

The following members were present at a meeting with Mayor Cavanagh on the morning of Friday, March 22, 1968:

Fr. Paul Harbrecht, Spokesman  
(Bishop Emrich was ill and unable to attend)  
Judge Horace Gilmore, Police-Community Relations Committee Chairman  
G. Mennen Williams  
Fr. James Sheehan  
Stanley Winkelman  
Dr. Remus G. Robinson  
Robert Frehse  
Staff: Robert Potts  
Matthew Ash

In reference to the specific points raised by the delegation, the Mayor's responses were, paraphrastically:

I. The Police Commissioner:

The status of the position of Police Commissioner must be clarified as soon as possible, either by immediate appointment of a successor to Commissioner Girardin, or the extension of his term of service.

Commissioner Girardin will retire, as announced, at the end of April. While a replacement has not yet been selected, there are currently four men under consideration, and there are absolutely no plans to extend the present Commissioner's term of service. In the past two men have accepted the position but have been forced to withdraw for various reasons. While the present salary level of the position is not thought to be of major consequence, the Mayor has made provision in the 1969 fiscal budget for an increase to \$30,000 for the Commissioner's salary.

II. Police Procedure:

A. The Mayor and command officers of the police department should make it absolutely clear to the members of the department, and to the public, that, while they will vigorously support the officers in the proper execution of their duties, the abuse and mistreatment of citizens will not be tolerated; further, that wherever necessary the Mayor use all of his public authority and private influence to end these abuses that so senselessly incite members of our community. SPECIFIC EXAMPLES.

(This matter received little direct attention during the course of the meeting, however during the press conference immediately after the meeting, the Mayor stated very firmly the administration's policy: abuse and mistreatment of citizens would not be tolerated, and that officers persisting in these practices were not wanted in the Detroit Police Department and would be put off the force. It should also be noted that many of the efforts and programs described below are directed at alleviating such practices.)

- B. Immediate steps must be taken to provide every member of the department with an outline of procedures for the use of fatal weapons during any future civil disorders. This procedure must stipulate, without equivocation, that weapons are to be used only in self-defense or the defense of life unless an order to the contrary has been given by an officer of Inspector level or above who is directly responsible and accountable to the highest levels of command and administration.

The Department has been giving great attention to planning for possible future civil disorders, specifically including techniques that are to be used in crowd control, where weapons are not to be used, and riot situations, where they are to be used.

### III. Police Recruitment:

In the vital area of police recruitment, we see that the problem is not now solely that of encouraging a greater number of Negro applicants. Over 46% of all walk-in applications during 1967 were Negro. The primary problem rather lies in the area of the whole screening process through which applicants must pass: of all officers hired during 1967, approximately 22% were Negro.

The Administration and the Police Department have, of course, reviewed these figures and have given great thought to the differentials which exist in the results of the applicant screening process. It seems clear that the concerted efforts which have been made to improve the recruitment and screening process have produced results: during 1966 and

1967 approximately 21% of all officers hired were Negroes, whereas the figure for the previous four years is 6.4%, and for the four years previous 5%. It seems likely that the differential which does exist is a result of the differences between the Negroes and whites which do apply. However, it would be beneficial were an independent organization, such as the Citizens Committee, to undertake a complete study and evaluation of the testing and screening procedures. (The CCEO members present at the meeting assured the Mayor that the group would be very happy to undertake such an effort, given the full cooperation of the Administration and the Department. Work has begun on a tentative draft proposal for the study and the Police-Community Relations Committee will be acting on this matter in the near future.)

(Regarding the specific points raised concerning the testing and screening procedures):

- A. A complete study of the written examination, by an independent organization, to determine its relevancy to its use, with careful attention given to the question of possible cultural bias.

The City would welcome a thorough review and evaluation of the written test by competent experts from the personnel testing field. There has always been the question of the relevancy of the test to the knowledge and competency which the test is designed to determine.

- B. Replacing the random and subjective nature of the questions that are asked during the oral examination by a more objective procedure, such as that used by Civil Service.

Recently there has been much discussion concerning not only the adoption of Civil Service procedures in this area, but also the possibility of transferring the whole recruitment and testing function out of the Department to the authority of the Civil Service Commission. No definite decisions have been made in this area.

