

TRANSCRIPT

"RACIAL DIFFERENCES IN ARRESTS: ARE COMMUNITY-POLICE PARTNERSHIPS A SOLUTION?"

A Conversation With Phillip Atiba Goff, Diana Morris, and Melvin Russell

Moderator: Joe Jones

ANNOUNCER:

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DIANA MORRIS:

So tonight our process is gonna be that we will hear-- first hear a presentation from Professor Goff. And that will be followed by a presentation by Lieutenant Governor-- Lieutenant--

(MALE VOICE: UNINTEL)

DIANA MORRIS:

Whoa. Whoa. (LAUGHTER) Lieutenant Colonel Russell. And after Lieutenant Colonel speaks, Joe Jones, who's the CEO of the Center for Urban Families and also a member of the Open Society Baltimore board, will moderate a discussion. Now we're gonna also be passing out cards for questions, so we'll have about 20 minutes at the end for questions from the audience. And we ask that you jot down your question-- just before the-- the Q&A session begins and we'll collect them and we'll give them to Joe, our-- our-- our great moder-- moderator.

So, before we begin, let me tell you a little bit about our speakers tonight. I actually heard Professor Goff, Phillip Goff-- at a conference at the Ford Foundation and I

knew it was really important to try to get him here to Baltimore. And I'm happy to say that-- Commissioner Batts agrees. We're on the same page that it's been be very important and very helpful to all of us here in the city to have Professor Goff working with us.

Professor Goff, the executive director of research for the Consortium for Police Leadership and Equity. He's also an assistant professor of social psychology at the University of California-- in Los Angeles. His research examines racial discrimination and the inner sections of race and gender. Dr. Goff's research has been recognized by the National Institute of Mental Health, the Ford Foundation, John Jay College of Criminal Justice, Woodrow Wilson Foundation, Mellon Foundation and McArthur Foundation, among many others.

Most recently Dr. Goff has been recognized as the leader in psychological research on race, gender and policing. His research is the first to link psychological factors to an officer's use of force-- the history of use of force, creating the first empirical model for predicting police disparities in stops and racial disparities in police use of force. He got his doctorate at Stanford and his bachelor's at-- at Harvard.

Now Lieutenant Colovel-- Colonel Melvin Russell joined the police-- department back in 1979 after graduating from the Baltimore police academy as the first, and to date the only African American class vic-- valedictorian. He first worked uniform patrol and then in 1986 he worked, over the course of 20 years, in undercover drug capacity, which led to the arrests of major drug kingpins-- throughout Baltimore City and as far away as Jamaica, Italy and South America.

In 2007, the then patrol lieutenant reemerged in the eastern district, where he saw the devastating results of communities in disarray with little to no trust between the communities and the police. Because of his ability to turn around some of these worse patrols, he was then promoted to deputy major of the northeastern district.

And after engaging the community in a series of initiative, the crime dropped dramatically in the northeastern district and 11 months later-- the Lieutenant Colonel was promoted to major of the eastern district. With 130-- officers under his command, Lieutenant Colonel Russell took the community faith-based schools and all shareholders to the next level through numerous initiatives.

And it's during this time that he-- created something called the transformation team. So this is a grassroots organization of community shareholders that are committed to working together to make a better Baltimore. It's also at this time that he began to experience back-to-back historical crime reductions, with the eastern district leading the way.

The eastern district, as many of you know, traditionally has been the most violent district, despite being the smallest. And yet the violence was cut in half. At the end of 2012 the reduction trends continue in the eastern district, showing violent crime reductions that really haven't been seen since the 1960s.

In December, as you know-- in-- the-- at the very end of this year-- Lieutenant Colonel was-- promoted and he was asked by Commissioner Batts to create the

Community Partnership Division. So he's really-- a perfect speaker to be with us tonight. So now to start us off, let me invite-- Professor Goff to the podium. Thank you. (APPLAUSE)

PHILLIP GOFF:

Let's see if I'm skinny enough to get behind the podium here. (LAUGH) Hold on. Apparently not. All right. Well, thank you for that very generous-- introduction. I feel like with all those-- things you listed off, Diana-- you forgot one of the most important ones. My mom always likes to talk about I was voted best drawer in second grade. (LAUGH) Okay.

So-- it's a pleasure to be here. I wanna thank-- OSI for bringing me out. Also the Baltimore police department-- Consortium for Police Leadership and Equities-- starting to work with-- BPD-- to engage the community and-- and to make it the best and most equitable department it can.

I wanna give you a little bit of a heads up. There will be no test on the materials I will be presenting tonight, though I am faculty. And though I am not in the black church tradition right now I am over the black church tradition, so you don't have say "amen" while I'm talking, though some of you may feel so moved, but I am used to call and response, just to let me know that folks are with me. So can-- can I get-- a grunt from the back of the room, let you guys-- but-- let me know you're with me.

(GROUP: UNINTEL)

PHILLIP GOFF:

All right. Thank you very much. All right. What I was asked to do-- this evening was to talk to you about some of the ways in which academics, researchers, have been studying the contemporary form of racism. Right? (CLEARS THROAT) And the ways we've been doing that inside of police departments, believe it or not with the help of those police departments. Right?

It may change your mind about some of the things that we assume about how racism functions. Okay? Which is why the talk is called "What Racism Looks Like." All right. So I wanna start with a question. What causes discrimination? All right, just marinate on that for a second. What causes discrimination?

When we think about what causes racism we usually think, "Well, it must be bad people." Okay? And-- and the color of this devil may change depending on your persuasion, but you get my general idea. Bad people, racists, cause racism. Okay? And I see a couple people shaking their heads vigorously "no." You're ahead of me on this.

It turns out that doesn't fit the data. Okay? And here's what I mean by that. Okay. Don't worry. I'm not gonna ask you to calculate anything. Okay? This is-- a set of

studies called The Princeton Trilogy. As Diana said, I am a Harvard man. I assume it's called The Princeton Trilogy 'cause people who went to Princeton can't count past three. (LAUGH) All right, there's clearly five things here.

But these are negative stereotypes about blacks that white students at Princeton, and then eventually-- a nationally representative sample, endorsed. They said, "Yes, I believe this is true about black people." Black people are superstitious, lazy, ignorant and stupid.

And what we see over the years, well, it's better to go to Princeton in 2000 than in 1933 if you're going to be black. (LAUGH) If you're making that decision, that critical decision to be black, do it in 2000 'cause it's better for you. Now the decline here is not just that people have learned to be polite. This is actually things getting better. This is actually prejudice decreasing. It really, truly is. Okay?

So, again, if racism is called by-- caused by racist people, how do we make sense of that? 'Cause prejudice is going away, therefore racism is cu-- is-- is fixed all over the place. We have elected a black president. Hosanna. We're done. Drop the mic. There's no reason to be talkin' about this anymore. Right?

Okay. (LAUGHTER) One person has solved the question of racism. They should get up here, clearly, later on. But the reason why we're still talkin' about it is because of this. This is inequality. It's a ratio of black to white. Now I-- by the way, I know that we don't live in a country that's just black and white, but we do live in a research environment that mostly researches that. So at some point I'm-- I'm happy to open the conversation beyond that, but I'm gonna to be talkin' about mostly black and white in the five seconds I got. Okay?

So what you see here, this is infant mortality, if you can read it, unemployment and poverty. And these are ratios. So if a black child were as likely to die in infancy as a white child, we'd see these bars, this bright white bar. One. And what do we notice? Not only are the bars well above one, but they're going up over time.

So how do we make sense of declining prejudice and persistent or even increasing inequality? How do we make sense of that? I will tell you the dirty little secret of psychologists. We've known bigotry was not the whole story for a long time. Right? I'm-- I'm almost done with statistics in terms of-- of shoutin' 'em out to you. Scout's honor.

In fact what we've known is that attitudes predict about 10% of behavior at best. Our attitudes in general predict about 10% of our behavior. So what is that other 90%? Well, the goals of this-- I'm gonna say, we're gonna need a new language to talk about that 90%. I'm gonna test some with you tonight and we're gonna see how it flies. Is that all right with everybody?

GROUP:

Yes.

PHILLIP GOFF:

All right. I got a thumbs up. I like that. All right, so-- the-- the-- the language I'm gonna talk about is identity traps. And what I mean by that, it's a label or a frame for understanding contemporary bias. It's built on human psychological universals. Things that every human mind does that tends to end badly. Okay?

And there are two types. There's fast traps and there's slow traps. Now what do I mean by a fast (SQUEAKING) trap? It's automatic. It's uncontrolled. They're hard to prevent. And not thinking brings it out. So for those of you who've heard about the idea of implicit bias. Couple folks? Yes. Okay. That's what we're talkin' about. Implicit bias is a fast trap. For those of you who've got no idea, let's go ahead and we'll-- we'll-- we'll play along together. What I'd like for everybody to do, just say out loud, please, the first word that comes to mind when I ask these questions. Okay. What kind of music did Peter, Paul and Mary Play?

GROUP:

Folk.

MALE VOICE:

Folk rock.

PHILLIP GOFF:

Folk, we'll say. Okay. What's the wire in the middle of a wheel?

GROUP:

Spoke.

PHILLIP GOFF:

Okay. What comes out of the end of a cigarette?

GROUP:

Smoke.

PHILLIP GOFF:

Okay. Comedians tell you these and make you laugh?

GROUP:

Jokes.

PHILLIP GOFF:

If I got no money I am?

GROUP:

Broke.

PHILLIP GOFF:

And what is the white part of an egg?

GROUP:

A yolk.

PHILLIP GOFF:

Ah-hah. (LAUGHTER) What's the white part of an egg? Yeah. Yeah. That's right. It's-- it's the white part of an egg. (LAUGHTER) Well done. Well done, Baltimore. All right. Now-- most people didn't get that wrong-- pep-- people in here-- nobody in here's stupid. Right? Nobody here's not someone who pays attention. Right? You're all smart, engaged, beautiful people, from all that I can see up here. Okay?

