

In The Matter Of:
Facilitated Stakeholder Discussion
With Eric Henderson

Dayton City Hall
April 16, 2026

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FACILITATED STAKEHOLDER DISCUSSION

WITH ERIC HENDERSON

April 16, 2026

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PRESENT:

DR. PATRICK OLIVER, CEDARVILLE UNIVERSITY

DEPUTY CHIEF ERIC HENDERSON

CHRIS KERSHNER

SAVALAS KIDD

MONNIE BUSH

ELLEN MILLER

DR. VANESSA WARD

DR. DERRICK FOWARD

DR. DAVID FOX

DONALD DOMINECK

DR. ANTHONY WHITMORE

MARY SUE GMEINER

MATT TEPPER

MARY E. WRIGHT, RPR, NOTARY PUBLIC

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1 MR. PARLETTE: Wow, there hasn't been this level
2 of power players from the Dayton community in one room for
3 quite some time so first and foremost I thank you for
4 taking my call on Friday. I apologize for the short
5 notice but the complete 100 percent turnout is highly
6 impressive and really reflective of the importance of this
7 position in this community. So thank you all for coming.

8 Shelley has asked that I do a quick welcome and
9 introductions and exit the room. So this is Dr. Oliver
10 who will be proffering the questions as I've shared with
11 most of you. You will have the opportunity for follow-up
12 questions to poke, prod, what have you.

13 As I shared with Dr. Oliver and most of you, I
14 was hopeful that we could get this done in 60 minutes but
15 realistically, we've penciled in 90 minutes to get this
16 done.

17 So the only other thing I would ask is now that
18 the court reporter has a seating chart in place, don't
19 change seats. Certainly, if you need to use the
20 facilities they are out and to the right.

21 Other than that, because everything is being
22 recorded, please speak at an audible tone, which I don't
23 think will be an issue with this group.

24 Beyond that, I'd like to introduce Dr. Patrick
25 Oliver, which is no stranger to most of you. Former

1 Police Chief in several jurisdictions across Ohio,
2 currently Professor of Criminal Justice, right?

3 DR. OLIVER: Yes, sir.

4 MR. PARLETTE: At Cedarville University and
5 really a trusted community partner, particularly when it
6 comes to law enforcement topics.

7 So that being said, I don't know if you had
8 anything in mind to do an introduction yourself, Doctor,
9 but I will leave the room as soon as you tell me it's good
10 to go.

11 DR. OLIVER: Yeah, I mean you said it, I'm a
12 Professor of Criminal Justice at Cedarville University,
13 also serve as a Director of the Criminal Justice program
14 there.

15 Spent approximately 28 years in law enforcement
16 before that. Chief of Police in Fairborn most recently,
17 the Chief of Police in Grandview Heights, Columbus suburb.

18 Chief of Police in Cleveland, my hometown, was
19 born and raised. Chief of Police at Cleveland Metro Parks
20 in the Northeast Ohio area. And then I started my career
21 as an Ohio State Trooper so that's a little bit about my
22 background.

23 I serve as a consultant for International
24 Association of Chiefs of Police, Ohio Association of
25 Chiefs of Police and the National Organization of Black

1 Law Enforcement Executives so -- that's all I'll say
2 there.

3 MR. PARLETTE: Okay. Dr. Foward?

4 DR. FOWARD: So I see you doing that. I'm doing
5 the same thing.

6 MR. PARLETTE: You want me to crank it down a
7 bit?

8 DR. FOWARD: Absolutely. I want you to crank it
9 down, because I got my motor running, too, so I was
10 running, I was running.

11 MR. PARLETTE: All right. We're at 70. If it
12 needs to be adjusted, feel free. Thanks again, everybody.
13 Really impressive turnout. It's great to see everybody.

14 (Mr. Parlette left the room.)

15 DR. OLIVER: Okay. I want to welcome you again
16 on behalf of the City of Dayton. Please know that your --
17 the City values your input and your feedback, your past
18 participation and involvement with the City of Dayton and
19 so on behalf of the City Manager, Shelley Dickstein, I
20 want to thank you for giving your time today.

21 Shelley Dickstein values your input and feedback
22 and so she wants that as she moves forward with the police
23 chief selection process.

24 We are here today to interview Eric Henderson
25 for consideration as a police chief candidate for the City

1 of Dayton.

2 I will facilitate this interview process by
3 asking nine questions that are job-related about the
4 police chief job in the City of Dayton.

5 You are welcome for any of the questions to ask
6 a related follow-up question if you need further
7 clarification. Please try not to ask a new question but a
8 follow-up question for clarification.

9 At the conclusion of the nine prepared
10 questions, I will then ask if any of you have a question
11 you think is critical to get the answer to to provide
12 feedback about his candidacy as police chief.

13 So if you think there's something missing or
14 lacking you want to know about him, then you can ask that
15 question.

16 Once the interview is concluded, we've asked the
17 ten questions, including a question anybody else might
18 have, then we'll excuse Deputy Chief Henderson and then
19 we'll go into a feedback session where we'll collect your
20 input and feedback about his candidacy as a potential
21 police chief candidate.

22 So that's the overall process. Any questions of
23 me before we get started?

24 I'll start with the questions. You'll be able
25 to hear the questions. Obviously we have a stenographer

1 here who is recording Deputy Chief Henderson's comments
2 and any follow-up questions that are asked for
3 clarification.

4 Okay. Deputy Chief Henderson, please tell the
5 panel of community partners why are you interested in the
6 chief of police job and how you have prepared for it. So
7 why are you interested in the job and how have you
8 prepared?

9 DEPUTY CHIEF HENDERSON: Well, good morning. I
10 would first and foremost say that I'm interested in it
11 because I think through my career, I've shown that I've
12 worked towards becoming the chief of the department. I've
13 done that intentionally.

14 I started off when I was 20 years old in the
15 Dayton Police Academy. Basically, I was attending Wright
16 State University, working at Elder Beerman Department
17 Stores at Philadelphia and Siebenthaler.

18 I met several officers there when I was working
19 loss prevention. I had no interest in law enforcement at
20 that time but I got to know the officers that were working
21 there off-duty and I saw them and saw them as people.

22 And I remember the Civil Service Exam coming up
23 and they said hey, we're giving the exam, you know, it's
24 something you really should consider because it seems like
25 you would be a good fit for this. So I signed up for the

1 test, went and took the test and here I sit today.

2 So I would say during the academy, after
3 graduating the academy in July of '99, I was assigned to
4 the Fifth District, which was Northwest Dayton.

5 So that's the area I grew up in. I grew up a
6 couple blocks from the old Good Sam. Hospital. My parents
7 still live over there. I have a lot of ties still over in
8 that community so that was one of the proudest moments
9 I -- you know, I had, you know, and very humbling that I
10 actually had the honor and the duty to be able to serve my
11 community in that capacity.

12 From there, I actually transitioned over to the
13 Narcotics Unit where I worked some of the prostitution and
14 drug-related crimes that were at the time plaguing the
15 community, which was mainly crack cocaine.

16 So I worked my way through there and did several
17 other things and transitioned to a sergeant over Patrol
18 Operations over in East Dayton.

19 There, I think it was very different style of
20 policing as far as there was different community issues,
21 whereas in West Dayton, it was mainly violent crime. Over
22 in East Dayton, it was mainly property crime so I was able
23 to experience some of those issues.

24 From there I transitioned to -- I was actually
25 drafted to the Dispatch Center where I was -- very early

1 on in my supervisor career was tasked with working with
2 transitioning our Dayton Police Dispatch Center to
3 Montgomery County Regional Dispatch Center.

4 It's something that I could have probably
5 stepped away from because I had did my time in the
6 Dispatch Center but I knew of the importance that when a
7 citizen calls 9-1-1, the need for someone to be there that
8 answers and that resources will be sent there so I took --
9 I wanted to make sure that -- you know, I wanted to play a
10 part in that in ensuring the safety of the community.

11 So I was able to be a part of that team and
12 really learned a lot of skills, project management,
13 leadership skills.

14 I would say I had -- there was emergency
15 operators that potentially were losing their jobs or being
16 reassigned to other areas. And I saw that and the way I
17 addressed that was really open communication. Open and
18 transparent communication.

19 Communicating about the process, what was going
20 on from my end, being involved in that transition, and
21 assured them that I knew the City and their union
22 leadership was working towards a resolution to try to
23 transition them to another assignment.

24 From that point, I actually moved into emergency
25 planning, Homeland Security type issues and I really got

1 to see the challenges with making sure that our community
2 is prepared and that our officers are prepared to respond
3 to active shooter type incidents or other critical
4 incidents because -- you know, I think now even more, and
5 especially after the incident we had in 2019 in the City
6 of Dayton in the Oregon District, I think preparation is
7 key and well before me, there were people preparing this
8 department for -- to be able to respond to that.

9 So I wanted to make sure in that role that I
10 continued that -- that kind of process and make sure that
11 we were prepared for if something like that were to incur
12 in our community and, unfortunately, it did.

13 But at the same time, I can say I think, you
14 know, the law enforcement officers responded tremendously
15 to that -- to that event. It was an unfortunate loss of
16 lives. I wish we could have prevented it altogether but
17 I -- at the same time, I think we were rather prepared to
18 be able to respond.

19 From -- during that time --

20 DR. OLIVER: In the sake of time, can you just
21 kind of summarize your preparation --

22 DEPUTY CHIEF HENDERSON: Right.

23 DR. OLIVER: -- and your credentials. We're
24 going to have to do about three minutes --

25 DEPUTY CHIEF HENDERSON: Right.

1 DR. OLIVER: -- for each question.

2 DEPUTY CHIEF HENDERSON: Yeah. So during that
3 time, I actually did some other things. I worked with a
4 lot of other law enforcement agencies so collaboration
5 with other law enforcement agencies.

6 And at that point, I was promoted to lieutenant,
7 oversaw policy planning, inspections and audits so I
8 wanted to make sure that we were holding folks
9 accountable. So it's -- basically expect what we inspect.
10 So I was able to start that up. And I transitioned out
11 the West Patrol as the lieutenant and then promoted to the
12 major.

13 From that, I would say was -- another key moment
14 in my career was I was able to work closely with the
15 community, ensuring that our community engagement officers
16 were out there engaging in our community with neighborhood
17 organizations and ensuring our street officers were out
18 there engaging with those folks, ensuring that leadership,
19 including myself, was out there engaging with the
20 community.

21 But more importantly, to make sure that we're
22 preventing and working to reduce crime and protect the
23 community so -- and then I transitioned to assistant chief
24 and today, I'm deputy chief. I've been in my current role
25 since 2022 as deputy chief.

1 DR. OLIVER: Okay. Thank you very much. Please
2 describe your vision for the Dayton Police Department for
3 the next three to five years.

4 What do you want to do, why and what outcomes do
5 you want to achieve? Your vision for the Dayton Police
6 Department for the next three to five years.

7 DEPUTY CHIEF HENDERSON: Yeah, the top three
8 things for me -- there's a lot obviously that's -- so
9 these are the top three.

10 Building trust and making sure that we have
11 transparency in our organization, internally and
12 externally; violent crime reduction; and then also making
13 sure that our officers are prepared to serve the
14 community.

15 So I'll start with building trust and
16 transparency. I want to make sure that as chief, that I'm
17 being visible, at community events, at neighborhood
18 events, one-on-one conversations with community members
19 when they're having challenges in their community.

20 I want to make sure that I'm engaging with our
21 officers at roll calls, out on the street and also union
22 leadership during that time. Open, honest communication,
23 sharing the vision that I'm discussing today.

24 I want to make sure they have clear expectations
25 and that they know what the community expects of them and

1 what the organization expects of them to perform to their
2 highest ability.

3 And then transparency, I've been involved since
4 2011, when I was a lieutenant over Strategic Planning
5 Bureau, with critical incident -- basically doing the
6 critical incident press conferences. So anytime we had a
7 officer-involved shooting or other critical incident, you
8 know, generally speaking, I was involved with either
9 preparation or coordinating things with getting that
10 message out to the community.

11 That's something that I think we were on the
12 leading edge of in law enforcement and that's something
13 that I will definitely continue and look to improve upon.

14 Secondly, violent crime. We have a violent
15 crime issue in our community. Looking at our crime data,
16 back to 2000, we've had 60 plus percent declines of
17 property crime. Yet -- our population was around 180,000
18 I think at that time.

19 But even with less population, our aggravated
20 assaults, which are serious assaults with a deadly weapon,
21 firearm, knife or homicides, are at the same level or
22 higher.

23 And this is -- I don't want this to sound like
24 it impacts all of our community because it doesn't. It
25 impacts small segments of our community.

1 When we looked at the heat map, some of the
2 areas that were showing as hot spots, 25 plus years ago,
3 are still showing today.

4 The only things that -- areas that have changed
5 are areas where there's been economic investment or other
6 environmental changes made in those areas such as what's
7 going on in Miami Chapel with the DeSoto Bass, with some
8 of the new housing that's going there, that they're
9 redoing that so -- and Hilltop, which no longer exists,
10 we've seen declines there.

11 But at the same time, I want to make sure it's
12 just not about enforcement. Yes, we have to make arrests.
13 We have to make arrests when a crime occurs. We have to
14 solve, you know, the crime, you know, when there's victims
15 involved.

16 But my goal is to prevent and the way to prevent
17 or to reduce is through a accountability structure, which
18 I refer to as stratified policing model. It's something
19 that we have a policy on but it's more than a policy.
20 It's something that I'm stressing each and every day to
21 the leadership of the Dayton Police Department, that each
22 level is responsible for different aspects of responding
23 to calls for service, reducing crime, working with the
24 community to bring them to the table to -- for additional
25 ideas, looking for community or business partnerships that

1 will help to reduce those things.

2 So it's utilizing various techniques, including
3 technology, which I won't bore you with, but if you want
4 more details, I can share with you, but I wholeheartedly
5 believe it's -- a lot of times, it's good to see the
6 cruiser driving through the neighborhood but a lot of
7 research has shown that just driving through all the time
8 doesn't necessarily impact crime.

9 It's going after the repeat offenders,
10 addressing, connecting any repeat victims to services,
11 working with them to try to see if there's a way to get
12 them out of the situation they're in, especially if it's
13 intimate partner related.

14 And so there's other avenues that we have to
15 make sure with our limited resources that we're -- we're
16 being as effective as possible with reducing crime.

17 And then lastly, improving our -- our officers.
18 So that's training. That's wellness. That's making sure
19 our officers have mental health -- mandatory mental health
20 check-ins because there's things they see and hear about
21 on a daily basis that most people in the country don't
22 know about.

23 You know, they're -- at times they go from an
24 infant death to someone stole a bike and, you know, at
25 times that can be a challenge because you kind of have to

1 compartmentalize, you know, those different incidents.

2 So that's why I want to make sure that there's a
3 focus on that so that they're prepared to serve both
4 mentally and physically.

5 And then the training, making sure that they're
6 straying abreast of, you know, basically 21st century
7 policing issues.

8 Law enforcement -- it's a challenging field but
9 when technology improves, there's additional layers that
10 gets added to that. So I want to make sure they're
11 prepared to -- to -- and not only that, to make sure
12 they're treating our community fairly when dealing with
13 community issues such as immigration and things like that
14 so -- I will end with that.

15 DR. OLIVER: Okay. Does anybody have any
16 follow-up questions regarding his vision, his three-point
17 plan? Yes.

18 MR. KERSHNER: Thank you. Eric, I think -- I
19 know when somebody's a police chief, they're police chief
20 for the entire city.

21 DEPUTY CHIEF HENDERSON: Yes.

22 MR. KERSHNER: I understand that, but our
23 economic center being Downtown Dayton is very important to
24 us, right?

25 DEPUTY CHIEF HENDERSON: Right.

1 MR. KERSHNER: And we have an economic
2 development strategy to bring more businesses downtown, to
3 grow, have more workers come downtown but part of that is
4 safety and security. It is actual safety and security and
5 it's perception of safety and security.

6 DEPUTY CHIEF HENDERSON: Right.

7 MR. KERSHNER: Can you talk a little bit about
8 your vision for how you want to create that safety model
9 in Downtown Dayton? It's gotten better but it needs to
10 continue to get better.

11 DEPUTY CHIEF HENDERSON: Correct.

12 MR. KERSHNER: And what's your vision for that
13 because that's really important to that economic center.

14 DEPUTY CHIEF HENDERSON: So I can tell you I
15 was -- Major Brian Johns, who's the major over East Patrol
16 which also covers downtown -- we work closely together --
17 and I can tell you -- so additional officers were added to
18 downtown for that various reason, to make sure that
19 there's 24/7 coverage, because we understand, you know,
20 60 to 70 percent of our income tax is based on the
21 businesses that are located in our core of our community.
22 And I would say core of our region so --

23 MR. KERSHNER: And they employ people from
24 neighborhoods --

25 DEPUTY CHIEF HENDERSON: Right.

1 MR. KERSHNER: -- from the city of Dayton.

2 DEPUTY CHIEF HENDERSON: Correct. So it's very
3 important and what I discuss with that stratified model,
4 it's not just applies to violent crime. It applies to all
5 crime.

6 We have crime analysts that are paying attention
7 to crimes that are occurring and making sure that we don't
8 have patterns of crimes, basically where we have the same
9 individual committing crimes or the same thing being
10 targeted so we want to make sure we're being proactive in
11 preventing those issues. At the same time, if there's
12 a -- someone that's identified, holding that person
13 accountable.

