. Chief Fitzgerald has made good decisions in his tenure.

Q: Why do you think Chief Fitzgerald wants this job?

A: Don't know

Q: Have Chief Fitzgerald's commander hires been diverse and equitable?

A: We've been focused on this issue throughout City government. I think he's made good strides here.

Q: Do you consider Chief Fitzgerald to be a responsible steward of the police department's budget?

A: There have been some overtime issues. He manages the regular police department budget as well as the CCPD budget well. The police department has been tightening belts since 2008. The police department has the funding necessary to cover the positions they have.

Q: How would you describe Chief Fitzgerald's ability to explicitly address institutional racism and bias?

A: Some communities have historically not had the same access to the police department and City government. He's done good outreach work to all the communities of Fort Worth. He has a good liaison system. Chief Fitzgerald has instituted policy changes to improve the treatment during arrests of people who identify as transgender.

Q: How was Chief Fitzgerald able to implement training programs for officers around constitutional policing, implicit bias, and community based policing?

A: There is ongoing training for officers, including re-training. Officers in Fort Worth get the most up-to-date training.

Q: Did Chief Fitzgerald incorporate an equity lens in policy implementation and tracking?

A: Yes. He has continued to carry this out.

Q: Can you think of a specific policy Chief Fitzgerald implemented to deal with racism and inequity?

A: I can't give a specific example.

Q: Can you speak to a time when Chief Fitzgerald's leadership failed the city of Fort Worth?

A: The Craig incident would be one. But it was not a real option to fire that officer. He could, however, have communicated better during this incident.

Q: Baltimore is tasked with policing gang and drug commerce related activity. Does Fort Worth face similar issues? If so, how has Chief Fitzgerald addressed them?

A: He has carried out diversion programs.

Q: Can speak to a time that Chief Fitzgerald was able to tactfully share difficult information or disagree with council?

A: He handles this well.

Q: How would you contextualize the Fort Worth Police Union's survey finding that 84 percent of the police force believes that morale declined under Chief Fitzgerald?

A: This does not seem statistically accurate and doesn't correspond with my anecdotal conversations with officers.

Q: Can you cite specific examples that would speak to Chief Fitzgerald's ability to implement community-based policing practices?

A: She cites the PAL and a school outreach program with officers visiting schools to teach children to read.

Q: How would you characterize Chief Fitzgerald's ability to successfully investigate and discipline officers if necessary?

A: Chief Fitzgerald did not do anything incorrectly but I don't have a ton of information.

Q: How does Chief Fitzgerald approach police recruitment?

A: Chief Fitzgerald has implemented innovative, social media-focused approaches, which are popular and effective. Officers have relationships with their neighbors, and are part of their communities.

Q: Can you speak to a time that Chief Fitzgerald successfully implemented a department-wide technology update? Like a records management update?

A: No knowledge of this.

Q: Can you speak to Chief Fitzgerald's ability to implement data driven policing practices?

A: E3 Report. He attempts to inform the public about how and why they do what they do based on data.

Q: What would you say negative or positive about Chief Fitzgerald?

A: Positive: I'm not happy he wants to leave! Negative: he can be long-winded

Q: How are his relationships with community groups?

A: Excellent. He is willing to reach out and attend meetings. He is very accessible.

Q: Can you speak to a time that Chief Fitzgerald was able to identify a weakness in his leadership, seek out training, and successfully implement lessons learned?

A: Most of his issues relate to trying to learn a new department and find his footing.

Councilwoman Kelly Allen Gray

“Fort Worth is a policing community. Since 2016, when we had the incident with Jacqueline Craig, community policing has been one of the foundations of our city. Having police out in the community and having relationships. Of the candidates, including our internal candidate that was on that interview panel, Chief Fitzgerald really seemed to be the candidate who would bring community policing here to Fort Worth, wrap his arms around it, embrace it and make it better. For me, that’s what he’s continued to do and that was my piece that I really liked about Chief Fitzgerald and it’s the thing I like about him now. He’s not afraid to be in the community. Joel talks a lot so you have to rein him in. but he’s not afraid to face the heat.”

Q: Talk about his ability to directly address inequity, racism and bias.

A: If you look at who our team is now, if you look at our assistant chiefs, our deputy chiefs, our commanders, those faces look very different now then when I first came on Council in 2012. My husband was Fort Worth PD and I’m 25 years into this. Just the whole piece of who is sitting at the table is very different. I always ask cops what they think about the chief. One of the things everyone always says is that the things he’s put in place are better. He understands what it’s like to be in patrol. People didn’t know who their neighborhood police officers were. I’m not trying to be on the Joel Fitzgerald bandwagon but I just see things from a different level. For the last 18 months we’ve been going through this Race and Culture Task Force. When he came here he looked at who was running the top layer of the police department and when you looked at that it didn’t look like the City of Fort Worth. So adjusting that was a huge change. They didn’t like that he was putting some color there and putting people there who had never had an opportunity to lead and they’re doing well.

Q: Can you think of a specific policy Chief Fitzgerald implemented to deal with racism and inequity?

A: I don’t know.

Q: When has his leadership failed the City of Fort Worth?

A: I think everyone’s leadership failed during the incident of Jacqueline Craig.

Q: Why does he want to come to Baltimore?

A: I don’t know. I recently told him, ‘you know, in Baltimore they don’t like the police.’ We were sitting at lunch. He told me what was going on. We’re sitting on an aisle and over the course of the hour when we’re at lunch easily 10 people stopped by and talked about how great of a job he’s doing. In Fort Worth, if you take the Craig incident out of play, people generally like the police.

Q: Does Chief Fitzgerald work well with the police union?

A: No, but they don’t work well with anybody. Joel did something that the other police chiefs have never done and that was the beginning of the end of their relationship. The past POA president was at a conference and they had a fight. Joel sat them all down and there were days off without pay and they didn’t like that. That had never happened.

Q: Has Chief Fitzgerald implemented data-drive policies for the police department?

A: I know they use data, but I can’t provide specific examples.

Q: If there was a time when he had to relay difficult information, did he do it tactfully?

A: He’s never acted in a way that was inappropriate. When we talk about the commanders, Joel

did something that had never been done. He passed over a whole group of people who tested well but weren't good leaders of people. What he did, when he put people in those commander positions, he chose good people. In doing that, a whole group of people were then able to become sergeants and lieutenants. It created this whole tension among the union because they said he was playing favoritism.