Why did we get that wrong? Our brains need to cut corners in order to survive a very complicated world. Right? You think about your morning commute to work. If you had to think about, "Well, and what turn is coming up next? And what's the next turn on that?" all of us would be in car accidents every day. I'm hoping that's not true of anybody in here. Okay?

Our brains store it to the point where you can have a conversation, be texting over here, right? And get to work relatively safely. Don't say that in front of police. Right? But-- (LAUGH) I'm just saying, that's the kind of thing that our brains are able to do.

So you have this brain that's tryin' to help you out. And it says, "I know what we're dealing with. We're dealing with a set of things that rhyme with folk." Right? And then you get input into your brain, "I'm looking for an egg thing." And your brain says, "Ooh, ooh. I know, I know, I know. Yolk." "Hah hah." "What?" "How do you like me now?" But it turns out that's the wrong answer. But what was happening is your brain was trying to cut corners. It's a human thing. Right? By the way, no one who said yolk is a racist by definition. You might be a yolkist, but you're not a racist. Okay?

Now here's the problem. When it's something other than the white part of an egg, when I'm talking about women and identity, our brains associate that with being overly emotional. Men and women. Our brains do that. You don't have to believe it to be true to be aware of the stereotype. Okay?

And when we think of queer-- identified folks, we tend to associate them with sexual predators. Don't have to believe that it's true. We associate that. It's automatic. It's fast. And when we think of black folks we think of crime. Right? And you can imagine that if you think about it, and you-- like you just thought about yolk, and then you say it, well, bad things can happen. 'Cause if you think it, then you do it then bad things can happen. That's a fast trap. It's a trap. Happens quickly.

I don't want us to lose track, though, of slow traps. Slow traps are important too. What is a slow trap? It is conscious. It tends to be self-directed. It's things about me. And it's rumative. We think about it a lot. It's negotiated over time.

Things that threaten me, like masculinity threats. I need to be enough of a man. Stereotype threat. I'm worried you're gonna stereotype me because of who I look like. The group that I belong to. So let me make that a little bit more real for you. Okay?

I know this has never happened to anybody in this room, but let's say you're walking with a significant other. A person of your preferred gender walks past. Okay? Your significant other catches you looking (LAUGHTER) and says, "Oh, would you like it if I looked a little bit more like that?" To which the correct response, as we all know, is-

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(OVERTALK)

PHILLIP GOFF:

--"Hah the vah wah hah. Hah bah bah ta bah hah. Tah hah bah hah bah tah." (LAUGHTER) 'Cause what you're thinking is, "I am a good and loyal partner." But that doesn't really answer the question, does it? (LAUGH) And so you're thinking about how to fit that into the answer of the question and now-- what the heck am I supposed to do now? 'Cause now it's been 10 minutes (LAUGHTER) and-- and my sweetie is walkin' away. And I'm on the ground beggin', "Please." And nobody is on-- on me to put a James Brown cape on me and walk me off. Right?

Now the problem with these things is they turn up in other places. "I'm smart

enough." Right? "I'm man enough." Right? "I'm not a racist." Right? So I think that somewhere over there is a sign telling me that I've already lost all of my time, which is great 'cause I'm-- I'm through about 1/4 of my slides. So let me go ahead and-- and move through quickly.

I-- we do experiments in my lab. I'm gonna walk you through some experiments as fast as I can. In one municipality we had 60 sworn officers. All right? They did a whole bunch of different tests, including one test that looked at the automatic association, the fast trap, linking black people and apes. Blacks and monkeys. Called this The Dehumanization Test. Okay?

And then they looked at two different kinds of boys. Okay? Black or white boys under the age of 18 who were suspected of misdemeanors or felonies. Okay? So they looked at a boy like this. In your own head imagine how old you think he is. And boys like this, in your own head, how old is he? They saw one or the other of these and just guessed how old. Okay? Again, they were suspected of misdemeanors or felonies. You got white suspects or black suspects.

And here all I'm gonna show you is the age error. How wrong they got that person's age. All right. So high numbers mean that they overestimated. They thought the-- the kid was older than he was. For our white boys, it's almost like, "Oh, he looks too young to have done that," particularly when the crime is serious. Particularly when it's a felony. But not for our black boys. This is four and a half years. Let me quickly tell you what that means.

For this 13-year-old he gets to stay a child. For this 13-year-old, he's an adult. And in a criminal justice context, that means a different kind of incarceration. Okay? Now it's easy to think, "Okay, well, that's a trap in your head and that feels a lot like racism, so isn't that just a new racism? Implicit bias is implicit racism."

Let me take you in a different direction. Let me take you to slow traps. It's a different experiment that we ran. Right? Not in this department, not in the department I'm gonna talk about. And in a different department we've got 70-plus percent of the officer involved shootings, involved either a male citizen approaching a male-- a male officer and flirting with that officer, or the male citizen referring to the male officer with a sexual orientation epithet. "Fag" was a deadly word.

Right? So concern with proving your masculinity, turns out it's a big deal. Okay? It's not just for officers. It's for all men of a certain ilk. So in this department, we had 63 patrol officers, 57 of whom were male. We got the ones who were really macho, they're high in masculinity threat, and ones who were low. We had them showed black, white and Latino suspects. And we measured aggression. That will be obvious why and how in a moment.

So what is masculinity threat? It really is just macho. "I've gotta prove I'm a man all the time." Why would that predict police bias? Why would it predict racial disparities? Well, if I've gotta demonstrate that I am extra manly I'm more likely to do that with a group of people I-- I stereotype as hyper masculine. Right? And black men are stereotyped as hyper masculine, though I am evidence to the contrary every

day. (LAUGHTER) Okay?

So macho recognizes macho. All right. So with that I'm gonna go ahead and plug this in here. All I wanna show you is the non-responsive (STATIC) black suspect. Okay? This is-- that buzz is a normal part of the AV in here, which is why I didn't have it plugged in earlier. This is the black suspect that our police officers saw.

MALE VOICE (ON VIDEO):

At 2:30 a.m. there was a report of trespassing and suspicious activity at a convenience store on the east side of District Three. You exit the car to enter the store and speak with the owner. As you exit your vehicle, you notice a disoriented man holding a stick and wandering aimlessly. (SHOTS)

MALE VOICE (ON VIDEO):

The fuck--

PHILLIP GOFF:

And I apologize. For those of you who have children or are scared of potty mouths, just cover ears.

MALE VOICE (ON VIDEO):

As you exit your vehicle--

PHILLIP GOFF:

There we go.

MALE VOICE (ON VIDEO):

--you notice a disoriented man holding a stick. (SHOTS)

MALE VOICE (ON VIDEO):

What the fuck, man? I'm just walking here. You see this? I like this. I like sticks. I hate fucking cops. Why can't-- oh, you know what? I don't understand why we can't just walk here, man. Fuck that, man. Fuck that motherfucker.

PHILLIP GOFF:

All right. So we're really clear that guy's non-compliant. Right?

(GROUP: UNINTEL)

PHILLIP GOFF:

Okay. Now this next individual, his-- his identity is protected-- he doesn't like black people. I will spare you the story, but he told me to my face and his black supervisor that he doesn't like black people and he meant it. He is, however, low on the macho meter. High racism, low macho, interacting with this guy you just saw.

MALE VOICE (ON VIDEO):

(UNINTEL)

What are you doing?

MALE VOICE (ON VIDEO):

You see this?

MALE VOICE (ON VIDEO):

Yeah.

MALE VOICE (ON VIDEO):

I like this.

MALE VOICE (ON VIDEO):

You like that? Well--

MALE VOICE (ON VIDEO):

I like sticks.

MALE VOICE (ON VIDEO):

--you like sticks?

(MALE VOICE (ON VIDEO): UNINTEL)

MALE VOICE (ON VIDEO):

Ah, you know, that ain't nice to say, huh?

(MALE VOICE (ON VIDEO): UNINTEL)

MALE VOICE (ON VIDEO):

Well, you know, people are gettin' scared 'cause you're waivin' that stick around and bangin' on stuff.

(MALE VOICE (ON VIDEO): UNINTEL)

MALE VOICE (ON VIDEO):

Well, other people don't like it. What do you think?

PHILLIP GOFF:

And you can just feel the racism comin' off him. Right? No, not so much. Wish this guy was in my neighborhood, you know, five nights out of five, nine times out of 10, 10 times out of 10. Now this next guy genuinely enjoys black people. All right? Many black friends. Some of his best friends really are black. It's true. Low racism. High macho. Responding to the exact same video. Again, for those with sensitive ears, cover 'em now.

MALE VOICE (ON VIDEO):

Denver police, drop the fucking stick right now. Drop the fucking stick. Denver police, drop the--

(MALE VOICE (ON VIDEO): UNINTEL)

MALE VOICE (ON VIDEO):

Drop the stick, asshole. Drop it.

(MALE VOICE (ON VIDEO): UNINTEL)

MALE VOICE (ON VIDEO):

Drop the stick. (CLICKING) (LAUGHTER)

PHILLIP GOFF:

Okay, that's a retrofitted nine millimeter. That's a real gun that's-- been taken out-- it doesn't actually shoot bullets. It shoots laser pointer-type stuff. So we can tell where the person's shooting. That was two in the head and two in the chest, in case you missed it. Okay? So-- (CLEARS THROAT) that was an in policy shooting. You have a non-compliant suspect who's approaching with a weapon. Right? That doesn't necessarily even make the papers the next day. But it might not be a necessary shooting. Okay?

For those of you who are interested in the stats, we got our-- our low macho threat guys here. Our high macho threat guys here. It looks like this. A high masculinity threat officers are much more likely to shoot black than our low masculinity threat officers. This is not racism in the way that we tend to know it, but it has racially objectionable outcomes. Okay?

Here's the key point. If we're looking for racists, we bench that first officer, who I want in my neighborhood right now, please, and we miss the second one. Okay? It's the benefit of talking about it in terms of traps, 'cause a trap, you can be a habitually falling into a trap so and so, but rooms are set up with traps.