- C. Establishing a core group of qualified officers from which members of the oral examination board will always be drawn in order to give continuity to these examinations.
- D. Immediate integration of the oral examination board for all applicants.

To some extent this has already been done. Recently, Sergeant Avery Jackson has been assigned to sit on all oral examination boards.

- E. A thorough analysis, by competent medical authorities, of the relevancy of the criteria on the physical examination.

The Department has, for some time, maintained a Negro doctor on its staff to help conduct the physical examinations. The relevancy of the physical criteria is a question which merits closer attention.

#### IV. The Assignment of Officers:

- A. The majority of additional police officers should be Negro, primarily to achieve a greater complement of Negro officers in the ghetto precincts.

The Administration is aware of the need to place more Negroes on the police force not only to increase the number of Negroes assigned to the ghetto precincts, but also to allow for complete integration of the whole department. Despite the recent increases in the number of Negro officers hired, more are needed. In this regard it is hoped that the study of the testing and screening procedures will lead to an improvement in this situation.

- B. Where at all possible the major ghetto precincts should be under the command of Negro officers.
- C. Immediate steps should be taken to place Negroes in the very highest levels of police command.

In both cases the real problem lies in the fact that there are not enough Negro officers who have been on the force long enough to qualify for all of these positions. As more Negroes join and work their way up through the ranks, the higher command positions will be filled by more

Negroes. Currently District Inspector Harge and Inspector Clark of the 5th Precinct are doing fine jobs in working with the men under their command and with their communities.

- D. Officers removed from street duty due to their incompetence should not be re-assigned to functions, such as personnel and recruiting, requiring critical human relations capabilities.

It should be made very clear that such a procedure is not by any means automatic. It is assumed that reference is being made here to an officer who was involved in an incident with a city photographer. After a one year suspension, this officer was taken back on the force and assigned to the Personnel Division. While the case has not been reviewed personally by the Mayor, it is possible this this particular officer is fulfilling his duty properly and it would be senseless to hound a man continuously for one mistake after he has paid for it.

V. Police-Community Relations, Specifically:

- A. We urge the Mayor to continue with all efforts directed at the establishment of at least 12 neighborhood storefronts, to be manned by civilian, community-service officers in the employ of the police department.

Earlier in the week the Common Council heard a personal presentation of this program and it is expected that in the near future, they will be approving a minimum of three such centers. Any additional support that the Citizens Committee and other groups could provide would be helpful.

- B. Each precinct should have its own police advisory group of local citizens to consider problems, programs for that precinct.

There is complete agreement on this point and it is hoped that such a program can be instituted in the near future.

- C. The Citizens Complaint Bureau should have a sufficient complement of personnel, and enough independence to enable it to conduct vigorous investigations of its complaints and to engage in its own observations of how police are

working and responding to calls in the ghetto. Findings of incompetence or malpractice must not be whitewashed but must be disciplined with severity commensurate with the offense.

Since the incident in July the CCB has had a heavy backlog of cases. Consequently, until very recently, it appeared that not much work was being done. As of now, the Bureau is beginning to function more normally and the cases are being disposed of at a more rapid rate. Commissioner Girardin has reported that he has been sitting on review boards almost daily. The Administration is satisfied that the CCB is functioning as it should.

#### ADDENDA

1. Dr. Remus Robinson raised the case of the recent disorders at various schools, Post Junior High in particular, and asked whether it would be possible to work out plans for the handling of any future similar situations so as to avoid the creation of incendiary incidents.

Although there are a multitude of conflicting reports, it appears that the members of the police department who were on the scene at Post handled themselves well under the circumstances. The two situations which have been characterized as "police brutality" were, as best as can be determined, actually not brutality but the consequences of the judicious application of moderate police force. Further, it would be near impossible to outline regulations and procedures for the use of each and every level of police force to govern all possible situations. There are already directives governing the use of force generally.

2. There are a couple of developments which the Citizens Committee, given the concerns that were articulated, would appreciate learning of.

- a. A command school has been established to provide extensive in-service training to officers who are promoted to the