Q: Would you vote to reconfirm Chief Fitzgerald?

A: Absolutely. Do I want to host this meeting? Hell no. I don't want my chief to leave. I like my chief. We all have issues. Do I think he's doing a good job in Fort Worth? Yes. Do I think he'll do a good job in Baltimore? Absolutely. I'm just a little selfish.

Q: What are your thoughts about citizens participating in police discipline?

A: We have citizens who are on the zoning board. They do a lot of things. They patrol the streets. I wouldn't be opposed to implementing a citizens review board.

Q: How has Chief Fitzgerald dealt with violent crime without violating people's rights?

A: We haven't had that issue. We have a couple of pockets of places that have issues but the issues have not really come from when the police go in.

Bill Thornton, President and CEO, Fort Worth Chamber of Commerce

Q: How would you describe Chief Fitzgerald's ability to implement community policing?

A: I was fortunate to be a part of the selection process and the interviewing of all the candidates. I can tell you from the get-go from all the folks we interviewed he was the strongest candidate and he has not done anything to change my opinion. I am not close enough to the inner working to address this specifically. But I was part of his outreach over a six-month period when he had his leaders assess their community engagement from top to bottom.

Q: How has he built relationships within the community?

A: I think it's excellent. No, he's not perfect. He's learned some things while on the job. He's worked very hard at being engaged in the community. I view him very favorably.

Q: How has he supported the immigrant community?

A: He's been pretty steadfast in dealing with the community in a responsible way. He's not overbearing in any kind of way.

Q: What can you say about his ability to successfully investigate and discipline officers?

A: Any police chief is going to face challenges. The Jacqueline Craig incident was challenging. He'd be the first to tell you that he probably should have gotten in front of the community and shared what the steps would be to a resolution.

Q: What are your thoughts about him applying for the job in Baltimore?

A: I want Chief Fitzgerald to stay here. Once you've been a police chief in a community... I've seen a few police chief's come and go and I've seen their tenures be challenging. I think he just wants to kind of flip the page. I think he loves what he's doing.

Q: What are some of his personal qualities that led to his success?

A: I admire his integrity. He is a very warm and genuine individual and does his job with a lot of passion. Those are qualities that are very appealing to me.

Q: How has Chief Fitzgerald addressed bias within the department?

A: There's a concerted effort on his part to be evenhanded. It's been a high priority for him and in certain cases it may have gone a little sideways with the police force. I think there could have been some riffs because of his passion for equitable treatment.

Q: Can you think of a specific policy Chief Fitzgerald implemented to deal with racism and inequity?

A: I do not know how he has dealt with this.

Q: Has he been responsive to the needs of the community?

A: He asked the community to come in and spend time with him to help him understand their concerns and to focus his policies.

Q: Are there qualities that you see in the commissioner that would be challenges?

A: He's not perfect. He's not a saint. But there's nothing that stands out. I think his team does a fabulous job working with the business community.

Q: In your opinion, what's the reaction on the ground from the business community in Fort Worth?

A: I attended a breakfast of business leaders recently and there was not a person in the room that

wants to see Chief Fitzgerald leave.

I just want to applaud the due diligence that you're doing, but leave him alone. I don't want your luck to be too good.

Panel Discussion at Greater St. Stephens First Church

Attendees

- Pastor B.R. Daniels, Jr.
- Bishop M.D. Kirkland
- Dr. Michael Bell
- Vance Keys
- Sgt. Kevin Fitchett (Ret.)
- Jimmy Blackwell
- Jacqueline Craig

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1 CITY OF BALTIMORE TOPIC INTERVIEWS

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4 RE: CHIEF JOEL FITZGERALD

5 DECEMBER 10TH, 2018

6

7

8 GREATER ST. STEPHENS FIRST CHURCH

9 3728 EAST BERRY

10 FORT WORTH, TEXAS 76105

11

12

13

14 BERNARD C. "JACK" YOUNG

15 COUNCIL PRESIDENT

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1	Interviewees
2	
3	1. Pastor B.R. Daniels, Jr.
4	2. Bishop M.D. Kirkland
5	3. Dr. Michael Bell
6	4. Vance Keys
7	5. Kevin Fitchett
8	6. Jimmy Blackwell
9	7. Jacqueline Craig
10	Baltimore Delegation
11	

12 1. Bernard Young

13 2. Sharon Green Middleton

14 3. Robert Stokes

15 4. Brandon Scott

16 5. Lester Davis

17 6. Michael Huber

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1 1. Questions for All:

2 Q (2.) How would you describe CF's ability

3 to implement community-based policing practices?

4 Can you speak to a specific example?

5 A (Kevin Fitchett) I only worked one year

6 with Fitzgerald, I was retiring when he came in. I

7 have not seen him implement any community policing

8 practices. Fitzgerald came to this police

9 department because our previous Chief, Jeff

10 Halstead, was proven to be through outside

11 investigations, racist in his applications in

12 dealing with Fort Worth Officers and with the

13 community.

14 When Fitzgerald came in because of
15 our constant meeting, that being the BPOA with the
16 city council the mayor and the City Manager. His
17 only job was to make things better in the police
18 department racially between the police department,
19 officers and black community and he made it worst.

20 During this time he did not come up
21 with any policing ideas that I can give you an
22 example that would make this man qualified to be
23 your next chief.

24 A (Vance Keys) If you want examples, he's
25 exacerbated the racial relationships between

4

1 minorities in Fort Worth and the police department.

2 There was an officer that fired his weapon and shot

3 an unarmed African American as he was following

4 commands and placing a stick in front of his

5 residence on the ground.

6 The officer shot him, blew off part

7 of his arm, was subsequently indicted and Joel

8 Fitzgerald refused to fire this officer. He only

9 waited until after there was a hung jury and then he

10 terminated the officer after there was a community

11 outrage.

12 There's numerous incidents. There

13 was an incident where African Americans were walking

14 armed, which is there constitutional right to do;
15 the police officers responded, they disarmed these
16 black males, they put them down, they searched them,
17 they seized their weapons and they ran their weapons
18 for warrants or stolen. You can't do that.

19 I was team division captain of
20 downtown Fort Worth where we had protests by
21 primarily Caucasian groups and this never took
22 place. They marched in front business leaders, they
23 marched in front of babies, they marched in front of
24 everybody with weapons and this was never done after
25 the fact.