Employers set traps for their employees. All right? We set traps for each other. And what that does is it allows us for a language where, yeah, you have to take responsibility for the things that you do. But racism is so deep that it's not just what I mean in my heart and my mind.

It's a set of things that our minds have learned to do that we set up for each other. So we need to be more vigilant than just to the content of our character. We need to be vigilant to the situations we put ourselves in. And I think I'm past that zero time, so I'm gonna go ahead and pass the mic off. So thank you very much for takin' time to listen to this. (APPLAUSE)

MELVIN RUSSELL:

Well, Doctor Phil, thank you so much, and Raji, I don't want you throwin' any signs up on me, so yeah, he took five of my minutes. That's good. Okay? I'm gonna be real quick. 'Member, I got a gun. (LAUGHTER) No, but good evening everyone.

GROUP:

Good evening.

MELVIN RUSSELL:

For those that don't know me, I'm Lieutenant Governor Anthony Brown.
(LAUGHTER)

MALE VOICE:

Well done. (APPLAUSE)

MELVIN RUSSELL:

No, I'm-- I'm Melvin Russell and-- we wanna thank (UNINTEL PHRASE) for havin' us all to participate tonight. We thank Diana Morris, we thank my good friend Mo Dixon and-- so many that are here tonight. (APPLAUSE) I call-- Mo is Monique but I call her Mo.

Let me-- let me j-- let me start by saying this, 'cause I wanna get through this real quick so we can get to the-- the most important part, and that's you. Let me start by sayin' that the income medium-- hear me well. The income medium, race, religion, creed, geographical location, status of its resi-- where you live, in other words who you are in your neighborhood, your influence, level of cleanliness or even the level of crime in your community should never, ever dictate the quality of service that a community receives, especially from providers, service providers. And I deem that we are, talkin' about police, probably one of your most important service providers.

Now with that, because we're havin' an honest conversation, or we're havin' this conversation-- and-- and you gotta understand that, listen, I-- I'm really not into having conversations without honesty and transparency-- 'cause without them I think you're really wastin' my time and I-- I certainly think I would be wastin' your time. So I wanna be real honest with you here tonight. I wanna be transparent with you, because I value certainly my time and I absolutely value yours.

So let me say this. If I was to say that same list of characteristics that I talked about that makes up a neighborhood, if I would say that they do not come into play in how police render or service their communities-- I'd be tellin' you a lie. I'd be tellin' you a lie. Can we be perfectly honest here tonight?

GROUP:

Yeah, please.

MELVIN RUSSELL:

It-- it does matter. It shouldn't, but it does. You can just look in this city and look

around and look at the great service or the disparity of service. How many know that the same service that we get here in-- as a police may give or provide in Roland Park? Y'all hear me?

GROUP:

Yeah. (LAUGH)

MELVIN RUSSELL:

It's a lot different than maybe the neighborhoods around Clifton Park. A lot different from Federal Hill down to Cherry Hill. Captain, I ain't talkin' about your Cherry Hill. She's from Denver. Cherry Hill there is plush. It ain't our Cherry Hill in Baltimore. Let me just say that. (LAUGHTER)

No one can tell me that the makeup of your neighborhood and whatever it makes it up, doesn't dictate, doesn't transfer. That you're the type of policing services-- and you know what, I don't think it's just in Baltimore. I think it's across this nation.

I-- I really do. I-- I think it's somewhat of a phenom. An epidemic, if you will. And I'm not gonna go into why those are, because I believe Dr. Phil-- Dr. Phil Goff gave some excellent reasons and began to open up our eyes to why those are. Dr. Phil. Now I know two Dr. Phils. (LAUGHTER) I got Dr. Phil Leith (PH), Dr. Phil-- I should have been Phil. I gotta go home and talk to my mama, 'cause I coulda been a doctor.

But let me just say this. At the end of the day, no matter where you live, no matter what your beliefs are, no matter your income medium, your-- your beliefs, your religion, your creed, none of that-- none of that should ever, ever dictate how we as police officers service to you. See, here's what I know about police officers. We-- we pretty much overall-- overall-- we pretty much are very good protectors. But at the same time overall I really think, overall, that we're lousy, lousy, lousy customer service.

GROUP:

Yes.

MELVIN RUSSELL:

I-- I really do. I really do. You don't have to say it that loud, though. You ain't-- you ain't-- (LAUGHTER) you ain't--

But I say that because at least in this police department I think that's a problem. You know how you can go from one neighborhood to the next and be a total different type of police officer.

And, more importantly, I know that our com-- police commissioner that we have-- and we've got a great police commissioner. If y'all don't know that we've got a great police commissioner. I don't know. This has been five sessions and-- you know, Diana, you tell me. Has a police been up here yet? I don't know if it has or not.

DIANA MORRIS:

It's gonna come soon.

MELVIN RUSSELL:

Soon? But before me, in five years, has anybody been up here?

DIANA MORRIS:

No.

MELVIN RUSSELL:

Uh-huh (AFFIRM). Yeah. Go. Yeah, y'all, y'all. Commissioner Batts, he gets it. And I'm not-- I'm not belittlin'-- this is my 13th police commissioner. Well, Commissioner Batts gets it and he sees it and he's the one that wants to change it and do somethin' about it.

See, we've been absent of-- in this police department we've been absent of a city-wide police community component. We haven't had one in over five years. (PHONE RINGS) I am so sorry. We haven't had one in over five years. And he thought it was very important to have that because he, like I, believe in relationships. He believe relationships are very important.

So I.e., and you heard Diana said, at the beginning of this year he tasked me to build out a community component city-wide, because it's been missing, again, for over five years. Some of y'all ray-- may remember Lieutenant Colonel Rick Height (PH). Some of ya may remember him. Some of you may-- remember before him Lieutenant Colonel Otis Sischarn (PH). But they've been gone for over five years now. And so we've been absent of that community component. And so what I'm saying to you is he has added a city-wide city component to the department because he and I absolutely believe that it is a strong solution to what we're talkin' about here today. And here's what I'm talkin' about.

First, let me say this. He's tasked me to build out this community city-wide, and-- and so we've called a community-- I thought it would be a neat tag, so-- 'cause I wanted the name to speak to it. Community Partnership Division. I mean I think just that is-- that itself, you can read a whole lot into that and you'll probably be right.

'Cause it's all about-- I-- I personally-- he believes-- I personally believe in partnerships through leadership or leadership through partnerships. I believe what so important is-- let-- let me just do this 'cause then I'm gonna sit down.

There-- there are four basic pillars that the Community Partnership-- and this might be important if you're jottin' down anything. Four basic pillars that we're building out this division on. And one is faith-based. One is faith-based because we believe it's important for the city, for churches, whether it's a mosque, a synagogue-- a Catholic church or whatever it is, we think it's important for them to be engaged, not just with police but with a community.

See, 'cause I can remember a day in this city when you wouldn't even walk past-- a church, a synagogue or anything smokin' a cigarette. You-- you put your cigarette out before you walked past a church. If you were cursing you would stop cursing because you was gonna walk past a church.

If you was drinkin' a 40 or drinkin' your little shorty-- come on, somebody. Some of y'all know what I'm talkin' about. Drinkin' your little shorty, you put the top back on and stick it in your pocket, straighten up your back and walk past the church. Soon as you got back, you took your shorty out and you start drinkin' again.

But today-- look at it today. I've seen sacred buildings urinated upon. I've seen people dealin' drugs right in front of the church, on the s-- the stoops of the church. Wow. Listen to me. Worship is goin' on in the church. Times have changed.

And I really believe this, because of relationships have broken down, so faith-based, community policing. Because one of the things he and I both believe that is so vital in this city is that, see, somewhere along the way we've lost our trust or the city or the community has lost the trust that we used to have.

I can remember 20, 25 years ago when I was walkin' the beat. I loved the community. Community loved me. Listen, I'm so old that we didn't have radios strapped to our side. They were in the car, so once you was out of your car and walkin', and we did that all the time, that if you got in trouble, and I've got in trouble a whole lot of times, got in fights, gettin' the best of it, sometimes gettin' the best of me. And I couldn't get to my car to get to the radio. But you know who used to call for backup for me? Somebody say it.

(GROUP: UNINTEL)

MELVIN RUSSELL:

My neighbor. A community. Because we had a relationship. I didn't run to the restaurants, man. I wasn't eatin' fast food back then. I was eatin' my food in the neighborhood. I was goin' into the homes of those that I protected and served. I was going to their bathroom, except for Mr. Brown. He had a nasty bathroom. I would not-- I went there (LAUGHTER) one time. I said, "I ain't goin' back up in there."
(LAUGHTER)

But when I'm walking in the middle of the day and in the middle of the night in the cold of winter, man, Mrs. Brown, Miss Smith or whether stick their head out.

"Melvin, come over here and get a cup of hot chocolate, 'cause I didn't drink coffee. But my community knew me that well, they knew what I drank.

We gotta go back, y'all. We gotta go back to buildin' relationships. So community policin'. And I've gotta-- we gotta teach all young officers, as well as our community, what it means to be in relationship with each other.

The other thing is reentry. And I don't like to say ex-offenders. I call them returning citizens.

We can't keep up this madness where they come out and go in and come out and go in and come out and go in. And every time they come out they get better and better and worse and worse at what they do. We can't have this vicual-- vicious recidivism goin' on in our city.

So we're buildin' out a program. And I see Renard Brooks in here from the mayor's office and he's part of that team. And we're workin' together to build out that program, 'cause we need to get to those high risk individuals that every time they come out into your community, your burglaries go up. Your shootings go up. Your homicides go up. Your cars start gettin' broken into together. Again. Because it's not everybody in the community. It's just less than probably 5% of our total community that are tearin' up our community. Y'all hear what I'm sayin'?

GROUP:

Yes, sir.