14 So we want to make sure -- with technology, we
15 have a real-time crime center where we have -- we have --
16 50 plus cameras downtown, which -- so there's eyes on
17 crime.

18 There's officers that basically sit in our
19 real-time crime center and monitor that. We have license
20 plate reader coverage over all of downtown. And we're
21 actually increasing that number for citywide coverage, up
22 to a hundred license plate readers throughout the city,
23 but there's complete coverage downtown just because it's a
24 little easier to manage and to ensure the safety of that.

25 So it's a priority of ours. Our officers are

1 out there. I can tell you they just made a gun arrest
2 last night. There was an incident at the Holden House a
3 couple days ago where there were shots fired.

4 There was a foot chase yesterday where officers
5 were able to apprehend that individual with a loaded gun
6 and with drugs on -- on them.

7 And we've also partnered with federal partners
8 such as the FBI, ATF and US Marshal Service to make sure
9 that if there's people carrying firearms that should not
10 have them, that they're being held accountable at the
11 Federal level.

12 MR. KERSHNER: That's great. Thank you.

13 DR. FOWARD: You know, sticking with
14 accountability, transparency, and training, you know, as
15 it relates to -- you listed like these last two
16 officer-involved incidents in terms of the individual on
17 the bicycle who had lost his life as a result of being
18 downtown, not riding on the sidewalk -- or riding on the
19 sidewalk and with his bicycle's headlight, in other words,
20 tra-- perceptions. So transparency, accountability and
21 perception.

22 You know, so a young man riding on his bicycle,
23 ultimately, he's dead. He's deceased. You know, then the
24 second young man, you know, getting punched in the face by
25 a police officer, while -- allegedly getting punched --

1 I've not seen the video footage in its totality yet, you
2 know -- so -- so that's where I'm thinking about
3 perception so how do you -- how do you plan to really get
4 inside the community -- I understand downtown but how do
5 you plan on getting inside, more specifically, the Black
6 Community's perception of how the officers are treating
7 the White community versus -- or -- the other community --
8 other communities versus the Black Community, you know.

9 So from a perception standpoint 'cause
10 everything is not always reality, you know, in terms of --
11 you know -- as you know, I've -- completely with
12 videotape, we'll do an invest-- plenty of investigations
13 in my role with Speedway for years.

14 So from your lens, how do you plan to deal with
15 the perception to the community as relates to things that
16 they may hear and/or see?

17 DEPUTY CHIEF HENDERSON: Yeah, I -- again, I go
18 back to I think we have to be open and honest. We have to
19 share the facts of what occurred in each instance.

20 I think something that we can improve upon is
21 making sure after some of those incidents are closed -- is
22 that we're posting that information out on our web site,
23 if we're legally able to do so, so -- but not only that, I
24 would say trust.

25 I think spending time -- really interacting with

1 the community when there's not a crisis and making
2 sure that -- that we're having open and honest
3 conversations.

4 And then that -- one of -- we've gotten away
5 from our Citizens Police Academy and it's something that
6 I'm really focused on, making sure that we -- we had
7 classes but it was not like a cohort session so I want to
8 make sure that we bring community members in and really
9 open our door and say hey -- and expose them to some of
10 the challenges that our officers are exposed to.

11 Because a lot of these incidents occurred over a
12 very short period of time and it takes a -- but it takes a
13 lot of analysis to go through and see whether or not the
14 officer performed based on the constitution, based on our
15 policy and based on community standards. So I think
16 spending time, building that trust and having open and
17 honest dialogue.

18 But I can tell you I've -- I never met an
19 officer that wants to go out and purposely inflict harm on
20 someone. And seeing those officers, you know, that were
21 involved in that incident that night, the look on their
22 face, no one wants to see this type of outcome.

23 So when you -- when you think about it, everyone
24 really wants the same thing. They want to go home safe,
25 mind -- and -- mind, body and soul. And it's just how do

1 we get there and I think, you know, doing some of those
2 things like know your rights sessions so people understand
3 that when an officer says this, you know, the
4 constitutional law says that individual has to comply and
5 the time is not to -- fight or run at that point in time.
6 The time to fight the issue is in court.

7 So -- but, again, it's easier said than done.
8 And I get it and there's a lot of emotions involved and
9 sometimes facts -- facts and data, you know, doesn't
10 necessarily make its way through. So I think open and
11 honest conversations.

12 MS. GMEINER: In terms of officer preparedness,
13 something that came out of the police reforms was
14 additional training, deescalation training, cultural
15 competency and I know those were presented to officers at
16 least once but do you see that as something that needs to
17 be repeated?

18 DEPUTY CHIEF HENDERSON: So that is -- that is
19 something we did do in 2021 into 2022. And then it's
20 actually instituted into our academy training now so --

21 MS. GMEINER: It's for --

22 DEPUTY CHIEF HENDERSON: -- the training --

23 MS. GMEINER: It's for officers who are -- who
24 have been on the job for years --

25 DEPUTY CHIEF HENDERSON: But even --

1 MS. GMEINER: -- again.

2 DEPUTY CHIEF HENDERSON: But even for officers
3 that are going through for firearms training, for
4 scenarios, so they're still receiving.

5 The training was called ICAT, Integrated
6 Communication And Tactics. And it's evidence-based. It
7 was research to show that it decreases the use of force
8 because it takes some of the -- the actions -- basically
9 it says slow things down.

10 You know, if there's -- an example, if someone's
11 in a house by themselves who's threatening to commit
12 suicide, if there's no one else in that house and you've
13 tried your best to get them out -- well, in the old days,
14 you know, officers probably would have still charged into
15 that house and next thing you know, there ends up being an
16 officer involved shooting or another critical incident.

17 Well, now, it's just like do we even have a need
18 to be here? I understand this individual may harm
19 themselves but I don't think -- you know, we're going to
20 try to get that individual help but we don't want to force
21 the issue either and create something that ends up being
22 an issue. So as long as there's no one else in that
23 house, do we really need to be here?

24 So thinking through situations like that and
25 not -- not just being so -- you know, it says this or we

1 need to do that. It's really looking at things from
2 various lenses.

3 And what I can say about that also, so I served
4 on the Ohio Attorney General's Office Blue Ribbon Task
5 Force.

6 So part of that -- it was a committee formed by
7 Attorney General Dave Yost to really look at revamping
8 police training throughout the State, basic training and
9 advanced training.

10 And one of the things I pushed for was the ICAT
11 training that we instituted. And that's being implemented
12 in -- into the basic academy curriculum throughout the
13 State of Ohio.

14 And then now, they're working on situational
15 decision making which is another research base from the
16 University of Chicago. That's in the process of being
17 implemented.

18 They've reached out to us and that's something
19 that we'll likely start down that path also. So it's more
20 than just critical incidents. It's just -- law
21 enforcement is very complex so --

22 DR. OLIVER: Is your question if all officers
23 get that training or --

24 MS. GMEINER: Well, it sounds like they're
25 getting it once is -- is --

1 DEPUTY CHIEF HENDERSON: No, they're --

2 MS. GMEINER: -- what I'm hearing --

3 DEPUTY CHIEF HENDERSON: -- getting --

4 MS. GMEINER: -- but --

5 DEPUTY CHIEF HENDERSON: -- they're getting --

6 MS. GMEINER: -- they're getting it as part of
7 whatever other training they're getting. That's -- you
8 know, so it doesn't -- it doesn't sound like they're --
9 you know, like every five years, every officer has gone
10 through a refresher or something like -- some kind of --
11 of schedule like that.

12 DEPUTY CHIEF HENDERSON: See, the thing is is
13 every situation, there should be deescalation. Every --

14 MS. GMEINER: Absolutely. I'm talking about,
15 you know, training and reminders essentially. You know, I
16 got it ten years ago, I got that training, I've got it but
17 if I'm not practicing it, you know, every -- with every
18 situation, then maybe I need a refresher on exactly the
19 methods that I need to use, the -- the techniques that are
20 most important for deescalation.

21 DEPUTY CHIEF HENDERSON: And that's, again, when
22 there are scenarios in their academy training and when the
23 officers go back to the academy, they're expected to
24 demonstrate that during those times. If not, that's
25 reinforced. So -- but we will send folks back through

1 that training.

2 We keep our academy instructors actually updated
3 every year on the ICAT training, we send them to the
4 training -- the trainer.

5 MS. GMEINER: All right.

6 DEPUTY CHIEF HENDERSON: Training for that.

7 MS. GMEINER: All right, thank you.

8 DR. OLIVER: Sir?

9 DR. WHITMORE: So Eric, are there individuals in
10 your police department that deals with your officers when
11 they have these challenging things -- or you identify,
12 prior to them coming in, if I were being interviewed, am I
13 being interviewed just on the paper requirements that
14 you -- the scope of work, or are you also looking at my
15 behavior, my experiences and the things that others also
16 say something about me?

17 DEPUTY CHIEF HENDERSON: So we have -- during
18 academy training so we send them through psychologicals.
19 So there is someone that's examining every single person
20 that comes on our department through a psychological
21 process but we also have a Training and Community
22 Engagement Coordinator. She's a -- Chelley Seibert.

23 She's a retired Dayton officer who actually
24 works with every single academy graduate. She's
25 actually -- spends time with them in the academy. Then

1 after they graduate, she meets with them on a periodic
2 basis to see if there's anything they need, how they're
3 functioning, if they're starting to have any, you know,
4 personal conflict issues or -- and -- and then she can
5 make referrals to any additional services. So we're
6 tracking that data now.

7 And I can tell you Officer Sei-- or Retired
8 Officer Seibert has gone out to International Association
9 of Chiefs of Police and presented this because this is
10 really -- not very many departments are doing things like
11 this so -- and we try to keep track of them their first
12 three years through that program, but then outside of
13 that, we have peer support.

14 So if there's a critical incident, we actually
15 refer them to peer support officers who's had special
16 training to make referrals to our department psychologists
17 and then we also have mandatory mental health check-ins
18 every year where they can seek additional follow-up
19 resources.

20 So there multiple ac-- and I can tell you,
21 that's changed since I started. You know, back in '99,
22 you didn't talk about these things. But now, we're
23 stressing it. You need to. So --

24 DR. OLIVER: For the sake of time, I want to
25 kind of keep going but -- but go ahead because I want to

1 make sure we get to those critical questions at the end
2 after we got all nine questions.

3 DR. WARD: I can hold if you'd like but this is
4 referencing the violent crime reduction --

5 DR. OLIVER: Sure, go ahead.

6 DR. WARD: -- and just a comment of observation.
7 You talked about the change in crime reduction based on
8 economic investment in the specific like areas and you
9 talked about there are small pockets within the community.

10 I'm hoping that as we communicate to the
11 community about these crime reductions, we need to make
12 sure the business community understands that when there is
13 investment, some changes do happen and so we have as much
14 responsibility as the business community, as well as the
15 community itself in leaders, to be a part of this solution
16 versus just charging it to the community to make that
17 difference happen.

18 DEPUTY CHIEF HENDERSON: Yeah, so I appreciate
19 the work that's being done in Northwest Dayton. The North
20 Riverdale area is one of those areas identified and seeing
21 the Hope Zone and -- and the activity that's going on over
22 there, it's -- along with our CVG, Cure Violence Global
23 initiative, I think there can be some real positives out
24 there. Thank you.

25 DR. FOX: I did have a question. Chief --

1 DEPUTY CHIEF HENDERSON: Yes.

2 DR. FOX: -- what -- what's the amount of core
3 hours training do the officers get each year?

4 DEPUTY CHIEF HENDERSON: So it's -- it's closer
5 to 40 hours a year now. There's 24 hours that's mandated
6 by the State, which they reimburse the City for.

7 But then we also bring them out for additional
8 training related to firearms or responding to certain
9 scenarios so it's closer to 40 hours a year now.

10 DR. OLIVER: Well move forward. Since I didn't
11 ask, did anybody have a follow-up question on why he wants
12 the police chief job and how he prepared for it, does
13 anybody have a follow-up with that?

14 DR. WHITMORE: Not with 27 years of experience
15 in.

16 DR. OLIVER: So I'll go to question three.
17 Please describe your crime control strategy. What's your
18 plan to prevent, reduce and solve crime in the City of
19 Dayton?

20 DEPUTY CHIEF HENDERSON: I think I kind of
21 already spoke to that, you know, the -- the whole model,
22 that's what I really stress so -- but I'll elaborate on
23 that. So as Command Staff, meet with lieutenants and
24 above twice a month.

25 So the third Monday of every month is our crime

1 problem solving meeting where each lieutenant and major
2 over the different districts are required to come in, show
3 what increases they've had over the last 28 days and how
4 they've responded to those increases. And if they haven't
5 responded, why have they not and what's their plan moving
6 forward? And then our crime analysts are actually, as I
7 mentioned before, looking at patterns of crimes.

8 So those are sent out through the month so if
9 there's a series of car break-ins in one community, that's
10 sent out to that district to assign for someone to come up
11 with a strategy to reduce. At that meeting, they have to
12 report out on that.

13 So I can tell you it's something that I
14 challenged. I'm always pushing our folks to make sure
15 that they're thinking beyond, you know, just immediate
16 off-the-shelf strategy. I want them to look at
17 evidence-based policing, things that universities have
18 researched that worked.

19 But then also, if they have something that's
20 innovative, if they can come up with something, you know,
21 that's different and making sure that we're educating the
22 community, we're sharing that information out there.

23 So at times, you'll see information posted to
24 social media like our Safe Exchange Zones. We're having a
25 issue with Facebook Marketplace robberies where people

1 will meet people to sell an ATV and next thing you know, a
2 robbery occurs. So when we have those, we're pushing that
3 information out, saying hey, please use our Safe Exchange
4 Zone.

5 We're also utilizing, you know, bait devices.
6 We've used -- utilized that downtown. We've utilized a
7 bike. We have other, you know, packages -- like Amazon
8 packages. We'll set up a GPS device in it.

9 So those are various things that we'll do to try
10 to -- and we want to advertise, you know, hey, we're using
11 these things so people don't do that type of crime in our
12 community because that's what we want to prevent.

13 DR. OLIVER: Okay. Does anybody have a
14 follow-up question regarding crime control strategies, how
15 he would effectively prevent and reduce the soft crime?

16 MR. TEPPER: You mentioned data -- quite a bit
17 of data.

18 DEPUTY CHIEF HENDERSON: Yes.

19 MR. TEPPER: Consistently within the
20 neighborhoods, I hear and I've experienced mismatches in
21 terms of data that we have available as citizens and what
22 the police have available and it comes up -- things like
23 drug crimes or sexual assaults, things of that sort.

24 How would you resolve that sort of mismatch
25 where we're struggling to almost pull informa-- we feel

1 like we're pulling information from the police and they
2 have it but -- but we're not getting it.

3 DEPUTY CHIEF HENDERSON: That's something -- and
4 I mean I appreciate you sharing that because that's not
5 something I -- I'm aware of.

6 We do have a public crime map. We partner with
7 LexisNexis, their dashboard, so a lot of that crime should
8 be showing on that mapping feature, which is public, but
9 if we could have a one off or -- I would definitely like
10 to dig into that.

11 We have a person that works essentially focused
12 on making sure that we're pulling our data correctly, that
13 we're reporting our data correctly, which are the -- the
14 business or, you know, kind of the -- seen as a mundane
15 task but there's a lot to operating a police department
16 and things like that.

17 So that's something that I want to make sure
18 that we get it right, too, because knowledge is key. So
19 making sure -- so if we could have a one off.

20 DR. OLIVER: A couple other follow-up questions?

21 DR. FOX: Yeah. Do you see in the future -- and
22 also, I don't know about currently -- the utilization of
23 community-oriented policing --

24 DEPUTY CHIEF HENDERSON: So --

25 DR. FOX: -- to deal with these crime issues?

1 DR. OLIVER: Actually, that's the next question.

2 DR. FOX: Oh.

3 DR. FOWARD: Well, I'll hop in on the next
4 question as well. But for this question, you know, as I
5 heard you speak about technology, a little while ago, how
6 do you plan to use technology from the standpoint --
7 'cause I know a lot of times -- or sometimes, I should
8 say, like ABLE or LAWO will protest because of -- what --
9 what they perceive to be a violation of people's civil
10 human rights from the technology that you are using.

11 So how do you plan to -- deal with the aspect of
12 ensuring that people's civil human rights are not violated
13 upon as you continue to launch more technology inside the
14 community?

15 DEPUTY CHIEF HENDERSON: Yeah, I mean that's a
16 great question and I can tell you it's something that
17 should be top of mind for all of us but it's not only for
18 government. It's also for the private sector.

19 So the amount of data that's collected now from
20 different things like Facebook and all the other social
21 media platforms, when you go to the store at Sam's Club,
22 you walk through and they're able to tell you, yep, you're
23 good to go without scanning anything.

24 So the -- the way technology has improved, I
25 understand concerns. And it's a work in progress. So I

1 think we have to make sure that we're doing our due
2 diligence and holding vendors responsible, making sure
3 that we understand what data they're retaining, how long
4 they're storing it, making sure that we have good policies
5 in place and that we're sharing it with individuals that
6 we're allowed to share it to and making sure that there's
7 good inspections and audits of that -- that information.