5

1 I told Fitzgerald in a community
2 meeting that's wrong, that's legal, we can't condone
3 that; he said he puts officer safety first. There
4 is no officer safety issue, that's a constitutional
5 right that those people have; you can't abridge
6 their rights based on an officer's feeling.

7 Subsequent to that he coached a
8 supervisor on how to tell an officer to write a
9 report so it wouldn't look so bad. So basically
10 you're coaching officers on how to violate
11 somebody's rights.

12 Q I was more interested in the community
13 policing.

14 A (Michael Bell) There is no community

15 policing. We're not oblivious to the politics of

16 all of this. I hope he goes wherever he goes, great

17 for him, fantastic, absolutely.

18 The bottom line is we read his

19 resume, the one that he presented; we're well aware

20 of what he said. Much of that he placed on his

21 resume anything regarding community policing, he has

22 not implemented it.

23 Q Some of the meetings we had with other

24 folks they talked about his neighborhood called NPO

25 where they work in conjunction with the community,

6

1 they do school based stuff, PAL leagues. They said
2 were pretty much happy and that was from a cross
3 section of people that we talked to.

4 A (Kevin Fitchett) Of course, you have to
5 understand that NPO stuff was here before he got
6 here. I think your question said initiatives,
7 again, there were no initiatives. He continued
8 stuff that was going on already, but he had to
9 because it was working.

10 We've had that midnight basketball
11 and all that before he got here. He put police
12 athletic league on it, but it was here before he got
13 here. If they were happy with it they've got a very

14 narrow view of what a police initiative is.

15 I was there 30 years and I remember

16 when the NPO and all of that came and it was when a

17 previous chief was there that is now deceased so

18 Fitzgerald had nothing to do with that.

19 The advisory board was a carryover

20 from Halstead and anytime you disagree with the

21 Chief, you're no longer on the advisory board.

22 Chief came in and he gave the task force all of

23 these points about what he's done with the 3-E

24 Coalition, which is all fabricated, and it's totally

25 not true.

7

1 Sitting in an advisory board and him
2 making his presentation I knew for a fact he
3 explicitly lied, there were meetings with and
4 without some of the advisory board members. All of
5 these things looked good on paper but it doesn't
6 happy in reality.

7 A (Dr. Michael Bell) I chaired the 3-E
8 Coalition, part of that is a 3-E action plan. Part
9 of that has to do with the Chief and his
10 responsibility to the community.

11 The truth, if this is what this is
12 really all about, Valerie Washington, Assistant City
13 Manager, had to press the Chief to pay any attention

14 to the 3-E action plan. All of this is in the
15 media, all of this is easily verifiable; the
16 veracity is easy to prove. The media did a deal on
17 that, it was shown he didn't do anything.

18 He did none of that as far as
19 community initiatives. The NPO and all of that was
20 under Halstead had a more diverse community. He had
21 people across town racially, ethnically; he had a
22 more diverse group. The only reason that anyone met
23 with Fitzgerald as far as anything related to the
24 community is because of Valerie Washington.

25 A (Vance Keys) There was a five-year

8

1 strategic action plan that the Chief put in place.
2 One of the action items was what have you done with
3 the 3-E action plan and I can tell you it was
4 absolutely nothing. As a Deputy Chief I was
5 responsible for authoring the responses. We
6 couldn't write what was not done.

7 You can actually access and look at
8 what he's going to do and has done, it's been less
9 than three years as far as community service.

10 Q Why do you think CF wants to come to
11 Baltimore? Out of all the places why do you think
12 he wants to come to Baltimore?

13 A (Vance Keys) I think that CF has worn out

14 his welcome. He was asked months ago was he looking
15 for other jobs and he said no, but it was common
16 knowledge that he was. If you look at the press
17 Tweet that Mayor sent out when it was announced that
18 he was leaving, it was "I wish him well, he's done a
19 good job".

20 Fitzgerald was alienated not only
21 with the police officers but members, by large, with
22 the black community. The morale on the police
23 department is the lowest I've seen in 18 years.
24 He's fiscally incompetent, he has ran the budget
25 into the dirt in Fort Worth PD; that's something I

9

1 think that needs to be addressed, he put us in the

2 red.

3 I don't know if that's something you

4 are aware of, but he did the same thing in

5 Allentown. You have officers that can't respond to

6 calls because we're at an overtime deficit. So

7 we're passing off calls which impacts community

8 service. That's not good community policing to have

9 five additional Commanders, yet you don't have a

10 budget to pay your officers overtime to serve the

11 citizens.

12 I think he's trying to escape. There

13 was also pending lawsuits in Allentown for civil

14 rights violations against minority citizens and
15 there's the same thing pending in Fort Worth, so he
16 has a history. I think he's going to go where ever
17 he can go and use it as a steppingstone, but he's
18 not leaving because he's done a great job in Fort
19 Worth and it's time to move on; he's leaving because
20 he's under pressure.

21 A (Dr. Michael Bell) The evidence is in
22 what Betsy Price has said. The way Betsy Price has
23 characterized his leaving is, "he's done a good job,
24 we wish him well", there was no elaboration.

25 We're not sitting here as disgruntled

10

1 people that haven't actually grinded with Joel
2 Fitzgerald. When he came here Unity In The
3 Community welcomed him, I facilitate that group;
4 twenty plus community organizations, I chair 3-E
5 Coalition. The bottom line is when we initially met
6 him we had a great big reception for him at Holy
7 Tabernacle with all the bells and whistles.
8 We supported him initially when he
9 messed up with Jackie's situation because he
10 mischaracterized it as rude and not racist. We
11 literally battled in order to defend him. So we're
12 not some people who just have a bone to pick, we did
13 everything we could.

14 As a matter of fact, James Ragland of
15 the Dallas Morning News interviewed me because he
16 wanted someone to support Fitzgerald and I supported
17 him initially. Joel is a great interviewer, he's
18 very good, he's fairly articulate and he's
19 convincing; he's able to look you in the eye and
20 lie.

21 He's going to Baltimore because
22 that's an opportunity. Why wouldn't he go to
23 Baltimore? He's not beloved here aside from those
24 that he gives discretionary fund monies to.

25 I'll say this, be careful of men who

1 don't have a 9:00 to 5:00, who did not pastor any
2 churches, have no other liable source of income but
3 yet they wear suits all day everyday; they're at
4 every community meeting and they have means of
5 survival and we don't know how they're getting paid.