MELVIN RUSSELL:

So we gotta address them while they're on the inside. And at the same time address situations while they're on the outside. 'Cause if my daddy just went to jail again and again and again, I got some issues. I'm actin' out in school. So I gotta deal with that person on-- those children, that-- that environment on the outside also. I gotta deal with them before they come out. I gotta continuously deal with those returning citizens when they come back home.

And then the last one is youth. I think it's important. We can't ignore our youth. I need to know are there flash mobs runnin' through our city. I need to know why you're instant messaging and tweeting, one school to another, say, "Meet me here." And you come in your class and just try to beat each other brains out.

I need to know what's goin' on. And so we gotta dial up. We gotta start buildin' our programs. We talkin' about community policin', right? Community partnerships. We gotta start building out programs or stop building out programs that the youth never ask for. And then wonder why they ain't come.

GROUP:

Right. (LAUGHTER) Right. Sure enough.

MELVIN RUSSELL:

Can we just sit down and have a dialogue? Why-- who we-- why are we scared of them? It used to be us. Why are we scared of 'em? Sit down and talk to 'em. And you know what? They'll talk back. They will talk back. So I'm gonna just say this then I'm gonna take my seat, 'cause-- Rog, where I'm at? Roger, am I at?

ROGER:

You got four minutes.

MELVIN RUSSELL:

Four minutes. Only need two. So here's the thing. I will say this. We have a lot of work to do. But we can do it. We can absolutely make this city better. And it can come through strong community partnerships. We gotta learn to love on each other again. We gotta learn to care about each other again.

We've gotta even deal, meaning our department's gotta deal with our police officers again. You know, I've gotta get the police back in a situation and understand that you can't be an effective peacemaker in a community while you're on duty to-- if while you're off duty you have no peace. If you don't have peace in your home, if you're goin' through financial problems, your-- your wife is cheatin' on ya or your husband's cheatin' on you, things are goin' on in the home, that's gotta become important to me as a commander.

If you tippin' that bottle, I can't ignore that and havin' you as-- an effective working alcoholic, mmm, dealin' in my community. I can't have you angry, no peace, then goin' in the community 'cause can I tell ya, that anger's gonna transfer in the community.

GROUP:

Oh yes.

MELVIN RUSSELL:

I gotta learn to teach officers how to interact with the community. How to get outta the car and not stereotype our brothers and sisters on the corner. 'Cause everybody

standin' on the corner ain't bad, yo. Everybody's not bad. Everybody's not bad.

So we gotta go back. So we're building out some tremendous programs. We're very excited. I see some partners all in here. I see Angie back there. How you doin', Angie? We done built out-- a community center over in East Baltimore where we cut out crime-- you heard Diana said.

In three years, the first three years, we went from bein' homicides in the 80s, 50s to the 80s down to 25. May not be important to you, but that's 25-plus lives that have been saved. Every year. Every year. Shootings going from 100-plus down to 64. That's less people have to go to the E.R. room. That excites me. May not excite you, but that excites me. And let me know by us coming together and communicating and talking and gettin' our cops to get out of the cars and talk to folk, it's working.

Community policing works. Partnerships work. But it can't be one way. It can't be just the police. I'm beatin' them in the head. I'm twistin' their arms. But at the same time I'm screamin' at the churches, because unlike Dr. Phil, I loved-- well, he loves church too. But-- but I could take an amen.

GROUP:

Amen.

MELVIN RUSSELL:

I don't mind an amen.

GROUP:

Amen.

MELVIN RUSSELL:

And this city is going to rise and be the greatest city in this nation because we are going to get along. Because we got but one Baltimore. And if we goin' to survive in this city, then we gotta learn to get-- I am so tired of the police department bein' the last-- when you poll it and say, "Who is your greatest service provider in the city?" and the police department always comes at the bottom of the heap. I know we got work to do. I'm willin' to roll up my sleeves and do that work. I'm just wondering if anybody's willin' to work with us. God bless you. (APPLAUSE)

(OFF-MIC CONVERSATION)

MALE VOICE:

Well--

(OFF-MIC CONVERSATION)

JOE JONES:

Well, folks. You all ready to have a rich discussion? So as we-- as you've heard the presentations-- and Diana's guidance in the beginning, our cards I believe are on the chairs for everybody. If you could begin to-- put your-- questions down. And someone from the OSI team will come by and-- and pick them up. And if you hear-- other-- other thoughts as we have this discussion-- please feel free to continue to put your cards forward. And then at the appropriate time-- they'll be handed to me and we'll ask the questions and-- and continue the conversation.

I have-- a foundational question I wanna ask each of you-- to consider. And before you-- reply-- Colonel Russell I wanna ask you-- if you could-- 'cause it really didn't come out clear in your introduction or your comments, why you even became a police officer.

So the question I wanna ask both of you to respond to is the research seems clear that blacks and Latinos are arrested at higher rates. You talked about implicit bias held by police. How can police and communities work to eliminate these biases? And is it even possible? But before we get to that question from each of you, could you share a little bit about why you became-- chose to become a police officer?

MELVIN RUSSELL:

Well, my-- mine's is real easy. It's-- you may find it funny. It wasn't my first option. It was my second option. My first option was to be a marine biologist. An oceanographer. I wanted to be the first black Jacques Cousteau. Y'all hear what I'm sayin'? (LAUGH)

But it didn't work out because I did go away to college for it. Down to a little school down in Florida, Florida Institute of Technology. And-- screwin' around at the age of 18 in a deep tank I ruptured both ear drums. To this day I still can't hear properly out of both of 'em. I can't dive the way I wanna dive. Take an airplane, I gotta plug 'em. So I came back and I fell-- long story short, my nickname going through high school was Starsky. Y'all hear me?

(GROUP: UNINTEL)

MELVIN RUSSELL:

Some of y'all-- anybody old enough to remember who Starsky was?

GROUP:

Yes.

MELVIN RUSSELL:

Oh, all right.

(OVERTALK)

MALE VOICE:

Had a buddy named Hutch.

MELVIN RUSSELL:

Yeah. My be-- (LAUGHTER) my best friend was Hutch. True story. I had the car and everything. I wouldn't paint it that red with that white stripe, but I had it and it was blue. And actually before I even became a police I bought-- went to a little Sunny's Surplus and I bought one of those red lights. And when I thought no police were walkin' I'd slap it up and s-- zip all through the streets. But then I got stopped one day.

But bottom line is, I went down to the police department. Applied to be a cadet. Never thought I would be here. Always wanted to go to California to meet Starsky and Hutch and take their place. But the bottom line is I fell in love once I joined the Baltimore City police department. I got bit by working with the police officers and the detectives. Even as a cadet, 'cause I would read the reports before they'd pick 'em up. And so I was stuck. So here I am, almost 34 years later, still doin' what I love. Still have a passion for it. But that's how I became (APPLAUSE) (UNINTEL).

JOE JONES:

Dr. Phil?

PHILLIP GOFF:

I just-- I-- I think it's kind of amazing, the overlaps on this. I guess I'll move this this way. I'm-- as you're talkin' about wantin' to be the black Jacques Cousteau, I'm lookin' down here at my deputy director-- 'cause I was just havin' a conversation. Me and my best friend both started out wantin' to be marine biologists. Both end up startin' racism and law enforcement. What's up? (LAUGHTER) As we're waitin' for the next generation. Get there.

So get to-- to get to your question-- is there anything that we can do and how do we do it? I-- the answer for me of that first question is that it's a faith question. Is there anything we can do? Well, God wouldn't put us here without somethin' to do. Right? God would not put us in a life without hope. By definition. There is no God that can be worshipped that would do that. So, yes, there's something we can do. Okay? I didn't know you were gonna go full revival. But since you--

(MELVIN RUSSELL: UNINTEL)

PHILLIP GOFF:

--since you took us there, (LAUGHTER) I'm comfortable bein' all the way there. And I will now go ahead and take an amen now that I'm-- I'm freed of my statistics. (LAUGHTER) Now, how do we do that? That's a harder question. Right? The how to is a harder question.

But I would say we begin with this. Let's recognize that if there's racism in policing-- let's-- let's-- there can be racism in policing. That's an uncontroversial comment to make here. If there's racism in policing then maybe, just maybe, it's also in the schools. And it's in employment. And it's in housing. And it's in healthcare. Right? It's part of the human problem. It's part of the American legacy. It is the greatest stain and the unfinished product of our democracy.

So if you wanna stop it in policing, why are we looking as if police are the problem? Right? Police are part of the problem and ha-- must be part of the solution. Right? It's culture-wide. Implicit biases come from us reflecting those things back. So whatever the rate is, whatever the-- the disparity is of actual crimes being committed, black to white, in Baltimore, I know that it's amplified by a factor of two to three-- I know because of the work of Travis Dixon, in terms of on the median.

So however many-- if-- if-- if-- blacks are twice as likely to get arrested in Baltimore, right? It's higher than that, I know. But if-- if that were the case, right? They'd be four times as likely to be shown getting arrested on the evening news.

(GROUP: UNINTEL)

PHILLIP GOFF:

Okay? If black children are twice as likely to fail out of school, right? Black schools are four times as likely to be shown failing on the evening news. To be talked about in the newspaper. To be tweeted about between social media. Right?

So how do we begin solving the problem? We begin looking at this as a broader issue of culture and not just a problem of racist police. Right? We're talkin' about this is a human pro-- it's a human problem. It's a democratic problem. It's an American problem.

And the last thing I'll say? You can't do it by just saying, "I'm good in my heart."

Right? No one who says, "I'm good in my heart and that should be enough," is pleasing to that endeavor, is pleasing to God. Right? Because this is something we take seriously as a legacy. If you take your family legacy seriously to honor it and to cherish it, we take a democratic legacy seriously as American people. Right? We can't be taking it seriously if the only people we're concerned in terms of changing are ourselves.

MALE VOICE:

That's good.

(GROUP: UNINTEL)

MELVIN RUSSELL:

What? (LAUGHTER)

MALE VOICE:

Oh, I--

MELVIN RUSSELL:

What?