8 So that's what I would say to that. I think
9 it's a work in progress. I mean with Artificial
10 Intelligence in a way -- I can tell you there's police
11 departments that have deployed Artificial Intelligence to
12 write crime reports.

13 And to me, I think that's kind of alarming right
14 now because when you go to testify in court, you have to
15 testify to the true and accurate statement of what's in
16 your report.

17 So it's just like -- so those are things that
18 are -- that we're paying attention to and monitoring,
19 that's how do we use -- now, if it's for a minor incident,
20 you know, because there actually are body camera now -- if
21 we activated it and paid for the service, it could
22 automatically write the crime report from our body camera.

23 So there's a lot that we have to pay attention
24 to and monitor and making sure we're being ethical and --
25 and bringing the judicial system and legislation --

1 legislators along to make sure we're using it correctly.

2 DR. OLIVER: Okay.

3 MS. MILLER: I have a question. So if the body
4 cam could, right, I mean AI is pretty incredible and it's
5 changing faster than I think any of us think it can, why
6 wouldn't -- why hasn't the City utilized that to give the
7 officers more time to go police?

8 DEPUTY CHIEF HENDERSON: Because when we go to
9 court, an officer has to be able to testify that it's true
10 and accurate --

11 MS. MILLER: Oh.

12 DEPUTY CHIEF HENDERSON: -- based upon what they
13 observed. And at times, the camera sees or hears things
14 the officer may not see or hear.

15 MS. MILLER: Couldn't they edit or test it or I
16 guess it's -- that's the judicial system at its best or --

17 DEPUTY CHIEF HENDERSON: Or -- or they could but
18 then it becomes what happens when the emergency call comes
19 in and it's a shooting and then relying on them to go back
20 and make sure that it's correct.

21 So that's -- I'm not saying it's not something
22 that may not come in the future but I think we have to be
23 very cautious --

24 MS. MILLER: Yeah.

25 DEPUTY CHIEF HENDERSON: -- with it.

1 MS. MILLER: Yeah.

2 DEPUTY CHIEF HENDERSON: So -- because trust
3 me -- we want to -- I mean we use -- in our real-time
4 crime center, we use our telephone reporting unit --

5 MS. MILLER: Yeah.

6 DEPUTY CHIEF HENDERSON: -- and online reporting
7 so that saves a lot of times for officers on the street
8 because for minor crimes, they are -- our officers are
9 able to take calls over the phone and -- or and if there's
10 evidence, our officers on the telephone reporting unit can
11 take that call and then send the officer just to get --
12 collect evidence. So it still saves them that half an
13 hour, 40 minutes of doing the report.

14 MS. MILLER: And just one statement on the
15 real-time crime center, which I've seen, super impressive
16 and, you know, kudos to the City for doing that but
17 perception's reality and I've been asking from the
18 business community that we -- you almost go on a road show
19 to talk about that because --

20 DEPUTY CHIEF HENDERSON: Yes.

21 MS. MILLER: -- I think, you know, it would
22 really help bring more activity downtown.

23 DEPUTY CHIEF HENDERSON: Uh-huh.

24 MS. MILLER: That's just really my statement.

25 DEPUTY CHIEF HENDERSON: Right.

1 MS. MILLER: And it hasn't been done and
2 advertised more -- so I think it's a great thing for the
3 City so --

4 DEPUTY CHIEF HENDERSON: All right. Thank you.

5 MR. KERSHNER: And we'd be happy to help you
6 work with that to set it up --

7 DEPUTY CHIEF HENDERSON: Okay.

8 MR. KERSHNER: -- so --

9 DEPUTY CHIEF HENDERSON: Great. Thank you.

10 DR. OLIVER: I'll go to the next question.
11 Deputy Chief, based on your policing philosophy, what role
12 does the community have in how policing is done in the
13 City of Dayton?

14 DEPUTY CHIEF HENDERSON: Yeah, so the thing is I
15 heard the com-- about the community-oriented policing. I
16 can tell you, when you look at what community-oriented
17 policing is on paper, I can -- I'm going to be open and
18 honest with you, we need a lot more cops to carry out the
19 true community-oriented policing.

20 Because to be community-oriented policing, you
21 have to have people that all they do is spend time in
22 those neighborhoods. They're not leaving those
23 neighborhoods at all and I can tell you, that would
24 require a lot more staffing.

25 But what I can tell you and assure you is

1 through what I've already talked about, with the way that
2 we handle our crime issues, is that we're still involving
3 the communities.

4 We're going to neighborhood meetings. We're
5 sharing the data. We're getting feedback. We want to
6 work with community partners to see if there's a way to
7 address something.

8 I can tell you years ago -- and I'm not taking
9 credit for this by any means because this was someone else
10 that came up with this in our department, I think it was
11 late 2000s.

12 Oregon District was having a lot of issues with
13 overserving -- you know, overserving patrons and then
14 there would be assaults. And our crime prevention
15 officers came up with Bar Safe Training.

16 So they actually worked with all the different
17 bars, presenting information on overserving, how you
18 shouldn't do it, the laws against it, what it causes, how
19 bouncers should really react, what they're allowed to do
20 legally and -- and we really saw that reduction in some of
21 those issues.

22 So those are ways that -- and we still continue
23 that today, doing those type of things, to really work,
24 you know, not just with neighborhoods but with businesses
25 also to reduce crime.

1 DR. OLIVER: Any follow-up questions on
2 community engagement?

3 DR. FOWARD: So -- so as a son of a former
4 police officer -- retired police officer, you know, I was
5 that child looking inside the window, you know, wondering
6 if my dad was going to make it home, wondering if my dad
7 was going to have to discharge his firearm, wondering if
8 my dad was going to come home alive or not. I was that
9 child looking in the window -- peeping out the window
10 wondering.

11 But on the other hand of that, when my father's
12 partner -- and I wish I could get ahold of him -- I hope
13 he's not deceased -- McKeever -- if you know McKeever,
14 please give me a number for him if he's still living --
15 but he had a true impact on me from a community
16 policing -- oriented policing standpoint, and that's why I
17 grew up to respect law enforcement.

18 Not only then was my father a police officer but
19 his -- but his partner would truly be out there walking
20 the beat, talking to me as a child, you know, bringing us
21 popcorn, you know, and things like that. I mean things
22 that really left a indelible mark, you know, on me as a
23 child and my perception of a police -- you know, police
24 officers.

25 So -- so somehow -- just a general statement --

1 somehow, some way, even with the current staff of police
2 officers that you have, I do think there needs to be a
3 better job at community-oriented policing and there needs
4 to be a targeted strategy as -- and making it happen with
5 the current staff levels because it hasn't gotten any
6 better -- staffing levels hasn't gotten any better in a
7 little while.

8 But we cannot continue to not have true
9 community-oriented policing strategy in place. You know,
10 'cause I'm telling you it did leave a indelible mark on me
11 and, you know, so even though I'm in civil rights and
12 sometimes I have to deal with issues related to the police
13 department, I still have respect for -- for the job.

14 DEPUTY CHIEF HENDERSON: And what I'll say to
15 that, I actually expect all our officers to be doing
16 things like that. So taking the extra few minutes to
17 spend when they have time with the kids, with community
18 members.

19 But some of our targeted things that we have --
20 so our Community Services Division has community
21 engagement officers so they're not responding to calls for
22 service.

23 Their job is to really go out to community
24 events and spend time -- spend that extra time that some
25 of our road patrol folks may not have because they're

1 going call to call.

2 So they're going to recruiting fairs. They're
3 part of our Recruiting Office also so they're spending
4 that time and having that conversation.

5 I just had a conversation -- actually I -- I
6 believe it was Monday, with one of our lieutenants and I
7 didn't realize that there's an officer in our -- that's on
8 our department now that actually -- the lieutenant had an
9 interaction with when he was a kid that said the reason
10 basically he's on the department today is because of that
11 interaction so I do think they're happening.

12 Unfortunately, just like anything else, you
13 don't hear the good stories, you know, and -- and I think
14 we have to do a better job of telling some of that, too,
15 so I -- I think it's happening and I agree it's a focus on
16 ours but I think it's a focus on all of our folks in that
17 spending that extra time.

18 DR. OLIVER: Yes.

19 MS. MILLER: What's your plan to increase police
20 in the academy and -- for the City because this has been a
21 challenge as far as I've been really active down here.

22 DEPUTY CHIEF HENDERSON: So we're actually -- as
23 far as what we're authorized -- so we're authorized an
24 average of 365 officers as a department and we're -- we
25 have a class of 26 -- it started with 32 and there's a

1 class of 26 that are due to graduate June 11th. We're
2 at -- so that will take us to 371 officers on the
3 department. So we're actually at above that 365.

4 And then on top of that, come May 18th we have a
5 class of 24 scheduled to start. So they'll be starting --
6 generally we have about a 20 to 30 percent attrition rate
7 and then they'll graduate in November.

8 So we've lost 12 officers this year through
9 retirement or other -- they left either the profession or
10 went to a different agency. Out of the -- the people that
11 didn't retire, two of those folks want to come back
12 because they decided they want to come back and be part of
13 our -- what we're doing here in the City of Dayton.

14 So our expected attrition every year is around
15 20 to 22 through retirements or people leaving so staffing
16 is a lot better now and I think -- I can tell you, we're a
17 lot further ahead as far as our authorized strength than a
18 lot of other departments in the state and country so --

19 MR. KERSHNER: Eric, who sets that -- that cap?
20 Is that -- is it the budget or is it the City Manager?
21 And who says you -- 365 is the cap?

22 DEPUTY CHIEF HENDERSON: So it's based off of --
23 I can tell you at one point in time, we had over four--
24 500 officers. When I started, we were at 516 back, you
25 know, in 1999.

1 But we also have limitations. We know that.
2 There's competing interests. There's -- there's things
3 that -- other things that has to happen in a community for
4 a community to be healthy and thriving.

5 So a lot of it's -- you know, some of it does
6 have to be somewhat of a business decision because there's
7 other resources, there's other competing interests.

8 So but I -- what I can tell you is that's why we
9 work with -- we work with our data. We work with real
10 world issues to try to make sure we're deploying those
11 resources effectively.

12 That's why technology is key because it can
13 reduce some of the strain on our folks and -- like license
14 plate readers, if -- if we have a homicide or a shooting
15 incident, you know, we can -- it'll help our investigators
16 a lot quicker if they know what vehicle was involved or
17 leaving the scene. So that infor-- I mean so it's
18 competing interest really --

19 MR. KERSHNER: Sure.

20 DEPUTY CHIEF HENDERSON: -- that -- that creates
21 that.

22 MR. KERSHNER: Thank you.

23 DR. WARD: It seems that -- I know in our
24 region, we have the Phoenix Next officers who are
25 dedicated to responding and being present to do the

1 community policing, working with the schools that are
2 there, working with partners that are there, but that is a
3 cost that is being incurred by a third party organization.

4 My question is what is in place to increase
5 budget dollars, kind of to the mind of a budget question,
6 to ensure that more specific policing is happening in some
7 of these spots that we know are problematic and where
8 there is a need for concentrated focus?

9 Not everybody on the police force is doing it.
10 We need specific people in those places working with those
11 communities.

12 DEPUTY CHIEF HENDERSON: I can tell you it's
13 always good when we have, you know, like Citywide
14 Development and, at the time, you know, Good Sam. Hospital
15 and the City and everyone came together.

16 And that was a great -- I saw that tra-- I mean
17 I grew up in that area so Ravenwood was, you know, a major
18 challenge there and I saw -- I think that contract went in
19 place in 2006 so I really saw the benefit of how having
20 dedicated officers -- you know, but it was also layered on
21 top of economic development, really helped change that --
22 that -- those couple blocks there on Ravenwood but there
23 was more than just that, the whole community really, but
24 the most noticeable I think, you know, was Ravenwood where
25 we have a lot of challenges.

1 So I think, you know -- obviously if we have
2 community partners or businesses that want to do that,
3 that's -- that always helps the City because we're allowed
4 to have dedicated resources. We used to have that in
5 Genesis off of Brown Street.

6 DR. WARD: Yeah.

7 DEPUTY CHIEF HENDERSON: So that was -- there
8 was two contract officers for that, Greater Dayton Premier
9 Management, DMHA, used to contract at one point in time.
10 I think at their peak, they had six officers.

11 And then it went down to two and unfortunately,
12 now that contract no longer exists because they have
13 competing interests.

14 So it's something that we're interested in
15 exploring but then I would say when I was out in West
16 Patrol, at times I would utilize that strategy of just
17 assigning officers to a neighborhood when we were having
18 systemic issues.

19 Westwood was one -- is one of those -- is one of
20 those neighborhoods that was starting to tip with the
21 number of burglary crimes we were having and escalating in
22 juvenile crime, so I actually assigned two officers there
23 full time to really work with the community, get to know
24 the neighborhood, get to know who the troublemakers were
25 intimately and we saw reductions in those burglary crimes.

1 And then I also did the same in North Main
2 Street area, worked closely with Gloria White, Victoria
3 McNeal (phonetic) to assign officers and Lynnne McDonough
4 (phonetic).

5 And we saw some impact there because -- but
6 unfortunately, it's not always sustainable because of
7 competing resources but I -- I agree that's -- that's
8 always helpful

9 DR. WARD: Yeah, it -- I'm saying that needs to
10 be a strategy --

11 DEPUTY CHIEF HENDERSON: Right.

12 DR. WARD: -- is what I'm saying. And that --
13 and it needs to be in the budget and so what do we need to
14 do and what role will you play in that? Because I know
15 that that makes a difference.

16 You're telling me right now the history. I'm
17 seeing what is happening in this area and I know other
18 spots where that would helpful.

19 DEPUTY CHIEF HENDERSON: Right, I mean obviously
20 I will always advocate for resources that I need but I
21 also have to understand there's other competing interests.
22 You know, we're -- the Police Department is the largest
23 general fund budget in the City.

24 DR. WARD: Okay.

25 DEPUTY CHIEF HENDERSON: So -- and that's the

1 thing. So it's -- it's -- it's -- so when you look at it
2 on paper, we're the largest so -- and but at the same
3 time, so when you hear, you know, you need City
4 prosecutors, you need the Law Department, you need housing
5 inspectors so it's how do you balance those competing
6 interests?

7 DR. WARD: I understand.

8 DEPUTY CHIEF HENDERSON: But I would -- after
9 that -- you know what, I have not spoke-- the Mediation
10 Response Unit, which came out of police reform.

11 DR. WARD: Yeah.

12 DEPUTY CHIEF HENDERSON: I sat on that community
13 engagement reform. Those are things that could happen to
14 reduce some of our strain.

15 DR. WARD: Sure.

16 DEPUTY CHIEF HENDERSON: And then we can assign
17 folks to that so -- because there are lower costs and they
18 can go out and perform conflict resolution and mediation
19 services.

20 So to me, that's something that -- that I think,
21 you know -- and a lot of our folks -- our officers call
22 for Mediation Response Unit now. They want them to come
23 respond. If it's not something that -- where they need an
24 armed police officer out there they want, you know,
25 someone else to take care of it.

1 So the more and more we can look at things like
2 that to -- I -- I think is a good -- good way but again,
3 as chief, I would advocate as much as possible for
4 resources. But at the same time, I have to understand
5 there's a bigger picture, too.

6 DR. OLIVER: Let me just check in with everybody
7 because we're at about the hour point and we still have to
8 have a debriefing session. So I still got another five
9 questions.

10 How is everybody on time? Is there anybody have
11 more than 90 minutes or people need to walk out the door
12 at 90 minutes? Everybody's good. Okay, so if we go over,
13 everybody's still good. Nobody needs to leave. Okay.

14 MR. KERSHNER: I'll need to leave around 90
15 minutes but --

16 DR. OLIVER: Okay.

17 MR. KERSHNER: -- I think the flow of the
18 conversation's going good and I want to make --
19 personally, I think the questions everybody's asking have
20 been really good even if it diverts somewhat from your
21 scripted questions.

22 DR. OLIVER: I'm okay if you guys are okay.

23 MR. KERSHNER: Yeah.

24 DR. OLIVER: I think it's important that you
25 have the information you need so you can make an informed

1 decision about his candidacy so that's the most important
2 thing. So as long as you don't feel like you're left out,
3 I'm good. I'll just go to the next session -- question.
4 Yes?

5 MR. DOMINECK: What I was going to ask, in the
6 Black Community the perception is that the police are the
7 enemy.

8 So long term, how do we -- and I think that --
9 even from the police officers' standpoint, a lot of times
10 they look at people in the Black Community as being the
11 enemy in a -- in a holistic way. I'm not talking about
12 the criminals. I'm talking about the Black Community in
13 general.

14 And you know -- you understand this 'cause you a
15 young Black man that grew up in the inner city so at --
16 long term, how do we combat that, how do we work on
17 bridging the gap between the police and the Black
18 Community?

19 'Cause that's a big issue and we don't talk
20 about that. That's a humongous issue. I'm 65 and I still
21 have run-ins with the police at my age. I ain't going to
22 hurt nobody, right?

23 But the perception is that I'm the enemy because
24 I'm a young -- I'm a Black man -- I'm not a young man no
25 more but -- so how do we combat that? How do we work on

1 that?

2 I know that's a big thing but -- as a chief,
3 how do -- how do -- and we've had some conversations
4 and -- how do we work on that, man?