6 These groups that you may meet with
7 may be a go-Chief and say that there needs to be a
8 period of reconciliation, sounds like to me we're
9 going to put a Band-Aid on bullet wound. If you
10 think for a moment because this guy's skin is black
11 and that he's our friend because we have the same
12 ancestry, then you've got a problem.

13 When you take him off of our hands

14 we'll be able to say that we told you the truth and
15 exactly what you were getting. Chief Fitzgerald
16 will look at you dead in your face and tell you a
17 lie. He will tell you a lie so convincing, if you
18 had not known he was lying, then you wouldn't know
19 that he was lying.

20 He came to a meeting with about 200
21 pastors of the city; this is the same time that the
22 police cam recorder was released. He stopped his
23 meeting with us, he came back in and the only
24 passion that we've heard from Fitzgerald is that he
25 was going to find out who released that information

12

1 and they're going to be dealt with severely. That's

2 the only passion I've heard from the man.

3 A (Dr. Michael Bell) I was on the committee

4 that brought him in; I have been having to apologize

5 ever since. I interviewed him and every candidate

6 was supposed to embrace the 3-E plan. The bottom

7 line is when all of this is said and done, Joel

8 Fitzgerald will lie and he is good at it. This is

9 Jackie Craig and Jackie can tell you.

10 A (Pastor Daniels) The Chief wants to leave

11 because he's made a mess of things here. He's

12 angered the majority of the African American

13 community because he has not dealt with African

14 American issues. The injustice on the part of
15 police officers for African Americans, he has not
16 handled it in a proper way. He's light on
17 disciplining his officers and he makes no apologies
18 for that. All we want is fairness and justice and
19 he's unable to deliver that.

20 A (Vance Keys) An officer murdered an
21 unarmed man in front of his children and who beat
22 Henry Newsome and is indicted right now. When we
23 talk about light discipline, he has black officers
24 against this public record that have been alleged to
25 have lied to Internal Affairs and they have been

1 terminated.

2 We have an officer, John Roman, who
3 assaulted a patient at a hospital that was waiting
4 on a ride. He lied to Internal Affairs, lied to the
5 investigators, lied to the prosecutors; he is under
6 felony indictment and he is still working in our
7 department. There is absolutely no justification
8 whatsoever for that.

9 We have officers who have gotten DWIs
10 that are still working in this department. We have
11 officers that are under felony indictment that are
12 still employed. If you talk about community
13 initiatives and relationships you have to have

14 trust; there is no trust between the police
15 department and our citizens. I've lived in this
16 city for 20 years, I've worked here for 18 years.

17 I would challenge Joel Fitzgerald to
18 have a conversation with me in front of you at any
19 time and he won't do it because the things I'm
20 saying are accurate things that he absolutely cannot
21 deny. He will tell you one thing to your face and
22 the next person something different because he is a
23 master manipulator. I want you to know what you're
24 doing; you're doing more than the city of Fort Worth
25 has ever did because he was never properly vetted

1 before he came here.

2 1. Questions for All:

3 Q (1.) How would you describe CF's ability

4 to explicitly address institutional racism and bias

5 through policy and practice and action?

6 A (Vance Keys) You can't legislate

7 morality. When there's acts of abuse I would say he

8 has a poor track record and he has inability and

9 unwillingness to handle not only institutional

10 racism but individual racism; it's been shown

11 repeatedly. He calls racist acts rude and he won't

12 recognize it.

13 Q So no policy change within the department?

14 I mean not just within the department for black

15 officers discipline verses white officers,

16 Hispanics, et cetera, but also how it goes out to

17 the community.

18 How does it go out to the community?

19 Does he put policies in place to work on how many

20 percentages of black and Hispanics get stopped,

21 pulled over, taken out of the car; all that kind of

22 stuff?

23 A (Dr. Michael Bell) On paper you've heard

24 of his deal about implicit bias. You've heard that

25 he has all of these body cams and more than any city

1 in Texas, which Halstead's predecessor put in
2 motion. You can also read and know that the city at
3 his behest is fighting right now. They sued the
4 state attorney general because they do not want to
5 release the body cams of the footage.

6 You can have all the body cams you
7 want but if the entire Fort Worth community,
8 regardless of race or ethnicity does not have access
9 to it and the Fort Worth police department lead by
10 the Chief militates against it, then what difference
11 does it make?

12 Not only that part, the officer has
13 his body cam on to a certain degree and he turns it

14 off. So it does no good to have all of these tools
15 and they are turned off. The only footage that's
16 shown after it's turned off is when the other
17 responding officers come; we're able to see the rest
18 of it then.

19 A (Vance Keys) Right now it's not a
20 "shall", it's really discretionary. You should have
21 your body cams on and if you don't have it on you
22 shouldn't have to explain why you don't have it on.

23 In all fairness, Joel Fitzgerald did
24 put a policy in place to where if you stop a citizen
25 you have to give that citizen a card and it tells

16

1 that citizen how to complain or how to commend an
2 officer. I will say with our history of Internal
3 Affairs and deputy chief over Internal Affairs those
4 complaints are really vetted at the supervisor's
5 level. So unless somebody contacts Internal Affairs
6 directly a lot of those complaints don't get dealt
7 with.

8 A (Dr. Michael Bell) Not only that, you're
9 dealing with a broken system, it was broken when he
10 came. So even with that piece of paper if I go to
11 Internal Affairs then they said it's the 911 caller.
12 Why come to us? It was the 911 dispatch who made
13 the mistake. That's another complaint that's

14 supposed to be part of 3-E action plan and that has

15 not been implemented.

16 Q I have questions. I don't know the guy

17 and I'm here learning, but the former Commissioner,

18 Halstead. When you went around talking to people

19 and they were talking about how racist he was, did

20 y'all speak out about that?

21 The reason why I'm saying this is

22 because I come here and I only hear about Fitzgerald

23 and the stories we've been hearing about this other

24 guy, some of the programs that you said Halstead had

25 in place, they're good programs. The cameras, we do

1 that in Baltimore; we've changed police

2 commissioners, they had programs already there.

3 If the programs are good it doesn't

4 matter who puts them there, it's how you implement

5 them and make them continue to work. I just wanted

6 to share that with you but I want to hear more

7 because I'm only hearing one side about how

8 Fitzgerald is.

9 A (Dr. Michael Bell) Sir, because this is

10 about Fitzgerald and secondly, I met with Halstead.