(OVERTALK)

JOE JONES:

Let the choir say, "Amen."

GROUP:

Amen. (LAUGHTER)

JOE JONES:

All right. So the ACLU of Maryland recently released a report about marijuana arrests nationwide. It found that in Baltimore blacks are five times more likely to be arrested for marijuana possession when compared to white residents. The state of Maryland spent \$106 million to enforce the marijuana laws. What can be done to reduce these numbers?

MALE VOICE:

Well, (UNINTEL)--

MELVIN RUSSELL:

Frank?

MALE VOICE:

Frank.

MELVIN RUSSELL:

Frankly. (LAUGHTER) I'm gonna say it in one word. Legalize it. I'm gonna just say it. Legalize it.

MALE VOICE:

Ooh, right. (LAUGHTER)

(MALE VOICES: UNINTEL)

PHILLIP GOFF:

Yeah, but-- but we all understood that if you just said legalized we'd have been all the way there. Yeah. All right.

JOE JONES:

So let me-- let me stretch that. And not get to the point where we're talkin' about legalizin' all drugs. Right? Although that could be a point of-- discussion. But the economic bag (?) in drugs is so compelling in society that it-- it entices people-- and I'm not talkin' about Raheem on the corner.

I'm talkin' about judge so and so-- doctor so and so, people who can touch the drug, invested in it, but never really be on the corner of an early communion. What do we do? Are there any kind of creative things that you've ever thought about in terms of how we address this issue of-- illegal drugs in our community that disproportionately affect black men in particular and Latino boys?

MELVIN RUSSELL:

So that's good. So-- so number one is through education. I know we've been doin' that for decades, but, you know, I believe-- because I talk to gang members all the time. I talked to-- 20 years in narcotics I've talked to a lot, a lot of people.

And I believe-- most of the individuals I've talked to, men and women that are involved and engaged in this, really don't wanna be a part of it. Not-- not once they get into it. Not once they're in it. I mean they look up to it, they gla-- 'cause it's-- it looks glamorized, but once they're in it, they desire a way out. And to come out.

So if they desire that-- and I'm talkin' 85% easily. 85% of those that are caught up that wanted, the ones-- the Raheeds that you're talking about, of the world. We can get them out if, again, we come together as a community. Right? Meaning our businesses. Because one of the things that Baltimore is lacking, like many provinces across this nation, is jobs. And once-- and once you get arrested, then jobs become even more scarce to you. Right?

So, you know, one of the things that we've done-- you ask what have-- what have we thought about. One of the things we did about two weeks ago, we had a business roundtable. So we called the-- the corporations of Baltimore. So what am I talkin' about? The Under Armour, the Constellations. We call the major corporations, the hotels, and pulled them in and said, "Listen, this is a win-win situation."

JOE JONES:

When you're sayin' "we" you mean the police department or--

MELVIN RUSSELL:

I pulled them together. I had-- I had the blessin's of the police commissioner, so I-- I pulled them together. So we pulled 'em together and said, "Listen, we need to create jobs. We have young people and not so young people that are willing to disengage from doin' all these illegal activities."

But we have-- listen, I can't-- you know, I-- one of the things I'm gonna be doin' is havin' a real gang summit. None of y'all will be invited 'cause it ain't for ya. The media won't be invited 'cause it's not for them. It's-- it's because I care about those that are engaged in it, knowing that the vast majority of them want out.

They went in but now they want out. So the only way to get them out is to give them what they're asking. And I talk to gang bangers all the time. And the main two things they want is, "We need homes. We need a place to lay our heads. And we need jobs."

MALE VOICE:

Jobs.

MELVIN RUSSELL:

You'd be surprised how many people wanna come out of the gang lifestyle if they could get jobs and homes and make sure they're gonna be in a safe environment. So the only reason I haven't done it up until this point is because I don't-- I'm not gonna play with them.

But once I have that in my hand, meaning jobs and transitional homes, safe havens for them, then we will build-- once we build that out we will call them. So we believe we're pretty much there. Close there. Because now we have businesses and other entities-- 'cause it takes a lot of partners to do that. A lot of partners. Churches. It takes a lot of partners. Communities. Takes a lot of partners.

So once we build that out you'll see a great decline in drug trafficking in Baltimore City. A lot of you are lookin' at me like, "Yeah, whatever." You'll see a great decline if the partners come together. So then if the doctor, then if the lawyer wants to make money, because they're the ones financing these, then they gots to go in the corner (LAUGH) and they gots to sell their product.

But we're gonna educate our young people so they get off of these corners. So they don't-- understand you don't have to kill each other. We're gonna make them work together. Because we got-- gettin'-- people wanna say we don't have gangs in this city. We got gangs in the city.

I remember when they first developed, back almost 20 years ago, little over 20 years ago. Try to tell the bosses, "We got gangs." "We ain't got gangs in Baltimore." "Okay, keep playin' like we ain't got gangs." (LAUGH) And now look where we are today.

So we're buildin' our programs, too many to talk about here today. But that's why I said one of those four pillars was youth. I wasn't mandated to build a youth component, but I knew how important it was for this city and the residents to the city if we don't ignore our youth.

Because our youth-- I-- I look at two things-- and I don't have time to talk about it. I look at two things that's either gonna destroy this city or build this city up that you cannot ignore. And-- and you wanna talk to me later, we can do that. You gotta look at our youth in this city and you gotta look at our waterways. I'll explain that later.

JOE JONES:

That goes to you.

PHILLIP GOFF:

If I can just--

(GROUP: UNINTEL)

PHILLIP GOFF:

--if I can amen to that and add a little bit of wisdom from my mama.

MELVIN RUSSELL:

From your mama.

PHILLIP GOFF:

'Cause-- so when I was growin' up, my mom used to look at children behavin' poorly in public and say, "Future juvenile delinquent." Used to say that all the time. Right? And occasionally smack me in the back of the head for somethin' someone else was doin'. Right? She said, "I don't-- I-- I see you lookin' at that, thinkin' it looks like a good idea. Just stop it." (LAUGHTER)

So I remember very clearly-- we were in the mall. (CLEARS THROAT) We were doin' Christmas shopping. I saw a bad kid, actin' bad. Mom got no control. Right? I looked at my mom, I said, "Don't hit me. Juvenile delinquent, right?" And she looked at me real sad. She said, "No." She said, "A parent's first job is to make it compelling and reasonable for to act right. And that child hasn't had nobody make it reasonable--"

MELVIN RUSSELL:

Right, right.

PHILLIP GOFF:

--"to act right."

MALE VOICE:

That's right.

PHILLIP GOFF:

Okay?

MALE VOICE:

That's true.

PHILLIP GOFF:

Now I wanna take that and translate that to the issues of illegal narcotics. If it makes more financial sense, if it makes more long-term future sense to be selling drugs than it is to be gettin' a job, the only kind of jobs that are in those communities, what would a reasonable person do?

GROUP:

Sell drugs.

PHILLIP GOFF:

Right? And have we, as a society, made it more reasonable for folks to be goin' to college and tryin' to get those jobs or slingin' (PH)? And if we've made it more reasonable to sell, you-- guess what? That's our bad, not theirs.

MELVIN RUSSELL:

That's good.

(GROUP: UNINTEL)

MELVIN RUSSELL:

That's good. (APPLAUSE)

JOE JONES:

So if-- here's-- here's a question from the audience. Can-- can you comment on institutional racism in the police department? And I guess the comment here or slash question is-- black officers are harder on African American youth than white officers.

GROUP:

Yep.

MALE VOICE:

Way more.

MALE VOICE:

Yep. (APPLAUSE)

MALE VOICE:

Hey. Y'all are hard (UNINTEL). It wasn't (UNINTEL).
(OVERTALK)

MALE VOICE:

Yep. Yep. (LAUGHTER)

MALE VOICE:

Dang.

MELVIN RUSSELL:

Yeah. You know what? I don't even understand-- and-- and Doc probably could answer it better 'cause he studies these type of things. I don't even understand that, but that's an absolute true statement. I can remember-- when I was a commander in the eastern district and I had-- they call 'em the jump out boys. A lot of street language. Jump out boys. Narcotic, plain clothes guys.

And I had a black female detective who was-- worked with them, she was part of that crew, come to me and she was crying. Came in my office. I said, "What's wrong?" She said, "I don't even know what to do." I said, "Well, what's wrong?" She says, "I watched my African American partner use the N-words more than I've ever heard, over and over and over again, while slamming down some African American kids where it didn't take all that. And I watched the white officers-- you could see they were uncomfortable with it, and yet he was very comfortable with it."

And I said, "Do me a favor, 'cause we can't tolerate that behavior. 'Cause it has

become a learned, crazy phenomenon in our city. We can't tolerate that. Please give me his name." And she wouldn't do it. Now, it's over 100 of them. And so you're talkin' about probably 40-some some odd are African Americans. And there's no way I would be able to figure out. 'Cause this-- she had came to me-- it didn't just happen. This had happened weeks prior and it just startin' to just really mess with her. But she says, "I can't because I'd be outcasted. I can't because they wouldn't wanna work with me anymore. I can't because I can't turn my back on my partner." I said, "But your partner is wrong. And there comes a point in time when you gotta stand for either righteousness or you will stand for wrong." And I began-- tryin' to make it easier for her, I would share the story about-- back in the early '90s-- when one of my African American partners-- and we were a very close knit, small drug crew. And we went where other police officers were afraid to go. Some of y'all remember 'em. They used to be called The Projects.

GROUP:

Yeah. (LAUGHTER)

MELVIN RUSSELL:

Yeah. Police wouldn't even go up in the-- some projects they wouldn't even go up in. Now public housing. And-- and because it was a different type of mentality in that environment, lots of officers that did go in would abuse them because it was almost accepted.

Some of y'all know what I'm talkin' about? It was almost accepted. Wrong, but almost accepted, to get beat on. To be treated like a piece of trash. It was almost accepted. And it was accepted when they started whippin' your butt. It was accepted.