5 DEPUTY CHIEF HENDERSON: Yeah, I -- again, I
6 think -- we provide obviously training in our academy, you
7 know, implicit bias, cultural competency and things like
8 that.

9 We want to make sure -- I understand
10 perception's reality so to be quite honest, I think
11 getting more minorities into the police department will
12 ensure that there's none of those issues.

13 So I think -- making sure that regardless of if
14 someone commits a crime or what they look like, it doesn't
15 not mean that everyone that looks that way or acts that
16 way is that way.

17 So I think spending time in the community in
18 non-enforcement type roles, you know, more than just
19 community meetings because I think, you know, just -- just
20 stopping in and seeing people and -- and making sure that
21 everyone is seen as a person I -- I think is important.

22 A lot of these issues are larger than law
23 enforcement but what I can tell you is that my expectation
24 is that our officers is -- will treat everyone with
25 respect regardless of what they've done, what crime they

1 committed or any challenges so that's my expectation so --
2 and -- and if I found out that's not occurring, it gets
3 addressed so --

4 MR. KIDD: Next question as it relates to your
5 leadership, leadership philosophy, how would it -- how do
6 you anticipate it influencing the current culture of the
7 Dayton Police Department? If you were selected as chief
8 of police, what would be different than it is now?

9 DEPUTY CHIEF HENDERSON: Yeah, I -- I think for
10 me, obviously growing up in the City, I understand the
11 unique challenges of the City, of the different
12 neighborhoods.

13 I've lived throughout the City throughout my
14 life in the community so I think bringing that and I would
15 say collaborative approach, making sure they're
16 interacting with our folks and being open and honest at
17 communicating, so making sure that they understand, you
18 know, a policy change or if we're providing training, why
19 that training is being provided and what we are hoping to
20 see from that. So I think really a collaborative
21 approach.

22 Not saying that hasn't been done but I just say,
23 you know, having grown up, you know -- you know, obviously
24 I've been a Black man for 47 years but I've been a police
25 officer for 27 years so bridging that, you know, so I -- I

1 think just being able to relate to the community, relate
2 to the police officers, and -- and helping, you know,
3 really bring that to bear.

4 DR. FOWARD: Final thing on that, Patrick, I
5 think about what chief just said. I think the best way
6 and the best approach that you're going to have is one
7 word and you're going to hear me continue to say it from
8 now until the Lord calls me home and that's
9 accountability.

10 Officer accountability. Police accountability.
11 When that does not happen, that goes back to the distrust
12 that he's talking about.

13 I watch Dragnet almost every morning and -- and
14 they always talk about police accountability and it's a
15 show that -- so they been -- they was talking about it way
16 back then. And we're still talking about it today.

17 But -- but going back to what they're talking
18 about, budget, I have a question. So in 1999, there was
19 about -- Dayton's population was about 166,000 people in
20 '99.

21 And then today, you know, and you had about
22 500 -- I think you said 500 -- almost 516 or something
23 like that you said.

24 DEPUTY CHIEF HENDERSON: Yes.

25 DR. FOWARD: And then so today, you have 365

1 officers with a population with a loss of popula-- or
2 decreased population by 26,000. So you -- we're about
3 140,000 -- 139,000.

4 So does the budget play in the part due to
5 population loss in terms of the number of police officers?

6 DEPUTY CHIEF HENDERSON: Or so -- our tax base
7 is based off income tax. So it's based off -- that's our
8 primary source of revenue for the City. We receive some
9 from property tax, I think about \$18 million a year.
10 \$9 million of that help support I think the general fund,
11 the other 9 million for debt to support that.

12 So I mean it all plays a part. I mean if you
13 look at the second largest or the -- 72 percent of the
14 general fund budget are three departments: police, fire,
15 public works.

16 So -- and I would say those are your most
17 critical -- you know, obviously -- so it's not like we're
18 not receiving 72 percent of that -- that piece. So I
19 don't know if I answered your question.

20 DR. FOWARD: Yes, yeah, I'm good.

21 DEPUTY CHIEF HENDERSON: Okay.

22 DR. FOWARD: Yeah, yeah, I'm good. I just
23 wanted to bring that out a little bit more since I heard
24 about three different people from the business community
25 asking about -- about the number of police officers so I

1 just wanted to follow up.

2 MR. KERSHNER: I was going to say and that's why
3 we're so focused on being able to bring more business --

4 DEPUTY CHIEF HENDERSON: Right.

5 MR. KERSHNER: -- and more people to downtown.
6 It's important for our community but it's going to provide
7 additional resources --

8 DEPUTY CHIEF HENDERSON: Right.

9 MR. KERSHNER: -- for the City then that will
10 hopefully allow us to increase that cap of officers and
11 have more safety, more -- more officers on the streets.

12 DR. OLIVER: This next question has an internal
13 organizational focus, two bargaining units, both FOP, the
14 Supervisors and the Officers. What role do they play in
15 how you run the police department as chief?

16 DEPUTY CHIEF HENDERSON: So right now we meet
17 monthly. We have a Labor Management meeting. So we
18 have -- as you said, we have a labor agreement so there's
19 things like discipline, due process, and things like that
20 that we are bound to follow because of Collective
21 Bargaining Agreement.

22 But to me, it's -- regardless of the fact, if
23 you -- for the most part, for the operation of the
24 department, we should be hopefully aligned in making sure
25 that our officers have what they need and that -- that

1 management is holding officers accountable and then that
2 they're playing a role in making sure that individuals
3 that should not -- you know, either not performing well or
4 up to standard are also being held accountable.

5 At times, that's at odds. I can tell you, it's
6 a challenge, and a lot of times, they say they're
7 protecting the union agreement so it's a challenge that
8 it's -- we have to navigate but the way I navigate that
9 now is with open and honest dialogue with the FOP
10 leadership to sit down and explain some of the issues that
11 we're having.

12 Sometimes we agree. Sometimes we agree to
13 disagree. But I think it's important that we keep those
14 lines of communications open because we have to as an
15 organization.

16 One of the difficult challenges of being a
17 police chief or being in leadership in a police department
18 is that -- these -- the officers -- you know, we want them
19 to show up to work and respond to emergency calls for
20 service, respond to and have interactions so we want to
21 make sure that they feel like they're supported, motivated
22 and that they are focused on the mission.

23 So that's the -- and that's what I think is key
24 that we always, regardless of the union leadership, we
25 have to remind people what oath they swore to protect, you

1 know, and what their purpose is as far as the mission of
2 the Dayton Police Department serving the community.

3 DR. OLIVER: Any follow-up on that two
4 bargaining units?

5 DR. FOWARD: Well, I guess I'll say something
6 about it. So when it comes down to Unions, the NAACP and
7 unions are lockstep to one another. But, you know --
8 because we're civil rights.

9 But at the same time, there are times when like
10 you said -- said that even from a -- from administration
11 versus union standpoint, you all are at odds.

12 But -- one thing that I would hope going
13 forward, you know, like I read recently that there was a
14 individual who you all termina-- who administration
15 terminated but the FOP took you all to court or whatever
16 the case may -- however it happened, the person is back on
17 the force now.

18 I think you -- the community will respect you if
19 you hold people accountable for their actions despite what
20 the FOP may say and we'll be here to support you so just a
21 statement. You can go ahead.

22 DEPUTY CHIEF HENDERSON: I did want to -- he --
23 that individual is not back.

24 DR. FOWARD: Oh.

25 DEPUTY CHIEF HENDERSON: We've actually filed

1 appeals -- the City has filed an appeal.

2 DR. FOWARD: Oh, you've got an appeal, okay.

3 DEPUTY CHIEF HENDERSON: Yes, to keep that
4 individual out of our department.

5 DR. FOWARD: Okay. And that's the type of
6 leadership that I'm talking about that the community wants
7 to see, accountability. Not only when -- when the
8 administration thinks it's good from a policy violation of
9 what you all see, but if the community see a policy
10 violation, we also expect that same level of
11 accountability. That's the part. All right. Go ahead.

12 DR. OLIVER: What do you see as the two greatest
13 challenges facing the Dayton Police Department in the next
14 three years?

15 DEPUTY CHIEF HENDERSON: That's a -- that's a
16 loaded question. There's -- I think -- you know, we're
17 starting to turn a corner with staffing. So to me, I -- I
18 mean that's -- that's great.

19 When I look at some of the challenges we've had,
20 again, I go to making sure that we're building trust and
21 respect with the community.

22 I think that's always going to be a challenge.
23 I think that goes back to, Mr. Domineck, the question you
24 had is it's a -- I think that's -- to me, that's -- that's
25 going to be a challenge, you know, and that we have to

1 work towards.

2 Secondly, I go back to violent crime. I think
3 if we're able to turn the tide there and start -- you
4 know, to me, there should be zero homicides in this
5 community. And that's what I want to see, because one is
6 too many.

7 So and -- but I -- I've spoken about homicides.
8 Last year we had 92 individuals shot that did not die in
9 Dayton. Ninety-two. Seventy-four of them were Black.
10 The majority of them were males. So those are some of the
11 challenges that we have to work on.

12 And when you look at how redlining impacted some
13 of these areas, that are, you know, basically the areas
14 with challenges, how infant mortality is the challenges in
15 those same area, how diabetes, heart attacks, how all that
16 data kind of overlays each other.

17 So that -- that's why I think it has to be an
18 eco system that's really working to solve these
19 challenges.

20 DR. WHITMORE: Eric, I certainly respect that
21 and that is always an issue. Whether I'm educated or not
22 educated, as a Black man, there's certainly realities that
23 I have to travel with and that's my blackness.

24 So when I think of policing and I hear my
25 brother speak of those realities and I moved back out of

1 the suburbs after 40 some years. And I had told someone
2 earlier that I realized, all of a sudden, that I left the
3 community that brought me up, nourished me, gave me what I
4 needed and with my -- my -- whatever successes God has
5 allowed me to have and education, I took that out of the
6 community that needed me most.

7 Now I'm back home. And I say this to those of
8 you who are the business community and those other access
9 to a community. We have to find a way to support one
10 another and certainly in our community.

11 Because after 40 some years living in
12 Centerville, where I have access to anything I need in
13 five minutes, I have to now have a car to get myself
14 together to go and then I'm not getting the quality and I
15 often see that it's costing more.

16 And my point to you as chief and to all of us
17 here, we've got to identify those ways and put resources
18 in where we don't make it seem that certain people are
19 better and certain people are less than.

20 DR. FOWARD: And I was going to say something
21 about the same thing -- about the same thing and that is
22 as we look at the eco system and what we're trying to
23 build downtown, you know, we need to think about the
24 business community. We need to think about job
25 opportunities for individuals to help reduce that crime.

1 And then maybe I should say -- maybe it's not
2 this question but maybe that's a conversation that the
3 NAACP maybe have with your Dayton Area Chamber of
4 Commerce, need to have with CareSource, you know, and need
5 to have with the business community in general -- general,
6 regarding job opportunities to help reduce this crime as a
7 partnership.

8 So it really has nothing to do with you right
9 now in terms of that because you got to do your job. Your
10 officers got to do their jobs.

11 MR. KERSHNER: I know I'm not being interviewed
12 but I'll -- I'll answer it. The business community wants
13 to be aligned, right? The work force is their number one
14 asset that they have and they need -- they need workers.
15 They want to keep the workers that they have so I think we
16 want to be aligned in addressing these issues together.

17 It shouldn't be a business versus the people.
18 That's not the way it should be set up. It should be us
19 together, working together, with the police chief to have
20 a better community and we're in to do that.

21 MS. MILLER: And I would just say on behalf of,
22 you know, CareSource, I don't think there's a company in
23 the region that's donating more to the community than
24 CareSource, to the nonprofits, to make everyone have a
25 better life.

1 But one of -- I have -- I call it my church
2 pulpit with the City -- that we need safety, economic
3 development and more flights at the Dayton airport.

4 And by economic development, I mean we need more
5 businesses downtown to give money to the nonprofits that
6 are doing the great work, like Omega, Boys and Girls Club
7 and Victory Project, to give opportunities to Empower.
8 We're -- we're donating lots of money to Empower to give
9 opportunities to jobs.

10 So I just -- I think -- to Chris's point, it all
11 goes back and hand-in-hand, what the business community is
12 trying to fight for is to get more businesses in to lift
13 all tides in the region so --

14 DR. WHITMORE: And here's my response to that,
15 young lady, is that I see that as many of my neighbors do
16 and -- and that is extremely important but I also need to
17 see the economic development in the West side and I've
18 said that countless times to my bosses who represented all
19 of us in this great State. That was the challenge.

20 MS. MILLER: And I speak for us, we gave 1.5
21 million to Dayton Children's for the hospital, and one --
22 over a million toward Dayton Boys and Girls Club so we are
23 trying.

24 DR. WHITMORE: Yeah, and I get that but I want
25 you to hear what I'm saying from -- from my personal

1 experience as a individual who now lives back in my
2 community, in the heart of it, and so I see those
3 challenges. I face them now. Before, I didn't have to do
4 that because I didn't live there. I was raised there, but
5 I didn't live there.

6 Now I see things. I can go up and down streets
7 and see things and vacancies. Not just -- I don't see
8 businesses, I don't see houses --

9 MS. MILLER: Uh-huh.

10 DR. WHITMORE: -- that are being kept.

11 DEPUTY CHIEF HENDERSON: Right.

12 DR. WHITMORE: So there are a lot of issues and
13 I just -- one, I think that when we have a conversation
14 and whether we're discussing it with our future chief or
15 anybody else, we've got to talk about the realness that
16 we're experiencing in our community. And that's all
17 communities, not specific communities.

18 MR. KERSHNER: Can I say, Anthony, we're
19 committed.

20 MS. MILLER: Yeah.

21 MR. KERSHNER: I mean we want -- business on the
22 West side's extremely important, right? I mean that's why
23 you had people like Economy Linen that put in a facility
24 there 'cause they wanted to be next to their workforce.

25 And we want to do more like that. I just don't

1 want to -- I don't want to distract more from Eric but
2 we're in. I mean --

3 DR. WHITMORE: Yeah. Eric's an important part
4 of that.

5 MR. KERSHNER: Yes.

6 DR. WHITMORE: This is all about policing.

7 DR. WARD: Absolutely.

8 MR. KERSHNER: Yes.

9 DR. WHITMORE: This is all about community. All
10 of that -- you're talking about how crime impacts --

11 MR. KERSHNER: Uh-huh.

12 DR. WHITMORE: -- then we've got to have those
13 and -- and I thank you and I thank CareSource but I also
14 want to see small businesses where people look like me.

15 MR. KERSHNER: Uh-huh. That's important.

16 DR. WHITMORE: All right? I'm not talking about
17 medium and large businesses. I said community.

18 MR. KERSHNER: Uh-huh.

19 DR. WHITMORE: Because that's going to impact
20 the crime. That's going to impact the burglary. That's
21 going to impact -- I'm hitting somebody, getting something
22 because I can't get that job.

23 We're doing a much better job from our reentry
24 part. I thank God for that. We've been fighting since
25 1970 on this but it's taken all these years. Now there's

1 another opportunity that we can help the police department
2 by those other things.

3 When Dr. Ward's talking about the economics,
4 that's my whole life, as you know, Eric, and that's very
5 important. But I want that to make sure that economics
6 now is for everybody and not somebody.

7 MR. KERSHNER: We're on the same page, yeah.

8 DEPUTY CHIEF HENDERSON: The -- the one thing I
9 wanted to add and I think it's key, too, is the
10 faith-based community. I mean I don't think I mentioned
11 that but I understand the importance of making sure
12 that -- that our department, our community events, that we
13 see that as a resource also to help with these challenges
14 so --

15 DR. OLIVER: We'll go to our next question
16 unless somebody has a pertinent question on that now. How
17 would you work with the electronic and print media as
18 police chief?

19 DEPUTY CHIEF HENDERSON: So I can tell you going
20 back to that incident where that officer was fired or
21 terminated, so the information came about -- about
22 potential rape allegations. That came to my desk.

23 I took it to the chief and immediately my
24 recommendation is hey, we need to get -- that officer was
25 immediately placed on administrative leave and then we

1 drafted a statement to go out.

2 So that was my recommendation, that we need to
3 send this out, we need to get ahead of this because we
4 need to be able to tell the good, the bad and the ugly and
5 be transparent.

6 So that's really my vision is -- is to make sure
7 that regardless of how it looks -- 'cause to me, that
8 shows accountability as an organization. And then that
9 we're trying to make sure that -- that we're not trying to
10 hide stuff, that we're being transparent. So that's --
11 those are ways I will use it for things like that.

12 But for crime prevention, community engagement,
13 our Facebook -- it's growing in numbers. We're a little
14 late to the game on Facebook but we have a police
15 information specialist that focuses on that, critical
16 incidents, going in front of the camera, giving a --
17 giving some information that evening or that day within a
18 certain time period after the incident because I
19 understand that if you don't talk to the media, someone
20 will fill that void. So we have to get ahead of it and --
21 and keep them fed.

22 And be honest with you, some of this I learned
23 through real world experience, you know, living through
24 the Oregon District active shooter to see how that was
25 handled but also through the training that I've had, too.