11 I met with him repeatedly for over a period of

12 months. The City Manager and Charles Daniels the

13 Assistant City Manager insisted Halstead, of course

14 as he said initially, was a racist.

15 We can talk about Halstead, but this

16 is about Joel Fitzgerald. Halstead was a racist and

17 that's why he's not here. As a matter of fact, the

18 BPO and the LPO came here because they could not get

19 fairness; as a result there's a Coleman Report.

20 The Coleman Report talks about what

21 went on internally in the Fort Worth police

22 department; that's also followed up by the National

23 League of City's Report. We did everything that we

24 could to get Halstead out of here and that's what we

25 did.

18

1 Joel Fitzgerald is black and I wanted
2 him to be Chief because he is black, let me just be
3 straight up. We all had that same hope. We did
4 everything we could. We jumped through the hoops
5 and we did everything we could to make him
6 comfortable.

7 As a matter of fact, the way that he
8 sought to divide the community, we fought for him as
9 much as we possibly could until it was so obvious
10 and so apparent to anyone that Fitzgerald was inept
11 once the crisis came. The bottom line is as Police
12 Chief he's a failure in Fort Worth.

13 1. Questions for All:

14 Q (4.) How would you characterize CF's
15 ability to successfully investigate and discipline
16 officers if necessary?

17 A (Vance Keys) To that point, as a
18 Lieutenant when I was in Internal Affairs I went to
19 our Mayor, Betsy Price, our City Manager, David Cook
20 and at the time our Assistant City Manager Charles
21 Daniels; along with other members of the BPO I told
22 them that our police department has a racial problem
23 when it comes to investigating and disciplining
24 officers.

25 Even if it goes to Internal Affairs

1 and the recommendations or whatever, the Chief has
2 the ultimate decision-making power. So Halstead was
3 racist insensitive or he was racist if you were
4 black and had issues you got fired; if you were
5 white, you might get slapped on the arm.

6 We went to the Mayor and City Manager
7 with these issues and nothing has changed under Joel
8 Fitzgerald. Most of these things are public record,
9 when you look at discipline of African Americans as
10 opposed to Caucasian it's smoking mirrors. He
11 treats everybody poorly; he gave me a report, 12
12 whites bad, 12 blacks bad. That's one thing, but if
13 you don't understand stats that's something

14 different.

15 How many blacks do we have in this

16 city, 18 percent. He's inept or incapable or

17 unwilling to handle racial disparity. If people are

18 saying good things about Fitzgerald, either they're

19 naive, he's given them something or they want to see

20 him go on like I want to see him go on. You guys

21 are doing a good job vetting him.

22 William Martin who dealt with Ms.

23 Craig, we know for a fact that he lied on his

24 affidavit; to this day nothing has been done to him.

25 The city of Fort Worth, either Internal Affairs or

1 City Legal actually labeled his file "Officer
2 Martin's False Affidavit" which is a felony and the
3 person is still working. It's public record, he is
4 not transparent.

5 Fitzgerald is a charming guy, he's a
6 nice guy, I've taken trips to Austin with him. If
7 you have no issues and no controversy in Baltimore
8 he will probably do you an adequate job, but the
9 moment crisis cross up he's going to fold unless he
10 has learned his lessons from his failures in Fort
11 Worth.

12 Q Just to follow up on Ms. Craig case,
13 legally does he have the ability through the guy's

14 file to fire him right now today?

15 A (Vance Keys) The Chief can fire me right

16 now. The Chief can walk in and fire me right now.

17 The thing that he told the community that upset me

18 so badly was, "if I fire this guy he's going to get

19 his job back." There is no difference between a one

20 day suspension and an indefinite suspension. You

21 have the right to appeal if the Chief takes that

22 action. So yes, he can fire the guy but he chose

23 not to fire the guy.

24 He said to the community after that

25 his record is important to him; that every officer

1 that I've fired has always lost his job. I don't

2 want to risk my record of firing him and he's

3 rehired that is what he told us.

4 He was more concerned about his

5 record. He said whatever punishment I've ever given

6 an officer it sticks, no body overturns my

7 punishments.

8 Q Doesn't the officers have civil service

9 protection? Civil service is due process, you can't

10 just fire them.

11 A (Vance Keys) Yes, you can. In this city

12 under civil service the right due process means if I

13 terminate you, you have the right to file within 15

14 days to go to the civil service commission and

15 appeal that termination.

16 The Chief has the ultimate authority

17 to fire anyone and you just appeal it, that's what

18 civil service means here. He didn't do that when

19 clearly a guy violated people rights and they put on

20 his affidavit that he lied. It's clear violations

21 and the affidavit is public record. There was

22 research on Chapter 143 and made an appeal to the

23 city counsel saying these are the addendums that

24 says that the Chief has the right to act in that

25 manner.

22

1 A (Dr. Michael Bell) Joel Fitzgerald called
2 me and said that the POA doctored the voice
3 recording. In Fort Worth the murder rate has been
4 65%/70% so don't be impressed because we're at 65%
5 homicides. Fitzgerald has left us more damage in
6 his leaving than his arrival.

7 A (Dr. Michael Bell) All of this is on
8 video. If you look at city counsel video when Joel
9 Fitzgerald came under fire, see how many people came
10 to his aid. That's all you have to do, it's public
11 record. That night when we talked about Fitzgerald
12 no one came to his aid, he was there by himself.

13 These things that Halstead put in, he

14 had to because it was such a mess. We don't want to
15 make it sound like Halstead had all of these
16 brilliant and bright ideas. He was under pressure
17 to do that and even after doing it he still wanted
18 to still to his old ways; that's why he had to get
19 out of town. We were hoping when we got Fitzgerald
20 that all of that would be over, gone. We got the
21 same thing, worst.

22 As a police chief he's very
23 thin-skinned, you'll find out. He's very
24 thin-skinned and very vindictive. Valerie
25 Washington, Assistant City Manager, did everything

23

1 she could to make sure that the Chief was doing his
2 job and he fought against her every step of the way.

3 Joel Fitzgerald will tell you, if
4 he'll tell you the truth, he does not make decisions
5 without committee; not just him. He will tell you
6 that because that's his complaint. His complaint is
7 I'm not making any decisions by myself, everybody
8 else has to make decisions. That's his way of
9 deferring and not taking responsibility.