And I could remember one of my partners, African American partners, was just abusin' 'em so bad. Hittin' on 'em when it didn't need to be get hittin' on. Started stealing. I remember she one time took a bunch of Negro t-shirts, Negro baseball league t-shirts. Started takin' baseball cards. Camera. I remember goin' to a wedding one time and-- and she had taken a camera. And we're at the wedding celebratin' the su-- the celebration of one of our partners and we're all posing. And realize that she's takin' a picture, that's the camera that she had taken from this home.

And it got to the point where I couldn't take it anymore, so I said, "Enough is enough." And I saw a reporter. Long story short, I told everybody else, "No one else is testifying," because I know how hard it is to testify against another cop. Especially when it's somebody you love. But when they turn sour, you gotta do what you gotta do.

Especially when you warned 'em time and time again. And I was sharin' this with her and tellin' her what I had to go through, tryin' to give her strength. And she almost

got there, but at the end of the day she never got to the point where she would tell on that officer. So-- no doubt in my mind, that officer's still runnin' around, still abusin' community members. Probably still loggin' complaints.

So I'm not denying wherever that question came from. We know it happens. And I say this to the public. Don't turn a blind's eye. Pile up the complaints. When you see this indiv-- these type of individuals in your community, what I'm saying to you is report it over and over and over again. One of the things Commissioner Batts has done is he has cleansed his internal investigation.

He's totally wiped it out and put new leadership in there. He's lookin' at it now where maybe he don't even have to put detectives in there. There shouldn't be anybody lower than a rank of a sergeant. Make it easy to go after the bad seeds in the department and pull them by the root and get 'em out of the agency. So I know it's happening, but understand this. That Police Commissioner Batts, he doesn't accept it and he's doin' his best to root it out of his department. I said it before, we got a great commissioner. (APPLAUSE)

JOE JONES:

So Doc, this is a little bit of an extended question, so bear with me here.

PHILLIP GOFF:

Okay.

JOE JONES:

In your analysis of the data, how important is the issue of social engineering, media, perception of socioeconomic differences and overall perception of poverty, affecting police departments' leadership, officers' treatment of black youth? Should there be training on this issue?

PHILLIP GOFF:

Okay. So that was-- a smart and elongated question. I'm gonna try and make it dumb and then answer it. Does class matter? Okay? Yes. Now, let me answer a little bit more. Our identities are frequently excuses to stop treating people as fully human. Okay? They need to be the access point for accessing people's full humanity, but we use them as shortcuts so we can treat people like objects that are in our way from point A to point B. Okay?

So we think about that in terms of race, and we've gotten good at thinking about it in terms of race because we treat people badly in terms of race very well. We haven't

learned to think about class in the same kind of way, 'cause it's not as easily identifiable and the cues to social class are not the same from person to person. But, yes, we use those cues, and sometimes police officer use those cues, to dehumanize people. Okay?

And so, absolutely, you can train people to do that. But I think the broader message is how do we have a police force that recognizes their number one job is to recognize the humanity in the least among us. And that's how-- that's one way to keep us all feeling fully human.

(MALE VOICE: UNINTEL)

PHILLIP GOFF:

Okay? So that-- I mean that's-- that's what I would say in answer to it. That's what I think-- what I hear-- heard in that question.

JOE JONES:

Any--

(OVERTALK)

MELVIN RUSSELL:

--so-- so just like Doc's sayin', one of the things we gotta learn to do is-- and the police commissioner, he is train-- changing up our training to incorporate a lot of these very things that you're-- you're concerned about, because they greatly concern him. And you've gotta make an officer look back in the mirror.

So some-- I mean we've got a lot of messages that we're putting into place now and that you're gonna start seeing if you're a Baltimore citizen. You know, we're gonna start rollin' out these things like Coffee With A Cop in your community. You know, your little cafes in your community, we're gonna start dealin' with it-- not dealing with it, but partnering up with those business owners and saying, "We want you to be able to just pour our coffee for our community members, and our police officers."

'Cause one of the things I wanna do is send police officers into these Coffee With A Cop atmosphere. And this is an environment. So we can have a transparent-- we can have an honest dialogue. So you could talk to them, "Why do you do this in our community?"

At the same time, it's not a battering session. We wanna be able to praise them where they need to be praised. But at the same time we wanna get some answers. And they're gonna go in without a chip on their shoulder, 'cause we wanna make sure of that. But we wanna be able to dialogue with that.

See, I-- and-- and there's a lot of relational initiatives that we're gonna do. Ride alongs and all kind of things that we're gonna do. Makin' sure they get out of their car, park their car. When-- you walk your community, so it's important. Walk your community. It's important. Churches. Walk your community. Because the officers that work that community will be mandated to park their car, unless the district's on fire, and walk with you.

And not just to be walkin' the walk, but dialogue with you. Not in a confrontational way. Not talkin' about with you, 'cause they're not gonna be confrontin' you. But not even with the bad guys in the street. It's a time to build relationships.

Because at the end of the day it is hard to abuse a community that you're responsible for and you're patrolling when you begin to build a relationship. See, like-- like Doc was sayin', we have somehow de-- dehumanized not only our community but even ourselves.

Because you can't treat people in the O'Connor (?) way unless somehow you became so dull and numb and you couldn't have any more compassion, you're not sensitive situations anymore. So we can reignite those qualities that are important back in an officer. And they can only be done when he's confronted-- when she's confronted with herself.

And because a community is speakin' back to them in a loving, but sometimes a harsh-- not harsh, but a-- real way. Right? "We're here for you, but we just don't like the way you talk to our young boys when you come through the community. We know you got a job to do."

And maybe they'll say somethin' back to you. "Well, you know, it bothers me when I come to the community and-- I get a shooting and I know it was 50 people out, but now all of a sudden I can't find one witness." Let's work it out together. (LAUGH) Let's work it out-- somebody laughin', 'cause they know that happens all the time.

But let's work it out together. We've gotta get to a place where we trust each other again. And you're only gonna do that through something I call building relational equity. We have poor relational equity in this city. And we have to build that back up.

We have to get to the point where you don't have a problem pickin' up the phone and sayin', "Officer Johnson, I've got somethin' goin' on in my neighborhood. And I trust you enough, can you come on in? Can you take care of it?" "Officer Johnson, I'm just callin' to say I appreciate you." And they call you up. We gotta get back to that. It worked 20 years ago. I know it can work today. So I appreciate what you said, because that's just-- listen, the answer's right in this room. It's all of us. It's all of us.

JOE JONES:

So Doc-- in your work around the country-- have you been able to identify any best practices in terms of dealin' with this issue of-- implicit bias in racism-- in

communities comparable to Baltimore?

PHILLIP GOFF:

Well, let me say not to flatter Baltimore, but there ain't no community like Baltimore. (LAUGHTER) Okay?

JOE JONES:

You mean 'cause we got the Ravens? (LAUGHTER)

PHILLIP GOFF:

We-- we gonna go all the way there tonight? (LAUGHTER) (APPLAUSE)

JOE JONES:

Come on, y'all. Y'all know what time it is. (APPLAUSE)

MALE VOICE:

And go Orioles. (LAUGH)

PHILLIP GOFF:

All right. I'm-- I'm just gonna bracket that, in-- (LAUGH) in the spirit of brotherhood. You know, brotherhood. You-- you gonna bracket that. (CLEARS THROAT) But so-- I mean there are similarities to-- to communities. You know, we're all the same and we're all different. (UNINTEL PHRASE) been sayin' that all day long. We're all the same and we're all different. We have seen some best practices. I was talkin' about it-- at OSI earlier-- and I'm gonna get away from this hot mic just a little bit. Everybody in the back can hear me?

MALE VOICE:

Yes, sir.

PHILLIP GOFF:

All right. Two things that I see as a commonality for departments that engage in one

of the hardest things that there is to do, which is whole scale, cultural change in a large organization. Okay? One, is you need a strong and committed leadership team. One sheep ain't gonna do it.

MALE VOICE:

That's right.

PHILLIP GOFF:

Right? You need a command staff that's on the same page, committed to the same thing, all headed in the same direction. Okay? Now that's a hard thing for any new chief, new commissioner, new sheriff to do, especially if you don't-- if you're not familiar with everybody on your team.

But getting a committed leadership team is absolutely essential. In law enforcement, more so than almost anything else. Law enforcement and the military. And situations where you have chain of command real strong, you need a s-- a serious leadership team. Okay?

The other thing is the recognition of a basic psychological truth that is a hard thing for most of us to wrap our minds around. Attitudes change behavior less than behavior changes attitudes. Let me say that a different way. Behavior changes attitudes more than attitudes can change behaviors.

That is if you put somebody in a situation where the right answer is to do the right thing you get a lot of people that look real honorable. If you put someone in a situation where no one's gonna know that they did the wrong thing, you're gonna find out a lot about character.

MALE VOICE:

That's right.

PHILLIP GOFF:

Right? So that's great. We want our officers to be of high character. But you know what the best solution is, if you're a leader? Get rid of those situations. Right? Have oh-- have as many situations as you can where the right answer is obvious and it's also the right thing to do. Guess what? You'll have high character officers all the time. Okay?

So you can get people to act right. Whether or not they want to, whether or not that's what's in their heart. Right? Then they will feel right after doin' it long-- long enough. That's why your mom and dad made you make up your room and make your

bed. Right? Every morning or every night. Or every morning and every night. (LAUGHTER) Right? It's not so that you would just feel like you had to all the time.

'cause what happened when you went away from home? You left your bed a mess 'cause it was awesome to be able to do. And you stayed up-late and you ate chocolate too much. Right? And that's how you end up lookin' like this. No. But what happens is when you want peace and calm in your life, you know what, "I got to make the bed." 'Cause I remember what that felt like. Okay? And it's the same thing when you're tryin' to change a culture. Those two things. Get the behaviors changed. Attitudes. Or have a strong team that's committed around you. And then you have a chance to move the needle.