1 I've had countless hours of training dealing
2 with media relations and how to make sure that -- that
3 we're -- how we're -- make sure we're being transferred--
4 transparent, open and honest with the community so --

5 DR. OLIVER: Okay. Any follow-up on working
6 with the print and electronic media? Yes.

7 DR. WARD: Yeah, I so appreciate your
8 appreciation for Dayton and your way in which -- when I've
9 asked, you've given information. That's really great.

10 My hope is that you will be as intentional with
11 sharing data information, and you may have already, but
12 with the business community as well.

13 I think it's really important. Something that
14 you shared even today with the economic drivers that are
15 happening in those spots that have reduced crime, it's
16 good for us to get it here but it's absolutely important
17 that it is heard by the business community as well. It
18 matters --

19 DEPUTY CHIEF HENDERSON: Right.

20 DR. WARD: -- that there is investment. It
21 changes the narrative. You spoke of redlining and what
22 the narrative has been, don't cross the river.

23 DR. WHITMORE: Correct.

24 DR. WARD: And I know this for a fact, and you
25 know it. So as we're trying to change that, those who are

1 on the ground changing, those who are helping in business,
2 and I'm grateful for that, but we have to change that
3 narrative for a whole lot of other people, specifically
4 the business community, to understand what happens when
5 you actually invest.

6 DEPUTY CHIEF HENDERSON: Right.

7 DR. WARD: What happens, how that changes the
8 crime incidence, how that changes perspective of children
9 believing they have a future.

10 DEPUTY CHIEF HENDERSON: I think Dallas, Texas,
11 did a --

12 DR. WARD: Yes. Alan Cohen?

13 DEPUTY CHIEF HENDERSON: I think -- you know, I
14 have to look it up because we've had this --

15 DR. WARD: He's coming here.

16 DEPUTY CHIEF HENDERSON: -- conversation. So
17 it's like every 10,000 invested in a area decreases --

18 DR. WARD: Absolutely.

19 DEPUTY CHIEF HENDERSON: -- felonious assaults,
20 serious crimes --

21 DR. WARD: Absolutely.

22 DEPUTY CHIEF HENDERSON: -- drastically.

23 DR. WARD: Absolutely.

24 DR. OLIVER: Correct.

25 DR. WARD: You're great at this. You got to

1 push it.

2 MS. MILLER: Yes. And just so -- you know,
3 Vanessa's point, you know, but -- and not to segregate,
4 you know, the community has been saying there's a increase
5 in crime and we've been being told no, there's not, no,
6 there's not.

7 But your perspective is very enlightening
8 around -- there's a degree -- that there's a decrease in
9 population --

10 DR. WARD: Uh-huh.

11 MS. MILLER: -- and it's not this -- you know,
12 the -- it's not driving down. So I appreciate your
13 perspective. That's the first time honestly I've ever
14 heard that analogy and I would just hope that we would get
15 more transparency and explanation like that.

16 DEPUTY CHIEF HENDERSON: Yeah, it's remarka-- I
17 mean like property crimes, 65 percent decline, since 2000.
18 Where ag. assaults and homicide are same or higher.

19 MS. MILLER: Yeah, but no, that's -- that's
20 what -- what we're being told, it's -- you know, it's not,
21 which in reality it kind of -- I mean perception's reality
22 so --

23 DEPUTY CHIEF HENDERSON: Yeah, and I understand
24 what you're saying but --

25 MS. MILLER: Yeah.

1 DEPUTY CHIEF HENDERSON: -- there are
2 fluctuations through each year but --

3 MS. MILLER: I get it.

4 DEPUTY CHIEF HENDERSON: -- I understand what
5 you're saying.

6 MS. MILLER: Yeah. Thank you.

7 DR. OLIVER: This is related to a question
8 previously asked. Are there any cultural ethnic issues in
9 the community that need special attention? Cultural
10 ethnic issues in the community that need special attention
11 by the police department.

12 DEPUTY CHIEF HENDERSON: Yeah, I mean we have a
13 large Turkish community. We have a number of immigrants
14 that have come into the community. So I think it's always
15 making sure that, you know, the police are there as
16 partners.

17 Welcome Dayton under human -- actually under
18 Community Engagement now, we work closely -- I'm actually
19 part of the Welcome Dayton Law Enforcement Committee so I
20 participate in that and with the challenges with what's
21 going on with, you know, ICE and the information being put
22 out, I can tell you, my -- my personal philosophy and what
23 our policy says as a organization is is that when someone
24 calls us to report a crime or incident or a witness, I
25 don't care if they're documented or undocumented, they are

1 a victim of crime and we're going to treat them as such.

2 So that's my expectation so -- and I think, you
3 know, obviously we want to make sure those communities are
4 not being taken advantage of and that's how we ensure
5 that.

6 So that's why -- you know, I -- I -- you know,
7 immigration -- there's -- there's challenges that the
8 federal government's dealing with but those are not --
9 related to local law enforcement so --

10 MR. KERSHNER: Just more statement on that, I
11 mean the legal immigrants in our community are our
12 business owners. They are employees at our companies.
13 They are -- they contribute to the betterment of our
14 society, right?

15 And so you having that perspective and that --
16 intentional outlook on them is important, right? Because
17 they're not lesser. They're -- they are part of our
18 community and so that's been a -- they fill the voids that
19 others aren't and we appreciate having them here.

20 MR. TEPPER: I have a follow-up question on
21 that. I mean you mentioned Welcome Dayton, which is a
22 proactive effort to stay ahead or anticipate future
23 generations as a neighborhood that is known to be the
24 landing pad for immigration.

25 How would you approach sort of the future

1 changes that need to be done in the Dayton Police
2 Department to keep it in tune with those future
3 populations that we don't have yet?

4 DEPUTY CHIEF HENDERSON: Yeah, I mean -- again,
5 I think we stay engaged with Welcome Dayton because
6 they're tracking who's coming here.

7 They're -- we know -- our officers have access
8 to LanguageLine through a service and we're able to see
9 what languages are being utilized through there so that we
10 can we sort of see if there's an increase in languages.
11 So it's paying attention to that.

12 But we have a number of immigrants that are
13 coming on to the department, too, which is good to see
14 because I think, you know -- you know, diversity -- you
15 know, diversity is a great thing. Diversity of thought is
16 a great thing.

17 So I think having that on our department -- so I
18 think just keeping track of that data and knowing that all
19 of us at some point were immigrants to this community --
20 to this country so I mean keeping that in mind, too, so --

21 DR. OLIVER: This is my last question. What
22 issue or concern do you think that police officers have
23 that's the biggest concern to them?

24 If you were to talk to a bunch of police
25 officers, what would pop up as the number one concern that

1 police officers would have?

2 DEPUTY CHIEF HENDERSON: Feeling the lack of
3 support from the community. So at times, they feel like
4 they're not supported. They feel like there's -- it's a
5 thankless job. So that's why it's important that as much
6 as possible, to support officers.

7 I get there's challenges. I get there's times
8 where someone may not perform to the highest level but the
9 vast majority of our officers are going out, day-in and
10 day-out, doing a critical job that while most of us are
11 sleeping, including myself, because I can -- it's -- it's
12 remarkable to see the way our folks care about this
13 community.

14 And I know not a lot of them live -- maybe live
15 in this community but I can tell you they care about this
16 community because if not, they're not missing their kids
17 sporting events, they're not missing their significant
18 birthdays and other things like that.

19 Some of these folks have options of going to
20 work other places so -- but they choose to be part of this
21 community and work for this community so I would say if
22 there's a way to show officer support as much as possible,
23 I think that would go a long way.

24 DR. OLIVER: Any follow-up on that?

25 DR. FOWARD: Yeah.

1 MS. MILLER: Yeah.

2 DR. FOWARD: Go ahead.

3 MS. MILLER: I was just going to say like I hope
4 that maybe we could work with Chris or other organizations
5 to do it 'cause I know, speaking on behalf of us, we
6 really tried and we've been told no because of -- I don't
7 know -- Sunshine Laws or some laws or something, you know,
8 to have the officers come in and -- lunch or something so
9 I would really like to work with you on behalf of the
10 business community because we've tried and have been --

11 DEPUTY CHIEF HENDERSON: And I can tell you the
12 best I knew there -- there -- through ethics laws --

13 MS. MILLER: Yeah.

14 DEPUTY CHIEF HENDERSON: -- the best I knew is
15 probably through the FOP actually.

16 MS. MILLER: Okay.

17 DEPUTY CHIEF HENDERSON: Because there are
18 different -- there's -- there are -- and that's State
19 ethics laws.

20 MS. MILLER: So I guess hopefully we can work
21 together through --

22 MR. KERSHNER: I'll help you.

23 MS. MILLER: -- the Chamber and others --

24 MR. KERSHNER: We've looked -- we've looked at
25 it.

1 MS. MILLER: -- because we have tried but due to
2 the laws --

3 MR. KERSHNER: I think it's important to show
4 that community support of the officers --

5 MS. MILLER: Yeah.

6 MR. KERSHNER: -- right? I mean if we're going
7 to be critical of them as a community when --

8 MS. MILLER: Yeah.

9 MR. KERSHNER: -- things happen that we don't
10 like. We need to be thankful of them when they're doing a
11 good job and it's important, right?

12 DR. FOWARD: So, as you know -- so the NAACP at
13 the largest event in -- you know, meeting organization in
14 this county and you recognize the officers at our singular
15 event, you know, for the Oregon District shooting, you
16 know, basically gave a Medal of Valor for their courage
17 and how they handled that situation at Oregon District.

18 And here more recently, at a commission meeting,
19 you know, of course I went down there to advocate for
20 higher wages for our police officers which ultimately -- I
21 believe that ended up happening through the negotiation
22 process, you know, but -- you know, while -- while --
23 while I was probably criticized a little bit before I
24 asked for higher wages, I just felt it was important when
25 we were losing officers, you know, to other departments

1 and things like that.

2 So -- so the NAACP, on record, since we've got
3 this stenographer there, we -- we have supported and we
4 will continue to support, you know, law enforcement, you
5 know, as long as they're doing things in -- in a -- with a
6 great deal of integrity, you know, and -- and -- and from
7 accountability standpoint.

8 If there's no accountability -- I'm going to go
9 back to the word -- if there's no accountability, you're
10 going to hear the voice of the NAACP.

11 And, you know, again, if there's something the
12 officers have done or the department has done, we're here
13 to support you 100 percent.

14 DEPUTY CHIEF HENDERSON: Thank you.

15 MR. KERSHNER: I have a question. Eric, could
16 you talk about the downtown police station, the timeline
17 there, opportunity to do it quicker than -- than even
18 maybe that timeline? Where does that stand?

19 DEPUTY CHIEF HENDERSON: Or -- so the CBD
20 substation at RTA -- we worked with RTA -- that is open.
21 So that's been open since March 1.

22 MR. KERSHNER: The one next to TNT Fashions?

23 DEPUTY CHIEF HENDERSON: Yes, next to TNT. So
24 our folks are working out of there day-in and day-out. So
25 right now, the permanent site -- that's a work in

1 progress.

2 MR. KERSHNER: Uh-huh.

3 DEPUTY CHIEF HENDERSON: So first, we've got to
4 get rid of The Diner.

5 MR. KERSHNER: Sure.

6 DEPUTY CHIEF HENDERSON: And then there's some
7 environmental things we need to make sure but that's --
8 that work is continuing. I don't know the timeline for
9 that though. But for now, we're in downtown -- we're back
10 in downtown so that's a good thing.

11 MR. KERSHNER: The Chamber's been supportive of
12 both the permanent station and the substation. We just
13 want to see it happen quicker, right?

14 DEPUTY CHIEF HENDERSON: Right.

15 MR. KERSHNER: And so count us in if there's
16 things that need to happen that we could use our influence
17 to move that along for the permanent station, that's
18 great. I love that you have the station -- the substation
19 next to TNT. I think that's very helpful.

20 DEPUTY CHIEF HENDERSON: And I think we're
21 seeing dividends from it by --

22 MR. KERSHNER: I agree.

23 DEPUTY CHIEF HENDERSON: -- having a station
24 there.

25 MR. KERSHNER: Uh-huh.

1 DEPUTY CHIEF HENDERSON: And then -- I know I'm
2 probably taking away time -- the new West District at
3 Third and Abbey, I just did a walk through last week.

4 We're going to have -- hopefully occupy that by
5 end of May. We'll have a ribbon cutting and have the
6 community come in and do an open house.

7 And so -- and then East Patrol, that work will
8 be starting at Helena Street where they're going to gut
9 the whole building down to the bricks and it's going to be
10 a brand new facility.

11 It was a temporary facility in the early 1980s,
12 that was an old grocery store, that we're still in, but
13 we're moving forward so -- it's exciting times, too, for
14 our department.

15 DR. OLIVER: Okay.

16 DR. FOWARD: So thinking about that ribbon
17 cutting, you know, count me in to be up front and center
18 with you and/or another chief, if he's still -- no, I
19 think he'll be gone by that time -- you know, to show a
20 sign of support, you know, from the NAACP standpoint.
21 Count me in, locked and loaded for that.

22 DEPUTY CHIEF HENDERSON: Thank you.

23 DR. OLIVER: Those are all the prepared
24 questions. Any other critical questions that any of you
25 need to ask to give feedback?

1 MS. MILLER: I would just ask -- I think you
2 briefly talked about it a little bit, the 9-1-1 response
3 time. I actually was at the UD/Wright State basketball
4 game -- or basketball -- whatever sport -- baseball game
5 last night and a business leader came up talking about
6 kudos to you that they felt the -- the perception and the
7 feel downtown had gotten better over the last two to three
8 months so thank you for that.

9 But then also there's rumblings and I think I
10 read it in the paper, but not sure, about a response time
11 of an incident outside the Hilton Garden Inn I think a
12 month or so ago and the individuals that were getting
13 accosted called 9-1-1 and it was like 51 minutes before
14 the police arrived.

15 I could have my facts wrong but I think I --
16 overall generally, it seems like the response time within
17 9-1-1 is not effectively working correctly.

18 DEPUTY CHIEF HENDERSON: Yeah, that was about
19 six months ago.

20 MS. MILLER: Okay.

21 DEPUTY CHIEF HENDERSON: And we've changed,
22 again. We've added resources and not only that, they're
23 back downtown. So that was during a shift change.

24 MS. MILLER: Okay.

25 DEPUTY CHIEF HENDERSON: And it was not -- the

1 classification of that call, because it -- that should
2 have been a GTA in progress, which is a priority two call
3 that goes out within two minutes.

4 And it was classified as a -- basically -- what
5 do I want to say -- I think it was a priority four or five
6 which does not have to be dispatched so there was some
7 issues there.

8 MS. MILLER: Okay.

9 DEPUTY CHIEF HENDERSON: So we address those
10 when we hear about them, work with the Montgomery County
11 Sheriff's Office, who operates the Regional Dispatch
12 Center.

13 They're very -- you know, they'll make changes,
14 too, so they're easy to work with but, yeah, unfortunately
15 there was a delay in that but I think we've addressed it
16 and --

17 MS. MILLER: Yeah, and if I could ask one more
18 question just based on something you said, how is the
19 collaboration between you and the county sheriff?

20 DEPUTY CHIEF HENDERSON: Oh, it's great. I mean
21 I have a great working relationship with Sheriff Streck.
22 When we went through the RDC transition, he was the
23 captain over the Regional Dispatch Center so I worked
24 hand-in-hand with him during our transition to the center
25 so I work very well with Sheriff Streck, their Chief

1 Deputy Haines and the Chief of Staff, Jeremy Roy so great
2 working --

3 MS. MILLER: Good collaboration?

4 DEPUTY CHIEF HENDERSON: Yes.

5 MR. TEPPER: Actually, something on immigration
6 in terms of Streck and the Dayton Police Department's
7 policies and I -- you might not even be aware that the
8 sheriff has a different policy on immigration and --
9 illegal immigration in terms of handing over with certain
10 other agencies or coordinating with certain federal
11 agencies, then the Dayton Police -- well, some of your
12 officers -- well, and it's been known that the Dayton
13 Police won't report a victim of a crime. But that does
14 happen on occasion. Given that you might not be aware of
15 it --

16 DEPUTY CHIEF HENDERSON: Or -- I -- I know what
17 you're talking about. So any time someone's arrested and
18 they're in Montgomery County jail, if Immigration and
19 Customs finds out about it, they will put a detainer on
20 them and then go get them from the jail.

21 But there's a difference. Montgomery County
22 Sheriff's Office is not part of the 287(g) program where
23 they're deputized. They're not part of that.

24 MR. TEPPER: Yeah.

25 DEPUTY CHIEF HENDERSON: So there are some

1 counties in Ohio that are part of that. So there's --
2 some of it is once they get that notification, they're
3 required to -- by law, to comply.

4 MR. TEPPER: It's good that you're responding so
5 what are you doing well and what can the Dayton Police
6 Department improve on that front in terms of communication
7 with immigrant populations?

8 Because there is an underlying fear of calling
9 the Dayton Police sometimes and that's just natural but --
10 how can you overcome that?

11 DEPUTY CHIEF HENDERSON: So just a couple weeks
12 ago, we had a -- organized by Welcome Dayton, a meeting at
13 Lohrey Center with leadership from the immigrant
14 communities.

15 MR. TEPPER: Uh-huh.

16 DEPUTY CHIEF HENDERSON: And Chief Afzal
17 presented, you know, basically what's our policy and what
18 we're doing. And then also Dayton Public Schools was
19 there and then ABLE was there.