10 Q Are you saying the Assistant City Managers
11 is helping him make decisions or other people in the
12 department?

13 A (Vance Keys) As a Deputy Chief we have

14 these round-table committees, it's always what's the
15 consensus? It was always "we" made the decision, it
16 was never I did this 'cause I'm the Chief and this
17 is what I'm going to do.

18 He left Allentown with eight pending
19 lawsuits for an officer kicking somebody in the head
20 and not take any disciplinary actions on him. He
21 allowed someone to shoot an unarmed citizen and
22 didn't take action. He allowed brutalizing and lied
23 about it.

24 A (Dr. Michael) Valerie Washington had to
25 make the Chief do the right thing by the minority

1 community. She had to make him implement the things
2 that he may be bragging about now. She had to make
3 him meet with the 3-E Coalition. She had to make
4 him call us when something happened in the African
5 American community and talk to us so we could get a
6 handle on it and see how we should react and respond
7 because they didn't want the African American
8 community just blowing up.

9 He didn't want to talk to us. He
10 went behind her back and complained to the City
11 Manager about her and all of a sudden she got
12 switched to another job. She's not over the police
13 department anymore. He doesn't want to deal with

14 the civilian community because he says the civilians
15 don't know enough about police work to understand.
16 He doesn't want to deal with the civilians of the
17 city because he doesn't think we're smart enough to
18 comprehend what policeman are supposed to be doing.
19 We were denied a civilian review
20 board for different eyes and they said we wouldn't
21 understand what we were looking at. We're fighting
22 right now; we have this whole document that we've
23 spent a year and a half working with and before we
24 can present it to City Council it has to get that
25 approval. You have other questions go ahead.

1 Q The questions that I have you answered
2 them, you know, you didn't give me a chance to ask
3 them.

4 A We sound very passionate with our discord
5 for the Chief. This did not happen over night, we
6 wanted him to succeed. We ran the risk of his
7 failure that we'll never see another black chief in
8 our lifetime ever in this city. What switched our
9 hearts? What changed our minds? They said we
10 needed to go to City Hall. We started going to City
11 Hall every week and they changed the dynamics of
12 presentation so you can't talk so long.

13 A (Dr. Michael Bell) You all know Fort

14 Worth is a racist city. Everyone has said we were
15 defenders of Fitzgerald, advocates for Fitzgerald.
16 Jackie Craig was assaulted by a police officer who's
17 still on the force; a gentleman was assaulted by a
18 police officer with his personal shotgun.

19 David Cook said we brought Fitzgerald
20 in to help mend fences, to build trust and he
21 hasn't. He said this openly and publicly at True
22 Vine Baptist Church; this is his boss. David said
23 in open public that we brought him in for this and
24 he's failed to do that. Now, that's kind of stretch
25 for a City Manager to say something like that.

1 Q When was that? Was that this year?

2 A (Dr. Michael Bell) No, it was last year

3 at a Unity In The Community meeting.

4 Q If I may, I'd like to hear from Ms. Craig.

5 We've heard a lot of things about her and her story.

6 I'd like to hear her thoughts about Fitzgerald and

7 the whole situation.

8 A (Jackie Craig) I think Fitzgerald is a

9 bag of garbage. What people fail to realize is what

10 he did to me didn't only effect me but my whole

11 family. I have a niece right now that's dealing

12 with a fact that a teacher just choked her son,

13 admitted it on paper, called him retarded and she

14 won't call the police because she doesn't want to go

15 through what I went through.

16 When you have to deal with that and

17 you can't even give you kids piece, I don't

18 understand the purpose of life anymore. That was my

19 whole mission was to be able to keep my kids

20 comfortable; her mission as a mother and she can't.

21 She has to look her son in the face knowing that she

22 couldn't give him what he needed and he's only six

23 and he has to still sit in the room with this

24 teacher. It's not fair.

25 (Speaking on the incident at The YMCA.)

1 Supposedly they created this task
2 force or whatever behind my situation; called a
3 meeting to talk about it, I wanted to attend and was
4 told I wasn't able to. Fitzgerald said whenever we
5 need you we'll call you, you can't attend any
6 meetings.

7 Q Was it all internal people? Was community
8 people there?

9 A There was community people there.

10 Q Ms. Craig, did he ever call you to say he
11 was sorry for what happened to you or anything like
12 that?

13 A No, he insisted on her being prosecuted.

14 Q Prosecuted for what?

15 A (Pastor Daniels Jr.) The charges that

16 they brought upon her and her daughter that night,

17 the community had such an out cry we said she

18 doesn't need to be prosecuted, this is wrong. This

19 was started by that officer and the Chief insisted

20 on prosecuting her. We had to go down to the Majors

21 office and say she will not be prosecuted, this is

22 your officer's fault; he precipitated all of this

23 foolishness.

24 The Chief called us and met with us

25 and said we have to prosecute, let this whole thing

1 play out. We said no, we want the charges dropped;
2 he had to come to Mount Olive. He did not want to
3 drop the charges against Ms. Craig and her family;
4 he wanted her to be prosecuted and wanted her to go
5 before DA.

6 A (Vance Keys) I'm a proud police officer.
7 I'm proud to serve the community and I'm proud to
8 function in this role to be of service to others.
9 The Chief is what I call a cops cop and I don't mean
10 that in a good way; Fitzgerald wants to be liked by
11 cops. They didn't think anything was wrong with
12 that initial William Martin video. He said it
13 wasn't that bad. He put this guy back in the same

14 community against the will of the community and he

15 said it publicly at a church field with people on

16 the southwest. Those competencies don't measure

17 integrity, it doesn't measure compassion.

18 A (Dr. Michael Bell) I want to go back to

19 Jackie because she went to this deal and very

20 publicly; people were there so it's not like

21 something happened and no one was there. He kicked

22 her out of the meeting.

23 A (Jackie Craig) He had one of his

24 right-hand men or whatever he called him, to reach

25 out to me saying they were having a rally. When I

1 got there he told me Chief Fitzgerald wanted me to
2 fire my attorneys; they dug up some work and he's
3 not eligible to practice in the state of Texas. He
4 said if I fire them he'll write me a check right
5 then and there; I didn't fire my attorneys.

6 Q Did the Commissioner have the ability to
7 write a check without going through proper
8 procedure?

9 A (Vance Keys) No, he doesn't; that may
10 have been something that worked on through Risk
11 Management. He does not have authority to award
12 anybody money in terms of a lawsuit.