JOE JONES:

So-- with a rise in female offenders, how has the interaction between police and female offenders changed? Are there special consideration or are special considerations necessary?

MELVIN RUSSELL:

Are special considerations necessary? I don't know if there's really-- you got some statistics to back that up? Somebody said that?

JOE JONES:

This is a question.

MELVIN RUSSELL:

Okay. I don't know if-- if-- if-- I haven't seen any great rise in-- in female offenders. I really haven't. I think we have enough in place-- you know, you can't-- you can't-- if you just pay attention when officers are stopping young ladies on the street-- whether they're gonna get arrested or not, you won't see an engagement. You shouldn't. If you do, call 396-- (LAUGHTER) no.

If you-- they will call a female officer. And you probably see this all the time. And that female officer will do whatever, body search or whatever. And it should be done in a dignified way. You know, whether they have to pull 'em to the side, into a little alcove, put 'em in a police car and do it. Even when they come to the station house-- there are certain things that are in place, policies.

So I'm not sure where that question might have come from or why it might have arose, but I-- I think we are pretty fair in dealing with our female offenders. I really do. I really do. I'm sorry if that don't satisfy you, but I think we-- we do a good job.

PHILLIP GOFF:

Say-- can I speak to the rise in female offenders? So I-- I think where it's coming from is it-- it-- it's either an observational question, which, you know, can't be wrong on that, or-- or it's based on the rise in women who are incarcerated. Okay? That is not the same thing as a rise in female offenders. Right? It's-- the rise in number of people that we're putting in jail. Okay?

And understand, there are certain people we're not allowed to put in jail. As a culture we have decided that for the most part rich people-- we can't do that to rich people. (LAUGHTER) Okay? Right? Too big to fail. Too rich to jail. That's kind of how (LAUGHTER) we're operating. (APPLAUSE)

And so what's-- what's goin' on is they have literally run out of male bodies to incarcerate in the neighborhoods where it's okay to incarcerate somebody. They're like, "All right. Well, let's go-- get his wife too. Let's get his old lady too." That's what's going-- and-- and that's-- that is both casual, irreverent and true. Okay?

So if we're gonna talk about it, right? If-- if-- if-- so it-- it is-- and it ends up bein' true that there are more women being incarcerated, right? But it's not because of anything like an uptick in women participating in crime. What it is is a lack of available male bodies to incarcerate--

(OVERTALK)

PHILLIP GOFF:

--in a neighborhood where--

MALE VOICE:

Right.

PHILLIP GOFF:

--where we do that.

(GROUP: UNINTEL)

MALE VOICE:

Wow.

PHILLIP GOFF:

So-- I feel like (APPLAUSE) that needs to be known, so--

MALE VOICE:

Wow.

MALE VOICE:

Okay.

MALE VOICE:

Man, we're gonna stop askin' these serious questions (LAUGHTER) if we get some stuff we don't--

(OVERTALK)

PHILLIP GOFF:

I say don't ask serious questions if you don't want serious answers. Now, hold up.

JOE JONES:

So-- for both of you, would you say men are the key? And can engaging them in barbershops be viable, bringing them to understanding of God's purpose for them?

PHILLIP GOFF:

Well-- I mean I don't think that it would be appropriate to be on this stage and say, "No, men don't need to understand God's purpose for them." No, that would-- I would never say that. So, yes, of course, that is important. I would push back against the framing of the question, "Are men the key?" And more so than women.

When I get asked, "Well, what is something that-- that as a police department we can do to reduce violence on the street?" I say, "Hire women." Why? 'Cause women are great at deescalating conflict. Okay? Now it-- if you're a man in a fraught relationship, you may not feel that way right now (LAUGHTER) today. Okay? But believe me, when-- when violence is on the table and women are in-- in a uniform, they are great at deescalation. Okay?

So it's not the case that I feel that-- that getting to men where they live and-- and

teaching those spiritual principles is the key. In fact sometimes the key is why is it that major city law enforcement's 87% men? 'Cause we have not made law enforcement attractive to women. If we did, we'd have a more peaceful, more balanced, more equitable law enforcement. Right? And, by the way, we'd have better, more accepting men there too. So I wouldn't put it all on men's (APPLAUSE) shoulders. I wouldn't-- wouldn't do that at all.

MELVIN RUSSELL:

Now, I-- I will-- I will say-- this is not takin' away from the Doc, 'cause I-- you might (UNINTEL) be tapped into my female persuasion, 'cause I don't mean with the streets now. But-- we do call-- you know, that's part of our strategies. We-- we call men that are doin' the right thing. That's why we lean on the churches. We call for the men to come back (APPLAUSE) into the community to be that role model, because there's a role model out there. It just might not be the right role model. So we're callin' on men.

You know, I'll give you this po-- I'll give you this one example. I remember-- about three years ago we had a 15-year-old brutally raped in east Baltimore. Dragged into a vacant house. It made-- it made news. Everybody-- a lot of people here may remember that.

And I can remember my heart was broken, because I called on the churches and I said, "I need the men--" I called every-- almost every church that I had in the district. "I need the men to come out and be a presence in the community. We got men on the corners, we got men here, we got men everywhere. They need models. I need men to come out in this community." And I couldn't get one man to come out.

GROUP:

Wow.

MELVIN RUSSELL:

Not one. So then I called to my brothers from the nation. And I called on them and I said, "I need men to come in the community." At the time I was a major. He said, "Major, we are there for you. How many you want?" I said, "I need 50." Fifty men showed up the next day. (APPLAUSE) And the next day. And the next day. And the next day.

Until we flushed that-- because it was a homeless person that was goin' around raping people. And we-- 'til we flushed that individual out. And not only did these men stay out in the community and make a difference, they would pick up this 15-year-old victim and their family, transported to-- transported them to every court appearance that they had for a year and a half until that person was convicted. So

while she was in that courtroom with her family she could look over her shoulder and see 50 brothers, her brothers, that had her back, that will let her know, "We're sorry this happened to you and we vow it will never happen again, because we're takin' a stance in our community."

These same men-- now after that, is shamed your traditional-- or I should say, the churches. It shamed 'em. Till now they started comin' out. And the reason it shamed 'em, 'cause I went right back and said, "Shame on you." (LAUGHTER) (APPLAUSE) So now-- now when I call, the-- listen, they-- even though I-- I still call my nation, but now they come out. And they absolutely make a difference on those corners.

Because a lot of 'em used to be right where those young men are on the corners. And they could speak the language. They're not gonna always listen to Lieutenant Colonel Russell, even though I can dialogue with-- with them very well. But when you're talkin' to somebody that used to be in the exact same shoes where you are, and now to tell them where they can be, "Stop lookin' at where you are today and see where you could be tomorrow," they begin to come off the corners. So it's worth it.

So I think men are (UNINTEL)-- but I'm gonna use that, women. I'm gonna-- since you say deescalate. And he pretty smart. So I'm gonna go ahead and I'm-- (LAUGHTER) I'm gonna get me a couple women. I'm gonna see what happens. I'll get back with you in the fall. (LAUGHTER)

JOE JONES:

So-- both-- from-- a local response and sort of, like, a national response, what are police departments doing-- to get police-- who serve-- to live in the city? You can't have officers building a community if they don't live in the community.

FEMALE VOICE:

That's right.

MELVIN RUSSELL:

So-- so-- and I-- we were just talkin' about this earlier today, Captain J.C. and the doc- Dr. Phil. We were just talkin' about this earlier. One of the things that-- that really gets me is-- now I have nothin' against where people come from, but this is Baltimore City.

And I'm not-- I'm not knockin' anybody but, you know, I just think that we don't tap into our own enough here in Baltimore City. You know, everybody in Baltimore City can't be bad. There's gotta be come good candidates in Baltimore City where we can hire them. Same ones that's comin' from the streets of Baltimore but came up the

right way.

You know, I'm one-- I'm probably one decision away from bein' on the other side of the fence, but because I've made enough of the right decisions I was able to align myself and get a position where I could be who I am today. But if we-- and I'm-- I don't think I'm the only one out there. You know what I'm saying? So I think we could tap into more of the guys and gals here.

So I think that's just somethin' that has been broken for a long time in our recruitment policy. And I think that's somethin' that's recognized by the police commissioner. That's why Dr. Phil is here. That's why Cathy Keats is here. That's why there's a team comin' in, because they didn't come on their own course. They got a phone call from the commissioner--

MALE VOICE:

Right.

MELVIN RUSSELL:

From-- right?

MALE VOICE:

That's right.

MELVIN RUSSELL:

Got a phone call said, "Somethin' broken up here." This ain't like L.A. This ain't like Oakland. This ain't like the West Coast. Somethin' wrong over here. I got police from Puerto Rico. Ain't nothin' wrong with it.

(GROUP: UNINTEL)

MELVIN RUSSELL:

All right? 'Cause we got some Hispanic populations. I can't Espanol. All right? So we need some Hispanic-- (LAUGHTER) right? But, listen, everybody shouldn't be comin' from Pennsylvania. Everybody shouldn't be coming from New York and Boston. We got Boston police officer-- and I'm talkin' about where they're raised from. Right?

And unfortunately you've got so many police officers in this agency that don't come from an environment the way Baltimore-- you said earlier, there ain't no-- other place

like Baltimore City. And if you didn't come up in Baltimore City, especially if you're comin' from a rural environment, a rural environment where now you go through the Baltimore police academy, and all of a sudden beyond TV you see the first black person (LAUGHTER) that you've ever seen in real life, (UNINTEL). And now you're asked how to react with them. And, quite frankly, everybody don't know how to interact. Can we just be honest?

GROUP:

Yeah.

MELVIN RUSSELL:

Everybody don't know how to interact with people that are raised in an environment, an inner city environment, especially when you're coming from a place where maybe there might have been one or two in-- your entire town. And so we gotta do better at-- at-- at mirroring what our community looks like and putting our police officers in place. And not knocking where they come from.