20 So I think doing more events like that and
21 making sure -- we -- we also participate in a Miami Valley
22 community ID project where we're there at those events at
23 the library, assisting with those efforts showing that
24 we're there as -- to be supportive. So I think continuing
25 that work.

1 MR. DOMINECK: So real quick, doing police
2 reforms -- so we made the recommendation that the City of
3 Dayton teach rights and responsibility. For awhile, HRC
4 was in charge of doing those classes but it kind of went
5 away after awhile.

6 Is there -- is there any chance under your
7 leadership that we can reignite those rights and
8 responsibility meetings?

9 'Cause I think a lot of the controversy like
10 what happened with the young man downtown was behind him
11 not knowing what his responsibility is, right?

12 And so I think education -- my organization --
13 we're -- we're big on education, right, so if we can
14 uplift, you know, that thing to -- to tell people, when
15 you -- when you're stopped by the police, this is what
16 your responsibility is, right, not just what your rights
17 is but this is what your responsibility is.

18 Because when I was a young man and I was pulled
19 over by police, I didn't know what my responsibility is
20 and I ended up in the county jail a bunch of times, you
21 know, so if the police department could actually take the
22 initiative to uplift that, I think it would -- it would do
23 a lot towards bridging the gap between the community and
24 the police department 'cause it -- it -- you know, it
25 doesn't have to come from the politicians, right?

1 It can come from the police itself so -- you
2 know, ad campaign, bulletin boards, whatever, to teach the
3 people.

4 And I think NAACP -- they have a pamphlet, my
5 organization has a pamphlet that tells people this is what
6 your responsibility is when you are stopped by the police.
7 You know what I'm saying?

8 DEPUTY CHIEF HENDERSON: Yes, we're willing to
9 do that work. I mean we'll still work with HRC also but
10 we're willing to do that work. I mean it's something that
11 we've been doing and will continue to so definitely.

12 MS. GMEINER: I have a question.

13 MR. KERSHNER: And the Victory Project --

14 MS. GMEINER: There's a -- I'm sorry.

15 MR. KERSHNER: No, no, go ahead, please.

16 MS. GMEINER: There -- there's a serious --
17 there are serious concerns about excessive use of force in
18 the county jail.

19 I don't know how familiar you are with those but
20 I don't know if there's any way that the City can support
21 the -- support the county maybe in -- in whatever is
22 needed to -- to reduce that. So that was one question.

23 And the other one has to do with the legislation
24 that you worked on and I wondered if you could just
25 briefly -- you mentioned in your resume something about

1 working with the legislature.

2 DEPUTY CHIEF HENDERSON: Yeah.

3 MS. GMEINER: Just give us an idea of what kind
4 of work you're doing there.

5 DEPUTY CHIEF HENDERSON: So the county
6 jail issue, that's not something that we oversee or can
7 become involved in.

8 Obviously if they ask us or someone dictates
9 that with a higher authority for us to do, obviously, but
10 we have no control over the sheriff's office operations
11 within the jail.

12 Second of all, the legislation I helped with --
13 so the -- the stunt driving. If you remember after COVID,
14 we had all those cars doing donuts and everything so we
15 helped to get that legislation passed or -- I actually
16 testified on the behalf of that.

17 And then group home -- working with group homes,
18 we have -- I haven't even touched on that -- we have over
19 80 group homes in Montgomery County, 60 in the City of
20 Dayton.

21 So the original bill did not pass but some of
22 that information was placed into a budget bill to
23 basically require police departments or -- we have to
24 report certain information to the State on group homes and
25 then also there's certain training that group homes have

1 to have and it's easier to shut them down if there's
2 issues. That's a whole 'nother topic. If someone
3 wants --

4 MS. GMEINER: Right.

5 DEPUTY CHIEF HENDERSON: -- information, I can
6 give them that. And then lastly, what we're working on
7 right now, we're having a lot of grand theft of motor
8 vehicles that are impacting, you know, a large fraction--
9 segment of our community.

10 So a lot of these cars are being stolen by using
11 a -- a digital key reprogramming, basically plugging into
12 the port of the car.

13 So we're working on legislation to increase
14 those penalties and also the youth that are involved in
15 some of those crimes, continue to do it.

16 So we're working on trying to address some of
17 that to make sure they get the resources they need to
18 prevent them from doing some of these crimes.

19 DR. OLIVER: Any other critical questions before
20 we go into our debriefing session?

21 MR. BUSH: It's going to be a hard question for
22 you so -- what do you think the one thing that's prepared
23 you for this position as chief, if you look across your
24 career, personal experiences, if you had to narrow it down
25 to one thing, what would be the -- that you said this has

1 really prepared me for this role?

2 DEPUTY CHIEF HENDERSON: That is tough. Yeah,
3 I -- I mean -- to me, I -- I go back -- I would have to
4 say family. So I mean I think, you know, when family -- I
5 mean everyone, you know, my girlfriend, everything
6 that's -- that's been there.

7 I would say just staying grounded and humbled
8 and not losing sight of who -- you know, where I came from
9 and I take pride in my parents being from the South and
10 their Southern roots and spending time down there every
11 summer so --

12 MR. BUSH: Mmm.

13 DEPUTY CHIEF HENDERSON: -- I would say to me,
14 that's what I credit, yeah, so --

15 MR. BUSH: Thank you.

16 DR. FOWARD: Well, just a statement, and I think
17 it's important for you to hear this from me, you know,
18 before we go into, quote, unquote, executive session, you
19 know, after you depart, but -- but as you know, you know,
20 the Dayton NAACP called for a national search for a police
21 chief when we hired -- we ultimately hired Chief Kamran
22 Afzal.

23 And part of that reasoning was because we were
24 not at the table on many other discussions. The City did
25 not want to do a national search. They were going to

1 hire -- I forgot the person's name.

2 DR. FOX: Compton.

3 DR. FOWARD: Yeah.

4 DR. FOX: Compton.

5 DR. FOWARD: Yeah, okay, right, they were going
6 to hire him and -- or promote him, you know, and we had an
7 issue with that and we had an issue with that because the
8 lack of a transparency, the lack of accountability, the
9 lack of being at the table but since -- and so I've had an
10 opportunity to participate in the last three hirings of
11 police officers (sic).

12 So I've had an opportunity to sit in Chief
13 Biehl, Afzal -- and I'm trying to think of the one that
14 was before Biehl, I sat in that one, too. I think he went
15 to Minnesota somewhere or something.

16 DEPUTY CHIEF HENDERSON: McManus.

17 DR. FOWARD: McManus. So I had an opportunity
18 to participate and to do -- be part of the selection
19 process or interviewing process rather.

20 But because of the opportunity for us to be --
21 several of us, me and several other members of my
22 leadership team being a part of the chief's Advisory
23 Council that Chief Kamran Afzal assembled, that it gave us
24 an opportunity to be at the table and gave us an
25 opportunity to be able to see, witness, ask questions,

1 deliberate -- as some of you said earlier -- disagree
2 without being disagreeable at times.

3 But because we're at the table and we can be
4 able to do all those things, the Dayton Branch of the
5 NAACP will not be calling for a national search and we are
6 going to be very supportive of you being the next police
7 chief. I just want you to hear that from me --

8 DEPUTY CHIEF HENDERSON: Thank you.

9 DR. FOWARD: -- before you left the room.

10 DEPUTY CHIEF HENDERSON: Thanks.

11 DR. OLIVER: Any other questions before we
12 excuse Deputy Chief Henderson? Thank you very much.

13 (A brief recess was taken during which time
14 Deputy Chief Henderson left the room.)

15 DR. OLIVER: I'd like the three people to go
16 first and answer kind of all three of these questions
17 so -- your first name is?

18 DR. WARD: Vanessa.

19 DR. OLIVER: Vanessa. So you have to leave in a
20 few minutes. So here are the three questions basically.
21 Indicate what you think of the strength of the
22 candidate -- of him potentially being the police chief;
23 what do you think are the areas of improvement that he
24 should be working on to become the police chief; and what
25 concerns, if any, do you have about him becoming police

1 chief?

2 So basically strengths, areas of improvements or
3 any concerns you would have about him becoming the police
4 chief.

5 Now, City Manager Shelley Dickstein's going to
6 make this decision but she wants your input and feedback
7 before she does.

8 DR. WARD: Thank you so much for giving me an
9 opportunity to speak. I'm going to have another call so I
10 need to move but in terms of the strengths, I think the
11 fact that he has been here and been preparing for this
12 since he was 20 years old. And -- his knowledge of the
13 community, his engagement with the community as well as
14 his expertise that he has grown over the years by
15 intentionally moving or being moved into various aspects
16 of law enforcement brings much strength.

17 I've been a part of the Police Advisory Council
18 along with -- with Dr. Foward, a few other people around
19 this circle, and I've seen him directly respond in -- and
20 in a leadership role when the chief was not present.

21 His focus on data and how that informs what he
22 does I think is really important because you can't talk
23 about something you don't know. And I -- and so aligned
24 with that, I've mentioned it earlier I think, using that
25 strategy with trying to bring in particularly those

1 communities that have a preconceived notion of what is
2 happening in these crime infested areas.

3 His three strategies I absolutely think are on
4 point for the community but to be able to share that
5 information almost as if data walls -- I know that made a
6 big difference when it came to promoting kindergarten
7 readiness and whole -- bringing the whole community
8 together around the priorities for education, which just
9 happens to be at my heart, was important. I think that is
10 significant and it might mean doing this work in a
11 different way.

12 He talked about how AI is informing technology
13 strategy going forward. I think the new ways of thinking
14 of how we bring in other aspects of this community,
15 particularly the business community to develop economic
16 development, not as much -- it's as much what happens at
17 the community level, we need clergy to understand it, we
18 need community organizations -- the community to
19 understand data and how that drives what is happening but
20 I think also that needs to happen on the business side as
21 well.

22 The -- so -- I think challenges are that people
23 don't know him as well. I had the opportunity to get to
24 know him through the work of the Advisory Council and as a
25 community leader, I've called upon him multiple times to

1 assist with some ports that we needed in our work in
2 Northwest Dayton. But I think community might not know.

3 And the way they know him or perceive him as
4 somebody who was doing exactly what was dictated by the
5 chief. So how do you change that perspective in terms of
6 saying I'm a new person, I'm old, I got of lot of stuff so
7 I'm -- in that sense, I'm traditional or I have expertise
8 that has grown up in the system but I have my own thoughts
9 about how we're going to move forward and bringing that
10 with strong evidence based models, which I think he has an
11 interest in. I think exploring that and deepening that is
12 really important.

13 I think -- so in part, the weakness aligns then
14 with the challenge. The challenge is how do we share that
15 narrative. And it's important -- I'm -- I even wrote down
16 I don't know what kind of marketing communications
17 strategy could be put in place as we elevate him in this
18 role and I guess I have to say I do support him in this
19 role.

20 There needs to be a real initiative around that
21 because Dayton has a way of publicizing things on the
22 front page of the paper, places where people look, on
23 social media, et cetera, and often not controlling the
24 narrative or being intentional about the narrative.

25 That narrative needs to be intentional. Same

1 way Dr. Foward said I want to be in that picture or I want
2 to be wherever that is where you're announced, that
3 intentionality about the support that he has going forward
4 and then the information that the community needs to have
5 to understand who he is and his voice being elevated as he
6 grows in this role.

7 DR. OLIVER: That's a -- that's an excellent
8 summation. You really covered all three very well.

9 DR. WARD: And I'm so sorry, I have to go.

10 DR. OLIVER: That's a great model for everybody
11 else to follow.

12 MS. MILLER: I wish she had gone last.

13 MR. KERSHNER: We're all going to look subpar to
14 Vanessa.

15 MS. MILLER: We might as well go with her.

16 MR. KERSHNER: Yeah.

17 DR. WARD: And I apologize because I think I was
18 part of keeping you off of your schedule but I have a
19 national call I have to get to so I'm going to jump on
20 that.

21 DR. OLIVER: Thank you very much. Chris, you
22 want to jump in next to that?

23 MR. KERSHNER: Sure.

24 DR. OLIVER: Followed by someone else.

25 MR. KERSHNER: I will not be as eloquent as

1 Vanessa was and a lot of it is going to be redundant but I
2 mean for strengths, this guy knows what he's doing, right?
3 He knows policing.

4 He has my -- to start off, he has my vote. He
5 has my support from me and the Chamber. I think he is an
6 excellent candidate.

7 To -- Derrick I know addressed the issue about
8 doing a national search and said that they're not calling
9 for that. I think that's a good idea.

10 In my opinion, he's been interviewing for this
11 job for 27 years, right? He's been -- I mean every day
12 has been an interview.

13 He's had chances to prove himself. He's proved
14 himself that he knows what he's doing so he's interviewed
15 for the job. And the interview's just been a very drawn
16 out process, right? And he's the right person for it.

17 I think his experience -- I think the fact that
18 he understands the business community, that he understands
19 the relationship between business and being able to have
20 more resources to do the policing he needs to do is
21 excellent.

22 He's engaged in the community. He was part of
23 our Leadership Dayton 2023 class, which is not just about
24 the City of Dayton. It is about the entire region and the
25 economic drivers and so he can see the role that our core

1 plays in the entire region. I think that's very
2 important.

3 As far as areas of improvement, just a couple.
4 I think understanding that perception is reality, right?
5 He -- he seems very data driven and analytically driven
6 but sometimes you've got to look beyond the data and know
7 that if there's a perception about something, then it is
8 reality and it has to be addressed.

9 I think he has done some of that, especially in
10 downtown. His positioning of Brian Johns as the Downtown
11 Commander was tremendous and Brian has helped reform the
12 perception downtown but we need to continue on that path
13 so I think him understanding that perception as reality
14 matters.

15 And then understanding -- and I'm going to use
16 the word but I don't mean it in a negative connotation --
17 understanding politics. And I don't mean politics as in
18 who's elected mayor or who's elected city commissioner. I
19 don't mean that.

20 I mean you've got to engage with specific
21 groups, whether it's the Black clergy or whether it's the
22 NAACP or the business community and understanding how to
23 engage with them and let them see you in different lights.
24 I think that's really, really important.

25 And then for concerns, I don't have concerns. I

1 think he -- he's the right man for the job.

2 DR. OLIVER: Okay. That was an excellent --
3 another excellent summation. You did a great job. That
4 was just as good so no pressure, Savalas.

5 MR. KIDD: No, right? Tough to follow both,
6 right? So he has my vote as well on behalf of the
7 university. I think Eric is really in touch, in touch
8 with the community and in touch with the police
9 department.

10 I think he understands the, you know, challenges
11 that the cities face and I really believe that he's
12 extremely passionate about engaging and -- and making a
13 difference and making the City of Dayton a safer place for
14 all. I think his resume speaks for itself.

15 I think he -- you know, the only challenge I
16 think is he's never been a police chief but he's -- but
17 he's -- as he's seasoned himself in that position, there's
18 no doubt that he's going to be successful.

19 You know, I think -- I think it just comes with
20 that -- when you talk about that political savviness and
21 engaging -- well, now he's going to be out front and
22 there's no doubt that he's going to do well but given his
23 positional authority to do so, there's -- you know, I
24 really believe he has experience to back him and education
25 to back him to only shine when those opportunities present

1 themselves to him so -- I have no concerns with working
2 with him and -- and -- or voting for him and supporting
3 him as the next City of Dayton police chief.

4 DR. OLIVER: All right. Very good. That's
5 another excellent summation.

6 MR. KERSHNER: Thank you. Sorry I have to step
7 out.

8 DR. OLIVER: Monnie, we can just continue on
9 down the table.

10 MR. BUSH: Sure. Well, strengths are -- I think
11 were evident in his -- it can be a weakness, I think
12 Vanessa mentioned, a lot of people don't know him but his
13 quiet leadership speaks volumes.

14 A lot of people, as they start to climb the
15 ladder, want to fight for that spotlight because a lot of
16 police departments, as they start getting up in the ranks,
17 they'll use those positions as -- as almost a launching
18 point to a better job somewhere else, better pay, better
19 city and he's not done that.

20 He's obviously grounded here in Dayton. He
21 has -- he's sold out for Dayton and that's very rare
22 and -- especially in law enforcement. A lot of police
23 chiefs, their average ten-- you know, tenure is three to
24 five years.

25 And the fact that he's been here that long in

1 the role, not as a police chief but in a lot of leadership
2 roles kind of speaks to his dedication to the community.

3 I think that's a great strength.

4 He's also a quiet leader and him and the command
5 staff every month for the past two years have come out to
6 our high school campus, out of their own money, and bought
7 dinner every month for our students.

8 They have -- they serve dinner. They hang out
9 with our kids and, again, nobody knows about it. They
10 don't do it for the publicity. They're doing it because
11 they care and I think that speaks to his -- again, his
12 integrity, his intentionality and the role of building
13 those community relations.

14 Challenges I think probably would be -- some of
15 them have been spoken already. Having a -- a wider
16 perspective, you know, growing up in the City of Dayton,
17 is a good thing. He's got those relationships. He's got
18 the experience.

19 But making sure he's getting training and
20 experience from other leaders in those roles outside of
21 the Dayton area to help in the professional development I
22 think would be important. Mentoring him to make sure he's
23 getting his support in that role from -- not just people
24 in the community but also outside the community so he
25 could bring new perspectives and new ideas that we might

1 not even know about. So getting some -- it's not -- it's
2 more of just development of his professionalism.