13 A (Jackie Craig) After all the threats and

14 crisis we lived in a hotel for three and a half

15 months. People actually rolled up at my house,

16 pulling guns on my kids.

17 Q Police officers?

18 A (Vance Keys) No, they weren't police

19 officers. That was when the people of the black

20 community got together and said since people are

21 doing these things we're going to patrol her house

22 armed. When that happened these officers showed up

23 and downed the people that were walking around armed

24 that called themselves patrolling her neighborhood

25 or her residence; that was the issue they had. You

1 can't put somebody down in handcuffs because they're
2 exercising their constitutional rights. They
3 handcuffed them and ran them for warrants or stolen
4 and now that's a lawsuit pending for the city of
5 Fort Worth.

6 Q So you can walk around with guns?

7 A (Vance Keys) Anybody can walk around with
8 an armed rifle, shotgun in the state of Texas.

9 Q So knowing what Joel Fitzgerald stepped
10 into coming here to Fort Worth, the tender box that
11 he walked into racism and things of that nature, is
12 there any leeway that's given knowing what he was up
13 against in terms of a the girl/boy network? Was he

14 naive in terms of what he thought? Talk a little

15 bit about that.

16 A (Dr. Michael Bell) We welcomed him, we

17 knew that he needed slack. We knew that he needed

18 margin, we knew that he needed space. So therefore

19 we gave him the benefit of doubt on everything even

20 to the extent that when he was obviously wrong we

21 tried to make excuses for him. He had enough room

22 to maneuver. Because of Halstead's tenure he had

23 enough room to do some goodwill things and he

24 didn't. He wouldn't meet with the community unless

25 he was forced, just simple stuff.

1 A (Kevin Fitchett) He had three major
2 police instances in which he could have dealt with
3 as a chief that would have shown the department and
4 the public what he's about. One is a shooting where
5 one of his off-duty officers shot a guy, black guy,
6 running away and paralyzed him, did nothing about
7 it.

8 The other thing was when the officer
9 shot the guy coming out of his house, did nothing
10 about it. The other thing was Ms. Craig, did
11 nothing about it. So every chance he's had to show
12 what type of chief he was or where he was going to
13 lead the department, he failed.

14 So he was given a lot of latitude,
15 Chief step up, you've been given these golden
16 opportunities in which the officers were dead wrong,
17 if you saw the videos, it's easy to make a decision
18 to say you're wrong, you're going to be punished,
19 fired or something and he did nothing.

20 If he's going to consistently do that
21 he's not worth being a Chief. He was given three
22 major opportunities and he's done nothing but try to
23 brush them under the rug, lie to the community. The
24 only thing he's ever done to punish an officer was
25 take the two highest ranking black police officers

1 who were on their way to the top; who are qualified

2 and records were impeccable, he demoted them.

3 Here's one of them right here, Vance Keys.

4 Q Where is the other one at?

5 A (Kevin Fitchett) He took a job, Chief of

6 Police job in California.

7 A (Vance Keys) Maybe he didn't get it, he's

8 not from the south. I'm from North Carolina, let me

9 be his advocate. Let me explain to the community

10 what he really means to say. All these black

11 churches, all these weekends I'm out there talking

12 to these people trying to repair the damage that he

13 and his officers have done. I told CF at one point

14 it can't just be me, I'm not over the south
15 division. I know I'm a black Deputy Chief, but you
16 have other commanders in different areas that can
17 address these things. CF told me sometimes when
18 you're black you've got to do more. I'm thinking
19 "well, doesn't that apply to you?"

20 We had a captain that got a DWI in
21 his unmarked unit at 3:00 a.m. in the morning on the
22 expressway, he got hit by another drunk and they
23 both get arrested. He comes in and refuses to talk.
24 Chief said he wasn't going to fire this guy because
25 he might kill himself. This officer was allowed to

1 go down to Florida and get rehab, all of these

2 different things. That's the Chief's discretion, I

3 don't have a problem with that.

4 The problem I have is when you get on

5 TV and you announce to the world that you hold

6 officers of all ranks of all ethnicity accountable.

7 A (Kevin Fitchett) When it goes back to

8 Ms. Craig, the officer that caused all these

9 problems never got charged or anything like that.

10 This guy, Vance Keys, was on house arrest for two

11 months coming to her defense. What kind of

12 transparency, openness, fairness is that?

13 A (Vance keys) Before he demoted me he went

14 to the black community and he went to retired black
15 officers and said he had some smoking gun stuff on
16 Vance Keys. The smoking gun stuff was there's text
17 messages between us that said the Chief did not do
18 his job. The Chief should have fired William Martin
19 for lying and for assault.

20 It wasn't a leak, he drop boxed;
21 those files were extremely large. I have him access
22 to my phone, to my computer, anything he wanted he
23 could get access to it. What I wanted him to do was
24 give me a document saying after you don't find what
25 you're looking for that you didn't find it. Just in

1 the interest of transparency, follow every avenue,

2 and it was not done.

3 Q His ability to, as you said earlier, walk

4 and chew gum at the same time and I say that because

5 we know the issues that you guys have here, but

6 we're a city under consent decree for bad police

7 practices. We have structural racism and we have a

8 huge violent crime problem at the same time.

9 I'm trying to see what people sense

10 as his ability to do that and he's going to be --

11 talking with the Council, we're a lot more hands on

12 than they would be; to see how you guys think he

13 would be in that situation in that competent

14 environment.

15 A Being hands on with you guys, he's not

16 going to like that one bit. He wants to be turned a

17 loose to do what he wants to do. He doesn't like

18 anybody to supervise him. He has a tremendous ego

19 and very thin skin much like our President.

20 His own officers say he won't listen

21 to anyone. If you say anything, "Chief, why did

22 you do such and so?" Immediately, very thin skin.

23 I think with some guidance and some

24 hands on this may be a situation where it may work

25 for him because no one on our City Council has done

1 anything to hold the Chief accountable.

2 Q You've basically answered all our

3 questions.

4 A (Vance Keys) Fitzgerald has not had any

5 kind of collective supervision, so with a consent

6 decree if you guys are hands on that might be the

7 best thing for him. I have not seen him in an

8 environment where he's been held accountable by

9 multiple factions. If you've got people that are

10 willing to stay on top of him, he might flourish; I

11 can't say he won't.