At the same time, if we're goin' to go outside and bring people in, then we better make sure that we're puttin' in the proper training and not just givin' 'em a badge and gun and now say go and police our communities that you ain't got no idea what's goin' on in.

MALE VOICE:

That's right.

MELVIN RUSSELL:

We gotta get the proper trainin' to go into your communities. I even forgot the second part of that question, man.

JOE JONES:

No, you-- you got it.

MELVIN RUSSELL:

Okay. I got it. (LAUGHTER)

JOE JONES:

Doc?

PHILLIP GOFF:

I mean the only thing I would-- I would wanna add to that-- 'cause it's-- it's a difficult question for a lot of places to answer, and you wouldn't think it would be. But it-- it's not just in Baltimore where there-- at-- the folks are havin' a hard time getting home grown talent to join-- the P.D. And even get-- when the home grown talent comes on, havin' them to live in the city where they're working.

(GROUP: UNINTEL)

PHILLIP GOFF:

Right? People-- somehow maybe the way that they're doin' their job, they feel like, "I don't wanna live next to people I'm policing 'cause I know that they see what I'm doin'." That-- maybe (LAUGHTER) that's an indication of somethin'. But really what-- what frequently ends up happening, if you've got strained co-- relationships with the community, community's not interested in joining an occupying force.

MALE VOICE:

Thank you.

PHILLIP GOFF:

Okay? (APPLAUSE) And so where-- where does it work? It works when you have that united leadership front that says, "We will not be an occupying force." Right? And you do have a commissioner that has said, "I don't want to be in charge of an occupying force."

So it's important for us to get home grown talent, right? A representative-- group of folks. So-- the-- the department needs to reflect the diversity of the community. And the folks that come on need to be excellent officers that are able to provide equitable service. Again, when you've got a leadership team that's committed to doing that, most police departments get to set their own standards. There are some exceptions to that, but most police departments get to set their own standards. And so you can accept people from the community, provided that the community will accept your people.

JOE JONES:

All right. So I think this will be our last question. Please address the-- please address the department regarding outcomes for-- oh. Please address the-- I guess this is the disparities regarding outcomes for the same offense, i.e. an open container of alcohol at Camden Yards or M&T Bank Stadium civil citation, and North Avenue and Fulton arrests. (LAUGHTER) (APPLAUSE)

MELVIN RUSSELL:

That question's actually already been answered. And-- what-- how'd you say it? Too big what?

PHILLIP GOFF:

Too big to fail. Too rich to jail. (LAUGHTER)

MELVIN RUSSELL:

I mean that's-- that's the answer. That's the answer. You know, that's an investment for the city. We're bein' transferred. Right? Camden Yards is an investment for the city. It's rakin' in hundreds of millions of dollars. Come on, somebody?

GROUP:

Yeah. That's right.

MELVIN RUSSELL:

So it's pourin' money back into the city. And start lockin' up people down Camden Yard. (LAUGHTER) For drinkin' with open containers. Start doin' that. That's why there-- you can't go into a stadium in this country where they don't sell alcohol. Beer. Take that away, because of the great revenue.

You start lockin' up people around Camden Yard for open containers, ain't nobody comin' back to see the Orioles play. As good as they are. See the Ravens play. At least the-- the-- the-- the-- the-- not the clientele, but the attendance will drop down. But now you're talkin' about-- what-- what did you say? North of what?

MALE VOICE:

North--

MALE VOICE:

Folk.

MELVIN RUSSELL:

North and folk

MALE VOICE:

North and Folk.

MELVIN RUSSELL:

Lord have mercy. (LAUGHTER)

MALE VOICE:

Yeah.

MELVIN RUSSELL:

You had to pick North and Folk. That is no-- listen. You can go all the way back to the riots when we burnt down our own stuff. We burnt down our own stuff and it still ain't back. You can take a snapshot from back in 1968 and look at it. Take a picture up North Avenue on the west side. Pretty much-- matter of fact you go from Hilton to Milton. Take some pictures. It don't look too much different.

FEMALE VOICE:

Sure.

MELVIN RUSSELL:

Ain't nobody investin' in it. Yet. Don't nobody seem to care about it that much. Yet. So what does it matter if I have the authority to write a citation or the power to make-- or-- or to make the arrest? The city's not gonna lose no revenues. Matter of fact, the city's probably gonna make some revenue, even though the officer's not thinkin' like this all the time. Right? Thank god they don't pay us for every arrest, 'cause then we'd be in real trouble, right?

MALE VOICE:

(UNINTEL PHRASE) yeah.

MELVIN RUSSELL:

But listen. So now they're up on North and Folk, makin' arrests, because ain't nobody pressurin' 'em sayin' not to make arrests. That's just North and Folk. I could remember-- and that-- listen, that demeanor has been like that for-- ever since I've been a police.

I could remember back in the mid-80s had the audacity to be doin' patrol down in Little Italy. Car clearly blockin'-- you couldn't even see the fire hydrant. Wrote a ticket because he was blockin' a fire hydrant. It wasn't an hour later that I was in the major's office (LAUGH) sayin', "Boy, give me the ticket. (LAUGHTER) Rip it up and don't you ever, ever, ever-- matter of fact don't even go back down Little Italy. Anymore." Because the rich-- what is it again?

PHILLIP GOFF:

Too big--

JOE JONES:

What--

PHILLIP GOFF:

--to fail.

MELVIN RUSSELL:

Too big-- y'all heard what--
(OVERTALK)

PHILLIP GOFF:

--too rich to jail. Yeah.

MELVIN RUSSELL:

And the-- the bottom line is we're bein' transparent. There it is. That's it. That is it. Some neighborhoods you could do some things. Unfortunately. And some neighbors you're never gonna do some things. Just not. Y'all-- y'all-- I told ya comin' in here we gotta be honest and we gotta be transparent.

(OVERTALK)

MELVIN RUSSELL:

I say we (UNINTEL) like (UNINTEL).

(GROUP: UNINTEL)

MALE VOICE:

All right.

MELVIN RUSSELL:

All right?

PHILLIP GOFF:

So let me add on to that, then, one little anecdote-- I like tellin'-- tellin' stories. My dad's a storyteller. So-- doin' what we do we have-- occasion to go into-- politicians' offices and-- and lobbyists and such. I'm not gonna name this politician. Not gonna even tell you where they're from.

But there's a map of this politician's area. Okay? In the map there's different colors. And I assume there's just different colors-- like, you see police maps and different colors for different districts. But some of the colors repeat. And I was a little bit confused, 'cause the map didn't make sense to me.

So I asked the person-- who was the receptionist-- and the receptionist said, "Well-- it's percentages." I said, "Percentages of what?" And she said, "Well, you can ask the elected official." So I asked the elected official, and I do occasionally have a way of makin' people feel way more comfortable than they should. So he told me the truth. And he said, "Well, we got it shaded that way 'cause that's the percentage that we think are likely to vote--"

MALE VOICE:

That's right.

MELVIN RUSSELL:

--"in that area." I said, "Okay. Well, that's useful for a politician to know. My question is why do you have dollar signs next to things up next to that?" He said, "This is the amount of folks we can incarcerate, property damage we can allow, complaints we can let pile up before it starts hurting our reelection chances." Okay? So if you wanna know how to fight dollars-- sometimes I-- I-- can I say-- make it more plain? Vote.

MALE VOICE:

Right.

MELVIN RUSSELL:

That's right.

(MALE VOICE: UNINTEL)

FEMALE VOICE:

That's true.

PHILLIP GOFF:

Okay? (LAUGHTER) (APPLAUSE) You in charge of the vote. If you in charge of their jobs--

MELVIN RUSSELL:

That's right.

PHILLIP GOFF:

--that's their money.

MELVIN RUSSELL:

That's right.

PHILLIP GOFF:

Ain't nothin' more money than their money.

MELVIN RUSSELL:

That's right. (LAUGHTER)

PHILLIP GOFF:

Okay.

MALE VOICE:

That's right.

PHILLIP GOFF:

So if you wanna change that, vote. And not just you, but make sure that your car is available, that your neighbor's car is available, that do you caravans back and forth. (APPLAUSE) Right? If you can do that, you change where open containers are and are not allowed.

MALE VOICE:

Man, tellin' the truth.

MALE VOICE:

Right.

JOE JONES:

And so, for the audience, how many folks are here-- attending a OSI race conversation for the first time?

MALE VOICE:

Whoa.

JOE JONES:

Oh.

MALE VOICE:

Whoa.

MELVIN RUSSELL:

Where y'all been? (LAUGHTER)

JOE JONES:

Hey, well, look, on-- on behalf of OSI, you know, first of all, you know, forget the New York guy. You know, with-- (LAUGH) New York-- is it New York.

MALE VOICE:

Philly.

(OVERTALK)

JOE JONES:

Oh, from Philly.

MALE VOICE:

Yeah.

JOE JONES:

Same difference. (LAUGHTER)

MALE VOICE:

Right.

MALE VOICE:

Oh.

GROUP:

Oh. (LAUGHTER)

PHILLIP GOFF:

Oh, (UNINTEL) up, now. What-- hold-- hold-- let me-- lord Jesus, (LAUGHTER) please help this man. All right. Go ahead. Go ahead. Get you-- do what you need to do. (LAUGHTER)

JOE JONES:

First, we wanna thank our very own home grown Lieutenant Governor-- (LAUGHTER) Lieutenant Colonel Melvin Russell. Come on, y'all. Give him a hand. (APPLAUSE)

(OFF-MIC CONVERSATION)

JOE JONES:

And then, if we must, (LAUGH) let's give it up for Philly's own Dr. Phil--

MALE VOICE:

What.

JOE JONES:

--Phil Goff. (APPLAUSE)

(MALE VOICES: UNINTEL)

JOE JONES:

And stay tuned for additional OSI, you know, it convenes (?), including the 15 year anniversary. All right?

(OFF-MIC CONVERSATION)

JOE JONES:

Have a good evening, everybody.

* * *END OF TRANSCRIPT* * *