3 And I really don't have any concerns as well. I
4 think he has a -- he has all the -- checks all the boxes
5 for us and for the reasons I've already stated.

6 His leadership is -- has spoken through his
7 actions which is way more important than words. So I
8 think actions -- his actions speaks widely and loudly for
9 him being the next police chief so he has -- he has my
10 vote.

11 DR. OLIVER: Okay. Ellen?

12 MS. MILLER: You know, I think I reiterate
13 everything that everyone said I guess and I know we're not
14 calling for national search and this is just a question.

15 Is -- you know, perception's reality and is that
16 a problem for the community if the City, you know, doesn't
17 engage one?

18 I don't know. Just kind of, you know, putting
19 that out. If he's the best candidate, he would emerge
20 anyways but does it help, you know, temper waters. I
21 don't know. I'm not in this profession but just, you
22 know. And I've heard for years that, you know, he's kind
23 of the next in line for the position.

24 I would just say, you know, he interviewed very
25 well. I was very impressed with what he said. I just

1 hope it stays for -- true for when he's, you know, not
2 interviewing for the job, that he's got the job and does
3 everything that he says.

4 And then, you know, his biggest challenges would
5 be, you know, it's very interesting to hear the 365 verse
6 (phonetic) we had 515 and I know it's, you know,
7 population based but would he -- if he feels that number
8 should be 410, would he advocate enough or, you know --
9 I'm just making it up -- would he advocate for more police
10 and not just take it that it's 365, like I'm going to dig
11 into that to figure out, you know, what -- how is that
12 determined, what is that number, is it just dictated
13 because of budget, this is how much we can afford. I
14 don't know.

15 But if -- if he -- if he truly thinks we need
16 450, can he advocate to the City and the Commission for
17 that number or, you know, is there technology resources
18 that he feels he needs to do his job?

19 I think that would be his challenge in this --
20 and the environment is can he do that and advocate for him
21 and his policemen?

22 But, you know, I -- I -- I respect him a lot.
23 It seems like the community respects him -- the business
24 community as well as the residential community and I just
25 hope he continues doing it.

1 And, you know, the one thing is he's -- is that
2 a hindrance that he's been in Dayton for 50 years and
3 hasn't seen things going out so to Monnie's point, I would
4 hope that he would go to -- I would assume they do but to
5 your one point, you know, what training does he go to
6 outside of Dayton and really bring in for his cops
7 continually.

8 So I would, you know, kind of ask for that and
9 challenge that to go learn from Dallas if they're doing
10 great things or -- you know, whatever he needs -- so--

11 DR. OLIVER: Wow. All of you has some really
12 great perspectives. Let me just make one comment that's
13 come up several times, if this helps.

14 You know, the way typically these budgets are
15 built, the departments submit their budgets to the City
16 Manager -- the City -- based on their wants, needs and
17 desires.

18 Then the City Manager submits a budget to the
19 City Commission and then the City Commission decides on
20 what the budget is.

21 So that doesn't mean that the chief can't
22 advocate for certain things. In fact, it should be built
23 into his budget but that's the kind of process.

24 MS. MILLER: Yeah, it's just something that --
25 for me to understand --

1 DR. OLIVER: Yeah.

2 MS. MILLER: -- better, 515, I guess -- you
3 know, anyways, that's for my own digging because we need
4 more police presence so --

5 DR. OLIVER: Yeah. Wow. I can see why every
6 single person in this room is a part of this group, how
7 you think and your involve and your commitment and your
8 passion for the City so -- appreciate it.

9 MS. MILLER: Uh-huh.

10 DR. FOWARD: Umm.

11 DR. OLIVER: You've never been short of passion.

12 DR. FOWARD: So strength, challenges and
13 concerns, right?

14 DR. OLIVER: Yes, yes, that's right.

15 DR. FOWARD: What was -- what was number three?

16 DR. OLIVER: You had the three.

17 DR. FOWARD: Okay.

18 DR. OLIVER: Strengths, challenges, concerns.

19 DR. FOWARD: All right. So I believe his
20 strengths are that he's committed to Dayton, his 47 years
21 and nine months in his mother's belly, that he's committed
22 to Dayton, okay?

23 And that -- and then his 27 years of those 47
24 years committed to Dayton Police Department. He's been --
25 he has been elevated, he has been promoted several times

1 throughout his tenure -- throughout his 27 plus year
2 tenure on the department.

3 He has put strategies in place. Listening to
4 the course of this interview, he's put different
5 strategies in place to better the department, you know, on
6 each -- you know, on each level of management that he has
7 been able to, you know, be promoted to.

8 You know, and I mean also the -- I cannot say
9 enough about the succession planning of current chief,
10 Kamran Afzal.

11 Kamran came in here with a five-year plan for
12 Dayton, Ohio -- to be in Dayton, Ohio. He's been here a
13 little more than -- well, almost five so he's not going to
14 quite make his five but -- but he's basically been here
15 for the amount of time that he said -- that he committed
16 to us.

17 And -- and in fact, when we interviewed him, I
18 gave him a A++ on the interview out of the three remaining
19 candidates and I think he did a great job here.

20 But his leadership -- Kamran's leadership into
21 truly having a succession plan in place for -- for Eric, I
22 think was phenomenal, you know, so he was preparing him
23 for this opportunity, from day one of him being on the
24 job.

25 He identified the -- Eric as -- as a leading

1 candidate, someone who had the passion, the commitment,
2 integrity to afford the job and I stand by those words.

3 Challenges, I believe that the challenges is --
4 as you all heard me state several times inside of this
5 roundtable is -- is accountability. Police
6 accountability.

7 Because when you're in a police department for
8 that long period of time, I kind of go back to what Ellen
9 was saying a few minutes ago -- when you're in a police
10 department for 27 years, you have built relationships for
11 27 years.

12 And this kind of goes back to where I was
13 leading to when I was saying about the officer who they
14 had to terminate and who they're fighting with right now,
15 that's excellent. That shows that they do have some types
16 of levels of accountability but when it comes down to
17 police community relations, the accountability I think --
18 I'm not going to say it's -- that's going to be
19 challenging for him. I'll say it like that.

20 That that's the best way, it's going to be
21 challenging for him and that's where he's going to be able
22 to overcome that challenge of being within the department
23 'cause you know -- you -- if you have a bad apple, and you
24 know that there's a bad apple, how do you get rid of that
25 bad apple when you've been working with that bad apple for

1 27 years?

2 And then that comes down to integrity. Anybody
3 who knew me when I was hiring hundreds of thousand-- well,
4 not hundreds but -- but -- when I would do hiring at
5 Speedway, I had to let people go.

6 And really, I didn't let them go. They let
7 themselves go because of what they did or did not do. And
8 that's how I explained it to them when I had to discharge
9 them.

10 So if I can discharge people for not doing their
11 job, my expectation level of a police chief is to
12 discharge people when they're not doing their job or they
13 have done something wrong to -- wrong in their particular
14 position.

15 So accountability -- it's going to be
16 challenging from an accountability standpoint from him
17 working in the department for so long. I think that
18 will -- that's something that he needs to be able to
19 overcome and that will be -- lead to the concern.

20 The concern is can he overcome it? You know.
21 You know, can you overcome being on the police department
22 and you having this relationship and you -- well, Major
23 Johns -- but Major Johns allow his deputy and said oh, his
24 deputy did a great job at punching somebody in the face
25 three times. So how do you -- so challenge, concern.

1 And that's how I would describe it and -- and
2 you already heard just like he heard, 'cause I wanted to
3 put it out before he left the room -- that the Dayton
4 NAACP do support his candidacy for this office.

5 DR. OLIVER: Okay. Mr. Fox?

6 DR. FOX: Well, I -- I'm all in with Eric. I've
7 served on a lot of committees with him. He's got a
8 excellent understanding of 21st century policing. He has
9 a great mind as it relates to technology and
10 implementation in -- in policing.

11 And by the way, I -- I was on the committee that
12 forced the police to deal with surveillance technology and
13 we actually put in place an ordinance for the City of
14 Dayton to -- to follow in terms of any new technology and
15 he was very much a part of that.

16 I believe that his integrity, like President
17 Foward said, is -- is unquestionable. He is one who
18 can -- the police chief job is a very difficult job.

19 He has to balance his act with the FOP. He's
20 got to balance his act with the morale of his employees
21 that work as police officers. He has to balance the act
22 with the City Manager. He has to balance the act with
23 the -- with the City Commission.

24 He has -- he has to do -- and then on top of
25 that, he has to deal with the NAACP and other community

1 folks. He has to tap dance around all of that.

2 DR. OLIVER: Yes.

3 DR. FOX: And his personality, his -- his
4 temperament is one that's able to do all of that. That's
5 very unusual that you have a person that can basically get
6 along with all these entities that all of them are
7 fighting with you at the same time.

8 DR. OLIVER: Right.

9 DR. FOX: And pulling at you. And -- and -- and
10 mostly, the Black Community. That's his bad challenge
11 that he's going to have to deal with. The Black
12 Community.

13 Because they going to -- and Chief Afzal told us
14 from the get-go that he's not somebody's messiah, that
15 he's not coming in here to save the City.

16 And I don't want people thinking that just
17 because he's being considered, that he could save the
18 Black Community. It's not like that.

19 He's -- he's the police chief for the total --
20 total city and as a police chief of the total city, he has
21 to be able to go into all communities and serve all
22 communities.

23 So I think that based on my understanding of him
24 and my knowledge of him and my being with him even on the
25 chief's Advisory Council and -- and -- and this is

1 interesting because over the last nine months, we saw
2 coming from him the leadership skills and abilities from
3 the theological and practical purposes -- as Chief Afzal
4 was moving or stepping back, we saw him taking on leader--
5 more and more leadership.

6 And he was in various meetings taking on this
7 leadership and -- and gaining the respect from the
8 officers and -- and I would contend -- I've been connected
9 with Dayton Police Department for over 50 years, first
10 started my career up in law enforcement there with Dayton
11 Police.

12 And -- I -- I would say that -- in my knowledge
13 of 50 years of policing here, Dayton has the best Command
14 Staff in its history in 50 years. And -- and all the
15 majors are very good individuals with good talents. All
16 of them.

17 And for him to be in a position where he gets
18 respect from these majors who are already in place, tells
19 me that he's a good leader.

20 And so I would say that based on the interview,
21 based on my understanding of him and -- and based on --
22 knowing Dayton, probably better than anybody in this room,
23 I would say that he's the best man.

24 Now, the last thing I want to say though is I
25 don't know how he's going to be able to deal with the

1 trust and the -- and -- and for the community to look at
2 the police as being legitimate 'cause most Black people in
3 the Black Community don't look at police as being
4 legitimate. That doesn't mean they don't respect them.

5 And so that's the task -- the big task that he's
6 got to deal with is how does he gain the respect that the
7 police deserve to have?

8 And probably the biggest reason why they don't
9 have that respect is because of the fact that they're not
10 required to live in the City anymore, the residency rule.

11 And the residency rule is -- what it did is it
12 separated the police from the community and so all the
13 police do is come in and they occupy the community and
14 they leave out of the community and that's how most Black
15 people see them.

16 And so his biggest task is going to be able to
17 have to bridge that gap between how the public sees the
18 police and how the police actually are. So I'm -- I'm all
19 in for him.

20 DR. OLIVER: That's another excellent summation.
21 I just want to ask you a little bit about -- specifying a
22 little bit more on what those expectations will be from
23 the Black Community. I mean I generally get what you're
24 talking about but if you just drill down on that a little
25 bit.

1 DR. FOX: Well, what the Black Community's
2 calling for is honesty -- what they calling for. And he's
3 a very honest person.

4 DR. OLIVER: Uh-huh.

5 DR. FOX: Like the CareSource representative
6 said that -- she -- this is the first time she heard these
7 numbers.

8 Now, now I was a police chief in several places,
9 too, and the way that we evaluated stuff, for every one
10 officer -- one officer -- we took care of a thousand
11 people so that's kind of how we evaluated that.

12 But he -- he's honest and he tells the truth.
13 And that's kind of interesting because most of the time
14 people would -- they skirt around it, they don't want to
15 give you the real facts.

16 But he really basically tells you -- 'cause I've
17 been in the meetings and -- and the biggest problem in the
18 Black Community that he's got to face is use of force,
19 'cause so many Black individuals are profiled, so many are
20 misused, so many of them are illegally searched, so many
21 of them are -- are attacked in certain ways because --
22 there -- there's a -- there's a idiom that is spoken in
23 police work is -- is it's awful but it's lawful.

24 And what happens is there are always these
25 videos of police beating up people and that's what the

1 Black Community see all the time.

2 And so with technology, with Facebook, with
3 YouTube, with Instagram, with all these other little
4 social media things, that's all they see. They see the
5 police beating up folks.

6 And then when they have to see the police --
7 there's videos out there right now with the Dayton Police
8 Department which was sent down into North Carolina
9 which -- which the chief now is going there for a job and
10 these videos are being seen by people down there and they
11 say well, we don't want him because he comes from this
12 place that has got a background of beating up people and
13 shooting people.

14 DR. OLIVER: Right.

15 DR. FOX: And -- which is interesting 'cause
16 we've had I think five persons during the time that
17 Chief Afzal -- and he has nothing do with this -- but the
18 point is these five individuals were killed by police
19 officers in his tenure. So -- so now Eric has to step
20 into that role where all these officers have -- have been
21 shooting these people.

22 Now whether or not they were justified or not,
23 that's another matter. In the Black Community, it never
24 justified. That's -- and that's what he has to overcome.

25 DR. OLIVER: Right.

1 DR. FOX: All these situations of people being
2 shot and killed, people being beat up. There's those two
3 videos out now that President Foward talked about, one
4 where he's beating the guy in the face, another one where
5 he snatching the guy out of the car -- he has to overcome
6 this. And -- and that's his biggest -- that's his biggest
7 role and challenge to the Black Community.

8 DR. OLIVER: All right. Thank you for that
9 extended explanation.

10 MR. DOMINECK: I can just say I met Eric
11 about -- when he -- when he first came here and -- and if
12 you know me, I'm -- I'll represent I'm the Chairman of the
13 Black Panther Partnership in Dayton and I've been that for
14 quite a few years.

15 And so I've never been a fan of police, right.
16 I've always focused on, you know, the differences between
17 the police and the community.

18 But when I met Eric, the thing that -- that
19 stood out was -- I view him as progressive, okay. And
20 that's a -- that's an unusual thing as far as police --
21 any police, Black, White, in between.

22 And him and Afzal both -- I view them guys as
23 progressive police who are keeping up with the times that
24 we live in.

25 We living in a era of Black Lives Matter and --

1 the new Black Panther Party and George Floyd and these
2 guys have been able to navigate that I think pretty well
3 in Dayton, right.

4 Not perfect. Like Dr. Fox was saying, it's not
5 perfect and the challenges are basically overcoming the
6 perception that not just the Black Community but some of
7 the White radicals, right, have about police, right.
8 That's the -- that's the challenge, right.

9 The fact that I was -- represented the Black
10 Panther Party and this guy impressed me was like
11 miraculous, man. I said man, this guy -- because he -- he
12 gave me a different perception of what police were when I
13 met him because he was so cool and so -- so good at
14 bridging the gap. He sat down and had conversations with
15 me.

16 The chief that was previous to Afzal would never
17 have done that, right. They looked at me as being the
18 enemy, right, and so this guy, Eric and Afzal, they were
19 actually able to -- to change my perceptions of police,
20 right.

21 Not that everything is perfect but he gave me
22 hope that maybe one day we'll get to a point where we can
23 all get along basically.

24 Now, back -- once again, the challenges with
25 that is that the people that work with me, they won't sit

1 down and have these type of conversations, right. And so
2 they never get to that point and so I get persecuted,
3 right, because I was open enough to sit down and talk to
4 this guy and see where his head was.

5 I think the thing that really impressed me was
6 when he told me basically about his upbringing. About him
7 growing up in the community, a young Black man, it just
8 gave me a whole different view of who he was or police
9 work, right?

10 You know, and I -- I've been in Dayton all my
11 life and I've dealt with police chiefs in the past. And
12 like I said, they wouldn't even talk to me, you know what
13 I'm saying.

14 But for this guy to sit down, not -- not to say
15 that he agreed with everything that I believe but just to
16 sit down and listen to what I was saying was -- that was
17 revolutionary, right.

18 And so I really liked this guy. I think he's a
19 really -- a nice guy. I think he's really -- nothing is
20 perfect, okay, nobody is perfect but I think he's a
21 progressive police chief.

22 That's how I look at him, as a progressive
23 police chief that's in touch with what's going on in the
24 times.

25 And everybody's not like that. All these guys

1 ain't like that. They called up in -- in 1960s, right,
2 and -- I think that's the good point about -- I think
3 he'll make a excellent chief because he's in touch with
4 the times, and I -- I think he's a nice guy.

5 We've had some issues in the past and -- we were
6 feeding people down here at Courthouse Square and they
7 have a officer down here that enforced -- it's against the
8 policy of the City to feed homeless down here in the
9 Square and so they shut us down.

10 And so he was one of the people that I went and
11 talked to about it and was understanding. You know, we --
12 we worked out a diplomatic solution instead of him taking
13 a hardline to stuff, right.