12 I can speak from my experience in

13 Fort Worth where I've seen him fail. Pay attention

14 to what you see, believe your eyes. Y'all give him

15 a chance.

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Day 3 – Tuesday, December 11, 2018

Fort Worth Police Officers Association

Attendees

- **Officer David Cook, FWPOA Vice President**
- **Sgt. Manny Ramirez, FWPOA President**
- **Sgt. Pat Blausner, FWPOA Treasurer**
- **Ofc. Jimmy Pollozani**
- **Det. Anthony White, FWPOA Vice President**
- **Ofc. Carolyn Gilmore, FWPOA Vice President**

Q: How would you describe Chief Fitzgerald’s ability to implement community-based policing practices?

A: POA President Manuel Ramirez: We work pretty closely with our chief’s office on a daily basis on all different types of issues. That was probably the biggest strength from Chief Fitzgerald. In terms of community policing. He was relatable with the citizens. He was approachable. There’s been a group of ministers and community folks who want to keep him here and it’s because he’s so receptive to community.

A: Officer Cook: We’re the community liaisons full time. It is the same group full time. We do calls for service and community building. We work with schools, churches, businesses – anything on our beats.

A: Officer Carolyn Gilmore: We wanted to show the community that we wanted to be engaged with them as people. The police advisory community – through this the chief has worked with residents to explain due process and to explain our contract, etc. What was long overdue was having open discussions on race relations. It can be awkward but we have to talk about it and we did that. When Chief Fitzgerald came, he went to every side of town and had employee forums. We could talk about the future and present ideas. The first couple of ones not a lot of people said a lot but once someone asked a question it just flowed. He took on some tough questions. In those meetings they were asking him questions that really should have been asked of the City Council but he took them on and answered them.

A: Officer Pollozani: He’s dedicated an officer in his office full-time to be a part of the police athletic league. They also have Code Blue After Dark. They have teams and compete tournament-style in basketball. Those programs weren’t in place prior to Chief Fitzgerald and most importantly there weren’t resources from the police department dedicated to those programs.

Q: Why is he interested in taking this job in Baltimore?

A: Manuel Ramirez: I would just assume.... I’ve spoken with him about it. He’s from Philly and it’s a similar population in terms of demographics. I think that he’s comfortable there. And it is a good job. Somebody offers you the opportunity to be the chief of NYPD you take it. Somebody offers you the job in Baltimore you take it. Maybe he sees it as an opportunity to turn some things around. Some of the programs that work here it seems like those are the programs that are needed there. I understood why he wanted to take it. He thinks he can add value.

Q: Who were some of Chief Fitzgerald’s best hires, and what made them assets to the department?

A: Manuel Ramirez: He’s always put an emphasis on diversity but more importantly he’s put an

emphasis on quality. By and large I don't think we can complain about who's on top. You look at his three assistant chiefs they are all respected and didn't have blemishes on their records. As a union we were a bit hesitant ... he wanted to bridge the gap between his patrol officers and the citizens and by appointing the commanders he appointed he brought them closer because he appointed people who had ties to the community.

Q: How would you contextualize the Fort Worth Police Union's survey finding that 84 percent of the police force believed that morale declined under Chief Fitzgerald?

A: Manuel Ramirez: It wasn't a no confidence vote it was a survey. That was incident-based at that time. It was a decision that most of the troops didn't agree with. We are a democratic organization. At that meeting we were directed to take that survey. The results, I would say, you can look at them in a vacuum because that's right on the heels of a big incident. If you are a chief that everybody agrees with then you probably made the wrong decision. On that particular decision I think he got it right. If you fire that officer you're appealing to the citizens. If you give him a slap on the wrist you appeal to the officers. Chief Fitzgerald did what he thought was right and gave him 10 days off without pay and chose not to promote him. I can't answer how a survey would go today but I can guess it wouldn't be as negative.

A: Officer Carolyn Gilmore: In my opinion, the majority of the officers who took the survey are the patrol officers. They feel understaffed, no overtime. They don't have time to eat lunch. Those are the officers who are upset. The chief can't fix staffing without money. He was making a lot of needed changes.

Q: How does Chief Fitzgerald approach police recruitment?

A: Manuel Ramirez: When he first got here we were understaffed by about 200 officers. One of his commandments was staffing up. Now several years later they say we're 70 officers over staffed. For a moment in time he was a folk hero because he advocated for hiring more officers and stuck his neck out to hire. That won him a lot of favor with the officers. Every six months we have performance reviews for officers.

A: Officer Pollozani: He's willing to train his officers when it comes to when to use force. He mandated that everyone in the department attend de-escalation training by PERF.

Q: How would you describe Chief Fitzgerald's ability to explicitly address institutional racism/bias?

A: Manuel Ramirez: Historically, it hasn't been an equal number of folks in each specialized unit. You can't really mandate that you put a black officer here and a white officer here and a Hispanic officer there. If you have two equal candidates, diversity will be considered. That's new and directly from Chief Fitzgerald. Diversity does matter. That's been one of the pieces where he has put his money where it matters. The Chief has put a diversity consideration into the promotion policy. The General Orders now state that when considering two equal officers for promotion, you can consider diversity.

Q: Can you speak to a time that Chief Fitzgerald successfully implemented a department-wide technology update?

A: Manuel Ramirez: Everything is data-driven. Once you get out of the car the camera comes on automatically. And if there are three officers and one officer's camera comes on they all do.

Q: Are you all telling us all this good stuff because you want to get rid of him?

A: Manuel Ramirez: On behalf of the union, personally we wouldn't do that. I think everything

we told you is indicative of how we feel about Chief Fitzgerald. If he leaves, we'll advocate for an internal candidate.

Q: How would you assess his tenure in Fort Worth?

A: Manuel Ramirez: I think that he's done a good job of preparing folks. We have folks who can pick up the ball and run with it. From a union perspective, whenever he did demote people that spoke volumes about what he was willing to do. It doesn't matter what position you hold. The minute he said he was going to demote those deputy chiefs, they appreciated the fact that he would hold his two right hand men accountable.

Q: Can you speak to a time when Chief Fitzgerald's leadership failed the city of Fort Worth?

A: Manuel Ramirez: You're not a complete person if you don't have failures. His failures have been such that he could overcome them. I think the survey was a failure of communication. He didn't feel the need to come out and message that. I think had he got out and said 'this is why I'm doing this,' maybe that communication could have been better.