14 And that's what we were asking for. We were
15 just asking for diplomacy. We didn't want everything, you
16 know what I'm saying? So -- but yeah, I think that's his
17 strengths, man.

18 His weakness is like Dr. Fox was saying is that
19 to navigate the Black Community, because he -- he's a --
20 he's the police, right, and -- and in the Black Community,
21 we view the police as being the enemy, you know.

22 Even me, now, still conflicted on the inside
23 about the police. I -- I was -- I was really surprised
24 that Mr. Parlette called me and asked me to be a part of
25 this, right.

1 But the fact that I was included in this as
2 being a member of an organization that might be viewed as
3 being extreme, right, they could see that -- that
4 extremism is part of the community.

5 There's a lot of people that support what I do
6 in the community and -- when I met Eric, he embraced that,
7 man. He didn't lash out at me at all. We sat down and
8 talked about it and I told him the truth about what I
9 feel.

10 So I'm -- I'm all -- I'm all for him. You know,
11 I think he's a good guy. Hopefully we can go forward and,
12 you know, get something done at least, you know, the Black
13 Panther Party got a guy downtown and we can talk to when
14 they act up but -- you know what I'm saying, when police
15 ain't doing the right thing, right. You know what I'm
16 saying so --

17 DR. FOWARD: Relationship.

18 MR. DOMINECK: We -- we can come and say hey,
19 man, what -- you know, what's that all about, right. You
20 know, I have some issues about the shooting downtown that
21 happened a couple weeks ago with the young man but the
22 good part is that I have some people now that are close to
23 that situation that I can sit down and talk to about it.

24 I say here, man, make me understand what
25 happened. You know what I'm saying? And so I get a

1 different viewpoint than what I got growing up as a young
2 man living in the city. So I'm down. I'm all about him.

3 DR. OLIVER: All right. Very good.

4 DR. WHITMORE: All right. Well, I certainly
5 enjoyed listening to my brother's thoughts about this
6 young brother and, David, you should write all of that
7 because I think that's part of the other problems in our
8 community. We don't hear those other voices that really
9 speak and know our community.

10 That said, I think his strength is that I think
11 this young man was born to be in law enforcement. I've
12 known him and his family so I know who he is, what he's
13 about, how he thinks.

14 I concur with -- what people have said about
15 him. You see he's a very humble spirit. A very laid back
16 gentleman, not interested in any type of visual, pictorial
17 things.

18 He's a worker. You know, he wants to do the
19 work. If you want the credit, you can have it. He wants
20 to get the work done. He wants to make our community a
21 better place.

22 And I think by serving 27 years, there's not a
23 lot for us to talk about. There's no ego with him.
24 There's danger when a chief or a person who has power has
25 an ego.

1 He doesn't have one. He just wants to do the
2 work. And that's hard work as you've heard from everyone
3 else.

4 What are his challenges? One, he's a Black man.
5 He will always have a challenge. He was brought up to
6 understand challenge.

7 That is a process that we take wherever we go
8 and especially as Black males, we take that, whether we
9 are good enough, smart enough, capable enough.

10 And it doesn't matter which schools we attended,
11 what our titles are behind our name. That is something
12 that this culture, this country and perhaps even the world
13 has to -- has to deal with and confront. It has to come
14 to terms with that reality.

15 He -- he's able to deal with that. He's a young
16 man. He grew up at a time much different than I did. So
17 he's capable and able to deal with diverse thinking as
18 well as diverse people. And that's what it's going to
19 have to take.

20 This community and you spoke of another group,
21 Welcome Dayton, and bringing in all of this, we're
22 continuing to grow with immigrants and that's not going to
23 change. That's going to continue.

24 He has the personality, the experience and the
25 education to not only cope with different personalities

1 but also to be fair and righteous to all people.

2 Now what would be his challenge? All of those
3 things that I just said to you as well. Those same
4 strengths are challenges that he has to carry with him.

5 And he has to know that he has a community that
6 is going to support him, Black, White, whatever, will be
7 there for him. Because this is our community, not his
8 community.

9 Let's see, I guess the -- that other part of
10 that strength part is that he was just -- as we would say
11 in my culture, he was just raised right.

12 And it's because he's raised right, I really
13 believe he's going to do right and he's going to have
14 those -- he's going to have those challenges that we all
15 face but it's up to us to be there to help him to get
16 through this and I know we can do this. This is difficult
17 wherever he is. He is Dayton to me.

18 And I think it's -- it's time for us to really
19 look again at what we have already grown versus expecting
20 someone to come in, adjust to a community, adjust to who
21 we are and then try to learn their job. So I'm all in for
22 this young man.

23 (Mr. Parlette entered the room.)

24 MR. PARLETTE: Quickly, if I may, because I have
25 to be somewhere, if you parked in the garage -- the City

1 garage, you will use the ticket that you received. If you
2 used your credit card, then you'll -- swipe your credit
3 card.

4 But then whether you used your ticket or -- your
5 credit card, you'll scan this after you scan your ticket
6 and there are -- those instructions on this sheet of paper
7 so -- if you parked in the garage, please take one of
8 these.

9 (Mr. Parlette left the room.)

10 DR. WHITMORE: I apologize, and I am off to my
11 last appointment, I've got to get back to them but I hope
12 that makes sense.

13 DR. OLIVER: Oh, another excellent summation.
14 You guys have just done an outstanding job. I think
15 you're -- I think everybody's been spot on from what I
16 know about the City of Dayton and challenges. I haven't
17 heard one thing I disagree with.

18 MS. GMEINER: Uh-oh.

19 DR. OLIVER: Not that I need to disagree with
20 anything.

21 DR. WHITMORE: You know that challenge that you
22 heard us talking about, our community, and that is a
23 challenge but as I said, being a Black male is a
24 challenge.

25 DR. OLIVER: Yes.

1 DR. WHITMORE: And it doesn't matter where the
2 job is or who it is, we're going to have challenges. But
3 I think that challenge that he faces in our community is
4 probably -- well, to me is far more receptive than if
5 it -- if he didn't look like me.

6 I welcome that. I welcome seeing someone who
7 can really understand what I'm going through for a change
8 and what I'm experiencing.

9 MS. GMEINER: Okay. I think we've really
10 covered all the strengths pretty well. There was one
11 other thing that stood out for me and that was his concern
12 for officer wellness, mental health, physical health, you
13 know, all of that and I really appreciated that.

14 In terms of improvements, I've heard, you know,
15 from the gentlemen here I think that the community needs
16 to be -- feel supported by police.

17 So we always hear, you know, the officers feel a
18 lack of support from the community and I understand that.
19 And I think it's really important to look at that in both
20 directions and -- and I -- I think he's capable of doing
21 that but I'm -- I'm not sure he's seeing it that way right
22 now because as an officer for 27 years, you know, that's
23 going to be his lens. That's going to be the perspective
24 that he sees first I think.

25 And so I do think that will be a challenge --

1 that would be a challenge for him to -- to really see the
2 different ways.

3 And I guess I'm coming at this also from the
4 Community Engagement Long Term Committee. I sit in on
5 those meetings and I just -- I never hear anything new
6 about ways to -- ways to approach that. And I do think he
7 would be open to ways to approach it though. And then
8 there were a few areas --

9 DR. OLIVER: The ways to approach the police, to
10 partnership with more the police, to help them feel
11 appreciated?

12 MS. GMEINER: Helping the community feel
13 supported by police. So there are parts of the community
14 that do -- absolutely do feel supported by the police and
15 I would say in my neighborhood, that's pretty prevalent.

16 But I also know there are neighborhoods where
17 the community is afraid of police. I suspect that the man
18 who was on his bike ran because he had fear, you know. I
19 suspect he ran out of fear and why would he be afraid, you
20 know, what -- what causes that kinds of fear and how do
21 you get to the point of really addressing those basic
22 fears.

23 And the -- I don't believe that our police
24 officers have the training or even the -- the recognition
25 that that's what the problem is.

1 So I -- I mean I think there's -- we've got a
2 long, long way to go in terms of police/community
3 relations. Whether -- whether he's -- the man for that
4 job or not, I don't -- I don't know.

5 I'm not sure that we've found him yet for that
6 job. You know, we -- it's been a struggle I think for --
7 for as long as -- at least as long as I've been paying
8 attention.

9 So my areas of concern, one is the ALPRs. He's
10 very in favor of automated license plate readers and I
11 understand that they have some real advantages but he's
12 willing to trust the vendor. I mean he mentioned we just
13 have to work with the vendors, you know, to know how
14 they're sharing the data.

15 And the reality is that the vendors are not
16 honest. We've got -- the ACLU has come out with various
17 documentation that FLOCK gives their data to ICE. And so
18 Dayton data can be going to ICE without any -- because --
19 because FLOCK will do that.

20 And so I think we need to look a whole lot more
21 closely at that and I'm concerned that he -- you know, by
22 valuing the technology -- and I do understand that it has
23 value -- he might not be willing to really cut that cord
24 with FLOCK.

25 I think it's important also that -- for the

1 police chief to understand that he does have some power
2 and, you know, when -- when he kind of dismissed the
3 county jail as, you know, nothing I can do, you know, I
4 would hope that he would be able to see that as the police
5 chief of Dayton, which contributes so many prisoners into
6 that jail, that he should have some say about how that
7 jail is run at least from a -- if not an official point of
8 view, maybe from a personal point of view to recognize
9 that he would have some power.

10 And I'm not sure that he's -- he sees himself in
11 that role or -- or would see himself in that role as a
12 person of power and that the things that he says as a
13 police chief are going to matter.

14 And the last thing is that -- I think that a
15 larger search would be valuable. I think the community,
16 just in terms of accountability and transparency, would
17 feel better if we had a larger search.

18 DR. OLIVER: Appreciate you offering that
19 opposing viewpoint.

20 MS. GMEINER: Sure. That's kind of what I do.

21 DR. WHITMORE: And I guess that's my question.
22 I didn't get a lot of information late Friday evening. I
23 just got be here at such o'clock and those thoughts about
24 making sure that there were representation here.

25 But is he the only candidate? I'm a little

1 confused. Do you all have that answer? So you got the
2 same thing I did.

3 Okay. So I don't know if he's the only
4 candidate or not but I wanted to say to you, ma'am, I
5 think that when he answered that question, I don't think
6 it was in the sense that he wouldn't have input because he
7 works closely with Sheriff Streck.

8 He was just following the -- you know, that --
9 that chain of command of when I -- when I can. I'm sure
10 he would be very willing to speak his mind about what's
11 going on, assuming the City Manager thinks that's also
12 okay for him to speak his mind, because he reports to the
13 City Manager.

14 MS. GMEINER: True.

15 DR. WHITMORE: Not to the sheriff. So I think
16 that was what that point was.

17 DR. OLIVER: Mary, can I ask you just a
18 follow-up questions?

19 MS. GMEINER: You may.

20 DR. OLIVER: So just give me a little more
21 background on the larger search. You said it would
22 benefit the community. Can you say more about why you
23 believe that?

24 MS. GMEINER: I -- I watched the Town Hall last
25 night from Greensboro, North Carolina, and saw that they

1 had in -- in reviewing Afzal after the fact, after he had
2 received his offer, had reviewed statistics coming out of
3 Dayton regarding racial disparities in traffic stops and
4 they had some serious concerns about these racial
5 disparities.

6 So a larger search would give time to
7 investigate some of those things, to look at not only our
8 statistics but other cities' statistics in more detail.

9 There are people who -- friends of mine I guess
10 who I know care about that, probably spend more time than
11 I do in police reform activities and so on.

12 And so I think it would be -- I think it would
13 be of -- of interest to -- maybe not the entire community
14 but certainly a segment of -- of the Dayton community to
15 know that we've done our due diligence in -- in searching
16 for the best -- best officer for police chief.

17 DR. OLIVER: Okay. If you had to lean one way
18 or another, would you say you're more in favor that they
19 strongly consider him, not sure, don't think they should
20 strongly consider him?

21 MS. GMEINER: I think he should be a candidate.
22 He was an excellent candidate.

23 DR. OLIVER: Okay.

24 MS. GMEINER: Yeah, he should be a candidate.
25 One of however many.

1 DR. OLIVER: Okay. Thank you. I'm not trying
2 to put you on the spot. Just --

3 MS. GMEINER: Right.

4 MR. DOMINECK: Can I say something? I just
5 think the fact that he's been here and the fact that we
6 worked with him and the fact that we built relationships
7 with him, makes him a better candidate than somebody that
8 we don't know.

9 If you look at policing in America, right -- the
10 police are the police, right. You know what I'm saying?
11 Black, White, whoever, they's the police, right, so when
12 we got a guy that we -- and I'm not saying he's perfect,
13 okay.

14 But I think when we got a guy that we familiar
15 with, right, that we sat down and talked to, right, I -- I
16 would bank on him and I hope you don't let me down but I
17 would bank on him before I would actually look somewhere
18 else to somebody that we don't know.

19 MS. GMEINER: I understand that.

20 MR. DOMINECK: You know what I'm saying?

21 MS. GMEINER: I understand why you're absolutely
22 in favor of him. I'm not --

23 MR. DOMINECK: What was your understanding
24 why -- why I'm in favor?

25 MS. GMEINER: I -- we're not going to repeat all

1 the arguments now.

2 DR. FOWARD: Can I just hear from Matt real
3 quick because me and Fox -- we -- we're meeting with the
4 chief of police at -- Miamisburg chief of police and
5 regarding our incident at 2:00 o'clock so --

6 DR. OLIVER: All right. Go ahead, Matt.

7 MR. TEPPER: Real quick, I'm not going to repeat
8 a lot of what has been said. I think we're hitting on
9 some of the absolute strengths. He's a Dayton boy. He
10 grew up here. He knows some of the challenges that we've
11 struggled with as a City.

12 And I'm not -- I'm not a Dayton native. I'm --
13 I'm a tag-along to a bakery family from Detroit, which --
14 in my past, have had to deal with those racial issues.

15 I was a political appointee for -- in Wayne
16 County, Michigan, you know, and that's about as racially
17 split as you can get. White suburbs, Black city. And
18 that's -- you know, I've seen those struggles.

19 And here we have a candidate that -- that grew
20 up in that. Not only grew up in that but also chose to be
21 a -- a part of it and -- and -- maybe not a changed part
22 of it but a part of it as a police officer when he did.

23 And -- and then to grow into the position that
24 he's in is -- is -- at -- I -- I didn't realize it until
25 you were speaking about watching his family and watching

1 him grow up and I realized well, I've actually watched
2 Eric grow.

3 He's always been pretty quiet. But he's always
4 sort of a solid rock foundation there and, you know,
5 when -- when he first became deputy chief, I heard some of
6 the police officers talking about -- well, I don't
7 know about, you know, this -- questioning his position,
8 his authority to be in that position.

9 You -- and you know, I -- I'm -- I -- I don't
10 know if it's fortunate or not but I could see that and
11 hear it from some of the police officers.

12 But those concerns have dissipated or been
13 completely eliminated because he is a committed person to
14 this agency and this City. And I think that's his
15 absolute strength. His consistency, his willingness, his
16 strength, his -- his quiet strength.

17 Now, as far as challenges, I think that's going
18 to be his biggest challenge because he is a quiet person
19 He's not, you know, out there.

20 And part of being a police chief is you have to
21 interject and -- and -- at certain times and say, you
22 know, this is under control. And that's probably to me to
23 be his largest sort of challenge.

24 As far as concerns, I don't have any concerns.
25 When Joe called me, I actually told Joe, well, good,

1 that's -- that's awesome. You know, I -- I -- I think
2 that's the best choice. I have been in various -- I've
3 had three careers now, one as a bakery owner, one as a
4 city administrator, one as a county appointee for a
5 community development.

6 I've worked with -- you know, I've been a police
7 chief's boss and -- this -- Eric's a great person. There
8 is absolutely no concern.

9 My police -- my various police chiefs -- two of
10 them in my tenure, one was that homegrown chief. One was
11 an outside chief brought in to be a chief.

12 And I can say hands down, the chief that grew in
13 the -- in the field where he's being plucked is the best
14 one that you could -- you could choose. They just know it
15 so much better but that's my opinion.

16 DR. OLIVER: All right. Very good. Well, I
17 just want to thank you all for staying for longer than any
18 of us anticipated.

19 (The proceedings concluded at 11:54 a.m.)
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25

1 STATE OF OHIO :
 2 : ss C-E-R-T-I-F-I-C-A-T-E
 3 COUNTY OF GREENE :

4 I, Mary E. Wright, a Registered Professional
 5 Reporter and Notary Public in and for the State of Ohio at
 6 Large, duly commissioned and qualified;

7 DO HEREBY CERTIFY that the foregoing is a
 8 complete and correct transcript of the facilitation
 9 discussion with proceedings held at Dayton City Hall on
 10 Thursday, April 16, 2026, recorded by me in stenotype and
 11 thereafter reduced to typewriting.

12 I FURTHER CERTIFY that I am not a relative or
 13 attorney of either party, nor in any manner interested in
 14 the event of the action.

15 IN WITNESS WHEREOF I have hereunto set my hand
 16 and affixed my seal of office on the 24th day of April,
 17 2026.

Mary E. Wright

18
 19 _____
 20 MARY E. WRIGHT, RPR
 21 NOTARY PUBLIC, STATE OF OHIO
 My Commission Expires 03-02-31.
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 24
 25

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